

## **2021 First and Second Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing**

**Date:** September 8, 2021

**To:** Economic and Community Development Committee

**From:** General Manager, Shelter, Support and Housing Administration

**Wards:** All

### **SUMMARY**

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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 first and second quarter of 2021 and provides, where available, additional details for a portion of the third quarter of 2021.

SSHA agrees with, and is currently working towards all recommendations made by the Auditor General. Of the 34 recommendations, 15 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

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

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

## FINANCIAL IMPACT

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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

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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

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On March 25, 2021, the Economic and Community Development Committee adopted the report *2020 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 assessed at the following link:  
[2020 Fourth Quarter Status Report on Audit Recommendations: Opening Doors to Stable Housing](#)

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

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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, with some exceptions for defined priority groups that receive fast-tracked access when RGI units become available.

The Auditor General's report notes that the demand for social housing assistance in Toronto far exceeds the available supply, highlighting that an average of only 3% of RGI applicants move into subsidized housing each year. The report identified ways the City can improve how it manages the centralized waiting list to support timely and equitable access to the limited supply of RGI units.

This resulted in 34 recommendations organized into four areas: improving accuracy of centralized waiting list data and efficiency of administration processes; making better use of housing units to maximize the number of people who can access RGI assistance with the given supply; reviewing how applicants are prioritized for RGI and other housing assistance to ensure units go to those with the greatest need; and enhancing oversight, strengthening controls, and increasing the integration of processes.

Included below are the 2021 first and second 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 expedite the allocation of RGI housing to eligible applicants on the centralized waiting list. The online, cloud-based technology provides a Waitlist Management System with portals for City staff, community partner agencies and social housing providers and an Applicant Portal for residents. Throughout Q1, Q2 and early Q3 2021, each portal was activated.

This integrated approach provides residents a straightforward application process with the ability to self-manage and maintain their files, and provides community partners the information required to support clients with their housing applications. City staff and social housing providers continue their administrative functions within this new database system.

This technology lays the foundation for the Choice-Based Housing bidding module, currently in development and forecasted to launch in Q4 2021. This module provides a centralized, online space for housing providers to advertise and offer vacant RGI units to eligible applicant households. Key differences between the current and future access model can be found in Attachment B. The Choice-Based Housing bidding module will involve 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

Milestones related to the activation of the Waitlist Management System and the Applicant Portal were extended to Q2 and Q3 2021. They were delayed due in large part to the City's pandemic emergency response, as project staff in SSHA and Technology Services were redeployed to other critical work. In Q2 2021, the Waitlist Management System successfully launched to 740 users including City staff, housing providers and partner agencies. SSHA developed and delivered specialized system user training for internal and external stakeholders, and created an accessible applicant guide and accompanying instruction video. On July 6, 2021, the public-facing applicant portal, MyAccessToHousingTO, went live.

Aligned with the previous milestone extensions, the Choice-Based Housing bidding module milestone has also been extended to Q4 2021. This revised launch date 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

The phased-approach of launching the Waitlist Management System in Q2 and the Applicant Portal going live in early Q3 ensured that City staff, social housing providers and community partners were trained and equipped to provide support to the residents filing or updating their Access to Housing applications online.

City staff conducted comprehensive stakeholder engagement plan with partners from the following sectors: Seniors, Violence Against Women (VAW) shelters and services, Homelessness services, Newcomers, and Disability Services. Key partnerships include 211, TESS, Streets to Homes, Toronto Public Library and Housing Help Centres. Guides and processes were developed to ensure continuity of service for applicants, including phone-based application updates through the Application Support Centre.

Within Q2 and progressing into Q3, transition work continues including applicant data migration into Yardi Rent Café database. Modernization plans to transition from a paper-based application process to comprehensive online application system were developed. Access to Housing continued to accept paper-based applications during this time, while the final quality assurance and accessibility reviews were completed on the online application portal.

With the foundation of the Waitlist Management System and Applicant Portal in full development, two main areas of focus in Q3 and Q4 will be to sustain efforts to engage current applicant households to initiate and utilize the online applicant portal; and to focus on the development and implementation of the Choice-Based housing bidding module. Communication plans targeting existing applicant households are underway, with personalized instruction letters, advertising in community agencies and updated webpage information. Technology adoption rates continue to be monitored to ensure progressive uptake of the new system.

Choice-based Housing Bidding module development is underway, along with an accompanying training package development and instructional video creation. As part of the implementation plans, a small pilot bidding cycle will occur in early Q4, allowing for quality testing to occur. Based on the outcomes of the pilot, plans for official launch of the Choice-Based Housing bidding module will be finalized and implemented in the remainder of Q4.

#### 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 Bidding Model adhere to Accessibility for Ontarians with Disabilities Act (AODA).

Throughout Q1 and Q2, SSHA conducted stakeholder engagement sessions with community partner agencies, providing them with the information and training required to support vulnerable residents in applying and maintaining their RGI applications through the online portal. Key sectors included were: Violence Against Women (VAW), Seniors, Homeless-serving system, Newcomers and Disability services. SSHA developed a suite of resource guides for the Application Support Centre and partner agencies so that telephone support could be easily offered to applicants.

SSHA and Strategic Communications implemented a comprehensive communications plan in preparation for the Applicant Portal launch. A 23 multi-lingual notice was included in all letter campaigns to existing applicants. A branded bookmark and resource page were also developed to accompany the applicant registration letter. The resources outlined included a list of Housing Help Centres trained and prepared to support residents with creating and maintaining RGI applications, along with contact information for free translation services, tax clinics, Wi-Fi access and computers.

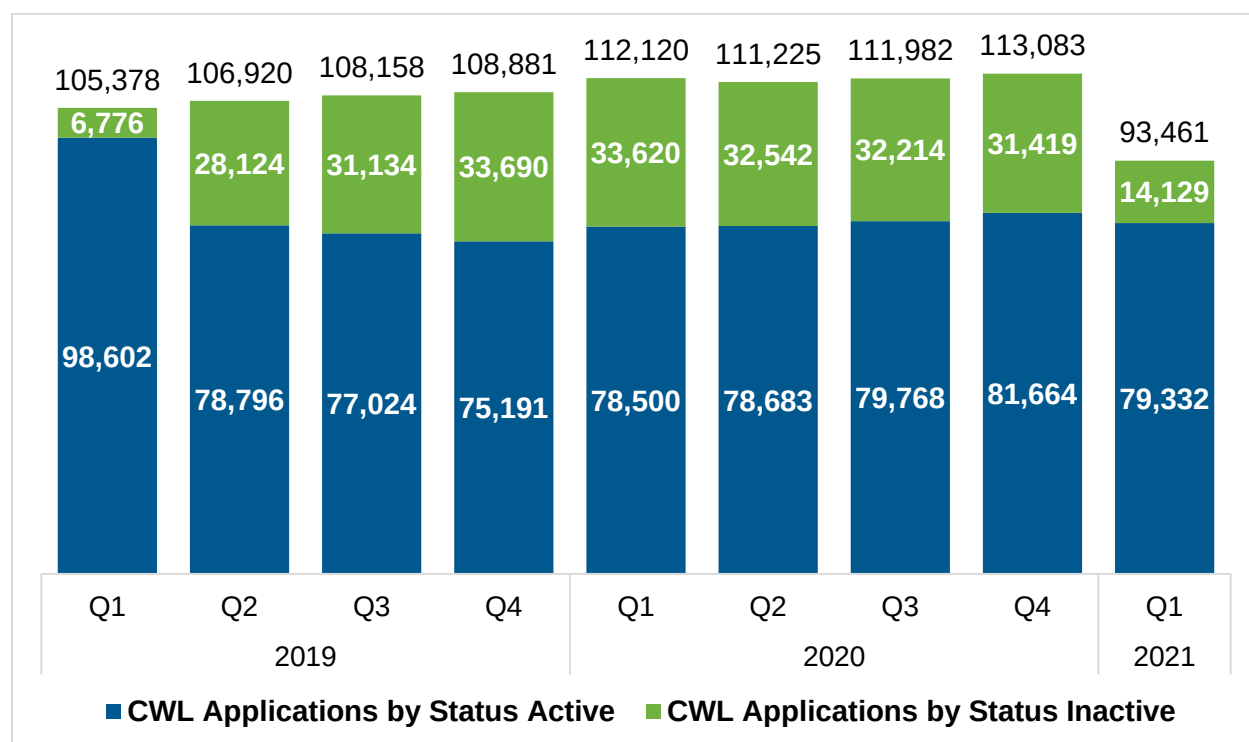
## **B. Centralized Waiting List Management – Progress Update**

