



REPORT FOR ACTION

2020 First, Second and Third Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing

Date: November 23, 2020

To: Economic and Community Development Committee

From: General Manager, Shelter, Support and Housing Administration

Wards: All

SUMMARY

The Auditor General's report, *Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing*, was adopted by City Council on July 16, 2019, along with 34 recommendations outlining how the Shelter, Support and Housing Administration division (SSHA) can improve its administration of the centralized waiting list for subsidized housing.

At this meeting, City Council requested that SSHA report quarterly to the Economic and Community Development Committee on the following:

- Progress on the implementation of the new choice-based housing access model
- Centralized waiting list data, including the number of households on the centralized waiting list; the average number of offers required to fill a vacancy; and the number of applicants housed
- Vacancy data, including how long units stay vacant and reasons for vacancies
- Updates on the implementation of recommendations made by the Auditor General

The report covering the first quarter of 2020 was initially scheduled to be considered by the Economic and Community Development Committee in June 2020, however was postponed due to the COVID-19 pandemic. This report provides the information requested for the first, second and third quarters of 2020.

SSHA agrees with, and is currently working towards all recommendations made by the Auditor General. Of the 34 recommendations, 10 recommendations have been completed with work underway to address the balance, with some impacts to original timelines due to the City's emergency response to the COVID-19 pandemic.

RECOMMENDATIONS

The General Manager, Shelter, Support and Housing Administration recommends that:

1. The Economic and Community Development Committee receive this report for information.

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendation in this report. The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as identified in the Financial Impact section.

EQUITY IMPACT

Advancing the recommendations in the Auditor General's report on the centralized waiting list will improve services provided to people applying for subsidized housing. This includes people from equity-seeking groups such as seniors, people experiencing homelessness, women, persons with disabilities, individuals with mental health issues, and other vulnerable groups.

Access to housing provides a foundation for improving social and economic outcomes. As such, working towards more timely access to subsidized housing will also support the City's poverty reduction efforts.

DECISION HISTORY

On March 10, 2020, the Economic and Community Development Committee adopted the report *2019 Fourth Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing*, which responded to City Council's request that SSHA report quarterly with updates on the administration of the centralized waiting list.

The staff report and decision document can be accessed at the following link:
[2019 Fourth Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing](#)

On December 4, 2019, the Economic and Community Development Committee adopted the report *2019 Third Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing*, which responded to City Council's request that SSHA report quarterly with updates on the administration of the centralized waiting list.

The staff report and decision document can be accessed at the following link:
[2019 Third Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing](#)

On October 16, 2019, the Economic and Community Development Committee adopted the report *2019 Second Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing*, which responded to City Council's request that SSHA report quarterly with updates on the administration of the centralized waiting list.

The staff report and decision document can be accessed at the following link:
[2019 Second Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing](#)

On September 18, 2019, Bid Award Panel reviewed and adopted BA44.9, which granted authority to award the contract for the new choice-based housing access system.

The staff report and decision document can be accessed at the following link:
[Award of Vendor of Record \(VOR\) Arrangement No. 17290 to Yardi Canada Ltd. for Integrated Housing Management System](#)

City Council, on July 16, 2019 adopted the report, *Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing*, from the Auditor General. This report included recommendations on how City can improve the administration of its centralized waiting list for subsidized housing.

The staff report and decision document can be accessed at the following link:
[Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing](#)

COMMENTS

The Auditor General's 2018 Audit Plan included an operational review of SSHA, to be completed through a series of audits that focus on different operational components. The report, *Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates will Help More People Access Housing (June 2019)*, presented findings from the audit that focused on the administration of the centralized waiting list.

The centralized waiting list is made up of all households who submit an application for rent-geared-to-income (RGI) assistance. Toronto Community Housing Corporation (TCHC) and other non-profit housing providers use the centralized waiting list to contact applicants that have applied to live in their buildings and fill vacant RGI units. Generally, applicants are housed on a first-come first-serve basis, however there are also defined priority groups that received fast-tracked access when RGI units become available.

The Auditor General's report identified ways that the City can improve how it manages the centralized waiting list and support timely and equitable access to the limited supply of RGI units. This resulted in 34 recommendations organized into four areas: improving the centralized waiting list to effectively manage access to RGI assistance; making better use of housing units to open doors for more people to access RGI assistance; reviewing priorities for RGI and other housing assistance; and enhancing oversight, strengthening controls, and increasing integration of processes.

SSHA agrees with, and is currently working towards all recommendations made by the Auditor General. Of the 34 recommendations, 10 recommendations have been completed with work underway to address the balance, with some impacts to original timelines due to the City's emergency response to the COVID-19 pandemic. A status update on each recommendation is detailed in Attachment C.

Included below are updates on the following:

- New Choice-Based Housing Access Model – Implementation Update;
- Centralized Waiting List Management – Progress Update; and
- TCHC Vacancies Management

A. New Choice-Based Housing Access Model – Implementation Update

The City is implementing a new Choice-Based Housing Access Model, a modernized and client-driven approach to allocating RGI housing. This model is being supported through the design and implementation of new waiting list management technology.

The waiting list technology and the choice-based model were initially scheduled to launch in Q4 2019, however these projects have been delayed due to the COVID-19 pandemic as project staff in SSHA and Technology Services were redeployed to support the City's emergency response. While the projects have now resumed, there is an estimated delay of approximately three months, where the revised launch dates are now expected in Q1 2021 for the technology component and Q2 2021 for the implementation of the choice-based model.

As part of project design and implementation, SSHA is engaging and communicating with the following stakeholders: clients, housing providers, community partners and City staff. Consultations for system development and validation were initiated in 2019 and resumed in Q2 2020.

The Choice-Based Housing Access Model involves six key steps:

1. Applicants access information about available housing options
2. Vacancies are displayed online with details about the building and unit
3. Eligible applicants express interest on vacancies online
4. System ranks interested applicants by application date and priority
5. An offer is made to the top ranking applicant who expressed interest on a vacancy
6. Outcomes are communicated to all applicants who expressed interest

Table 1: Key differences between the current and future access model

	Current State (Direct Allocation)	Future State (Choice-Based Allocation)
Building/Vacancy information	Applicants view developments listed in a map of Toronto wards, which displays nearby schools and transit stations. No vacancy information is provided.	Applicants will receive detailed information about the building, (e.g. a photo, recreational facilities, security features, and accessibility information) and detailed vacancy information (e.g. unit photos, a floor plan, accessibility information, parking, storage, utilities).
Expressing interest	Applicants indicate their building preferences but do not select units.	Applicants indicate building preferences and are made aware of vacant units for which they are eligible. Applicants express interest on specific units that meet their needs.
Ranking	Ranking by application date and priority.	Ranking by application date and priority.
Making an offer	Provider can view a list of ranked applicants from the Centralized Waiting List.	Provider can only view top ranked applicant who expressed interest on a vacancy.
Confirmation of Interest	Letter sent every 18 months requiring response in 30 days, a manual and time consuming process.	Applicants are required to update their application annually with their Notice of Assessment, as part of their Confirmation of Interest.
Provider Oversight	Limited data and once client is housed, visibility is lost.	More data and visibility (including for internal offers, in-situ offers, over-housed offers).
Application Process	Paper-based, some online access only.	Mobile-enabled, fully online process.

Progress on Implementation

Updates on the progress made implementing the Choice-Based Housing Access Model in the first three quarters of 2020 are summarized below in Table 2, marked by three key project milestones: preparing data for migration to the new system; launching a new waiting list; and working with stakeholders to successfully launch and implement all components of the new model.

Table 2: Status update on key project components

Release	Status	Key Updates in Q1, Q2 and Q3
Data migration preparation	First phase of data migration initiated in September 2020 Completion on track for Q1 2021	A data migration strategy was developed to ensure preservation of applicant data and building selections during migration to the new system. Executed analysis of legacy data to identify discrepancies between the old and new system.
New Waiting List	Design complete, development in progress Launch target on track for Q1 2021	Client-centered process includes: • Online (paperless) application process • Client portal for tracking application status and viewing housing options • Online notification • Mobile-enabled application and document upload • Management dashboard • Time-triggered notifications • Enhanced oversight capabilities (provider and staff)
Choice-Based Housing Access Model	Implementation of Virtual Engagement and Communication Plan initiated in August 2020 and will run until November 2020 Launch target on track for Q2 2021	Virtual engagement conducted with staff, providers, client groups, and community agencies/partners to validate system design and resolve new issues. Validation of program design underway through internal and external consultation, to ensure system user-friendliness and alignment to internal City of Toronto policy and legislated requirements (e.g. AODA, Multi-Lingual Services Provision Policy).

