

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

Date: Monday, July 14, 2025

Time: 3:00 pm to 5:00 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1 min	Approval of QTE Public Committee meeting minutes of May 26, 2025	Approval	Minutes	Chair
6.	3:07 pm 1 min	Action Items Review	Information	List	Chair
7.	3:08 pm 5 min	CEO Update	Information	Verbal Report	Tom Hunter
8.	3:13 pm 40 min	Translation and Interpretation Policy	Approval	Report	Deanna Veltri / Wendy Dobson
9.	3:53 pm 15 min	Operational Dashboard	Information	Report	Brad Priggen
10.	4:08 pm 10 min	Local Housing Corporation (LHC) Report	Information	Report	Brad Priggen

Item	Time	Description	Action	Type of Item	Presenter
11.	4:18 pm 30 min	TSHC Follow-up Support (FUS) Initiative (Complex Tenancies)	Information	Report	Brad Priggen/ Sandra Mageau- Marsh
12.	4:48 pm 5 min	Engagement, Partnerships and Communications Update	Information	Verbal	Deanna Veltri
13.	4:53 pm	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Monday, May 26, 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, May 26, 2025, at 3:00pm via WebEx video conference. **This meeting was livestreamed and can be viewed [here](#).**

Members in attendance:

Linda Jackson, Chair
Fareed Amin
Jim Meeks
Brenda Parris
Lawrence D’Souza
Councillor Crisanti
Andrea Austen

Guests:

Allan Britton, Senior Director,
Community Safety Unit
Mona Bottoni, Senior Manager
Operations, Community Safety
Unit

TSHC staff present:

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

Item 1: Chair’s remarks

The Chair, Linda Jackson, welcomed Committee members, Board, Staff and online participants to the Quality and Tenant Engagement Committee meeting of May

26, 2025. Ms. Jackson stated that the meeting was being live streamed on YouTube.

The Chair acknowledged that May is Asian Heritage Month, Canadian Jewish Heritage Month, Polish Heritage Month on a federal level, as well as Armenian and Dutch Heritage Month. She noted that it was also Accessibility Week, which is an opportunity to reflect on and celebrate how far we've come, the work ahead and to realize our goal of Barrier Free Canada by 2040. As well as noting May 28th is World Hunger Day, a day dedicated to. Raising awareness about global food insecurity and the urgent need for sustainable solutions.

The Chair noted the TSHC Quality and Tenant Engagement Agenda focus on the Strategic Directions Q1 2025 Progress Report, the Operational Dashboard, Reason to Move out Report, Engagement, Partnerships and Communications Update, City follow-up on Service Model Report, NORC Report and a presentation on the Community Safety Unit (CSU) Q1 Report. She also noted two Deputations, from Bill Lohman on Item 11: Engagement, Partnerships and Communications Update and Item 13: Naturally Occurring Retirement Community (NORC) Report.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: New Business and Approval of public meeting agenda

The Chair asked if there were any changes to the May 26, 2025 QTEC Public meeting Agenda, being none, she asked for a motion to approve the Public Agenda of May 26, 2025 as presented.

Moved: Jim Meeks

Seconded: Fareed Amin

With All in favour, it was resolved that the QTEC Public Agenda of May 26, 2025 was approved as presented **Carried**

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

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.

Item 5: Approval of amended public minutes of QTEC meeting February 10, 2025

The Chair noted the approved February 10, 2025 QTEC Public Minutes had been amended to remove identifying information on Page 5 of the February 10th minutes, page 7 of the package. Then asked for motion that the February 10, 2025, Amended QTE Committee Public Minutes be approved.

Moved: Fareed Amin

Seconded: Jim Meeks

With All in favour, it was resolved that the Amended QTEC Public meeting Minutes of February 10, 2025, were approved as presented **Carried**

The Chair then asked for a motion to approve the QTEC Public meeting Minutes of March 24, 2025

Moved: Fareed Amin

Seconded: Jim Meeks

With All in favour, it was resolved that the Amended QTEC Public meeting Minutes of March 24, 2025, were approved as presented **Carried**

Item 6: Action items review

Ms. Jackson addressed noted the two action items from the March 24, 2025 meeting have been completed and there were no other action items.

Item 7: CEO Update

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

- Indigenous Heritage Month, Filipino Heritage Month, Pride Month and Seniors Month
- 175 Cummer Craning Ceremony
- Regional Tenant Meetings
- Merrill Project
- Upcoming Community Safety Meeting at 2835 Lakeshore with Councillor Morley

The Chair thanked Mr. Hunter and the Committee for the wholesome discussion and proceeded to the next agenda item.

Item 8: Strategic Directions Q1 2025 Progress Report

At the invitation of the Chair, Grant Coffey went through the Strategic Directions Q1 2025 Progress Report, highlighting:

- Key Performance Indicators Dashboard
 - Arrears Management
 - Pest Management
 - Vacancy Management
 - Community Safety
 - 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 then proceeded to the next Agenda Item.

Item 9: Operational Dashboard

At the invitation of the Chair, Brad Priggen went through the Operational Dashboard, highlighting:

- Monthly Summary
- Arrears
- Vacancies
- Maintenance Work Orders
- Administrative Requests (Tickets)
- Pest Management

The Chair thanked Mr. Priggen and then proceeded to the next Agenda Item.

Item 10: Reason to Move Out Report

At the invitation of the Chair, Brad Priggen went through the Reason to Move Out Report, highlighting:

- Complete list of the reasons provided to TSHC for vacating
- When a unit Becomes Vacant
- Timeline Overview
- Quality Control Measures

The Chair thanked Mr. Priggen and then proceeded to the next Agenda Item.

Item 11: Engagement, Partnerships and Communications Update

The Chair noted that there was a deputation on the Engagement, Partnerships and Communications Update from Bill Lohman. Mr. Lohman thanked the Chair and Committee, then highlighted:

- Community Engagement
- Community Action Funds (CAF)
 - Gardening Funds
 -
- Tenants needing to be more involved
 - Team efforts
- What's working and what is not

The Chair thanked Mr. Lohman for his deputation and then at the invitation of the Chair, Deanna Veltri went through the Engagement, Partnerships and Communications Update, highlighting:

- Planning Meetings (January – March)
- Regional Meetings (April – May)
- STAC Recruitment and Expansion
- Senior's Speak Spring Issue
- CAF Progress Update
- Q1 Partnership Reporting Highlights
- Upcoming Activities

The Chair thanked Ms. Veltri for the update and proceeded to the next Agenda Item.

Item 12: City follow-up on Service Model Report

At the invitation of the Chair, Deanna Veltri went through the follow-up on the Service Model Report for the Economic and Community Development Committee, highlighting:

- Committee Results
 - The report was adopted by the Committee
- Progress and Status Update
 - Leadership and management staff from TSHC's Engagement,

Partnership and Communications team and SSLTC hosted a meeting in April to discuss a coordinated approach to engage with divisions and agencies to execute the programs.

- TSHC has since been participating in kick-off meetings and discussions with SSLTC staff and individual City divisions and agencies throughout April and May to further coordinate on topics including confirming facility requirements, establishing timing for events/services to take place, and approaches to further engage tenants to support finalizing program design.
 - Once kick-off process is complete and planning is actively underway, SSLTC & TSHC will maintain ongoing progress tracking and discussion to ensure all activities are supported to succeed.
 - At the community level, the Engagement, Partnerships and Communications team will support execution of the services and events in alignment with TSHC's best practices and procedures
- Overall Next Steps
 - activities and initiatives of City divisions and agencies brought forward through the report build on the City's existing commitments and partnerships with TSHC. This work will supplement TSHC's current tenant-facing programs and services in 2025. Additionally, TSHC will continue to leverage its current and future partnerships with the community and health sectors to respond to the remaining unmet programs and service priorities identified by tenants.

The Chair thanked Ms. Veltri and there was a wholesome conversation. Andrea Austen noted that the City is happy to help in anyway they can and to reach out if assistance is needed. With that, the Chair continued on to the next Agenda Item.

Item 13: Naturally Occurring Retirement Community (NORC) Report

The Chair noted that there was a deputation on the Naturally Occurring Retirement Community (NORC) Report from Bill Lohman. Mr. Lohman thanked the Chair and Committee again, then highlighted:

- Learnings from experience (efforts from volunteers)
- Aging in Community (connects with Integrated Service Model)
- Knowledge makes access easier
- Connection between NORC and Community Connect⁺ model
- WIFI being installed throughout building by end of July

The Chair thanked Mr. Lohman for his deputation and then at the invitation of the Chair, Deanna Veltri went through the Naturally Occurring Retirement Community (NORC) Report, highlighting:

- Context and Background
 - About NORCs
 - NORC Innovation Centre
- UHN NORC Program - core elements of the UHN NORC Ambassador program includes
 - NORC Ambassadors & Neighbour Networks
 - NORC Connector
 - Integrated Health & Social care
 - NORC Provider Network
- NORC – TSHC Partnership
- Summary of recent community activities supported by NIC
- Partnership Next Steps

The Chair thanked Ms. Veltri and continued to the Next Agenda Item.

Item 14: Community Safety Unit (CSU) Q1 Report

At the invitation of the Chair, Allan Britton, Acting Community Safety Unit Senior Director went through the CSU Q1 Report, highlighting:

- Calls For Service (CFS)
- Proactive Work in TSHC Buildings (CSU)
 - Community Safety Unit Patrols
 - Engagement Activity
 - Tenant Visits and Tenant Management Meetings
 - Referrals
 - Crime Prevention through Environmental Design (CPTED) Audits
- Criminal and Illegal Activity on TSHC Property
 - Crimes against Persons
 - Crimes against Property
- Violence Reduction Program ('VRP')
 - Calls for Service – TSHC-VRP Sites
- Other Statistical Categories (TSHC)
- Q1/2025 Update on Other Security Measures (TSHC)
 - Third Party Security update related to TSHC sites
 - CSU Deployment Model
 - Community Safety Advisors and Camera update
 - New Records Management System
 - Neighbourhood Community Officers work with CSU (Senior's buildings)
 - CSU Staff Training Related to TSHC

The Chair thanked Mr. Britton and there was a wholesome conversation among the Committee. Before adjourning, the Chair thanked Staff for bringing forward a fulsome package and reporting.

