

**QUALITY & TENANT ENGAGEMENT COMMITTEE**

**AGENDA**

**Date: Wednesday, May 29, 2024**

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

**Location: WebEx & Livestream**

<b>Item</b>	<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Supporting Documents</b>	<b>Presenter</b>
1.	3:00 pm 5mins	Chair's Remarks	Information	N/A	Chair
2.	3:05 pm 2mins	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:07 pm 1mins	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:08 pm 1mins	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:09 pm 1mins	Approval of Public Session Minutes of QTE Committee Meeting of March 25, 2024	Approval	Minutes of Public meeting of March 25, 2024	Chair
6.	3:10 pm 5mins	Action Item Review	Information	Action Item List	Chair
7.	3:15 pm 5mins	CEO Update	Information	Verbal Report	Tom Hunter

# Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
8.	3:20 pm 10mins	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen
9.	3:30 pm 60 min	Tenant Experience Survey Results	Information	Report and Presentation	Grant Coffey Forum will attend
10.	4:30 pm 30 min	Community Activities Fund and Community Connect+ Update	Information	Report and Presentation	Arlene Howells
Consent Agenda Items (items for Information only and will not be addressed during meeting, unless a committee member requires, or public deputation requested).					
11.		Strategic Directions Q1 2024 Progress Report	Information	Report	n/a
12.		Quality Improvement Projects Q1 2024 Progress Report	Information	Report	n/a
13.	5:00 pm 1min	Adjournment	Approval	N/A	Chair

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

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

[View Live Stream Video here](#)

**Date:** Monday, March 25, 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, March 25, 2024, at 3:00pm via WebEx video conference. This meeting was livestreamed.

#### **Members in attendance:**

Linda Jackson, Chair  
Fareed Amin  
Maureen Clohessy  
Deputy Mayor Amber Morley  
Jim Meeks  
Lawrence Law  
Brenda Paris

#### **TSHC staff present:**

Jill Bada, Chief Executive Officer (I)  
Grant Coffey, Director, Strategy and  
Business Management  
Arlene Howells, Director, Engagement,  
Partnership and Communications (I)  
Carol Francis, Director, People & Culture  
Vince Truong, Interim Finance Lead  
Karyn Bawden, EA and Board Secretary  
Liz Dizig, EA to CEO (I)  
Fatima Mahmood, EA

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

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The Chair welcomed everyone and stated that the meeting was being live streamed on YouTube.

The Chair acknowledged Holi, a significant celebration in the Hindu community as well as noting other celebrations and important dates such as Ramadan, Quran, Persian New Year etc.

The Chair noted that the QTEC meeting will be Interim CEO, Jill Bada's last meeting as she will be returning to City of Toronto and Tom Hunter, CEO will be rejoining us on April 8<sup>th</sup> 2024. The Chair, on behalf of the committee, extended a warm thank you to Ms. Bada.

The Chair noted that the Agenda will address important items such as the Operational Dashboard and Communications Plan and Engagement & Partnership update.

The Chair noted that we have a Deputation on Agenda Item 8 (Operational Dashboard) and Item 10 (Engagement & Partnership update).

### **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, being none, the Chair asked for a motion to approve the Public Agenda of March 25<sup>th</sup> 2024 as presented.

**Moved:** Fareed Amin

**Seconded:** Maureen Clohessy

With All in favour, it was resolved that the Public Agenda of March 25<sup>th</sup> 2024 was approved as presented..... CARRIED

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

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The Chair asked the members of the Committee whether they were in conflict of interest with any agenda item. With no conflicts of interest being declared, the Chair continued to next Action Item.

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

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The Chair asked if there were there any edits or changes to the Public meeting Minutes of February 5<sup>th</sup> 2024, being none, the Chair asked for a motion to approve the Public meeting Minutes of February 5<sup>th</sup> 2024 as presented.

**Moved:** Fareed Amin

**Seconded:** Maureen Clohessy

With All in favour, it was resolved that the Public meeting Minutes of February 5<sup>th</sup> 2024 was approved as presented..... CARRIED

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**Item 6: Action item review**

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The committee reviewed the action item list and the status of the items. It was asked by the Chair whether the email on the stats of where tenants are moving to and it was confirmed by Mr. Priggen that email was sent.

With no other action items discussed, and the Committee satisfied, the Chair proceed to next Agenda Item.

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**Item 7: CEO Update**

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At the Chair's invitation, Ms. Bada gave her update noting that it would be her last QTE Committee meeting and then thanked the Committee, Board members, tenants and staff for their work and support during her time at TSHC as the Interim CEO. Ms. Bada noted many audiences that came forward over the last few months, including the Community Connect+ Community Activities Fund (CAF)

policy which will be further highlighted through today's agenda. It was also noted that the Tenant Experience Survey was concluded, and the results were being finalized and updates will be given to the QTE Committee.

The Chair thanked Ms. Bada for all her hard work and support during her time at TSHC.

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

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Deputation: Bill Lohman. The following verbal deputation was received with respect to Item #8. 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:

- Noted the graphics on the Dashboard were clear and easy to understand.
- Noted about the administration tickets area and was curious about the complaint system. Asked what was the breakdown in the complaint category and what was the percentage of those that actually have come to resolution.

The Chair thanked Mr. Lohman for his deputation, and then asked Mr. Priggen to address Mr. Lohman's comments in his presentation. With that, at the invitation of the Chair, Mr. Priggen went through the Dashboard:

- Monthly Summary: TSHC, Arrears, Vacancies, Maintenance Work Orders
- Administrative Tickets:

Mr Priggen then discussed in more detail the Administrative Tickets, noting they are categorized in many ways, and the complaints come through the solutions team and the vast majority of them are attached by the Tenant Resource Centre. It was noted that the PowerBI solution has taken the labor intensity out of the collection of data. He noted that the dashboard

will reflect more information and will be more in depth in the future. He also noted regarding the administrative tickets He noted that he and the CEO have monthly one-on-ones to review the solutions files.

- Pest Management

The Chair thanked Mr. Priggen for his work and carried on to the next Agenda Item.

### **Item 9: Communications Plan Update**

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At the invitation of the Chair, Ms. Howells, provided an update on the Communications Plan noting there was a tremendous amount of work for the very small team of four that do all aspects of stakeholder communications, public relations, government relations and media relations, as well as all of these, the social media work that has to be covered off and all of our design and production work. Ms. Howells also spoke in depth about the language translation policy, where as we support 13 languages and that we will review in the future adding more languages. It was also noted that we will be looking at the Tenant Engagement Survey in the coming weeks.

The Chair thanked staff and noted that the results of the survey will be interesting to see and went to the next Agenda Item.

### **Item 10: Engagement and Partnership Update**

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

The Chair welcomed Mr. Bill Lohman, Mr. Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute and thanked Ms. Bada for her term.

Mr. Lohman made the following comments during his deputation:

- Noted was a lot of work put into the Connect+

- People have volunteered and applied for Community Action funds and there's concerns of delays in the funds.
- Noted that although the number of 400 volunteers is great, what roles would they be assigned to, being seniors and maybe not able to do much.

The Chair thanked Mr. Lohman for his deputation and at the invitation of the Chair, Ms. Howells addressed the recruitment of volunteers and noted that the funds will not be available until later in the summer. She also noted that we're in a very critical point in terms of everybody wants to get involved and they're excited, and we will have to balance how much we can deliver against the outpouring of desire. Ms. Howells continued to go through the Engagement and Partnership update noting throughout 2023 as part of our KPI dashboard, the tenant engagement and tenant voices are two of our very important strategic objectives in the organization. Continuing with stating that the reporting on those throughout that time has changed as we did not have a full complement of Community Service Coordinators. Ms. Howells also noted the work that we're seeing in the results for 2023, reflects about six months' worth of the Community Service Coordinators meeting with tenants and answering their questions and promoting some of the work around our top priorities. She continued to focus on:

- Major 2023 Accomplishments
- 2023 Accomplishments: Tenant Engagement
- 2023 Accomplishments: Tenant Activities Fund (TAF)
- 2024 Strategic Priorities: Supporting Tenant Engagement and Partnerships
- Delivery Timeline For 2024

The Chair thanked Ms. Howells for their work and carried on to the next Agenda Item

**Item 11: Adjournment**

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The Chair thanked the Committee members, staff and all the presenters for their attendance and contributions and asked for a motion to adjourn the meeting.

**Moved:** Fareed Amin

**Seconded:** Jim Meeks

With All in favour, it was resolved that the meeting terminate..... CARRIED

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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 May 2024**

<b>Action items</b>				
	<b>Meeting Arising From</b>	<b>Description</b>	<b>Resp</b>	<b>Status</b>
1.				

<b>Completed Action items</b>				
	<b>Meeting arising from</b>	<b>Description</b>	<b>Resp.</b>	<b>Status</b>
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

## April 2024

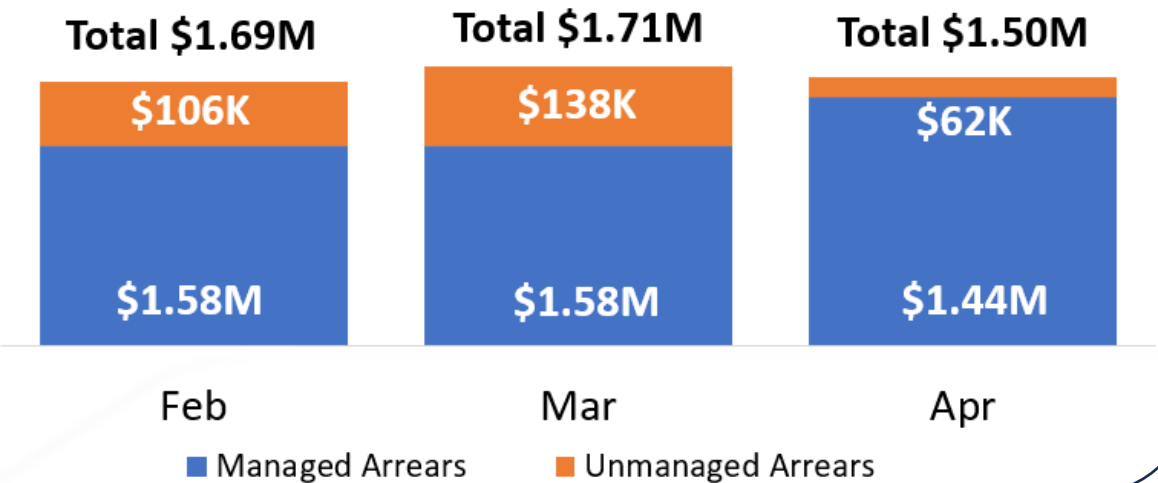
Quality and Tenant Engagement Committee Meeting



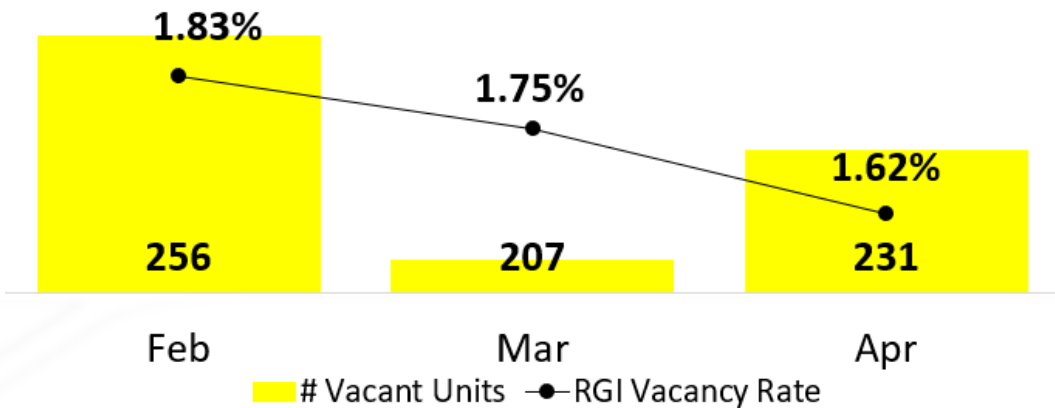
# Monthly Summary: TSHC

April 2024

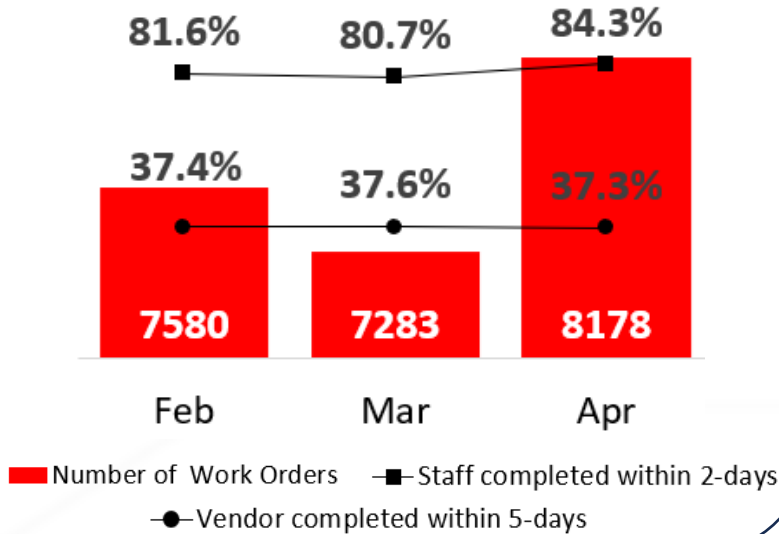
## ARREARS



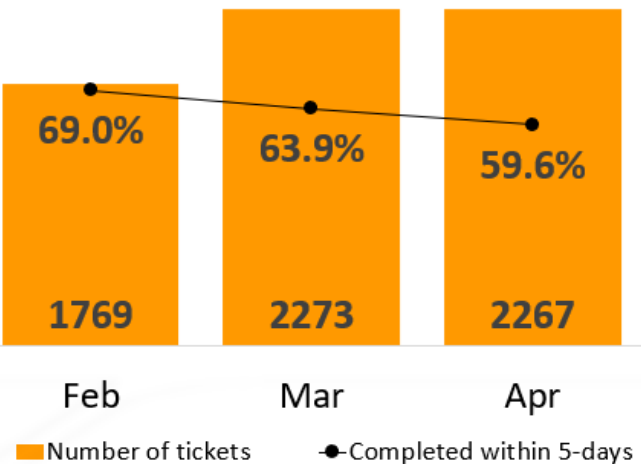
## VACANCIES



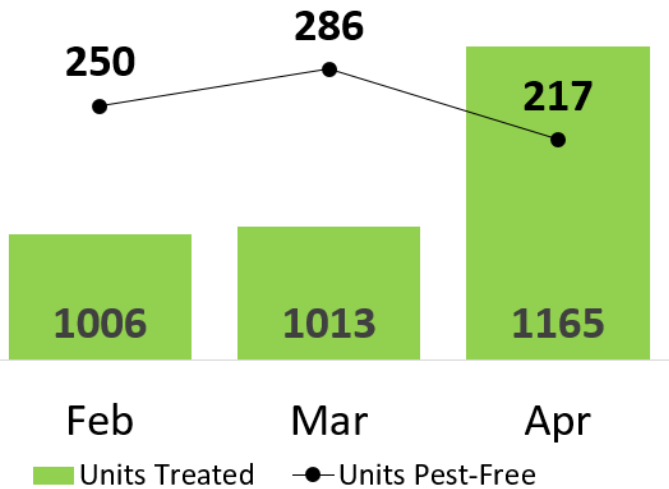
## MAINTENANCE WORK ORDERS



## ADMINISTRATIVE TICKETS

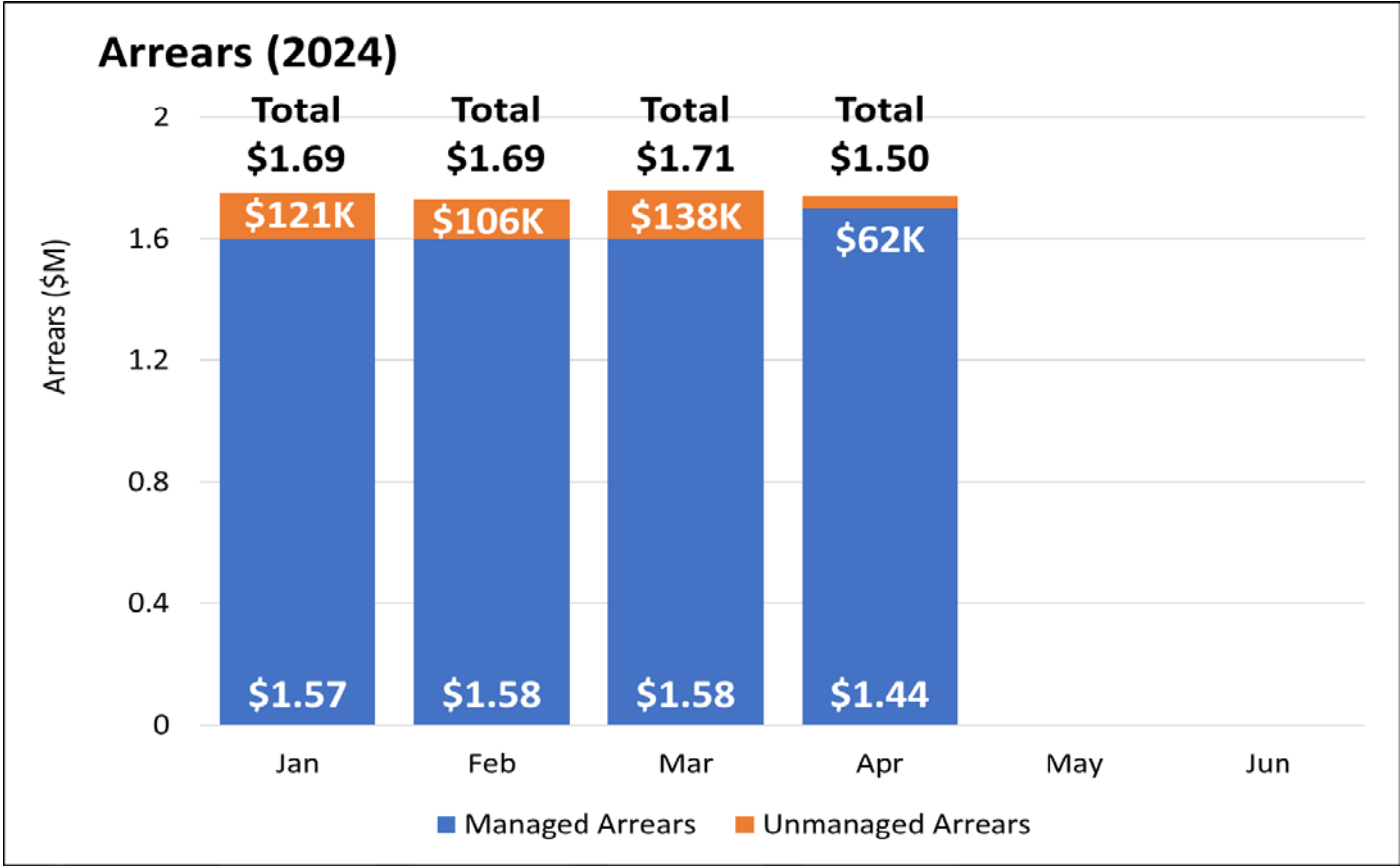


## PEST MANAGEMENT



# Arrears

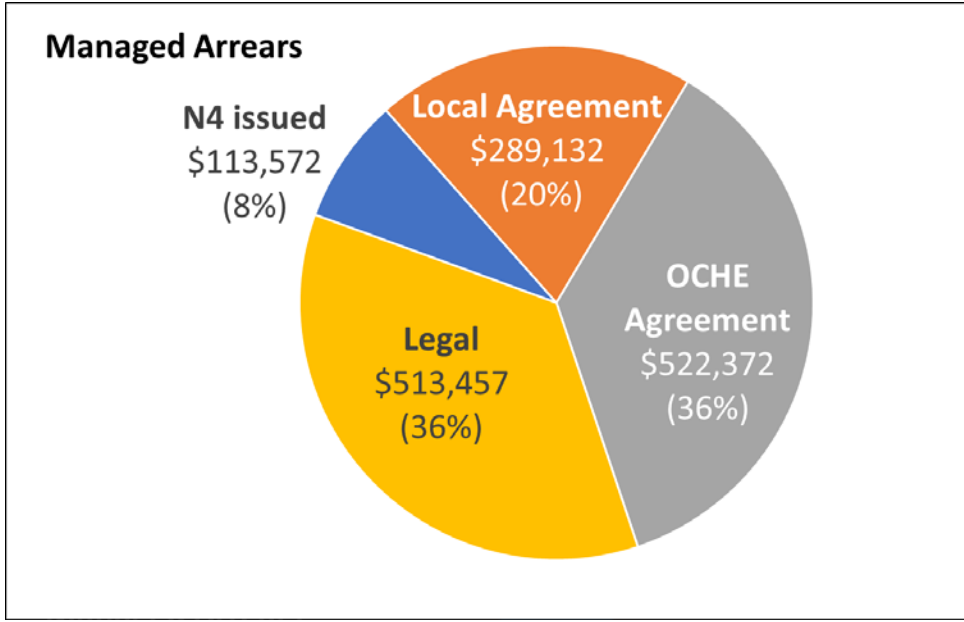
April 2024



**\$214K** decrease in total arrears from March 2024

**Unmanaged arrears:** \$76K decrease from March 2024

**Managed arrears:** \$138K decrease from March 2024

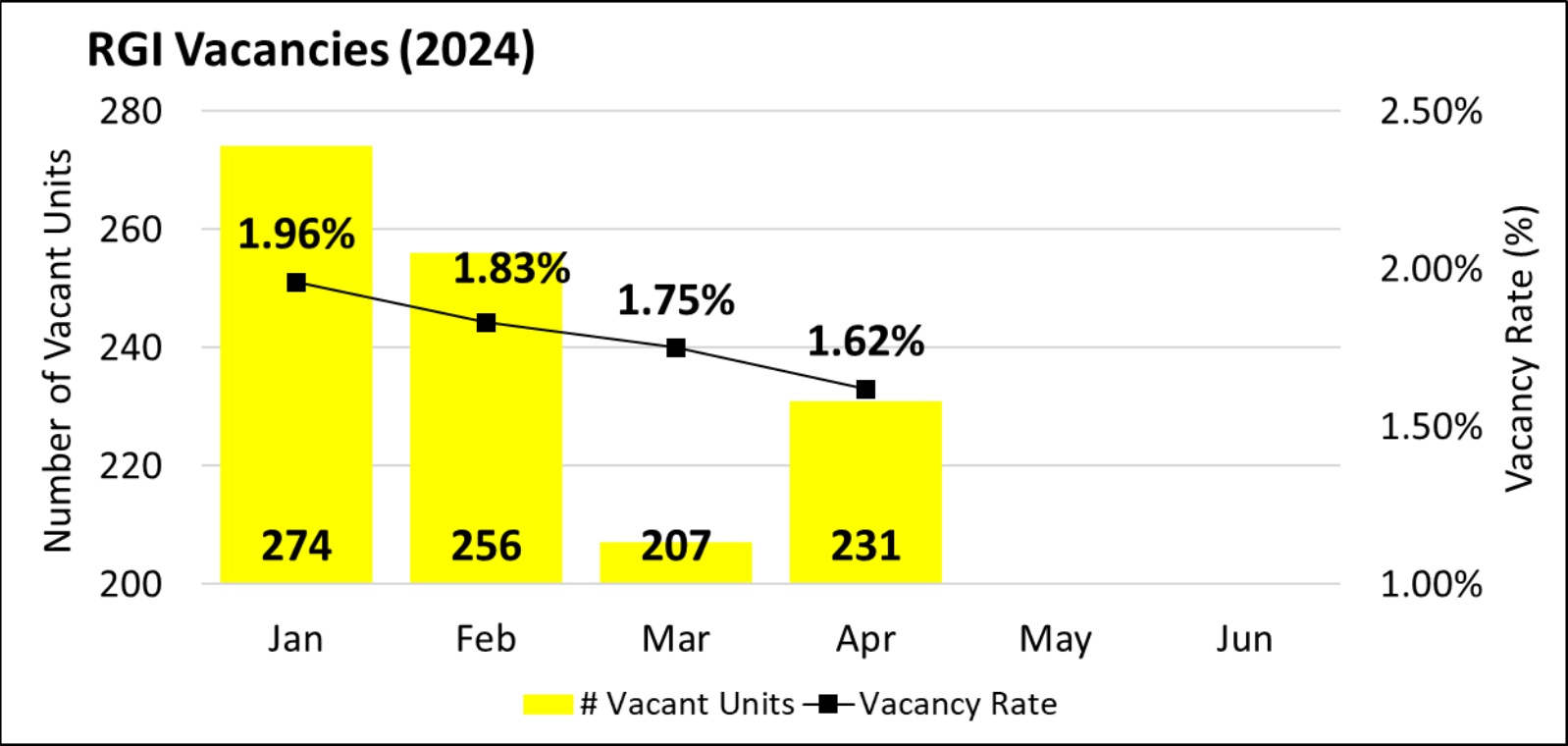


## Managed and Unmanaged Arrears

Accounts	Jan	Feb	Mar	Apr	May	Jun
N4 Issued	\$157,394	\$145,034	\$140,850	\$113,572		
Local Agreement	\$342,856	\$366,934	\$337,097	\$289,132		
OCHE Agreement	\$590,648	\$580,713	\$566,585	\$522,372		
Legal	\$474,551	\$491,297	\$532,111	\$513,457		
Total Managed	\$1,565,449	\$1,583,977	\$1,576,642	\$1,438,533		
Total Unmanaged	\$121,207	\$106,413	\$138,241	\$62,022		
Total Arrears	\$1,686,656	\$1,690,390	\$1,714,883	\$1,500,555		

# Vacancies

April 2024

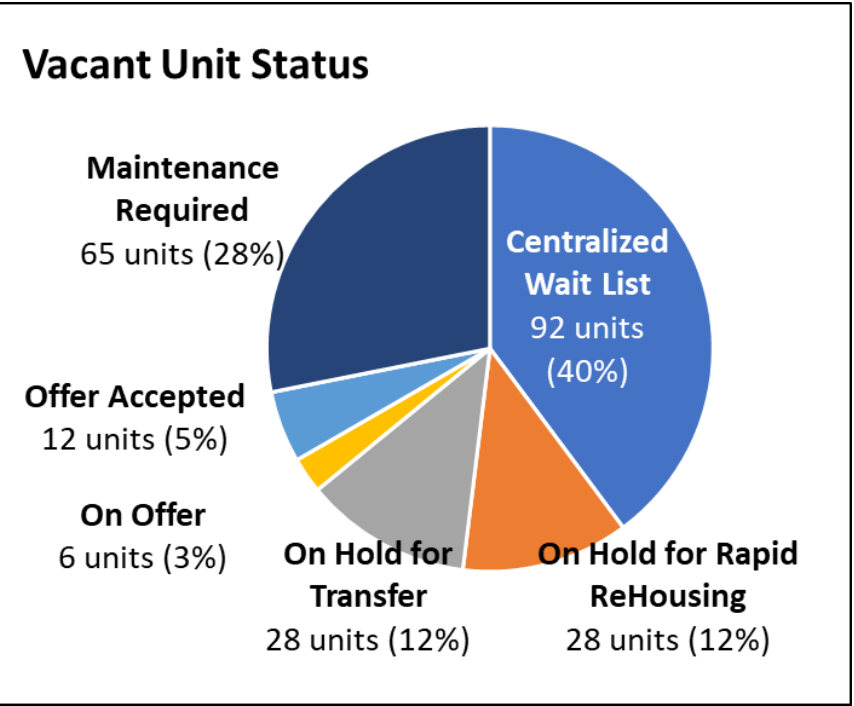


1.62% RGI vacancy rate is below the Service Manager target of 2.00%

4.12% AFF (affordable housing) vacancy rate

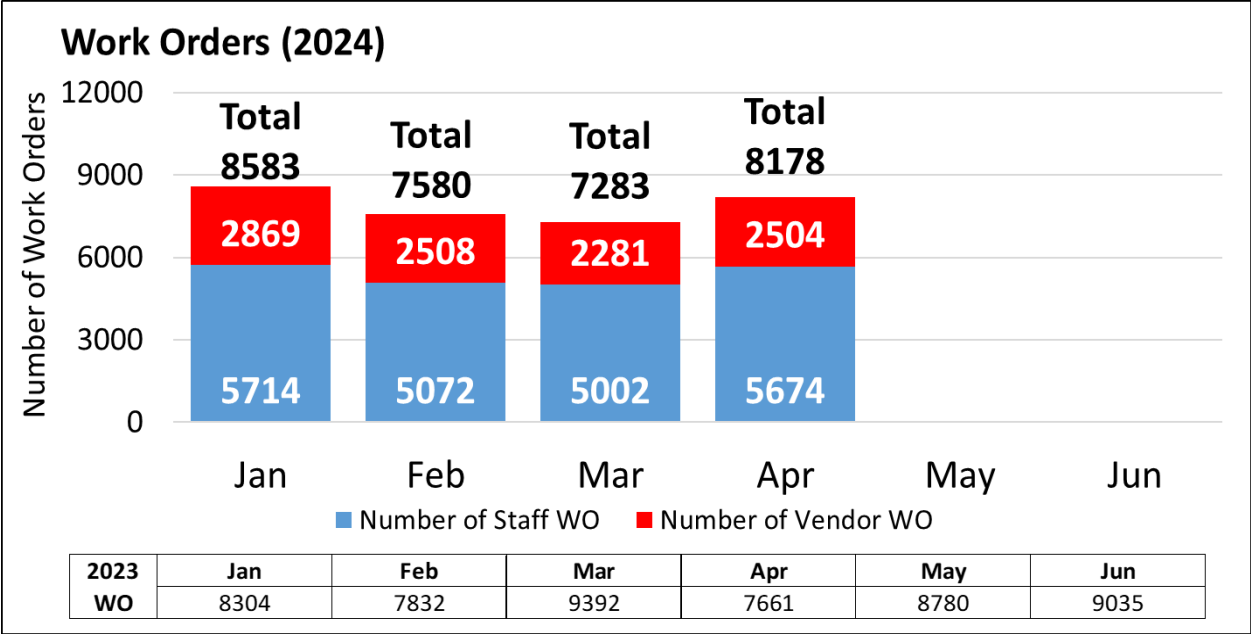
5 move-ins and 43 move-outs

Vacant Unit Status	Jan	Feb	Mar	Apr	May	Jun
Centralized Wait List	110	70	49	92		
Rapid ReHousing	24	27	15	28		
Transfer	22	19	21	28		
On Offer	21	23	23	6		
Accepted	22	43	24	12		
Agency	1	1	0	0		
Maintenance	74	73	75	65		
Total	274	256	207	231		



# Maintenance Work Orders (WO)

April 2024



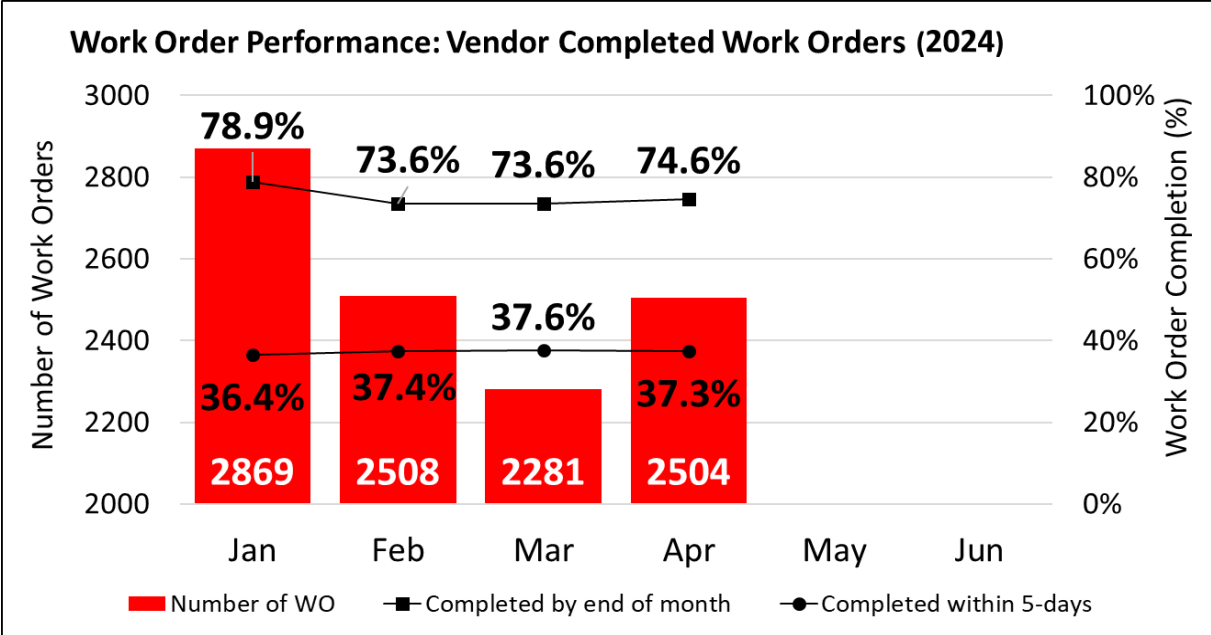
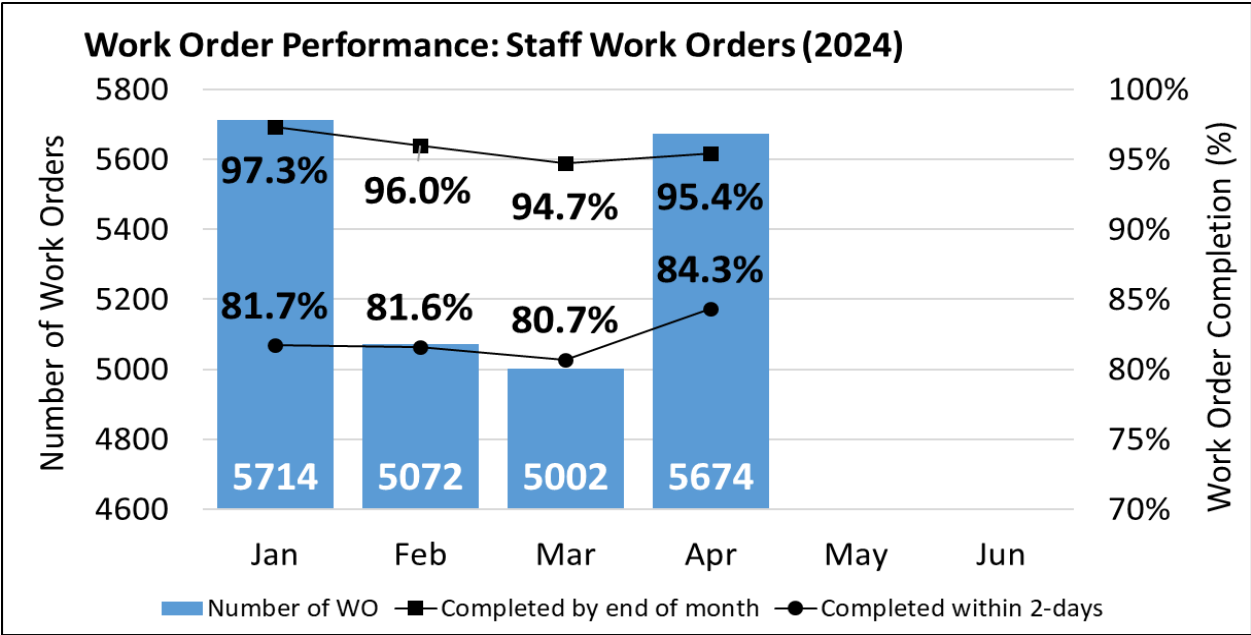
8,178 WO (work orders)

5,674 staff WO: 84.3% completed within 2 business days  
(69%) 95.4% completed by end of the month

2,504 vendor WO: 37.3% completed within 5 business days  
(31%) 74.6% completed by end of the month

Top 5 Staff Work Order Categories		
Plumbing	15%	62% of WO
Alarm Monitoring	15%	
Janitorial	15%	
Electrical	9%	
Doors	8%	

