

TORONTO SENIORS HOUSING CORPORATION

Public Board of Directors Meeting Package

Date: January 21, 2022

Time: 8:30AM-11:30AM

Location: WebEx

Toronto Seniors Housing Corporation

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- Item 17 Attachment 9 – Action Items List
- Item 20 Attachment 10 – Approach to approval of policies
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- Item 22 Attachment 12 – AFR Committee TOR Updated January 6, 2022, tracked changes
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- Item 23 Attachment 14 – Preliminary Statement of Operations
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Toronto Seniors Housing Corporation

Item #2

Toronto Seniors Housing Corporation BOARD OF DIRECTORS MEETING AGENDA

Date: Friday, January 21, 2022

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 10 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal</i>	Information		Mary Tate
7.	8:46 10min		Approval		Chair
8.	8:56 10 min		Approval		Norman Rees
9.	9:06 10 min		Approval		Helena Ferreira

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10.	9:16 10 min	<i>Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval		Helena Ferreira
11.	9:26 1 min	Motion to move into public session	Approval	NA	Chair
12.	9:27 5 min	Motion to approve closed session decisions	Approval	NA	Chair
13.	9:32 2 min	Approval of Public Meeting Minutes of December 14, 2021	Approval	Public Meeting Minutes – December 14, 2021	Chair
14.	9:34 2 min	Approval of Closed Session Meeting Minutes of December 14, 2021	Approval		Chair

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15.	9:36 2 min	Approval of Closed Session Meeting Minutes of January 7, 2022	Approval		Chair
16.	9:38 2 min	Approval of Public Session Meeting Minutes of January 7, 2022	Approval	Approval of Public Session Meeting Minutes -January 7, 2022	Chair
17.	9:40 5 min	Matters arising – Action Items	Information	Action Items List	Chair
18.	9:45 10min	Transitional Lead’s Report	Information	Verbal Report	Michael Sherar
19.	9:55 5 min	Corporate Governance and HR Committee Report (CGHRC)	Information	Verbal Report	Warren Law
20.	10:00 10 min 25 min	Corporate Governance and Human Resources Committee Motions <ul style="list-style-type: none"> • Approach to approval of policies • Board Policy on Conflict of Interest 	Approval Approval	Board Report Approach to approval of policies Board Policy on Conflict of Interest	Warren Law
21.	10:35 5 min	Audit & Finance and Risk	Information	Verbal Report	Lawrence D’Souza

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		Committee Report			
22.	10:40 10 min	Audit & Finance and Risk Committee Motions	Approval	Board Report AFR Committee TOR Updated January 6, 2022, tracked changes AFR Committee TOR Updated January 6, 2022, clean version	Lawrence D'Souza
23.	10:50 5 min 5 min	<ul style="list-style-type: none"> Financial Update Interim Board Expenditure Policy 	Information Approval	Board Report Preliminary Statement of Operations Preliminary Statement of Financial Position Interim Board Expenditure Policy Report	Norman Rees
24.	11:00 10 min	Quality and Tenant Engagement (QTE) Report	Information	Verbal Report	Linda Jackson
25.	11:12 10 min	2022 – The Year Ahead: Planning for Success	Information	Board Report Presentation	Mary Tate
26.	11:22	Adjournment	Approval		Chair

Item #13

Attachment 5: Public Minutes of the TSHC

December 14, 2021

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its sixth public meeting on December 14, 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
Paul Johnson, City of Toronto, Ex-Officio Member

TSHC representatives present:

Michael Sherar, *Interim Transitional Lead and Chief Corporate Officer*
Rajni Vaidyaraj, *Interim Executive Assistant*
Mary Tate, *Interim Project Management Lead*
Helena Ferreira, *Interim Human Resources Lead*
Norman Rees, *Interim Financial Lead*
Arlene Howells, *Interim Communications and Stakeholder Relations Lead*

Board Secretary present:

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

December 14, 2021

CONSTITUTION AND NOTICE OF MEETING

Ms. Quigley served as Chair of the Meeting and Ms. Chauhan 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 sixth Board meeting and stated that the meeting was being live streamed on YouTube. The Chair noted the Acknowledgement of the Land. The Chair provided the highlights of the work completed over the past seven months through the virtual conduct of monthly board meetings, orientation sessions and workgroup meetings. She noted that the Board Standing Committees will begin their work in January 2022 and expected to meet the Board members in person by the end of March 2022. She thanked Mr. Sherar and the transition team for their hard work and support on all matters to ensure an efficient and effective transition aligned with the expectations of the City of Toronto. She noted the focus of the Board and management to ensure the readiness to assume the operational responsibility as landlord for the 83 senior buildings and over 14,000 tenants on June 1, 2022. She noted that the Board will be asked to authorize the management team to begin negotiations with Toronto Community Housing Corporation (TCHC) on two major components of the transition plan during the closed session. She informed the Board that tenant input was received on two elements of the transition, namely, tenant input plan and important attributes of the TSHC's first Chief Executive Officer (CEO). The Chair thanked the Board members for their commitment and contribution. She stated that two deputation requests were received in relation to agenda Item 15 and 22 and the deputants will join via phone.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair asked that Item 18 be moved to the end of the agenda to allow sufficient time for approval and discussion of the tenant input plan and asked for approval of the public meeting agenda. Hearing none:

Motion carried **UPON MOTION**, duly made by Mr. Law, and seconded by Councillor Ainslie, **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 public agenda item.

No conflicts were declared.

ITEMS 4-11: CLOSED SESSION

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

ITEM 12: MOTION TO APPROVE CLOSED SESSION DECISION

Councillor Fletcher recused herself from discussion and vote.

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Law and unanimously carried, **IT WAS RESOLVED THAT** the

December 14, 2021

Board of Directors authorize the Transitional Lead and Chief Corporate Officer (or his designate) to begin preliminary negotiations with TCHC on the functional service delivery agreement that will outline the terms under which TSHC will purchase services from TCHC.

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Law and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors authorize the Transitional Lead and Chief Corporate Officer (or his designate) to enter into preliminary negotiations with TCHC on the lease agreement for the operation of the 83 seniors-designated buildings.

ITEM 13: APPROVAL OF PUBLIC MEETING MINUTES OF NOVEMBER 23, 2021

The Chair tabled the minutes of the last public meeting held on November 23, 2021 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Mr. Law, and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the public meeting minutes of November 23, 2021, as tabled, are hereby approved.

ITEM 14: APPROVAL OF CLOSED SESSION MINUTES OF NOVEMBER 23, 2021

The Chair tabled the minutes of the last closed session meeting held on November 23, 2021 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Councilor Ainslie and seconded by Mr. Law, **IT WAS RESOLVED THAT** the closed session meeting minutes of November 23, 2021, as tabled, are hereby approved.

ITEM 15: MATTERS ARISING – ACTION ITEMS

December 14, 2021

The Chair noted that as decided at the previous meeting, the action items would be included on a regular basis as a specific agenda item. She noted that action items were being tracked since the first Board meeting in June as per the list circulated to the Board.

DEPUTATION: The following verbal deputation was received with respect to Action items list.

1. Bill Lohman

The Chair welcomed Mr. Lohman to the meeting. Mr. Lohman sought procedural clarity on circulating the deputations to the members in advance of the meeting. He inquired if the list of tenant's pending issues provided to Mr. Meeks was circulated to all the board members and TCHC's response. He further inquired if there was any movement to accommodate seniors requests for input to the Transitional Workgroup. He noted the top priority for seniors tenants was community engagement and access to recreational activities noting the detrimental effects of continued isolation. He raised concerns on absence of tenant input on various matters. He noted that the seniors tenants had concerns with the 'Youth Engagement Refresh', which he felt for over 3 years were not addressed. He further inquired on the role of Seniors Tenants Advisory Committee (STAC) after June 1, 2022. He raised concerns regarding the absence of clarity on the role of STAC at the meeting held with STAC members a day before.

The Chair noted the interim deputation policy that normally written deputations should be received three days in advance to allow for circulation to the Board members. However, she confirmed that Mr. Lohman's deputation had been circulated to Directors. She confirmed that the list of tenant's pending issues provided by Mr. Lohman was circulated to the Board. She provided an overview of the TSHC's plans surrounding tenant input and engagement and noted that in addition to broad tenant input, tenant members of the Board, along with all members of the Board were providing oversight on decisions regarding transition.

December 14, 2021

Mr. Lohman further explained tenant engagement issues and concerns surrounding the role of STAC. Councilor Fletcher noted to take the comments regarding role of STAC under advisement at the City Council. Mr. Lohman answered questions on concerns regarding access to recreational activities and use of common space, noting the process being more complicated than before. Councilor Fletcher requested Mr. Johnson to inquire and report back to the Board on this issue.

