



TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: March 29, 2022
Time: 9:10 am. – 11:35 p.m.
Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
9:10	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
9:15	2. Consent agenda		<i>15 minutes</i>		
	a) Approval of Public Meeting Agenda	TSC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of February 9, 2022	TSC Approval	Minutes	Chair	3
	d) Violence Reduction Program Update – Q4 2021	Information	TSC:2022-10	Chief Operating Officer	13
9:30	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>10 minutes</i>	Chair	33

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Time	Description	Action	Pre-read	Presenter	Page #
9:40	4. Community Safety Advisory Sub-Committee Chair's Report	Information	Verbal Report <i>15 minutes</i>	Chair, Community Safety Advisory Sub-Committee	-
9:55	5. Integrated Service Model Annual Program Report	Information	TSC:2022-11 <i>15 minutes</i>	General Manager, Seniors Housing Unit	53
10:10	6. 2021 TCHC Tenant Survey Results	Information (Presentation)	TSC:2022-20 <i>10 minutes</i>	Vice President, Strategic Planning & Communications	175
	7. Chief Operating Officer's Reports				
10:20	a) TCHC's Operational Performance Measures	Information	TSC:2022-13 <i>10 minutes</i>	Chief Operating Officer	236
10:30	b) Tenant Complaints Process Update	Information	TSC:2022-14 <i>10 minutes</i>	Chief Operating Officer	249
10:40	c) Tenant Engagement Refresh Update	Information	TSC:2022-15 <i>10 minutes</i>	Chief Operating Officer	254
10:50	d) Tenant Led Improvements in Basement Spaces	Information	TSC:2022-22 <i>15 minutes</i>	Chief Operating Officer	269
11:05	8. Community Safety Unit 2021 Annual Report to Toronto Police Services Board	Information	TSC:2022-17 <i>10 minutes</i>	Acting Chief Special Constable and Senior Director, Community Safety Unit	272
11:15	9. Annual Pest Control Report	Information	TSC:2022-18 <i>10 minutes</i>	Chief Operating Officer	295
11:25	10. Annual Unit Inspection Results	Information	TSC:2022-19 <i>10 minutes</i>	Chief Operation Officer	302

TERMINATION



Tenant Services Committee

931 Yonge Street,
Toronto, M4W 2H2

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The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on February 9, 2022, via WebEx, commencing at 9:00 a.m.

TSC Directors Present: John Campbell, Chair
Marcel Charlebois
Ubah Farah
Councillor Paula Fletcher (9:00 a.m. – 10:02 a.m.)
Councillor Frances Nunziata

TSC Directors Absent: Debbie Douglas

Management Present: Jag Sharma, President & Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)
Kelly Skeith, Acting Chief Development Officer (“CDO”)
Barbara Shulman, Interim Vice President, Human Resources
Paula Knight, Vice President, Strategic Planning & Communications
Cynthia Summers, Commissioner of Housing Equity
Allen Murray, Vice President, Facilities Management
Grant Coffey, General Manager, Seniors Housing Unit

**Tenant Services Committee
Public Minutes
February 9, 2022**

Lindsay Viets, Director, Strategic Planning
John Angkaw, Senior Director, Business
Operations
Richard Grotsch, Tenant Resolution Officer
Christine Yan, Acting Assistant Corporate
Secretary

Guests Present: Brian Smith, Chair, Governance,
Communications and Human Resources
Committee

A quorum being present, Mr. Campbell, serving as Chair, called the meeting to order, and Ms. Yan served as recording secretary.

ITEM 1 CHAIR’S REMARKS

The Chair welcomed everyone to the TSC meeting, noted the Acknowledgement of the Land, and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC is holding this TSC meeting virtually.

DEPUTATIONS

The Chair polled for any deputations to be heard at the meeting. The following verbal deputations were presented:

- Item 6 – Board and Committee Meeting Rules of Procedures (*Catherine Wilkinson, Cathy Birch and Susan Gapka*)
- Item 8A – Tenant Engagement Refresh Update (*Jacqueline Yu and Catherine Wilkinson*)
- Item 8B – Update: Participatory Budget Program Review (*Catherine Wilkinson and Cathy Birch*)

The following written deputation was received in relation to the following items:

- Item 6 – Board and Committee Meeting Rules of Procedures (*Miguel*)

Avila-Velarde)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

The TSC resolved that Item 8B – Update: Participatory Budget Program Review be prioritized for discussion before Item 4.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC approved the Public meeting agenda of the February 9, 2022 meeting, as amended.

ITEM 2B CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the TSC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest.
No conflicts were declared.

ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF NOVEMBER 18, 2021

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC confirmed the above-captioned minutes without amendments.

ITEM 2D Q4 2021 TENANTS FIRST UPDATE TSC:2022-02

The above-captioned report (TSC:2022-02) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2022-02, being the Q4 2021 Tenants First Update report, for its information.

ITEM 2E 2022 PUBLIC TSC WORK PLAN TSC:2022-03

The above-captioned report (TSC:2022-03) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC unanimously approved the 2022 Public TSC Work Plan as provided in Attachment 1 of Report TSC:2022-03.

ITEM 3 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of November 18, 2021 for its information.

ITEM 8B UPDATE: PARTICIPATORY BUDGET PROGRAM REVIEW TSC:2022-08

Verbal deputations were received from Catherine Wilkinson and Cathy Birch with respect to this item.

The above-captioned report (TSC:2022-08) was circulated to TSC members prior to the meeting.

Ms. Penny provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- The TSC held a discussion on a few issues flagged in the Participatory Budget Program, including:
 - formal communication to tenants around the suspension of the Participatory Budget Program;

household.

- An update was provided on a motion recently approved at the City Council where the Seniors Tenants Advisory Committee (the “STAC”) transitions to being led by the City of Toronto (the “City”) going forward. It was recommended that the STAC be engaged in tenant communication and tenant engagement during the seniors housing transition.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-80D, being the Seniors Housing Unit South East Region Tenant Experience Survey Results report, for its information.

ITEM 5 COMMUNITY SAFETY ADVISORY SUB-COMMITTEE CHAIR’S REPORT Verbal Report

The Chair of the Community Safety Advisory Sub-Committee (“CSAC”) updated that the CSAC met on November 15, 2022 and has been working with staff to refine the reports.

ITEM 6 BOARD AND COMMITTEE MEETING RULES OF PROCEDURES TSC:2022-04

Verbal deputations from Catherine Wilkinson, Cathy Birch and Susan Gapka were received with respect to this item.

A written deputation from Miguel Avila-Velarde was received with respect to this item and was circulated to the TSC.

The above-captioned report (TSC:2022-04) was circulated to TSC members prior to the meeting.

Mr. Meagher provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- As directed by the Governance, Communications and Human Resources Committee (“GCHRC”), TCHC has consulted former

deputants regarding the proposed changes to the Board's deputation procedure that would impact the deputation process.

- The three specific proposed changes and key themes that participants discussed in the focus groups were shared.
- In accordance with the direction from GCHRC, TCHC management will bring forward revisions to the draft Rules of Procedure informed by the input of former deputants for GCHRC's further consideration.
- It was recommended that management engage the City's Tenants First team and Tenant Directors in relation to proposed changes to the Board and Committee Meeting Rules of Procedures.
- While the Committee was of opinion that the Board and Committees should hear from more and a wider range of deputants, members also stressed that procedural rules are necessary for Board and Committee meetings.
- Action item: management to engage the City's Tenants First team and Tenant Directors in relation to proposed changes to the Rules of Procedures, impacting tenants.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received for its information Report TSC:2022-04, being the Board and Committee Meeting Rules of Procedures report, and directed management to engage the City's Tenants First team and Tenant Directors in relation to proposed changes to the Rules of Procedures, impacting tenants.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (OCHE) BI-ANNUAL
ITEM 7A UPDATE – JULY TO DECEMBER 2021 TSC:2022-05**

The above-captioned report (TSC:2022-05) was circulated to TSC members prior to the meeting.

Ms. Summers provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

-
- The report noted the average time of referral to the OCHE after arrears started accumulating in Q3/Q4 2021 was 17 months. It was identified that initial steps not being taken was one of the factors contributing to the delay. With the introduction of the new Arrears Collection Process, and staff training and upgrades to the system associated with the new process, the turnaround time is expected to be shortened, together with other positive changes brought by the new process.
 - Improvements in the quality of service were shared, one of the highlights being staff proactively reach out to tenants early in the process to identify additional supports tenants may require in order to sustain their tenancies.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received the Office of the Commissioner of Housing Equity (OCHE) Bi-Annual Update – July to December 2021 report for its information and forwarded it to the Board for its information.

OFFICE OF THE COMMISSIONER OF HOUSING EQUITY (OCHE) 2021 WORK PLAN PERFORMANCE APPRAISAL TSC:2022-06

The above-captioned report (TSC:2022-06) was circulated to TSC members prior to the meeting.

Ms. Summers provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- Questions were raised around the governing structure of the Commissioner of Housing Equity (“Commissioner”) and the authorities that TCHC management has over the Office of the Commissioner of Housing Equity (“OCHE”), including the oversight of the OCHE’s budget.
- The OCHE Terms of Reference was elaborated, which stipulates that the Commissioner reports to the TCHC Board of Directors, through the TSC; the OCHE is an independent office that operates at arms-length

from TCHC operations and management; and the Commissioner carries out the functions and responsibilities of the role in an independent manner.

- It was provided that currently OCHE submits its budget to TCHC as part of the annual budgeting process, and TCHC does not have influence over the OCHE's budget, however, this approach can be reviewed in the future.

Motion carried

ON MOTION DULY MADE by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC unanimously approved the Office of the Commissioner of Housing Equity (OCHE) 2021 Work Plan Performance Appraisal and forwarded it to the Board of Directors for its approval.

ITEM 8A TENANT ENGAGEMENT REFRESH UPDATE TSC:2022-07

The above-captioned report (TSC:2022-07) was circulated to TSC members prior to the meeting.

Verbal deputations from Jacqueline Yu and Catherine Wilkinson were received with respect to this item.

Ms. Penny provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- Management further elaborated the process in which tenant leadership was established through acclamation.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2022-07, being the Tenant Engagement Refresh Update report, for its information.

TERMINATION

A Motion to adjourn the meeting was moved by Ms. Farah and seconded by Councillor Nunziata.

The public meeting terminated at 11:02 a.m.

Secretary

Chair, Tenant Services Committee



Violence Reduction Program Update – Q4 2021

Item 2D

March 29, 2022

Tenant Services Committee

Report: TSC:2022-10

To: Tenant Services Committee (“TSC”)

From: Acting Senior Director, Community Safety Unit

Date: March 2, 2022

PURPOSE:

This report provides an update on the progress and performance of the Violence Reduction Program for Q4 2021.

RECOMMENDATIONS:

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

CSAC:

This report was received by the Community Safety Advisory Sub-Committee (“CSAC”) on March 24, 2022.

REASONS FOR RECOMMENDATIONS:

At its meeting on June 27, 2019, Toronto Community Housing's Board of Directors directed staff to operationalize the Violence Reduction Program (“VRP”). This report provides an update on activities and performance.

BACKGROUND

The VRP is focused on improving safety and security for tenants. It is a response to the disproportionate frequency of violence on Toronto

Community Housing ("TCHC") property, which is rooted in the levels of poverty, addiction, mental health needs and street-involvement present in the TCHC tenant population.

Due to the complex nature of Dan Harrison and the ten identified high needs communities, the VRP includes enhanced enforcement activity through dedicated, on-site Community Safety Unit ("CSU") presence, collaboration with Toronto Police Service ("TPS"), as well as economic development and community and social supports in collaboration with the City of Toronto.

Implementation Status

1. CSC Staffing Update

The additional staffing attained through the Summer Safety Enhancement Plan had its contract end on December 31, 2021. Additionally, some staff of the CSC staff transitioned to new roles within the organization. Despite these transitions, the team continued to support tenants this quarter and ensured they supported initiatives during the holiday season.

2. CSU Staffing Update

The initial plan was for CSU to have a total of 60 VRP Special Constables deployed across the ten high-needs communities with a mandate for community engagement, intelligence gathering, and disruption of illegal and anti-social behaviour.

The deployment of Special Constables in VRP Communities was a phased approach. However, at the December 2020 TCHC Board Meeting, a decision was made to suspend all VRP FTE hiring in CSU. At the March 24, 2021 meeting, it was further decided that this Advisory Committee will be reviewing the VRP program.

In the meantime, with phase three hiring suspended and to maintain some degree of coverage at VRP sites, CSU is utilizing third-party security guards to fill the current staffing gaps and balance coverage at those sites.

As of December 31, 2021, the total CSU Special Constable vacancies in VRP is 20 Special Constables, 12 of which are on hold as part of the phase three suspension. Due to G4S Security Guards' inability to travel between communities will take a greater number of G4S Security guards to provide coverage instead of the CSU vacant Special Constables positions. In addition, there will be less proactive work taking place on sites where there are VRP special constable vacancies.

Full-Time CSU Staff Supporting Revitalization Communities Within VRP

Regent Park

The Regent Park Community is supported by 8 dedicated (full-time) CSU-VRP Officers assigned to 4 teams of 2 officers, working rotating 12 hour shifts and embedded within the community 24 hours per day, 7 days per week.

Lawrence Heights

The Lawrence Heights Community is supported by 4 dedicated (full-time) CSU-VRP Officers assigned to 2 teams of 2 officers, working rotating 12-hour shifts and being embedded within the community during peak activity hours, 7 days per week.

3. CSC Regional Updates

East Region: In the East region, VRP staff continue to work internally alongside engagement Community Service Coordinators (CSC), Community Safety Advisor (CSA) and the Community Safety Unit (CSU) Special Constables. Additionally, our team continues to work closely with City of Toronto staff, specifically the Community Crisis Response Unit, in addition to building relationships with Toronto Police Service Neighbourhood Community Officers (TPS NCO's). Program Highlights included:

Community Safety Initiatives:

On November 4, 2021, VRP staff worked closely with Community Service Coordinators of Engagement, Community Service Advisors (CSA's), Toronto Police Service, CSU, community partners and resident leaders to host an outdoor Fall celebration/community safety event for residents of Flemington Park. The event was well attended, with over 100 residents present. Building on the success of the Fall event, VRP staff continue to engage residents in community safety initiatives to improve residents' overall perception of safety and well-being.

In response to the fatal shooting incident at Lawrence Orton on November 16, 2021, VRP staff have worked closely with CSA's to support residents impacted by the tragic incident. On Saturday, November 20, VRP staff organized a community incident debrief. A large group of tenants came out to voice their concerns about the escalation of violent incidents. The team worked closely to mobilize many community partners, including TPS NCO's, CSU, CSA, VRP, youth volunteers and resident leaders, as well as an appearance by the Honorable MPP Mitzie Hunter.

Youth Engagement Initiatives:

On Tuesday, December 21, The North-East VRP team hosted a virtual youth conference open to youth residents from the Sparroway, Willowdale, Shaughnessy and Chester Le communities. This workshop series was created to provide youth with the opportunity to connect with community leaders and hear directly from individuals that have been impacted by community violence. The event was a huge success, and feedback included numerous positive comments from attendees.

Engaging youth in capacity-building activities is a focal point of VRP engagement. This quarter, staff worked closely with young

people to develop youth networks focused on improving community safety. Across 4 communities, 109 youth have registered to represent their community at the respective networks. Youth participants will work alongside staff to identify emerging safety concerns and issues impacting youth residents to violence. The VRP team works closely with ACCES Employment to deliver pre-employment training for youth currently disengaged from school and seeking employment opportunities. Approximately 15 youth from Sparroways, 415 Willowdale and Shaughnessy communities participated in the training program. VRP staff anticipate a larger turnout for the second cohort beginning in early February.

Community Healing & Resident Engagement:

East VRP staff continue to develop mental health and well-being initiatives that support residents dealing with either direct or indirect exposure to community violence. On Saturday, December 4, VRP staff collaborated with Lifted by Purpose to host a one day workshop aimed at increasing awareness about effective coping strategies when dealing with grief and loss in support of positive mental health. The workshop provided an outlet for the community members to learn effective coping strategies when dealing with the impact of exposure to community violence.

In partnership with TAIBU, VRP staff coordinated several holiday community toy giveaways and care package deliveries for residents of Empringham, Danzig and Lawrence east communities.

As part of the holiday giveaway, over 460 families received holiday gift baskets and meal donations. In addition, over 500 children and youth received toys, gifts and gift cards. This was done in collaboration with our Community Safety Unit and supported by the Toronto By-Law Enforcement Officers and our TPS 42 &43 Division Neighbourhood Officers (NCO's).

Central Region:

While the central region spent the third quarter on supporting COVID vaccination efforts, this quarter focused on food security and Housing Unit Takeover (HUT) support. Program highlights included:

Through various surveys and interactions with tenants in communities, it was brought to our attention that food security and HUTs, especially during the pandemic, had become even more of a priority for tenants. We were able to partner with agencies to help with the food security issues for tenants, and through the Integrated Team Meetings (ITM) for Dan Harrison, Moss Park, and 200 Wellesley better identify possible HUTs in hopes of supporting more tenants with these experiences. Additionally, we connected over 150 tenants with food and shared information about Housing Unit Takeovers with them during the holiday season.

Regent Park continues to be a community dealing with safety issues after witnessing the tragic loss of a beloved community worker and multiple other gun-related incidents throughout 2021. We continue to support the community in several ways: Through the Integrated Safety Coordination Team (ISCT) meetings, the Regent Park Safety Network (RPSN), the Regent Park Neighbourhood Association (RPNA) and helping to implement and/or support tenant led safety initiatives. Our aim for 2022 is to have more in-person and meaningful programming that tenants will want to participate in. We also want to focus on introduction meetings where we can explain what the VRP is, who the CSCs are and how it affects them. We will continue to support in the fashion we have already (i.e., safety audit walks, Youth advisory council, and training).

West Region:

For the last quarter of the year, the VRP West team focused on completing our community capacity-building initiatives like Stop the Bleed (STB) and Mental Health First Aid. To date, we have trained 65 tenants in STB and 25 in Mental Health First Aid. Additionally, we

continued to support food security initiatives led by the engagement team and local community partners.

Other initiatives the team has led includes supporting parents who have experienced gun violence both directly and indirectly through the Parents' Wellness Retreat- a full-day retreat in which 35 parents from LH, Fallstaff and Grandravine did mindfulness meditation yoga and had the opportunity to connect with other parents who are experiencing similar challenges.

The team supported communities with key safety initiatives this quarter, including establishing new community safety tables at 7 Capri, 49 Mabelle and Lightwood Sanagan. We also worked with the various teams to respond to critical incidents Yorkwoods with gun violence and in 49 Mabelle for a suicide.

During the last month of this quarter, we took time to reflect on the first year of the program, celebrate the fact that we served upwards of 3000 tenants, identify some of the challenges we experienced and use our learning in proactively planning our 2022 programs and services all of which will be focused on increasing tenant/community safety and well-being. One key area that the team will be more focused on is economic development and educational attainment. Within this focus area, we are looking to support young people get connected to appropriate jobs, pre-employment training, grants and scholarships, support with post-secondary applications, and high school completion.

Regional Breakdown of CSC data:*Table 1: Q4 Regional Breakdown of CSC Activity*

Measure	West	Central	East	Q4
Number of successful referrals to agencies or programs (mental health, education, employment, food security)	24	158	85	267
Number of safety related initiatives supported, lead or initiated (community safety meetings, audits etc.)	17	91	35	143
Number of tenants who participate in VRP/YVRP activities	2053	829	1308	4190

Youth and Family Parent Support program (\$80,000.00)

The West Region Violence Reduction team has continued to work closely with Delta to ensure that culturally relevant services are available to tenants. For this quarter, we were able to get a young person from the Finch Ardwick community hired and 15 youth from that community trained on Cyber Security and Life Skills.

Downtown Integrated Service Delivery Program (\$50,000)

The work on Housing Unit Takeovers (HUT) continues; since the focus group training and distributing literature about HUTs to tenants, we have noticed an increase in the number of calls being received from anonymous tenants reporting possible HUTs within their communities. During Q4, a total of 4 HUTs were identified, and we are working to support those tenants. From the three identified in Q3, we are still providing ongoing support to one tenant.

CSU Update in the High Needs Communities (including Broader Dan Harrison)

VRP Special Constables continue to attend their weekly Integrated Team Meetings and work alongside our partners within the community.

Throughout Q4, VRP Special Constables led or participated in various events such as:

- Edgeley Village and Falstaff / 2195 Jane 'Pumpkin Giveaway' where officers distributed over 100 pumpkins for children to decorate. They also donated several boxes of Halloween candy to hand out to children in the Shoreham, Tandridge, Firgrove, Yorkwoods and Scarlettwoods Communities.
- Supporting the OutReach Kids and their programs weekly at Lawrence Heights
- CSU's annual Starbox Giveaway, officers, attended Regent Park and Edgeley Village to distribute free boxes to our tenants just in time for the holidays. They also donated mittens and hats, which were distributed during this event.
- Took part in a Community BBQ for TCH tenants as well as other individuals in the vicinity of Sherbourne and Shuter St. Harvey's Restaurants generously donated 1,000 hamburgers which were BBQ'd at the nearby Harvey's Restaurant and handed out in the parking lot of 275 Shuter St. In addition to the burgers, CSU handed out almost 500 winter coats and hoodies, socks, underwear and other perishables.
- At Falstaff/2195, Jane VRP Officers participated in a Basketball Event at 50 Falstaff Ave with the community's youth. This event was a massive success in building relationships between the youth and our officers.
- CSU also held their annual Turkey Giveaway. VRP Officers assisted with distributing turkeys to Shoreham Court, Lawrence Heights, Dan Harrison, and other TCHC Communities.

When VRP officers are not participating in events, they continue their daily roles and responsibilities of:

- Intercepting individuals in the community to determine if they are lawfully on the property and establishing their identities.
- Building a relationship within the community and engaging stakeholders.
- Gathering local community-based intelligence in support of investigations and tenancy management.
- Enforcing the Criminal Code, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor License Act, Mental Health Act and Parking Regulations.
- Identifying and apprehending offenders.
- Laying Criminal Code charges where necessary.
- Conduct joint patrols with the Toronto Police.
- Preparing and submitting documentation for tenancy management purposes.
- Improved Fire Safety through increased foot patrols, spot-checking of life safety equipment, tenant education, and potential hazards reporting.

Performance Measurement

CSU activity in the high needs communities (including broader Dan Harrison) Refer to Table 3 for statistical data.

1. Calls for Service

The volume of calls for service at VRP sites has increased by 14% in Q4 compared to the previous quarter and decreased by 32% compared to the same quarter last year. The decrease of the prior year could be attributed to the shortage of VRP officers present at VRP sites where on-site calls for service are reported by tenants or VRP officers. In addition to Table 3, Table 3a shows calls for service by VRP community.

The Toronto Police Service was consulted and advised that they are unable to support TCHC's request for data related to calls for service at this time as a result of the extensive time and effort that would need to be devoted to gathering and de-identify the records in

compliance with The Municipal Freedom of Information and Protection on Privacy Act. The TPS confirmed that TCHC may make a formal Freedom of Information Act request to access the information to understand that engaging in a complex task such as this would result in TCHC being liable for cost recovery in line with the Police Service's "Fee Schedule" of the day.

2. Crime on TCHC Property and CSU's intervention

Toronto Community Housing represents 4% of the population of Toronto. Shootings in VRP communities represent 5.4% of the shootings in the City of Toronto, and non-VRP communities represent 14.1% of the shootings in the City year-to-date December 31.

Overall the percentage of shooting incidents occurring on TCHC properties decreased in 2021 as a percentage of citywide shootings from 31% in 2020 to 19.6% in 2021.

Crimes against property increased by 13% in Q4 compared to Q3, which equates to 14 incidents. As for crime against persons decreased by 39 incidents (55%) in Q4 compared to the previous quarter. When comparing the crime against person this quarter to the same quarter last year, it decreased significantly by 54 incidents, a 76% decrease.

The significant reduction in crimes against persons could be attributed to the continued work and presence of CSU's VRP program and driven by the decrease in reported Assaults. CSU intervened in various ways to address the crime at the VRP sites through arrests, dealing with trespassers and conducting wellness checks. Wellness checks are performed at the request, and also when officers recognize vulnerable tenants that may need additional attention, wellness checks increased by 88 over the last quarter. In addition to Table 3, Table 3 b & c shows Crimes against Persons and Property in VRP communities (including revite) by seniors and family portfolio.

Furthermore, crime is also addressed by issuing eviction notices by our Legal department. In August 2011, Toronto Community Housing adopted a Policy on Evictions for Cause. The purpose is to guide

decision-making and set procedural standards for staff as they manage situations where individual behaviours impact others in the community and lead to eviction for cause under the *Residential Tenancies Act, 2006* ("RTA"). In addition to the N6 and N7 (notices issued for Health and Safety and illegal acts), TCHC also issues N4's (Ending a tenancy for Non Payment of rent), N5's (Interfering with others, damage to property and overcrowding) and N13's (termination a tenancy as the unit will be demolished, repaired or converted for another use.)

Applications to terminate a tenancy are pursued at the discretion of the Regional General Manager or Contract Property Managers as informed by legal advice. The Regional General Manager or Contract Property Manager will consider whether staff have appropriately and thoroughly applied and carried out other Toronto Community Housing policies and procedures that would remediate the issue while maintaining community safety.

At the committee's request, CSU also looked into the shootings at VRP sites over the last 3 years to determine which involved retaliation or were drug-related that may contribute to community experiences with gun violence, when applicable. However, we cannot draw any substantive conclusions as we cannot provide TPS source information that identifies a shooting as resulting from retaliation and or drugs - as doing so could: 1) be an unconfirmed working theory and or; 2) may inadvertently jeopardize ongoing police investigations. The tables below are the information we were able to pull from CSU's records management system (CORA); however, the list is incomplete as TPS information is not included for the reasons listed above.

Table 2a: Shootings that were known to be retaliatory (2019-2020)

Report Date	Event Type	Drugs Involved	Incident Summary	Retaliatory Shooting	Vulnerability Related
2020	Discharge Firearm (Wound, Maim)	No	Shooting	Yes	No
2020	Discharge Firearm (Danger Life)	No	Shooting Instigation	Yes	No
2020	Attempted Homicide	No	Shooting Investigation	Yes	No
2020	Discharge Firearm (Danger Life)	No	Suspect shot at victim after argument	Yes	No
2020	Discharge Firearm (Danger Life)	No	Shooting Investigation	Yes	No
2021	Homicide	No	Homicide - Shooting	Yes	No
2019	Attempted Homicide	No	Targeted Shooting - Gang related	Yes	No
2019	Discharge Firearm (Danger Life)	No	Shooting Investigation - Targeted Shooting	Yes	No
2019	Discharge Firearm (Wound, Maim)	No	Shooting Investigation - Targeted Shooting	Yes	No

Table 2b: Shootings that related to vulnerabilities, including Drugs (2019-2020)

Report Date	Event Type	Drugs Involved	Incident Summary	Retaliatory Shooting	Vulnerability Related
2019	Discharge Firearm (Danger Life)	Yes	Shooting over drug transaction	No	Yes
2020	Discharge Firearm (Danger Life)	Yes	Shooting involving a drug transaction.	No	Yes
2021	Attempted Homicide	No	Shooting Investigation - Suspect YO	No	Yes
2021	Discharge Firearm (Danger Life)	No	Suspect suffered accidental, self-inflicted gunshot wound to head. TPS laid charges.	No	Yes
2021	Attempted Homicide	No	Young Person shot	No	Yes
2019	Discharge Firearm (Danger Life)	No	Shooting Investigation - drug scales found at scene.	No	Yes
2019	Attempted Homicide	No	Suspect fired multiple gun shots at young persons	No	Yes

Crime Prevention Efforts

In the ongoing effort to reduce and prevent crime on TCHC property, particularly at the VRP sites, CSU continues to conduct safety audits where sites are thoroughly audited. Many recommendations are made for site staff to implement to make the neighbourhood a safer place. During these audits, CPTED principles (Crime Prevention through Environmental Design) are applied, and CSU makes recommendations through these principles.

CSU patrols help to proactively deter crime and, in many cases, help build relationships with our tenants. These patrols consist of either on-foot, mobile or both. There was an increase of 611 patrols at VRP sites this quarter over the last quarter. Patrols are conducted based on VRP officers' availability, TPS availability and Community Needs.

The Community Safety Advisors ("CSA") initiate various engagement activities. In Q4, there was a slight increase in engagement activities created compared to last quarter. The CSA activities include community events, presentations, safety meetings, tenant management meetings, tenant visits etc. Staff continue certain engagement activities to improve communication and engagement on safety issues. Table 3 below does not include activities that our Special Constables were involved in or potentially initiated.

Tenancy Management

1. CSU involvement

Community Safety Unit, Operations Division, and Seniors Housing Unit staff work collaboratively to identify, share information and address tenancy Management issues. In support of this work, TCHC has adopted a Policy on the "Handoff of Tenancy Management Accountability" that has streamlined the sharing of information related to Tenancy Management and Support for Vulnerable Tenants. Refer to *Appendix' A' Operations and Seniors Housing Information sharing workflows*.

Table 3: Actions taken in High Needs Communities (including broader Dan Harrison) (Q4/2020 to Q4 2021)

VRP ACTIVITY	Q4/20	Q1/21	Q2/21	Q3/21	21-Oct	21-Nov	21-Dec	Q4/21
Request for Service (dispatched or on-site requests)								
Calls for service - VRP (note: one call can have multiple incidents reported below)	5,701	4,965	4,346	3,783	1,402	1,548	1,358	4,308
Crime on TCHC Property								
Crimes Against Property - VRP	135	131	132	104	47	33	38	118
Total Crimes Against Person (CAP) - VRP	125	89	102	110	29	17	25	71
CAP- Serious Violent Incidents - VRP	48	48	55	53	11	4	11	26
CAP- Other Incidents - VRP	77	41	47	67	18	13	14	45
Arrests VRP	90	117	82	91	31	30	31	92
Tenant Arrest	29	26	25	23	6	5	7	18
Non-Tenant Arrest	61	89	57	64	23	25	22	70
Not Specified	0	2	0	4	2	0	2	4
N6 & N7 issued by Legal (evictions for H&S and Illegal Acts)	29	31	18	23	4	11	11	26
Wellness check (Assist Resident - Check Welfare) - VRP	530	430	299	239	101	131	95	327
Mental Health Act - VRP	26	31	17	31	8	8	6	22
Narcan Administered - VRP	5	0	6	3	0	3	3	6
Trespass Incidents -VRP	541	421	251	154	81	106	86	273
CCTV (FOI, Legal, OU. TPS) - VRP (vast majority are for TPS)	197	127	119	128	35	60	35	130

VRP ACTIVITY	Q4/20	Q1/21	Q2/21	Q3/21	21-Oct	21-Nov	21-Dec	Q4/21
Proactive Work								
Safety Audits - All TCHC	25	2	9	30	9	9	9	27
Patrols - VRP	5,656	5,594	4,704	4,267	1,924	1,788	1,166	4,878
<ul style="list-style-type: none"> Patrols CSU mobile/Foot/Initiated/focused 	5,569	5,005	4,629	4,196	1,870	1,750	1,150	4,770
<ul style="list-style-type: none"> Patrol - Joint CSU and TPS - VRP 	87	84	75	71	54	38	16	108
Engagement Activities - VRP	70	107	77	83	23	22	42	87
Referrals of vulnerable tenants - VRP	11	10	14	17	10	5	8	23
Fire Incidents								
Fire - Equipment Malfunction - VRP	12	10	18	21	2	4	9	15
False Fire Alarm VRP (accidental, perceived emergency)	188	171	202	167	75	62	78	215
Malicious Intent/Prank - VRP	30	10	11	16	3	4	10	17
Fire - VRP	41	19	27	23	9	17	6	32

Table 3a: Calls for Service by VRP Community (Q1 to Q4 2021)

VRP Calls For Service (note: one call can have multiple incidents)					
Community	Portfolio	Q1/21	Q2/21	Q3/21	Q4/21
Bleecker/200 Wellesley	Family	1073	973	719	742
Dan Harrison / William Dennison	Family	806	583	455	584
Dan Harrison / William Dennison	Senior	33	36	24	53
Edgeley Village	Family	95	146	151	127
Edgeley Village	Senior	16	42	14	26
Flemingdon Park/Glenyan Manor	Family	116	138	133	106
Flemingdon Park/Glenyan Manor	Senior	25	17	22	17
Islington/St. Andrews	Family	77	43	43	73
Jane/Falstaff	Family	298	309	190	346
Lawrence	Family	579	590	590	572
Lawrence Heights	Family	235	296	368	267
Lawrence Heights	Senior	24	19	10	11
Moss Park	Family	874	644	519	803
Regent Park/Gerrard River	Family	575	468	436	517
Regent Park/Gerrard River	Senior	15	14	15	15
Victoria Park/Chester Le Blvd	Family	58	53	115	66

Table 3b: Crimes against Persons and Property in **High Needs Senior Communities** (Q1 to Q4 2021)

Crimes against Persons and Property (Senior)	Q1/21	Q2/21	Q3/21	Q4/21
Total Crimes against Persons	3	3	1	1
Less Serious Violent Incidents	2	2		1
Serious Violent Incidents	1	1	1	

Note: This includes senior's portfolio within the Lawrence Heights and Regent Park revite communities.

Table 3c: Crimes against Persons and Property in **High Needs Family Communities** (Q1 to Q4 2021)

Crimes against Persons and Property (Family)	Q1/21	Q2/21	Q3/21	Q4/21
Total Crimes against Persons	90	100	111	70
Less Serious Violent Incidents	43	46	59	44
Serious Violent Incidents	47	54	52	26

Note: This includes family portfolio within the Lawrence Heights and Regent Park revite communities.

Table 3d: *Proactive Work in High Needs Revite Communities (Q1 to Q4 2021)*

Revite Proactive Work	Q1/21	Q2/21	Q3/21	Q4/21
Patrols CSU mobile/Foot/Initiated/focused	1499	1738	1499	1189
Patrol - Joint CSU and TPS - VRP	20	15	13	8
Engagement Activities (*) - VRP	22	21	53	16
Referrals of vulnerable tenants - VRP	3	9	3	0

These stats represent the communities of Lawrence Heights and Regent Park.

**Does not include activity that our Special Constables were involved in or initiated.*

IMPLICATIONS AND RISKS:

With the December 2020 TCHC Board decision to suspend all VRP FTE hiring in the Community Safety Unit, CSU will have to ensure adequate coverage at VRP locations; therefore, CSU will be utilizing third-party security guards to fill the staffing gaps and balance coverage at those sites. This number increases progressively with attrition, resignations and retirement.

While third-party security can provide a security presence that helps deter crime, they cannot offer the same level of service as Special Constables. The security guards do not carry the same authorities as a Special Constable and cannot be utilized in the same manner per the Collective Bargaining Agreement. Our CSU officers still need to attend the VRP sites being covered by the security guards to address specific incidents.

The risk is this may lead to inconsistent service delivery and will incur increased 3rd party security costs in trying to maintain proper service levels.

SIGNATURE:

"Allan Britton"

Allan Britton
Acting Senior Director, Community Safety Unit

STAFF CONTACTS:

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Report on Business Arising from Public Meeting Minutes
TSC Action Item List

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. TSC:2021-34 May 4, 2021	Participatory Budgeting Program Prior to its reimplementation, Management to bring the plan for the participatory budgeting program to the TSC for discussion.	In progress	To be brought back in advance of Participatory Budgeting being reintroduced	Chief Operating Officer
2. GCHRC:2021-34 September 10, 2021 GCHRC Meeting	Board and Committee Meeting Rules of Procedures GCHRC direct staff to amend the proposed Rules in accordance with comments from members, and bring forward the draft document to the next TSC meeting and thereafter return to GCHRC for its further consideration.	Complete	February 9, 2022 (TSC:2022-04)	General Counsel and Corporate Secretary
3. TSC:2021-57 September 14, 2021	Revitalization Long-Term – Economic and Employment Benefits Staff to amplify the report and report back to provide more details including:			

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<ul style="list-style-type: none"> ○ The total construction hours and project hours, broken down by revitalization communities; ○ The total value of all constructions of all the revitalization projects, and value broken down by revitalization communities; ○ More details on section 1.2 Contracts for Social Enterprises, which include the list of social enterprises that have been awarded the social contracts, the number of tenants employed, and how the social enterprises were procured, broken down by revitalization communities; ○ Revision of tables under section 2.1 Employment, converting job duration to employment hours, broken down by revitalization communities; and ○ More information on wages dispensed to tenants, through construction and non-construction jobs. ○ A draft revised report will be sent to Councillor 	Complete	A briefing note was provided at the March 29, 2022 meeting	Acting Chief Development Officer & Director, Program Delivery

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	Fletcher for review prior to finalization and submission to the TSC.			
4. TSC:2022-08 February 9, 2022	Update: Participatory Budget Program Review Management to provide a Briefing Note before the June TSC meeting on: <ul style="list-style-type: none"> • formal communication to tenants regarding the discontinuance of the Participatory Budget program; • items ordered under the former program but not delivered; • review of the procurement and pricing approach; and • the program name with a direction to appropriately rename the program. 	Complete	A briefing note was provided at the March 29, 2022 meeting	Chief Operating Officer
5. TSC:2022-08 February 9, 2022	Board and Committee Meeting Rules of Procedures Management to engage the City's Tenants First team and Tenant Directors in relation to proposed changes to the Rules of Procedures, impacting tenants.	Complete	By March 29, 2022	General Counsel & Corporate Secretary

Toronto Community Housing Corporation
 931 Yonge Street
 Toronto, ON
 M4W 2H2



Briefing Note: For Information

To: Tenant Services Committee (“TSC”)

From: Kelly Skeith, Chief Development Officer

Date: March 7, 2022

Re: Tenant Services Committee Meeting of March 29, 2022
 Revitalization Long-Term Economic & Employment Benefits (TSC:2022-21)

The purpose of this report is to provide the TSC with additional information requested about the employment benefits received by tenants across the revitalization sites.

At its September 14, 2021 meeting, the TSC requested Management to provide, where possible, supplementary information to the TSC:2021-57 report to include:

1. Revise tables under section 2.1 Employment, converting job duration to employment hours, broken down by revitalization communities and include more information on wages dispensed to tenants, through construction and non-construction jobs;
2. Additional details on section 1.2 Contracts for Social Enterprises, which includes the list of social enterprises that have been awarded the social contracts, the number of tenants employed, and how the social enterprises were procured, broken down by revitalization communities;
3. Total value of all constructions of all the revitalization projects, and value broken down by revitalization communities; and
4. Total construction hours and project hours, broken down by revitalization communities.

Outlined below is a summary of Management’s findings in response to the requested supplementary information.

Request #1 – Revised Employment Tables.

The requested detail on Employment are summarized in Attachment #1, general findings include:

- Table 1: 455 jobs translates into 3,155 months or 455,855 total hours worked; with just over \$9.0M in total wages earned.
- Generally tenants in construction jobs earn more than non-construction jobs and the overall data indicates that longer term (12+ months) construction jobs have higher salaries. To date there have been 190 construction related jobs secured by tenants.
- Tenants have voiced a desire for jobs that are not construction related. As of December 2020 there have been 265 non-construction related jobs secured by tenants. Employment figures for 2021 will be updated in the Summer of 2022.

Request #2 - Additional details on section 1.2 Contracts for Social Enterprises

The requested detail on Contracts for Social Enterprises are summarized in Attachment #2.

- Contracts summarized in Attachment #2 represent TCHC's social procurement commitments. These figures do not include social procurement contracts/spending undertaken by our Developer Partners.
- Through TCHC contracts eight social enterprises have been supported with contract values ranging from just over \$2,000 (catering) to \$190,000 (movers).
- Tenants were hired as a part of all of the contracts, the majority of contracts resulted in 100% of the jobs being provided to TCHC tenants.

Request #3 - The total construction value of all revitalization projects, broken down by revitalization sites.

- Total residential construction costs for market and TCHC buildings are summarized in Confidential Attachment #3.

- To date, TCHC tenant benefits secured, represent approximately 2.5% of the total construction cost of the projects. This percentage includes the value of jobs, scholarships, trainings and social contracts for TCHC tenants. It does not include other secured benefits such as new community facilities, affordable housing, public amenities (parks), and other community programming.

Request #4 - The total construction hours and project hours, broken down by revitalization communities

- Hours worked by tenants are reported in Attachment #1. Staff have investigated the possibility of retroactively collecting data on the hours worked for all jobs on the construction sites. This data is not typically tracked. For this reason, it is challenging to recreate or accurately reflect the total work hours spent to date on all construction projects.
- TCHC Staff will work with the Housing Secretariat and the City's Community Benefits team to develop a unified approach to undertake this reporting request. This work will involve consulting with our existing development partners.
- TCHC Staff will look to implement an approach that does not have negative impacts on the competitive contract tendering process for trades/contractors/subcontractors.

NEXT STEPS FOR ESTABLISHING COMMUNITY BENEFIT TARGETS:

Since September 14, 2021, Toronto City Council directed City Staff to contemplate a 10% CED target for large scale projects. Additional work is needed to determine how a 10% target can be applied and implemented. This work will identify any impacts on revitalizations including: the overall pro-forma; TCHC's ability to meet community specific needs (where Tenants Benefits and priorities represent more than just construction jobs); and, any impacts on project staffing, project schedules and budgets during construction.

Within the context of a TCHC revitalization, construction jobs and training are just one piece of a complete Tenant Benefits Package that is secured

for tenants through the RFP process. In order to align TCHC and City goals and approaches, TCHC Staff are working closely with the Housing Secretariat and the City's Community Benefits team to fully understand the impacts of this direction.

Partnering with TCHC on a revitalization is a complicated city building process. It is essential that any overarching target is well understood and clearly articulated in tender and RFP documents so proponents are able to both fully understand and value the requirement.

ATTACHMENTS:

Attachment 1:	Revised Employment Table
Attachment 2:	Summary of Social Contracts
Confidential Attachment 3:	Costs of Residential Construction Work on Revitalization Sites
Reason for Confidential Attachment:	Matters that are not required to be disclosed under the <i>Municipal Freedom of Information and Protection of Privacy Act</i> , including but not limited to financial information belonging to TCHC with monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of TCHC.

Attachment 1: Revised Employment Tables

Table #1 – Employment										
Site	Developer Employment Commitment	Reporting Start Year	Jobs Secured By Tenants	Number of Tenants Hired	Length of Jobs in Months	Total Hours Worked	Total Wages Earned	RGI Units Per Site	Employment Benefit Achieved Per RGI Unit	Employment Target per Unit RGI Unit
Lawrence Heights	\$3.5M in Jobs	2013	252	154	834	127,382	\$2,802,505	1208	\$2,319	\$2,897
Alexandra Park	Approx. 150 Jobs	2008	132	102	1677	226,067	\$4,469,789	806	\$5,545	NA
Leslie Nymark	22 Full-time or equivalent Jobs	2013	13	13	177	30,562	\$638,335	121	\$5,275	NA
Allenbury Gardens	Best efforts to employ 10% of jobs created on-site	2010	35	26	397	52,456	\$1,024,412	127	\$8,066	NA
250 Davenport	\$1M in jobs	2018	15	15	38	5,147	\$83,305	460	\$181	\$2,174
Don Summerville	Min. \$0.5M in jobs	2020	8	8	32	9,78	\$20,991	120	\$174	\$4,167
Total			455	318	3,155	455,855	\$9,039,338	2,842		

Notes:

- Employment data for the Regent Park Revitalization Phases 1-3 is collected separately by Toronto Employment and Social Services. TESS uses a different methodology of job tracking that does not align with the reporting detail provided above.
- Columns highlighted in yellow represent new data since last presented.

Table 2 - Construction Related Jobs Wages and Duration														
Site	Number of Jobs (construction)	% of All Jobs Per Site	Total Wages Earned	Average Total Wage Earned Per Job	Average Hourly Wage Paid	Hours Worked by Tenants	Number of Jobs with Wage \$14-\$19	Number of Jobs with Wage \$20+	Summer Jobs Between June-September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	24+ Months
Lawrence Heights	80	32%	\$2,090,831	\$26,135	\$25.04	83510	53	27	12	42	6	7	5	8
									15.0%	52.5%	7.5%	8.8%	6.3%	10.0%
									\$25.82	\$16.41	\$19.55	\$15.78	\$21.66	\$29.07
Alexandra Park	61	46%	\$3,213,045	\$52,673	\$20.38	157688	28	33		15	10	8	10	18
										24.6%	16.4%	13.1%	16.4%	29.5%
										\$16.45	\$18.58	\$19.78	\$21.37	\$21.19
Leslie Nymark	8	62%	\$243,785	\$30,473	\$19.84	12289	4	4		2	1	3	2	
										25.0%	12.5%	37.5%	25.0%	
										\$20.95	\$16.00	\$20.35	\$19.92	
Allenbury Gardens	29	83%	\$816,689	\$28,162	\$18.85	43321	23	6		17	1	3	1	7
										56.8%	3.4%	10.3%	3.4%	24.1%
										\$15.99	\$19.00	\$18.17	\$20.00	
250 Davenport	12	80%	\$73,813	\$6,151	\$16.35	4514	10	2		10		2		
										83.3%		16.7%		
										\$17.16		\$16.04		
Don Summerville	NA													
Total	190		\$6,438,162	\$33,885	\$21	301,322	118	72						

Table 3 - Non-Construction Related Jobs Wages and Duration														
Site	Number of Jobs (non - construction)	% of All Jobs Per Site	Total Wages Earned	Average Total Wage Earned Per Job	Average Hourly Wage Paid	Hours Worked by Tenants	Number of Jobs with Wage \$14-\$19	Number of Jobs with Wage \$20+	Summer Jobs Between June-September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	24+ Months
Lawrence Heights	172	68%	\$711,674	\$4,138	\$16.22	43872	158	14	134	18	9	5	4	2
									77.9%	10.5%	5.2%	2.9%	2.3%	1.2%
									\$14.34	\$19.83	\$16.94	\$20.33	\$17.06	\$15.90
Alexandra Park	71	54%	\$1,256,745	\$17,701	\$18.38	68379	59	12	13	12	26	7	8	5
									18.3%	16.9%	36.6%	9.9%	11.3%	7.0%
									\$14.00	\$15.54	\$15.29	\$14.24	\$19.94	\$21.12
Leslie Nymark	5	38%	\$394,550	\$78,910	\$21.59	18274	1	4			1	1	1	2
											20.0%	20.0%	20.0%	40.0%
											\$22.00	\$16.00	\$22.00	\$22.00
Allenbury Gardens	6	17%	\$208,003	\$34,667	\$22.77	9135	3	3		4			1	1
										66.67%			16.67%	16.67%
										\$17.56			\$22.00	\$22.00
250 Davenport	3	20%	\$9,493	\$3,164	\$15.00	633	3			3				
										100.00%				
										\$15.00				
Don Summerville	8	100%	\$20,991	\$2,624	\$21.45	978	8				8			
											100%			
											\$15.00			
Total	265		\$2,601,455	\$9,816	\$18.41	141,270	232	33						

Attachment 2: Summary of Social Contracts

Social Enterprise	Service Provided	Year	Site	Contract Amount	Tenants Employed / % of Total Contractors
Alexandra Park Community Centre	Movers and Elevator Operator	2016-2018	250 Davenport	\$190,000	3-4 tenants / 100%
Alexandra Park Community Centre	Planter Box Installation	2012	Alexandra Park	\$900	3 tenants / 100%
Spaces Customs Interiors	Interior Design and Staging	2014-2018	Alexandra Park	\$29,000	1 tenant / 100%
Keenan Community Housing Services	1B Unit Clean Out	2016	Alexandra Park	\$44,000	6 tenants / approx. 60% of team
Domanique Grant Creative Group	Entertainment and Performance	2018	Alexandra Park	\$942	1 tenant / 100%
Alexandra Park Community Centre - Culinary Crew	Catering	2019-2020	Alexandra Park	\$6,372	3-6 tenants / 100%
Building UP	Various Labour Contracts	2017-2020	250 Davenport	\$28,986	~ 50% minimum
To The Moon & Back Wedding & Event Designs	Staging - International Women's Day	2019	Alexandra Park	\$2,700	2 tenants / 100%

Item 3 – Briefing Note re: Action Item 3 - Revitalization Long-Term
 Economic & Employment Benefits
 TSC Meeting of March 29, 2022
 Report#: TSC:2022-21 Attachment 2

Item 3- Briefing Note re: Public Action Item #3 - Attachment 2

Alexandra Park Community Centre	Community Animation Program	2018- 2020	Alexandra Park	\$62,000	6-8 tenants / 100%
Alexandra Park Community Centre	Phase 1b and 2a Unit Cleaning	2019- 2020	Alexandra Park	\$54,360	3-4 tenants 100%
Alexandra Park Community Centre	Fence Installation	2019- 2020	Alexandra Park	\$23,000	3-4 tenants 100%
Alexandra Park Community Centre	Summer and Winter Youth Employment	2019- 2020	Alexandra Park	\$17,000	2 tenants 100%
Gordonridge Action Committee	Catering	2017- 2020	Lawrence Heights	\$6,400	2-4 tenants 100%
TOTAL				\$465,660	

Contracts listed in the summary table were procured by TCHC through direct award in keeping with TCHC social procurement practices.



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Briefing Note: For Information

To: Tenant Services Committee (“TSC”)

From: Sheila Penny, Chief Operating Officer

Date: March 7, 2022

Re: Tenant Services Committee Meeting of March 29, 2022 Public Action Item 4: Participatory Budget Program Reform

On February 9, 2022, the Tenant Services Committee requested that TCHC management provide a Briefing Note before the June TSC meeting on:

- A formal communication to tenants regarding the discontinuance of the Participatory Budget program;
- Items ordered under the former program but not delivered;
- Review of the procurement and pricing approach; and
- The program name with a direction to appropriately rename the program.

TENANT COMMUNICATIONS

In May 2021, the Tenant Engagement team met with the Tenant Marketing and Communications team to advise that the Participatory Budgeting (PB) process was cancelled for the remainder of 2021 and that all PB activities are scheduled to resume in 2022 with new and improved processes.

During the revamp process of PB, staff on the Tenant Engagement team were responsible for the following:

- Working to align the PB program with the new tenant hubs.
- Work and consult with the PB Monitoring Committee to create a new structure.
- Present the new structure to management for approval.

To promote that the program was postponed, the Tenant Marketing & Communications team developed a communications campaign to be implemented immediately after products were approved.

Communications

To provide tenants with an update on the changes to the PB process, the following resources were created and updated:

1. *PB webpage on the Toronto Community Housing website*

The PB web page was updated to advise visitors that PB is cancelled for 2021. This page link was also displayed on the poster developed for all buildings.

2. *Poster in Buildings*

A poster was created and shared with the Tenant Engagement team. The Tenant Engagement team emailed the poster to managers of each region, along with superintendents and Community Services Coordinators, for posting in each building. It was also recommended that a copy be sent to the Client Care Centre if they receive any questions from tenants.

3. *Social Media*

A social media campaign was created and posted on our social media channels from Monday, May 17 and scheduled to go out for the remainder of 2021.

4. *Seniors Housing Unit*

A mailer focusing on tenant engagement was created and sent to all tenants living in the Seniors Housing Unit. Part of the content included an article on PB being postponed for 2021.

ITEMS ORDERED BUT NOT DELIVERED

A total of 247 communities across all Toronto Community Housing’s portfolios participated in the 2019 Participatory Budgeting (PB). 60 communities did not receive 124 approved and ordered items out of this number.

Table 1: A summary of total number of PB items ordered but not delivered by com region.

Region	Number of communities	Number of items not delivered by region
East	31	68
West	10	20
Central	19	36
Total	60	124

REVIEW OF PROCUREMENT AND PRICING, AND PROGRAM RENAME

Staff have started developing frameworks to guide PB reform to ensure accountability and effective program implementation. One of such is developing the “tenant funds distribution” policy that will govern how funds for community improvements initiatives are allocated while ensuring the appropriate controls are implemented for oversight and accountability.

In addition, the review of the procurement and pricing approach to PB and a rename of the program will be carried out as part of the reform process. PB reform will be completed in 2022, and implementation will start in 2023.

ATTACHMENTS

1. Participatory Budgeting Reform Work Plan
2. Sample Communications Materials

ATTACHMENT 1: Participatory Budgeting Reform Work Plan

Milestone Description	Lead	Assigned To	Start	End
Conduct External Scan			1/24/2022	8/27/2022
Conduct External Scan of Similar Programs by Housing Providers	COO	Manager, Tenant Engagement		
Identify Oversight and Control Mechanisms in External Programs	COO	Manager, Tenant Engagement		
Report on Oversight and Control Mechanisms in External Programs	COO	Manager, Tenant Engagement		
Conduct Tenant Consultation			2/2/2022	11/10/2022
Conduct Targeted Tenant Consultations	COO	Manager, TE and Regional Manager CSS		
Consult Tenant Leadership	COO	Manager, TE and Regional Manager CSS		
Conduct General Tenant Consultation in Targeted Communities	COO	Manager, TE and Regional Manager CSS		
Develop Public Report Outlining Tenant Feedback	COO	Manager, Tenant Engagement		
Program Refresh			2/11/2022	7/2/2022
Develop New Participatory Budget Program	COO	Manager, TE and Regional Manager CSS		
Program Review and Oversight Controls			2/12/2022	9/15/2022
Detailed Assessment of new PB Program Components and Controls	CFO	Manager, TE and Finance and Procurement, Regional Manager CSS		

Identify Key Oversight Controls and Assess PB Control Deficiencies	CFO	Manager, TE and Finance and Procurement, Regional Manager CSS		
Develop Summary Report containing Findings from PB Program Review	CFO	Manager, Tenant Engagement		
Develop Participatory Budget Program Policy			2/12/2022	1/30/2023
Develop New Participatory Budget Program Policy	COO	Manager, TE and Strategic Planning and Stakeholder Relations (SPSR)		
Present New Participatory Budget Program Policy to TSC, BIFAC and Board for Approval	COO	Manager, Tenant Engagement		

Item 3 – Briefing Note re: Action Item 4 - Update:
 Participatory Budgeting Reform Work Plan
 TSC Meeting of March 29, 2022

ATTACHMENT 2: Sample Communications Materials

Webpage

Residents	Rent	Capital initiatives	Doing business	Careers	Transparency	News & resources	Calendar
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Home > Residents > Getting involved > Participatory budgeting

Getting involved

- Tenant Engagement System ▶
- Tenant Engagement System Refresh Process ▶
- Tenant Participation System
- Participatory budgeting** ▲
- Consultations
- 2016 PB allocation results
- 2015 PB allocation results
- 2014 PB allocation results
- Children and youth ▶
- The Centre for Advancing the Interests of Black People ▶
- Scholarships ▶
- Internships

Participatory Budgeting

Participatory budgeting is cancelled for 2021

Check out the [Participatory Budgeting is cancelled for 2021 poster \(PDF\)](#) for more information.

How Participatory Budgeting has worked

For over 15 years, the Participatory Budgeting (PB) process has given Toronto Community Housing tenants the opportunity to decide how to spend funds to improve their buildings, developments, and communities.

In 2017, Toronto Community Housing put PB on hold so we could work with tenants and improve the PB model. During this review phase, this is what we heard from tenants:

- Have a separate tenant engagement process for non-capital and capital items
- We need a process that is clear and less complicated for tenants and staff
- Tenants want more of a say about selecting projects and less staff control throughout the process

The 2019 PB process

Phase one: Identify local needs

- Tenants will be educated on the process and encouraged to participate
- Staff will support tenants to develop their ideas and provide key information about items
- Local needs will be identified at building meetings

Phase two: Decide on projects

- Communities will decide which non-capital items to present on allocation dav. and select a deleoate and an alternate



Poster

The poster features a teal header with the title "Participatory Budgeting (PB) is cancelled for 2021" in white. The Toronto Community Housing logo is in the top right. The main text explains the cancellation and provides a list of activities during the revamp. A calendar icon with an 'X' is positioned to the right of the main text. The bottom section includes contact information and an accessibility icon.

Participatory Budgeting (PB) is cancelled for 2021

Toronto
Community
Housing

Participatory Budgeting (PB) is on hold for the remainder of the 2021 calendar year. All PB activities are scheduled to return in 2022 with new and improved processes.



While PB is being revamped:

- Staff are working to align the PB program with the new tenant hubs.
- Staff will work and consult with the PB Monitoring Committee, to create a new structure.
- Once the new structure has been established, staff will present the new structure to management for approval.

For more information, speak to your local Engagement Community Services Coordinator. If you don't know who they are, call the Client Care Centre at **416-981-5500**.



Call **416-981-5500** to request this post in an alternate format or language.

Take down after August 31, 2021

Social Media Posts

Version #1

Please note that Participatory Budgeting will be postponed until 2022 while staff work to align it better with TCHCs new operations structure at the hub level.

Version #2

Please note that Participatory Budgeting will be postponed until 2022 while staff align the program with TCHCs new structure.

Participatory Budgeting is on hold and will return in 2022 while staff work to improve processes and the structure of the program.



Integrated Service Model Annual Program Report

Item 5

March 29, 2022

Tenant Services Committee

Report: TSC:2022-11

To: Tenant Services Committee (“TSC”)

From: General Manager (Interim), Seniors Housing Unit

Date: March 7, 2022

PURPOSE:

The purpose of this report is to present the Integrated Service Model (ISM) Annual Program Report. This program report provides an overview of the first year of implementation of the Integrated Service Model and is a requirement of the City of Toronto under the terms of the Accountability Framework for the Integrated Service Model (PDF).

RECOMMENDATIONS:

It is recommended that TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This Integrated Service Model Annual Program Report is a requirement of the City of Toronto’s Accountability Framework for the Integrated Service Model (PDF). As part of the Accountability Framework, the City of Toronto’s Seniors Services and Long-Term Care Division (SSLTC) is responsible for oversight and evaluation of the model and are the intended audience of the report.

BACKGROUND:

The TCHC Seniors Housing Unit began to implement the Integrated Service Model (ISM) for seniors housing in 18 buildings in the south east region of the city starting in December of 2020. Once fully implemented, the ISM will support more than 14,000 low-income senior tenants (age 59+) living in 83 seniors-designated buildings across the city, most of whom live alone, to age in place and enjoy better quality of life and successful tenancies.

The Integrated Service Model is being implemented over three phases and four regions:

- Phase 1 was launched in December 2020 in 18 buildings in the South East Region
- Phase 2 was launched in September 2021 in the North West Region and included an expansion of the South East Region, resulting in the model being implemented in 52 out of 83 buildings.
- Phase 3 is being implemented in the North East and South West regions in the first half of 2022 to bring the remaining 31 buildings into the model.

Given the timeline and phased approach, the Annual Program Report focuses largely on the 18 buildings from Phase 1 of the ISM implementation; however, other activities are highlighted where applicable.

