

Final Status Report on Audit Recommendations: Opening Doors to Stable Housing

Date: May 13, 2022

To: Economic and Community Development Committee (ECDC)

From: Executive Director, Housing Secretariat

Wards: All

SUMMARY

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

At this meeting, City Council requested that SSHA report quarterly to the Economic and Community Development Committee with updates on progress on the recommendations including the implementation of the new choice-based model for access to RGI housing and the managements of vacancies within Toronto Community Housing Corporation (TCHC).

The purpose of this report is to provide Economic and Community Development Committee with updates related to:

- Progress on recommendations made by the Auditor General;
- Implementation of the new choice-based housing access model; and
- Management of TCHC unit vacancies.

This will be the final status update on the recommendations from the Auditor General's *Opening Doors to Stable Housing* report. The Housing Secretariat has made significant efforts to advance the recommendations and with the recent implementation of the Choice-based Housing Access System, 30 of the 34 recommendations are now fully implemented. The final four recommendations well-advanced, on track, and projected to be completed early in the third quarter of this year, which will bring the Audit follow-up to a close.

RECOMMENDATIONS

The Executive Director, Housing Secretariat, recommends that:

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

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendation in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as identified in the Financial Impact section.

DECISION HISTORY

On September 22, 2021, the Economic and Community Development Committee (ECDC) adopted the report 2021 First and 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 Committee decision can be found at: [2021 First and Second Quarter Status Report](#)

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 Committee decision can be found at: [2020 Fourth Quarter Status Report](#)

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 Committee decision can be found at: [2020 First, Second and Third Quarter Status Report](#)

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 Committee decision can be found at: [2019 Fourth Quarter Status Report](#)

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 Committee decision can be found at: [2019 Third Quarter Status Report](#)

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 Committee decision can be found at: [2019 Second Quarter Status Report](#)

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 City Council decision can be found at: [Opening Doors to Stable Housing](#)

COMMENTS

In June 2019 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 brought forward to Council through the Audit Committee. The report proposed 34 recommendations for that would improve the City's administration of the CWL to support timely and equitable access to the limited supply of RGI housing.

The Auditor General's recommendations highlighted areas for improvement with respect to CWL data availability and management, administration process efficiency, unit usage, applicant prioritization, service manager oversight, and overall integration of administration processes. City staff agreed with the Auditor General recommendations, which were approved by Council at its meeting on July 16, 2019.

This report is presented at a critical time following the City's launch of the new Choice Based Housing Access system – HSS' key deliverable to addressing the Auditor General recommendations. The new system was built with the recommendations in mind, including functionalities that will improve administration processes, ongoing oversight, monitoring, and maintenance of the CWL. Implementation of the new system has increased the number of completed recommendations to 30 of 34, with the outstanding 4 recommendations scheduled for completion by July 2022.

In addition to launching the new system, quarterly data has been made publically available for key indicators of CWL management at: [Social Housing Waiting List Reports](#).

This reports provides key updates on the progress and implementation in response to the Auditor General's report and Council's request for progress including:

- A. Status of Audit Recommendations
- B. Choice-based Housing Access System
- C. TCHC Vacancy Management

A. Status of Audit Recommendations

The recommendations made by the auditor general in the Opening Doors to Stable Housing report were well received by Housing Stability Services (HSS), and work to address them has been underway since.

To date, 30 of the 34 recommendations have been completed in full, 15 of which were completed since the last status report to council in September 2021. The recent increase in completed recommendations is largely due to the launch of the new Choice Based Housing Access System, the key deliverable in addressing the Auditor General's recommendations.

The four outstanding recommendations are in progress, on track, and projected to be completed early in the third quarter 2022. Detailed status updates on each of the 34 recommendations are included in Attachment A.

B. Choice-based Housing Access System

The Choice-based Housing Access System is the new system through which households can apply for and obtain RGI housing in Toronto. This system was designed to modernize access and administration for the CWL, shifting from a paper-based application model to an online, cloud-based portal.

As the previous system was becoming outdated, advances in cloud-based technology presented an opportunity to develop a future looking, fully integrated system for managing all aspects of CWL administration, including applications, eligibility decisions, housing offers, and service manager oversight. The system was designed to include functions that streamline administration processes and enhance reporting capabilities. These functions will improve efficiency and provide opportunities for evaluation and continuous improvement.

Implementation

The Choice Based Housing Access System was successfully launched on January 1, 2022. Since the initial launch, system utilization by Staff, applicants, community partners and social housing providers has been steadily increasing. HS continues to gather feedback from stakeholders to ensure ongoing improvement of the user experience.

This report provides an overview and progress update on three key aspects of the system and implementation plan include:

1. Applicant Portal
2. Choice Based Housing Access Module
3. Continuous Improvement

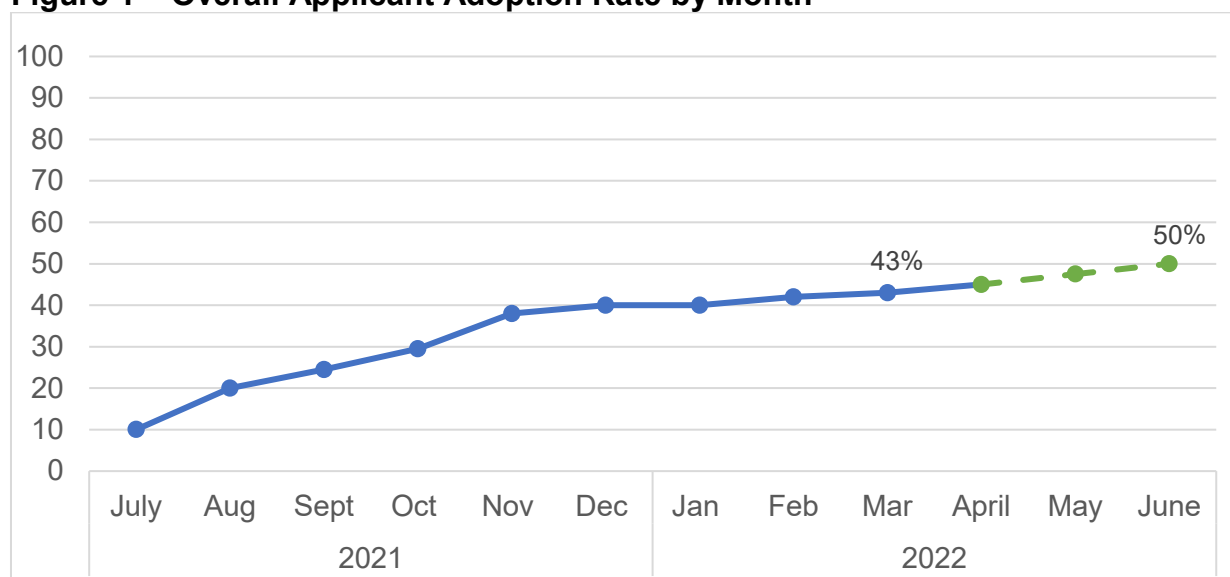
B1. Applicant Portal

Prior to the choice based system coming on stream, an applicant portal – MyAccessToHousingTO – was launched on July 6, 2021. This portal is the cloud-based platform through which households submit and maintain RGI housing applications, and access the Choice-Based Housing Access module when they reach the top of the waitlist. This portal is linked with the back-end database that City staff, community agency partners, and social housing providers work with for the purposes of CWL administration, applicant support, and housing offers, respectively.

The Housing Secretariat's Access to Housing team implemented a comprehensive adoption plan to assist eligible RGI applicants with file activation and system navigation in the new portal. These efforts included a mail campaign to all applicants and an extensive series of information and training sessions with community partner agencies, shelters systems, applicants and councillor offices.

