

2020 Fourth Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing

Date: March 11, 2021

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 the reasons for vacancies
- Updates on the implementation of recommendations made by the Auditor General

This report covers the fourth quarter of 2020 and provides, where available, additional details for a portion of the first quarter of 2021.

SSHA agrees with, and is currently working towards all recommendations made by the Auditor General. Of the 34 recommendations, 11 recommendations have been completed with work underway to address the balance within the 2021 calendar year. Some implementation timelines have been impacted by the City's emergency response to the COVID-19 pandemic. These changes, as well as the status of all recommendations, are detailed in Attachment D.

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 December 7, 2020, the Economic and Community Development Committee adopted the report *2020 First, Second and 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 assessed at the following link:
[2020 First, Second and Third Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing](#)

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](#)

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, along the housing continuum. 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 for subsidized housing.

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 and co-operative 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, which receive 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 the integration of processes.

Included below are the 2020 fourth quarter updates on the requested areas:

- A. New Choice-Based Housing Access Model – Implementation Update;
- B. Centralized Waiting List Management – Progress Update; and
- C. Toronto Community Housing Corporation – Vacancy Management.

An update on the implementation of the Auditor General's recommendations is included in attachment D – Progress Chart Update.

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 a new waiting list management technology, which includes a client portal, automated notifications, and a mobile-enabled one-step application. Key differences between the current and future access model can be found in Attachment B.

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

The Waitlist Management System and the Choice-Based Housing Access Model were initially scheduled to launch Q4 2019, however these projects were delayed due to the COVID-19 pandemic, as project staff in SSHA and Technology Services were redeployed to support the City's emergency response. The revised launch dates of the Waitlist Management System is expected in April; and the implementation of the Choice-Based Access Model is expected in July.

MyAccessstoHousingTO will be the name for the new online system. The revised launch date of the new choice-based system impacts a number of audit recommendations that are dependent on the implementation of this system. Revised timelines and recommendation status updates are detailed in the progress chart in Attachment D.

Progress on Implementation

Updates on the progress made implementing the Choice-Based Housing Access Model in the fourth quarter of 2020 are summarized below in Table 1, marked by three key project milestones: preparing data for migration to the new system; launching a new waiting list; and rolling out the Choice-Based Housing Access Model.

Table 1: Status update on key project components

Release	Status	Q4 2020 Key Updates
Data migration preparation	Testing in Progress	Two of three tests of the data migration strategy have been executed to ensure migration path will be successful for launch.
New Waiting List	Development complete. Testing in progress. On Track for Q2 2021	Development complete. Current review and testing of the client-centered process includes: • Online (paperless) application process • Client portal for tracking application status and viewing housing options • Online notifications • Mobile-enabled application and document upload, including Notice of Assessment • Management dashboard • Time-triggered notifications • Reporting enhancements

Release	Status	Q4 2020 Key Updates
Choice-Based Housing Access Model	Development in progress. On Track for Full Implementation Q4 2021	Building photos collected for launch of enhanced housing listing. Choice-Based features in development. Testing to begin in Q1 2021.

Key Implementation Considerations – Accessibility and Inclusion

Recognizing the importance of fair and equitable access to housing, SSHA continues to work towards ensuring new services and technology under the Choice-Based Housing Model are accessible and inclusive for applicants.

Leveraging existing supports and services that can improve access for applicants, SSHA has partnered with Toronto Public Library, Streets to Homes and the Application Support Centre to develop the following strategies to support applicants with online-access and the dedicated technology to apply for RGI assistance:

- Toronto Public Library will be available to provide applicants access to computers and Wi-Fi;
- SSHA is working to implement training to Streets to Homes and shelter staff on the new system to better support applicants with navigating the online tool; and
- The City's Application Support Centre (ASC) will provide applicants an option to apply for RGI assistance over the phone.

Online design and processes to ensure accessibility and inclusion of all applicants was informed through internal and external consultations conducted by SSHA. SSHA continues to work towards implementing online design and processes that are compliant with the Accessibility for Ontarians with Disabilities Act and that information is accessible in multiple languages, in adherence with the City's Multi-Lingual Services Provision Policy.

These considerations are in alignment with the launch of the Choice-Based Access Model and the Waitlist Management System that is currently being developed. SSHA is working towards the following actions, with an update expected in the Q1 2021 report:

- Adding a multi-lingual notice to the correspondence sent to applicants that indicate 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; and
- Posting all essential information on the Access to Housing website, which is compatible with auto-translation applications.

SSHA, in partnership with the Strategic Communications team, is working to implement a communication strategy to inform applicants of the changes to the centralized waiting list, using channels including, mail, email, outreach through SSHA's community partner network and information updates on the Access to Housing website.

Informing applicants of changes to the centralized waiting list will be implemented using a phased approach to ensure that the Application Support Centre can provide adequate time and support to applicants with inquiries about system changes. Phase 1 of the communication strategy will include notifying the top ranked applicants on the centralized waiting list.