Item 15: Adjournment

The Chair thanked the Committee members, Board, Staff, and the online attendees to the TSHC QTEC May 26, 2025, meeting and asked for a motion to adjourn the meeting.

Moved: Fareed Amin

Seconded: Jim Meeks

With All in favour, it was resolved that the TSHC QTEC May 26, 2025, meeting terminate **Carried**

Linda Jackson, Chair
Quality and Tenant Engagement Committee

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

Action Items List as of May 2025

Action items				
	Meeting Arising From	Description	Resp	Status
	No outstanding items as of May 26, 2025			

Completed Action items				
	Meeting arising from	Description	Resp.	Status
1.	March 24, 2025	Bring to Committee NORC Report	Deanna Veltri	Completed
2.	March 24, 2025	Bring to Committee Move-Out Report	Brad Priggen	Completed
3.	November 18, 2024	Tenant Work Orders Submitted	Brad Priggen	Completed
4.	November 18, 2024	Provide report of Rapid Re- housing bi-annually to QTE Committee	Tom Hunter/ Brad Priggen	Completed
5.	Sept 30, 2024	Provide stats on CCTV Cameras to Board	Brad Priggen	Completed

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

Meeting Date: July 14, 2025

Topic: Translation and Interpretation Policy

Item Number: 08

To: Quality and Tenant Engagement Committee

From: Deanna Veltri, Director, Engagement, Partnerships, and
Communications

Date of Report: July 14, 2025

Purpose: for approval

Recommendation:

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

- To adopt the Translation and Interpretation Policy, as set out in Attachment 1 of this report, and forward it to the TSHC Board of Directors, with an effective date of September 29, 2025.

Reason for Recommendation:

In an ongoing effort to ensure that its policies align with the needs and expectations of tenants, Toronto Seniors Housing Corporation (TSHC)

initiated a project in 2022. The project aimed to gather tenant feedback to inform policy updates that directly impact the tenant experience.

To gather tenant input, TSHC hired Health Commons to hold focus groups where tenants could review TSHC's tenant-facing policies and provide any feedback. More than 90 tenants from 36 different buildings took part in these focus groups held between November 2022 and April 2023.

In addition to the focus groups, TSHC conducted an environmental scan to review best practices for translation and interpretation and held eight tenant consultations, prioritizing the top languages spoken across our communities. These consultations took place in various locations throughout the city, carefully selecting buildings based on the concentration of tenants who speak those languages. Professional interpreters were present at these meetings to ensure effective communication. Additionally, consultations were conducted at four Regional Tenant Volunteer meetings, two Senior Tenants Advisory Committee (STAC) meetings, and with both The Centre for Advancing the Interests of Black People and the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee for further insights.

The proposed Policy provides a clear and consistent framework for how TSHC provides translation and interpretation services, including communication supports such as sign language and accessible formats such as braille. These services help tenants be more involved within their communities and understand their housing rights.

Key Policy Elements

- The Policy is written in plain language to ensure clarity and ease of understanding.

- Tenant-facing posters will be displayed in English and the top non-English language (at minimum) for each building. All posters will use large print, plain language, and images to make them easier to understand.
- Tenants can ask for critical information in other languages or accessible formats at any time. These requests will be fulfilled within a reasonable timeframe.
- Legal and technical documents, such as leases will be supported with plain language summaries and interpretation services as needed.
- The Policy scope has been further clarified to include tenants, staff, and Board of Directors.

The Policy was also reviewed for its impact on IDEA (Inclusion, Diversity, Equity, and Accessibility).

Next Steps

Staff will be working on developing procedure documents in Q3 2025, with training and rollout of the Policy scheduled for the end of Q3 2025.

Tenants will be informed about the new Policy through their Regional Tenant Volunteer meetings, the Tenant Volunteer email updates, STAC meetings, the Seniors Speak newsletter, posters, and the TSHC website.

Deanna Veltri

Director, Engagement, Partnerships, and Communications

List of Attachments:

1. Translation and Interpretation Policy - Presentation
2. TSHC Translation and Interpretation Policy

Toronto Seniors Housing Corporation

Translation and Interpretation Policy

Quality and Tenant Engagement Committee

July 14, 2025



Policy Overview



Policy Statement

This Policy explains TSHC's commitment to communicating with tenants in ways everyone can understand. The Policy also explains how we provide translation and interpretation services, including communication supports and accessible formats. These services help tenants be more involved and understand their housing better.

Policy Review Plan

- ✓ Conduct a jurisdictional scan
- ✓ Review current data
- ✓ Hold consultation sessions
- ✓ Draft Policy
- ✓ Review policy with key partners

In Scope

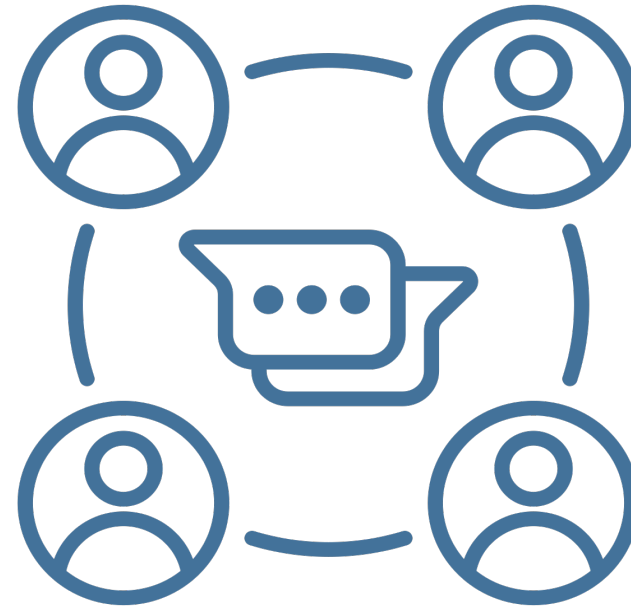
- Content created by TSHC, including documents, posters, and website content
- Tenants who need translation or interpretation services, including communication supports (such as sign language), or accessible formats (such as braille)
- Staff helping tenants to find and understand information
- Staff and TSHC Board Directors that need communication supports or accessible formats

Out of Scope





- Content created by another organization
- Staff who need translation and interpretation services for themselves unless it is an accessibility request for staff with a disability
- Translation and interpretation services for events or activities run or hosted by outside organizations
- Translation and interpretation services for events or activities run or hosted by tenants

Consultation Sessions





- **Eight** consultation sessions with tenants whose primary language is not English
 1. Cantonese/Mandarin
 2. Russian
 3. Farsi
 4. Vietnamese
 5. Tamil
 6. Korean
 7. Polish
 8. Spanish
- **Two** Senior Tenants Advisory Committee meetings
- **Four** Regional Tenant Volunteer meetings
- **Three** staff sessions
- Feedback from **The Centre for Advancing the Interests of Black People**
- Feedback from **Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee**



Key Updates to the Policy

	Current Policy	Proposed Policy Changes
 Language and Accessibility Enhancements	Formal, policy-oriented language	Plain language; also integrates accessibility
 Expanded Definitions and Clarifications	Very limited definitions	Includes a comprehensive definitions section
 Broader Scope and Responsibilities	Applies mainly to tenants and staff in tenant-facing staff roles	Expanded to include Board of Directors, regional and corporate staff, and clearer definitions of scope
 Data-Driven Language Support	No mention of data-driven language support	Uses tenant language data to prioritize needs organization-wide, by region, and by building

Key Updates to the Policy

	Current Policy	Proposed Policy Changes
 Procedures	General guidance without detailed procedures	Detailed procedures for translation types, emergency tools, posters, and interpreter booking protocol
 Legal and Regulatory Alignment	Mentions legal obligations generally	Explicitly references AODA, HSA, the Code, and the RTA
 Training and Development	No specific training component	Includes staff training aligned with IDEA goals
 Support for Tenants and External Groups	Unclear support for tenant-run or external events	Clarifies support boundaries and provides templates and guidance

Requesting Translation and Interpretation Support

Outside organizations are responsible for arranging their own translation and interpretation services for TSHC tenant programs or events they host.

A **poster** on requesting translation and interpretation services is available in English, French, and the top 12 non-English languages in all buildings.



TSHC **will make every effort** to provide materials, such as guides and translated template posters for commonly held tenant-led events.

The TSHC website can **automatically translate** its content into 15 languages.

TSHC does not provide funding for translation and interpretation services for any events or programs led by **tenants**.

Translation and Interpretation for all other information

For information not covered by the categories listed on the previous slides, the responsible Department Head will decide if translation and/or interpretation is needed based on these factors:

- ✓ will translation or interpretation, including accessible formats and communication supports, help more tenants participate, understand and follow rules, or improve finding and participating in programs
- ✓ if tenants have asked for translation or interpretation for similar information in the past

Accessibility and Inclusion



TSHC will annually review tenants' most common preferred languages and communication methods



Tenants can request critical service information in any language or accessible format, and it will be professionally translated or adapted promptly



The TSHC website includes an auto-translation feature for top tenant languages



Information will be provided in accessible formats or with communication supports (e.g., braille and sign language) upon request

IDEA Lens

How does this Policy impact DEI and full participation?