The following outlines key advancements made by SSHA in the first and second quarters of 2021. 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:
  - o Since Q4 2020, 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 Q1 2021, there were 79,332 active applications. At the end of Q2 2021 there were 78,177 active applications.
- Updating applicant data and eliminating ambiguous status codes
  - o Leading up to the data migration milestone in Q2 2021, over 38,000 applications have been deemed inactive since Q1 2019, with an additional 6,382 inactive files in Q1 2021 and 832 files in Q2 2021. All of the recently inactivated applicant households will be mailed a letter introducing MyAccessstoHousingTO, inviting applicant households to register and request reactivation.
- Maintaining accurate and current data for all applicants moving forward
  - o Applicants are contacted by letter outlining how to register on the MyAccessstoHousingTO online portal.
  - o Once registered with the online portal, the system automatically prompts applicant to update, verify and maintain an accurate application. System prompts will issue an email notification. System design underway to support applicants with technology barriers to receive a corresponding letter.  
  
Applicants requiring additional assistance can receive telephone support from partnering community agencies, Housing Help Centres and the City's Applicant Support Centre. Aligning with reopening plans, in-person support will be provided, including the Access to Housing office location.
- As of Q2, there are 78,117 applicants on the Centralized Waiting List

Figure 1: Centralized Waiting List Applications by Status



- As shown in Figure 1, efforts initiated by SSHA to ensure applicant data in the old system was current led to an increase of 21,348 inactive applications from Q1 to Q2 2019. Since this undertaking, the number of active applications on the waiting list has remained stable, ranging from 75,191 to 81,664.
- Q1 2021 is the last month that inactive status was captured. Data migration to Rent Café completed in Q2 2021, and inactive files from the old system were deemed either eligible or cancelled in the new database.

## 2. Housing Offers

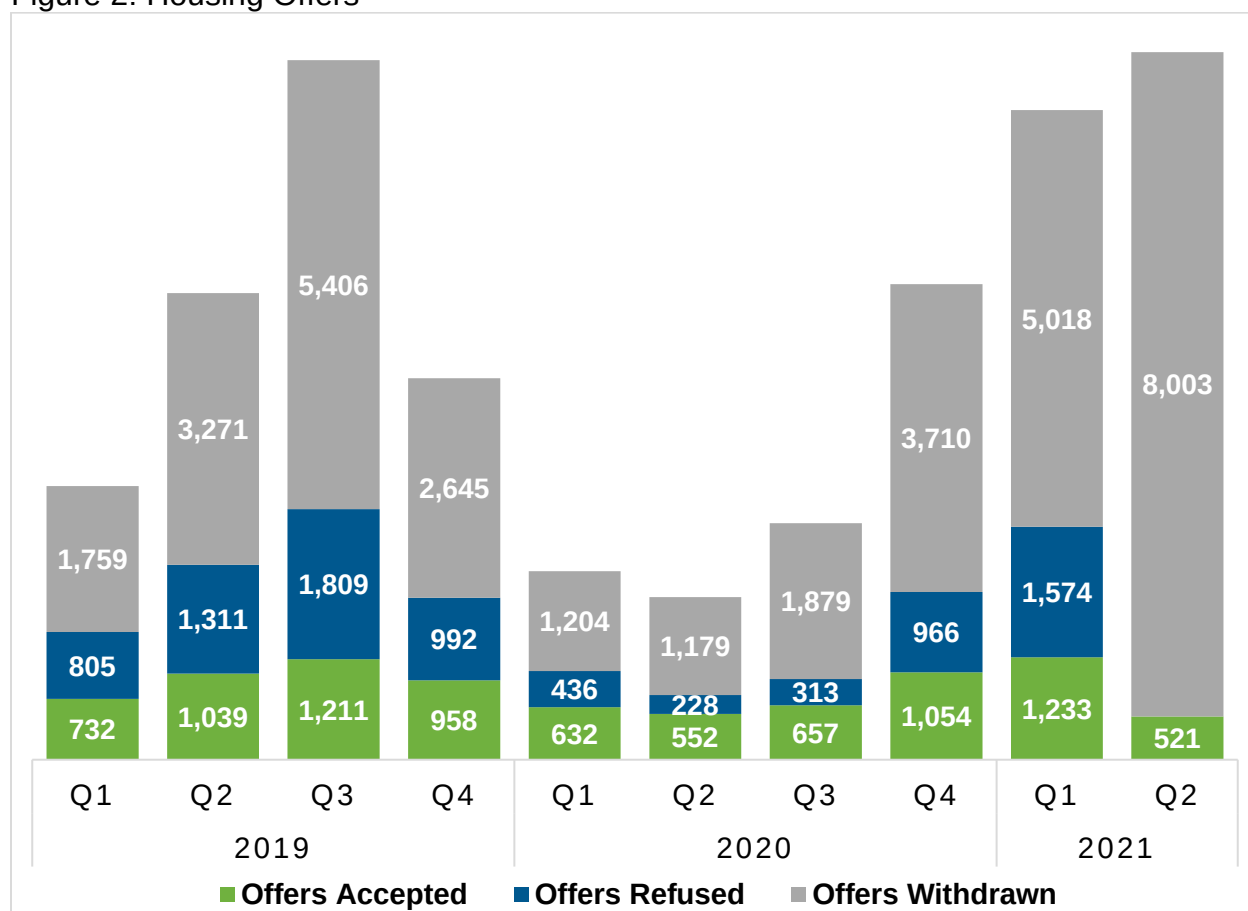
SSHA monitors the average length of time required for a vacant RGI unit to be rented. This includes tracking the average number of offers required to fill a vacancy, offer acceptance rate, offer refusal rate, and offer withdrawal rate as performance indicators of housing administration efficiency. SSHA is working to improve housing offer efficiency by maintaining more up-to-date applicant contact and preference information, with the recent launch of the new online portal, MyAccesstoHousingTO. SSHA also provides wait list management training to housing providers that clarifies and reinforces housing offer policies and procedures.