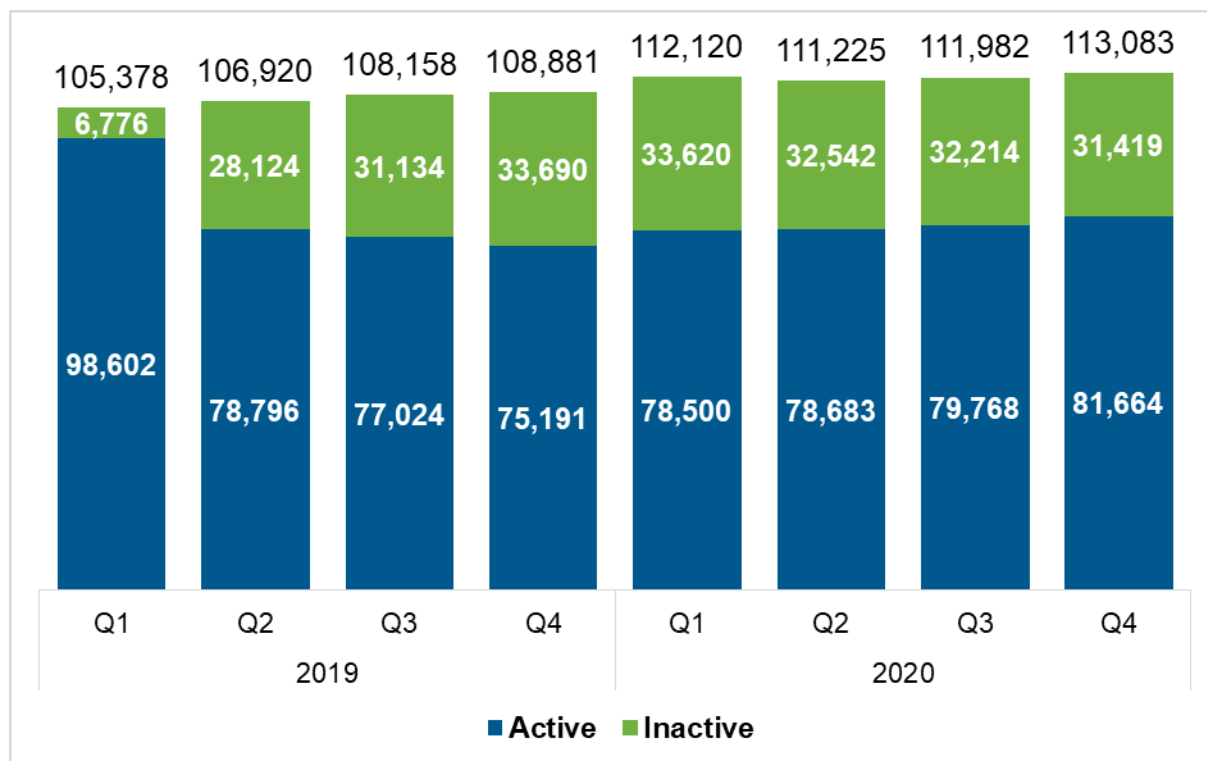
B. Centralized Waiting List Management – Progress Update

The following outlines key advancements made by SSHA in the fourth quarter of 2020. 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

- 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. At the end of Q4 2020, there were 81,664 active applications.
- 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, 504 of which were inactivated in Q4 2020.
- Beginning Q1 2021, applicants will be prompted by email to update their information annually to re-affirm eligibility, while confirming continued interest to receive RGI assistance.

Figure 1: Centralized Waiting List Applications by Status



As shown in Figure 1, the active centralized waiting list slightly increased from 79,768 active applicants in Q3 2020 to 81,664 active applicants in Q4 2020, an increase of 1,896. As a result of SSHA's efforts to ensure applicant information is current, there was a decrease of nearly 20,000 active applicants in Q2 2019, which has remained stable.

