

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

**Date:** Monday, March 24, 2025

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

**Location:** WebEx and Livestream

<b>Item</b>	<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Type of Item</b>	<b>Presenter</b>
<b>1.</b>	3:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
<b>2.</b>	3:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
<b>3.</b>	3:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
<b>4.</b>	3:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
<b>5.</b>	3:06 pm 1 min	Approval of Public Session Minutes of QTE Committee Meeting of February 10, 2025	Approval	Minutes	Chair
<b>6.</b>	3:07 pm 1 min	Action Items Review	Information	List	Chair
<b>7.</b>	3:08 pm 5 min	CEO Update	Information	Verbal Report	Tom Hunter
<b>8.</b>	3:13 pm 15 min	Operational Dashboard	Information	Dashboard	Brad Priggen
<b>9.</b>	3:28 pm 15 min	Communications Update	Information	Report	Arlene Howells
<b>10.</b>	3:43 pm 30 min	Community Safety Unit Report	Information	Report	Grant Coffey / Allan Britton
<b>11.</b>	4:13 pm	Adjournment	Approval	N/A	Chair

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

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

**Date:** Monday, February 10, 2025

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

**Location:** WebEx and Livestream

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, February 10, 2025 at 3:00pm via WebEx video conference.

**This meeting was livestreamed and can be viewed [here](#).**

**Members in attendance:**

Linda Jackson, Chair  
Jim Meeks  
Lawrence D’Souza  
Fareed Amin  
Councillor Crisanti

**Guests:**

Melanie Martin, OCHE

**Deputants:**

Arnold Margulis  
Bill Lohman

**TSHC staff present:**

Tom Hunter, Chief Executive Officer  
Grant Coffey, Director, Strategy and  
Business Management  
Arlene Howells, Director, Engagement,  
Partnership and Communications (I)  
Carol Francis, Director, People & Culture  
Brad Priggen, Director, Operations  
Vince Truong, Interim Finance Lead  
Ayushman Banerjee, Business Consultant  
Karyn Bawden, EA and Board Secretary  
Fatima Mahmood and Emma Francis, EAs

#### **Item 1: Chair’s remarks**

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The Chair, Linda Jackson, welcomed Committee members, Board, Staff and online participants to the first meeting of the Quality and Tenant Engagement Committee meeting of 2025. Ms. Jackson stated that the meeting was being live

streamed on YouTube. She noted a full agenda and we had two Deputations. It was also noted that deputants were to stay to their five-minute allotment and to keep on topic of the agenda Items.

Th Chair acknowledged that February was Black History month and that the CEO, Tom Hunter would speak more to that on his CEO Update.

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

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The Chair began with Land and African ancestral acknowledgements.

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### **Item 3: New Business and Approval of public meeting agenda**

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The Chair asked if there were any changes to the February 10, 2025 QTEC Public meeting Agenda, being none, she asked for a motion to approve the Public Agenda of February 10, 2025 as presented.

**Moved:** Jim Meeks

**Seconded:** Fareed Amin

With All in favour, it was resolved that the QTEC Public Agenda of February 10, 2025 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 18, 2024**

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The Chair asked if there were any edits or changes to the QTEC Public meeting Minutes of November 18, 2024. With no edits or comments brought forward, the Chair asked for a motion to approve the QTEC November 18 2024, as presented.

**Moved:** Jim Meeks

**Seconded:** Fareed Amin

With All in favour, it was resolved that the QTEC Public meeting Minutes of November 18, 2024 were approved as presented ..... **Carried**

### **Item 6: Action items review**

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Ms. Jackson noted that 2 items were brought forward from the Audit, Finance and Risk Committee's Action Item list being:

1. Staff to consult with TCHC on Environmental Renewal and Plan.
2. Bring forward an overview of revitalization plans in the 2024 budget including net new potential housing for seniors.

She noted they were going to defer these the to Board of Directors. With no other action items discussed, and the Committee satisfied, the Chair proceeded to next Agenda Item.

### **Item 7: CEO Update**

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At the Chair's invitation, Tom Hunter went through his CEO update, highlighting:

#### **Black History Month:**

Black History Month just begun, Our focus this year is on the theme "Black Legacy and Leadership: Celebrating Canadian History and Uplifting Future Generations."

Also noting that throughout the month, there will be:

- newsletters highlighting the valuable contributions of our staff members Lexandria Patterson-Richards and Ralston Nelson.
- two lunch and learn sessions, including one with Suzette Daley on "Lucie and Thorton Blackburn."

Mr. Hunter expressed that it's crucial to acknowledge and celebrate the rich history and ongoing contributions of Black Canadians, and that we are committed to fostering a culture of inclusivity and understanding within our organization.

**Lunar New Year Visits:**

Mayor Chow recently completed her annual Lunar New Year visits to our TSHC buildings. She visited nine buildings over two days, revisiting the four from last year and adding five new locations. Mr. Hunter noted these visits were a tremendous success, with hundreds of tenants participating. He gave a huge thank you to all the staff who stepped in to help make the visits run smoothly. He especially thanked Arlene Howells, Darryl Spencer, and Marie Fitzpatrick for their excellent planning and coordination.

**ECDC Report Involvement:**

Mr. Hunter noted that we continue to engage with the City and Councillor Fletcher regarding the ECDC report. A draft of the final report, which will be presented at the April 8<sup>th</sup> ECDC meeting, will be shared with the QTE Committee at a future date, as information only.

The Chair thanked Mr. Hunter for his update and opened up for questions. It noted that there were Black History month posters and a newsletter, which staff would send to the Board. There was also a thorough discussion, around Tariffs. Ms. Jackson thanked the update on the Mayor's visits and asked if a Thank you letter could be sent on behalf of the QTE Committee.

The Chair thanked everyone for the fulsome conversation and then proceeded to the next agenda item.

**Item 8: TSHC QTEC 2025 Workplan**

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At the invitation of the Chair, Grant Coffey went through the TSHC QTEC 2025 Workplan. The Chair noted that as items come up, they will be added to the Agendas and thanked Mr. Coffey for his update and went to the next Agenda item.

### **Item 9: Operational Dashboard and Annual Unit Inspection Report**

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The Chair introduced Mr. Margulis as Deputant for the Operations Dashboard and welcomed him to the Committee meeting.

Mr. Margulis thanked the Chair, Staff and Committee members for accepting his deputation. Key topics spoken to were:

- moved into the TSHC bldg. approximately 1 year ago, after move-in some deficiencies in the apartment were found
  - some were fixed, but not all
- Superintendent from prior residence was performing massage to tenants at current building, including his next-door neighbor
- reported to suddenly start experiencing extreme odors in unit which resembled odors of heavy industrial cleaners and vaporized into his unit using fumigators

The Chair thanked Mr. Margulis for coming forward and noted that TSHC staff would follow up with him. Mr. Margulis thanked the Committee and noted he would send more thorough documentation. With that, at the invitation of the Chair, Brad Priggen went through the Operational Dashboard and Annual Unit Inspection Report.

The Chair thanked Mr. Priggen for his work and noted the heavy lifting of the work. She asked Mr. Priggen how long a Unit Inspection takes and Mr. Priggen noted they're usually 15-20 minutes. He also noted that inspections start around August and wrap up in October.

Councillor Crisanti inquired about Pest Management and the 183 Units that are pest free and at what time that was at. Mr. Priggen confirmed it was a rolling number and was from December. He also noted that TSHC was working with Toronto Public Health to help with the burden on the tenants when units are being treated.

The Chair thanked Mr. Priggen and asked about the new Tenant Checklist/Work Orders. Mr. Priggen noted that there is a new leasing package and part of that is a

Checklist and an inspection form that they are to fill out and return to staff. The Chair thanked Mr. Priggen again and then proceeded to the next Agenda Item.

### **Item 10: Rapid Re-Housing Report**

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At the invitation of the Chair, Brad Priggen went through the Rapid Re-Housing Report, highlighting:

- Distribution of Units (as at Dec 31, 2024)
- TSHC Complex Tenancies SSC's carrying out home visits during the 3 months of tenancy
- The early introduction of follow-up supports with the tenant's follow-up case manager being present at the lease signing to review the terms of the lease with their client,
- And use of the comprehensive STARS (Service Triage, Assessment, and Referral Support) Supports Assessment tool prior to acceptance of into RRHI program. Prior to the use of the STARS Support Assessment tool, the Housing Stability Support Tool (HSST) was utilized
- Different paths that applicants take to become tenants at TSHC

The Chair thanked Mr. Priggen and asked if tenants coming in are meeting the age criteria for TSHC Tenants. Mr. Priggen confirmed they do meet the age criteria and also have to meet the STARS criteria. The Chair asked if there were any other questions or comments, and Jim Meeks noted he has been a big advocate for the Rapid Re-housing.

The Chair proceed to the next agenda item.

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**Item 11: OCHE Bi-Annual July – Dec 31, 2024**

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At the invitation of the Chair, Melanie Martin went through the OCHE Bi-Annual July – Dec 31, 2024 Report, highlighting:

- Referrals by Region
- Arrears at the Time of Referral
- Arrears Collection Process Compliance
- OCHE Case Management Highlights
- Arrears Managed by the OCHE
- Arrears Managed Through Local Repayment Agreements
- Breached OCHE Brokered Local Repayment Agreements
- Community Partnerships
- Year End Highlights

The Chair thanked Ms. Martin and noted the good partnerships with Toronto Rent Bank and WoodGreen Community Services and went to the next Agenda Item.

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**Item 12: Tenant Experience Survey Action Plan**

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At the invitation of the Chair, Grant Coffey went through the Tenant Experience Survey Action Plan, highlighting priority areas:

1. Strengthening sense of community.
2. Enhancing services and supports including referrals to access services and supports.
3. Creating more opportunities or platforms for tenants to share their concerns and complaints with TSHC.
4. Enhancing responsiveness and accountability.

Also noting, the process of finalizing the action plan, it was concluded that:

- 26 existing actions in the Strategic Directions were aligned to support the priority areas identified in the survey.



- Two proposed actions were underway but could be better reflected in the Strategic Directions.
- Two proposed actions were brand new and recommended for adoption into the Strategic Directions.
- Three proposed actions will be considered in the future.