Access to Housing staff are monitoring applicant adoption. System implementation plans included an applicant portal registration target of 50% of existing applications within the first year of launch. Figure 1 demonstrates the success of implementation initiatives targeted at supporting existing applicants to migrate to the new portal. As illustrated, registration has continued at a steady pace to target since the launch in July of 2021.

Figure 1 – Overall Applicant Adoption Rate by Month



As of May 3, 2022, a total of 35,914 pre-existing eligible applicant households are registered for the new system, representing roughly 45% of the 79,572 applicant households currently on the waitlist. The trend in applicant registration data suggests that Access to Housing is expected to achieve the 50% milestone by June 30, 2022 as anticipated.

There are several categories of eligible applicants on the centralized waitlist. Categories include priority access for target populations and equity-deserving groups. Groups include seniors, applicants experiencing homelessness, general chronological

applicants, and "Special Priority applicants" (SPP). SPP applicants are a provincially designated priority group for RGI housing, which includes victims of abuse or trafficking, as defined in the Housing Services Act (HSA).

An analysis of applicant adoption across these subcategories revealed:

- SPP applicants have the fastest adoption rate overall
- Seniors are adopting at a faster pace than general chronological applicants
- Adoption by applicants experiencing homelessness has been the slowest, with 29% of this population registered online as of May 3, 2022.

B2. Choice-Based Housing Access Module

Through the Choice-based Housing Access Module, eligible applicants reaching the top of the CWL are invited to review and express interest on newly posted RGI vacancies every two weeks.

In a series of continuous, 2-week cycles throughout the year, housing providers upload listings of current vacancies, including critical information, such as building and unit amenities, unit photos, floorplans, maps, and accessibility features. Providing these additional details in the listings supports applicants with making informed choices about the RGI housing opportunities they can select as they become available.

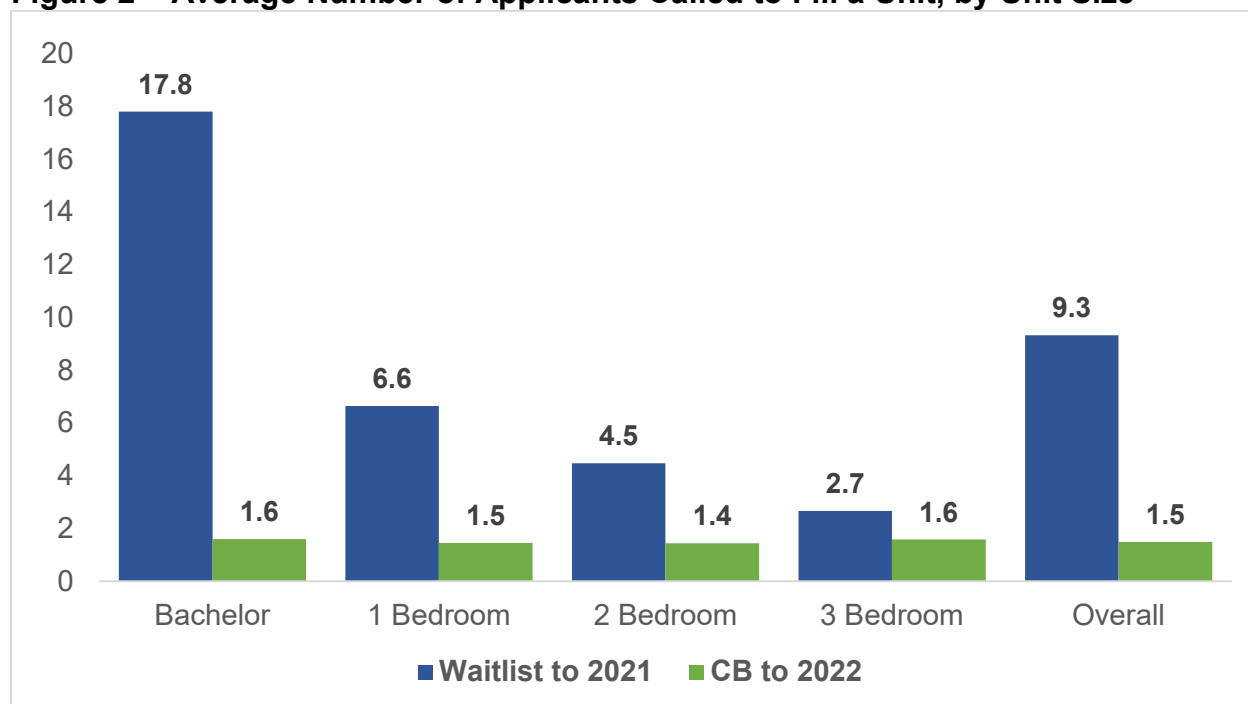
At the end of each cycle, the system identifies the top candidate for each unit, among those who expressed interest, based on priority and chronology criteria. Social housing providers then contact the top-ranked applicant and proceed with the housing offer process. Applicants who are not matched to a unit in a given cycle will have continued access to new vacant listings in each cycle until they receive an offer.

A Pilot of the Choice-based Housing Access Module was completed in December 2021, followed by full implementation of Choice Base Housing Cycles in January 2022. As of April 2022, seven (7) two-week cycles have been completed. In this time period, the proportion of registered applicant households who are invited and expressing interest in units has nearly doubled. Participation in each cycle is expected to continue increasing in correlation with overall increases in registration.

As more applicants participate in Choice-based cycles, the overall number of expressions of interest for each RGI unit vacancy is increasing. Subsequently, increases in expressions of interest are resulting in units being placed on offer at a faster pace than was observed with the previous allocation model. In Q1 2022, 382 households were housed through the Choice-based Housing Access system. This number is expected to increase in upcoming quarters as more vacancies are added to the system and more applicants are registered and participating.

As illustrated in Figure 2, the average number of applicants called to fill a unit has decreased significantly across all unit sizes following the implementation of the new system.

Figure 2 – Average Number of Applicants Called to Fill a Unit, by Unit Size



Through the new system, housing offers are typically made within two days of a cycle closing, with an average of 1.5 applicants called to place the unit on offer. In 2021, the average number of applicants called to place a unit on offer ranged between 2.7 for three-bedroom units and 18 for bachelors. Additionally, in Q1 2022, there were only 17 offers made where an applicant couldn't be reached. This is a major decrease from previous quarters, when offers where an applicant couldn't be reached ranged from 213 to 2,854 between Q4 2019 and Q4 2021.

The aim for each cycle is to achieve a minimum of 85% of units obtaining expressions of interest within their first available cycle, and for all units to be on offer by the end of two cycles. The target of 85% of units receiving expressions of interest was achieved within 6 Choice-based cycles, with 87% of units receiving expressions of interest in cycle 6 and exceeded in cycle 7, with 99% of available units receiving expressions of interest.

Units without any expressions of interest after two cycles are removed from future cycles for re-allocation to other programs, such as the rapid rehousing initiative. This alternative mechanism for filling these units is a dual-purpose mechanism, simultaneously supporting efforts to create pathways to housing for people experiencing homelessness, and to maximize the current RGI housing supply by reducing unit vacancies.

B3. Continuous Improvement

The Housing Secretariat has implemented several strategies to support continuous improvement of the new Choice-based Housing Access system. These include targeted strategies for supporting adoption across applicant groups, and conducting evaluations of system functions to inform ongoing system development.

a) Targeted Adoption Strategies

The Choice-based Housing Access system has multiple stakeholders and user groups, each of which potentially requiring unique support in their transition to the new system. To address this, the Access to Housing team developed a multi-pronged adoption strategy, including targeted approaches for addressing differing support needs across user groups, to ensure equitable access to the system, system information, and training sessions.