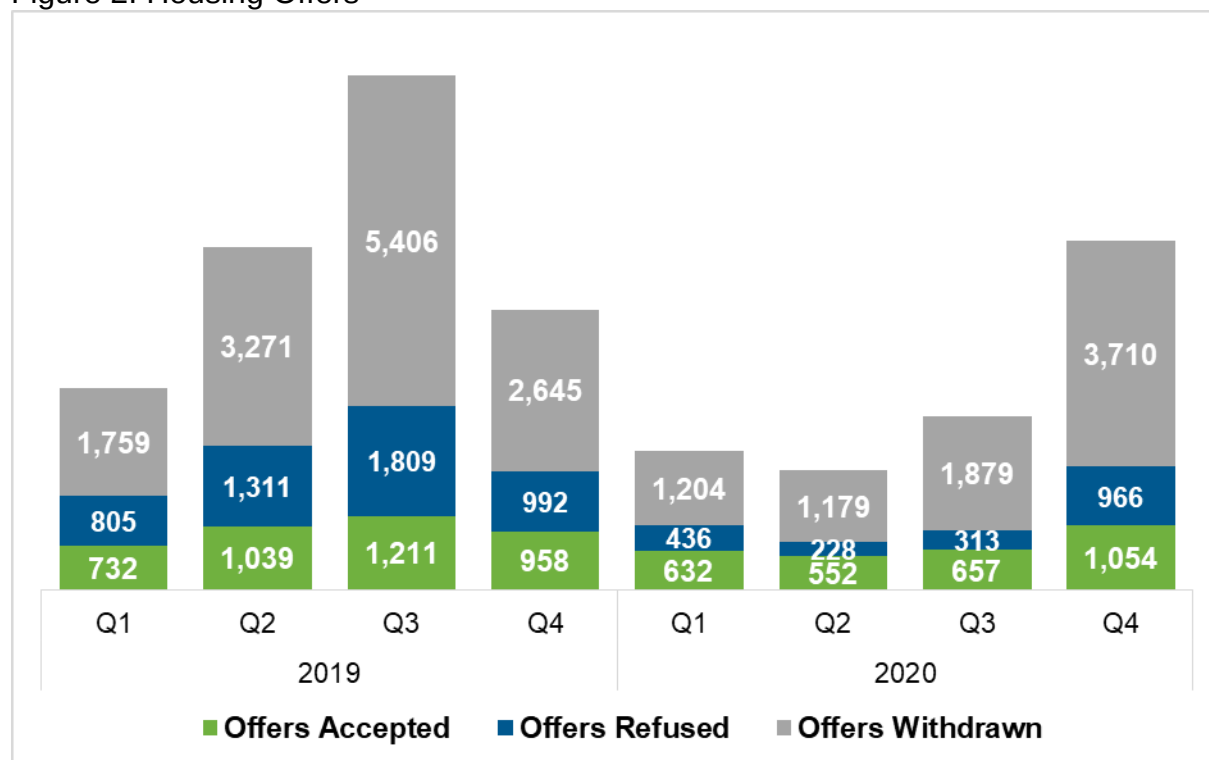
2. Housing Offers

The more offers a housing provider has to make to fill a unit, the longer that unit stays vacant. 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.

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 Q3 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 Q4 2020, the average number of offers required to fill a vacancy was 4.47. This is an increase from 3.27 in Q3 2020. The slight increase is a result of applicants that could not be reached or reluctant to accept an offer, given that moving could potentially increase the risk of being exposed to COVID-19.

Figure 2: Housing Offers



There was an increase across the board for offers accepted, refused and withdrawn. These increases are largely due to programs and services resuming operations that were delayed due to the City's COVID-19 emergency response between Q1 and Q3.

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, over-housed 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 that have listed a shelter as their main 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 currently listed in the shelter system database, using the shelter as their main address and determines if the disadvantaged priority status is still applicable. As a result of this review process, 893 households were flagged in Q4 2020 and 335 of these applications were assigned priority status related to homelessness. This has resulted in over 2,580 applications have been assigned priority status related to homelessness since Q4 2019.

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 February 2021, this initiative has contributed to the successful housing of 511 people moving into permanent RGI housing within TCHC, along with the supports necessary to transition effectively to their new communities. When combined with the City's housing placements to other social housing providers and those who have received a housing allowance, the City has supported over 3,300 people from the shelter system move into permanent housing.

C. Toronto Community Housing Corporation – Vacancy Management

In its capacity as service manager, SSHA continues to support TCHC, to better manage vacancy issues and to lower the vacancy rate below the performance target of 2%.

Of the reported 1,334 vacant TCHC units at the end of Q4 2020, 618 units or 46% are committed either pending a move in or on offer to a household. TCHC staff are actively working to match the remaining 716 units with an eligible household using a four-pronged vacancy management strategy.

The four-pronged strategy is intended to aggressively lower its vacancy rate. It has stabilized the RGI vacancy rate in Q4 2020 and, as of February 2021 has resulted in a reduction from 2.56% in December 2020 to 2.33% in February 2021. The progressive decrease in the vacancy rate for February 2021 presents early indicators that TCHC's strategy is yielding positive results and moving in a direction to return to a vacancy rate that is below its performance target of 2%.

A full summary of the Q4 2020 vacancy data can be found in Attachment C.

Strategies to Reduce Vacancy Rates

The implementation of TCHC's four-pronged strategy resulted in the vacancy rate for RGI rentable units to decrease from 2.56% at the end of 2020 to 2.33% in February 2021. This strategy involves the following:

