

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: December 14, 2021

Time: 8:30AM-11:30AM

Location: WebEx

Toronto Seniors Housing Corporation

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Toronto Seniors Housing Corporation

Item #2

Toronto Seniors Housing Corporation BOARD OF DIRECTORS MEETING AGENDA

Date: Tuesday, December 14, 2021

Time: 8:30AM-11:30AM

Location: Webex

AGENDA

	Time	Description	Action	Supporting Documents	Presenter
1.	8:30 2 min	Chair's Remarks	Information	NA	Maureen Quigley, Board Chair
2.	8:32 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3.	8:33 1 min	Chair's Poll re: Conflict of Interest	Declaration	NA	Chair
4.	8:34 1 min	Motion to move into Closed Session	Approval	NA	Chair
5.	8:35 1 min	Approval of Closed Session agenda	Approval	Closed Session Agenda	Chair
6.	8:36 1 min	Chair's Poll re: Conflict of Interest for Closed Session	Declaration		Chair
7.	8:37 15 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal</i>	Information		Chair

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		<i>matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>			
8.	8:52 15 min	<i>Same as above</i>	Information		Helena Ferreira
9.	9:07 15 min	<i>Same as above</i>	Approval		Mary Tate
10.	9:22 15 min	<i>Same as above</i>	Approval		Michael Sherar
11.	9:37 2 min	Motion to move into public session	Approval	NA	Chair
12.	9:39 1 min	Motion to approve closed session decision	Approval	NA	Chair
13.	9:40 2 min	Approval of Public Meeting Minutes of November 23, 2021	Approval	Public Meeting Minutes – November 23, 2021	Chair
14.	9:42 2 min	Approval of Closed Session Meeting Minutes of November 23, 2021	Approval	Closed Session Meeting Minutes – November 23, 2021	Chair
15.	9:44 5 min	Matters arising – Action Items	Information	Action Items List	Chair
16.	9:49 10 min	Transitional Lead's Report	Information	Verbal Report	Michael Sherar
17.	9:59 5 min	Approval of the assignment of Board members to the Joint Transition Workgroup	Approval	Board Report on JTW membership	Chair

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18.	10:04 10 min	Project Status Report and Risks	Information	Board Report on Project Status Report and Risks	Mary Tate
19.	10:14 15 min	TSHC Corporate Office Location	Approval	Board Report on TSHC Corporate Office Location and Presentation	Michael Sherar
20.	10:29 5 min	Financial results through November 30, 2021	Information	Board Report on Financial results through November 30, 2021	Norman Rees
21.	10:34 20 min	Approval of the 2022 Transition Budget and 2022 Budget	Approval	Board Report on 2022 Transition Budget and 2022 Budget	Norman Rees
22.	10:54 20 min	Tenant Input Plan for Transition	Information	Board Report on Tenant Input Plan for Transition	Arlene Howells
23.	11:14 5 min	2022 Board meeting dates (Revised)	Approval	Board Report on Revised 2022 Board meeting dates	Chair
24.	11:19	Adjournment	Approval		Chair

**Toronto Seniors
Housing Corporation**

Item 13

Attachment 1 –Public Meeting Minutes of November 23, 2021

Toronto Seniors Housing Corporation

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its fourth public meeting on November 23, 2021 at 8:30 a.m. (EDT) via video conference. The meeting was live streamed on YouTube and subsequently posted to the City's [website for TSHC](#).

Directors in Attendance:

Maureen Quigley (Chair)
Lawrence D’Souza
Councillor Paula Fletcher
Linda Jackson
Warren Law
Carrie MacNeil
Jim Meeks
Brenda Parris
Councillor Paul Ainslie

City staff present:

Paul Johnson, *Deputy City Manager – City of Toronto (Ex-Officio Member, TSHC)*
Jenn St. Louis, *Manager – Tenants First Project at City of Toronto*

TCHC staff present:

Jag Sharma, *President and Chief Executive Officer – Toronto City Housing Corporation (TCHC)*

TSHC representatives present:

Michael Sherar, *Interim Transitional Lead and Chief Corporate Officer*

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Rajni Vaidyaraj, *Interim Executive Assistant*

Mary Tate, *Interim Project Management Lead*

Helena Ferreira, *Interim Human Resources Lead*

Norman Rees, *Interim Financial Lead*

Guest Invitees present:

Jen Hayes, *Partner – MNP LLP*

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*

Anjali Chauhan, *Account Executive – DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Ms. Quigley served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

All the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone to the fifth Board meeting and stated that the meeting was being live streamed on YouTube. The Chair noted the Acknowledgement of the Land. The Chair thanked Mr. Chris Murray for his services and noted that Mr. Paul Johnson would replace him as the ex-officio member to the Board and would address any matters related to the City of Toronto programs or services. The Chair provided a brief outline of the agenda and flow of meeting noting the significant decisions proposed on certain items. She stated that two

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deputation requests were received in relation to agenda Item 19 and the deputants will join via phone.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair asked that Item 9 be removed from the agenda as it is a duplicate of Item 2 and asked if there were any changes to the public meeting agenda. Hearing none:

Motion carried **UPON MOTION**, duly made by Mr. Law, and seconded by Mr. D'Souza, **IT WAS RESOLVED THAT** the public meeting agenda, as amended, is hereby approved.

ITEM 3: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any agenda item.

No conflicts were declared.

ITEMS 5-8: CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Councillor Ainslie and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board move into a closed session.

ITEM 9: APPROVAL OF PUBLIC MEETING AGENDA

Removed

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ITEM 10: APPROVAL OF PUBLIC MEETING MINUTES OF OCTOBER 27, 2021

The Chair tabled the minutes of the last public meeting held on October 27, 2021 and asked that they be taken as read.

Councillor Fletcher proposed that the page numbers be included in the Board Agenda next to each item number. She addressed further items arising from the minutes. Mr. Sherar addressed questions regarding the composition of the focus group of tenants use as referenced in the minutes, namely being the Senior Tenants Advisory Committee as well as elected tenant representatives, and results of the issues raised by the deputants including an overview of the joint communications group. Mr. Johnson further provided comments noting active involvement surrounding tenant engagement and communication at staff and senior level executives in the City of Toronto.

Ms. MacNeil proposed an amendment to Item 15 of the minutes to indicate the request made by Mr. Meeks to Mr. Lohman to submit the list of tenant issues

Mr. Law proposed that an actions item list be created and that it be included as a separate item on future agendas.

Motion carried **UPON MOTION**, duly made by Mr. Law, and seconded by Councillor Ainslie, **IT WAS RESOLVED THAT** the public meeting minutes of October 27, 2021, as amended, are hereby approved.

ITEM 11: APPROVAL OF CLOSED SESSION MINUTES OF OCTOBER 27, 2021

The Chair tabled the minutes of the last closed session meeting held on October 27, 2021 and asked that they be taken as read.

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Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks, **IT WAS RESOLVED THAT** the closed session meeting minutes of October 27, 2021, as tabled, are hereby approved.

ITEM 12: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair noted as no interest were declared under item 3, the meeting can move to the next Agenda item.