This report highlights five (5) key areas of focus for targeted adoption strategies: multilingual applicants, bachelor unit uptake, seniors outreach, shelter system outreach, and access to technology.

1. Multilingual Applicants

The Choice-based Housing Access System was designed to include fully integrated multilingual options to meet the needs of Toronto's diverse applicant population. The applicant portal is compatible with Google Translate, which can translate the application content instantly into 51 different languages.

The City of Toronto webpages that contain details on Rent-Geared to Income housing and the Choice-based Housing Offer Process can be instantly and fully translated into 51 different languages via Google Translate. Access to Housing is currently working to translate the videos embedded on the website into the top 15 languages spoken in Toronto.

Interpretation services are available to support applicants connecting through Access to Housing's phone channel, the Application Support Centre, and for in-person services at the Access to Housing Resource Centre.

2. Bachelor Units

Bachelor units, both general and in the senior portfolio, initially had low uptake in the Choice-based system, with only 18% of bachelor units receiving at least one expression of interest in the first cycle.

Based on an analysis of bachelor applicant and unit data, City staff have adapted engagement strategies to reach a target pool of applicants who are more likely to select bachelor units for invitation to participate in Choice-based cycles.

Targeted engagement with seniors, individual applicants experiencing homelessness, and chronological applicants eligible for bachelor units has resulted in a steady increase in expressions of interest for bachelor units since the first cycle, with 99% of bachelor units in Cycle 7 receiving at least one expression of interest.

Access to Housing is continuing with the above strategies that have been successful in improving bachelor unit uptake. Monitoring of bachelor unit uptake in each cycle is

ongoing, and strategies for enhancing uptake will be implemented to address any emerging needs.

3. Seniors

Registration for the Choice-based Housing Access system among senior applicants has been steadily increasing at a rate that is slightly faster pace than general chronological applicants, with 46% of seniors registered at the end of Q1 2022, compared to 43% of general chronological applicants.

In an effort to sustain senior adoption and support their participation in choice-based cycles, Access to Housing is continuing with targeted adoption strategies for seniors. These have included a reminder letter mail campaign encouraging registration, followed by subsequent telephone campaigns. Staff are calling unregistered seniors who are currently eligible to select units in the Choice-based system, which includes seniors with application dates from 2013 or older. In these calls, staff verbally inform applicants about the system change, provide support with registration, and collect feedback from senior applicants.

Access to Housing is continuously working to support senior participation in Choice-based cycles through ongoing telephone campaigns targeted for senior applicants to offer support over the phone, and collect their feedback to inform the development of additional strategies.

4. Shelter System Outreach

Several targeted outreach strategies have been implemented to ensure applicants experiencing homelessness are able to access and participate in the Choice-based Housing Access system.

Registration among applicants experiencing homelessness has been a challenge, as anticipated. The adoption rate of applicants experiencing homelessness was at 29% as of May 3rd, 2022, lagging behind the adoption rate of general chronological applicants.

However, applicants experiencing homelessness that are registered and participating in choice-based cycles are receiving the most housing offers of any applicant group. Applicant households experiencing homelessness were the top applicant for 40% of the available RGI units in cycle 7.

Access to Housing is committed to improving applicant adoption rates and sustaining high housing outcomes for applicant households experiencing homelessness. On-going efforts to increase adoption and participation of applicants experiencing homelessness include:

- Dedicated training to equip shelter staff to support clients with applying for RGI, updating RGI files, and expressing interest in vacancies.
- Ensuring applicants experiencing homelessness are assigned priority status in the system.

- Providing shelter staff with lists of clients with an RGI application who are currently staying at their location.
- A telephone campaign to homeless applicants to support their participation.
- Redirecting hard-to-rent units to Coordinated Access for match with clients in the shelter system.
- Partnering with shelters to deliver on-site registration clinics.

Access to Housing is continuously exploring other creative solutions to sustain participation among applicants with various access or support needs and more intensive case management requirements. Registration, participation, and housing outcomes data for applicants experiencing homelessness are continuously monitored by Access to Housing and partnering shelters to ensure any additional opportunities for support are identified and implemented.

5. Access to Technology

As we shift from a paper-based system to an online applicant portal, Access to Housing has implemented several strategies to support applicants experiencing any barriers to accessing the new technology. These include:

- System design that is supported on a variety of technology tools, including computers, tablets, mobile phones
- Partnership with Toronto Public Libraries to support access to computers
- Providing additional funding to partner agencies to increase the inventory of computers, laptops or tablets that are publicly accessible
- Incorporation of self-serve computer labs at the Access to Housing Resource Centre

Applicants can access direct support with navigating the application portal in-person or over the phone through the Access to Housing Resource Centre, Housing Help Centres, and the Application Support Centre (ASC) phone channel. Additionally, a series of applicant-focused workshops are under development following the reopening of the Access to Housing Resource Centre. These workshops aim to improve computer literacy and overall comfort with navigating the applicant portal.

b) Evaluation and Improvement

As part of an evaluation and continuous improvement strategy, Access to Housing is actively seeking feedback on opportunities to improve the applicant experience with the Choice Based Housing Access System. Current efforts to obtain real-time and relevant feedback includes:

- Surveys to applicants, community partners and housing providers accessing the online portals
- Phone surveys to senior applicants and applicants experiencing homelessness
- Sector tables, including Violence Against Women Better Coordination Working Group, Housing Help Centre Meetings, and various housing and homelessness forums

- Individual meetings with applicants, advocates for marginalized populations, and healthcare advocates

The implementation of the Choice Based Housing Access system is a collaborative success and achievement shared broadly by social housing providers, community partners and City staff, with ongoing adoption and process improvement work in progress. Throughout the remainder of 2022, efforts will be focused on onboarding more applicants, fine tuning system functions to improve the user experience, and developing quality assurance indicators for ongoing monitoring and continuous improvement of Centralized Waitlist administration.

Q1 2022 Centralized Waitlist Data Summary

Housing Secretariat is now providing quarterly data for key indicators of CWL management to the public, available at: [Social Housing Waiting List Reports](#). Outlined below are key CWL data for Q1 2022:

- 79,572 households are on the CWL
- 382 households obtained RGI housing in Q1 2022
- Average number of offers required to fill a vacancy was 1.5
- There were only 17 cases where housing providers were unable to reach a household they were extending an offer of RGI housing to, as compared to 1,391 in Q4 2021 and 1,925 in Q3 2021

As part of the continuous improvement strategies outlined above, City staff will continue to monitor and analyze CWL data to ensure ongoing oversight of CWL management, and identify opportunities to improve data management and administrative processes.