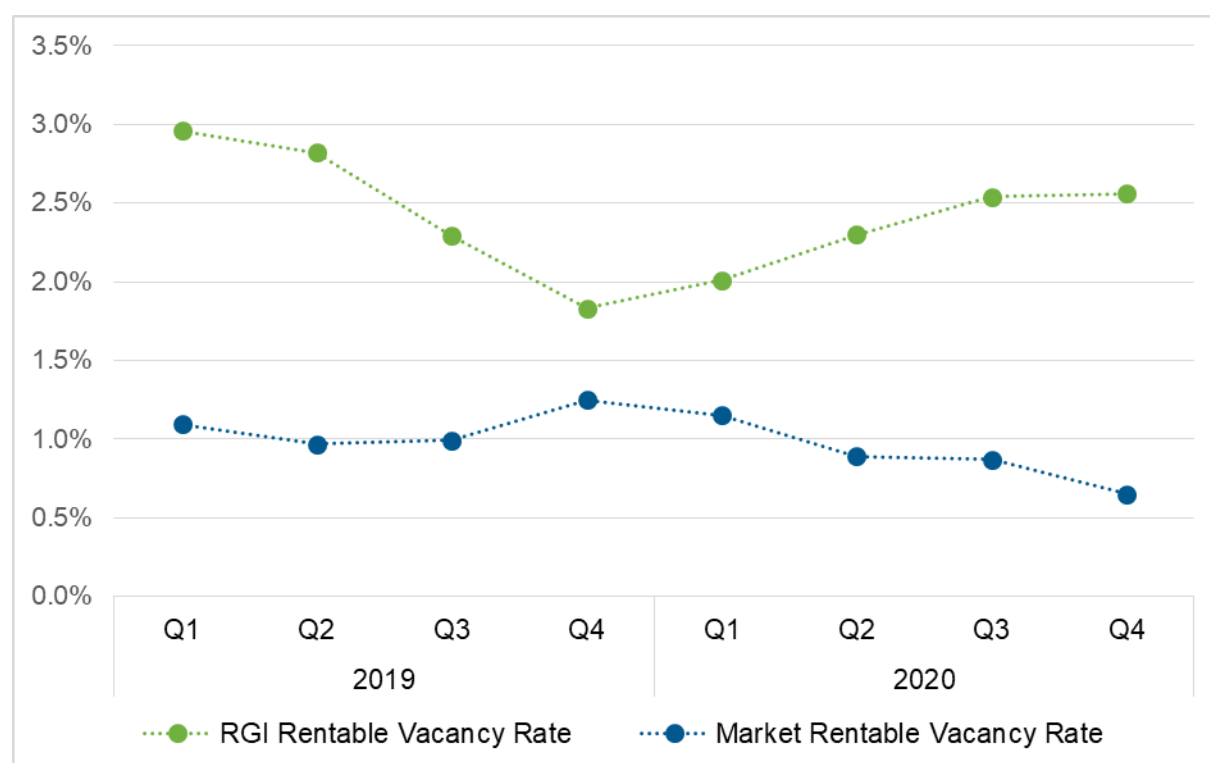
- 1) **Targeted rental campaigns in high vacancy buildings** - TCHC staff have identified 6 buildings with high vacancy rates and cluster of vacant units and will be conducting a bulk, socially distanced, unit showings in April 2021.
- 2) **Rapid Rehousing Program** - Phase 1 of the Rapid Rehousing Program resulted in 335 units allocated to households with the disadvantaged code from the shelter system. In Phase 2, which began in January 2021, TCHC is working to fill an additional 300 units with support funding secured at present for 150 of those units. As of February 2021, 37 households (52 individuals) have received a unit through this program.

- 3) **Resume housing offers to seniors** - Ensuring the safety of seniors, offers for units in the Seniors Housing Unit was suspended in Q1 2020 and resumed in Q2 2020. During Q4 2020, staff in the Seniors Housing Unit contacted 2,308 applicants on the centralized waiting list, more than double the 870 offer attempts made in Q3 2020.
- 4) **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 until April 30, 2021. TCHC continues to work with SSHA to implement a new process for over-housed transfers, in conjunction with the launch of the new choice-based system.

Q4 2020 Vacancy Rate Detail

Outlined below are vacancy details related to TCHC's RGI and market units, family and senior's portfolios, rentable and non-rental units, and rentable vacancies.

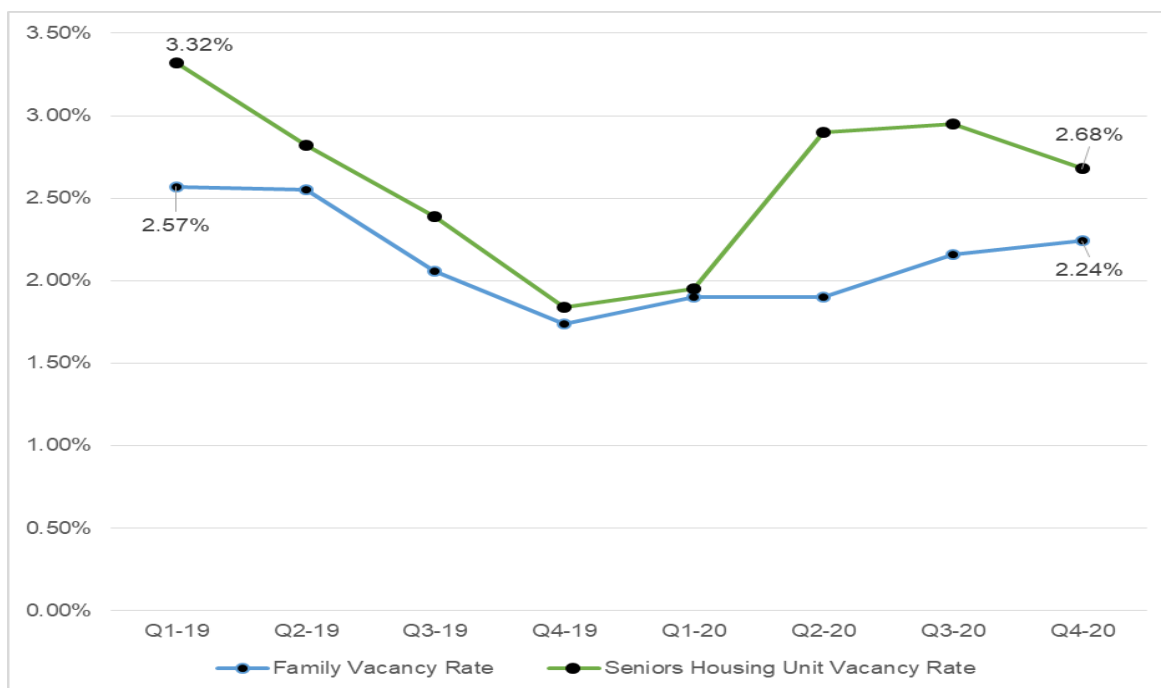
Figure 3: TCHC Vacancy Rates (RGI and Market)