SUMMARY OF REPORT:

The Integrated Service Model is guided by four key innovations as set forth in the ISM Accountability Framework:

- 1) An enhanced staffing model focused on increased staff resources to provide tenant support with a focus on supporting seniors.
- 2) Seniors-specific policies and procedures to better respond to the unique needs of seniors.
- 3) Locating Seniors Health and Wellness Hubs in select TCHC seniors buildings to offer a range of health, social and wellness services to tenants and the community
- 4) Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators to each building to help

connect tenants to the health and community support services they need.

The ISM Annual Program report provides a summary on accomplishments for each of these innovations as well as future activities and plans for each of these elements for the upcoming year. The report also summarizes tenant engagement and communication activities associated with the ISM including a Tenant Experience Survey (PDF) conducted in advance as a baseline, and activities of the Seniors Tenant Advisory Committee (STAC) over its first year. The report also includes a summary of the Key Performance Indicators required under the Accountability Framework for the ISM which are reported to the City (SSLTC). It should be noted that the Seniors Health and Wellness Hub innovation is currently paused while further tenant engagement on the model is in progress led through the City.

A summary of the results reported is included below:

New Staffing and Training Model

- The ISM roles of Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) are now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff supports.
- Two seniors-specific staff training modules, Mental Health Education and Understanding Dementia, were launched in 2021 for all Seniors Housing Unit staff.

Seniors-Specific Policies and Procedures

- Nine procedures were tested and implemented in at least one ISM region and four procedures are being updated or drafted. Procedure topics include:
 - Tenant needs assessment
 - Referral procedures
 - Internal and external integrated team meetings
 - Tenant on-boarding
 - Arrears and evictions prevention
 - Complex tenancy management
 - Rent reviews

- Turning 65
- Annual Unit Inspections

Seniors Health and Wellness Hubs - currently on pause pending review

- Between the winter of 2020 and summer of 2021, the TCHC Seniors Housing Unit (SHU) worked with internal and external stakeholders to collect ideas on programming and identify a suitable SHU building to establish the first Seniors Health and Wellness Hub.
- In May 2021, based on tenant concerns, the implementation of Seniors Health and Wellness Hubs was put on hold pending further tenant engagement.
- This engagement is being led by the Seniors Services and Long-Term Care (SSLTC) Division at the City of Toronto through a non-profit partner.

Designated Care Coordinators and Health System Partnerships

- Designated Care Coordinators were aligned to 47 of the 83 seniors-designated buildings and full alignment for all SHU buildings is expected by the second half of 2022.
- The Seniors Housing Unit, in conjunction with SSLTC and Ontario Health Toronto, established two working tables, one focused on strategic SHU-wide ISM initiatives and the second on operational regional ISM implementation matters.
- Health and social support providers were engaged in the SHU's COVID-19 response, including supporting vaccination clinics and providing food baskets, digital literacy programs and outdoor social recreation programming as permitted under COVID-19 guidelines.
- Work was initiated to develop a baseline inventory of SHU programs and partnerships in conjunction with TCHC's Programs and Partnerships team and the Tenant Resolution Office.

Tenant Engagement

The Senior Tenants Advisory Committee (STAC) was created with the introduction of the model. The first STAC meeting took place in December 2020 and a total of ten official meetings were held by the end of 2021. Members were consulted and provided input on various aspects of the

model. Members also participated in tenant focus groups held by Toronto Seniors Housing Corporation to get input around the upcoming transition to the new corporation. The City took on the leadership role for the committee in late December 2021, with the Seniors Housing Unit providing support as requested.

Tenant engagement and communication are critical to the success of the Integrated Service Model. The Seniors Housing Unit engaged tenants through the following additional initiatives:

- Quarterly Seniors Housing Unit newsletter for tenants
- Online tenant information sessions on the Integrated Service Model
- The ISM webpage on the TCHC website
- Posters in buildings, translated into the top 10 languages
- Tenant Experience Survey and focus groups
- Regular consultations with the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee.

Key Performance Indicators

Since the initial implementation of the Integrated Service Model in December 2020, key performance indicators (KPIs) identified in the Accountability Framework for the Integrated Service Model (PDF) were reported on a regular basis to SSLTC.

Many Key Performance Indicators (KPIs) are showing the expected changes under the Integrated Service Model, such as a decrease in the dollar value of arrears owed by households. Most outcomes are at least partially impacted by pandemic-related factors such as rent freezes and eviction moratoriums, staffing levels, and changing rules and guidelines. Actions were taken to make sure that adverse impacts to tenants were limited and critical functions were completed. It is expected that KPIs for the ISM will need to be measured over a longer period of time and will be more completely represented as all buildings move into the ISM in 2022.

Conclusion

The Integrated Service Model is an important initiative for improving the lives of senior tenants and supporting their ability to age in place in comfort and dignity. The Seniors Housing Unit continues to learn through each ISM

phase and looks to continuously improve. The ISM outcomes will take time to be realized and the changes being implemented will continue to be refined as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation in June 2022.

NEXT STEPS:

At this time, the Seniors Housing Unit continues to plan for full ISM implementation while working to improve the service model based on feedback and lessons learned from the first two phases of ISM implementation. The ISM will be assumed by the Toronto Seniors Housing Corporation as this becomes operational for June 1, 2022.

The report will be reviewed with additional stakeholders including the Toronto Seniors Housing Corporation and the Senior Tenants Advisory Committee and will be posted for the public online. The report is also informing the evaluation of the Integrated Service Model being conducted by the City SSLTC as per the ISM Accountability Framework.

IMPLICATIONS AND RISKS:

The report provides an update on the implementation of the Integrated Service Model. There are no identified risks at this time.

SIGNATURE:

“Grant Coffey”

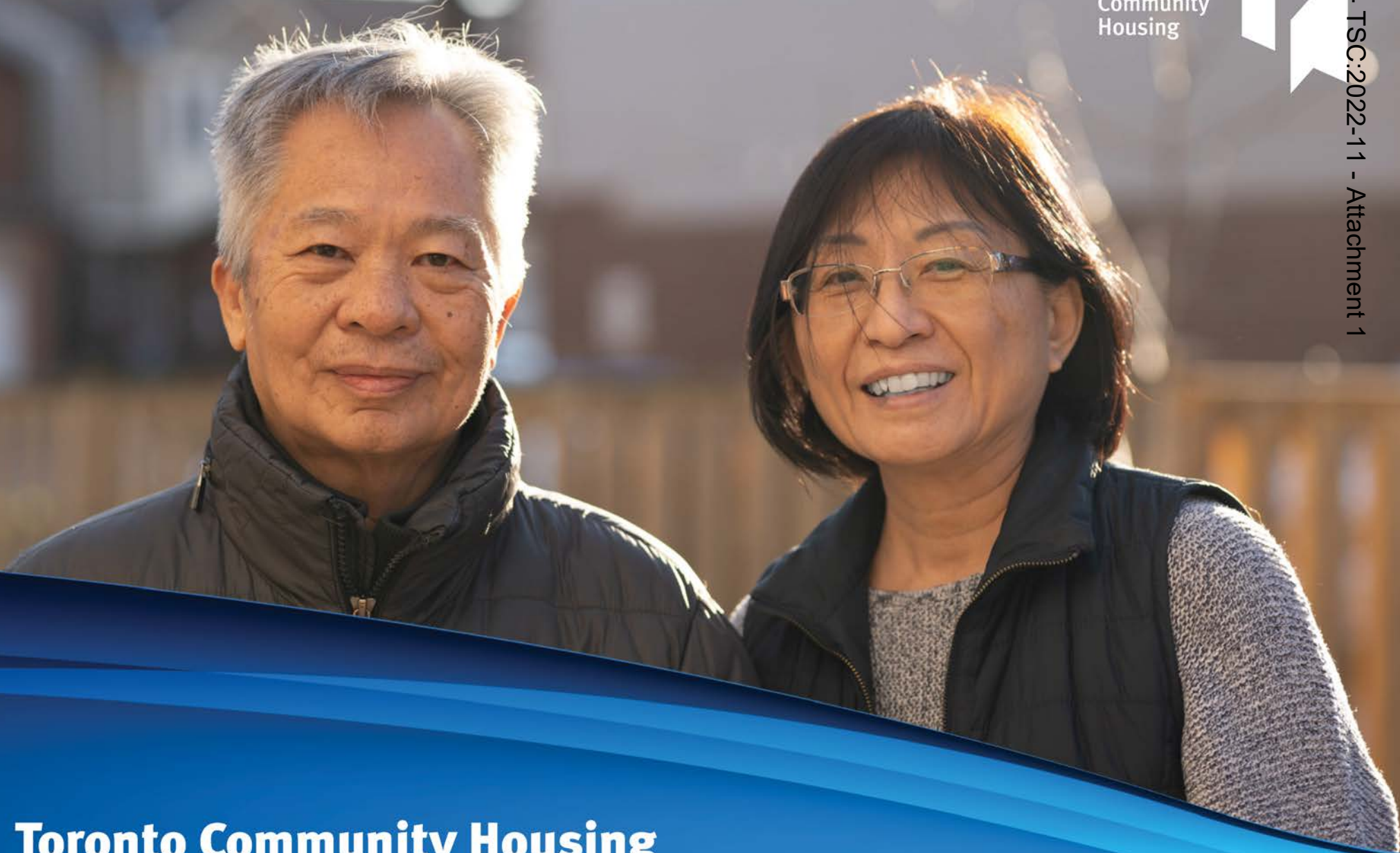
Grant Coffey
General Manager (I), Seniors Housing Unit

ATTACHMENT:

1. Integrated Service Model Annual Program Report

STAFF CONTACT:

Wendy Dobson, Program Manager, Integrated Service Model
437-688-2958
Wendy.Dobson@torontohousing.ca



Toronto Community Housing

2021 Integrated Service Model Annual Program Report



Integrated Service Model Annual Program Report

Seniors Housing Unit

Toronto Community Housing Corporation

February 2022

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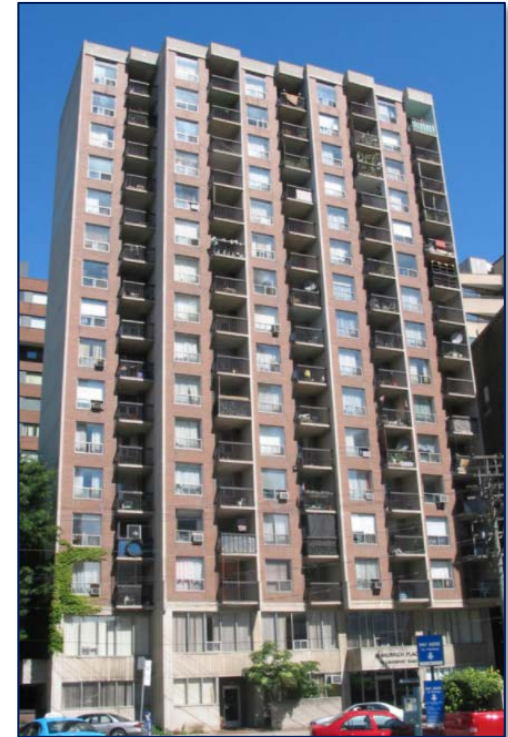
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Executive Summary

The Integrated Service Model (ISM) was developed as part of the City of Toronto's Tenants First project in response to challenges faced by older tenants in Toronto Community Housing's (TCHC) seniors-designated buildings. This model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of making sure tenants can access necessary supports to age in place with dignity and in comfort.

The Seniors Housing Unit (SHU) at TCHC launched Phase 1 of the ISM implementation in December 2020, while also supporting tenants through the global COVID-19 pandemic. The SHU team provided critical onsite supports such as door-to-door wellness checks, mask distribution, and planning and coordination of onsite flu and COVID-19 vaccination clinics with health partners for all SHU buildings. Food security support was also provided where possible.

The Seniors Housing Unit conducted a [Tenant Experience Survey \(PDF\)](#) in November 2020, prior to implementation of the Integrated Service Model, to act as a baseline for measuring the impact of the model. While generally satisfied (82 per cent) with the services they received from the Seniors Housing Unit, tenants identified staff availability and their understanding and appreciation of the unique needs of senior tenants as areas that could be improved. Satisfaction rates for all sections of the survey were significantly lower for tenants with a disability. Tenant input is a key factor for the successful design and implementation of the model and the results of this survey are being used to guide the priorities of and changes to the model, including specific activities around accessibility.



To achieve its goals, the ISM implementation focuses on four key innovations:

- 1) **Staffing and Training** - An enhanced staffing and training model focused on increased¹ staff-to-tenant ratios, more tenant support and advanced training on seniors issues for housing staff.
 - The ISM roles of Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) are now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff supports.
 - Four regional Tenant Engagement and Services Supervisors (TESS), a new Assistant General Manager, and two additional regional managers were hired in 2021 to complete the management team for the four SHU regions.
 - A net total of 47 staff across various positions, including those mentioned above, were hired between the launch of the Integrated Service Model in December 2020 and the end of 2021, increasing staff-to-tenant ratios.
 - Two seniors-specific staff training modules, Mental Health Education and Understanding Dementia, were launched in 2021. A third module, Suicide Prevention, is planned for 2022.
 - A new Complex Tenancies team is being established to support the entire SHU portfolio by mid-2022.

- 2) **Policies and Procedures** - Revised seniors-specific policies and procedures to better respond to the unique challenges faced by seniors.
 - A total of 13 seniors-specific procedures have been or are in the process of being updated, drafted or tested. These were prioritized by what best supports the successful tenancies of

¹In the [Accountability Framework for the Integrated Service Model \(PDF\)](#) it says reduced staff-to-tenant ratios in some places instead of increased or improved.

seniors as identified in the [Tenant Experience Survey \(PDF\)](#) and in the ISM [Accountability Framework for the Integrated Service Model \(PDF\)](#), which is the guiding document for the implementation and evaluation of the Integrated Service Model.

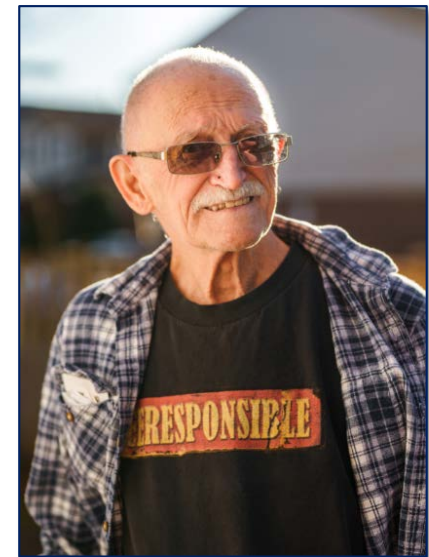
- On June 1, 2022, the Seniors Housing Unit will move to the new Toronto Seniors Housing Corporation (TSHC) which is expected to provide additional opportunities to focus on policies and procedures from a seniors lens.

3) **Seniors Health and Wellness Hubs*** - Establishing Seniors Health and Wellness Hubs in select seniors buildings to offer a range of health, social and wellness services to tenants and the community (*currently on pause pending review):

- Between the winter of 2020 and summer of 2021, the TCHC Seniors Housing Unit (SHU) worked with internal and external stakeholders to identify a suitable SHU building to establish the first Seniors Health and Wellness Hub. Broad tenant engagement was conducted, including focus groups and a survey of tenants within the selected building.
- In May 2021, based on tenant concerns, the implementation of Seniors Health and Wellness Hubs was put on hold pending further engagement with tenants and other stakeholders on key issues including use of space in buildings for hubs, access to programming, and safety.
- This engagement is being led by the Seniors Services and Long-Term Care (SSLTC) Division at the City of Toronto through a non-profit partner. Tenant engagement is expected to take place between February and April 2022, and the non-profit partner must receive tenant input on the design of the engagement process.
- The Seniors Housing Unit and the Toronto Seniors Housing Corporation will also be involved with this engagement.
- A final report and recommendations are expected June 2022 and future direction planning will occur after that together with the City and Toronto Seniors Housing Corporation.

4) **Designated Care Coordinators and Health System Partnerships** - Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators for each building to streamline tenant access to the health and community support services they need:

- The Seniors Housing Unit along with Ontario Health Teams (OHT) and HCCSS have jointly worked to align HCCSS Care Coordinators to SHU buildings.
- As of the end of 2021, designated Care Coordinators were aligned to 47 of the 83 seniors-designated buildings and full alignment for all SHU buildings is expected by the second half of 2022. This alignment allows for easier referrals and coordination of care within the provincial health care system and its partners for tenants within SHU buildings.
- The Seniors Housing Unit, in conjunction with SSLTC and Ontario Health Toronto, also established two working tables, one focused on strategic SHU-wide ISM initiatives and the second on operational regional ISM implementation matters.
- Health and social support providers were engaged in the SHU's COVID-19 response, including supporting vaccination clinics and providing food baskets, digital literacy programs and outdoor social recreation programming as permitted under COVID-19 guidelines.
- Work was initiated to develop a baseline inventory of SHU programs and partnerships in conjunction with TCHC's Programs and Partnerships team and the Tenant Resolution Office. This work supports the partnership renewal process and allows the Seniors Housing Unit to identify service gaps to be addressed through future partnership development.



Tenant Engagement and Communication

The Senior Tenants Advisory Committee (STAC) was created with the introduction of the model. The first STAC meeting took place in December 2020 and a total of 10 official meetings were held by the end of 2021. Members were consulted and provided input on various aspects of the model, such as seniors-specific procedures, Seniors Health and Wellness Hubs, and new staffing roles, while also providing insight on how to best work with and support senior tenants. Members also participated in tenant focus groups held by Toronto Seniors Housing Corporation to get input around the upcoming transition to the new corporation. The City took on the leadership role for the committee in late December 2021, with the Seniors Housing Unit providing support as requested.

Tenant engagement and communication are critical to the success of the Integrated Service Model. The Seniors Housing Unit engaged and communicated with tenants through the following additional initiatives:

- Quarterly Seniors Housing Unit newsletter for tenants, Seniors Speak, with eight issues published to date (summer 2019 to winter 2021 inclusive).
- Online tenant information sessions on the Integrated Service Model, with three held since December 2020 and a minimum of four sessions, one per region, planned for 2022.
- The ISM webpage on the TCHC website (torontohousing.ca/ISM), regularly updated and promoted in posters and newsletters.
- Posters in buildings, translated into the top 10 languages found in SHU buildings, to provide information and update tenants about upcoming initiatives.
- The [Tenant Experience Survey \(PDF\)](#), including pilot testing of survey with tenants.
- Surveys and focus groups on the Seniors Health and Wellness Hubs; further tenant engagement, led by the City, will be conducted in the first half of 2022.

- Regular consultations with the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, a tenant-led group focused on tenant accessibility.

Key Performance Indicators

Since the initial implementation of the Integrated Service Model in December 2020, key performance indicators (KPIs) identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#) were reported on a regular basis to SSLTC. Most of the data trends align with the expected benefits of the ISM; however, it is early in the ISM implementation and numerous external factors must be considered when analyzing the data. In 2020 and 2021, there were temporary and permanent changes to social housing legislation, the implementation of new vacancy and tenant management systems at the City and TCHC, and a global pandemic.

Transition to the Toronto Seniors Housing Corporation

As of June 1, 2022, the Toronto Seniors Housing Corporation (TSHC) will also start to operate as its own independent corporation, responsible for managing TCHC's 83 seniors-designated buildings. This transition to the new corporation is expected to provide additional opportunities to enhance the model to better support senior tenants. Transition work is underway, informed by tenant input.

As part of the transition, the relationship between TSHC and TCHC will be confirmed and a number of shared services will continue to be offered while the new corporation looks to build capabilities. A third-party vendor has been procured by the City of Toronto to review and recommend shared services, and both TSHC and TCHC have established a joint transition work plan to assess and establish a Service Delivery Agreement between the corporations to support transition on June 1, 2022.

Conclusion

The Integrated Service Model is being implemented across the four SHU regions using a phased approach:

- Phase 1 was launched in December 2020 in 18 buildings in the South East Region
- Phase 2 was launched in September 2021 in the North West Region and included an expansion of the South East Region, resulting in the model being implemented in 52 out of 83 buildings.
- Phase 3 will be rolled out in the North East and South West regions in the first half of 2022 to bring the remaining 31 buildings into the model.

At this time, the Seniors Housing Unit continues to plan for full ISM implementation while working to improve the service model based on feedback and lessons learned from the first two phases of ISM implementation.

The COVID-19 pandemic has provided unprecedented scenarios over the last two years, and it will require more time to fully realize and assess ISM outcomes. The Seniors Housing Unit continues to work with internal and external stakeholders and partners to make sure the implementation of the model remains on schedule, even during a global pandemic, and achieves its goal of ensuring senior tenants can age in place with dignity and in comfort.

Seniors Housing Unit – Integrated Service Model

Background

The City of Toronto in partnership with Toronto Community Housing (TCHC) and Home and Community Care Support Services (HCCSS) – Toronto Central (formerly known as the Toronto Central Local Health Integration Network) jointly developed the Integrated Service Model (ISM) for the Seniors Housing Unit to improve living conditions and services for senior tenants at TCHC, specifically those who live in the current Seniors Housing Unit. The model will address inconsistent delivery of housing services to seniors and lack of integration between housing and health services that negatively impacted housing stability among older tenants, with the ultimate goal of ensuring tenants can age in place with dignity and in comfort.

TCHC's Seniors Housing Unit is accountable to the City's Seniors Services and Long-Term Care Division for implementing the Integrated Service Model, guided by the Council-approved [Accountability Framework for the Integrated Service Model \(PDF\)](#).

The Integrated Service Model has three objectives:

- 1) Build relationships of trust between senior tenants and housing staff.
- 2) Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability.
- 3) Increase access to health and community support services through enhanced integration of community agencies within the buildings.

To support the three objectives, the model is guided by four key innovations:

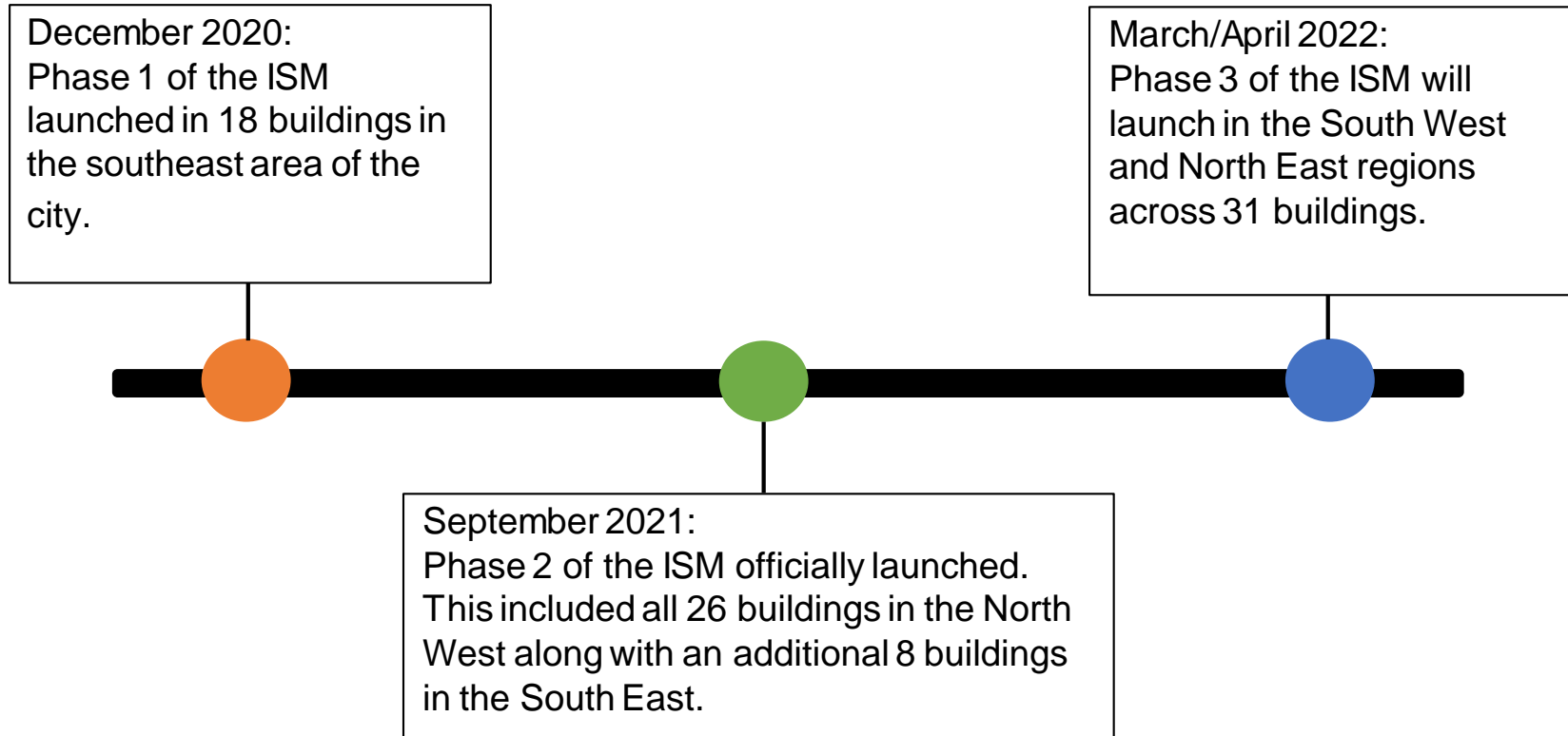
- 1) An enhanced staffing model focused on increased² staff-to-tenant ratios and more tenant support.
- 2) Revised seniors-specific policies to better respond to the unique challenges faced by seniors.
- 3) Locating Seniors Health and Wellness Hubs in select TCHC seniors buildings to offer a range of health, social and wellness services to tenants and the community
- 4) Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators to each building to help connect tenants to the health and community support services they need.



The Integrated Service Model is being implemented over three phases and four regions (see timeline on the next page). Given the timeline and phased approach, this report will focus largely on the 18 buildings from Phase 1 of the ISM implementation; however, other activities will be highlighted where applicable.

² In the [Accountability Framework for the Integrated Service Model \(PDF\)](#) it says reduced staff-to-tenant ratios in some places instead of increased or improved.

Implementation timeline for the Integrated Service Model:



Seniors Housing Unit – Integrated Service Model: Four Innovations Implementation Status

1. New staffing and training model

In developing the Integrated Service Model (ISM), senior tenants identified four priority areas where additional action was required:

1. Tenants should feel safe in their homes and communities.
2. Tenants should have increased access to health services and social supports in their buildings and communities.
3. Tenants should receive frequent, proactive, and respectful communication from staff.
4. Buildings should be clean and repairs should be completed in a timely manner.

As part of addressing these priorities a new staffing and training model was developed for the Integrated Service Model, including a new on-site tenant-support role, increased staff-to-tenant ratios, and advanced training on seniors issues for housing staff.

2021 Accomplishments

ISM Phase 1 and Phase 2 successfully launched over the last year with the Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) roles now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff support.

One of the goals of the Integrated Service Model is to improve staff-to-tenant ratios.

Table 1: Pre-ISM - 52 buildings included in ISM Phase 1 and 2

Role	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Tenant Services Coordinator	1:425	1:404
Community Services Coordinator, Access and Support	1:2,266	1:2,154

Table 2: ISM - 52 buildings included in ISM Phase 1 and 2

Role	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Seniors Services Coordinator	1:378	1:359
Tenant Services Administrator	1:755*	1:718

*An additional Tenant Service Administrator will be hired for each region in 2022, so this staff-to-tenant ratio is expected to improve.

Under the Integrated Service Model, the new role of Seniors Services Coordinator (SSC) takes on the tenant-facing side of tenancy management, including an access and support function. The new role of Tenant Services Administrator (TSA) takes on the administrative tenancy management for all tenants in their area. The new SSC and TSA job descriptions were defined in alignment with the definitions within the [Accountability Framework for the Integrated Service Model \(PDF\)](#).

- The SSC is the main person to contact for all tenant-facing concerns in the building, including access and support, engagement, and tenancy management. The SSC helps with referrals to health and community agencies. SSCs have weekly office hours posted in their building(s). The Senior Tenants Advisory Committee provided feedback on the early implementation of the SSC role in the first half of 2021.
- The TSA works in the appropriate regional office and performs administrative tenancy management functions, including preparing communications with tenants such as rent notices, completing rent assessments, collecting arrears, analyzing data, and preparing reports.
- SSCs and TSAs were hired and trained for all 52 Phase 1 and Phase 2 ISM buildings and SSCs have posted weekly office hours in their assigned building(s) providing direct access to support for tenants.
- SSCs continue to engage with tenants in all SHU buildings through supporting COVID-19 and flu vaccination efforts. These vaccination clinics also provide an opportunity to build strong relationships between tenants, SHU staff, and health and community partners.
- Four Tenant Engagement and Services Supervisors (TESS) (one per region), were recruited to oversee SSC and TSA staff. The TESS role was referred to as the Services and Engagement Supervisor in the [Accountability Framework for the Integrated Service Model \(PDF\)](#).
- A full management team is in place, including a new Assistant General Manager and four regional managers.
- Regional office locations have been identified for all four regions.
- The ISM Phase 3 staffing plan is in progress with the following recruitment started in fall of 2021:
 - SSC and TSA roles for ISM Phase 3
 - Four SSCs who will be part of the Complex Tenancies team



Table 3: Net total ISM hiring

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Seniors Services and Tenant Services, Administration, Strategy and Communication (Local 79)	Facilitating, coordinating, and providing support to tenants. Tenant-facing and administrative tenancy management.	11 Includes the addition of 18 new SSCs and 9 TSAs; deletion of 16 positions not in ISM model.	6 Includes the addition of 17 new SSCs and 12 TSAs; deletion of 23 positions not in ISM model.
Custodial, Building Maintenance and Cleaning (Local 416)	Repairs, cleaning, fire life safety inspections, annual unit inspections, supervising contractors on site, managing site crew team, and some administrative duties.	24 Primarily custodial maintenance staff. Implemented in buildings across all four regions.*	9
Business Support	Developing and supporting initiatives, and manages projects that further Toronto Community Housing/SHU strategic goals.	4 Includes business planner, business analyst and admin/clerks.	

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Managers	<p>Oversee general operations of buildings and staff.</p> <p>Oversee tenant engagement, access and support.</p>	<p>3</p> <p>Includes regional managers and Assistant General Manager</p>	
Supervisors	<p>Supervising and managing building staff (Local 416).</p> <p>Supervise and managing tenant services staff (Local 79).</p>	5	
Complex Tenancies team	Identify and assist senior tenants experiencing complex tenancy challenges due to declining health, mobility as well as mental health and addiction issues.		<p>10</p> <p>Includes four SSCs, four building maintenance roles, one supervisor and one clerk.</p>

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Senior Communications Consultant	Provides senior-level communications consulting services and counsel to support corporate and internal communications.		1
Total		47	26

* Staff resources specific to COVID requirements were not added, however staff schedules were adjusted to address enhanced cleaning protocols and contract cleaning was used to supplement.

The Seniors Housing Unit works closely with TCHC Human Resources and other internal and external stakeholders to make sure staffing for the model remains on schedule.

Staff training

- Two new seniors-specific staff training modules were developed and launched online in 2021 to provide staff with knowledge, resources and tools to support senior tenants, especially those that may have more complex requirements. A third module is currently in development and additional topics/modules are being planned. These training modules are mandatory for all SHU staff, including management, maintenance, and tenant support staff (see Appendix C for module training goals):
 - Mental Health Education, launched in April 2021

- Understanding Dementia, launched end of August 2021
- Suicide Prevention is in development and expected to launch in early 2022
- These training modules were developed and adapted to the SHU context using course materials shared by Seniors Services and Long-Term Care (SSLTC), along with case studies developed with front-line staff and design support from TCHC's Learning and Organizational Development unit.
- Joint training between Provincial Home and Community Care Support Services (HCCSS) Care Coordinators and Seniors Services Coordinators occurred in the South East and North West regions to strengthen the relationship between the two roles and organizations (TCHC and HCCSS) and promote a smooth referral process for tenants.

Planned for 2022

Implementation of Phase 3 of the model is expected to launch in March/April 2022.

- Full SSC and TSA staffing in all 83 SHU buildings is expected by the end of April 2022. All tenants will then have direct access to support from an SSC assigned to their building.
- To identify and provide assistance to tenants with complex needs, the Seniors Housing Unit is establishing a Complex Tenancies team, expected to be in place to support the entire SHU portfolio by mid-2022. The goals of the Complex Tenancies team are to:
 - Identify seniors experiencing complex tenancy challenges due to declining health, mobility issues as well as mental health and addiction issues.
 - Offer intensive onsite support and remediation of corresponding unit condition issues.
 - Collaborate with regional health and social services and regional SHU teams to support tenants to successfully address their complex challenges.

- COVID-19 and flu vaccination clinics are anticipated to continue into the first half of 2022, with support from SSCs and health and community partners.
- The third seniors-specific training module, Suicide Prevention, will be rolled out in early 2022. The new training module has been developed with input from various stakeholders including TCHC, City of Toronto, and experts in the field of suicide prevention to create a comprehensive training that is seniors-specific. The training module will be assigned to all SHU staff for completion. This training is part of a comprehensive SHU-staff training plan for 2022 informed by priorities identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#), the [Tenant Experience Survey \(PDF\)](#) and through feedback from SHU staff and SSLTC.



The Seniors Housing Unit will continue to review progress of the new staffing model and its impacts on tenants to determine successes, challenges, and improvement opportunities.

2.Seniors-Specific Policies and Procedures

2021 Accomplishments

Policies are broad guiding principles, standards or objectives of an organization while procedures identify step-by-step actions to accomplish a task related to a policy. As the Seniors Housing Unit is part of TCHC, it must follow TCHC policies. To address seniors-specific requirements there has been a focus on updating, amending or drafting procedures.

The Seniors Housing Unit has prioritized modifying or developing procedures anticipated to help seniors the most, as identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#) and through the [Tenant Experience Survey \(PDF\)](#). For example, senior tenants may require referrals to seniors-serving agencies. In the Tenant Experience Survey, only 66 per cent of tenants accessed health and support services when needed and only 56 per cent were aware of who to ask for help if they needed access to these services. The Seniors Housing Unit developed a Tenant Needs Assessment procedure along with clear and consistent referral procedures to make sure senior tenants can access the services they need as quickly as possible.

Procedures were drafted or updated in collaboration with staff at various levels, as well as with tenants from the Seniors Tenant Advisory Committee.

- A total of 13 procedures have been or are in the process of being updated, drafted and/or tested. (See Appendix D for additional information on procedures)
- Nine procedures were tested and implemented in at least one ISM region, with data and feedback collected from tenants and staff involved in the testing phase used to inform improvements:

- Tenant Needs Assessment (new)
- Referring Tenants to Health and Social Supports
- Tenant Referral to Specialized Program (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability – [SPIDER](#), and Furthering Our Community by Uniting Services – [FOCUS](#))
- Referral File Management System
- Internal Integrated Team Meeting (new)
- Primary and Community Care (PCC) Response Team and other regional integrated care teams (new)
- Tenant On-boarding
- Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants
- Soft Landing for Eviction
- Four procedures are being updated or drafted:
 - Complex Tenancy Management (new)
 - Rent Review and Notice of Decision
 - Turning 65 (new)
 - Annual Unit Inspections (AUI)

Several procedures are currently limited by the availability of technology to support further enhancements. For example, new senior-friendly communications and building level reports on tenant needs assessments cannot be automated until a later stage of implementation of TCHC's new tenant management system application HoMES. The Seniors Housing Unit is working to design interim tools to assist with these procedures where possible.

The Seniors Housing Unit has continued to advance procedures despite the COVID-19 pandemic and other challenges experienced over the last year. The procedures prioritized in the first year of the ISM

implementation address the unique and specific needs of seniors and enhance communications and relationships between tenants, staff, and community partners. The Seniors Housing Unit will continue to engage tenants to make sure the procedures are working for them.

Planned for 2022

On June 1, 2022, the Seniors Housing Unit will move to the new Toronto Seniors Housing Corporation. The new corporation will look to adopt their own policies, focusing on the perspectives and needs of senior tenants. This will provide additional opportunities to apply a seniors-specific approach to housing services to the benefit of tenants. Additionally, by mid-2022, all ISM staffing will be in place to implement policies and procedures across the entire portfolio.

- In the first half of 2022, the Seniors Housing Unit will prioritize the implementation of procedures that affect housing retention like the Rent Review and Notice of Decision procedure, and the new Turning 65 procedure, which will provide early support and education to tenants who are turning 65 to successfully transition to income supports for seniors.
- The Seniors Housing Unit will continue to monitor the results of the procedures currently undergoing testing. Procedures will be evaluated, adapted as necessary and implemented fully across all ISM buildings.
- Implementation of the 13 procedures currently in testing or development is expected in all regions by the second half of 2022.



- Procedures related to partnerships and complex tenancies will be supported by the Complex Tenancies team as well as Engagement Community Services Coordinators (CSCs). Engagement CSCs exclusively assigned to the Seniors Housing Unit are expected to be in place in the first half of 2022 and the Complex Tenancies Team is currently in recruitment with the full staffing complement expected by mid-2022.
- The Seniors Housing Unit will work with TCHC and TSHC to identify technology that can best support the smooth implementation of these procedures, as well as enhance reporting and accountability measures in the future.

3. Seniors Health and Wellness Hubs (currently paused and under review)

2021 Accomplishments

One of the four innovations of the ISM is to establish Seniors Health and Wellness Hubs in conjunction with regional community health and social support partners to offer tenants social, recreation, and health programming. Seniors Health and Wellness Hubs are seen as an opportunity to address gaps and challenges for senior tenants in areas such as access to recreation and physical activity programs, social connections, food security, health promotion, and more.

Between winter 2020 and summer 2021, the TCHC Seniors Housing Unit partnered with a community support service agency, with support of a research group from Ryerson University, to identify a suitable building to establish the first Seniors Health and Wellness Hub. The City (SSLTC) also participated in these discussions. An initial proposed location at 145 Strathmore Boulevard (Greenwood Towers) was considered. The building was recommended due to its centralized location in relation to other TCHC buildings, the large number of tenants within the building and high seniors population in the neighbourhood, accessibility to transportation, appropriate building amenities and identified service gaps in the area that could be addressed through a Seniors Health and Wellness Hub.

The Seniors Housing Unit conducted tenant engagement to assess the feasibility of and interest in locating a Seniors Health and Wellness Hub at 145 Strathmore Blvd. These activities included:

- Meeting with Senior Tenants Advisory Committee (STAC)
- Tenant survey at proposed site including door-to-door outreach (141 tenants responded)

- Virtual/phone tenant focus groups conducted with 16 tenants residing in the South-East Region across six buildings

Through these engagements, tenants indicated a shortage of programming and increased social isolation, and provided programming ideas that could be supported through a hub. However, several SHU tenants also voiced concerns including the ability to access their common room for tenant use if it was mainly being used for agency purposes, safety and security concerns with potential non-tenant participants, and a need for broader tenant engagement on the hub model and how hubs would be considered in buildings. With this under consideration and further to City Council direction, 145 Strathmore Blvd. was removed from consideration as a hub pending the review of the Seniors Health and Wellness model. The implementation of any Seniors Health and Wellness Hubs is currently paused until more in-depth consultation with tenants and other key stakeholders is completed.

Programming will still be available in buildings (as permitted under COVID-19 health and safety protocols) while the stakeholder engagement is underway, however, this programming is separate from the Seniors Health and Wellness Hub model.

Planned for 2022

- For a broader understanding of tenant perspectives on Seniors Health and Wellness Hubs, stakeholder engagement (focused on SHU tenants) will be led by the City's Seniors Services and Long-Term Care Division (SSLTC) moving forward. SSLTC will engage a non-profit partner with expertise in tenant engagement and community development work to lead this review and engagement.
- As part of the requirements, the non-profit partner must receive tenant input on the design of the engagement process. The partner is expected to conduct tenant engagement between February and April 2022, and report back with findings and recommendations by June 30, 2022.
- Next steps and timelines will be determined by SSLTC and the new Toronto Seniors Housing Corporation after the results and recommendations have been received from the partner.



4. Designated Care Coordinators and Health System Partnerships

2021 Accomplishments

One of the goals of the Integrated Service Model is to increase tenant access to health and community support services through enhanced integration of community agencies and programming in the buildings. This requires strong partnerships with health and community partners.

Designated Care Coordinators

Establishing strong health partnerships and ensuring tenants are connected with necessary supports is a foundational piece for the ISM. Home and Community Care Support Services (HCCSS - formerly the Local Health Integration Network, LHIN) was an important partner in the development of the Integrated Service Model. Work continues in aligning Provincial HCCSS Care Coordinators to each of the ISM buildings. HCCSS Care Coordinators are Provincial staff that develop, co-ordinate, and monitor comprehensive service plans, and act as the contact between clients and various community agencies and providers. Provincial Care Coordinators are identified for each building to provide a more direct connection for our tenants to healthcare services. SSCs will support tenants in contacting their designated Care Coordinator. It should be noted that Care Coordinators do not reside within SHU buildings and the Care Coordinators serve households in their regional/geographic catchment areas beyond SHU-specific needs.

- The Seniors Housing Unit along with Ontario Health Teams (OHT) and HCCSS have jointly worked to align Care Coordinators to SHU buildings.
- As of the end of 2021, 47 SHU buildings (57 per cent) had designated Care Coordinators and work is underway to align the remaining buildings, expected to be completed by mid-2022.
- This alignment allows for easier referrals and coordination of care within the provincial health care system and its partners for tenants within SHU buildings.
- In conjunction with SSLTC and Ontario Health Toronto, the Seniors Housing Unit established two working tables. One table focused on strategic SHU-wide initiatives and the second table focused on regional ISM implementation and operations matters.
 - The ISM Strategy Table focused on aligning Care Coordinator support to ISM buildings, supporting the SHU's COVID-19 response, and reflecting on the ISM implementation. Eight meetings were held, beginning in March 2021.
 - The Operations Table focused on how TCHC support staff and Care Coordinators would work together, including planning for joint regional orientation sessions. Four meetings were held in 2021.
 - These working tables are expected to focus on program innovation, regional partnership alignment, and better health and social systems integration across the Seniors Housing Unit in 2022.
- Joint training and information sharing orientations with SSCs and Care Coordinators involved in Phase 1 and Phase 2 implementation were completed in in the South East and North West Regions



to make sure housing staff and HCCSS Care Coordinators were working together effectively to meet the care needs of senior tenants.

- Care Coordinators implemented protocols to support sharing of information between housing staff and external health and social service partners, ensuring privacy and consent were maintained.
- Seniors Services Coordinators and Care Coordinators are aligned to four Primary and Community Care (PCC) Response Teams in the East Toronto Region. The teams represent stakeholders from Community Health Centres, Family Health Teams, and regional health and social service partners that work together to address the needs of seniors, including TCHC SHU tenants facing complex health, support and wellbeing issues. SSCs from the South-East Region attend PCC Response Team meetings weekly.
- Care Coordinators continue partnering with the Seniors Housing Unit in the ongoing COVID-19 response, such as the flu and COVID-19 booster vaccination and implementing other population health initiatives across the Seniors Housing Unit.

Partnership Agreements

The Seniors Housing Unit works with numerous community and health partners to bring programs and services, such as foot clinics or yoga classes, directly into SHU buildings. These partners must enter into a formal agreement with TCHC to use any of the building spaces or amenities. (For more information on agreements see Appendix E). The Seniors Housing Unit is working to make sure partnerships agreements are prioritized by the needs and wants of tenants within the building and are evaluated on an ongoing basis.

- The Seniors Housing Unit hired a business planner in the fall of 2021 to focus on partnership compliance and development as a key part of their responsibilities.

- In tandem with other TCHC divisions, the Seniors Housing Unit indexed and reviewed existing partnership agreements related to SHU buildings to develop a baseline inventory of SHU programs and partnerships, update agreements and make sure all agreements meet the needs of tenants.

Table 4: Number of unique partners by agreement type

Agreement Type	Number of unique partners*
Referral	13
Head Lease	9
Exclusive Use of Space**	11
Non-Exclusive Use of Space	33

*Multiple agreements can be in place for each partner agency. These numbers represent verified partners with existing or paused (due to COVID-19) agreements; this number is anticipated to be higher once the review of all agreements is completed.

**Exclusive Use of Space agreements are for office-type spaces, not tenant recreation/community rooms.

- The Seniors Housing Unit is also reconnecting with partners whose agreements expired during the pandemic and is establishing new agreements where appropriate. Shorter terms are being used for partnership agreements in preparation for the transition to the new Toronto Seniors Housing Corporation.

- Use of Space agreements were gradually updated as partner-led community programs were being re-initiated across SHU buildings after COVID-related pauses; these updates will continue in 2022. The Senior Tenants Advisory Committee provided feedback on Use of Space agreements, both for partners and for tenants, and their recommendations are informing updates on these procedures.

COVID-19 Partnerships

While social recreation and tenant programs being on hold and common rooms were closed due to COVID-19 restrictions, the Seniors Housing Unit was able to build stronger relationships with health and social support providers across all four regions through the COVID-19 response.

- The Seniors Housing Unit has provided critical onsite supports to senior tenants over the course of the COVID-19 outbreak. The supports include wellness checks (14,000+ including phone calls and door knocks), mask distribution (48,000+) and food security support (including 4,500 meals through Maple Leaf Sports & Entertainment and 4,139 free produce boxes through FoodShare's Good Food Box program).
- Technology and digital literacy initiatives emerged as critical programs over the past year. These included Toronto Public Library's Tech Help program to connect seniors virtually to technology and digital literacy assistance. Over the last quarter of 2021, Baycrest initiated their Connected Seniors program within three SHU buildings in the North West Region. The program focuses on teaching tenants how to use the internet and their devices to connect virtually to family, friends, and health and social supports.
- WoodGreen initiated outdoor social recreation activities in three SHU buildings in the South East Region over the summer and early fall of 2021 to offer tenants the opportunity for social interaction and exercise in a safe environment that allowed for adequate physical distancing.

- The Seniors Housing Unit worked in close collaboration with regional health partners and with the support of regional staff over the past year to offer all SHU tenants with onsite access to their first, second and third doses of COVID-19 vaccinations as well as flu shots. At least 6,250 tenants (approximately 45 per cent of the SHU tenant population) received their first and second doses predominantly through door-to-door vaccinations and 200+ onsite clinics delivered with health partners.

As Ontario Health Teams evolve to meet the needs of neighborhoods and communities, health partners traditionally aligned to hospitals appreciated the opportunity to work within SHU buildings and offer critical health services within the community as part of a collaborative COVID-19 response.

SHU Seniors Services Coordinators, Community Services Coordinators, Superintendents, Custodial staff and Cleaners played an instrumental role in conducting tenant outreach, coordinating clinics, setting up common rooms and sanitizing them once the clinics were complete. Building staff continued to work 10-hour shifts to provide 7-day coverage to keep all SHU buildings sanitized and safe.

The Seniors Housing Unit was highlighted in the media and recognized by the Mayor for their innovative, collaborative and tenant-centered approach over the past year.

A special thank you to:

- The Ontario Health Teams.
- Clinical teams from Michael Garron Hospital, Baycrest, Toronto Public Health, Scarborough Health Network, Humber River Regional Hospital, Sunnybrook Health Sciences Centre, St. Joseph's Health Centre, St. Michael's Health Centre, University Health Network, VHA Home HealthCare, Toronto Paramedics and Sherbourne Health.

- Volunteer support from Global Medic, The Canadian Red Cross and University Health Network's Friendly Neighbour volunteers, and Community Health Ambassadors.
- Provincial, municipal and community partners including LOFT Community Services, SPRINT Senior Care, The Neighbourhood Organization (TNO), WoodGreen, Bernard Betel, Hong Fook, West Neighborhood House, Cota, Circle of Care, Yee Hong, Vibrant Healthcare Alliance, SSLTC, HCCSS and our various onsite supportive housing partners.

The Seniors Housing Unit thanks all their partners and staff for strengthening the culture of collaboration across the Seniors Housing Unit and being able to offer critical onsite services to the SHU senior tenant population.

Planned for 2022

The focus of 2022 will be to finalize the alignment of the Care Coordinators to the remaining 36 SHU buildings by mid-2022 so tenants have equal access to these provincial resources.

- Joint regional operations tables with HCCSS, the Seniors Housing Unit and the City will be established in all four SHU regions, including developing formal terms of reference in early 2022.
- The regional operations tables will coordinate with the ISM Strategy Table to identify and share innovative programs and improve partnership alignment and health and social system integration across the Seniors Housing Unit.
- The Seniors Housing Unit will confirm representation at the City's situation tables (e.g., [SPIDER](#), [FOCUS](#)) to better support complex tenancies.
- Work on partnership agreements will continue into 2022 to differentiate and establish new referral, head lease and Use of Space agreements as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation.

- As the Seniors Housing Unit updates and develops new partnership agreements, we are committed to enhancing tenant satisfaction through engaging tenants in partnership evaluation and outcome measurement in order to align onsite supports and services to effectively address the needs of our senior tenants.
- The Seniors Housing Unit will continue to work with health and community partners to ensure access for tenants to vaccinations and health and community supports and programming as allowed under COVID-19 protocols.
- The Seniors Housing Unit continues working with regional health and social support partners to offer tenants access to flu vaccine and COVID-19 boosters, beginning in December 2021 and continuing over the next four months. SSCs are playing a primary role in SHU-wide tenant outreach and onsite vaccine clinic support.



Tenant Engagement and Communication

Senior Tenants Advisory Committee

2021 Accomplishments

The Senior Tenants Advisory Committee (STAC) is an advisory body to TCHC's Seniors Housing Unit and the City of Toronto's Seniors Services & Long-Term Care Division (SSLTC).

Toronto City Council approved the creation of the STAC to inform the design and implementation of the Integrated Service Model. The Seniors Housing Unit and the City of Toronto recruited senior tenants who live in TCHC's Seniors Housing Unit buildings to participate in the advisory committee. It is important to make sure senior tenants' voices are heard.

For the first year of the Senior Tenants Advisory Committee existence, its role was defined as:

- Sharing ideas on how the Integrated Service Model can meet the needs of senior tenants.
- Providing advice and feedback on various aspects of the Integrated Service Model.
- Supporting outreach and engagement activities related to the Integrated Service Model with other tenants in the seniors' buildings.
- Promoting the inclusion of tenant voices in decision making on tenant-facing programs.

A call for applicants to the committee opened in February 2020. However, this process was paused in March due to COVID-19 and the required shift in staff priorities to support the pandemic response across the city. A second application call was open from August 17 to October 16, 2020.

A total of 55 applications were received, and after assessment, 20 were selected for interviews. Interviews were conducted by staff from the SHU and SSLTC; 15 members invited to participate in the advisory committee. Additional recruitment to top up membership was conducted in March/April 2021 using the same applicant pool and selection process, resulting in five new members. Selection of qualified candidates focused on diversity and balanced representation of the four SHU regions.

The STAC held its first meeting in December 2020. Over the first year, STAC held 10 official meetings and three optional meetings on additional topics of interest to members. Members were also invited to participate in focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation.

Table 5: Senior Tenants Advisory Committee meetings and agendas

Date	Agenda Topics
December 14, 2020	Introductions; overview and discussion of STAC; Tenant Experience Survey (PDF)
January 25, 2021	Tenants communicating with STAC – email, logo, newsletter; ISM Q&A; Seniors Services Coordinator role
March 1, 2021	Tenant Needs Assessment; Seniors Services Coordinator role
March 5, 2021	Seniors Health and Wellness Hubs

Date	Agenda Topics
March 29, 2021	Q&A with General Manager – open to all topics
April 9, 2021	Tenant Engagement System Refresh
April 26, 2021	Accountability Framework for the Integrated Service Model (PDF) - indicators and survey
June 24, 2021	Procedures and communications related to RGI rent reviews, turning 65, and arrears and eviction prevention
August 17, 2021	Results from a series of eight meetings held with two STAC members on the Tenant Engagement System Refresh were presented and discussed
September 13, 2021	Programming and Use of Space (agreements) in buildings by partners and tenants, and tenant input
September 23, 2021	Meeting with Jag Sharma, President and Chief Executive Officer of TCHC, and Michael Sherar, Transition Lead and Chief Corporate Officer for Toronto Seniors Housing Corporation (TSHC), on transition to the new Toronto Seniors Housing Corporation.
November 15, 2021	Annual unit inspections and maintenance, Tenant Experience Survey (PDF)
December 13, 2021	Review of STAC input and impact; TSHC – CEO recruitment

Meeting agendas were developed to align with timelines for ISM implementation to maximize the input from the committee and to reflect important items identified by members in previous meetings.

Several topics raised at the official meetings were out of scope and so additional optional meetings were held for interested STAC members, highlighted above in green.

- The STAC provided insight into many aspects of the Integrated Service Model as well as general information on how to best work with and support tenants (see Appendix B for greater detail on input received from STAC). Some of the broad themes heard from the committee included:
 - There is a need for enhanced staff and vendor accountability
 - Senior tenant voices need to be prioritized and staff need to work collaboratively with tenants
 - Seniors have unique needs, different from many other tenant groups
 - The needs of senior tenants differ by tenant and building and need to be addressed accordingly
 - A seniors' lens needs to be included in all aspects of ISM implementation and the Seniors Housing Unit, including programming, staff training, procedures, building purchasing and design, accessibility, etc.
 - The organization needs to make sure they are adequately addressing equity and diversity
 - It is often a struggle to get tenants to take part in engagement activities so offering food and/or music could be used to encourage tenant participation
- Highlights informed by feedback from STAC include:
 - Initiating quicker and earlier support for tenants who are in arrears to reduce impact and avoid eviction
 - Providing early support and education to tenants who are turning 65 to successfully transition to income supports for seniors

- Incorporating tenant needs and priorities in determining programming and use of space agreements
- Creating a tenant resource binder specific to their building/community
- Reviewing consent procedures for all tenants
- Building in additional accountabilities for staff, partners and vendors into agreements, procedures and technology
- Three new bulletin boards in each SHU building, two locked and one for tenant postings
- Posting of common room calendar
- Posters translated into the top 10 languages spoken by SHU tenants with larger fonts
- Simpler and friendlier language in official/standard communications and notifications
- Ongoing adjustments to newsletter (Seniors Speak) content to target what seniors need/want
- STAC members were actively invited to participate in all Toronto Seniors Housing Corporation tenant engagement around the transition to the new corporation. Up to the end of 2021, these focus groups included:
 - input on transition tenant communication and engagement plan
 - providing feedback on communication materials and on how input from tenants on the transition would be gathered
 - providing feedback to the consulting group responsible for recruiting the inaugural TSHC Chief Executive Officer
- An active recruitment of new STAC members began in late October to replace members who had reached their one-year term in December.
- On December 17, 2021, City Council directed the leadership of the Seniors Tenants Advisory Committee to come from the City going forward.

- All STAC members who reached their one-year term were invited to remain on the committee. While a transition plan was developed, all activities related to the STAC, including recruitment, were paused.

Planned for 2022

With the oversight and leadership of the Senior Tenants Advisory Committee transferring to the City, directions for the role, term, and longevity of the committee will be established. This is expected to include refreshing the terms of reference (e.g., role, term, code of conduct) for the committee, supporting the transition to the new Toronto Seniors Housing Corporation, and providing input on best principles and methods for future tenant engagement.

- STAC members will be providing feedback on the agendas for focus groups on the transition to TSHC and the Integrated Service Model beginning in 2022 and will continue to be invited to participate in these focus groups. Anticipated topics include identifying priorities for the first 100 days of TSHC, and reviewing tenant transition communications, including a tenant transition guidebook.
- A survey and associated consultation with STAC members will be conducted in early 2022 which will help inform the committee's future as well as a report to the City's Economic and Community Development Committee.
- Current STAC members will be invited to continue their membership. New members (5-10) will be recruited and confirmed to enhance the regional and socio-demographic diversity of the committee.



- The Seniors Housing Unit will continue to support the City and the advisory committee administratively (e.g., recording minutes, coordinating honoraria) and will continue to provide information on the ISM implementation and more detailed activities/plans to help inform conversations with the committee.

Other Tenant Communication and Engagement

2021 Accomplishments

Tenant communication and engagement for the ISM was particularly challenging due to COVID-19 protocols limiting the ability to engage in-person, combined with SHU tenants' lack of access to and/or limited knowledge of technology. Adding to the communication challenges, bulletin boards were also occupied with important COVID-19 content and some tenants were hesitant to leave their units, especially prior to the availability of a vaccine.

Tenant Newsletter: ISM Objective 3 – [Accountability Framework for the Integrated Service Model \(PDF\)](#)

- The Seniors Housing Unit publishes a [newsletter](#) for tenants titled Seniors Speak (named through a tenant contest). The newsletter has been published quarterly since the launch in the summer of 2019, with eight issues released to date (summer 2019 to winter 2021 inclusive). The newsletter is delivered in print directly to tenants and is also available [online](#). Tenants can also request the newsletter by email and in another language or format to meet their needs.

- The standard newsletter content includes:
 - Information and updates on the Integrated Service Model
 - Updates on the Senior Tenants Advisory Committee
 - Updates on the Toronto Seniors Housing Corporation
 - Resources for senior tenants, including COVID-19 information
 - An article in every second issue by the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee on accessibility matters.
 - Additional articles and resources as appropriate and space permits, focusing on topics identified as important by tenants.
- The Senior Tenants Advisory Committee provided feedback on the design and content of the newsletter, including a committee-member written article on fraud prevention. A tenant contest was also held to generate ideas on newsletter content, some of which were incorporated in subsequent issues.

Tenant voices

- A [Tenant Experience Survey \(PDF\)](#) was conducted in November 2020 within the 18 buildings of Phase 1 ISM implementation to provide a baseline for evaluating the model. The results of the survey have informed priorities for the ISM implementation, as well as for the transition to the TSHC. (See the next section of this report for additional information).
- Three online tenant information sessions on the Integrated Service Model have been held since December 2020 and provided opportunities for tenants to comment and ask questions. In-person sessions were not possible due to COVID-19.
 - December 8, 2020: Launch of Phase 1 – approximately 10 tenants in attendance
 - September 14, 2021: Launch of Phase 2 – approximately 30 tenants in attendance

- November 16, 2021: Update on ISM Phase 1 / South East Region – approximately 53 tenants in attendance
- The Seniors Housing Unit supported TSHC in managing tenant focus groups regarding the transition to the new corporation, including assisting with tenant recruitment, communications, and technology support. Three sessions were held in late fall 2021. Two sessions are currently planned for early 2022.

Information sources

- An ISM webpage has been created on the TCHC website and is regularly updated and promoted in posters and newsletters. All ISM event information and materials, including recordings of the events, are available there.
- All SHU or ISM posters are now being translated into the 10 top languages spoken in SHU buildings.
- Posters were put in all SHU buildings informing tenants of which region their building belonged to and which ISM implementation phase, and when that implementation phase was scheduled to happen.
- Posters were distributed to all 83 SHU buildings regarding the upcoming tenant engagement process for the Seniors Health and Wellness Hubs.