ITEM 13: TRANSITIONAL LEAD'S REPORT

At the invitation of the Chair, Mr. Sherar provided a verbal update on the action items arising out of the previous meeting's deputations noting that the pending issues were referred to the Tenant's First Group where they were being actively considered. He further noted that the list of pending issues received from the deputant Mr. Bill Lohman, was provided to Mr. Meeks and will be circulated to the Board after the meeting.

Mr. Sherar provided an overview of the status of launch and development of TSHC and regular meetings being held with various stakeholders. He indicated the TSHC will bring on additional resources for the transition team for timely and effective completion of work, noting that the same was within the budget and being managed by Mr. Rees. He further outlined the issues that would require legal advice pending the appointment of external counsel to TSHC, those items being the terms of work and engagement with TCHC on negotiation of a lease agreement and employee transfer. He noted commitment to tenant engagement on keys aspects of work affecting the tenants including engagement on service delivery model and CEO Search. He further provided an update on staff engagement at upcoming staff town halls.

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A discussion ensued on possible risks, mitigation of those risks that may hinder the transition of services to the TSHC. The Chair proposed that the Audit, Finance and Risk Committee of the Board receive reports on transition risks. At Councillor Fletcher's request, Mr. Sherar undertook to include risks and their mitigation in Board reports.

Ms. Parris led a discussion on employee transfer and Mr. Sherar and Ms. Ferreira provided a high-level overview on the approach adopted concerning the employee transfer and noted that a framework will be brought before the Board at the next Board meeting.

Mr. Sherar noted the comments from the members of the Board on risk and employee transfer.

Councillor Fletcher further led a discussion on input from Senior Tenants Advisory Committee (STAC) on the discussions surrounding tenant engagement. Following detailed discussion and given due consideration:

<i>Motion carried</i>	UPON MOTION , duly made by Councillor Fletcher and seconded by Ms. MacNeil and unanimously carried, IT WAS RESOLVED THAT the members of the STAC be involved at the outset, to provide input on the discussions surrounding tenant engagement before presentation of the report to the Board.
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ITEM 14: APPROVAL OF THE JOINT TRANSITION WORKGROUP – TERMS OF REFERENCE AND PRINCIPLES

The Chair welcomed Mr. Jag Sharma of TCHC. The Chair provided a review of report (BD:2021-29) which outlined the recommendation regarding the Terms of Reference for a Joint Board Transition Workgroup prepared by the Chair and Mr. Sherar from TSHC and Mr. Tim Murphy (Chair) and Mr. Sharma from TCHC.

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At Councillor Fletcher's request, the Chair proposed an amendment to the membership to include a tenant representative from each corporation.

Motion carried **UPON MOTION**, duly made by Councilor Fletcher and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the establishment of a Joint Board Transition Workgroup with the proposed amendment to the membership, and the Terms of Reference in the form presented to the Board in Report (BD:2021-29).

Ms. MacNeil proposed an amendment to the transitional principles outlined in the report and following discussion, the Chair proposed an addition to principles to include tenant's input on areas of the joint transition workplan with exception of the confidential Board matters.

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the proposed amendment to the Principles as presented to the Board in Report (BD:2021-29).

Discussions ensued on tenant engagement quality and tenant engagement committee and the Chair noted that a report is proposed to be presented on the matter at the next Board meeting.

ITEM 15: APPROVAL OF THE TSHC BOARD STANDING COMMITTEES MEMBERSHIP AND TERMS OF REFERENCE

At the invitation of the Chair, Mr. D'Souza, provided a review of report (BD:2021-30) which outlined the recommendation regarding the Board Standing Committees Memberships as per the expression of interests received from Board members and the terms of reference noting that upon set-up, the Committees may further modify the terms of reference. Ms. Jackson inquired about the frequency of

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meetings and Councillor Fletcher commented that the terms of reference should align with the City corporations.

Councillor Ainslie inquired about the Corporate Governance and Human Resources Committee responsibility to develop policies on Conflict of Interest and Director's declaration of conflict of interest. Mr. Sherar and Mr. Law noted that such policies will be presented to the Board. The Chair asked that Mr. Law follow up with Mr. Johnson regarding the City's advice on good corporate governance. Following discussions and given due considerations:

Motion carried **UPON MOTION**, duly made by Mr. D'Souza and seconded by Councillor Ainslie and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the membership and the Terms of Reference for the Board of Directors Standing Committees in the form presented to the Board in Report (BD:2021-30).

ITEM 16: TSHC FUNCTIONAL SERVICES DELIVERY MODEL REVIEW & DESIGN

At the invitation of the Chair, Ms. Tate provided a review of informational report (BD:2021-21) and introduced Ms. Hayes from MNP LLP, Professional Chartered Accountants (MNP) and invited her to present TSHC Service Delivery Model Review and Design for information and further discussion. Ms. Hayes provided an overview of the project context outlining the benefits of the shared service model to enable TSHC focus on its core business. She provided a comparative overview of the roles of TCHC and TSHC through the transition and the short and long-term shared service delivery model. She indicated the analysis principles based on categorization into direct client facing functions, supports to service delivery and back-office functions. She then provided an overview of the phased project approach, key milestones and timelines up until June 2022. She outlined the next steps in the process noting that MNP will provide to TSHC a preliminary service delivery model for phase 1 service. Discussion ensued on accountability of TSHC in

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terms of shared services in long-term and the Board members provided comments on the preliminary presentation.

ITEM 17: INTRODUCTION TO OPERATING AGREEMENT

At the invitation of the Chair, Ms. Tate provided a review of informational report (BD:2021-32) which outlined the guiding principles for the execution of the Operating Agreement, as identified in the Shareholder Direction, structure of Operating Agreement, timeline and next steps towards negotiation, approval and execution of the Operating Agreement. Ms. Tate then answered questions from the Board.

ITEM 18: TSHC FINANCIAL PLANNING

At the invitation of the Chair, Mr. Rees provided a review of informational report (BD:2021-33) which provided an update on the TSHC's current financial position, planning for the 2022 Transition Budget (to June 1, 2022), and planning with respect to TSHC's operating budget (post June 1, 2022). He outlined the key highlights on Statement of Operations, Statement of Financial Position, the proposed 2022 Transition Budget and Incremental Budget. He noted that a 2022 Transition Budget and, 2022 Incremental Budget will be presented to the Board for approval at the December 2021 meeting. He explained the key assumptions included in the development of the incremental budget. He further answered questions from the Board.

ITEM 19: INTEGRATED SERVICE MODEL IMPLEMENTATION

DEPUTATION: The following verbal deputation was received with respect to report (BD: 2021-34).

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1. Bill Lohman

The Chair welcomed Mr. Lohman to the meeting. Mr. Lohman mentioned concerns regarding the accountability framework under the integrated service model. He noted that the model needed further inputs to create a cohesive, functional and effective model and was missing a tenant engagement component. He mentioned concerns regarding tenant communication, appointment of tenant representative and a business plan. The Chair thanked Mr. Lohman for submissions since last meeting and noted that his written deputation will be circulated to the Board after the meeting. Mr. Lohman answered questions from the Board on inclusion of seniors in the tenant engagement.