With Choice-Based Housing Bidding Module development in progress, the technology function will promote expedited connection between vacant RGI units and interested, eligible households. The technology is designed to enable eligible applicants to play an active role in their housing search through the ability to express interest in real-time for vacant, available RGI units.



SSHA incorporated measures to ensure that current applicants on the centralized waitlist were not negatively impacted during the transition to RentCafe and MyAccessstoHousingTO, including the data migration process. Households maintained their original application dates and any applicable priority status. Refusals of housing offers are temporarily not counted and do not impact a household's eligibility to remain on the centralized waitlist. This decision provides a safeguard to applicants against any unintended consequences resulting from technical and operational changes. This includes providing applicants time to register and navigate the new online MyAccessstoHousingTO portal, and their future adoption of the Choice-Based Housing module.

Figure 2: Housing Offers



- The transition plan to temporarily suspend refused housing offers has impacted both the decrease of offers accepted and the increase in offers withdrawn rates in Q2 2021. The flexibility and protection provided to applicants has consequently made filling vacant units less efficient and increased time required to fill vacant units resulted in overall fewer units accepted in Q2.
- This trend is anticipated to continue in the short-term as these safeguards will remain in place for clients while the implementation of the Choice Based Housing module and the MyAccessstoHousingTO portal and the is underway. Applicants continue to be advised to accept unit offers that meet their household's needs.

On September 23, 2019, the province released a number of significant changes to the Housing Services Act and its regulations. Two significant regulation changes have a direct impact on the Centralized Waitlist and housing offer process. The first is RGI simplification rules, including the need for an annual Notice of Assessment (NOA), and to use the NOA to calculate RGI rental fees. The second is the Single Offer Rule, requiring applicants accept the first housing offer or be removed from the Centralized Waitlist.

On July 1, 2021, the City of Toronto implemented the changes associated with RGI Simplification, as well as updating the RGI Administration Manual and forms. SSHA will implement the Single Offer Rule January 1, 2022, and will align it with the Choice-Based Housing Bidding Module development to ensure applicants have accurate, real-time information on housing units for which they will express interest.

### *3. Ensuring appropriate prioritization of people experiencing homelessness*

SSHA conducts quarterly cross-reference reviews between the Centralized Waitlist and shelter-system data ensure shelter-system applicants experiencing homelessness are granted priority status. As a result of this review process, 762 households were assigned priority status related to homelessness in Q1 2021, and 997 households in Q2 2021.

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 the end of June 2021, this initiative right-matched permanent RGI housing and supports to a total of 710 people, of which 199 were housed in Q1 and Q2 2021.

## **C. Toronto Community Housing Corporation – Vacancy Management**

In its capacity as service manager, SSHA continues to support Toronto Community Housing ("TCHC"), to better manage vacancy issues and to lower the vacancy rate below the performance target of 2%. Enclosed are details on the co-developed four-pronged strategy to reduce vacancy rates, progress in strategy application, and vacancy data to illustrate outcomes.

### ***Overall Update***

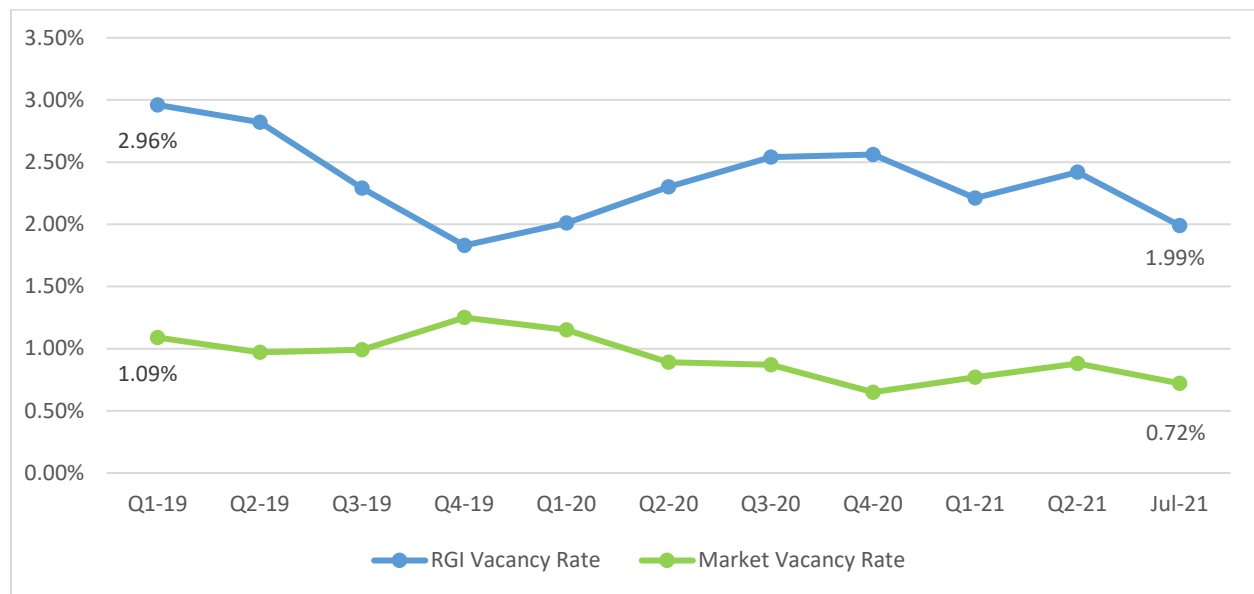
The four-pronged strategy implemented by TCHC to aggressively lower the vacancy rate yielded positive results in Q1 2021, where the RGI vacancy rate decreased from 2.56% to 2.21%.

There was a slight increase in the overall RGI vacancy by the end of Q2 to 2.42%. A contributing factor to the increase was an influx of 66 vacant units held for families required to relocate from the Don Summerville revitalization site. The vacant units not matched to relocating households were made available to be filled with eligible families from the waiting list.

Although the vacancy rate increased slightly in Q2, the number of households moving in to RGI units (803) was greater than the number of households moving out (660) between Q1 and Q2 2021, resulting in 143 more households moving into a vacant RGI unit. This illustrates that the four pronged strategy is supporting TCHC's ability to efficiently manage unit turnover.

The latest TCHC vacancy data from July 2021 indicates that trend is continuing downward, with an RGI vacancy rate of 1.99%.

**Figure 3: TCHC Overall Vacancy Rates (RGI and Market)**



The full summary of the Q1 and Q2 2021 vacancy data, requested by City Council, can be found in Attachment C.

### ***Four-pronged Strategy to Reduce Vacancy Rates***

The following provides updates to the on-going vacancy solutions, as part of the four-pronged strategy that continues to be implemented at TCHC.

- 1) **Targeted rental campaigns in high vacancy buildings** – In April 2021, targeted rental campaigns were conducted in three buildings with clusters of vacant units; in total, 31 units were made available through the rental campaign. The stay-at-home order in place at the time required TCHC to pivot and deliver a virtual rental campaign instead of the bulk showings with social distancing measures originally planned. Applicants were emailed information packages that contained community

and building details and a video of a sample unit. As a result of the rental campaign, TCHC was able to fill 26 (84%) of the available units. Of the 26 units filled, 54% (14 units) were filled with applicants who accepted the units based solely on the information package. TCHC is working with SSHA to plan and implement additional rental campaigns.