- This Policy enhances Diversity, Equity, and Inclusion (DEI) by ensuring that tenants from diverse linguistic backgrounds and abilities can access important information and services
- It promotes participation in community activities and decision-making

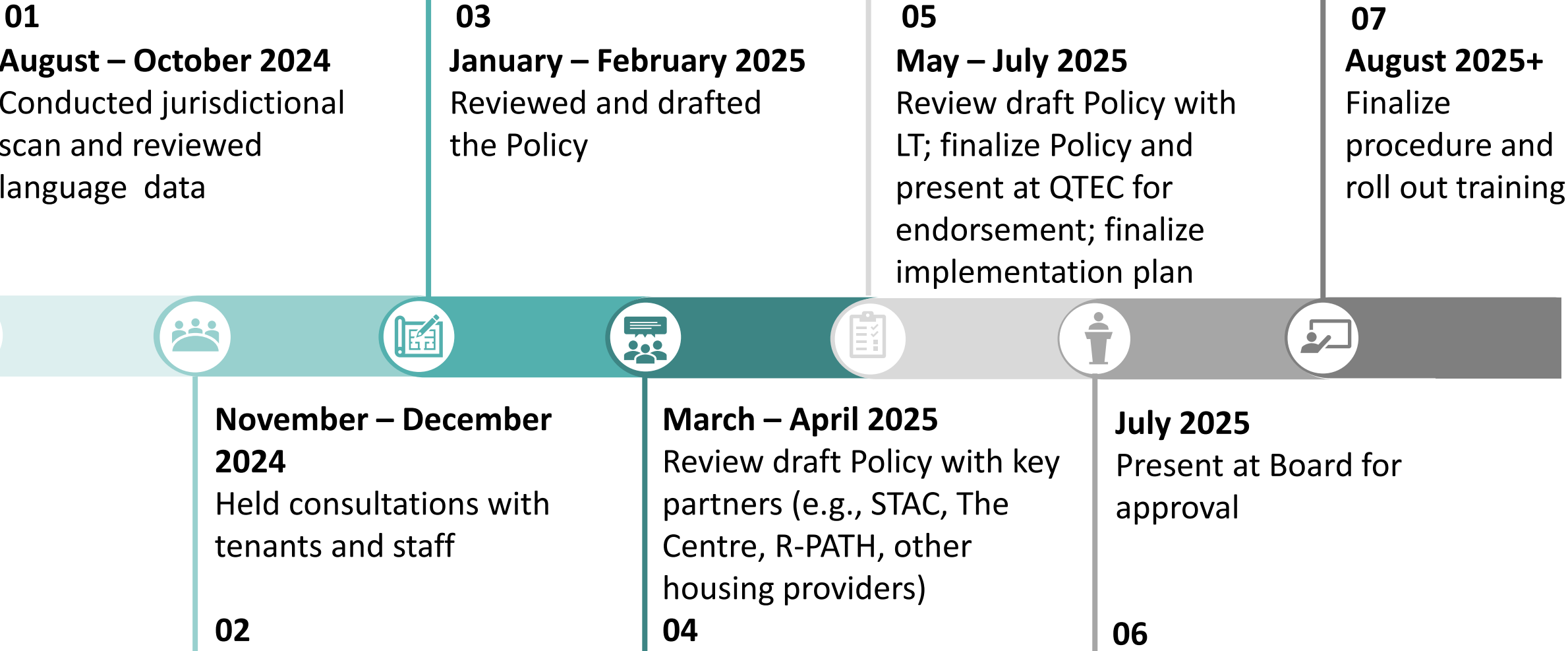
Does the Policy create barriers to any demographic group?

- If tenants are not adequately informed about the availability of these services or how to request them, it may hinder full participation
- If the processes for accessing these services are complicated, it may discourage tenants from asking for support

Does the Policy create unintended consequences to any demographic group?

- The most commonly-spoken languages are the ones that are being proactively translated
- Smaller language and accessibility communities may be neglected because their documents are only translated or reformatted when requested (due to staff capacity and funding), which may lead to feelings of exclusion for those specific groups

Timeline and Next Steps



Toronto Seniors Housing Corporation (TSHC) Translation and Interpretation Policy

Policy Sponsor: Director, Engagement, Partnerships, and Communications

Approver: Board of Directors

Initial Approval Date: May 18, 2022

Date of Last Revision, if applicable: N/A

Effective Date: [Date]

Policy Statement

This Policy explains Toronto Seniors Housing Corporation's (TSHC) commitment to communicating with tenants in ways everyone can understand. The Policy also explains how we provide translation and interpretation services, including communication supports and accessible formats (see Definitions). These services help tenants be more involved and understand their housing better.

Policy Objectives

The purpose of this Policy is to:

- help tenants understand things about their housing, like their lease, their rights, and what they can or need to do as a tenant
- help tenants join activities and get the services they need
- guide Toronto Seniors Housing Corporation staff on how to get translation and interpretation services for tenants, including communication supports and accessible formats

Scope

This Policy applies to:

- content created by Toronto Seniors Housing, including documents, posters, and website content
- TSHC tenants who need translation or interpretation services, including communication supports, such as sign language, or accessible formats, such as braille
- TSHC staff helping tenants to find and understand information
- staff and members of the TSHC Board of Directors that need communication supports or accessible formats, such as sign language or braille

Out of Scope

This Policy does not apply to:

- content created by another organization
- TSHC staff who need translation and interpretation services for themselves, unless it is an accessibility request for a staff person with a disability
- translation and interpretation services for events or activities run or hosted by outside organizations
- translation and interpretation services for events or activities run or hosted by tenants

Definitions

Accessible formats: Accessible formats, sometimes called alternate formats, are ways to present communications (like words, pictures, or videos) so that people who have a disability related to reading or understanding this material can still get the information. Examples of accessible formats include braille, large print, and audio.

Auto-translation: Changing written or spoken language into another language or format using a device or computer program. This happens without using a human translator. Examples include translation apps or other tools that let you change the language on a website.

Communication supports: Communication supports are ways for people with disabilities to access audio information visually. Examples of communication supports include sign language interpretation, captions, and plain language.

Critical information: Information that may affect the health or safety of TSHC tenants. It includes communication about planned or unplanned disruptions to TSHC's critical services, such as water and electricity.

Critical services: Services that need to continue without disruption. If not, there could be serious risks, like loss of life, injury, or property damage. These services should restart as quickly as possible after a disruption, based on emergency response practices, to ensure the health, safety, security, and well-being of TSHC tenants. Examples of critical services include water, electricity, and fire alarm systems.

Customer Relationship Management (CRM) language data: Tenant language information in the CRM system. Tenants usually give this information when they sign their lease or at other meetings with staff, such as for annual rent reviews. For the purposes of this Policy, TSHC will review this data once every year.

First language: The language a person uses most often or feels most comfortable using to communicate.

Interpretation: Changing spoken words from one language to another. This includes sign language and other communication supports. It is a back-and-forth process that lets people who speak different languages talk with each other.

Personal information: As defined in the *Municipal Freedom of Information and Protection of Privacy Act*, it includes recorded information about a person that could identify them.

Plain language: Information written, organized, and designed so that it is very clear. This helps people easily find what they need, understand it, and use that information.

Regional staff: TSHC staff who work directly in tenant buildings or at one of the four regional offices.

Tenancy information: Information a tenant needs to know about their lease, their rights, and what they can or need to do as a tenant.

Translation: Changing written words from one language into another, including accessible formats such as braille.

Roles and Responsibilities

TSHC Communications Team: Responsible for managing the Translation and Interpretation Policy. This includes coordinating all corporate-wide translation services. The Communications Team creates information about translation and interpretation services and tracks their usage.

TSHC People and Culture Team: Responsible for working with the Communications Team. Together, they create training and tools to help staff know how to use this Policy.

Seniors Services Coordinator: Responsible for helping tenants learn about the translation and interpretation services TSHC offers. They also show tenants how to find and use these services.

Regional Staff: Responsible for arranging translation or interpretation when tenancy information is needed in another language or format. They also print and put up English and translated posters from the Communications Team. They work with the Executive Business Program Coordinator to the Chief Executive Officer (CEO) to book interpreters for regional tenant meetings.

Community Services Coordinator: Responsible for working with the Executive Business Program Coordinator to the CEO and the Communications Team to set up translation and interpretation services for tenant planning meetings.

Executive Business Program Coordinator to the Chief Executive Officer: Responsible for making sure interpreters are scheduled to attend TSHC meetings and discussions with groups of tenants and staff. They book and keep track of

these interpretation services.

Policy Content

Expectations

Translation and interpretation services will focus on tenancy support and encouraging tenant participation. When it makes sense and is possible to do so, TSHC will use plain language and visuals to help tenants understand.

TSHC department staff will decide what critical information they need to translate for tenants. The Communications Team will advise on priorities, based on past translation requests, the type of information, and how long it will be needed.

Each year, TSHC will review the most common preferred languages and communication methods identified by tenants, including spoken languages and communication supports. TSHC will use the information in TSHC's Customer Relationship Management (CRM) system to identify this information. TSHC will look at information across the organization, as well as by region and by building, to help improve communication with tenants.

Translation services

Staff will put up TSHC posters for tenants in English and the most common non-English language spoken by tenants in the building. Posters will use large print, plain language, and images to make them easier to understand. Staff may choose to post in more languages or accessible formats based on their knowledge of tenant needs in the building.

At any time, a tenant can ask for critical information in other languages or formats. Where a translation does not already exist, staff will have the information professionally translated or formatted to meet the tenant's needs within a reasonable time. The time it takes will depend on the availability of the right professional and how long and complicated the information is.

For non-critical information, TSHC will try to meet all translation requests, depending on time and budget. All requests for accessible formats or communication supports will meet or exceed provincial and federal legislated requirements.

Some technical and legal documents, like leases, can be hard to understand even if a person understands English. TSHC will provide plain language and interpretation supports as needed. Staff and any professional interpreters hired by TSHC will keep all tenant information private.