The Chair thanked Mr. Coffey and proceed to the next Agenda Item.

### **Item 13: Strategic Directions Q4 2024 Progress Report**

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At the invitation of the Chair, Grant Coffey went through the Strategic Directions Q4 2024 Progress Report, highlighting:

- Key Performance Indicators Dashboard
- Tenant Engagement
- Programs and Partnerships
- Employer of Choice
- Organizational Excellence
- Strategic Directions Roadmap
- Review and Planning Sessions for Strategic Directions

The Chair thanked Mr. Coffey and asked for any questions. Jim Meeks asked for the Building Profiles with the ECDC Report and was confirmed that staff would send to Mr. Meeks. With that, the Chair proceeded to the next Agenda item.

### **Item 14: Strategic Directions, 2025 Roadmap**

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At the invitation of the Chair, Grant Coffey went through the Strategic Directions, 2025 Roadmap, once finished, the Chair asked if the Roadmap was realistic. It was confirmed that staff was optimistic. With that, the Chair asked a QTE Member for a motion to approve the Strategic Directions, 2025 Roadmap as presented.

**Moved:** Jim Meeks

**Seconded:** Lawrence D'Souza

With All in favour, it was resolved that the Strategic Directions, 2025 Roadmap was approve as presented .....**Carried**

The Chair thanked Mr. Coffey and proceeded to the next agenda item.

### **Item 15: Quality Improvement Projects Q4 2024 Progress Report**

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The Chair noted that there was a deputation on the Quality Improvement Projects Q4 2024 Progress Report from Bill Lohman. Mr. Lohman thanked the Chair and Committee and spoke to Quality Improvement Projects Q4 2024 Progress Report, noting:

- Massive work done through communications such as Seniors speak
- What's the Senior focus training
- Efforts are put together well with the Integrated Service Model and Seniors Housing as well as in last year on Community Connect+ and Tenant Engagement
- Programming and supports going into different buildings, and commended Mr. Hunter for the good work done
- Tenant input is important

The Chair thanked Mr. Lohman and asked Mr. Hunter if he would speak to the Seniors Training. Mr. Hunter noted that an update would be taken back to STAC on the training and seniors focus. The Chair thanked both Mr. Hunter and Mr. Lohman and asked the Committee and Board if they had any questions or comments for Mr. Lohman. Mr. Crisanti thanked Mr. Lohman for the deputation and noted we should be proactive with our Seniors. He also noted that recorded votes could be useful in future meetings. With no other comments, through the Chair. Grant Coffey went through the Quality Improvement Projects Q4 2024 Progress Report, highlighting:

- Quality Improvement Projects Quarterly Tracker
- Quarterly Progress
- Pest Management
- Safety and Security
- Staff and Tenant Relations

With no further comments or questions, the Chair proceeded to the next Agenda Item.

### **Item 16: Engagement and Partnerships Update**

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The Chair noted that there was another deputation by Bill Lohman on the Engagement and Partnerships Update. Mr. Lohman thanked the Chair and Committee and spoke to Engagement and Partnerships Update, noting:

- Has been heavily involved in the Engagement and Partnerships
- Tenants taking lead in Tenant Lead Programming, having voice is important
- Funding and Activities

The Chair thanked Mr. Lohman and asked if there were any questions or comments for Mr. Lohman. With no other comments, through the Chair. Arlene Howells went through the Engagement and Partnerships Update Report, highlighting:

- Annual Building Meetings
- Senior Tenants Advisory Committee (STAC)
- Community Activities Fund
- (CAF) and Community Connect+
- Community Programs &
- Partnerships (CPP) 2025 Priorities
- Agreements
- Status of 2024/2025 Program Requests

The Chair thanked Ms. Howells for the update and indicated the appreciation for STAC and the feedback that STAC provides. The Chair also noted the appreciation to Mr. Howells and all the work she has done with the Tenants and Partners. Jim Meeks also noted a big thanks to Ms. Howells and all the work she has done. With that, the Chair proceeded to the final Agenda Item.

#### **Item 17: Adjournment**

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The Chair thanked the Committee members, Board, Staff, Deputants and the online attendees to the TSHC QTEC February 10, 2025, meeting and asked for a motion to adjourn the meeting.

**Moved:** Jim Meeks

**Seconded:** Fareed Amin

With All in favour, it was resolved that the TSHC QTEC February 10, 2025, 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 (QTEC)**

**Action Items List as of February 2025**

Action items				
	Meeting Arising From	Description	Resp	Status
1.				

Completed Action items				
	Meeting arising from	Description	Resp.	Status
1.	November 18, 2024	Tenant Work Orders Submitted	Brad Priggen	Completed
2.	November 18, 2024	Provide report of Rapid Re- housing bi-annually to QTE Committee	Tom Hunter/ Brad Priggen	Completed
3.	Sept 30, 2024	Provide stats on CCTV Cameras to Board	Brad Priggen	Completed
4.	May 29, 2024	Provide schedule of CEO Connecting with Tenants	Tom Hunter	Complete
5.	May 29, 2024	Provide Board Members list of Activities for Summer 2024	Arlene Howells	Complete

**Toronto Seniors Housing Corporation**  
Quality Tenant Engagement Committee Meeting

**Meeting Date:** March 24, 2025

**Topic:** TSHC Operational Dashboard

**Item Number:** 08

**To:** Quality and Tenant Engagement Committee (QTEC)

**From:** Brad Priggen, Director of Operations

**Date of Report:** February 2025

**Purpose:** For information

**Recommendation:**

It is recommended that the Quality and Tenant Engagement Committee receive the TSHC December 2024 Operational Dashboard for information.

Brad Priggen  
Director of Operations

**List of Attachments:**

08a. TSHC February 2025 Operational Dashboard

Toronto Seniors  
Housing Corporation

# Operational Performance Monthly Dashboard

## February 2025

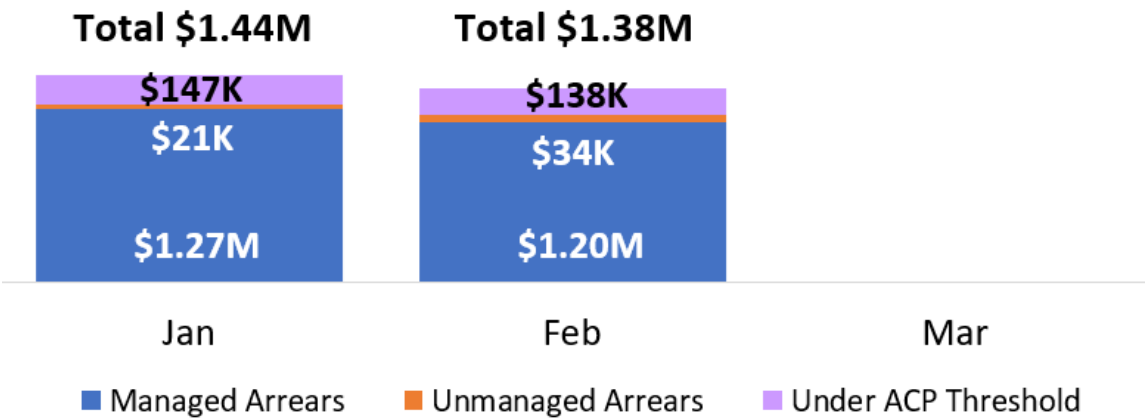
Quality and Tenant Engagement Committee Meeting