Staff and agency support

- The Seniors Housing Unit worked with various partners to address digital literacy and access for tenants, which would enhance the ability to connect with more tenants as COVID-19 protocols continue to limit meeting in-person. Currently these digital literacy programs are limited in size and are not evenly distributed across SHU buildings.
- The Seniors Housing Unit ensures staff are able to support tenants and answer their questions about the Integrated Service Model by providing Frequently Asked Questions documents to staff and the Client Care Centre, holding quarterly Town Halls, publishing a monthly staff newsletter containing ISM updates and providing ISM information and resources on the TCHC internal website.
- Tenant engagement staff dedicated to seniors housing are expected to be in place by mid-2022.



Planned for 2022

In 2022, the Seniors Housing Unit will look to expand engagement by connecting with newly elected tenant representatives from the Tenant Engagement System. Additionally, by mid-2022 all 83 SHU buildings will have Seniors Services Coordinators, and there will be Engagement Community Services Coordinators exclusively dedicated to the Seniors Housing Unit available to assist in engaging with tenants, allowing the Seniors Housing Unit to connect with a broader and more diverse group of tenant voices.

Upcoming engagement and communication activities include:

- A minimum of one tenant information session per region is planned for 2022.
- A tenant information session on the launch of Phase 3 of the Integrated Service Model and the transition to TSHC is planned for February 2022.
- Broader tenant engagement will occur across the Seniors Housing Unit to consult tenants on the Seniors Health and Wellness Hub model, with the engagement led by the City.
- A subsequent Tenant Experience Survey will be considered post transition to TSHC with specific timing to be confirmed. This and future surveys will be important in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model and identify further improvement opportunities.
- The Seniors Housing Unit is working with TCHC's Tenant Engagement team to establish the new tenant leadership system and to align tenant engagement and the Integrated Service Model.
- New tenant leaders and committees from the recent Tenant Engagement election/selection process will be engaged to support TSHC engagement activities.
- SHU staff will continue to support TSHC tenant input sessions in order to solicit feedback on the corporate transition and related communication strategies, including providing background information on the [Tenant Experience Survey \(PDF\)](#) to inform focus groups on priority setting.
- The Seniors Housing Unit will continue and look to expand the partnership work on digital literacy. This will help address the social isolation tenants are experiencing during COVID-19 and will provide tenants with tools to participate in events and consultations.
- Three new bulletin boards will be installed across all SHU buildings by March of 2022. SHU staff are developing a layout and maintenance plan to make sure the boards remain as useful resource and communication areas for tenants.

Tenant Experience Survey

Prior to the initial Phase 1 implementation of the Integrated Service Model, the Seniors Housing Unit conducted a [Tenant Experience Survey \(PDF\)](#) to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

- The survey was designed to align with the priority areas of the Integrated Service Model: property management, safety and security, communication with staff, access to supports and services, tenancy management and community development.
- Prior to distribution, the survey was pilot tested with 14 senior tenants living in one of the 18 buildings. Tenants provided feedback on question clarity and relevance, and offered suggestions on how to best distribute the survey to tenant communities.
- Surveys were distributed to 2,826 households in the 18 buildings in the South East Region that were scheduled to be part of the ISM Phase 1 implementation, and were available in multiple languages.
- The survey had a 39 per cent response rate (n=1,114 responses).
- The research team at Sunnybrook Research Institute analyzed the survey results and created the summary report of the results.

Key findings of the survey included:

- Overall satisfaction
 - 82 per cent were satisfied with the services offered in their building
 - Staff could be more accessible and should understand and appreciate the unique needs of senior tenants

- Property Management
 - 87 per cent felt their building was well-maintained
 - Pest control issues and elevator safety continue to be a concern and unit upgrades would create a more home-like environment
- Safety and Security
 - 85 per cent agreed that their building's common areas are safe
 - Safety recommendations included more security features, higher staff and security presence on evenings and weekends, and mental health and crisis intervention training for staff
- Communication with staff
 - 91 per cent felt staff were respectful to tenants
 - Staff could enhance customer services skills to ensure respectful and senior-friendly communication; more translation support is needed
- Access to Support and Services
 - 66 per cent accessed health and support services when needed
 - 56 per cent were aware of who to ask for help if they needed access to health and support services
 - Recommendations included more in-home housekeeping supports, and access to social workers, personal support workers and other health care staff
- Community Development
 - 60 per cent of tenants felt that the current programs available in their building met their needs and interests
 - Recommendations included community gardens, language classes, social gatherings, tenant feedback meetings and staff check-ins

- Tenancy Management
 - 84 per cent understand their legal rights and obligations as tenants
 - Recommendations included that staff be available to support tenants in completing annual rent reviews and provide information or referrals for filing taxes, purchasing tenant insurance and applying for pensions and other benefits

Tenants identified key opportunities for improvements:

- Enhanced accountability
- Increased transparency
- More accessible staff

Other identified tenant priorities include:

- Building a sense of community
- Improving access to services
- Improved understanding of seniors' unique needs and applying a "seniors' lens" when supporting tenants

Housing satisfaction was significantly lower for tenants with a disability; 39 per cent of respondents self-reported a physical, mental, cognitive, learning, communication, sight, hearing, or functional limitation. Future surveys will look to capture more information on where the ISM may be improving the experiences of these tenants and where more work is required.

This survey was conducted in late 2020, and tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.



Results of this survey are being used to guide the priorities and changes to the model. For example:

- Improving access to staff and services are the main reasons for creating the Seniors Services Coordinator (SSC) role. The effectiveness of SSCs in achieving these goals will be monitored.
- Staff training was developed around seniors-specific needs and approaches, with two modules launched in 2021 (see Appendix C). Additional training is planned for 2022 focused on recommendations from the [Tenant Experience Survey \(PDF\)](#), the [Accountability Framework for the Integrated Service Model \(PDF\)](#) and the Senior Tenants Advisory Committee.
- To better identify and address accessibility issues, monthly meetings are held with the tenant-led R-PATH Committee. TCHC consults with R-PATH on accessibility projects, and they support accessibility standards that are applied within TCHC. They also conduct advocacy work and collect tenant feedback on support agencies and community partnerships, ensuring organizations are adequately addressing the accessibility needs of tenants.
- All regional and SSC offices are being designed to be accessible.
- Policies and procedures are being reviewed and assessed from a number of perspectives, including equity and accessibility.
- Enhanced accountability for staff and vendors is being built into the procedure updates and into new technology where applicable.
- The incorporation of tenant perspectives is being strengthened in program and service planning.
- Regular tenant ISM information meetings, newsletters, new bulletin boards and translating posters into 10 languages are part of efforts to be more transparent.
- The results of the survey were also reviewed with the Senior Tenants Advisory Committee.

Tenant engagement and input is a key factor for the successful design and implementation of the Integrated Service Model, and the results of this survey will be shared with tenants and inform continuous improvement plans.

Planned for 2022

The next Tenant Experience Survey within the Seniors Housing Unit will be conducted after the transition to the Toronto Seniors Housing Corporation, with specific timing to be determined. This survey will also be completed after the model has been launched in all 83 seniors-designated buildings. The comparison between this and the initial survey will serve to evaluate the Integrated Service Model and assess tenant perceptions of whether the model is meeting its stated objectives. It will also serve to identify further opportunities for improving services to senior tenants.

Outcomes – Key Performance Indicators

In accordance with the [Accountability Framework for the Integrated Service Model \(PDF\)](#), the Seniors Housing Unit is required to provide SSLTC with monthly reporting of its key performance indicators (KPIs). The following graphs outline the KPIs provided by the Seniors Housing Unit to the City of Toronto's Seniors Services and Long-Term Care Division (SSLTC) since the launch of the Integrated Service Model (ISM) at the end of 2020. Where data is available, it covers October 2020 (pre-ISM) to December 2021. Some KPIs are provided to the City from external sources. These will be included in SSLTC's ISM evaluation as part of a report going to the City's Economic and Community Development Committee in spring 2022.

The KPIs in this report focus on the 18 buildings in Phase 1. As ISM Phase 2 implementation was not launched until September 2021, the data for these buildings is unlikely to show significant change, therefore this data will be provided in the next ISM Annual Program Report.

SSLTC and the Seniors Housing Unit continue to review the KPIs for improvement and are considering other relevant data reporting as it becomes available.

Things to consider about the meaning of the data

There were many changes in 2021 for a variety of reasons including the pandemic. The impact and adjustment period of these changes need to be taken into consideration when reflecting on the meaning of the data. These changes include:

- New ISM roles and initiatives are still being fully established and defined so their impact on these data points is expected to grow over the longer term.
- New technology for data reporting is in the process of being implemented at TCHC which may provide both opportunities and challenges to reporting certain data elements. This is further to the implementation of the new HoMES system in mid-2021. Some aspects of reporting are still being addressed by TCHC's data team which has taken longer than anticipated, resulting in data gaps for some KPIs. The TCHC data team is aware of the required data reporting elements and working to remedy gaps as soon as possible.
- The COVID-19 pandemic has provided unprecedented scenarios over the last two years, and the full impact of this pandemic on ISM outcomes is challenging to determine.
- Since the start of the pandemic there have been temporary changes to income supports and housing:
 - Pandemic-related government benefits (e.g., Canada Emergency Response Benefit or CERB) provided income relief for many, but confusion around eligibility resulted in some recipients having to repay the benefit.
 - The Province issued several COVID-related [declarations](#) and orders during 2020-2021, including a temporary suspension of Landlord and Tenant Board [hearings](#) in 2020, a [rent freeze](#) from January 1 to December 31, 2021, and an emergency order to pause the enforcement of



[residential evictions](#) during declarations of emergency and while the stay-at-home-order was in force.

- Patterns of behaviour for staff and tenants during the pandemic are out of the ordinary. For example:
 - Staff adapted some of their work to make sure tenants stayed safe and healthy and minimize the risk of exposure to COVID-19.
 - There were additional staff absences, both for illness and self-isolation protocols.
 - Tenants were less likely to leave their units.
- In mid-2021, a new centralized waiting list technology for filling social housing vacancies was implemented at the City of Toronto.
- In July 2021, substantial changes to the social housing legislation (*Housing Services Act, 2011*) were implemented.



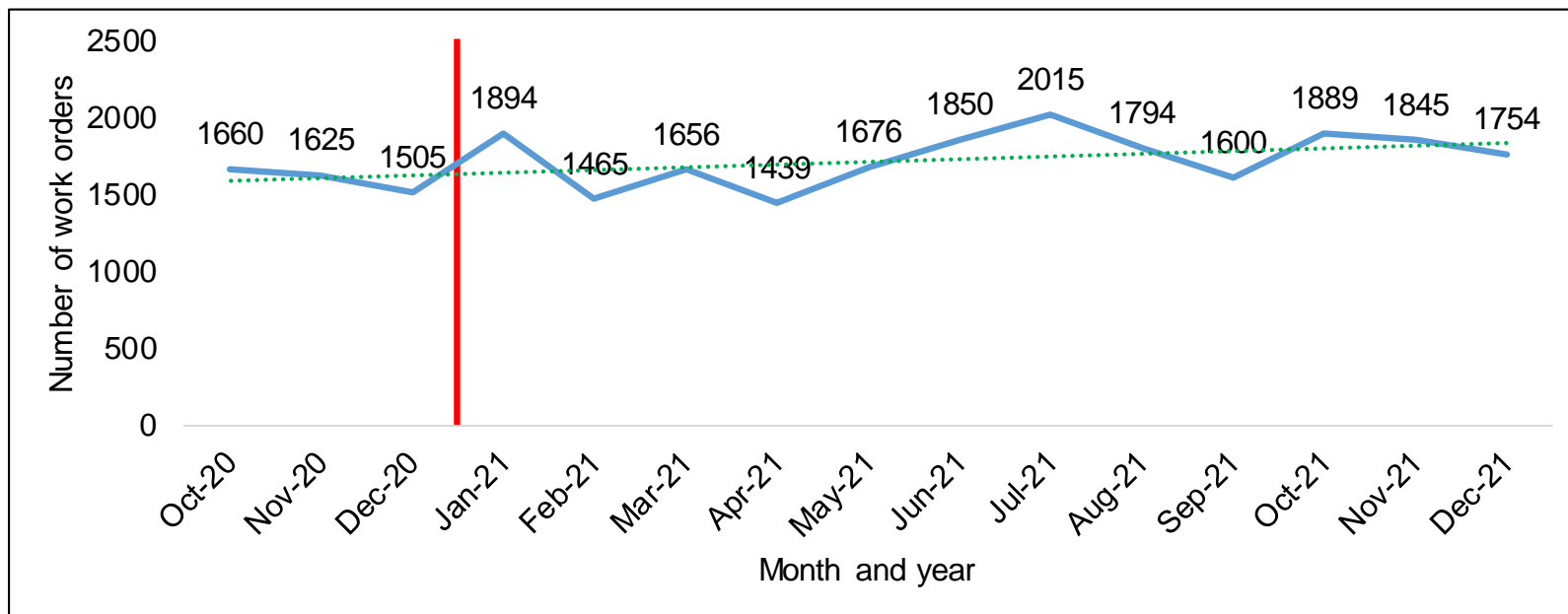
ISM Objective One

Objective one: Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability

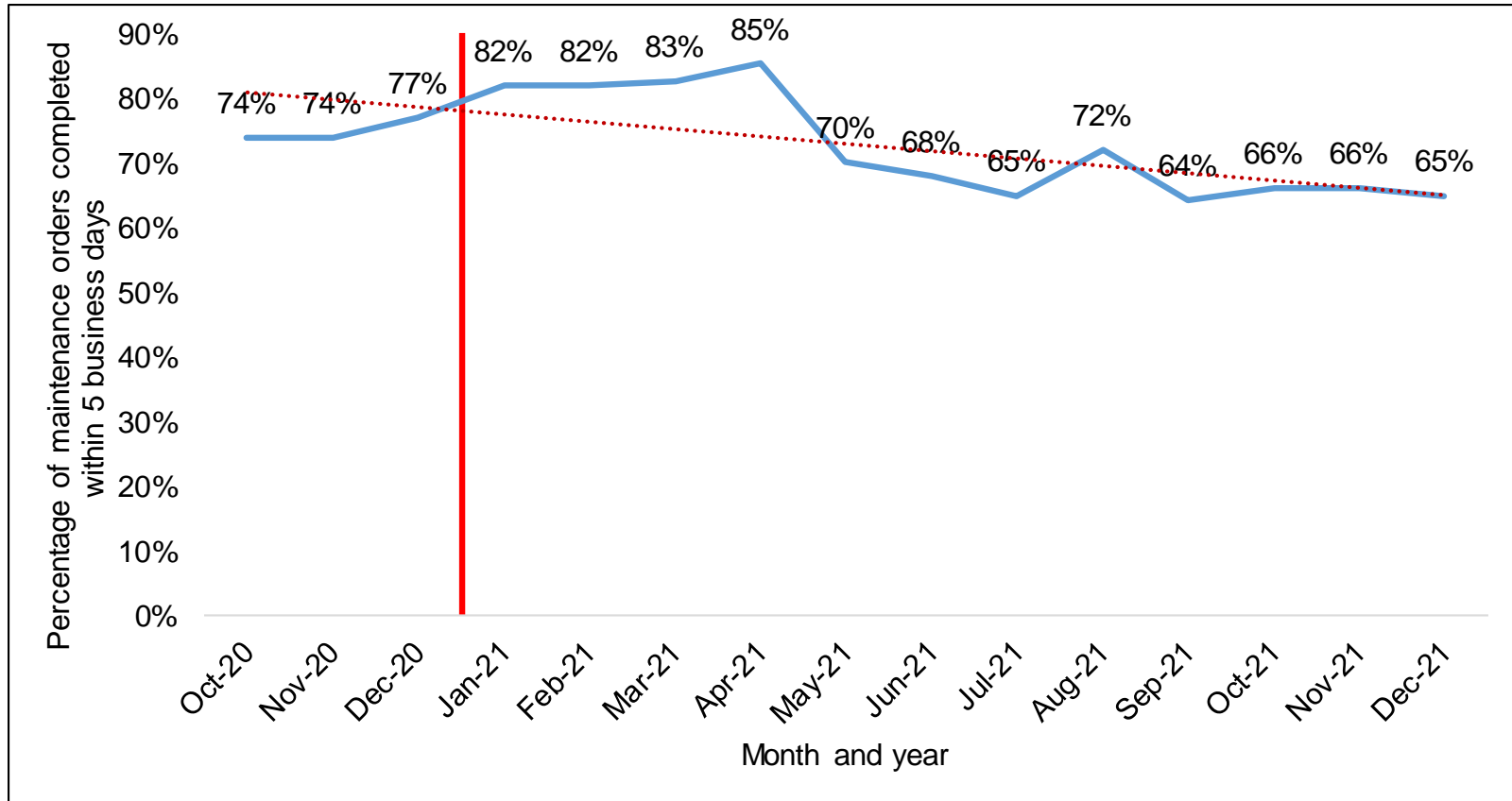
Note: the red line in the data graphs indicates the start of the ISM implementation

Property Management (18 Phase 1 buildings)

Graph 1: Maintenance Requests
 (Number of maintenance work orders created)
 Expected trend: increase then decrease



Graph 2: Service Level¹
 (Percentage of maintenance orders completed within 5 business days)
 Expected trend: increase



¹ Service Levels are only for routine maintenance requests. Process-related, capital items, non-routine, emergency, and non-tenant requests are not considered. Contractors' service levels are considerably lower than SHU's thereby lowering the overall service level percentage figures for the SHU.

Maintenance Requests and Service Levels

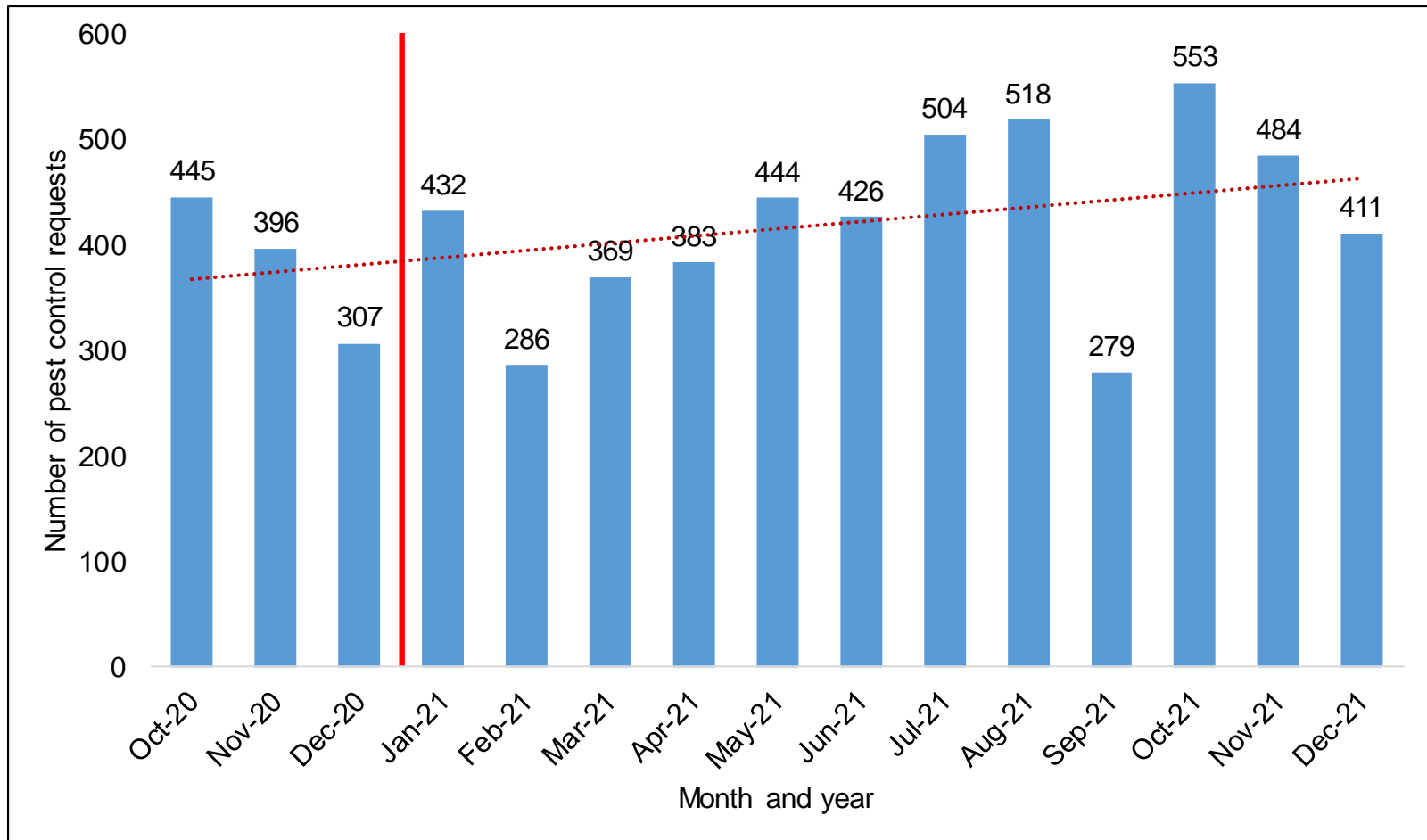
Maintenance requests under the Integrated Service Model are anticipated to first increase and then decrease as tenants are aware of the ability to and comfortable with making maintenance requests and the quality of units gradually improves with these repairs. Service levels are expected to increase as communications, procedures and staff-to-tenant ratios increase resulting in faster response times.

The first year of the ISM implementation shows an upward trend in maintenance requests and a downward trend for service levels. The fact that maintenance requests did not decrease and services levels did not increase is related to how COVID-19 affected the tenants, staff, and buildings. Examples include:

- Non-essential work was deferred during various pandemic waves creating a build-up of maintenance requests and a drop in service levels.
- Mandatory sanitization required staff to work increased hours completing high-touch cleaning as per City bylaws.
- Staff shortages occurred due to self-isolation, accumulated vacation and lieu time, as well as shortages caused by illness as a direct result of the pandemic.
- To lessen critical impacts to tenants, work orders that impacted health and safety were prioritized. This prevented damage and adverse impacts to quality of life. Non-essential maintenance orders were put on hold to reduce risk of transmitting COVID-19 to vulnerable seniors and high-risk populations.

These KPIs are expected to improve once pandemic-related guidelines change and staffing levels return to normal. This will enable the work to be completed to reduce the backlog of maintenance requests that were put on hold.

Graph 3: Pest Control
(Number of pest control requests)
Expected trend: decrease



Pest Control Requests

Numbers of pest control requests under the model are expected to decrease. With increased staffing levels and supports, issues that lead to pest problems are anticipated to be identified and addressed earlier, avoiding or minimizing the need for pest control treatments.

The upward trend of pest control requests is also related to the pandemic. As COVID-19 progressed through 2021 with various waves and lockdowns, tenants stayed in their units for longer periods, resulting in the use of less effective pest treatments in order to avoid adverse health impacts. In addition, the ability to treat surrounding units was not possible; therefore, treatments were more localized than they would be during normal operations.

While the direction of service levels and pest control requests were not in the direction hoped for under the ISM, the changes in these performance indicators were not substantial. This means that staff were able to provide service levels that were close to pre-ISM levels while simultaneously dealing with the pandemic's effects. Pest control requests should decrease as the pandemic subsides and more effective treatments are able to be deployed safely. In addition, internal personnel will become available in 2022, as part of the Complex Tenancies team. This team will be able to assist seniors with pest control preparation and potentially speed up the pest control process.

Hoarding and Pest Issues

Monitoring for hoarding or pest issues is important for the health and safety of tenants within the unit as well as for the entire building. Issues with hoarding or pests may also point to more complex tenancy challenges due to declining health, mobility issues as well as mental health and addiction issues.

Units that are inspected for hoarding and pest issues are done so through the Annual Unit Inspection (AUI) process.

For 2020 and 2021, in accordance with COVID-19 guidelines and physical distancing requirements, the Annual Unit Inspection process across TCHC was simplified by removing certain items/rooms from the checklist. Staff were asked to limit their time in units and their interactions with tenants. As the pandemic subsides the intention is to resume the complete Annual Unit Inspection process.

With the implementation of the Integrated Service Model, it is expected that the number of units identified with moderate or excessive clutter (hoarding) or as having pest issues through the Annual Unit Inspection will decrease as staff build stronger relationships with tenants and conduct tenant needs assessments at least annually. This will allow staff to identify and refer tenants to needed supports earlier.

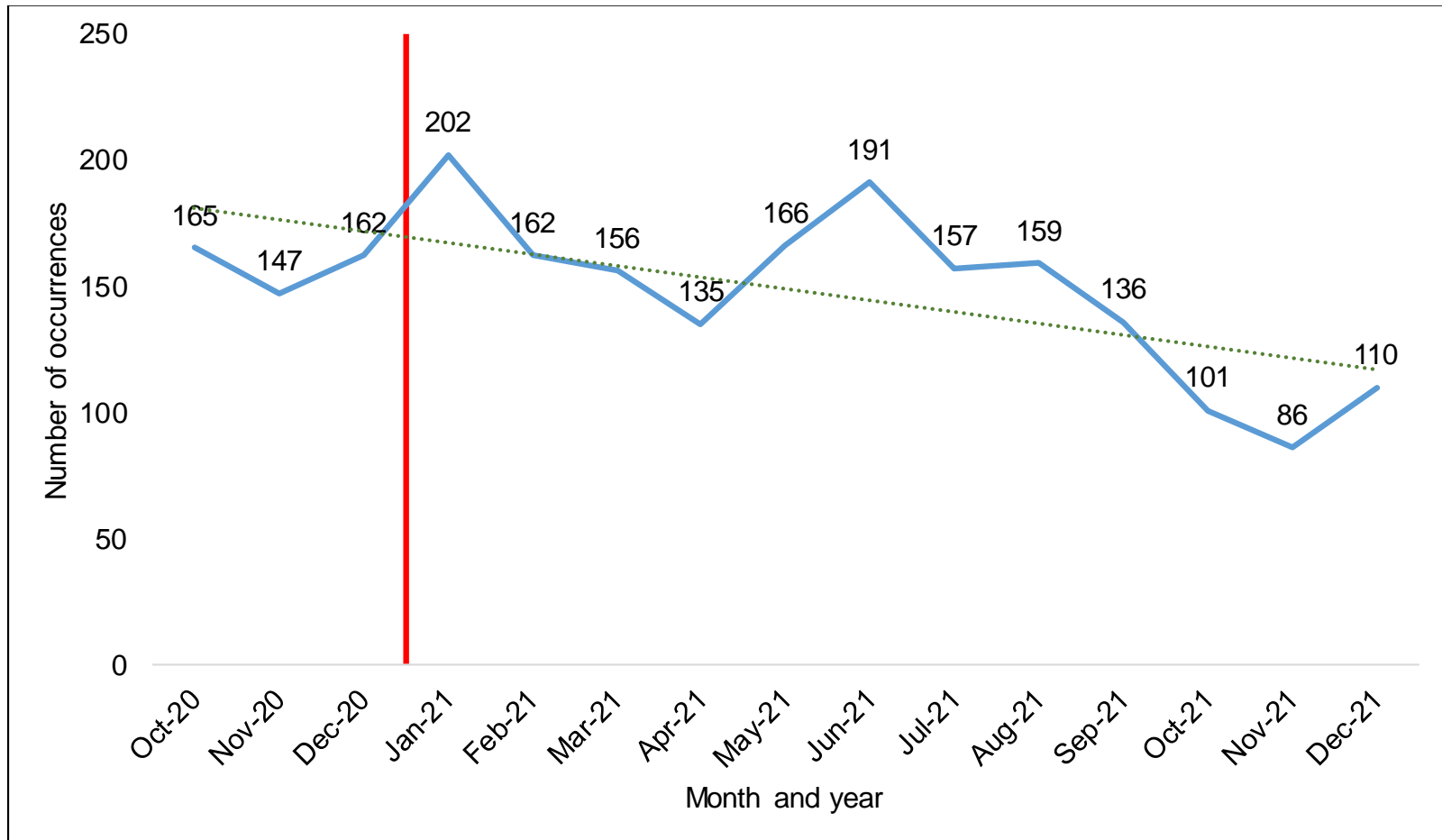
Moderate to excessive clutter can result in fire safety issues, therefore hoarding data was retrieved as part of the Annual Unit Inspection period which took place from June to September 2021. The clutter score assigns ranges between 1 (none) to 9 (excessive). There were 154 inspected units (7.59 per cent) with a moderate to excessive clutter score (a score between 4 to 9).

Pest issues are not deemed critical to fire safety nor required to be captured by the Fire Code; therefore, pest issues were not recorded during the 2020 and 2021 inspections in order to limit contact with vulnerable seniors and high-risk populations. As the pandemic subsides, units of concern will be identified and dealt with in a speedy manner. Pest treatments were still available upon request.

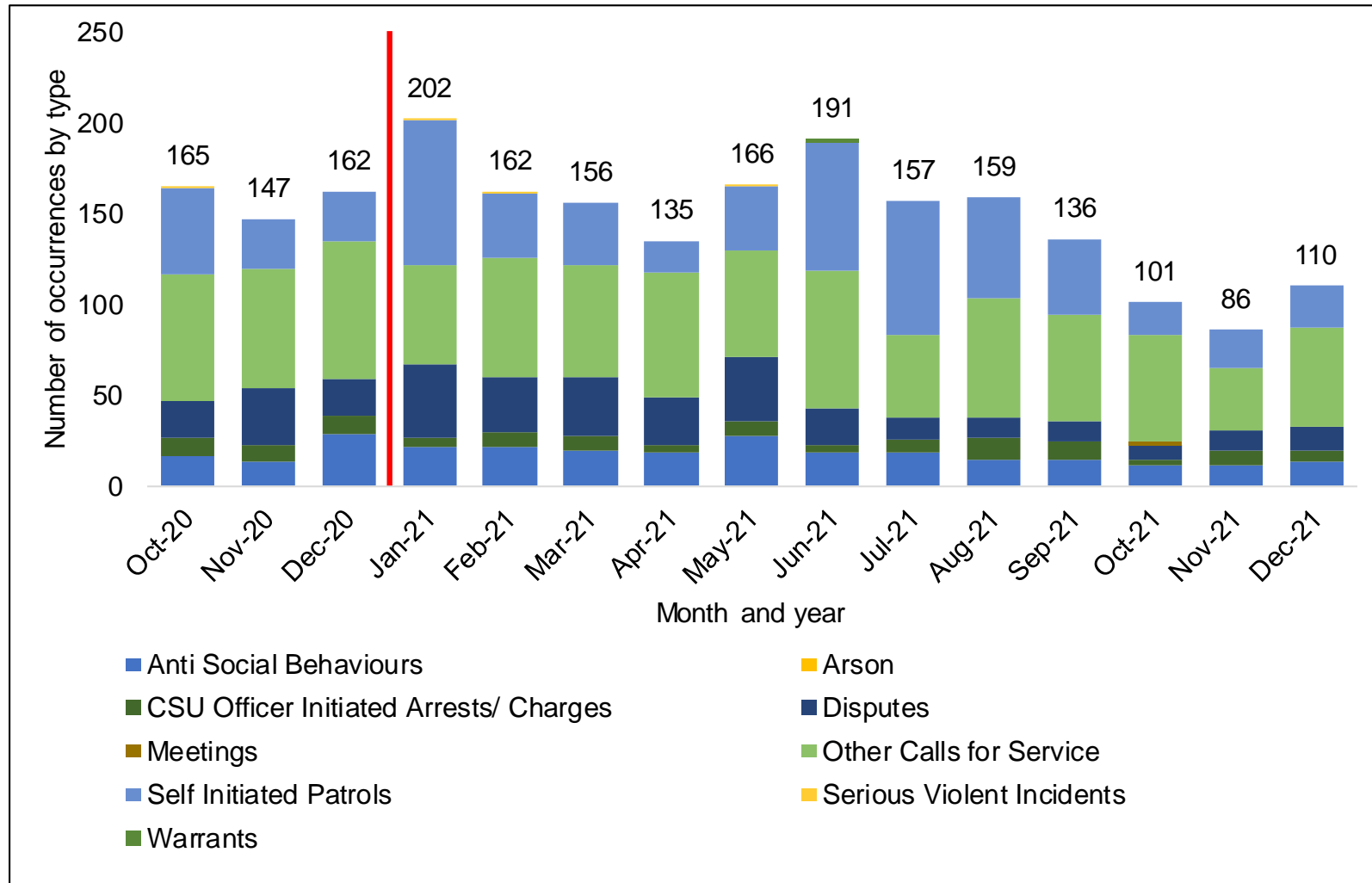
As unit inspections are currently done in a limited period of time within a year, monthly data is not appropriate for analysis and a year-to-year comparison will be provided in future reports to establish a trend.

Community Safety (18 Phase 1 Buildings)

Graph 4: Community Safety Occurrences
(Number of community safety occurrences)
Expected trend: decrease



Graph 5: Types of Community Safety Occurrences



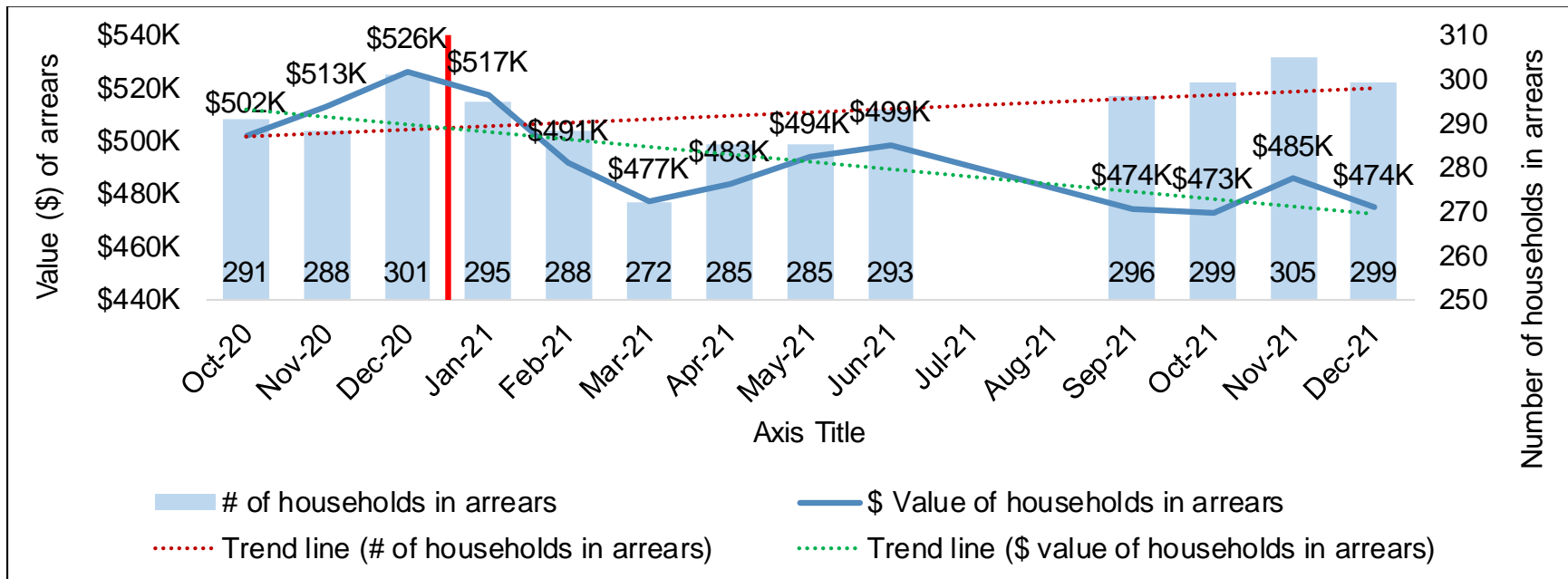
Community Safety Occurrences

The number of community safety occurrences is showing a downtrend which is in line with the expected impact of the model. Areas such as disputes, Community Safety Unit (CSU) officer-initiated arrests/charges, and anti-social behaviour decreased. This may be partially attributed to the pandemic, as more tenants stayed in their units, thereby limiting their contact with other tenants. However, the pandemic was a condition that applied throughout the data collection period shown. The favourable trend may be reflecting the role of the Seniors Services Coordinator (SSC) as well as the increased staff-to-tenant ratios in buildings. The SSC's office/space is generally located directly within the building(s) they support, so they are easier for tenants to reach, are in frequent contact with the superintendent and other building staff, and are more likely to have first-hand knowledge of what is happening within the building. SSCs proactively engage with tenants and those in need of help are supported in a timely manner, reducing the risk of safety occurrences materializing. As relationships are built and strengthened between tenants and staff, there should be a continued downward trend of community safety occurrences over the long term.



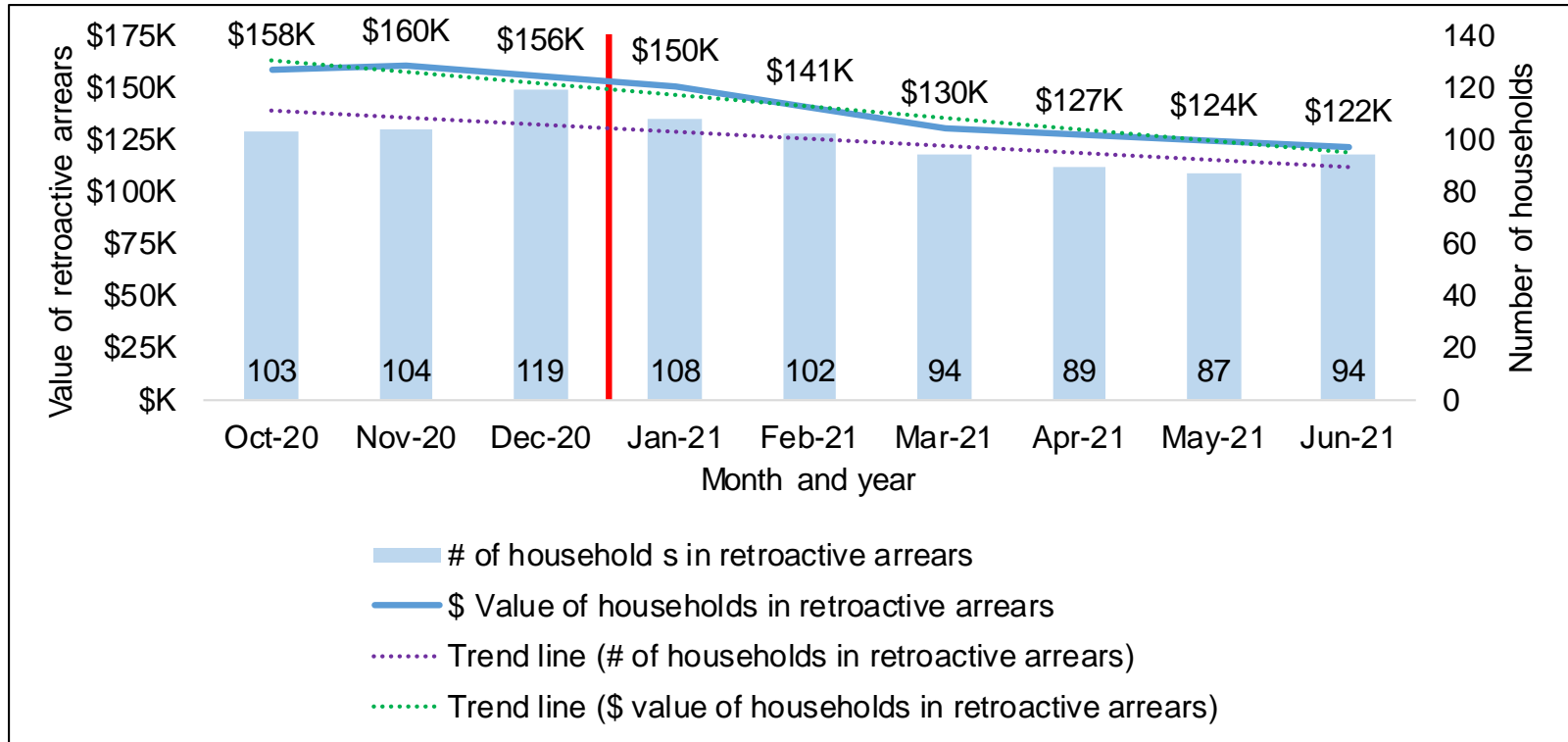
Tenancy Management (18 Phase One Buildings)

Graph 6: Total Arrears²
 (Value and number of households in arrears)
 Expected trend: decrease for both value and number of households



² Business reporting issues due to the transition to new technology resulted in data for this KPI being unavailable for July and August 2021. Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Graph 7: Retroactive Arrears³
 (Value and number of households in retroactive arrears)
 Expected trend: decrease for both value and number of households



³ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Total Arrears

The dollar value of households under Total Arrears shows a downward trend, in line with the expected impact of the Integrated Service Model. This may be due to an updated, seniors-specific Arrears Collection and Evictions Prevention procedure that was implemented in July 2021 where arrears are identified and addressed sooner. Seniors Services Coordinators actively engage in the arrears process and collaborate with the Tenant Services Administrators to identify and connect with tenants that are in arrears. Higher staff-to-tenant ratios also allow staff to connect with more tenants and offer support in a timelier manner than in the previous TCHC staffing model.



The number of households in arrears was trending upward, which is the opposite of the expectations for the Integrated Service Model. The staffing model includes supporting tenants with education and referrals on income supports and annual rent reviews, which should reduce the number of tenants going into arrears.

- Various COVID-19 income supports, and frequent changes and lack of clarity around these supports, caused confusion for both staff and tenants. In some cases, tenants received benefits they were not entitled to and were required to pay back, placing them in a financially precarious position possibly resulting in arrears.
- The COVID-19 eviction moratorium did not allow for the enforcement of evictions for non-payment of RGI arrears, meaning that tenants who might normally be evicted for non-payment of rent remained housed and therefore increased the number of households in arrears.

- The eviction moratorium also may have resulted in some tenants choosing not to pay their arrears while there were no imminent consequences in place.

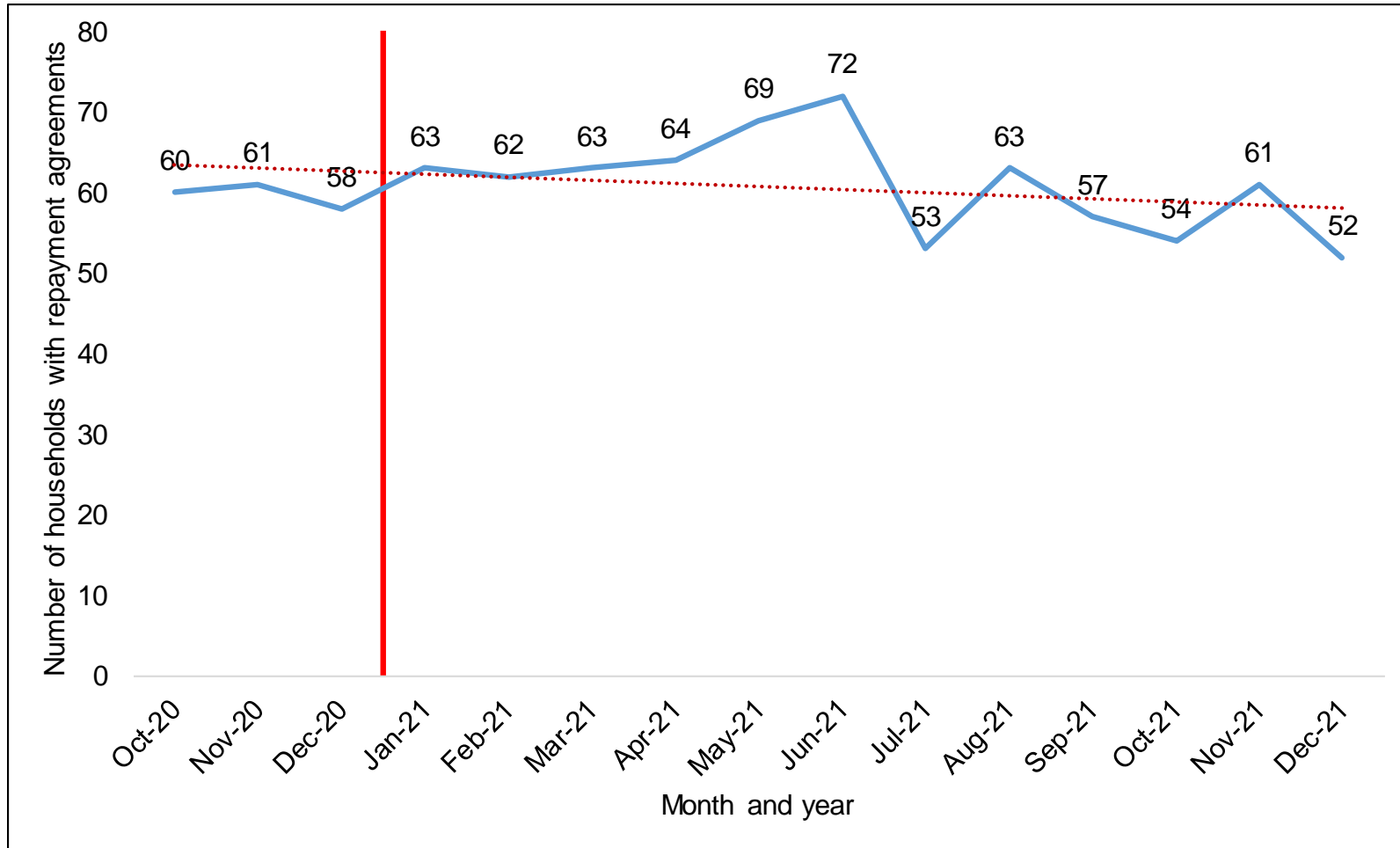
A temporary spike in arrears has been predicted for the beginning of 2022 as rent increases were deferred to January 1. Staff are working to identify tenants at risk to make sure they are prepared for the rent increase. Once the eviction moratorium is lifted and incomes stabilize, arrears are expected to trend downward in alignment with the expectations of the ISM, for both dollar value and number of households in arrears. New and updated procedures will also be initiated in 2022 that should reduce the total arrears. For example, a Turning 65 procedure will support tenants turning 65 in addressing changes in income supports in a timely way, and a procedure supporting senior tenants in completing their annual rent reviews is also in development.

Retroactive Arrears

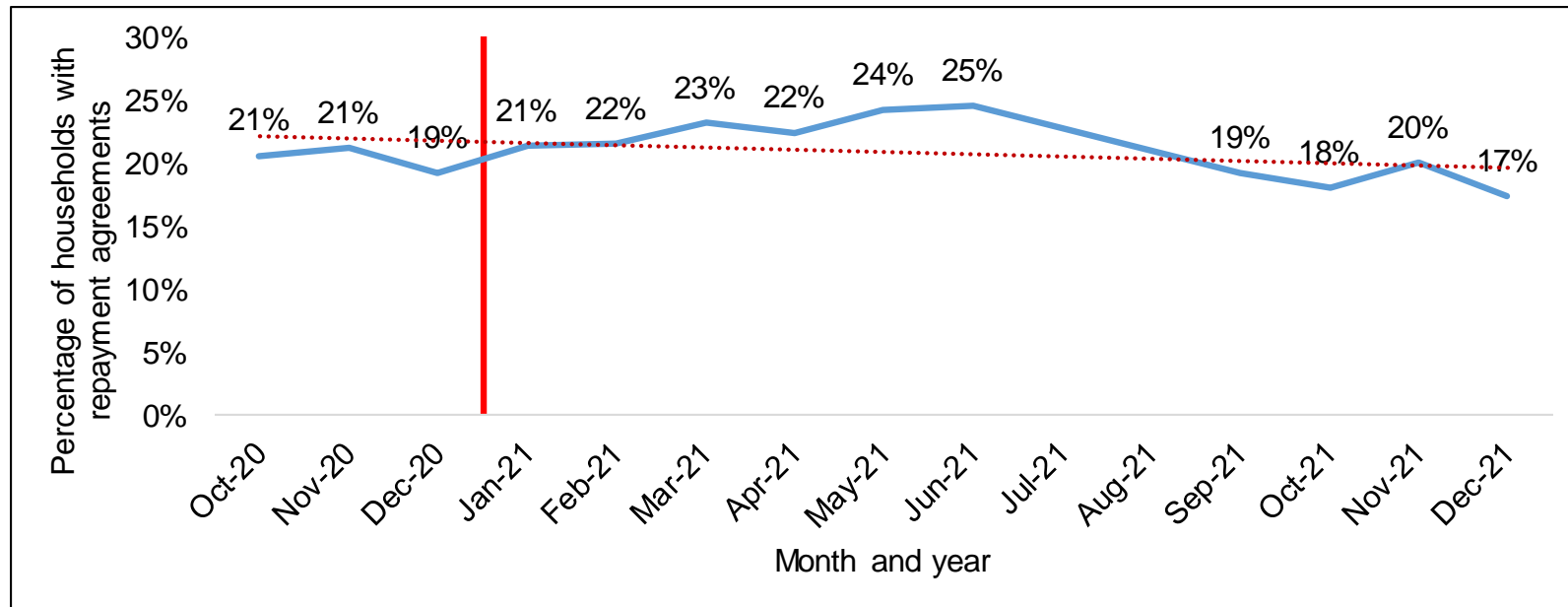
Retroactive arrears had a downward trend for both dollar value and number of households, which is the direction expected under the model. This downward trend may be partially due to the Seniors Services Coordinator role which ensures that a proactive approach is taken with tenants that are at risk of losing their subsidy. The increased staff-to-tenant ratio also allows Seniors Services Coordinators to have meaningful contact with at-risk tenants to address outstanding documentation and payments. However, this downtrend may also be due to retroactive charges not being applied because of the rent freeze implemented in 2021 to help tenants through the pandemic.

Business reporting issues due to the transition to new technology are still being addressed. Therefore data for retroactive arrears is only available up to June 2021. Once data is available, it is expected to show an initial upward trend at the expiration of the rent freeze, followed by a downtrend due to continued early engagement from the SSCs and collaboration with partners such as the Office of the Commissioner of Housing Equity.

Graph 8: Repayment Agreements
(Number of households with repayment agreements)
Expected trend: increase



Graph 9: Percentage of Households in Arrears With Repayment Agreements⁴
 (A ratio of households with repayment agreements versus number of households in arrears)
 Expected trend: increase



⁴ Business reporting issues due to the transition to new technology resulted in data for this KPI being unavailable for July and August 2021.

Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Repayment Agreements

The number and percentage of households with repayment agreements trended downward, opposite of the expectations under the ISM, and despite the number of households with arrears increasing (see Graph 6). These opposing trends were most likely due to a combination of pandemic- and ISM-related factors:

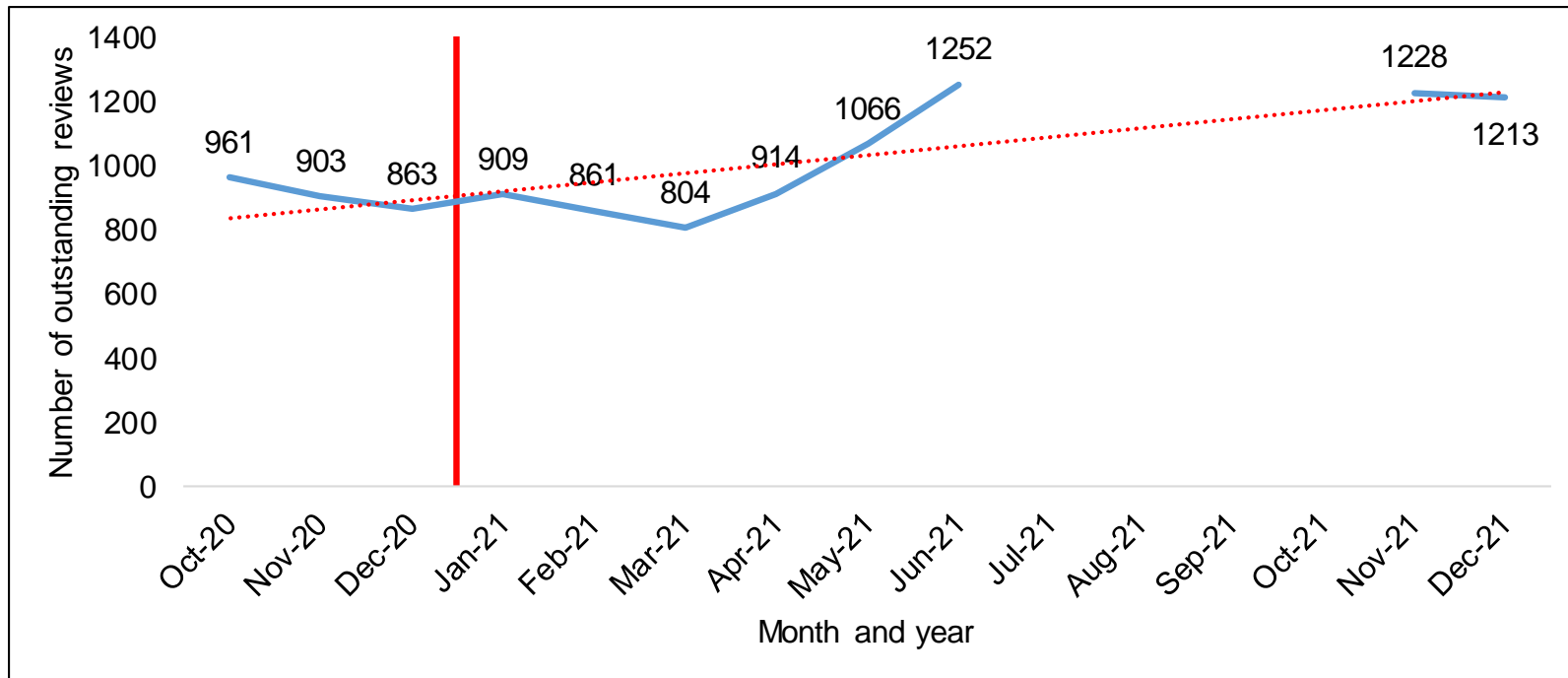
- The unit ratio for the new Tenant Services Administrator (TSA) role, responsible for rent and arrears calculations and agreements, is approximately double that of the former Tenant Services Coordinator role. Despite the tenant-facing customer service role being delegated to the SSC (rather than the TSA), there was still a backlog in processing documentation. Staff worked longer hours and received additional support from the Tenant Engagement and Services Supervisor to address the backlog, and an additional Tenant Services Administrator will be hired for each ISM region in early 2022 to resolve this capacity issue.
- An updated Arrears Collection and Evictions Prevention procedure was implemented in July 2021 where TSAs and SSCs work together to identify and connect with tenants in arrears at an earlier stage. This updated process may diminish the need for a repayment agreement due to less time for accumulation of arrears or it may increase the speed at which local repayment agreements are signed, potentially reducing the accumulation of substantial arrears.
- Pandemic-related government benefits (e.g., Canada Emergency Response Benefit or CERB) received by tenants in error had to be repaid, potentially leaving the tenant with insufficient funds for rent, resulting in arrears. These may have been one-time arrears that tenants were able to pay off without a formal repayment agreement.

- The COVID-19 eviction moratorium meant that those individuals that had arrears but did not agree to a repayment agreement could not be evicted and therefore continued to be counted in the arrears-related KPIs.
- The eviction moratorium may have left tenants less motivated to enter into repayment agreements as there were no immediate consequences.

As pandemic-related moratoriums end, staff will be able to take action with tenants that are in arrears. This should result in a reduction of households in arrears without repayment agreements.

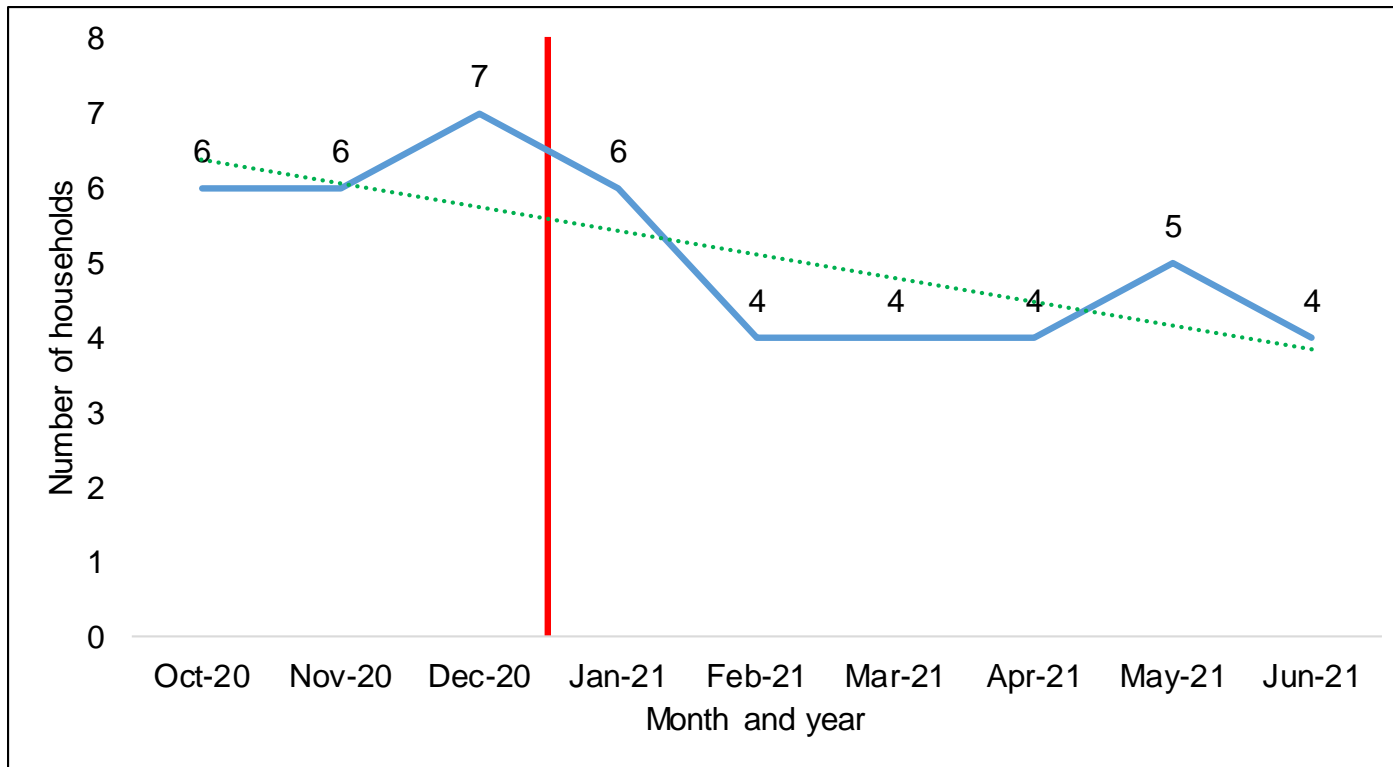


Graph 10: Outstanding Annual Rent Reviews⁵
 (Number of outstanding annual rent reviews)
 Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is unavailable from July through October 2021.