C. Toronto Community Housing Corporation – Vacancy Management

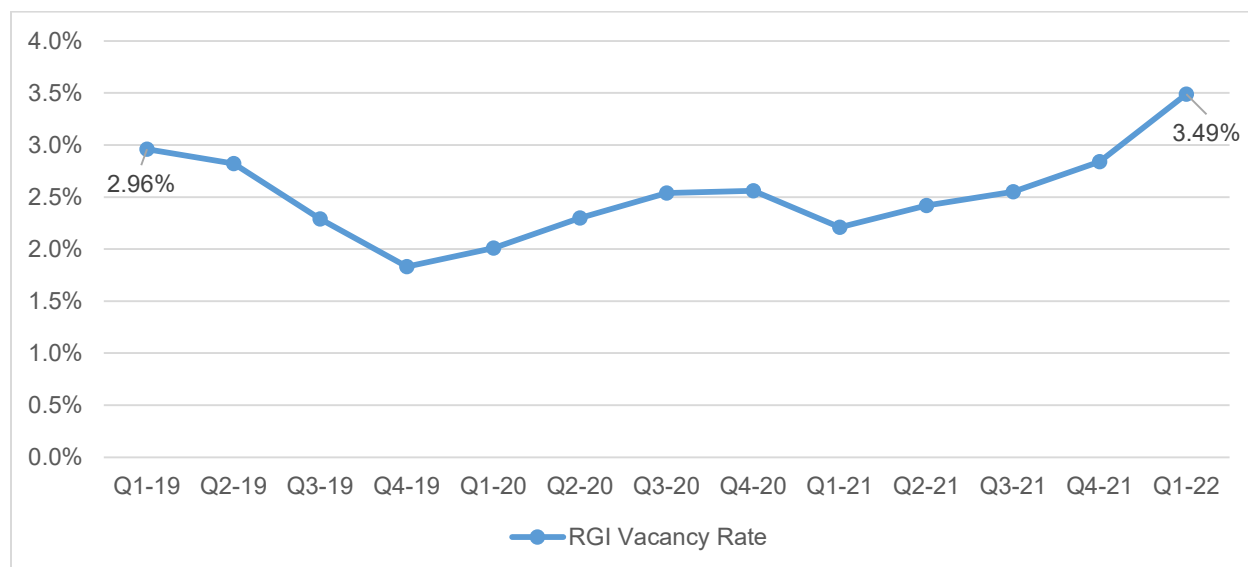
In its capacity as service manager, the Housing Secretariat continues to support Toronto Community Housing (TCHC) to better manage vacancy issues, working towards lowering the vacancy rate below the performance target of 2%. Previous iterations of this report have outlined a strategy to reduce vacancy rates. Enclosed are details on:

1. Q1 2022 Vacancy Update
2. Vacancy Mitigation Strategies
3. Public Reporting of Vacancy Information

1. Q1 2022 Vacancy Update

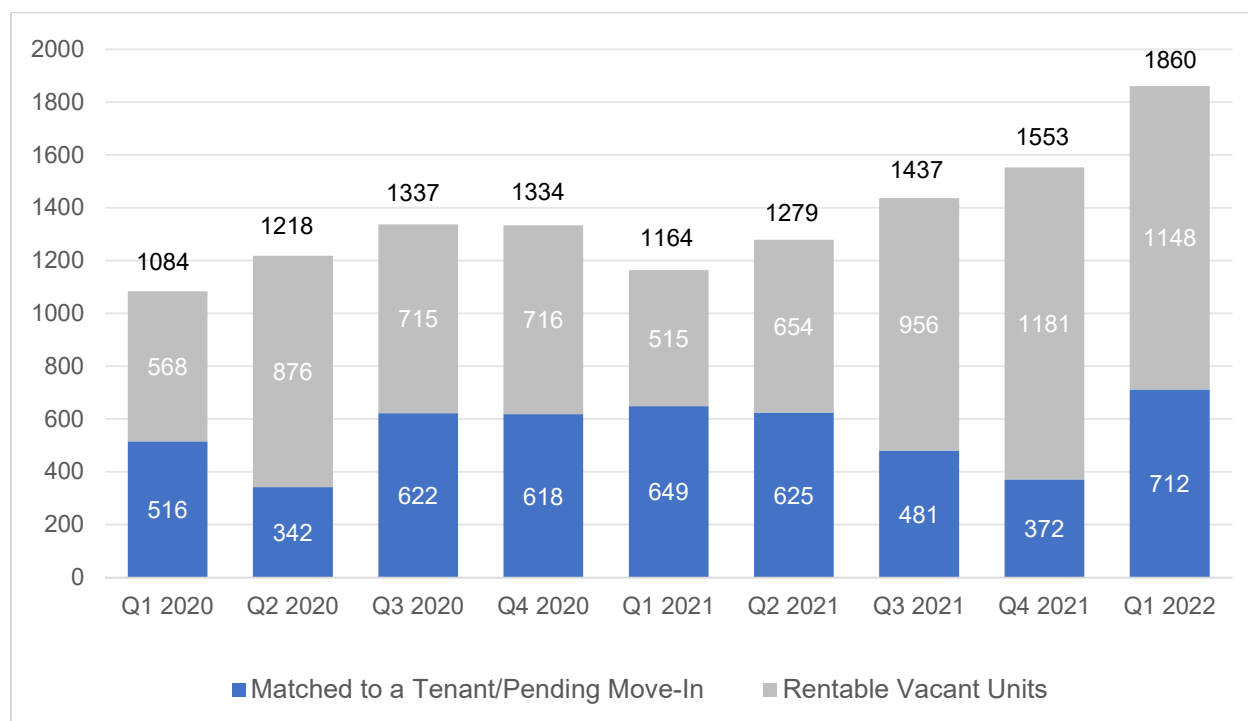
Though the four-pronged strategy implemented by TCHC yielded positive results in Q1 2021 where the RGI vacancy rate decreased to 2.21%, it has since rebounded throughout 2021 and 2022 to 3.49% by end of Q1 2022, as illustrated in Figure 3. Detailed TCHC vacancy data is included in Attachment B.

Figure 3: TCHC RGI Vacancy Rates



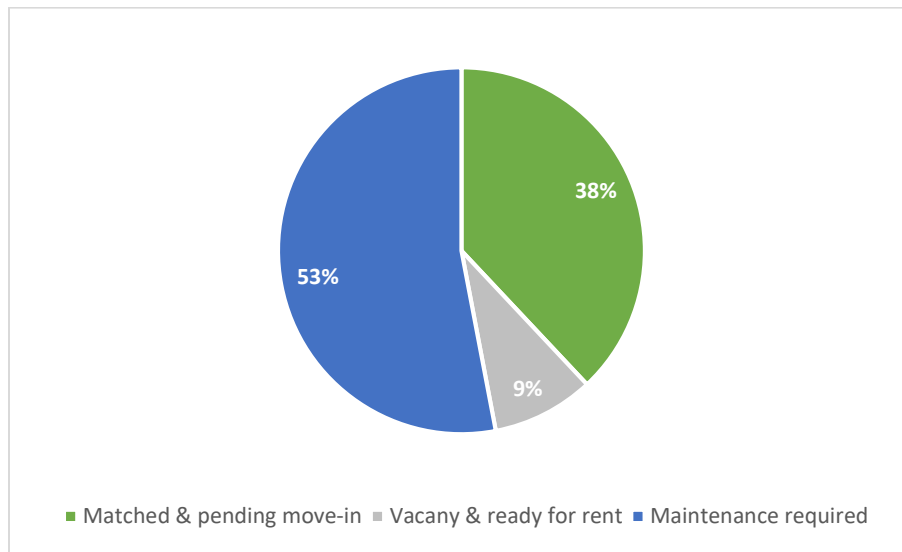
Of the overall vacancies at the end of Q1 2022, 38% were matched and allocated to households through the Choice-based Housing Access system and to the Rapid Rehousing Initiative, and are pending tenant move-in.

Figure 4: TCHC Rentable Vacancies Trend



Of the rentable vacant units that are not already matched to a tenant, illustrated in grey in Figure 4, 87% require maintenance before a tenant can move in.

Figure 5 – Q1 2022 TCHC Rentable Vacancies



These units requiring maintenance before they can be matched with a tenant consist of 53% of the overall vacancies, as illustrated in Figure 5. Only 9% of the rentable vacancies at the end of Q1 2022 were vacant and ready for rent.