2. Janet McLeod

The Chair welcomed Ms. McLeod to the meeting. Ms. McLeod introduced herself as Former-Chair and Contracted Consultant at Greenwood Towers Tenants Association. She raised concerns regarding ongoing safety and security concerns at the building and noted more serious security issues had transpired since the submission of her written deputation. She explained the issues occurring at the building noting that no one was available at the CSU building security number. She provided comments surrounding tenant engagement and need to involve input from STAC. She further answered questions from the Board explaining the security concerns.

At the invitation of the Chair, Mr. Sherar provided a review of informational report (BD: 2021-34). He also indicated that he would follow up on the deputants concerns and report back to the Board. He noted key highlights, on the implementation of the Integrated Service Model outlined in the report. He discussed key innovations which included a new staffing model, senior-specifics procedures, seniors health and wellness hubs and designated care coordinators. He concluded with an overview of the timeline and upcoming activities for the implementation noting ensuring tenant engagement. A discussion ensued on

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mutual recreational space. The Chair indicated that further questions regarding the Integrated Service Model can be directed to Mr. Sherar.

ITEM 20: TERMINATION

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the public meeting terminate at 11:28 a.m. (EDT).

Maureen A. Quigley, Chair
Board of Directors

Monique Hutchins, Secretary

**Toronto Seniors
Housing Corporation**

Item 14

Attachment 2 – Closed Session Meeting Minutes of November 23, 2021

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held a closed session meeting on November 23, 2021 at 8:35 a.m. (EDT) via video conference.

Directors in Attendance:

Maureen Quigley (Chair)
Lawrence D’Souza
Councillor Paula Fletcher
Linda Jackson
Warren Law
Carrie MacNeil
Jim Meeks
Brenda Parris
Councillor Paul Ainslie
Paul Johnson, City of Toronto, Ex-officio,

TSHC representatives present:

Michael Sherar, *Interim Transitional Lead and Chief Corporate Officer*
Helena Ferreira, *Interim Human Resources Lead*
Rajni Vaidyaraj, *Interim Executive Assistant*

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*
Anjali Chauhan, *Account Executive – DSA Corporate Services Inc.*

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ITEM 5: APPROVAL OF CLOSED SESSION MEETING AGENDA

The Chair asked if there were any additions to the closed session meeting agenda. Hearing none:

Motion carried **UPON MOTION**, duly made by Councillor Fletcher, and seconded by Mr. Law, **IT WAS RESOLVED THAT** the closed session meeting agenda, as presented, is hereby approved.

ITEM 6: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any agenda item.

No conflicts were declared

ITEMS 7: CEO SEARCH UPDATE

The Chair provided an update on the CEO search. She noted that Phelps Group (Phelps) had been selected as the search firm to assist the TSHC Board in the CEO search. She stated that at a preliminary meeting with the CEO search workgroup, there was consensus that the timeframe allotted to conduct stakeholder interviews be extended by one week to ensure sufficient consultation. She discussed next steps indicating that Phelps would conduct interviews with all Board members, tenant representatives, health care partners and other stakeholders including the City of Toronto, to update on the development of a position profile. She further indicated that the Board should expect to be contacted this week by Phelps to set up interviews. She noted that the workgroup will be meeting the week of December 20, 2021 to review the draft position profile and a special Board meeting

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will be convened the first week of January 2022 to approve prior to posting the position.

She concluded the update noting that consultations with City of Toronto were underway to inform the consideration of a salary range for the position which will need to be approved by the Board.

ITEM 8: MOTION TO MOVE INTO PUBLIC SESSION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board move into the public session.

Maureen A. Quigley, Chair
Board of Directors

Monique Hutchins, Secretary

**Toronto Seniors
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Item 15

Attachment 3 – Action Items List

Toronto Seniors Housing Corporation

TORONTO SENIOR HOUSING CORPORATION

Action Items List

	<u>MEETING ARISING FROM</u>	<u>DESCRIPTION</u>	<u>RESP.</u>	<u>STATUS</u>
1.	June 30, 2021	Chair to work with Transitional Lead and Chief Corporate Officer and City staff to amend as necessary and implement the preliminary workplan and re-submit for review by the Board	Maureen	Completed
2.	June 30, 2021	Create initial understanding of Board Committee structure and Board policies	Maureen	Completed
3.	June 30, 2021	What are the current processes for tenant engagement? Board needs to understand before shaping.	Maureen	Completed
4.	June 30, 2021	TCHC have some elected tenants, so need list of current tenants elect and where there are missing positions.	Maureen	
5.	June 30, 2021	Concern over not meeting until September 28, 2021 therefore meet to engage with senior tenants during summer?	Maureen	Completed

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6.	August 11, 2021	Provide detailed budget and capital plan for 83 buildings moving to TSHC	MS	
7.	September 28, 2021	N/A		
8.	October 27, 2021	Provide list of outstanding tenant issues sent to TCHC and raised by deputant Mr. Bill Lohman to Mr. Jim Meeks	MS	Completed
9.	November 23, 2021	Add page number references in the agenda	Monique	Completed
10.	November 23, 2021	Board reports to include perceived risks and proposed mitigation	MS	Completed
11.	November 23, 2021	Revise Joint Transitional Workgroup composition to include one tenant representative from each corporation	Maureen and MS	Completed
12.	November 23, 2021	Amend Principles in Report BD:2021-29 to include tenants input on areas of the joint transition workplan excluding confidential Board matters	Maureen	Completed
13.	November 23, 2021	Circulate Mr. Bill Lohman and Ms. Janet McLeod's written deputation to the Board	Rajni	Completed

**Toronto Seniors
Housing Corporation**

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Joint Transition Workgroup Membership**

Item # 17

Date: December 14, 2021

Report: BD: 2021-39

To: Board of Directors

From: Maureen Quigley, Board Chair

Date: December 14, 2021

PURPOSE: FOR APPROVAL

RECOMMENDATION:

It is recommended that the Board of Directors adopt the following resolution:

Be it resolved that the Board of Directors appoint Maureen Quigley, Carrie MacNeil and Warren Law to the Joint Transition Workgroup (JTW).

REASON FOR RECOMMENDATION:

As indicated in the JTW Terms of Reference the membership of the JTW shall comprise of Board Chair, a tenant Director and another Director from each of Toronto Seniors Housing Corporation and Toronto Community Housing Corporation.

SIGNATURE:

Maureen Quigley, Board Chair
Toronto Seniors Housing Corporation

**Toronto Seniors Housing Corporation
Board of Directors
Project Status Report as of December 3, 2021**

Item #18

Date: December 14, 2021

Report: BD: 2021-40

To: Board of Directors

From: Mary Tate

Date: December 14, 2021

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the board receive the project status report for information.

BACKGROUND:

The project status report provides information on work completed in the previous month as well as planned work for the upcoming month. The status report also flags any major project risks.

KEY POINTS:

The status report indicates that the transition project is currently in “green”.

One project risk is identified:

The ability for TSHC to continue to use TCHC operational and payroll applications and IT infrastructure is essential for the June 1 transition. These issues are currently being explored with TCHC and application vendors as “fast-track” items but a detailed plan in this area is not yet in place.

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If TCHC systems and IT infrastructure plans cannot achieve the necessary deadlines, this could pose a risk to the June 1 transition date. The transition team will continue to update the Board on progress in this area.