Graph 11: Arrears Under the Loss of Subsidy Due to Non-return of Annual Review⁵
 (Number of households)
 Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Outstanding Annual Rent Reviews and Related Arrears

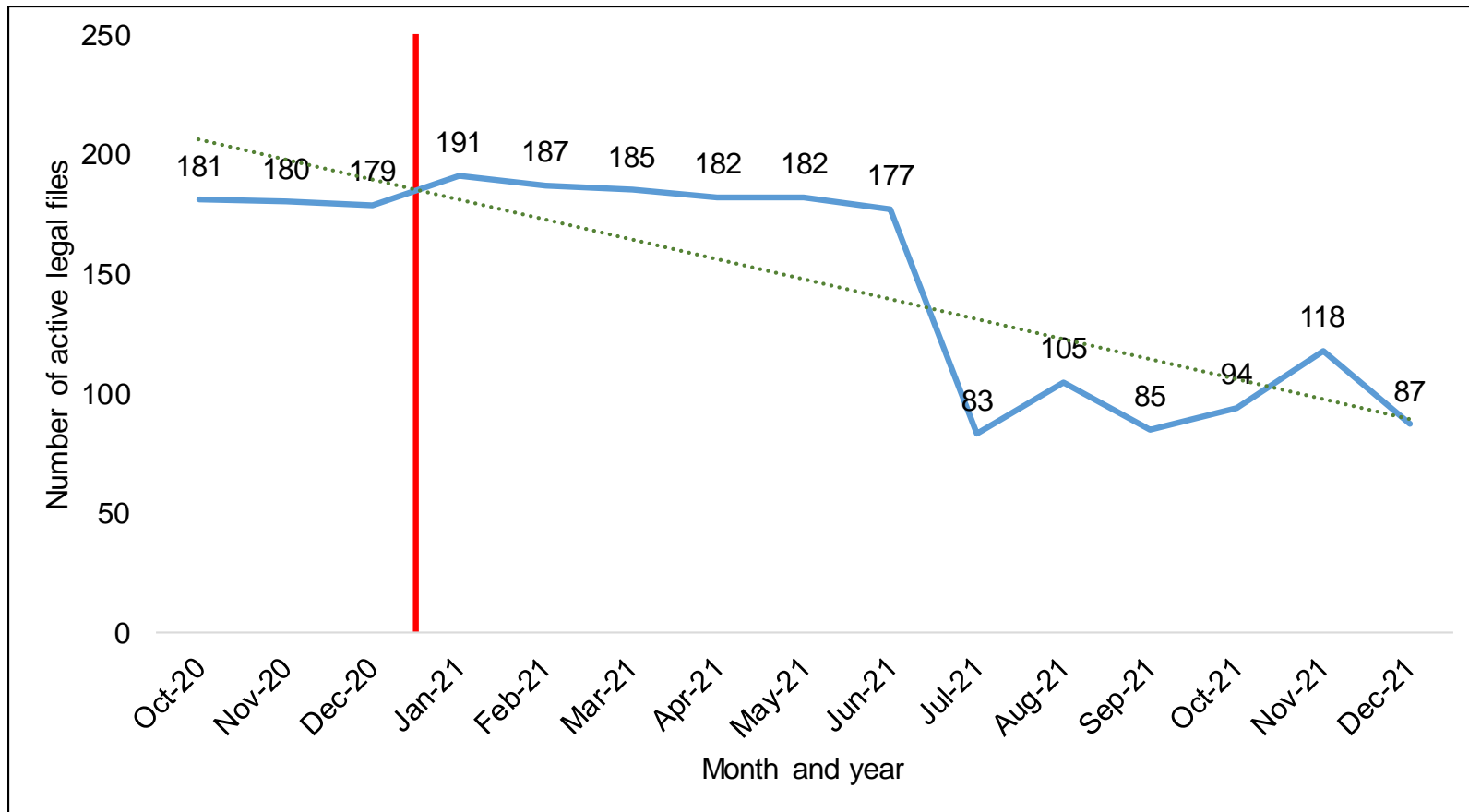
Outstanding annual reviews saw an upward trend. This is the opposite direction of what is expected under the Integrated Service Model as SSCs are available to support tenants in successfully completing their annual review requirements. Meanwhile, arrears under the loss of subsidy due to non-return of annual review was trending downward, as expected under the model. Factors most likely impacting these trends include:

- While a loss of subsidy decision is effective the date it is issued, the increase to market rent takes effect 90 days after the notice is issued. As all rents were frozen in 2021 as part of the pandemic response, the change to market rent for loss of subsidy decisions could not be implemented until January 1, 2022. This means that tenants with a loss of subsidy decision were less likely to accumulate arrears as their rent remained at their most recent rent-geared-to-income (RGI) level until 2022.
- Staff delayed issuing loss of subsidy notices to give tenants additional time to get documentation during the pandemic and to avoid confusing messaging about the effective date of the notice versus the effective date of the related increase to market rent. This would result in the loss of subsidy being underreported or at least delayed. Staff have communicated that generally tenants are confused about the rent freeze and other temporary COVID-related changes impacting their income and tenancy.
- TCHC paused sending out annual review packages in 2020, which caused confusion about the dates of the annual review and a backlog of annual reviews to complete.
- As of July 1, 2021, filing taxes annually became mandatory to receive RGI. During the pandemic not all tenants had the same access to tax clinics, as many clinics moved online; this impacted the ability of many tenants to complete their annual review owing to barriers with technology and internet access.

- With COVID-19, tenants may have had more frequent check-ins with support networks, such as staff, family, friends or support workers, who may have assisted in completing the annual review documentation, potentially offsetting the upward trend.
- The pandemic caused staffing shortages and impacted operations, making it more time-consuming to receive documents from tenants.
- Some tenants received or had to pay back pandemic-related government benefits (e.g., CERB), which required recalculation of their rent, adding additional work for Tenant Services Administrators. Mitigation of this increased workload included staff working additional hours and receiving additional support from the Tenant Engagement and Services Supervisor. These efforts were insufficient to process the increased workload and to maintain parity with the amount of outstanding annual rent reviews. This will be addressed by the hiring of an additional Tenant Services Administrator for each ISM region in early 2022.

The KPI for arrears under the loss of subsidy is expected to initially increase in 2022, as all changes to market rent for loss of subsidies that were delayed or unable to be implemented due to the rent freeze became effective January 1, 2022. The Seniors Services Coordinators will work to identify and support tenants directly impacted by the lifting of the rent freeze. Staff will also continue their collaboration with the Office of the Commissioner of House Equity. In the long run, KPIs are expected to trend downward as the hiring of four additional TSAs and the implementation of an updated procedure for proactively supporting tenants in completing annual reviews will ensure more manageable caseloads and better outcomes for tenants.

Graph 12: Active Legal Files – Arrears
(Number of active legal files for arrears)
Expected trend: decrease



Active Legal Files - Arrears

Active legal files for arrears trended downward. This trend was expected under the Integrated Service Model as staff process files early and work with TCHC's Legal Services team to coordinate files so that monitoring and action is taken before eviction orders expire. Additionally, the updated, seniors-specific Arrears Collection and Evictions Prevention procedure was implemented in July 2021 and the COVID-19 rent freeze limited escalation.

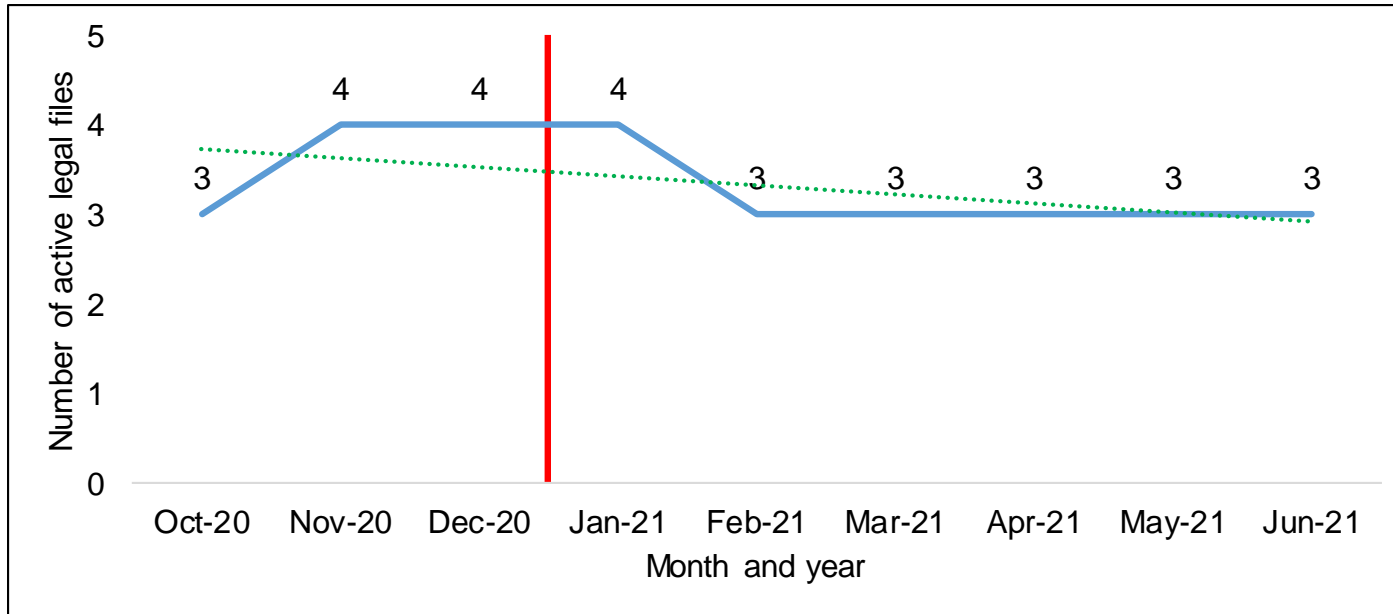
Moving forward, this KPI is expected to trend upward in the short term as the rent freeze lifts, and the eviction moratorium ends. However, the downward trend should continue longer term given the proactive engagement of the Seniors Services Coordinators along with new and updated seniors-specific procedures aimed at reducing adverse housing impacts such as arrears.

Active Legal Files – Illegal Acts

Active legal files for illegal acts were at zero for the first half of 2021. This KPI does not have data after June 2021 because of business reporting issues due to the transition to new technology that are still being addressed.

Due to COVID-19, TCHC's Legal Services team was directed to file only very serious events with specific criteria and all evictions were required to be approved by the Evictions Committee. No cases fit within Legal Service's criteria during the time period for which the data was available. In the future, the criteria used by Legal Services may change, thereby impacting the KPI. The increased staff-to-tenant ratios, increased presence of staffing within buildings, and strengthened relationships between staff and tenants are expected to keep the number of legal files related to illegal acts low.

Graph 13: Active Legal Files – Health and Safety⁵
(Number of active legal files for health and safety)
Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Active Legal Files – Health and Safety

Active legal files for health and safety were relatively consistent from October 2020 to June 2021, varying by only one; the data for this KPI is only available up to June 2021 because business reporting issues due to the transition to new technology are still being addressed. The consistency of this data may be due to the Landlord and Tenant Board being closed for an extended period as a result of the pandemic, which caused delays in files being closed. Additionally, Annual Unit Inspections, where health and safety cases are commonly identified, were conducted from June to September 2021 where the data for this KPI is currently unavailable.



It is expected that this KPI will trend upward temporarily once pandemic-related restrictions ease and more comprehensive inspections can be completed once again. Long-term, health and safety legal files are expected to decrease as Senior Services Coordinators engage with tenants earlier and additional staff resources are added to help tenants with unit condition concerns and support more complex tenancies.

Evictions

The lack of evictions executed for 2021 reflects exceptional circumstances due to a COVID-19 eviction moratorium. The only eviction, listed between October 2020 and the end of December 2021, was recorded in March 2021 and was a closure of a legal file related to an eviction procedure in 2019 that did not materialize as the tenant agreed to terminate their tenancy in early 2020.

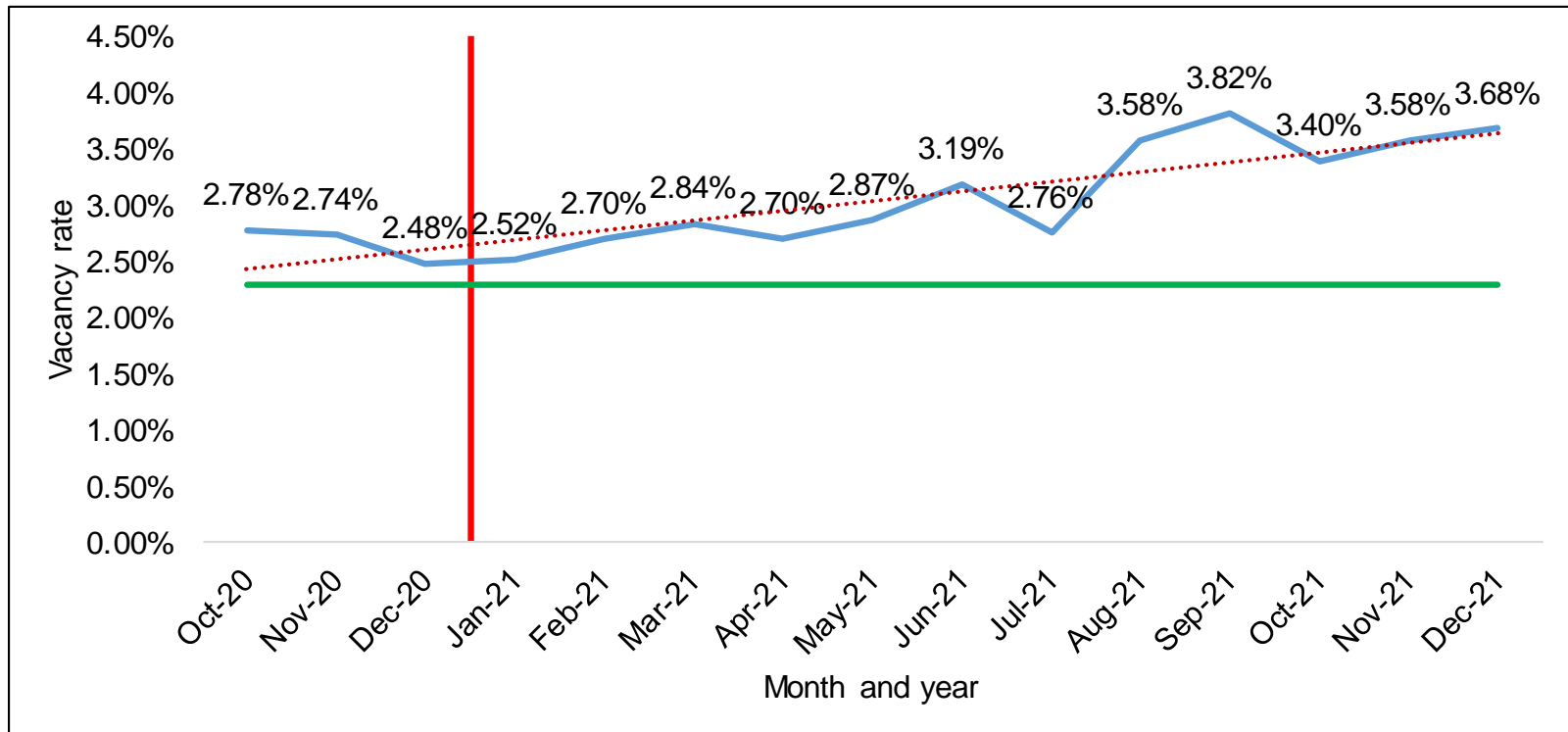
It is expected that this KPI will trend upward as the pandemic limitations on evictions are lifted. Over the long-term, evictions are expected to decrease because of seniors-specific procedures aimed at preventing adverse outcomes such as evictions, along with the proactive engagement and support provided by Seniors Services Coordinators and a new Complex Tenancies team.

Graph 14: Vacancy Rate⁶ (target 2.3%)

(The total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month)

Expected trend: decrease

The green line represents the target of 2.3%



⁶ Since the migration to the new tenant management system (HoMES) application, there have been three (3) approved calculations for the vacancy rate.

Vacancy Rate

The vacancy rate was trending upward in 2021, which is the opposite of what is expected under the Integrated Service Model. The City's transition to a new centralized waiting list technology provided challenges in filling vacancies while new business processes were established. A simultaneous change to a new tenant management system within TCHC further complicated vacancy management. As business processes and reporting are finalized, technology changes are expected to assist in reducing vacancy rates in the long-

term. SHU staff continued to monitor and address vacancy rates internally and worked with the City and the technology vendor to minimize the impact of these changes. As the implementation and alignment of the new technologies and business processes are completed, it should be easier for staff to monitor and fill vacancies.

As the pandemic subsides, it is anticipated that additional staffing and supports available to tenants through the Integrated Service Model will ensure more tenants age in place in comfort and dignity, reducing unit turnover.

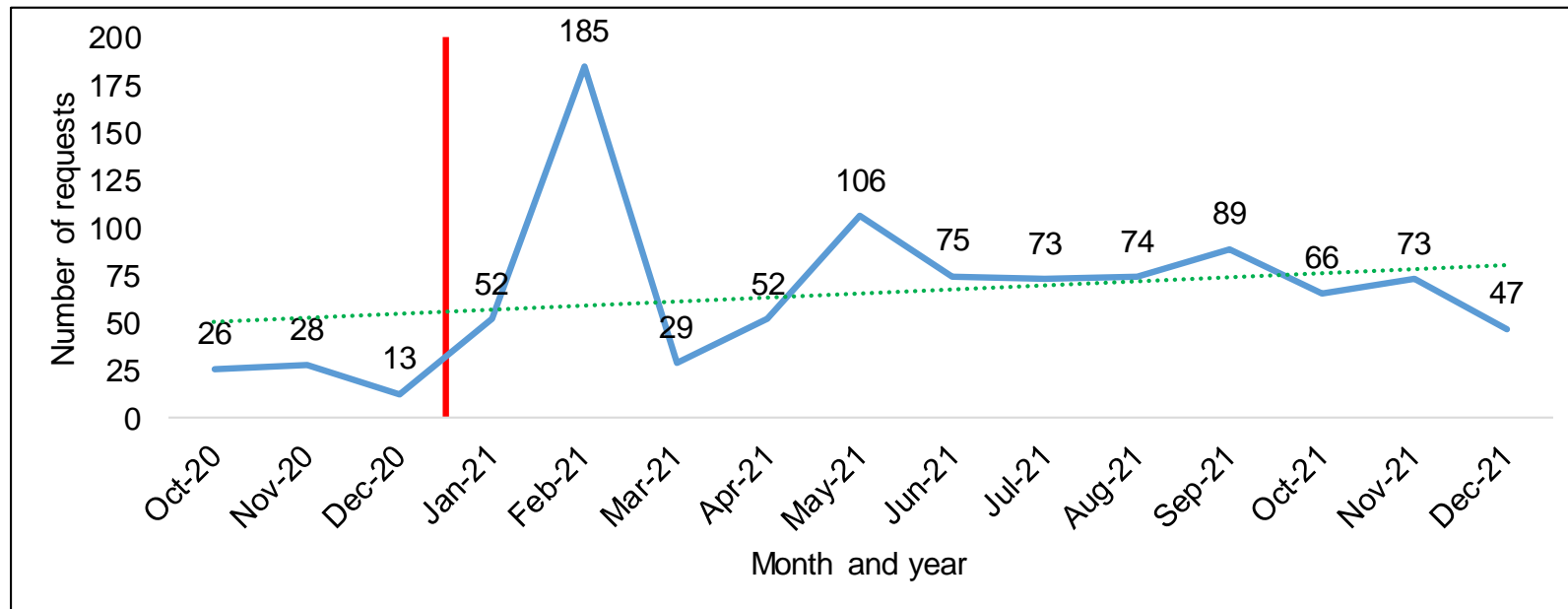


ISM Objective Two

Objective two: Increase access to health and community support services through enhanced integration of community agencies within the buildings

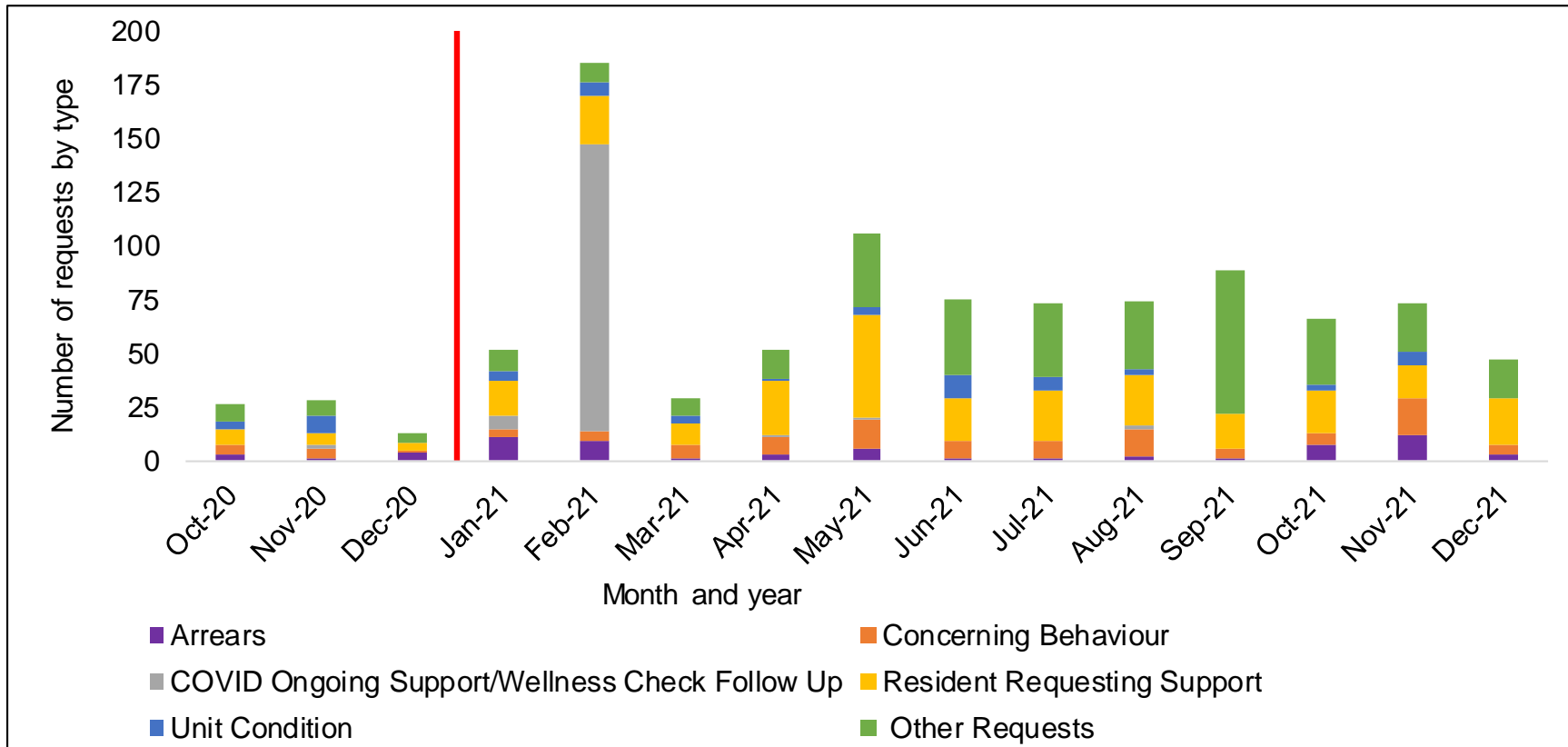
Access to Health and Social Services (18 Phase 1 Buildings)

Graph 15: Tenant and Community Service Requests⁷
 (Number of Tenant and Community Service support requests created)
 Expected trend: increase then decrease



⁷The high number of service requests in February 2021 is primarily due to COVID-19 wellness checks.

Graph 16: Tenant and Community Service Request Type⁸



⁸To make the graph easier to read, we have added a number of service request types with low numbers to the 'Other Requests' category, including: critical incident follow up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft landing support, vulnerable person door knock, and vulnerable person telephone. We have also merged two COVID-related categories: ongoing support and wellness check follow-up.



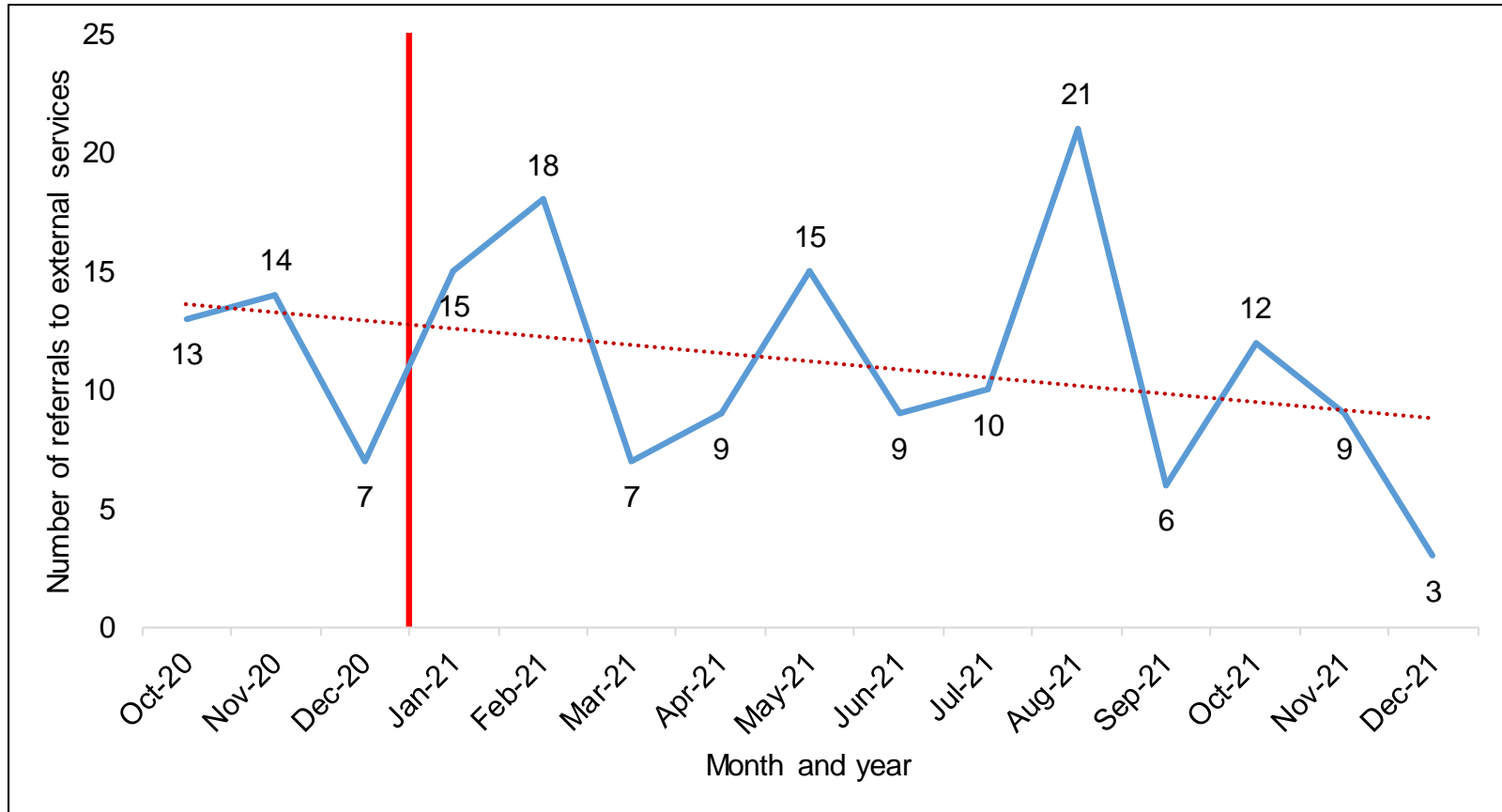
Tenant and Community Service Requests

There was an upward trend in the number of tenants asking for supports, especially in navigating the pandemic. The spike in February 2021 was primarily due to COVID-19 wellness checks conducted by SHU staff. Increases in requests were seen mainly in support requests or reports concerning behaviour, unit condition, and Other Requests (this includes the general category of Other Requests as well as categories with low numbers: critical incident follow-up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft

landing support, vulnerable person door knock, and vulnerable person telephone). These types of requests are directly linked to the pandemic. With Seniors Services Coordinators in place, they will be addressed and closed in a timely manner.

The implementation of the Integrated Service Model was expected to result in an initial upward trend as Seniors Services Coordinators proactively worked with tenants to connect them with needed supports. But, as these supports are established, tenants would have fewer unmet needs and therefore fewer requests.

Graph 17: Referrals
(Number of referrals made to connect tenants with external services)
Expected trend: increase



Referrals and Partnerships

As part of the Integrated Service Model, external referrals and partnerships are both expected to increase as Seniors Services Coordinators work with tenants to identify needs and connect them with appropriate services and supports. With the goal of having seniors age in place, it is ideal to bring some of these services directly to the buildings, resulting in an increase in Use of Space agreements.

For the external referrals, the numbers were lower than expected. Upon further examination inconsistencies in the process for recording this KPI were discovered. All records were reviewed and corrected where possible; however, the scope of the inconsistency was not clear in some records. This has been identified as an area for improvement and additional training has been provided to staff. The KPIs from this report will also be reviewed monthly with regional managers to make sure all staff are tracking their work appropriately and referrals continue to be tracked accurately. Going forward, the number of external referrals will be more accurately reported as a result of these quality improvement measures. This is an example of the challenges of integrating services and new systems and the type of quality improvement needed to ensure proper service delivery.

With respect to partnerships, the KPI in the Accountability Framework was the number of Use of Space agreements signed, with this number expected to increase. Four new Use of Space agreements were signed in 2021, two exclusive and two non-exclusive. Two of these agreements were related to food security, deemed an essential service, and the other two agreements were renewals for onsite supportive housing programs. A number of one-time Use of Space agreements were signed for individual programs, such as digital literacy, where permitted under COVID-19 guidelines. All other Use of Space agreements have been placed on hold due to COVID-19. The Seniors Housing Unit will resume signing agreements with organizations as direction on recreation and common rooms is received from Toronto Public Health and Provincial health guidelines. In the meantime, discussions are

continuing with TCHC's Programs and Partnerships team and Legal Services to update Use of Space agreements for the Seniors Housing Unit.

The number of referrals may lower or stabilize over time as external supports are established for tenants, resulting in fewer unmet needs and therefore fewer referrals. Likewise for partnerships, there are capacity limits for Use of Space agreements so there may be a stabilization in the numbers over time; however, we do expect agreements to increase when the lifting of COVID restrictions/protocols takes place.

Conclusion

The first year of implementing the Integrated Service Model (ISM) has been a success, despite challenges brought on by a global pandemic and a transition to the new Toronto Seniors Housing Corporation. The model has been launched in over half the SHU buildings and will be launched in all buildings by spring 2022, providing better service to senior tenants and improving connections to health and community services. Active communication channels and regular engagement through the Senior Tenants Advisory Committee helped to offset the challenges of fully engaging tenants during a pandemic and ensured that tenant voices were heard and were part of the implementation process.



The pandemic provided new opportunities to engage with our health and community partners and served to strengthen many of these relationships. These partnerships were critical in ensuring early and easy access to COVID-19 vaccines for senior tenants, as well as supporting access to food and health programs when regular programming was paused. TCHC's Programs and Partnerships team used the pause in onsite service delivery to develop a streamlined partnership review process, with the goal of conducting a comprehensive review of all partnership agreements by early 2023. The Seniors Housing Unit expects to complete their review process by the end of 2022.

Despite the challenges brought on by COVID-19, the introduction of the Seniors Services Coordinator role provides an early success story of the Integrated Service Model in action. The role supported tenants by linking them to resources and services such as vaccine clinics and by building collaborative relationships with building staff and community and health partners. We expect to see further

improvements as we implement the Complex Tenancies team in 2022, leading to better outcomes for senior tenants.

While the Seniors Health and Wellness Hubs are currently paused pending further tenant engagement, this engagement will make sure that the model aligns with the wants and needs of senior tenants. Further to this, tenant-led initiatives and on-site health and community services will continue to be a priority in all buildings.

Many Key Performance Indicators (KPIs) are showing the expected changes under the Integrated Service Model, such as a decrease in the dollar value of arrears owed by households, which is encouraging. The outcomes that are not showing the expected results are at least partially impacted by pandemic-related factors such as rent freezes and eviction moratoriums, staffing shortages, and changing rules and guidelines. Actions were taken to make sure that adverse impacts to tenants were limited and critical functions were completed.

Improvements in technology for data collection and reporting will enhance the ability to analyze and target specific areas of the model for further improvements, potentially accelerating the positive impacts of the model.

The next Tenant Experience Survey is expected to indicate where tenants feel the model has made a positive impact as well as where further work is required.

The Integrated Service Model is an important initiative for improving the lives of senior tenants and supporting their ability to age in place in comfort and dignity. The work over the last year has already demonstrated the value of the model to senior tenants. Tracking and evaluating the implementation will allow the model to continue to grow and potentially inform other housing providers who may want to explore implementing a similar model.

The Seniors Housing Unit continues to learn through each ISM phase and looks to continuously improve. The ISM outcomes will take time to be realized and the changes being implemented will continue to be refined as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation in June 2022.



Appendix A: Terms and Acronyms

Annual Unit Inspection(s) (AUI): Annual unit inspections are completed to mitigate the risks related to life safety, fire safety and compliance with legislated building standards while also assessing the potential vulnerability of a tenant and support successful tenancies.

Canada Emergency Response Benefit (CERB): a temporary financial support provided by the federal government to employed and self-employed Canadians directly affected by COVID-19.

Care Coordinator: Home and Community Care Support Services (HCCSS) Care Coordinators are Provincial staff that develop, co-ordinate, and monitor comprehensive service plans, and act as the contact between clients and various community agencies and providers. Provincial Care Coordinators are identified for each building to provide a more direct connection for our tenants to healthcare services. SSCs will support tenants in contacting their designated Care Coordinator. Care Coordinators do not reside within SHU buildings and the Care Coordinators serve households in their regional/geographic catchment areas beyond SHU-specific needs.

Chief Executive Officer (CEO): A chief executive officer (CEO) is the highest-ranking executive in a company.

City: When City is capitalized it refers to the City of Toronto as an organization. As a partner to the ISM, the two main City divisions involved in the Integrated Service Model are Seniors Services and Long-Term Care (SSLTC) and the Tenants First team at Shelter Support and Housing Administration (SSHA). Note that the Tenants First team previously was located within the Social Development and Finance Administration Division. At the end of March, the Tenants First team will be located within the Housing Secretariat Division.

Community Safety Unit (CSU): A unit within TCHC. CSU staff work directly in the communities, conducting patrols and site visits, responding to calls at TCHC properties, helping to resolve complaints and disputes, assisting victims and apprehending offenders, building relationships within the communities, and partnering with other law enforcement, fire, and social service agencies.

Furthering Our Community by Uniting Services (FOCUS): A situation table that uses an innovative, collaborative risk driven approach to Community Safety and Wellbeing co-led by the City of Toronto, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing.

Home and Community Care Support Services (HCCSS): This is a Provincial organization(s) with a focused mandate to deliver local health care services such as home and community care, access to community services and long-term care home placement. This is the organization(s) previously known as the Local Health Integration Network(s) when they also led local health care planning and funding, and those functions are now part of Ontario Health

HoMES: a tenant management system application being implemented at TCHC

Hub(s): refers to the Seniors Health and Wellness Hubs, one of the four innovations in the Integrated Service Model.

Integrated Service Model (ISM): A new service model developed as part of the City of Toronto's Tenant First project and as approved and detailed by the City in the ISM Accountability Framework. The model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of making sure tenants can access necessary supports to age in place with dignity and in comfort.

Key Performance Indicator (KPI): This is a type of performance measurement used to evaluate the success of a program or organization, and in this case, to measure the success of the Integrated Service Model implementation.

Local 79 and Local 416: the TCHC employee unions.

Local Health Integration Network (LHIN): see HCCSS

Office of the Commissioner of Housing Equity (OCHE): The OCHE's mandate is eviction prevention for senior and vulnerable tenants living in Toronto Community Housing (TCHC) who have arrears (unpaid rent). OCHE also provides TCHC with recommendations when a senior or vulnerable tenant has lost their rental subsidy.

Ontario Health Team(s) (OHT): Ontario Health Teams are groups of providers and organizations that, at maturity, will be clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined population.

Primary and Community Care (PCC) Response Team(s): This is the name for the South East regional integrated care teams. The objective of regional integrated care teams is to create neighbourhood-based teams that support system navigation and service connection through the creation of coordinated care plans for vulnerable adults.

Question and Answer (Q&A): Usually a document or a part of an event or meeting where questions are asked and answered.

Rent-geared-to-income (RGI): A form of housing subsidy where rent is based on income. For Ontario, RGI is calculated according to provincial legislation, specifically the *Housing Services Act, 2011*.

Responsible Personal Accessibility in Toronto Housing Committee (R-PATH): a tenant-led group at TCHC focused on tenant accessibility.

Seniors Housing Unit (SHU): This is the unit within TCHC responsible for the 83 seniors-designated buildings that will become part of the new Toronto Seniors Housing Corporation.

Seniors Services Coordinator (SSC): A new role within the ISM that is the main staff person to contact for all tenant-facing concerns in the building, including access and support, engagement, and tenancy management. The SSC helps with referrals to health and community agencies. SSCs have weekly office hours posted in their building(s).

Seniors Services and Long-Term Care (SSLTC): A Division at the City of Toronto. TCHC's Seniors Housing Unit is accountable to the City's Seniors Services and Long-Term Care Division for implementing the Integrated Service Model.

Senior Tenants Advisory Committee (STAC): The Senior Tenants Advisory Committee (STAC) is an advisory body to TCHC's Seniors Housing Unit and the City of Toronto's Seniors Services & Long-Term Care Division (SSLTC). Toronto City Council approved the creation of the STAC to inform the design and implementation of the Integrated Service Model.

Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability (SPIDER): A City run situation table that delivers customized responses for the purpose of mitigating elevated health and safety risks that affect people, property and neighbourhoods. This table is external to TCHC.

Tenant Engagement and Services Supervisor (TESS): This is the regional supervisor for the Seniors Services Coordinator and the Tenant Services Administrator roles.

Tenants First: [Tenants First](#) is a City of Toronto-led initiative that sets out to make improvements to Toronto Community Housing Corporation (TCHC) and support it to become a more focused landlord. The Integrated Service Model and the creation of the new Toronto Seniors Housing Corporation are important parts of the Tenants First initiative.

Tenant Services Administrator (TSA): A new role within the ISM that works in the regional office and performs administrative tenancy management functions, including preparing communications with

tenants such as rent notices, completing rent assessments, collecting arrears, analyzing data, and preparing reports.

Toronto Community Housing Corporation (TCHC): Toronto Community Housing is the largest social housing provider in Canada and the second largest in North America. The Seniors Housing Unit is currently a part of TCHC.

Toronto Seniors Housing Corporation (TSHC): This is the new corporation that will take on the responsibility of operating TCHC's 83 seniors-designated buildings that form the Seniors Housing Unit as of June 1, 2022.

Appendix B: Senior Tenants Advisory Committee Feedback Details

The Senior Tenants Advisory Committee (STAC) members provided extensive feedback over the first year of the Integrated Service Model (ISM) implementation. Due to the volume of feedback only highlights were provided in the body of this report, however more details are provided below. Additionally, STAC members provided feedback on a draft of this report, and a summary of those comments are also included below.

ISM Annual Program Report

- General design is good and appreciate that photos are of actual tenants versus stock photos.
- Annual program report does not feel focused on seniors but more like a strategic directions document - recommend adjusting this in future.
- Need to make sure to include a glossary of terms and/or abbreviations (added as Appendix A).
- Should be written to be accessible/useful to a broader audience.
- The report should be made easily available for tenants – for example a bound copy in a building’s common room (will look to have a printed copy in all buildings). Could make a reference section of materials within a common space of each building.
- Coverage of STAC feedback is insufficient to fully inform future decisions. Specifically missing some details around concerns raised by STAC, including policies on use of space, the Seniors Health and Wellness Hubs, and the role of the Seniors Services Coordinator (this appendix added in response).
- Too general in some places and therefore not an accurate or complete representation of what is happening on the ground.

- Staffing numbers could be further broken down. Unclear if some added custodial positions were only for COVID to ensure proper cleaning protocols (wording adjusted in report).
- Report is focused on the South East region – this is not necessarily relevant to the other three regions. Need to reflect the differences culturally and socially in the other regions (next report will include all regions).
- The report implies that all buildings received food services during COVID, but these services were not provided to all buildings (wording adjusted).
- The four tenant priority areas listing under the new staffing and training model list buildings first, not tenants. The order should be changed here and consider changing in the order in the Accountability Framework (order changed in report).
- Need to make sure the model and the report recognize and treat tenants as independent adults and not like long-term care residents.
- 2022 plans look promising.

Accountability Framework for the Integrated Service Model

- The framework needs a detailed review by tenants to make sure the ISM continues down the proper path.
- The framework prioritizes accountabilities of staff/TCHC, partners and the City but not tenants.
- There is no mention of the engagement system or a proper incorporation of tenant engagement in the framework/ISM. Tenant engagement should be a top priority connected to all parts of the model, not just mentioned as a part of the Seniors Services Coordinator role.
- The ISM needs to be designed and implemented **with** tenants, not just for tenants.
- The order of some priorities or goals list things like building maintenance first rather than items related directly to tenants (adjusted in ISM report for now).
- Should separate out health versus community services, with health being the higher priority.

Communication

- Communication pathways are not functioning well. Needs to be a top priority.
- Definitions for words being used by staff versus seniors often not the same - need to come to consensus.
- Language used is often confusing and harsh, especially in standard communications and notices, such as those for annual rent reviews.
- Need improved access to translation and interpretation services. More and prompt translation and interpretation support.
- Language data may not be representative because many tenants do not provide information about languages spoken – should check with building staff to verify.
- Communications need to focus on what tenants need and want. Seniors are getting communications and posters that do not apply to seniors – need to make sure this is addressed.
- Communication materials are often missing or late.
- Need to keep tenants better informed, both on general communications as well as progress updates on work orders and other requests, inquiries or concerns.
- Messages not cascaded to tenant representatives to help support and inform other tenants.
- Print items provide challenges for tenants with low vision – need larger font with high contrast.
- Tenants have limited access to technology – computers, phones – so needs to be considered when planning communications.
- Bulletin boards are a challenge for communicating as they are crowded, poorly maintained or organized, and if they are not locked, posters sometimes go missing.
- When using the term “we” it would be helpful to know the department or team responsible, and when stating City be sure to identify the division.
- Seniors Speak needs to be geared toward what tenants want

- Tenants need more information about the ISM.
- Pamphlets for programs and services in the community available in the building would allow tenants to find services on their own if desired.
- Suggestion that TVs in buildings display relevant information in different languages.

Tenant Engagement

- Need to differentiate clearly between communication and engagement, in the report and elsewhere. Communication, such as posters, is not engagement.
- Definition of engagement by staff and tenants is often different – need to come to consensus.
- Should have and value tenant-led engagement. Staff should encourage tenant leadership.
- Tenant leaders should be made aware of what resources are available to them.
- Tenant engagement needs to be a major focus of the ISM.
- There is still no proper engagement model for seniors.
- Tenant engagement system needs to be overhauled to be geared to what seniors need and want.
- STAC had two meetings on the Tenant Engagement System Refresh but there has been no follow-up since the last meeting in August 2021.
- There has been confusion around the election and selection processes of the tenant engagement system resulting in some buildings not having representation or those who had originally expressed interest no longer participating.
- It would be good to have a panel or advocate group for tenants around mental health, potentially including tenants, spiritual leaders and health and legal advocates, to make sure the ethics, morals, rights and complexities of mental health are being identified and addressed appropriately. This would allow tenants to be more engaged and have a greater voice.

Staff and Training

- Staff need to understand seniors.
- Need consistency of staff and delivery of services across regions and built in accountabilities. However, staff should be flexible and autonomous in their approach to address issues in buildings, tailored to the needs and issues of the building.
- Need to provide description of various staff roles and introductions to staff for tenants so they know where to go and are not fearful of losing their autonomy. A tenant network to support this communication would be helpful.
- Concerned that some training may not be specific or detailed enough or delivered in an effective manner - want to make sure background/training is substantial enough to assess for suicide and support.
- Need to make sure that staff have dedicated, uninterrupted time to complete training so it can be properly absorbed.
- Recommend that mental health and dementia and similar trainings be required to be taken by staff every year.
- Training needs to focus not just on mental health, but how to treat other people – a life approach.
- Recommend some of the trainings, such as those about dementia and suicide, also be delivered to tenants.
- Recommend adding information on assisted suicide to the training and bringing this training/information to tenants as well.
- Staff need to be trained and available to support routines for tenants with dementia to help avoid disorientation – staff could have a photo with their name and role underneath to help tenants.

- Agencies in buildings providing extra services, such as Personal Support Workers, need to take on a proper level of responsibility, especially in identifying issues such as mental health, dementia or suicide – need to look at this role more in-depth.
- Round tables provide another option for understanding/identifying other supports.

Seniors Services Coordinator (SSC)

- Concerns about the role, especially around the potentially high workload and their role in engagement, including how their role would align with any current or future tenant engagement system.
- Role needs further and ongoing evaluation.
- Currently this role seems to be only supporting those with greater needs or helping in rent reviews, but not doing fulsome tenant engagement.
- SSC role needs to be clear to tenants; need to find ways to build relationships and trust.
- SSCs need to know/have resources, for example how to connect tenants to a public trustee if required.
- Tenants returning from hospital stays need additional and specialized supports that SSCs could help coordinate.

Policies and Procedures

Use of Space

- Missing acknowledgement and prioritizing of tenant-led programs.
- Simplify the use of space requests for tenants and make sure tenants are educated on the process.
- Concerns about potential costs for tenants who lead tenant programs and events, such as insurance or other expenses.

- Tenant leaders are sometimes absorbing costs of events – needs to be clear to tenants that tenant leaders are volunteers and not paid and may be incurring expenses that may or may not be reimbursed.
- Need schedules of programs and bookings of common spaces posted and easily available for tenants.
- Missing tenant voices when selecting and evaluating partners and programs.
- Programs need to be tenant-focused and informed by their expressed needs and wants - agencies often provide what they think tenants need without asking what they want.
- Build in tenant voices/preferences, substantial accountabilities and regular evaluations into all use of space agreements.
- Make sure tenants have priority access to programming provided by agencies in their buildings and participation/sign-up lists are refreshed regularly.
- Make sure agencies are not able to dominate the use of common spaces – prioritize access for tenants and tenant-led programs.
- There should be no exclusive use of space agreements / exclusive access for agencies related to common spaces.
- Need to ensure that there is still availability in common spaces for casual, drop-in use by tenants.
- Support more tenant-led activities on evenings and weekends, such as movie nights.
- Need to make sure that inclusiveness is a top priority for programming and services.

Tenant Needs Assessment

- Concern about long-term sustainability/adherence to procedure.
- Tenants may be concerned with how it may impact their tenancy.
- Concern about privacy / consent, especially if done during annual unit inspection.
- Need to be clear on consent and role of family in assessing and supporting tenant needs.

- The needs assessment form should include community/social program engagement to ensure social wellbeing of tenants.
- Note: STAC members helped in the development of training case studies for the Tenant Needs Assessment.

Turning 65, arrears and annual rent reviews

- Staff should be aware of arrears and act to support tenants on them earlier.
- Staff should have awareness of vulnerabilities and support earlier/appropriately.
- Inform tenants of impact of switch from ODSP/OW to CPP – especially prior to turning 65.
- OCHE plays a critical role – need to keep this service available after the transition to the Toronto Seniors Housing Corporation.
- All forms and standardized letters should be available in multiple languages and staff should be aware of tenants' language preferences.
- Preferences for font size or other accessibility issues should also be considered in any notices.
- Notice of rent change should include the calculation that was made to establish the new rental charge. Market rental cost of unit is confusing to include. Legal language should be kept to the end of the letter as an addition rather than in the body of the communication.
- Staff need to be aware of and support tenants who may be late with annual rent reviews or rental payments due to illness or hospitalization.

Maintenance and Annual Unit Inspections

- Client Care Centre unresponsive and message too quiet
- Tenants may not understand what or where to report
- Tenants may be afraid to report
- Technology challenges – need paper option for reporting

- Suggest monthly maintenance cart
- Language issues

Seniors Health and Wellness Hubs

- Seniors need opportunities to promote their physical, mental, and social wellbeing
- Some tenants don't want to travel outside of their building to access programs and services.
- Concern with security issues with external parties coming into building and staff unable to discern who is a participant in a program versus an unwanted visitor
- Concern about hub programming dominating the building space, not allowing room for tenant-led programming or casual tenant use.
- Concern that external participants will take up space in programming ahead of building residents and that programming will be designed to target needs of community but not the building.
- Need to ensure that if the hubs are located in a building there are enough spaces in the building for tenants to have sufficient access for their own planned or unplanned activities.
- Transportation to hub locations is a challenge that needs to be considered and addressed.

Recommendations for programs and services

- Registered Nurses to run clinics (e.g., blood pressure clinics to monitor blood pressure).
- Education programs on health conditions.
- Support groups, especially for mental health (e.g., anxiety, depression, substance use).
- Programs that support bio-psycho-social wellbeing.
- Excursions to community locations (e.g., aquarium, museum, movies, etc.).

Provincial Care Coordinators

- Concerns about privacy, tenants understanding consents, and consents being too broad.
- Referrals may take too long.

Appendix C: Staff Training

Training goals for Mental Health Education, launched April 2021 – online course for all staff:

- identify common mental health disorders
- recognize symptoms
- implement the necessary actions when we recognize the symptoms
- acknowledge some of the Communication Tips
- apply Language Matters approach to reducing stigma

Training goals for Understanding Dementia, launched August 2021 – online course for all staff:

- identify cognitive function and cognitive impairment
- define dementia
- identify the difference between regular aging and dementia
- identify early signs/symptoms of dementia
- define Alzheimer's disease (most common form of dementia)
- apply communication strategies

Training goals for Suicide Prevention, launching in 2022 – online course for all staff:

- identify who is at risk for committing suicide
- recognize the warning signs that someone may be suicidal
- apply interventions and communication strategies
- apply immediate risk interventions
- identify steps following a suicide attempt

Appendix D: Procedures

The purpose of the thirteen procedures started or implemented since the beginning of ISM implementation are provided below.

Tenant Needs Assessment (new procedure)

The Tenant Needs Assessment is conducted at least once a year (or within the first 30 days of tenancy for new tenants) to identify and address supports needed by a tenant at an early stage. The assessment is intended to assist tenants to safely live in their units, maintain housing stability and ultimately link tenants to supports.

Referring Tenants to Health and Social Supports

Intended to provide detailed steps to assist Senior Housing Unit staff to identify and support tenants who request or require services that will support them to continue living independently in their community and maintain their tenancy. Senior Service Coordinators will engage with tenants to support them by referring them to available services.

Tenant Referral to Specialized Program (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability – [SPIDER](#), and Furthering Our Community by Uniting Services – [FOCUS](#))

Seniors Housing Unit tenants that require immediate support from an interdisciplinary team may be referred to a City of Toronto situation table; the Specialized Program for Inter-Divisional Enhanced Responsiveness (SPIDER) or the Furthering Our Community by Uniting Services (FOCUS) tables. These situation tables are coordinated by the City of Toronto and available if a Seniors Services

Coordinator (SSC), Tenant Engagement Services Supervisor (TESS) and Senior Housing Manager deem the referral necessary.

Referral File Management System

To outline the process to manage referrals made to the Tenant Engagement Services Supervisor and/or Senior Services Coordinator and standardize the process staff use to provide service coordination for tenants.

Internal Integrated Team Meeting (new procedure)

To support successful tenancy for seniors identified as requiring complex tenancy management, who are identified as acute elevated risk of complex internal supports to resolve any issue related to housing and de-escalation. Team members will actively identify, address and track tenant related issues through a case management approach that includes flagging tenancy concerns, assessment, service planning, monitoring and evaluation.

Primary and Community Care Response Team and other regional integrated care teams (new)

The Primary and Community Care (PCC) Response Teams is the name for the South East regional integrated care teams. The objective of regional integrated care teams is to create neighbourhood-based teams that support system navigation and service connection through the creation of coordinated care plans for vulnerable adults.

Tenant On-boarding

To provide staff with detailed instructions about unit showing, acceptance, lease signing and onboarding in order to provide tenants with the necessary information and resources, create a positive experience and support successful tenancy.

Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants

To resolve arrears as early as possible by connecting staff with tenants and working with them to develop successful repayment agreements.

Soft Landing for Eviction

To provide staff with the necessary steps required once an eviction order has been issued by the Landlord and Tenant Board. The intent is to assist seniors tenants minimize adverse housing impacts by providing them with the necessary information and support to find alternative housing and/or emergency accommodations.

Complex Tenancy Management (new procedure)

To guide decision-making when an individual tenant's actions are impacting the safety and wellbeing of other tenants or themselves and attempts to support the tenant to mitigate risk have been exhausted or refused to prevent a possible eviction, litigation, loss of services, or senior abuse.

Rent Review and Notice of Decision

To determine the quantum of tenants' rent based on tax and subsidy documents that the tenant provides. When necessary, the Senior Service Coordinator (SSC) will support tenant's effort to collect and submit the required documents on time.

Turning 65 (new)

To assist tenants with the transition to seniors pensions when turning 65, in order to mitigate any gaps in income supports.

Annual Unit Inspections (AUI)

To mitigate the risks related to life safety, fire safety and compliance with legislated building standards while also assessing the potential vulnerability of a tenant and support successful tenancies.

A number of these procedures, such as Tenant On-boarding, encompass a series of procedures and some include the creation of additional tools or resources for staff working with tenants, such as an information package for tenants turning 65.

Appendix E: Agreements

There are two types of agreements for partner agencies who refer their clients to become tenants within SHU buildings:

- **Referral Agreement:** An agreement between TCHC and an Agency to fill RGI units with clients receiving services from a particular Agency. TCHC leases one of these units directly to the tenant. The Agency must have an individual agreement with the tenant to provide ongoing services.
- **Head Lease Agreement:** The Partner Agency subleases individual units in the building to tenants and is the landlord for those tenants.



Agencies or tenants wanting to use available common space must enter into a Use of Space Agreement as defined:

- **Exclusive Use of Space:** Exclusive use of non-residential space by an Agency on a reoccurring basis to provide programs, services, and activities for the benefit of SHU tenants. These types of agreements are for office-type spaces, not tenant recreation/common rooms.
- **Non-Exclusive Use of Space:** Shared use of non-residential space on a reoccurring basis by tenants, tenant-led groups, and Agencies to provide programs, services, and activities for the benefit of SHU tenants.
- **One-Time Use of Space:** Use of non-residential space by an Agency, tenant or tenant-led groups for a defined, nonrecurring, time period for a private or community event.

- **Private Event:** A one-time event organized by a tenant or tenant-led groups that is not open to all tenants or the public such as a birthday party or a wedding.
- **Community Event:** A one-time event such as a community BBQ that is open to all tenants; that is free or charges a nominal fee; and where the activities and purpose of the event are to provide tenant support and/or engagement.

Tenants are also able to use common rooms on an informal basis, such as meeting other tenants for coffee, whenever tenant- or agency-led programs aren't scheduled. Common room schedules will be posted outside of the space once COVID-19 restrictions lift and regular levels of programming can resume.

Toronto
Community
Housing





2021 TCHC Tenant Survey

Item 6

March 29, 2022

Tenant Services Committee

Report: TSC:2022-20

To: Tenant Services Committee (“TSC”)

From: VP, Strategic Planning and Communications

Date: March 7, 2022

PURPOSE:

The purpose of this report is to provide the TSC with the results of the 2021 Tenant Survey for Toronto Community Housing Corporation (“TCHC”).

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

The 2021 Tenant Survey Report (Attachment 1) has been drafted to provide an understanding of tenants’ experiences living in TCHC buildings, and their perception of the customer service they receive in key service areas.

BACKGROUND:

TCHC’s Tenant Survey is a vital data collection tool used to assist TCHC in measuring the effectiveness of its operational and service models. The feedback received identifies what works well and areas where our tenants are less satisfied, as well as helping identify issues which are most important to them so they can be prioritized for future action.

In the past, the TCHC tenant survey was quite lengthy, had limited translation options, and was not always relevant to measuring customer service/tenant experience. While the tool did collect meaningful data, the sample size was relatively small, which meant the results were not always statistically significant.

With this in mind, a large scale survey redesign project was undertaken by TCHC in 2020/2021, with a narrowed focus of customer service and the tenant experience. The survey was also designed to probe on key environmental factors such as digital connectivity as a contributor to satisfaction. The 2021 survey was shorter than in previous years, and used more accessible language to make the process easier for tenants.

The survey was mailed out to all households in the Family portfolio to ensure that all tenants had the most opportunity possible to participate, and online and phone options were made available for anyone who prefers them or requires them due to a disability or language barrier.

The survey results have been compiled, and a 22% response rate from all households in the Family portfolio (8,852 responses total) was achieved which is well in line with industry standards for this types of survey (5 – 30%). For reference, the total responses received in 2018 amounted to 5% of all households (2,718 responses total). The total survey response in 2021 was more than 3x the response in 2018, and the larger sample will provide statistical significance even with more nuanced analysis. The demographic profile of the respondents appears to much more closely approximate the TCHC tenant population, which makes the results much more reliable.

In 2018, only 5% of survey responses were completed online. In 2021, there was a focused effort on increasing digital engagement, including the use of social media promotion, and text message survey invites. The 2021 survey saw 45% of all responses completed online (a year-over-year increase of 40%).

The 2021 Tenant Survey laid the groundwork for measuring current strategic priorities year-over-year, and included questions regarding

internet connectivity, the impacts of restructuring, and matters of interest to the CABR Strategy. In addition, the survey garnered strong demographic data enabling the ability to analyze the data in ways not previously possible. Further analysis will be completed in 2022 to better understand satisfaction and performance trends seen in the survey, and results will be shared with operations teams to guide their areas of focus going forward. The 2021 survey will serve as a benchmark for TCHC's new operational model and provides a better understanding of who our tenants are and what is important to them.