# Monthly Summary: TSHC

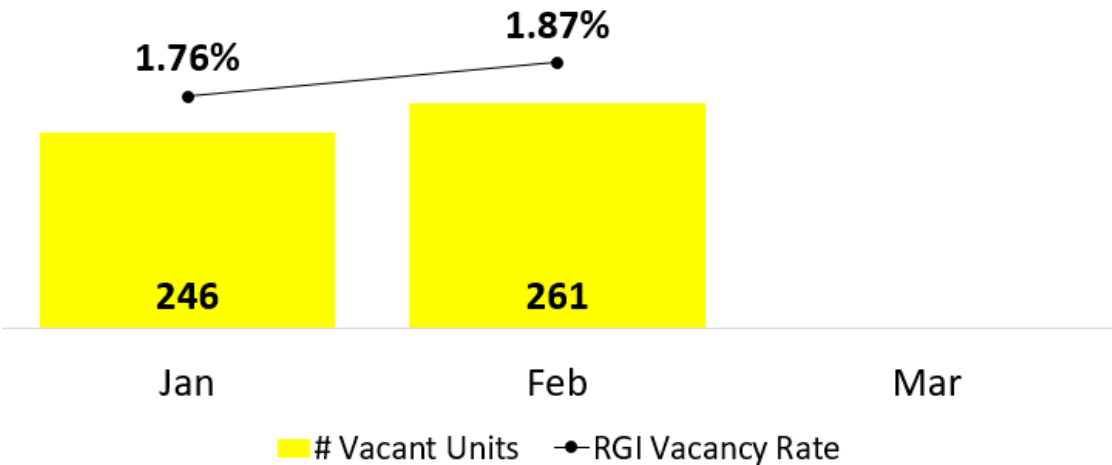
February 2025

## ARREARS



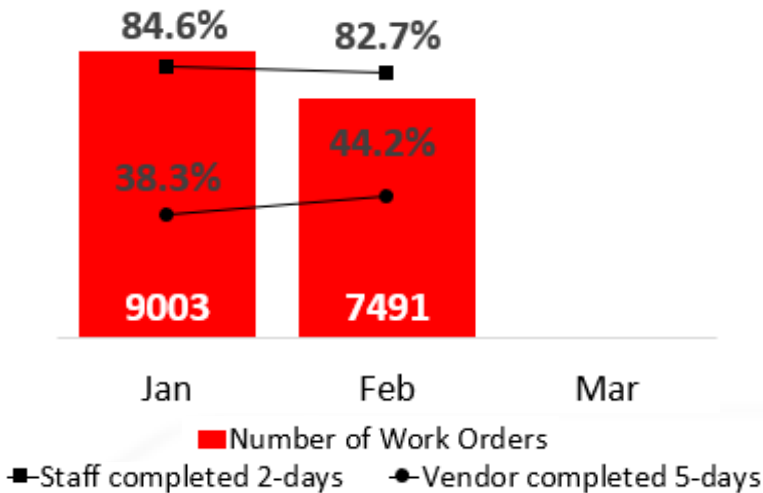
2024 Average Per Month: \$1.52M

## VACANCIES



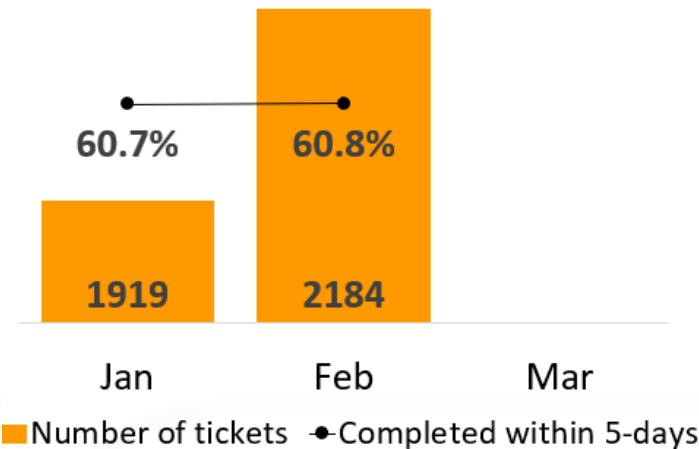
2024 Average Per Month: 1.57%

## MAINTENANCE WORK ORDERS



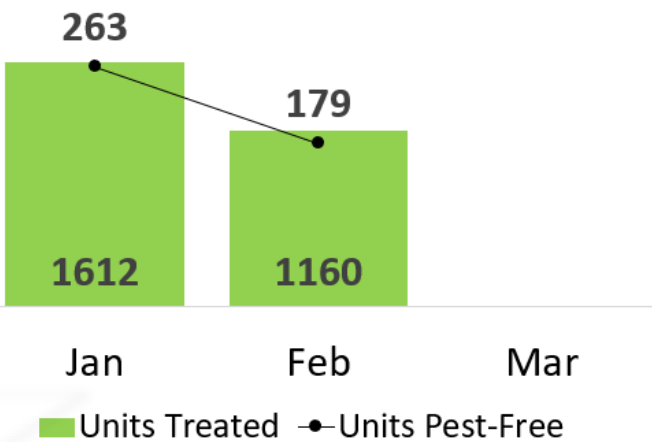
2024 Average/Month: 80.0% Staff; 37.3% Vendor

## ADMINISTRATIVE TICKETS



2024 Average/Month: 57.2%

## PEST MANAGEMENT

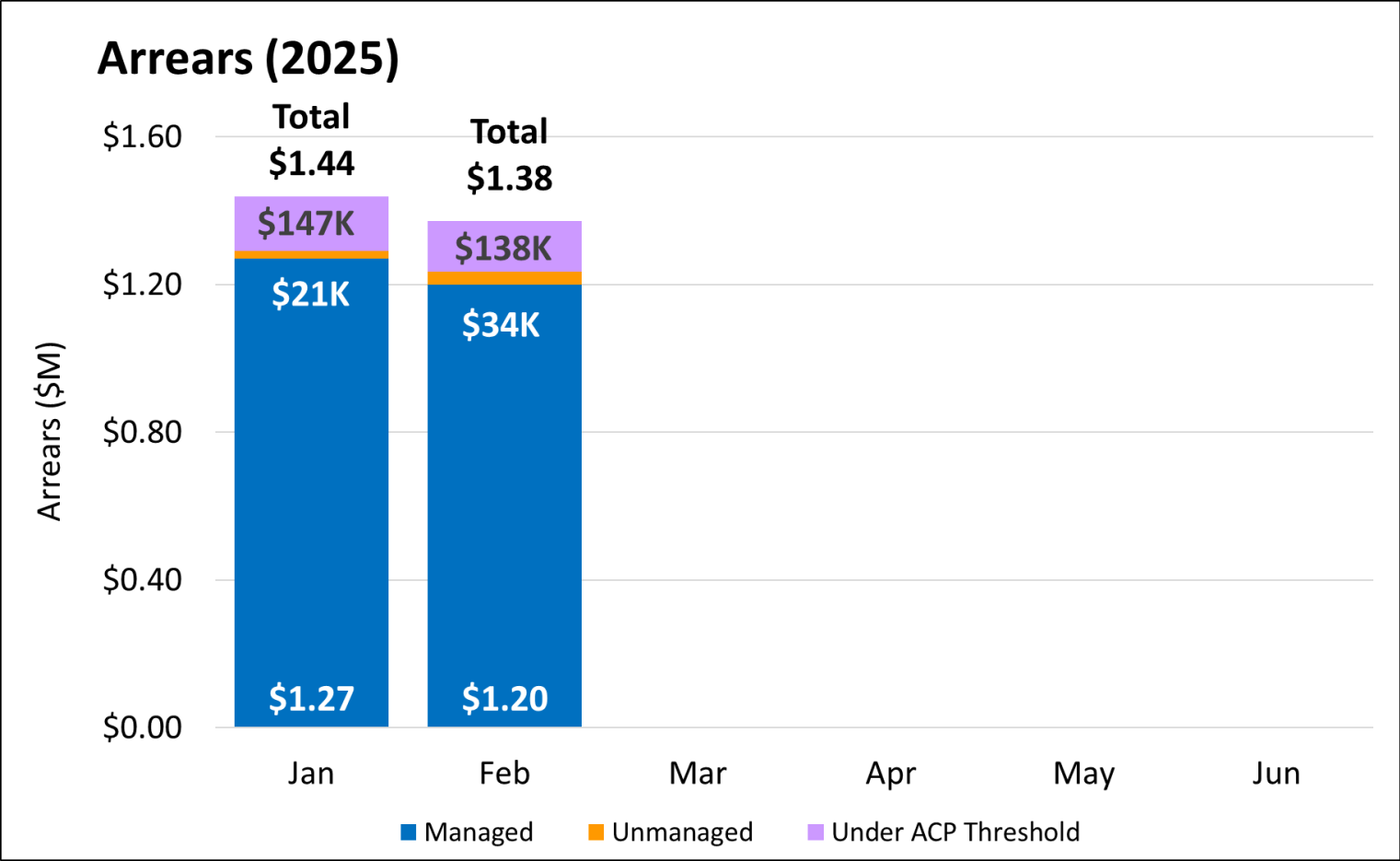


2024 Average/Month: 1,465 Units Treated



# Arrears

# February 2025



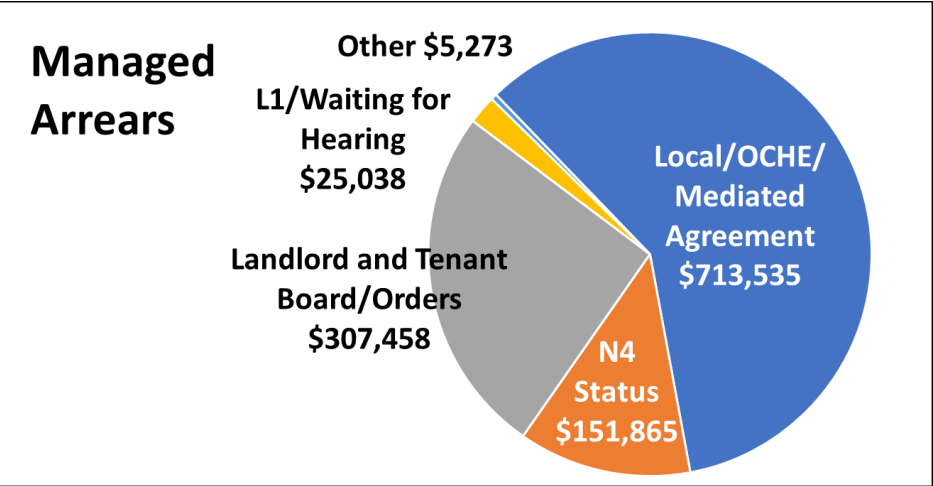
Arrears	Jan	Feb	Mar	Apr	May	Jun
Managed and Unmanaged	\$1.30M	\$1.24M				
Under Arrears Collection Policy threshold	\$147K	\$138K				
Total	\$1.44M	\$1.38M				