Item 18

Attachment 4 – Project Status Report as of December 3, 2021

Toronto Seniors Housing Corporation

Toronto Seniors Community Housing Corporation Transition Board of Directors Project Status Report Status as of December 3, 2021

Overall Status: Red ☐ Yellow ☐ Green ☒

Status by Work Area		
Work Area	Status	Work Completed in November
Governance	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Agenda, material, and support for November Board meeting completed Board committee terms of reference and membership approved Material for December 6 Board orientation prepared Introduction to operating agreement provided to Board for information purposes Legal counsel retained to support negotiation of agreements with TCHC
Functional Service Delivery	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Principles developed Working functional service delivery model developed Working groups on key functions held Four “fast-track” items identified <ul style="list-style-type: none"> Payroll Use of HOMES by TSHC IT Infrastructure Supports to service delivery Material prepared for TSCH and TCHC Boards
Finance	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Transition and 2022 budget discussions held with TCHC/City Transition budgets prepared for presentation to Board in December
Administration	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Accommodation “green light” received from TCHC
HR/Labour Relations	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Search firm for CEO retained and consultation on job description initiated HR framework material prepared for December Board meeting

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		<ul style="list-style-type: none"> • HR policies received from TCHC
Communications/Tenant Input		<ul style="list-style-type: none"> • Mailer sent the TCHC senior tenants • 2 focus groups held • 2 discussions with STAC • 2 presentations at ISM Tenant Update Sessions
Transition Priorities/Planning		<ul style="list-style-type: none"> • Transition priorities/planning framework developed • TSHC team and joint working sessions with TCHC working sessions held, additional sessions scheduled
Notable Accomplishments This Period: <ul style="list-style-type: none"> • Tenant Input on transition plan presented and approved by tenants via Focus Group • NDA signed with TCHC 		

Upcoming Activity by Work Area	
Work Area	Planned Activity for December/January
Governance	<ul style="list-style-type: none"> • Agenda, material and support for December and January Board meetings • Board orientation session • Policy framework and COI and Code of Conduct
Functional Service Delivery Model	<ul style="list-style-type: none"> • Detailed work on Phase 1 services • Develop approach and work plans for four “fast-track” items
Finance	<ul style="list-style-type: none"> • Support service delivery model work for finance and payroll • Development of key financial policies
Administration	<ul style="list-style-type: none"> • Continued construction of TSCH office accommodation • Investigate post-transition insurance options
HR/Labour Relations	<ul style="list-style-type: none"> • Ongoing work on employee transfer • CEO recruitment
Communications/TR	<ul style="list-style-type: none"> • Tenant input focus groups (2 more planned) • Gather input from STAC (1 planned - awaiting STAC meeting dates for 2022 – planning to attend all meetings) • Gather input from tenants via planned ISM Tenant Update sessions (2 planned) • Planning with TCHC for early 2022 communications to all stakeholders (including tenant input)

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Transition Priorities/Planning	<ul style="list-style-type: none">• Additional working sessions with TCHC staff• Joint TSHC/TCHC executive team workshop• Begin development of Board material on transition day plan
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Risks to June 1 Transition
Ability for TSHC to continue to use TCHC operational and payroll applications and IT infrastructure is essential for the June 1 transition. These issues are currently being explored with TCHC and application vendors as “fast-track” items. A detailed plan in this area is not yet in place. If these systems and IT infrastructure plans cannot achieve the necessary deadlines, this could pose a risk to the June 1 transition date. The transition team will continue to update the Board on progress in this area.

**Toronto Seniors Housing Corporation
Board of Directors Meeting
TSHC Corporate Office Location**

Item #19
December 14, 2021

Report: BD: 2021-41

To: Board of Directors

From: Michael Sherar, Interim Transitional Lead and Chief
Corporate Officer

Date: December 14, 2021

PURPOSE: FOR APPROVAL

RECOMMENDATION:

It is recommended that the Board adopt the following resolution

BE IT RESOLVED that the Board of Directors approve 423 Yonge Street, Toronto to be Toronto Seniors Housing Corporation Corporate Head Office.

REASONS FOR RECOMMENDATION

The Toronto Seniors Housing Corporation has undertaken a review of existing offices spaces within the TCHC Seniors Housing portfolio of buildings for a potential corporate head office location. The review included site tours, space needs and design considerations.

The Seniors Housing Unit team within TCHC has been located at 423 Yonge Street, 2nd Floor for the past 15 years. 423 Yonge St is Collegeview Apartments, a 10 storey seniors building built in 1970 with 340 units, 3 level parking with an office space across the entire second floor. The building is located next to public transit at the College St subway station and is centrally located within downtown Toronto.

Toronto Seniors Housing Corporation

The office location at 423 Yonge has been undergoing a series of renovations. In exploring the potential for 423 Yonge to serve as TSHC Corporate Head Office the TCHC Facilities Management team was engaged on design requirements in consultation with the TSHC and Seniors Housing Unit at TCHC for the completion of renovations. TCHC scoped out a design to meet the needs of the TSHC Corporate Head Office which would see a large portion of the space allocated to shared desk spaces (39 spaces), meeting rooms (6), interview rooms (3) for tenant meetings, a CEO office, boardroom and kitchen space. TSHC has reviewed the space for anticipated staff requirements and determined the design will fulfill the requirements for the corporate head office. The design of the space is in alignment to TCHC design and accessibility guidelines.

TCHC has reviewed the costs associated with the implementation of the office design and is in a position to fund and undertake the required renovations in Q1-Q2 2022. The anticipated completion would be by May 2022. In the interim, some of the office space which was completed as part of the earlier renovation would be available for use.

Risks

Completion of construction by May 2022 may be impacted due to the pandemic and global supply chain issues. In this case the office area already renovated will be available for use until renovations are completed.

Attachment 5: Corporate Office Location Presentation

Toronto Seniors Housing Corporation

Item 19

Attachment 5 – TSHC Corporate Office Location

Toronto Seniors Housing Corporation

Proposed Corporate Head Office

Dec 2021

423 Yonge St

423 Yonge St - Collegeview apartments is a 10 story high needs building within the Seniors Housing Unit built in 1970

The building has 340 units and a 3 level parking garage with 14 allocated staff parking spaces

The Seniors Housing Unit has historically occupied 100% of the second floor office space

A portion of staff located at 423 Yonge St are now or will be relocated to the 4 regional offices in other SHU buildings