SIGNATURE:

"Paula Knight"

Paula Knight
VP, Strategic Planning and Communications

ATTACHMENT:

1. 2021 Tenant Survey Report

STAFF CONTACT:

Paula Knight,
VP, Strategic Planning and Communications
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paula.knight@torontohousing.ca



Item 6 – 2021 TCHC Tenant Survey Report
TSC Public Meeting –March 29, 2022
Report#: TSC:2022-20 **Attachment 1**

Tenant Satisfaction Survey

Toronto Community Housing

January 2022



Toronto
Community
Housing



Background

Toronto Community Housing

- Largest social housing provider in Canada serving over 110,000 residents in Toronto
- In 2020, Toronto Community Housing (TCH) went under a restructuring plan to better serve their tenants
 - Also implemented a Culture Model

Overall Goals

- Increase tenant engagement
- Improve survey for length and clarity
- Maximize response rate
- 20% response rate from tenant sample list
- Deliver actionable insights and inform strategic planning

Research Objectives

Measure tenant satisfaction and find ways to better understand their tenants

Access TCH's current performance relative to the results of past surveys (where possible)

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



Research Methodology

Quantitative Survey

The survey assessed tenant satisfaction with a focus on:

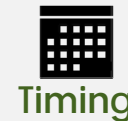
- Communication evaluation
 - Customer service (Client Care Centre, local staff, Community Safety Unit)
 - Annual Rent Review
 - Annual Unit Inspection
 - Satisfaction with cleanliness/maintenance
 - Satisfaction with security/safety
 - Satisfaction with additional support services
 - Involvement of the community
 - Impressions of Toronto Community Housing
 - Sentiment towards being a TCH member
 - demographics
- A paper version of the survey was sent to all TCH tenants
 - Each address was given a unique access code to fill out the survey
 - Survey completions were obtained through:
 - Option for phone completes (none were used)
 - Paper completes through mail (n=4857)
 - Online completes (n=3995)
 - SMS (n=2895)
 - Online link (n=1100)



Sent to 41,000 Toronto Community Housing Tenants.
n = 8,852 (total number of completes)
Response rate = 22%



Tenants were contacted via mail with a unique access code to: complete and mail back the paper survey, complete the survey online, or complete the survey over the phone by calling the provided number.



October 11th – November 12th, 2021

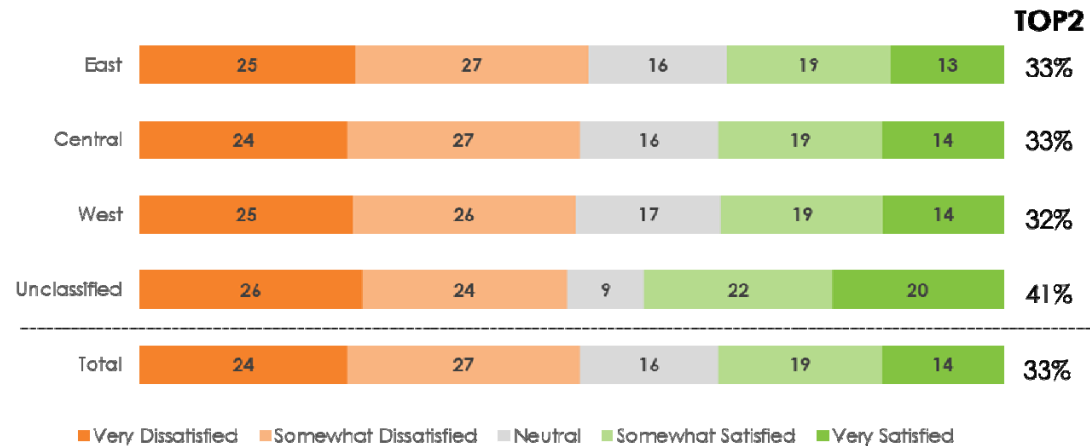


Interpreting This Report

- Where applicable, mentions of TOP2 reference the collected top two positive responses. For example, a TOP2 grouping referred to as “aware” may be the combined result of “very aware” and “somewhat aware”.
- Due to rounding, numbers presented throughout this report may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 groupings.
- The footnote in each page indicates the related question from the survey questionnaire, the sample sizes of the related data, and the sample framework used in the analysis.
- Throughout the report significant differences between groups have been called out in text boxes along side charts. An example is shown below:

• **Women** (BTM2: 25%) were more likely than men (BTM2: 21%) to express dissatisfaction towards the level of support.

• Tenants identifying as **South Asian or Indo-Caribbean** expressed the most satisfaction across all ethnicities.





Key Findings

Executive Summary & Recommendations





Executive Summary

Overall satisfaction with Toronto Community Housing is low (TOP2:33%). When asked about specific areas within TCH, the following key measures are opportunities for growth and improvement:

- Connecting tenants with support services (TOP2:37%).
- Involving tenants in the decision-making process (TOP2:37%).
- TCH's current programming and services offered (TOP2:37%).
- *(Slide 10-17)*

Tenants aren't actively recommending TCH as a good place to live (NPS:-17), working to improve overall satisfaction and support offered will increase promotion of TCH by residents. *(Slide 18)*

Tenants feel that TCH's communications could be improved and reaching out to tenants through additional communication channels is a welcomed change. *(Slide 20-22)*

- 31% of tenants are satisfied with TCH's communications with them, and 23% are unsure of what to say. Text/email messages are welcomed by 58% of tenants.
 - TCH should consider including communications about how tenants can be more involved in the decision-making process and support services.

Majority of tenants (68%) have access to reliable internet in their residence, however 20% do not primarily due to issues in pricing or connectivity. *(Slide 24-25)*

- ONLINE LINK - 47% of tenants that do not have reliable access to internet say the internet is too costly, while 39% mention the internet speed being too slow.
- SMS - 53% of tenants that do not have reliable access to internet say the internet is too costly, while 41% mention the internet speed being too slow.



Executive Summary

The Client Care Centre and local staff have the highest customer service scores, although there is still room for growth. (Slide 27-31)

- 45% are satisfied with the Community Safety Unit.
- 47% are satisfied with access to one-on-one support.
- 53% are satisfied with TCH's response time to concerns.
- 55% are satisfied with Client Care Centre and local staff.

Most tenants found the process of completing the annual evaluations/reviews easy and stated that they received adequate notice beforehand. (Slide 33-34)

- 63% of tenants say the Annual Rent Review was easy to complete, 62% find it easy to navigate. 55% rate the experience as positive overall.
- 75% say the proper notice was given for the Annual Unit Inspection. 72% find the process easy and non disruptive, 68% rate the experience as positive overall.

Tenants do not have overly negative perceptions of TCH but there is room for improvement. (Slide 36-45)

Opportunities for improvement:

- Being accountable (45% agree).
- Searching for solutions (45% agree).
- Being open-minded (46% agree).



Detailed Findings

In-depth analysis of results





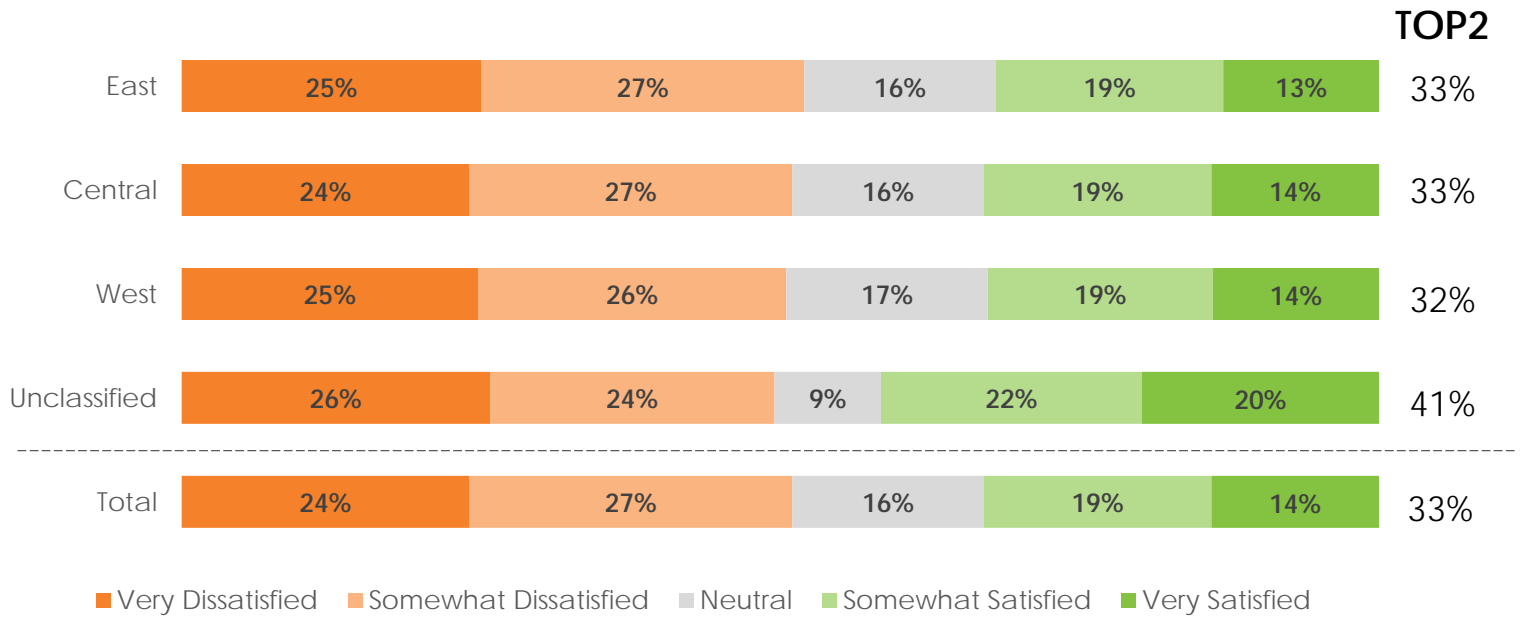
Tenant Satisfaction

Satisfaction Levels and Net Promoter Score



Overall Satisfaction

- Overall, one third (TOP2: 33%) of tenants mention that they are satisfied with TCH.
- The scores are consistent over region and most demographics however, those aged 50 and older (BTM2: >53%) were more likely to be dissatisfied than those younger than 50 (BTM2: <45%).



As a tenant, how satisfied or dissatisfied are you with Toronto Community Housing overall?
 Total sample n=8242
 East n=2881
 Central n=2778
 West n=2537
 Unclassified n: 46

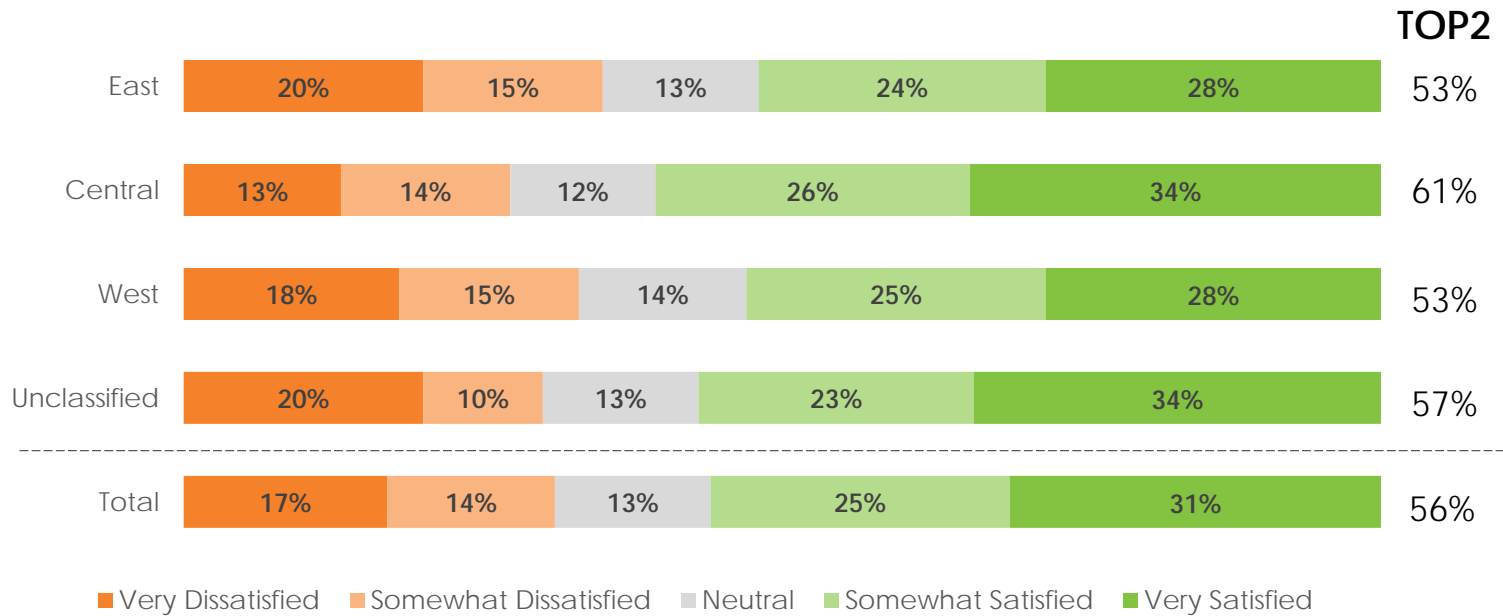


Satisfaction Building Cleanliness

- More than half (TOP2:56%) of tenants across all buildings were satisfied with the overall cleanliness.
- Among these, tenants in the central region reported the most satisfaction on building cleanliness (TOP2: 61%), while eastern tenants reported the least (53%).

• **Senior tenants aged 70+** (TOP2: 68%) are the most satisfied with building cleanliness of all age groups (TOP2: 50-69: 63%, 30-49: 49%, 16-29: 38%).

• As well, **men** (TOP2: 62%) are more satisfied than women (TOP2: 54%) with the cleanliness conditions.



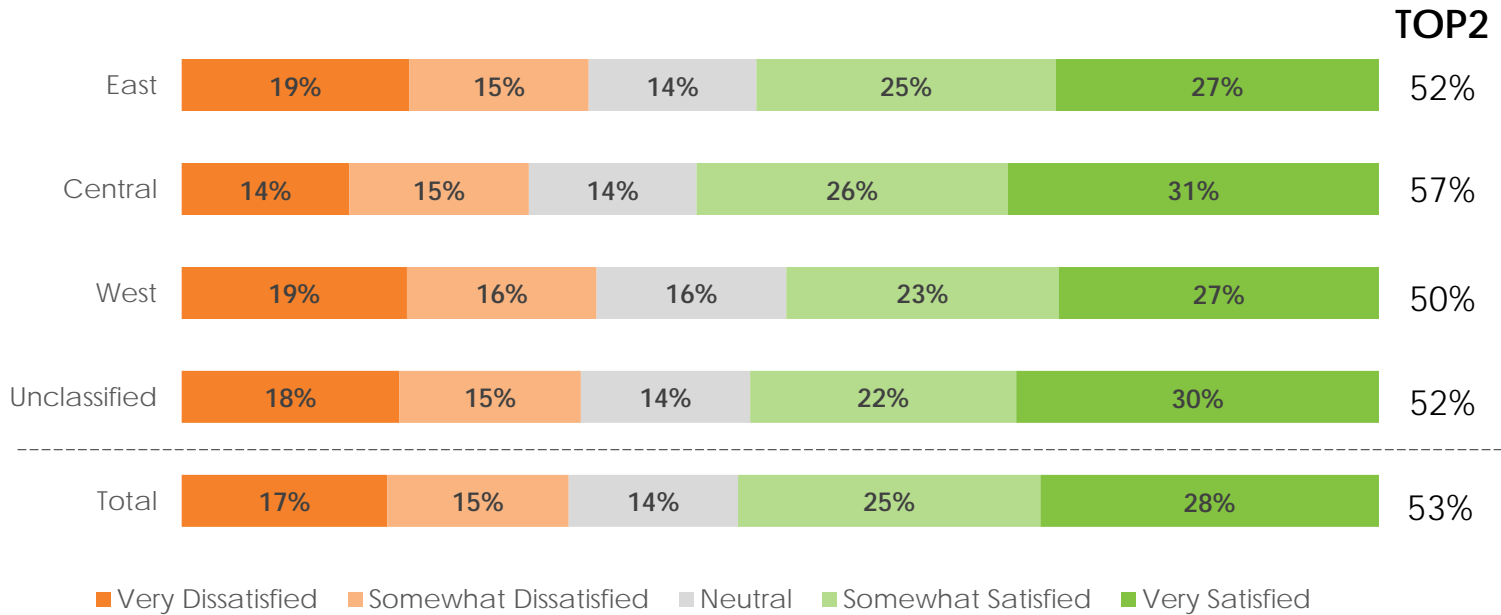
How satisfied or dissatisfied are you overall with: Toronto Community Housing's Building Cleanliness
 Total sample n=7766
 East n=2685
 Central n=2579
 West n=2352
 Unclassified n=150



Satisfaction Building/Unit Maintenance

- Tenants are divided in their opinion on building/unit maintenance.
- While other areas rate their satisfaction around 50-52% (TOP2), central tenants are the most satisfied (TOP2: 57%) with the maintenance of their living space.

• The **older** the tenants are, the more likely they are to be satisfied with the maintenance of their building or unit (TOP2: 70+: 66%, 50-69: 60%, 30-49: 45%, 16-29: 37%).



How satisfied or dissatisfied are you overall with: Toronto Community Housing's Building/Unit Maintenance
 Total sample n= 7762
 East n=2692
 Central n=2574
 West n=2341
 Unclassified n=155



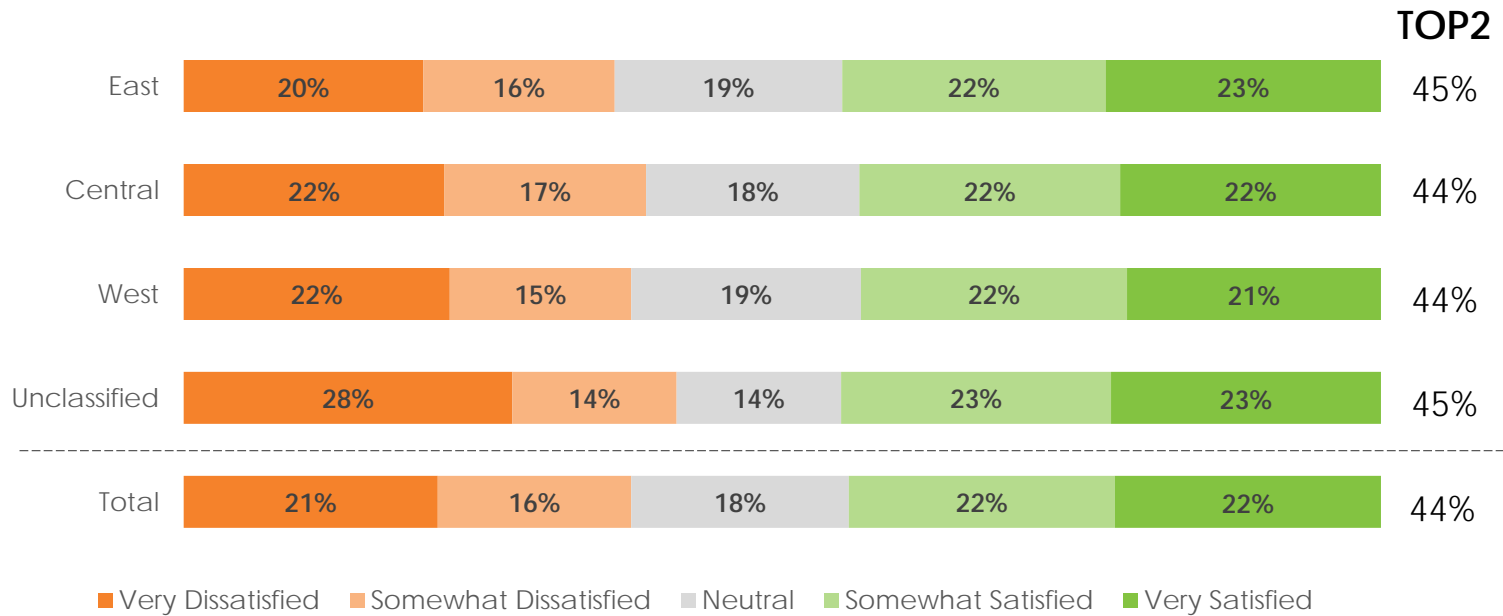


Satisfaction Community Safety Levels

- Safety is a concern among tenants of Toronto Community Housing, with only 4 in 10 (44%) respondents expressing satisfaction towards the safety levels of their community.

• **Senior tenants** (TOP2: 57%) are the least dissatisfied of all age groups (TOP2: 50-69: 49%, 30-49: 38%, 16-29: 34%).

• Meanwhile, **First Nations** are the most dissatisfied among all ethnic groups.



How satisfied or dissatisfied are you overall with: The safety level of your community

Total sample n= 7625
 East n=2650
 Central n=2568
 West n=2327
 Unclassified n=80

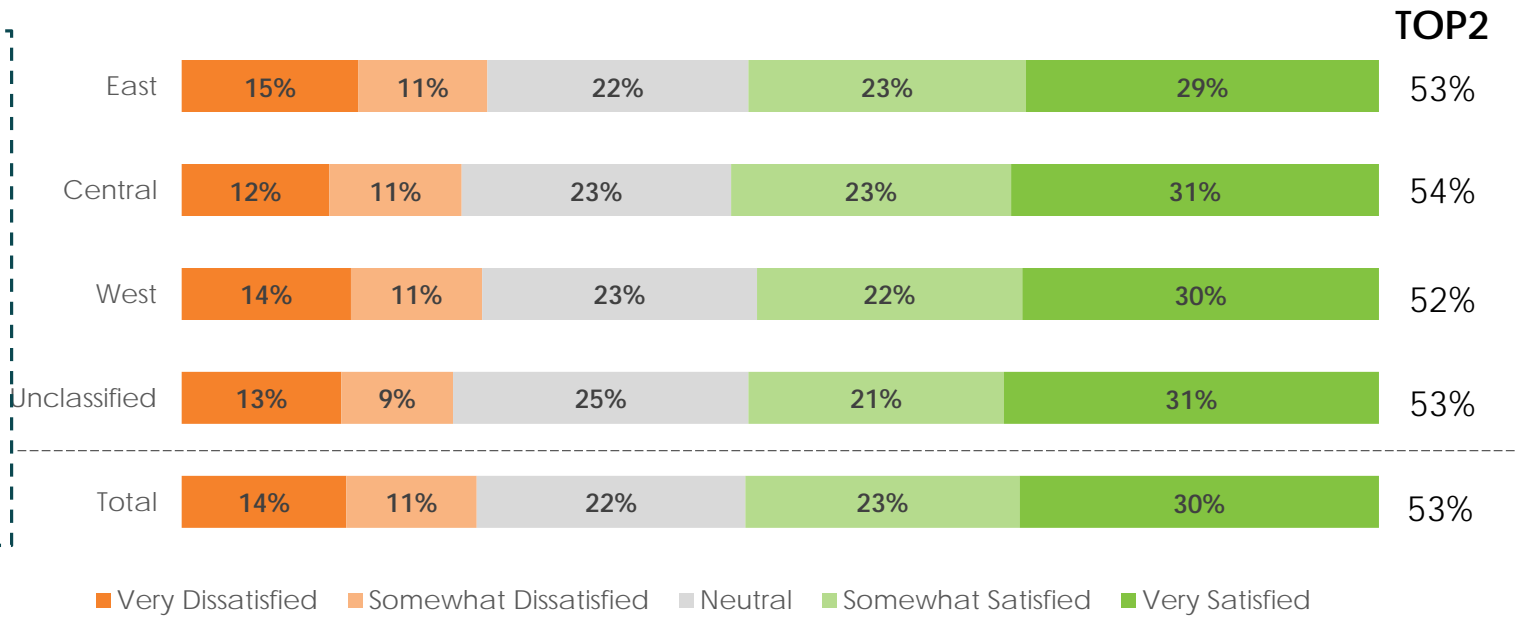


Satisfaction Support to Maintain Tenancy

- 1 in 2 (TOP2: 53%) tenants express satisfaction towards the support offered by Toronto Community Housing to maintain their tenancy.
- While dissatisfaction does not surpass 26% (BTM2) across all regions, around 1 in 5 (22%) respondents are neutral in their stance.

• **Women** (BTM2: 25%) were more likely than men (BTM2: 21%) to express dissatisfaction towards the level of support.

• Tenants identifying as **South Asian or Indo-Caribbean** expressed the most satisfaction across all ethnicities.



How satisfied or dissatisfied are you overall with: Toronto Community Housing supporting you to maintain your tenancy

Total sample n= 7464
 East n=2601
 Central n=2434
 West n=2279
 Unclassified n=150

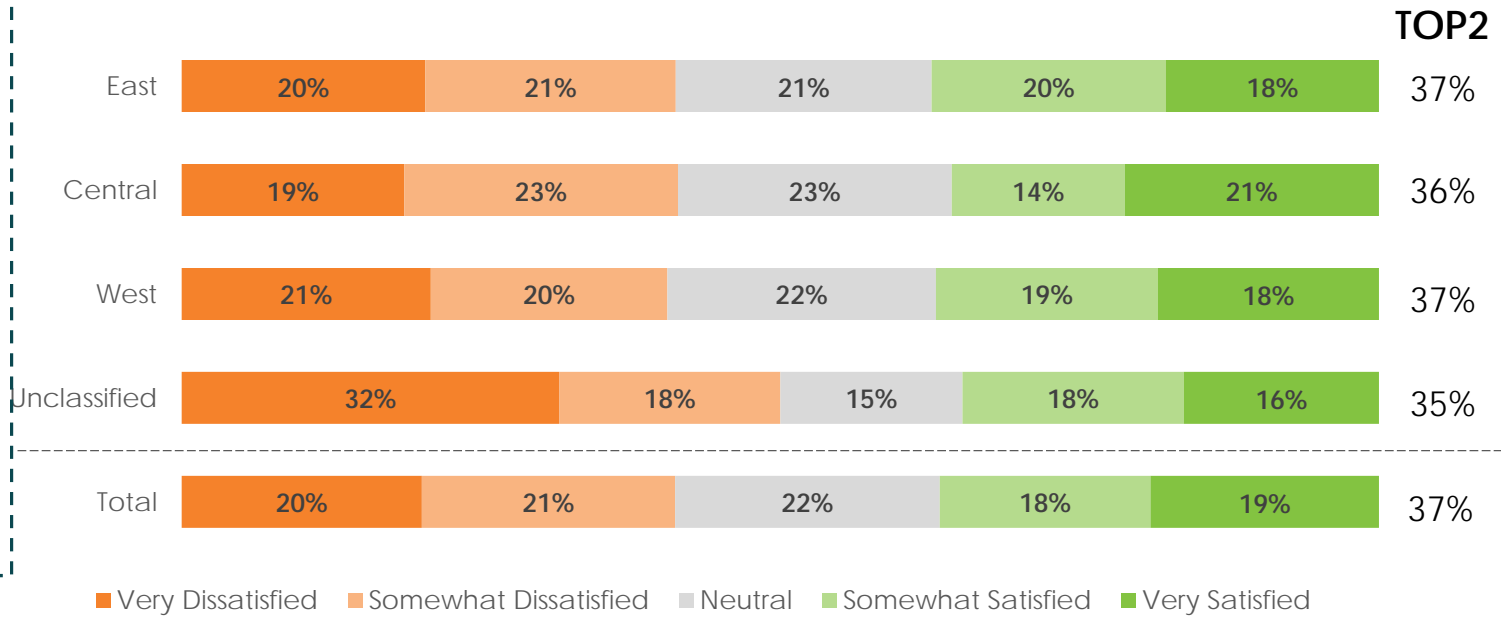


Satisfaction Connecting Tenants to Support Services

- Connect tenants to support services is only deemed satisfactory by about 4 in 10 (TOP2: 37%) tenants.
- This is an opportunity for growth for TCH, they should re-evaluate their current methods and look to improve communications and allocate more resources to this service

• **Senior** tenants 70+ (TOP2: 44%) are more likely to be satisfied with being connected to support services than younger tenant groups (TOP2: 16-29: 32%, 30-49: 33%, 50-69: 39%).

• **First Nations** tenants (BTM2: 53%) were the most dissatisfied with receiving connection support, followed by tenants identifying as **white** (BTM2: 44%, all other ethnicities <40%).



How satisfied or dissatisfied are you overall with: Toronto Community Housing connecting tenants to support services
 Total sample n= 7417
 East n=2644
 Central n=2379
 West n=2302
 Unclassified n=92

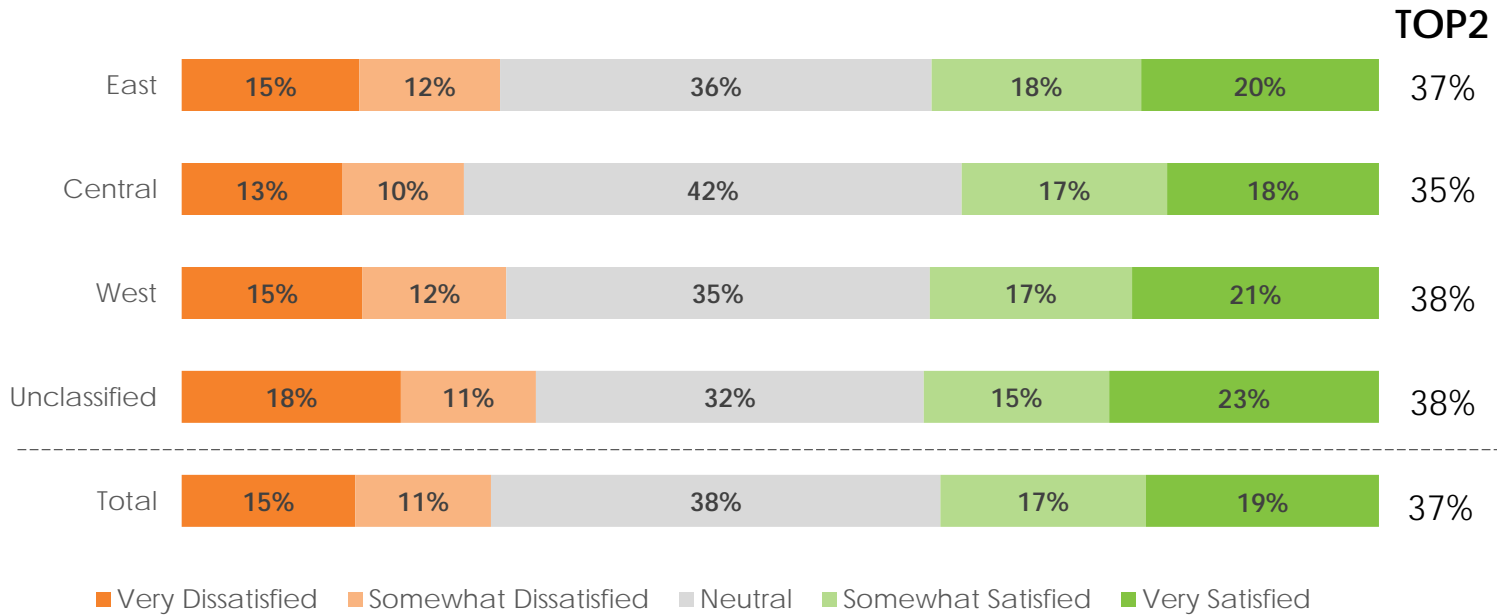




Satisfaction Tenant Programs & Services

- Overall, programs and services offered by the Toronto Community Housing is a neutral ground for 4 in 10 (38%) tenants.
- Similarly, just over one third (TOP2: 37) of tenants are satisfied with tenant programs and services, indicating that this is an opportunity for growth for TCH.

• Tenants who are **50-69 years old** (TOP2: 40%) are more likely to be satisfied with the program offerings of TCH than those who are **30-49 years old** (TOP2: 35%).



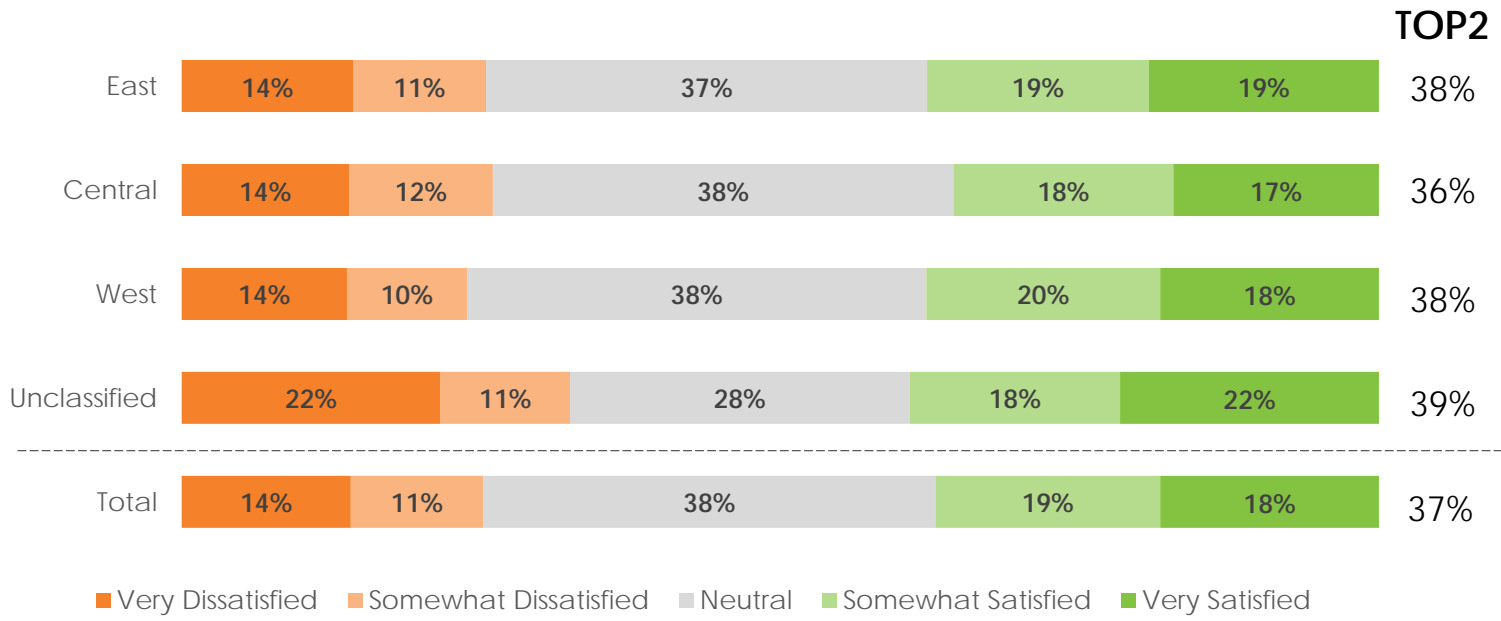
Satisfaction Participation in Decision-Making

- Nearly 2 in 5 (38%) tenants are unsure about their satisfaction with their ability to participate in local decision-making for their building/community. Meanwhile another 2 in 5 (TOP2: 37%) express being satisfied with their level of involvement.
- Tenants in central regions express less satisfaction (TOP2: 36%) compared to other regions.

• **Women** (BTM2: 26%) are more dissatisfied than men (BTM2: 22%) about their level of involvement.

• Tenants **identifying as "other gender"** are the most dissatisfied among all genders (BTM2: 44%).*

*Please note that this group has a small base size results should be interpreted with caution.



Tenants who are **white** (BTM2: 29%) and **First Nations** (BTM2: 41%) are the least satisfied with their involvement in decision-making compared to all other ethnic groups (BTM2: all other ethnic groups <24).

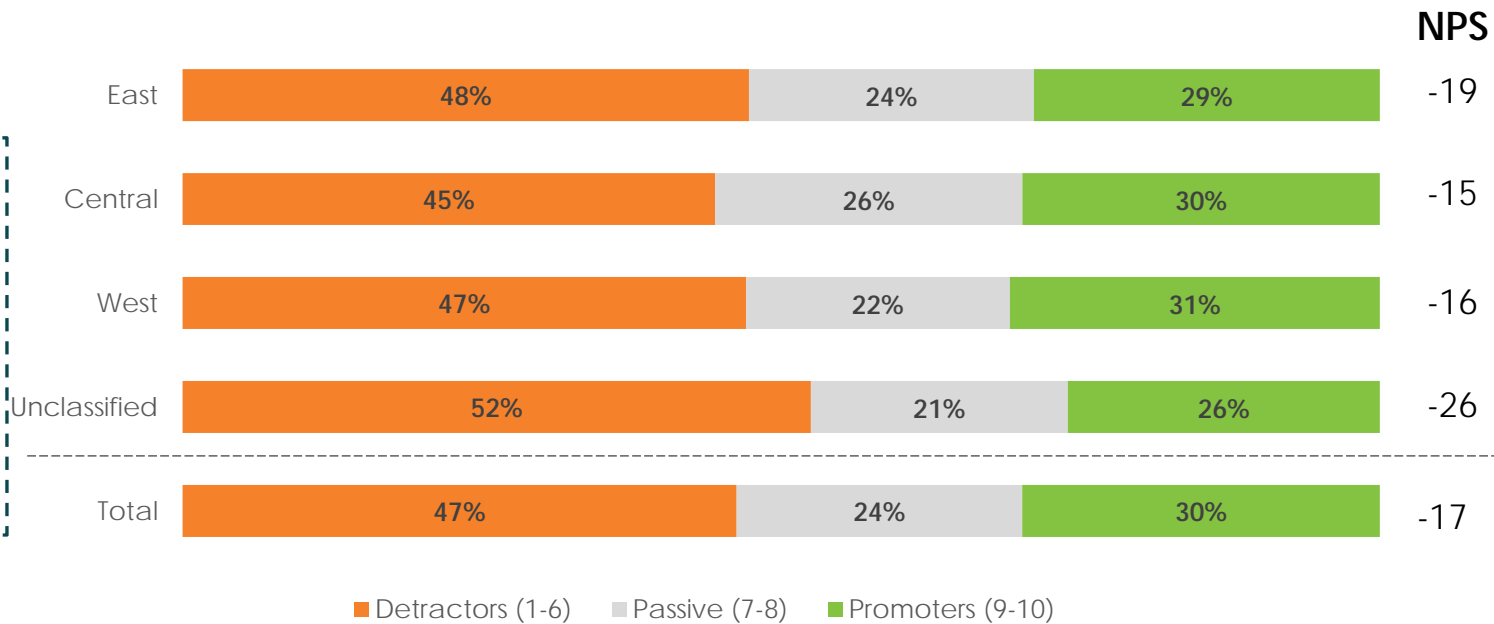
How satisfied or dissatisfied are you overall with: Your current ability to participate in local decision-making for your building/community

Total sample n= 6955
 East n=2424
 Central n=2312
 West n=2145
 Unclassified n=74



Net Promoter Score (NPS)

- Just under a third of tenants (Promoters: 30%) would recommend Toronto Community Housing as a good place to live. Meanwhile, about half (Detractors: 47%) would not recommend TCH to others. The scores are consistent across all tenants living in identified areas.
- It is important to note that First Nations (NPS: -29) and those that don't identify with a binary gender (NPS:-29) were the lowest and Latin Americans (NPS: 1) and Spanish speakers (NPS: 12) were the highest scores when comparing demographics.



- **16-29** year old tenants are the least likely to recommend TCH compared to all other age groups (NPS:-42)
- The **70+** group are the most likely to recommend compared to all other age groups (NPS:5)

How likely are you to recommend Toronto Community Housing as a good place to live? With 1 being not likely and 10 being very likely. Please select your response below.
 Total sample n=8087
 East n=2829
 Central n=2711
 West n=2505
 Unclassified n=42

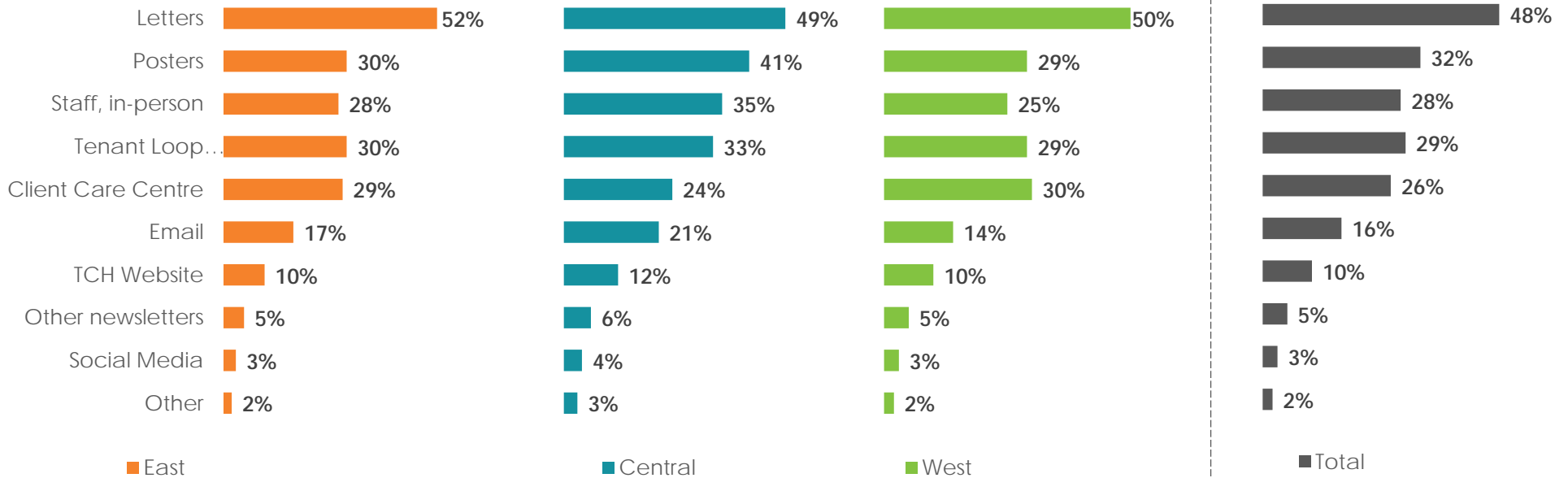


Communication Evaluation

Preferred methods & Satisfaction

Communication Sources

- TCH is currently focused on offline methods of engagement, and this is reflected in the results. The most common communication source for tenants is letters and posters.
- Central tenants are most likely to use emails to receive information when compared to other regions.
- Digital methods can be visited in the future as an opportunity for further engagement.

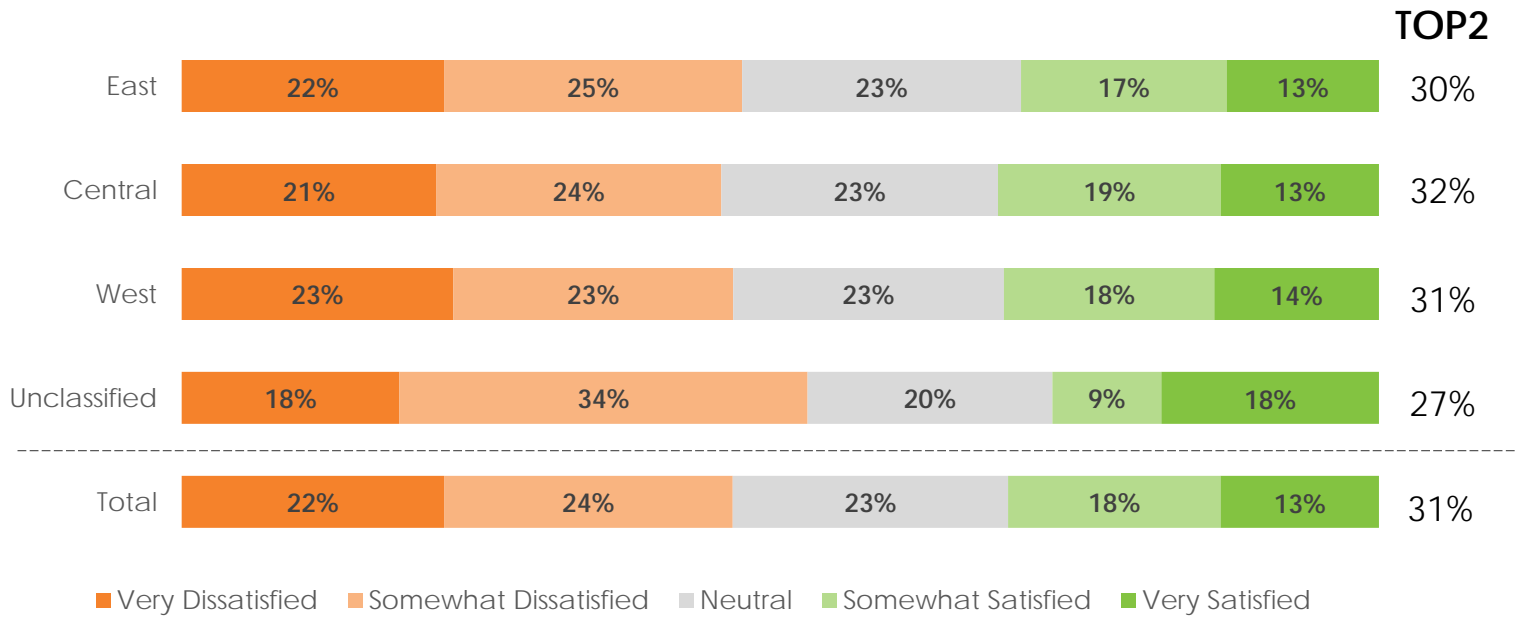


Which of the following communications sources do you regularly use to receive Toronto Community Housing-related information? Please select all that apply
 Total sample n=8852
 East n=2957
 Central n=2883
 West n=2607
 Unknown – base size is too small to report on

Communication Satisfaction

- Tenants are dissatisfied (BTM2: 46%) with the overall communications they receive from TCH, while 3 in 10 (TOP2: 31%) are satisfied.

• Respondents **aged 70+** are the most dissatisfied with communications out of all age groups. This also applies for **men** (BTM2: 47%) compared to women (BMT2: 45%).



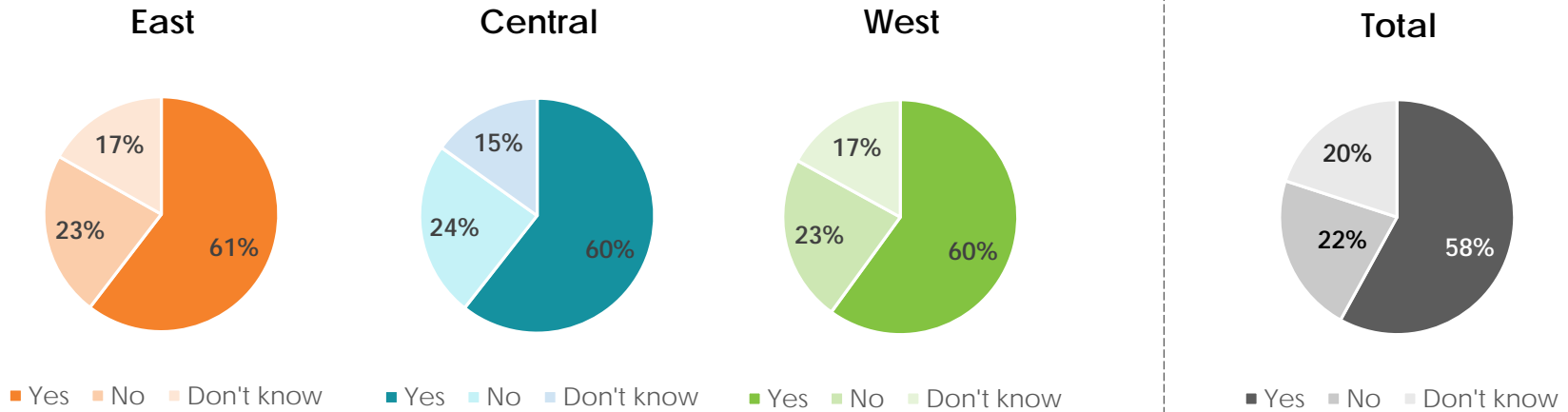
How satisfied or dissatisfied are you overall with Toronto Community Housing communications to tenants?
 Total sample n=8326
 East n=2916
 Central n=2800
 West n=2566
 Unclassified=44





Receive Text/Email Communications

- The majority of tenants (58%) would like to receive communications from Toronto Community Housing through text messages or emails.
- As expected, the 70 years of age or older tenants are least interested in receiving texts/emails from TCH.



Would you like to receive Toronto Community Housing communications through text messaging or email, if these were made available?
 Total sample n=8852
 East n=2957
 Central n=1709
 West n=1575





Internet Access

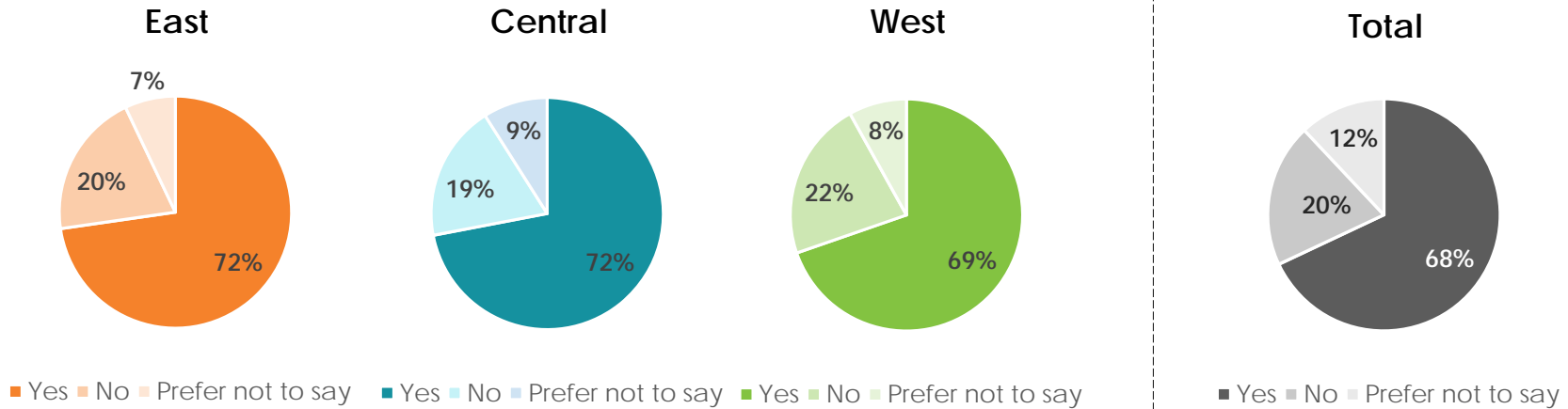
Access & Barriers to Access





Reliable Access to Internet

- 7 in 10 (68%) respondents mentioned that they had reliable access to internet in their Toronto Community Housing unit.
- Those in the west region had slightly lower scores of agreement (69%), compared to those in the east (72%) and central (72%).



Do you have reliable access to internet in your Toronto Community Housing unit?
 Total sample n=6026
 East n=2135
 Central n=2039
 West n=1804

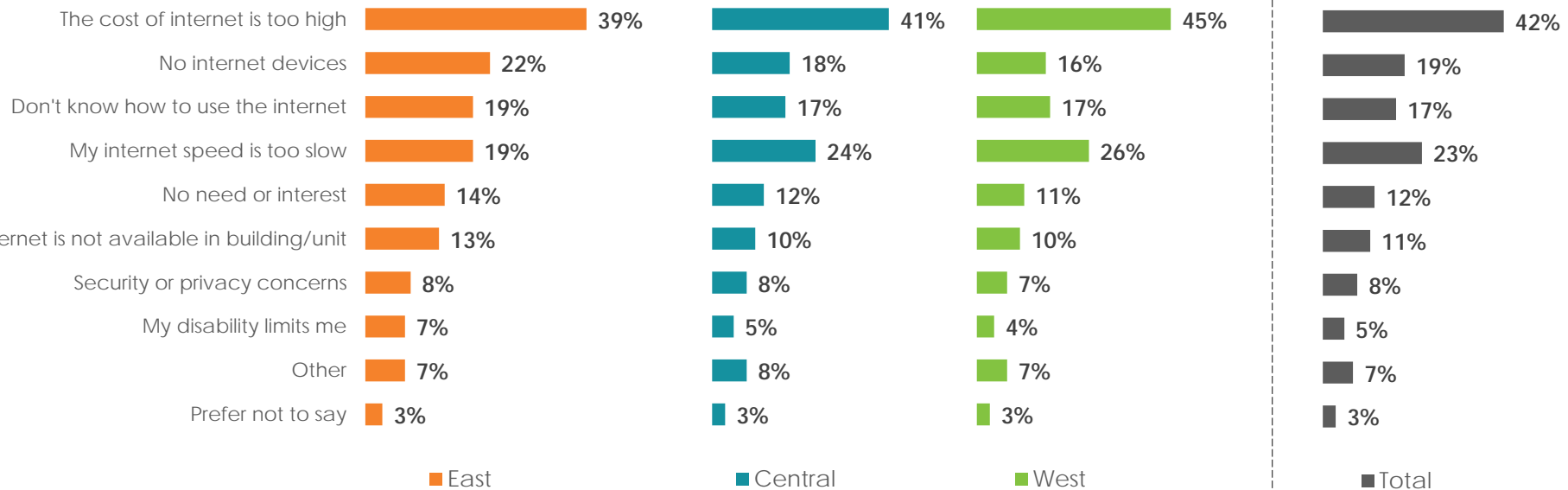




Barriers to Reliable Internet

The biggest barrier to reliable internet for tenants is the costliness of the internet ((42% selecting this option). 23% of respondents also experience problems due to not having a device that connects to the internet or not knowing how to use the web.

It is important to note that 1 in 10 (11%) tenants mention not having internet service in their building, hence struggling to establish a reliable internet connection.



What barriers to internet access exist in your household? Please select all that apply.

Total sample n=1765

East n=586

Central n=606

West n=547





Customer Service

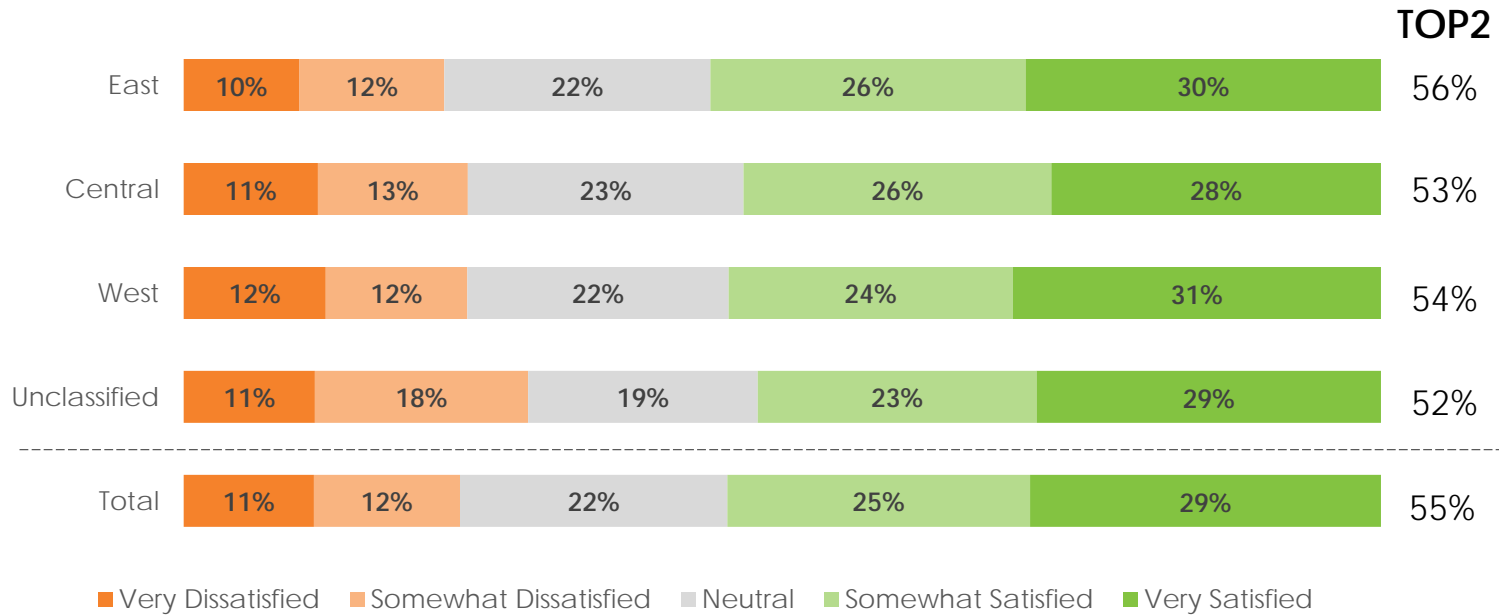
Satisfaction Levels & Evaluation





Customer Service Satisfaction client Care Centre

- More than half (TOP2: 55%) of respondents are satisfied with the Client Care Centre's services.
- Among the regions, eastern tenants (TOP2: 56%) are more satisfied than tenants in the central (TOP2: 53%) regions.



How satisfied or dissatisfied are you with the service provided to you by each of the following customer services: Client Care Centre

Total sample n=7572

East n=2678

Central n=2470

West n=2351

Unclassified n=73

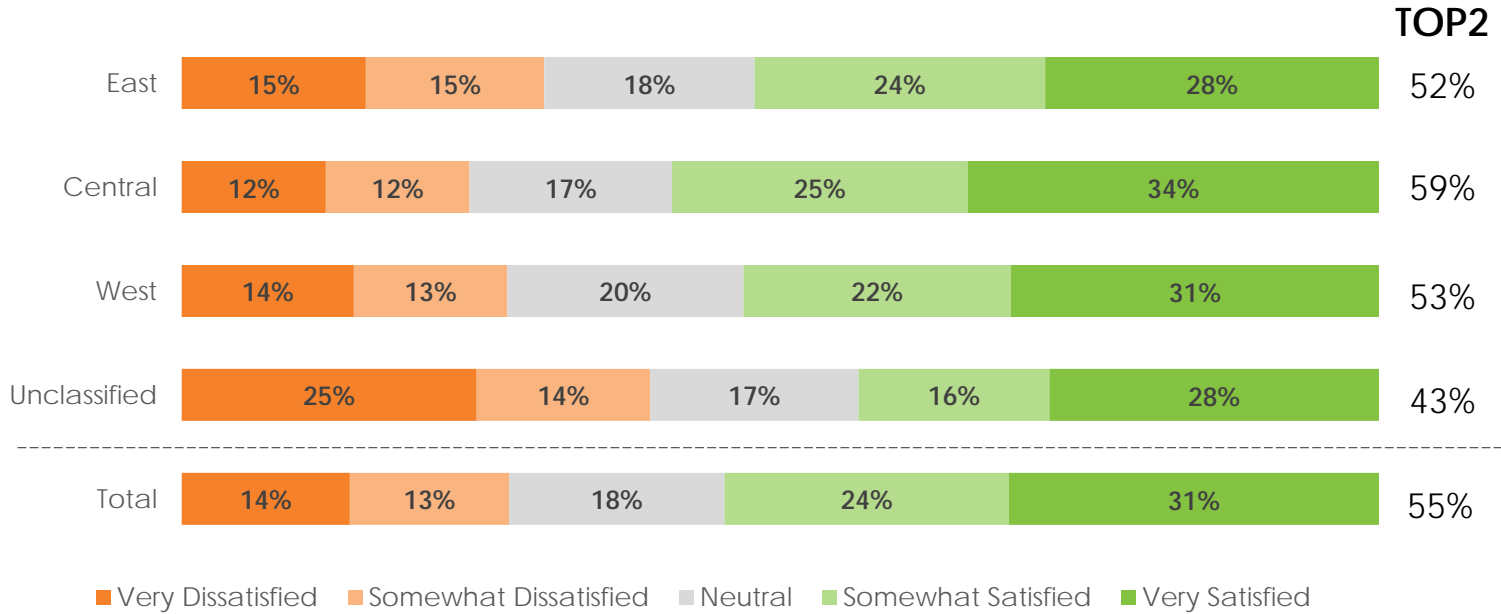


Customer Service Satisfaction Local Staff

- Just over half (TOP2: 55%) of all tenants are satisfied with the costumer service offered by the local staff, with 3 in 10 (31%) being very satisfied.
- Tenants of the central region (TOP2: 59%) expressed the most satisfaction towards local staff among all groups, while tenants in the east (TOP2: 52%) had the lowest satisfaction.