TCHC's vacancy rates for RGI rentable units saw improvements across 2019, when the Auditor General's report was released, decreasing from 2.96% in Q1 2019 to 1.83% in Q4 2019. The vacancy rate for rentable market units continues to be below 1% and has decreased from 0.87% at the end of Q3 2020, to 0.65% at the end of Q4 2020.

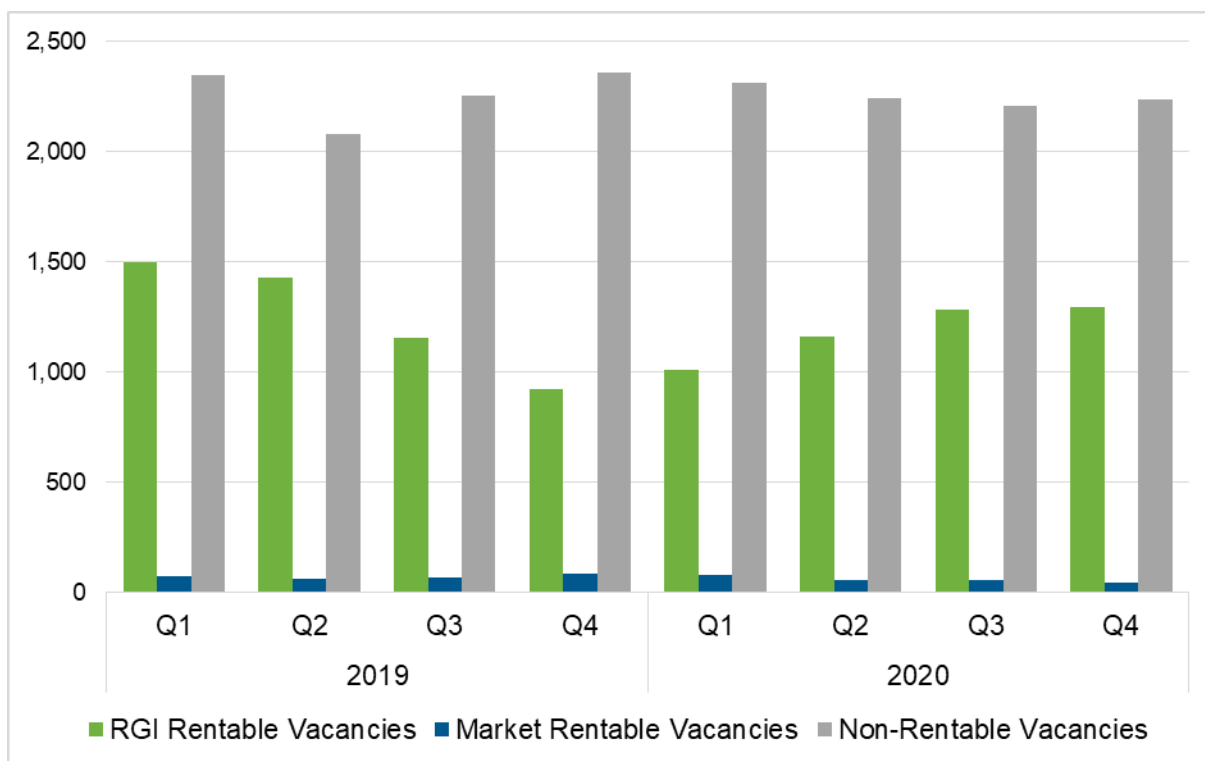
The COVID-19 pandemic contributing to the slight increase from Q3 2020 to Q4 2020, as it made filling vacancies more time-consuming due to new safety measures in unit showings (e.g. social distancing, delays in accessing buildings) and many applicants declining housing offers, as they felt unsafe moving during the pandemic.

Figure 4: TCHC Vacancy Rate by Portfolio (Family and Seniors Housing Unit)



As shown in Figure 4, at the end of Q4 2020, the graph shows a 2.24% vacancy rate for the Family portfolio and 2.68% for the Seniors portfolio. The combined vacancy rate of 2.56% in Q4 2020 has further declined to 2.33% in February 2021.

Figure 5: TCHC Rental and Non-Rentable Vacancies



The number of rentable RGI vacancies increased slightly from 1,281 in Q3 2020 to 1,293 in Q4 2020 and the number of non-rentable vacancies increased from 2,208 units in Q3 2020 to 2,235 at the end of Q4 2020, an increase of 27 units. The increase in non-rentable units is due to the revitalization at Don Summerville, where 27 units were put on hold for demolition in Q4 2020. A detailed breakdown on the reasons units are non-rentable is included in Attachment C.