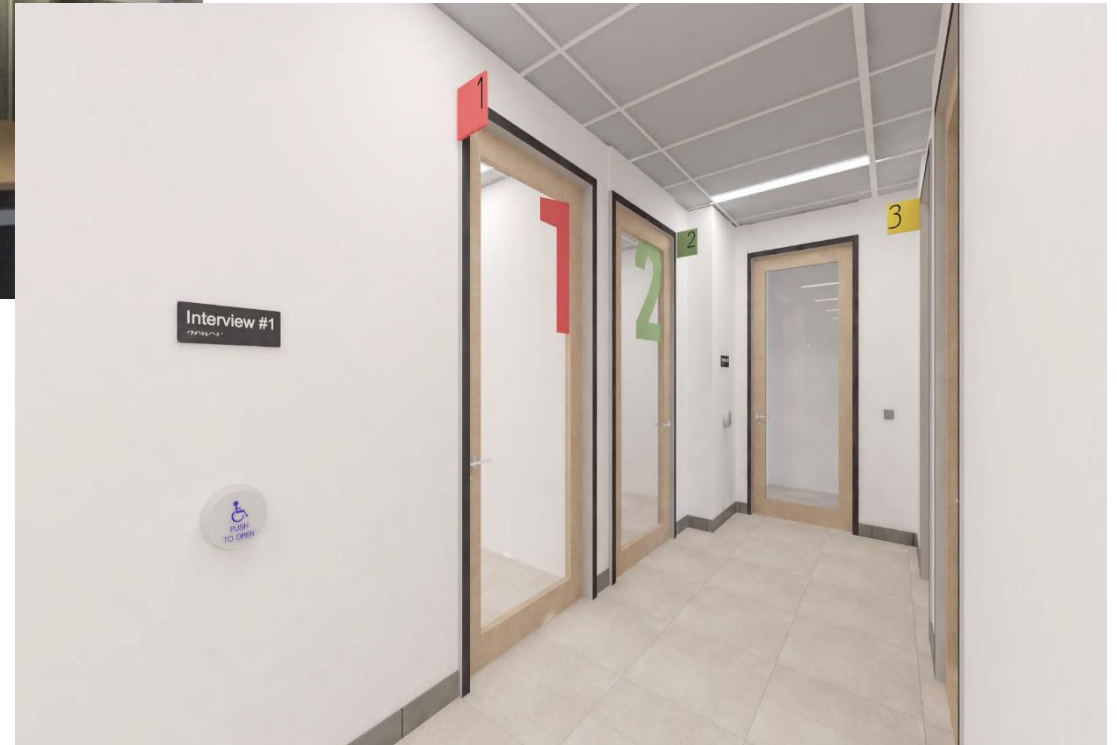
Centrally located downtown and close to the subway



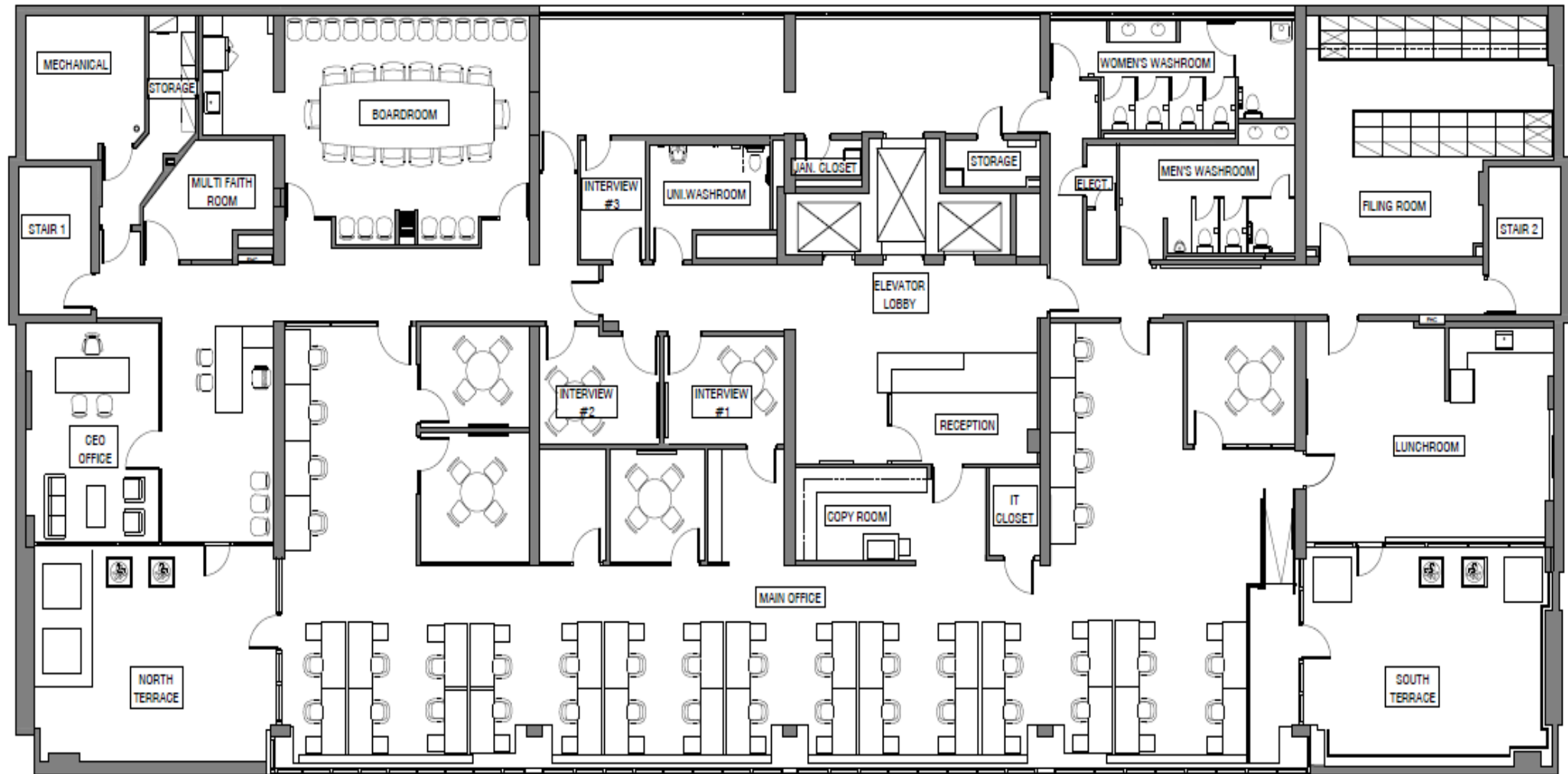


Renovations of the 2nd floor began in 2019 to date the following areas have been completed and commissioned

- Staff work area
- Tenant interview rooms
- Accessible washroom



2nd Floor Proposed Floor Plan



Renovations to be completed

The following renovations have been tendered in order to facilitate the TSHC Corp office

- New Accessible reception area
- Board room
- North office space



**Toronto Seniors Housing Corporation
Board of Directors Meeting
TSHC Financial Planning**

Item #20

Date: December 14, 2021

Report: BD: 2021-42

To: Board of Directors

From: Norman Rees, Interim Finance Lead

Date: December 14, 2021

PURPOSE: INFORMATION UPDATE

The purpose of this report is to provide an update on TSHC current financial position, and year external audit planning.

RECOMMENDATION:

It is recommended that the Board of Directors receive the report for information purposes.

Financial Results through November 30, 2021

Statement of Operations (Attachment 1)

Through November 30, 2021 TSHC incurred \$514,473 in expenses and recognized the same amount as revenue. Expenses incurred were for staff compensation, TSHC lead consultants and other third-party vendors.