• **Women** (BTM2: 27%) are more dissatisfied with the local staff than men (BTM2: 25%).

• **Southeast Asians** (TOP2:67%), **East Asians** (TOP2: 61%) and **white tenants** (TOP2: 57%) are more satisfied with the local staff than Arab, (TOP2: 51%), black, (TOP2: 54%) and First Nations tenants (TOP2: 45%).



How satisfied or dissatisfied are you with the service provided to you by each of the following customer services: Local Staff
 Total sample n=7553
 East n=2665
 Central n=2517
 West n=2302
 Unclassified n=69



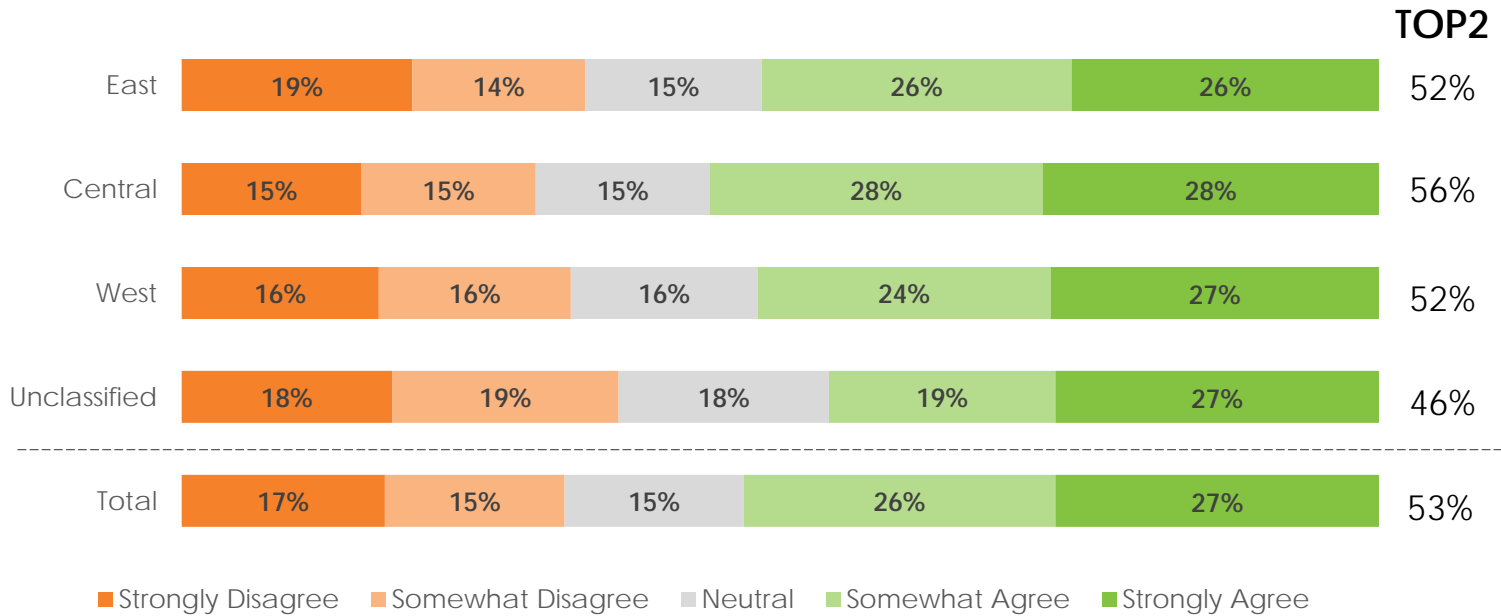


Customer Service TCH Staff Response Time

- More than half (TOP2: 53%) of respondent report being satisfied with the timeliness of the staff in responding to their concerns.
- Tenants in the central regions (TOP2: 56%) are most likely to agree with this statement.

• **Men** (TOP2: 57%) are more satisfied than women (TOP2: 53%) with the staff's response time.

• **Black tenants** (BTM2: 33%) and **white tenants** (BTM2: 32%) are more dissatisfied with the response time than Arabs (BTM2: 27%), East Asians (BTM2: 23%), South Asians or Indo-Caribbeans (27%) and Southeast Asians (BTM2: 18%).



How much do you agree or disagree with the following statement: Toronto Community Housing staff responds to your concerns in a timely manner.

Total sample n=7780
 East n=2727
 Central n=2597
 West n=2382
 Unclassified n=74

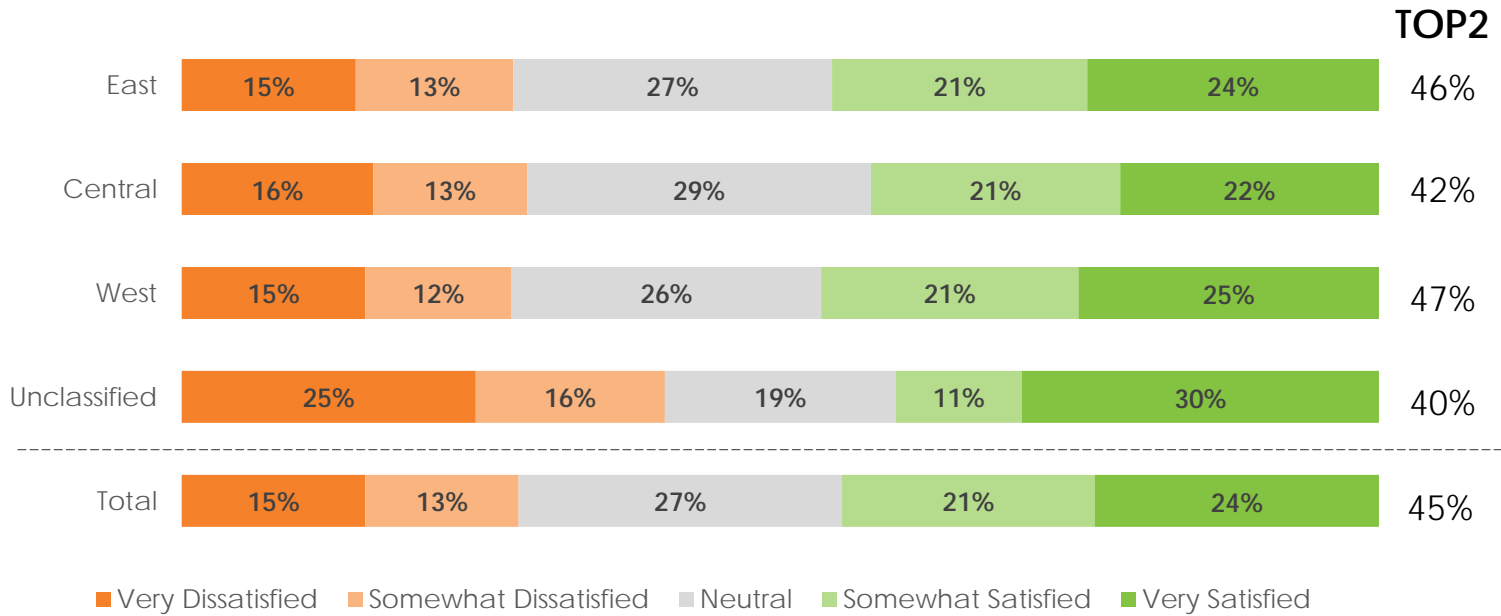




Customer Service Satisfaction Community Safety Unit

- Less than half (TOP2: 45%) of tenants are satisfied with the Community Safety Unit.
- Tenants in the west (TOP2: 47%) and east regions (TOP2: 46%) are more satisfied than tenants in the central region (TOP2: 42%).

• **First Nations** tenants are the most dissatisfied (BTM2: 44%) ethnic group with the Community Safety Unit (BTM2: all other groups <33%).



How satisfied or dissatisfied are you with the service provided to you by each of the following customer services: Community Safety Unit

Total sample n=6908

East n=2463

Central n=2276

West n=2112

Unclassified=57

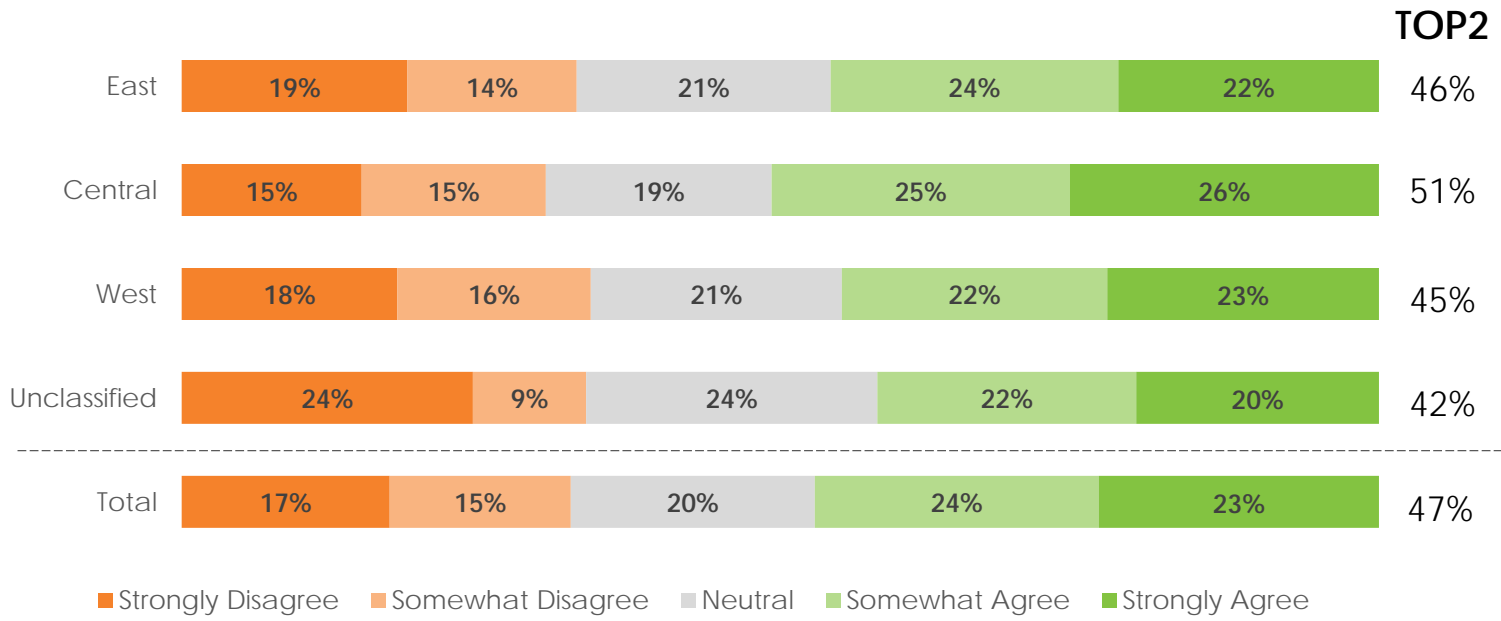




Customer Service Access to Support

- About half (TOP2: 47%) of tenants are satisfied with the access they have to local staff for one-on-one support.
- Tenants in the central region (TOP2: 51%) report higher levels of satisfaction with this metric compared to all other regions.

- **Tenants aged 70+** report the highest satisfaction with one-on-one support compared to other age groups.
- **Southeast Asians** (TOP2: 62%) express the highest satisfaction of all ethnic groups (TOP2: all other groups <52%), while **First Nations** express the most dissatisfaction (BTM2: 51%, all other groups <34%)



■ Strongly Disagree
 ■ Somewhat Disagree
 ■ Neutral
 ■ Somewhat Agree
 ■ Strongly Agree

How much do you agree or disagree with the following statement: You have access to local building/community staff for one-one support for your needs as a tenant.

Total sample n=7529
 East n=2631
 Central n=2515
 West n=2309
 Unclassified n=74





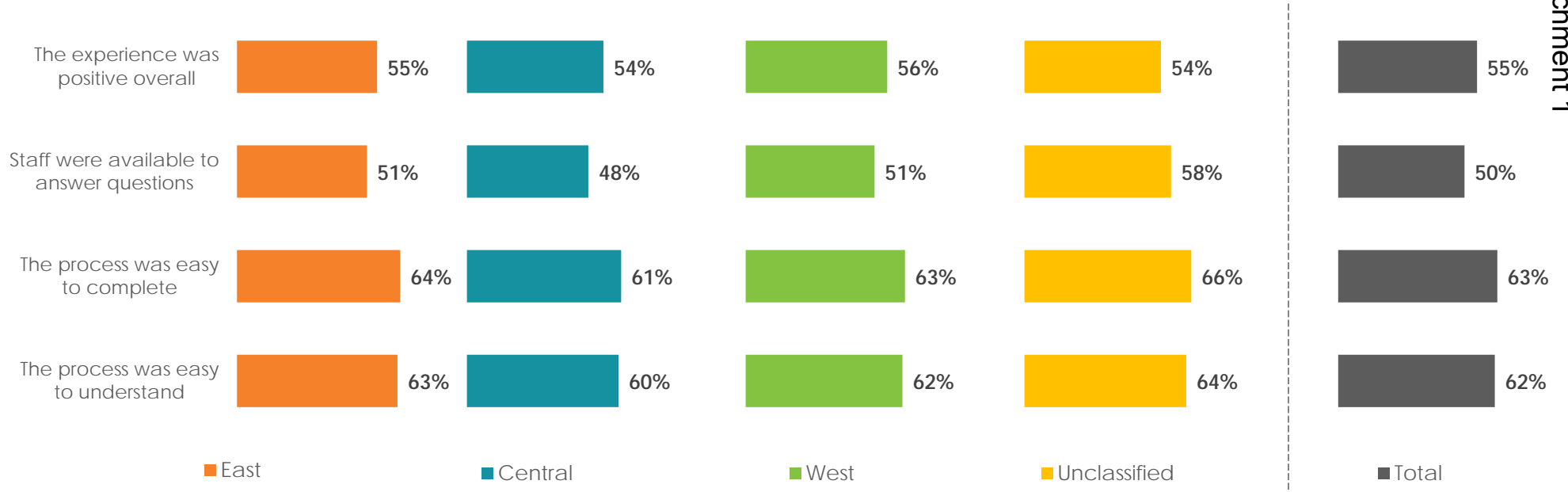
Tenant Touch Point Evaluation

Annual Rent Review & Annual Unit Inspection



Annual Rent Review Evaluation (TOP2)

- 3 in 5 tenants agree that the process was easy to complete (TOP2: 63%) and easy to understand (TOP2: 62%).
- Meanwhile, about half of tenants agree that the experience was positive (TOP2: 55%) and that the staff were readily available for assistance (TOP2: 50%).

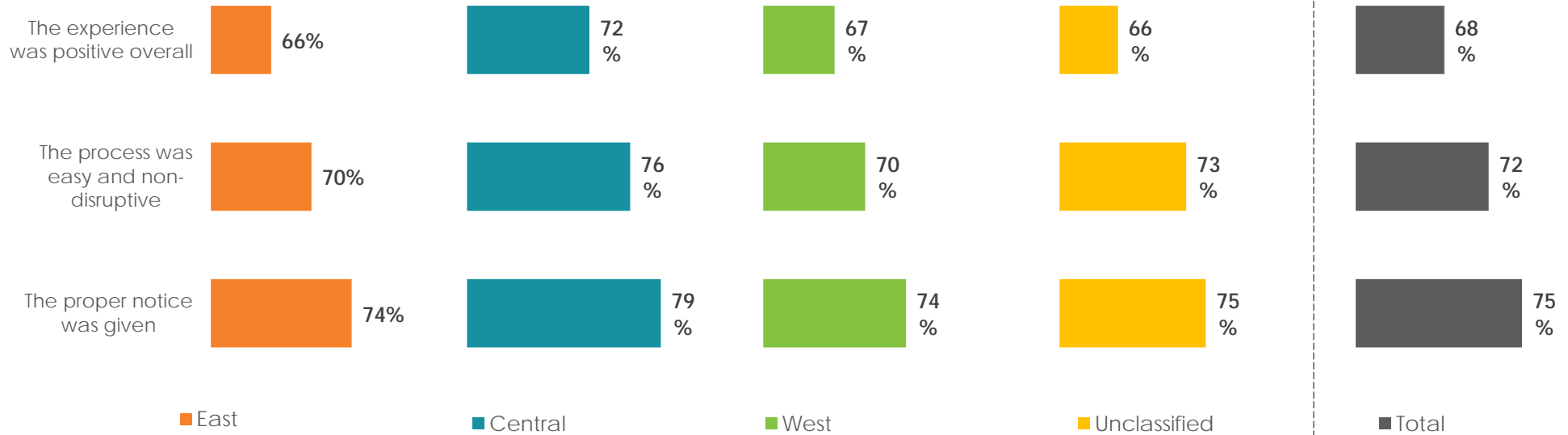


How much do you agree or disagree with the following statements about your most recent Annual Rent Review:
 Total sample n=6761-7404
 East n=2428-2672
 Central n=2101-2301
 West n=2102-2283
 Unclassified n=130-148



Annual Unit Inspection Review (TOP2)

- The majority of tenants (TOP2: 75%) agree that they received proper notice before their Annual Unit Inspection.
- 7 in 10 (TOP2: 72%) think that the process was easy and non-disruptive, and just over two thirds (TOP2: 68%) would rate the overall experience as positive.
- Residents of the central region are overall in more favour of the review process than tenants in other regions.



How much do you agree or disagree with the following statements about your most recent Annual Unit Inspection:
 Total sample n=7573-7882
 East n=2659-2744
 Central n=2501-2581
 West n=2268-2394
 Unclassified n=143-163





Tenant Sentiment

Sentiment towards Toronto Community Housing



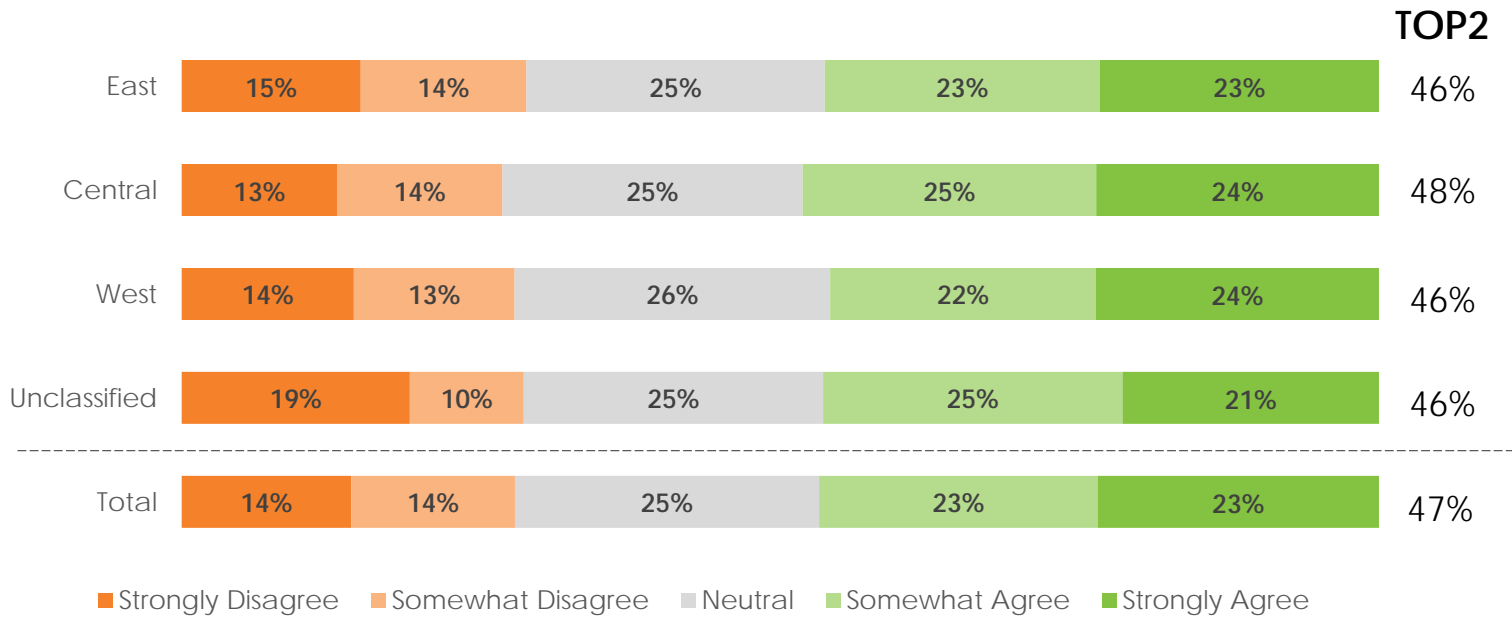
Tenant Sentiment Works Collaboratively

- Nearly half (TOP2: 47%) of tenants agree that TCH collaborates with staff and tenants for the best possible results.
- This sentiment received the most support by tenants in the central region (TOP2: 48%).

Men (TOP2: 51%) agree more this statement than women (TOP2: 46%).

Meanwhile First Nations (BTM2: 43%)* are the ethnic group with the strongest disagreement to this (BTM2: all other groups <30%).

*Please note that this group has a small base size.



How much do you agree or disagree with the following statement: Works collaboratively with staff and tenants to produce the best possible results
 Total sample n=7597
 East n=2663
 Central n=2520
 West n=2330
 Unclassified n=84



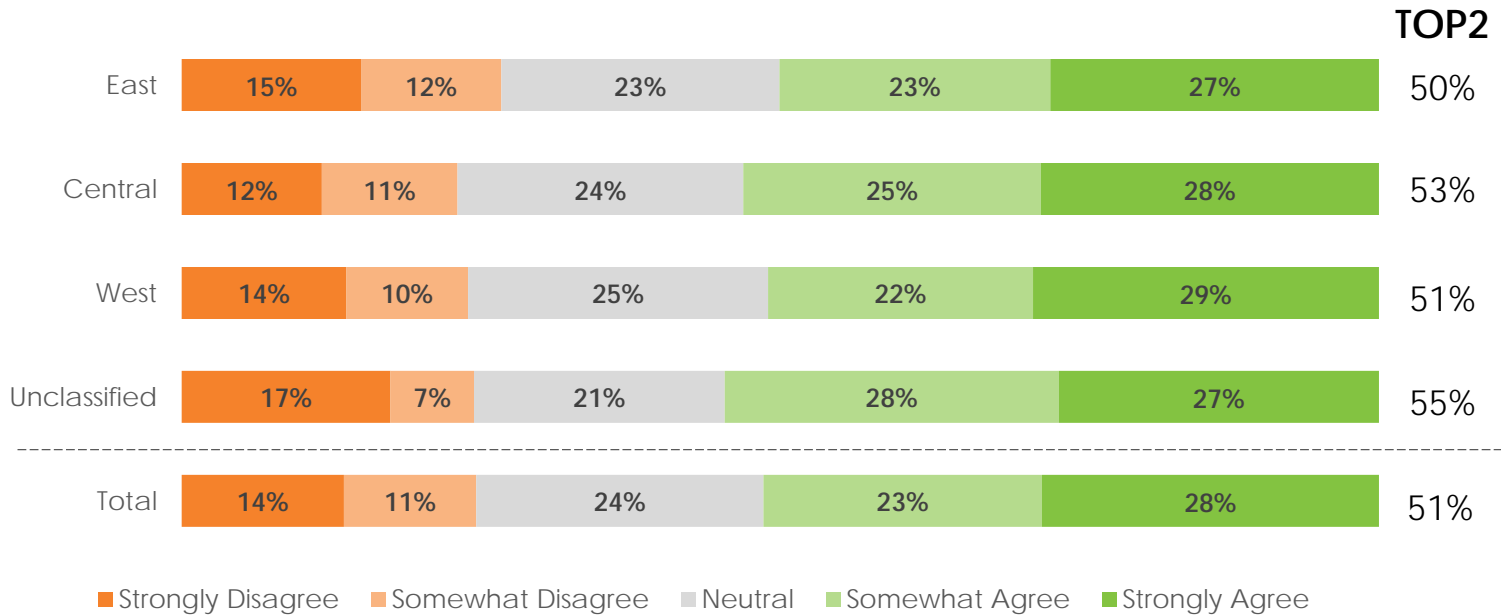


Tenant Sentiment Considerate of Others

- 1 in 2 (TOP2: 51%) tenants agree that TCH considers and respects the rights, needs and values of others.

• **Men** (TOP2: 56%) agree with this statement more than women do (TOP2: 51%).

• **East Asians** (BTM2: 15%) and **Southeast Asians** (BTM2: 11%) agree more with this statement (BTM2: all groups >21%) than other ethnic groups.



How much do you agree or disagree with the following statement: Considers the rights and needs of others, being respectful of feelings and values

Total sample n=7649
 East n=2678
 Central n=2539
 West n=2346
 Unclassified n=86

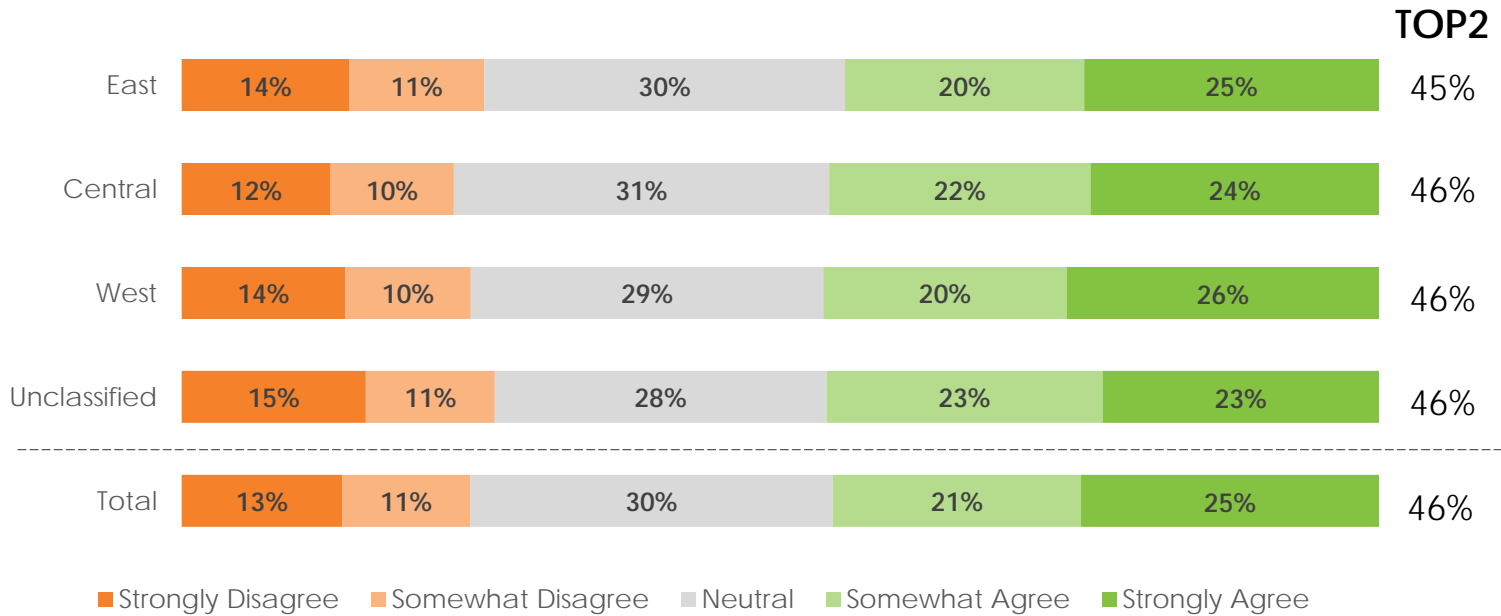


Tenant Sentiment Fair & Open Minded

- About half (TOP2: 46%) of tenants express their agreement with TCH’s fairness and open-mindedness in the decisions they make.
- However, about 3 in 10 (30%) are unsure of what to say.

• Younger tenants are in more disagreement with the statement (BTM2: 16-29: 27%, 30-49: 27%) than older tenants (BTM2: 50-69: 21%, 70+:14%).

• Meanwhile, men (TOP2: 49%) agree more with the statement than women (TOP2: 46%).



How much do you agree or disagree with the following statement: Brings a fair and open mind to decision-making, without bias

Total sample n=7040
 East n=2469
 Central n=2332
 West n=2174
 Unclassified n=65





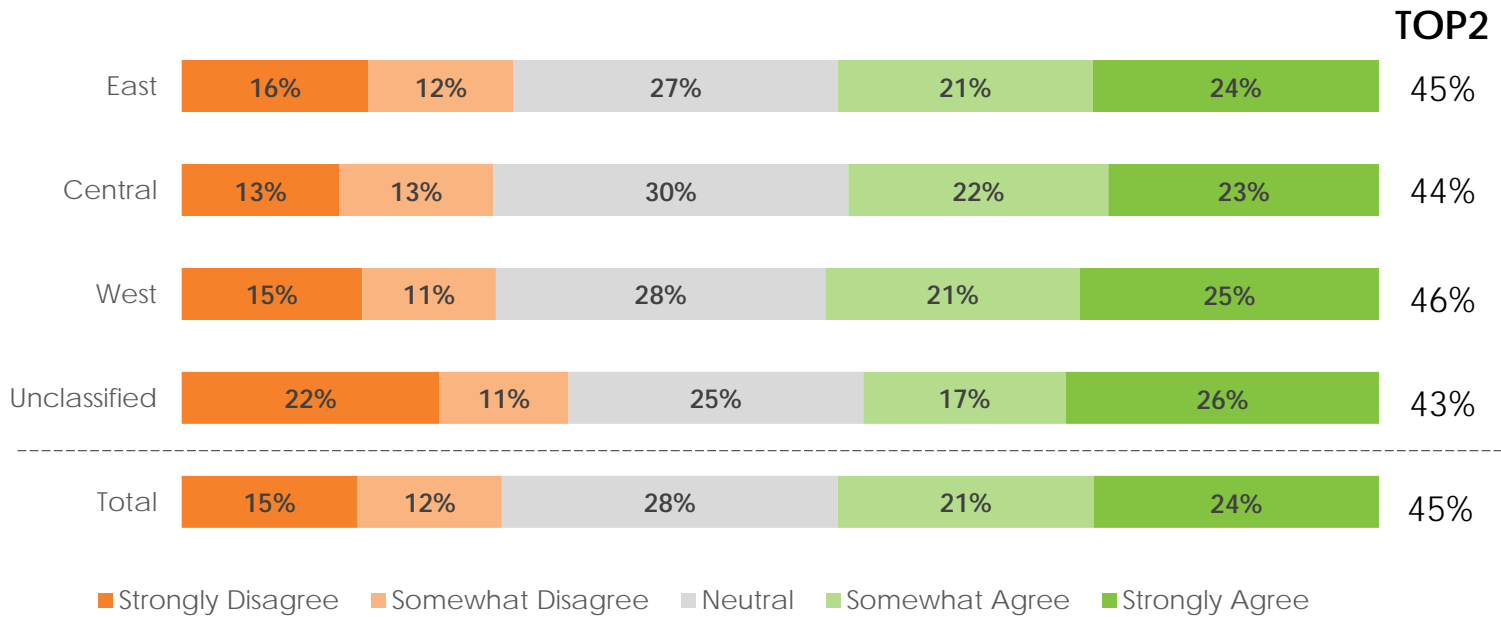
Tenant Sentiment Accountable

- Less than half (TOP2: 45%) of tenants mention that they agree with TCH’s accountability in their work and decision-making.
- Responses are consistent across all regions.

• **First Nations** (BTM2: 46%)* and **white tenants** (BTM2: 29%) disagree more than other ethnicities on TCH’s accountableness (BTM2: all other groups <26%).

• The same can be observed with **women** (BTM2: 27%) compared to men (BTM2: 24%).

• *Please note that this group has a small base size.

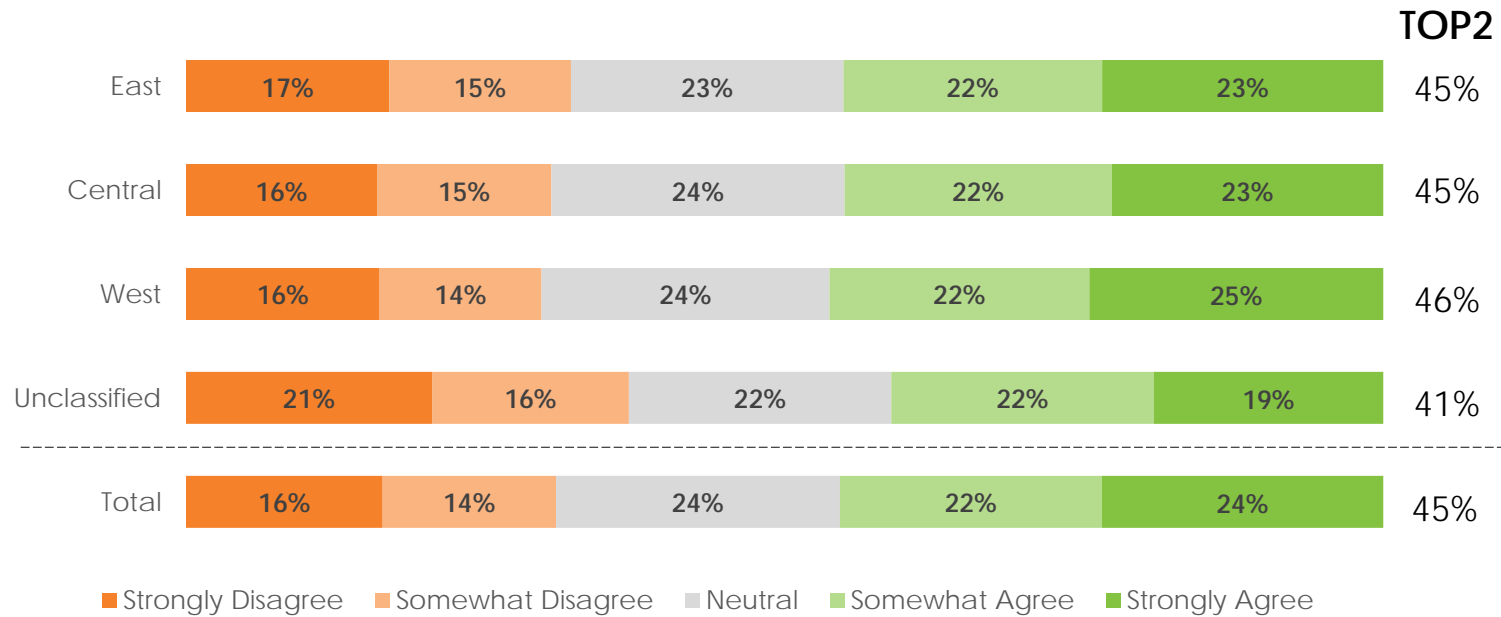


How much do you agree or disagree with the following statement: Takes accountability in their work and decision-making
 Total sample n=7222
 East n=2544
 Central n=2403
 West n=2210
 Unclassified n=65



Tenant Sentiment Searches for Solutions

- About half of tenants (TOP2: 45%) agree that TCH searches for solutions to problems and complaints.
- This score was slightly higher in tenants of the west region (TOP2: 46%).



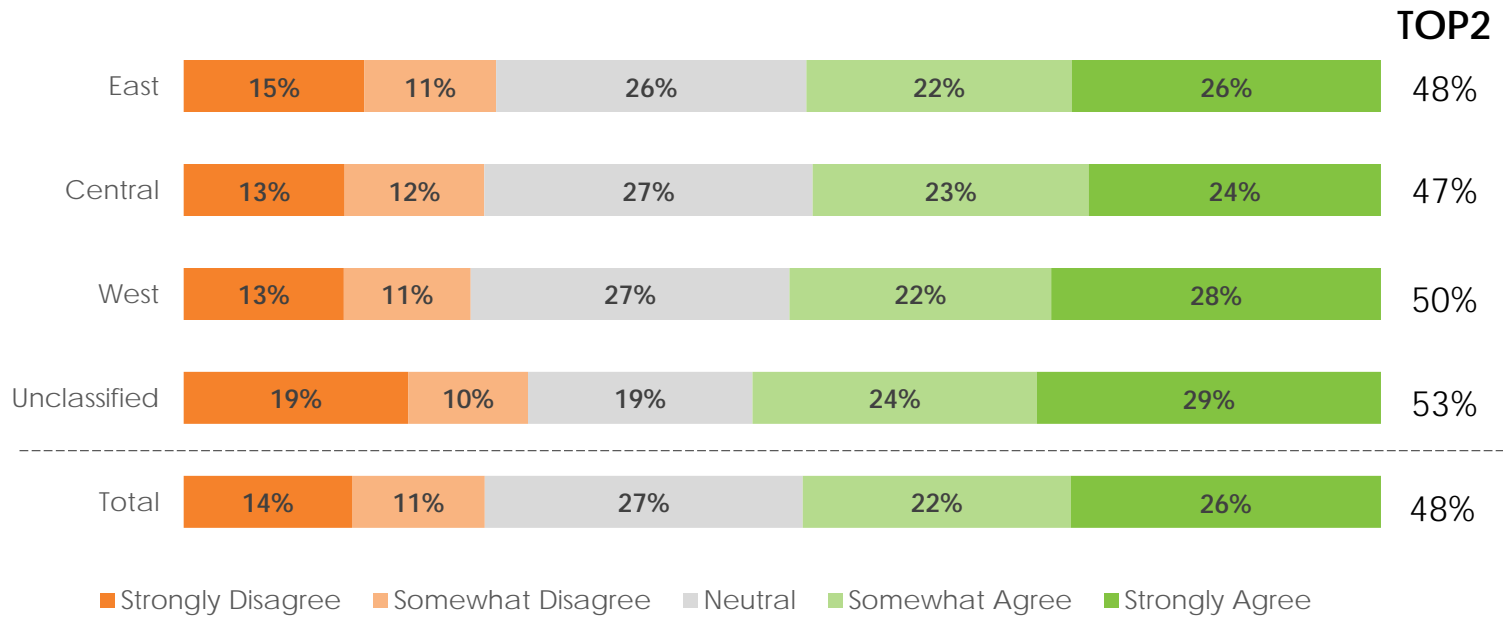
How much do you agree or disagree with the following statement: Searches for solutions to problems and complaints

Total sample n=7391
 East n=2610
 Central n=2451
 West n=2257
 Unclassified n=73

Tenant Sentiment Proactive

- Nearly half of tenants (TOP2: 48%) agree that TCH proactively works to make good things happen in its communities.
- Tenants of the west (TOP2: 50%) agree with this statement more than east and central tenants.

• **First Nations (TOP2: 38%) and white tenants (TOP2: 45%) agree less with the statement than all other ethnic groups (TOP2: all groups >50%) .**



How much do you agree or disagree with the following statement: Proactively works to make good things happen in its communities

Total sample n=7416
 East n=2594
 Central n=2469
 West n=2273
 Unclassified n=80



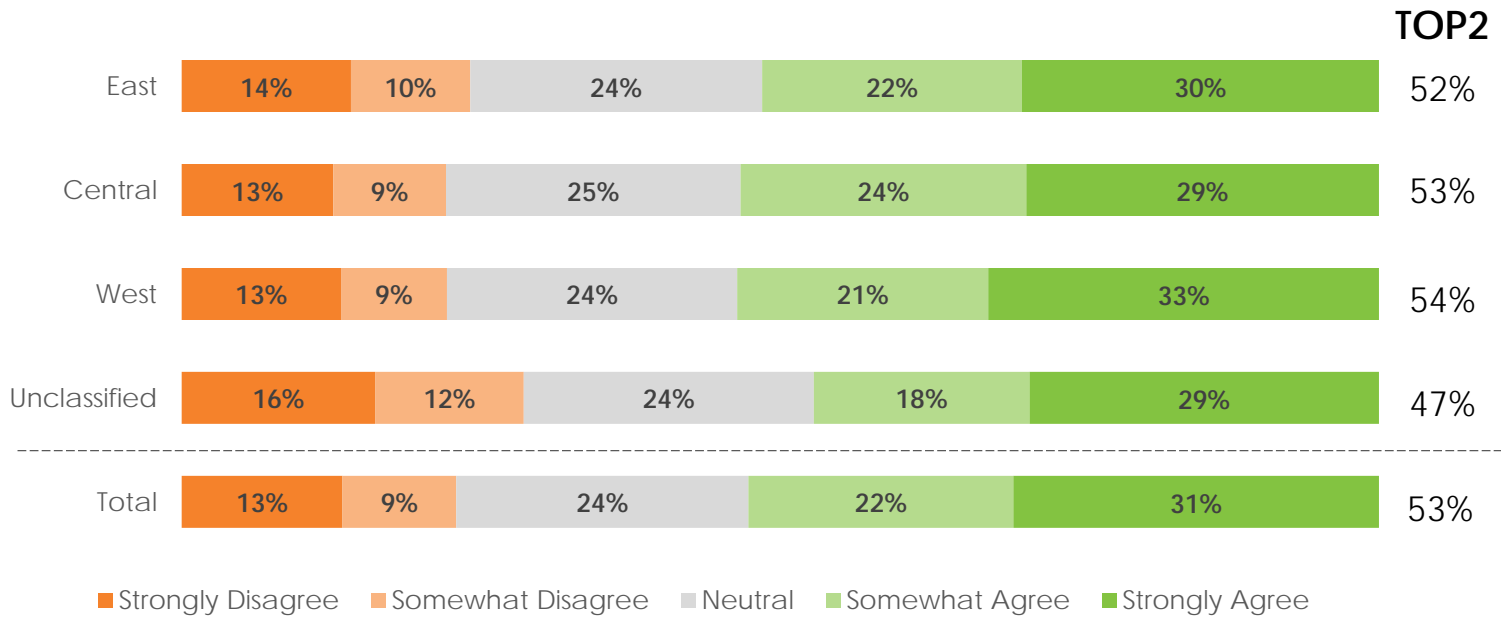
Tenant Sentiment Sense of Belonging

- Over half (TOP2: 53%) of tenants agree that they have a strong sense of belonging in their TCH building or community.
- Tenants living in the west region (33%) strongly agree with this statement more than tenants of central (29%) and east regions (30%).

All ethnic groups (TOP2: all groups >55%) agree more with the statement than First Nations (TOP2: 41%)* and white tenants (TOP2: 49%).

Senior tenants aged 70+ (TOP2: 66%) agree more with having a sense of belonging than all other age groups (TOP2: 50-69: 59%, 30-49: 47%, 16-29: 37%).

*Please note that this group has a small base size.



How much do you agree or disagree with the following statement: I have a strong sense of belonging in my Toronto Community Housing building/community

Total sample n=7846
 East n=2696
 Central n=2614
 West n=2375
 Unclassified n=161



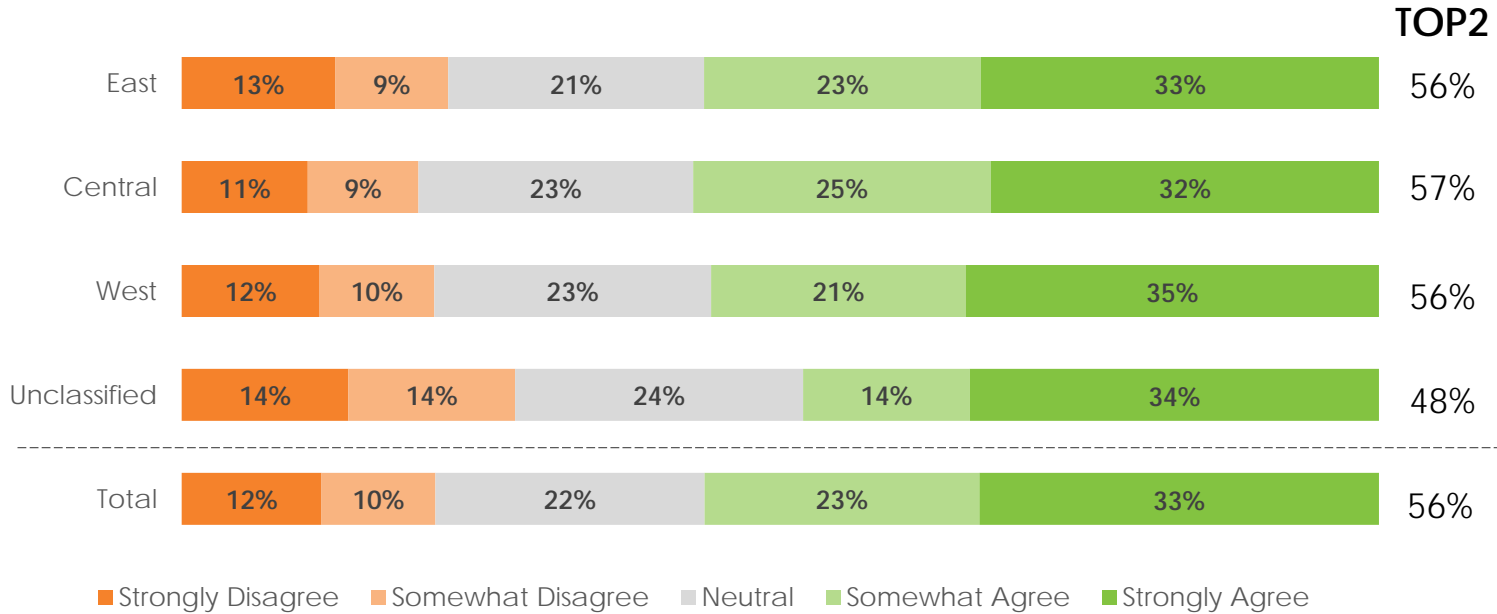


Tenant Sentiment Feel Welcome in Communal Spaces

- Nearly 3 in 5 (TOP2: 56%) tenants agree that they feel welcome in communal spaces.

Those **aged 70+** (TOP2: 70%), **50-69** (TOP2: 61%) and **30-49** (TOP2: 52%) agree more that they feel welcome than those aged 16-29 (TOP2: 42%).

South Asian or Indo-Caribbean (TOP2: 63%) and **Southeast Asian** tenants (TOP2: 64%) agree more than black tenants (TOP2: 59%), First Nations (TOP2: 38%) and white tenants (TOP2: 55%).



How much do you agree or disagree with the following statement: I feel welcome in Toronto Community Housing offices and common spaces

Total sample n=7790
 East n=2677
 Central n=2594
 West n=2361
 Unclassified n=158

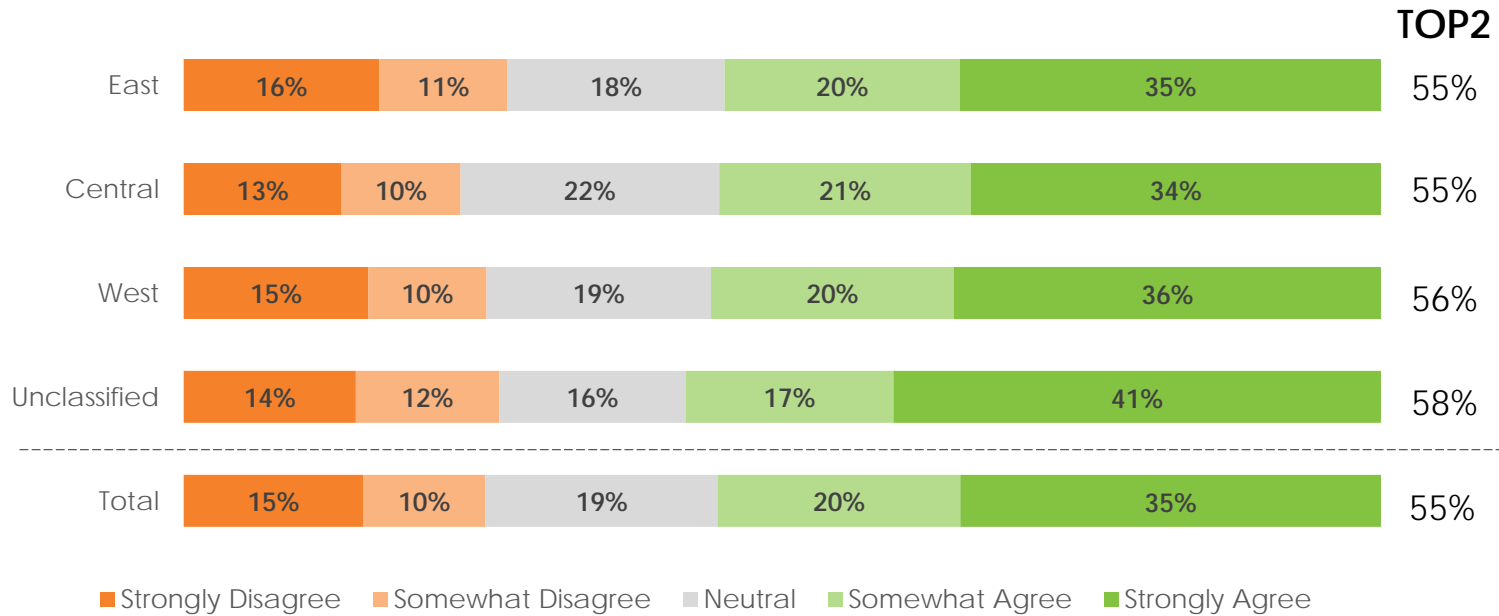




Tenant Sentiment Pride in Community

- Just over half (TOP2: 55%) of tenants agree that they are proud to live in TCH building or community.

• Younger tenants aged 16-29 are the least proud of all age groups. The same applies for women (BTM2: 26%) compared to men (BTM2: 22%).



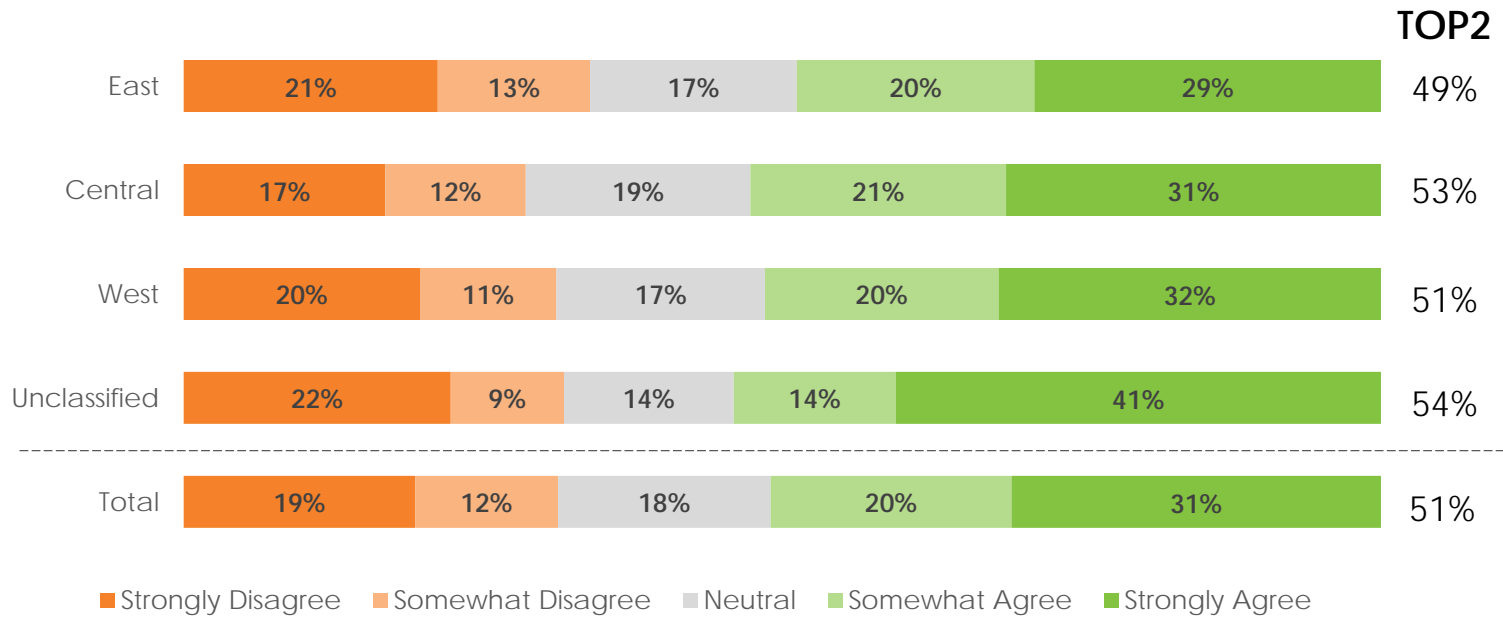
How much do you agree or disagree with the following statement: I am proud to live in my Toronto Community Housing building/community
 Total sample n=7963
 East n=2747
 Central n=2638
 West n=2411
 Unclassified n=167



Tenant Sentiment Pride in Home

- 5 in 10 (TOP2: 51%) tenants are proud to invite people to visit their homes, while 3 in 10 (BTM2: 31%) disagree that this is the case.

• Senior tenants aged 70+ (TOP2: 63%) agree more with this statement than those aged 50-69 (TOP2: 56%), 30-49 (TOP2: 47%) and 16-29 (TOP2: 37%).



How much do you agree or disagree with the following statement: I am proud to invite people to visit me in my home

Total sample n=7786
 East n=2681
 Central n=2590
 West n=2367
 Unclassified n=148





Driver Analysis

Regression Model





Drivers Analysis

The Drivers Analysis in the following slides shows the difference between how satisfied the residents are with each service and the impact of the services to residents' overall service satisfaction.

Impact on overall satisfaction scores are plotted horizontally across the bottom of the chart (along the X-axis). They are based on a regression analysis that determines how a specific service ("independent variable") contribute to residents' overall satisfaction with the services ("dependent variable").

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

As a result of the analysis, TCH scores have distributed among four areas:

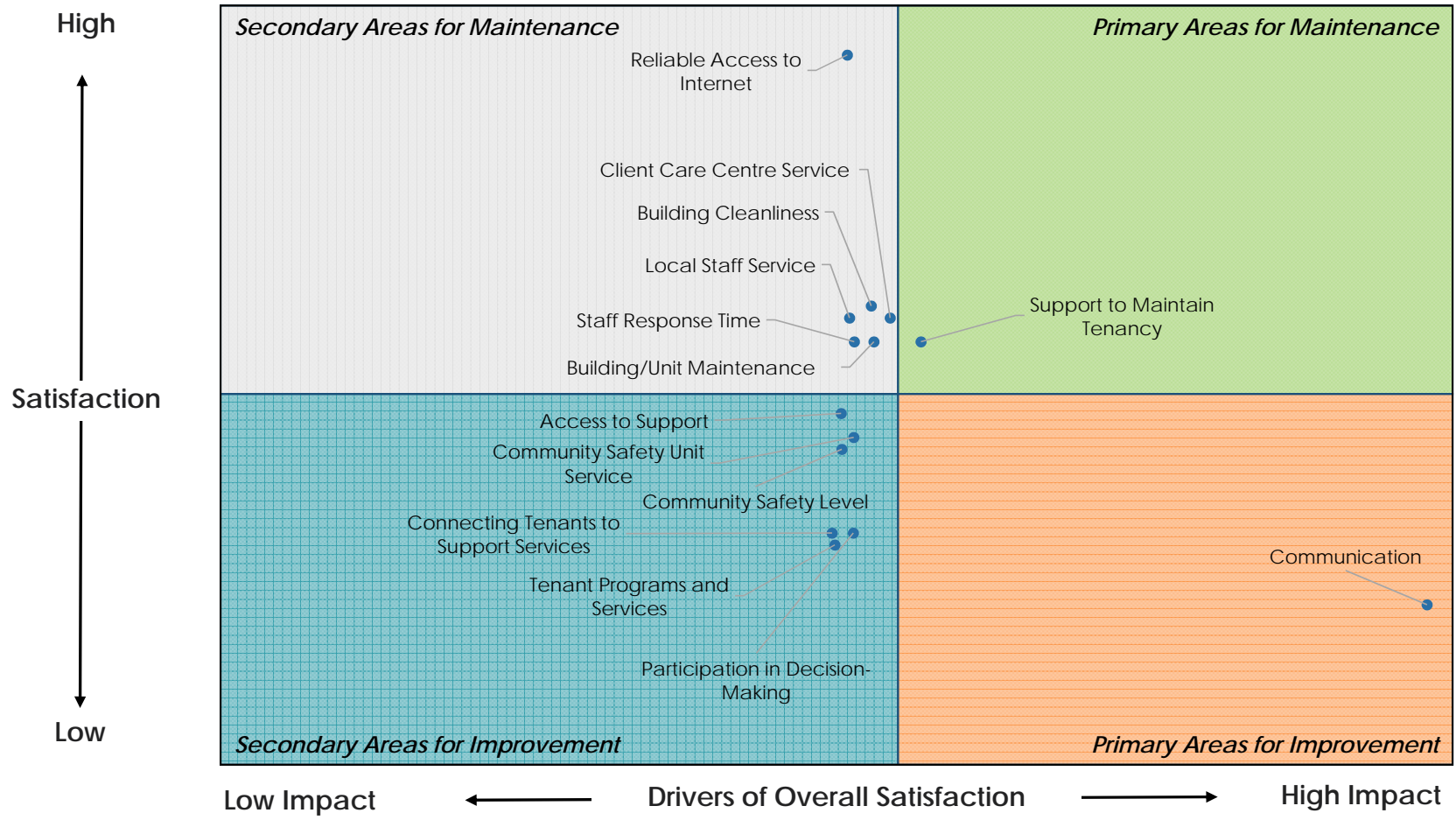
Primary Areas for Improvement – services that have highest impact on overall satisfaction, but with lower individual satisfaction scores. This is stated as the primary area for improvement because the regression analysis identifies that these services are the strongest drivers of satisfaction. If TCH can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with City services.