Translation for critical information

Information about critical services will be translated by a professional translator into French and the most common 12 non-English languages used by tenants

across TSHC, based on the latest CRM language data, except:

- If a critical service only affects one or a few buildings, the information will be provided in English and the most common non-English language of that building. Staff may also use their knowledge of tenant needs to provide other translations or accessible formats.
- In emergencies, or when there is not much time, critical service information will be given immediately in English, with professional translations or accessible formats provided as soon as possible. Staff may use online or other digital auto-translation tools if needed.
- Tenants can ask for information about a critical service in any language or accessible format, and it will be professionally translated or formatted quickly.

TSHC will make every effort to make sure that critical information is clear and accessible.

TSHC department staff will identify critical information for translation based on tenant interactions. This is detailed in the procedures for this policy.

Interpretation services

When TSHC staff host a community event, meeting, or consultation in a TSHC building, they must make sure that all tenants can participate. If a tenant asks, TSHC will try to provide a live interpreter, including sign language. Tenants must ask for an interpreter at least five business days before the event.

TSHC may also provide interpreters for corporate meetings or consultations at buildings based on staff knowledge of tenants' needs.

When staff meet with tenants privately, they can use tools like online translation (live or auto-translation) or phone interpreters to help tenants understand. Tenants can also get live interpreters 24/7 from TSHC's call-in services, like the Tenant Support Centre and the Community Safety Unit. Tenants who use a teletypewriter (TTY) device can access the Tenant Support Centre by dialing 711 to connect with a TTY relay operator. The operator will then place a call to the Tenant Support Centre on the tenant's behalf and facilitate the conversation. The Community Safety Unit offers a dedicated text message phone line for tenants who may have difficulty using a voice phone.

Requesting translation and interpretation support

A poster is up in all TSHC buildings explaining how tenants can ask for translation and interpretation services. This includes accessible formats and communication supports. This poster is in English, French, and the 12 most common non-English languages spoken by tenants. Information about these services will also be in a tenant guide given to new tenants when they sign their lease. This guide is available in 14 languages, including English, and posted on the TSHC website

{[hyperlink](#)}. Tenants can also speak with staff in their building or contact the Tenant Support Centre to ask for translation and interpretation services.

The TSHC website can automatically translate its content into the top tenant languages, as well as French, using an auto-translation feature. Whenever possible, information will be in a format that works with this auto-translation feature, as well as with accessibility tools such as screen readers.

When outside organizations host events or programs for TSHC tenants, they are responsible for providing their own translation and interpretation. TSHC can help them by sharing our policies, design tips, and information about the languages spoken in specific buildings or by certain groups.

TSHC does not pay for translation and interpretation services for events or programs run or hosted by tenants. However, TSHC will try to provide materials to help. This could include poster templates for special events, guides for working with interpreters, and tips for making posters more accessible.

Translation and interpretation for all other types of information

For information not mentioned above, the Department Head responsible will decide if translation or interpretation is needed, based on these factors:

- will translation or interpretation, including accessible formats and communication supports, help more tenants participate, understand and follow rules, or improve finding and participating in programs
- if tenants have asked for translation or interpretation for similar information in the past

Providing Services in French

Toronto Seniors Housing Corporation recognizes its duty under the *Housing Services Act*, 2011, to provide housing-related services in both English and French.

Providing Services in Sign Language and Braille

Toronto Seniors Housing Corporation acknowledges its responsibility under the *Accessibility for Ontarians with Disabilities Act*, 2005 (AODA) and its associated regulations, such as the *Integrated Accessibility Standards Regulation (IASR)*. In meeting these responsibilities, TSHC will provide information in accessible formats or using communication supports, including braille and sign language, upon request.

Training and Development

Training and resources will be given to staff to help them apply this Policy and better support tenants whose first language is not English, or those who need accessible formats or communication supports. The training and resources will align with TSHC's Inclusion, Diversity, Equity, and Accessibility efforts and related

policies.

Related Legislation, Regulations, and TSHC Policies:

- *Housing Services Act*, 2011
- *Accessibility for Ontarians with Disabilities Act*, 2005, SO 2005, c11
- *Human Rights Code*, RSO 1990, c H19; and
- *Residential Tenancies Act*, 2006, SO 2006, c 17.
- TSHC Tenant Human Rights Policy
- TSHC Accessible Customer Service Policy
- TSHC Accessibility Policy
- TSHC Privacy Policy

Amendments (Revision History):

Initial policy approved by the Board of Directors on May 18, 2022.

Policy reviewed on [date] with the following revisions, approved by [approver] on [date]:

- Updated scope
- Updated definitions
- Updated policy content

Next Scheduled Review Date: 2030

This policy will be reviewed once every five years.

Policy Contact

Manager, Communications and External Affairs

Appendices

Procedures for the Translation and Interpretation Policy

Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: July 14, 2025

Topic: TSHC Operational Dashboard

Item Number: 09

To: Quality and Tenant Engagement Committee (QTEC)

From: Brad Priggen, Director of Operations

Date of Report: July 2, 2025

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive the TSHC May 2025 Operational Dashboard for information.

Brad Priggen
Director of Operations

List of Attachments:

09.1 - TSHC QTEC Report-May 2025 Operational Dashboard

Toronto Seniors
Housing Corporation

Operational Performance Monthly Dashboard

May 2025

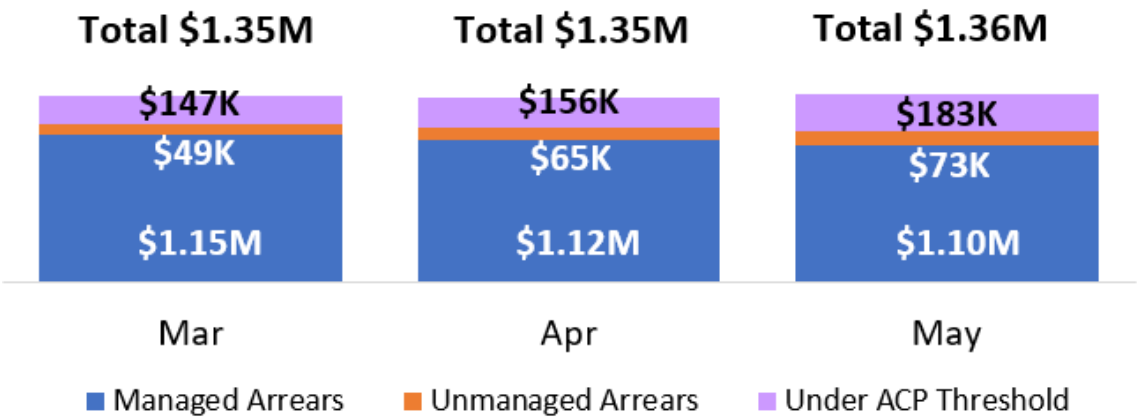
Quality and Tenant Engagement Committee Meeting