\$68K decrease in total arrears from January 2025

Managed arrears: \$71K decrease from Jan 2025

Unmanaged arrears: \$12K increase from Jan 2025

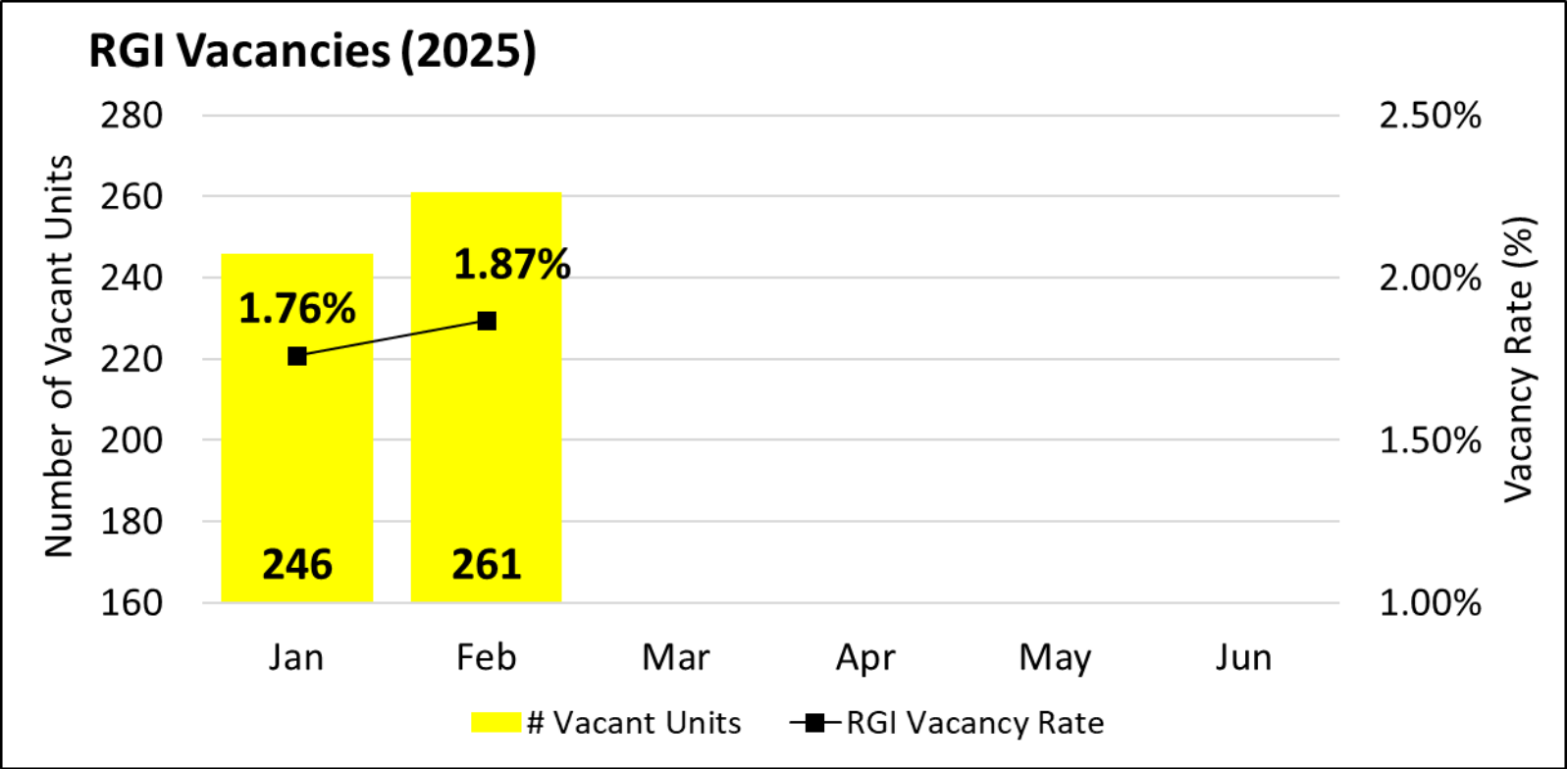
Under ACP threshold: \$9K decrease from Jan 2025



Managed and Unmanaged Arrears	Total	Tenants
N4 Status	\$151,865	83
L1/Waiting for Hearing	\$25,038	9
Local/OCHE/Mediated Agreement	\$713,535	271
Landlord & Tenant Board/Orders	\$307,458	49
Other	\$5,273	6
Total Managed	\$1,203,170	418
Unmanaged	\$33,744	33
Total Managed and Unmanaged	\$1,236,914	451

# Vacancies

February 2025

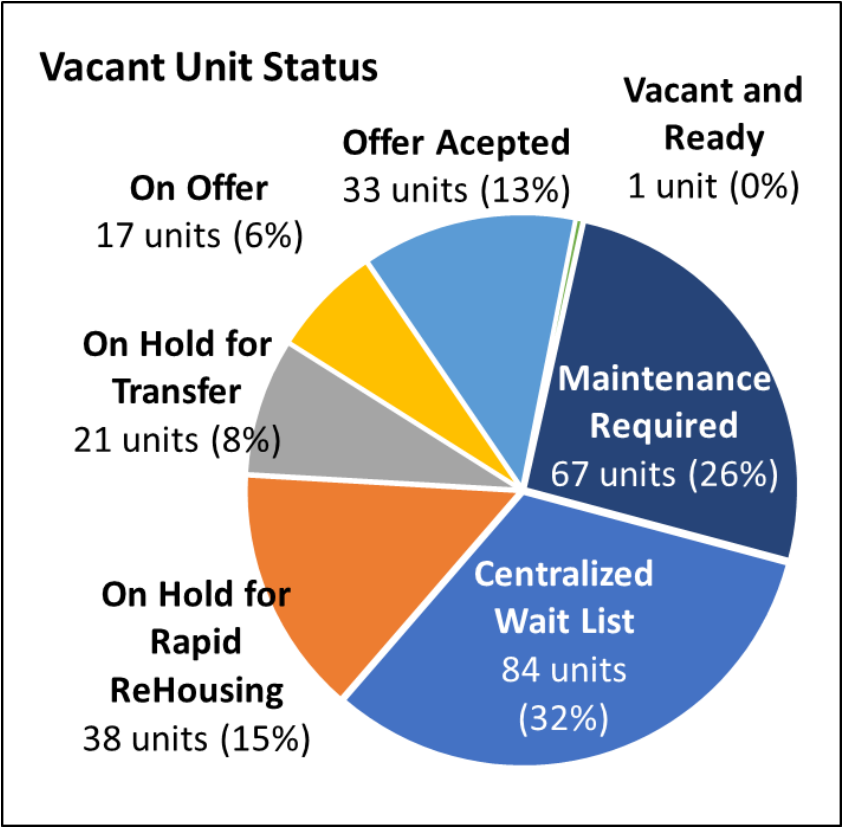


1.87% RGI vacancy rate is below the Service Manager target of 2.00%

2.06% AFF (affordable housing) vacancy rate

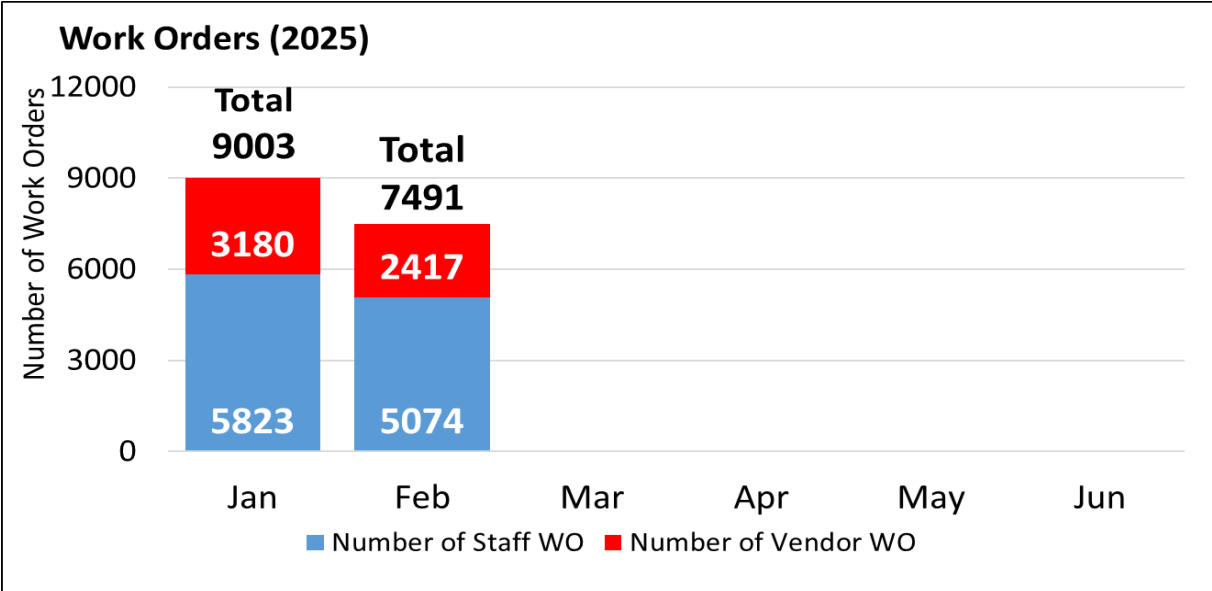
48 move-in and 94 move-outs

Vacant Unit Status	Jan	Feb	Mar	Apr	May	Jun
Vacant and Ready	0	1				
Central Wait List	124	84				
Rapid ReHousing	42	38				
Transfer	19	21				
On Offer	6	17				
Accepted	12	33				
Maintenance	43	67				
Total	246	261				



