

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: November 23, 2021

Time: 8:30AM-11:30AM

Location: WebEx

Toronto Seniors Housing Corporation

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Item #9

Toronto Seniors Housing Corporation BOARD OF DIRECTORS MEETING AGENDA

Date: Tuesday, November 23, 2021

Time: 8:30AM-11:30AM

Location: Webex

	Time	Description	Action	Supporting Documents	Presenter
1.	8:30 2min	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 20 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.	8:57 1 min	Motion to move into public session	Approval	NA	Chair
9.	8:58 2 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
10.	9:00 2 min	Approval of Public Meeting Minutes of October 27, 2021	Approval	Public Meeting Minutes – October 27, 2021	Chair
11.	9:02 2 min	Approval of Closed Session Meeting Minutes of October 27, 2021	Approval	Closed Session Meeting Minutes – October 27, 2021 No. 1 & 2	Chair
12.	9:04 2 min	Declarations of conflict of interest (Chair's Poll)	Declaration	Agenda	Chair
13.	9:06 10 min	Transitional Lead's Report	Information	Verbal Report	Michael Sherar
14.	9:16 15 min	Approval of the Joint Transition Workgroup – Terms of Reference and Principles	Approval	Joint Transition Workgroup – Terms of Reference and Principles	Chair
15.	9:31 20 min	Approval of the TSHC Board Standing Committees a) Membership b) Terms of Reference	Approval	Membership Terms of Reference	Lawrence D'Souza

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16.	9:51 30 min	TSHC Functional Services Delivery Model Review & Design	Information	TSHC Functional Services Delivery Model Review & Design	Mary Tate
17.	10:21 20 min	Introduction to Operating Agreement	Information	NA	Mary Tate
18.	10:41 20 min	TSHC Financial Planning	Information	TSHC Financial Planning	Norman Rees
19.	11:01 20 min	Integrated Service Model Implementation	Information	ISM Implementation presentation	Michael Sherar
20.	11:21	Adjournment	Approval		Chair

**Toronto Seniors
Housing Corporation**

Item 10

Attachment 1 – TSHC Public Meeting Minutes – October 27, 2021

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 October 27, 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

Regrets:

Chris Murray, ex-officio
Councillor Paul Ainslie

City staff present:

Emma Helfand-Green, *Management Consultant, Seniors Services – Seniors Services and Long-Term Care*

Paul Johnson, *Deputy City Manager – City of Toronto*

Kevin Lee, *Senior Corporate Management & Policy Consultant – City Manager’s Office*

Michael Smith, *Solicitor, Municipal Law – City of Toronto Legal Services Division*

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Reema Patel, *Solicitor, Municipal Law – City of Toronto Legal Services Division*
Jenn St. Louis, *Manager – Tenants First Project at City of Toronto*

TSHC representatives present:

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

Rajni Vaidyaraj, *Interim Executive Assistant*

Arlene Howells, *Interim Communications and Stakeholder Relations Lead*

Mary Tate, *Interim Project Management Lead*

Helena Ferreira, *Interim Human Resources Lead*

Norman Rees, *Interim Financial Lead*

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.

Majority of the Directors, constituting quorum, 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 fourth Board meeting and stated that the meeting was being live streamed for the first time. The Chair noted the Acknowledgement of the Land. She indicated that since the last meeting, all the directors were actively involved in the workgroups established for the General Counsel and Corporate Secretary recruitment, Chief Executive Officer (“CEO”)

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search and governance. She informed the Board that the TCHC Board had approved the joint transition plan leading to the transfer of operations of the senior housing portfolio from the Toronto Community Housing Corporation (“TCHC”) to the TSHC on June 1, 2022. She provided a brief overview of the transition plan noting that early plans and activities would be discussed at the Meeting. She stated that two deputation requests were received in relation to Agenda Item 15 and the deputants will join via phone.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

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

Motion carried **UPON MOTION**, duly made by Mr. Law, and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the public meeting agenda, as presented, is hereby approved.

ITEM 3: APPROVAL OF PAST MINUTES

The Chair tabled the minutes of the last public meeting held on September 28, 2021 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Mr. Meeks, and seconded by Ms. Jackson, **IT WAS RESOLVED THAT** the public meeting minutes of September 28, 2021, as table, are hereby approved.

ITEM 4: 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 5-9: CLOSED SESSION

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

ITEM 10: MOTION TO APPROVE IN-CAMERA DECISION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors receive the report and approve the TSHC pausing on the recruitment of a General Counsel and Corporate Secretary until after the CEO recruitment is complete.