Statement of Financial Position (Attachment 2)

The Statement of Financial Position shows:

Toronto Seniors Housing Corporation

1. Cash – \$582,732
2. Accounts Payable - \$111,771
3. Deferred Revenue - \$470,527
4. Net Assets - \$434

Once TSHC confirms its HST rebate percentage, there will be a reduction in expenses and an increase in HST receivable.

2021 Year end External Audit

KPMG was appointed TSHC by the Board of Directors at its September 2021 meeting.

KPMG has recommended that given the minimal activity for fiscal 2021, that they present a combined audit findings report once the TSHC audit is complete. The combined audit findings report would include items like materiality and details of the audit procedures. This approach is common practice for start-ups where expenditures are minimal.

The City requires draft audited financial statements by March 4, 2022. Based on the proposed new Board dates, the audited financial statements should come to the Board for approval at its February 23 2022 meeting.

ATTACHMENT 6: Statement of Operations

ATTACHMENT 7: Statement of Financial Position

Toronto Seniors Housing Corporation

Item 20

Attachment 6 – Statement of Operations

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Actual Results to November 30 , 2021	Budget
Revenue		
City of Toronto Grant	514,472.89	985,000
Interest income	433.90	
Total Revenue	514,906.79	985,000
Expenses		
Salaries and Wages	213,352.97	200,000
Benefits	8,831.46	-
Transportation and Communication	99.00	-
Services	268,729.08	685,000
Supplies	23,460.39	100,000
Total Expenses	514,472.89	985,000
Excess of Revenue over Expenses	433.90	-

**Toronto Seniors
Housing Corporation**

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Attachment 7 – Statement of Financial Position

STATEMENT OF FINANCIAL POSITION		Actual Results to November 30, 2021
Assets		
Cash		582,732.15
Total Assets		<u>582,732.15</u>
Liabilities & Net Assets		
Accounts payable and accrued liabilities		111,771.14
Deferred funding		470,527.12
Net assets		433.90
Total Liabilities & Net Assets		<u>582,732.15</u>

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Board of Directors Meeting Approval of the 2022 Transition Budget and 2022 Budget

Item #21

Date: December 14, 2021

Report: BD: 2021-43

To: Board of Directors

From: Norman Rees, Interim Finance Lead

Date: December 14, 2021

PURPOSE: FOR APPROVAL

The purpose of this report is to provide a recommendation regarding the TSHC 2022 Transition Budget and 2022 Incremental Budget – Operations.

RECOMMENDATION:

It is recommended that the Board of Directors adopt the following resolution:

BE IT RESOLVED that the Board of Directors:

1. Approve the 2022 Transition Budget (January 1 to May 31, 2022) in the amount of \$2,831,000 and that the Board of Directors authorize the Board Chair and Interim Transitional Lead and Chief Corporate Officer to sign the Memorandum of Understanding, entitled 'To Enable Transitional Operating Funding to Support Long-Term Sustainability' with the City of Toronto, and
2. Submit a 2022 Incremental Budget – Operations (June 1 to December 31, 2022) in the amount of \$7,595,000 to the City of Toronto, direct management to work with the City of Toronto to ensure that sufficient

Toronto Seniors Housing Corporation

funds are available to operate TSHC and bring back to the Board of Directors a final 2022 Incremental Budget- Operations.

2022 Transition Budget (January 1 to May 31, 2022)

TSHC has developed its 2022 Transition Budget and has confirmed a \$2,831,000 amount with the City. The City requested that TSHC complete a business case and sign a Memorandum of Understanding that reflects the \$2,831,000 funding amount.

The following chart outlines the 2022 Transition Budget and is the same amount as was presented to the Board of Directors at its November 2021 meeting.

Expense Category	Description	Amount
Salaries and Wages	<ul style="list-style-type: none"> Interim Staff – 3 staff Board remuneration Recruitment of permanent staff prior to June 1 – 8 positions 	\$580,000
Benefits	<ul style="list-style-type: none"> Employer benefits on the above, mostly statutory costs 	\$100,000
Transportation & Communications	<ul style="list-style-type: none"> Meeting travel costs CEO location 	\$21,000
Services	<ul style="list-style-type: none"> Interim Leads – 3 leads Implementation resourcing – 13 analysts 'Soft launch' costs for June 1 Legal services – labour relations Benefits administration services Executive Leadership Team recruitment services Tenant mailings Office fit up costs External auditor, banking charges, Office 365 IT services 	\$1,866,000
Supplies	<ul style="list-style-type: none"> Misc. items 	\$7,000
Contingency	Ten percent of the above expenses	\$257,000
Total		\$2,831,000

Toronto Seniors Housing Corporation

Costs associated with IT systems partitioning have not been included in the TSHC Transition Budget as they have been included as a pressure in the preliminary TCHC budget that has been presented to the City. The associated estimated IT partitioning pressure cost is \$1.1 million.

Memorandum of Understanding (MOU) and Business Case (Attachment 1 & 2)

The MOU outlines funding terms that include:

- Timing of funding - a one-time payment on execution of the MOU.
- Duration of funding – until December 31, 2022.
- Returning unspent funds to the City.
- Only using the funds as specified in the Business Case.
- Projection of funding disbursement by quarter and quarterly year to date actual reporting.

Attachment 3 is the schedule of projected funding disbursement by quarter.

2022 Incremental Budget – Operations

An Incremental Budget – Operations has been developed to account for new costs that will occur from establishing and operating TSHC. The Incremental Budget – Operations commences on June 1, 2022 (transition date) and amounts to \$7,595,000.

A meeting with City staff occurred November 15, 2021, in response to their request for a rough estimate of the 2022 budget pending the results of the shared services review. TSHC has yet to hear back from the City with any follow up questions.

The following chart outlines the cost categories being contemplated by TSHC.

Expense Category	Description	Amount
Salaries and Wages	<ul style="list-style-type: none">• Interim staffing in place through July 31 to support new permanent staff and the transition• Permanent staffing in place, many in June	\$3,334,000

Toronto Seniors Housing Corporation

	<ul style="list-style-type: none"> • Board remuneration 	
Benefits	<ul style="list-style-type: none"> • Benefit rate consistent with TCHC rate. 	\$809,000
Transportation and Communications	<ul style="list-style-type: none"> • Travel costs associated with permanent staff 	\$67,000
Services	<ul style="list-style-type: none"> • Interim staffing – contractors • Commence Strategic Planning • Human resource matters – labour relations, occupational health and safety, recruitment and compensation and benefits • Media relations, town halls, translation, printing and postage, web site refresh and commence branding • Tenant outreach • External and internal audits • Provision for software licenses • External legal 	\$2,519,000
Supplies	<ul style="list-style-type: none"> • Computers, printers, etc. 	\$175,000
Contingency @ 10%		\$691,000
Total		\$7,595,000

Key assumptions included in the development of the incremental budget are:

- The results of the shared services work have not been completed.
- IT systems are shared. There are no IT on going systems costs included other than a one- time provision for potential software licensing costs.
- An overlap of interim staffing to July 31 as permanent staff are recruited.
- CEO in place by April 1, 2022

Toronto Seniors Housing Corporation

- On an annualized basis, there are 38 full time equivalent positions included in the annualized budget, of which 33 are general and administrative in nature – for example as human resources, stakeholder engagement, finance, and executive leadership team.

