

APPENDIX 4

Issues, Corresponding Actions, and Outcome Dependencies

Issue	Actions	Dependencies
Financial		
<p>Status quo at TCHC is financially unsustainable</p> <p>The funding model for TCHC is broken</p> <p>Many buildings within the TCHC portfolio are in need of significant repair</p> <p>Revitalize aging communities</p> <p>Need to improve the quality of existing buildings</p>	<ul style="list-style-type: none"> • Undertake Asset Review • Allow TCHC to move from 90/10% to 70/30% within its portfolio • Modernize RGI System to streamline and create system efficiencies • Design and implement a portable housing benefit model within social housing sector • Seek Federal and Provincial investments in capital repairs and energy retrofits • Seek Provincial changes to social assistance rent scales and utility scales • Undertake full financial analysis, including identification of operational needs across the sector • Seek waiver of penalty from CMHC for federal mortgages • Identify and assess potential new revitalization sites 	<p>Federal government:</p> <ul style="list-style-type: none"> • Provide capital infusion for new construction and repair, including energy retrofits • Penalty waiver from CMHC for cancellation of existing federal mortgages • National Housing Strategy (funding for infrastructure development) • Donations or preferential sale of surplus public land <p>Provincial government:</p> <ul style="list-style-type: none"> • Implement necessary policy and legislative change required to modernize the RGI system • Introduce the framework for the portable housing benefit framework • Change legislation to allow income-mixing • Transfer Ministerial consents for TCHC to instead sit with the Service Manager (City) • Make adjustments to social assistance and utility scales for Ontario Works and Ontario Disability Support Program recipients • Capital infusions for new construction and repair, including energy retrofits <p>City government:</p> <ul style="list-style-type: none"> • Provide for increased subsidy associated with the provision of social housing for 58,500 units, based on a new funding model
Governance		
<p>Lack of clarity around Board role and Board responsibilities</p>	<ul style="list-style-type: none"> • Clearer shareholder direction setting out clear mandate and responsibilities • Better coordination and integration of Service Manager and Shareholder roles • Introduce a new governance model for NewHome • Introduce performance measures and standards for housing providers, including TCHC (Raising the Bar) 	<p>City government:</p> <ul style="list-style-type: none"> • City staff to clarify TCHC mandate and responsibilities within the shareholder direction • Effective integration of Service Manager and Shareholder roles • Implement <i>Raising the Bar</i> across the non-profit sector, including within TCHC <p>Non-profit sector:</p> <ul style="list-style-type: none"> • Ability and capacity of non-profit sector to take on additional units

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Operations		
<p>Insufficient organizational capacity and resources to deliver on its mandate resulting in low levels of customer satisfaction and high staff turnover</p> <p>Lack of clarity about roles, responsibilities, policies, processes and standards</p> <p>Weak internal operational, accountability and performance measurement systems</p>	<ul style="list-style-type: none"> • Ensure more focussed operations through transfers of portions of TCHC's portfolio to both NewHome and existing non-profit corporations • Improve TCHC capacity to deliver on its mandate through scaling down of its portfolio and narrowing of its mandate • Clearer shareholder direction setting out clear mandate and responsibilities • Better coordination and integration of Service Manager and Shareholder roles • Decentralize operations throughout TCHC and particularly within the lean start-up to enhance customer service and service efficiencies • Undertake Asset Review to triage building repairs and identify opportunities for possible transfers • Introduce performance measures and standards for housing providers, including TCHC (<i>Raising the Bar</i>) • Undertake community services review to identify which services the City, or one of its agencies, should fund or manage, and the best way to integrate these services with the greater community 	<p>Provincial government:</p> <ul style="list-style-type: none"> • Funding for support service agencies • Change legislation to allow income-mixing • Transfer Ministerial consents for TCHC to instead sit with the Service Manager (City) • Capital infusions for new construction and repair, including energy retrofits <p>City government:</p> <ul style="list-style-type: none"> • City staff and TCHC to clarify TCHC mandate and responsibilities within the shareholder direction • Provide for increased subsidy associated with the provision of social housing for 58,500 units, based on a new funding model • Implement <i>Raising the Bar</i> across the non-profit sector, including within TCHC <p>Non-profit sector:</p> <ul style="list-style-type: none"> • Ability and capacity of non-profit sector to take on additional units
Social		
<p>Tenant dissatisfaction</p>	<ul style="list-style-type: none"> • Develop partnerships with LHIN-funded agencies 	<p>Provincial government:</p> <ul style="list-style-type: none"> • Increase funding for delivery of support services through community-based agencies

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<p>Poor customer service</p> <p>Tenants disengaged from decision-making process</p> <p>Inadequate community supports to meet needs of tenants</p> <p>Reduce concentrations of poverty</p>	<ul style="list-style-type: none"> • Ensure closer proximity between tenants and providers through transfers of portions of TCHC's portfolio to NewHome and existing non-profit corporations • Create lean start-up to improve tenant engagement • Decentralize operations throughout TCHC and particularly within the lean start-up to enhance customer service and service efficiencies • Strike Resident Advisory Committee to support implementation • Introduce performance measures and standards for housing providers, including TCHC (Raising the Bar) 	<ul style="list-style-type: none"> • Provide supports through LHINs for housing programs and initiatives • Change legislation to allow income-mixing within TCHC properties • Introduce the framework for the portable housing benefit framework <p>City government:</p> <ul style="list-style-type: none"> • Provide for increased subsidy associated with the provision of social housing for 58,500 units, based on a new funding model • Implement <i>Raising the Bar</i> across the non-profit sector, including within TCHC • Design and implement Resident Advisory Committee framework • Undertake Asset Review to identify concentrations of resources and providers within communities <p>Non-profit sector:</p> <ul style="list-style-type: none"> • Ability and capacity of non-profit sector to take on additional units