# Maintenance Work Orders (WO)

February 2025

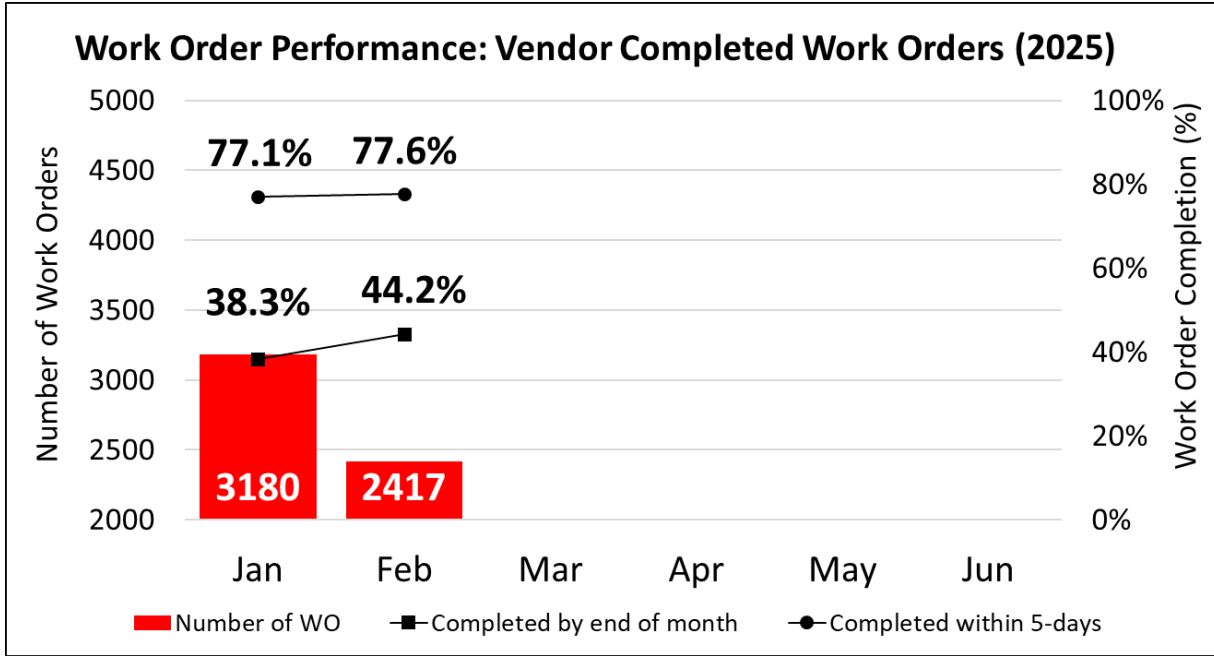
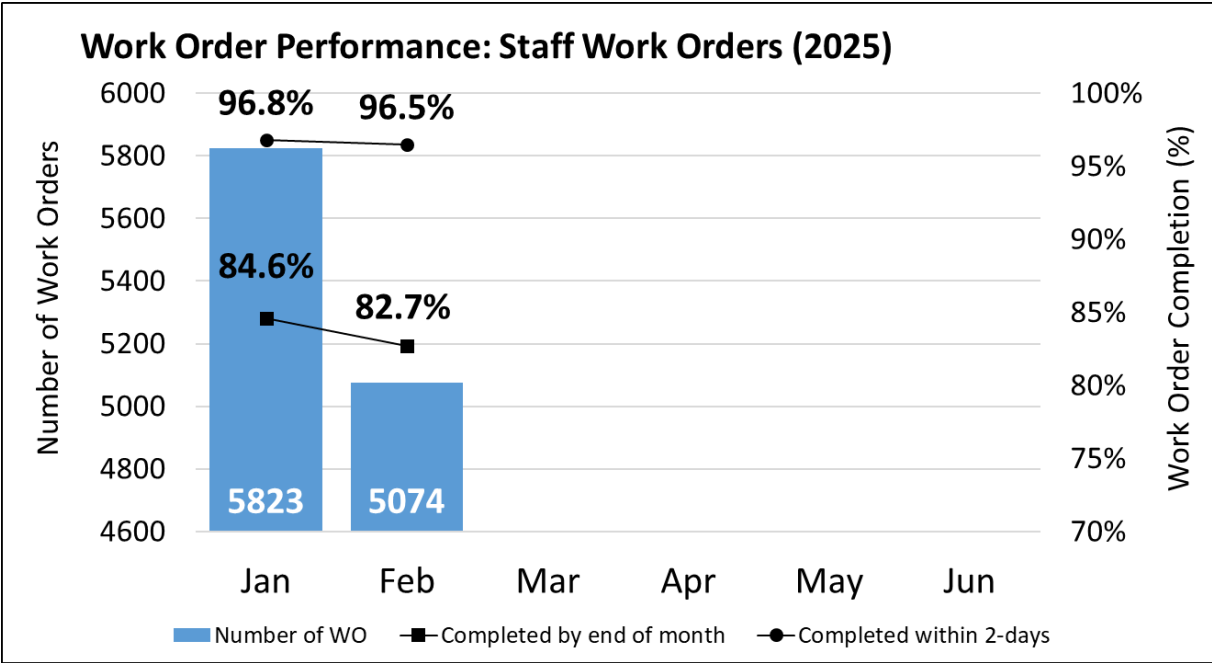


7,491 WO (work orders)

5,074 staff WO: 82.7% completed within 2 business days  
(68%) 96.5% completed by end of the month

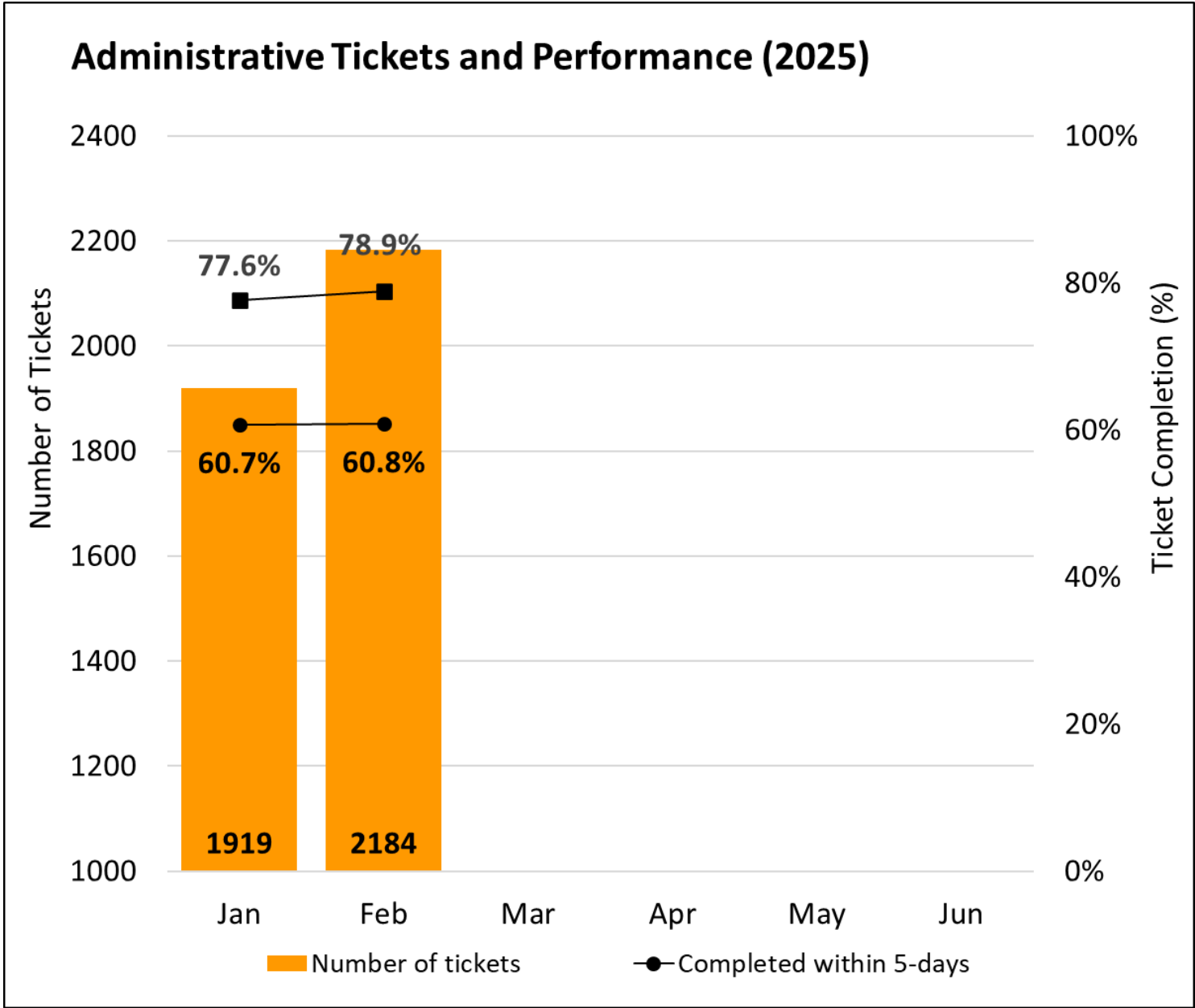
2,417 vendor WO: 44.2% completed within 5 business days  
(32%) 77.6% completed by end of the month

Top 5 Staff Work Order Categories			Top 5 Vendor Work Order Categories		
Alarm Monitoring	15%	62% of WO	Pest Control	59%	80% of WO
Janitorial	15%		Plumbing	8%	
Plumbing	15%		Appliances	5%	
Electrical	9%		Doors	5%	
Doors	8%		Elevators	3%	



# Administrative Requests (Tickets)

February 2025



2,184 administrative tickets

60.8% completed within 5 business days

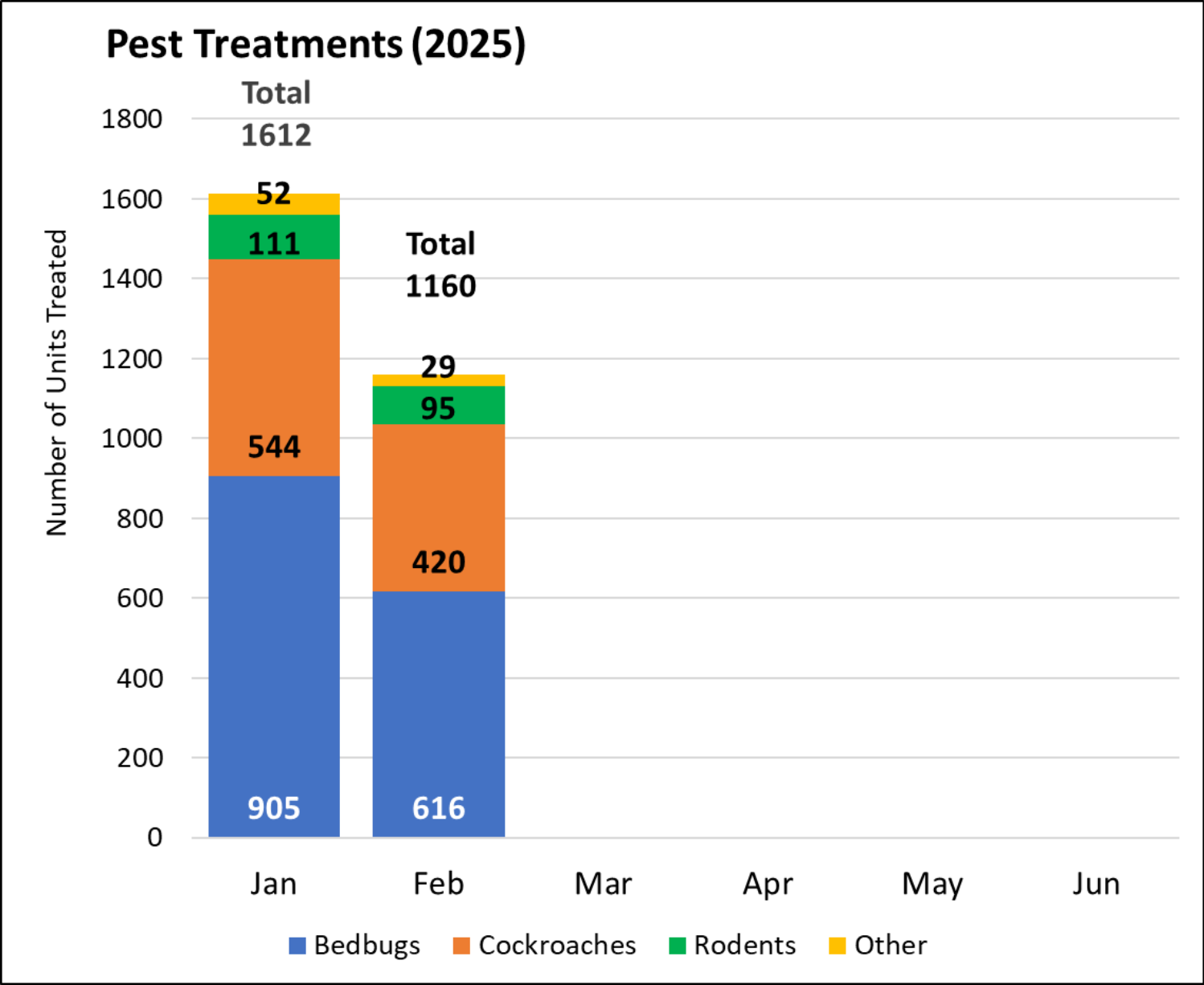
78.9% completed by end of the month

Top 5 Administrative Ticket Categories		
Annual Rent Review	32%	73% of Tickets
Document Requests/Support	22%	
Complaints	7%	
Information Requests	6%	
Move-In/Move-Out	6%	