These data illustrate that unit maintenance associated with recent vacancies is a rate limiting step for the unit turnover process. Two reasons for this issue include:

- Supply chain issues

Supply chain issues and increasing costs of materials experienced across Canada effected TCHC's ability to prepare recently vacated rentable units for new tenants. In Q4 2021 and Q1 2022, TCHC faced challenges with obtaining materials and appliances, as well as labour for construction and installation, which became a rate-limiting step in the vacant unit turnover process. Slowing down vacant unit turnover contributed to the observed increase in the unit vacancy rate.

- Phasing out property management contracts

In 2019, Council adopted MM6.14, which directed TCHC to review its use of property management contracts. This led to a decision by TCHC to directly manage its portfolio. Through the phasing out of contracts, a short-term increase in vacancies occurred at these sites. The transition of all contract-managed properties to direct management was complete as of May 4th, 2022.

2. Vacancy Mitigation Strategies

As TCHC works to resolve challenges with maintenance associated with unit turnover, the transition to the Choice-based Housing Access module is expected to improve TCHC vacancy management. The significant drop in the average number of offers to fill

a unit and number of offers made where an applicant can't be reached, reported by Access to Housing above, will support TCHC with rapidly filling units that are ready for rent. In addition to resolving unit turnover-related maintenance issues and the transition to Choice-based, TCHC is continuing with the following vacancy mitigation strategies:

- **Rapid Rehousing Initiative**

Following the success of the Rapid Rehousing (RRH) initiative in 2021, TCHC and HS are collaborating on a third phase of the program involving the allocation of an additional 550 units throughout 2022. As of the end of Q1 2022, 208 units have been allocated to the program, 108 of which were filled by the end of Q1, and 58 of which were matched and pending move-in in Q2.

The Rapid Rehousing Initiative will continue alongside the choice-based housing access module as another pathway to house people staying in shelters. Many people staying in shelters are eligible for bachelor units that consist of the harder to rent inventory, so this program successfully addresses both the need to fill available bachelor units, and supporting priority populations with accessing RGI housing.

- **Additional Strategies**

TCHC has worked closely with the City to develop additional strategies for improving vacant unit turnover. These have included working to ensure all units are prepared for entry into the Choice-based system to allow for swift renting of units as they become vacant, and completing a detailed review of buildings with clusters of vacant bachelors to determine appropriate sites with anchoring agency supports for allocation to RRH.

3. Public Reporting

TCHC will provide quarterly RGI vacancy rates by portfolio to the public on their website, starting with Q1 2022 data, to be posted online by May 20, 2022. Moving forward, quarterly vacancy rates will be posted by the end of the month following the close of the quarter.

Conclusion

The Housing Secretariat supports the findings of the Auditor General's report on the centralized waiting list and considers its recommendations as aligned with divisional direction. Considerable progress towards completing these recommendations has been made since our last report in September 2021 due, in larger part, to the recent implementation of the new Choice-based Housing Access system. As of the end of Q1 2022, HS has successfully completed 30 of the 34 recommendations, with the remaining four recommendations well-advanced and projected to be completed early in the third-quarter of 2022.

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Executive Director

ATTACHMENTS

Appendix A: Progress Chart on Implementation of Auditor General Recommendations
Appendix B: Toronto Community Housing Corporation Vacancy Data

Attachment A: Progress Chart on Implementation of Auditor General 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, 30 recommendations have been completed at the end of Q1 2022. Status updates on the recommendations are provided in Table A1.

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

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

Table A1: Status Updates on AG's Recommendations

	Recommendation	Date		Management Response	Actions Taken
1	Design and implement procedures to ensure compliance with the legislated requirement to review eligibility of applicants on the centralized waiting list for RGI at least once every 24 months after they have been added to the list. Such procedures to ensure: a. applicants are advised of the need to maintain contact with	Q4 2019	✓	Management agrees with this recommendation. SSHA currently reminds clients to maintain annual contact with SSHA and tracks contact, and attempts at contact, in the existing database. Management will also review opportunities to improve current processes through the development of the new waiting list management system,	The recommended procedures were implemented in 2019. These are now carried out as part of the new waitlist management system through functions that: • Prompt applicants to update their information annually to re-affirm eligibility and confirm, including the

	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			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.	consequences of non-response. • Track correspondence to applicants and applicant activity. • Cancels applications according to policies for non-response to annual confirmation of interest.
	b. all attempts to contact each applicant are sufficiently tracked so that Access to Housing can identify all applications that should be changed to inactive status and subsequently cancelled	Q4 2020	✓		
	c. action is taken to make applications inactive and to cancel applications, if there is no response to outreach attempts by City staff in accordance with policies and procedures	Q4 2019	✓		
2	Review the applicants on the centralized waiting list for rent-geared-to-income and develop meaningful categories to support the effective management, including accurate reporting of the number of active and eligible applicants.	Q1 2020	✓	Management agrees with this recommendation. SSHA will analyze client profile data to enhance communication and reporting on the different household types and status of applicants on the centralized waiting list starting in Q1 2020.	All client profiles were reviewed by the end of Q1 2020, and inactive files were removed. The annual eligibility review process that applies to all households is built into the new Rent Café system.

					SSHA is using the new waitlist system to effectively categorize applicants by eligibility and remove ambiguous applicant statuses such as 'on hold'.
3	a. Develop clear guidelines for housing providers on the circumstances under which an offer for rent-geared-to-income housing can be withdrawn and not be considered a refusal. Such guidelines to also clearly indicate how to record the reasons for withdrawals or refusals in the centralized waiting list information system.	Q4 2019	✓	Management agrees with this recommendation. SSHA will conduct a review of the existing guidelines and training for housing providers and facilitate changes to the RGI administration manual to ensure clear direction on how to record offers made to applicants. Improved guidelines will outline both the categorization and the recording of information on refusals and withdrawals in Q4 2019.	The new Rent Café system, implemented in Q4 2021, requires housing providers to record a reason for all withdrawals and refusals. The Rent Café system is equipped to provide reports on the number of withdrawals and refusals of offers, which will be regularly monitored by SSHA. Corrective action with housing providers will be taken as needed.
	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.	
4	Recommend to the Ministry of Municipal Affairs and Housing to consider revising the Housing Services Act, 2011 to	Q3 2019	✓	Management agrees with this recommendation. SSHA supports new proposed flexibility emerging out of the Ministry of Municipal	SSHA recommended changes to the Province, including regulatory changes to the Housing Services Act, in 2019.

	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.			Affairs and Housing consultations on the current three refusal rule, and will review current policy based on consultation outcomes anticipated by Q2 2020.	In September 2019, the Province announced that new regulations will require Service Managers to transition to the one-offer rule by January 1, 2021. The one-offer rule was implemented on Jan 1, 2022 to align with the launch of the Choice-Based model.
5	Ensure that applicants understand the importance of choosing only those buildings they are willing to move into and the consequences of such choices.	Q4 2019	✓	Management agrees with this recommendation. SSHA will review and revise current communications with households by the end of Q4 2019. Communication will be revised based on program changes made as part of the roll-out and ongoing management of the choice-based system. Outreach to clients is an important part of the implementation of the system to ensure their understanding and participation as users. Planned changes to SSHA's new waiting list management system will be leveraged to allow clients to access this information more readily.	Engagement sessions were conducted with community partners and frontline shelter staff to communicate the importance of maintaining accurate building selections. As part of the new Rent Café system, applicants are regularly reminded to keep their building selections current. Applicants are notified of the Single Offer Rule and consequences of expressing interest on vacancies.