- 2) **Implementation of Rapid Rehousing Program** – In 2021, Phase 2 of the rapid rehousing program (“RRH”) was implemented. As of end of June 2021, 226 of the 450 units have been filled with 288 individuals and an additional 18 lease signings for 20 individuals were in-progress.
- 3) **Resume housing offers to seniors** – During the initial stages of the COVID-19 pandemic, offers were paused on vacant units in the SHU to reduce the risk of potential transmission to seniors. With subsequent implementation of COVID-19 safety protocols, offers have since resumed to prospective tenants in the SHU as of Q2 2020.
- 4) **Suspend offers to over-housed households** – TCHC received an extension from SSHA to continue by-passing unit offers to over-housed households on the internal transfer list until December 31, 2021. Unit offers to over-housed households will be resumed with greater efficiency upon implementation of the single offer rule and the launch of the new choice-based system in late 2021. TCHC continues to work with SSHA to implement a new process for over-housed transfers and communication to over-housed households as part of the launch of the new system.

### ***Q1 & Q2 2021 Vacancy Rate Detail***

The following outlines the vacancy details related to TCHC's RGI and market units, family and senior's portfolios, rentable and non-rental units, and rentable vacancies.

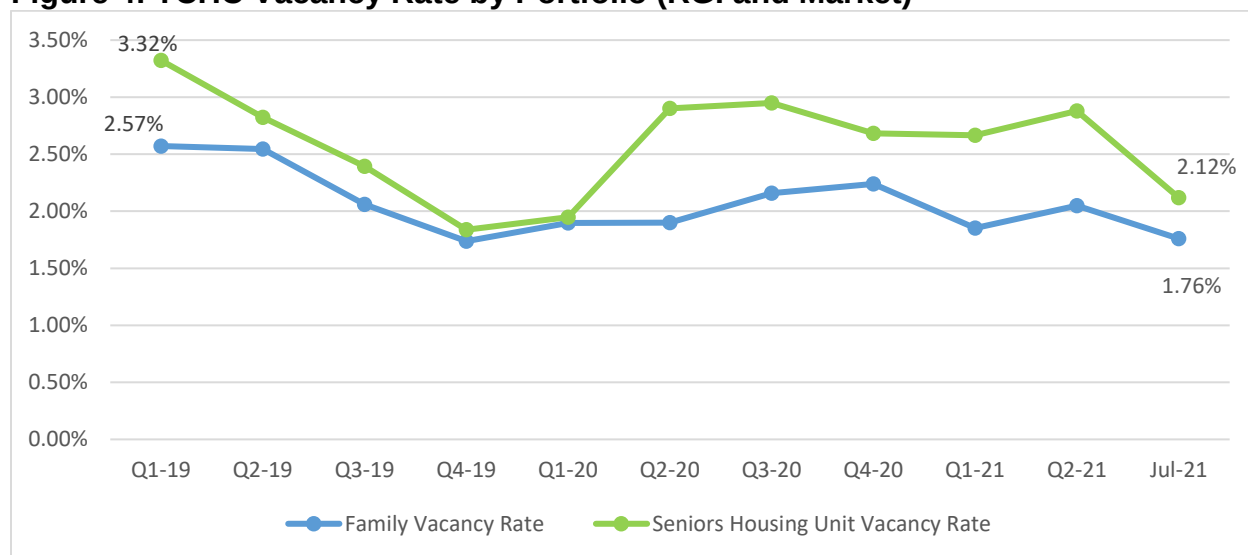
#### ***RGI and Market Vacancy Rates by Portfolio***

The overall TCHC vacancy rate of 2.05% in Q1 2021 has slightly increased to 2.25% at the end of Q2 2021 (RGI and Market) across TCHC. Specifically, the vacancy rate in Q2 2021 for the family portfolio was 2.05% (RGI and Market) and 2.88% (RGI and Market) for the Seniors Housing Unit (SHU).

The July 2021 figures indicate a positive trend downwards, with the vacancy rate in the family portfolio at 1.76% (RGI and Market) and the vacancy rate in SHU at 2.12% (RGI and Market).

As of July 2021, the RGI vacancy rate in the family portfolio has decreased to 1.95%, with a net decrease of 100 vacant units from June 2021. The RGI vacancy rate for the same period in SHU is 2.09%, a net decrease of 86 units from June 2021.

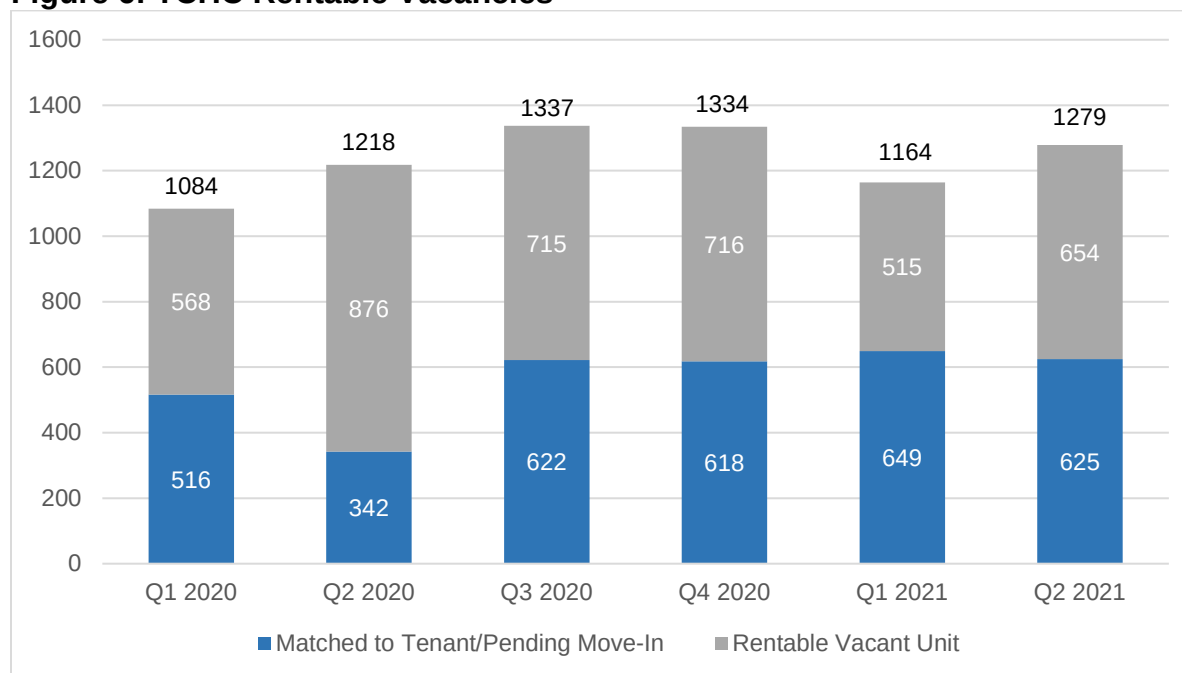
**Figure 4: TCHC Vacancy Rate by Portfolio (RGI and Market)**



While TCHC continues to make progress in decreasing its vacancy rate to achieve the performance target of 2%, there are challenges with buildings where there is a lower rate of accepted offers compared to the portfolio average (locations include: South Cabbagetown, West Hill, Jane-Finch, and Rexdale). TCHC is focusing on implementation of the rapid re-housing program and deployment of virtual rental campaigns to these communities to help address vacancy issues and continue to target its overall vacancy rate below 2%.