Monthly Summary: TSHC

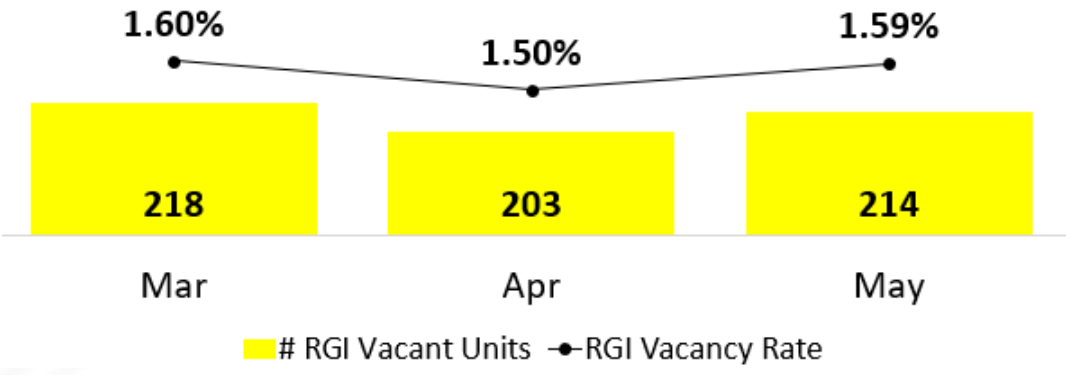
May 2025

ARREARS



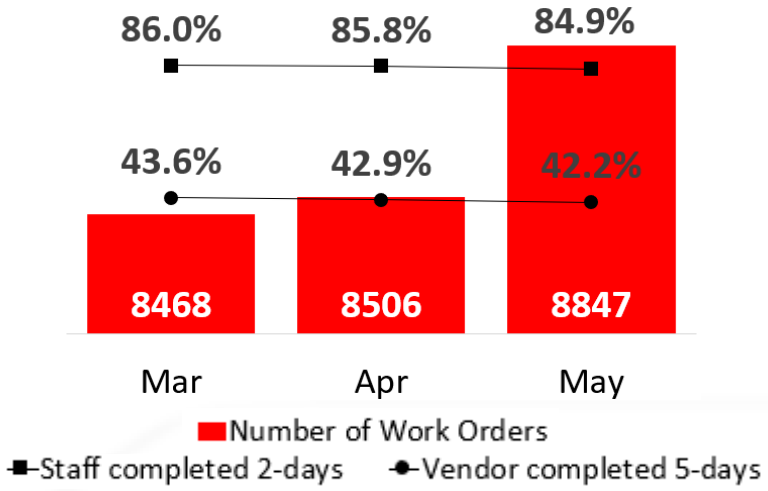
2024 Average Per Month: \$1.52M

VACANCIES



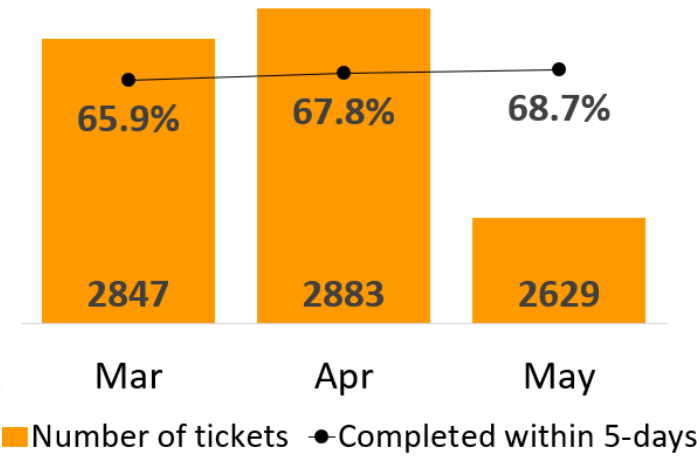
2024 Average Per Month: 1.57%

MAINTENANCE WORK ORDERS



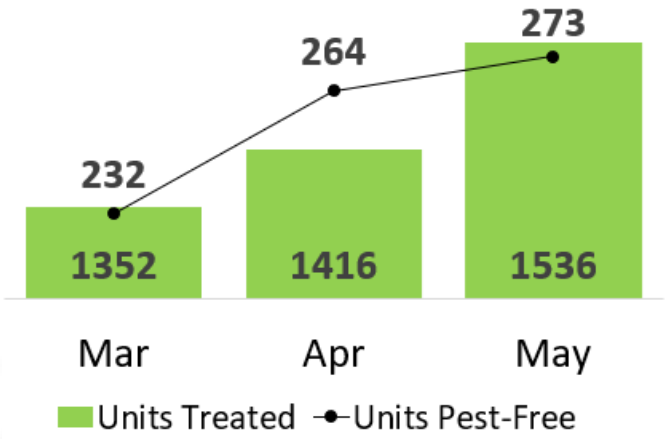
2024 Average/Month: 80.0% Staff; 37.3% Vendor

ADMINISTRATIVE TICKETS



2024 Average/Month: 57.2%

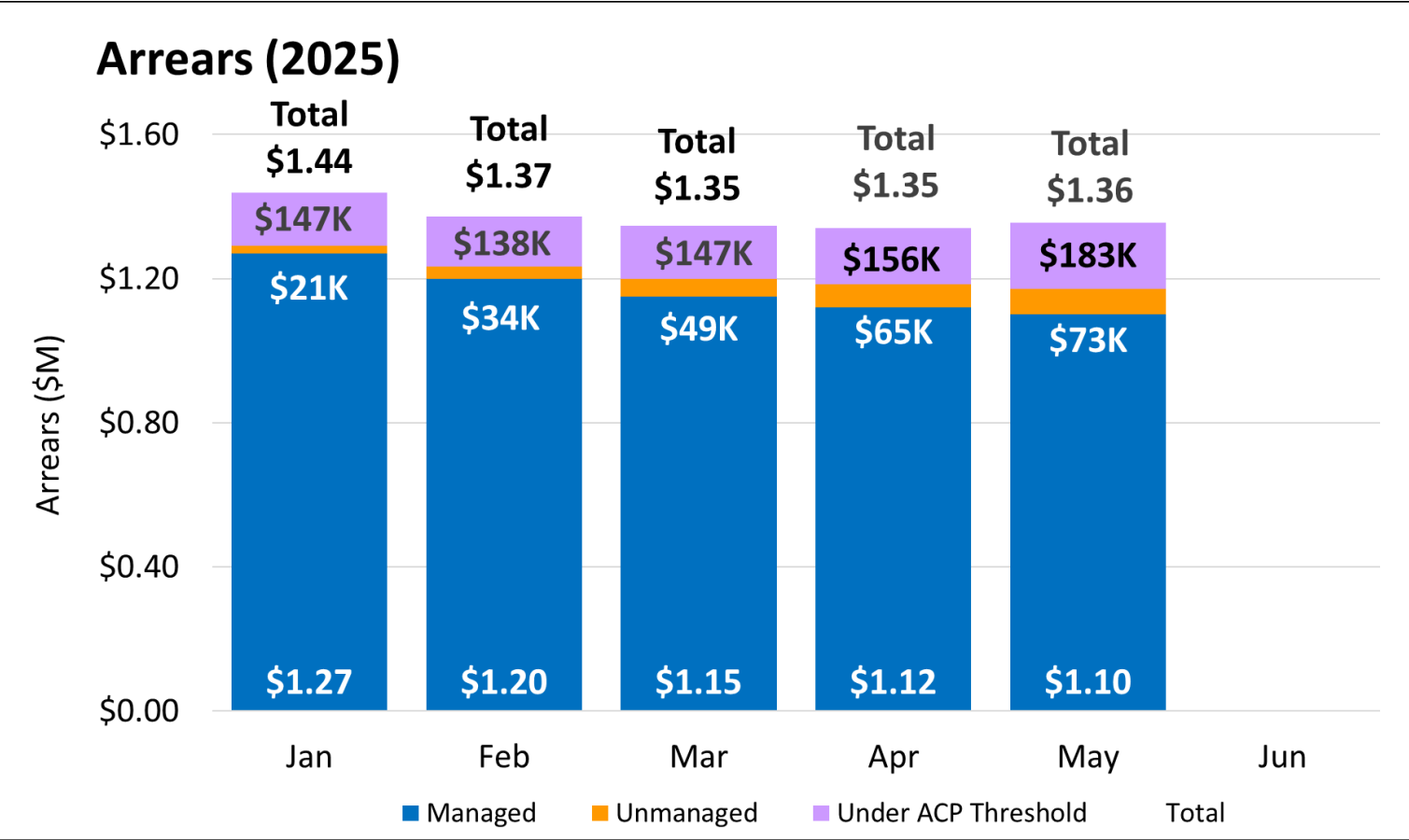
PEST MANAGEMENT



2024 Average/Month: 1,465 Units Treated

Arrears

May 2025



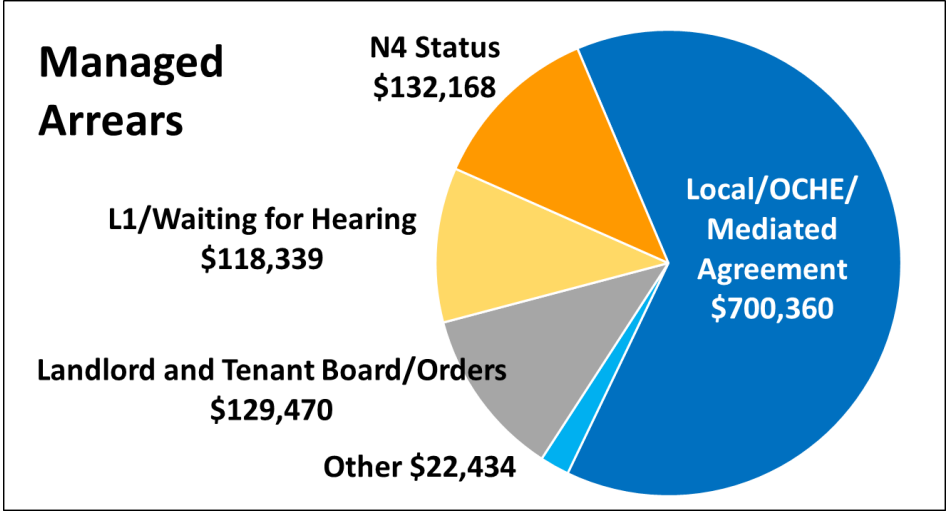
Arrears	Jan	Feb	Mar	Apr	May	Jun
Managed and Unmanaged	\$1.30M	\$1.24M	\$1.20M	\$1.19M	\$1.18M	
Under Arrears Collection Policy threshold	\$147K	\$138K	\$147K	\$156K	\$183K	
Total	\$1.44M	\$1.37M	\$1.35M	\$1.35M	\$1.36M	