Figure 6: TCHC Rentable Vacancies

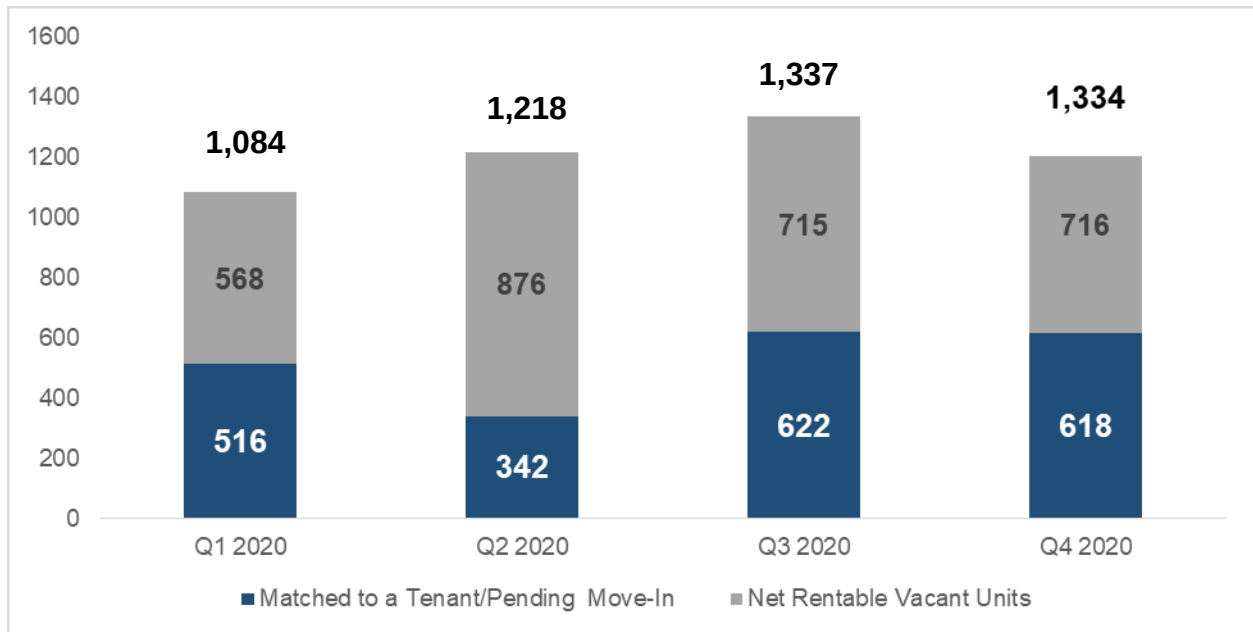


Figure 6 shows the total number of vacant units by quarter and also includes the number of units that are committed to a tenant and pending a move in.

There was a total of 1,334 rentable units in Q4 2020. Of the 1,334 rentable vacant units, 618 units were pending a tenant move in, on offer to a tenant or there has been an accepted offer by a tenant to move in. The remaining 716 units are vacant and staff are actively working to match these units with a tenant, using the four-pronged strategy.

TCHC staff continue to make as many offers as possible to applicants on the centralized waiting list, however, as noted previously, there has been an increase in refusals due to applicants being reluctant to accept an offer given that moving could potentially increase risk of exposure to COVID-19. Despite the challenges that COVID-19 has presented for filling vacancies, TCHC continues to move in more households than those vacating RGI units. Between Q1 2020 and Q4 2020, TCHC moved in 2,689 households and moved out 2,478 households, resulting in 211 more households moving into a vacant RGI unit.

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, 11 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 D.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment A: Centralized Waiting List Data
Attachment B: Key Differences between the Current and Future Access Model
Attachment C: Toronto Community Housing Corporation Vacancy Data
Attachment D: 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	Q4 2020
Number of people on the waitlist	75,191	78,500	78,683	79,768	81,664
Average number of offers required to fill a vacancy	7.62	5.06	4.06	3.27	4.47
Number of offers made where the applicant can't be reached	543	213	223	243	1,178
Number of units filled	872	471	497	525	735
Number of vacancies filled not using the waiting list	81	24	109	40	18
Offer acceptance rate	21%	27%	28%	23%	18%
Offer refusal rate	21%	18%	11%	11%	16%
Offer withdrawal rate	57%	51%	59%	65%	62%
Number of refused offers	992	436	228	313	966
Number of withdrawn offers	2,645	1,204	1,179	1,879	3,710
Number of applications deactivated vs. the number of applicants who have not confirmed their ongoing interest with no contact in over two years	4,562 vs. 92	1,087 vs. Zero	253 vs. Zero	88 vs. 27	504 vs. 42

Attachment B: 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.