### TCHC Rentable Vacancies

**Figure 6: TCHC Rentable Vacancies**



There was a total of 1,279 rentable vacant units at the end of Q2 2021. Of the 1,279 rentable vacant units, 625 (49%) units were pending a tenant move in, on offer to a tenant or there was an accepted offer by a tenant to move in. The remaining 654 (51%) units were vacant and staff were actively working to match these units with a tenant, using the four-pronged vacancy solutions.

## **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, 15 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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Mary-Anne Bédard  
General Manager  
Shelter, Support and Housing Administration

## **ATTACHMENTS**

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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    | Q1 2021     | Q2 2021     |
|-----------------------------------------------------------------------------------------------------------|--------------|---------------|--------------|--------------|------------|-------------|-------------|
| Number of households on the waitlist                                                                      | 75,191       | 78,500        | 78,683       | 79,768       | 81,664     | 79,332      | 78,177      |
| Average number of offers required to fill a vacancy                                                       | 7.62         | 5.06          | 4.06         | 3.27         | 4.47       | 5.79        | 9.6         |
| Number of offers made where the applicant can't be reached                                                | 543          | 213           | 223          | 243          | 1,178      | 1,424       | 2,854       |
| Number of units filled                                                                                    | 872          | 471           | 497          | 525          | 735        | 1,032       | 431         |
| Number of vacancies filled not using the waiting list                                                     | 81           | 24            | 109          | 40           | 18         | 10          | 0           |
| Offer acceptance rate                                                                                     | 21%          | 27%           | 28%          | 23%          | 18%        | 15.34%      | 4%          |
| Offer refusal rate                                                                                        | 21%          | 18%           | 11%          | 11%          | 16%        | 19.58%      | 72%         |
| Offer withdrawal rate                                                                                     | 57%          | 51%           | 59%          | 65%          | 62%        | 62.44%      | 18%         |
| Number of refused offers                                                                                  | 992          | 436           | 228          | 313          | 966        | 1,574       | 10,632      |
| Number of withdrawn offers                                                                                | 2,645        | 1,204         | 1,179        | 1,879        | 3,710      | 5,018       | 2,651       |
| Number of applications deactivated vs. number of applicants who have not confirmed their ongoing interest | 4,562 vs. 92 | 1,353 vs. 243 | 1,780 vs. 29 | 1,285 vs. 27 | 504 vs. 42 | 6,382 vs. 1 | 810 vs. N/A |

| <b>Requested Data</b>             | <b>Q4<br/>2019</b> | <b>Q1<br/>2020</b> | <b>Q2<br/>2020</b> | <b>Q3<br/>2020</b> | <b>Q4<br/>2020</b> | <b>Q1<br/>2021</b> | <b>Q2<br/>2021</b> |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| with no contact in over two years |                    |                    |                    |                    |                    |                    |                    |

### **Attachment B: Key Differences between the Current and Future Access Model**

|                                     | <b>Current State<br/>(Direct Allocation)</b>                                                                                                           | <b>Future State<br/>(Choice-Based Allocation)</b>                                                                                                                                                                                                                                     |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Building/Vacancy information</b> | 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). |
| <b>Expressing interest</b>          | 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.                                                                                                         |
| <b>Ranking</b>                      | Ranking by application date and priority.                                                                                                              | Ranking by application date and priority.                                                                                                                                                                                                                                             |
| <b>Making an offer</b>              | 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.                                                                                                                                                                                                      |
| <b>Confirmation of Interest</b>     | 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.                                                                                                                                              |
| <b>Provider Oversight</b>           | Limited data and once client is housed, visibility is lost.                                                                                            | More data and visibility (including for internal offers, in-situ offers, over-housed offers).                                                                                                                                                                                         |
| <b>Application Process</b>          | 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 3-7)
- Portfolio (Tables 8-12)

**Table 1: TCHC Vacancies**

| Type of Vacancy        | Q1 2020      | Q2 2020      | Q3 2020      | Q4 2020      | Q1 2021      | Q2 2021      |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>RGI Rentable</b>    | 1,008        | 1,160        | 1,281        | 1,293        | 1,116        | <b>1,223</b> |
| <b>Market Rentable</b> | 76           | 58           | 56           | 41           | 48           | <b>55</b>    |
| <b>Non-Rentable</b>    | <b>2,316</b> | <b>2,245</b> | <b>2,208</b> | <b>2,235</b> | <b>2,370</b> | <b>2,237</b> |

| <b>Table 2:<br/>Reasons for<br/>Non-<br/>Rentable<br/>Vacancies<br/>Reason</b> | <b>Description</b>                                                                                           | <b>Q4</b>   | <b>Q1</b>   | <b>Q2</b>   | <b>Q3</b>   | <b>Q4</b>   | <b>Q1</b>   | <b>Q2</b>   |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                                                                                |                                                                                                              | <b>2019</b> | <b>2020</b> | <b>2020</b> | <b>2020</b> | <b>2020</b> | <b>2021</b> | <b>2021</b> |
| Revitalization Projects                                                        | Units associated with revitalization activities                                                              | 1,493       | 1,458       | 1,403       | 1,336       | 1,373       | 1,484       | 1,317       |
| New Units                                                                      | New units that are replacement units, ready to be leased                                                     | 0           | 0           | 0           | 0           | 0           | 0           | 0           |
| Sale or Transfer of Building                                                   | Units pending sale or transfer to another operator                                                           | 393         | 392         | 393         | 389         | 352         | 330         | 352         |
| Uninhabitable/ Repairs                                                         | Units requiring capital investment                                                                           | 309         | 313         | 295         | 331         | 349         | 381         | 385         |
| Operations                                                                     | Units being used for operational activities where no alternative is available (i.e. office or amenity space) | 78          | 81          | 78          | 77          | 81          | 81          | 93          |

|                                     |                                                                                                                                                |              |              |              |              |              |              |              |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 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           | 52           | 52           |
| Accessibility                       | Units associated with capital work related to accessibility                                                                                    | 31           | 20           | 24           | 23           | 28           | 42           | 38           |
| <b>Total Non-Rentable Vacancies</b> |                                                                                                                                                | <b>2,358</b> | <b>2,316</b> | <b>2,245</b> | <b>2,208</b> | <b>2,235</b> | <b>2,370</b> | <b>2,237</b> |

**Table 3: 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         |
| <b>TCHC Overall</b>  | <b>155</b>    | <b>33</b>     | <b>132</b>    | <b>556</b>   | <b>876</b> |

**Table 4: 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         |
| <b>TCHC Overall</b>  | <b>168</b>    | <b>27</b>     | <b>109</b>    | <b>411</b>   | <b>715</b> |

**Table 5: Duration of 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         |
| <b>TCHC Overall</b>  | <b>65</b>     | <b>197</b>    | <b>145</b>    | <b>309</b>   | <b>716</b> |