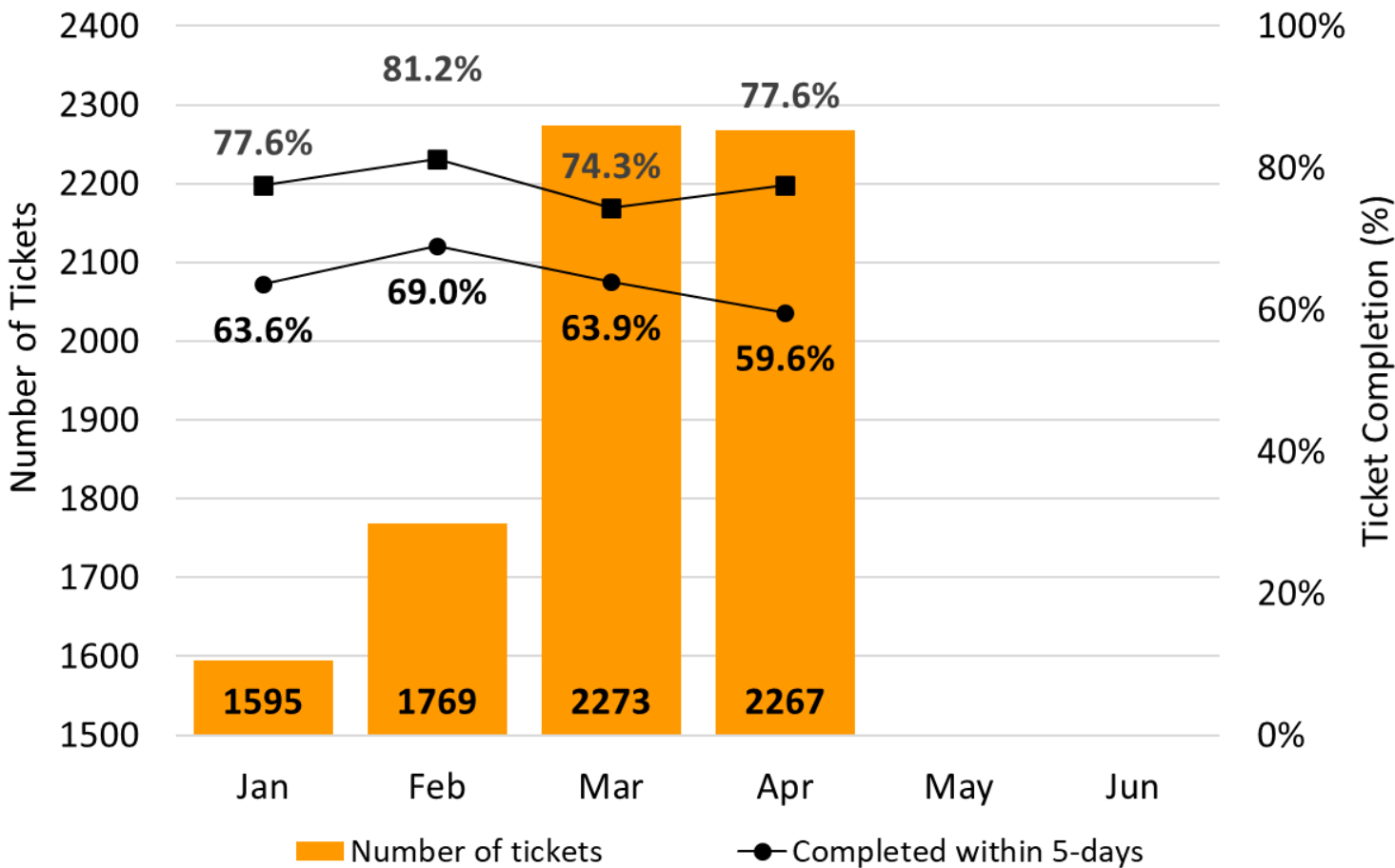
Top 5 Vendor Work Order Categories		
Pest Control	54%	79% of WO
Plumbing	9%	
Doors	6%	
Appliance	6%	
Elevators	4%	



# Administrative Requests (Tickets)

April 2024

Administrative Tickets and Performance (2024)



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

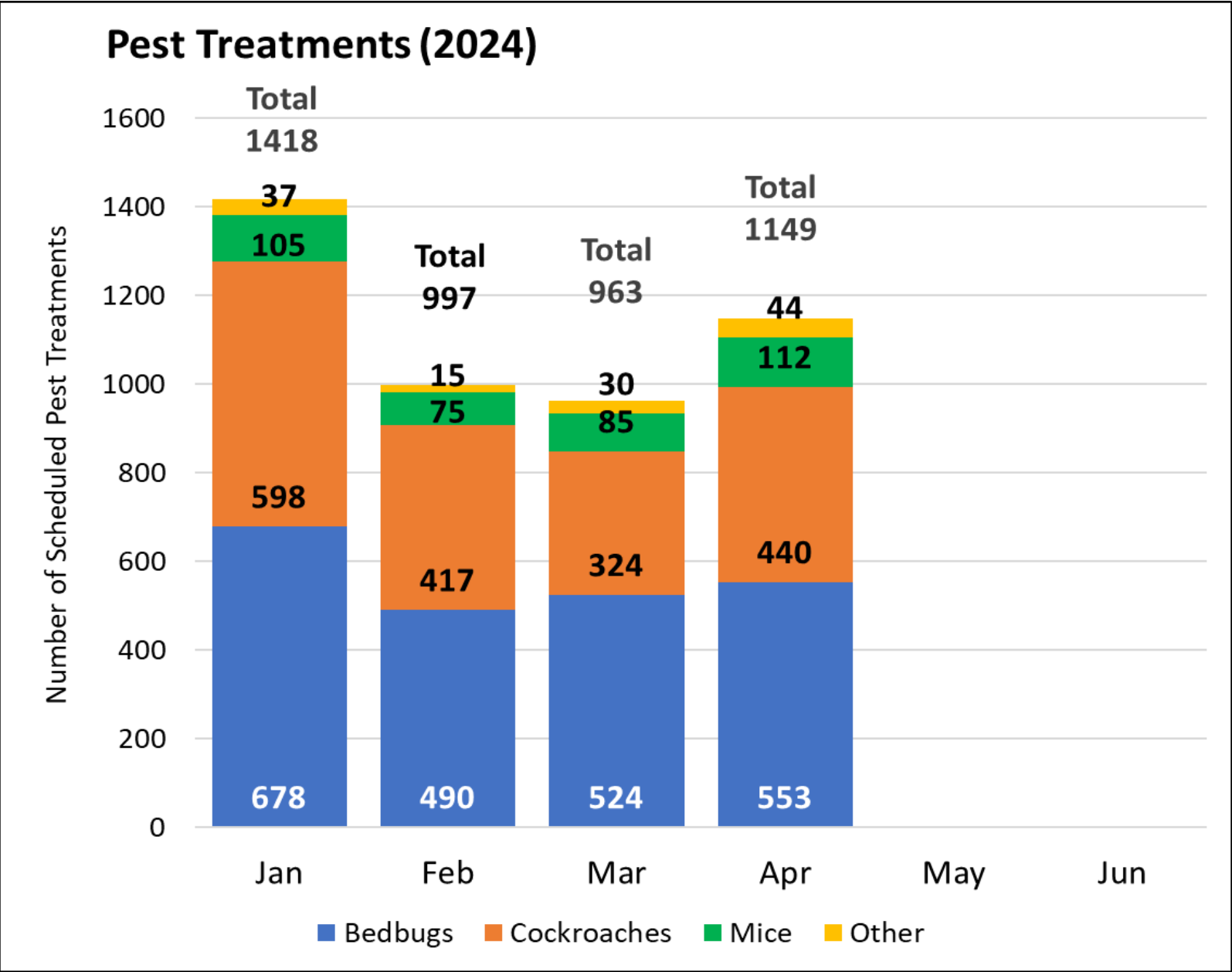
2,267 administrative tickets

59.6% completed within 5 business days

77.6% completed by end of the month

Top 5 Administrative Ticket Categories		
Annual Rent Review	37%	73% of Tickets
Document Requests/Support	18%	
Information Requests	7%	
Complaints	6%	
Concerning Behaviour	6%	

Administrative Ticket Assignments	
Senior Services Coordinator	51%
Tenant Services Administrator	35%
Call Centre Agent	6%
Tenant Engagement/Services Supervisor	1%
Other	7%



**1,149** pest treatments (bedbugs, cockroaches, rodents, other (flies, ants))

**1,165** units treated

**217** units declared pest-free

TSHC staff assisted 8 units with preparation and bed replacement

Collaborated with Toronto Public Health in assisting 3 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, etc.)

**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

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

**Meeting Date:** May 29<sup>th</sup>, 2024

**Topic:** TSHC Tenant Experience Survey Results

**Item Number:** 09

**Report Name:** 2023/24 Tenant Experience Survey Findings Report

**To:** Quality and Tenant Engagement Committee

**From:** Grant Coffey, Director Strategy and Business Management

**Date of Report:** May 16, 2024

**Purpose:** The purpose of this report is to present the results of the TSHC Tenant Experience Survey, conducted across all TSHC buildings from December 2023 to January 2024.

**Recommendation:** It is recommended that QTEC receive this report for information.

**Reason for Recommendation:** The Tenant Experience Survey findings, documented in the detailed report (Attachment 1), are the first of its kind at TSHC, showing a representative picture of tenants' experiences living at TSHC. It identifies aspects of TSHC operations and services that tenants are satisfied with as well as areas that require improvement. The report will enable future discussion on prioritizing actions and refining strategic directions.

## **Background**

In 2021, Toronto Community Housing's Seniors Unit administered a survey in 18 of its buildings in what constituted the South-East region at the time. The survey helped inform the ongoing implementation of the Integrated Service Model, which currently serves as the basis for operations at TSHC.

The 2023/2024 Tenant Experience Survey sought to build upon this earlier effort to understand the experiences of tenants at TSHC and to develop a baseline to measure progress on its Strategic Directions. The scope of the survey was broadened to all TSHC buildings. To ensure the impartiality and effectiveness of the survey, TSHC partnered with Forum Research, a market research firm, to develop, administer and analyze the responses of the survey.

As part of the questionnaire development process, consultations and meetings were conducted with tenants, Senior Tenants Advisory Committee (STAC) members, board members, and staff to refine the questionnaire. Taken together, 15 tenant comments, 11 board member comments, and 12 staff comments were incorporated into the questionnaire.

In total, the survey consisted of 44 questions (Attachment 2). The majority of questions asked tenants the extent to which they agreed with a statement on a five-point scale (strongly disagree to strongly agree) or in a yes/no format wherever appropriate. An open-ended question gave tenants the opportunity to comment in more detail about any additional thoughts that they may have about TSHC and its services and operations. Demographic questions were also added to better understand who lives at TSHC and their experiences at a more granular level. To ensure these questions were consistent with the City of Toronto's practices, they were developed based on the City's [Data](#)

[for Equity Guidelines](#), an up to date set of practices that received [Council approval in November, 2020](#).

The survey was made available in 13 different languages and tenants had the option to complete the questions in a paper-based format, online, or via phone. To ensure tenants could complete the survey anonymously, no identifying information, such as a tenant's name or address, was collected. Posters were distributed across TSHC buildings to promote the survey and TSHC building staff also encouraged tenants to complete the survey.

### **Survey Implementation and Response Rate**

The survey was launched in early December. Each household received one survey package and tenants had until January 24<sup>th</sup>, 2024, to complete it. Senior Service Coordinators (SSC's) were also available to assist tenants with any questions or issues that tenants may have with the survey, such as providing copies of translated surveys.

In total, 3,223 or 24% of tenants completed the survey, a portion that exceeded the target rate of 20%. The sample size allowed for analysis that could generate results that would reflect the sentiments of the entire tenant population at a high level of accuracy, specifically with a margin of error at +/- 1.73% at 95% confidence level. The strong response rate also helped facilitate analysis at the regional level.

While response rates were more than sufficient for data analysis, reasons for why some tenants did not participate include, but are not limited to, the fact that the survey was voluntary, lack of interest, language barriers notwithstanding efforts to disseminate the survey in multiple languages, and building or location specific issues such as difficulty accessing Canada Post mailboxes. SSC's and building staff worked to overcome the barriers where possible. Most notably, more

active engagement with tenants and better positioning of posters helped boost response rates especially in buildings that reported less engagement during the early stages of the survey.

Out of the 3223 completed surveys, 2,993 surveys were mailed in, 228 were completed online, while 2 tenants chose to complete the survey via phone. 97.5% of tenants completed the survey in English. The remainder completed the survey in Chinese, Spanish, Russian, Ukrainian, Gujrati, Farsi and Korean.

## **Findings**

Overall, tenants feel positively about TSHC services:

- 80% of tenants are generally happy with services provided by TSHC, a sentiment that is generally equivalent across all regions.
- 82% of tenants are proud to be residents at TSHC.

Tenants also feel positively about several other areas, including but not limited to:

- The level of maintenance (85%) and cleanliness (86%) in their buildings.
- How accessible their units and buildings are (90%).
- How safe they feel in their homes (83%).
- Staff being respectful (87%) and taking accountability for their work (80%).

A regression analysis was conducted to filter through areas where tenant satisfaction was low and to identify priority actions that would make the greatest impact on overall satisfaction. These included:

- Improving the quality of program offerings in buildings.

- Improvements to how tenants are referred to/get information to access the various services they need.
- Working to create a more comfortable environment for tenants to share their complaints and concerns with staff.

The results of the 18 buildings that were surveyed in 2021 were also compared to the 2023/2024 survey to show that tenant sentiments in these buildings have remained generally consistent.

Demographic differences may be shaping tenants' experiences as well. For example, people with disabilities may find their buildings and units to be less accessible even though their level of satisfaction tends to still be high (89.5%). Women are more concerned than men about a variety of issues such as safety in their homes and building cleanliness. East Asian tenants are generally the most dissatisfied living at TSHC, compared to Black, White, and other tenants.

Notably, a tenant's preference to speak in a language other than English does not affect their ability to understand core issues such as their lease, responsibilities as a tenant, and their rights. The survey drivers analysis also revealed that providing information to a tenant in their preferred language does not make a significant difference to overall levels of tenant satisfaction.

### **Next Steps:**

- Staff are in the process of assessing the survey results to identify priority areas of action and accordingly update the strategic directions wherever applicable.
- The findings are also being shared with the Senior Tenants Advisory Committee (STAC) for further feedback and guidance.
- Key findings will be shared with tenants through Seniors Speak in August. The survey will also be published on the TSHC website for general viewing.

- A follow-up survey will be conducted in 2025/26.

Grant Coffey

Director, Strategy and Business Management

**List of Attachments:**

1. Tenant Survey Findings Report
2. Tenant Survey Questionnaire

# 2023/24 Tenant Survey Findings Report

Toronto Seniors Housing Corporation

April 2024



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# Background

## Toronto Seniors Housing

- Toronto Seniors Housing Corporation (TSHC) began operations in June 2022 with approximately 300 employees.
- TSHC provides subsidized rental housing for 15,000 seniors in 83 buildings, using an Integrated Service Model to serve seniors according to their needs.

## Tenant Experience Survey

- TSHC collaborated with a market research firm, Forum Research, to conduct a comprehensive survey from December 2023 to February 2024, to gain insights into tenants' experiences living in TSHC buildings.
- To ensure the survey was accessible to tenants and to maximize participation, Forum made the survey available to tenants in multiple formats and in 13 different languages.
- The survey findings will be used to assess TSHC's performance, identify areas for improvement, and inform progress made on its Strategic Directions.

## Research Objectives

Measure tenant satisfaction and understand tenant experiences in more detail

Assess TSHC's current performance relative to the results of past surveys (where possible)

Accurately measure the demographic make-up of tenants to inform program service delivery

# Key Findings

Executive Summary and Recommendations

# The Big Picture

Overall, tenants feel positively about TSHC services, and a significant majority are proud to be tenants at Toronto Seniors Housing. In addition, tenants overwhelmingly feel safe and are happy with their interactions with TSHC staff.



**4 in 5 tenants are happy  
with TSHC services**



**82% are proud to be a  
tenant at TSHC**



**83% feel safe in their  
home**



**87% feel staff treat them  
with respect**

# The Big Picture

## Opportunities for Improvement



### Access to Supports

Tenants could benefit from more **help to access the services they need**.



### Property Management

Tenants are largely happy with the cleanliness and maintenance of their building but less so when it comes to being **kept up to date on repairs** and issues related to pest control.



### Community Participation

Just over half (55%) of tenants felt that there is a **sense of community in their building**. This is an important driver of overall satisfaction. Areas for improvement include enhancing program offerings at buildings and creating more spaces for tenants to contribute their ideas about organizing social activities.

# What Can Make A Difference?

Tenants' responses were analyzed to identify key actions that may have a significant impact on overall satisfaction. By focusing on the key areas described below, TSHC can make a meaningful difference to tenants' general sense of satisfaction.



# How has TSHC been doing since it transitioned from TCHC?

- 18 buildings were surveyed in 2020/2021 when they were part of Toronto Community Housing Corporation (TCHC), 3 from the North-East and 15 from the South-East. The results from these buildings were compared to their results in 2023.
- 2023 results suggest that tenants’ overall satisfaction remains high while their perceptions on program offerings and sense of community remain relatively low.

Snapshot of Trending Results	2021	2023
Overall satisfaction/happiness with services	82%	80%
Building is well-maintained	87%	89%
Staff treat me with respect	91%	87%
Building has programs I like/are helpful to me	60%	52%
I feel there is a strong sense of community in my building	58%	54%

# Who Lives at TSHC?



## Most tenants are women

Of those who replied to the survey, 60% were women. 32% were men, 1% indicated other gender identities, and 7% preferred not to answer.



## Tenants are diverse

A majority were born outside of Canada (79%) and many prefer speaking a language other than English (37%). Tenants most commonly identified as White (28%), East Asian (21%), and Black (10%).



## Many tenants have disabilities

51% of tenants reported having one or more disabilities, including issues with pain and mobility. 32% indicated having no disabilities, while 17% preferred not to answer.



## Tenants have typically resided at TSHC for a long time

When asked how long they have lived with Toronto Seniors Housing (previously Toronto Community Housing), 42% indicated 10 years or longer.

# Are There Demographic Differences in Tenant Experiences?



## Language

A tenant's preference to speak in a language other than English does not impact their ability to understand core issues that they need to be aware of such as their lease, responsibilities and rights as a tenant.



## Race

Black tenants tend to feel the most pride living at TSHC while East Asian tenants are generally less satisfied with TSHC services and programs.



## Gender

Women feel like they receive less support getting ready for pest treatment, are more concerned about building cleanliness, and feel less safe in their units compared to men.



## Disability

Tenants with disabilities tend to be less aware of who to contact to access wellbeing or support services, or to report a security incident.

# Methodology

# Research Methodology



Process

Forum Research Inc. mailed one survey and return envelope to each Toronto Seniors Housing Corporation household across all 83 buildings, with information included for phone-in and online response options.



Timeline

Surveys were mailed in early December 2023  
Responses were received from December 4, 2023 – February 6, 2024

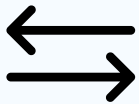


Participation

A total of 13,472 surveys were mailed, and 3,223 responses were received. The survey achieved a response rate of 24%, exceeding the anticipated target of 20%.

**Margin of error:** ±1.73% at a 95% confidence level

Responses Received	
Total	3,223
Mail	2,993
Online	228
Phone	2



Trending Comparisons

The survey questions were partly based on the 2021 Tenant Experience Survey conducted across 18 buildings by Toronto Community Housing Corporation’s Seniors Housing Unit prior to the creation of TSHC. Comparisons to 2021 results are limited to the buildings that were surveyed in both years.

# Reporting Considerations

**TOP2/BTM2:** Top 2 (TOP2) and Bottom 2 (BTM2) reference the collected TOP2 positive and BTM2 negative responses, where applicable.

For example, for the following scale: “Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree,” TOP2 would be the percentage of tenants who selected either Somewhat Agree or Strongly Agree while BTM2 would be the percentage of tenants who selected either Somewhat Disagree or Strongly Disagree.

**Rounding:** Due to rounding, numbers presented throughout this document may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 and BTM2 groupings.

**Footnotes:** The footnote on each page identifies the corresponding question from the survey, the sample size of the data, and the sample framework used in the analysis.

**Significance Testing:** Demographic segments were analyzed to understand variations in levels of satisfaction. Any statistically significant differences that have been reported have a P-Value of less than 0.05.

**Multi Mentions:** Multiple mention questions allow tenants to select more than one answer category for a question. For questions that allow multiple mentions (e.g., “How do you prefer to receive updates about Toronto Seniors Housing?”) it is important to note that the percentages typically add to over 100%. This is because the total number of answers provided for a question can be greater than the number of tenants who answered the question. For example, tenants were able to select “Mail” and “Text” as their answer.

# Measures of Satisfaction

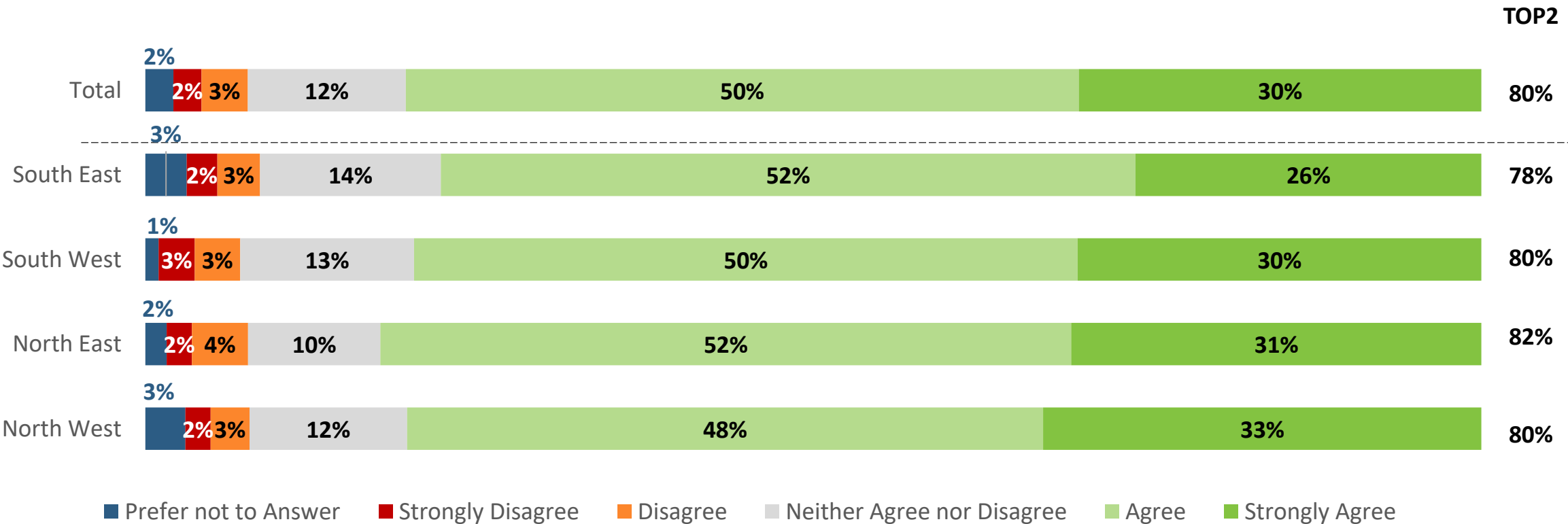
Most questions in the survey asked tenants the extent to which they agreed or disagreed with a statement either on a five-point scale (Strongly Disagree to Strongly Agree) or in a binary, Yes/No format. A frequency analysis was conducted to understand trends in tenants' responses.

Tenants were also given the opportunity to share additional feedback through an open-ended question. Sample quotations are presented throughout the report. Tenants' own words help add context and nuance to the frequency analysis.

# Overall Satisfaction

# Satisfaction with Toronto Seniors Housing Services

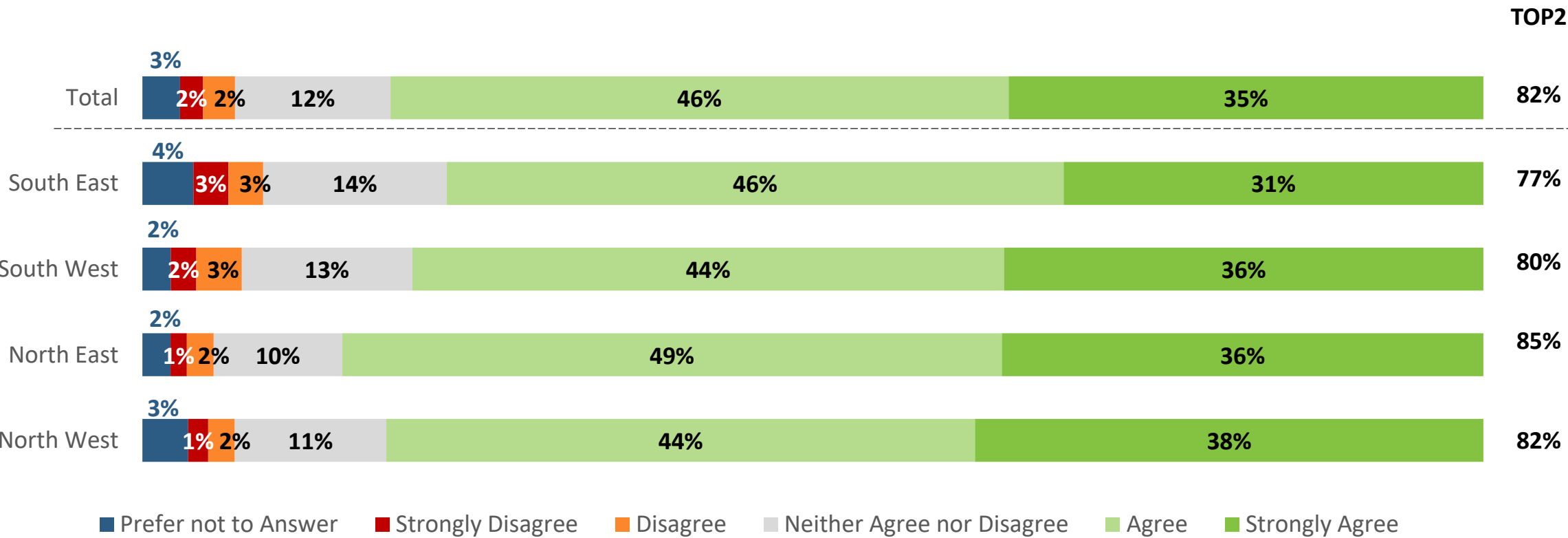
- 4 in 5 (TOP2: 80%) tenants are generally happy with the services TSHC provides.



32. How much do you disagree or agree with the following statement: I am happy with the services Toronto Seniors Housing provides.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Tenant Pride at Toronto Seniors Housing

- More than 4 in 5 (TOP2: 82%) are proud to be a tenant at Toronto Seniors Housing.

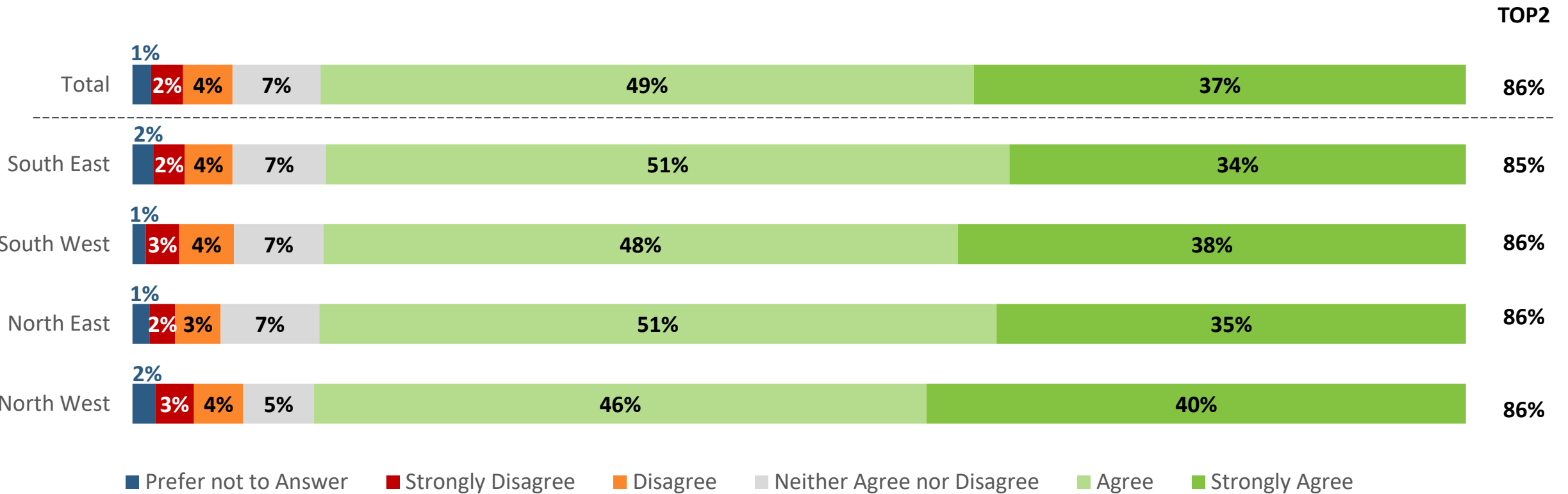


33. How much do you disagree or agree with the following statement: I am proud to be a tenant at Toronto Seniors Housing.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Property Management

# Building Cleanliness

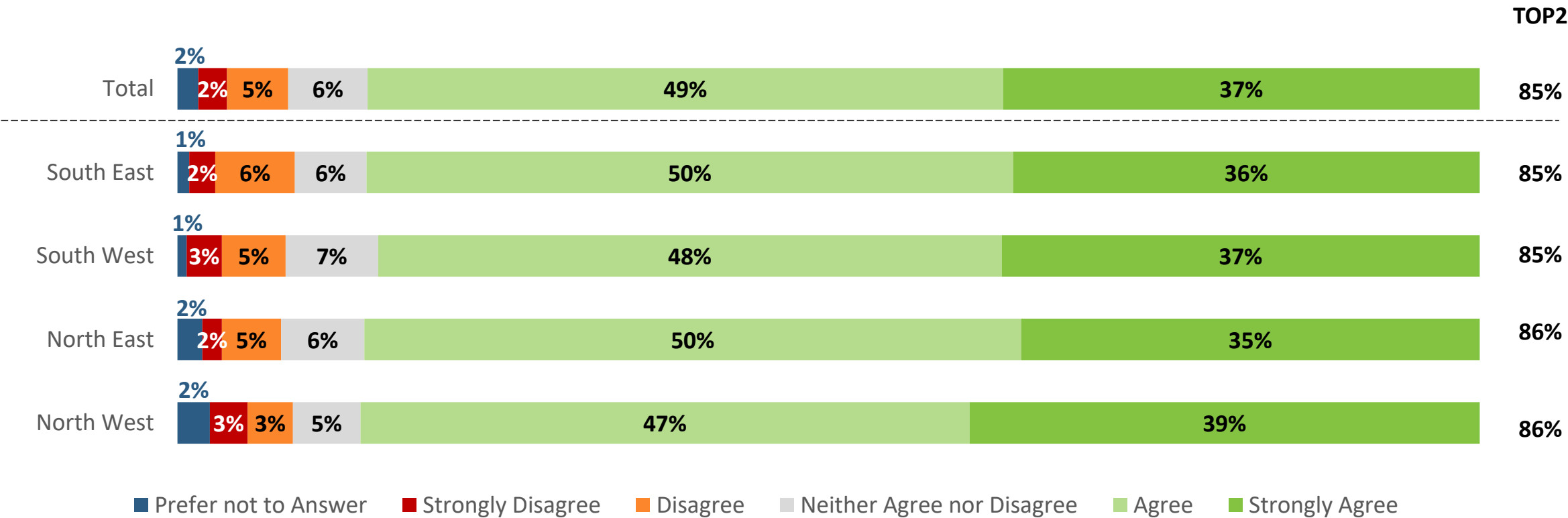
- Nearly 9 in 10 (TOP2: 86%) tenants feel that generally, their entire building is clean. This sentiment is shared by tenants across all regions.



1. How much do you agree or disagree with the following statement: Generally, my entire building is clean (example: lobby, hallways, laundry room).  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804); Base: Total sample

# Building Maintenance

- More than 4 in 5 (TOP2: 85%) tenants feel that their building is generally well-maintained.

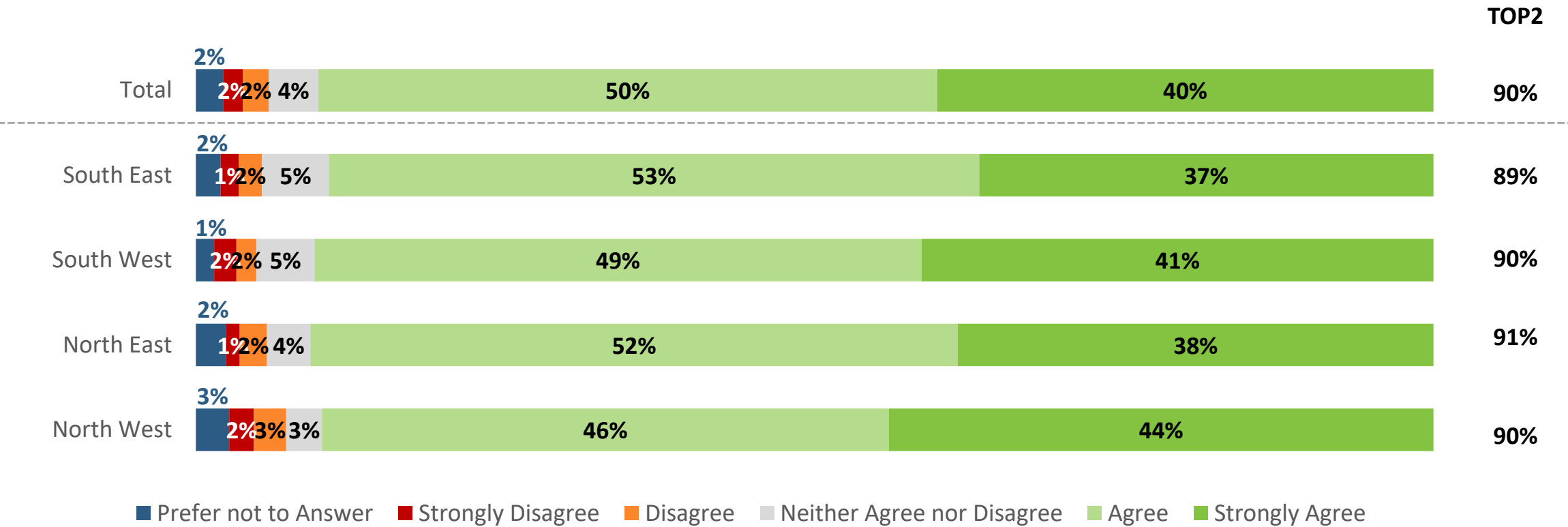


2. How much do you agree or disagree with the following statement: Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804) Base: Total sample

# Building & Unit Accessibility

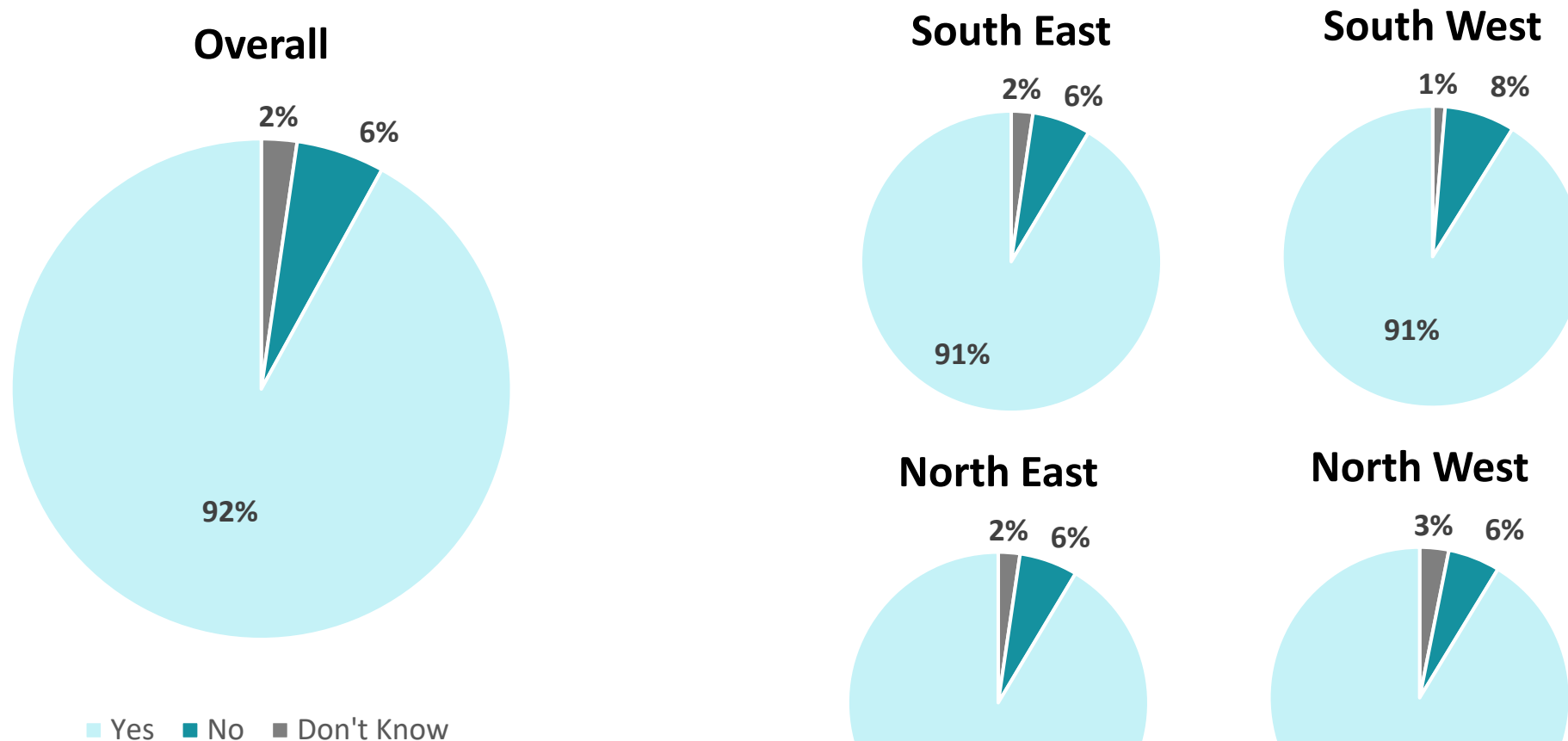
- 9 in 10 (TOP2: 90%) tenants feel that their unit and building are physically accessible.