\$12.8K increase in total arrears from April 2025

Managed arrears: \$22.1K decrease from Apr 2025

Unmanaged arrears: \$7.8K increase from Apr 2025

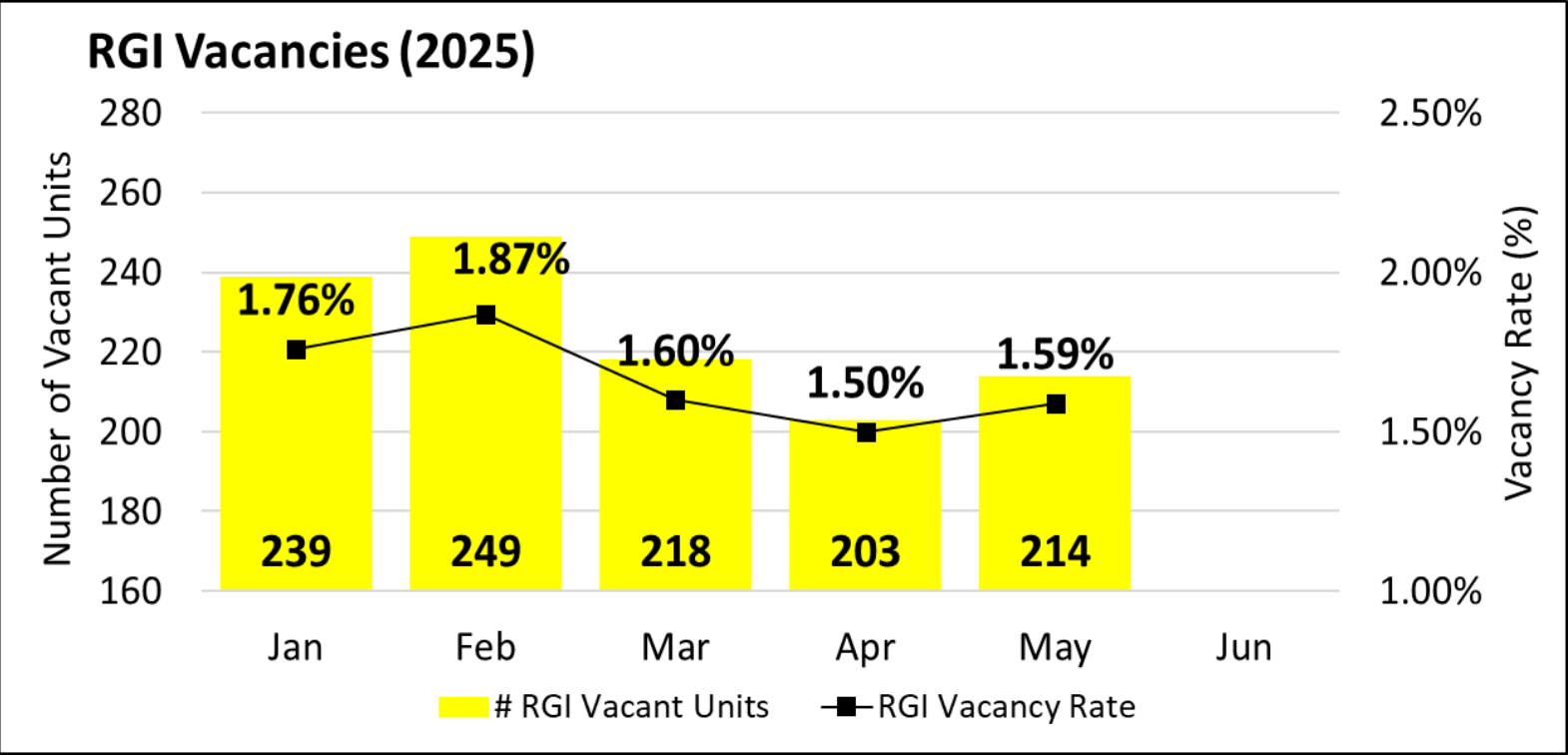
Under ACP threshold: \$27.0K increase from Apr 2025



Managed and Unmanaged Arrears	Total	Tenants
N4 Status	\$132,168	75
L1/Waiting for Hearing	\$118,339	19
Local/OCHE/Mediated Agreement	\$700,360	268
Landlord & Tenant Board/Orders	\$129,470	23
Other	\$22,434	8
Total Managed	\$1,102,771	393
Unmanaged	\$72,767	25
Total Managed and Unmanaged	\$1,175,538	418

Vacancies

May 2025

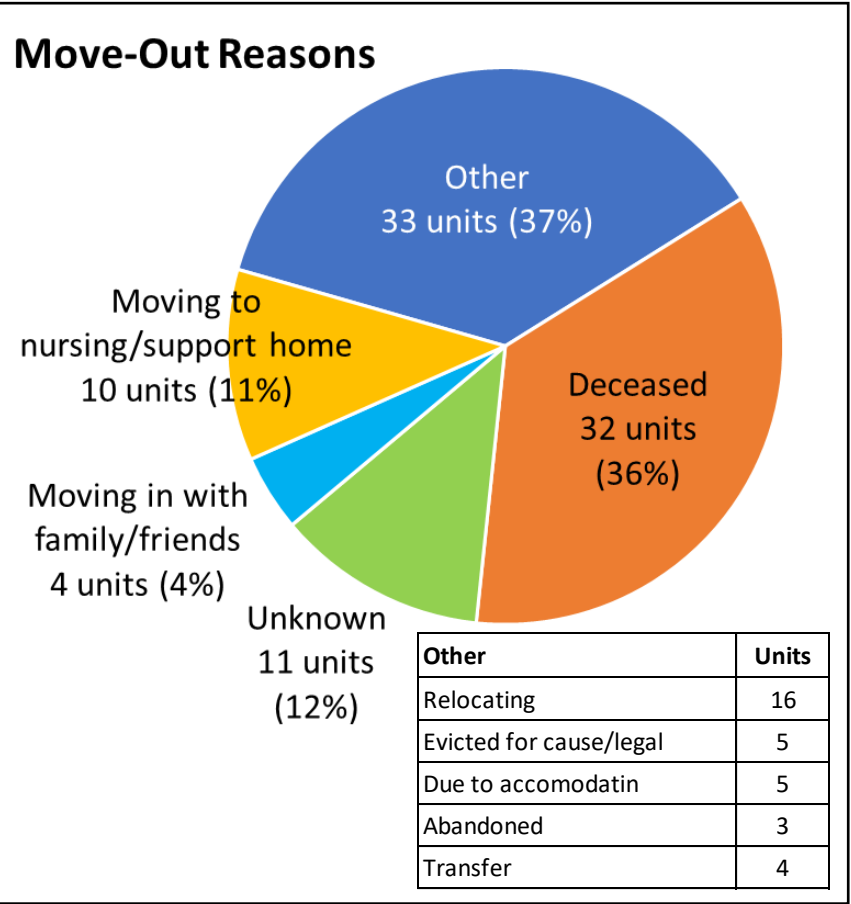


RGI Vacant Unit Status	Jan	Feb	Mar	Apr	May	Jun
Vacant and Ready	0	1	0	0	0	
Central Wait List	124	82	95	56	69	
Rapid ReHousing	39	36	40	47	52	
Transfer	19	21	20	17	17	
On Offer	5	17	7	32	13	
Accepted	12	33	10	18	17	
Maintenance	40	59	46	33	46	
Total	239	249	218	203	214	

1.59% RGI vacancy rate is below the Service Manager target of 2.00%

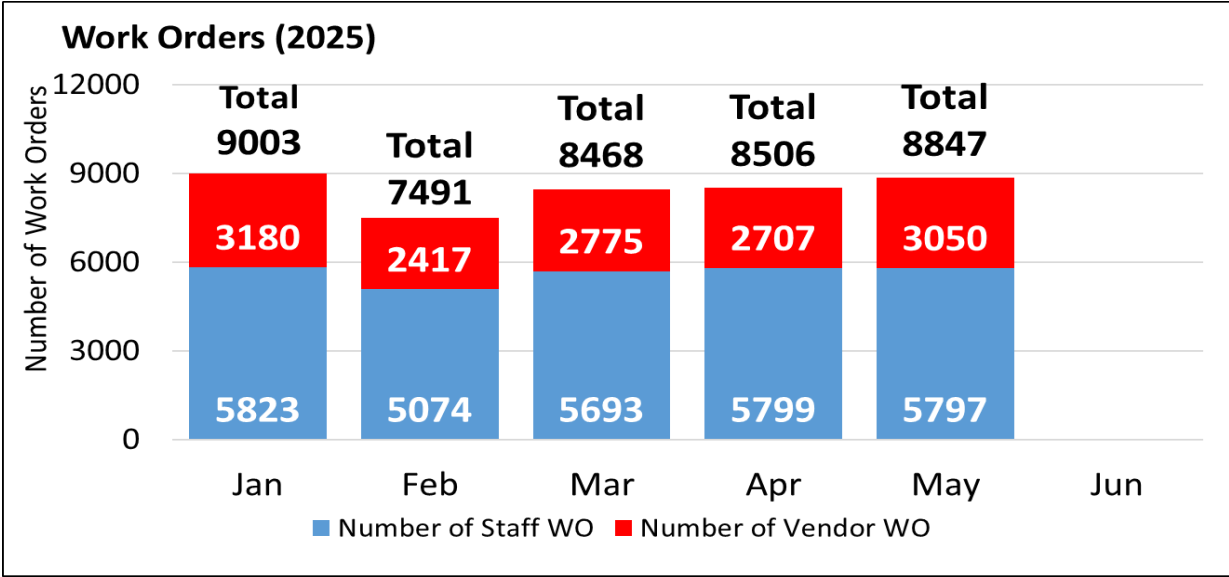
4.12% AFF (affordable housing) vacancy rate

90 move-in and 90 move-outs



Maintenance Work Orders (WO)