Administrative Ticket Assignments	
Senior Services Coordinator	57%
Tenant Services Administrator	29%
Call Centre Agent	9%
Tenant Engagement and Services Supervisor	1%
Other	4%

# Pest Management

February 2025



- 1,160 units treated for bedbugs, cockroaches, rodents, other (flies, ants)
- 179 units declared pest-free
- 12 units received TSHC staff assistance with preparation and bed replacement
- 9 units received Toronto Public Health assistance (in collaboration with TSHC) 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 that are not in the collection process
- Managed arrears:** arrears that are in the collection process (N4 issued, repayment agreement, Order, etc.)
- Under ACP threshold:** arrears that are outside of the ACP
- N4 issued:** a legal notice to end tenancy for non-payment of rent
- Repayment agreement:** arrears for which an agreement has been negotiated for repayment; Local Agreements (negotiated by staff), OCHE 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 rentable 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)
- 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

## MAINTENANCE WORK ORDERS

- Staff work orders:** work orders assigned to staff and no vendor assigned
- Staff work orders completed:** work orders where staff have updated the status to “Work Completed”
- Vendor work orders:** work orders assigned to vendors (includes pest control vendors)
- Vendor work orders completed:** work orders where the vendor has updated the status to “Vendor Completed”

## ADMINISTRATIVE REQUESTS (TICKETS)

- Completed:** tickets where staff have updated the status to “Completed”

## PEST MANAGEMENT

- Pest-free units:** units are declared pest-free when no live activity (bedbugs/cockroaches) is observed by the technician or vendor following treatment

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

**Meeting Date:** March 24, 2025

**Topic:** Communications Update

**Item Number:** 09

**To:** Quality and Tenant Engagement Committee

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

**Date of Report:** March 10, 2025

**Purpose:** For information

**Recommendation:**

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

**Reason for Recommendation:**

The materials contained in the attached presentation provide QTEC an overview of the work accomplished in 2024 to support communications at Toronto Seniors Housing and a preview into plans for 2025.

Arlene Howells

Interim Director, Engagement, Partnerships, and Communications

**List of Attachments:**

1. Communications Update presentation



March 24, 2025

# Communications Update

**Quality and Tenant  
Engagement Committee**



# 2024 – Tenants

- Four Seniors Speak issues (CEO letter/video)
- 80+ new posters
- Two new tenant bulletin boards
- Community Connect+ and Community Activities Fund communications and materials; bi-monthly updates
- STAC recruitment
- Volunteer Appreciation letters/certificates
- Four Lunar New Year visits from Mayor; Five Councillor-related events
- Community Room Guidelines
- Tenant Experience Survey
- Tenant Welcome Guide development
- Tenant Town Halls
- Collaboration with R-PATH

# 2024 – Staff

- 12 staff bulletins
- 40+ corporate and departmental campaigns
- Three Virtual Staff Town Halls (110+ attendees)
- One all-staff event (200+ attendees)
- Long Service Awards event (100 recipients)
- Intranet: updates, survey, RFP, redevelopment procurement, planning and prep
- Communications training (three topics, six sessions)
- Student placement (UX specialist)
- Staff onboarding package
- 2023 staff survey results, 2025 pulse survey
- Process improvements: tenant posters, policies access, IT upgrades, cybersecurity support

## Website

- New pages:
  - Building profiles
  - Service Requests and Complaints
  - Access to Information/FOI
  - CC+ and CAF
  - Tenant Experience Survey
- Updated pages: Policies, STAC, Board
- Consultations (tenants, staff, and R-PATH) for website upgrades

## Social media

- 405 social media posts
- 561 new social media followers
- Featured: tenants; events; programming; partnerships; days of recognition; Board and Committee dates
- R-PATH collaboration on accessibility-related postings

## Other digital products

- 34 videos, internal and external
- Meetings with staff to prepare for new intranet in 2025
- Presentations: People and Culture orientation, town halls, City/Board/Committee meetings

## Sharing our story

- ONPHA Conference
- On the Way Home podcast
- Save Our Seniors documentary

# 2024 – Corporate Comms

- Annual Report
- Board and Committee support
- Connecting with the CEO Tour
- Annual United Way campaign (50% increase in donations, 100% increase in payroll deductions and one-time contributions)
- Media and issues monitoring and mitigation
- Strategic Directions and Quality Improvement Projects
- Economic and Community Development Committee report
- Building celebrations: one renaming; two completed accessibility projects
- Election support

# 2024 – Translation/Interpretation

- Documents and service disruption poster templates translated to 13 languages
- Monthly posters translated and posted in top non-English language of buildings
- 150+ interpreters at corporate and regional events; staff have access to two apps and live phone interpretation services for individual tenant support
- Seniors Speak translated to six languages, based on historical tenant requests
- Consultations for Translation and Interpretation Policy
  - Eight interpreter-facilitated sessions (nine languages, ~100 tenants)
  - Four regional volunteer meetings (~92 tenants)
  - Senior Tenants Advisory Committee
  - Staff (three sessions – focused on tenant-facing roles)

# 2024 – Supporting IDEA

## **Inclusion, Diversity, Equity, and Accessibility (IDEA)**

- Black History Month (three additional newsletter, tenant features in Seniors Speak)
- Seniors Month and Seniors Day (videos)
- National Indigenous History Month, National Indigenous Peoples Day (staff feature), and National Day for Truth and Reconciliation
- Mental Health Awareness
- Filipino Heritage Month (staff feature)
- Pride Season (staff feature)
- International Women's Day (video)
- Participated in development of IDEA strategy – launching in 2025



# 2025 – Data-Informed Approach

## Continue to use data sources to inform our work, including:

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



# 2025 – Tenants and Staff

## Tenants

- Increase tenant email subscriptions
- Update website navigation and content
- New bulletin board signage
- Launch Tenant Welcome Package
- Improve tenancy documents
- Enhanced poster designs
- Improve language services
- Second Tenant Experience Survey
- Identify tenant volunteers to help share communications

## Staff

- Launch intranet refresh
- Training on Translation and Interpretation Policy
- Enhance templates and media and photo library
- Pulse Survey
- Launch staff onboarding materials
- Enhance Careers webpages

# 2025 – Corporate / Public Comms

## Corporate

- Launch and implement corporate IDEA strategy
- Policies and Procedures: Accessibility, Use of Community Space, Tenant Human Rights, Tenant Complaints, Translation and Interpretation, Fraud
- New Quality Improvement Project
- Create communications campaigns to build brand awareness and attract and retain staff

## Public and External Stakeholders

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

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

**Meeting Date:** March 24, 2025

**Item Number:** 10

**Report Name:** TSHC's Q4 2024 Activity and Performance Measures -  
CSU

**To:** Quality and Tenant Engagement Committee

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

**Date of Report:** March 6, 2025

**Purpose:** For Information

**Recommendation:**

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

**Reason for Recommendation:**

The Community Safety Unit (CSU) at Toronto Community Housing Corporation (TCHC) provides services tied to the buildings owned by TCHC, including buildings managed by Toronto Seniors Community Housing Corporation. As recommended in the Safety and Security Quality Improvement Projects activity, with regards to more granular data to be provided to TSHC to inform tenancy management and integrated team meetings, CSU will be providing quarterly reports going forward on Community Safety related activity and performance. Their first quarterly report is enclosed for Q4 2024.

Grant Coffey

Director, Strategy and Business Management

**List of Attachments:**

1. Attachment 1 – TSHC's Q4 2024 Activity & Performance Measures  
- CSU

TSHC's Q4 2024 Activity & Performance Measures - CSU  
March 24, 2025

**Quarterly  
Performance  
Report:**

**To:** Toronto Seniors Housing Corporation

**From:** Allan Britton, Acting Community Safety Unit Senior  
Director

**Date:** February 19, 2025

**PURPOSE:**

To share Community Safety Related activity and performance with Toronto Seniors Housing Corporation ('TSHC') staff on a quarterly basis. This also report includes quarterly performance data for all TSHC including Violence Reduction Program ('VRP') in the seniors communities.