3. How much do you agree or disagree with the following statement: My unit and my building are physically accessible.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Repairs and Maintenance Contact

- More than 9 in 10 (92%) tenants know who to contact to get help with repairs or maintenance issues.



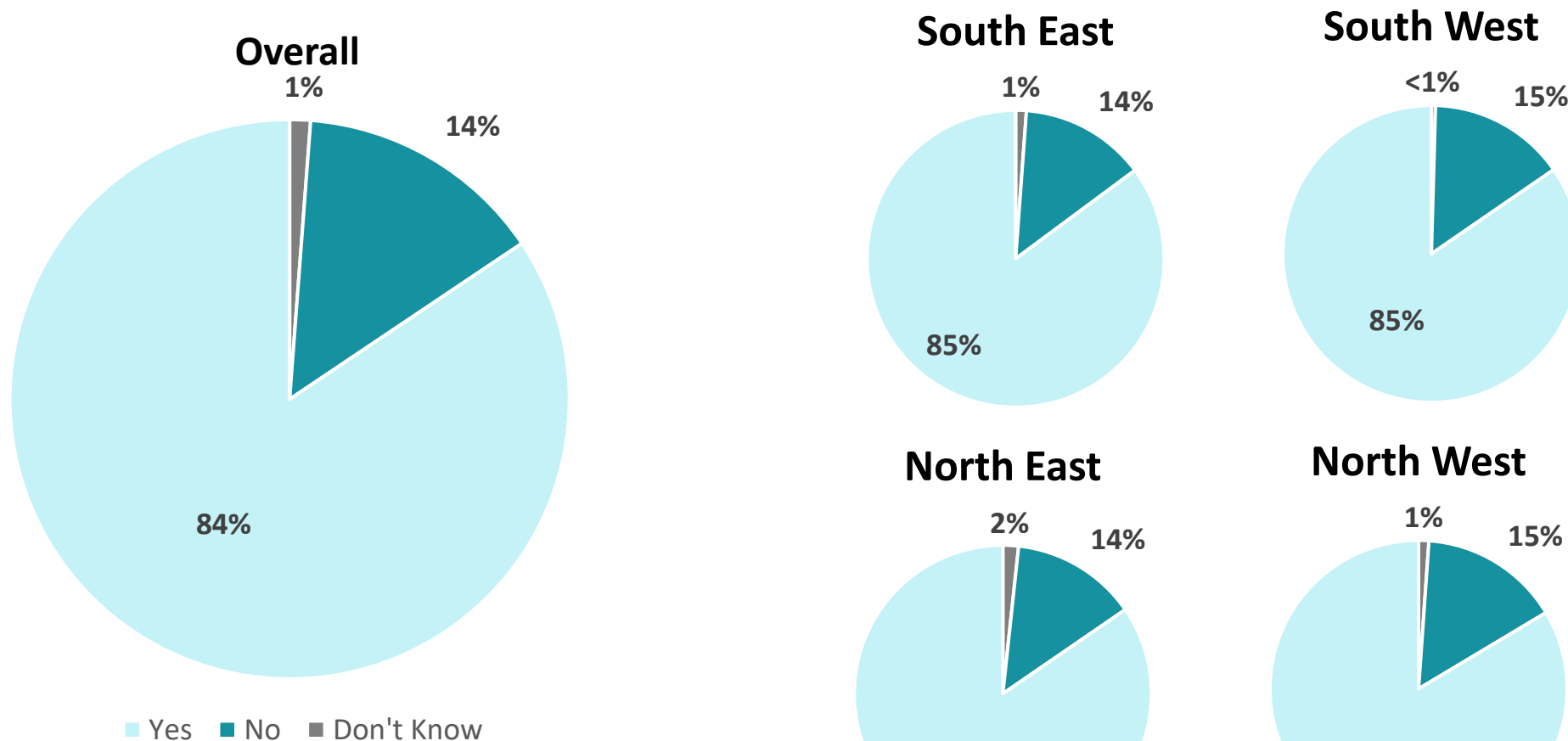
4. Do you know who to contact to get help with repairs or maintenance issues?

Sample size: Total (n=3223)

Base: Total sample

# Request Repair or Maintenance

- More than 4 in 5 (84%) tenants have requested a repair or maintenance service.



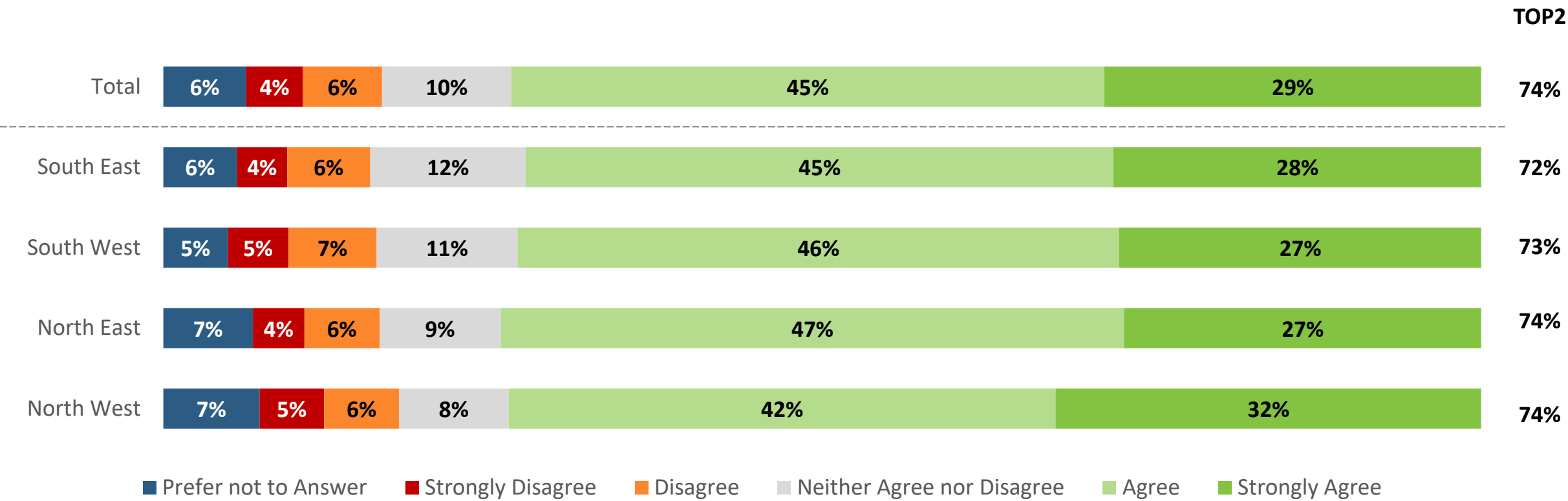
5. Have you ever requested a repair or maintenance service?

Sample size: Total (n=3223)

Base: Total sample

# Timely Repair and Maintenance

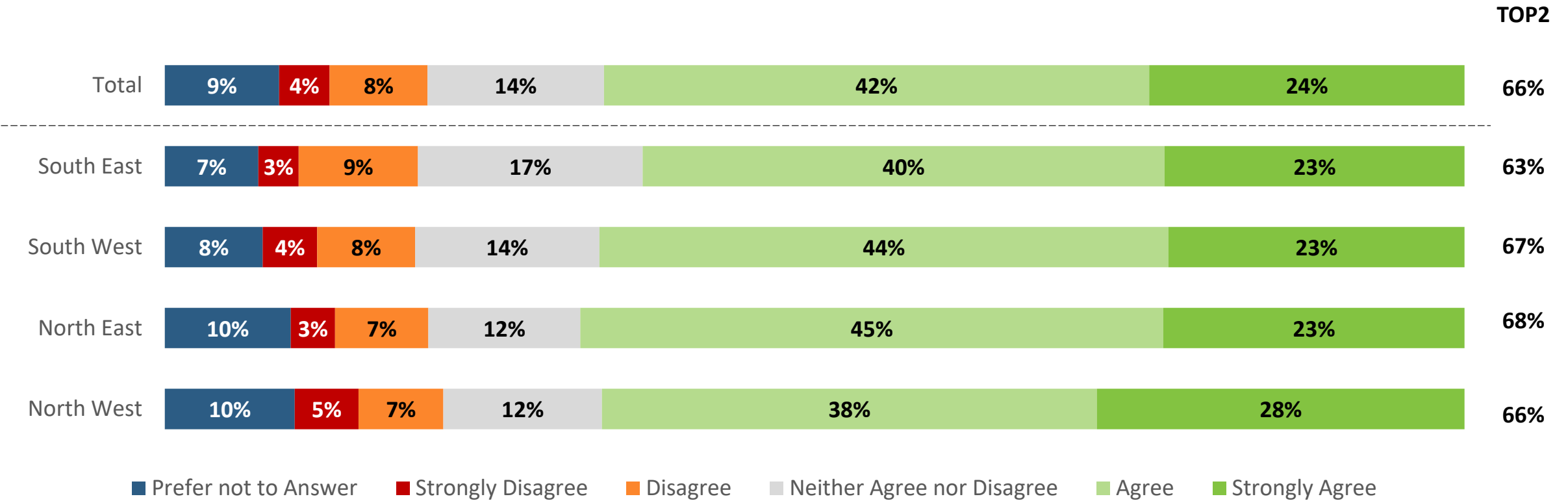
- Nearly 3 in 4 (TOP2: 74%) tenants who requested a repair or maintenance service felt that the work was completed quickly.



6. Think about the last time you requested a repair or maintenance service: The work was done quickly.  
 Sample size: Total (n=2722) / South East (n=585) / South West (n=571) / North East (n=894) / North West (n=672)  
 Base: Tenants that have requested a repair or maintenance

# Remained Informed During Repairs or Maintenance

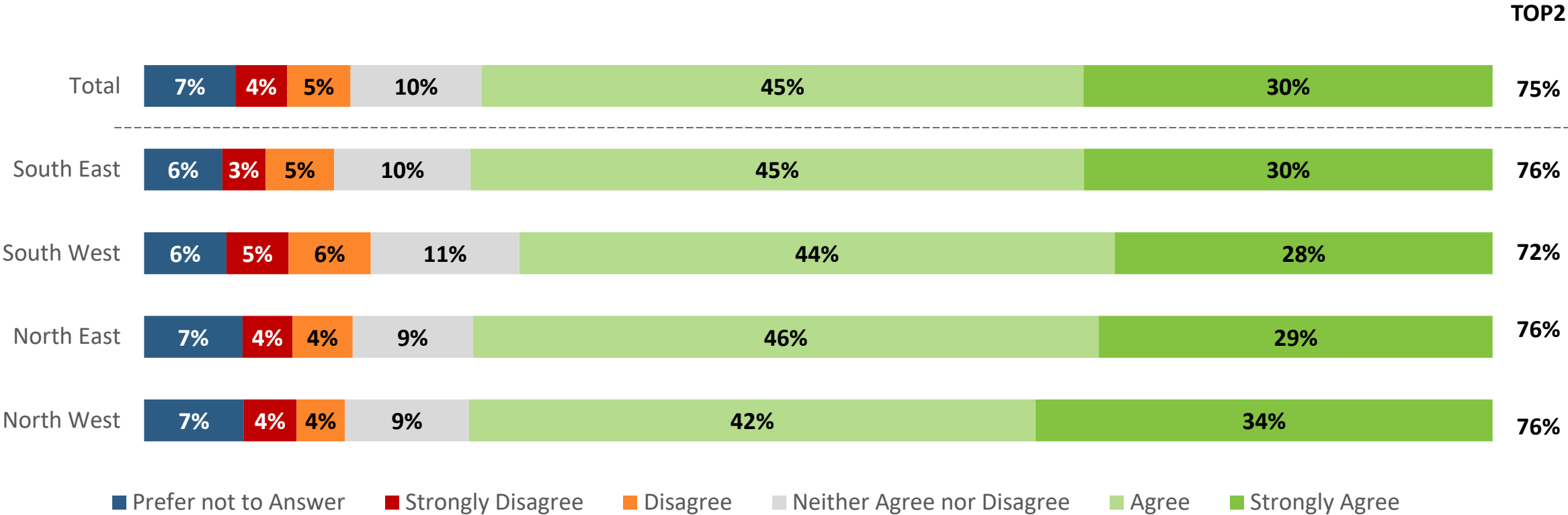
- 2 in 3 (TOP2: 66%) tenants who requested a repair or maintenance service agreed that they were kept up to date on how the work was going.



7. Think about the last time you requested a repair or maintenance service: I was kept up to date with information on how the work was going.  
 Sample size: Total (n=2722) / South East (n=585) / South West (n=571) / North East (n=894) / North West (n=672)  
 Base: Tenants that have requested a repair or maintenance

# Satisfaction With Repair and Maintenance

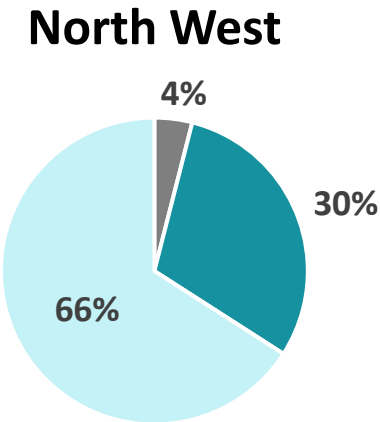
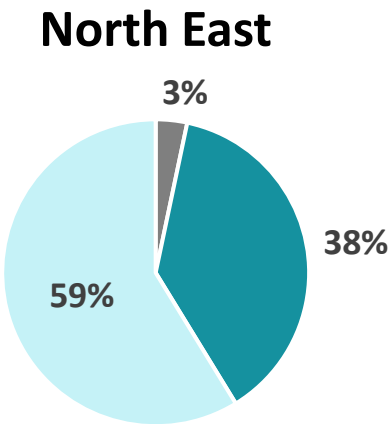
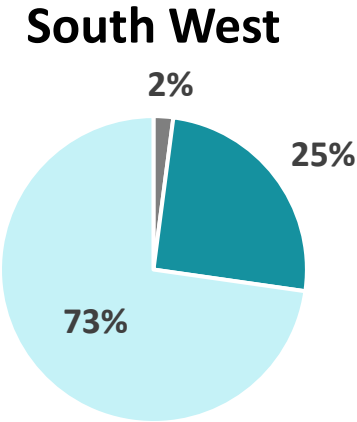
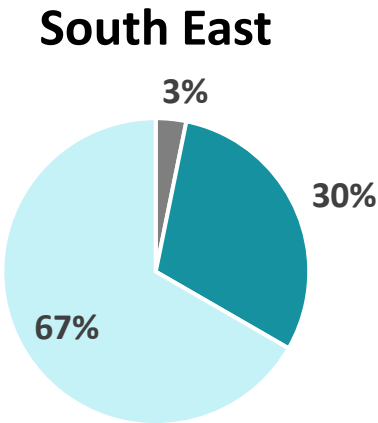
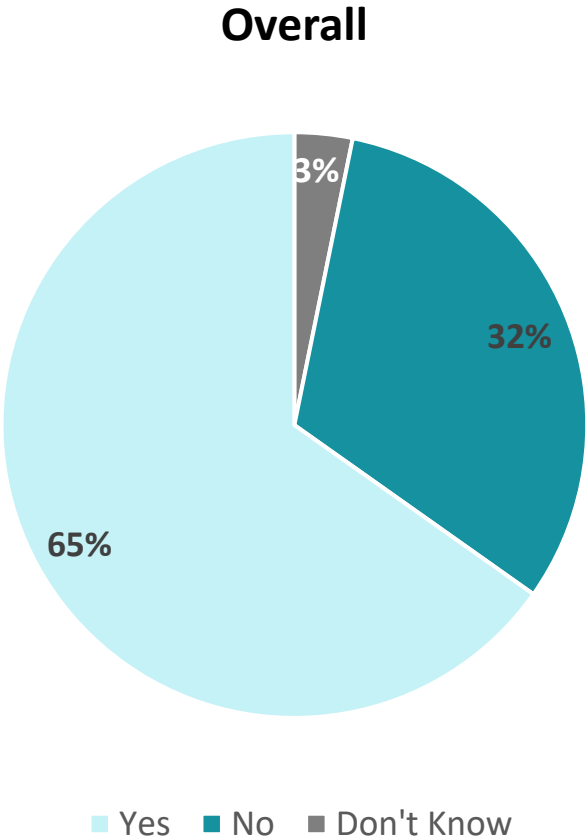
- 3 in 4 (TOP2: 75%) tenants who requested a repair or maintenance service were happy with how well the work was done.



8. Think about the last time you requested a repair or maintenance service: I was happy with how well the work was done.  
 Sample size: Total (n=2722) / South East (n=585) / South West (n=571) / North East (n=894) / North West (n=672)  
 Base: Tenants that have requested a repair or maintenance

# Pest Treatment

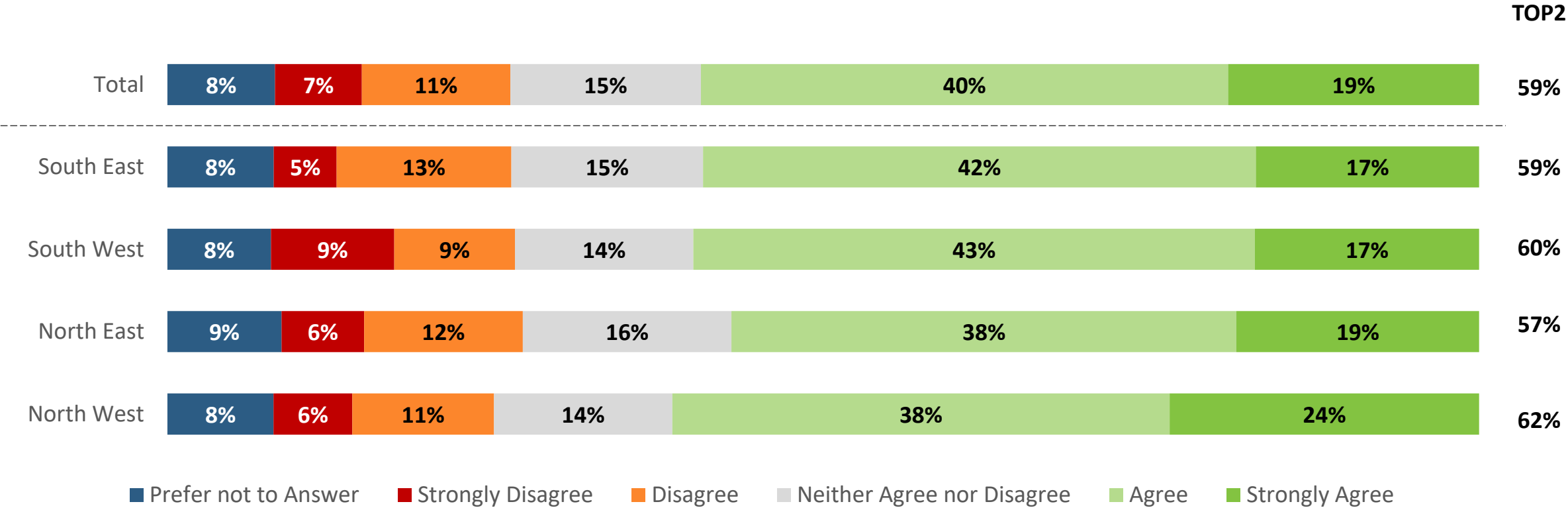
- About 2 in 3 (65%) tenants say their unit has been treated for pests.



9. Has your unit ever been treated for pests (example: cockroaches, bedbugs, mice)?  
Sample size: Total (n=3223)  
Base: Total sample

# Getting Ready for Pest Treatment

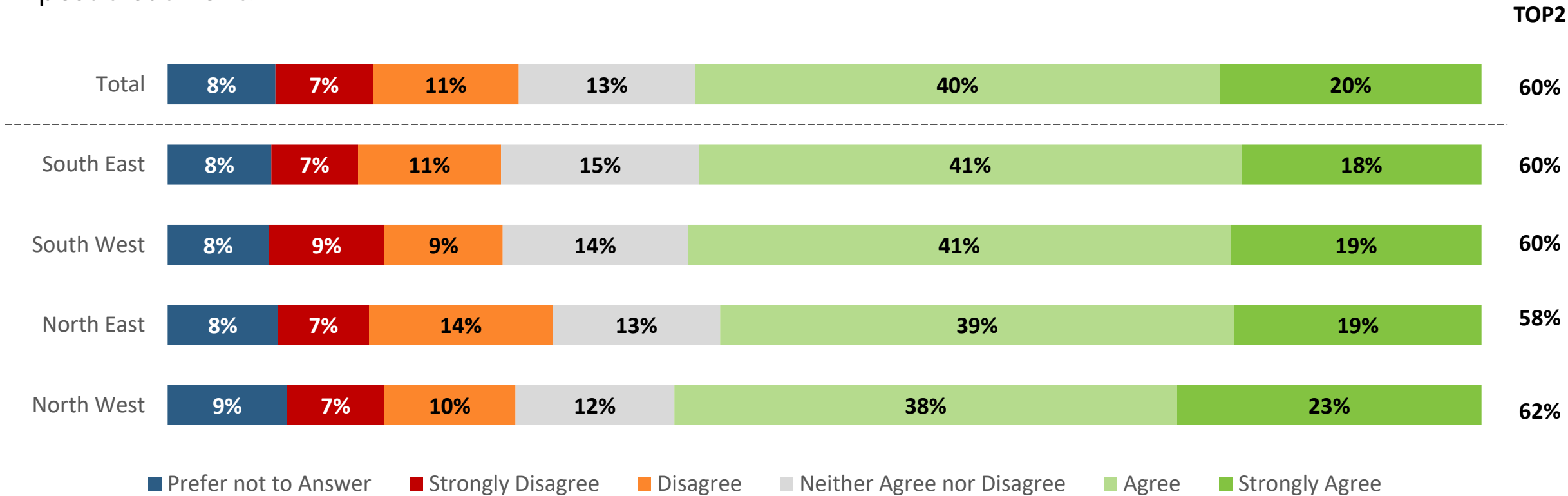
- Of the tenants who had their units treated for pests, around 3 in 5 (TOP2: 59%) felt that they received enough help getting ready for pest treatment.



10. Think about the last time your unit was treated for pests: I received enough help getting ready for pest treatment.  
 Sample size: Total (n=2100) / South East (n=458) / South West (n=491) / North East (n=621) / North West (n=530)  
 Base: Tenants who have had their unit treated for pests

# Outcome of Pest Treatment

- Of the tenants who had their units treated for pests, 3 in 5 (TOP2: 60%) were happy with the outcome of the pest treatment.



11. Think about the last time your unit was treated for pests: I was happy with the outcome of the pest treatment.  
 Sample size: Total (n=2100) / South East (n=458) / South West (n=491) / North East (n=621) / North West (n=530)  
 Base: Tenants who have had their unit treated for pests

# In Their Own Words: Suggestions from Tenants

“

”

“Overall I am happy with the building and the staff! Unfortunately, my (apartment) is right next to (the) garbage chute area and it stinks very badly! It would be helpful if it is kept clean and... air freshener (is used) all the time.”

“

”

“The only complaint...is bugs in kitchen and other area of house. We requested... pest control years ago; they came and sprayed some pesticide, but (it) doesn't work and still she is complaining about the bugs, every time I go to visit her.”

“

”

“To have the elevators working all the time is important for seniors going in and out. Keeping the common area, including elevators nice and clean is the main way to avoid an(y) virus (from) spreading in the building.”

“

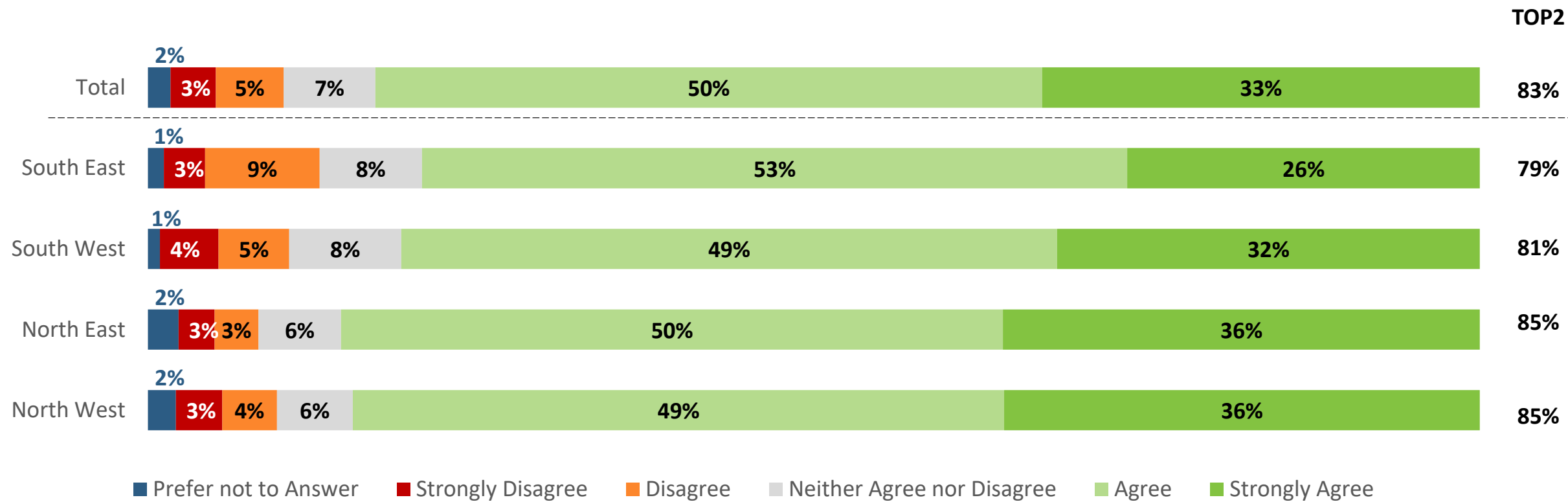
”

“The superintendent and worker under him aren't in the building too often. I propose that they be in the building everyday during business hours so they can take care of maintenance needs to their concern.”

# Safety and Security

# Safety in Their Home

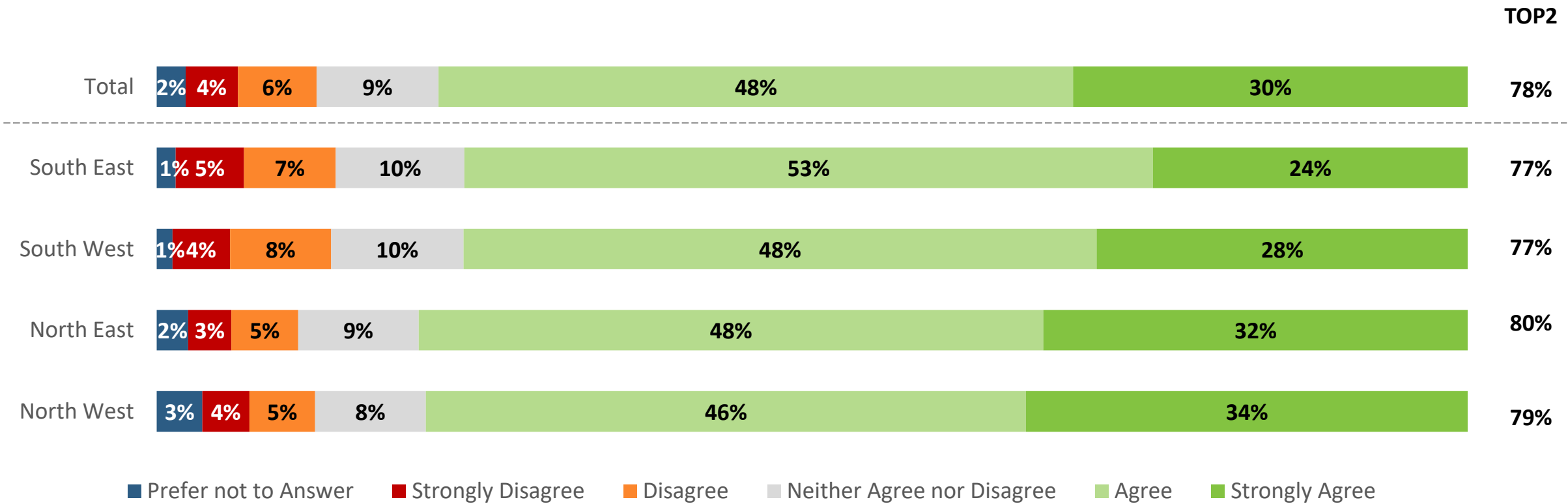
- About 4 in 5 (TOP2: 83%) tenants feel safe in their home.



12. How much do you disagree or agree with the following statement: I feel safe in my home.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Safety in Common Spaces

- Nearly 4 in 5 (TOP2: 78%) tenants feel safe in the common spaces of their building.



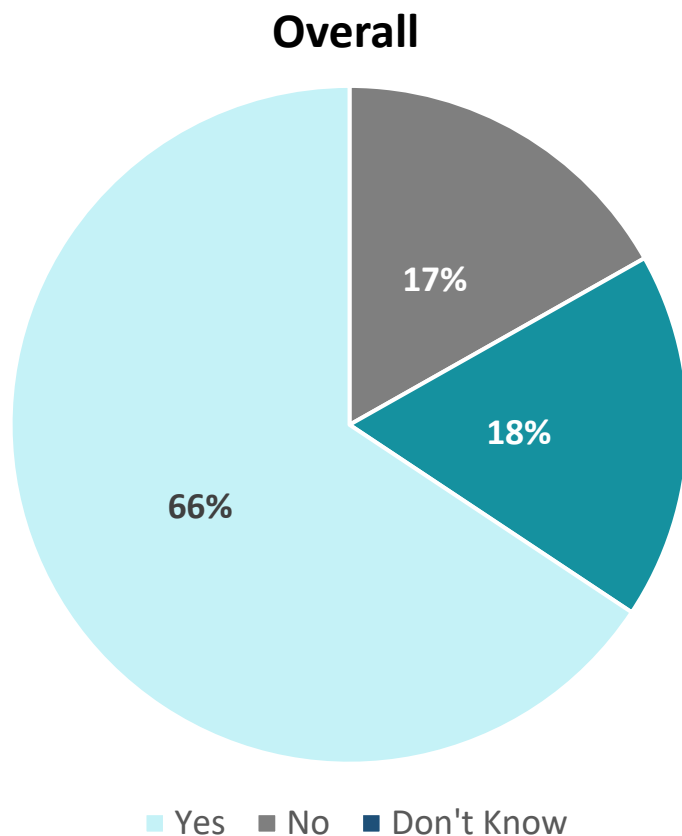
13. How much do you disagree or agree with the following statement: I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

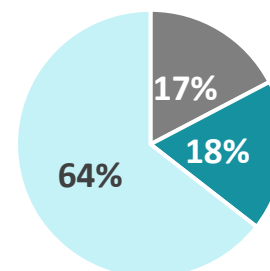
Base: Total sample

# Reporting Security Incidents

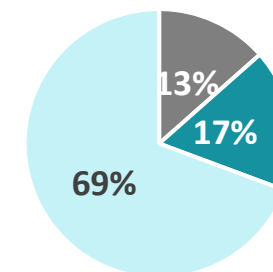
- 2 in 3 (66%) tenants say they know who to contact if they want to report a security incident.



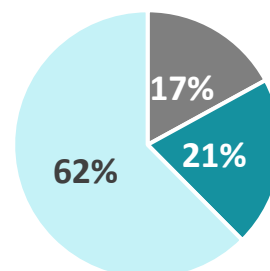
**South East**



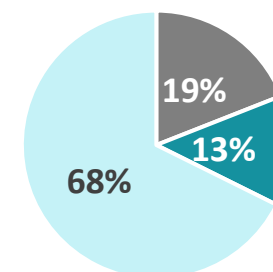
**South West**



**North East**



**North West**



14. Do you know who to contact if you want to report a security incident?

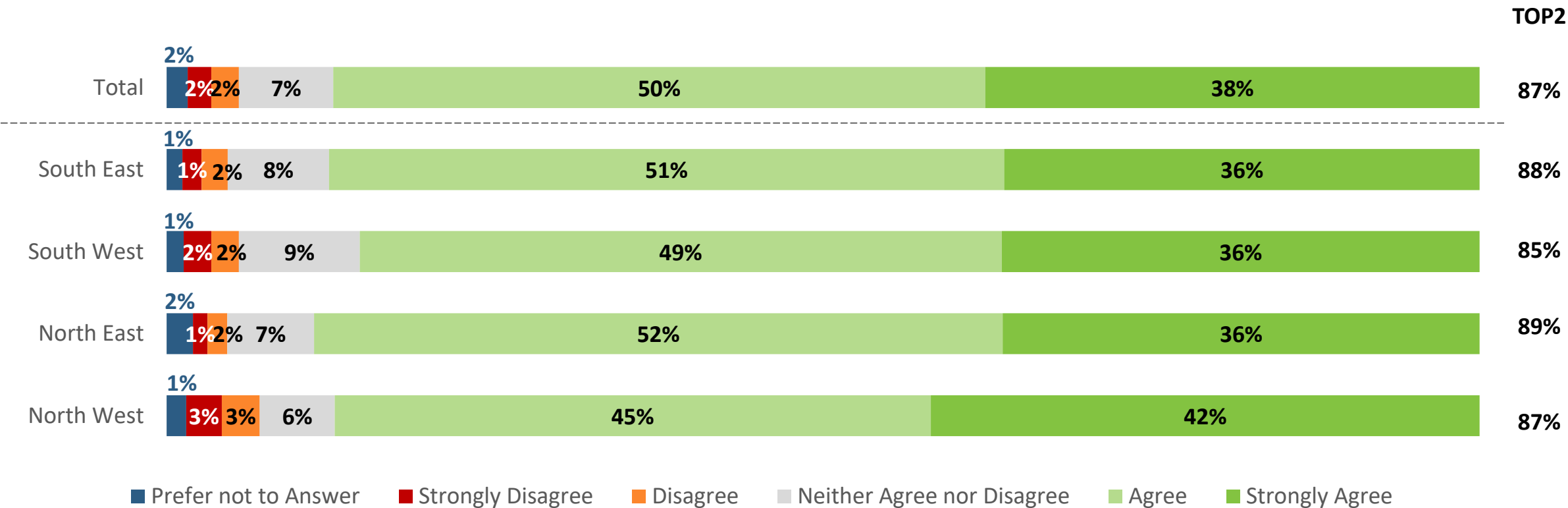
Sample size: Total (n=3223)

Base: Total sample

# Communication and Interactions With Staff

# Respect

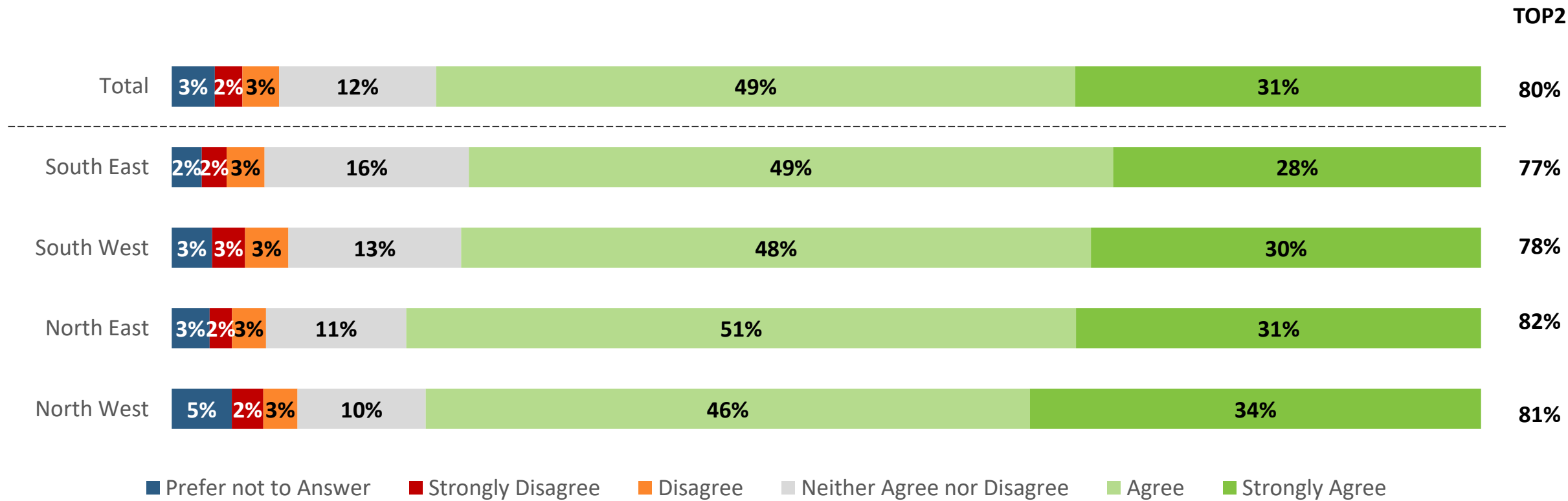
- Nearly 9 in 10 (TOP2: 87%) tenants feel that TSHC staff treat them with respect, across all regions.