ITEM 16: TRANSITIONAL LEAD'S REPORT

At the invitation of the Chair, Mr. Sherar provided a verbal update. He first addressed concerns raised by Mr. Lohman noting that there was a clear accountability framework for STAC to TCHC including a terms of reference and membership, and that STAC's primary purpose was to provide input on the implementation of the new Integrated Service Model (ISM).

He noted that the transition team took the opportunity to engage STAC on issues of transition in addition to the ISM. He confirmed that the list of tenants' pending issues provided by Mr. Lohman was referred to the City of Toronto and provided an overview of the discussions held including the role of STAC, issue of use of common spaces and other operational issues.

Mr. Sherar thanked the staff at TSHC, TCHC and the City of Toronto for their continued support. He noted that TSHC was making good progress and was on track to achieve the required milestones for smooth and efficient transfer of operations on June 1, 2022. He provided a brief update on the additional staff hired to the transition team and informed that a formal non-disclosure agreement was entered into with TCHC which allowed receipt of documents important to transition planning. He provided overview of the town halls conducted with staff and meetings with union partners. He further answered the questions from the Board.

Ms. Parris led a discussion on STAC membership decisions and issues surrounding engagement with social service agencies. She commented that it would be useful

December 14, 2021

if there was continuity of membership at STAC during the transition phase. Mr. Sherar noted that TCHC was engaged in process to establish membership for the coming year. Mr. Johnson provided comments on the process of renewal of STAC membership. He noted to discuss the membership consistency issue with the seniors service team and senior housing unit within TCHC.

Councilor Fletcher noted that she will be putting a motion forth at City Council regarding STAC to ensure it is brought back under Tenant's First team at City.

ITEM 17: APPROVAL OF THE ASSIGNMENT OF BOARD MEMBERS TO THE JOINT TRANSITION WORKGROUP

The Chair noted that the Board approved the establishment of a Joint Board Transition Workgroup at the previous meeting. She proposed the appointment of herself, Carrie MacNeil, and Warren Law as members of the Joint Board Transition Workgroup. Mr. Sherar answered questions from the Board and noted that the Terms of Reference and decision surrounding membership from TCHC is pending approval by TCHC. Councilor Fletcher proposed Ms. Parris join the Joint Board Transition Workgroup. Following discussions and given due consideration:

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 defer the decision on the assignment of members to the Joint Transition Workgroup until the next meeting.

ITEM 18: PROJECT STATUS REPORT AND RISKS

Discussed at the end of the approval items

ITEM 19: TSHC CORPORATE OFFICE LOCATION

December 14, 2021

At the invitation of the Chair, Mr. Sherar provided a review of the report (BD:2021-41) recommending that the Board approve 423 Yonge Street, Toronto to be TSHC corporate head office. He provided an overview of the benefits of the location, ongoing renovations noting the design of the space was in alignment to TCHC design and accessibility guidelines. Mr. Sherar further answered questions from the Board. Following discussions and given due consideration:

Motion carried **UPON MOTION**, duly made by Mr. Meeks and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve 423 Yonge Street, Toronto to be Toronto Seniors Housing Corporation Corporate Head Office.

ITEM 20: FINANCIAL RESULTS THROUGH NOVEMBER 30, 2021

At the invitation of the Chair, Mr. Rees provided a review of informational report (BD:2021-42) which provided an update on TSHC's current financial position, and year-end external audit planning. He outlined the key highlights on Financial Results through November 30, 2021. He provided an overview of discussions with KPMG noting the scope of audit. He informed that the City of Toronto requires draft audited financial statements by March 4, 2022. He noted that the audited financial statements will come to the Board for approval at its February 23, 2022 meeting based on the proposed new Board dates.

ITEM 21: APPROVAL OF THE 2022 TRANSITION BUDGET AND 2022 BUDGET

At the invitation of the Chair, Mr. Rees provided a review of report (BD:2021-43) which provided a recommendation regarding the TSHC 2022 Transition Budget and 2022 Incremental Budget – Operations. Mr. Johnson provided comments on financial element confirming the budget was in range for the transition period. Mr. Rees answered questions from the Board. Following discussions and given due consideration:

Motion **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT**

December 14, 2021

carried the Board of Directors 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.

Mr. Rees provided overview of the discussions with City of Toronto and the key assumptions included in the development of the incremental budget noting that a final budget will be brought back for the approval of the Board in the spring 2022. Following discussions and given due consideration:

Motion **UPON MOTION**, duly made by Ms. Parris and seconded by
carried Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors 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 funds are available to operate TSHC and bring back to the Board of Directors a final 2022 Incremental Budget- Operations.

ITEM 22: TENANT INPUT PLAN FOR TRANSITION

DEPUTATION: The following verbal deputation was received with respect to report (BD: 2021-44).

1. Maureen Clohessy

The Chair welcomed Ms. Clohessy to the meeting. Ms. Clohessy referred to the scope of plan and items out of scope as outlined in the informational report (BD:2021-44) on the tenant input plan for transition. She raised concerns on the wording of scope noting that all the issues pertained to tenant-facing programs. She proposed the scope be widened to include all transition decisions. She raised

December 14, 2021

concerns on the use of space agreements, the process for hiring new Seniors Housing Unit staff at TCHC, and the lack of tenant input. She raised concerns regarding the use of the new TCHC Tenant Engagement System for tenant input on transition.

Ms. MacNeil noted that an amendment to the transitional principles was approved at the last meeting to include tenant input on all areas of the joint transition workplan with exception of confidential Board matters.

Ms. Clohessy answered the questions from the Board on expectations surrounding tenant input during the transition. Councillor Fletcher noted that the issues may also be heard by the Tenant's First Team

At Chair's invitation, Mr. Sherar provided an overview of the rationale for keeping implementation of the TCHC Tenant Engagement System out of scope for the TSHC tenant input plan.

At the invitation of the Chair, Ms. Howells provided a review of informational report (BD:2021-44) noting that the tenant input plan received unanimous support of the focus group held with tenants on November 29, 2021. She provided an overview of the focus group held to receive input on the CEO profile and the planned focus groups on various issues scheduled for January 2022. She noted that the corporation is looking for every opportunity to involve tenants through mechanisms available.

The Board members provided comments on the report and detailed discussion ensued on tenant input. Ms. MacNeil proposed to replace the term "elected tenant leaders" with "building representatives". Ms. Howells thanked members for the feedback on the report.

Mr. Sherar further answered questions from Board on receiving tenant input on transition plan including the CEO search and noted that he will indicate the issues raised through deputations with the City and TCHC. Councilor Fletcher reiterated

December 14, 2021

that the CEO Search Committee had asked that STAC provide input on CEO Search. The Chair confirmed that a meeting was held with STAC and that no staff were in attendance. Following discussions and given due consideration:

<i>Motion</i>	UPON MOTION , duly made by Councilor Fletcher, and seconded
<i>Carried</i>	by Ms. MacNeil and unanimously carried, IT WAS RESOLVED
<i>with all</i>	THAT the Board hereby approves that a request be made to the
<i>votes in</i>	Deputy City Manager of the City of Toronto to ensure that the
<i>favor and</i>	Senior Tenants Advisory Committee (STAC) has input into the
<i>no votes</i>	creation of the agendas related to the tenant input plan.
<i>against</i>	

ITEM 23: 2022 BOARD MEETING DATES (REVISED)

The Chair provided a review of report (BD:2021-45) which provided recommendation that the Board of Directors approve the revised proposed 2022 Board Meeting schedule to align with the City of Toronto's 2022 Schedule (now confirmed) and to avoid any conflicting meeting dates.

<i>Motion</i>	UPON MOTION , duly made by Councilor Ainslie and seconded by
<i>carried</i>	Ms. Jackson and unanimously carried, IT WAS RESOLVED THAT
	Board of Directors approve the revised 2022 Board Meeting Dates.

ITEM 18: PROJECT STATUS REPORT AND RISKS

<i>Motion</i>	UPON MOTION , duly made by Councilor Ainslie and seconded by
<i>carried</i>	Ms. MacNeil and unanimously carried, IT WAS RESOLVED THAT
	the meeting time be extended to finish the agenda item relating
	to the Project Status Report and Risks.

At the invitation of the Chair, Ms. Tate provided a review of the informational report (BD:2021-40) providing information on work completed in the previous

December 14, 2021

month as well as planned work for the upcoming month. She noted that the status report also flagged any major project risks. She further answered questions from the Board.