ITEM 11: TRANSITIONAL LEAD'S REPORT

At the invitation of the Chair, Mr. Sherar provided a verbal update on the progress of the transition plan as approved in September 2021 and thanked the Board for their feedback on the key areas of the progress. He indicated that there would be parallel approvals at both TSHC and TCHC Boards at each stage of the plan, and that the transition team was in place and will be presenting updates on the different components of the transition plan at the meeting today.

**ITEM 12: MOTION TO APPROVE TSHC BOARD STANDING COMMITTEE
STRUCTURE**

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At the invitation of the Chair, Mr. D’Souza – Vice Chair, provided a review of report which outlined the recommendation of the Governance workgroup on the Standing Committee Structure of the Board. He stated that the Governance Workgroup recommended to establish three Standing Committees of the Board, namely, Corporate Governance and Human Resources Committee, Audit, Finance and Risk Management Committee, Quality and Tenant Engagement Committee (together therein the “Committees”) and reviewed the high-level responsibilities and membership, along with the Board Standing Committee Principles as mentioned in the report previously circulated to the Board. He further answered questions from the Board.

The Chair noted that following the approval of TSHC Board Standing Committee structure, the mandate, related components, terms of reference and constitution of Committees will be brought for approval in November 2021.

Councillor Fletcher proposed that the Tenant’s First Team be consulted on this item which was noted.

Motion carried **UPON MOTION**, duly made by Mr. D’Souza and seconded by Councillor Fletcher and unanimously carried, **IT WAS RESOLVED THAT** the TSHC establish the following Standing Committees of the Board with the proposed high-level responsibilities and membership, along with the Board Standing Committee Principles:

- Corporate Governance and Human Resources Committee
- Audit, Finance and Risk Management Committee
- Quality and Tenant Engagement Committee

ITEM 13: CEO SEARCH UPDATE

The Chair provided a verbal update on the progress of the CEO search process. She noted that the Search Committee sent a comprehensive request for proposals to

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three recruitment firms on an invitational basis, each with deep and relevant experience. She provided an overview of the next steps and proposed timeline for the Search Committee.

Discussion ensued on the basis of selection of the firms that were sent an invitation to apply. There being further questions on the item, Councillor Fletcher proposed to move the meeting to a closed session.

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

ITEM 14: TSHC/TCHC 2022 FINANCIAL PLANNING

At the invitation of the Chair, Mr. Sherar introduced Mr. Rees, Interim Financial Lead and welcomed him to provide an update on TSHC/TCHC Financial Planning. Mr. Rees provided a review of his report, which was previously circulated to the Board, outlining an update on TSHC current financial position and projected results through to December 2021, planning for the 2022 Transition budget to June 1, 2022, and planning with respect to TSHC's operating budget post June 1, 2022 with recommendation to the Board to receive the report for informational purposes. The Board had a high-level discussion on the revenue sources for TSHC. Mr. Rees then answered the questions from the Board.

ITEM 15: TRANSITION COMMUNICATIONS PLAN

DEPUTATION: The following verbal deputation was received with respect to the report.

1. Bill Lohman

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The Chair welcomed Mr. Lohman to the meeting and indicated he had five minutes to address the Board at which time the Directors may ask questions afterwards. Mr. Lohman thanked the Board for recognizing the need for seniors to be acknowledged and be heard. He raised concerns on lack of tenants' input or tenants' voice in the Integrated Service Model and requested that TSHC should have clear, concise and consistent communication with the tenants. He noted that there have been a list of pending issues and concerns by seniors that were not adequately addressed through existing engagement mechanisms.

2. Maureen Clohessy

The Chair welcomed Ms. Clohessy to the meeting and indicated she had five minutes to address the Board at which time the Directors may ask questions afterwards. Ms. Clohessy provided her views on the transition communication plan and noted the matters where the tenants would like to be heard. She noted that the tenants would like to be involved in the work being done by the workgroups and committees of TSHC.

At the invitation of the Chair, Ms. Howells provided a review of the proposed communication plan. She informed the Board that she had opportunity to work with and receive feedback from a focus group of tenants including the deputants who addressed the Board at this meeting. She noted that the long-standing issues with tenants pre-dated the creation of TSHC and the operational issues were currently under the purview of TCHC. She discussed the engagement with TCHC in the ISM structure, operational issues that TCHC are managing and accessibility in terms of communications to seniors. She indicated the communications materials were planned to be disseminated next week to senior tenants, TCHC staff and the general public.

The Chair requested Ms. Howells to include the feedback from communication with tenants in reports to the Board. A discussion ensued regarding the communication plan and communications and engagement issues raised by the deputants. Ms.