**Table 6: Duration of Rentable Vacancies by Unit Size in Q1 2021**

| Unit Size            | Under 31 days | 31 to 60 days | 61 to 90 days | Over 90 days | Total      |
|----------------------|---------------|---------------|---------------|--------------|------------|
| Bachelor/Shared Room | 15            | 89            | 31            | 80           | 215        |
| 1-bed                | 12            | 75            | 17            | 41           | 145        |
| 2-bed                | 13            | 31            | 13            | 43           | 100        |
| 3-bed                | 9             | 4             | 1             | 32           | 46         |
| 4+ bed               | 9             | 0             | 0             | 0            | 9          |
| <b>TCHC Overall</b>  | <b>58</b>     | <b>199</b>    | <b>62</b>     | <b>196</b>   | <b>515</b> |

**Table 7: Duration of Rentable Vacancies by Unit Size in Q2 2021**

| Unit Size            | Under 31 days | 31 to 60 days | 61 to 90 days | Over 90 days | Total      |
|----------------------|---------------|---------------|---------------|--------------|------------|
| Bachelor/Shared Room | 106           | 12            | 51            | 86           | 255        |
| 1-bed                | 72            | 14            | 34            | 83           | 203        |
| 2-bed                | 50            | 10            | 16            | 49           | 125        |
| 3-bed                | 17            | 8             | 7             | 25           | 57         |
| 4+ bed               | 6             | 1             | 2             | 5            | 14         |
| <b>TCHC Overall</b>  | <b>251</b>    | <b>45</b>     | <b>110</b>    | <b>248</b>   | <b>654</b> |

<sup>1</sup>Note: Vacancy excludes units leased, on-offer and offer accepted.

<sup>2</sup>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 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 Units | 94            | 24            | 86            | 380          | 584        |
| Seniors Housing Units     | 61            | 9             | 46            | 176          | 292        |
| <b>TCHC Overall</b>       | <b>155</b>    | <b>33</b>     | <b>132</b>    | <b>556</b>   | <b>876</b> |

**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        |
| <b>TCHC Overall</b>       | <b>168</b>    | <b>27</b>     | <b>109</b>    | <b>411</b>   | <b>715</b> |

**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        |
| <b>TCHC Overall</b>       | <b>65</b>     | <b>197</b>    | <b>145</b>    | <b>309</b>   | <b>716</b> |

**Table 11: Duration of Net Rentable Vacancies by Mandate in Q1 2021**

| Building Type             | Under 31 days | 31 to 60 days | 61 to 90 days | Over 90 days | Total      |
|---------------------------|---------------|---------------|---------------|--------------|------------|
| Non-Seniors Housing Units | 50            | 112           | 35            | 149          | 346        |
| Seniors Housing Units     | 8             | 87            | 27            | 47           | 169        |
| <b>TCHC Overall</b>       | <b>58</b>     | <b>199</b>    | <b>62</b>     | <b>196</b>   | <b>515</b> |

**Table 12: Duration of Net Rentable Vacancies by Mandate in Q2 2021**

| Building Type             | Under 31 days | 31 to 60 days | 61 to 90 days | Over 90 days | Total      |
|---------------------------|---------------|---------------|---------------|--------------|------------|
| Non-Seniors Housing Units | 172           | 33            | 68            | 166          | 439        |
| Seniors Housing Units     | 79            | 12            | 42            | 82           | 215        |
| <b>TCHC Overall</b>       | <b>251</b>    | <b>45</b>     | <b>110</b>    | <b>248</b>   | <b>654</b> |

<sup>1</sup>Note: Vacancy excludes units leased, on-offer and offer accepted.

<sup>2</sup>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.

## 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.

|               |                                                                                                               |                                                                                              |
|---------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Legend</b> | Complete ✓                                                                                                    | On Track  |
|               | Postponed due to COVID-19  | Delayed   |

**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                                                                                                        |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>Theme 1: Helping people get access to RGI Assistance</b> |                                                                                                                                                                                |          |        |                                                                                                                                         |                                                                                                                      |
| 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 | Q4 2019  | ✓      | Management agrees with this recommendation. SSHA currently reminds clients to maintain annual contact with SSHA and tracks contact, and | The recommended procedures were implemented in 2019.<br><br>Effective Q1 2021, applicants will be prompted to update |

|  |                                                                                                                                                                                                                                                                                                                                                                       |         |   |                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                      |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>every 24 months after they have been added to the list. Such procedures to ensure:</p> <p>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</p> |         |   | <p>attempts at contact, in the existing database.</p> <p>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.</p> | <p>their information annually to re-affirm eligibility while confirming continued interest to receiving Rent-Geared to Income assistance. Design of new waitlist management system includes notices and reminders to applicants to complete the annual review requirement, and the consequences of non-response.</p> |
|  | <p>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</p>                                                                                                                                                                | Q4 2020 | ✓ |                                                                                                                                                                                                                                                                                                                                                                      | <p>All tracking related to attempts to contact applicants were recorded in 2019 and 2020. The new waitlist management system has features that will track correspondence to applicants and applicant activity.</p>                                                                                                   |
|  | <p>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</p>                                                                                                                                                                             | Q4 2019 | ✓ |                                                                                                                                                                                                                                                                                                                                                                      | <p>New waitlist management system workflows will cancel applications according to policies for non-response to annual reviews (confirmation of interest). Applicants will be informed of the consequences of non-response through system communications from Access to Housing.</p>                                  |

|   |                                                                                                                                                                                                                                                                                                            |         |   |                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.                                                 | <p>Fully implemented in Q1 2020</p> <p>Review of all applicants on CWL is complete. Client profiles were analyzed and inactive files were removed. The functionality of the annual eligibility review process that applies to all households on the Centralized Waiting List has been developed in the new RENTCafé system. Training of all staff and partners in this new process is complete.</p> <p>SSHA is using the new waitlist system to effectively categorize applicants by eligibility, and remove ambiguous applicant statuses such as 'on hold'.</p> |
| 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. | <p>Fully implemented in 2019</p> <p>SSHA recommended changes to the Province, including regulatory changes to the Housing Services Act.</p> <p>In September 2019, the Province announced that new regulations will require Service Managers to transition to the</p>                                                                                                                                                                                                                                                                                             |

|   |                                                                                                                                                       |         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                                                                                       |         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>one-offer rule by January 1, 2021.</p> <p>Implementation of the one-offer rule has been deferred to Jan 1, 2022 because of the deferral of the launch of the Choice-Based model to Q4 2021.</p>                                                                                                                                                                                                                                                                                                  |
| 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 | ✓ | <p>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.</p> | <p>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.</p> <p>Applicants are regularly reminded to keep their building selections current. In the Choice-Based system, including instructions in the online portal, applicants will be notified of the Single Offer Rule and consequences of expressing interest on vacancies.</p> |
| 8 | Review additional steps to cost-effectively enhance communication with applicants, including reminders to keep                                        | Q1 2020 | ✓ | <p>Management agrees with this recommendation. SSHA will review additional steps by the end of Q1 2020, including</p>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>In Q1 2020, the RENTCafé system communication processes were designed to include automated reminders</p>                                                                                                                                                                                                                                                                                                                                                                                         |



|   |                                                                                                                                                                                                                                                                             |         |                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | their application information accurate and up-to-date.                                                                                                                                                                                                                      |         |                                                                                                                                                                                | 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. | for clients and their support agencies, to support up-to-date applicant information. Online reminders are cost-effective compared to staff-led follow up, and direct mail reminders.<br><br>Feature development complete for communications in applicant portal. Communications in applicant portal are through automated reminders to applicants and their service agencies. This automated system is expected to result in annual cost savings of approximately 98,000 based on previous use of staff time, envelopes/postage, and automated outbound calling. |
| 9 | <p>Review and implement technology-based communication methods that allow the Division to more efficiently and cost-effectively:</p> <p>a. serve notice of decisions related to household applications.</p> <p>b. make contact with applicants to confirm their ongoing</p> | Q1 2020 | <br><br> | 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                                                   | As of Q4 2020, the 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.                                                                                                                                                                                                                                                                 |