ITEM 24: TERMINATION

*Motion
carried*

UPON MOTION, duly made by Councilor Ainslie and seconded by Ms. MacNeil, **IT WAS RESOLVED THAT** the public meeting terminate at 11:40 a.m. (EDT).

Maureen A. Quigley, Chair
Board of Directors

Anjali Chauhan, Secretary

**Toronto Seniors
Housing Corporation**

Item #16

Attachment #8– Public Meeting Minutes of January 7, 2022

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held a Special Meeting on January 7, 2022, at 4:00 p.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

City staff present:

Paul Johnson, *Deputy City Manager – City of Toronto (Ex-Officio Member, TSHC)*

TSHC representatives present:

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

Guest Invitees present:

Jason Phelps, Partner – *Phelps Group*
Fareed Amin, Consultant – *Phelps Group*

Recording Secretary present:
Helena Ferreira, Interim People and Culture lead

CONSTITUTION AND NOTICE OF MEETING

Ms. Quigley served as Chair of the Meeting and Ms. Ferreira 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 Special Board meeting and wished everyone a safe and healthy New Year. The Chair noted the Acknowledgement of the Land. The Chair provided a brief outline of the agenda and flow of meeting noting the significant decisions proposed on certain items.

ITEM 2: CHAIR'S POLL RE: CONFLICT OF INTEREST

Councillor Ainslie raised a point of order indicating that the conflict-of-interest declarations are to occur prior to moving into closed session and as a result, this item became item 2 on the agenda. 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.

ITEM 3: CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Councillor Ainslie, the Board moved into closed session.

ITEMS 4-8: CLOSED SESSION

ITEMS 9: MOTION TO APPROVE CLOSED SESSION DECISIONS

The Chair tabled the recommendations made in the closed session of the January 7, 2022, meeting.

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Ms. Paris and unanimously carried, **IT WAS RESOLVED** that the CEO Position profile be approved as presented to the board.

Motion carried **UPON MOTION**, duly made by Ms. Paris and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the CEO compensation be approved as presented to the Board.

ITEM 10: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the meeting terminate at 5:25 p.m. (EDT).

Maureen A. Quigley, Chair

Board of Directors

Helena Ferreira, Recording
Secretary

**Toronto Seniors
Housing Corporation**

Item #17

Attachment #9 – TSHC Action Items List

January 21, 2022

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	
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
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	
13.	November 23, 2021	Circulate Mr. Bill Lohman and Ms. Janet McLeod's written deputation to the Board	Rajni	Completed
14.	December 14, 2021	Inquire about the concerns surrounding access to recreational activities	Mr. Johnson	
15.	December 14, 2021	Discuss the membership consistency issue with the seniors service team and senior housing unit within TCHC and report back with a presentation on various issues	Mr. Johnson	
16.	December 14, 2021	To replace the term "elected tenant leaders" with "building representatives" on the tenant input plan for transition	Ms. Howells	

17.	December 14, 2021	City Council be advised of the candidate profile and salary range for CEO	MS	
18.	December 14, 2021	To begin preliminary negotiations with TCHC on the functional service delivery agreement that will outline the terms under which TSHC will purchase services from TCHC	MS	
19.	December 14, 2021	To enter into preliminary negotiations with TCHC on the lease agreement for the operation of the 83 seniors-designated buildings	MS	
20.	December 14, 2021	To sign the Memorandum of Understanding, entitled 'To Enable Transitional Operating Funding to Support Long-Term Sustainability' with the City of Toronto	Maureen & MS	
21.	December 14, 2021	To ensure that the Senior Tenants Advisory Committee (STAC) has input into the creation of the agendas related to the tenant input plan	Mr. Johnson	
22.				
23.				
24.				

**Toronto Seniors
Housing Corporation**

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Corporate Governance and Human Resources Committee
Motions**

Item #20

Date: January 21, 2022

Report: BD: 2022-06

To: Board of Directors

From: Michael Sherar, Interim Transitional Lead and Chief
Corporate Officer
January 21, 2022

Date:

FOR APPROVAL

PURPOSE:

The purpose of this report is to provide a recommendation regarding the Approach to Approval of Policies, and to ask that the Board consider the draft Conflict of Interest Policy without recommendation from the committee.

RECOMMENDATION:

The Corporate Governance and Human Resources Committee recommends that the Board of Directors adopt the following resolutions:

BE IT RESOLVED that the Board of Directors approve the Approach to Approval of Policies

Toronto Seniors Housing Corporation

With respect to the Board Conflict of Interest Policy, the CGHR Committee was unable to agree on a recommendation to the Board but approved referring the matter to the full Board for consideration and to determine next steps.

Background

Approach to Approval of Policies

The intent Approach to Approval of Policies Document is to provide an interim approach for TSHC to ensure that critical policies required for transition are developed and implemented. A permanent framework for TSHC policies, their approval, implementation and process for monitoring compliance will be developed after transition.

Conflict of Interest Policy

The CGHR Committee considered a draft Conflict of Interest (COI) Policy. Agreement was reached on the COI policy except for one clause (7d). The committee referred the COI policy to the full Board for consideration and to determine next steps, without recommendation.

Attachment 10 – Approach to Approval of Policies

Attachment 11 – Draft Conflict of Interest Policy

Item #20

Attachment 10: Approach to Approval of Policies

TSHC Interim Approach to Approval of Policies

Background

Over the coming months, it will be necessary for TSHC to approve several policies which must be in place prior to transition. In general, the approach will be to adapt TCHC policies for the short and/or medium term. These may be revisited as necessary over time to reflect specific policy approaches for TSHC as it works to implement its mandate.

TCHC has developed and approved a comprehensive policy management framework to support its policy development and management process. It includes a description of types of policies, and differentiates between policies, procedures, and standard operating processes. It defines approval levels for each type of policy. It also includes policy development processes and frameworks, templates, etc.

While the TCHC policy management framework provides useful information, it is more complex than is required by TSHC at this time. Therefore, rather than adapting the TCHC policy management framework, it is recommended that TSHC adopt an interim approach to the establishment of policies to enable the necessary approvals over the coming months.

Proposed TSHC Interim Policy Categories and Approvals

Three interim policy categories are defined and the recommended approval levels for each policy category are shown below. Once approved, implementation of Board policies will be the responsibility of the Board, with support from TSHC management as appropriate. Implementation of corporate and operating policies will be the responsibility of TSHC management with oversight by the Board.

Policy Category	Description	Examples*	Approval
Board policies	Policies which govern the functioning and conduct of the Board	Board Conflict of Interest Policy Board Code of Conduct Board Reimbursement Policy	Board

Policy Category	Description	Examples*	Approval
		Board Meeting Procedures Policy Board Deputation Policy	
Corporate policies	Policies which are: <ul style="list-style-type: none"> • Stipulated by legislation, by-laws, the Shareholder Direction or other such framework or compliance requirements • Address a major risk area (financial, reputational, etc. • Significant impact on many tenant households or on vulnerable tenants • Substantial impact or change that affects most employees; and/or 	Required by legislation <ul style="list-style-type: none"> • Occupational Health and Safety • Privacy Policy • Records Retention Risk • Enterprise Risk Management • Procurement Tenant policies <ul style="list-style-type: none"> • Tenant engagement policy • Eviction prevention policy Employee policies, e.g., <ul style="list-style-type: none"> • Conflict of Interest • Disclosure of Wrongdoing • Code of Conduct 	Board
Operating policies	Policies on operational and transactional business affecting a single division.	Accounts payable	Management

*This column includes examples only and is not intended to be a complete list.

Tenant Input/Engagement

It is the intention of TSHC for the Quality and Tenant Engagement Committee of the Board to develop a tenant engagement policy for implementation as quickly as

possible after transition. This will be a priority and will include tenant input as the policy is developed. In addition, going forward, any significant revision to or new policies that affect tenants will include tenant input.

In the TCHC policy framework, policies that have significant impact on many tenant households and/or on vulnerable tenants, require tenant engagement. For the purposes of adapting TCHC policies, prior to transition, it may not be possible to consult tenants. In these cases, it may be necessary to rely on tenant consultation completed by TCHC under the terms of its policy framework.

Interim Approach

The transition team will develop a plan for policy development and approval for 2022 based on the framework above.

The plan will:

- Identify policies which must be in place prior to transition
- Identify additional policies which should be developed after transition in 2022
- Identify policies which must be approved by the Board
 - Build these approvals into the Board schedule
- Identify policies which may be approved by Transition Team leadership and/or TSHC leadership team

The following priorities for policy development have been identified:

Board Policies

- Conflict of Interest
- Code of Conduct
- Board Meeting Procedures Policy

As part of the development of the Code of Conduct and Board Meeting Procedures Policy, the Board will review the TCHC policies in these areas as well as a samples of similar policies from other organizations.