15. How much do you disagree or agree with the following statement: Staff treat me with respect.  
Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
Base: Total sample

# Staff Accountability

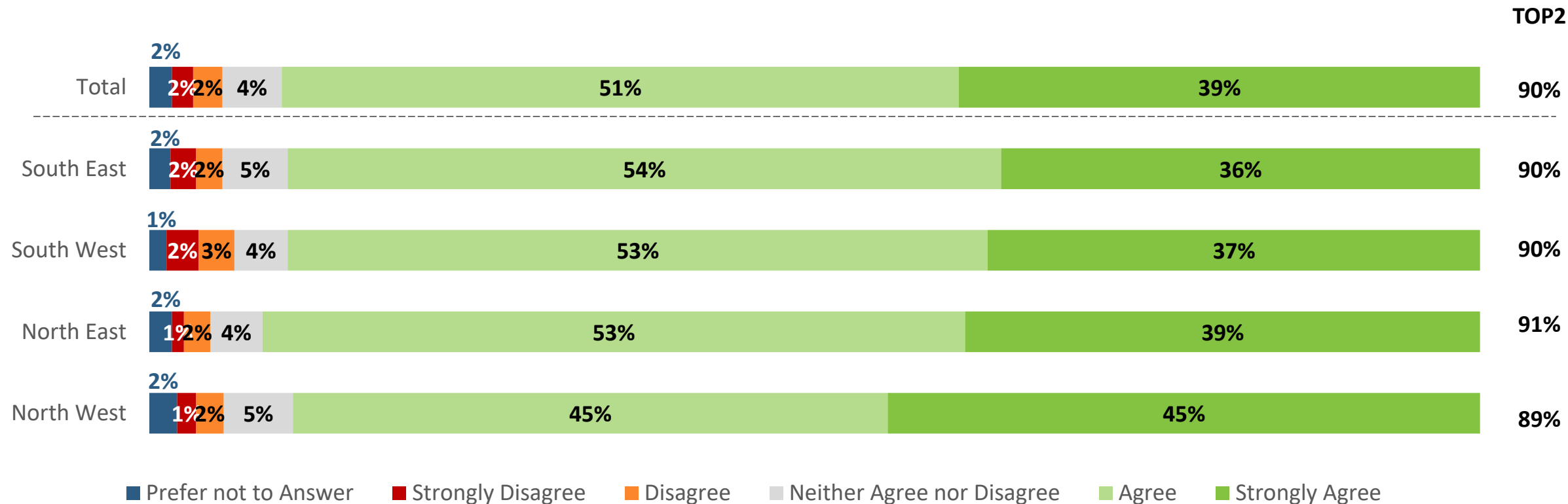
- 4 in 5 (TOP2: 80%) tenants feel that TSHC staff take accountability for their work, with slightly lower agreement in the South East (TOP2: 77%) and South West (TOP2: 78%).



16. How much do you disagree or agree with the following statement: Staff take accountability for their work.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Building Updates

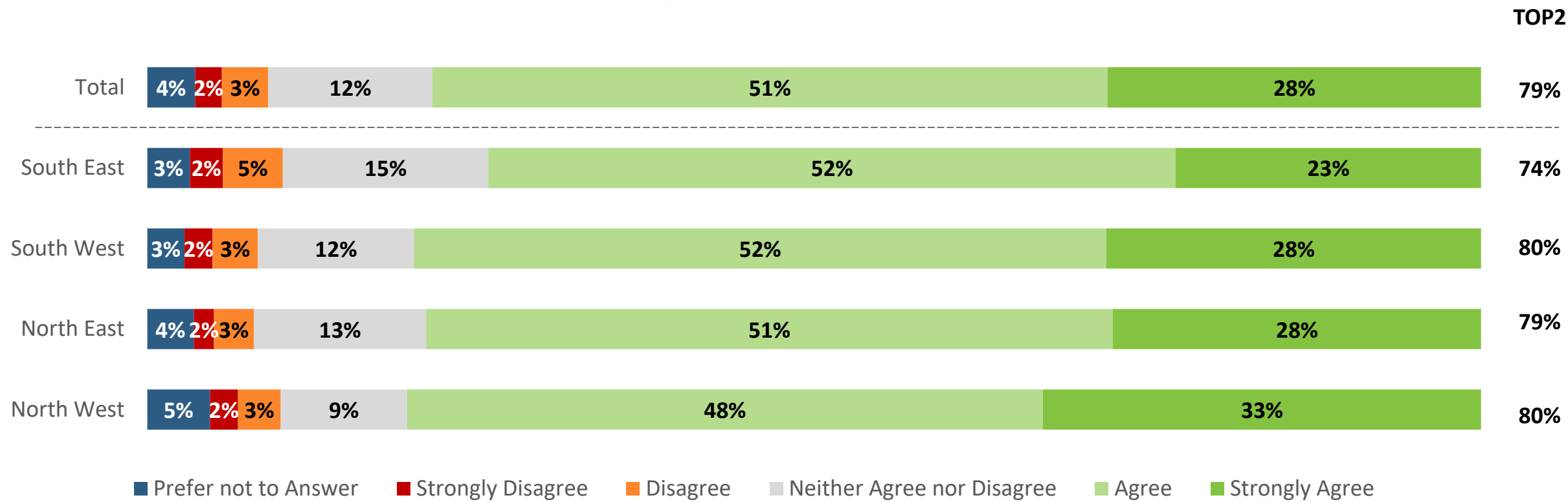
- 9 in 10 (TOP2: 90%) tenants say they get updates about necessary work in their building.



17. How much do you disagree or agree with the following statement: I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages).  
Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
Base: Total sample

# Tenant Policies

- About 4 in 5 (TOP2: 79%) tenants find tenant policies to be clear and easy to understand.



18. How much do you disagree or agree with the following statement: Tenant policies are clear and easy to understand (example: Guest and Visitor Policy, Absence from Unit Policy, Use of Space Policy).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

# In Their Own Words: Suggestions from Tenants

“

“Would be nice if we had cameras installed in all hallways and stairs to make sure it's safe to walk with(out) having problem with (other) tenants or strangers...”

”

“

“There's no person available during the night time for emergency contact (...). Emergency phone numbers are available but sometimes it's difficult to get to that.”

”

“

“I do not feel safe. Too much traffic going in and out. Too many shady people/guests in the building. Volatile situation in stairwell. Vandalism.”

”

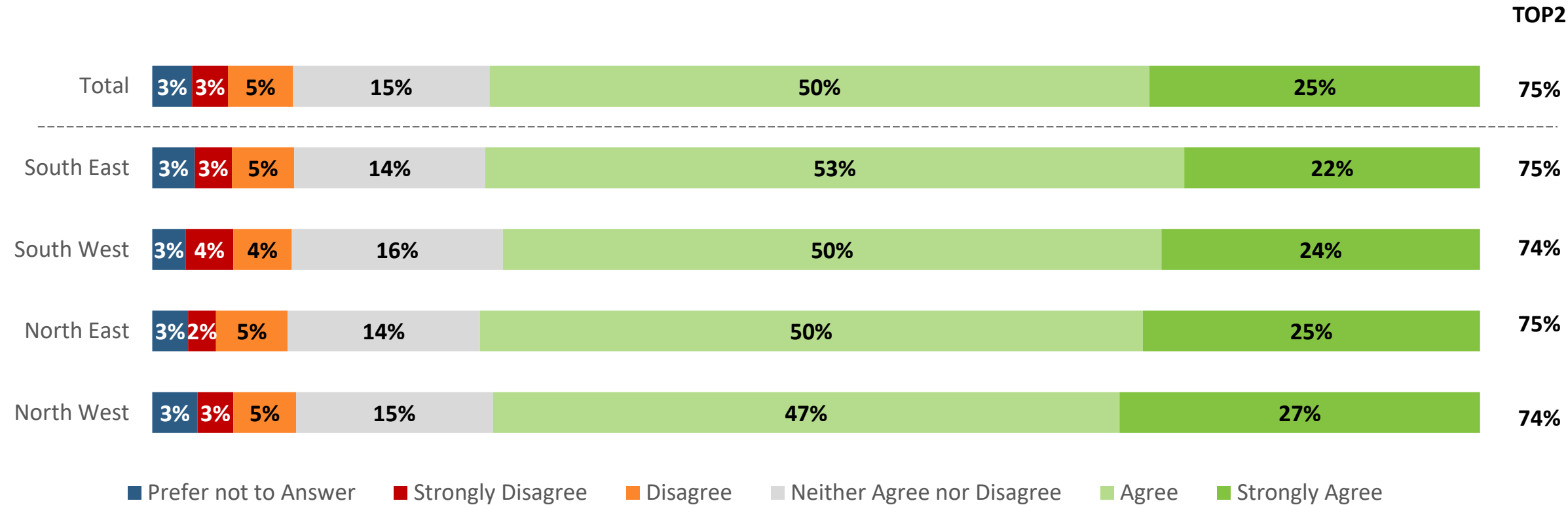
“

“Need more security cameras around the building. There are (people) who come to the building and sleep in the washroom downstairs or stairs...Visitor parking spaces are being occupied by non visitors and our family who are visiting us can't park at our visitor spaces.”

”

# Sharing Concerns and Complaints

- 3 in 4 (TOP2: 75%) tenants feel comfortable sharing their concerns and making complaints to TSHC.

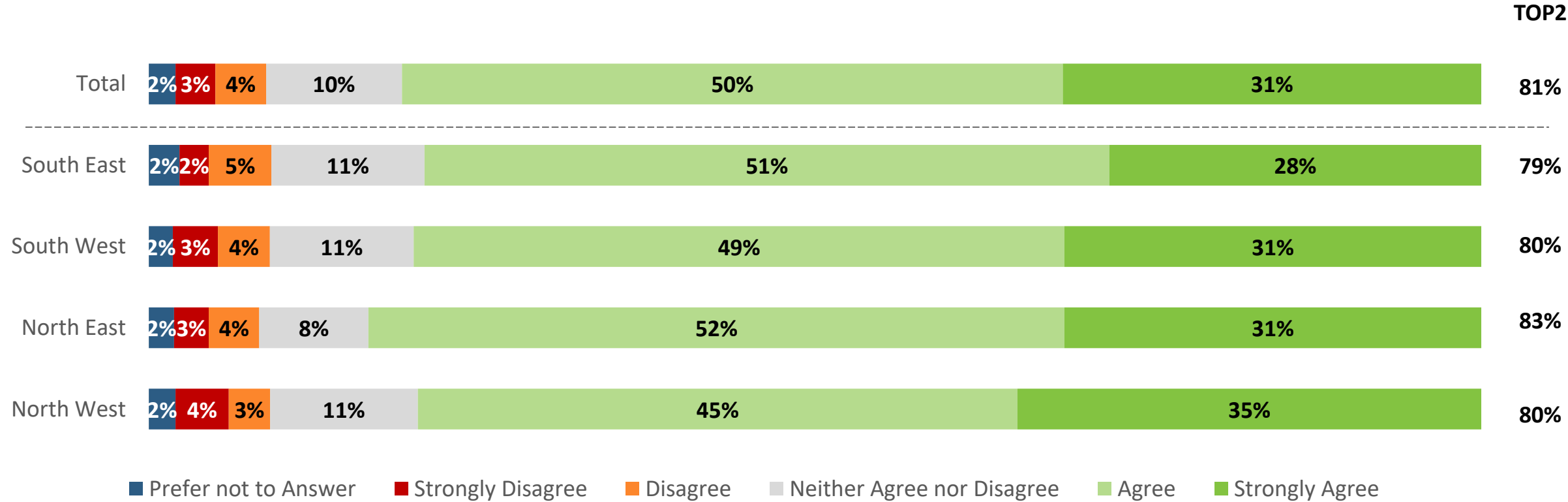


19. How much do you disagree or agree with the following statement: I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804) Base: Total sample

# Staff Response to Help and Requests

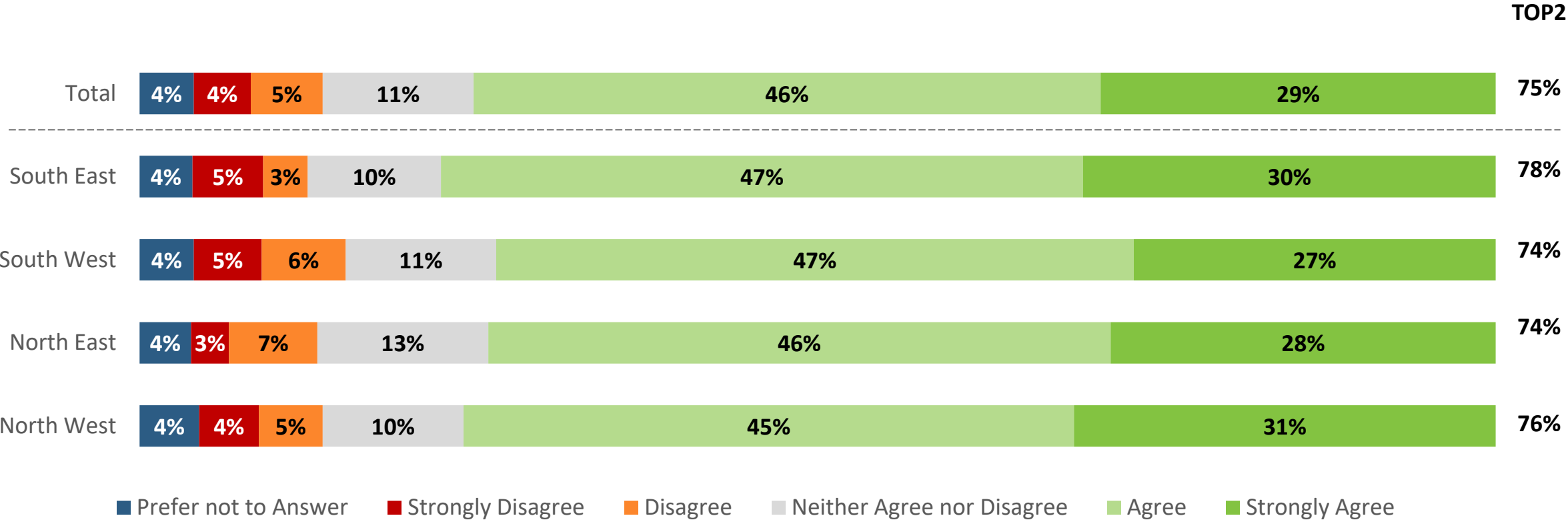
- Just over 4 in 5 (TOP2: 81%) tenants are happy with how TSHC staff respond when they ask for help or make a request.



20. How much do you disagree or agree with the following statement: I am happy with how staff respond when I ask for help or make a request  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Information in Preferred Language

- 3 in 4 (TOP2: 75%) tenants feel that they receive information in their preferred language.



21. How much do you disagree or agree with the following statement: I can receive information in my preferred language.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# In Their Own Words: Suggestions from Tenants



“Since the new super(intendent) came in, we don't know whom to contact. Better communication is required. Additionally, we want to receive information in Korean.”



“Information needs to be more clear and updates should come to the tenants. Contact information should (be) shared by management (instead) I am looking (for) who to contact”



“Since I don't speak English, I really hope that all notifications can have Chinese Versions. Especially when broadcasting to notify emergency situations. Thank you.”

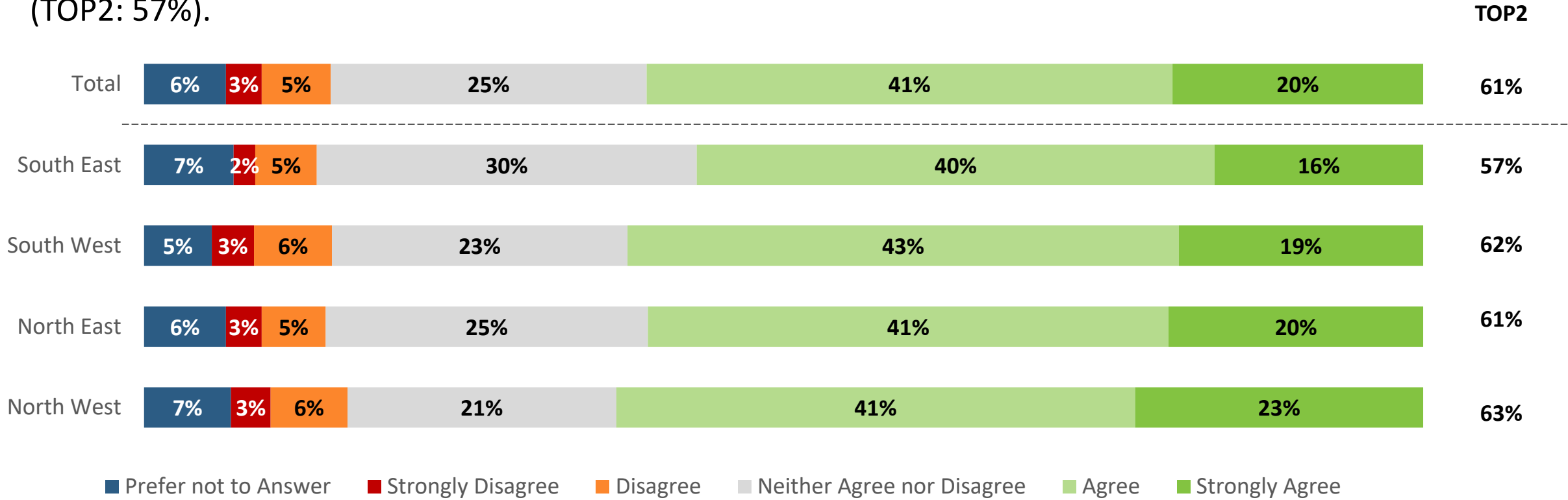


“Advise/request superintendent has a note of hours of operation - very hard to find out / find superintendent when he is available in the office when he is urgently needed (when does he work - unknown dates / hours). ”

# Access to Supports and Services Outside of Toronto Seniors Housing

# Access to Services

- Just over 3 in 5 (TOP2: 61%) tenants feel that TSHC helps them get information to access the service(s) they need. These figures are similar across all regions although slightly less so in the South East region (TOP2: 57%).



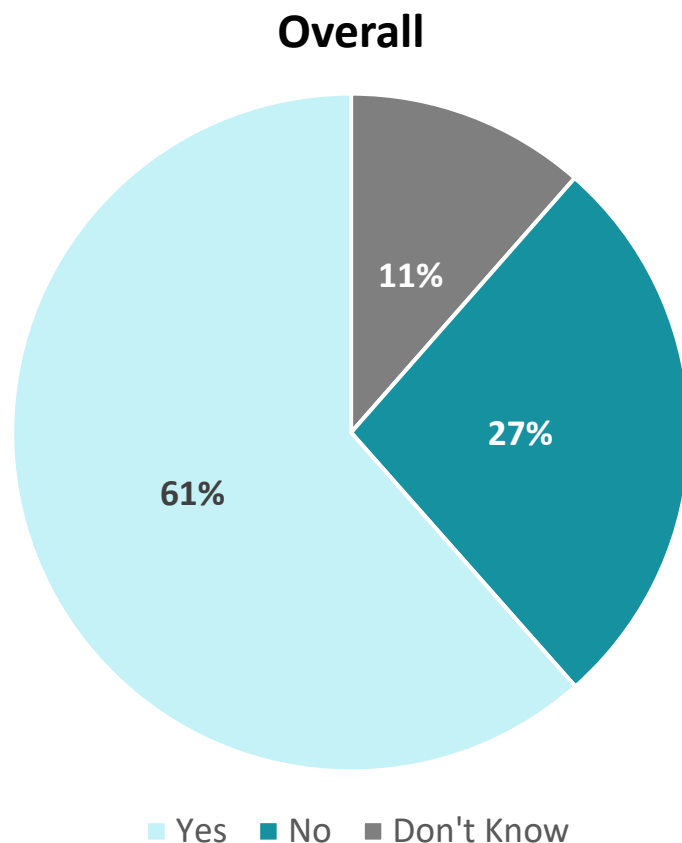
22. How much do you disagree or agree with the following statement: Toronto Seniors Housing helps me get information to access the service(s) I need.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

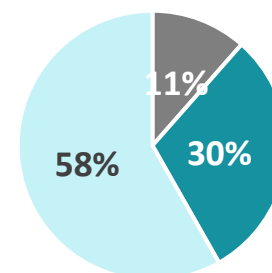
Base: Total sample

# Accessing Support at Toronto Seniors Housing

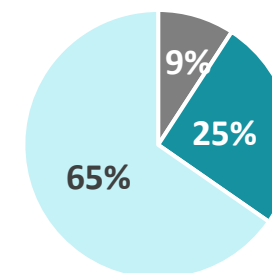
- More than 3 in 5 (TOP2: 61%) tenants say they know who to contact at TSHC if they need help accessing well-being and support services.



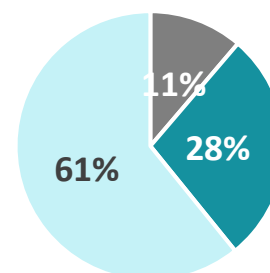
**South East**



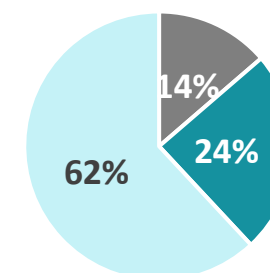
**South West**



**North East**



**North West**



23. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

Sample size: Total (n=3223)

Base: Total sample

# In Their Own Words: Suggestions from Tenants

“

”

“If able to provide the service like hair cut, nail art especially toenails, flu shot or booster shot ( COVID ) like many years ago. Love these service, because some tenants had to get out to have these done.”

“

”

“Please post on every floor name/contact info of people who can be reached available within the building in case of emergencies. This is especially important for the weekends.”

“

”

“Have mail and poster in my language so that I can better be able to support and get up to date information.”

“

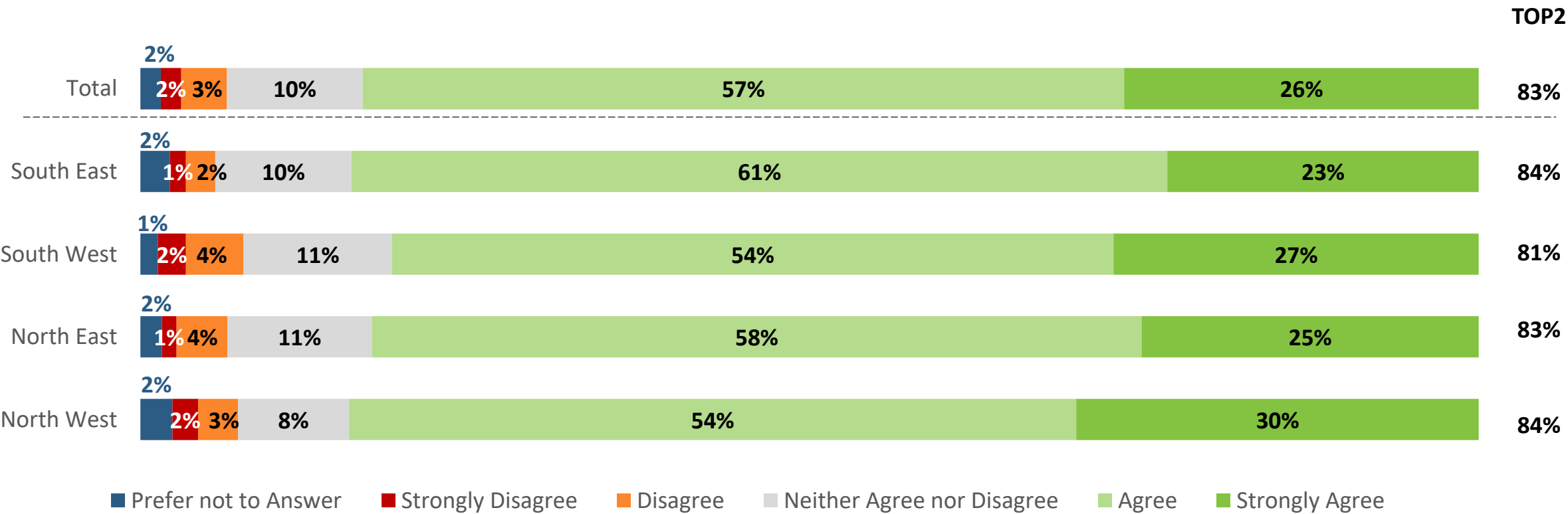
”

“Someone and / or information for seniors to receive more help / resources. Community workers to do wellness checks for seniors that are not as independent.”

# Tenancy Management

# Understanding Rights as Tenants

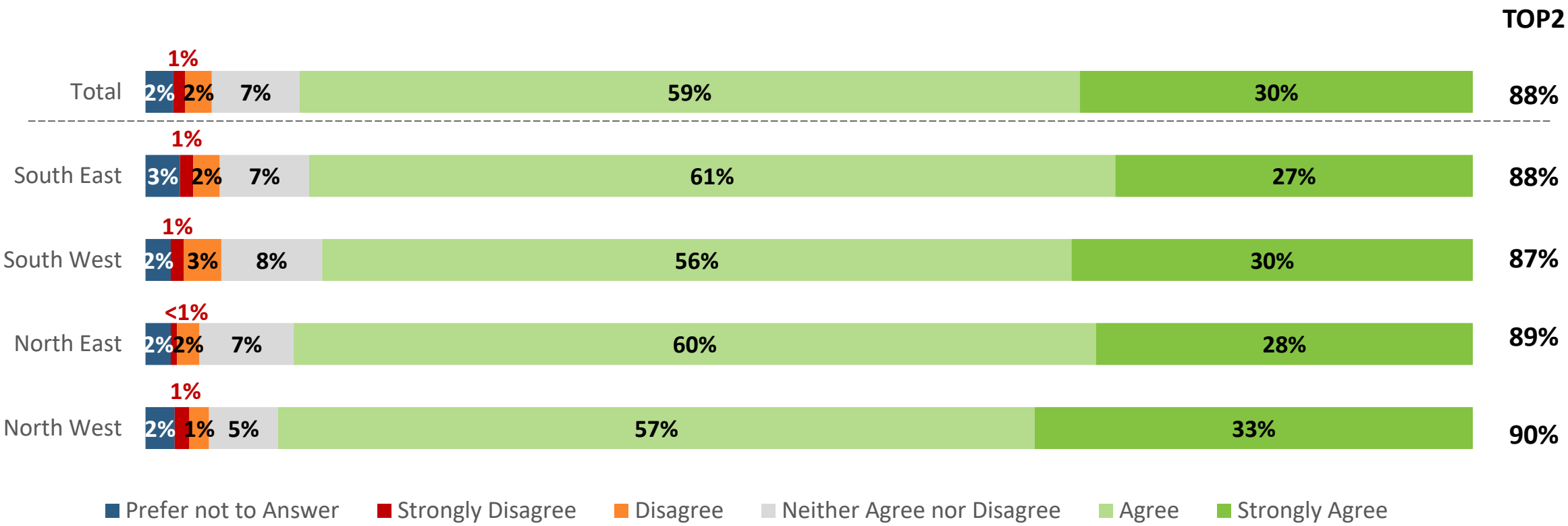
- More than 4 in 5 (TOP2: 83%) tenants say they understand their rights as a tenant.



24. How much do you disagree or agree with the following statement: I understand my rights as a tenant.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Tenant Responsibilities

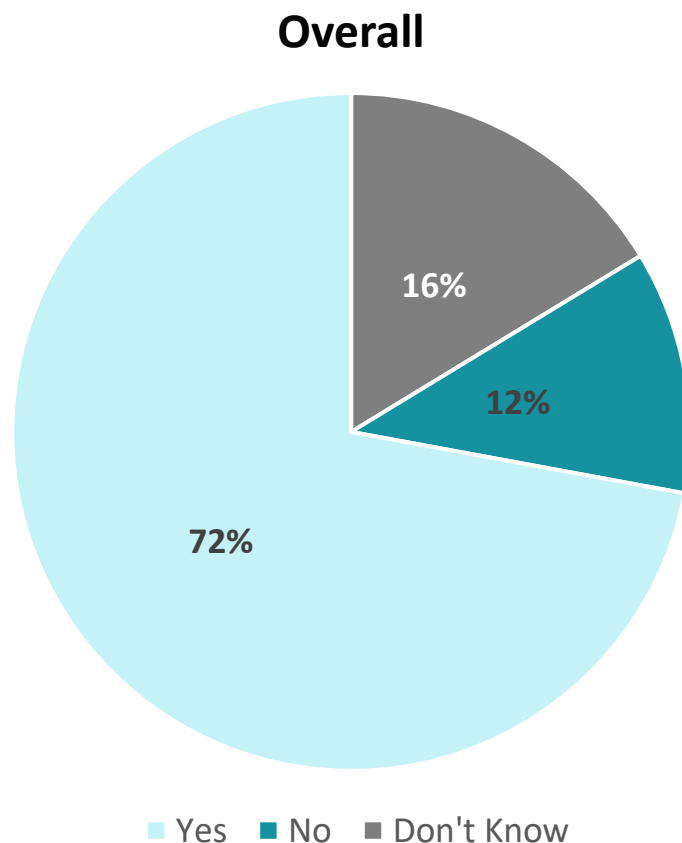
- Nearly 9 in 10 (TOP2: 88%) tenants say they understand their lease and responsibilities as a tenant.



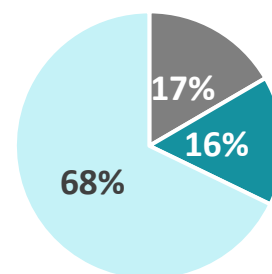
25. How much do you disagree or agree with the following statement: I understand my lease and responsibilities as a tenant.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Navigating Rent-Related Inquiries

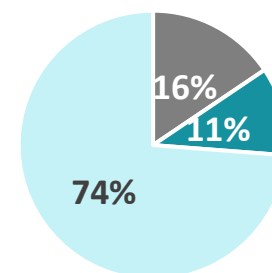
- More than 7 in 10 (72%) tenants say they know which staff to talk to if they need help with things related to their place, like paying or owing rent.



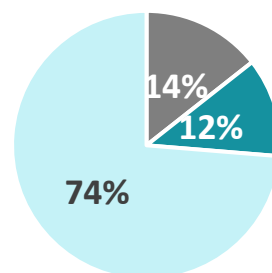
**South East**



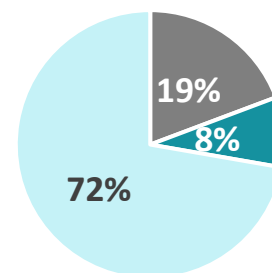
**South West**



**North East**



**North West**



26. Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?

Sample size: Total (n=3223)

Base: Total sample

# In Their Own Words: Suggestions from Tenants

“

“I really appreciate the staff, their relationship with tenants, and how much efforts they...put in making the building a better place for us to live in, thank you all, be blessed.”

”

“

“Would be helpful to have a pamphlet listing some of questions you've asked, be given to a new tenant i.e. 1) Do you know who to contact for help with maintenance; 2) Who to contact for security; 3) Which staff to talk to if you need help--and phone numbers.”

”

“

“Management office used to be staffed 7 days a week with staggered shifts. This (has) changed now and the management office is closed on the weekends and holidays. It would be great if the management office could remain open 7 days a week as it was previously to assist tenants even on weekends and holidays.”

”

“

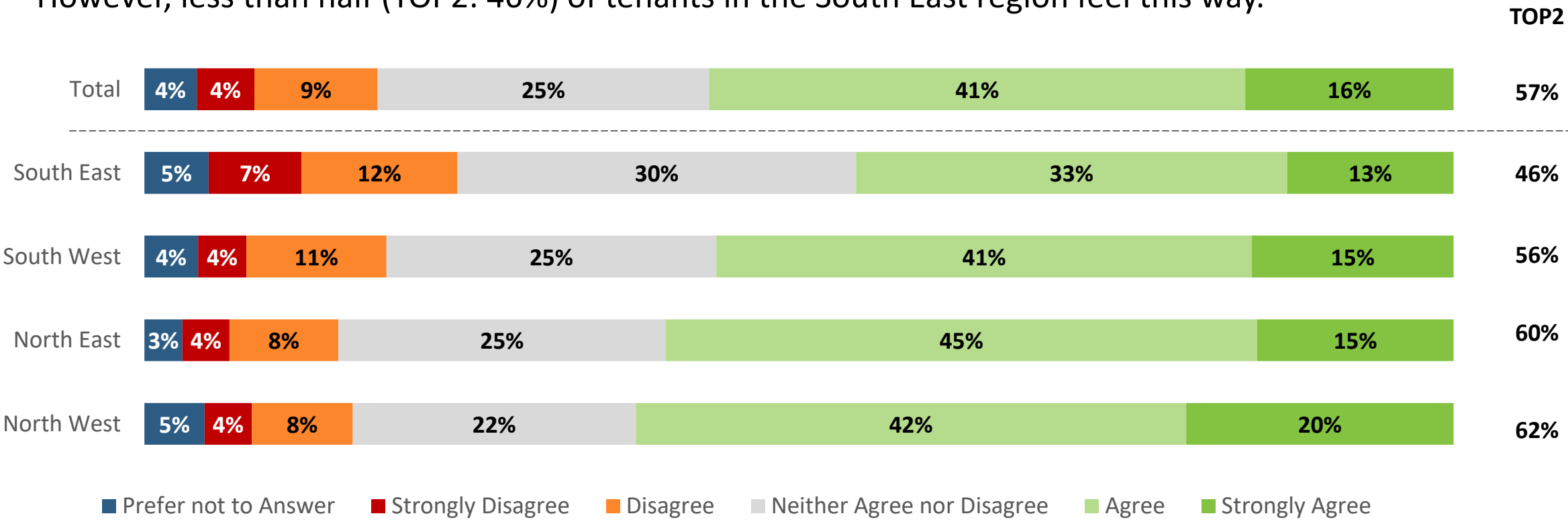
“One strong suggestion is to have a tenant coordinator who can actually support, advocate, protect tenant's rights and stay involved with all, especially problematic ones, to ensure they comply with the tenant responsibilities.”

