

Toronto Seniors Housing Corporation's Service Delivery Model

October 23, 2024

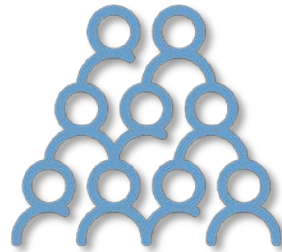
**Toronto Seniors
Housing Corporation**



About TSHC



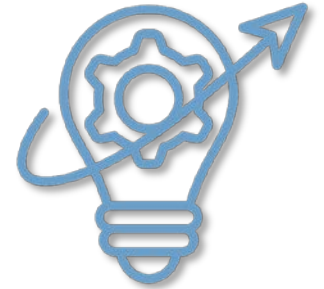
An Excellent Landlord



Tenant Engagement



Partnerships



Innovation



Organizational Excellence



Employer of choice

About the Integrated Service Model (ISM)

The City of Toronto invested in the ISM to bring about **four key innovations** to help senior tenants age at home in dignity and comfort:



1

An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support

2

Revised seniors-specific policies to better respond to the unique challenges faced by seniors

3

Providing access to a range of health, social, and wellness services to tenants in their building, where feasible and desired by the tenants

4

Designating care coordinators to each building to help connect tenants to the health and community support services they need

Innovation #1 | Enhanced Staffing



42

Seniors Services
Coordinators

26

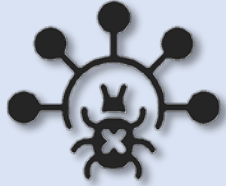
Tenants Services
Administrators

	LHC Avg Q2 2023	TSHC Q2 2023	LHC Avg Q2 2024	TSHC Q2 2024
Housing occupancy rate	97.3%	98.0%	97.6%	98.5%
Unit turnover days	95 days	73 days	85 days	63 days
Households in good financial standing	76.7%	89.9%	76.0%	89.9%
Rent collection performance	95%	99.6%	94.4%	99.5%
Percentage of tenants with debt	18.2%	10.06%	15.5%	10.0%

LHC – Local Housing Corporations

Innovation #1 | Enhanced Staffing

5 Environmental Health Staff



45% more blocks treated (of units) in 2024
20% fewer individual units were treated



37% fewer tenant treatments cancelled



Work with Toronto Public Health's Toronto Bed Bug Control Initiative on pest treatments

Innovation #1 | Enhanced Staffing

5 Complex Tenancies Staff



Supported **96 unique tenants**



Provided **15 hours of transition support per tenant** for the City's Rapid Rehousing Initiative tenants

Collaborates with:

- Toronto Community Crisis Support Service (211-TCCS)
- Community Paramedicine Program
- Toronto Emergency Management Office
- Toronto Shelter and Support Services
- Members of SPIDER and FOCUS tables



SPIDER: Specialized Program for Inter-Divisional
Enhanced Responsiveness to Vulnerability
FOCUS: Furthering Our Community by Uniting
Services

Innovation #1 | Enhanced Staffing

5 Paralegal staff working with the Office of the Commissioner of Housing Equity (OCHE)



1% eviction rate
(24 of 1,662 tenants that have vacated TSHC units since Jan 1, 2023)



41 mediated agreements signed by tenants to preserve tenancy

	TSHC Q2 2023	TSHC Q2 2024	LHC Avg Q2 2024	Date	Avg Unmanaged Arrears
Tenant move-out rate	2.1%	1.8%	2.7%	Aug 31, 2022	\$384.57
Average amount of arrears	\$1,303	\$1,262	\$1,523	Aug 31, 2023	\$233.96
				Aug 31, 2024	\$201.23

Innovation #1 | Enhanced Staffing

4 Community Services Coordinators



Supporting **15,000+** tenants



As of September 2024, **45** tenant-led events have already been held with **65+** planned before year-end and **155** provider-led recurring programs in 2024



99 tenant-led community events in 2023



Innovation #2 | Seniors-Focused Policies

All policies informed by tenants, including the Senior Tenants Advisory Committee (STAC), and staff based on policies prioritized by tenants

1 Implemented



Community Activities Fund (CAF)

\$61,250
2022

\$134,686
2023

\$300,000
2024



3 In Progress



Use of Community Space



Translation and Interpretation Policy



Tenant Human Rights Policy

Innovation #2 | Seniors-Focused Policies

Since implementing CAF in January 2024, CSCs have **supported tenants in the following ways:**

Q1

Hosted **68** building meetings in eight languages with over **1,500** tenants attending and over **450** tenants interested in volunteering

Q2

Noted requests for **351** tenant-led activities, **326** provider-led programs, and over **300** pieces of equipment

Q2-3

Supported **45** events that attracted over **4,400** tenants with **95%** positive feedback