May 2025



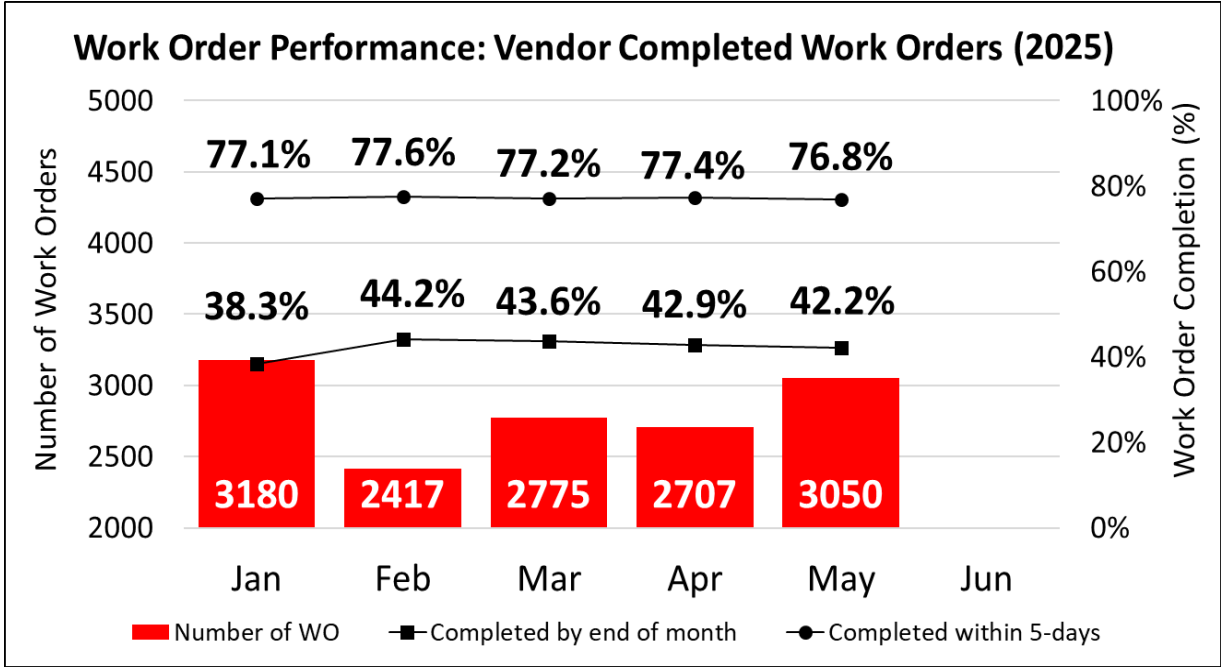
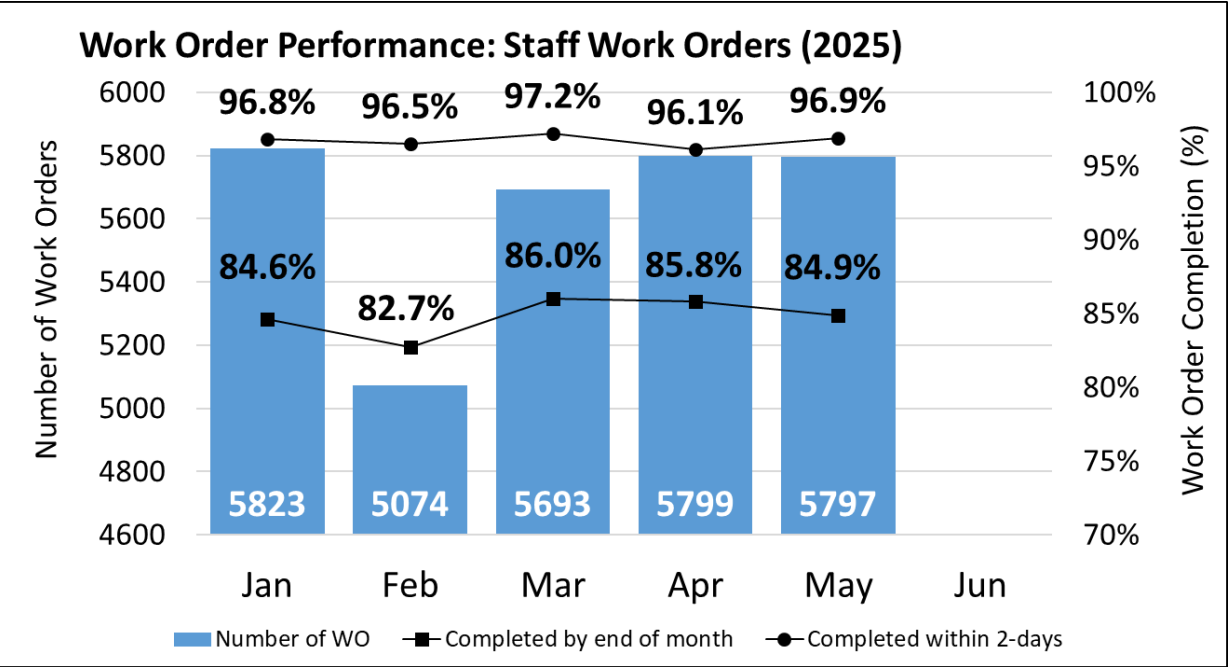
8,847 WO (work orders)

5,797 staff WO: 84.9% completed within 2 business days
(66%) 96.9% completed by end of the month

3,050 vendor WO: 42.2% completed within 5 business days
(34%) 76.8% completed by end of the month

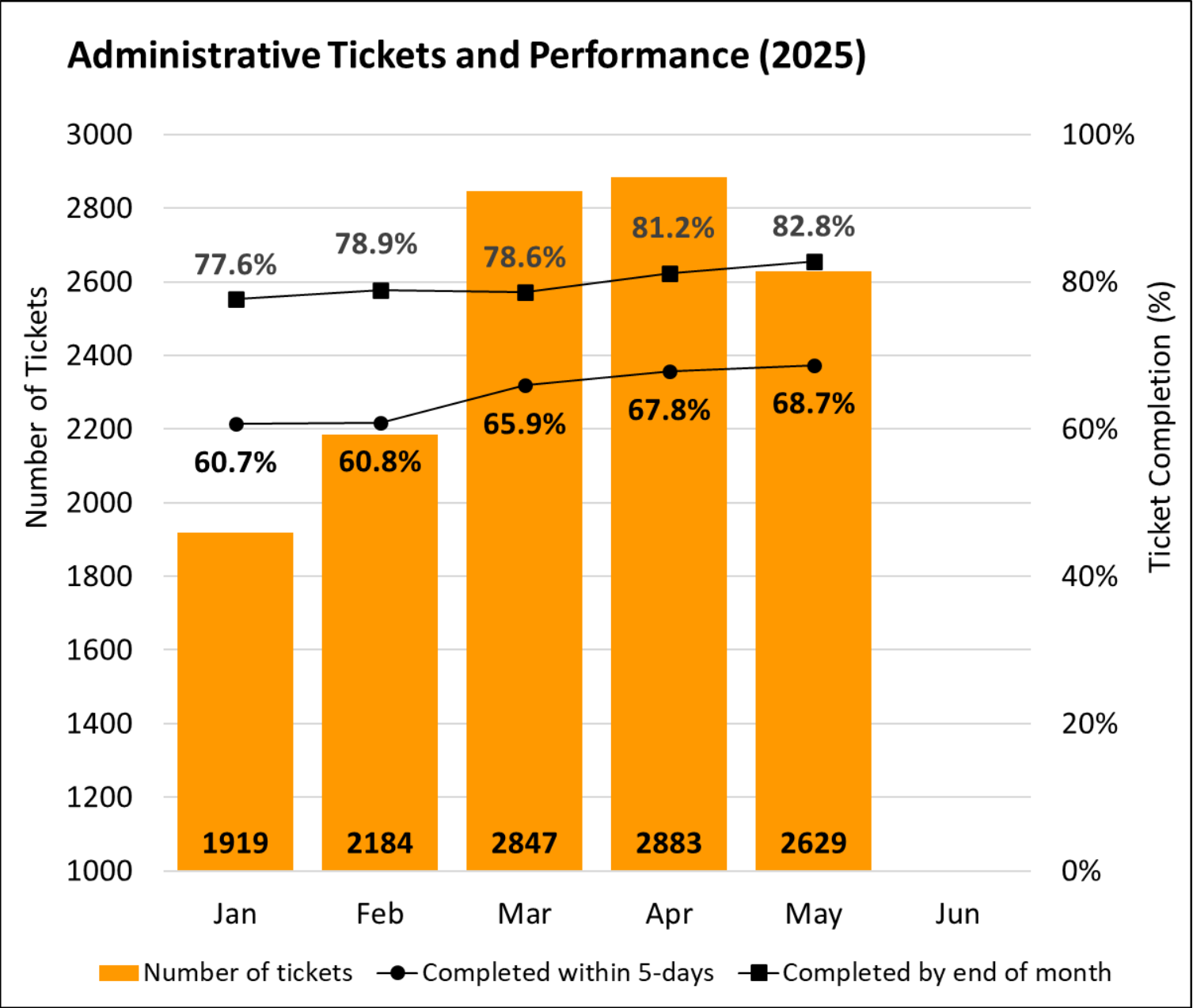
Top 5 Staff Work Order Categories		
Alarm Monitoring	16%	62% of WO
Plumbing	14%	
Janitorial	14%	
Electrical	9%	
Doors	9%	

Top 5 Vendor Work Order Categories		
Pest Control	57%	78% of WO
Plumbing	7%	
Appliances	6%	
Doors	5%	
Elevators	3%	



Administrative Requests (Tickets)