The following chart is a high- level projection of FTE's (excludes shared services) as of December 31, 2022. Seniors Housing Unit FTEs provided by TCHC.

Description	FTE's	TSHC additions	%
Seniors Housing Unit	301		
Tenant Health & Wellness	5	5	
Direct Operations	306		90.3
Back office	33	33	9.7
Total	339		100

- Strategic Planning commences in fall 2022.
- Potential COVID -19 costs have not included.

TSHC will continue to work with the City to finalize the June 1 to December 31, 2022, budget and will bring back a final budget for Board approval.

ATTACHMENT 8: Memorandum of Understanding

ATTACHMENT 9: Business Case

ATTACHMENT 10: Projected Funding Disbursement, by quarter

Toronto Seniors Housing Corporation

Item 21

Attachment 8 – Memorandum of Understanding

THIS MEMORANDUM OF UNDERSTANDING made this 1st of January 2022

BETWEEN:

CITY OF TORONTO

OF THE FIRST PART

- and -

**Toronto Seniors Housing Corporation
("TSHC")**

OF THE SECOND PART

**TO ENABLE TRANSITIONAL OPERATING FUNDING TO SUPPORT LONG-TERM
SUSTAINABILITY**

WHEREAS

On May 5, 2021 City Council directed the creation of Toronto Seniors Housing Corporation and the transfer of operations of 83 buildings (14,000 units) of seniors mandated housing owned by Toronto Community Housing.

To support the ongoing transition of this portfolio, the City of Toronto has agreed to fund transitional activities of TSHC.

This Memorandum of Understanding confirms the City of Toronto's Shelter, Support, and Housing Division (SSHA) terms of funding:

1) FUNDING

- a) The City of Toronto's SSHA Division shall advance TSHC a one-time payment \$2,831,000 immediately upon execution and delivery of this memorandum of understanding;
- b) Eligible expenditures must be incurred between the effective date of this agreement and December 31, 2022.
- c) TSHC shall return any funds that are not spent or not spent on Eligible Expenditures to the City of Toronto, SSHA Division, to be reconciled as instructed by the City of Toronto, SSHA Division.
- d) TSHC will use funds only for the costs associated with the project activities as outlined in Appendix 1.
- e) TSHC will provide an initial projection of how funding will be disbursed by quarter and provide quarterly updates on actual disbursements year to date.

- f) TSHC will complete and submit the attached Schedules A - Results and Expenditures Reporting Form to the City on a quarterly basis, as instructed by the City of Toronto's SSHA Division.

2) GENERAL

- a) TSHC covenants that it will execute or cause to be made, done or executed, all further and lawful acts, things, devices and assurances whatsoever for effecting the purposes and intent of this agreement as counsel for the Service Manager shall reasonably advise or request.
- b) This agreement shall be governed by and construed in accordance with the applicable laws of the Province of Ontario and of Canada.
- c) This agreement shall be binding on and enure to the benefit of TSHC, the Service Manager and their respective successors and assigns, except that TSHC shall not, without the prior written consent of the Service Manager, assign any rights or obligations with respect to this agreement.
- d) Any provision of this agreement which is or becomes prohibited or unenforceable in any jurisdiction shall not invalidate or impair the remaining provisions of this agreement, which shall be deemed severable from the prohibited or unenforceable provision and any prohibition or unenforceability in any jurisdiction shall not invalidate or render unenforceable that provision in any other jurisdiction.
- e) No amendment, supplement or waiver of any provision of this agreement or any other agreements provided for or contemplated, nor any consent to any departure by TSHC, shall in any event be effective unless it shall be in writing and signed by the General Manager, Shelter, Support & Housing Administration on behalf of the Service Manager and then the waiver or consent shall be effective only in the specific instance for the specific purpose for which it has been given.
- f) No waiver or act or omission of the Service Manager shall extend to or be taken in any manner whatsoever to affect any subsequent event of default or breach by TSHC of any provision of this agreement or the results or the rights resulting from it.
- g) Time shall be of the essence of this agreement.
- h) This agreement shall remain in full force and effect until performance in full of all of TSHC's obligations under this agreement.
- i) Any reference to a statute shall mean the statute in force as at the date hereof, together with all regulations promulgated thereunder, as the same may be amended, re-enacted, consolidated or replaced from time to time, and any successor statute thereto, unless otherwise expressly provided herein.
- j) This agreement constitutes the entire agreement among the parties and cancels and supersedes any prior agreements, undertakings, declarations or representations, written or verbal in respect of it.

3) NOTICES

Any notice, report, communication or payment given under this Agreement shall be deemed to be given personally when delivered, mailed postage prepaid or sent by facsimile transmission and addressed as stated below. If any of the foregoing items are sent by

facsimile transmission, they shall also simultaneously be mailed or delivered.

If to the Service Manager:

Director, Social Housing
Shelter, Support & Housing Administration, City of
Toronto
6th Floor,
55 John Street, Toronto, ON
M5V 3C6
Telephone: (416) 392- 0054
Fax: (416) 338-8228

If to TSHC:

Michael Sherar
Interim Transitional Lead and Chief Corporate Officer
Toronto Seniors Housing Corporation
C/O City Solicitor
55 John Street, Metro Hall, C1
City of Toronto, Legal Service
Toronto, ON
M5V3C6

Telephone: (647) 283-1479
Email: michael.sherar@torontoseniorshousing.ca

Either party may change the address to which such notice, report or payment is given by giving written notice to the other party in the manner provided above. All such notices with a copy to TSHC's Solicitor, shall conclusively be deemed to have been received in written form 5 days after the date of such mailing, if mailed; on the first business day following the date of personal delivery, if personally delivered; and, in the case of facsimile transmission, on the first business day after transmission.

4) COUNTERPARTS AND ELECTRONIC DELIVERY

This Agreement may be executed in any number of separate counterparts and all such signed counterparts will together constitute one and the same instrument. To evidence its execution of an original counterpart of this Agreement, a party may send a copy of its signature on the execution page hereof to the other party by means of recorded electronic transmission (including in PDF form) and such transmission shall constitute valid delivery of an executed copy of this Agreement to the receiving party.

IN WITNESS WHEREOF the City and TSHC have executed this Memorandum of Understanding by their proper officers duly authorized as of the date first above mentioned.

CITY OF TORONTO

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

TORONTO SENIORS HOUSING CORPORATION

Michael Sherar
Interim Transitional Lead and Chief
Corporate Officer

Maureen Quigley
Board Chair

Toronto Seniors Housing Corporation

Item 21

Attachment 9 – Business Case

Toronto Seniors Housing Corporation

Business Case – Canada-Ontario Community Housing Initiative 2021-2022 Transitional Funding Allocation

General Information

Provider name: Toronto Seniors Housing Corporation

Project Information

Toronto Seniors Housing Corporation was incorporated on June 23, 2021. Interim funding was provided, in 2021, by the City to support the start up of the organization that included establishing a Board of Governors and hiring interim staff to prepare the organization operational responsibility.

In consultation with stakeholders, the Board approved a June 1, 2022 operational transition date for the commencement of day to day business operations.