In addition, the Corporate Governance and Human Resources Committee will receive a proposal for a facilitated Board Workshop to support the development of these policies and procedures.

The target date for completion and approval of these priority Board policies is Q1 2022. Completion and approval of additional Board policies is targeted for June 1, 2022. These additional Board policies will be confirmed in the policy development plan.

Corporate Policies

Some corporate policy priorities that have been identified to date include:

- HR policies such as employee conflict of interest, code of conduct, and disclosures of wrongdoing (Q1 2022)
- Financial policies such as Delegation of Authority and Procurement (prior to June 1)

Additional corporate policies with associated timelines will be included in the full policy approval plan.

Recommendation

The CGHR Committee recommends that the Board:

- Confirms the approach of adapting TCHC policies for the short and/or medium term
- Adopts the proposed interim policy categories and approval levels
- Confirms the intention of TSHC that the Quality and Tenant Engagement Committee develop a tenant engagement policy for implementation as quickly as possible after transition. This will be a priority and will include tenant input as the policy is developed.
- Reaffirms that going forward, any significant revision to or new policies that affect tenants will include tenant input.
- Recognizes that for purposes of adapting TCHC policies prior to transition, it may not be possible to consult tenants and that it may be necessary to rely on tenant consultation completed by TCHC under the terms of its policy framework when the policies were developed.

- Requests the transition team to bring forward a complete plan for policy approvals for 2022 to the February Board meeting.
 - The policy approval plan should include completion and approval of the Board Conflict of Interest Policy, Code of Conduct and Board Meeting Procedures Policy by Q1 2022
 - The policy approval plan should include completion and approval of key corporate policies including employee Conflict of Interest Policy, Code of Conduct and Disclosure of Wrongdoing (Q1 2022) and Delegation of Authority and Procurement Policy (prior to June 1)
 - The complete policy approval plan should:
 - Identify all policies which must be in place prior to transition and additional policies which should be developed after transition in 2022
 - Identify Board and corporate policies which must be approved by the Board and build these approvals into the Board schedule
 - Identify policies which may be approved by Transition Team leadership and/or TSHC leadership team
 - Provide a clear timeline on when each policy identified in the plan is scheduled for approval

Item #20

Attachment 11: Draft Conflict of Interest Policy

/DRAFT: Track changes for editorial change have been removed;
Yellow highlighted areas indicate new content that is different from
the TCHC policy

Conflict of Interest Policy – Board of Directors

Policy Owner: Corporate Governance and Human Resources
Committee

Approval: Board of Directors

First Approved:

Revision Approval:

Effective Date:

In this Document:

“Board” or “Board of Directors” means the board of directors of the Toronto Seniors Housing Corporation;

“CGHRC” means the Corporate Governance and Human Resources Committee of the Board;

“Director” or “Directors” means a director or directors of the Toronto Seniors Housing Corporation;

“Policy” means the Conflict of Interest Policy for the Board of Directors of the Toronto Housing Seniors Corporation;

“Stakeholders” include the tenants, suppliers, employees, the City of Toronto and other individuals, groups and entities that may from time to time interact with the Toronto Seniors Housing Corporation; and,

“TSHC” means the Toronto Seniors Housing Corporation.

Policy Statement

Promoting public confidence in the Toronto Seniors Housing Corporation is the responsibility of every Director. All Directors must understand that their individual decisions could have an impact on the TSHC's success and reputation. It follows that in carrying out their duties, Directors are expected to promote the TSHC's core values and to observe a high standard of honesty, integrity, accountability and ethics.

TSHC Stakeholders have placed their trust in the TSHC. The business decisions of the TSHC Board of Directors must therefore withstand rigorous scrutiny by TSHC Stakeholders. Directors shall act accordingly and shall avoid even the appearance of improper behaviour.

This Policy sets out the expectations placed on Directors related to conflicts of interest, including how to identify and resolve a conflict of interest. The TSHC wishes to establish clear standards to address real, potential and perceived conflicts of interest, to protect the integrity of the TSHC's decision-making processes and to provide a means to identify and resolve such conflicts of interest in favour of the TSHC's best interests.

Although this Policy does not address every issue that could possibly arise, it does set out basic expectations for the Directors and offers guiding principles to achieve these expectations whenever Directors interact with Stakeholders and other Directors.

Conflicts of interest can sometimes be subtle. Directors must therefore act as soon as a situation arises that raises any doubts whatsoever.

Should Directors have any questions or need any clarification about this Policy and its interpretation, they should consult with the Chair of the CGHRC .

Scope

This Policy applies to all members of the Board of Directors of the TSHC, as well as to non-Director members of any TSHC Committee or Subcommittee.

Key Definitions

“Conflict of Interest” means any situation in which a Director’s personal or business interests may compete or appear to compete with her or his duties as a Director of the TSHC, or may cause the Director to act contrary or appear to act contrary to, the best interests of the TSHC.

A conflict of interest can be one or more of the following types:

Actual Conflict: a conflict of interest that the Director has, or may have, at the present time;

Potential Conflict: any situation which may lead or have the potential to lead to a conflict of interest in the future; or,

Apparent Conflict: any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

“Personal or Business Interest” includes any personal gain, benefit, privilege, or advancement that the Director, and/or the Director’s family, friends or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary.

Policy Details

Directors shall not enter into any situation, arrangement or agreement (collectively referred to in this Policy as “matters and transactions”) that results or could result in a conflict of interest (actual, potential, or apparent) and Directors shall arrange their personal and business affairs to ensure that conflicts of interest are avoided.

Directors should consider any advantage that their position as TSHC Directors may give them, whether it be the power to influence decisions, their ability to use the organization’s resources or their access to information about the TSHC and others.

In deciding whether their actions could result in a conflict of interest, Directors are expected to consider how their actions will be seen by their colleagues on the Board or by Stakeholders including the general public.

In general, a Director shall not participate in decision-making with respect to a matter or transaction if that Director is in a conflict of interest position. Examples of conflicts of interests are (but are not limited to):

- Directors, or their family or friends, who transact business (funding or contractual arrangements) directly with the TSHC;
- Hiring a Director's family member or personal friend;
- Directors who accept gifts, entertainment or other personal benefits from an existing or potential TSHC Stakeholder such as a supplier, tenant, or business partner. This also includes family members of Directors who accept such benefits.
- Working for a supplier while continuing to be a Director of the TSHC;
- Directors who have a financial interest in a supplier or other Stakeholder;
- Directors who give preferential treatment to any person or entity in which the Director has a personal interest;
- Using confidential information to benefit the Director or his/her family or friends;
- Being involved with or employed by, an entity other than the TSHC if such involvement or employment would conflict with or detrimentally affect the Director's performance of his or her duties as a TSHC Director;
- Directors who use the TSHC's property, equipment or resources, other than for TSHC business; or,
- Directors who divert, directly or indirectly, to their own use an opportunity or advantage that belongs to the TSHC.

1. Financial and Business Transactions

Directors shall avoid financial transactions between themselves and the TSHC, between themselves and a third party, or between the TSHC and a third party that may adversely affect the performance of their duties as Directors or confer a personal or business advantage on them. This includes transactions involving entities in which a Director, his or her family member

or friend, is a director, trustee, officer, committee member, or has a substantial financial interest through ownership or control.

Directors shall avoid investing, directly or indirectly, in any property managed by the TSHC. A Director shall use special caution to avoid purchases and sales of any property that may be interpreted as attempting to profit from special knowledge of the TSHC's operations, or other confidential information obtained by reason of the Director's TSHC duties.

If a Director is, or seeks to be, a director, officer, or employee of a company (or if the Director has a financial interest in such company) that has business dealings with the TSHC, this could be a conflict of interest.

If a Director (or a family member, friend or business associate of the Director) has a financial interest in a company that has business dealings with the TSHC, and the Director is involved in any process related to a business transaction involving the TSHC, this could be a conflict of interest.

2. Gifts or Donations

Subject to the other provisions in this Policy, Directors shall not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a resident, tenant or any other person or entity that has, or might have, business dealings with the TSHC for the purposes of, or that may be perceived to be for the purposes of, influencing an act or decision of the Directors.

The exceptions are gifts of a nominal value, which do not influence or would not be perceived as influencing, the performance of the Director's duties.

In determining "nominal value", consideration should be given to if the gift could reasonably be seen as an attempt to influence a decision on any matter or transaction. In this regard, consideration should be given, in turn, to the circumstances, nature, and timing of the gift. For example, a Director should not accept:

- any meals;

- offers to make a donation to a charitable cause on the Director's behalf; or
- an invitation to an event at the expense of another individual.