6	Increase information about available units to enable applicants to make better informed choices about buildings they are willing to move into.	Q4 2021	✓	Management agrees with this recommendation. SSHA will communicate with households as part of the roll-out and ongoing management of the choice-based system. Outreach to clients is an important part of the implementation of the system to ensure their understanding and participation as users. Planned changes to SSHA's new waiting list management system will be leveraged to allow clients to access this information more readily. New information will be available to applicants in Q3 2019 and will continue to be reviewed and revised based on feedback from applicants and other stakeholders.	The Choice-based housing module pilot was launched in Q1 2021, with ongoing development and onboarding is in progress. Functionalities built within the module include: enhanced information on building amenities, unit photos and amenities, as well as floor plans. The Choice-base module design will allow applicants to review up-to-date information on vacancies and express interest on units that best suit their household needs.
7	Ensure applicants are required to identify: a. the preferred method(s) of contact that will result in a 48-hour response such as phone, email, or mobile messaging b. an alternate contact person or support organization in Canada designated to respond on their behalf, if necessary.	Q4 2021	✓	Management agrees with this recommendation. Having accurate contact preferences of households is integral to the efficient management of the centralized waiting list. Planned changes to SSHA's new waiting list management system, expected in Q4 2020, will further enhance the setting and updating of communication preferences.	Functionalities built into Rent Café, include: portal notifications, email notifications, and phone numbers. Applicants registering online input their personal contact information into the online portal, and may identify alternate contacts, such as support agencies.

8	Review additional steps to cost-effectively enhance communication with applicants, including reminders to keep their application information accurate and up-to-date.	Q1 2020	✓	Management agrees with this recommendation. SSHA will review additional steps by the end of Q1 2020, including opportunities to enhance communications through planned changes to SSHA's new waiting list management systems including enabling automated reminders. The new choice-based model is designed to engage applicants to play a more active role, including logging into the online system regularly to review listings and having correspondence to applicants shared via self-service portals.	Automated reminders were built into the Rent Café system in Q1 2020 to ensure clients and agencies are prompted to keep applicant information updated. This 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	Review and implement technology-based communication methods that allow the Division to more efficiently and cost-effectively: a. serve notice of decisions related to household applications. b. make contact with applicants to confirm their ongoing interest, update their address, phone number, income, housing preferences, and other information.	Q4 2020	✓ ✓	Management agrees with this recommendation. SSHA will review additional steps by the end of Q1 2020, including opportunities to enhance communications through planned changes to SSHA's new waiting list management systems including enabling automated reminders. The new choice-based model is designed to engage applicants to play a more active role, including logging into the online system regularly to review listings and having	Feature development for the Rent Café applicant portal, including online notifications to be received by applicants (i.e. Notice of Decision), were completed in Q4 2020. The processes for online communication of decisions were reviewed by Legal Services.

				correspondence to applicants shared via self-service portals.	
10	a. Review the City's local priority rules for selecting households from the waiting list for rent-geared-to-income and recommend to City Council any additional priority rules that should be adopted to support selection of households based on an applicant's level of need; and b. where additional priority rules are established, ensure the waiting list information system supports selection based on these priorities; and, if necessary, develop a process to perform an objective assessment of each applicant's need for RGI assistance in order to determine their priority on the CWL.	Q3 2022	 	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.	A staff report is being brought to Council through the July 5, 2022 meeting of the Planning and Housing Committee that will recommend for Council's consideration new Local Rules for the prioritization of households from the Centralized Waiting List for RGI housing.
11	Establish local rules for: a. asset limits for rent-geared-to-income recipients b. total household income limits and prioritize access to rent-geared-to-income assistance based on household income.	Q3 2022	 	Management agrees with this recommendation. SSHA will support the establishment of an Asset Limit emerging out of Ministry of Municipal Affairs and Housing consultations on legislative changes. SSHA is concurrently reviewing local rules for income and assets and,	With the necessary clarity now provided by the Province with its recent release of new regulation amendments to the Housing Service Act, a staff report will be brought forward to the July 5, 2022 meeting of Planning and Housing Committee detailing the

				based on findings and consultation outcomes, will bring forward recommendations to Council for their consideration by the end of Q2 2020.	establishment of Income and Asset Limits for applicants to and recipients of RGI housing.
12	In consultation with the City's Medical Officer of Health, review the types of housing preferences or restrictions for preferred RGI housing units to assess if there is a bona fide need to accommodate and develop local rules to manage such requests.	Q4 2021	✓	Management agrees with this recommendation. Planned changes to SSHA's new waiting list management system and the introduction of the choice-based program will support the implementation of this recommendation. SSHA will consult with the City's Medical Officer of Health in Q4 of 2019 to review and revise the approach to accommodations with any changes phased in by the end of 2020.	The Choice Based Housing module allows eligible applicants to view building and unit-level amenities, including photos of the unit type, floor ranges, elevator access and balcony access. Applicants are able to make informed decisions and express interest in units that meet their need. Housing providers ensure posted unit vacancies and subsequent housing offers adhere to the Toronto Occupancy Standards.
13	Consider establishing local rules prioritizing access to rent-geared-to-income assistance for those households that currently do not receive rent-geared-to-income assistance or reside in social housing.	Q4 2021	✓	Management agrees with this recommendations. SSHA will assess and report on the impact of distinguishing between recipients and non-recipients of RGI assistance when, as directed by the Auditor General's recommendation 10, SSHA reports back to council on consideration of local priority rules in 2021.	In situ and over-housed procedures continue to be adapted to Rent Café and Choice Based technologies. These procedures ensure equitable access to RGI subsidy and units, balancing needs of new applicants and meeting the dynamic needs of current recipients or social housing tenants.
14	Ensure greater integration of services and supports is	Q4 2019	✓	Management agrees with this recommendation. SSHA will	Access to Housing coordinates with City-funded

	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.			continue to build on the Coordinated Access to Housing system, funded in part by the provincial Home for Good and the federal Reaching Home programs. The system provides enhanced integration of housing and homelessness services including access to housing allowances and rent-gear-to-income support for people transitioning to housing from emergency shelter and street outreach programs and is coordinated through the use of a single point of referral.	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.
15	Review and, if appropriate, report to City Council through the Planning and Housing Committee on how the City can meet the mandated RGI assistance service level prescribed in the Housing Service Act, 2011. This review should consider how portable housing benefits can be used where vacancies in the physical social housing stock are limited, and determine how much funding would be needed as well as the	Q4 2019	✓	Management agrees with this recommendation. SSHA has contacted housing providers to identify proposed actions to increase the number of units occupied by RGI households. Formal direction will be issued by the end of Q4 2019. As part of this review, SSHA will explore how portable housing benefits can be useful and report back as appropriate.	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.

	source of such funds in order to come into compliance.				
16	In collaboration with TCHC, ensure that a maximum number of social housing units are being used for housing and to complete a review of all housing units that are used for other purposes; and, establish a process that requires service manager approval prior to the removal of any housing units from service.	Q2 2021	✓	Management agrees with this recommendation. The City is engaged with TCHC on the development of an action plan related to RGI service level standards and the status of vacant units.	SSHA and TCHC have co-developed a process that must be followed to remove a unit from RGI rentable stock. Appropriate TCHC management-level oversight is to be involved in these decisions, which are submitted to SSHA for tracking and approval as the Service Manager.
17	a. Work, in collaboration with the Chief Executive Officer, TCHC, to develop an interim process to efficiently and publicly post information on buildings with hard-to-rent vacancies to support applicants in making more informed housing choices. b. leverage any existing solutions with City and agency partners to provide support for applicants to access the internet at various city sites such as, emergency shelters, social services offices, local libraries, and community centres.	Q1 2022	✓ ✓	Management agrees with this recommendation. SSHA will work with TCHC to target vacant hard-to-rent units and develop a process to post this information publicly. This interim process will be used in 2019/2020 while SSHA continues to work on implementation of its planned changes to the new waiting list management system, expected for 2021. To ensure alignment with existing City corporate initiatives, SSHA will work with City partners, including Corporate Information & Technology Division, to leverage existing programs and strategies to increase public	TCHC and the City implemented a process for re-allocating units that aren't filled through the choice-based system to the Coordinated Access Rapid Rehousing program. In Q1, the Choice-base module was launched, and includes building locations, amenities and unit layouts to support applicants with making informed choices regarding their unit selections. Access to Housing has implemented several targeted adoption strategies for supporting different equity-