Accessibility Considerations

Recognizing the importance of ensuring fair and equitable access to housing, SSHA will be taking the following actions to ensure new services and technology under the Choice-Based Housing Access Model are accessible:

- Work with community partners and related City divisions to leverage existing supports and services that can improve access for applicants (e.g. Human Services Integration, Toronto Public Library, Housing Help Centres).
- Ensure all online design and processes are in compliance with the Accessibility for Ontarians with Disabilities Act.
- Develop a communication strategy to inform applicants of changes to the centralized waiting list, involving various channels such as mail, e-mail, outreach through SSHA's community partner network, and information sessions.
- Make information accessible in multiple languages in adherence with the City's Multi-Lingual Services Provision Policy, including:
 - Adding a multi-lingual notice to the correspondence sent to applicants that indicates where they can access translated information. The notice is provided in the top 23 languages spoken in Toronto.
 - Using the Access to Housing website and Resource Centre to inform applicants of the City's multi-lingual customer service support available through 311 in over 180 languages.
 - Posting all essential information on the Access to Housing website, which is compatible with auto-translation applications.

B. Centralized Waiting List Management – Progress Update

The following outlines key progress made by SSHA in the area of centralized waiting list management. A full summary of the quarterly centralized waiting list data requested by City Council can be found in Attachment A.

1. Improved accuracy of centralized waiting list data

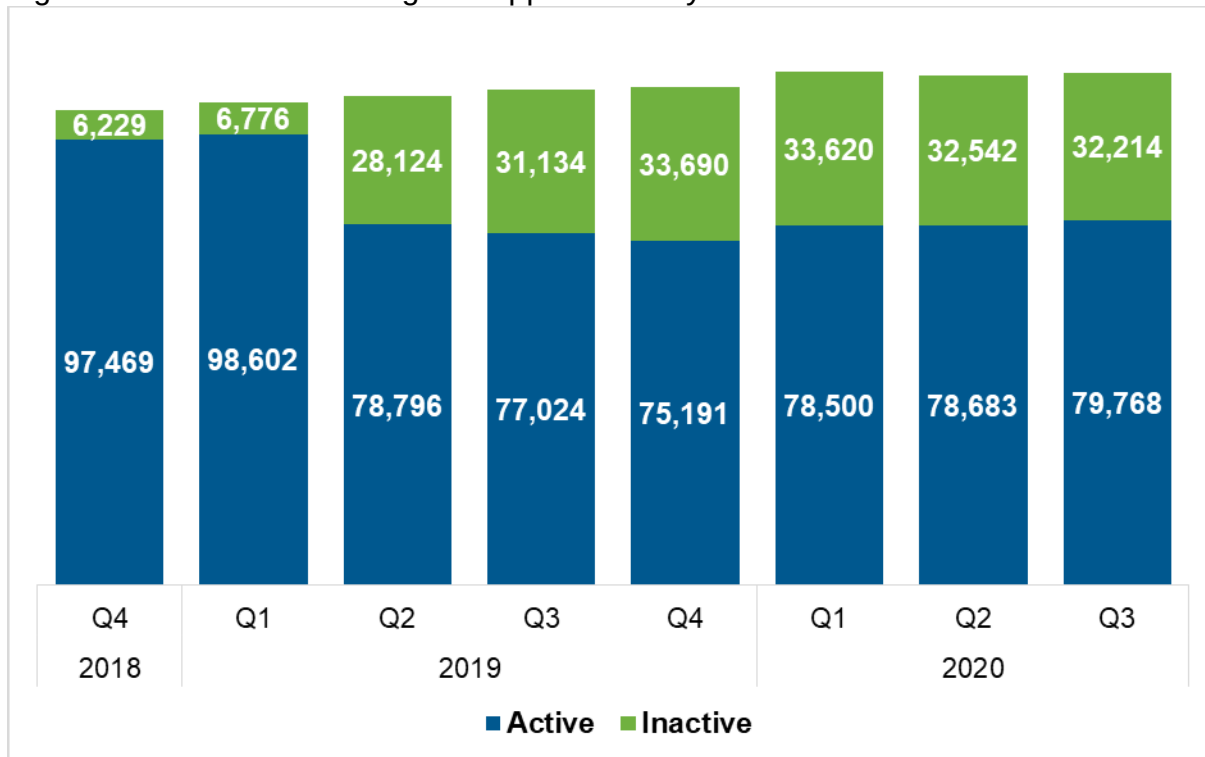
As indicated in the Auditor's General's report, maintaining an accurate centralized waiting list is key to efficiently matching applicants with available units. If applicants cannot be reached, do not respond, or decline offers, it slows down the housing offer process and causes units to sit vacant longer than necessary.

SSHA has been working on improving the accuracy of the centralized waiting list through the following initiatives:

- Conducting a review of centralized waiting list data reported on SSHA's website.
 - Reporting on the total number of people on the centralized waiting list has been changed to reflect the number of *active* applications only (79,768 at the end Q3 2020), presenting a more consistent and accurate representation of demand.
 - Using an Automated Outbound Calling tool to remind applicants of their responsibility to contact the City and confirm or update their information.
 - Over 39,000 applicants have been contacted since Q1 2019, about 2,703 of which were contacted in Q1 2020.

- Placing applicants who have not made contact with the City in over 18 months in inactive status and giving them 18 months to reinstate their application.
 - Over 31,000 applications have been inactivated since Q1 2019, 609 of which were inactivated in Q1 2020.

Figure 1: Centralized Waiting List Applications by Status



As a result of SSHA's efforts to ensure applicant information is current, there was a decrease of nearly 20,000 active applicants between Q1 and Q2 2019, decreasing from 98,602 to 78,796, as shown in Figure 1. Since Q2 2019, the number of active applicants on the centralized waiting list has been stable, fluctuating slightly between roughly 75,000 and 80,000 applicants. This stability over the past six periods represents a more accurate and reliable depiction of social housing demand and activity.

2. More efficient housing offers

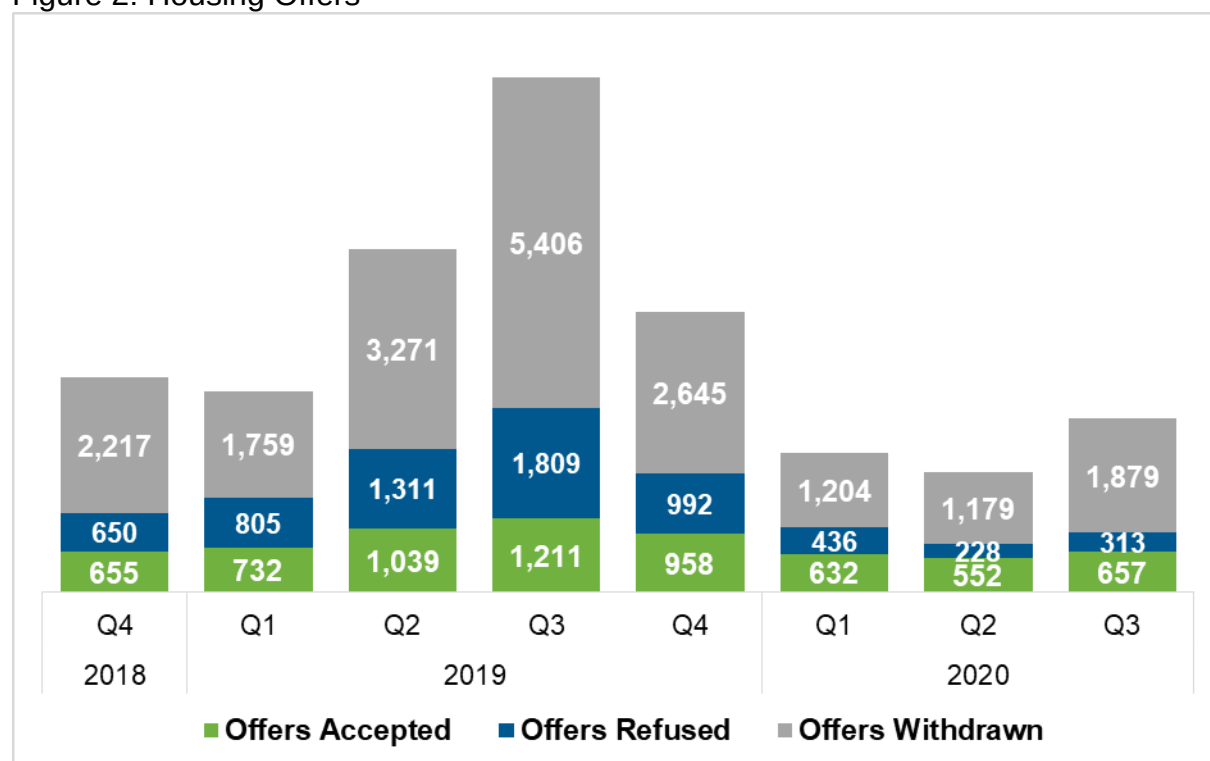
The more offers a housing provider has to make to fill a unit, the longer that unit stays vacant. For this reason, SSHA continues to monitor housing offer efficiency by reviewing performance indicators such as the average number of offers required to fill a vacancy, the acceptance rate, refusal rate, and withdrawal rate. Housing providers are instructed to record an offer as withdrawn only under specific circumstances, such as if the unit does not meet accessibility needs or the applicant is no longer eligible for RGI.