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Howells, Ms. Helfand-Green and Ms. St. Louis answered questions from the Board. At the invitation of the Chair, Mr. Sherar commented on the role of Tenant's First team and the issue of tenant engagement. Councillor Fletcher proposed that the communication team work with Tenant's First on the issues raised by the deputants.

Motion carried **UPON MOTION**, duly made by Councillor Fletcher and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the communication and engagement issues raised by the deputants be referred to Tenant's First

ITEM 16: DRAFT EXECUTIVE LEADERSHIP TEAM

At the invitation of the Chair, Ms. Ferreira provided a review of the report which outlined Draft Executive Leadership Team Organization Structure recommending six positions to be considered, on the understanding that the structure once approved by the Board would then need to be re-confirmed in consultation with the new CEO (once appointed). She indicated that once all feedback has been incorporated, she will bring the amended Executive Team Organization Structure for formal approval to the Board. She answered questions from the Board.

Following discussion on potential impact of shared services and the unique mandate of TSHC on the Executive Leadership Team organization structure, Councillor Fletcher requested that Mr. Sherar review the proposed structure with the City Manager to ensure alignment with the practices at the City of Toronto.

ITEM 17: TSHC/TCHC SHARED SERVICES REVIEW

At the invitation of the Chair, Ms. Tate provided an informational update of the shared service project.

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ITEM 18: TRANSITION PROJECT PLAN

At the invitation of the Chair, Ms. Tate provided an update on the development of the Transition Project Plan. She reviewed how each item would be treated in terms of completed, in progress and incomplete items. She reviewed the initial project status report as of October 15, 2021.

ITEM 19: 2022 BOARD MEETING DATES

The Chair provided a review of the suggested Board meeting dates for 2022 understanding that these dates may need to be changed once the City schedule of meetings for 2022 is published, so as to avoid conflicts.

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 approve 2022 Board Meeting dates:

ITEM 20: TERMINATION

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Mr. Law, **IT WAS RESOLVED THAT** the public meeting terminate at 11:10 a.m. (EDT).

Maureen A. Quigley, Chair
Board of Directors

Monique Hutchins, Secretary

**Toronto Seniors
Housing Corporation**

Item 11

Attachment 2 – TSHC Closed Meeting Minutes – October 27, 2021

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held closed session meetings on October 27, 2021 at 8:40 a.m. (EDT) and 9:10 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

Regrets:

Chris Murray, ex-officio
Councillor Paul Ainslie

All or part of the time

City staff present:

Emma Helfand-Green, *Management Consultant, Seniors Services – Seniors Services and Long-Term Care*

Michael Smith, *Solicitor, Municipal Law – City of Toronto Legal Services Division*

Reema Patel, *Solicitor, Municipal Law – City of Toronto Legal Services Division*

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TSHC representatives present:

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

Rajni Vaidyaraj, *Interim Executive Assistant*

Helena Ferreira, *Interim Human Resources Lead*

Board Secretary present:

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

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

ITEM 6: APPROVAL OF CLOSED SESSION MEETING AGENDA

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

<i>Motion</i>	UPON MOTION , duly made by Mr. Meeks, and seconded by
<i>carried</i>	Mr. Law, IT WAS RESOLVED THAT the public meeting agenda, as presented, is hereby approved.

ITEM 7: 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 8: GENERAL COUNSEL AND CORPORATE SECRETARY RECRUITMENT

At the invitation of the Chair, Mr. Law provided a review of report which outlined the recommendation to the Board regarding pausing the recruitment of TSHC's General Counsel and Corporate Secretary until the new Chief Executive Officer

Toronto Seniors Housing Corporation

("CEO") was appointed and to access temporary legal and corporate secretary services where needed to support the transition workplan.

Mr. Sherar indicated that the preferred candidate shortlisted by the selection panel withdrew at the negotiation stage due to the likely salary gap from their current position in the private sector. He noted that after discussions with the second ranked candidate, compensation was again a factor, therefore the selection group decided not to pursue the candidate. Discussion ensued on ideal compensation and alignment with the City of Toronto. Mr. Law further answered questions from the Board.