3. Personal Relationships

Directors should always maintain a professional relationship with their colleagues on the Board and with Stakeholders, i.e., individuals, groups and entities with whom the TSHC has dealings including (but not limited to) tenants, contractors, suppliers and vendors. However, the TSHC acknowledges that Directors may have personal relationships with individuals with whom the TSHC has dealings from time to time.

Directors shall take all reasonable steps to manage these relationships so as to avoid conflict-of-interest situations (whether actual, potential, or apparent).

An example is if a Director were to have access to a TSHC-operated building and has direct contact with a friend or family member who is a tenant or resident in the building or has access to the information of friends or family because of their position as a TSHC Director, as this could result in a conflict of interest.

As another example, if a Director were to be involved in the TSHC hiring process for, or will supervise, family, friends, or business associates (past or current), this could give rise to a conflict of interest.

4. Handling of Complaints

The Board of Directors recognizes the value, commitment and support of Stakeholders and it follows that they should welcome Stakeholder comments, suggestions, and complaints provided by them and made in good faith with a view to improving the TSHC.

If a Director receives a Stakeholder complaint or comment, the following steps shall apply:

- a) For complaints or comments about the operations or policies of the TSHC:
 - i. The complaint shall be forwarded to a senior TSHC executive officer for appropriate handling and response. The Director may notify the complainant of such forwarding.
 - ii. Directors shall not communicate with TSHC staff for the purpose of influencing or interfering in the equal and fair administration of TSHC repairs, programs or operations;
- b) For complaints or comments relating to the integrity of a TSHC staff member, the complaint shall be forwarded to a senior TSHC executive officer ; and,
- c) For complaints or comments relating to the integrity of a Director, the complaint shall be forwarded to the Chair of the CGHRC for discussion with the Board Chair.

5. Outside Activity

a) Other Board/Committee Positions

If a Director accepts a position on a board or committee of a commercial or non profit entity, timely disclosure of this involvement must be made to the TSHC, in order to assist the TSHC in preventing any conflicts of interest between the two entities. For example, accepting a board position with a TSHC supplier would be a conflict. Reference is made in this regard to paragraph 7 below as to how such matters should be reported.

b) Political Involvement and Charitable Activity

The TSHC respects a Director's right to be involved in the political process and community activity, subject to the possible requirement of taking a leave of absence from the Board as outlined in paragraph 10 below. When a Director engages in political or civic affairs, the Director's views and actions are his or her own, not those of the TSHC and any statements made by the Director must not be attributed to the

TSHC. Reference is made in this regard to paragraph 7 below as to how such matters should be reported.

6. Exclusivity and Business Opportunities

During the course of his or her tenure on the Board of Directors, a Director may come across business opportunities that have potential for exploitation. However, over the course of her or his tenure on the Board, these opportunities belong to the TSHC and not to the Director personally.

Any business opportunities of any kind whatsoever and howsoever arising and relating to the business of the TSHC that become known to the Director during his or her tenure on the Board shall be pursued for the benefit of the TSHC only.

7. Reporting and Resolving a Conflict of Interest

a. What should a Director with a conflict of interest do?

Reporting the Conflict. A Director shall make a timely and full disclosure of any actual, potential or apparent conflict of interest.

The Director shall report in writing the facts and circumstances of the matter or transaction to the Chair of the TSHC Board and the Director shall govern himself or herself in accordance with the instructions received from the TSHC Board Chair.

Refraining from participation. The Director shall not participate in any formal or informal discussion of, any decision or vote on, or any attempt to exert influence over the contract, relationship, person or organization with respect to which the conflict may relate. A Director in this case, though, may be counted to establish a quorum for meetings.

Recusal. The Director shall temporarily recuse himself or herself from meetings in order to allow the remaining members of the Board or a Committee of the Board to engage in a full discussion regarding the impugned matter or transaction.

Refraining from voting. If a vote is taken in respect of the impugned matter or transaction, such Director shall abstain from voting and the minutes of the Board or Committee meeting shall record this fact if it has occurred.

b. When must Directors disclose conflicts of interest?

When they join the Board of Directors, Directors shall submit a written statement (in paper or digital form) concerning conflicts of interest. The Directors shall disclose in such statement all conflicts of interest that they know about and the nature and extent of such conflicts of interest.

For conflicts of interest after that time, Directors shall disclose them no later than the first Board of Directors meeting following the moment where they realized they had a conflict of interest.

c. What information do Directors have to disclose?

Directors shall disclose the nature, value of and any relevant details of the conflict of interest.

d. Do these requirements apply to all Conflicts of Interest?

The requirements outlined in this paragraph 7 apply whenever there is an actual, potential or apparent conflict of interest unless the matter or transaction giving rise to the conflict of interest is one with an “affiliate”. In the case of a matter or transaction with an affiliate, the reporting requirement for a conflict of interest that is outlined in this paragraph 7 continues to apply; however, the other requirements (namely, Refraining from Participation, Recusal and Refraining from Voting) do not apply to conflict-of-interest matters or transactions with an “affiliate”.¹

¹ The TSHC is a corporation organized under and subject to, the provisions in the Business Corporations Act of Ontario. Paragraph (c) of sub-section 132(5) of this legislation provides in part, that a director of a corporation who is party to a material contract or transaction with the corporation or who has a material interest in a material contract of transaction with the corporation shall not attend a meeting of directors during which the impugned

8. Documentation of Conflicts

The minutes of any meeting at which a transaction or matter involving a conflict of interest or an appearance of a conflict of interest is considered shall reflect whether the Director (as the case may be) made disclosure, withdrew himself or herself from the consideration of the transaction or matter, recused him or herself from the meeting room itself and abstained from voting on the impugned transaction or matter.

9. Failure to Disclose a Conflict and Remedies

If the Board of Directors or a Committee has reasonable cause to believe that a Director has failed to disclose a conflict of interest, the Board or Committee (as the case may be) shall inform the Chair of the CGHRC of the basis for such a belief. The CGHRC Chair shall then afford such Director an opportunity to explain the reported, alleged failure to disclose. If the CGHRC Chair determines, after hearing any response given and making such further investigation as may be warranted by the circumstances, that such Director has in fact failed to disclose a conflict of interest and after having consulted with the Board Chair, the CGHRC Chair and Board Chair shall take appropriate action, which may include a recommendation to the Board for the removal of such Director from the Board of Directors, as well as the reconsideration of whether the matter or transaction was in the best interests of and fair and reasonable to, the TSHC at the time it was undertaken.

10. Leave of Absence

Directors shall notify the CGHRC Chair and Board Chair in order to request a leave of absence. By way of example, Directors must be on an approved leave of absence in order to:

contract or transaction is discussed and shall not vote on any resolution to approve the impugned contract or transaction unless the contract or transaction is one with an affiliate. For these purposes and as applied to the TSHC, "affiliate" in the legislation includes the Toronto Community Housing Corporation ("TCHC") since both the TCHC and the TSHC have the same sole shareholder, i.e., the City of Toronto.

- a. Seek a provincial or federal candidacy nomination or participate as a candidate in a municipal, provincial or federal election campaign, where the nomination process or the candidacy may conflict with the interests of the TSHC or may adversely affect the performance of the Director's duties;
- b. Apply for a position with the TSHC; or,
- c. Any other event that may conflict with the interests of the TSHC or may adversely affect the performance of the Director's duties.

Compliance and Monitoring

Directors must comply with this Policy at all times. Directors should use proper judgment and act in the spirit of this Policy at all times.

Contravention of this Policy is a serious matter. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by TSHC.

Governing and Applicable Legislation

- Business Corporations Act, R.S.O. 1990, c.B.16

Related Policies and Procedures

- Code of Conduct for Directors of the Board (Date..)
- Code of Conduct (Date..)
- By-Law 1-2021

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			Board of Directors
Revision #1			Board of Directors
Last review:			

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Audit, Finance and Risk Committee Motions
Item #22
Date: January 21, 2022**

Report: BD: 2022-07

To: Board of Directors

From: Norman Rees, Interim Finance Lead

Date: January 21, 2022

FOR APPROVAL

PURPOSE:

The purpose of this report is to provide a recommendation regarding the Audit, Finance and Risk Committee's Terms of Reference and Board Committee roles in risk monitoring and reporting.

RECOMMENDATION:

The Audit, Finance and Risk Committee recommends that the Board of Directors adopt the following resolutions:

BE IT RESOLVED that the Board of Directors

1. Approve the amended Audit, Finance and Risk Committee Terms of Reference and,
2. Approve that the Audit, Finance and Risk Committee be the coordinator and reporter of risk to the full Board, but that individual

Toronto Seniors Housing Corporation

Board Committees be accountable for monitoring and assessing risk within their spheres of activities.