Q4

65+ celebration events planned between Sept-Dec 2024

Innovation #3 | Local Access to Services for Tenants

Collaborating with City Divisions



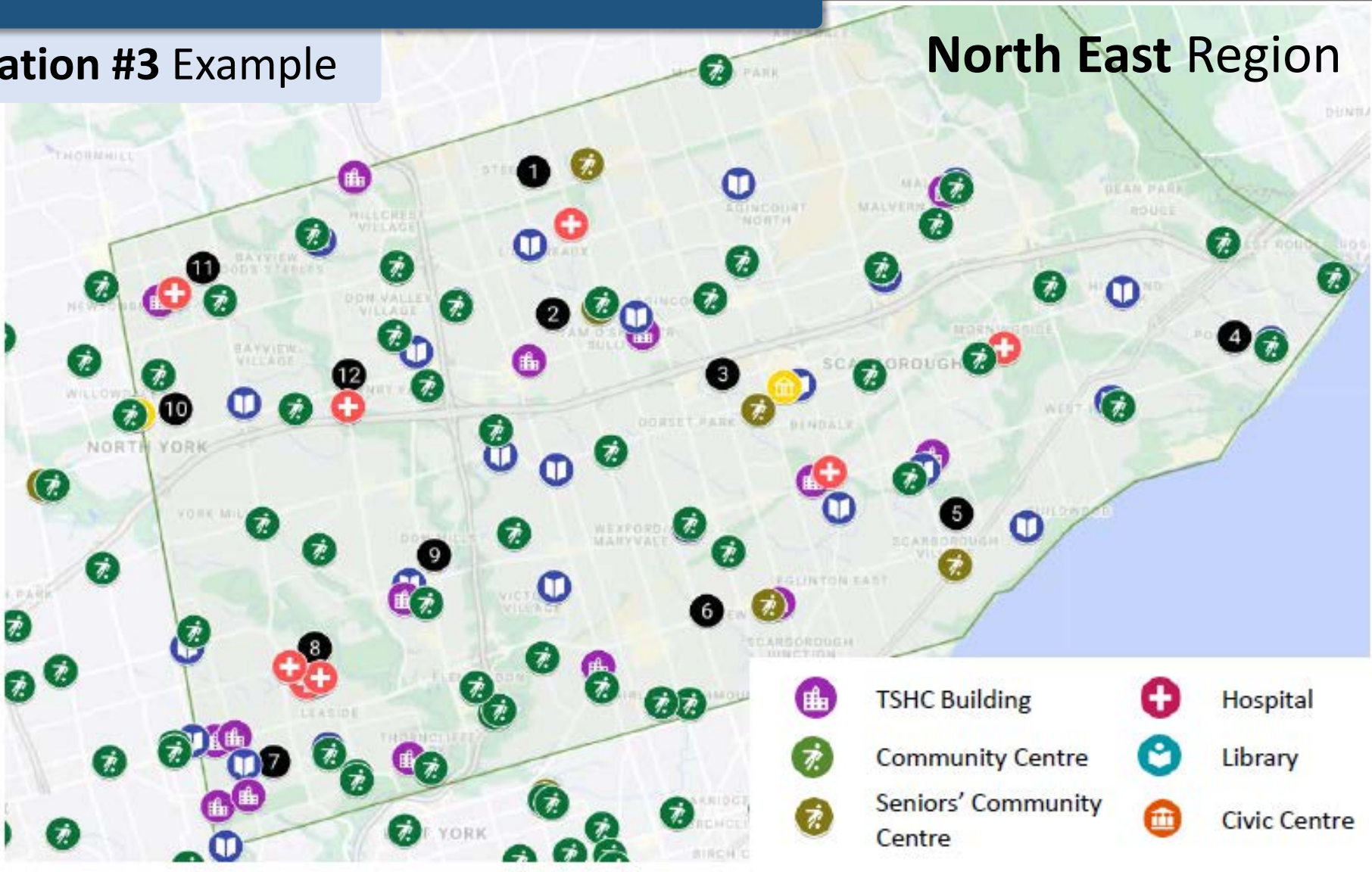
- Toronto Shelter and Support Services
- Seniors Services and Long-Term Care
- Housing Secretariat • ConnectTO • Piano City