**COMMUNITY SAFETY RELATED ACTIVITY AND  
PERFORMANCE ('TSHC')**

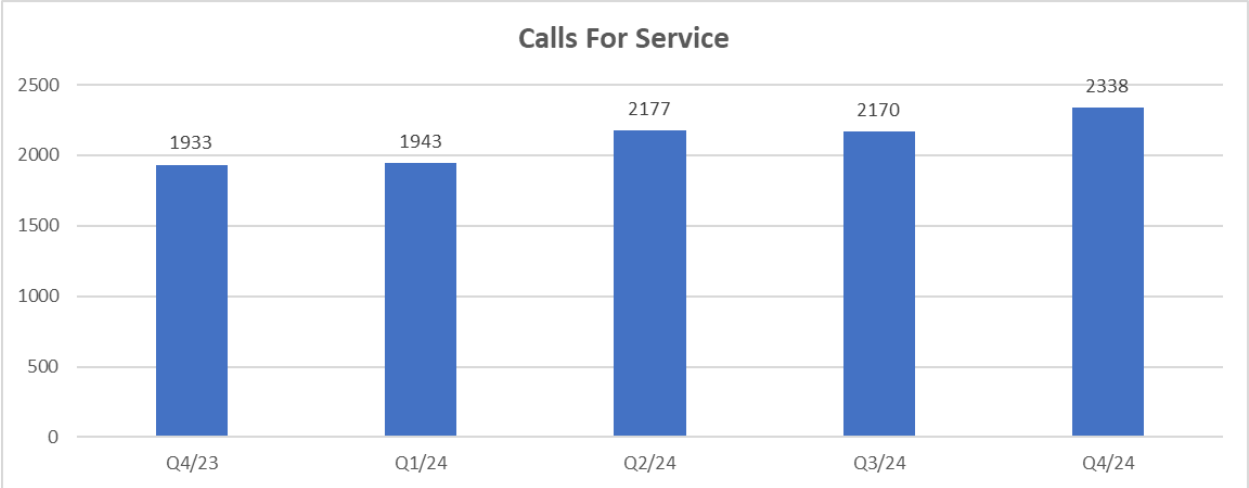
CSU Staff are assigned to TCHC and TSHC communities throughout the city. Their main duties include responding to calls for service and conducting various proactive work to help deter antisocial behaviour ('ASB') and criminal activity.

**CALLS FOR SERVICE (CFS)**

	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
Calls For Service*	1933	1943	2177	2170	2338

SOURCE: Dispatch Application (>Mar 2024) & CORA (pre-Mar 2024)

\*Excludes CSU Patrols and Meetings Attended



In Q4 2024, CSU received 2,338 calls for service to Seniors buildings across the TSHC portfolio. This is an increase of 168 calls compared to the previous quarter Q3 2024, primarily due to an increase in Trespass to Property and Noise Complaint calls for service. There was an increase of 405 calls for service compared to previous year Q4 23. This is a 21% increase.

**PROACTIVE WORK IN TSHC BUILDINGS (CSU)**

Proactive work is work that is being done by CSU staff in an effort to reduce anti-social behavior (‘ASB’) and criminal activity in TSHC communities.

This proactive work is conducted by both Special Constables which are typically through on-site patrols and Community Safety Advisors (‘CSA’) through various engagement activities which includes Community Events, Crime Stoppers Presentations, Critical Incident Responses, Presentations and Safety Meetings, Tenant Visits, Tenant Management Meetings, Referrals and Crime Prevention Through Environmental Design (‘CPTED’) Audits. Definitions can be found in the glossary in Appendix A.

Community Safety Unit Patrols

Stat Category	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
CSU Patrols	276	262	245	202	301
Buildings Patrolled	37	41	36	30	34

SOURCE: CORA and Niche RMS

Engagement Activity

	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
Engagement Activity*	15	15	4	10	44

SOURCE: CSA Activity Tracker, CORA and Niche RMS (Special Constable Community Events).

\*Community Events, Crime Stoppers Presentations, Critical Incident Responses, Presentations and Safety Meetings.

Tenant Visits and Tenant Management Meetings

	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
Tenant Management Meeting	13	3	3	7	7
Tenant Visit	27	10	16	37	13

SOURCE: CSA Activity Tracker

Referrals

	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
Referrals	25	15	2	12	13

SOURCE: CSA Activity Tracker

Crime Prevention through Environmental Design (CPTED) Audits

	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
CPTED Audits	6	4	2	3	5

SOURCE: CPTED Audit DB - Senior

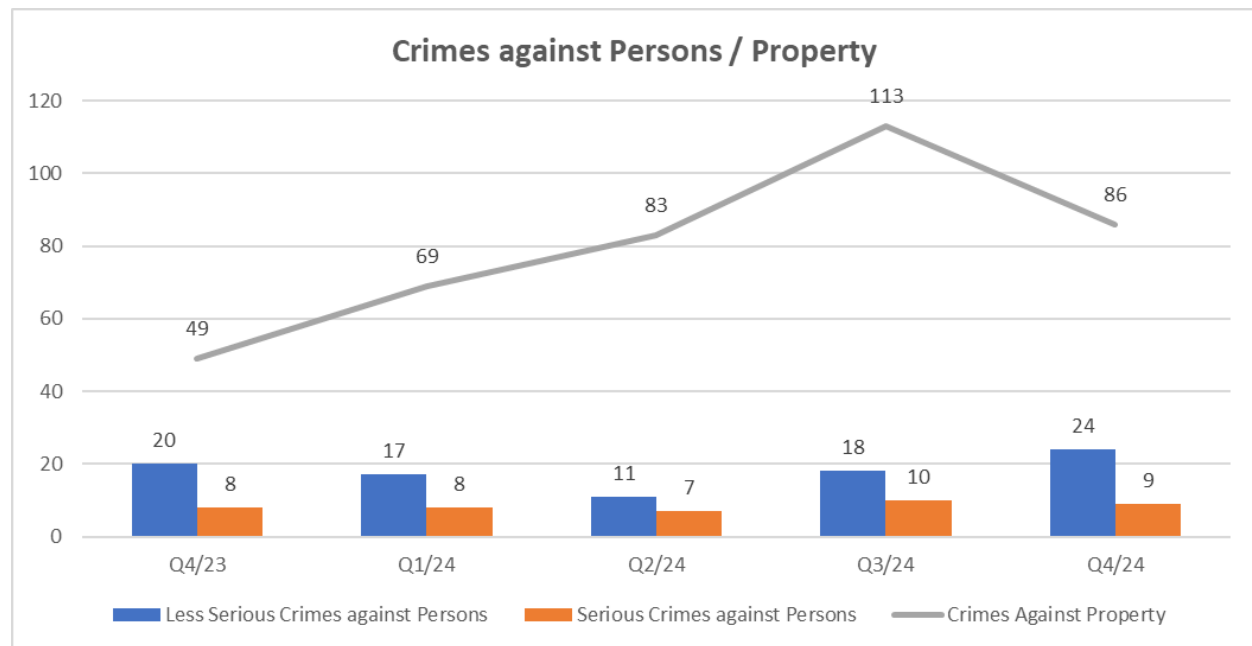


## CRIMINAL ACTIVITY ON TSHC PROPERTY

Crimes committed on TSHC are grouped into two categories those against Persons and those against property. Quarterly data shown below.

Stat Category	Q4/23\	Q1/24	Q2/24	Q3/24	Q4/24
<b>Less Serious Crimes against Persons</b>	20	17	11	18	24
<b>Serious Crimes against Persons</b>	8	8	7	10	9
<b>Crimes Against Property</b>	49	69	83	113	86

SOURCE: CORA and Niche RMS



SOURCE: CORA and Niche RMS

### Crimes against Persons

These crimes include assault, sexual assault, attempted homicide, discharge firearm, homicide, manslaughter, robbery, criminal harassment, indecent exposure, threatening etc.

In Q4 2024, reported Crimes against Persons decreased by 18% (5 incidents) overall compared to Q3 2024:

- Serious crimes against persons decreased by 10% (1 incident).  
There was an increase in reported sexual assaults (SSE and SSW) and a decrease in aggravated assaults (SSE) and robberies (SNW).
- Less serious crimes against persons increased by 33% (6 incidents).  
There was an increase in reported assaults in SNE and SSW regions, criminal harassment in SNW, SSE and SSW regions and utter threats in SNE, SSE and SSW regions.

Compared to Q4 2023, reported crimes against persons increased by 18% (5 incidents) overall:

- Serious crimes against persons decreased by 13% (1 incident).  
There was an increase in reported assault peace officer incidents (SSE and SSW) and a decrease in sexual assaults (SSW).
- Less serious crimes against persons increased by 20% (4 incidents).  
There was an increase in reported criminal harassment in SNW, SSE and SSW regions and utter threats in SNE, SSE and SNW regions (there was a decrease in SSW).

### Crimes against Property

These crimes include break and enters, theft, mischief, arson, vehicle thefts, etc.

In Q4 2024, reported crimes against property decreased by 24% (27 incidents). There were decreases in reported Break & Enters and Thefts in SNE, SSE and SSW regions.

Year over year, in Q4 2024, reported crimes against property increased by 76% (37 incidents) compared to Q4 2023, primarily due to an increase in reported mischiefs in all regions (SNE had highest increase) and thefts in SNW, SSE and SSW regions.

CSU actively works to mitigate crimes against property on TSHC property through the proactive work outlined above. In addition, we are looking to champion a community-based approach to safety, working with tenants, police, local safety organizations and partners. Here we will employ a community development approach to engage tenants to help plan, design and implement safety initiatives. We will also continue to educate tenants