SSHA is working to improve housing offer efficiency by maintaining more up-to-date applicant contact and preference information in the centralized waiting list, as mentioned above. SSHA also provides waiting list management training to housing providers that clarifies and reinforces housing offer policies and procedures, such as the difference between offer refusals and offer withdrawals.

In addition, SSHA is developing implementation plans and policies to support the Province's regulatory change to the *Housing Services Act, 2011*, which limits applicants to one housing offer (excluding extenuating circumstances). The provision of the new rule will expedite the RGI housing offer and is expected to be implemented by April 2021, in alignment with the implementation of the new Choice-Based system. A key component of implementation will be the notification of households on the centralized waiting list of changes so they can prepare and adjust housing choices accordingly.

In Q3 2020, the average number of offers required to fill a vacancy was 3.27. This is down from 4.06 in Q2 and 5.06 in Q1 2020, and less than it was in Q3 2019 where the average number of offers was 5.69. This trend indicates an improvement in housing offer efficiency.

Figure 2: Housing Offers



The total number of offers made per quarter decreased from 4,661 in Q4 2019, to 2,003 in Q2 2020. This decrease in offers is largely due to the City's COVID-19 emergency response and a decrease in unit turnover across the system.

The reduction in offer refusals in Q2 (shown in Figure 2), is also related to the COVID-19 pandemic, as housing providers were directed to record unaccepted offers as withdrawals rather than refusals between March 24 and October 11. SSHA implemented this change to ensure applicants were not penalized if they chose not to accept an offer due to the risk of exposure to COVID-19 (through related activities such as completing documentation requirements, viewing units, and moving). In Q2 and Q3, 541 unaccepted offers were recorded by housing providers as refusals.

3. Ensuring appropriate prioritization of people experiencing homelessness

Generally, the City's centralized waiting list for subsidized housing is managed on a first-come first-served basis, where applicants receive a housing offer based on the date of their application. Recognizing that some households are in greater need of housing, there are four Council-approved priority groups that receive fast-tracked access when RGI units become available: survivors of abuse and human trafficking, terminally ill applicants, overhoused households, and disadvantaged households.

People experiencing homelessness may apply to obtain priority access as part of the disadvantaged priority group. The Auditor General's report found that there are people experiencing homelessness that have not been assigned priority status on the centralized waiting list, identified through cross-referencing the shelter system and flagging applicants with a shelter listed as their address.

To ensure that applicants experiencing homelessness are granted the appropriate priority status, SSHA conducts regular reviews of the centralized waiting list to flag applicants that are using a shelter as their address. As a result of this review process, 1,168 households were flagged in Q1 2020 and 575 were flagged in Q2 2020. Subsequently in 2020, 837 of these applications were assigned priority status related to homelessness.

In response to the COVID-19 pandemic and in an effort to support the physical distancing required in the City's shelter system, SSHA worked with TCHC to implement a Rapid Rehousing Initiative which targets vacant RGI units to people who are experiencing homelessness and are eligible for the disadvantaged priority on a time limited basis. As of November 1, 2020, this initiative has contributed to the successful housing of over 400 people into permanent RGI housing, along with the supports necessary to transition effectively to their new communities.

SSHA, in collaboration with shelter staff, will continue efforts to verify that the information is up-to-date and assign the disadvantaged priority status where appropriate.

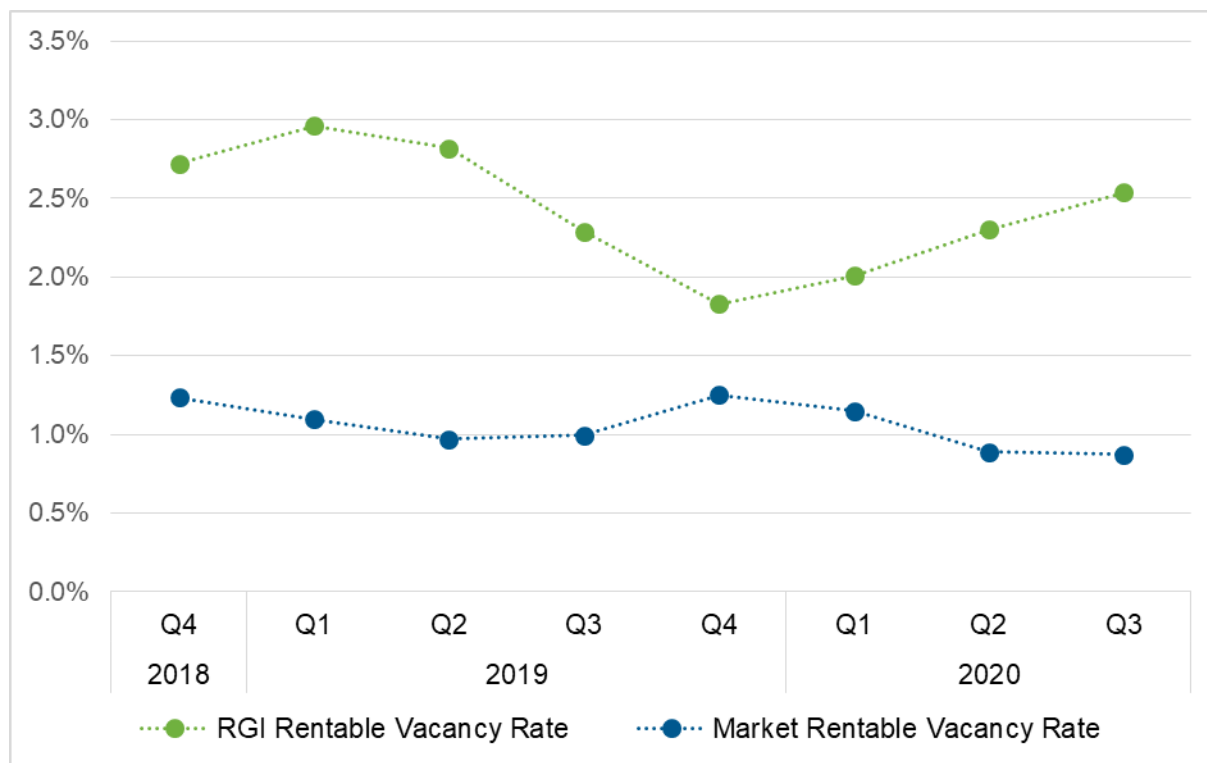
Toronto Community Housing Corporation Vacancies

In its capacity as service manager, the City continues to support TCHC strategies to better manage vacancies. TCHC has provided City staff with the data and updates below. A full summary of the quarterly vacancy data requested by City Council can be found in Attachment C.