Transitional funding for 2022 (January 1 to May 31, 2022) to support a June 1, 2022 transition date are outlined in the table below. Key activities include:

- Recruiting the inaugural CEO and key permanent staff
- Working with Toronto Community Housing Corporation on a Shared Services Agreement
- Hiring additional interim staff to support the implementation of the Shared Services Agreement
- Engaging and communicating with tenants
- Working with TCHC in the development of labour transfers of TCHC staff, notably relating to the Seniors Housing Unit.

Expense Category	Description	Amount
Salaries and Wages	<ul style="list-style-type: none"> • Interim Staff – 3 staff • Board remuneration • Recruitment of permanent staff prior to June 1 – up to 8 positions 	\$580,000
Benefits	<ul style="list-style-type: none"> • Employer benefits on the above, mostly statutory costs 	\$100,000
Transportation & Communications	<ul style="list-style-type: none"> • Meeting travel costs • CEO location 	\$21,000
Services	<ul style="list-style-type: none"> • Interim Leads – 3 leads • Implementation resourcing – 13 analysts • 'Soft launch' costs for June 1 • Legal services – labour relations • Benefits administration services • Executive Leadership Team recruitment services 	\$1,866,000

Toronto Seniors Housing Corporation

	<ul style="list-style-type: none"> • Tenant mailings • Office fit up costs • External auditor, banking charges, Office 365 IT services 	
Supplies	<ul style="list-style-type: none"> • Misc. items 	\$7,000
Contingency	Ten percent of the above expenses	\$257,000
Total		\$2,831,000

**Toronto Seniors
Housing Corporation**

Item 21

Attachment 10 – Projected Funding Disbursement, by quarter

		2022		
STATEMENT OF OPERATIONS		Transition Budget		
		Qtr. 1 (Jan 1 to March 31)	Qtr. 2 (April 1 to May 31)	Total Transition Budget
Revenue				
City of Toronto		1,432,025	1,398,967	2,830,993
Total Revenue		1,432,025	1,398,967	2,830,993
Expenses				
Salaries and Wages		215,333	364,500	579,833
Benefits		26,721	73,050	99,771
Transportation and Communication		6,000	15,000	21,000
Services		1,048,787	817,238	1,866,026
Supplies		5,000	2,000	7,000
Contingency @10% of Expenses		130,184	127,179	257,363
Total Expenses		1,432,025	1,398,967	2,830,993
Excess of Revenue over Expenses		- 0	- 0	0

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Tenant Input Plan for Transition**

Item #22

Date: December 14, 2021

Report: BD: 2021-44

To: Board of Directors

From: Arlene Howells

Date: December 14, 2021

PURPOSE: INFORMATION UPDATE

RECOMMENDATION: It is recommended that the Board of Directors accept this report for information purposes.

REASON FOR RECOMMENDATION: In order to ensure tenant voices are represented in the Transition, a Tenant Input Plan for Transition has been developed in collaboration with Toronto Community Housing Corporation.

ABOUT THE PLAN: The purpose of the plan is to develop meaningful opportunities for tenant voices to be heard during the transition process to Toronto Seniors Housing Corporation

The plan uses existing opportunities, such as STAC and ISM meetings where possible, and resources from the Seniors Housing Unit to reach out to tenants for their input on transition activities. Focus groups are being introduced and used as needed.

The scope of the Tenant Input Plan for Transition includes:

- Service Delivery activities related to tenant-facing programs
- Input on CEO recruitment

Toronto Seniors Housing Corporation

- Feedback on communications sent to tenants and input on future communications
- Input on planning for June 1 transition and priorities for the first 100 days

Out of Scope are the following:

- Operational issues related to property, home, or tenancy such as maintenance or security
- Implementation of the TCHC Tenant Engagement System

We are working with STAC (presently 14 members) and inviting elected tenant leaders (approximately 60 currently) to participate in focus groups. Through these two groups we anticipate hearing from a broader cross-section of tenants.

The plan takes us from November 2021 to April 2022 which allows for 11 opportunities for us to hear from tenants.

Planned Activities

- Update & Pulse Check – November 16
 - ISM Southeast Region Tenant Info Session
- Focus Group & Pulse Check November 29
 - Input on proposed Tenant Input Plan for Transition & feedback on mailer & poster
- Update & Pulse Check – December 8
 - ISM Tenant Information Session
- Focus Group – December 9
 - CEO Recruitment Input
- Input Gathering & Pulse Check – December 13
 - STAC Meeting: Priorities for the First 100 Days and Input on Next Tenant Communication
- Focus Groups (2) – January 2022
 - Service Delivery Model input on Tenant-facing Items
 - Priorities for the First 100 Days
- Input Gathering & Pulse Check – January 2022
 - STAC Meeting: Day 1 Difference
- Update & Pulse Check – February 2022
 - ISM Annual Program Report Evaluation/Tenant Info Session
- Update & Pulse Check – March 2022
 - STAC Meeting and ISM Meeting
- Update & Pulse Checks – April 2022

Toronto Seniors Housing Corporation

- ISM Tenant Information Session and STAC Meeting

Focus Groups will seek input on very specific topics whereas Updates & Pulse Checks will allow us to present general information and seek input via questions posed to the participants. As part of the plan, we will also gather data and input from the meetings to track participation, inputs received, and actions taken.

Prior to bringing this plan forward to the Board, a focus group was held with tenants where the plan was presented on November 29th. We invited 68 participants, received 12 replies to attend and 10 people attended. Of those 6 of the 10 in attendance were STAC members and all regions were represented. There was unanimous support for the Tenant Input Plan from tenants in attendance. Based on their feedback, we have adjusted our reference to this plan as Tenant Input Plan for Transition which was previously called a Tenant Engagement Plan.

**Toronto Seniors Housing Corporation
Board of Directors Meetings
Revised 2022 Board Meeting Dates**

Item # 23

December 14, 2021
Board of Directors

Report: BD: 2021-45

To: Board of Directors

From: Maureen Quigley, Board Chair

Date: December 14, 2021

PURPOSE:

The purpose of this report is for the Board to approve the revised proposed 2022 Board Meeting Dates.

RECOMMENDATION:

The Board of Directors, at its meeting on October 27, 2021 had approved the 2022 TSHC Board meeting dates subject to any changes in the City's approved 2022 Schedule.

It is recommended that the Board of Directors adopt the following resolution:

BE IT RESOLVED that the Board of Directors approve the revised 2022 Board Meeting Dates.

REASONS FOR RECOMMENDATION:

It is recommended that the Board of Directors approve the following revised proposed 2022 Board Meeting schedule to align with the City's 2022 Schedule (now confirmed) and to avoid any conflicting meeting dates.

Toronto Seniors Housing Corporation

Fri. January 21, 2022	8:30 - 11:30am
Wed. February 23, 2022	8:30 - 11:30am
Thur. March 31, 2022	8:30 - 11:30am
Thur. April 28, 2022	8:30 - 11:30am
Wed. May 18, 2022	8:30 - 11:30am
Thur. June 30, 2022	8:30 - 11:30am
Thur. September 29, 2022	8:30 - 11:30am
Tue. November 29, 2022	8:30 - 11:30am

SIGNATURE:

Maureen Quigley, Board Chair
Toronto Seniors Housing Corporation