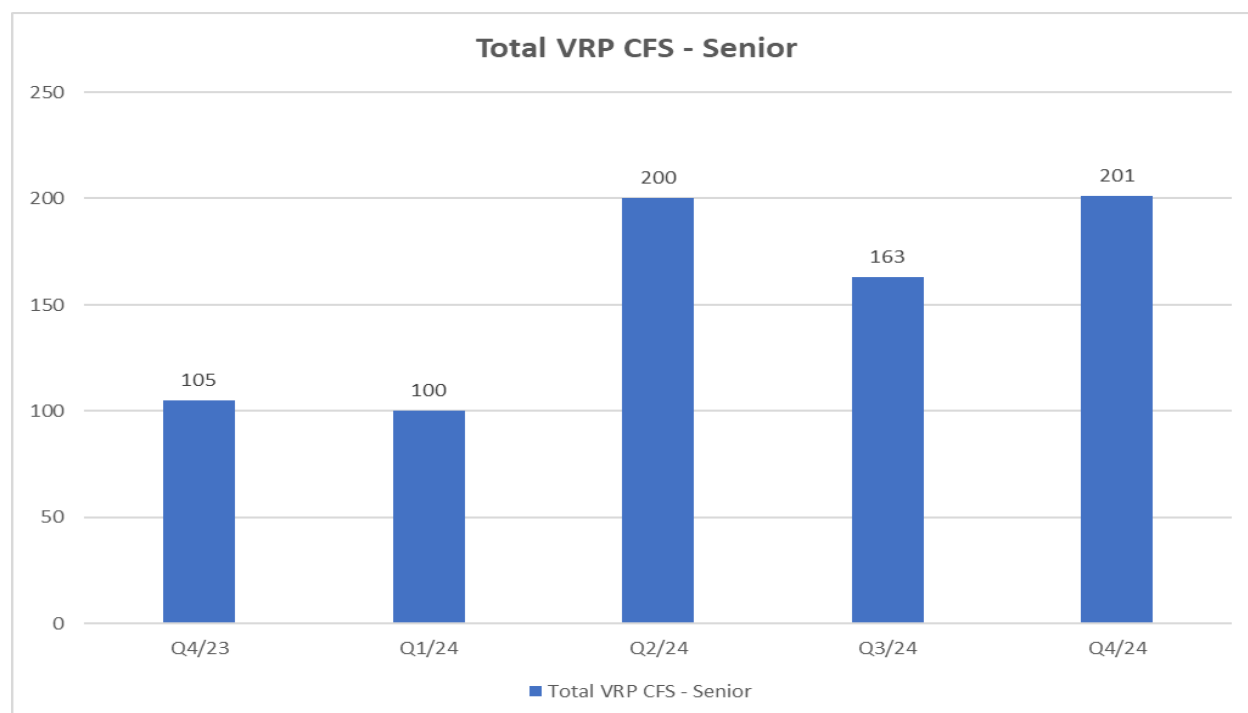
with more opportunities to learn about safety and the actions they can take.  
**VIOLENCE REDUCTION PROGRAM ('VRP')**

The Violence Reduction Program (VRP) began in Q3 2019 and is intended to reduce violent activities in the VRP communities.

Calls for Service - TSHC - VRP Sites (note one call can have multiple incidents)

Dev Name	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
William Dennison Apartments (310 Dundas St E, 237 Sherbourne St)	34	31	46	41	81
Edgeley Apartments (35 Shoreham Dr)	34	21	79	52	60
Glenyan Manor (10 Deauville Lane)	13	27	51	42	26
Northacres Apartments (2 – 20 Flemington Rd)	10	13	13	21	14
Sackville St (252) (252 Sackville St)	14	8	11	7	20

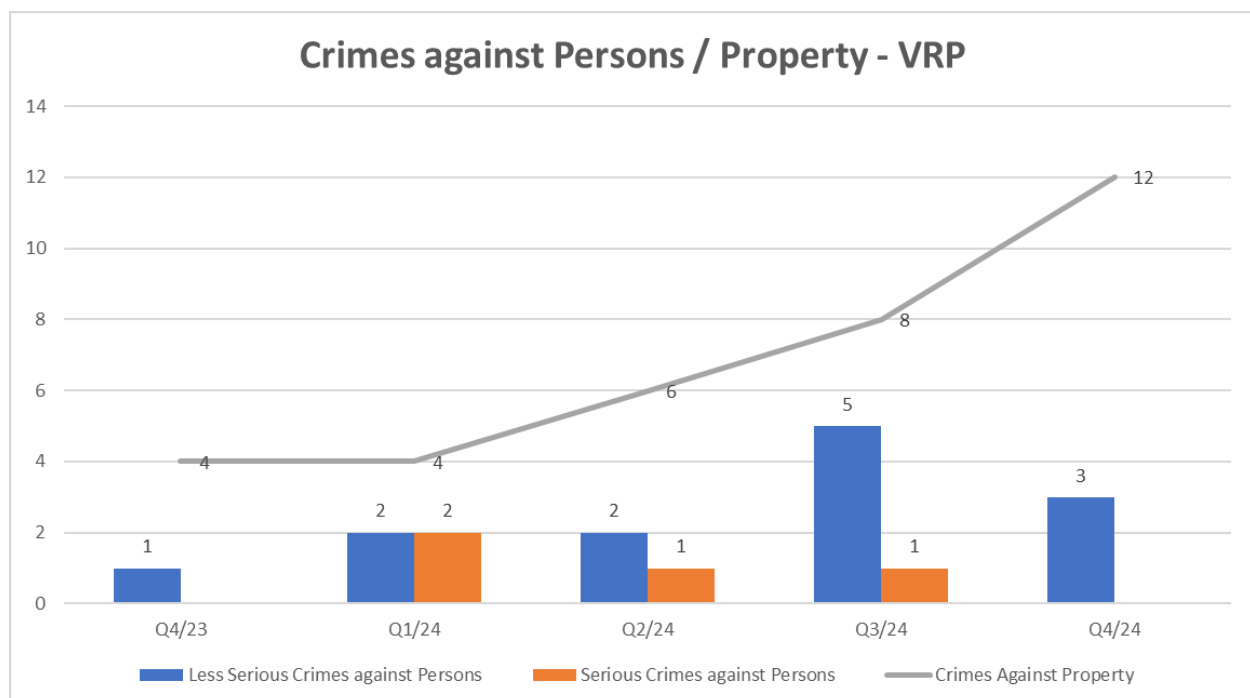
SOURCE: Dispatch Application (>Mar 2024) & CORA (pre-Mar 2024)



### Crimes against persons / Crimes against property (VRP)

Stat Category	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
<b>Total Crimes against Persons</b>	1	4	3	6	3
Less Serious Crimes against Persons	1	2	2	5	3
Serious Crimes against Persons	0	2	1	1	0
<b>Crimes Against Property</b>	4	4	6	8	12

SOURCE: CORA and Niche RMS



The rise in crimes against property incidents in Q4 was as a result of an increase in reported theft incidents in William Dennison (2), Flemington Park (1) and Edgeley Apts (1).

### **OTHER STATISTICAL CATEGORIES (TSHC)**

Stat Category	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
Cause Disturbance Incidents	396	347	177	227	275
Check Welfare Incidents	150	149	171	215	223
Neighbour Disputes	247	270	236	220	253
Noise Complaints		12	167	158	155
Parking Incidents	170	180	231	191	184
Trespass Incidents	61	99	109	84	185
Video Requests	40	45	61	63	72

SOURCE: CORA and Niche RMS

## Q4/2024 UPDATE ON OTHER SECURITY MEASURES (TSHC)

### FOB Update related to TSHC sites

In 2023, CSU prioritized TSHC buildings and completed 27 fob audits. In 2024, CSU audited 3 TSHC properties and deactivated over 150 fobs through the fob building audits. CSU continuously working with Reconnect to ensure fobs are properly assigned with appropriate access to support TSHC tenants. Employees fob audit was also completed and added a process where TSHC HR provides CSU a monthly offboarding reports to ensure previous employee fobs are deactivated. In 2025, CSU created a workplan to audit 10 TSHC buildings listed under the “moderate” needs level and work with TSHC staff should a building requires a fob audit.

### Third Party Security update related to TSHC sites

The CSU through a contract agreement with STAR Security, administers and oversees the deployment, activity, and standards of Third-Party Security staff on TSHC properties. STAR Security provides limited service, to augment the CSUs operational capacity in communities which require additional, on-site support. Third-Part Security staff perform either access control, patrol, or keyholder services on TSHC properties. The CSU maintains oversight of Third-Party Security staff and intakes and

investigates all complaints regarding misconduct, or failure to provide service and works with the vendor to resolve the complaints either informally or formally. Deployment of guards is determined by Regional Operations Management with input from the CSU, as long as it is line with the contractual agreement and other relevant legislation or agreements.

There is currently Third-Party Security at the following TSHC addresses:

Southwest Region:

- 340 Royal York Rd. (Edwards Manor)\*\*
- 2835 Lakeshore Ave. E. (Woods Manor)\*\*
- 423 Yonge St. (Collegeview Apartments)

Northwest Region:

- 1775 Eglinton Ave. W. (Doug Saunders Apartments)

Southeast Region:

- 310 Dundas St. E. (William Dennison Apartments)\*\*
- 80 Danforth Ave. (Broadview Manor)

\*\* indicates coverage split between two buildings.

**ATTACHMENT: Appendix A – Glossary of Terms**

**SIGNATURES:**

*"Allan Britton"*

Allan Britton  
Acting Senior Director, Community Safety Unit

## **APPENDIX A**

### **GLOSSARY OF TERMS**

#### Community Safety Unit Patrols:

Patrols of the community by special constables. Patrols may be self-initiated, directed by a supervisor due to ongoing identified issues or patrols joint with Toronto Police officers.

#### Crimes against Property:

The number of incidents involving unlawful acts with respect to property but do not involve the use or threat of violence against a person (included are: theft, break and enter, trespass, mischief, arson, etc.)

#### Serious Crimes against Persons:

Intentional use of force which results in serious injury or bodily harm, or use of an offensive weapon against a person. (included are: sexual assault, aggravated assaults, assault peace officer, assault with weapon, robbery, homicide, discharging a firearm, etc.)

#### Less Serious Crimes against Persons:

The number of incidents involving the application and/or threat of force to a person that are less serious in nature (included are: assault, criminal harassment, utter threats, etc.)

#### Referrals:

Community Safety Advisors (CSA) refer tenants to various agencies or business units and record this referral into HoMES and into the CSA Activity tracker. Numbers are calculated using the CSA Activity tracker.

Tenant Visits:

Community Safety Advisors (CSA) visit or contact tenants for various reasons and record this activity into the CSA Activity tracker. Numbers are calculated using the CSA Activity tracker.

Engagement Activities:

These numbers are collected from both the RMS systems (CORA and Niche) where a community event was captured by a special constable and also from the CSA Activity tracker where Community Events, Crime Stoppers Presentations, Critical Incident Responses, Presentations and Safety Meetings were recorded by the community safety advisors.

CPTED:

An audit conducted by the community safety advisor in relation to crime prevention through environmental design (CPTED). Recommendations are recorded to enhance the safety of a community. For example, lighting may be poor in an area, a fence may be broken, hedges may be overgrown, graffiti may be present. Fixing these types of issues contributes to the safety of the community.