Vacancy Rates

As shown in Figure 3, the vacancy rate for rentable market units has decreased from 1.25% at the end of Q4 2019, to 0.87% at the end of Q3 2020. TCHC's vacancy rate for rentable RGI units has increased from 1.83% in Q4 2019 to 2.54% at the end of Q3 2020.

Figure 3: TCHC Vacancy Rates



RGI vacancy rates are higher than market vacancy rates throughout the TCHC portfolio, as a result of complexities in processes and unique circumstances. The following highlights the challenges that have contributed to the increase in RGI vacancy rate:

- During the initial stages of the COVID-19 pandemic in Q2 2020, offers were not being made on vacant units in the Seniors Housing Unit to reduce the risk of potential exposure to vulnerable seniors. This hold generated a net backlog of 153 vacant seniors units, which accounted for 42% of net new vacancies. Offers have since resumed to tenants in the Seniors Housing Unit.
- High vacancy rates have occurred in specific pockets of the TCHC portfolio. This includes clusters of units with insufficient or no supports in the Northwest (Jane-Finch/Rexdale), Scarborough West Hill, and in the Sherbourne Strip.
- High number of over-housed households that outstrips the supply of smaller bedroom size units. Currently, the number of over-housed households requiring one-bedroom and two-bedroom units greatly exceeds TCHC's supply of units by 93% and 65%, respectively. Local rules require that TCHC offer vacant units to these households before proceeding to the centralized waitlist to make offers, however, these households often decline offers as they do not wish to move, lengthening the time a unit remains on offer.

- The COVID-19 pandemic has made filling vacancies more time-consuming:
 - Social distancing and mask requirements have meant the logistics of accessing buildings and showing units has become more complex; and
 - Many applicants who were offered an RGI unit expressed that they feel unsafe moving during the COVID-19 pandemic, which increased the number of offers withdrawn or rejected.

TCHC Vacancy Strategies

Although TCHC's RGI vacancy rate has increased above its performance target of 2% at the end of Q2 2020, leasing has resumed in the senior's portfolio and in partnership with SSHA, TCHC will implement the following major strategies to aggressively lower its vacancy rate.

- **Implement targeted rental campaigns.** Leveraging the skills and expertise of the vacancy clerks in the regional teams, staff will identify buildings with high vacancy rates and clusters of vacant units and implement an outreach campaign to tenants on the Centralized Waiting List to do bulk (socially distanced) unit showings. This allows for a shortened offer process and higher offer acceptance rate, with the available units being allocated to the households who indicate interest, in chronological order to honour the centralized waiting list rules.
- **Launch Phase 2 of the Rapid Rehousing Program.** The Rapid Rehousing program moves tenants from the shelter system into TCHC units with furniture and appropriate supports for each tenancy already in place. Phase 1 of the program saw 339 units allocated to individuals with the disadvantaged code from the shelter system. Phase 2 will see an additional 300 units filled through the program. The vast majority of the units included in the Rapid Rehousing program are bachelors and one-bedroom units and they tend to be in areas of the portfolio that have historically been labelled 'hard-to-rent' due to challenges associated with neighbourhood desirability and lack of support for high needs tenants. As such, the program provides multiple benefits that include:
 - Providing stable housing with supports to tenants who need it;
 - Opening up space in the shelter system; and
 - Filling vacancies in the hardest to rent areas and units sizes, freeing up staff time to focus on making offers to households on the centralized waiting list.
- **Suspend offers to over-housed households.** TCHC has received time-limited approval to bypass unit offers to over-housed households on the internal transfer list and will be in place until January 31, 2021. In addition, TCHC will continue to work with SSHA to implement a new process for over-housed transfers, in conjunction with the choice-based systems going live with in 2021. Any new process governing over-housed should allow for a matching process that enables over-housed households to be moved to vacant units in close proximity to their current units.

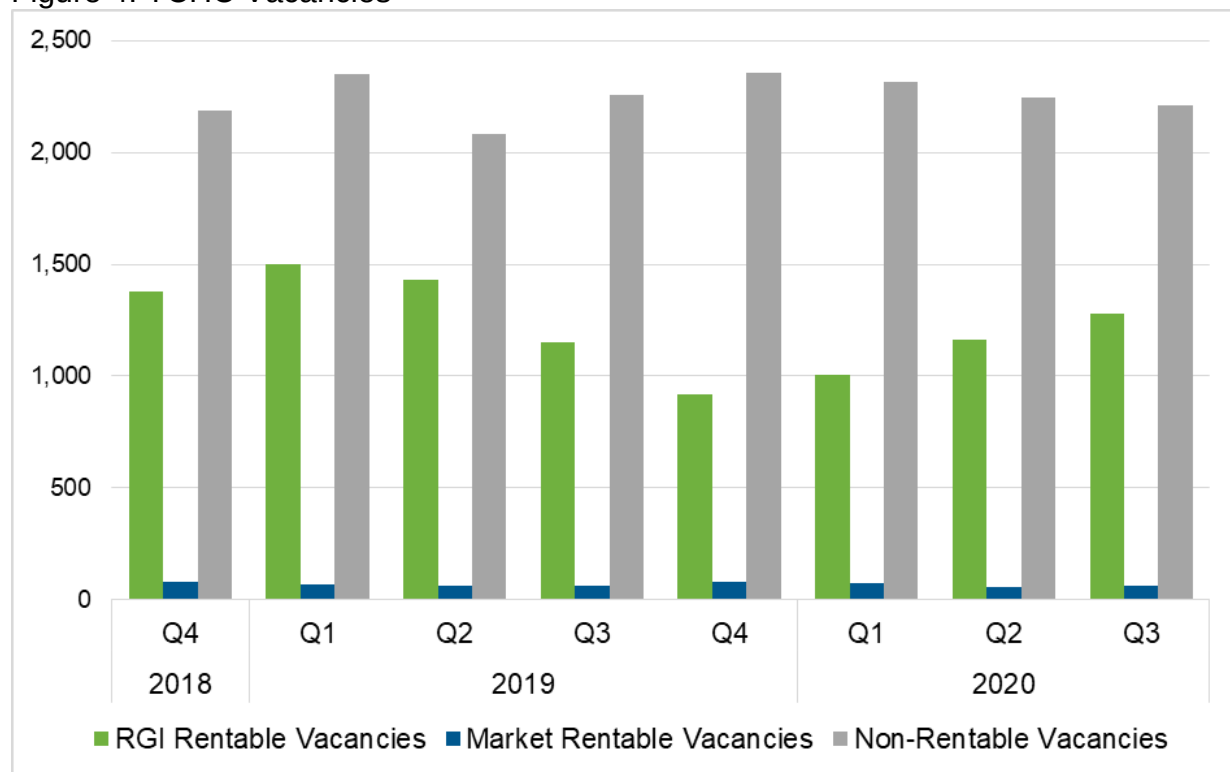
- **Enhanced management oversight.** As part of the operational restructuring implemented in TCHC over the past 12 months, dedicated supervisory staff have been hired to strengthen oversight to the tenancy management function. These Supervisors work with the Vacancy Clerks and local staff in the Tenant Service Hubs to review vacancies on a weekly basis, which allows them to focus on problem areas and act quickly on filling vacancies. In addition, comprehensive vacancy reporting has enabled a better understanding of vacancy throughout the portfolio and will inform targeted activities to meet the aggressive vacancy targets.

TCHC Vacancies Overall

The number of rentable RGI vacancies has increased from 920 in Q4 2019 to 1,337 at the end of Q3 2020, an increase of 361 units. In contrast, the non-rentable vacancies have declined from 2,358 in Q4 2019 to 2,208 units in Q3 2020, a decrease of 150 units (see Figure 4). Reducing the number of non-rentable vacancies addresses the findings of the Auditor General's report, which reinforced the importance of reducing the number of vacant units to optimize the limited social housing stock available.

Units were non-rentable in Q3 2020 due to: revitalization projects (61%); consideration for sale or transfer to another agency (18%); and requiring capital repairs (15%). A detailed breakdown of all reasons that units were considered non-rentable is included in Attachment C.