|                                                         |                                                                                                                                                                                                                                                                    |         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                         | interest, update their address, phone number, income, housing preferences, and other information.                                                                                                                                                                  |         |   | more active role, including logging into the online system regularly to review listings and having correspondence to applicants shared via self-service portals.                                                                                                                                                                                                                                                                                                  | <p>Feature development is complete for applicant portal, including online notifications to be received by applicants (i.e. Notice of Decision).</p> <p>Feature development is complete for communications functionality including reminders to applicants to confirm their interest via the annual review process, and maintain up-to-date information.</p> |
| <b>Theme 2: Reviewing Priorities for RGI Assistance</b> |                                                                                                                                                                                                                                                                    |         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                             |
| 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-geared-to-income support for people transitioning to housing from emergency shelter and street outreach programs and is | Access to Housing coordinates with City-funded homeless shelters, cross-referencing shelter stay data with centralized waitlist applications on a quarterly schedule. This ensures applicants accessing shelter are identified as a priority within the centralized waitlist system.                                                                        |

|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   |                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   | coordinated through the use of a single point of referral.                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Theme 3: Opening doors for more people to access RGI housing</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   |                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 15                                                                  | <p>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.</p> <p>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.</p> | Q4 2019 | ✓ | <p>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.</p> | <p>Fully implemented in 2019</p> <p>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.</p> |
| 16                                                                  | <p>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</p>                                                                                                                                                                                                          | Q2 2021 | ✓ | <p>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.</p>                                                                                                                                                                  | <p>City and TCHC staff have worked together to develop a process where appropriate TCHC management level oversight is given in making a decision to remove a unit from RGI rentable stock and that an accompanying process is in place for the Service Manager to track and approve TCHC's</p>                                                                                                                          |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                      |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | removal of any housing units from service.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                       | request to code an RGI unit not rentable for housing access.                                                                                                                                                                                                                                         |
| 18 | <p>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:</p> <p>a. evidence available on the number of preferences that will support efficient and timely re-housing of an over-housed household including benchmarking with other jurisdictions</p> <p>b. implications of imposing an over-housed surcharge on households who refuse to be re-housed in a timely manner.</p> | Q2 2020 | <br><br><br><br><br><br><br><br><br><br> | <p>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.</p>                                                    | <p>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, in alignment with implementation of the Choice-Based program and the Single-Offer rule.</p> |
| 19 | <p>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.</p>                                                                                                                                                                                                                                                                                                       | Q2 2021 |                                                                                                                         | <p>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.</p> | <p>The new system automatically right-sizes applicant household to eligible unit sizes. Data migration of centralized waitlist applicants from TAWL to RentCafe occurred in Q2 2021, with all applicants automatically right-sized to eligible unit sizes.</p>                                       |

|    |                                                                                                                                                                                                                                                     |                      |   |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21 | <p>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.</p> | Initiated in Q4 2019 | ✓ | <p>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.</p> | <p>SSHA and TCHC met to explore the feasibility of utilizing vacant units held for revitalization.</p> <p>A pilot initiative has been launched securing 70 units in the Regent Park Revitalization project to house approximately 160 people.</p> <p>The program will target newcomers and refugee claimants currently staying in SSHA's existing shelter and hotel programs.</p> <p>On-site supports are being provided to help households find housing and support their integration back into the community.</p> <p>Units will be vacated in the Spring to allow for the revitalization on the site</p> <p>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.</p> |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

|                                                             | Recommendation                                                                                                                                                                                                                                                                                                                     | Timeline | Status | Management Response                                                                                                                                                                                                                                                                                                                                                                                  | Actions Taken                                                                                                                                                                                                                                                                                                                                |
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| <b>Theme 1: Helping people get access to RGI Assistance</b> |                                                                                                                                                                                                                                                                                                                                    |          |        |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                              |
| 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.                                       | Q4 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.                                                                                                                                                                                      | The Rent Geared-to-Income Administration Manual has been updated to provide additional guidance on when it is acceptable to record an offer as withdrawn rather than refused. The updated manual was published July 2, 2021.<br><br>The Rent Café system will require housing providers to record a reason for all withdrawals and refusals. |

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|   |                                                                                                                                                |         |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Implementation will be delayed until Q4 2021 because the implementation of Rent Café has been delayed.</p> <p>The Rent Café system will be able to provide reports on the number of withdrawals and refusals of offers that occur. SSHA will monitor these reports regularly and will take corrective action with housing providers when needed.</p>                                                                                                                                                                              |
| 6 | Increase information about available units to enable applicants to make better informed choices about buildings they are willing to move into. | Q4 2021 |  | <p>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</p> | <p>Specifications for the Choice-Based Access Model 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.</p> <p>Feature development underway within Choice-Base module to display building locations, amenities and unit layouts that will eventually support applicants to make informed choices regarding their unit selections. Staff actively gathering information from service providers to</p> |

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|   |                                                                                                                                                                                                                                                                                                               |         |                                                                                   | from applicants and other stakeholders.                                                                                                                                                                                                                                                                                                      | support the development of the Choice-Base module. The Choice-Based model is scheduled to go live in Q4 2021.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 7 | <p>Ensure applicants are required to identify:</p> <p>a. the preferred method(s) of contact that will result in a 48-hour response such as phone, email, or mobile messaging</p> <p>b. an alternate contact person or support organization in Canada designated to respond on their behalf, if necessary.</p> | Q4 2021 |  | <p>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.</p> | <p>Enhanced communications through e-mail notifications have been designed for the new waiting list RENTCafé, and validated with stakeholders in Q2 and Q3, 2020.</p> <p>Effective Q1 2021 applicants had the opportunity to authorize a support agency to access their file in the RENTCafe system, and to respond or act on their behalf.</p> <p>Feature development complete for applicant portal. Existing and new applicants will be required to provide current phone number(s), and will also have the option to receive email notifications regarding updates to their file.</p> <p>Feature development complete for applicant portal. Applicants have the option to designate two alternate</p> |



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|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                     | <p>contacts, including an agency contact.</p> <p>Implementation will be delayed until Q4 2021 to align with the implementation of Rent Café.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 27 | <p>In consultation with the City's Chief Information Officer, ensure:</p> <p>a. that progress is made to select a vendor and develop an implementation plan for the new choice-based system for selecting households</p> <p>b. the new technology includes appropriate system access controls, input and validation controls to prevent data entry errors</p> <p>c. exception monitoring controls are developed, including regular reports to support the detection of errors or irregular activity.</p> | Q4 2021 | <br><br><br><br> | <p>Management agrees with this recommendation. Management will continue working closely with Corporate I&amp;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.</p> | <p>Process design for system access control and monitoring/ reporting in the RENTCafe system was completed in Q3 2020.</p> <p>As of Q2 2021, feature development for system access control and monitoring and reporting was complete and deployed to City staff, Housing Providers and Community Agency Partners.</p> <p>Processes and reports monitoring irregularities were implemented in Q2 2021.</p> <p>Development and deployment of Choice-Based access and validation controls will be complete in Q4 2021. This date was revised due to accessibility related delays with the development of the applicant portal and Choice-Based Access Model.</p> |