				internet access for online information on City services for residents.	seeking groups with registering for the new system, and participating in the Choice-based Housing Access System.
18	Review and revise the local rules in order to effectively re-house over-housed RGI tenants into a suitable housing unit. In conducting the review, the Division consider: a. evidence available on the number of preferences that will support efficient and timely re-housing of an over-housed household including benchmarking with other jurisdictions b. implications of imposing an over-housed surcharge on households who refuse to be re-housed in a timely manner.	Q2 2020	✓ ✓	Management agrees with this recommendation. SSHA will review the local rules and the feasibility of adding surcharges by the end of Q2 2020 for over-housed RGI tenants to support their timely transfer to suitable units.	SSHA implemented 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.
19	Develop system controls to automatically determine the maximum number of bedrooms a RGI applicant is eligible for based on household composition and the City's occupancy standards.	Q2 2021	✓	Management agrees with this recommendation. Planned changes to SSHA's new waiting list management system will address this requirement. The system will identify unit size for applicants and track where exceptions are authorized based	The new waitlist management 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

				on City rules by the end of Q4 2020.	automatically right-sized to eligible unit sizes.
20	In consultation with the City's Medical Officer of Health, to: a. identify the medical circumstances that would warrant a RGI household to have more bedrooms than specified in the local occupancy standards and update local rules accordingly b. develop and implement a process to review and approve requests for an additional bedroom to accommodate medical conditions, including documentation that should be obtained to support such requests, based on criteria to be included in local rules.	Q3 2022	 	Management agrees with this recommendation. SSHA will consult with the City's Medical Officer of Health in Q4 of 2019 to support the development of a process to review and approve requests for additional bedrooms based on medical conditions, to be implemented by the end of 2020.	Staff have reviewed the circumstances that warrant RGI households having an additional bedroom and are finalizing a process to be used by housing providers to review and approve requests for an additional bedroom.
21	In consultation with the Chief Executive Officer, TCHC, consider the feasibility of using TCHC vacant units held for revitalization to meet the demand for emergency shelter as an alternative to hotels or other temporary shelter options.	Q4 2019		Management agrees with this recommendation. SSHA will investigate the complex issues associated with implementation of this recommendation and will work with Toronto Community Housing Corporation to determine the legal, financial, operational and capital development implications of	SSHA and TCHC explored the feasibility of utilizing vacant units held for revitalization. The Regent Park Revitalization project, which aimed to house approximately 160 people within 70 units was launched as a pilot. The program targets newcomers and refugee claimants currently staying in SSHA's

				using units earmarked for revitalization.	existing shelter and hotel programs. On-site supports are being provided to help households find housing and support their integration back into the community. 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.
22	Implement and ensure compliance with procedures to oversee RGI households not selected from the CWL, including procedures and controls to: a. identify and review all current referral agreements to develop a comprehensive inventory of agency referral agreements and the respective number of housing units to be filled through referral agreements b. ensure all current and future referral agreements are approved by the City	Q3 2022	✓ ✓	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.	Staff, in consultation with Legal, have reviewed the Housing Services Act to establish legislated compliance requirements for housing providers filling units through Referral Agreements. A policy that provides guidelines and requirements for housing providers to apply to new referral agreements, processes for bringing existing referral agreements into compliance, and ongoing reporting and monitoring processes is being drafted for implementation.

	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.				
23	City Council request the General Manager, Shelter, Support and Housing Administration, to enforce the regular review of housing providers and ensure they are completed as required in compliance with policies and procedures and to take corrective action to address any problems identified in the course of such reviews.	Q4 2019	✓	Management agrees with this recommendation. SSHA has put a plan in place to clear up the current backlog of housing provider reviews by Q4 2020.	A review protocol and reporting mechanism are now in place to ensure that housing provider reviews are completed as scheduled.
24	City Council request the General Manager, Shelter, Support and Housing Administration, to ensure the internal controls to review rent-geared-to-income housing providers are reviewed and strengthened to address weaknesses identified from the occurrence of fraud.	Q4 2019	✓	Management agrees with this recommendation. A review protocol and reporting mechanisms have been developed to ensure that housing provider reviews are completed as scheduled. SSHA will also consider, by the end of 2019, how available remedies under the Housing Services Act, 2011 can be best utilized to ensure housing providers are in compliance with the Housing Services Act.	A review protocol and reporting mechanism are now in place to ensure that housing provider reviews are completed as scheduled. A new tool has been developed and is being used by staff to complete reviews and automate reporting.

25	City Council request the General Manager, Shelter, Support and Housing Administration Division, to strengthen internal controls which ensure households on the centralized waiting list and those receiving rent-geared-to-income are eligible.	Q4 2020	✓	Management agrees with this recommendation. Planned actions will ensure that the standards are met. Eligibility assessments will be reviewed and strengthened, based on approved program changes, for implementation by the end of Q4 2020.	The Province introduced regulation changes which simplify the calculation of RGI subsidy. SSHA implemented these changes on July 1, 2020.
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.	Q1 2022	✓	Management agrees with this recommendation. SSHA will review opportunities presented through the province's proposed changes to RGI calculation, as well as the potential to integrate other income tested programs in the City of Toronto. As a partner in Human Services Integration, SSHA will be involved in HSI's review of the feasibility and value add of centralized income verification processes; the results of which can help advise SSHA's review of eligibility and income verification processes for housing subsidy programs.	HS is planning to develop and implement a centralized tenant database for RGI tenants. This database will allow HS to have more centralized control and oversight on ongoing RGI eligibility reviews. HS has finished preliminary costing of the required system development and completed preliminary design work including: • identification and costing of staff resources needed to support the development and implementation of a centralized tenant database; • identification of data sources that will need to interface with a centralized tenant database to allow improved data matching and analysis.

					A request for project funding has been included in the 2022 capital budget as a change of scope for the existing centralized wait list capital project. If capital funding is approved by Council, the project will proceed in 2022. As the work proceeds it will be guided by the recommendations and findings of the "Digitization of Need-Tested Programs" report prepared by Ernst & Young and adopted as part of a report to the General Government and Licensing Committee on October 20, 2021.
27	In consultation with the City's Chief Information Officer, ensure: a. that progress is made to select a vendor and develop an implementation plan for the new choice-based system for selecting households b. the new technology includes appropriate system access controls, input and validation	Q1 2022	✓ ✓	Management agrees with this recommendation. Management will continue working closely with Corporate I&T and the City's Chief Information Officer to develop the requirements for SSFA'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.	The Choice-based Housing Access system, which includes functions for data validation and monitoring, was launched in Q1 2022.

	controls to prevent data entry errors c. exception monitoring controls are developed, including regular reports to support the detection of errors or irregular activity.		✓		
28	Collaborate with the Employment and Social Services and Children's Services divisions to ensure implementation of the Human Services Integration project achieves service efficiencies in administering these income based subsidy programs. In the short term, this will include one income assessment process and in the longer term this should be expanded to include other common functions. The implementation should include a rationalization of resources.	Q4 2021	✓	Management agrees with this recommendation. The Human Services Integration Project is a collaborative project overseen by a steering committee which includes the General Managers of Shelter, Support and Housing Administration, Children's Services and Toronto Employment and Social Services.	Staff are reviewing common functions that could be more efficiently delivered through integrated processes. HS 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. Regular operational meetings between the Applicant Support Centre and Access to Housing underway to solidify the implementation of a New Waitlist management system in Q3 2021. Further integration and training will occur with the implementation of Choice Based Housing module in Q4 2021.