Figure 4: TCHC Vacancies



Conclusion

SSHA supports the findings of the Auditor General's report on the centralized waiting list and views its recommendations as affirming SSHA's direction. Of the 34 recommendations, 10 recommendations have been completed with work underway to address the balance, with some impacts to original timelines due to the City's emergency response to the COVID-19 pandemic.

This report has highlighted progress made in addressing issues identified in the Auditor General's report, including improving the accuracy of the centralized waiting list data, reducing the average numbers of housing offers required to fill a unit, and conducting regular reviews to ensure appropriate prioritization of people experiencing homelessness. Staff will continue to work towards the completion of all recommendations, as outlined in Attachment C.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment A: Centralized Waiting List Data
Attachment B: Toronto Community Housing Corporation Vacancy Data
Attachment C: Progress Chart on the Implementation of the Auditor General's Recommendations

Attachment A: Centralized Waiting List Data

The following quarterly data was requested by City Council at its meeting on July 16, 2019: [Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing](#)

Requested Data	Q4 2019	Q1 2020	Q2 2020	Q3 2020
Number of people on the waitlist	75,191	78,500	78,683	79,768
Average number of offers required to fill a vacancy	7.62	5.06	4.06	3.27
Number of offers made where the applicant can't be reached	543	213	223	243
Number of units filled	872	471	497	525
Number of vacancies filled not using the centralized waiting list	81	24	109	40
Offer acceptance rate	21%	27%	28%	23%
Offer refusal rate	21%	18%	11%	11%
Offer withdrawal rate	57%	51%	59%	65%
Number of refused offers	992	436	228	313
Number of withdrawn offers	2,645	1,204	1,179	1,879
Number of applications deactivated vs. the number of applicants who have not confirmed their ongoing interest and the City has not had any contact with the applicant in over two years	4,562 vs.92	1,087 vs. Zero	253 vs. Zero	88 vs. 27

Attachment B: Toronto Community Housing Corporation Vacancy Data

At its meeting on July 16, 2019, regarding the report, [Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing](#), City Council requested that SSHA report quarterly on the following:

Vacancy data broken down by:

- Rent-geared-to-income vs. market rent and rentable vs. non-rentable (Table 1)
- Reason for vacancy (Table 2)
- Size of unit (Tables 3, 4, 5)
- Portfolio (Tables 6, 7, 8)

Table 1: TCHC Vacancies

Type of Vacancy	Q4 2019	Q1 2020	Q2 2020	Q3 2020
RGI Rentable	920	1,008	1,160	1,281
Market Rentable	82	76	58	56
Non-Rentable	2,358	2,316	2,245	2,208

Table 2: Reasons for Non-Rentable Vacancies

Reason	Description	Q4 2019	Q1 2020	Q2 2020	Q3 2020
Revitalization Projects	Units associated with revitalization activities	1,493	1,458	1,403	1,336
Sale or Transfer of Building	Units pending sale or transfer to another operator	393	392	393	389
Uninhabitable/ Repairs	Units requiring capital investment	309	313	295	331
Operations	Units being used for operational activities where no alternative is available (i.e. office or amenity space)	132	128	128	128
Accessibility	Units associated with capital work related to accessibility	31	25	26	24
Total Non-Rentable Vacancies		2,358	2,316	2,245	2,208

Table 3: Duration of Rentable Vacancies by Unit Size in Q1 2020

Unit size	Under 31 days	31 to 60 days	61 to 90 days	over 90 days	Total
Bachelor/Shared Room	19	141	16	187	363
1-bed	12	117	14	225	368
2-bed	7	55	8	153	223
3-bed	5	18	6	82	111
3+ bed	3	4	0	12	19
TCHC Overall	46	335	44	659	1,084

Table 4: Duration of Rentable Vacancies by Unit Size in Q2 2020

Unit size	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Bachelor/Shared Room	66	17	70	272	425
1-bed	58	12	57	320	447
2-bed	22	7	30	160	219
3-bed	13	0	9	81	103
3+ bed	4	0	0	20	24
TCHC Overall	163	36	166	853	1,218

Table 5: Duration of Rentable Vacancies by Unit Size in Q3 2020

Unit Size	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Bachelor/Shared Room	80	11	63	278	432
1-bed	66	10	66	352	494
2-bed	40	11	35	163	249
3-bed	22	8	21	94	145
4+ bed	2	1	2	12	17
TCHC Overall	210	41	187	899	1,337

¹ Note: Vacancy duration of TCHC units can only be calculated based on the entire period that a unit has been unoccupied, regardless of whether the unit was non-rentable for a certain time period before becoming available for rent. Thus, this data does not indicate the total number of days that a unit has been available for rental, but the total number of days since it was last occupied.

Table 6: Duration of Rentable Vacancies by Mandate in Q1 2020

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing	38	215	35	527	815
Seniors Housing	8	120	9	132	269
Total	46	335	44	659	1,084

Table 7: Duration of Rentable Vacancies by Mandate in Q2 2020

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing	100	26	110	581	817
Seniors Housing	63	10	56	272	401
TCHC Overall	163	36	166	853	1,218

Table 8: Duration of Rentable Vacancies by Mandate in Q3 2020

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing Units	137	38	131	623	929
Seniors Housing Units	73	3	56	276	408
TCHC Overall	210	41	187	899	1,337

¹ Note: Vacancy duration of TCHC units can only be calculated based on the entire period that a unit has been unoccupied, regardless of whether the unit was non-rentable for a certain time period before becoming available for rent. Thus, this data does not indicate the total number of days that a unit has been available for rental, but the total number of days since it was last occupied.

Legend	Complete ✓	On Track 
	Postponed due to COVID-19 	Delayed 

Attachment C: Progress Chart on the Implementation of the Auditor General's Recommendations

This progress chart provides a status update on all recommendations adopted through the Auditor General's report, [Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing](#). Note, the initial implementation timelines of recommendations with an orange status have been adjusted due to delays caused by the City's emergency response to the COVID-19 pandemic.

Recommendation timelines and statuses have been updated by SSHA and will be reviewed with the Auditor General's Office.

	Recommendation	Timeline	Status	Management Response	Actions Taken
Theme 1: Helping people get access to RGI Assistance					
1	Design and implement procedures to ensure compliance with the legislated requirement to review eligibility of applicants on the centralized waiting list for RGI at least once every 24 months after they have been added to the list. Such procedures to ensure: a. applicants are advised of the need to maintain contact with the Access to Housing business unit at least once in every 24-month period to	Q4 2019	✓	Management agrees with this recommendation. SSHA currently reminds clients to maintain annual contact with SSHA and tracks contact, and attempts at contact, in the existing database. Management will also review opportunities to improve current processes through the development of the new waiting list management system,	- The recommended procedures were implemented in 2019. - Ongoing maintenance of applicant files continued partially throughout Q1 2020. - Due to COVID-19, these activities were temporarily suspended. - Effective Q1 2021, applicants will be prompted to update their information

	ensure their information is kept up-to-date and to re-affirm continued eligibility for rent-geared-to-income assistance			allowing for automated reminders to be sent and for improved data quality and tracking. Implementation of this function is expected to take place in Q4 2020.	annually to re-affirm eligibility while confirming continued interest to receiving Rent-Geared to Income assistance. These procedures will be realized through the online Client Portal in the new RENTCafe system which will replace the Toronto Applicant Waiting List (TAWL).
	b. all attempts to contact each applicant are sufficiently tracked so that Access to Housing can identify all applications that should be changed to inactive status and subsequently cancelled	Q4 2020	✓		
	c. action is taken to make applications inactive and to cancel applications, if there is no response to outreach attempts by City staff in accordance with policies and procedures	Q4 2019	✓		
2	Review the applicants on the centralized waiting list for rent-geared-to-income and develop meaningful categories to support the effective management, including accurate reporting of the number of active and eligible applicants.	Q1 2020	✓	Management agrees with this recommendation. SSHA will analyze client profile data to enhance communication and reporting on the different household types and status of applicants on the centralized waiting list starting in Q1 2020.	- Fully implemented in Q1 2020 - SSHA adjusted reporting categories, by removing inactive and reporting number of active or eligible households only. - Developed an annual eligibility review process that applies to all households on the Centralized Waiting List in the new RENTCafe system.