Secondary Areas for Improvement – services that have relatively lower impact on overall satisfaction and have lower individual satisfaction scores. This should be the secondary area of focus to improve satisfaction scores.

Primary Areas for Maintenance – services that have relatively high impact on overall satisfaction and high individual satisfaction scores. The focus here is on maintaining the current level of satisfaction.

Secondary Areas for Maintenance – services with low impact on overall satisfaction but high individual satisfaction scores. The focus here should be to maintain satisfaction levels.

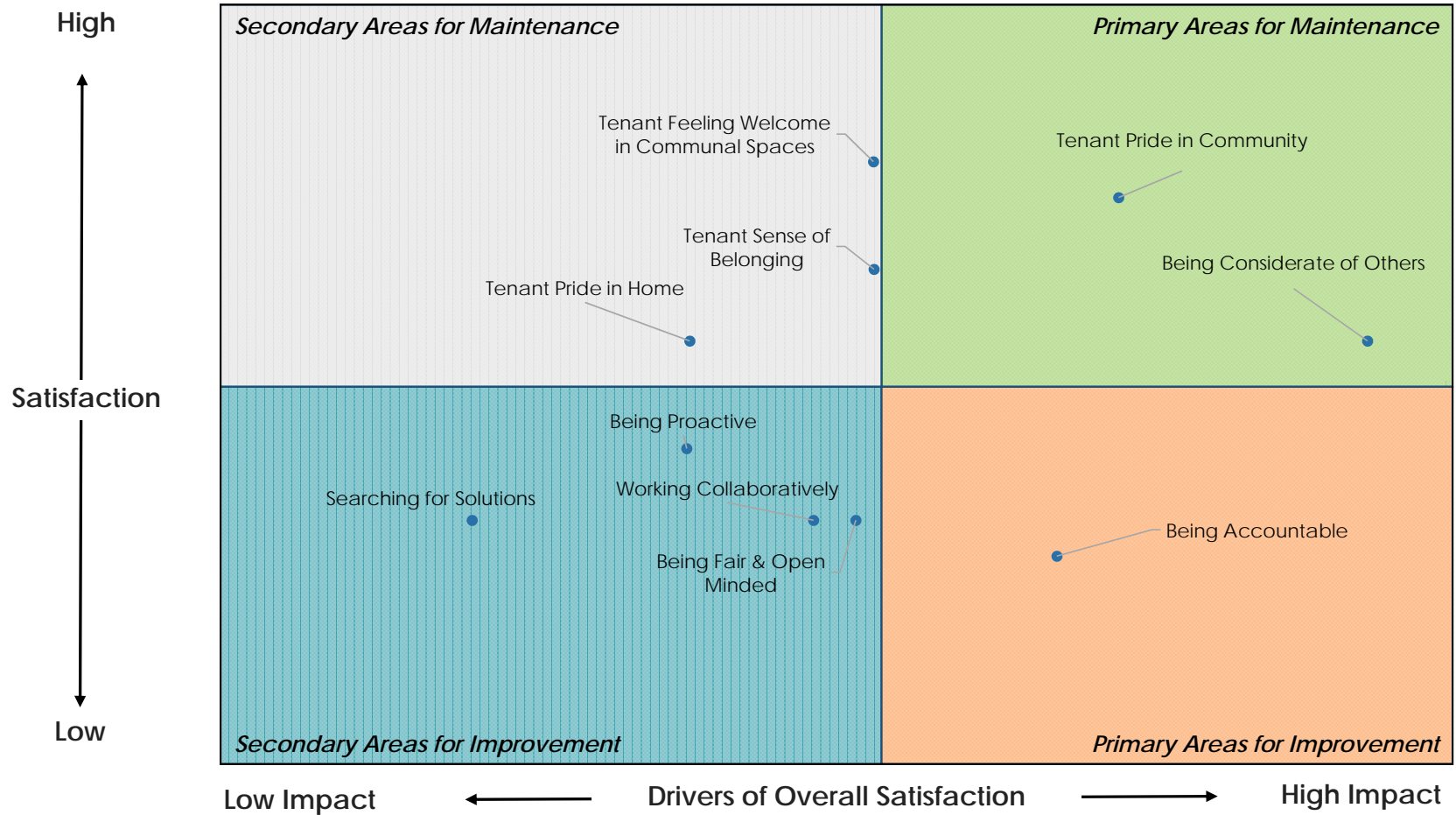
Drivers Analysis



The services in the **Primary areas for improvement** have relatively lower satisfaction scores but are stronger drivers of satisfaction.

Based on their higher impact on overall satisfaction and lower individual scores for satisfaction, the major driver to focus is **communication to tenants**.

Drivers Analysis Tenant Sentiment



Based on their higher impact on overall satisfaction and lower individual scores for satisfaction, the major driver to focus is **TCH being accountable on their work and decision-making.**



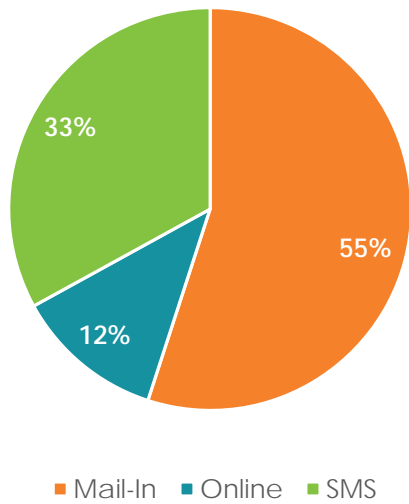
Respondent Profile

Demographics

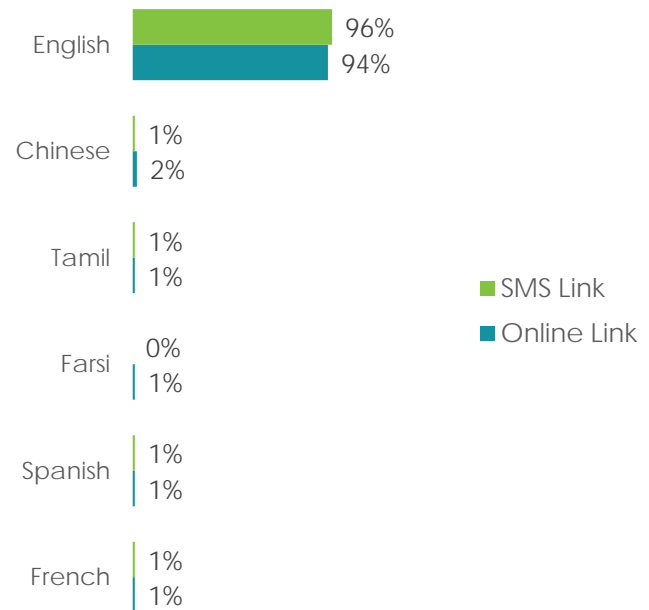


Respondent Breakdown

Respondent Completion Method

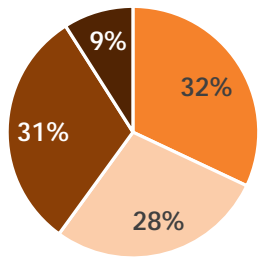


Respondent Completion Language ONLINE



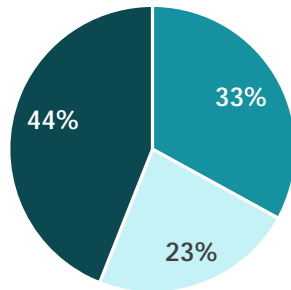
Respondent Breakdown

Mail-in



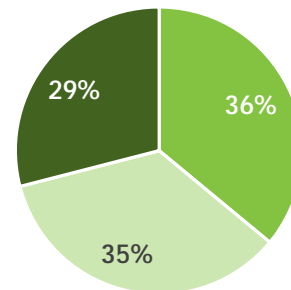
- East
- West
- Central
- Unclassified

Online



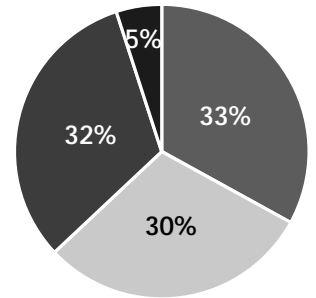
- East
- West
- Central

SMS



- East
- West
- Central

Total



- East
- West
- Central
- Unclassified



Respondent Breakdown



Mail-In Respondents

Respondents who answered the survey through mail-in are evenly distributed across all regions (central, east, west – only classified tenants).

They are more likely to be:

- Aged 50-69 and 70+
- Men
- White, Southeast Asian, and East Asian
- Speakers of English, Chinese, Greek, Polish, Spanish, and Tamil.



Online Link Respondents

Respondents who answered the survey through an online link are more likely to be:

- Living in Central region
- Aged 16-29
- Men
- East Asian, South Asian or Indo-Caribbean
- Speakers of Bengali, Gujarati, Tamil, and Russian.



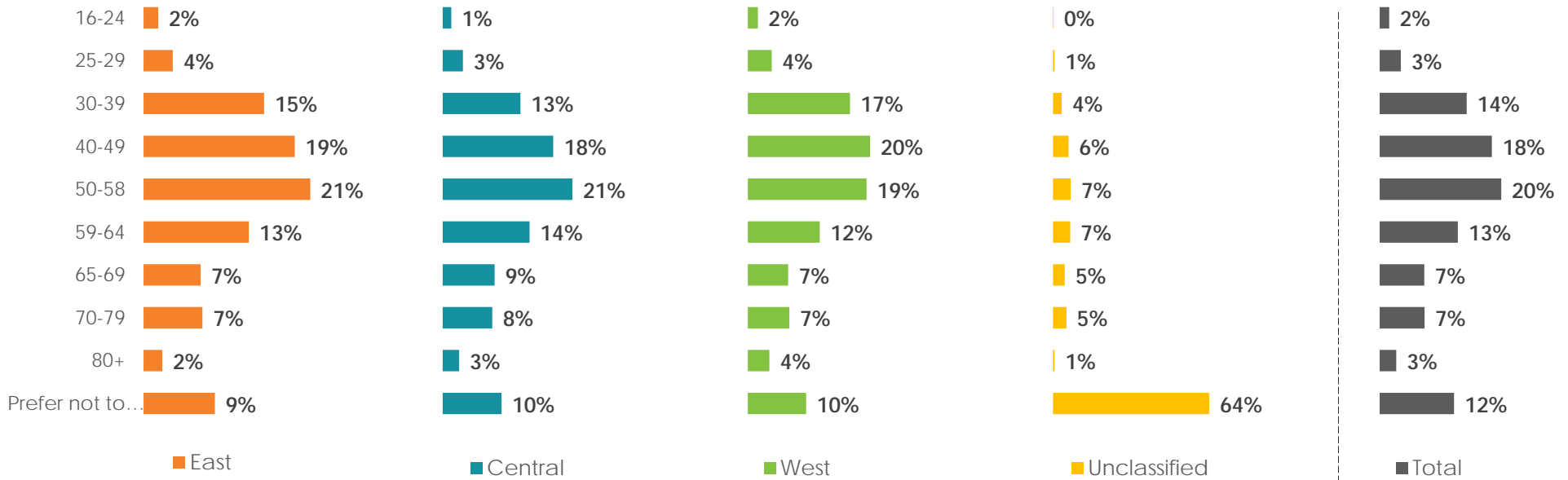
SMS Invite Respondents

Respondents who answered the survey through the SMS invite are more likely to be:

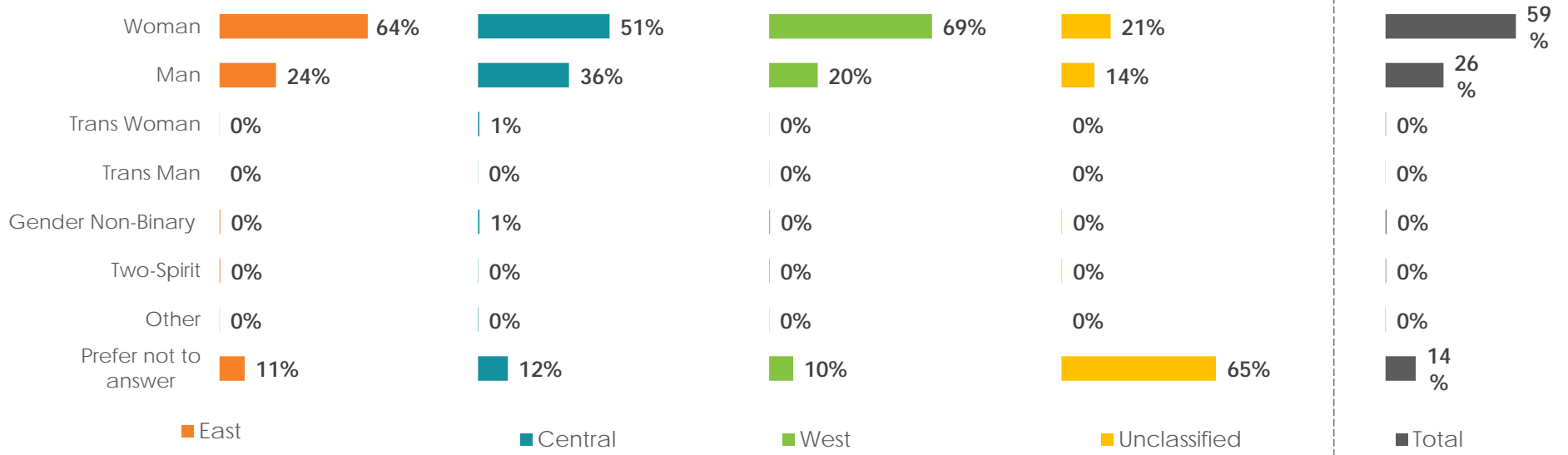
- Living in West region
- Aged 16-29 and 30-49
- Women
- Arab, Black, First Nations, and Latin American
- Speakers of English, Amharic, French, Somali, and Twi.



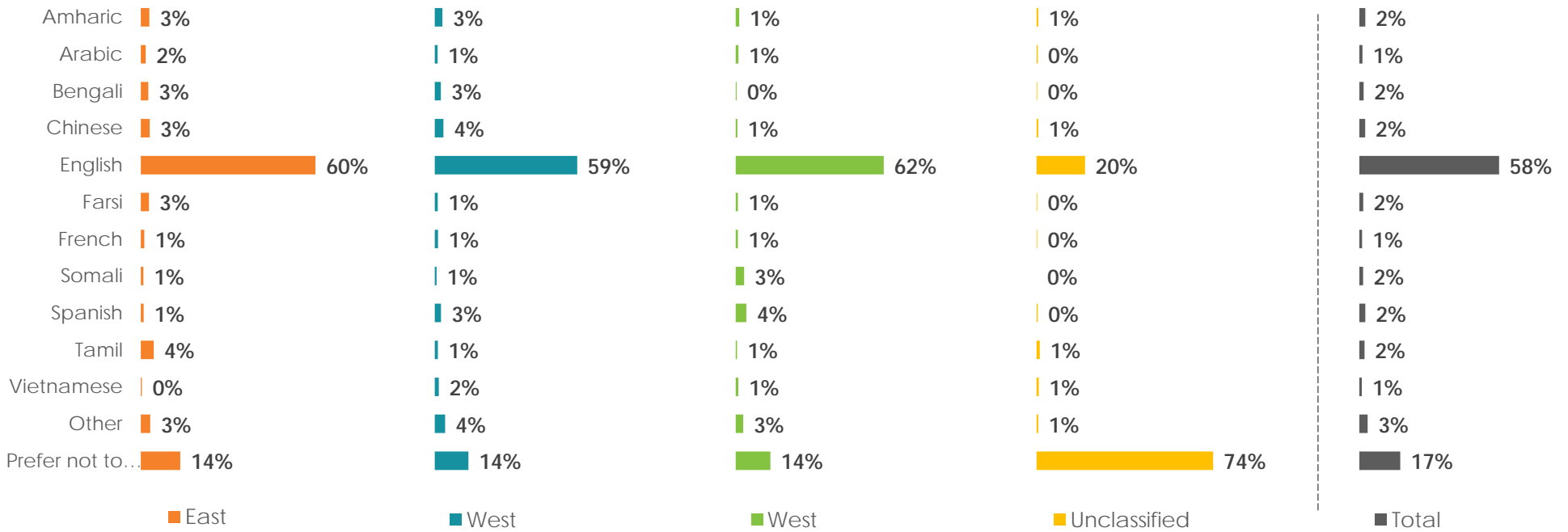
Demographics Age



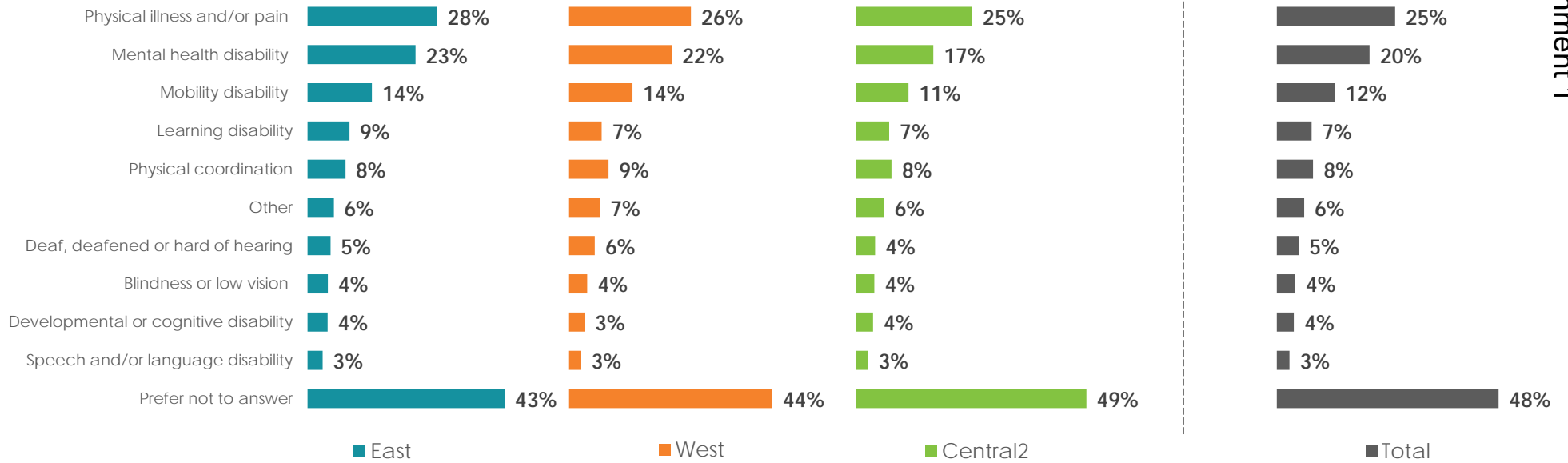
Demographics Gender



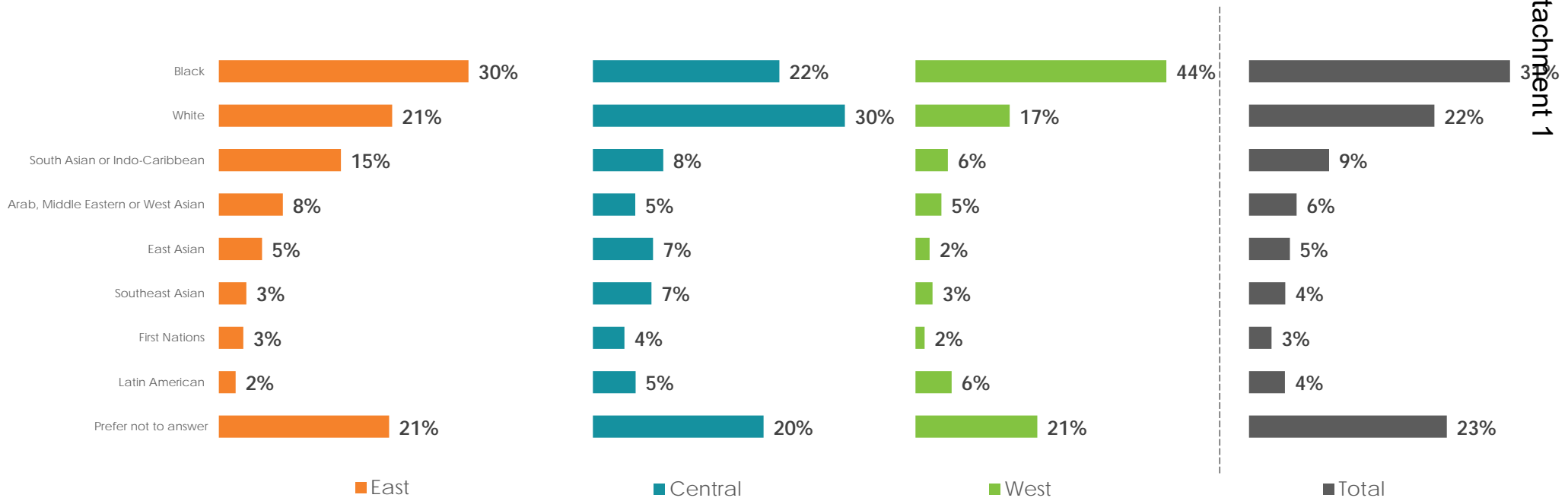
Demographics Language Spoken at Home



Demographics Disability



Demographics Ethnicity





Operational Performance Measures

Item 7A

March 29, 2022

Tenant Services Committee

Report: TSC:2022-13

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: February 28, 2022

PURPOSE:

The purpose of this report is to provide the TSC with information regarding operational performance metrics for January.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC’s operational performance for January 2022 and provides additional explanations for significant variances.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. January 2022 Operational Performance Measures

STAFF CONTACT:

Richard Grotsch

Senior Director, Business Operations (Acting)

(416) 981-4054

Richard.Grotsch@torontohousing.ca

ATTACHMENT 1: January 2022, Operational Performance Measures

Item	Measure	Jan 2022	2021 Avg	Change
1	Tenant Calls to Client Care	45,542	42,832	+ 2,710
2	Elevator Service Requests ¹	598	623	- 25
3	Demand Pest Treatments	2,961	3,753	- 792
4	Vacancy Rate (Percent)	2.68%	2.29%	+ 0.39
5	Rentable Vacant Units	1,579	1,260	319
6	Non-Rentable Vacant Units	1,929	2,199	- 270
7	Rent & Parking Arrears (Million) ²	\$20.8	\$18.3	+ \$2.5
8	Crimes Against Property	178	148	+ 30
9	Crimes Against Persons	65	89	- 24
10	Fire Incidents	22	17	+ 5
11	Tenant Referrals Made to Internal/External Supports	982	1,260	- 278

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in January 2022 were 2,710 calls higher when compared to the average call volumes for 2021. This can be attributed to various factors. Work orders related to heating issues nearly doubled when comparing December 2021 to January 2022. There was also a 33% increase in calls related to account balance inquiries compared to the previous month. With the lifting of the rent freeze, more tenants are requesting to speak to a staff member regarding their account balances.

2. Elevator Service Requests

The volume of elevator service requests (vendor-related) decreased by 25 compared to the 2021 average. Elevator service requests come in for elevators that are out of service and for maintenance and other items that are required not as a result of an elevator being out of service. For this reason, there will be variances in the number of service requests from month to month based on factors such as proper scrutinizing of the tenant after-

¹ Vendor-related only

² Dec 2021 Rent/Parking Arrears Balance Total

hours service requests, the number of inspections completed by FM, scheduled maintenance, and elevator replacements as part of the capital upgrade programs.

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 792 compared to the 2021 average. During the pandemic, TCHC continues to provide demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been denied of service. In compliance with legislative requirements, and the City of Toronto's RentSafe TO by-law, TCHC has continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms and laundry rooms.

Table 1: Demand Pest Treatments by Region, January 2022

	West	Central	East
Total	1,011	564	480

4. Vacancy Rate

The vacancy rate across TCHC in January 2022 was 2.68%, which was 0.05% higher than the previous month. The vacancy rate is as follows:

Family

- 2.43%, (RGI & MKT) with a month-over-month increase of 32 units;
- Of 1,090 vacant units, 340 units (31%) are matched to a tenant; and
- 130 move-in and 116 move-out.

Seniors Housing Unit

- 3.50%, (RGI & MKT) with a month-over-month decrease of 6 units;
- Of 489 vacant units, 120 units (25%) are matched to a tenant; and
- 65 move-in and 65 move-out.

Table 2: Vacancy by Region/Portfolio, January 2022

	West	Central	East	SHU
Total	2.29%	2.69%	2.14%	3.50%

Figure 1: Vacancy – Family, January 2021 – January 2022

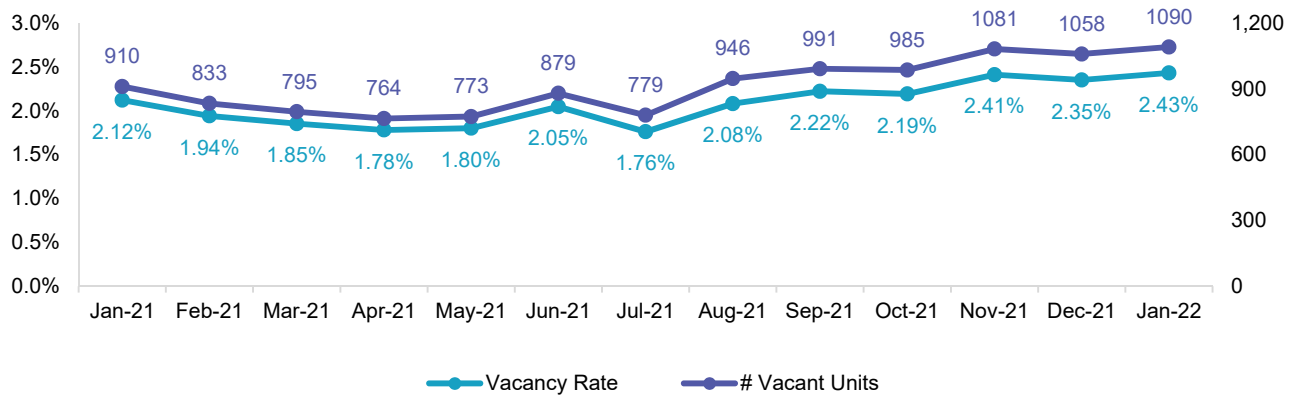


Figure 2: Vacancy – SHU, January 2021 – January 2022

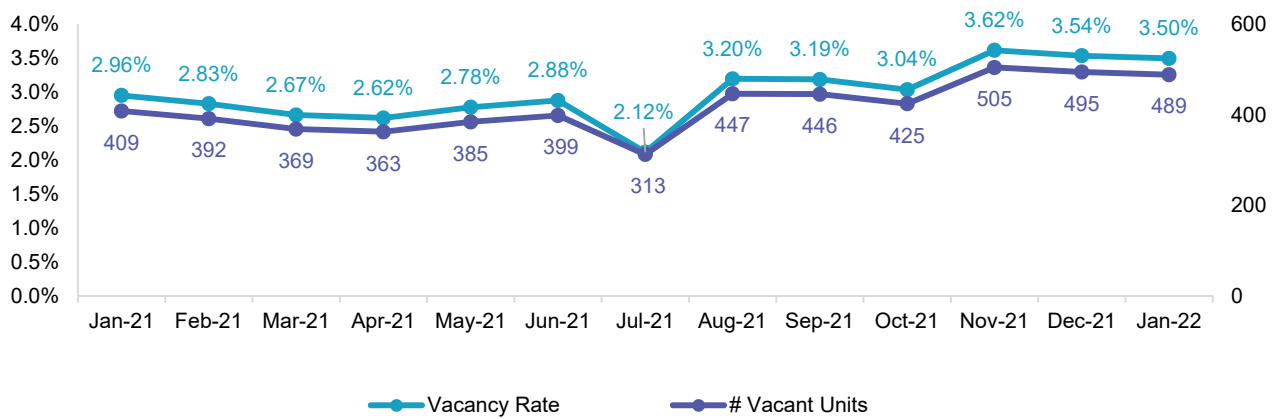
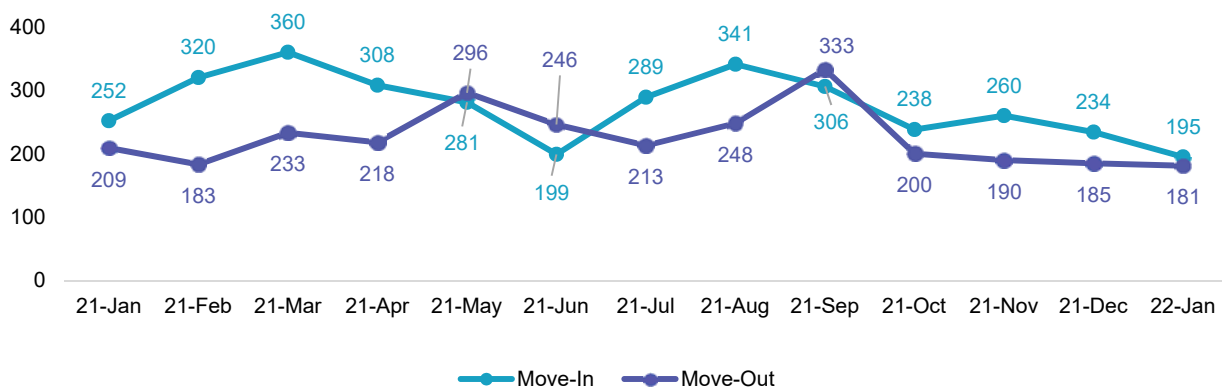


Figure 3: Move-in Move-out, January 2021 – January 2022



TCHC continues to face challenges in hard-to-rent areas and where there has been an increase in market rent unit vacancy; the 474 vacant units in these areas comprise 43% of all vacant units in the Family portfolio:

- West: OUC (Jane & Finch), 113 vacant units;
- Central: OUK (Sherbourne Strip) + CM, 165 vacant units; and
- East: OUG (North West/South Scarborough) + CM, 176 vacant units

In addition, TCHC faces an increasing number of vacant bachelor units, rising from 434 in August 2021 to 577 in August 2022.

TCHC continues to implement the following activities to lower its vacancy rates to address the high number of vacant units:

Choice-Based

Staff have continued implementation of the choice-based model system. In Cycle 1, 98 units were included in the bidding cycle, with 37 units (38%) receiving bids and being matched to tenants. There have been some challenges with renting bachelor units. If this trend continues, SSHA has agreed to expand the applicant pool for bachelor units and allocate bachelor units to the RRH program after three (3) cycles of no bids being received.

Rapid Re-housing

TCHC continues to implement the Rapid Rehousing (“RRH”) Program. Phase 2 has been completed, with a total of 450 units tenanted. Staff have begun allocating units and facilitating initial move-ins as part of phase 3.

Bachelor Unit Strategy

TCHC is developing a strategy to respond to the high percentage of vacant bachelor units. TCHC is working with SSHA to develop a plan to rent out bachelor units through the choice-based model.

5. & 6. Rentable Vacant Units & Non-Rental Vacant Units

Rentable and non-rentable vacant units have increased and decreased by 319 and 270 units, respectively, compared to the 2021 average.

West Region

There are 306 non-rentable vacant units on hold for demolition in the West Region. 75% (230) of these units are located in Firgrove Crescent community.

Central Region

Approximately 22% (200) of non-rentable units in the Central Region are under Construction in Regent Park South. There are 334 non-rentable units (36%) in Central Region that are on hold for demolition and are located in Regent Park North.

East Region

Seventy-nine (79) non-rentable units are under the “maintenance required” category. Almost 40% of these units are under the contract-managed portfolio.

SHU

There are 112 non-rentable units under the “maintenance required” category and twenty-one (21) units that require capital repairs greater than \$25K. Eleven (11) out of the twenty-one (21) units are in William Denison.

Table 3: Rentable Vacant Units by Region/Portfolio, January 2022

	West	Central	East	SHU
Total	346	354	236	489

Table 4: Non-Rentable Vacant Units by Region/Portfolio, January 2022

	West	Central	East	SHU
Total	589	918	247	175

Table 5: Non-Rentable Vacant Units by Category, January 2022

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	641
	New Unit	21
	Relocation - Confirmed	19
	Under Construction	203
Legal	Legal Proceedings	4
	Pending Transfer or Sale	79
Non-Residential Use	Contractor Storage	8
	Staff Use	111
	Recreation Purposes	52
	Agency Office Use	4
Repairs Required	Accessibility Needs	50
	Maintenance Required	374
	Planned Capital Repairs Required	350
	Demand Capital Repair	10
	Fire	3
Grand Total		1,929

7. Rent & Parking Arrears

The rent and parking arrears across TCHC for January 2022 was \$20.8 million. Of this amount, \$6.2 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

Family

- \$19.3M in arrears, up from \$17M;
- Arrears in repayment agreements are \$5.7M, up from \$5.4M;
- Managed arrears are \$9.8M, up from \$8.8M; and
- Non-managed arrears are \$3.8M, up from \$2.8M;

Seniors Housing Unit

- \$1.4M in arrears, up from \$1.3M;
- Arrears in repayment agreements are \$477K, up from \$441K;
- Managed arrears are \$662K, up from \$629K; and
- Non-managed arrears are \$289K, up from \$216K;

Table 6: Arrears by Category - Family Portfolio, January 2022

Family Portfolio	Total (M)
Managed Arrears	\$ 9.8
Unmanaged Arrears	\$ 3.8
Net arrears	\$ 13.6
Arrears in a repayment agreement	\$ 5.7
Total	\$ 19.3

Table 7: Arrears by Category – Seniors Housing Unit, January 2022

Seniors Portfolio	Total (M)
Managed Arrears	\$ 0.66
Unmanaged Arrears	\$ 0.29

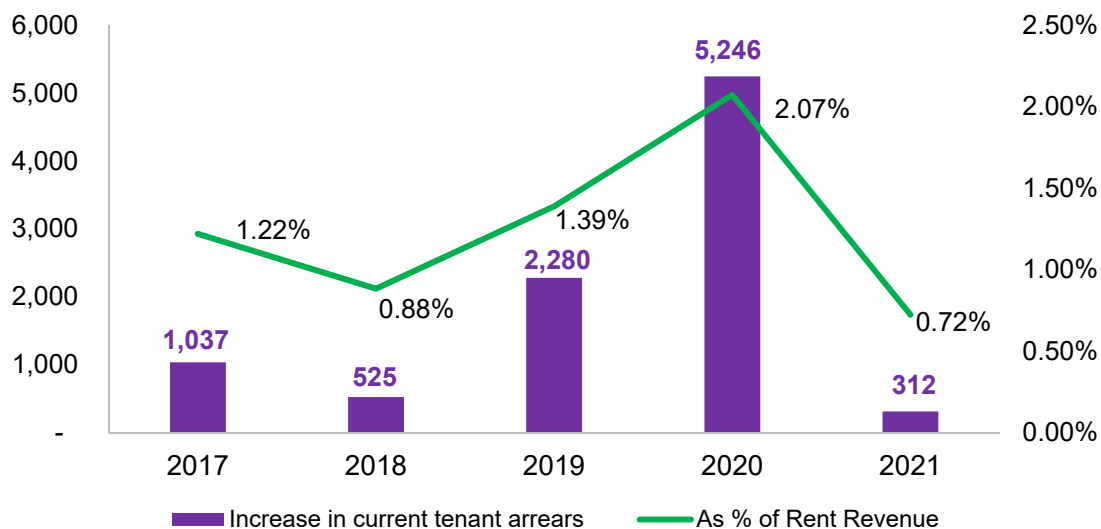
Seniors Portfolio	Total (M)
Net arrears	\$ 0.95
Arrears in a repayment agreement	\$ 0.48
Total	\$ 1.43

Table 8: Arrears by Region/Portfolio, January 2022

	West*	Central	East	SHU
Total	\$ 8,000,625	\$ 5,866,743	\$ 4,446,131	\$ 1,427,896
Unmanaged	\$ 1,428,731	\$ 958,476	\$ 1,084,527	\$ 288,930
Rep. Agr.	\$ 2,433,935	\$ 1,617,731	\$ 1,528,891	\$ 477,302

In 2021, month-over-month increase in arrears as a percentage of rent had decreased for the first time in Company history. There was a modest 0.72% of rent revenue. The decrease was primarily due to tenants receiving CERB, for which they applied to arrears and having no increase to their rent due to the Provincial rent freeze.

Figure 4: 2017-2021 Annual Increase in Arrears (\$ 000's)



Arrears may continue to increase due to the following driving factors:

- Lifting the Provincial rent freeze;
- Contract Managed Transition (Del and Greenwin); and
- Ongoing COVID-19 impact.

TCHC continues to implement the following activities to lower arrears and ensure tenants receive the appropriate supports to maintain their tenancy.

Lifting of Rent Freeze

Staff are conducting a case-by-case review of the impact on the rent freeze that was lifted on January 1, 2022.

Arrears Support

Staff have conducted a renewed engagement campaign with those tenants with high amounts of arrears or to obtain the appropriate documentation to maintain their tenancies; and

Early Support via Arrears Collection Process

TCHC partnered with OCHE and subject matter experts to develop the new ACP. It continues to deliver support aligned with the ACP to provide early intervention to prevent eviction and maintain tenancy; tenants are connected to the appropriate supports when vulnerabilities are identified.

Eviction Restart

In January 2022, TCHC initiated an in-depth review of all households with arrears for non-payment of rent to inform a targeted eviction restart plan that will focus on households that meet the following criteria:

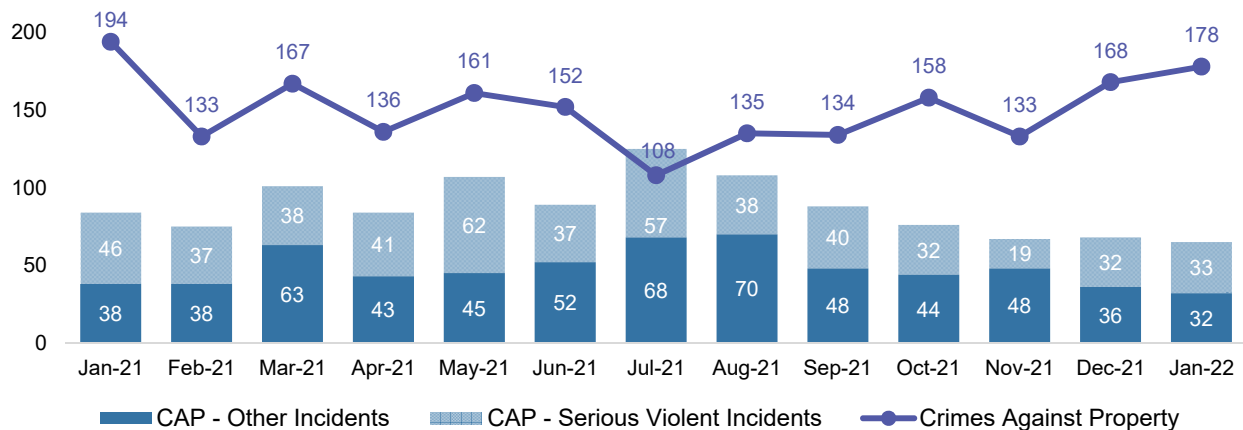
- Tenant income reported in ARR demonstrates the ability to pay;
- Tenant not forthcoming on income for a prolonged period;
- Sporadic or non-payment of rent;
- Minimum \$10K in arrears;
- Progressively increasing arrears;
- Reviewed by OCHE;
- Received order; and

- Imminent order expiry.

8. & 9. Crimes against Property & Crimes against Persons

There were 178 crimes against property in January 2022, an increase of 30 crimes compared to the 2021 average. There were also 65 crimes against persons (CAP) in January 2022, a decrease of 24 compared to the 2021 average.

Figure 5: Crimes against Persons & Property, January 2021 – January 2022



10. Fire Life and Safety

In January 2022, there were 22 fire incidents reported across the TCHC portfolio, an increase of five (5) incidents compared to the 2021 average. The fire incidents consisted of 6 cooking, five (5) arson, five (5) electrical, three (3) smoking, and three (3) undetermined related incidents.

Table 9: Fire Incidents by Region/Portfolio, January 2022

	West	Central	East	SHU	CM
Total	4	9	2	2	5

TCHC continues to implement the following fire safety prevention through the following:

- **Cooking Safety Pop-Up Education:** To raise awareness on cooking fire safety, TCHC delivered a series of education sessions at four TCHC sites (4301 Kingston Rd., 120 Townhaven, 341 Bloor St. W., 55 Outlook). The sessions included lobby intercepts as well placement of education door hangers. Two hundred eighty-three (283) tenants were engaged through the sessions, and over 1,170 door hangers were delivered.
- **Monthly Fire Safety Posters:** Monthly fire safety poster campaigns continue to be distributed to all TCHC buildings, focusing on specific fire safety topics and safety tips.

11. Tenant Referrals Made to Internal/External Supports

There were 982 tenant referrals made to internal and external supports, an increase of 278 compared to the 2021 average. TCHC continues to work with the City of Toronto, agencies and volunteer networks to ensure food deliveries and other needs of seniors and vulnerable tenants continue to be met.

Table 10: Tenant Referrals by Region/Portfolio, January 2022

	West	Central	East	SHU	CM
Total	140	215	141	390	96



Tenant Complaints Process Update

Item 7B

March 29, 2022

Tenant Services Committee

Report: TSC:2022-14

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 10, 2022

PURPOSE:

To provide the TSC with an update on complaints data and program enhancement to the Solutions team, the centralized department manages escalated tenant complaints.

RECOMMENDATIONS:

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

BACKGROUND:

Toronto Community Housing (“TCHC”) is committed to providing a positive experience for our tenants. TCHC has adopted a single-stage escalation model for tenant complaints, supported by the Solutions team.

PROGRAM UPDATES:

The following provides an update on program enhancements that the Solutions team continues to implement to improve service delivery:

1. Strengthening stakeholder partnerships

The Solutions team and the Complaints Analysts at Ombudsman Toronto have worked together to gain greater clarity of the work

undertaken by each team in the TCHC complaint process. A meeting of both teams took place in Q4 of 2021 with presentations of their respective roles and a discussion on working collaboratively to support tenants. This meeting has improved understanding and positively impacted communication and between the teams.

2. Prioritizing Complaints

In 2021, the Solutions team dealt with staffing challenges due to the vaccination mandate, parental leaves and turnover. Stabilizing the complaints process during this time meant addressing tenant concerns in a priority sequence

3. Increasing Tenant Awareness

A Strategic Communications campaign was launched in 2021 using various platforms, including social media, web banners, building posters, Tenant LOOP publication and digital screens. This phased approach is part of the ongoing work to increase awareness to tenants of the current paths to service and escalation at TCHC.

COMPLAINTS DATA & TRENDS

In January 2022, Solutions received 83 complaints, representing a year-over-year decrease of 24 complaints. Of these complaints, the top complaints categories were: 37% (31) Building Service, 22% (18) Anti-Social Behavior, and 12% (10) Account Management.

Table 1: Total & Top 3 Complaints, January 2021 & 2022

	January 2021	January 2022	YOY Change	2022 YTD
Total Complaints				
Total	107	83	-24	107
Top 3 Complaints				
Building Service	29	31	+2	29
Anti-SocialBehavior	28	18	-10	28
Account Management	12	10	-2	12

LEARNING FROM COMPLAINTS

TCHC uses tenant complaints and staff feedback to support a learning and continuous improvement culture to improve service delivery. As a service-oriented organization, TCHC views complaints as valuable feedback ‘gifts.’ It represents key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

1. “We Visited Your Unit” – Improving Tenant Communication

It was identified by tenants and staff that when a staff member attends a tenants’ home to complete repairs and the tenant is not at home, it is often difficult to convey that a TCHC staff had been in the unit. TCHC developed a “We Visited Your Unit” form that the team could communicate to tenants that they had attended tenants’ unit. The form also includes any work that may (or may not) have been completed. With this form, tenants can confirm whether or not work has been completed in their home while away.

2. Receiving Clear and Accurate Information on Tax Credits

Client Care received inquiries from TCHC tenants indicating that they had received notices from the Canada Revenue Agency (CRA) denying their claims for the property tax credit portion of the Ontario Trillium Benefit. Tenants were being asked to repay tax credits given in multiple years. Client Care was engaged by Strategic Communications about the Tax Credit inquiries to develop a working plan to address the questions being presented by TCHC residents. Through several meetings, information was gathered that would be used to create a communication strategy for residents calling into Client Care. A detailed Q&A was developed for Client Care staff to utilize for any inquiries received regarding the Tax Credit. Coaching and training were delivered to Client Care Staff, followed by communication that included key messaging and a Q&A. All information was then added to the Client Care resource library for staff to access and review as needed. Training & Coaching was implemented throughout January 2022, with all resources being updated on January 28, 2022. Since then, callers have been able to

get clear and accurate information on the Tax Credit issue from Client Care Staff with any detailed follow-ups being addressed by Tenant Service Coordinators for support. This has improved the level of service delivery being provided by Client Care and also alleviated previous service delays with information not being available on this subject by Client Care.

3. Improving Communication Channels with Tenants

Client Care was receiving complaints from residents that the voice recordings when calling into the resident/general inquiry line were too low and inaudible in some instances. The Client Care Management Team collaborated with Operational Leadership to review the current voice recording for accuracy and audibility. It was identified that the COVID messaging was correct; however, an addition needed to be made to provide information on the end of the rent freeze as of December 31, 2021. After gathering all required information, Client Care Management collaborated with IT to re-record the voice recording for the 416-981-5500. Audibility was tested, and a new recording to the system by IT on January 4, 2022, which included all necessary COVID Messaging and information on the rent freeze update, verified by Tenancy Management Leadership. Since the new recording, Client Care has received no complaints on the audibility of the messaging on the 416-981-5500 line. Callers have also expressed appreciation for the updated messaging regarding COVID protocols and information on the end of the rent freeze previously implemented.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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Tenant Engagement Refresh Update

Item 7C

March 29, 2022

Tenant Services Committee

Report: TSC:2022-15

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 10, 2022

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of the Tenant Engagement System Refresh.

RECOMMENDATIONS:

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

BACKGROUND:

In July 2019, the Toronto Community Housing (“TCHC”) Board of Directors approved the tenant election process as part of the tenant engagement system. The implementation consisted of three phases with the following participating communities:

- Phase 1: 57 communities;
- Phase 2A/B: 170 communities; and
- Phase 3: 103 communities.

As elections progressed through its implementation, the number of communities participating in each phase of the elections has been amended as needed in response to the impact of the COVID-19 pandemic and public health restrictions on engagement at the community level. The following outlines the total number of communities by leadership status.

Phase 3 By-elections

In January 2022, we launched Phase 3 By-elections in 166 communities, including communities with partial (51) and full vacancies (115). All outreach efforts to engage tenants participating in elections have been conducted in adherence to the COVID-19 guideline.

To ensure an improved tenants participation, the Tenant Engagement team are consulting regional and frontline staff to review some of the issues impacting the nominations of candidates to fill vacant positions and to agree on a new deadline for nominations.

NEXT STEPS

Onboarding of Community Representatives elected/acclaimed due to Phase 3 elections completed in December 2021.

Completion of Phase 3 by-elections to fill 245 leadership positions Q2 2022.

IMPLICATIONS AND RISKS

The City's Shareholder Direction requires TCHC to maintain a democratic system of active tenant participation and involvement that will:

- Provide a Tenant council structure or similar organization;
- Provide for Tenant input into decisions at the corporate and local levels;
- Provide for Tenant input for setting local spending priorities and service levels; and
- Include Tenant representation on the Board.

SIGNATURES:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENTS

1. Seniors Housing Phase 3 By-Elections Dataset
2. Family Buildings Phase 3 By-Elections Dataset

STAFF CONTACT:

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**ATTACHEMENT 1: TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 BY-ELECTIONS
 SENIORS HOUSING UNITS WITH VACANCIES**

February 25, 2022

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions
East	107	BRIMLEY ACRES	2950 Lawrence Ave. E.	Community Representative	1	1
East	146	BYNG TOWERS	3330 Danforth Ave.	Community Representative	1	1
East	103	SCARBOROUGH ACRES	575 Danforth Rd.	Community Representative	0	2
East	148	ST. GEORGES MANOR	17 Brimley Rd.	Building/townhouse committee	0	2

WEST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions
West	121	Alexandra Park Apartments	91 Augusta Ave.	Pending		
West	131	ARLETA MANOR	7, 11 Arleta Avenue (2)	Building/townhouse committee	0	2
West	153	BEVERLEY MANOR	168 John St.	Building/townhouse committee	0	2
West	132	EDWARDS MANOR	340 Royal York Road	Community Representative	0	2
West	142	Griggs Manor 1	100 Cavell Avenue	Building/townhouse committee	0	0
West	194	Griggs Manor 2	98 Cavell Avenue	Pending		
West	155	Islington Manor	41 Mabelle Avenue	Pending		
West	150	KENSINGTON MANOR	34 Oxford St.	Community Representative	0	2
West	110	KING HIGH ACRES	12 King High Avenue	Pending		
West	850	Lawrence Avenue W. (650)	650 Lawrence Avenue W.	Pending		
West	181	Leonardo Court	72 Clinton St.	Pending		
West	141	LOUISE TOWERS	130 Vaughn Road	Community Representative	1	1
West	163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	1	1
West	104	MAY ROBINSON APARTMENTS	20 West Lodge Avenue (2)	Building/townhouse committee	0	2

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West	149	MCMURRICH PLACE	18 Davenport Rd.	Building/townhouse committee	0	2
West	147	OUTLOOK MANOR	55 Outlook Avenue	Community Representative	0	2
West	152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	2	2
West	195	SILVERTHORN PLACE	600 Rogers Road	Building/townhouse committee	0	2
West	189	Springhurst Manor	1447 King Street W.	Pending		
West	169	THE KEMPFORD	5430 Yonge Street	Community Representative	1	1
West	196	THE RANKIN APARTMENTS	55, 77 Rankin Crescent (2)	Community Representative	1	1
West	130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	2	2
West	156	Woods Manor	2835 Lakeshore Boulevard W.	Pending		

CENTRAL REGION

Region	Dev ID	Dev Name	Address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions
Central	118	BEACHES LIONS CENTENNIAL APARTMENTS	50 Norway Ave.	Community Representative	1	1
Central	363	BROADVIEW	717 Broadview Ave.	Building/townhouse committee	0	2
Central	128	COLLEGE VIEW APARTMENTS	423 Yonge St.	Community Representative	0	4
Central	170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	1	1
Central	166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	1	1
Central	203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	1	1
Central	204	HANSON HOUSE	7 Coatsworth Cr.	Building/townhouse committee	0	2
Central	117	KINSMEN MANOR	2287 Gerrard St. E.	Building/townhouse committee	1	1
Central	133	MAY BIRCHARD APARTMENTS	859 Dundas St. E.	Community Representative	0	2
Central	168	THE SHERWOOD	2567 Yonge St.	Building/townhouse committee	0	2

**ATTACHMENT 2: TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 BY-ELECTIONS
 FAMILY BUILDINGS WITH VACANCIES**

February 25, 2022

This report provides the status of tenant elections in family buildings portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	HUB #	Dev ID	Dev Name	Dev address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions (by-elections)
East	72	1	O CONNOR DRIVE	Multiple addresses on Parma Crt and Wakunda Place	Building/townhouse committee	0	2
East	69	120	CENTENNIAL APARTMENTS	5 Wakunda Place	Community Representative	0	2
East	108	119	FLEMINGDON PARK	61 Grenoble Dr. Units 1, 3, 5, 7	Building/townhouse committee	0	2
East	114	75	MORNINGSIDE/CORONATION	221-229 Danzig St.	Building/townhouse committee	0	2
East	114	213	MORNINGSIDE/LING	225 Morningside Ave.	Building/townhouse committee	0	2
East	115	6	MORNELLE/ELLESMERE	110 Mornelle Crt.	Building/townhouse committee	1	1
East	115	212	MORNELLE/MORNINGSIDE	90 Mornelle Crt.	Building/townhouse committee	1	1
East	75	28	SHAUGHNESSY BLVD	169 Shaughnessy Blvd.	Community Representative	1	1
East	83	178	EMPRINGHAM MEWS	92-106 Empringham Dr.	Building/townhouse committee	0	2
East	#N/A	#N/A	MCCOWAN RD I & II	400 & 410 McCowan Rd. 1-14	Building/townhouse committee	0	2
East	91	119	WOODLAND ACRES (FIRVALLEY)	40 Firvalley Court	Community Representative	0	2
East	91	208	WARDEN WOODS	9-17 Catarauqui Cres. L	Building/townhouse committee	0	2
East	107	21	KINGSTON ROAD (3190)	3190 Kingston Rd. 87-92 Blk 3	Building/townhouse committee	0	2
East	107	60	EGLINTON/MARKHAM	3181, 3171 Eglinton Ave. E.	Building/townhouse committee	0	2
East	117	69	ST CLAIR/BIRCHMOUNT I	3485 St. Clair Ave. E.	Community Representative	1	1
East	55	86	PHIN PARK	2 Phin Ave. Units 8-12	Community Representative	0	2
East	55	304	GREENWOOD/WALPOLE	66 Walpole Ave. Units 1-8	Community Representative	1	1

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East	55	311	NEWBOLD AVENUE	11 Newbold Ave.	Community Representative	1	1
East	55	315	QUEEN VICTORIA	40-44 Queen Victoria St. 40, 42, 44	Building/townhouse committee	0	2
East	55	364	33 COATSWORTH	33 Coatsworth Cres.	Community Representative	0	2
East	55	302	CHATHAM/OAKVALE	195-203 Chatham Ave. 195, 197A, 197B, 197C, 197D, 199, 199A, 201A, 201B, 201C, 201D, 203	Community Representative	1	1
East	61	303	98 ELMER AVE	98 Elmer Ave.	Community Representative	1	1
East	61	310	331-333 KINGSTON RD	331 Kingston Rd.	Community Representative	1	1
East	61	358	320 KINGSTON RD	320 Kingston Rd.	Community Representative	1	1
East	61	372	520 KINGSTON RD	520 Kingston Rd.	Community Representative	1	1
East	62	91	DON SUMMERVILLE	1555 Queen St. E.	Building/townhouse committee	0	2
East	62	93	EASTVIEW PARK	1080 Eastern Ave.	Building/townhouse committee	0	2
East	78	7	MIDLAND AVE (1201)	1201 Midland Ave.	Building/townhouse committee	0	2
East	87	126	ADANAC APARTMENTS	140 Adanac Dr.	Building/townhouse committee	0	2
East	112	23	LAWRENCE/GALLOWAY	4100 Lawrence Ave. E.	Building/townhouse committee	0	2
East	113	81	LAWRENCE/SUSAN	3847 Lawrence Ave. E.	Building/townhouse committee	1	1
East	91	113	WOODLAND ACRES (WARDEN)	682 Warden Ave.	Building/townhouse committee	0	2
East	109	144	CEDARBRAE MANOR	65 Greencrest Circuit	Community Representative	2	2

WEST REGION

Region	HUB #	Dev ID	Dev Name	Dev address	Model Selected	Number of Community Representatives positions filled in phase 3	Number of vacant positions
West	93	45	KIPLING/MOUNT OLIVE	1-11, 15-27 Mount Olive Drive	Community Representative	1	1
West	5	13	LIGHTWOOD SANAGAN	1-3 Sanagan Road	Building/townhouse committee	0	2
West	4	58	FINCH/ARDWICK	1, 5, 9, 15 Ardwick Boulevard	Building/townhouse committee	1	1
West	4	217	ISLINGTON/SATTERLY	2-18 San Antonio Way	Building/townhouse committee	0	2
West	93	220	MARTINGROVE/ALBION	1674-1680 Albion Road	Building/townhouse committee	0	2
West	7	26	THISTLETOWN II	6455 Finch Avenue W.	Building/townhouse committee	0	2
West	96	901	QUEENS PLATE	900 Queen's Plate Drive	Building/townhouse committee	0	2
West	24	71	JANE/WOOLNER	190 Woolner Avenue	Building/townhouse committee	1	1
West	23	122	MOUNT DENNIS APARTMENTS	101 Humber Boulevard	Building/townhouse committee	0	2
West	1	219	ISLINGTON/ST ANDREWS	2063, 2067 Islington Avenue	Building/townhouse committee	1	1
West	2	98	WESTON/BELLEVUE	5 Bellevue Crescent	Building/townhouse committee	0	2
West	3	111	HUMBER ACRES	1 Scarletwood Court	Community Representative		2
West	1	37	DIXINGTON CRESCENT	42-44, 50 Dixington Crescent	Building/townhouse committee	0	2
West	8	101	WESTACRES	2 Arbordell Road	Building/townhouse committee	0	2

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West	8	106	WESTACRES EXTENSION	9 Arbordell Road	Building/townhouse committee	0	2
West	12	84	JANE/FALSTAFF	10, 20, 30, 40 Falstaff Avenue	Building/townhouse committee	1	1
West	9	17	2265 JANE STREET	2265 Jane Street	Building/townhouse committee	0	2
West	9	116	DOWNSVIEW ACRES	2195 Jane Street	Building/townhouse committee	1	1
West	94	40	DE MARCO BLVD	2 DeMarco Boulevard / 1620-1622 Lawrence	Building/townhouse committee	0	2
West	94	224	TRETHEWAY/TEDDER	710, 720 Trethewey Drive	Building/townhouse committee	0	4
West	98	187	YORK SQUARE	2468 Eglinton Avenue W.	Building/townhouse committee	1	1
West	11	4	FINCH/TOPCLIFF	20 Yellowstone Street	Building/townhouse committee	0	2
West	11	51	SENTINEL ROAD	182, 192, 202 Sentinel Road	Building/townhouse committee	0	2
West	15	11	2585 JANE STREET	2585 Jane Street	Building/townhouse committee	1	1
West	18	408	44-58 KEELE ST	44 Keele Street	Community Representative	0	2
West	27	493	136-150 PERTH AVENUE	136 Perth Avenue	Building/townhouse committee	0	2
West	27	494	11 RANDOLPH AVENUE	11 Randolph Ave.	Building/townhouse committee	0	2
West	27	196	THE RANKIN APARTMENTS	77 Rankin Crescent	Community Representative	1	1
West	28	695	331 BARTLETT	331 Bartlett Avenue	Community Representative	1	1
West	95	14	THE EAST MALL	607-617, 635 The East Mall	Building/townhouse committee	0	2
West	21	173	COOPER MILLS	4020 Dundas St W	Building/townhouse committee	0	2
West	95	62	WEST MALL	516-559 West Mall, 445 Rathburn	Building/townhouse committee	0	2
West	25	172	MABELLE PLACE	49 Mabelle Avenue	Building/townhouse committee	0	2

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West	31	216	NEPTUNE DRIVE	135, 145, 155 Neptune Drive	Building/townhouse committee	1	1
West	34	890	20 ZACHARY COURT	20 ZACHARY COURT	Building/townhouse committee	0	2
West	30	185	FAYWOOD PLACE	2 Faywood Blvd	Building/townhouse committee	0	2
West	30	196	OVERBROOK PLACE	750 Wilson Heights Blvd	Building/townhouse committee	0	2
West	34	891	20 NEW HEIGHTS COURT	20 New Heights Court	Building/townhouse committee	0	2

CENTRAL REGION

Region	HUB #	DEV ID	DevName	Dev address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions (by-elections)
Central	36	405	BATHURST/EGLINTON	790 Eglinton Ave. W.	Building/townhouse committee	0	2
Central	54	740	HOLLY PARK	70 Dunfield Ave.	Building/townhouse committee	1	1
Central	60	306	CAVELL/HARCOURT building	39 Harcourt Ave	Community Representative	1	1
Central	66	938	50 REGENT PARK BLVD	205 SACKVILLE ST	Building/townhouse committee	0	2
Central	60	309	JONES/CURZON	7 Jones Ave.	Community Representative	1	1
Central	100	66	BLEECKER STREET	275, 325, 375 Bleecker St.	Building/townhouse committee	1	1
Central	101	802	92 CARLTON ST	88-92 Carlton St., 246-254 Mutual St.	Community Representative	1	1
Central	104	375	261 JARVIS STREET	261 Jarvis St.	Building/townhouse committee	0	2
Central	60	374	29 LOUVAIN AVE.	29 Louvain Ave.	Building/townhouse committee	1	1
Central	104	718	145 MUTUAL ST	145 Mutual St.	Building/townhouse committee	1	1
Central	9	89	GREENWOOD PARK	1615 Dundas St. E.	Building/townhouse committee	0	2
Central	94	495	LARCH STREET	15 Larch, 76 Grange and 6-16; 32 Larch St.	Building/townhouse committee	1	1
Central	94	420	DUNDAS/BEVERLEY	137 Beverley St.	Community Representative	0	2
Central	38	466	QUEEN/VANAULEY	21-23A Augusta Ave. 21, 21A, 23, 23A	Building/townhouse committee	1	1

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Central	11	479	61 WALES AVE	15-23A Casimir St. 15, 15A, 17, 17A, 19, 19A, 21, 21A, 23, 23A	Community Representative	0	2
Central	13	709	ST. LAWRENCE TOWNHOUSES	13 Aitken Place	Building/townhouse committee	0	2
Central	11	714	176 THE ESPLANADE	176 The Esplanade	Building/townhouse committee	1	1
Central	15	727	55 THE ESPLANADE	55 The Esplanade	Building/townhouse committee	1	1
Central	97	401	25 BISHOP TUTU	17-25 Bishop Tutu Blvd. 17, 19, 21, 23, 25	Building/townhouse committee	1	1
Central	15	480	63 MITCHELL	63 Mitchell Ave.	Building/townhouse committee	0	2
Central	97	380	Trefann Court	440-450B Queen St. E. 440, 440A,440B, 442, 442A, 442B, 444, 444A, 444B, 446, 446A, 446B, 448, 448A, 448B, 450, 450A, 450B	Building/townhouse committee	0	2
Central	97	383	123 SACKVILLE	123 Sackville St.	Building/townhouse committee	0	2
Central	17	937	25 WYATT AVENUE	25 WYATT AVE	Building/townhouse committee	0	2
Central	18	201	SOUTH WEST BLDGS - South Regent Park	356-362 Shuter St., 31 Sutton	Building/townhouse committee	1	1
Central	18	360	Logan Avenue (195-201)	195-201 Logan Ave	pending	0	2
Central	28	935	180 SACKVILLE ST(Apartment)	170 SACKVILLE ST	Building/townhouse committee	0	2
Central	29	936	180 Sackville St (Townhouses)	180 Sackville St (Townhouses)	Building/townhouse committee	0	2
Central	28	811	501 ADELAIDE	501 Adelaide St. E.	Building/townhouse committee	1	1
Central	47	191	GEORGE STREET SINGLES	291 George St.	Building/townhouse committee	1	1
Central	49	94	SHERBOURNE/SHUTER	155 Sherbourne St.	Building/townhouse committee	0	2
Central	52	313	PEMBROKE MEWS	200 Sherbourne St.	Building/townhouse committee	0	2
Central	25	852	40 LOWER RIVER STREET	37-49 St. Lawrence St	Building/townhouse committee	1	1

Item 6C – Tenant Engagement Refresh Update
TSC Public Meeting of March 29, 2022
Report#: TSC:2022-15

Central	25	724	25 MUTUAL ST	25 Mutual St.	Building/townhouse committee	0	2
Central	31	92	BESSIE LUFFMAN	320 Seaton St.	Community Representative	0	2
Central	34	209	CARLTON/JARVIS SITE	330 Jarvis St.	Building/townhouse committee	0	2
Central	30	355	188 SHERBOURNE	188 Sherbourne St.	Building/townhouse committee	0	2
Central	30	356	21-25 PEMBROKE ST	21-25 Pembroke St. 21, 23, 25	No show	0	2
Central	19	416	Dufferin Gwynne	300 Dufferin St + 9-23A,15 A Gwynne	pending	1	1
Central	19	465	Laxton Ave (3)	3 Laxton Ave	Community Representative	1	1
Central	19	469	Springhurst Dowling	75 Dowling Ave	Community Representative	0	2
Central	19	90	McCormick Park	1525 Dundas St. W	Building/townhouse committee	0	2
Central	39	476	Davenport Rd. (1087)	1087 Davenport Rd.	pending?	0	2



Tenant Led Improvements In Basement Spaces

Item 7D

March 29, 2022

Tenant Services Committee

Report: TSC:2022-22

To: Tenant Service Committee

From: Vice President, Facilities Management

Date: March 15, 2022

PURPOSE:

The purpose of this report is to provide the TSC with an update on tenant led improvements in basement spaces.