”

# Community Participation

# Program Offerings

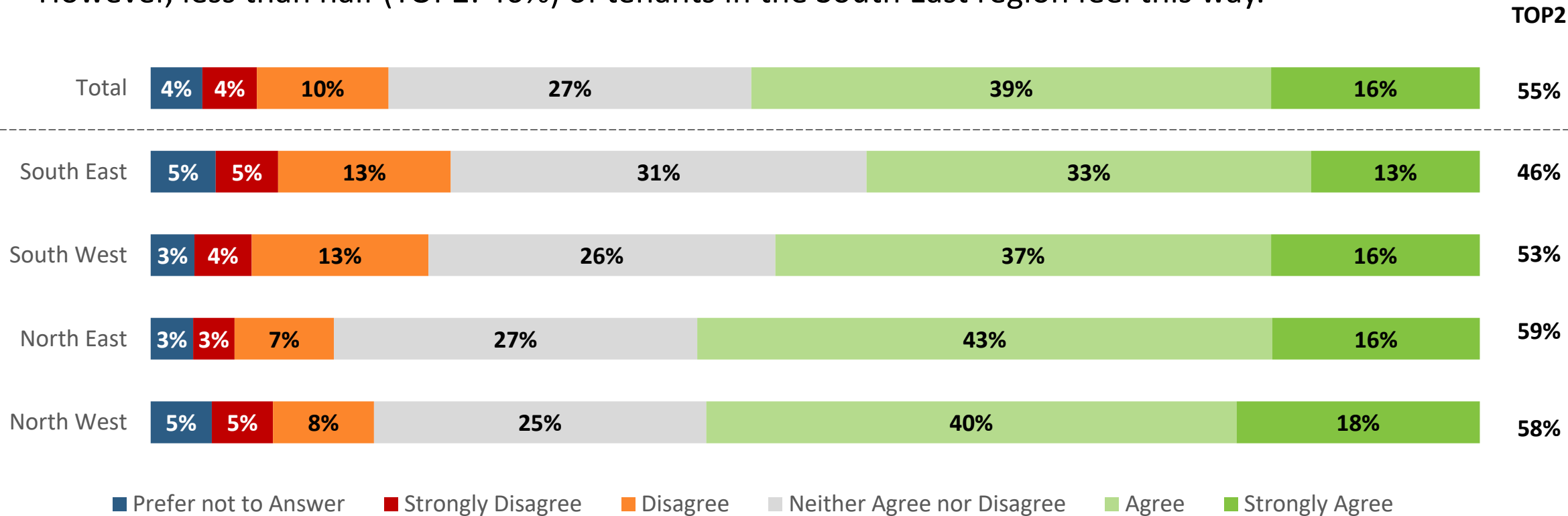
- Just over half (TOP2: 57%) of tenants like the programs offered in their buildings and find them helpful.
- However, less than half (TOP2: 46%) of tenants in the South East region feel this way.



27. How much do you disagree or agree with the following statement: My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Building Bonds – Sense of Community

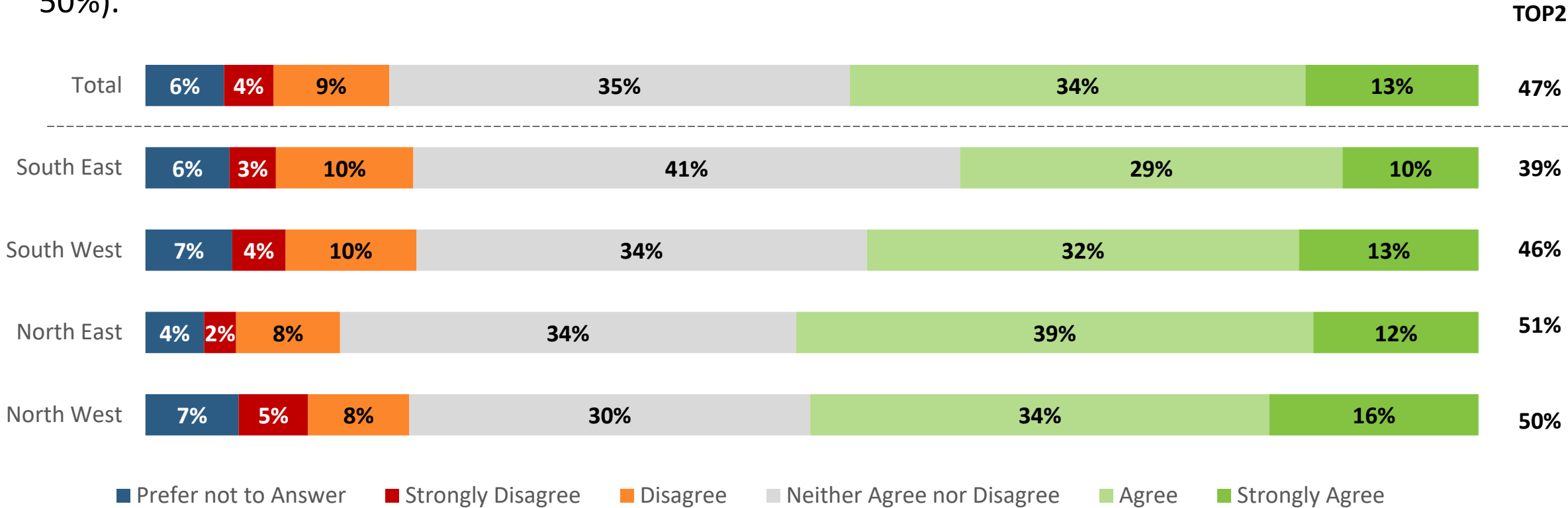
- Just over half of tenants (TOP2: 55%) feel that there is a strong sense of community in their building.
- However, less than half (TOP2: 46%) of tenants in the South East region feel this way.



28. How much do you disagree or agree with the following statement: I feel there is a strong sense of community in my building.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Contributing Ideas for Social Activities

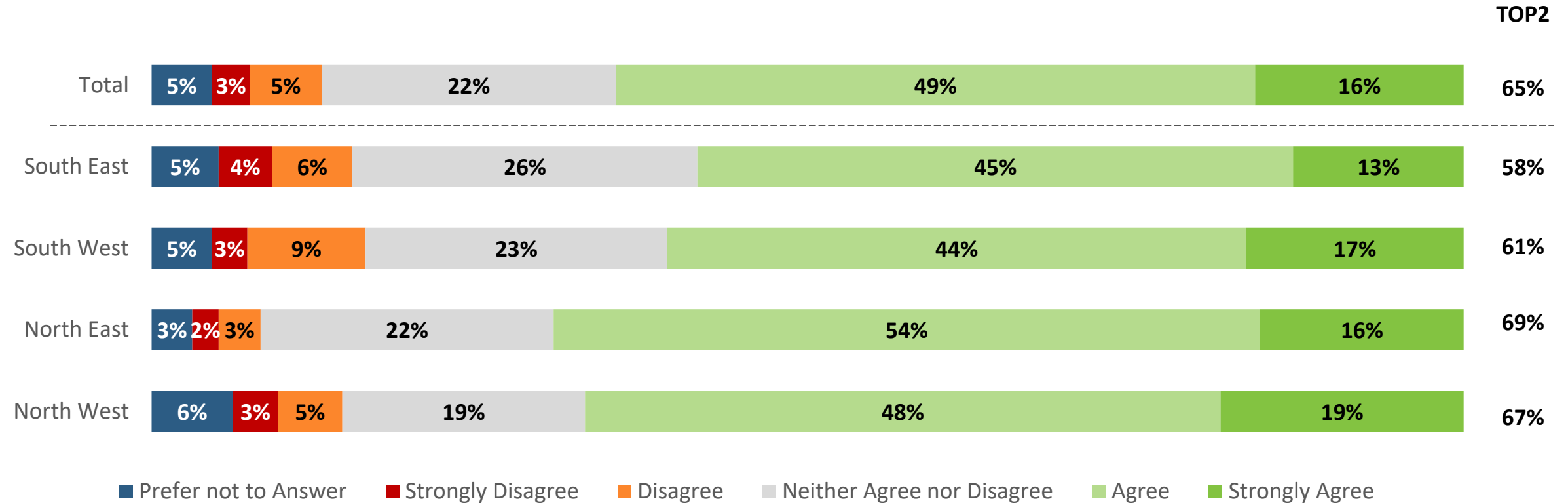
- Nearly half (TOP2: 47%) of tenants feel that they can share their ideas about organizing social activities in their building. The sentiment is stronger among tenants in the North East (TOP2: 51%) and North West (TOP2: 50%).



29. How much do you disagree or agree with the following statement: I can share my ideas about organizing social activities in my building.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Participating in Social Activities

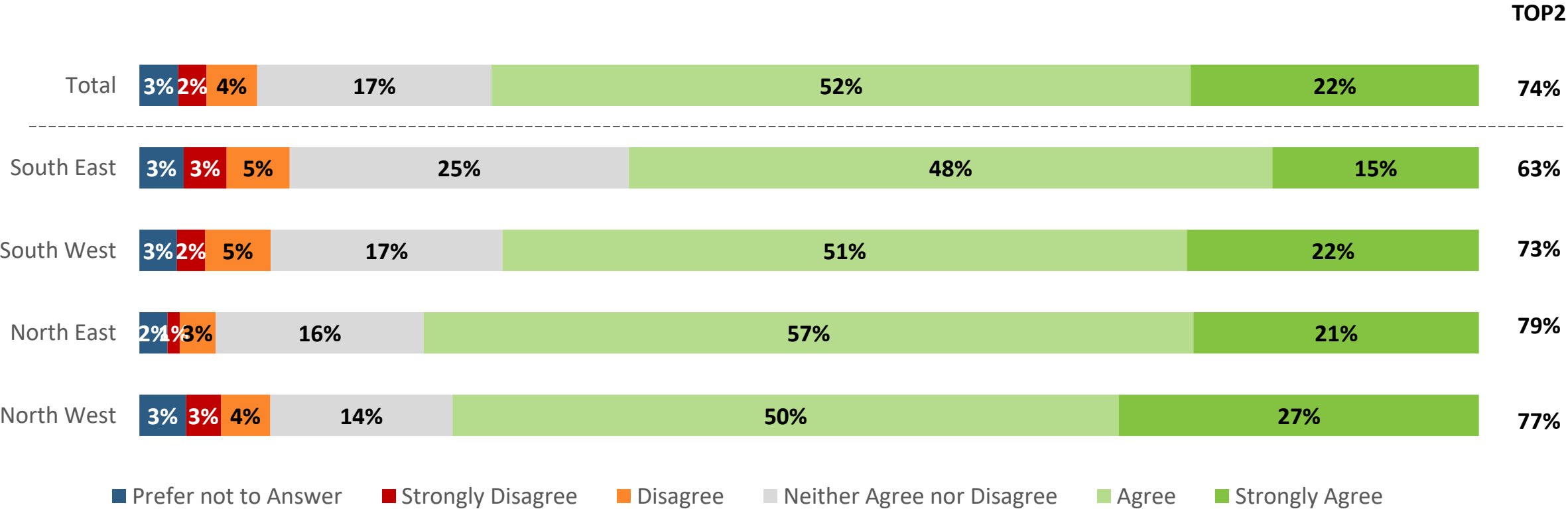
- About 2 in 3 (TOP2: 65%) tenants feel that they can participate in social activities that are organized in their building.



30. How much do you disagree or agree with the following statement: I can participate in social activities that are organized in my building.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# Mutual Respect Among Tenants

- About 3 in 4 (TOP2: 74%) tenants feel respected by other tenants. This sentiment is strongest in the North East region (TOP2:79%)



31. How much do you disagree or agree with the following statement: I feel respected by other tenants.  
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)  
 Base: Total sample

# In Their Own Words: Suggestions from Tenants

“

“Many tenants requested a karaoke for so many month still haven’t got it. Birthday party for every month and father's and mother's day party.”

”

“

“I wish more social activities can be provided by non-profit organizations. Social activities include festival celebrations, educational workshops, exercise classes. I wish the activities are culturally appropriate and language appropriate.”

”

“

“Most people here are not aware of exercise program. Would help if info were put on every apartment door. These classes are excellent!!!”

”

“

“We need recreational games not exercising only, something to keep us from loneliness, or spend time outside from our room all day. We need entertainment, shows, etc.”

”

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

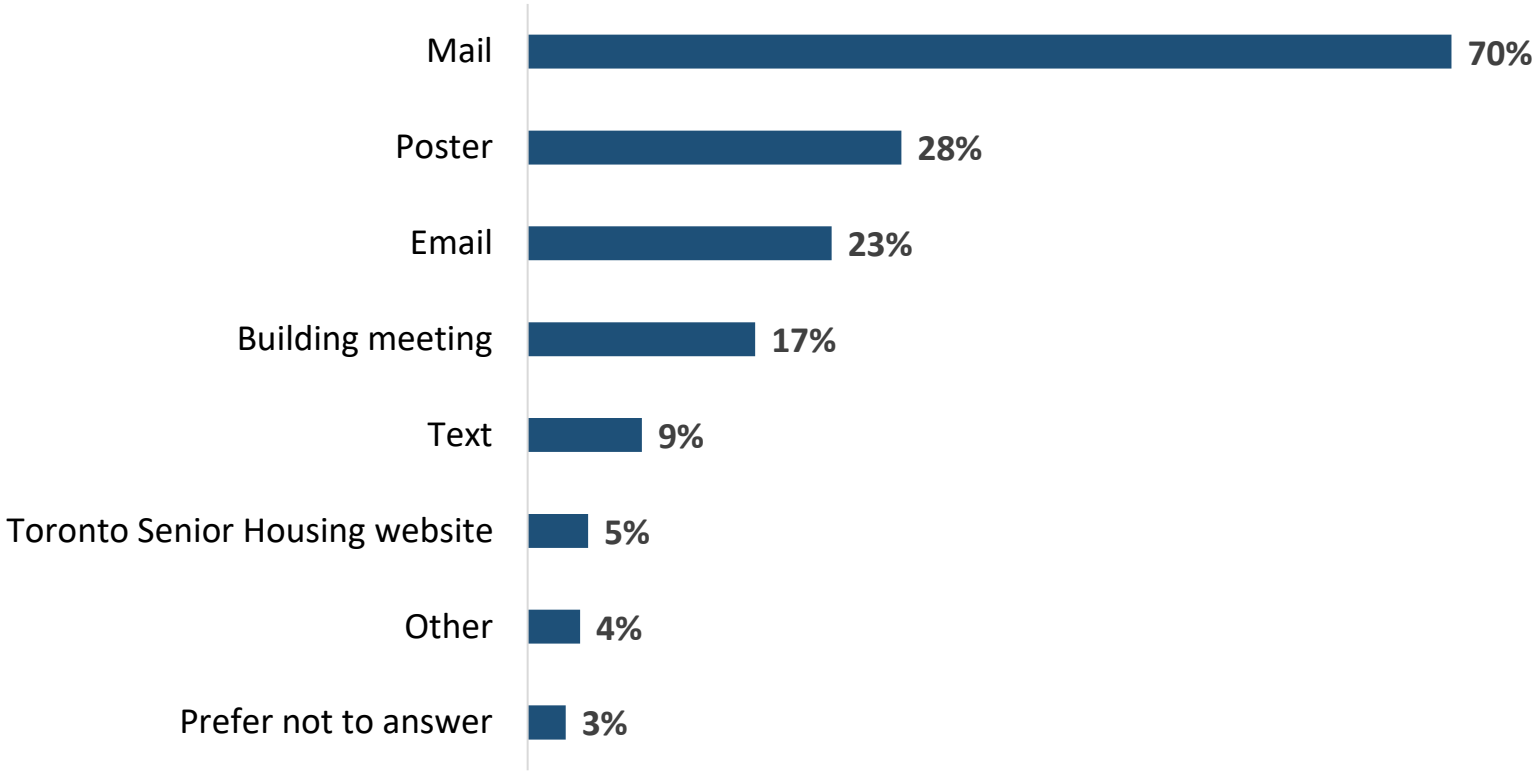
Sample size: Total (n=3223)

Base: Total sample

# Contact Preferences and Suggestions

# Preferred Method to Receive Updates

- Tenants have a strong preference (70%) for receiving updates about TSHC through the mail. They listed posters (28%) and email (23%) as their next two preferred options.



34. How do you prefer to receive updates about Toronto Seniors Housing? (Multi-Select)

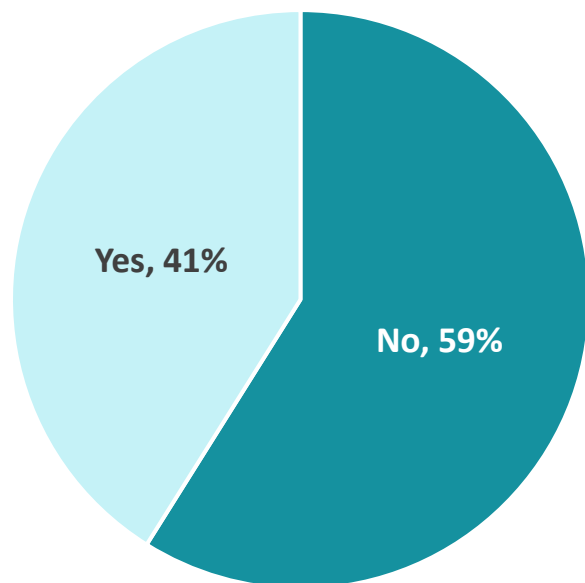
Sample size: Total (n=3223)

Base: Total sample; Note: Some tenants picked multiple options, chart counts each instance an option was selected.

# Additional Thoughts to Improve Toronto Senior Housing

- Tenants were asked to share any thoughts that they had that could make Toronto Seniors Housing better for tenants like them.
- The majority of tenants (59%) provided no suggestions.

## Provided Suggestions



Number of tenants who provided suggestions	1,324
Total number of identified suggestions	2,884
Average suggestions per tenants	2.18

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

# Additional Thoughts to Improve Toronto Senior Housing

- The Forum Research coding team reviewed all answers and identified 12 categories to summarize the comments. The most common topic that tenants commented on were staff/management and property management.



35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.  
 Sample size: Total (n=3223)  
 Base: Total sample

# In Their Own Words: Suggestions from Tenants

“

”

“I have been in this building for a very longtime. But this is the first time that we have... strong staff to take care of Tenants needs. I am happy with it.”

“

”

“Appreciate how much staff do for us, and for whom they are. (They) do an exceptional job in all aspects of their duties. They also are super friendly and respectful of me. They deserve a great deal of credit for making this as great a building as it is.”

“

”

“Thank you so much for everything!! I am sooo happy with where I live. My mental health has significantly improved, and I found a community. THANK YOU!!!”

“

”

“Overall I am happy with the building and the staff! ... It would be helpful if in (one page) all the important phone numbers are provided in large print to all residents/tenants!!”

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

# Drivers Analysis

Using statistical regression, the drivers analysis helps identify the aspects of tenant experiences that significantly influence overall satisfaction with TSHC services. By identifying the areas that have the greatest impact on satisfaction, insights can be gained on specific actions that may need to be accordingly prioritized. Results are provided at both the overall and regional level, presented visually on a quadrant chart. The chart shows the difference between how satisfied tenants are with each service, and the impact of that service on tenants' overall satisfaction.

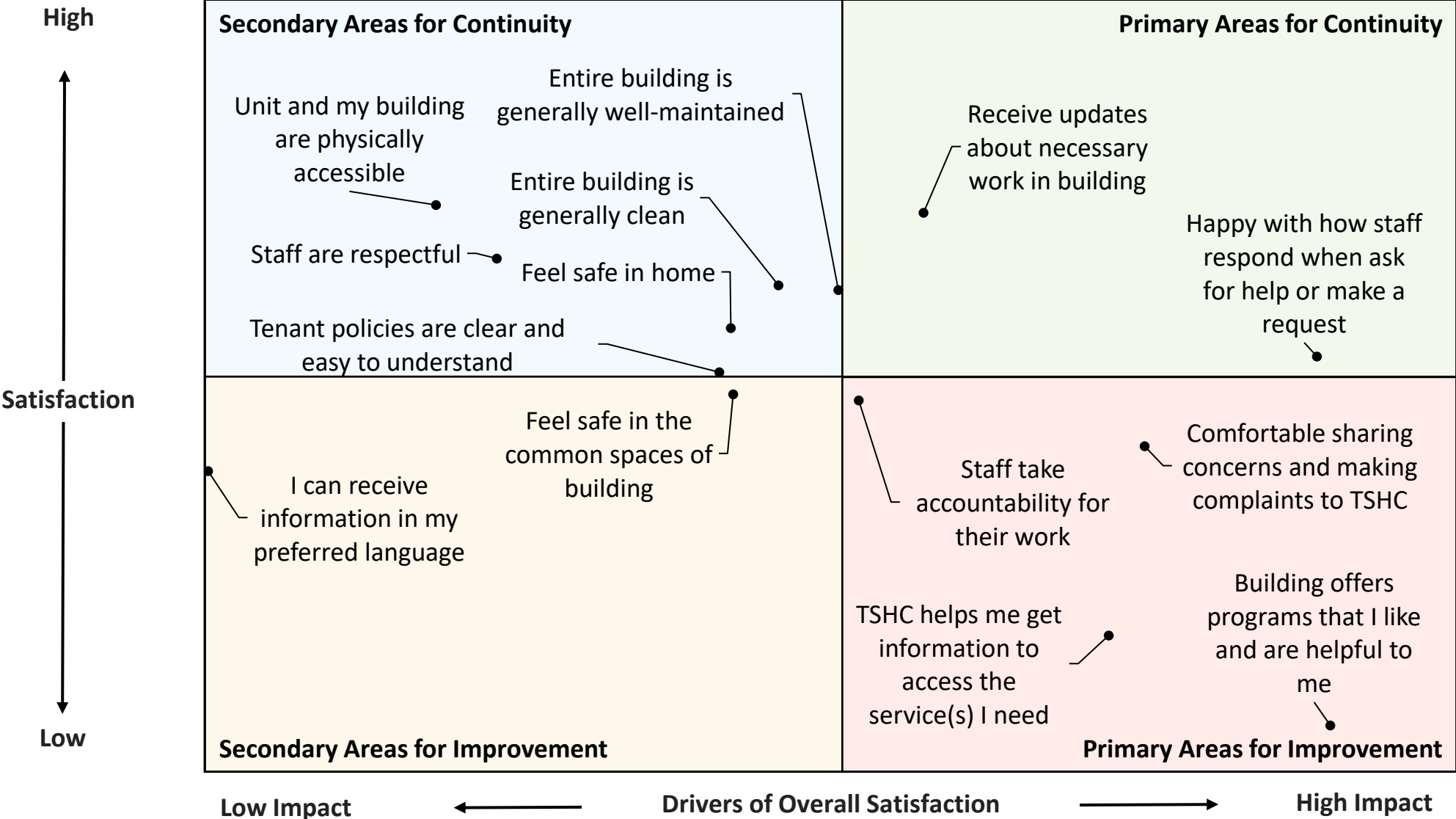
# Understanding the Drivers Analysis

**Satisfaction scores** are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual services.

**Impact on overall satisfaction** is plotted horizontally across the bottom of the chart (along the X-axis).

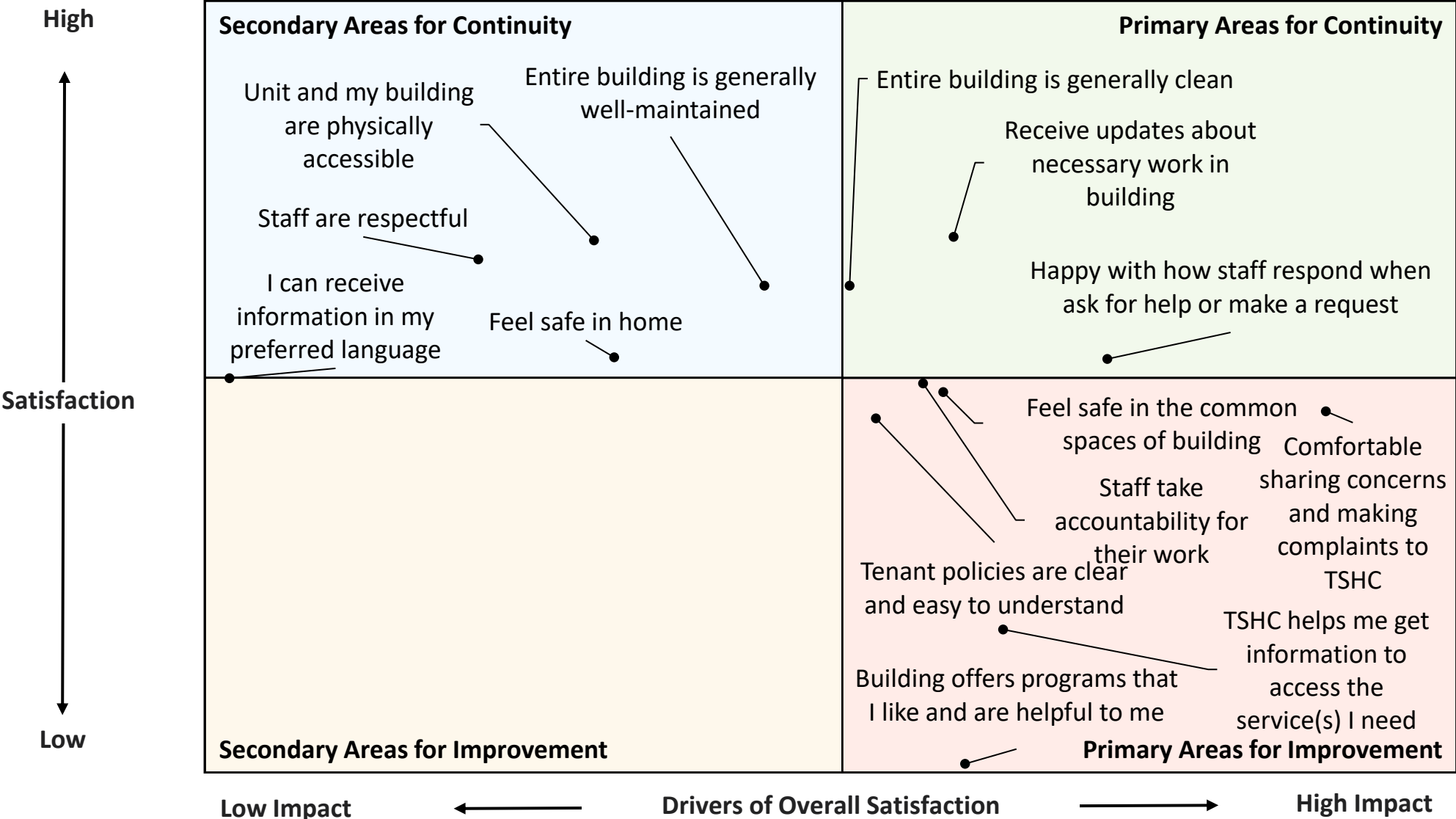
<p><b>Secondary Areas for Continuity:</b> Services that have a lower impact on overall satisfaction but high individual satisfaction scores. The focus here should be to continue current levels of service.</p>	<p><b>Primary Areas for Continuity:</b> Services that have a relatively high impact on overall satisfaction and high individual satisfaction scores. The implication here is to continue the current level of service to maintain the high levels of satisfaction.</p>
<p><b>Secondary Areas for Improvement:</b> Services that have lower impact on overall satisfaction and have lower individual satisfaction scores. This is a secondary area of focus to improve overall tenant satisfaction.</p>	<p><b>Primary Areas for Improvement:</b> Services that have the highest impact on overall satisfaction, but with lower individual satisfaction scores. The regression analysis identifies these services as the strongest drivers of satisfaction. If TSHC can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with services.</p>

# Drivers Analysis Overall Satisfaction with Services



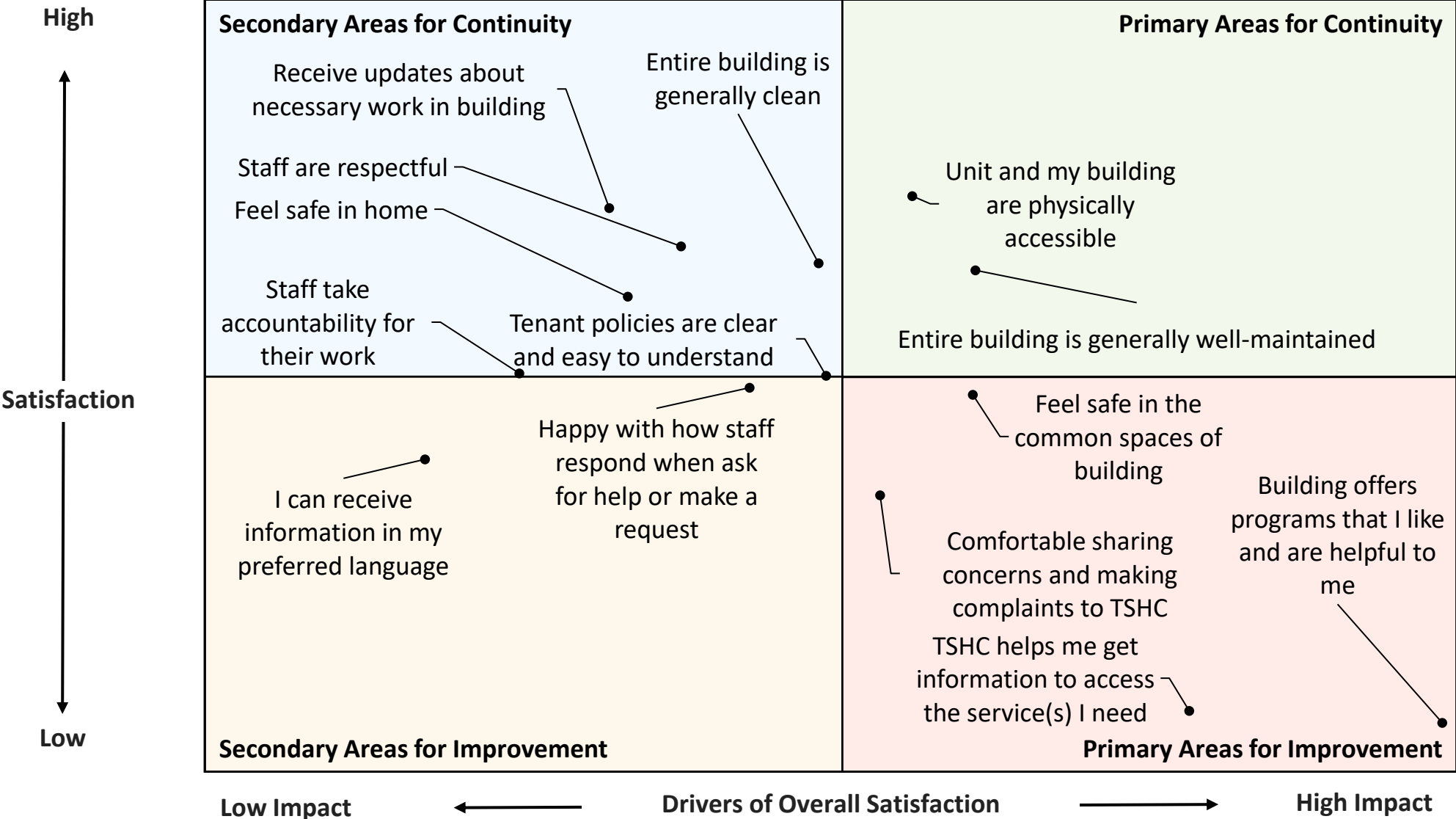
# Drivers Analysis

## Overall Satisfaction with Services – Southeast



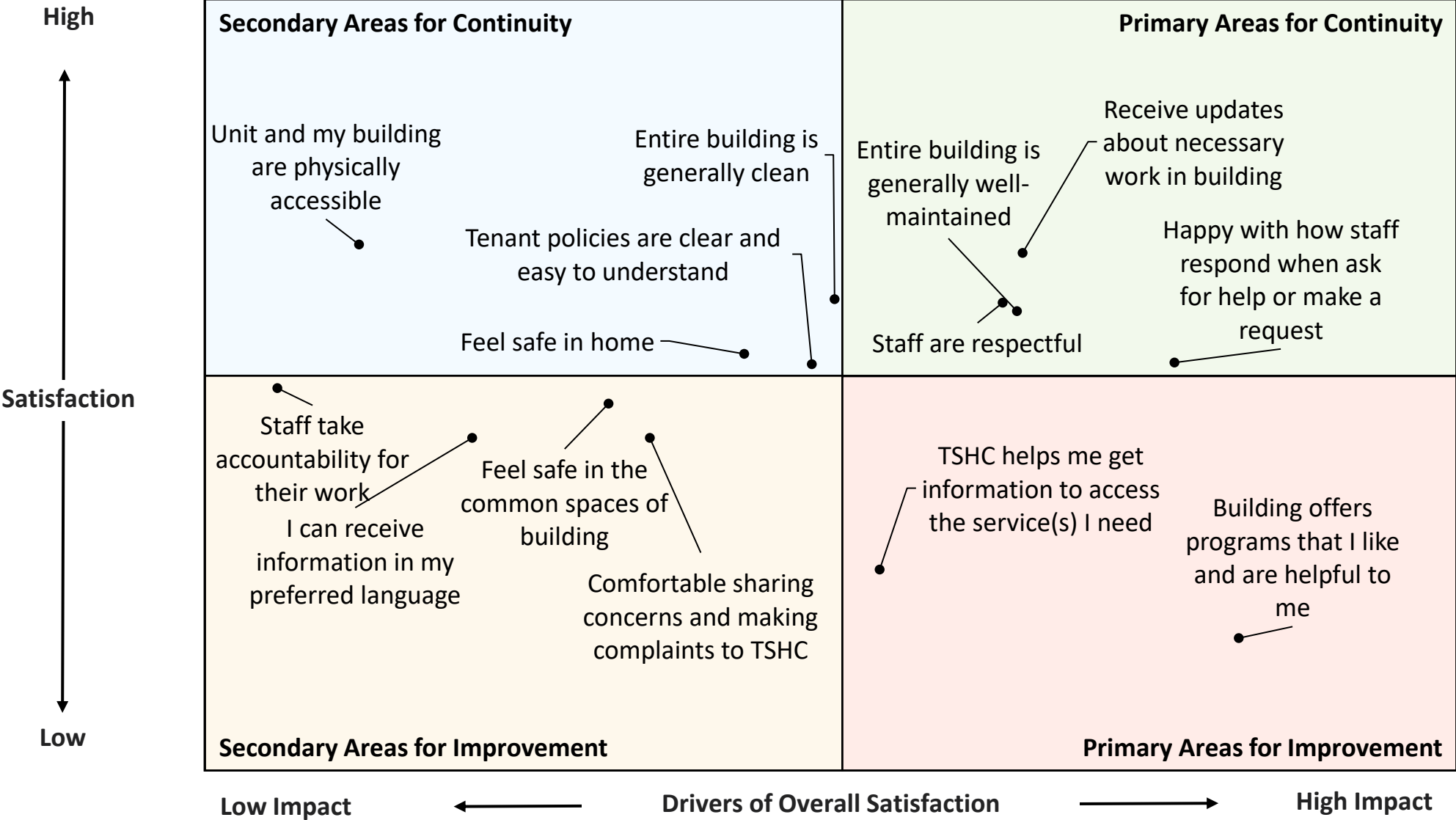
# Drivers Analysis

## Overall Satisfaction with Services – Northwest



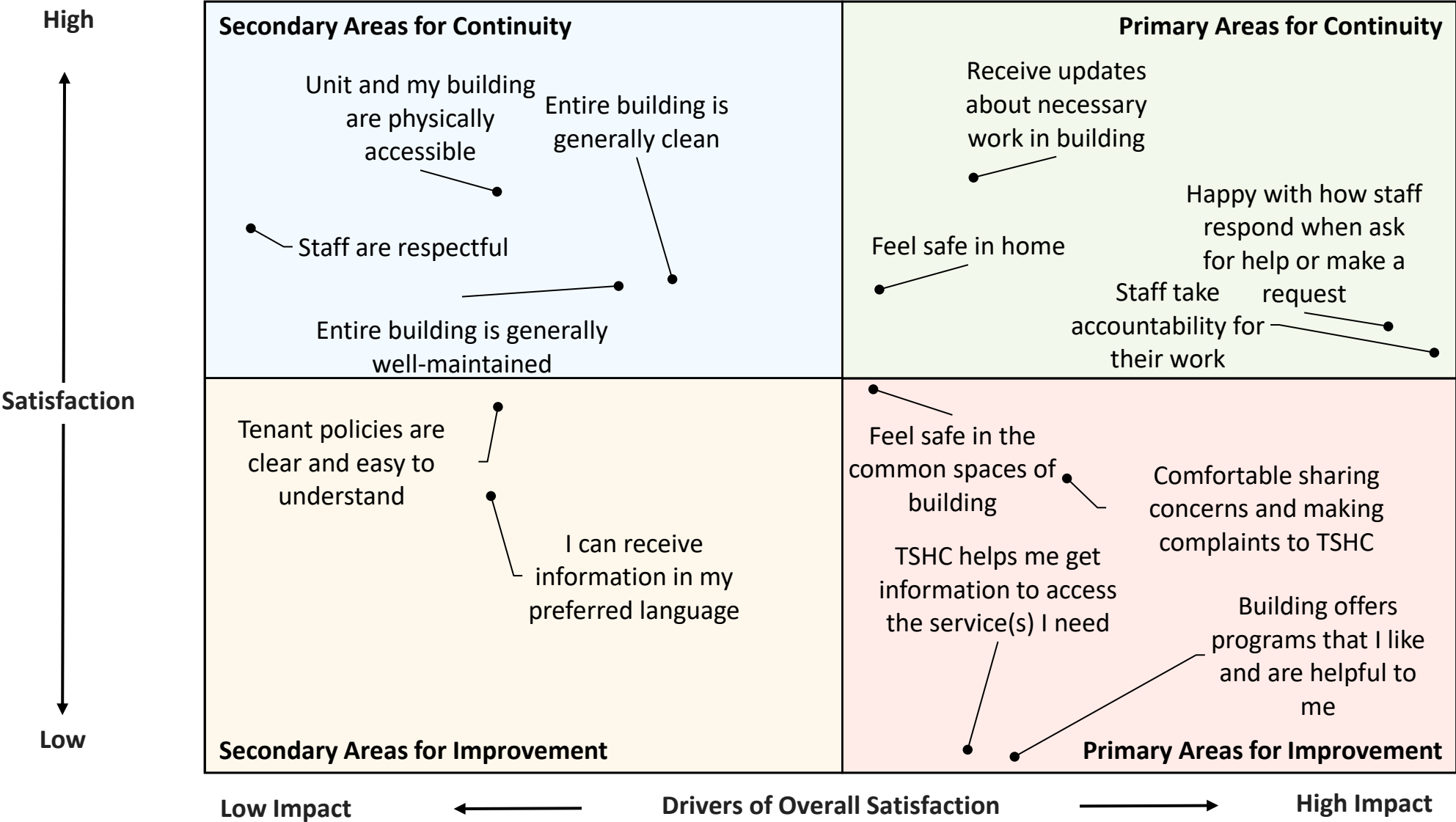
# Drivers Analysis

## Overall Satisfaction with Services – Southwest



# Drivers Analysis

## Overall Satisfaction with Services – Northeast



# Sentiment Analysis

Like the drivers analysis, the sentiment analysis uses statistical regression. The sentiment analysis focuses on identifying which areas impact a tenant's sense of pride in living at TSHC. By identifying what most impacts a tenant's sense of pride, insights can be gained on specific actions that may need to be accordingly prioritized. Results are provided at both the overall and regional level, presented visually on a quadrant chart.