					○ SSHA will use the new waitlist system to effectively categorize applicants by eligibility, and remove ambiguous applicant statuses such as 'on hold'.
3	a. Develop clear guidelines for housing providers on the circumstances under which an offer for rent-geared-to-income housing can be withdrawn and not be considered a refusal. Such guidelines to also clearly indicate how to record the reasons for withdrawals or refusals in the centralized waiting list information system.	Q4 2019	✓	Management agrees with this recommendation. SSHA will conduct a review of the existing guidelines and training for housing providers and facilitate changes to the RGI administration manual to ensure clear direction on how to record offers made to applicants. Improved guidelines will outline both the categorization and the recording of information on refusals and withdrawals in Q4 2019.	• New Waiting List Management training for housing providers was introduced on October 1, 2019. New content reinforces policies and procedures for providers and applicants, including clarifying the difference between offer refusals and offer withdrawals. • Due to COVID-19, the launch of the new waiting list management system is postponed to Q1 2021; the monitoring procedures recommended in 3b will be implemented on launch day.
	b. Implement monitoring procedures to ensure housing providers are not recording refusals of offers as withdrawals such that households can circumvent the Housing Services Act's limit on the number of refusals allowed before the applicant is removed from the centralized waiting list.	Q1 2021	●	Management will also review the current process to monitor offers made by providers and identify opportunities for improvement through planned changes to SSHA's new waiting list management system in Q4 2020.	

4	Recommend to the Ministry of Municipal Affairs and Housing to consider revising the Housing Services Act, 2011 to be aligned with the Long Term Care Homes Act regarding refusals of pre-selected housing choices and to only accommodate refusals under clearly defined set of exceptional circumstances.	Q3 2019	✓	Management agrees with this recommendation. SSHA supports new proposed flexibility emerging out of the Ministry of Municipal Affairs and Housing consultations on the current three refusal rule, and will review current policy based on consultation outcomes anticipated by Q2 2020.	• Fully implemented in 2019 • SSHA recommended changes to the Province, including regulatory changes to the Housing Services Act. • In September 2019, the Province announced that new regulations will require Service Managers to transition to the one-offer rule by January 1, 2021. • SSHA is developing policies and procedures to support the implementation of the one-offer rule, including meeting with stakeholders to define exceptional circumstances.
5	Ensure that applicants understand the importance of choosing only those buildings they are willing to move into and the consequences of such choices.	Q4 2019	✓	Management agrees with this recommendation. SSHA will review and revise current communications with households by the end of Q4 2019. Communication will be revised based on program changes made as part of the roll-out and ongoing management of the choice-	• Engagement and information sessions were conducted with community partners and frontline shelter staff, where a key message was communicating to clients the importance

				based system. Outreach to clients is an important part of the implementation of the system to ensure their understanding and participation as users. Planned changes to SSHA's new waiting list management system will be leveraged to allow clients to access this information more readily.	of maintaining accurate building selections.
6	Increase information about available units to enable applicants to make better informed choices about buildings they are willing to move into.	Q2 2021		Management agrees with this recommendation. SSHA will communicate with households as part of the roll-out and ongoing management of the choice-based system. Outreach to clients is an important part of the implementation of the system to ensure their understanding and participation as users. Planned changes to SSHA's new waiting list management system will be leveraged to allow clients to access this information more readily. New information will be available to applicants in Q3 2019 and will continue to be reviewed and revised based on feedback from applicants and other stakeholders.	• To enhance building information for applicants, AODA-compliant building photos were collected from housing providers in Q3 2020. Validation of photos is ongoing. • Specifications for the RENTCafé Choice-Based System (launching in Q2 2021) have been defined to include detailed vacancy and building information as per the criteria defined in consultation with applicant groups, community partners and housing providers.

7	Ensure applicants are required to identify: a. the preferred method(s) of contact that will result in a 48-hour response such as phone, email, or mobile messaging b. an alternate contact person or support organization in Canada designated to respond on their behalf, if necessary.	Q1 2021		Management agrees with this recommendation. Having accurate contact preferences of households is integral to the efficient management of the centralized waiting list. Planned changes to SSHA's new waiting list management system, expected in Q4 2020, will further enhance the setting and updating of communication preferences.	- Enhanced communications through e-mail notifications have been designed for the new waiting list RENTCafe, and validated with stakeholders in Q2 and Q3, 2020. - Effective Q1 2021 applicants will have the opportunity to authorize a support agency to access their file in the RENTCafe system, and to respond or act on their behalf.
8	Review additional steps to cost-effectively enhance communication with applicants, including reminders to keep their application information accurate and up-to-date.	Q1 2020		Management agrees with this recommendation. SSHA will review additional steps by the end of Q1 2020, including opportunities to enhance communications through planned changes to SSHA's new waiting list management systems including enabling automated reminders. The new choice-based model is designed to engage applicants to play a more active role, including logging into the online system regularly to review listings and having correspondence to applicants shared via self-service portals.	- In Q1 2020, the RENTCafe system communication processes were designed to include automated reminders for clients and their support agencies, to support up-to-date applicant information. - Online reminders are cost-effective compared to staffed follow up, and direct mail reminders.

9	Review and implement technology-based communication methods that allow the Division to more efficiently and cost-effectively: a. serve notice of decisions related to household applications. b. make contact with applicants to confirm their ongoing interest, update their address, phone number, income, housing preferences, and other information.	Q1 2020	✓	Management agrees with this recommendation. SSHA will review additional steps by the end of Q1 2020, including opportunities to enhance communications through planned changes to SSHA's new waiting list management systems including enabling automated reminders. The new choice-based model is designed to engage applicants to play a more active role, including logging into the online system regularly to review listings and having correspondence to applicants shared via self-service portals.	Process design for the RENTCafé system is complete, including online notifications for contacting clients regarding decisions related to household applications and information updates. The processes for online communication of decisions were reviewed by Legal Services.
27	In consultation with the City's Chief Information Officer, ensure: a. that progress is made to select a vendor and develop an implementation plan for the new choice-based system for selecting households b. the new technology includes appropriate system access controls, input and validation controls to prevent data entry errors c. exception monitoring controls are developed, including	Q2 2021	✓ ● ●	Management agrees with this recommendation. Management will continue working closely with Corporate I&T and the City's Chief Information Officer to develop the requirements for SSHA's new waiting list management system. System Access Controls and other best practices will be adopted to support business practices for implementation in Q4 2020.	- Process design for system access control and monitoring/ reporting in the RENTCafe system was completed in Q3 2020. - Development will be complete in Q2 2021.

	regular reports to support the detection of errors or irregular activity.				
Theme 2: Reviewing Priorities for RGI Assistance					
10	a. Review the City's local priority rules for selecting households from the waiting list for rent-geared-to-income and recommend to City Council any additional priority rules that should be adopted to support selection of households based on an applicant's level of need; and b. where additional priority rules are established, ensure the waiting list information system supports selection based on these priorities; and, if necessary, develop a process to perform an objective assessment of each applicant's need for RGI assistance in order to determine their priority on the CWL.	Q4 2021	 	Management agrees with this recommendation. SSHA recognizes the housing context in the City of Toronto has changed since 2002. A review of local priorities related to housing benefits and access to subsidized housing would be beneficial in ensuring the City is responding to current housing needs. Consultations are anticipated to begin in 2020 with implementation in 2021.	To be initiated in 2021.
11	Establish local rules for: a. asset limits for rent-geared-to-income recipients b. total household income limits and prioritize access to rent-	Q4 2020		Management agrees with this recommendation. SSHA will support the establishment of an Asset Limit emerging out of Ministry of Municipal Affairs and Housing consultations on	SSHA conducted a jurisdictional scan, as part of a review of the local rules for income and assets, and is bringing forward recommendations

	geared-to-income assistance based on household income.			legislative changes. SSHA is concurrently reviewing local rules for income and assets and, based on findings and consultation outcomes, will bring forward recommendations to Council for their consideration by the end of Q2 2020.	to Council for approval in Q4 2020.
12	In consultation with the City's Medical Officer of Health, review the types of housing preferences or restrictions for preferred RGI housing units to assess if there is a bona fide need to accommodate and develop local rules to manage such requests.	Q4 2021		Management agrees with this recommendation. Planned changes to SSHA's new waiting list management system and the introduction of the choice-based program will support the implementation of this recommendation. SSHA will consult with the City's Medical Officer of Health in Q4 of 2019 to review and revise the approach to accommodations with any changes phased in by the end of 2020.	Due to COVID-19, further activities for this recommendation have been postponed; completion is anticipated in Q4 2021.
13	Consider establishing local rules prioritizing access to rent-geared-to-income assistance for those households that currently do not receive rent-geared-to-income assistance or reside in social housing.	Q4 2021		Management agrees with this recommendations. SSHA will assess and report on the impact of distinguishing between recipients and non-recipients of RGI assistance when, as directed by the Auditor General's recommendation 10, SSHA reports back to council on consideration of local priority rules in 2021.	- SSHA is reviewing local priorities for Rent Geared to Income. - New priorities will be initiated in 2021 along with the Choice-Based systems.