RECOMMENDATION:

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

BACKGROUND:

Currently, tenants with basement spaces in TCHC (Toronto Community Housing Corporation) single family homes (detached, semi-detached, row houses and townhouses) are not permitted to make alternations to unfinished basement spaces.

The Covid-19 pandemic saw the need for tenants and their families to remain home more often due to virtual educational learning and work from home policies. The TCHC has reviewed and is updating its policy on improvements to basement spaces to allow tenants the flexibility to decorate these spaces so that they may be used as additional space to facilitate these at home activities.

UPDATE:

Working together, Facilities Management with Legal, Risk and Insurance and Regional Staff are implementing a policy that will permit tenants to complete the following improvements to basement space:

- Painting of existing ceilings or walls
- Installation of drapes or window covering
- Installation of loose flooring / area rugs
- General decorating
- Placement of furniture required to permit virtual learning or work from home activities

Prior to proceeding, tenants will be required to advise and receive approval from TCHC Building Staff to complete these improvements. TCHC Building Staff will review the request to ensure that they fit within the allowable changes and do not pose any health and safety risks.

Any improvements are for the exclusive use of occupants who are named on the lease.

Upon completion of the updated process, the changes will be reviewed with Building Staff to ensure their understanding and Communications will be engaged to ensure there is a robust plan to communicate the changes to our tenants.

IMPLICATIONS AND RISKS:

TCHC Legal and Risk and Insurance have reviewed these proposed changes and reviewed with TCHC's insurer. Input from these parties have been incorporated in the recommendations for the proposed permitted changes.

Through the AUI (Annual Unit Inspection) process these spaces will be inspected to ensure that there are no health and safety concerns arising from these changes.

SIGNATURE:

“Allen Murray”

Allen Murray
Vice President, Facilities Management

STAFF CONTACT:

Allen Murray, Vice President, Facilities Management
Allen.Murray@torontohousing.ca
(416) 981-6955



Community Safety Unit 2021 Annual Report to Toronto Police Services Board

Item 8

March 29, 2022

Tenant Services Committee

Report: TSC:2022-17

To: Tenant Services Committee (“TSC”)

From: Senior Director, Community Safety Unit

Date: February 25, 2022

PURPOSE:

The purpose of this report is to provide the TSC with information on the Community Safety Unit 2021 Annual Report being submitted to Toronto Police Service (“TPS”) by March 14 every year for their submission to the Toronto Police Service’s Board.

This annual report complies with the 2022 TPS Memorandum of Understanding (“MOU”) between TCHC and TPS which states:

“TCHC shall provide to the Board an annual report with statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints, and other issues of concern to the parties and such further categories of information as may be requested by the Board from time to time.”

RECOMMENDATIONS:

It is recommended that TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

CSU has been producing this report annually since 2002 within the directed content and format of the TPS Special Constable Liaison Unit. In 2019 due to a historical process gap, it had been realized that the TCHC Board had never been provided with a copy of the report in advance of TPS Board Meetings as an information tool. This was rectified starting with the 2019 report presented in 2020.

CSU will continue to share the TPS annual report with the TCHC Board for information. If required, CSU will provide an independent annual CSU report to TSC that includes annual CSU activity not covered in the TPS annual report.

IMPLICATIONS AND RISKS:

The TCHC Board not having this information before the TPS Board poses the risk of the TCHC Board being uninformed.

SIGNATURE:

“Allan Britton”

Allan Britton

Senior Director, Community Safety Unit

ATTACHMENT:

1. 2021 Annual Report to Toronto Police Services Board

STAFF CONTACT:

Mona Bottoni, Acting Senior Manager, Corporate Services - CSU

416-981-5036

Mona.Bottoni@torontohousing.ca

TORONTO COMMUNITY HOUSING COMMUNITY SAFETY UNIT

**931 Yonge Street
Toronto Ontario M4W 2H2**

General (416) 921-2323



**2021 ANNUAL REPORT
to the
TORONTO POLICE SERVICES BOARD**

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EXECUTIVE SUMMARY

2021 SPECIAL CONSTABLE ANNUAL REPORT Toronto Community Housing Corporation

Toronto Community Housing's Special Constable Program was established in March 2000 on a "Pilot" basis and was formally adopted as component of the TCHC Community Safety Program, in September 2002. As of December 31, 2021, there were 168 sworn members within the Community Safety Unit (CSU).

The objectives of the program are to:

- strengthen relationships between the CSU and the Toronto Police Service (TPS)
- reduce the level of crime/antisocial behavior in Toronto Community Housing (TCHC) communities
- enhance law enforcement activities as required
- improve residents' feelings of safety and security
- ensure officers are able to spend more time in TCHC communities
- improve officer safety

Having TCHC Special Constables allows TCHC to move well-trained and qualified officers into situations that are particularly unique to TCHC communities. A specific focus for Special Constables is Trespass to Property Act (TPA) violations, Liquor License and Control Act (LLCA) violations and the utilization of Peace Officer on an as needed basis – Police Officer powers under the following statutes:

- Criminal Code;
- Controlled Drugs and Substances Act;
- Trespass to Property Act;
- Liquor License & Control Act;
- Mental Health Act.

The Special Constable agreement between TCHC Board, and the Toronto Police Services Board (TPSB) has created a strong partnership reaching back over many years. This relationship has supported communication and co-operation between our organizations to the benefit of all. As a result of the enhanced training, legal status, and access to information available to Special Constables, they have been able to support and assist TPS and TCHC residents in hundreds of investigations.

In 2021, TCHC's Special Constables completed 729 Criminal Investigations as authorized for TPS, of which 72% were related to property offences such as Mischief and Theft.

Last year, TCHC Special Constables conducted investigations for Theft, Mischief, Assaults, and other less serious violent matters. In instances involving major crimes, they have been the first officers on scene, assisting with primary assessments, notifications, scene protection, crowd control, witness canvassing, evidence security, and prisoner transports.

TCHC Special Constables and TPS Officers have attended many calls together. The combination of a Special Constable's community knowledge and the TPS Officer's skills, knowledge and authority have proven to be mutually supportive, allowing incidents and problems to be resolved professionally in a safe and timely manner.

Our communities benefit when TCHC Special Constables are able to:

1. Process minor offences and release of prisoners at the scene without tying up TPS' resources and holding a person in custody for longer than required.
2. Act directly – to apprehend offenders and wanted persons and transport them to the local TPS Division for booking. In so doing, they interrupt illegal and antisocial behavior and help keep the peace in our neighborhoods.
3. Support the TPS not only with factual information, but also with detailed intelligence about criminal activity within TCHC communities.

We continue to value and strive to enhance our working partnership with the TPS and our joint Special Constable Memorandum of Understanding. In 2021, TCHC's Special Constable Program continued to promote safe, secure, and healthy communities.

Background

TCHC is legally organized as a corporation, owned completely by the City of Toronto and operated at arms-length from the City. It is governed by a Board of Directors made up of the Mayor (or designate), 4 City Councilors, and 9 other citizens, including 2 tenants (elected by fellow tenants) living in Toronto Community Housing.

TCHC provides homes for approximately 110,000 people. Our portfolio is made up of high-rise and low-rise apartment buildings, townhouses, rooming houses, and a variety of detached and semi-detached homes. TCHC's tenants reflect the demographics of Toronto and operates about 58,500 housing units; TCHC is the second largest housing provider in North America.

In 2021, the CSU employed 215 professionals who performed a variety of functions. These included: Special Constables, Special Constables in Training, Parking Enforcement Officers, Dispatchers, Community Safety Advisors, Managers and other support staff. As all of our communities are diverse and unique, each position was designed with different authorities and resources to help address those needs.

The Community Safety Unit's mandate and vision express our role in helping to accomplish the goals of Toronto Community Housing. The mandate of the CSU is to partner with communities, promote a safe environment for residents, and preserve the assets of Toronto Community Housing.

In 2002, The Toronto Community Housing Board of Directors entered into agreement with the Toronto Police Service Board that allowed for the ongoing use of Special Constables as a core component of TCHC's Community Safety Program. In 2021, there were 168 CSU staff deployed as sworn Special Constables with the approval of the Ministry of Public Safety and Security. This report provides an overview of our Special Constable program in 2021.

Supervision


As of December 31, 2021, the CSU had 7 Managers, and 20 Field Supervisors with Special Constable status who oversaw operations 24 hours a day, 365 days a year. The CSU had 131 Special Constables, 16 Special Constables in Training, 4 Parking Enforcement Officers and 15 Dispatchers. They were all supported by a Senior Director, two Senior Managers, a Manager in Planning and Business Support, a Specialist in Compliance, Training and Investigations, a Dispatch Manager, 3 Dispatch Supervisors, a Parking Coordinator, a Court Administrator, two Administrative Assistants, 6 Clerks, a Criminal Intelligence Analyst, Field Intelligence Officers, 10 Community Safety Advisors, a Program Manager for Access Control, an Access Control Field Administrator and a Coordinator of Systems and Procurement.

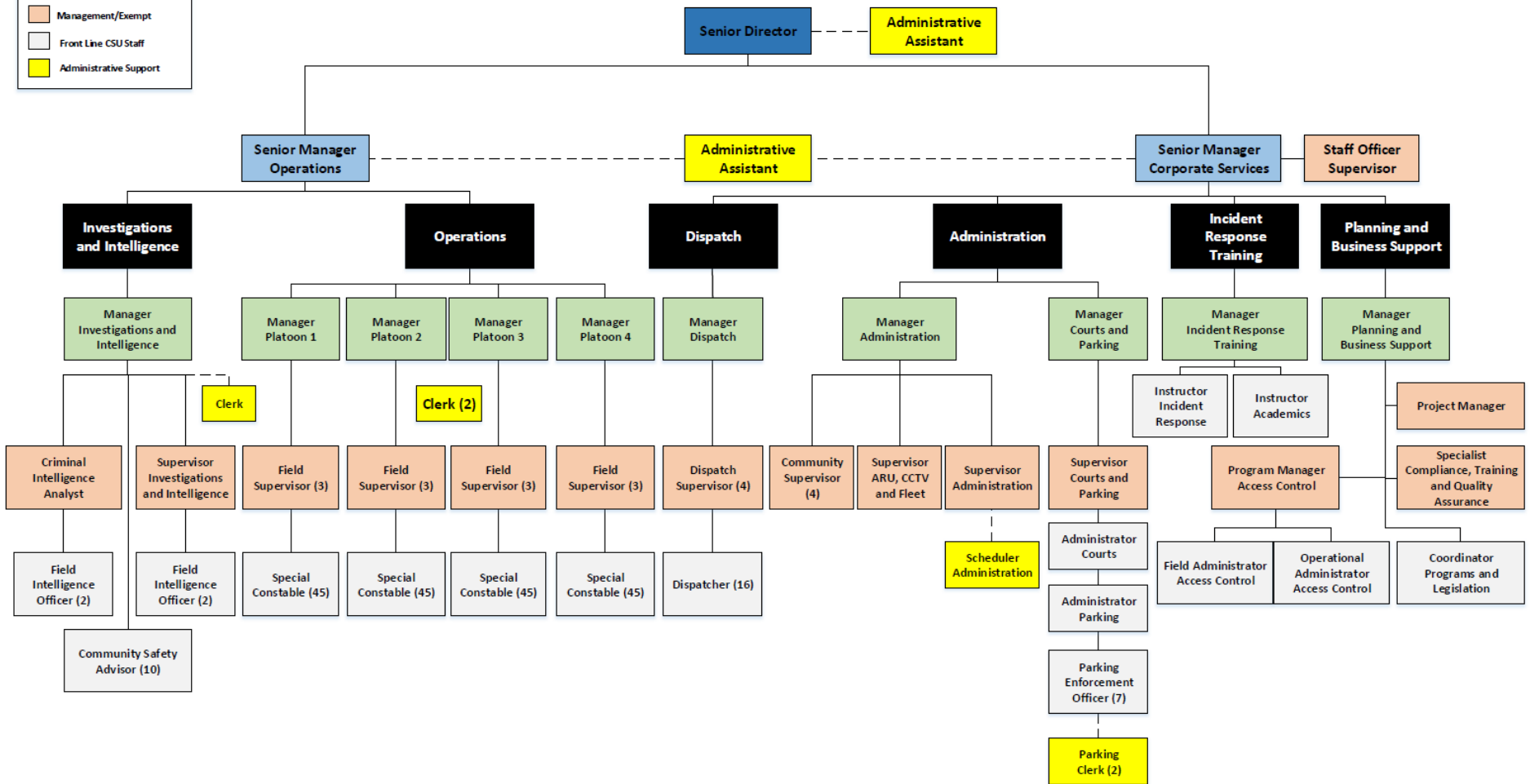
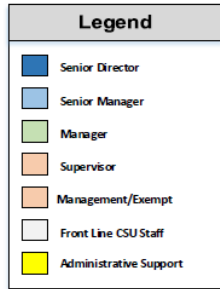
Officers were assigned in Toronto Community Housing communities throughout the City. Methods of operation included foot, bicycle and vehicular deployments. Duties included patrolling for visibility and deterrence, responding to radio calls, conducting investigations and enforcement, answering service requests, parking control, special attention checks, and providing back-up to other officers. Special Constables also participated in many community engagement events, activities and meetings throughout the City of Toronto.



Notes

- i. Four Staff Sergeants represent Manager presence on each shift of a rotating 24/7 shift schedule for oversight
- ii. Districts are aligned to Regions for Tenancy Management


Community Safety Unit
Organizational Chart
February 1st, 2022



Authorized by: Allan Britton, Acting Senior Director – Community Safety Unit

Appointments

Total Applications (January 1st - December 31st)	New Appointments (January 1st - December 31st)	Re-Appointments (January 1st - December 31st)	Total Special Constables (December 31st, 2021)
48	39	6	168

1 Special Constable in Training was terminated during probation prior to being appointed

Departures

Number of Terminations	Number of Suspensions	Number of Resignations	Number of Retirements
6	2	20	2

Mandatory Training

Course / Topic	Delivered By	Duration	Number trained
Annual Use of Force (refresher)	CSU Internal Training Unit	1 day	128
Special Constable Training- In Class	CSU Internal Training Unit	50 days	32
Special Constable Training- Coach Training	Platoon Staff Sergeants	25 days	32
First Aid CPR	Workplace Medical	1 day	135

Additional Training

Course / Topic	Delivered By	Duration	Number trained
Diversity and Inclusion Fundamentals (Part 1 of D&I Immersion)	Canadian Centre for Diversity and Inclusion (CCDI)	1 day	37
Unconscious Bias (Part 2 of D&I Immersion)	Canadian Centre for Diversity and Inclusion (CCDI)	1 day	34

Equipment

In 2021, TCHC Special Constables had no changes to the authorized equipment as noted below.

Equipment Issued to Special Constables
<ul style="list-style-type: none"> • One badge with appropriate carrier and TCHC Special Constable photo ID card • Soft body armor with appropriate carriers • Duty Belt • Boots • Disposable bio-hazard gloves, CPR mask and belt pouch • One set of handcuffs with appropriate belt or Molle vest case • One 21 or 26” inch expandable baton with scabbard • One container of OC stream • One AAA battery flashlight with belt or Molle vest case • One clip on personal work light • One pair of cut-resistant Kevlar-lined leather gloves • One pair of winter gloves • Tourniquet and pouch • 2 doses Narcan and carrying pouch Memo book and cover • Key ring holder • One CSU Standard Operating Procedures (SOP) manual. • One radio with microphone and Earpiece with belt or Molle vest case • Duty Bag • Personalized TCHC business cards • Uniform – Navy blue shirts with dark navy cargo pants with royal blue braid • PC style forage cap, royal blue band • Flex rescue pouch • N95 face masks

Reporting Requirement

In 2021, TCHC Special Constables documented 91,798 incidents pertaining to requests for service, investigations of events and self-initiated patrols on or related to Toronto Community Housing properties.

Many of these calls were attended by both TCHC Special Constables and TPS Officers. These matters were reported by TPS Officers involved and were cross-referenced in the Toronto Community Housing daily activity report submitted to the Special Constable Liaison Office. The statistics below reflect enforcement and investigations that were initiated or conducted both independently by TCHC Special Constables and in concert with the TPS.

As per the Memorandum of Understanding between the Toronto Police Service Board and Toronto Community Housing Board of Directors, Special Constables making arrests on or in relation to TCHC properties advise the Officer-in-Charge of the Division that the arrest occurred in and follow their direction.

Crime and Order Management

Authority	Total Arrested and / or Charged	Charged and Released - Form 9/10 or Part III POA /POT*	Released Unconditional No Charges	Delivered in Custody to Toronto Police
Criminal Code	359	Form 10 : 75 Form 9: 15	40	229
Controlled Drugs and Substances Act	3	Form 10 : 0	0	3
Trespass to Property Act	145	POT TPA: 131 104 TPA: 2	3	9
Liquor Licence Act	24	POT LLA: 20 104 LLA:	1	3
Mental Health Act	39	0	0	39 delivered to care of physician
EMCPA	1	POT: 1	0	0

Incident Reporting

Crimes Against Persons - Serious Violent Incidents

Event Type	Count of Incidents
Aggravated Assault	10
Aggravated Sexual Assault	2
Armed Robbery	29
Assault Peace Officer	22
Assault Police Officer	6
Assault with Intent to Resist Arrest	8
Assault with Weapon or Bodily Harm	189
Attempted Homicide	27
Discharge Firearm (Bodily Harm)	10
Discharge Firearm (Danger Life)	49
Discharge Firearm (Wound, Maim)	6
Homicide	12
Other Weapon Related Offences	18
Robbery - Delivery Person	1
Robbery - Home Invasion	11
Robbery (Not Armed)	43
Sexual Assault	44
Sexual Assault with Weapon	1
Sexual Interference	2
Total Serious Violent Incidents	490

Crimes Against Persons - Other Violent Incidents

Event Type	Count of Incidents
Total Serious Violent Incidents	490
Assault	400
Communicate FTP Prostitution	1
Indecent Exposure (or Act)	11
Threatening	179
Child Neglect	10
Criminal Harassment	18
Total Other Violent Incidents	619

Crimes Against Property

Event Type	Count of Incidents
Arson	31
Attempt Break & Enter - Office	1
Attempt Break & Enter - Other	5
Attempt Break & Enter - Residence	38
Attempt Fraud	1
Attempt Theft	7
Attempt Theft (Bicycle or Tricycle)	5
Attempt Theft From Vehicle	3
Attempt Theft of Motor Vehicle	1
Break & Enter - Office	10
Break & Enter - Other	45
Break & Enter - Residence	90
Mischief	717
Mischief - Graffiti	77
Theft From Vehicle Over	4
Theft From Vehicle Under	91
Theft of Auto Over \$ 5000	29
Theft of Auto Under \$ 5000	13
Theft of Licence Plate (Single)	13
Theft of Licence Plates (Set)	20
Theft of Tricycle/Scooter	4
Theft Over	14
Theft Over (Bicycle)	4
Theft Under	469
Theft Under (Bicycle)	63
Unlawfully In Dwelling	35
Total Crimes Against Persons	1790

Cause Disturbance / Loitering

Event Type	Count of Incidents
Cause Disturbance or Loitering	10507

Crisis Support

Event Type	Count of Incidents
Mental Health Act	343
Missing Person	120
Sudden Death - Suicide	8
Suicide - Attempt	24
Total Crisis Support	495

Disputes

Event Type	Count of Incidents
Dispute - Domestic	389
Dispute - Landlord/Tenant	298
Dispute - Neighbour	12364
Dispute - Other	297
Total Disputes	13348

Fire Related Incidents

Event Type	Count of Incidents
FACODE31 - Alarm System Equipment Malfunction	286
FACODE32 - Alarm System Equipment - Accidental Activation (excluding Code 35)	112
FACODE33 - Human - Malicious Intent/Prank	326
FACODE34 - Human - Perceived Emergency	146
FACODE35 - Human - Accidental (alarm accidentally activated by person)	317
FACODE39 - Other False Fire Alarm	1906
FACODE40 – Call to Fire (No Alarm)	130
FACODEFE - Fire	437
Total Fire Related Incidents	3660

Meetings

Event Type	Count of Incidents
Meeting - Community Engagement	241
Meeting - Corporate	58
Meeting - CPLC	11
Meeting - Crime Management	9
Meeting - Law Enforcement	129
Meeting - Tenant Management	52
Total Meetings	500

Offences Against Justice

Event Type	Count of Incidents
Breach of Probation (Provincial)	5
Fail to Comply - Release Order	61
Fail to Comply - Probation	70
Fail to Comply - Recognizance	93

Fail to Comply - Undertaking	22
Obstruct (Peace, Police) Officer	9
Public Mischief	9
Total Offences Against Justice	269

Parking Incidents

Event Type	Count of Incidents
Parking Information (No Offence)	1420
Parking Violation	5440
Parking Violation - Towing	339
Special Attention - Parking	96
Total Parking Incidents	7295

Patrols

Event Type	Count of Incidents
Bike Patrol - Self Initiated	6
Patrol - Focused	6595
Patrol - Joint CSU and TPS	452
Patrol - Officer Initiated	1057
Patrol 3rd Party	1
Patrol Focused - Bike	144
Patrol Focused - Mobile	3601
Patrol Focused - On Foot	14768
Special Attention - Other	1792
Special Attention - Vacant Unit	548
Total Patrol Incidents	28964

Trespass Incidents

Event Type	Count of Incidents
Trespass Release -- 3rd Party	9
Trespass Release -- CSU	24
Trespass to Property Act	1828
Total Trespass Incidents	1861

Warrants

Event Type	Count of Incidents
Warrant- Executed Arrest	257
Warrant- Executed Search	123
Total Warrant Incidents	380

Other Incidents – Everything not included above

Event Type	Count of Incidents
Ambulance Call	1148
Assist Other - Access	589
Assist Other - Eviction	11
Assist Other - General	760
Assist Other - Information	1157
Assist Resident - Check Welfare	2695
Assist Resident - Information	2765
Assist Resident - Other	2339
Assist Resident- Access	279
Assist Security - Back-up	575
Assist Security - Detail	62
Carrying Concealed Weapon	4
CCTV (FOI, Legal, OU, TPS)	1778
Cruelty to Animals	20
Defective Equipment - Access	165
Defective Equipment - CCTV	103
Defective Equipment - Elevator	561
Defective Equipment - Fire & Life Safety	619
Defective Equipment - Other	219
Dog By - laws	62
Dog Owner's Liability Act	57
Drug Offence - Other	7
Drug Offence - Possession	16
Drug Offence - Possession for the Purpose of Trafficking	22
Drug Offence - Proceeds of Crime	3
Drug Offence - Trafficking	2
Emergency Management & Civil Protection Act	48
Fraud	15
Fraudulent Use of Credit Card	1
Hazardous Condition	1182
Information Only	1032
Insecure Premises - Dwelling	96
Insecure Premises - Other	66
Insecure Premises - TCHC	296
Intrusion Alarm - Accidental	49
Intrusion Alarm - Defective	64
Law Enforcement - Information	1698
Liquor License Act	131
Loitering - Physical Distancing	25
LWV Escort - 3rd Party	34

LWV Escort - CSU	78
LWV Escort - Unable to Accommodate	2
Other Criminal Code Offences	26
Other Federal Statutes	3
Other Prostitution Related Offences	1
Other Provincial Statutes	7
Possession of House Breaking/Burglar Tools	7
Possession Over - Property Obtained by Crime	9
Possession Under - Property Obtained by Crime	17
Possession Weapons Dangerous	37
Recovered Auto	22
Sudden Death - Accidental	6
Sudden Death - Natural Causes	86
Sudden Death - Undetermined	223
TPA - Prohibited Activity Illegal Dumping	58
Vehicle Accident	131
Total Other Incidents	21468

Property

All property seized by TCHC Special Constables were held in accordance with TPS policies and procedures.

Any seized property required for cases under investigation by the Toronto Police Service were immediately forwarded to TPS for storage and/or evidence.

All other seizures (drugs, cash, weapons and found property) were surrendered directly to the TPS at the time of the initial investigation, including completion of the applicable reports, TPS property processing procedures, and in compliance with our Special Constable MOU.

Naloxone

Opioid-related deaths continue to be on the rise in the City of Toronto, and have increased substantially since the onset of the COVID-19 pandemic¹. Naloxone is a life-saving medication which can be used to temporarily counteract an opioid overdose and prevent an overdose death, providing life-saving assistance while waiting for medical personnel to attend. In 2020, the use of Narcan® brand (naloxone) nasal spray was introduced in the CSU with TPS approval. Each naloxone nasal spray kit contains 2 doses of naloxone nasal spray (4mg/0.1ml). It was administered a total of 17 times from January to December 2021.

Training of designated CSU employees first began in May 2020, with naloxone spray kits being deployed as of June 2020. Naloxone training is also part of the first aid recertification course

¹ <https://covid19-sciencetable.ca/sciencebrief/the-impact-of-the-covid-19-pandemic-on-opioid-related-harm-in-ontario/>

provided by Workplace Medical. All Special Constables in Training receive naloxone training through both a CPKN course, as well as through first aid training.

Complaints

As required by the agreement between Toronto Community Housing Board of Directors and the Toronto Police Services Board, TCHC has established a complaint investigation procedure for Special Constables which corresponds with the procedure used by the TPS. TCHC provides a quarterly report of all complaints and their investigations to the Toronto Police Services Board. Any findings of misconduct are reported forthwith.

There were 12 public complaints and 6 internal complaints submitted to the Community Safety Unit in 2021. A public complaint is defined by the complaint being received from a member of the public or directly affecting a member of the public. An internal complaint points to a complaint that originated internally, or by extension, from TPS. Three Special Constable complaints were investigated by PRS. Two of these complaints were found to be unsubstantiated, while the third was substantiated. As a result of the substantiated complaint, the Subject Officer's Special Constable Designation was suspended, and termination of the Officers' appointment is pending the approval of the Toronto Police Service Board. The Special Constable designation of another Officer was suspended as a result of that Officer being charged criminally for a matter unrelated to the business of the CSU.

As of December 31st 2021, there were two outstanding public complaint investigations that had not yet been resolved.

The 2019 Ombudsman's Report² relevant to Special Constable complaint investigations was adopted and the Complaints Investigator position was created for CSU complaints. This position is now housed under the Legal Division, which is a separate unit from CSU. The hiring and implementation was initiated in Q4 2020, and the Complaints Investigator commenced their role in Q1 2021.

Total Number of Complaints	Investigated by TCHC Complaints Investigator	Investigated by Toronto Police	Number Resolved	Number Outstanding
18	15	3	16	2

Use of Force

In 2021, 17 Use of Force reports were completed by TCHC Special Constables. There were 7 instances where officers applied soft empty hand techniques, 9 instances where officers applied hard empty hand

² <https://www.ombudsmantoronto.ca/getattachment/288fb5f5-6fe3-464f-b20f-729875470f8f/July-9-2019-Ombudsman-Toronto-Enquiry-Report.pdf.aspx?lang=en-US&ext=.pdf>

techniques, and there was 1 instance where a combination of soft / hard empty hands techniques were used to gain control of the subjects to effectively execute arrests. There were no instances where officers used their baton and 4 incidents where oleoresin capsicum (OC) spray was deployed. In 2021, OC spray replaced the use of OC foam. There were two incidents resulting in injuries to officers requiring treatment provided by EMS.

Event Type	Use of Force: Baton	Use of Force: OC Foam/Spray	Use of Force: Hand (soft/hard)
Assault	0	0	4
Assault Peace Officer	1	2	7
Assault with Intent to Resist Arrest	1	1	1
Assault with Weapon or Bodily Harm	2	1	10
Cause Disturbance or Loitering	0	0	2
Dispute - Domestic	0	0	2
Fail to Comply - Release Order	0	0	1
Fail to Comply - Probation	0	0	2
Fail to Comply - Recognizance	0	0	2
Mental Health Act	0	0	6
Mischief	1	0	4
Other Criminal Code Offences	0	0	1
Possession Over - Property Obtained by Crime	0	1	1
Possession Weapons Dangerous	0	0	1
Robbery (Not Armed)	0	0	2
Sexual Assault	0	0	2
Threatening	0	1	2
Trespass Release -- CSU	0	0	2
Trespass to Property Act	0	0	5
Unlawfully In Dwelling	1	1	1
Warrant- Executed Arrest	1	2	11

Governance

TCHC's Special Constable Program is guided by the CSU's mandate and code of ethics in addition to existing Standard Operating Procedures and TCHC's Code of Conduct. TCHC Special Constables are fully conversant with the laws and regulations governing enforcement authorities pertaining to their designation.

TCHC - CSU employs a team of supervisors and managers who also hold the status of Special Constable and are responsible for the appearance, conduct, discipline and performance of all officers. All Special Constables understand the contract agreement between Toronto Community Housing Board of Directors and Toronto Police Service Board as well as the expectations concerning their conduct and/or job performance.

TPS 2021 Annual Report - Highlights

Special Constable Designations

On December 18, 2018, the Toronto Police Services Board approved TCHC's application to increase its allowable complement of Special Constables from 160 to 300 designations.

In 2021, the CSU continued with its recruitment strategy and hired 31 new frontline patrol officers. Other new hires with Special Constable Status include 2 Training Corporals, 3 Sergeants, and 5 Field Intelligence Officers. Developmental Sergeant and Staff Sergeant roles were created, providing staff with leadership opportunities. In 2021, there were two developmental cycles, one which was successfully completed, and another which began on November 1, 2021. These cycles are six months in length. The CSU recruitment strategy is aimed at improving consistency and collaboration between TCHC and TPS to ultimately benefit the tenants and communities we both serve.

Violence Reduction Program

CSU VRP Special Constables continued to work with internal and external partners to find solutions for tenant issues and challenges. CSU VRP officers attended weekly Integrated Team Meetings with TCHC's Safety and Support team members and our onsite staff, which allows us to ensure a holistic approach to solving issues within the community. The safety of the community is paramount and is something CSU VRP officers strive to achieve daily through proactive engagement, planning and safety strategies.

In 2021 VRP Special Constables attended approximately 45 Integrated Team Meetings which included internal and external partners, as well as some community leaders. Due to COVID 19 health regulations and social distancing, community meetings were challenging. These meetings were held in outdoor spaces and weather permitting. VRP Special Constables participated in approximately 120 community events from June 2021 to December 2021.

Highlights of CSU Community Initiatives

CSU/TPS Safe Outdoor Play 2021 – CSU VRP Officers and TPS Neighbourhood Officers created a way for tenants to take back their playground space. Scheduled playtimes were attended by officers 3 times per week where children and parents of the community could enjoy the space without fear of violence. The season finale took place on the last weekend of August. Several community agencies participated, and donated school items and food for a BBQ. A visit was made by Batman with his Batmobile.

CSU Turkey Giveaway – This initiative was started by CSU. Our members gathered donations of approximately 360 frozen turkeys to give to tenants in our VRP communities for Thanksgiving.

CSU Holiday Giveaway – This initiative was created by VRP officers who worked with Toys R Us to gather donations for the children of Falstaff.

Toronto Star Box Deliveries – This annual tradition provides TCHC tenants within our VRP communities boxes filled with personal essential items and small toys for the children. These boxes are donated by The Toronto Star. This year, other items such as knitted mitts and hats were also donated and distributed by our officers.

VRP Summary

VRP Sites	Calls for Service	CSU Patrol
Bleecker/200 Wellesley	3504	2374
Dan Harrison / William Dennison	2571	2167
Edgeley Village	457	2096
Flemingdon Park/Glenyan Manor	567	287
Islington/St. Andrews	236	32
Jane/Falstaff	1123	1522
Lawrence	2318	2919
Lawrence Heights	1116	4499
Moss Park / 155 Sherbourne	2835	1575
Regent Park/Gerrard River (220 Oak)	2045	1482
Victoria Park/Chester Le Blvd	290	355
Totals	17062	19308

Emergency Management and Civil Protection Act

In April of 2020, CSU was granted authority to enforce the EMCPA – on and in relation to TCHC property.

Enforcement by the CSU Special Constables included educational messaging, specific warnings, and ultimately the issuance of a ticket or a summons under the POA.

In 2021, Special Constables responded to 48 calls related to EMCPA violations.

CSU/TPS Joint Patrols

Between January 1, 2020 and December 31, 2020, TCHC Special Constables and TPS participated in 452 joint patrols and walk-throughs in our communities. This initiative focused on deterring anti-social behaviour on Toronto Community Housing properties.

Resident and Community Engagement

Due to COVID-19, restricted gatherings and lockdowns, many of CSU's regularly scheduled community events and meetings continue to be limited. However despite these challenges, in 2021, the CSU was still able to organize and put forward 241 resident, community engagement activities. These events included Community Safety meetings, Charity giveaway events, Community engagements, Safety walks, BBQ's, food banks, presentations, senior's hot meals, Halloween events, Christmas events, community clean ups and Back to School events.

Confronting Anti-Black Racism

The Confronting Anti-Black Racism (CABR) Strategy Team at TCHC was established in September 2020 in response to the acknowledgement that as an organization TCHC has failed to address the realities of anti-Black racism and to respond to the realities of anti-Black racism in its communities and organization. Since September 2020, the team has consulted with over 600 employees and tenants at TCHC who have shared their experiences and insights.

The strategy contains specific references to opportunities for the CSU to contribute to proactively tackling anti-Black racism and dismantling policies, systems and procedures that reinforce it.

In 2021, the CSU participated in strategic planning to support TCHC's CABR action plan and developed an implementation plan to support TCHC's corporate CABR goals.

CSU identified five key action items, in consultation with TCHC's Centre for Advancing the Interests of Black People and the CABR Working Group. The action items will help CSU in developing meaningful relationships with members of the Black community who live and work in TCHC.

The action items include the development of a CSU Cadet Program, which is currently in development to provide opportunities for young people from TCHC communities to develop an understanding of the CSU, while exposing the participants to a variety of other areas within TCHC.

The CSU has also commenced exploring the feasibility of a Body Worn Camera program for its front line staff in order to increase accountability and further trust between tenants and staff. The CSU will be seeking input from the Toronto Police Service, the Centre for Advancing the Interests of Black People and others.

The CSU has also collaborated with the Canadian Centre for Diversity and Inclusion to provide Diversity and Inclusion Fundamentals training, as well as Unconscious Bias training for its staff, while continuing to work with the Centre for Advancing the Interests of Black People on a curriculum component for all staff with a focus on Anti-Black Racism and Anti-Oppression.

CSU Special Constables in partnership with internal stakeholders will be assigned to HUB locations to better service TCHC communities. This will provide increased access to CSU Special Constables, tenants and staff by having a single point of contact for on-going issues or complaints within their communities.

The CSU is developing strategies on how to increase community safety education and awareness in predominantly Black communities. The focus will be on educating tenants and staff regarding the roles, obligations, and services provided by the CSU. The educational components are being developed in conjunction with the Centre for Advancing the Interests of Black People.

Vehicles

In January 2021, the CSU obtained a total of 9 new Ford Explorer Hybrids to replace our aging and high mileage fleet vehicles. These new vehicles assisted officers in attending calls in a timely fashion and allowed the CSU to retire vehicles that were overdue for replacement.

Looking ahead to 2022, the CSU also submitted a Business Case to approve the retirement of 6 CSU Ford Inceptors, due to high mileage.

Training Bureau

In 2020, CSU internalized Special Constable training from a contracted model. TCHC CSU staffed the training unit with experienced topical professionals. The training unit consists of one training Staff Sergeant, a tactical instructor, and an academic instructor (both at the Corporal rank). This was done in accordance with the existing MOU and all training initiatives are approved by TPS on behalf of the Toronto Police Services Board.

In 2021, the unit trained three recruit classes, and offered two coach officer courses. Also, the unit recertified use of force training for all Special Constables whose certification expired in 2020 (due to COVID-19 training restrictions) and 2021.

Conclusion

This report is in compliance with TCHC's Special Constable Memorandum of Understanding with TPS. The Annual Report provides the Toronto Police Services Board 2021 statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints and other issues of concern to both parties.



Annual Pest Control Report

Item 9

March 29, 2022

Tenant Services Committee

Report: TSC:2022-18

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 1, 2022

PURPOSE

The purpose of this report is to provide the TSC with an annual update on the provision of pest control services at Toronto Community Housing (“TCHC”).

RECOMMENDATION

It is recommended that TSC receive this report for information.

BACKGROUND

The provision of pest control services is governed by municipal by-laws and federal regulations and is a key responsibility of the landlord as set out in the *Residential Tenancies Act* (“RTA”). The provision of pest control services is an essential component of a broader clean buildings and maintenance strategy, which is intended to establish achievable service standards sustainable service models, and enable consistent and cost-effective delivery of service geared to enhancing tenant satisfaction.

PEST MANAGEMENT DATA & TRENDS

The pest management program was deemed an essential service and continued to be available throughout the pandemic. In 2021, TCHC staff fielded 52,222 work order (“WO”) requests related to pest management issues (see Table 1). Of those issues, the top pest management treatments were for bed bugs and cockroaches.

Some factors influencing pest control requests:

- Seasonal fluctuation
- COVID-19 restrictions and;
- Integration of contract managed buildings

While staff have maintained service levels related to preventative maintenance treatments of common spaces and building exteriors throughout the Covid 19 pandemic, there have been substantive challenges contributing to a notable increase of in-suite demand treatments in 2021. Staff believe that this increase is directly related to COVID 19 restrictions, which required vendors to modify treatment techniques to support households while in place significantly. Where services have been required, staff worked with both the vendors and tenants to complete the services while maintaining social distancing and limiting the need for tenants to vacate their homes for any time.

With the transition of the contract manages west region into direct management in 2020, the 2021 year increased total number of residential units that would receive services under the TCHC pest management program. Regional environmental health staff worked to assess and stabilize program delivery in these communities throughout the year.

Table 1: Pest Treatment (Demand & Preventative) by Categories – 2020 vs. 2021

Quarter	Region	Bed Bugs	Bed Bugs Total	Cockroaches	Cockroaches Total	Mice	Mice Total	Other	Other Total	2021 Grand Total	2020 Grand Total
Q1 2021	East	1070	5,557	547	3,276	382	1,942	240	952	11,727	11,495
	Central	1160		745		394		294			
	West	1336		882		920		342			
	Seniors	1991		1,102		246		76			
Q2 2021	East	1057	6,185	496	2,960	346	1,783	249	1,079	12,007	8,616
	Central	1313		685		387		263			
	West	1466		691		806		475			
	Seniors	2349		1,088		244		92			
Q3 2021	East	1321	7,243	792	4,507	378	1,869	410	1,366	14,985	17,296
	Central	1662		1,023		408		338			
	West	1559		1,180		654		455			
	Seniors	2701		1,512		429		163			
Q4 2021	East	979	5,943	843	4,534	360	1,858	270	1,168	13,503	13,223
	Central	1139		1,037		389		302			
	West	1438		1,108		708		455			
	Seniors	2387		1,546		401		141			

There was a higher volume of service requests for bed bug treatments in Q2 2021 compared to the same quarter in the previous year. This is attributed to the loosening of COVID-19 restrictions, which in turn allowed more households to participate in the treatment process comfortably.

Table 2: Quarterly Average Number of Treatments in 2020 vs. 2021

Categories	2021 Average	2020 Average
Bedbugs	6,232	5,585
Cockroaches	3,819	4,058
Mice	1,863	1,832
Other	1,141	1,183

In Q4 2021, the TCHC portfolio included 52,621 rent-geared-to-income (“RGI”) and 6,336 market units; RGI units accounted for most pest treatments completed. Vacant unit treatments are a standard operating procedure of the TCHC unit turn process and a requirement under the Rentsafe by law.

Table 3: Pest Treatments by Unit Types in 2021

Quarter	RGI	Market	Vacant	2021 Totals	2020 Totals
Q1 2021	10,679	927	732	12,338	11,495
Q2 2021	10,875	893	850	12,618	8,616
Q3 2021	13,980	1117	770	15,867	17,296
Q4 2021	12,182	1,068	770	14,020	13,223

Table 4A: 2021 Count of Units Requiring Multiple Treatments by Pest Type

# of repeat treatments	0	1	2	3	More than 3	Grand Total	%
Bedbugs	380	332	1,589	532	1,060	3,893	27.23%
Cockroaches	253	363	1,388	494	431	2,929	14.71%
Mice	231	237	594	192	240	1,494	16.06%
Total	864	932	3,571	1,218	1,731	8,316	20.82%

Table 4B: 2020 Count of Units Requiring Multiple Treatments by Pest Type

# of repeat treatments	0	1	2	3	More than 3	Grand Total	%
Bedbugs	495	342	1,209	516	902	3,464	26.04%
Cockroaches	289	261	885	476	356	2,267	15.70%
Mice	149	140	316	164	135	905	14.93%
Total	933	743	2,410	1,156	1,393	6,635	20.99%

REQUIREMENT FOR MULTIPLE PEST TREATMENTS

Most pest incidents require more than one pest management treatment to be fully addressed per Health Canada Guidelines, the timing between each treatment being equally vital to achieving an optimal outcome. At TCHC, contracts with pest vendors highlight clear expectations for follow-up treatments, including the provision of a mandatory inspection as part of the warranty program in cases of bed bugs.

Considerations contributing to increase per unit treatments are:

- Limitations to Health Canada approved product application methods;
- Adherence and accommodation are related to COVID-19 safety protocols;
- Modifications to a treatment plan to accommodate tenants in-place; and
- Onboarding and reset activities with former contract-managed sites.

PEST MANAGEMENT DURING COVID-19

The COVID-19 pandemic has presented challenges in safely and effectively addressing pest control concerns. Where standard chemical application measures require tenants to vacate their units for a period of 4 to 6 hours, TCHC has worked with our vendors to establish interim measures to complete treatments while limiting the need for tenants to leave their units for extended periods. Enhanced use of mechanical treatments such as steaming, vacuuming, heat treatment, and limited pesticide use has allowed for infestation level control while it is recognized that achieving a complete resolution to pest incidents has been exceptionally difficult due to these limitations.

SUPPORTING TENANTS

In 2021, approximately 15% of all the units visited by the Environmental Health team demonstrated the need for additional support, including access to support, de-cluttering, and preparation assistance for treatment or extreme cleaning services. Our partnerships with agencies such as Toronto Public Health and Ontario Works through Toronto Employment, and Social Services have assisted tenants in accessing approximately \$350,000 of additional supportive funding and services. The TRO and the Regional teams continue developing and implementing resources, partnerships, and tools to continue to provide support and monitoring of units.

COMMUNITY ENGAGEMENT

A vital lever to pest reduction is ensuring that staff and communities engage in dialogue with tenants and communities; it provides staff with a better understanding of our tenants, and it provides tenants with the information and resources they require to support a proactive approach to pest management in their units and communities. Although in-person tenant education has been paused due to COVID-19 safety restrictions, TCHC staff continue to work with our communications team to update education and preparation materials, including the translation into 24 languages.

IMPLICATIONS AND RISKS

Pest problems within TCHC buildings can significantly disrupt the comfort of our residents and limit the enjoyment of their homes. Without a solid and sustainable pest management program, the organization potentially faces orders and costs related to any perceived mismanagement, including potential awards of rent abatement at the Landlord and Tenant Board, MLS orders for failure to maintain the premises “pest-free,” and Health Protection orders from Toronto Public Health.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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2021 Annual Inspection Results

Item 10

March 29, 2022

Tenant Services Committee

Report: TSC:2022-19

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: February 25, 2022

PURPOSE:

The purpose of this report is to provide the TSC with information regarding Toronto Community Housing’s Annual Unit Inspection process and results for 2021.

RECOMMENDATIONS:

It is recommended that the Tenant Services Committee receive the report for information.

REASONS FOR RECOMMENDATIONS:

The information contained within the following report provides the Committee with the requisite details necessary to meet its responsibilities as set out in its terms of reference.

BACKGROUND:

Toronto Community Housing conducts in-suite unit inspections on an annual basis. Superintendents are coordinated to provide notice of the inspections, take receipt of the inspection logbooks, conduct physical inspections of each unit and enter the results into an electronic tracking

system. Inspections are typically conducted in the final quarter of the calendar year.

Completing the annual unit inspection supports TCH in its efforts to mitigate the risks related to life safety, fire safety and compliance with legislated building standards.

The Annual Unit Inspection process affords Toronto Community Housing its most substantial opportunity to assess the potential vulnerability. Effective management of the process assists in supporting successful tenancies and preventing the negative personal and community impacts of unsupported vulnerability.

2021 AUI PROCESS:

The AUI inspection process commenced in May 2021. This earlier start was intended to allow time to complete all inspections prior to the transition to HoMES Track 2b, initially anticipated to take place in October 2021.

The AUI process deployed in Q2 2021 focused on minimizing COVID-19 health and safety risks to staff and tenants while meeting Service Manager Requirements and Fire Life Safety legal obligations.

- The inspection form was modified to focus on Fire Life Safety and unit condition inspection points.
- The inspection form was modified to include air conditioning units installed outside balcony enclosures
- Building level staff received online training on COVID PPE requirements, changes to unit entry procedures, and health and safety processes to protect tenants and staff.
- Staff procured adequate supply to facilitate essential PPE for tenants and staff members.
- Processes were established and communicated to complete the inspections with tenants in place safely.
- The tenant communications campaign included posters, flyers and an FAQ to inform tenants of changes to the inspection process and options for maintaining social distancing during the inspection.

- System-generated reporting was provided to Regional teams starting at the commencement of inspections, which resulted in a trend towards earlier work orders.

2021 AUI RESULTS

The 2021 AUI process was completed before the anticipated Track 2b transition. Despite COVID-19 challenges, the 2021 AUI process was completed on time, with a 98.9% inspection completion rate. Regional staff teams have continued to follow up on and resolve outstanding inspections. By streamlining the inspection criteria, Regional teams successfully redeployed the resource hours into maintaining enhanced cleaning and disinfection activities in our communities which is vital to our COVID-19 response.

Table 1: 2021 AUI Results

	West		East		Central		SHU	
	# of units	% of units	# of units	% of units	# of units	% of units	# of units	% of units
AUI Inspection Completion Rate:								
Total # of Units for Inspection	14,916		14,150		14,521		13,959	
Inspections Completed	14,621	98%	14,096	99.6%	14,258	98.2%	13,930	99.8%
Inspections Not Completed	295	2%	54	0.4%	263	1.8%	29	0.2%
Life Safety Inspection Points								
Smoke Alarms Repaired/Replaced	793	5.3%	60	0.4%	136	0.9%	360	2.6%
Window Locks and Screen Repaired	396	2.7%	47	0.3%	164	1.1%	152	1.1%
Visible Mould, Mildew "Major" and "Minor"	408	2.7%	245	1.7%	189	1.3%	35	0.3%
Fire Safety Inspection Points								
Units with any Fire Safety Issue Identified	197	1.3%	159	1.1%	227	1.6%	257	1.8%
Units Condition Inspection Points								
Units with Clutter Level 7-9	103	0.7%	137	1%	202	1.4%	95	0.7%
Units with Cleanliness Rating "Poor"	316	2.1%	352	2.5%	458	3.2%	370	2.7%
Units with Major Level of Balcony Clutter	119	0.8%	107	0.8%	152	1%	130	0.9%
Water Penetration Inspection Points:								
Units with any Water Penetration Issue (Foundation, Roofing, Cladding, Window/Seal)	1,039	7%	1,046	7.4%	530	3.6%	724	5.2%

Table 2: 2021 vs. 2020 Totals and Percentage of Change in 2021

2021 vs. 2020 Totals	2021 AUI		2020 AUI		% change in 2021 AUI
	# of Units	% of Units	# of Units	% of Units	
Annual Unit Inspection Completion Rate					
Total # of Units for Inspection	57,546		57,556		-0.02%
Inspections Completed	56,905	98.9%	56,663	98.4%	0.4%
Inspections Not Completed	641	1.1%	893	1.6%	-28%
Life Safety Inspection Points					
Smoke Alarms Repaired/Replaced	1,349	2.3%	1,160	2%	16%
Window Locks and Screen Repaired	759	1.3%	1,164	2%	-35%
Visible Mould, Mildew "Major" and "Minor"	877	1.5%	758	1.3%	16%
Fire Safety Inspection Points					
Units with any fire Safety Issue Identified	840	1.5%	980	1.7%	-14%
Units Condition Inspection Points					
Units with Clutter Level 7-9	537	0.9%	474	0.8%	13%
Units with Cleanliness Rating "Poor"	1,496	2.6%	1,590	2.8%	-6%
Units with Major Level of Balcony Clutter	508	0.9%	448	0.8%	13%
Water Penetration Inspection Points:					
Units with any Water Penetration Issue (Foundation, Roofing, Cladding, Window/Seal)	3,339	5.8%	3,696	6.4%	-9.7%

UNIT CONDITION & EXCESSIVE CLUTTER:

"Hoarding" is defined as an excessive accumulation of personal and acquired belonging/items which are being stored within a dwelling in such quantities as to make the areas unsafe and unusable for their intended purpose. The Diagnostic and Statistical Manual of Mental Disorders identifies hoarding as a separate and distinct mental health disorder.

Although staff often identify conditions consistent with the description noted above, they cannot diagnose or treat the root medical disorders. However, staff are given tools to identify units with excessive clutter to ensure that unsafe conditions are identified, further damage or deterioration is mitigated, and social supports are offered to maintain successful tenancies where possible.

Staff were provided with identification tools, including the clutter image rating tool widely used throughout the health and social service sector. The training was delivered to reinforce both the need to identify clutter and calibrate how to evaluate units.

2021 UNIT CONDITION PRIORITY RESULTS

The clutter image rating tool provides a 1–9 rating; units receiving a rating of 6 are considered “at risk,” and units that receive a score of 7 or higher are deemed to be a priority for follow-up. There was an upward trend in 2021 compared to 2020 in the number of units identified with a clutter rating of 7–9, representing an approximately 0.1% increase. However, the total number of units identified with excessive clutter increased by 63 from 2020.

Unit Condition	Total Units	% of Total TCHC Units
Excessive Clutter (7-9)	537	0.9%

Units identified with a clutter rating of 7–9 are automatically flagged for follow-up through the AUI system.

FOLLOW UP ACTIVITIES:

The Operations Division uses an integrated approach to provide follow-up that addresses the range of services required to remediate Unit Condition or Unit Clutter issues.

- Regular in-home visits with tenants;
- Interdisciplinary staff teams coordinating service connections;
- Engaging external partners to access funding and resources;
- Pest control treatments where applicable; and
- Referrals to the Tenancy Resolutions Office, i.e. Complex Tenancy team.

The goal of the program is to keep tenants housed in a clean and safe unit; staff have found through experience that intervening early and often enables better overall outcomes for the Tenant.

Staff conduct follow-up inspections to ensure that the Tenant maintains the unit at an acceptable standard. This allows staff to initiate early interventions before clutter levels reach unsafe conditions.

EXTERNAL PARTNER SUPPORT:

A critical feature of successful excessive clutter management is the support of sector partners and resources. Operations staff often encounter tenants

who may be experiencing vulnerability when they intervene on excessive clutter cases.

It is estimated that up to 85% of unit condition cases require coordination and collaboration with external resources to establish a sustainable resolution. TCH actively collaborates with many external resources, some of our partners include:

- SPIDER Program
- Extreme Clean Programs
- Municipal Licencing and Standards
- Toronto Fire Services
- Toronto Public Health
- Toronto Hoarding Support Network
- Broader health and social services networks

The Operations Division is actively engaged in establishing new and innovative partnerships advocacy for system improvements and system reform, which will reduce instances of excessive clutter and promote successful tenancies.

ANNUAL UNIT INSPECTION CHANGES FOR 2022 AND BEYOND:

In 2020, The Tenancy Resolutions Office launched a review and re-design of the AUI process to align it with the HoMES system and make process improvements. In 2021, the Internal Audit completed a review of the 2020 AUI process and made 16 recommendations incorporated into the re-design.

In the future state, the AUI process will be fully integrated with the HoMES system and aligned with the HoMES Track 2b launch. The AUI results will be collected in real-time utilizing available technologies such as tablets and cell phones instead of manual entry used in the previous years. This will eliminate the delay in transcribing results from paper form to application software, reduce the opportunity for error and ensure issues of an urgent nature are identified in real-time.

Each item on the inspection form will have a built-in automated follow-up process where issues related to general maintenance and unit condition violations can be flagged promptly. The software will automatically

generate a series of work orders for follow-up and allow the inspecting staff member to document the conditions with photography options.

The workload related to inspections and follow-up processes will be distributed throughout the year, with service level standards associated with follow-up interventions.

These changes will result in better quality inspections and, where issues are identified, allow for more focused interventions and monitoring by integrated teams. It is anticipated that it will also improve access to resources available at the community level and through TCHC's partners (e.g. Extreme Clean and Housing Stabilization Fund), as requests for assistance will be spread over the year.

IMPLICATIONS AND RISKS:

The effective follow-up and management of excessive clutter mitigate the risks related to life safety, fire safety and compliance with legislated building standards. Failure to adequately manage these risks could result in fines from regulators and, in worst-case scenarios, injury or death of a Tenant or Staff member.

Timely and appropriate resources are required to maintain safe unit conditions and support successful tenancies. Delayed follow-up on deficiencies or failed service levels can impact tenants in neighbouring units' overall building conditions and inflate costs to remediate and maintain unit conditions at acceptable levels.

SIGNATURE:

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