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|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                              | SSHA has implemented an online process RGI file reviews. These review focus on certain eligibility criteria.                                                                                                                              |
| <b>Theme 2: Reviewing Priorities for RGI Assistance</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                           |
| 10                                                      | <p>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</p> <p>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.</p> | Q4 2021          | <br><br><br><br><br><br><br><br><br><br> | <p>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.</p> | <p>The Rent Café system will be able to provide reports on the number of withdrawals and refusals of offers that occur. SSHA will monitor these reports regularly and will take corrective action with housing providers when needed.</p> |
| 11                                                      | Establish local rules for:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | To be determined |                                                                                                                                                                                                            | Management agrees with this recommendation. SSHA will support the establishment of                                                                                                                                                                                                                                                                                                           | As part of the Community Housing Renewal Strategy, the provincial government is                                                                                                                                                           |

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|    | <p>a. asset limits for rent-gear-to-income recipients</p> <p>b. total household income limits and prioritize access to rent-gear-to-income assistance based on household income.</p>                                                                             | by the province | <br> | <p>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.</p>                                                                 | <p>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.</p> <p>Report pending timing of MMAH HSA Provincial regulation amendments.</p> |
| 12 | <p>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.</p> | Q4 2021         |                                                                                     | <p>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.</p> | <p>Due to COVID-19, further activities for this recommendation have been postponed. Implementation will be delayed until Q4 2021 because the implementation of Rent Café has been delayed.</p>                                                                                                                                                                                                                                                                           |

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| 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 recommendation. 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.                                                                                                                                                                  | In Q4 2020 SSHA reviewed local priorities for Rent Geared to Income. New priorities will be initiated in 2021 along with the Choice-Based systems.                                                                                                                                                                                                                                                                                                                                                    |
| <b>Theme 3: Opening doors for more people to access RGI housing</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 17                                                                  | <p>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.</p> <p>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</p> | Q4 2021 | <br><br> | <p>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.</p> <p>To ensure alignment with existing City corporate initiatives, SSHA will work with City partners, including</p> | 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. |

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|  | libraries, and community centres. |  |  | <p>Corporate Information &amp; Technology Division, to leverage existing programs and strategies to increase public internet access for online information on City services for residents.</p> | <p>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.</p> <p>Feature development underway within Choice-Base module to display building locations, amenities and unit layouts that will eventually support applicants to make informed choices regarding their unit selections. Staff actively gathering information from service providers to support the development of the Choice-Base module. The Choice-Based model is scheduled to go live in Q4 2021.</p> <p>Stakeholder engagement and training completed with</p> |
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|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                | community partners, housing providers, libraries and social service agencies to support residents in utilizing the applicant portal. The web-based portal and the subsequent development of the Choice-based module will ensure broad access to current vacancies, including building information and amenities. |
| 20 | <p>In consultation with the City's Medical Officer of Health, to:</p> <p>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</p> <p>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.</p> | Q1 2022 | <br><br> | <p>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.</p> | <p>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.</p>                                                                                                      |

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| 22 | <p>Implement and ensure compliance with procedures to oversee RGI households not selected from the CWL, including procedures and controls to:</p> <ul style="list-style-type: none"> <li>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</li> <li>b. ensure all current and future referral agreements are approved by the City</li> <li>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.</li> </ul> | Q4 2021 | <br><br> | <p>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.</p> | <p>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.</p> <p>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.</p> <p>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 further postponed to Q4 2021.</p> |
| 29 | <p>Accelerate implementation of recommendations to ensure rules are updated to allow households with greatest need to receive priority, and that over-housed tenant situations are optimized as quickly as possible.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |                                                                                                                                                                          | <p>No management response.</p>                                                                                                                                                                | <p>SSHA has communicated with City-funded shelters to ensure all shelter clients are provided an opportunity to be placed on the centralized waiting list and assigned the disadvantaged status.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|                                                                                                      |                                                                                                                                                                                                                                                                                                                                              |         |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 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 in Q4 2021 and the implementation of the one (1) offer rule in January 2022. |
| <b>Theme 4: Enhancing oversight, strengthening controls, and increasing integration of processes</b> |                                                                                                                                                                                                                                                                                                                                              |         |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                              |
| 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 | 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.                                                                                       |



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|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                                                                                     | 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. | <p>Staff are reviewing common functions that could be more efficiently delivered through integrated processes.</p> <p>SSHA continues to integrate initial and ongoing eligibility with Human Services partners. Throughout Q1, Q2, and Q3 2020, training and integration for housing was completed by all caseworkers. Further integration and training is being developed in preparation for deployment of the New Waitlist management system in Q4 2021.</p> |
| 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                                                                                                                             | Quarterly |  | No management response. Reporting is ongoing, on a quarterly basis. This report meets this requirement in regards to Q4 2019.                                                                                                                                                                      | <p>Access to Housing continues to collect and analyze quarterly data reports on items 1 to 7. Analysis is utilized to implement data-driven continuous improvement strategies within Access to Housing operations.</p> <p>Requested data for Q1 and Q2 2021 is included in this report.</p>                                                                                                                                                                    |

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| <p>and eligible applicants, as well as the following:</p> <p>a. number of vacancies at each quarter end and aging of how long the unit has been vacant:</p> <p>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;</p> <p>2. broken down by size of unit (Bachelor, 1 bedroom, 2 bedroom, etc.); and</p> <p>3. broken down by:</p> <p>a. portfolio (e.g., seniors-designated, non-designated, mandated, etc.);</p> <p>b. number of vacancies filled not using the centralized waiting list;</p> <p>c. average number of offers required to fill a vacancy (annually) and related acceptance rate (percent), refusal rate (percent), withdrawal rate (percent);</p> <p>d. number of offers made annually/quarterly, where the applicant can't be reached;</p> |  |  |  |  |
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|    | <p>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;</p> <p>f. number of applicants on the waiting list listing a shelter as their main address vs. number of applications flagged/deemed priority as homeless;</p> <p>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</p> <p>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.</p> |           |                                                                                     |                                                                                                                               |                                                               |
| 31 | Report quarterly to City Council, through the Economic and Community Development Committee, on the centralized waiting list for 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 Q1 and Q2 2021 is included in this report. |

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|    | <p>such report to contain the following details:</p> <ul style="list-style-type: none"> <li>a. the number of people on the waitlist;</li> <li>b. the number of vacant rentable units;</li> <li>c. the number of units filled;</li> <li>d. the number of refused offers;</li> <li>e. the number of withdrawn offers; and</li> <li>f. any other relevant information.</li> </ul>                                              |         |                                                                                    |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                      |
| 32 | <p>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.</p> | Q4 2021 |  | Reporting will be brought forward to the Audit Committee by Q4 2020. | <p>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).</p> <p>Vendor secured, and development underway of Choice-based module. Initial roll-out of Choice-Based technology scheduled in Q4 2021.</p> |

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| 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 Q1 and Q2 2021. | Requested data for Q1 and Q2 2021 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 Q1 and Q2 2021. | Requested data for Q1 and Q2 2021 is included in this report. |