14	Ensure greater integration of services and supports is provided for vulnerable clients in the shelter system as they transition from homelessness to stable housing including confirming that those experiencing homelessness receive appropriate priority status.	Q4 2019	✓	Management agrees with this recommendation. SSHA will continue to build on the Coordinated Access to Housing system, funded in part by the provincial Home for Good and the federal Reaching Home programs. The system provides enhanced integration of housing and homelessness services including access to housing allowances and rent-gear-to-income support for people transitioning to housing from emergency shelter and street outreach programs and is coordinated through the use of a single point of referral.	• SSHA conducts reviews of the centralized waiting list to flag applicants that are also in the shelter system or have a shelter address. • To date, SSHA reviews have resulted in 2,580 applications being updated to priority status.
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Theme 3: Opening doors for more people to access RGI housing

15	Review and, if appropriate, report to City Council through the Planning and Housing Committee on how the City can meet the mandated RGI assistance service level prescribed in the Housing Service Act, 2011. This review should consider how portable housing benefits can be used where vacancies in the physical social housing stock are limited, and determine how much funding would be needed as well as the source of such funds in order to come into compliance.	Q4 2019	✓	Management agrees with this recommendation. SSHA has contacted housing providers to identify proposed actions to increase the number of units occupied by RGI households. Formal direction will be issued by the end of Q4 2019. As part of this review, SSHA will explore how portable housing benefits can be useful and report back as appropriate.	- Fully implemented in 2019 - An Action Plan was submitted to the Province in October 2019, outlining a number of concurrent actions the City is taking to increase RGI subsidies and achieve its service level standards. - City Guideline 2019-6 was issued on August 1, 2019, mandating an increase in the minimum number of RGI households housed by all mixed-income provincial program housing providers.
16	In collaboration with TCHC, ensure that a maximum number of social housing units are being used for housing and to complete a review of all housing units that are used for other purposes; and, establish a process that requires service manager approval prior to the	Q1 2021	●	Management agrees with this recommendation. The City is engaged with TCHC on the development of an action plan related to RGI service level standards and the status of vacant units.	A draft process has been developed that incorporates approval from senior staff at TCHC and final approval from the City as Service Manager, prior to removing a housing unit from circulation. Work on this recommendation was

	removal of any housing units from service.				temporarily paused due to the COVID-19 pandemic, but has since resumed.
17	a. Work, in collaboration with the Chief Executive Officer, TCHC, to develop an interim process to efficiently and publicly post information on buildings with hard-to-rent vacancies to support applicants in making more informed housing choices. b. leverage any existing solutions with City and agency partners to provide support for applicants to access the internet at various city sites such as, emergency shelters, social services offices, local libraries, and community centres.	Q4 2021	 	Management agrees with this recommendation. SSHA will work with TCHC to target vacant hard-to-rent units and develop a process to post this information publicly. This interim process will be used in 2019/2020 while SSHA continues to work on implementation of its planned changes to the new waiting list management system, expected for 2021. To ensure alignment with existing City corporate initiatives, SSHA will work with City partners, including Corporate Information & Technology Division, to leverage existing programs and strategies to increase public internet access for online information on City services for residents.	- TCHC, in collaboration with SSHA, is implementing targeted outreach campaigns to fill buildings with high vacancy rates faster. - SSHA partnered with Toronto Employment & Social Services, Children's Services, and Social Development, Finance & Administration, to initiate a "Virtual Caseworker" Pilot in Q3 2020, to improve the client service experience of residents accessing various City-delivered social services.
18	Review and revise the local rules in order to effectively re-house over-housed RGI tenants into a suitable housing unit. In conducting the review, the Division consider: a. evidence available on the	Q2 2020		Management agrees with this recommendation. SSHA will review the local rules and the feasibility of adding surcharges by the end of Q2 2020 for over-housed RGI tenants to support	SSHA will implement new requirements for over-housed RGI tenants in accordance with recent regulatory changes to the <i>Housing Services Act, 2011</i>, which limits

	number of preferences that will support efficient and timely re-housing of an over-housed household including benchmarking with other jurisdictions b. implications of imposing an over-housed surcharge on households who refuse to be re-housed in a timely manner.		✓	their timely transfer to suitable units.	applicants to one housing offer, by April 5, 2021, in alignment with implementation of the Choice-Based program. SSHA is releasing a new City guideline in fall 2020 that outlines the application of the new single offer regulation, including changes to the local rule requiring households to increase the number of housing providers that must be selected.
19	Develop system controls to automatically determine the maximum number of bedrooms a RGI applicant is eligible for based on household composition and the City's occupancy standards.	Q2 2021		Management agrees with this recommendation. Planned changes to SSHA's new waiting list management system will address this requirement. The system will identify unit size for applicants and track where exceptions are authorized based on City rules by the end of Q4 2020.	This has been identified as a business requirement for SSHA's new waiting list management system, to be implemented in 2021, which will automatically determine the unit sizes that a household is eligible for according to local occupancy standards.
20	In consultation with the City's Medical Officer of Health, to: a. identify the medical circumstances that would warrant a RGI household to have more bedrooms than specified in the local occupancy	Q4 2020		Management agrees with this recommendation. SSHA will consult with the City's Medical Officer of Health in Q4 of 2019 to support the development of a process to review and approve requests for additional	SSHA began consultations with the City's Medical Officer of Health in Q4 2019.

	standards and update local rules accordingly b. develop and implement a process to review and approve requests for an additional bedroom to accommodate medical conditions, including documentation that should be obtained to support such requests, based on criteria to be included in local rules.			bedrooms based on medical conditions, to be implemented by the end of 2020.	
21	In consultation with the Chief Executive Officer, TCHC, consider the feasibility of using TCHC vacant units held for revitalization to meet the demand for emergency shelter as an alternative to hotels or other temporary shelter options.	Initiated Q4 2019		Management agrees with this recommendation. SSHA will investigate the complex issues associated with implementation of this recommendation and will work with Toronto Community Housing Corporation to determine the legal, financial, operational and capital development implications of using units earmarked for revitalization.	• SSHA and TCHC met to explore the feasibility of utilizing vacant units held for revitalization. • Based on the consultation, 70 units in the Regent Park Revitalization project were made available as alternative shelter sites to house approximately 160 people on a temporary basis, in response to the COVID-19 emergency response.