Regional Profiles

Innovation #3 Example

North East Region















Building Profile

Innovation #3 Example

71 Merton Street – Janet Magee Manor

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		Baycrest Digital Help (1:1) Weekly (10:30am-12pm)	 SPRINT Senior Care Gentle Exercise Weekly (10:30am-11:30am)				
11:00 AM							
12:00 PM							
1:00 PM				SPRINT Senior Care Farmer's Market Monthly (1pm-2:30pm)	 Tenant Led Arts and Crafts Weekly (1pm-3pm)		
2:00 PM		Toronto Public Library Community Librarian Weekly (2pm-4pm)				 Tenant Led Arts Classes and Colour Meditation Weekly (2pm-4pm)	
3:00 PM				Toronto Public Library Community Librarian Weekly (2pm-4pm)			
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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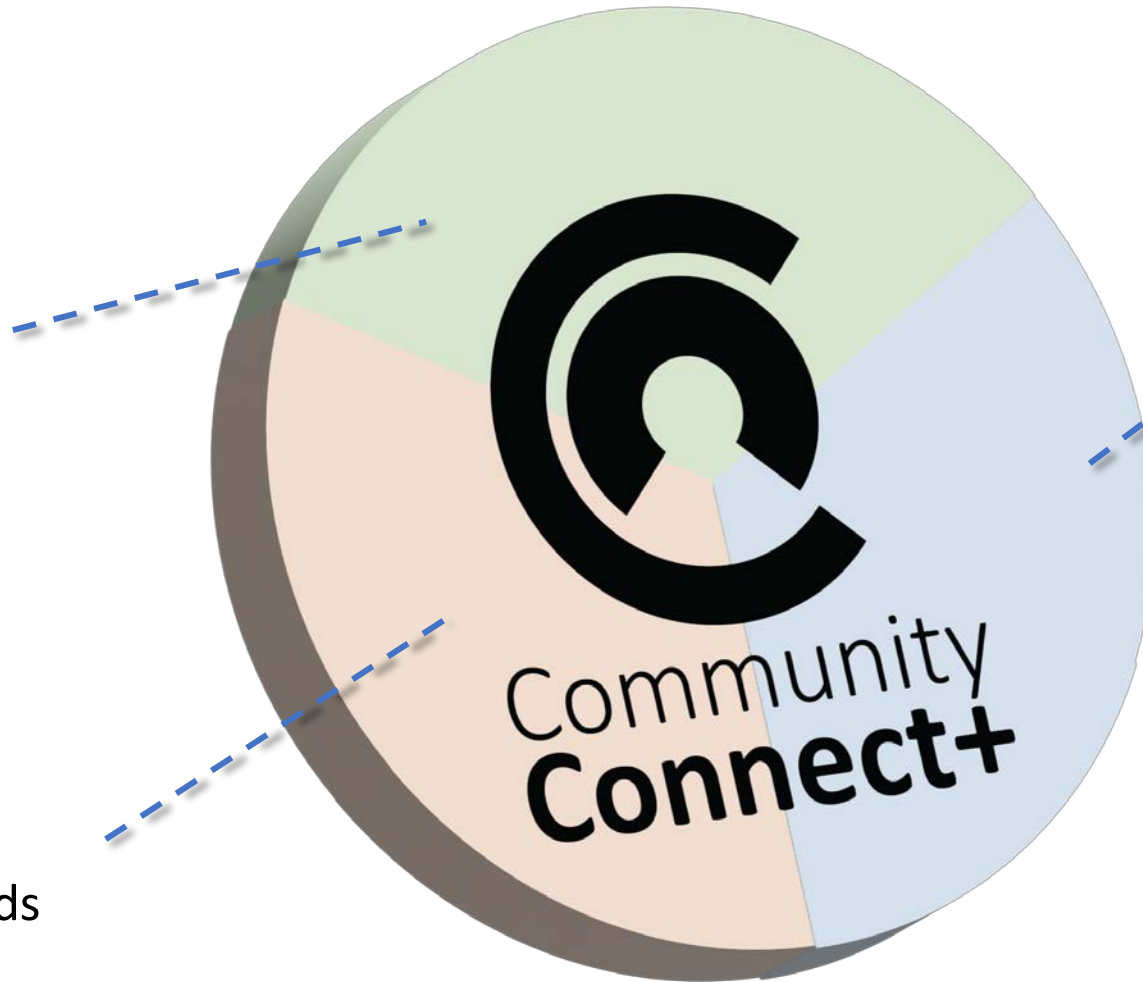
Community Connect+



Connecting
Neighbours
in buildings

Connecting
Communities
in neighbourhoods

Connecting Tenant
Volunteers, Staff,
Service Providers,
and Community Partners
across the city



Innovation #4 | Health System Care Coordinators

TSHC is actively working with Ontario Health and other Local Housing Corporations to reintroduce the role of Care Coordinators as a **vital link in connecting housing and healthcare for tenants.**



Baycrest, PACE in Halton, and Ottawa Community Housing are informing our work on care coordination



Our Path Forward



4 in 5 tenants are happy with TSHC services



83% feel safe in their home



87% feel staff treat them with respect



82% are proud to be a tenant at TSHC



90% are happy with how accessible units/buildings are



Improve quality of programs



Improve the tenant complaint process



Improve referrals and access to services

Thank You!

متشكرم

Σας ευχαριστώ

감사합니다

Dziękuję Ci

Спасибо

谢谢

Gracias

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Дякую

Cảm ơn bạn

Merci

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Obrigado

ευχαριστώ

