



OCHE 2022 Work Plan

Item 7C

November 18, 2021

Tenant Services Committee

Report: TSC:2021-78

To: Tenant Services Committee (“TSC”)

From: Commissioner of Housing Equity

Date: October 22, 2021

PURPOSE:

The purpose of this report is to seek approval from the TSC and the Board of Directors (“Board”) for the Office of the Commissioner of Housing Equity’s (“OCHE”) 2022 Work Plan.

RECOMMENDATIONS:

It is recommended that the TSC review and approve the OCHE 2022 Work Plan and forward it to the Board for its review and approval.

REASONS FOR RECOMMENDATIONS:

Attachment 1 to this report outlines the proposed strategic work plan for the OCHE in 2022.

IMPLICATIONS AND RISKS:

The OCHE provides the Board with oversight of TCHC’s operations in the area of evictions for arrears of senior and vulnerable tenants. The OCHE reports regularly on its activities and TCHC’s performance in the areas within the OCHE’s jurisdiction. This regular reporting by the OCHE ensures the Board is aware of the OCHE’s activities taken on its behalf and that they continue to align with the goals of the Board and TCHC.

SIGNATURE:

“Cynthia Summers”

Cynthia L. Summers
Commissioner of Housing Equity

ATTACHMENT:

1. OCHE – 2022 Work Plan

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Office of the Commissioner of Housing Equity (OCHE) 2022 Work Plan

Goal 1: Evaluate new Arrears Collection Process	Key Performance Outcomes	Results
<p>The OCHE will evaluate the new Arrears Collection Process (ACP) implemented by TCHC on June 28, 2021, to ensure the changes have been effective and staff are complying with the new process.</p>	<ul style="list-style-type: none"> a) Develop an evaluation of the ACP and provide the Board of Directors with the findings in the first six-month report of 2022. b) Provide feedback on the new ACP gathered from tenants during their engagement with EROs in the six-month report. c) Provide TCHC with systemic recommendations related to the new ACP based on its evaluation. 	
<p>CHE Comments:</p>		



Goal 2: Transition into the Integrated Service Model	Key Performance Outcomes	Results
<p>The OCHE will collaborate with the Toronto Senior Housing Corporation ("TSHC") Board of Directors and Senior Management to support the formation of the TSHC and continue to make the OCHE's services available to senior tenants.</p>	<ul style="list-style-type: none"> a) Develop a reporting process to allow the OCHE to work with the TSHC, incorporating the goals of the Board and ensuring sustainable tenancies for seniors. b) Develop a new process for auditing the TSHC's ACP, which includes the development of a new audit tool for EROs. c) Develop a training module for EROs on the steps of procedures of the TSHC ACP and the new audit process. d) Develop a communication strategy with the TSHC Board that ensures the OCHE's work is coherent with the Board's vision for the TSHC. 	
<p>CHE Comments.</p>		



Goal 3: Ensure successful tenancies and address underlying issues leading to arrears.	Key Performance Outcomes	Results
<p>The OCHE will support tenants by identifying and addressing the underlying issues leading to the accumulation of arrears and providing practical solutions to address arrears. This results in the reduced accumulation of arrears and sustainable tenancies.</p>	<ul style="list-style-type: none"> a) Develop a report summarizing key findings to TCHC management for each tenant the OCHE works with. In addition, these reports will contain forward-looking recommendations to ensure successful tenancies. b) Broker sustainable repayment agreements by completing a financial literacy exercise, including a budget. c) Connect tenants to internal and external supports to address underlying issues contributing to arrears, such as mental health challenges or financial illiteracy. d) Prevent evictions and reduce arrears in 80% of cases where the tenants engaged with EROs. 	
CHE Comments		



Goal 4: Support TCHC with training frontline staff	Key Performance Outcomes	Results
<p>The OCHE will work collaboratively with TCHC to provide training to frontline staff with a focus on improving client service experience, reducing evictions, and improving compliance with the ACP.</p>	<ul style="list-style-type: none"> a) Provide training materials and staff resources to support TCHC in their training goals on the ACP and the importance of eviction prevention. b) Collaborate with the Center for Anti-Black Racism ("CABR") to support CABR in delivering specialized training on equity and anti-black racism. c) Collaborate with TCHC to support their delivery of training on trauma-informed practice through an anti-oppressive lens. 	
<p>CHE Comments</p>		



Goal 5: Provide systemic findings and recommendations to TCHC and the Board	Key Performance Outcomes	Results
<p>The OCHE will provide TCHC and the Board of Directors with systemic findings and work with TCHC to address them to improve the ACP, the EPP, and the quality of service for tenants.</p>	<ul style="list-style-type: none"> a) Co-Chair monthly meetings with TCHC Senior Management to discuss systemic findings and provide recommendations for improvement. b) Identify and provide status updates on systemic recommendations to the Board of Directors through the OCHE six-month reports. 	
<p>CHE Comments</p>		



Goal 6: Update referral process	Key Performance Outcomes	Results
<p>Contingent on Board Approval, the OCHE will update the referral process to encompass files from the family portfolio.</p>	<ul style="list-style-type: none"> a) Develop new template documentation for working with tenants from the family portfolio. b) Modify the Administrative Audit Assistant position as needed to assist with the added workload and complexities of accepting referrals of all tenants from TCHC. c) Develop and implement a new system for collecting and tracking data for tenants from the family portfolio. 	
<p>CHE Comments</p>		