22	Implement and ensure compliance with procedures to oversee RGI households not selected from the CWL, including procedures and controls to: a. identify and review all current referral agreements to develop a comprehensive inventory of agency referral agreements and the respective number of housing units to be filled through referral agreements b. ensure all current and future referral agreements are approved by the City c. ensure there is a record of all households that are granted rent-geared-to-income assistance and housed through any alternate arrangement in the centralized waiting list information system.	Q2 2020	  	Management agrees with this recommendation. SSHA will conduct a review of referral agreements, establish an approval process and improve tracking and monitoring processes by Q2 2020.	• Inventory of known referral agreements from housing provider <i>Project Information Forms</i> has been compiled. A work plan will be developed to facilitate approval of agreements and enhanced tracking and monitoring. • New waiting list system is being designed with enhancements that will facilitate storing information and processes of the approval, tracking and monitoring of referral agreements. • Recommendation 22c has been identified as a requirement for the new waiting list management system. Due to COVID-19, the launch of the new waiting list management system is postponed to Q1 2021; recommendation 22c will be implemented on launch day.
29	Accelerate implementation of recommendations to ensure rules are updated to allow households with greatest need to receive priority, and that			No management response.	• SSHA has communicated with City-funded shelters to ensure all shelter clients are provided an opportunity to be placed on the

	over-housed tenant situations are optimized as quickly as possible.				centralized waiting list and assigned the disadvantaged status. • The City will implement new requirements for over-housed RGI tenants in accordance with recent regulatory changes to the Housing Services Act, which limits applicants to one housing offer, by January 1, 2021
Theme 4: Enhancing oversight, strengthening controls, and increasing integration of processes					
23	Enforce the regular review of housing providers and ensure they are completed as required in compliance with policies and procedures and to take corrective action to address any problems identified in the course of such reviews.	Q2 2021		Management agrees with this recommendation. SSHA has put a plan in place to clear up the current backlog of housing provider reviews by Q4 2020.	• Before the COVID-19 pandemic, a review protocol and reporting mechanism was established to help ensure that all scheduled reviews were completed on time, and SSHA was up-to-date on all scheduled reviews. • In response to new safety measures relating to the COVID-19 pandemic, SSHA is developing new methods and strategies that will enable staff to conduct reviews remotely,

					to be implemented on a test basis in Q1 2021.
24	Ensure the internal controls to review rent-geared-to-income housing providers are reviewed and strengthened to address weaknesses identified from the occurrence of fraud.	Q4 2019	✓	Management agrees with this recommendation. A review protocol and reporting mechanisms have been developed to ensure that housing provider reviews are completed as scheduled. SSHA will also consider, by the end of 2019, how available remedies under the Housing Services Act, 2011 can be best utilized to ensure housing providers are in compliance with the Housing Services Act.	- Fully implemented in 2019 - A review protocol and reporting mechanism are now in place to ensure that housing provider reviews are completed as scheduled. - A new tool has been developed and is being used by staff to complete reviews and automate reporting.
25	Strengthen internal controls which ensure households on the centralized waiting list and those receiving rent-geared-to-income are eligible.	Q2 2021	●	Management agrees with this recommendation. Planned actions will ensure that the standards are met. Eligibility assessments will be reviewed and strengthened, based on approved program changes, for implementation by the end of Q4 2020.	- The completion of reviews of housing provider operations was suspended due to Covid-19. SSHA is currently reviewing options for the completion of these reviews remotely and plans to begin remote reviews of RGI eligibility by Q1 2021. - The City's adoption of RGI simplification was postponed to July 1, 2021 due to Covid-19. These requirements will be built into the new waiting list management systems,

					scheduled for Q2 2020 implementation.
26	Review how, the City may be able to centralize and integrate initial and ongoing eligibility reviews and income verification for all housing subsidy programs currently dispersed amongst multiple groups (Access to Housing, other City business units, TCHC, and eventually other housing providers) for greater efficiency and oversight.	Q4 2021		Management agrees with this recommendation. SSHA will review opportunities presented through the province's proposed changes to RGI calculation, as well as the potential to integrate other income tested programs in the City of Toronto. As a partner in Human Services Integration, SSHA will be involved in HSI's review of the feasibility and value add of centralized income verification processes; the results of which can help advise SSHA's review of eligibility and income verification processes for housing subsidy programs.	In June, 2020, City Council approved SSHA's report requesting authority for other City divisions to collect information for the purposes of determining RGI eligibility. Council approval enables Human Services Integration to increase service integration, including RGI subsidies.
28	Collaborate with the Employment and Social Services and Children's Services divisions to ensure implementation of the Human Services Integration project achieves service efficiencies in administering these income based subsidy programs. In the short term, this will include one income assessment process and in the longer term this should be expanded to include	Initiated in 2019		Management agrees with this recommendation. The Human Services Integration Project is a collaborative project overseen by a steering committee which includes the General Managers of Shelter, Support and Housing Administration, Children's Services and Toronto Employment and Social Services.	- Staff are reviewing common functions that could be more efficiently delivered through integrated processes. - A review of the feasibility and added value of a centralized income verification process, including the possibility of agreements with the Provincial and/or Federal

	other common functions. The implementation should include a rationalization of resources.				governments or other third parties, are underway. • In June 2020, City Council approved SSHA's report requesting authority for other City divisions to collect information for the purposes of determining RGI eligibility. • Work continues to further integrate initial and ongoing eligibility with Human Service partners, in Q1 2020 cross-training for housing was completed by all caseworkers.
30	Report to the October 16, 2019 meeting of the Economic and Community Development Committee on service improvements and modernization initiatives made, to date, to the centralized waiting list for rent-geared-to-income housing, and, the integrity and accuracy of the centralized waiting list data, including the number of active and eligible applicants, as well as the following:	Quarterly		No management response. Reporting is ongoing, on a quarterly basis. This report meets this requirement in regards to Q4 2019.	• Requested data for Q1, Q2, and Q3 2020 are included in this report.

a. number of vacancies at each quarter end and aging of how long the unit has been vacant: 1. broken down by reason for vacancy (e.g., unit turnover, held for medical and safety, uninhabitable, etc.), rent-geared-to-income vs. market rent, rentable vs. non-rentable; 2. broken down by size of unit (Bachelor, 1 bedroom, 2 bedroom, etc.); and 3. broken down by portfolio (e.g., seniors-designated, non-designated, mandated, etc.); b. number of vacancies filled not using the centralized waiting list; c. average number of offers required to fill a vacancy (annually) and related acceptance rate (percent), refusal rate (percent), withdrawal rate (percent); d. number of offers made annually/quarterly, where the applicant can't be reached; e. number of applications deactivated annually/quarterly				
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	vs. the number of applicants who have not confirmed their ongoing interest and access to housing has not had any contact with the applicant in over two years; f. number of applicants on the waiting list listing a shelter as their main address vs. number of applications flagged/deemed priority as homeless; g. number of applicants on the waiting list listing a shelter as their main address vs. number of applicants housed off the waiting list because they were deemed to be a priority as homeless; and h. proportion (percent) of people experiencing chronic homelessness and living in shelters who have applied for the centralized waiting list to receive access to rent-geared-to-income housing.				
31	Report quarterly to City Council, through the Economic and Community Development Committee, on the centralized waiting list for social housing, such report to contain the following details:	Quarterly		No management response. Reporting is ongoing, on a quarterly basis. This report meets this requirement in regards to Q4 2019.	Requested data for Q1, Q2, and Q3 2020 are included in this report.

	a. the number of people on the waitlist; b. the number of vacant rentable units; c. the number of units filled; d. the number of refused offers; e. the number of withdrawn offers; and f. any other relevant information.				
32	Through the implementation of the new Choice Based Model for access to social housing, expand access to information available through the City's Open Data portal, and report to the Audit Committee by fourth quarter of 2020, on the status of implementation; and City Council request the General Manager, Shelter, Support and Housing Administration to engage Toronto's civic tech community on this project.	Q3 2021		Reporting will be brought forward to the Audit Committee by Q4 2020.	Design of Choice-Based data metrics was completed between Q2 and Q3, 2021. Information that may be suited for the Open Data Portal includes outcomes of offer cycles (e.g. number of applicants who expressed interest, number of offers accepted).
33	Report quarterly to City Council, through the Economic and Community Development Committee, with updates on progress with respect to the implementation of the new Choice Based Model for access to social housing.	Quarterly		No management response. Reporting is ongoing, on a quarterly basis. This report meets this requirement in regards to Q4 2019.	Requested progress updates for Q1, Q2, and Q3 2020 are included in this report.

34	Report quarterly to City Council, through the Economic and Community Development Committee, with respect to progress on the recommendations outlined by the Auditor General.	Quarterly		No management response. Reporting is ongoing, on a quarterly basis. This report meets this requirement in regards to Q4 2019.	Requested progress updates for Q1, Q2, and Q3 2020 are included in this report.
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