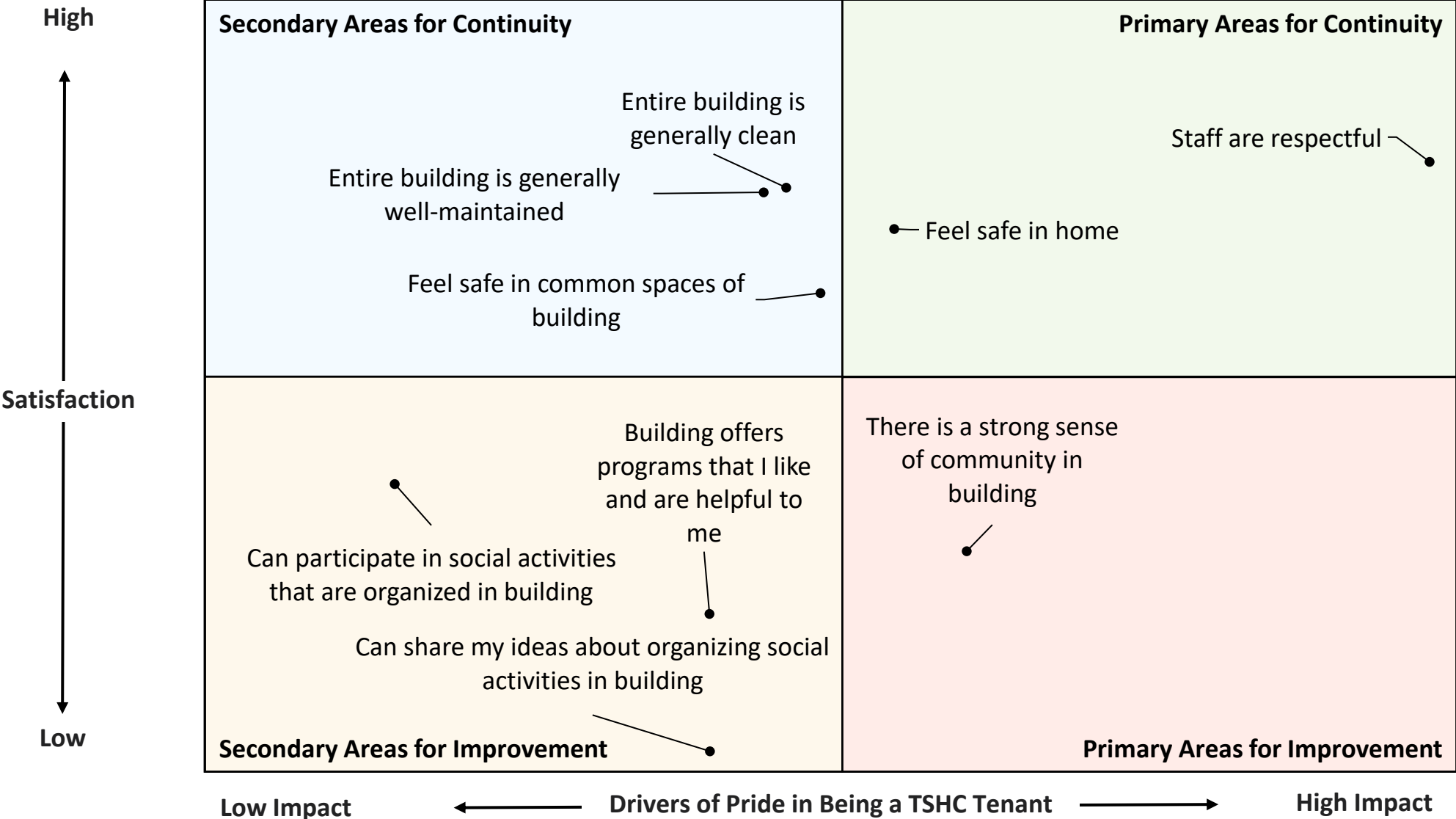
# Understanding the Sentiment Analysis

**Satisfaction scores** are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual service.

**Impact on overall pride in being a TSHC tenant** is plotted horizontally across the bottom of the chart (along the X-axis).

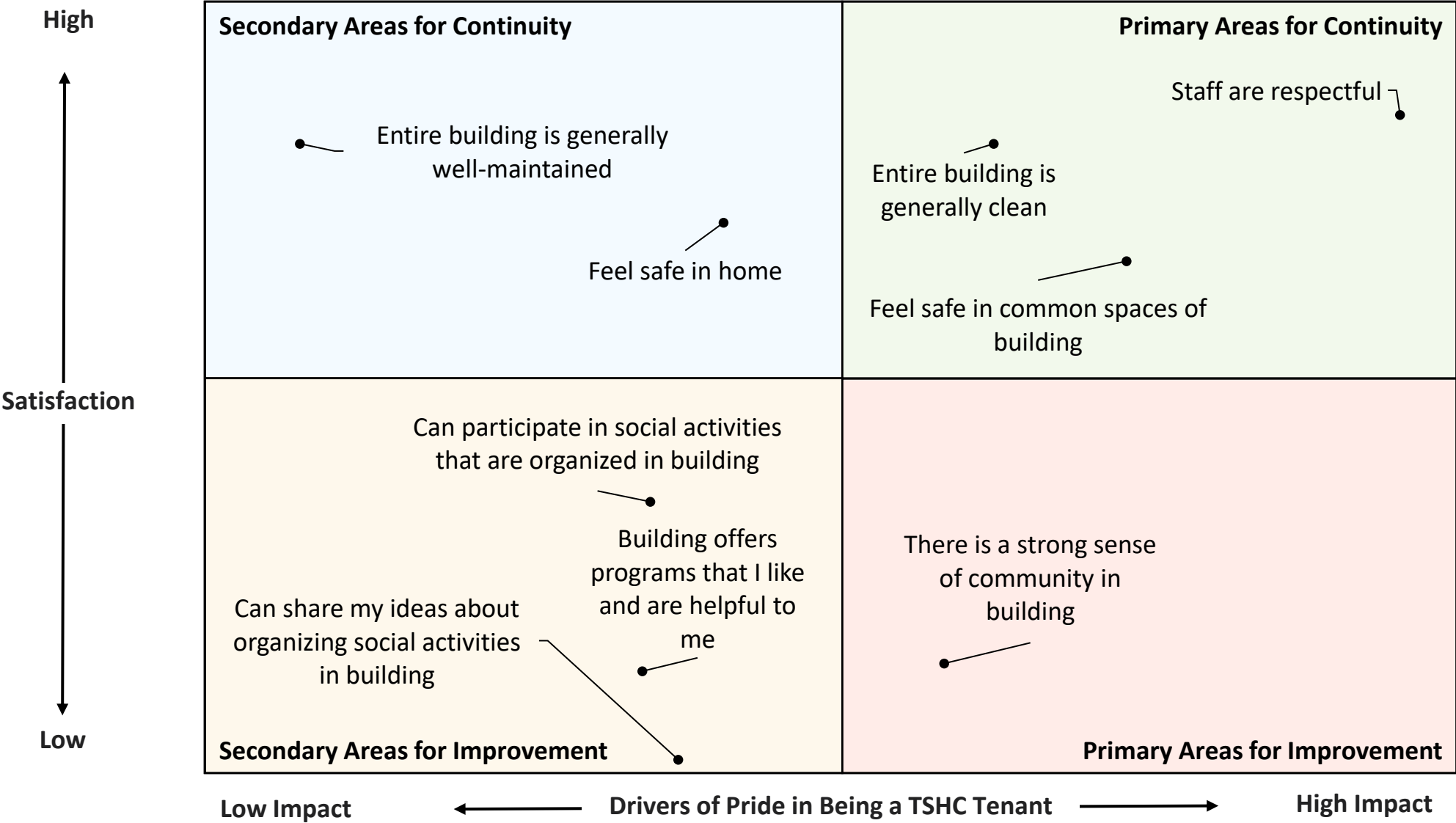
<b>Secondary Areas for Continuity:</b> Services that have a lower impact on overall pride in being a TSHC tenant but high individual satisfaction scores. The focus here should be to continue current levels of service.	<b>Primary Areas for Continuity:</b> Services that have a relatively high impact on pride in being a TSHC tenant and high individual satisfaction scores. The implication here is to continue the current level of service to maintain the strong sense of pride.
<b>Secondary Areas for Improvement:</b> Services that have lower impact on overall pride in being a TSHC tenant and have lower individual satisfaction scores. This is a secondary area of focus to improve overall levels of pride in being a TSHC tenant.	<b>Primary Areas for Improvement:</b> Services that have the highest impact on pride in being a TSHC tenant, but with lower individual satisfaction scores. The regression analysis identifies that these services are the strongest drivers of pride in being a TSHC tenant. If TSHC can increase satisfaction in these areas, this will have the largest impact on overall pride in being a TSHC tenant.

# Sentiment Analysis Overall Feeling of Pride



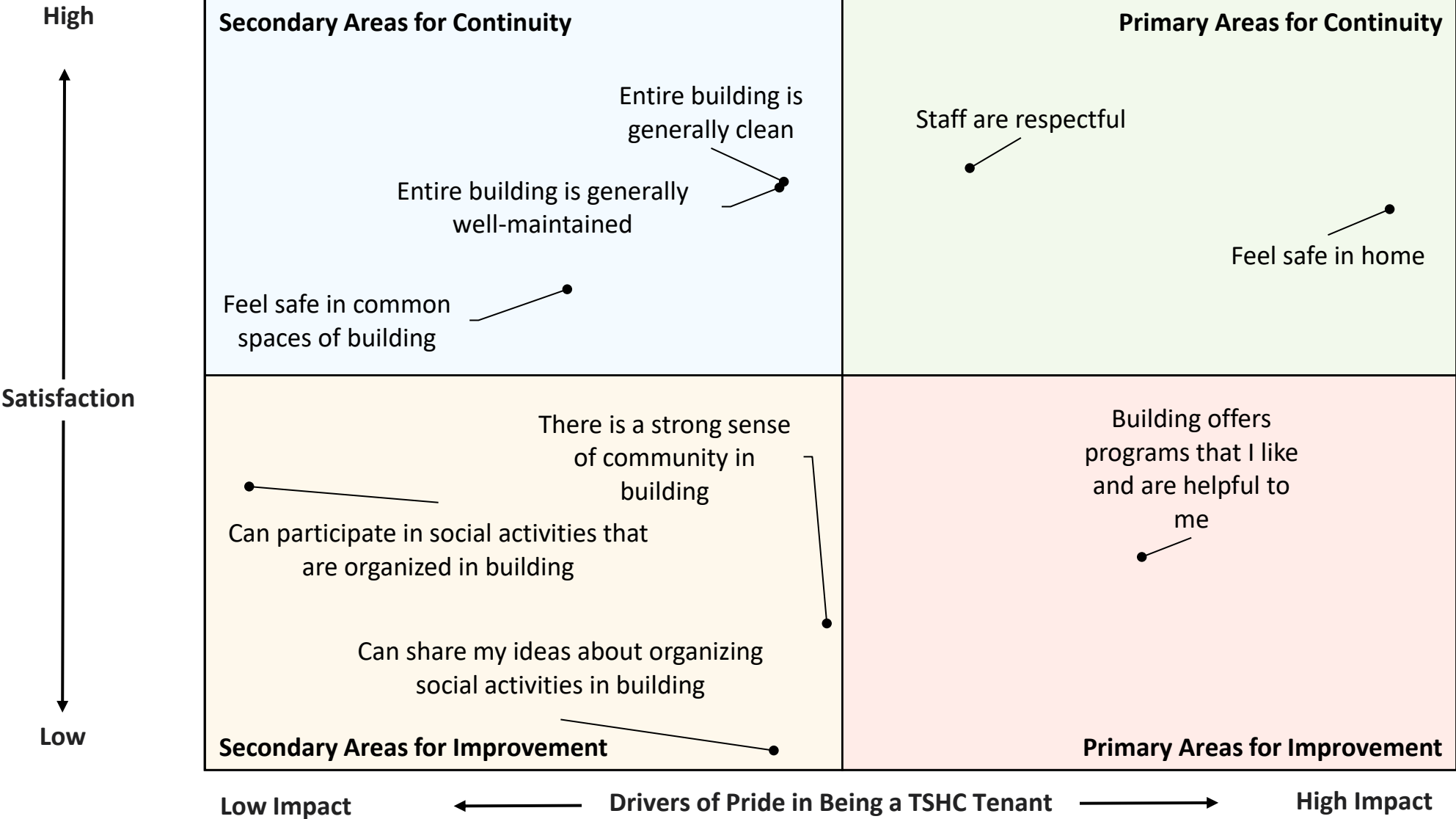
# Sentiment Analysis

## Overall Feeling of Pride – Southeast



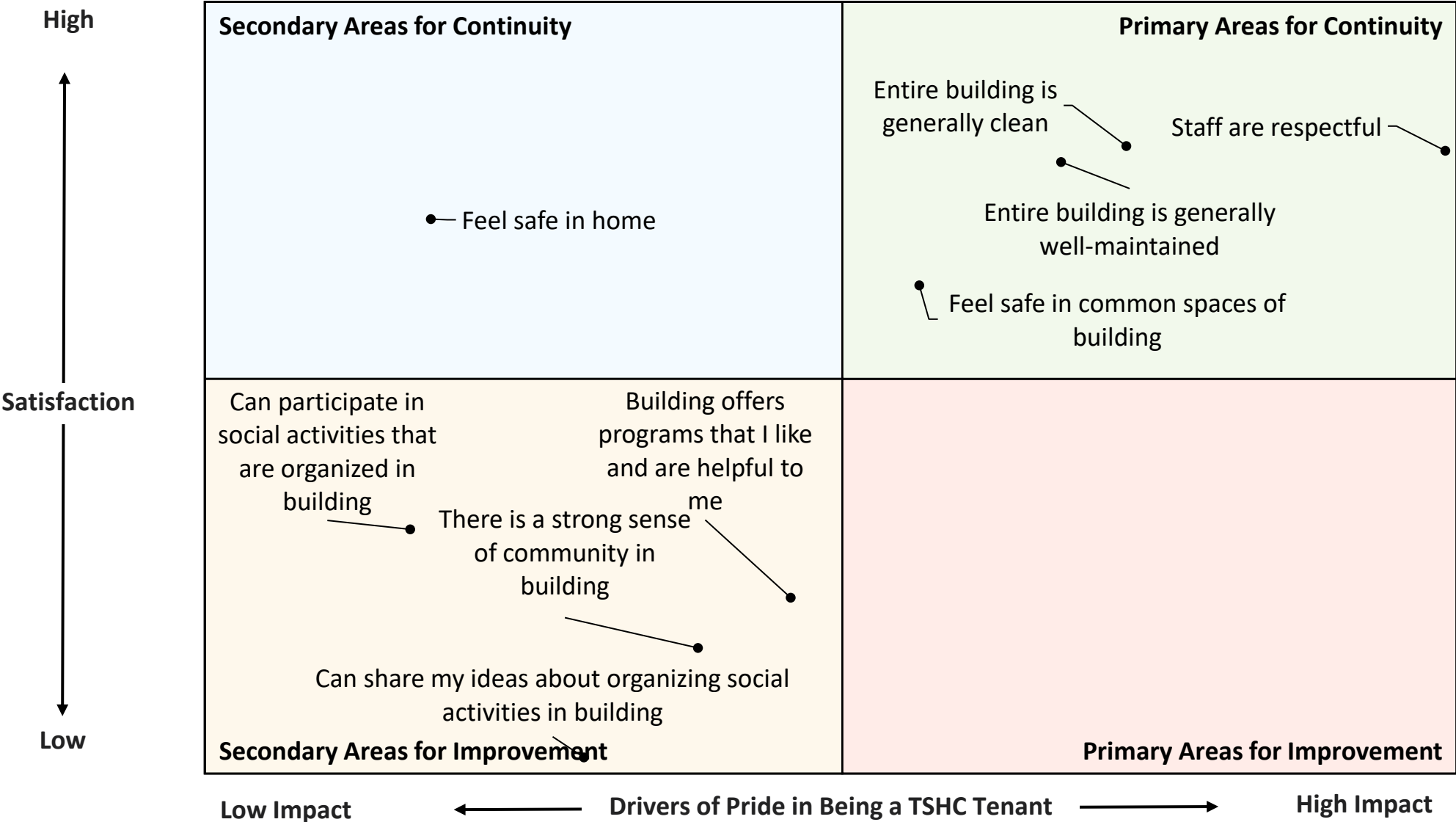
# Sentiment Analysis

## Overall Feeling of Pride – Northwest



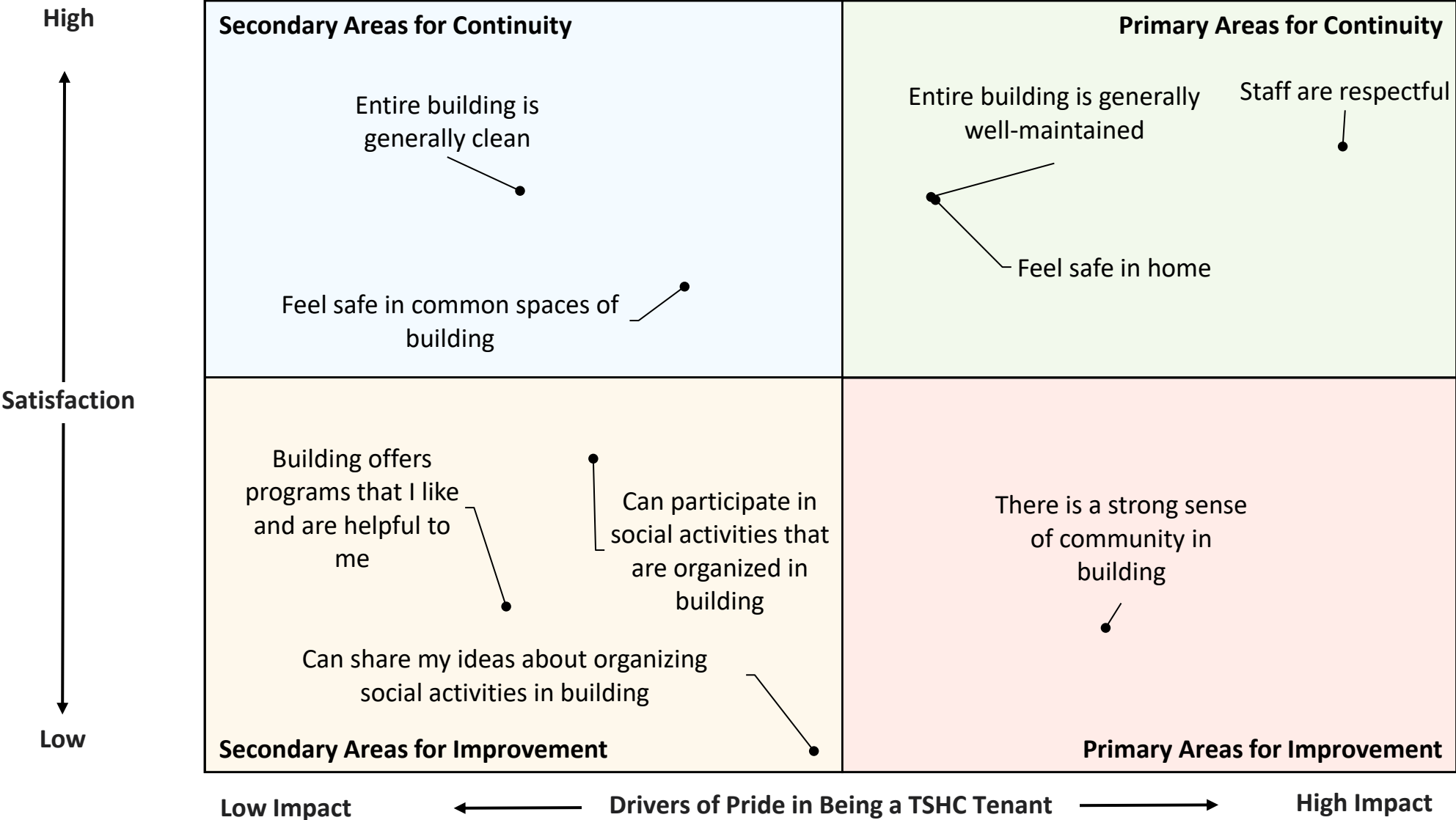
# Sentiment Analysis

## Overall Feeling of Pride – Southwest



# Sentiment Analysis

## Overall Feeling of Pride – Northeast



# 2021 Trending

In 2021, a similar survey was conducted across 18 buildings, 15 from the South-East and three from the North-East region. Questions that were asked in both the 2021 and 2023/204 survey have been compared to understand trends in levels of satisfaction during this period in these 18 buildings. The details are provided in the following tables.

# Trending

- Tenants’ overall level satisfaction remains largely consistent although their perceptions of issues related to safety and security have somewhat declined over time.

Overall		2021 results	2023 results
Q32 (2023)	I am happy with the services Toronto Seniors Housing provides.	82% n=1043	80% n=641
Q21 (2021)	Overall I am satisfied with the services provided by Toronto Community Housing.		
Safety and Security		2021 results	2023 results
Q12 (2023)	I feel safe in my home.	87% n=1060	83% n=648
Q7 (2021)	I feel safe in my unit.		
Q13 (2023)	I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).	85% n=1058	81% n=647
Q8 (2021)	I feel safe in the common areas of my building such as the elevators, lobby and laundry room		

All 2023 values are for the same group of buildings included in the 2021 survey.  
All 2023 values exclude prefer not to answer, don't know, or no answer provided.

81

# Trending

- While tenants' levels of satisfaction with issues related to Property Management are similar to 2021, areas for attention include completing work in a timely manner after a service request is made (2021: 80%; 2023: 76%), and keeping tenants informed about the progress of the work (2021: 77%, 2023: 71%).

Property Management	2021 results	2023 results
Q1 (2023) Generally, my entire building is clean (example: lobby, hallways, laundry room).	<b>89%</b>	<b>88%</b>
Q1 (2021) My building (e.g., lobby, hallway, and laundry room) is clean.	n=1069	n=650
Q2 (2023) Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).	<b>87%</b>	<b>89%</b>
Q2 (2021) My building is well-maintained (e.g., elevators work, lights work, common areas like lobby and hallways are welcoming).	n=1044	n=653
Q6 (2023) The work was done quickly.	<b>80%</b>	<b>76%</b>
Q4 (2021) The service was completed in a timely manner.	n=911	n=505
Q7 (2023) I was kept up to date with information on how the work was going.	<b>77%</b>	<b>71%</b>
Q5 (2021) I was informed about the progress of the work.	n=875	n=496
Q8 (2023) I was happy with how well the work was done.	<b>81%</b>	<b>79%</b>
Q6 (2021) I was satisfied with the quality of the service.	n=894	n=501

All 2023 values are for the same group of buildings included in the 2021 survey.

All 2023 values exclude prefer not to answer, don't know, or no answer provided.

# Trending

- In Communications and Interactions with Staff, the most notable difference between the two surveys is in tenants’ levels of comfort with sharing their concerns with staff (2021: 83%, 2023: 74%).

Communications and Interactions with Staff		2021 results	2023 results
Q15 (2023)	Staff treat me with respect.	<b>91%</b> n=1047	<b>87%</b> n=650
Q9 (2021)			
Q17 (2023)	I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages).	<b>93%</b> n=1051	<b>92%</b> n=648
Q10 (2021)	I am informed about ongoing changes in my building such as water shutoffs, fire testing or staffing changes.		
Q19 (2023)	I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.	<b>83%</b> n=1025	<b>74%</b> n=641
Q11 (2021)			
Q20 (2023)	I am happy with how staff respond when I ask for help or make a request.	<b>80%</b> n=1043	<b>80%</b> n=645
Q12 (2021)			

All 2023 values are for the same group of buildings included in the 2021 survey.  
All 2023 values exclude prefer not to answer, don’t know, or no answer provided.

# Trending

- A greater share of tenants now know who to contact to access well-being and support services. More tenants are also now aware of who to contact if they need help with tenancy matters.

Access to Support and Services		2021 results	2023 results
Q23 (2023)	Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?	56%	65%
Q15 (2021)	I know who in Toronto Community Housing can help me if I need access to health and support services.	n=961	n=584
Tenancy Management		2021 results	2023 results
Q26 (2023)	Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?	80%	85%
Q16 (2021)	I know who to go to if I need help with tenancy matters (paying rent, arrears, etc.).	n=1012	n=536

All 2023 values are for the same group of buildings included in the 2021 survey.  
All 2023 values exclude prefer not to answer, don't know, or no answer provided.

# Trending

- Tenants’ perceptions and levels of satisfaction with issues related to community participation remain low compared to other categories.

Community Participation		2021 results	2023 results
Q27 (2023)	My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).	<b>60%</b> n=not available	<b>52%</b> n=632
Q18 (2021)	My building has programs that meet my needs and interests (e.g., exercise and fitness programs, arts and crafts, language classes, community gardens, etc.).		
Q28 (2023)		<b>58%</b> n=not available	<b>54%</b> n=632
Q19 (2021)	I feel there is a strong sense of community in my building.		
Q29 (2023)	I can share my ideas about organizing social activities in my building.	<b>60%</b> n=not available	<b>46%</b> n=621
Q30 (2023)	I can participate in social activities that are organized in my building.		<b>63%</b> n=630
Q20 (2021)	I have opportunities to share ideas and participate in tenant-led activities (e.g., elections, tenant social and recreational events).		

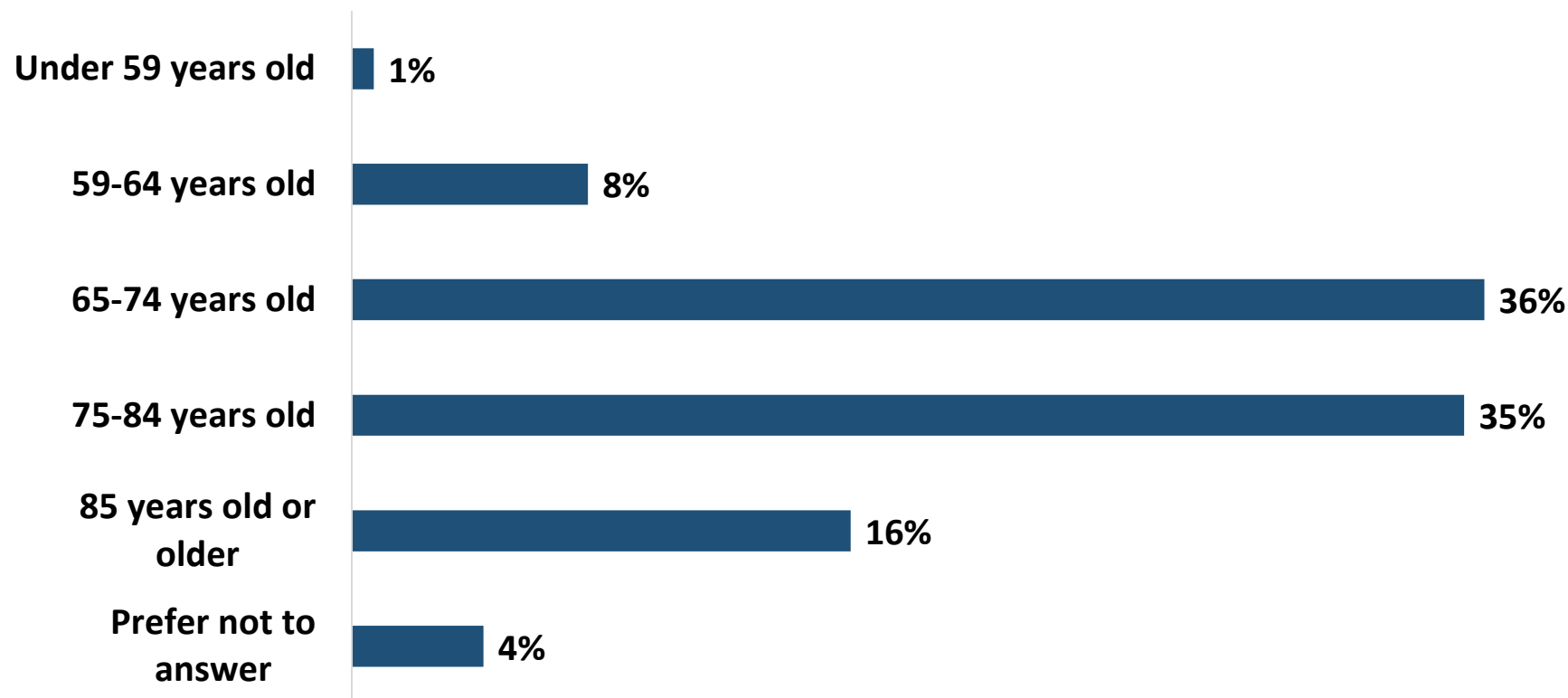
All 2023 values are for the same group of buildings included in the 2021 survey.  
All 2023 values exclude prefer not to answer, don’t know, or no answer provided.

# Demographics

Asking tenants demographic questions is one way of understanding who completed the survey. Responses provide a snapshot of who lives at TSHC. Differences in how demographic groups respond to the survey questions can provide valuable insights into potential differences in their experiences and needs.

# Demographics – Age

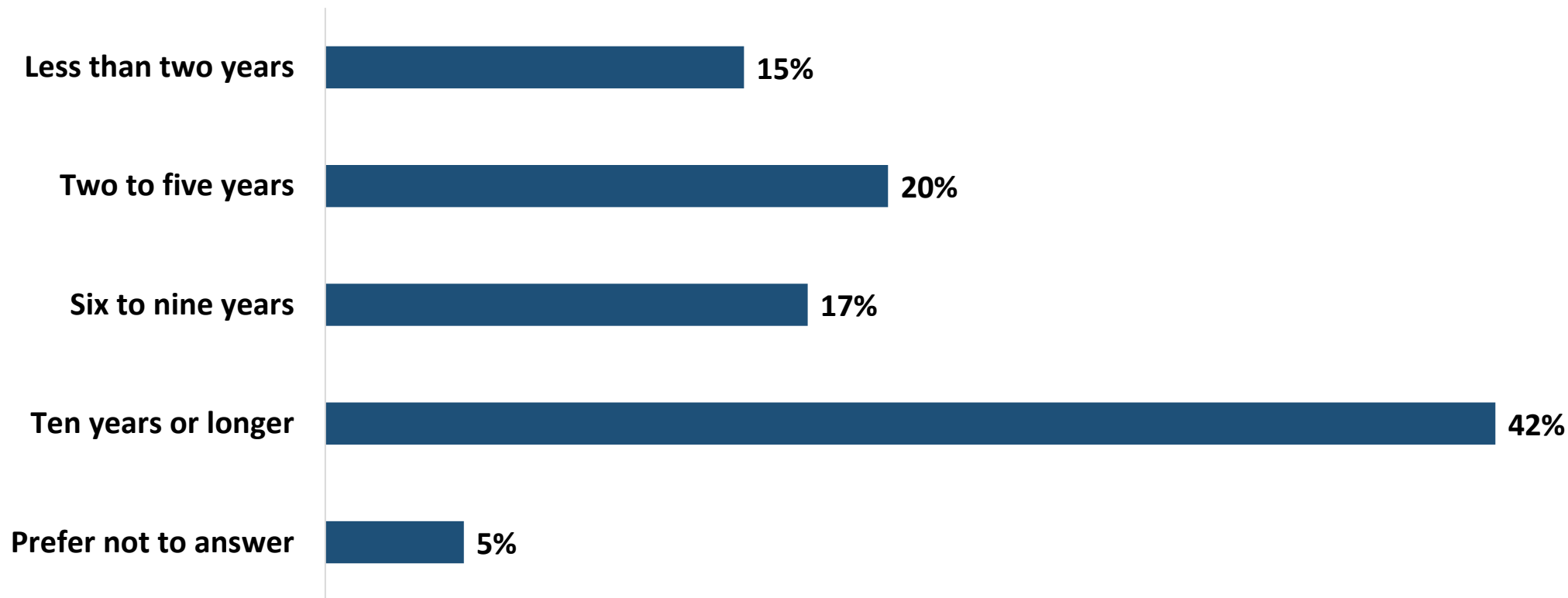
- Nearly 7 in 10 (72%) tenants are between 65 to 84 years old.



36. How old are you?  
Sample size: Total (n=3223)  
Base: Total sample

# Demographics – Years at TSHC

- Many tenants (42%) have lived in Toronto Seniors Housing for more than 10 years.



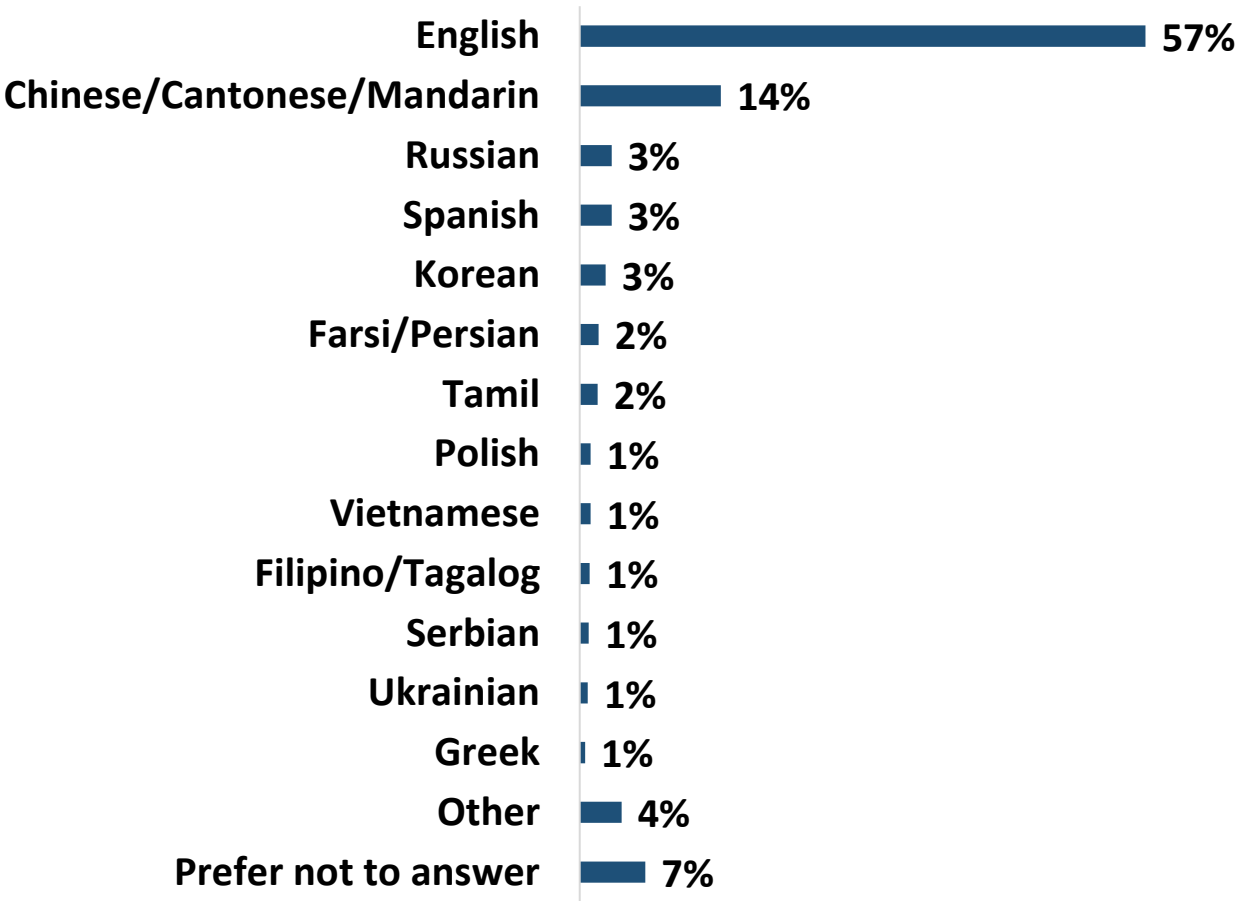
37. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

Sample size: Total (n=3223)

Base: Total sample

# Demographics – Language Preference

- A majority (57%) of tenants prefer to speak in English.