Background

Audit, Finance and Risk Committee Terms of Reference (Attachments 1 &2)

The Audit, Finance and Risk Committee (AFR) Terms of Reference were updated with a small number of amendments to align more closely with the Shareholder Direction. Tracked changed and clean versions are attached.

Risk Monitoring and Reporting to the Board

The AFR Committee terms of reference states that the Committee has overall Board accountability for reviewing and approving TSHC's enterprise-wide risk governance framework. While the AFR Committee agrees that its role is as a coordinator and reporter of risk activities to the full Board, that individual Board Committees should be accountable for monitoring and assessing risk within their spheres of activities.

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ATTACHMENTS:

Attachment 12: AFR Committee Terms of Reference – Updated January 6, 2022, tracked changes

Attachment 13: AFR Committee Terms of Reference – Updated January 6, 2022, clean version

Item #22

Attachment 12: AFR Committee Terms of Reference

Updated January 6, 2022 – Tracked Changes

Attachment 12 Item 22

Toronto Seniors Housing Corporation (TSHC)

AUDIT, FINANCE AND RISK COMMITTEE

Terms of Reference

(Approved by TSHC Board on Nov. 23, 2021)

Draft updated January 6, 2022

Purpose

The Audit, Finance and Risk Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to and reports to the Board of Directors.

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Responsibilities

The Committee has responsibility for:

- Oversight of the reliability and integrity of the accounting principles and practices used by the Corporation
- The Corporation's financial statements and other financial reporting, including:
 - Reviewing and discussing with management and the independent auditor the Corporation's annual financial statements.
 - Recommending to the Board approval of the audited financial statements.
 - Reviewing major issues regarding accounting principles and financial statement presentation.
 - Reviewing all critical accounting policies and practices, including all alternative treatments of financial information and disclosure principles and practices followed by management.

- Review of the Corporation's performance, including:
 - Cash flow forecast and budget.
 - Cash flow performance against forecast and budget.
 - Monitoring management reporting on key financial performance indicators.
 - ~~Recommending approval of the financial information contained in the Progress Report to the Board.~~
 - Recommending approval of the annual budget, ~~Funding Proposal and financial information contained in the Corporate Plan~~ to the Board for presentation to the City of Toronto Council.
- Oversight of the independent auditor's performance, including:
 - Recommending the independent auditor for appointment or replacement and recommending compensation of the independent auditor to the Board for approval by the City of Toronto.
 - Receiving all reporting from the independent auditor, including the annual audit plan and any findings of the independent auditor during the course of the audit.
 - Reviewing and pre-approval of all non-audit services to be performed by the independent auditor.
 - Confirming the independent auditor's independence.
- Overseeing management's establishment of an adequate system of internal controls, and procedures and review and monitoring of effective performance of those internal controls and procedures, including oversight of management's handling of the Corporation's major financial exposure; overseeing policies for internal financial control and reporting.
- Overseeing and recommending for approval to the Board insurance coverage for the Corporation.
- Overseeing enterprise-wide management of risks, including:
 - Review and approval of the Corporation's risk governance framework, risk tolerance, risk assessment and risk management practices, and the guidelines, policies and processes for risk assessment and risk management.
 - Review with management the categories of risk the Corporation faces and management's plan to manage and mitigate the risks. Such categories of risk may include, but are not limited to:
 - Governance
 - External

Commented [NR1]: Confirm for info or approval?

Commented [NR2R1]: Board member involvement?

- Regulatory and Compliance
 - Financial and Investment
 - Operational
- Review periodic reports from management on the metrics used to measure, monitor and to manage risks, including management's views on acceptable and appropriate levels of risk exposure.
- Establishing relevant financial policies for Board approval.
- Monitoring compliance with funding agreements and relevant legislation.
- Other decisions delegated to it by the Board.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex Officio voting member of the Committee.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Resources to support the Committee

The Committee will be supported by Interim Finance Lead, Interim Transitional Lead and Chief Corporate Officer and Interim Executive Assistant for administrative support.

Meetings, Meeting Schedule and Frequency

The Committee meets at least quarterly. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings ~~will~~ may be held by videoconference.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

The Board Chair's attendance is counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Session Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the TSHC Deputations Policy

The Committee Chair will provide a verbal report to the Board of Directors supported by written reports and resolutions on all matters requiring a Board decision and a summary briefing note on matters for information of the Board.

Minutes of meetings will be available to members of the Board on request for information only .

Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

Item #22

Attachment 13: AFR Committee Terms of Reference

Updated January 6, 2022 – Clean Version

Attachment 13 Item 22

Toronto Seniors Housing Corporation (TSHC)

AUDIT, FINANCE AND RISK COMMITTEE

Terms of Reference

(Approved by TSHC Board on Nov. 23, 2021)

Draft updated January 6, 2022

Purpose

The Audit, Finance and Risk Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to and reports to the Board of Directors.

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Responsibilities

The Committee has responsibility for:

- Oversight of the reliability and integrity of the accounting principles and practices used by the Corporation
- The Corporation's financial statements and other financial reporting, including:
 - Reviewing and discussing with management and the independent auditor the Corporation's annual financial statements.
 - Recommending to the Board approval of the audited financial statements.
 - Reviewing major issues regarding accounting principles and financial statement presentation.
 - Reviewing all critical accounting policies and practices, including all alternative treatments of financial information and disclosure principles and practices followed by management.

- Review of the Corporation's performance, including:
 - Cash flow forecast and budget.
 - Cash flow performance against forecast and budget.
 - Monitoring management reporting on key financial performance indicators.
 - Recommending approval of the annual budget to the Board for presentation to the City of Toronto Council

- Oversight of the independent auditor's performance, including:
 - Recommending the independent auditor for appointment or replacement and recommending compensation of the independent auditor to the Board for approval by the City of Toronto
 - Receiving all reporting from the independent auditor, including the annual audit plan and any findings of the independent auditor during the course of the audit.
 - Reviewing and pre-approval of all non-audit services to be performed by the independent auditor.
 - Confirming the independent auditor's independence.

- Overseeing management's establishment of an adequate system of internal controls, and procedures and review and monitoring of effective performance of those internal controls and procedures, including oversight of management's handling of the Corporation's major financial exposure; overseeing policies for internal financial control and reporting.

- Overseeing and recommending for approval to the Board insurance coverage for the Corporation.

- Overseeing enterprise-wide management of risks, including:
 - Review and approval of the Corporation's risk governance framework, risk tolerance, risk assessment and risk management practices, and the guidelines, policies and processes for risk assessment and risk management.
 - Review with management the categories of risk the Corporation faces and management's plan to manage and mitigate the risks. Such categories of risk may include, but are not limited to:
 - Governance
 - External
 - Regulatory and Compliance
 - Financial and Investment
 - Operational

- Review periodic reports from management on the metrics used to measure, monitor and to manage risks, including management's views on acceptable and appropriate levels of risk exposure.
- Establishing relevant financial policies for Board approval.
- Monitoring compliance with funding agreements and relevant legislation.
- Other decisions delegated to it by the Board.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex Officio voting member of the Committee.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Resources to support the Committee

The Committee will be supported by Interim Finance Lead, Interim Transitional Lead and Chief Corporate Officer and Interim Executive Assistant for administrative support.

Meetings, Meeting Schedule and Frequency

The Committee meets at least quarterly. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings may be held by videoconference.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present

at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

The Board Chair's attendance is counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Session Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the TSHC Deputations Policy

The Committee Chair will provide a verbal report to the Board of Directors supported by written reports and resolutions on all matters requiring a Board decision and a summary briefing note on matters for information of the Board.

Minutes of meetings will be available to members of the Board on request for information only .

Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

**Toronto Seniors
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**Toronto Seniors Housing Corporation
Board of Directors Meeting
TSHC Financial Planning – Preliminary Financial Results
through December 31, 2021**

Item # 23

Date: January 21, 2022

Report: BD: 2022-08

To: Board of Directors

From: Norman Rees, Interim Finance Lead

Date: January 21, 2022

INFORMATION UPDATE

PURPOSE:

The purpose of this report is to provide an update on TSHC's preliminary December 31, 2021 year-end financial position.