Attachment C: 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 3-6)
- Portfolio (Tables 7-10)

Table 1: TCHC Vacancies

Type of Vacancy	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
RGI Rentable	920	1,008	1,160	1,281	1,293
Market Rentable	82	76	58	56	41
Non-Rentable	2,358	2,316	2,245	2,208	2,235

Table 2: Reasons for Non-Rentable Vacancies

Reason	Description	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Revitalization Projects	Units associated with revitalization activities	1,493	1,458	1,403	1,336	1,373
Sale or Transfer of Building	Units pending sale or transfer to another operator	393	392	393	389	352
Uninhabitable/ Repairs	Units requiring capital investment	309	313	295	331	349
Operations	Units being used for operational activities where no alternative is available (i.e. office or amenity space)	78	81	78	77	81
Recreation	Units being used by the community for recreational purposes/programming as there is no other space available in this building for this purpose	54	52	52	52	52
Accessibility	Units associated with capital work related to accessibility	31	20	24	23	28
Total		2,358	2,316	2,245	2,208	2,235

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	18	91	6	95	210
1-bed	11	74	3	88	176
2-bed	7	41	6	71	125
3-bed	4	11	1	23	39
3+ bed	2	3	0	13	18
TCHC Overall	42	220	16	290	568

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	61	14	55	158	288
1-bed	55	11	46	222	334
2-bed	21	6	26	103	156
3-bed	12	0	4	47	63
3+ bed	6	2	1	26	35
TCHC Overall	155	33	132	556	876

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	56	7	40	110	213
1-bed	52	7	39	189	287
2-bed	37	7	17	72	133
3-bed	16	5	12	29	62
4+ bed	7	1	1	11	20
TCHC Overall	168	27	109	411	715

Table 6: Duration of Net Rentable Vacancies by Unit Size in Q4 2020

Unit Size	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Bachelor/Shared Room	20	77	49	105	251
1-bed	16	60	45	100	221
2-bed	12	36	32	55	135
3-bed	16	20	15	36	87
4+ bed	1	4	4	13	22
TCHC Overall	65	197	145	309	716

¹Note: 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 7: Duration of Net 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	34	134	13	231	412
Seniors Housing	8	86	3	59	156
Total	42	220	16	290	568

Table 8: Duration of Net 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	94	24	86	380	584
Seniors Housing	61	9	46	176	292
TCHC Overall	155	33	132	556	876

Table 9: Duration of Net 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	103	24	65	235	427
Seniors Housing Units	65	3	44	176	288
TCHC Overall	168	27	109	411	715

Table 10: Duration of Net Rentable Vacancies by Mandate in Q4 2020

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing Units	49	130	85	225	489
Seniors Housing Units	16	67	60	84	227
TCHC Overall	65	197	145	309	716

¹Note: 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 D: 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. [Open 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.

SSHA agrees with, and is currently working towards all recommendations made by the Auditor General. Of the 34 recommendations, 11 recommendations have been completed at the end of Q4 2020, as detailed in Table 1. Recommendations that are currently in progress are detailed in Table 2.

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

Table 1: Completed Recommendations

Note, completed recommendations have been updated by SSHA and currently being reviewed and verified 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	Q4 2019	✓	Management agrees with this recommendation. SSHA currently reminds clients to maintain annual contact with	The recommended procedures were implemented in 2019.

	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 ensure their information is kept up-to-date and to re-affirm continued eligibility for rent-geared-to-income assistance			SSHA and tracks contact, and attempts at contact, in the existing database.	Ongoing maintenance of applicant files continued partially throughout Q1 2020.
	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	✓	Management will also review opportunities to improve current processes through the development of the new waiting list management system, 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.	Due to COVID-19, these activities were temporarily suspended. Effective Q1 2021, applicants will be prompted to update their information 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 RENTCafé system which will replace the Toronto Applicant Waiting List (TAWL).
	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	Q1 2020	✓	Management agrees with this recommendation. SSHA will analyze client profile data to enhance communication and reporting on the different	Fully implemented in Q1 2020 SSHA adjusted reporting categories, by removing inactive and reporting number

	management, including accurate reporting of the number of active and eligible applicants.			household types and status of applicants on the centralized waiting list starting in Q1 2020.	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 RENTCafé system. SSHA will use the new waitlist system to effectively categorize applicants by eligibility, and remove ambiguous applicant statuses such as 'on hold'.
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-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.	Engagement and information sessions were conducted with community partners and frontline shelter staff, where a key message was communicating to clients the importance of maintaining accurate building selections.
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	In Q1 2020, the RENTCafé 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-

				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.	effective compared to staff-led 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.

Theme 2: Reviewing Priorities for RGI Assistance

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.
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 number of preferences that will support efficient and timely re-housing of an over-housed	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 their timely transfer to suitable units.	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 applicants to one housing offer, by April 5, 2021, in alignment with implementation of the Choice-Based program.

	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.		✓		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.
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 in 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. A pilot initiative has been launched securing 70 units in the Regent Park Revitalization project to house approximately 160 people. The program will target newcomers and refugee claimants currently staying in SSHA's existing shelter and hotel programs. On-site supports are being provided to help households find housing and support their integration back into the community.

					Units will be vacated in the Spring to allow for the revitalization on the site Due to changes in the planning process for TCHC revitalization projects, it is not expected that revitalization units will be available for use in future.
Theme 4: Enhancing oversight, strengthening controls, and increasing integration of processes					
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.