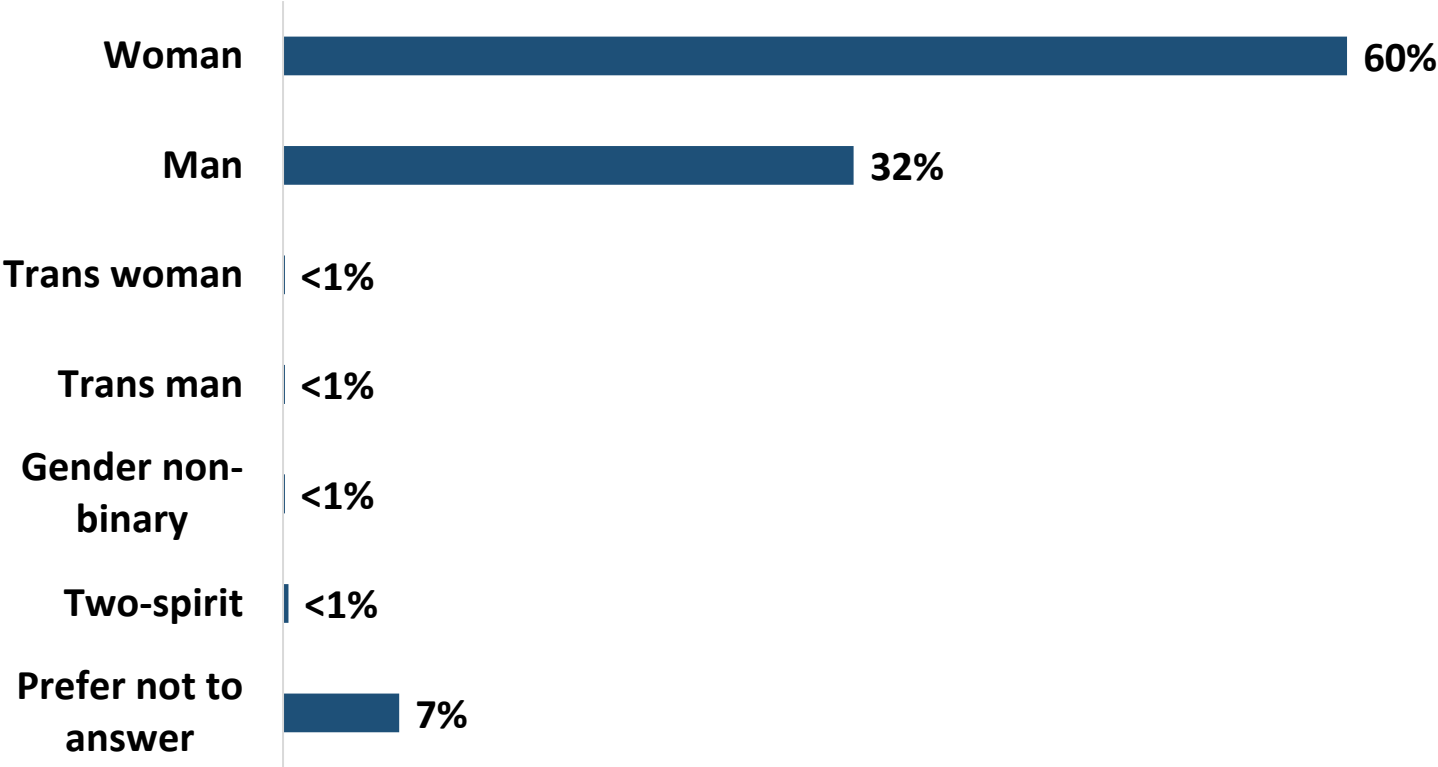


38. What language do you prefer speaking? / Sample size: Total (n=3223) / Base: Total sample

Note: “Other” combines languages mentioned by <0.5% and those who selected “Other (please specify)”. Chinese, Cantonese, and Mandarin are presented as a combined category as some responses of Chinese didn’t specify Cantonese or Mandarin.

# Demographics – Gender

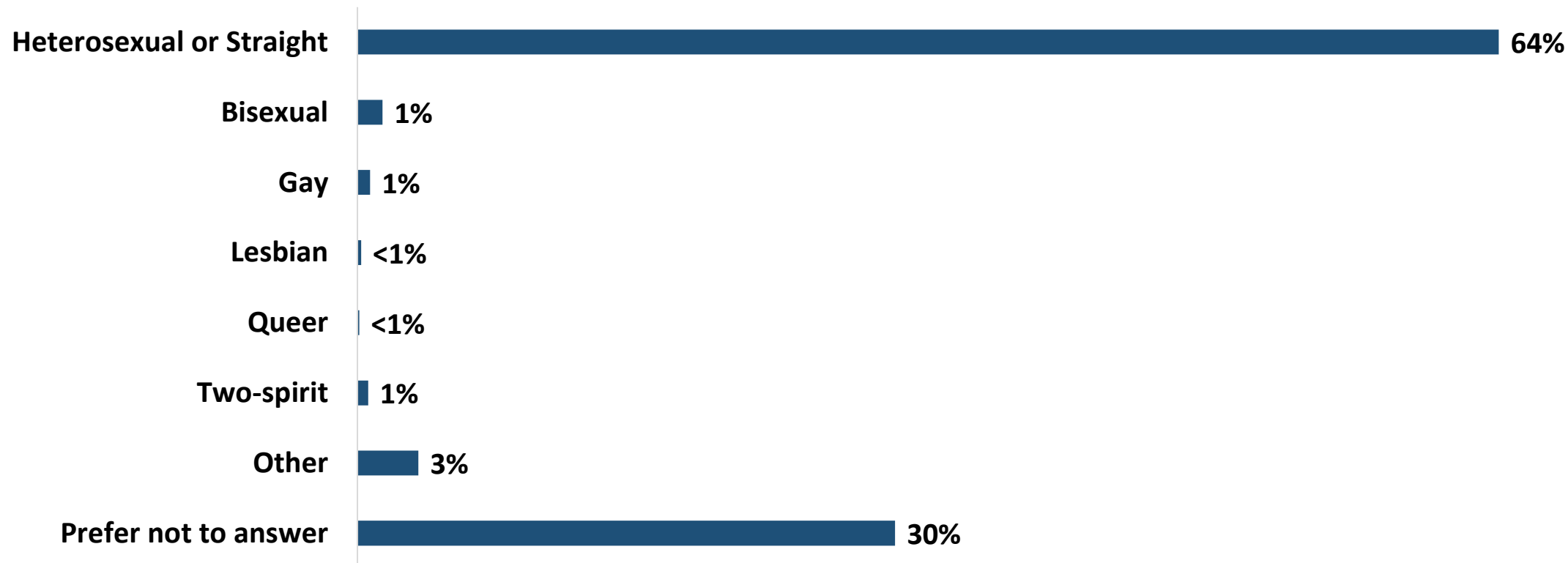
- 3 in 5 (60%) tenants identify as women.



39. Which gender best describes you?  
Sample size: Total (n=3223)  
Base: Total sample

# Demographics – Sexual Orientation

- Around 2 in 3 (64%) tenants describe their sexual orientation as heterosexual or straight.

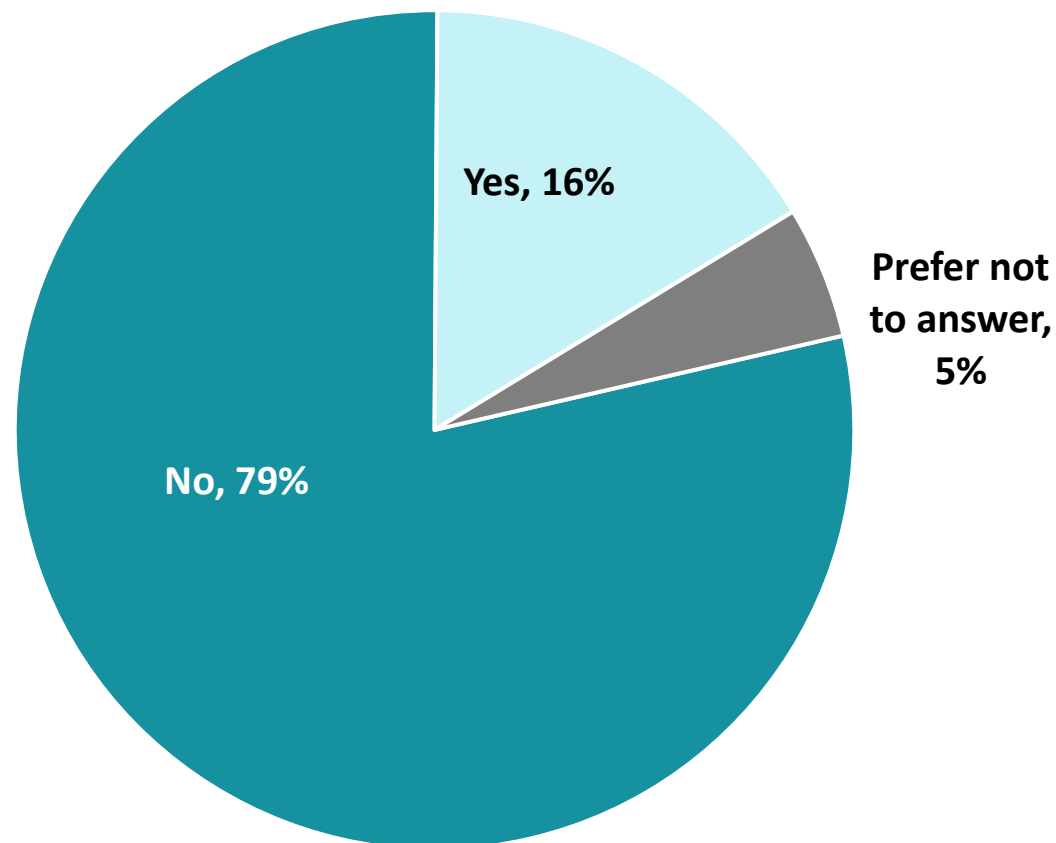


40. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

Sample size: Total (n=3223) Base: Total sample

# Demographics – Born in Canada

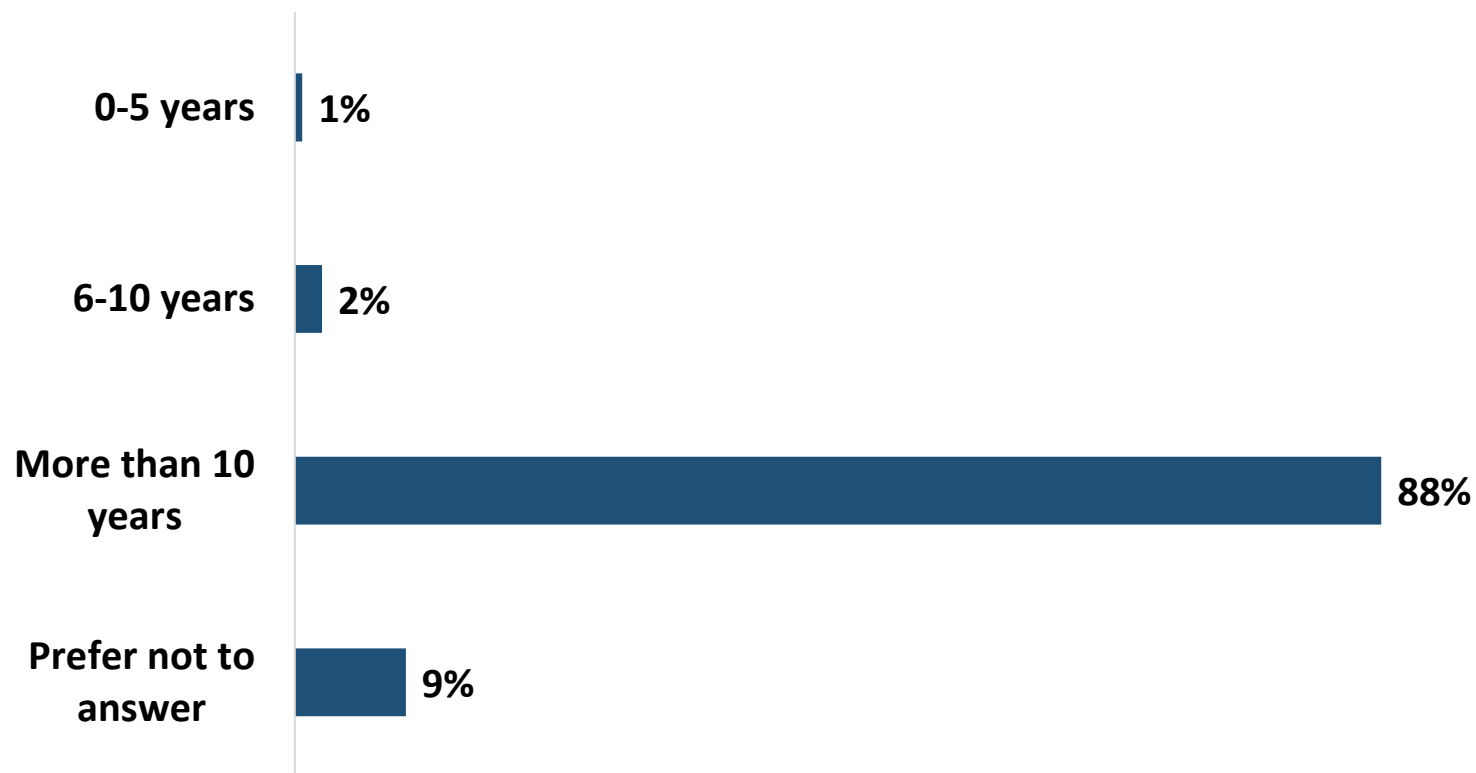
- About 4 in 5 (79%) tenants were not born in Canada.



41. Were you born in Canada?  
Sample size: Total (n=3223)  
Base: Total sample

# Demographics – Years Lived in Canada

- A vast majority (88%) of tenants who were not born in Canada have lived in Canada for more than 10 years.



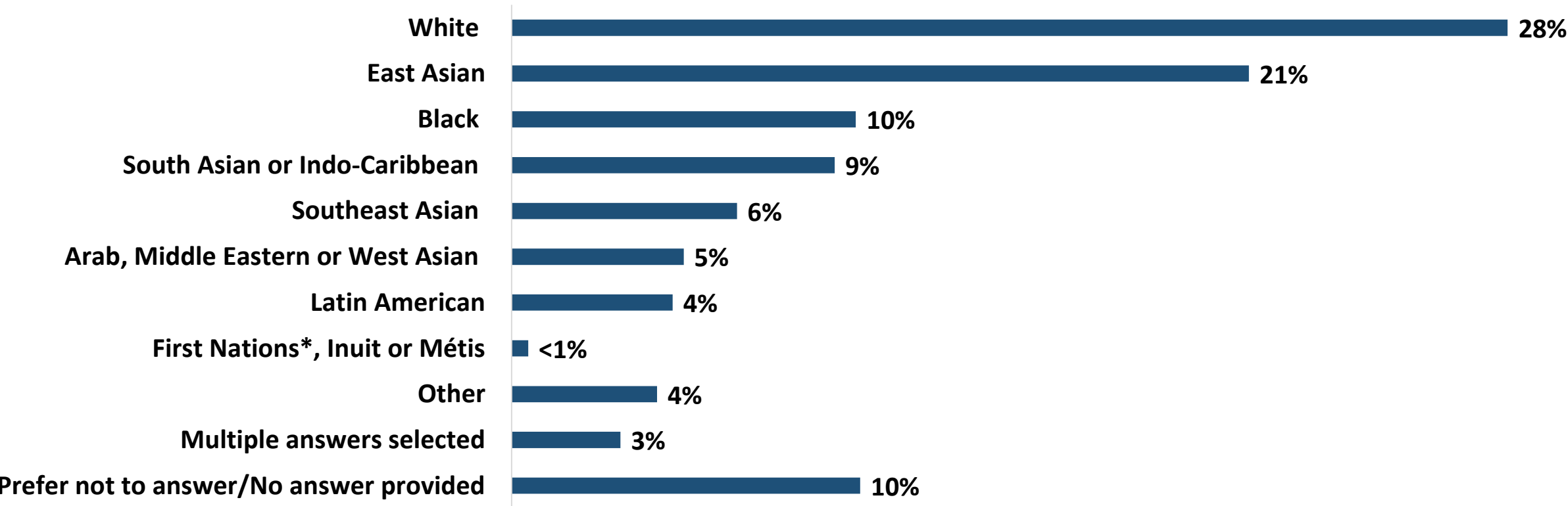
42. How long have you lived in Canada?

Sample size: Total (n=2539)

Base: Tenants born outside of Canada

# Demographics – Racial Background

- Around 3 in 10 (28%) tenants describe their racial background as White.



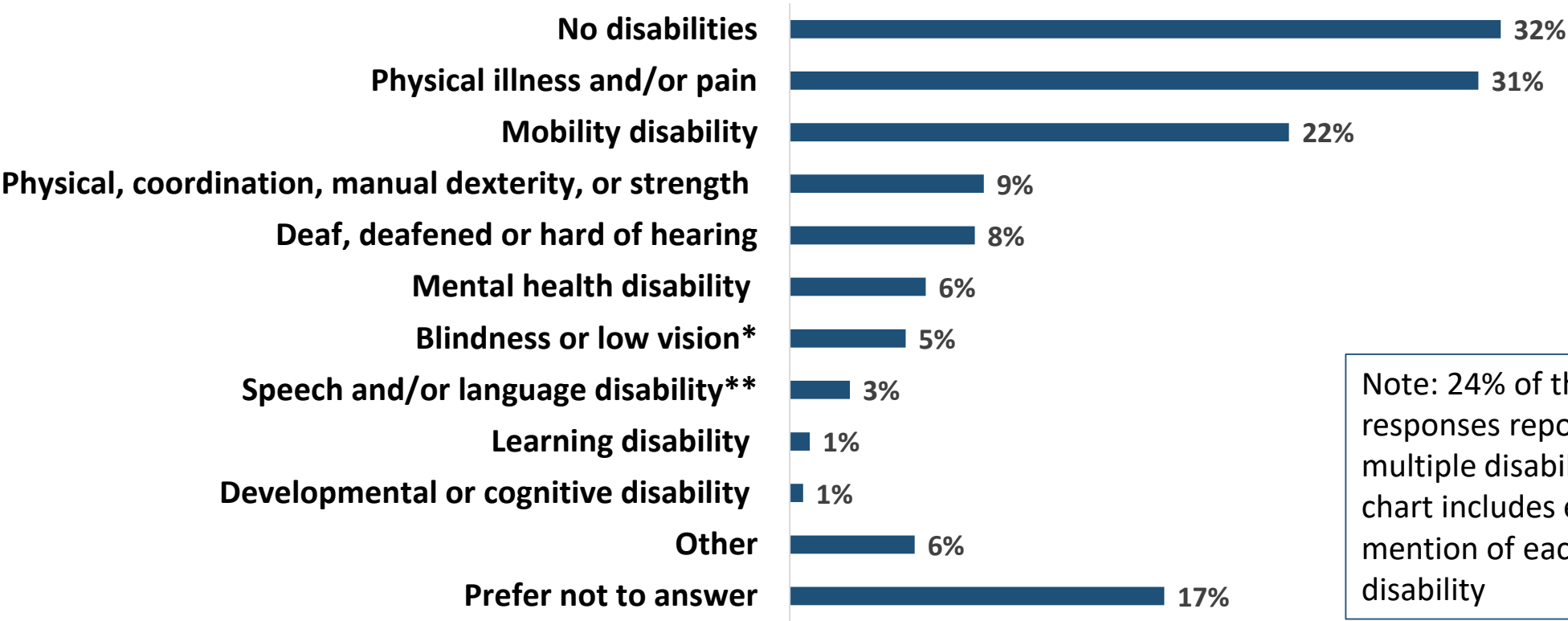
43. People often describe themselves by their race or racial background. How would you describe yourself? (Multi-Select)

Sample size: Total (n=3223) Base: Total sample

\*First Nations (status, non-status, treaty or non-treaty), Inuit or Métis

# Demographics – Disabilities

- 51% of tenants have one or more disabilities. The most common type of disability is physical illness and/or pain.



Note: 24% of the total responses reported multiple disabilities; this chart includes each mention of each disability

44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=3223)

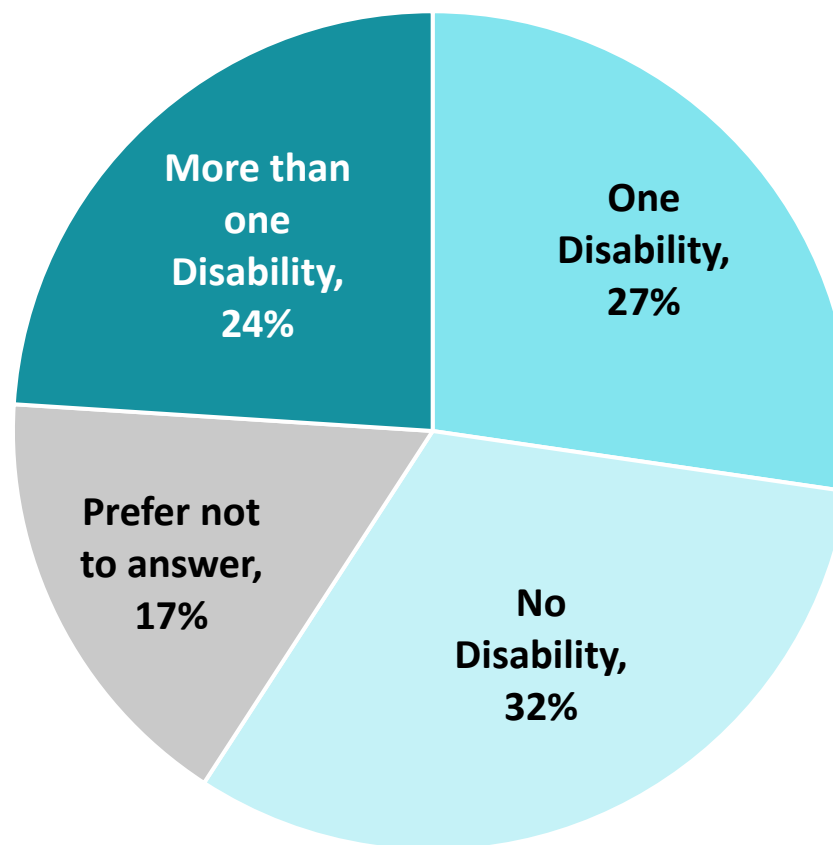
Base: Total sample

\*Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)

\*\*Speech and/or language disability (not caused by hearing loss)

# Demographics – Disabilities

- 51% of tenants have one or more disabilities.



44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=3223)

Base: Total sample

# Segmentation Analysis

The segmentation analysis examines potential relationships between demographic factors and tenant experiences. A regression model was used to compare how different demographic factors may have affected the response to each question. The standardized beta coefficient from the regression analysis was used to identify which demographic factors had the most influence on each question. Insights can be presented only for demographic groups where the number of responses were large enough to generate statistical power.

# How Do Tenants' Experiences Vary?

## Overall Satisfaction

- **While tenants are generally very satisfied living at TSHC:**
  - Those born outside of Canada and people who prefer to speak a language other than English are the most satisfied.

## Pride in Living at TSHC

- **Tenants were overwhelmingly proud to live at TSHC as well. The groups that felt especially proud include:**
  - Black tenants.
  - Those born outside of Canada.
  - People who prefer to speak a language other than English.

# How Do Tenants' Experiences Vary?

## Language

- Having a language other than English as a preference does not affect a tenant's ability to understand their lease, responsibilities and rights. Nor does it impact their ability to receive updates about necessary work in their buildings.
- These tenants still have a preference to receive information in their preferred language.
- They are also less likely to know who to contact when reporting a security incident, or when they need help with information to accessing services, or generally with assistance related to their place.

## Race

- Black tenants tend to feel more pride living at TSHC. They also felt most positively about the cleanliness of their buildings and felt safest in common spaces.
- East Asian tenants tend to be less satisfied living at TSHC. This is reflected in their perspectives on a range of issues such as their feelings on pride, sense of community, and building maintenance.
- White tenants are especially satisfied with the maintenance of their buildings but tend to be less proud to be tenants at TSHC.
- Among other groups, there were not enough responses to generate statistically meaningful results.

# How Do Tenants' Experiences Vary?

## Gender

- Women are more concerned about building cleanliness and feel that they receive less support getting ready for pest treatment.
- Women also feel less safe in their units. However, there isn't a significant difference between men and women's perceptions of safety in common spaces.
- In addition, women have more trouble getting information to access the services they need. They also tend to feel less respected by other tenants.

## Disability

- While people with disabilities tend to find their units and their buildings to be less accessible than those without disabilities, 90% of people with disabilities nonetheless consider their homes to be accessible.
- People with disabilities tend to have less awareness about who to contact for support on issues such as reporting a security incident or support with accessing wellbeing and support services. When they do request help for maintenance or receive pest treatment, they are less satisfied with the outcome. They have a more difficult time understanding their lease and responsibilities as well.

**Please check one answer per question unless otherwise specified.**

**How much do you disagree or agree with the following statements:**

<b>Property Management</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. Generally, my entire building is clean (example: lobby, hallways, laundry room).					
2. Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).					
3. My unit and my building are physically accessible.					

4. Do you know who to contact to get help with repairs or maintenance issues?

☐ **Yes**                      ☐ **No**

5. Have you ever requested a repair or maintenance service?

☐ **Yes**                      ☐ **No - > Go to Question 9**

***Please turn the page to continue.***

**Unique Access Code:**

**Skip questions 6, 7, and 8 if you said “No” in Question 5.**

**Think about the last time you requested a repair or maintenance service:**

<b>Property Management</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
6. The work was done quickly.					
7. I was kept up to date with information on how the work was going.					
8. I was happy with how well the work was done.					

9. Has your unit ever been treated for pests (example: cockroaches, bedbugs, mice)?

☐ **Yes**

☐ **No - > Go to Question 12**

**Skip questions 10 and 11 if you said “No” in Question 9.**

**Think about the last time your unit was treated for pests:**

<b>Property Management</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
10. I received enough help getting ready for pest treatment.					
11. I was happy with the outcome of the pest treatment.					

How much do you disagree or agree with the following statements:

<b>Safety and Security</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
12. I feel safe in my home.					
13. I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).					

14. Do you know who to contact if you want to report a security incident?

☐

Yes

☐

No

How much do you disagree or agree with the following statements:

<b>Communication and Interactions with Staff</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
15. Staff treat me with respect.					
16. Staff take accountability for their work.					
17. I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages).					
18. Tenant policies are clear and easy to understand (example: Guest and Visitor Policy, Absence from Unit Policy, Use of Space Policy).					

<b>Communication and Interactions with Staff</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
19. I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.					
20. I am happy with how staff respond when I ask for help or make a request.					
21. I can receive information in my preferred language.					

## Access to support and services outside of Toronto Seniors Housing.

Some tenants may access well-being and support services. Toronto Seniors Housing can help tenants connect to the services they need. For example, having someone to accompany them to appointments, getting housekeeping service, personal care, etc. Based on this information, please answer the following questions.

### How much do you disagree or agree with the following statement:

<b>Access to Support and Services</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
22. Toronto Seniors Housing helps me get information to access the service(s) I need.					

23. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

☐ **Yes**                      ☐ **No**

How much do you disagree or agree with the following statements:

Tenancy Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
24. I understand my rights as a tenant.					
25. I understand my lease and responsibilities as a tenant.					

26. Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?

☐

Yes

☐

No

How much do you disagree or agree with the following statements:

Community Participation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
27. My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).					
28. I feel there is a strong sense of community in my building.					
29. I can share my ideas about organizing social activities in my building.					
30. I can participate in social activities that are organized in my building.					
31. I feel respected by other tenants.					

How much do you disagree or agree with the following statements:

General	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
32. I am happy with the services Toronto Seniors Housing provides.					
33. I am proud to be a tenant at Toronto Seniors Housing.					

34. How do you prefer to receive updates about Toronto Seniors Housing? Please select all that apply.

- ☐ Email
- ☐ Text
- ☐ Mail
- ☐ Poster
- ☐ Toronto Seniors Housing website
- ☐ Building meeting
- ☐ Other (please specify:\_\_\_\_\_)

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

**About You**

Things like age, race, gender, sexuality, and ability can change how people experience services. By answering the questions below, you can help us learn more about your experience.

**Answering these questions is optional.** Your answers are anonymous.

36. How old are you?

- ☐ Under 59 years old
- ☐ 59 – 64 years old
- ☐ 65 – 74 years old
- ☐ 75 – 84 years old
- ☐ 85 years old or older

37. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

- ☐ Less than two years
- ☐ Two to five years
- ☐ Six to nine years
- ☐ Ten years or longer

38. What language do you prefer speaking?

- ☐ English
- ☐ Other (please specify: \_\_\_\_\_)

39. Which gender best describes you?

- ☐ Woman
- ☐ Man
- ☐ Trans woman
- ☐ Trans man
- ☐ Gender non-binary
- ☐ Two-Spirit
- ☐ Not listed (please specify: \_\_\_\_\_)

40. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

- ☐ Heterosexual or Straight
- ☐ Bisexual
- ☐ Gay
- ☐ Lesbian
- ☐ Queer
- ☐ Two-Spirit
- ☐ Not listed (please specify: \_\_\_\_\_)

41. Were you born in Canada?

- ☐ Yes - > **Go to Question 43**
- ☐ No

**Skip question 42 if you said “Yes” in Question 41.**

42. How long have you lived in Canada?

- ☐ 0-5 years
- ☐ 6-10 years
- ☐ More than 10 years

43. People often describe themselves by their race or racial background. How would you describe yourself? (You can check more than one answer)

- ☐ Arab, Middle Eastern or West Asian  
(example: Afghan, Armenian, Iranian, Lebanese, Persian, Turkish)
- ☐ Black (example: African, African-Canadian, Afro-Caribbean)
- ☐ East Asian (example: Chinese, Japanese, Korean)
- ☐ First Nations (status, non-status, treaty or non-treaty), Inuit or Métis
- ☐ Latin American (example: Brazilian, Colombian, Cuban, Mexican, Peruvian)
- ☐ South Asian or Indo-Caribbean  
(example: Indian, Indo-Guyanese, Indo-Trinidadian, Pakistani, Sri Lankan)
- ☐ Southeast Asian (example: Filipino, Malaysian, Singaporean, Thai, Vietnamese)
- ☐ White (example: English, Greek, Italian, Portuguese, Russian, Slovakian)
- ☐ Not listed (please specify: \_\_\_\_\_)

44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

- ☐ No disabilities
- ☐ Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)
- ☐ Deaf, deafened or hard of hearing
- ☐ Developmental or cognitive disability (example: Down syndrome)
- ☐ Learning disability (example: dyslexia)
- ☐ Mental health disability (example: bipolar disorder, depression, etc.)
- ☐ Mobility disability (example: cane, wheelchair, etc.)
- ☐ Physical, coordination, manual dexterity, or strength (example: handling objects)
- ☐ Physical illness and/or pain (example: diabetes, epilepsy, heart condition, kidney disease, lung disease, rheumatoid arthritis)
- ☐ Speech and/or language disability (not caused by hearing loss)
- ☐ Not listed (please specify: \_\_\_\_\_)

**\* End of survey \***

Thank you for taking the time to fill out the TSHC Tenant Experience Survey. Your feedback will help us improve services for you.

If you have any questions or comments about completing this survey, please contact Forum Research at (416) 613-8225 or [tshcsurvey@forumresearch.com](mailto:tshcsurvey@forumresearch.com).

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

**Meeting Date:** May 29, 2024

**Topic:** Engagement and Partnership Update

**Item Number:** 10

**Report Name:** QTEC Engagement and Partnerships Report for May 29

**To:** Quality and Tenant Engagement Committee

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

**Date of Report:** May 15, 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 work Community Programs and Partnerships team has done to develop Community Connect+ and the Community Activities Fund (CAF). These are aligned with the Strategic Directions for 2024.