May 2025



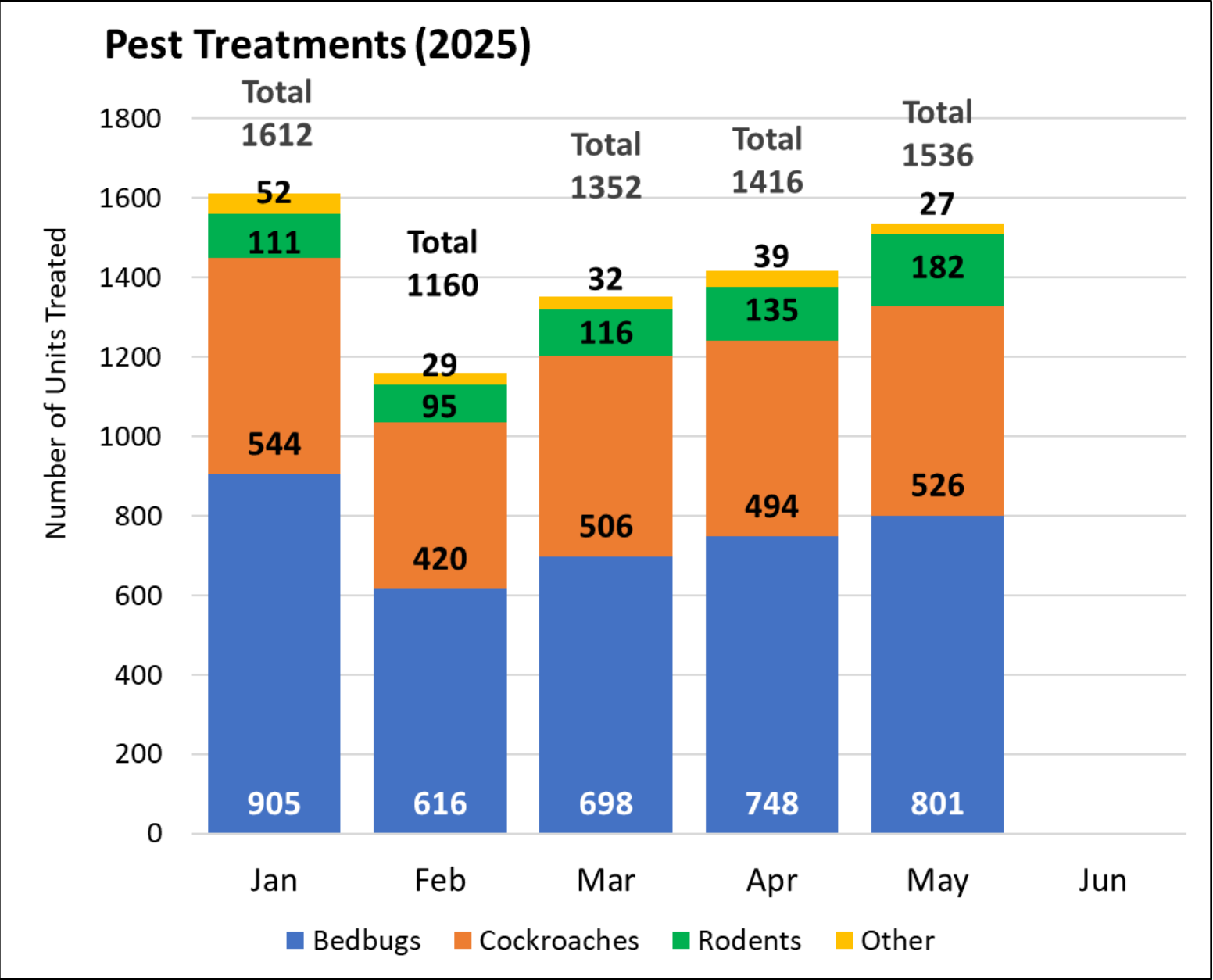
2,629 administrative tickets

68.7% completed within 5 business days

82.8% completed by end of the month

Top 5 Administrative Ticket Categories		
Annual Rent Review	34%	75% of Tickets
Document Requests/Support	23%	
Referral Requests	8%	
Information Requests	5%	
Concerning Behaviour	5%	

Administrative Ticket Assignments	
Senior Services Coordinator	55%
Tenant Services Administrator	35%
Call Centre Agent	5%
Tenant Engagement and Services Supervisor	1%
Other	4%



1,536 units treated for bedbugs, cockroaches, rodents, other (flies, ants)

273 units declared pest-free

7 units received TSHC staff assistance with preparation and bed replacement

6 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
Board of Directors Meeting

Meeting Date: July 14, 2025

Topic: Local Housing Corporation Benchmarks

Item Number: 10

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director of Operations

Date of Report: June 24, 2025

Purpose: The purpose of this report is to present a comparison of TSHC's key performance indicators as compared to other social housing providers in the province of Ontario.

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

Reason for Recommendation:

The attachment below is a comparison of Toronto Seniors Housing Corporation to the 6 municipal housing providers in the province of Ontario as reported through the Local Housing Corporation. Combined these six providers represent 40% of all social housing in Ontario and 15% of all social housing in Canada.

The below chart summarizes and provides the Committee with an overview of the most recent data (2025 Q1) as well as a comparison of previous data.

**Toronto Seniors
Housing Corporation**

	LHC Avg Q4 2023	TSHC Q4 2023	LHC Avg Q4 2024	TSHC Q4 2024	TSHC Q1 2025
Housing Occupancy Rate	97.3%	98.0%	97.7%	98.3%	98.01%
Unit Turnover Days	95 days	73 days	79days	58 days	66 days
Tenant Move Out Rate	5.3%	2.1%	5.5%	1.7%	1.90%
Households in Good Financial Standing	76.7%	89.9%	76.5%	91.2%	95.79%
Rent Collection Performance	95%	99.6%	95.3%	100%	100.19%
Percentage No. of Tenant with Debt	14.4%	10.06%	15.3%	9.7%	3.70%
Average Amount of Arrears	\$1,596	\$1,303	\$1,531	\$1,157	\$799

Brad Priggen
Director of Operations

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

Meeting Date: July 14, 2025

Topic: Follow-up Supports Pilot for TSHC Tenants

Item Number: 11

Report Name: Follow-up Supports Pilot for TSHC Tenants

To: Quality and Tenant Engagement Committee

From: Supervisor, Complex Tenancies

Date of Report: May 21, 2025

Purpose: For Information

Recommendation:

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

Reason for Recommendation:

Background

TSHC is committed to helping tenants live independently by ensuring they have access to the necessary services that support housing stability and reduce the risk of eviction.

Currently, one in five TSHC units is allocated to applicants with a DA (disadvantaged) code, indicating a history of homelessness. Also,

approximately 150 tenants are housed annually through the City of Toronto's Rapid Rehousing Initiative (RRHI), a partnership program between the city, Toronto Community Housing Corporation, and TSHC. RRHI provides tenants with at least 12 months of case management and follow-up supports to support their housing stability. Applicants housed with a DA code through the Centralized Waiting List are not necessarily provided with follow-up supports.

The City of Toronto's Housing-Focused Client Supports (HFCS) program offers person-centered, client-driven services designed to assist individuals exiting or at risk of homelessness in maintaining stable housing (e.g., case management and referral services, voluntary trusteeship, PSW, and hoarding supports). HFCS currently only accepts referrals from homelessness-serving agencies and prevention programs (like the OCHE), to prioritize the support of individuals transitioning from homelessness into housing.

Overview of the Pilot **Program**

To better support vulnerable seniors already tenanted in TSHC units, TSHC's Complex Tenancies Team is working in partnership with the City of Toronto's Toronto Shelter and Support Services and Housing Secretariat divisions to develop a pilot initiative. This pilot will aim to directly refer senior tenants with complex needs and a history of homelessness into 10 follow-up case management spaces within the HFCS program, enabling them to access approximately 12 months of follow-up supports that may help stabilize their tenancies and prevent eviction.

To be eligible for participation, tenants must meet the following criteria:

- **Voluntary Participation:** tenants must provide informed consent to join the program and may withdraw at any time.
- **Rent-Geared-to-Income (RGI) Status:** tenants must currently be receiving RGI housing.
- **Shelter-to-Housing Transition:** tenants must have been housed directly from the shelter system, as indicated by a Disadvantaged (DA) code.
- **Housing Stability Needs:** Eligible tenants may include:
 - New tenants (housed within the past year) who require support transitioning from homelessness to independent living, or
 - Existing tenants whose housing stability is at risk, particularly those facing potential eviction for cause.

Once TSHC sends referrals to the City, the City team matches the tenant with a Follow-up Support partner in the community. COTA and Homes First Society have been chosen as the partners for this pilot based on the following criteria:

- specialized expertise in working with seniors.
- a proven history of successful collaboration with TSHC
- a broad geographic catchment area, ensuring accessibility for tenants.

The pilot program will be evaluated using qualitative feedback gathered through regular meetings with all participating partners. The programs success will also be measured by tenants' ability to maintain housing with little to no supports, as well as a reduction in tenancy management issues (arrears, anti social behavior).

Based on the pilot's success, and availability of funding expansion, the City will consider potential expansion to support more tenants living in social housing through increasing the number of tenants that TSHC can refer per year.

Sandra Marsh

Complex Tenancies Supervisor

List of Attachments:

1. <attachment 1>



Toronto Seniors Housing Corporation

Follow-Up Supports Pilot Program

Quality Tenant and Engagement Committee

July 14, 2025

Background/Overview

- 20% of TSHC units are allocated to applicants with a **Disadvantaged (DA) code**, including those experiencing homelessness.
- TSHC's **Complex Tenancies Team (CTT)** identifies and supports at-risk tenancies and emphasizes the need for earlier intervention and direct referrals to support services.
- City's **Housing-Focused Client Supports (HFCS)** program offers tailored stabilization services (e.g., case management, trusteeship, PSW, hoarding support) and accepts referrals from homelessness-serving agencies and prevention programs like OCHE.
- New pilot initiative will facilitate CTT to refer **senior tenants into 10 case management spaces** over the course of a 12-month period, improving access to critical supports that can help with housing stabilization and eviction prevention for TSHC tenants.

How Tenants are Selected



1

Tenants must **voluntarily consent** to join
(and can withdraw at any point)

2

Tenants must be receiving **RGI**

3

Tenants must have been housed from shelter (with **DA code**)

4

Tenants may be new or existing tenants whose housing stability is at risk

Referral Process



Tenant Identification

TSHC's Complex Tenancies Team (CTT) will identify **10 tenants** whose tenancies are at a stabilizable stage.

Participation is voluntary, and tenants must consent and be willing to engage with support services.



Complete Assessment & Consent

CTT Senior Service Coordinators (SSCs) and TSHC tenants will complete the **STARS supports assessment** together.

A **completed risk assessment** is securely shared with FUS and City staff.

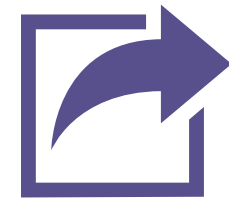
Tenants must also sign the **Coordinated Access consent form** to participate.



Referral Processing & Assignment

CTT SSC submits the referral with the signed consent form and **completed STARS assessment** to HFCS

HFCS then processes the referral and assigns it to a partner **Follow-Up Support (FUS) provider**.



Transfer of Service

The Complex Tenancies Team and the FUS worker will hold a **case discussion** (without the tenant) to review tenancy risks and service needs.

A **warm transfer meeting** will be held usually in the tenant's unit with all parties.

Pilot Workplan

