



Office of the Commissioner of Housing Equity (OCHE) 2023

Proposed Work Plan

Goal 1: Review and Report on findings from the Family Portfolio	Key Performance Outcomes	Results
<p>The OCHE will report to TCHC and the Board on trends noted in the files from the Family Portfolio.</p>	<ul style="list-style-type: none"> a) Review trends noted on files received from the Family Portfolio as noted during the EROs' engagement and resolution efforts as well as their audit findings to determine how the OCHE and TCHC can ensure the most effective means to resolve these arrears files. b) Report to the Board of Directors on trends which were noted in referrals from the Family Portfolio and recommend process improvements to maximize efficiency and effectiveness with respect to working with tenants from the Family Portfolio. 	
<p>CHE Comments</p>		

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<p>Goal 2: Collaborate with TSHC to determine how OCHE services will be provided to TSHC Tenants through the transition period.</p>	<p>Key Performance Outcomes</p>	<p>Results</p>
<p>The OCHE will collaborate with the Toronto Seniors Housing Corporation ("TSHC") Board of Directors and Senior Management to support the transition of the OCHE services at TSHC and continue to make the OCHE's services available to senior tenants.</p>	<p>a) Collaborate with TSHC, incorporating the goals of the Board to ensure sustainable tenancies for seniors through the transition period which ends in 2024.</p> <p>b) Report to the Board of Directors on a quarterly basis on the results of the OCHE's work with TSHC tenants.</p>	
<p>CHE Comments.</p>		

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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 promotes sustainable tenancies.</p>	<ul style="list-style-type: none"> a) Issue reports summarizing key findings to TCHC/TSHC 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. 	
<p>CHE Comments</p>		

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Goal 4: Support TCHC with training frontline staff on Tenant Engagement related to the ACP	Key Performance Outcomes	Results
<p>The OCHE will work collaboratively with TCHC to continue to improve the ACP and to train 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 ensure OCHE is providing training with a lens on systemic barriers to maintaining successful tenancies, which includes equity and anti-black racism. 	
<p>CHE Comments</p>		

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Goal 5: Provide systemic findings and recommendations to TCHC/TSHC and the Boards	Key Performance Outcomes	Results
<p>The OCHE will provide TCHC/TSHC and the Board of Directors with systemic findings and work with them to address and 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/TSHC 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 to TCHC and through the OCHE quarterly reports to TSHC. 	
<p>CHE Comments</p>		

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Goal 6: Explore reasons for breached repayment agreements beyond exceptional circumstances	Key Performance Outcomes	Results
<p>The OCHE will gather data from tenants whose files were re-referred to the OCHE due to a breach of their OCHE brokered repayment agreements with an aim to discover ways tenants could remain on track longer.</p>	<ul style="list-style-type: none"> a) Gather feedback from tenants through tenant surveys conducted by the EROs during their engagement and resolution efforts. b) Review the results of the tenant surveys and make recommendations to potential process improvements that could assist tenants to remain on top of their LRAs, allowing TCHC and TSHC to ensure arrears do not grow as a result of breached agreements. c) Provide TCHC/TSHC with recommendations related to the collection of arrears through repayment agreements based on its evaluation. These findings will be presented to both Boards in the second part of 2023. 	
<p>CHE Comments:</p>		