					In Q4 2021, the Digitization of Need-Tested Programs public report was released, providing a strategic road map for human services modernization.
29	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.	Q1 2022	✓	No management response.	SSHA 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 applicable priority status codes. New requirements for over-housed RGI tenants, in accordance with recent regulatory changes to the Housing Services Act, which limit applicants to one housing offer, were implemented alongside the single offer rule in January 2022, following the launch of the choice-based module.
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-gear-to-	Quarterly	✓	No management response. Reporting is ongoing, on a quarterly basis.	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.

	income housing, and, the integrity and accuracy of the centralized waiting list data, including the number of active and eligible applicants, as well as the following: a. number of vacancies at each quarter end and aging of how long the unit has been vacant: 1. broken down by reason for vacancy (e.g., unit turnover, held for medical and safety, uninhabitable, etc.), rent-geared-to-income vs. market rent, rentable vs. non-rentable; 2. broken down by size of unit (Bachelor, 1 bedroom, 2 bedroom, etc.); and 3. broken down by: a. portfolio (e.g., seniors-designated, non-designated, mandated, etc.); b. number of vacancies filled not using the centralized waiting list; c. average number of offers required to fill a vacancy (annually) and related acceptance rate (percent),				Requested data for Q1 2022 is included in this report.
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refusal rate (percent), withdrawal rate (percent); d. number of offers made annually/quarterly, where the applicant can't be reached; e. number of applications deactivated annually/quarterly vs. the number of applicants who have not confirmed their ongoing interest and access to housing has not had any contact with the applicant in over two years; f. number of applicants on the waiting list listing a shelter as their main address vs. number of applications flagged/deemed priority as homeless; g. number of applicants on the waiting list listing a shelter as their main address vs. number of applicants housed off the waiting list because they were deemed to be a priority as homeless; and h. proportion (percent) of people experiencing chronic homelessness and living in shelters who have applied for the centralized waiting list to receive access to rent-geared-to-income housing.				
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31	Report quarterly to City Council, through the Economic and Community Development Committee, on the centralized waiting list for social housing, such report to contain the following details: a. the number of people on the waitlist; b. the number of vacant rentable units; c. the number of units filled; d. the number of refused offers; e. the number of withdrawn offers; and f. any other relevant information.	Quarterly	✓	No management response. Reporting is ongoing, on a quarterly basis.	Requested data for Q1 2022 is included in this report.
32	Through the implementation of the new Choice Based Model for access to social housing, expand access to information available through the City's Open Data portal, and report to the Audit Committee by fourth quarter of 2020, on the status of implementation; and City Council request the General Manager, Shelter, Support and Housing Administration to engage Toronto's civic tech community on this project.	Q1 2022	✓	Reporting will be brought forward to the Audit Committee.	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). The Choice-Based technology was rolled out in December 2021.

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.	Requested data for Q1 2022 is included in this report.
34	City Council request the General Manager, Shelter, Support and Housing Administration, to 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 request for Q1 2022.

Attachment B: Toronto Community Housing Corporation Vacancy Data

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

Vacancy data broken down by:

- Rent-geared-to-income vs. market rent and rentable vs. non-rentable (Table 1)
- Reason for vacancy (Table 2)
- Size of unit (Tables 3-7)
- Portfolio (Tables 8-12)

Table B1: TCHC Vacancies

Type of Vacancy	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
RGI Rentable	1,008	1,160	1,281	1,293	1,116	1,223	1,344	1,493	1,796
Market Rentable	76	58	56	41	48	55	93	60	64
Non-Rentable	2,316	2,245	2,208	2,235	2,370	2,237	2,076	1,805	1,735

Table B2: Reasons for Non-Rentable Vacancies

Reason	Description	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Revitalization Projects	Units associated with revitalization activities	1,403	1,336	1,373	1,484	1,317	1,334	794	874
New Units	New units that are replacement units, ready to be leased	0	0	0	0	0	85	36	9
Sale or Transfer of Building	Units pending sale or transfer to another operator	393	389	352	330	352	138	79	79
Uninhabitable/ Repairs	Units requiring capital investment	295	331	349	381	385	335	369	362
Operations	Units being used for operational activities where no alternative is available (i.e. office or amenity space)	78	77	81	81	93	102	118	131
Recreation	Units being used by the community for recreational purposes/programming as there is no other space available in this building for this purpose	52	52	52	52	52	52	52	52
Accessibility	Units associated with capital work related to accessibility	24	23	28	42	38	23	43	33
*Legal	Units held pending legal action	N/A	N/A	N/A	N/A	N/A	4	4	5
*Demolished/ Destroyed	Units have been demolished or destroyed	N/A	N/A	N/A	N/A	N/A	2	310	190
*Sold	Units sold	N/A	N/A	N/A	N/A	N/A	1	0	0
Total Non-Rentable Vacancies		2,245	2,208	2,235	2,370	2,237	2,076	1,805	1,735

*Note: TCHC transitioned from HMS to HoMES in July 2021. As part of the change, new non-rentable vacancy categories were created in HoMES. There are three new categories not mapped to the original categories in this table: Legal, Demolished/Destroyed and Sold.

Table B3: 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
TCHC Overall	58	199	62	196	515

Table B4: 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
TCHC Overall	251	45	110	248	654

Table B5: Duration of Rentable Vacancies by Unit Size in Q3 2021

Unit Size	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Bachelor/Shared Room	126	17	32	107	282
1-bed	130	18	33	82	263
2-bed	60	11	21	36	128
3-bed	46	7	17	25	95
4+ bed	19	0	1	7	27
TCHC Overall	381	53	104	257	795

Table B6: Duration of Rentable Vacancies by Unit Size in Q4 2021

Unit Size	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Bachelor/Shared Room	63	75	91	154	383
1-bed	61	75	78	132	346
2-bed	37	31	32	70	170
3-bed	21	15	15	53	104
4+ bed	5	2	10	8	25
TCHC Overall	187	198	226	417	1028

Table B7: Duration of Rentable Vacancies by Unit Size in Q1 2022

Unit Size	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Bachelor/Shared Room	97	122	56	193	468
1-bed	83	107	45	138	373
2-bed	28	46	20	85	179
3-bed	17	20	21	42	100
4+ bed	8	4	2	14	28
TCHC Overall	233	299	144	472	1148

¹ Note: Vacancy excludes units leased, sent to Centralized Wait List, on-offer and offer accepted.

² 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 B8: 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
TCHC Overall	58	199	62	196	515

Table B9: 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
TCHC Overall	251	45	110	248	654

Table B10: Duration of Net Rentable Vacancies by Mandate in Q3 2021

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing Units	253	34	71	175	533
Seniors Housing Units	128	19	33	82	262
TCHC Overall	381	53	104	257	795

Table B11: Duration of Net Rentable Vacancies by Mandate in Q4 2021

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing Units	123	128	153	310	714
Seniors Housing Units	64	70	73	107	314
TCHC Overall	187	198	226	417	1028

Table B12: Duration of Net Rentable Vacancies by Mandate in Q1 2022

Building Type	Under 31 days	31 to 60 days	61 to 90 days	Over 90 days	Total
Non-Seniors Housing Units	130	188	100	325	743
Seniors Housing Units	103	111	44	147	405
TCHC Overall	233	299	144	472	1148

¹ Note: Vacancy excludes units leased, sent to Centralized Wait List, on-offer and offer accepted.

² 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.