RECOMMENDATION:

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

Preliminary Financial Results through December 31, 2021

Statement of Operations (Attachment 1)

Through December 31, 2021 TSHC incurred preliminary operating expenses of \$663,145. Revenue amounted to \$664,192, being composed of \$663,145 from the City of Toronto and \$1,046 in interest income earned on bank

Toronto Seniors Housing Corporation

balances. 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:

1. Cash – \$479,363
2. HST recoverable - \$36,683
3. Bank interest receivable - \$273
4. Accounts payable - \$193,417
5. Deferred revenue - \$321,855
6. Net assets - \$1,046

TSHC has received verbal confirmation from the City that the unspent 2021 funds (Deferred revenue - \$321,855) can be carried forward into 2022 to be used in support of transitional start up activities. The 2021 carried forward amount is available for spending on transitional activity through December 31, 2022. Management is following up with the City to receive formal written confirmation.

Including the 2021 carry forward amount and the recently approved 2022 transitional budget, TSHC has approximately \$3.2 million in funds available through to June 1, 2022.

2022 Transition Budget

The MOU signed with the City of Toronto provided \$2,831,000 in funding, in two equal quarterly installments, through to June 1, 2022. The first installment (\$1,425,500) was received on January 10, 2022.

Attachment 14: Preliminary Statement of Operations

Attachment 15: Preliminary Statement of Financial Position

Attachment 16: Interim Board Expenditure Policy Report

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Item #23

Attachment 14: Preliminary Statement of Operations

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Prel. Results to December 31 , 2021	Budget
Revenue		
City of Toronto Grant	663,145	985,000
Interest income	1,046	
Total Revenue	664,192	985,000
Expenses		
Salaries and Wages	286,203	200,000
Benefits	12,288	-
Transportation and Communication	99	-
Services	318,517	685,000
Supplies	46,038	100,000
Total Expenses	663,145	985,000
Excess of Revenue over Expenses	1,046	-

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Item #23

Attachment 15: Preliminary Statement of Financial Position

STATEMENT OF FINANCIAL POSITION		Prel. Results to December 31, 2021
Assets		
Cash		479,363
Bank Interest Receivable		273
HST recoverable		36,683
		-
Total Assets		<u>516,318</u>
Liabilities & Net Assets		
Accounts payable and accrued liabilities		193,417
Deferred funding		321,855
Net assets		1,046
Total Liabilities & Net Assets		<u>516,318</u>

Item #23

Attachment 16: Interim Board Expenditure Policy

**Toronto Seniors
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**Toronto Seniors Housing Corporation
Board of Directors Meeting
Interim Expense Reimbursement Policy - Board Members
Attachment 16 - Item #23
Date: January 21, 2022**

Report: BD: 2022-09

To: Board of Directors

From: Norman Rees, Interim Finance Lead

Date: January 21, 2022

FOR APPROVAL

PURPOSE:

The purpose of this report is to provide a recommendation regarding an interim expense reimbursement policy for board members.

RECOMMENDATION:

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

BE IT RESOLVED that the Board of Directors approve the interim expense reimbursement policy for Board Members as follows:

TSHC will reimburse reasonable out of pocket expenses incurred by board members in the performance of their duties as TSHC board members.

The Chair of the Board will approve all reasonable out of pocket expenses incurred by board members.

The Transition Lead and Chief Corporate Officer will approve all reasonable out of pocket expenses incurred by the board chair.

Background

TSHC does not currently have a policy regarding the reimbursement of board member expenses.

TSHC is in the process of reviewing TCHC policies and procedures to assess their applicability to TCHC activities, however, that review process will not be completed for several months. A preliminary review of TCHC's expense reimbursement policy confirms it is also applicable to board members.

In the meantime, it is proposed to establish an interim expense reimbursement policy and procedure for board members.

Proposed Policy

TSHC will reimburse reasonable out of pocket expenses incurred by board members in the performance of their duties as TSHC board members.

The Chair of the Board will approve all reasonable out of pocket expenses incurred by board members.

The Transition Lead and Chief Corporate Officer will approve all reasonable out of pocket expenses incurred by the Board Chair.

(Note: the approval process is TCHC's current policy)

Proposed Procedure

1. All board members will submit their expense claims for reimbursement to the interim finance lead.
2. Documentation is a copy (e-copy is acceptable) of the invoice or receipt that details the items purchased, including applicable taxes.
3. The interim finance lead will seek approval from the Board Chair or Transition Lead and Chief Corporate Officer, as appropriate.
4. Once approved, the expense claim will be paid, via EFT.

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**Toronto Seniors Housing Corporation
Board of Directors Meeting 2022—The Year Ahead: Planning
for Success**

Item # 25

Date: January 21, 2022

Report: BD: 2022-10

To: Board of Directors

From: Mary Tate

Date: January 21, 2021

PURPOSE:

Information update and discussion on planning approach for 2022

RECOMMENDATION:

It is recommended that the board of directors receive the attached presentation 2022—The Year Ahead: Planning for Success for information and discussion.

BACKGROUND:

Planning to date has focused on the transition of TSHC from TCHC on June 1, 2022. Transition planning will remain a priority for the next 5 months.

In addition, to ensure that TSHC is positioned for the period immediately following transition (June-December 2022), we must begin planning for that period as well.

The purpose of this presentation is:

- To receive input from the Board on planning approach and assumptions
- To describe three planning phases for TSHC
 - Transition and Immediate Follow-up
 - Stabilization and Priority Improvements
 - Planning for the Future and Ongoing Operations
- For each of the planning phases to propose:
 - Preparatory work required
 - Milestones in each planning phase
 - What does success look like?

KEY POINTS:

Planning Phases

The presentation proposes three overlapping planning phases. Each planning phase includes preparation prior to transition and anticipated milestones and success for each phase after transition:

- Transition and Immediate Follow-up (January 2022 to July 2022)
- Stabilization and Priority Improvements (March 2022 to December 2022)
- Planning for the Future and Ongoing Operations (April 2022 to 2023 and beyond)

Planning Principles and Assumptions

Overarching principles include:

- Tenant and staff input will be a key aspect of all planning processes
- Achievement of TSHC mandate will guide planning and implementation

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- Planning and implementation will incorporate the Shareholder Direction and City of Toronto strategic priorities (e.g., Tenants First, ISM)

Key planning assumptions include:

- Transition is planned for June 2022
 - It is suggested that June 1, 2022, be a low-key launch of TSHC that reflects tenant and staff input on their needs at the time of transition
 - Minimum go-live requirements will reflect resourcing and other constraints (e.g., COVID)
 - TSHC will become the landlord and the employer
 - Essential service delivery approaches on key functions will be necessary, including access to necessary technology and systems to achieve minimum transition requirements
 - A process for immediate follow-up to issues that arise during the transition must be in place
 - Planning for transition will be done jointly with TCHC and the City where appropriate
- Input of tenants and staff throughout all phases is essential
- TSHC Board and Board Committees will provide oversight and decision-making leading up to transition and beyond
- A higher-profile launch of TSCH could be considered in 2023 after longer-term plans to deliver the mandate have been developed, including strategic plan, tenant centric service plan, and branding and when COVID restrictions permit

SIGNATURE:



Item #25

**Attachment 17: Presentation
2022 – The Year Ahead
Planning for Success**

2022—The Year Ahead

Planning for Success

Ensure seniors have access to the housing, health and community supports they need to age in place with dignity and in comfort.

Ensure employees feel they have new opportunities to live their best work lives in the new organization.

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Context and Purpose of Presentation

Context

- Planning to date has focused on the transition of TSHC from TCHC on June 1, 2022
- Transition planning will remain a priority for the next 5 months
- In addition, to ensure that TSHC is positioned for the period immediately following transition (June-December 2022), we must begin planning for that period as well.

Purpose of Presentation

- To receive input from the Board on planning approach and assumptions
- To describe three planning phases for TSHC
 - Transition and Immediate Follow-up
 - Stabilization and Priority Improvements
 - Planning for the Future and Ongoing Operations
- For each of the planning phases to propose:
 - Preparatory work required
 - Milestones in each planning phase
 - What does success look like?