Table 2: Progress Chart on the Implementation of the Auditor General's Recommendation – Currently in Progress

	Recommendation	Timeline	Status	Management Response	Actions Taken
Theme 1: Helping people get access to RGI Assistance					
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.
	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.	Q2 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.	Due to COVID-19, the launch of the new waiting list management system is postponed to Q2 2021; the monitoring procedures recommended in 3b will be implemented on launch day.

6	Increase information about available units to enable applicants to make better informed choices about buildings they are willing to move into.	Q3 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.	Specifications for the Choice-Based Access Model (launching in Q3 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	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,	Enhanced communications through e-mail notifications have been designed for the new waiting list RENTCafé, and validated with stakeholders in Q2 and Q3, 2020.

	Canada designated to respond on their behalf, if necessary.			will further enhance the setting and updating of communication preferences.	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.
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 regular reports to support the detection of errors or irregular activity.	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.
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	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	To be initiated in 2021.

	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.			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.	
11	Establish local rules for: a. asset limits for rent-geared-to-income recipients b. total household income limits and prioritize access to rent-geared-to-income assistance based on household income.	To be determined by the province	 	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 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.	As part of the Community Housing Renewal Strategy, the provincial government is working to make a change in regulation that would require Service Managers to set up appropriate local income and asset limits for people to be eligible for RGI eligibility. Due to COVID-19, the provincial government has delayed this action and SSHA has postponed establishing asset and household income limits for Toronto until provincial regulatory changes are determined.

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.
Theme 3: Opening doors for more people to access RGI housing					
16	In collaboration with TCHC, ensure that a maximum number of social housing units	Q2 2021		Management agrees with this recommendation. The City is engaged with TCHC on the	A draft process has been developed that incorporates approval from senior staff at

	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 removal of any housing units from service.			development of an action plan related to RGI service level standards and the status of vacant units.	TCHC and final approval from the City as Service Manager, prior to removing a housing unit from circulation. Work on this recommendation was 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, have identified buildings with high vacancy rates and are developing an interim process to implement an outreach campaign, which will provide information on the buildings and allow tenants to view these units in multiple unit showings during April 2021. This process gives the opportunity for applicants to make an informed choice of the housing options available and express their interest in a unit, filling buildings with high vacancy rate quickly. In Q4 2020, SSHA connected with Toronto Public Library and Streets to Homes to develop a strategy to support applicants with access to the online services and dedicated technology. A workflow for

					vulnerable applicants was co-developed with the Application Support Centre to support filling an application over the phone, and to refer applicants for further support for internet access and Housing help.
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 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	Q1 2022	 	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 bedrooms based on medical conditions, to be implemented by the end of 2020.	SSHA began consultations with the City's Medical Officer of Health in Q4 2019. Due to COVID-19, further discussions with the Medical Officer on this recommendation has been deferred until Q1 2022.

	documentation that should be obtained to support such requests, based on criteria to be included in local rules.				
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-gear-to-income assistance and housed through any alternate arrangement in the centralized waiting list information system.	Q3 2021	  	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 Q2 2021.
29	Accelerate implementation of recommendations to ensure rules are updated to allow households with greatest need			No management response.	SSHA has communicated with City-funded shelters to ensure all shelter clients are provided an opportunity to be placed on

	to receive priority, and that over-housed tenant situations are optimized as quickly as possible.				the 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. This recommendation will coincide with the implementation of the new Choice-Based Wait List system and the implementation of the one-offer rule in July 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 has developed new methods and strategies that will enable

					staff to conduct reviews remotely, which was implemented Q1 2021.
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.	SSHA began remote reviews of RGI tenant files in Q1 2021. These reviews focus on the household's eligibility for RGI assistance, including being housed in proper sized unit. The City's adoption of RGI simplification was postponed due to Covid-19. These requirements will be built into the new waiting list management systems, scheduled for Q2 2021 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;	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.

				the results of which can help advise SSHA's review of eligibility and income verification processes for housing subsidy programs.	
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 other common functions. The implementation should include a rationalization of resources.	Q4 2021		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. SSHA continues to integrate initial and ongoing eligibility with Human Services partners. In Q1 2020, initial cross-training for housing was completed by all caseworkers, with further training and integration taking places throughout Q2 2020 and Q3 2020. Further integration and training is being developed in preparation for deployment of the New Waitlist management system in Q2 2021.
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	Quarterly		No management response. Reporting is ongoing, on a quarterly basis. This report meets this requirement in regards to Q4 2019.	Requested data for Q4 2020 is included in this report.

	integrity and accuracy of the centralized waiting list data, including the number of active and eligible applicants, as well as the following: 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);				
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	d. number of offers made annually/quarterly, where the applicant can't be reached; e. number of applications deactivated annually/quarterly 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	Quarterly		No management response. Reporting is ongoing, on a quarterly basis. This report	Requested data for Q4 2020 is included in this report.

	Committee, on the centralized waiting list for social housing, such report to contain the following details: 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.			meets this requirement in regards to Q4 2019.	
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 data for Q4 2020 is 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 data for Q4 2020 is included in this report.