**List of Attachments:**

1. QTE May 29 2024\_P&P Update

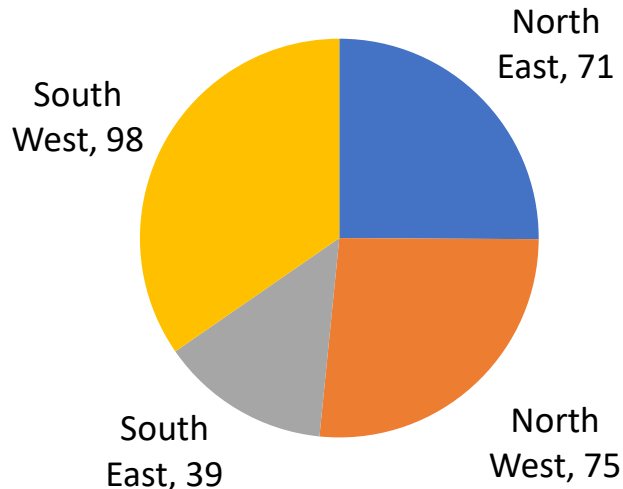
# Update on Community Activities Fund (CAF) and Community Connect+ Year-to-Date

Arlene Howells



# CAF Building Meetings Results

Tenant Led Events and Activities



Region	# Approved CAF Applications
North East	13
North West	12
South East	13
South West	7
<b>Total</b>	<b>45</b>

As of May 15, 2024

## Notes:

### North East:

- At 130 Eglinton Ave E tenants are planning and arranging the entertainment (*music and dancing*) for the building events

### North West:

- At all the Bathurst Street buildings (3036, 3174, 4455, and 6250 Bathurst St.), tenant volunteers and the regional CSC are working with community agencies to bring entertainment and volunteers to all the building events

### South East:

- Planned Dragon Boat Festivals at 55 Bleecker Street, 369 Pape Avenue, and 330 Gerrard Avenue tenants have already identified vendors, the menu, and the estimated costs for the celebrations at the buildings

### South West:

- Tenants at 340 Royal York Road, 41 Mabelle St, and 20-25 West Lodge Avenue have or are planning to start tenant led programs that are associated to submitted CAF requests for supplies (*for example, completing recurring use of space applications for birthday celebrations as well as movie nights in the amenity space*)



# CAF and Community Connect+

Community Programs Requested



**Equipment Requested Notes:**

Based on the requests prioritized by the tenants, the following equipment were at the top of many buildings wish lists:

- Televisions, Electric BBQs, Furniture (*Indoors and Outdoors*), and Ping Pong Tables

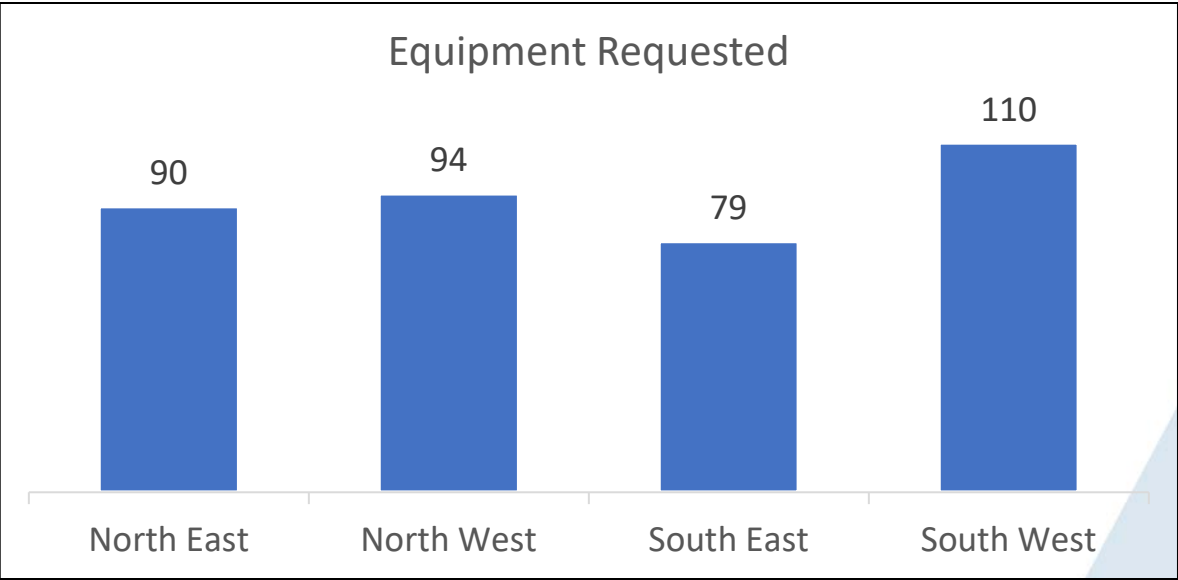


**Community Programs Requested Notes:**

Based on the requests prioritized by the tenants, the following programs were identified as the most requested:

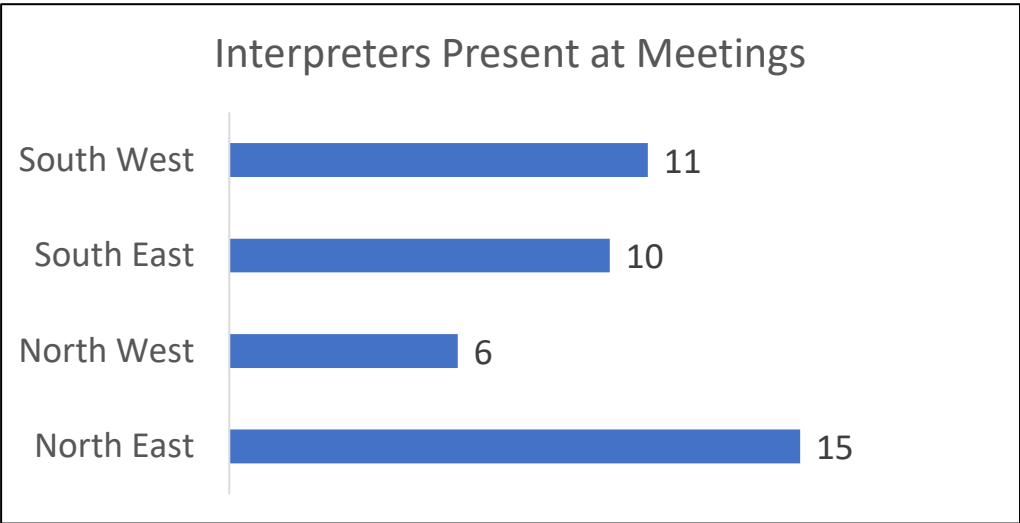
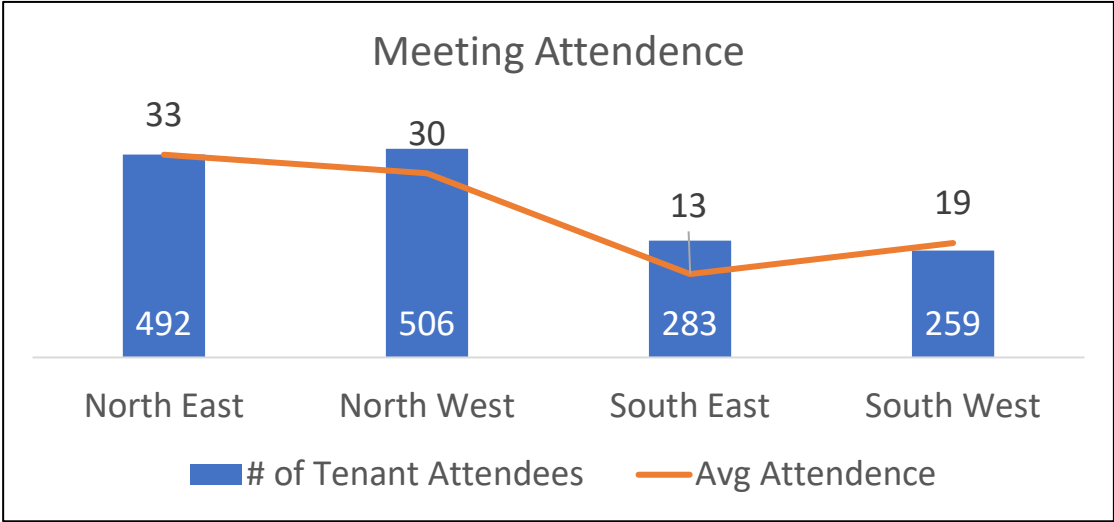
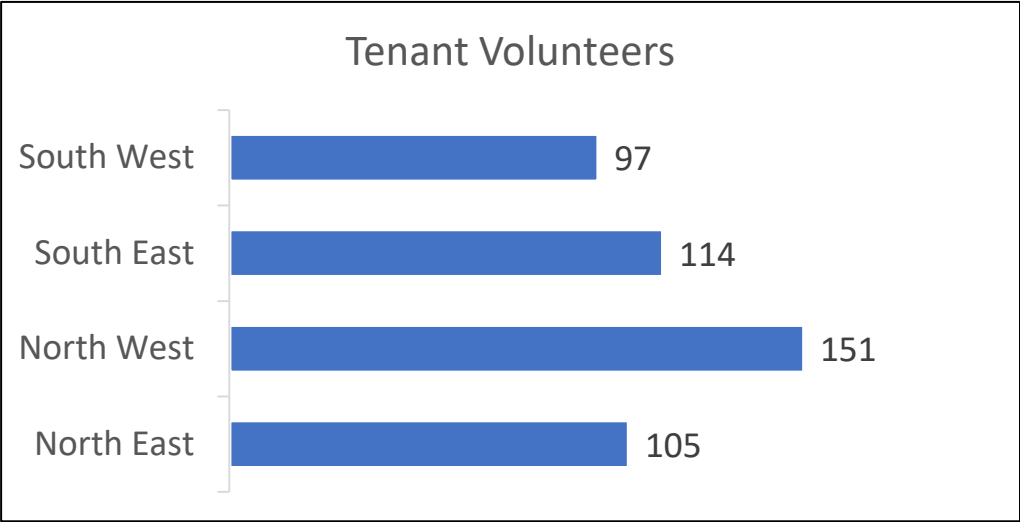
- Personal development programs such as; **Computer (*Technology*) Training, English Classes and Tax Clinics**
- Health and Wellness programs such as; **Fitness/Exercise/Stretching, On-Site Checkups, and Healthy Eating Workshops (*Information*)**

Equipment Requested





# CAF Building Meetings Results



The most interpreted languages at meetings:

- North East:
- Cantonese and Mandarin
- North West:
- Spanish and Russian
- South East:
- Cantonese and Mandarin
- South West:
- Polish, Cantonese and Mandarin



# CAF Building Meetings Results

## What was Learned

- Tenants are eager to engage and looking to establish a '*community*' within their building.
- Willingness to run tenant-led activities; however, many are new to the experience and need assistance/direction.
- Like the idea of establishing/participating in tenant circles. Each building is different, cultural priorities and participation for volunteers are closely linked to the history at each building.
- Tenants appreciated being included and asked directly through the meeting process to make decisions on their respective buildings' priorities, program needs, events and activities, and equipment requests that can benefit the building.
- The annual building planning meeting promoted inclusion, diversity, and equity in the buildings, as tenants from different cultural backgrounds were able to work together collectively to brainstorm ideas and decide on priorities that would benefit the tenants living in their building.
- Tenants with various skills want to contribute to their community and are willing to get involved.

# Community Connect+

Held four regional meetings between April 22 and April 26:

- 59 - number of new volunteers attended
- 67 - number of returning volunteers
- We offered branding options for CC+ as part of the regional volunteers meeting, and the winner was:



# Community Connect+



**Toronto Seniors  
Housing Corporation**

- Tenants shared their best practices at regional volunteer meetings which showcased their talents and skills.
- A photo and video booth was held to gather stories and snippets from tenants to share with others.



# Community Connect+



**Toronto Seniors  
Housing Corporation**

Held three Implementation Table meetings with seven tenant volunteers and agreed on these key things:

- Focus 2024 on delivering tenant-led programs.
- Create metrics to measure the traction of CC+ in 2024: Guidelines, amount of CAF funding spent, number of buildings participating, number of volunteers, types of activities, volunteer training (type and number of people trained)
- Implementation Table tenants told us that we cannot deliver all of what is contemplated in CC+ this year, or even next, given the volume of work coming from the tenant-led event requests. We will continue to focus on building a plan to deliver on the commitments year after year.

# Community Connect+



Toronto Seniors  
Housing Corporation

Tenant Circles have organically started in many buildings.

- Approx. 15 tenant circles have been formed across the portfolio.
- Tenant volunteers at various buildings have voluntarily exchanged contact information and have made plans to meet regularly.
- Consent for group communication through all channels have been established with tenant volunteers ensuring tenants without email access can stay informed and connected.

Partnership Table will meet in June to continue to discuss the work plan – the early April meeting had to be postponed.

# Meeting Our Commitments

- Recruiting two new clerks to start in June (target)
- Recruiting two new temporary CSCs to support the delivery of CAF from June – Dec.
- Building a business case for more permanent CSCs in the 2025 budget submission
- Prioritized delivery of tenant-led activities and equipment requests
- Program requests will be our next priority once we have our contract management negotiations confirmed with TCHC
  - Looking to hire a contracts management resource to help us create a better system and processes for updating existing contracts and introducing new contracts
- Two RFPs issued to support summer BBQs/Holiday Celebration events and equipment
- YTD trend for spending shows we're on track to use most of the \$310,000 allocated

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

**Meeting Date:** Wednesday, May 29, 2024

**Topic:** Strategic Directions Progress Report – Q1 2024

**Item Number:** 11

**To:** Quality and Tenant Engagement Committee

**From:** Grant Coffey, Director, Strategy and Business Management

**Date of Report:** May 16, 2024

**Purpose:** For Information

**Recommendation:**

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

**Reason for Recommendation:**

At the Board of Directors meeting on February 22, 2024 the Board approved the updated 2023-2025 Strategic Directions (SD) Roadmap, shifting from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a 2023-2025 Strategic Directions Roadmap. The Strategic Directions Roadmap outlines the key initiatives and milestones that will guide our progress until the end of 2025. This report provides highlights on the progress made on implementing the Strategic Directions in Q1 2024.

As indicated in the Q1 2024 KPI Dashboard, the first quarter showed encouraging results in areas such as the housing occupancy rate and rent collection rate. The rent collection rate remained at a strong level of 99 percent. The average unit turnover days in Q1 increased to 69 days, up from 62 days in Q4 2023. The Operations Team actively worked with tenants to address pest issues, resulting in 962 units being declared pest free in the first quarter (up from 897 in Q4 2023). In the first quarter, 68 Annual Building Planning Meetings were held with the focus on the use of the newly created Community Activities Fund (CAF). During this time there were no new Community Activities Fund Applications approved as the team has focused on organizing building meetings with tenants to identify priorities for each building's CAF budget. Through the annual building planning meetings tenants requested 351 tenant-led activities, along with 326 new program requests and 373 equipment requests. A total of 190 recurring programs led by tenants and service providers are currently being offered, reflecting an 8 percent increase as compared with those offered in Q4, 2023. The results of the Staff Engagement and Equity, Diversity and Inclusion Survey, conducted in Q4, were shared with the Board of Directors, the leadership team, and staff. Action plans for teams have been developed from the survey results, with support from the People and Culture team. Workshops on Equity, Diversity and Inclusion (EDI) have been conducted and the EDI strategy is under development. For more comprehensive details, please refer to Attachment 1.

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q1 2024 Roadmap Tracker demonstrates progress across various strategic initiatives. In the first quarter of 2024, 17 projects/activities were planned, with 12 completed on time and five currently in progress. Among the five projects/activities with revised

timelines, substantial progress has been made in five projects and the teams are committed to completing them according to the updated timelines. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

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

Grant Coffey

Director, Strategy and Business Management

**List of Attachments:**

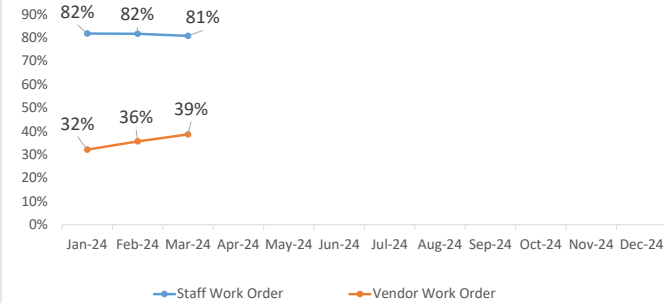
1. Attachment 1 – SD Key Performance Indicator Dashboard – Q1 2024
2. Attachment 2 – SD Roadmap Update – Q1 2024

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

**Highlights:**

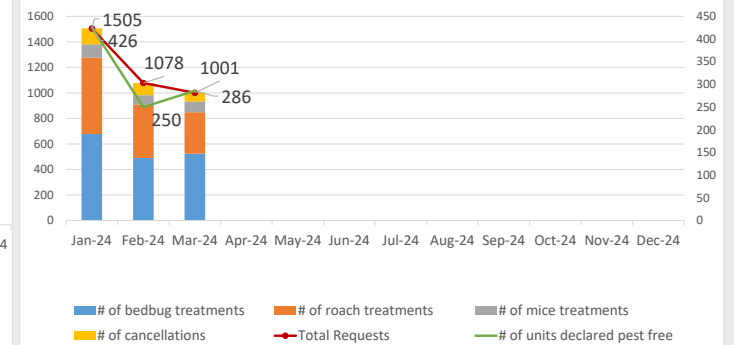
- **Work Orders:** the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 81% compliance and vendors achieved 39% compliance in March.
- **Pest Management:** In Q1, a total of 962 units were declared pest free. Staff have assisted 18 tenants in preparation for treatment and coordinated the preparation of 15 units with Toronto Public Health.
- **The housing occupancy rate** at the end of March stood at 98.25%, reaching the target of 98.2%. The average unit turnover days in Q1 were at 69 days, increasing from 65 days in the previous quarter.
- **Arrears:** TSHC achieved an impressive 99% rent collection rate in Q1. The arrears level has remained stable during Q1, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.

**% of Maintenance Work Orders Completed within Service Standard**

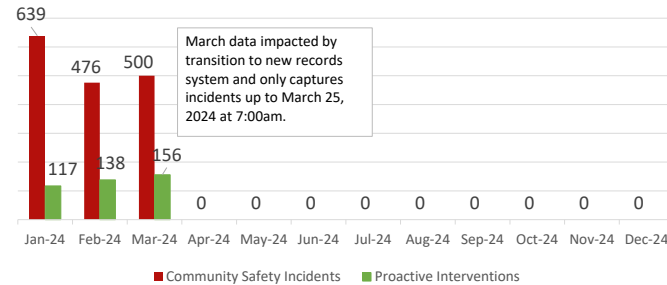


\* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.

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

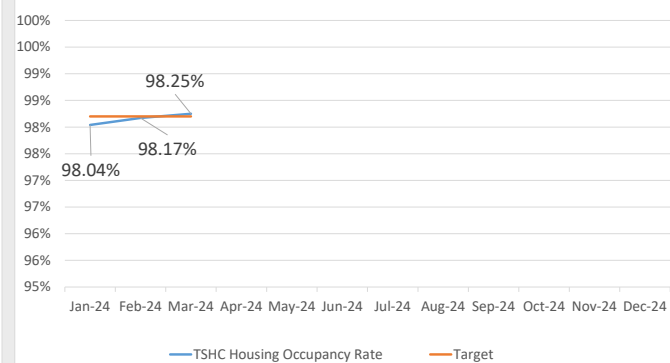


**Community Safety**

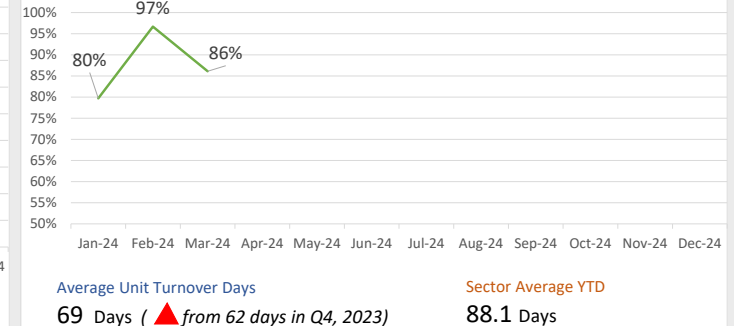


**Community Safety Incidents** include cause disturbance incidents, crimes against justice, crimes against property, crimes against persons, false fire alarms, fire incidents, medical incidents, mental health incidents, disputes, parking incidents, trespass incidents, sudden death, other incidents, etc.  
**Proactive Interventions** include check welfare incidents, CSU patrols, and video requests.

**Housing Occupancy Rate**



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



Average Unit Turnover Days  
69 Days (▲ from 62 days in Q4, 2023)

Sector Average YTD  
88.1 Days

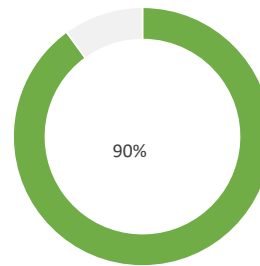
**Monthly Rent and Parking Arrears**



Rent Collection Rate  
99% (▼ from 99.68% in Q4, 2023)

Sector Average YTD  
96.5%

**% of Households in Good Financial Standing**



3 Evictions Enforced (4 evictions in Q4, 2023)

**Households in Arrears**

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1137
\$2,001-\$4,000	110
\$4,001-\$6,000	41
\$6,001-\$8,000	30
\$8,001-\$10,000	22
\$10,001 and above	27
<b>Grand Total</b>	<b>1367</b>

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

**Highlights:**

- Implementation of the newly created Community Activities Fund (CAF) was the focus of team in Q1. Through 68 Annual Building Planning Meetings, tenants have requested 351 tenant-led activities, along with 326 new program requests and 373 equipment requests.
- Black History Month (BHM): Created four BHM-specific staff newsletters; featured staff and tenants in social media posts (four staff and two tenants) and two tenant stories in Seniors Speak.
- International Women's Day: Created a video featuring Interim CEO Jill Bada and women leaders at TSHC, which is posted on website and social media.

**Community Activities Fund Distribution**

\$ Community Activities Fund Distributed in this quarter:

**\$0\***

\$ Tenant Action Fund Distributed in the same quarter last year:

**Tracking started in Q2 2023**

Number of Community Activities Fund Applications Approved:

**0\***

\*During Q1 2024, there were no applications approved (and therefore no funds were distributed) as focus was on building meetings held with tenants to identify priorities for each building's Community Activities Fund budget.

**Communications with Tenants:**

**1** issue of Seniors Speak and **1** Community Letter with Video

**19** posters translated into top 8 languages and distributed

**Tenant Engagement Activities**

**68** Annual Building Planning Meetings

**2** Community Connect+

Implementation Table Meetings

**1540** tenants participated

**Online Engagement**

Website Users:

**11,223**

Social Media Audience:

**1,744**

Social Media Audience Growth:

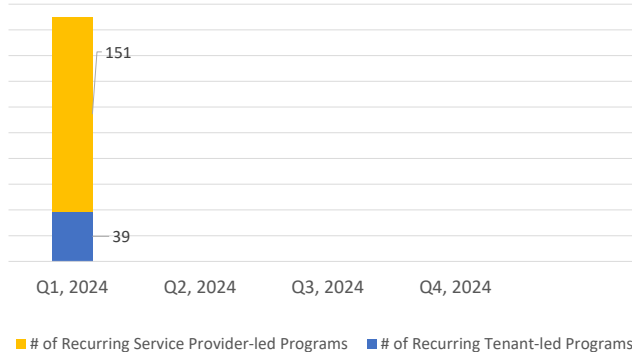
**196**

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

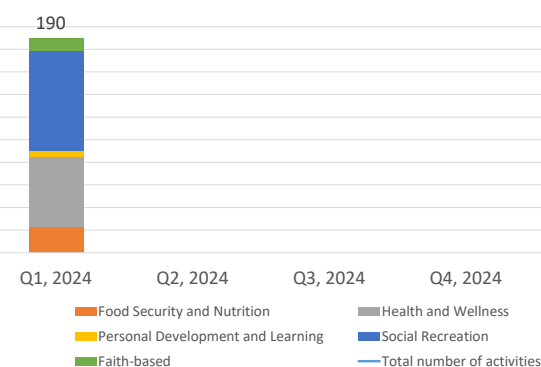
**Highlights:**

- A total of 190 recurring programs led by tenants and service providers are currently being offered, reflecting a 8% increase as compared with those offered in Q4, 2023.
- Community Connect+ established a tenant focused Implementation Table with seven tenants who are advising on priorities and metrics for the program for 2024. The Table has met three times.

**Recurring Programs**



**Building Activities**

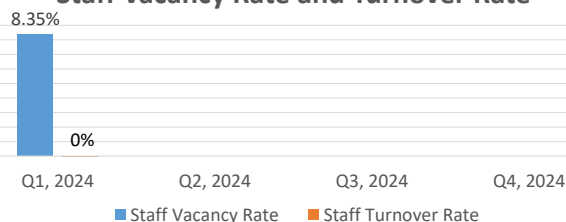


**Strategic Objective 4: To promote innovation**

# innovations implemented across the organization

**Enabler: Employer of Choice**

**Staff Vacancy Rate and Turnover Rate**



**Enabler: Employer of Choice**

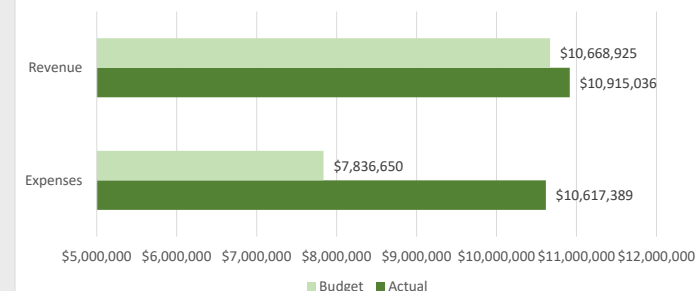
**Highlights:**

- Results of the Staff Engagement Survey shared with the Board of Directors, the Leadership Team, and staff. Action plans for teams have been developed from the survey results, with support from People and Culture team.
- Workshops on Equity, Diversity and Inclusion (EDI) conducted and the EDI strategy is under development.
- 2023 Performance Management Program successfully completed with non-union staff.
- Training on templates, tools, and guidelines was offered to staff by Communications, with around 100 staff attending.
- Three issues of Staff Bulletins were published.

**Enabler: Organizational Excellence**

**Statement of Operations**

As of March 31, 2024



Attachment 2 - SD Roadmap Update Q1 2024

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Updated 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	Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Q1 2024	Q3 2024	Revised Timeline	<p>Community Safety Advisors (CSAs), Community Safety Unit (CSU) officers and third-party security staff may make recommendations for areas to be patrolled, for example if there is an increase of safety and security incidents and concerns in an area. At the end of 2023 an additional Community Safety Advisor was added to provide service (and address safety concerns in TSHC communities). There are now two Community Safety Advisors supporting TSHC and making recommendations for patrols as identified. CSAs monitor the results of patrols to determine if activity is increasing or decreasing based on CSU presence. CSAs will review and make additional recommendations as needed. CSAs encourage tenants to report safety and security incidents as this information helps CSU deterimne if more directed patrols are required.</p> <p>High-risk buildings: TSHC will look at TCHC’s Violence Reduction Program to determine if there are any strategies that may be suitable to replicate at TSHC, revised target for completion is Q3 2024.</p> <p>Third party security: TSHC is reviewing the allocation of third party security services in buildings with the Community Safety Unit to determine whether the allocation of these services is appropriate given the needs, revised target for completion Q2 2024.</p>
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Work with tenants to prevent evictions for arrears or other reasons	Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Q1 2024	Q2 2024	Revised Timeline	<p>Pilot program is under way. OCHE is in the process of gaining access to the HoMES system in order to simplify the referral process between both TCHC and TSHC corporations and the OCHE. Operations staff are working with OCHE, ITS and YARDI to implement the required changes in HoMES as quickly as possible.</p> <p>TSHC is also working with the City of Toronto to expand eligibility to TSHC tenants to access the Toronto Rent Bank via OCHE. Grants through the Toronto Rent Bank provides support to Toronto residents who are behind on their rent. TSHC tenants have previously not been eligible.</p>
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	Q1 2024	Q1 2024	Completed	<p>The policy to support changes to an improved process was approved at the December 8, 2023 Board Meeting. The new policy went into effect April 1, 2024.</p> <p>Community Activities Fund (CAF) applications are being completed with tenants and Community Services Coordinators as needed. The CAF table to review applications is confirmed.</p>
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	Introduce tenant bulletin boards	Q1 2024	Q2 2024	Revised Timeline	<p>RFP process to procure boards completed. By the end of Q2, Operations will install tenant specific bulletin boards. New partner boards will also be installed. Communications will support with sharing information about these to tenants, staff and partners.</p>

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Updated 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	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	Q1 2024	Q1 2024	Completed	<p>Voluntary training on templates, tools, and guidelines for posters, flyers and other communications was offered to all staff in Q1 2024. 95 staff attended the six live training sessions. Recordings of the training sessions are posted on the intranet for staff to access at any time. Templates, tools, and guidelines will continue to be enhanced, developed, and shared with staff.</p> <p>Communications continues to offer access to interpretation and translation services. 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. Further AODA training will be made mandatory for all staff.</p>
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	Q1 2024	Q2 2024	Revised Timeline	City as Service Manager has drafted an Accountability Framework for TSHC which is expected to be finalized within Q2
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	Budget finalizing - 2024	Q1 2024	Q1 2024	Completed	The 2024 Budget was developed in a consolidated manner with TCHC and has been approved by the TSHC Board and City Council
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Be informed by data and driven by performance commitments	Develop performance metrics and targets for reporting at all levels	Conduct Senior Tenant Experience Survey	Q1 2024	Q2 2024	Revised Timeline	Senior Tenant Experience Survey successfully concluded in January 2024. Data analysis and report development are underway. Final report to be released in Q2 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	Develop corporate policy framework and plan/priorities	Q1 2024	Q1 2024	Completed	Policy Management Framework developed and approved by the Leadership Team in January and was presented to the CGHRC for information in March 2024.
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	Email consolidation and Office 365 deployment (Timeline TBC)	Q1 2024	Q1 2024	Completed	Microsoft 365 implemented including Outlook.
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	Develop and implement a talent strategy	Review total compensation strategy to keep a competitive edge	Develop a key People and Culture Policy review plan	Q1 2024	Q1 2024	Completed	<p>In alignment with TCHC, TSHC will review and update the vacation policy by end of year.</p> <p>Review of other polices related to leaves, such as sick leave, short term disability, and long term disability will be reviewed and updated in 2024.</p>
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	Create a positive culture with engaged employees	Develop and implement approaches for employee engagement at the local, regional, and corporate level	Employee engagement and EDI survey	Q1 2024	Q1 2024	Completed	<p>Employee Engagement and EDI survey delivered November 1-15, 2023. Results discussed with the People and Culture Team in December 2023. Results presented to the Leadership &amp; Extended Leadership Team in January 2024. Results communicated to all staff, and action planning in February and March 2024. Corporate action planning in progress, communication around action plans targeted for Q2.</p>

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Updated 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 an implementation table and plan with tenants	Q1 2024	Q1 2024	Completed	Implementation Table developed. Seven tenant volunteers are providing input on implementation timelines and tools to support Community Connect+ in 2024. Monthly meetings are being held and these meetings help to inform Regional Volunteer Meetings held throughout the year. 68 of 70 annual building planning meetings held from January 15-March 22, with participation by over 1100 tenants. Two annual building planning meetings scheduled in Q2. 351 requests for events and activities vs. 99 of 2023; 326 requests for program support vs. 175 in 2023; and 373 pieces of equipment requested vs. 91 in 2023.
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	Identify Community Connect+ regional level tenant volunteers	Q1 2024	Q1 2024	Completed	As a result of the annual building planning meetings held at 68 of 70 buidings, we have had close to 400 volunteers come forward. The majority of those are new people given that in 2023 we had only 73 active volunteers. Some of these new volunteers have identified that they wish to participate at the regional level. They have been invited to attend the Regional Volunteers Meetings. The first series of these meetings are scheduled for the week of April 22, 2024.
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	Hire a Board Secretary to manage Board processes and activities	Q1 2024	Q1 2024	Completed	Board Secretary hired and on-boarded in February 2024 to manage Board process and activities.
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 an Access to Information Process	Q1 2024	Q1 2024	Completed	Access to Information process developed and approved on April 3, 2024. Information to be uploaded to the TSHC website in Q2 2024.
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	Develop and implement a talent strategy	Review total compensation strategy to keep a competitive edge	Implementation of City Council direction regarding executive compensation	Q1 2024	Q1 2024	Completed	Executive Compensation Policy & 2024 Compensation Adjustments - Management and Non-Union Staff approved by TSHC Board of Directors on Feburary 22, 2024.

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

**Meeting Date:** Wednesday, May 29, 2024

**Topic:** Quality Improvement Projects (QIP) Report – Q1 2024

**Item Number:** 12

**To:** Quality and Tenant Engagement Committee

**From:** Grant Coffey, Director, Strategy and Business Management

**Date of Report:** May 16, 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.

**Reason for Recommendation/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 are aligned to the 2023-2025 Strategic Directions (SD) Roadmap. The Quality Improvement Projects quarterly tracker has been developed to enable regular reporting and monitoring on progress (aligned to 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](#), 37 actions are aligned to the updated Strategic Directions' time limited activities for quarterly reporting. 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 Q1, 2024, please refer to Attachment 1. 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 Q1 of 2024. Of the four Quality Improvement Project actions that were targeted for completion at the end of Q1, one action is complete and three actions are in progress (requiring additional follow up with the Community Safety Unit), with revised target completions listed below.

There are two actions from the Pest Management QIP, that were previously aligned to an 'ongoing' Strategic Direction roadmap activity, that have been implemented and are reported as complete in Q1 2024, see highlights below. Additionally, the timeline for the action to conduct regular safety audits was revised last quarter with a target completion of Q4 2024. However, as an additional Community Safety Advisor was added to support TSHC in 2023 and the 2024 schedule for safety audits includes 22 seniors' buildings, we anticipate that 26% of TSHC buildings will have a safety audit completed in 2024. Therefore this action is being marked as complete in this report. Please see Attachment 2 for more information regarding this change to quarterly reports. Currently 37 percent of the overall Quality Improvement Project (37) actions that have been aligned for quarterly reporting are complete.

### **Highlights:**

#### **Pest Management**

- TSHC has piloted an eviction approach with support from in-house paralegal services: two refusals for pest treatment results in a notice for eviction. This approach has increased staff and vendor entrance into units that require treatment.
- Additionally, TSHC's Operations and Communications teams have worked together to update the Notice of Entry and unit preparation sheet to make these notices easier to understand.
- At the end of 2023 TSHC hired two additional Technicians bringing the total up to four Technicians, one per region. The role of the Technicians includes conducting vendor compliance, assisting staff with heavily infested units, and coordinating with Toronto Public Health. TSHC was able to start in-house audits in Q1 2024,

technicians are each able to perform two quality inspections per month.

## **Safety and Security**

- TSHC receives monthly data from Toronto Community Housing Corporation's (TCHC's) Community Safety Unit (CSU). TSHC is engaging with TCHC to determine the feasibility of receiving more detailed data, to support tenancy management activities, with revised target completion for Q2, 2024.
- Community Safety Advisors (CSAs) hold safety meetings in buildings, as needed. Toronto Police are invited, and tenants are encouraged to discuss their safety concerns. CSAs also attend TSHC Town Hall meetings for buildings where there have been safety concerns reported. At these meetings CSAs highlight the importance of reporting safety and security incidents. For example, increased reports of loitering/anti-social behaviour in the stairwell of a specific building helps CSU determine if more directed patrols are required.
  - Proactive patrols: Community Safety Advisors, CSU officers and third-party security staff may make recommendations for areas to be patrolled if there is an increase of safety and security incidents and concerns. At the end of 2023 an additional Community Safety Advisor was added to provide service (and address safety concerns in TSHC communities). There are now two Community Safety Advisors supporting TSHC and making recommendations for patrols as identified. CSAs monitor the results of patrols to determine if activity is increasing or decreasing based on CSU presence. CSAs will review and make additional recommendations as needed.

- High-risk buildings: TSHC will look at TCHC's Violence Reduction Program to determine if there are any strategies that may be suitable to replicate at TSHC, revised target for completion is Q3 2024.
- Third party security: TSHC is reviewing the allocation of third party security services in buildings with the Community Safety Unit to determine whether the allocation of these services is appropriate given the needs, revised target for completion Q2 2024.
- Safety audits: With the addition of a second Community Safety Advisor that was assigned to TSHC in Q3 2023, we anticipate safety audits will be completed in 26 percent of seniors' buildings in 2024.

### **Staff and Tenant Relations**

- At the Board of Directors meeting on February 22, 2024 the Board approved the updated 2023-2025 Strategic Directions Roadmap. There are a number of time limited activities in the updated Strategic Direction Roadmap that have revised timelines that correspondingly have shifted timelines for aligned Quality Improvement Project actions, including the Staff and Tenant Relations QIP actions. As a result there are not any updates in Q1, however quarterly reporting will resume for this project in Q2 with two actions targeted for completion.

Grant Coffey

Director, Strategy and Business Management

**List of Attachments:**

1. Attachment 1 – TSHC Quality Improvement Project (QIP) Action Tracker – Q1, 2024
2. Attachment 2 – Number of Quality Improvement Project (QIP) actions to be reported each quarter (updated from Q4 2023)

**Attachment 1: TSHC Quality Improvement Project (QIP) Action Tracker – Q1, 2024**

Quality Improvement Project	Strategic Directions’ Time Limited Activities	Quality Improvement Project Actions (as identified in the <u>Quality Improvement Projects Final Report</u> )	Quality Improvement Project Actions Status
Pest Management	Strategic Direction action: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	2.6 Reduced refusal of entry	Complete
Pest Management	Strategic Direction action: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	2.7 More frequent cleaning and inspections of common areas	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	Revised timeline
Safety and Security	Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	1.7 Increased staff presence in high-risk buildings (after hours and weekends)	Revised timeline
Safety and Security	Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	4.3 Increase proactive patrols of seniors’ buildings	Complete
Safety and Security	Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	4.4 Review allocation of 3rd party security for seniors’ buildings	Revised timeline
Safety and Security	Work with TCHC to develop schedule for building safety audits	4.5 Conduct regular safety audits, 33% of portfolio per year	Complete

**Attachment 2 - Table 1: Number of Quality Improvement Project (QIP) actions to be reported each quarter (updated from Q4 2023)**

Quarter	Number of actions to be reported (stated Q4 2023)	Number of actions to be reported (updated Q1 2024)	Notes
Q2 2023	1	1	1 action complete and reported in Q3 2023.
Q3 2023	3	3	2 actions complete and reported in Q3 2023. 1 action complete and reported in Q4 2023.
Q4 2023	6	6	6 actions complete and reported in Q4 2023.
Q1 2024	4	7	1 action from Q4 2024. 2 actions moved from one year reporting to complete in Q1 2024.
Q2 2024	2	2	
Q3 2024	16	15	1 action moved to annual reporting.
Q4 2024	3	2	1 action moved to Q1 2024.
Beyond 2024 or timeline to be determined	3	2	1 action moved to not feasible.

Quarter	Number of actions to be reported (stated Q4 2023)	Number of actions to be reported (updated Q1 2024)	Notes
Moved to annual reporting	10	1	
Moved to not feasible		1	