Note:

- This presentation provides a high-level overview
- Additional details will be provided at committee meetings and/or future board meetings

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Guiding Principles & Planning Phases

Overarching Principles:

Tenant and staff input will be a key aspect of all planning processes

Achievement of TSHC mandate will guide planning and implementation

Planning and implementation will be guided by the Shareholder Direction and City of Toronto strategic priorities (e.g., Tenants First, ISM)

Transition & Rapid Response

- Low-key launch on June 1 that reflects tenant and staff input
- Clear communication of what has changed
- Cause the least amount of disruption to tenants and staff
- Plan for rapid response to issues that arise during the transition

Stabilization & Priority Improvements

- Implement simple, temporary and practical solutions to signal a change from TCHC to TSHC
- Increase visibility of TSHC where it makes sense, and the cost is reasonable
- Work with staff and tenants to determine what are the top priority improvements (top 3-5) that really matter to them
- Set clear targets for priority improvements
- Be responsive to regular input and feedback from tenants and staff on how things are going

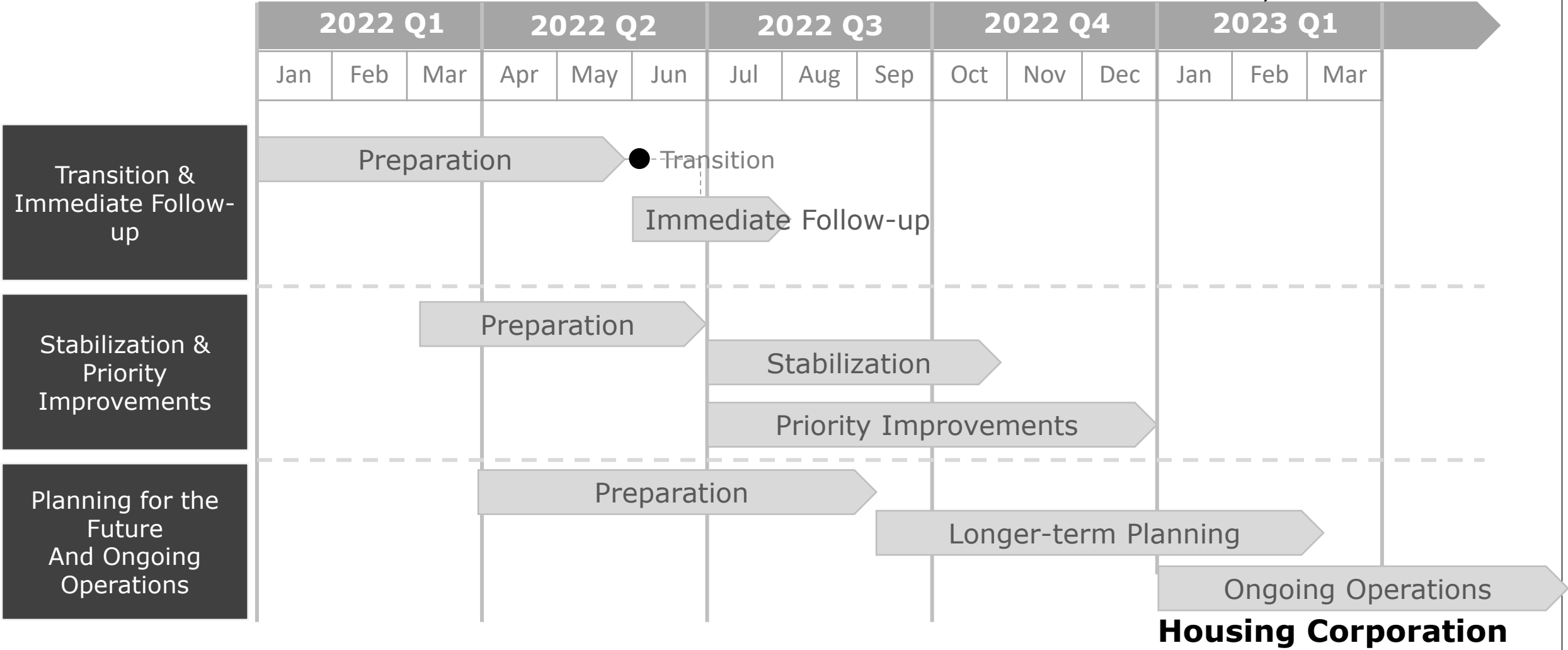
Planning for the Future & Ongoing Operations

- Involve tenants and staff in longer term planning
- Integrated approach to strategic planning, tenant centric service and branding
- Formal launch of TSHC will occur in Q1 2023 after TSHC develops its first strategic plan and accompanying tenant centric service plan and brand strategy

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Planning Phases

Possible
Higher Profile
Launch



Planning Assumptions

✓ Transition is planned for June 2022

- June 1, 2022, will be a low-key launch of TSHC that reflects tenant and staff input on their needs at the time of transition (consult with City on approach)
- Minimum go-live requirements will reflect resourcing and other constraints (e.g., COVID)
 - TSHC will become the landlord and the employer
 - Essential service delivery approaches on key functions will be necessary, including access to necessary technology and systems to achieve minimum transition requirements
- A process for immediate follow-up to issues that arise during the transition must be in place
- Planning for transition will be done jointly with TCHC and the City where appropriate

✓ Input from tenants and staff to planning activities is essential

✓ TSHC Board and Board Committees will provide oversight and decision-making leading the transition and beyond

✓ A higher-profile launch of TSHC could be considered in 2023 after longer-term plans to deliver the mandate have been developed, including strategic plan, tenant centric service plan, and branding and when COVID restrictions permit

Transition and Immediate Follow-up

Preparation

- Gather input from tenants and staff on transfer (what will Day 1 look like) and prepare for tenancy transfer
- Engage and communicate frequently leading up to transfer with tenants, staff and partners
- Complete detailed transition day/month plan
 - Clarity on what must be done before or on transition day and what can be completed during the stabilization period
 - Plan to support tenants and staff during the transition
- Four major areas for transition planning are:
 - Tenants/Tenancy Transfer
 - Employees/Employee Transfer
 - Lease Agreement
 - Service Delivery
- Ensure access to technology and operating applications
- Implement process for immediate follow-up on transfer issues as they arise

Milestones and Success

Transition

- Transition occurs on June 1 as planned
 - Service delivery continues with minimal disruption to tenants
 - Tenants become tenants of TSHC
 - Staff are employees of TSHC
 - Lease agreement is signed

Immediate Follow-up

- TSHC and TCHC are able to respond to issues with transition quickly and effectively
 - Identify issues
 - Resolve quickly
 - Communicate with tenants or staff who are affected
- By July 31, transition complete and immediate issues resolved

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Stabilization and Priority Improvements

Preparation

Stabilization

- Planning for issues not addressed on transition day
 - Key changes that affect tenants and staff (e.g. who do they call, rent payment, payroll issues, etc.)
 - Plan lower priority shared services
- Plan for and initiate hiring of TSHC leadership team and other staff

Priority Improvements

- Input from tenants on TSHC approach to tenant engagement
 - Planning for early implementation of some tenant engagement improvements
 - Include input from STAC on future approaches to tenant engagement
- Input from tenants on top priority improvements
 - Planning for implementation of priority improvements as quickly as possible after transition to demonstrate change

Milestones and Success

Stable Operating Environment

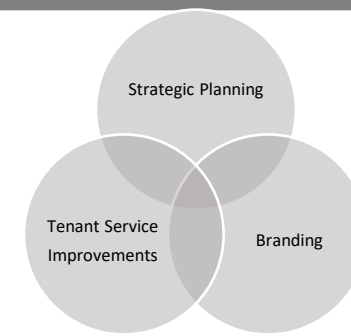
- Support tenants and staff on transition changes
- Senior leadership team in place
 - Ongoing communications, including active participation of CEO and leadership team
- Successful implementation of outstanding transition issues (e.g. rent collection, employee benefits)
- Assess shared services experience, modify as necessary, establish schedule for ongoing review of the shared services agreement
- Financial planning including 2023 budget

Priority Improvements

- Continue to implement, assess and improve ISM
- Implementation of TSHC tenant engagement improvements
- Implementation of priority improvements to demonstrate change

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Planning for the Future



Preparation

- Develop integrated approach to longer-term planning
 - Relationship between strategic planning, tenant service improvement plan and branding
- Clarify roles/responsibilities and process for longer-term planning
 - Role of Board and Board committees, CEO and leadership team, consulting resources etc.
- Develop stakeholder engagement approach
 - Participation of tenants, staff, partners and others, including STAC
- Discuss mandate, priorities, strategic initiatives, branding and financial resources with the City
 - Agree on process for City input on longer-term planning
- Determine resource supports for planning
 - Develop a draft RFP if appropriate
 - Procure support for planning process if necessary

Milestones and Success

Launch strategic planning process

- Initiate longer-term planning process (around September)
 - Include clarity on mission, vision and values that will inform planning and branding
- Actively engage stakeholders throughout the process
- Develop high level objectives and action plans, tenant service improvement initiatives and branding approach

Complete Strategic Plan and Implementation Roadmap

- Position TSHC to move forward to implement its mandate and priorities
- Includes tenant and employee engagement
- Continues implementation of ISM as well as ongoing approach to continuous service improvements for tenants

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Consider higher profile TSHC Launch Q1 2023

Preparation

- Consult with tenants and staff on launch
- Work with City on approach
- Prepare communications, launch day activities

Milestone and Success

- Introduction of new brand, visual identity
- Communication of mandate, objectives and plans
- Active engagement of Board and senior leadership with tenants and staff

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