ITEM 9: MOTION TO MOVE INTO PUBLIC SESSION

<i>Motion carried</i>	UPON MOTION , duly made by Mr. Law and seconded by Ms. MacNeil and unanimously carried, IT WAS RESOLVED THAT the Board move into the public session.
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CLOSED SESSION #2 at 9:10 a.m. (EDT)

ITEM 13: CEO SEARCH UPDATE

At the invitation of the Chair, Ms. Ferreira provided the names of the three recruitment firms that were sent the request for proposal by the CEO Search Workgroup, namely The Phelps Group, Boyden Canada and Knightsbridge Executive Search. She further outlined the expertise and experience of each firm and provided an overview of the recruitment process, noting the Workgroup would be asked to assess the proposals against three (3) weighted criteria, namely technical expertise, interviewing capabilities and pricing. A high-level discussion ensued on various aspects to be weighted for final selection and Ms. Ferreira answered the questions from the Board.

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MOTION TO MOVE INTO PUBLIC SESSION

Motion **UPON MOTION**, duly made by Councilor Fletcher and seconded by
carried Ms. MacNeil 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 Housing Corporation
Board of Directors Meeting
Joint Transition Workgroup**

Item #14

Date: November 23, 2021

Report: BD: 2021-29

To: Board of Directors

From: Maureen Quigley, Board Chair

Date: November 16, 2021

PURPOSE: FOR APPROVAL

The purpose of this report is to provide a recommendation regarding the Terms of Reference for a Joint Board Transition Workgroup.

RECOMMENDATION:

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

Be it resolved that the Board of Directors approve the establishment of a Joint Board Transition Workgroup with the following Terms of Reference and Principles

Item 14

Attachment 3 – Joint Transition Workgroup Terms of Reference

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation and Toronto Community Housing Corporation Joint Transition Workgroup Terms of Reference

Purpose

The Joint Transition Workgroup (JTW) will provide a forum for CEO TCHC and Interim Transitional Lead and Chief Corporate Officer TSHC to meet with Board members from both corporations and to jointly report on and discuss progress towards transition according to the Joint Transition Workplan. Members of TCHC/TSHC JTW will report back to their individual Boards with respect to these reports highlighting any opportunities, issues of risk or concern.

Terms of Reference

1. Receive transition plan progress reports from management of TCHC and TSHC.
2. Identify areas of common opportunity, concern or risk from reports.
3. Assess and monitor compliance of the Transition planning with the Principles for Transition (including those directed by the City).
4. Report to individual Boards on transition plan progress, any jointly identified risk issues and adherence to Principles for Transition.
5. Direction to management on substantive issues that would normally require Board approval must come from the individual Boards to the respective management teams. This working group would serve to inform both boards of these required directions.
6. Discussions at JTW will not extend to those issues that would meet the criteria for inclusion in closed session at either Board.

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7. The JTW reserves the right to request “special” Board meetings on opportunities, issues and or risks that require direction outside of the scheduled Board meetings of both Boards.
8. Minutes from JTW meetings will be made available to both Boards, will be tabled at the next available meeting of each Board, and would accompany a report from the respective JTW Co-Chair.

Membership

Maureen Quigley, Board Chair, TSHC (Co-Chair)

Tim Murphy, Board Chair, TCHC (Co-Chair)

Two additional Board members from each corporation

Administrative support provided by Governance secretariat to CEO TCHC and Interim EA, TSHC

Meeting Frequency

Bi-Monthly (Meetings January, March, May, July, September)

Term

Until September 2022

**Toronto Seniors
Housing Corporation**

Item 14

Attachment 4 –Transition Principles

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation – Toronto Community Housing Corporation

Transition Principles

Background

- TSHC will assume tenant leases and operate 83 TCHC buildings; TCHC will be responsible for capital needs of buildings.
- TSCH will offer employment to TCHC Seniors Unit tenant-facing staff.
- TCHC Office of the Commissioner of Housing Equity services provided to TSHC for 2 years.
- TCHC may provide other support services to TSHC through shared service agreements.

Transition Principles Directed by City of Toronto:

- Promote the common interests of tenants and City objectives.
- Minimize disruption to tenants.
- Minimize financial impacts on the City.
- Ensure compliance with existing TCHC capital funding and borrowing agreements.
- Mitigate business and operational risks for both corporations during a transition period. This may include TCHC supporting TSHC administrative functions in the short term where feasible, as TSHC builds capacity.
- Ensure the capital needs of seniors-designated buildings are assessed and resourced at a level similar to that of comparable buildings in the TCHC's portfolio.

Additional Transition Principles

- Toronto Community Housing Corporation and Toronto Seniors Housing Corporation will work collaboratively with each other and with the City of Toronto on the transition.

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- The TCHC Board of Directors and the TSHC Board of Directors will oversee the transition planning activities of their respective organizations and make timely decisions as required during the transition planning process
- Stakeholder communications will be co-ordinated to ensure messaging is aligned.
- Seniors tenants will be engaged throughout the transition to provide feedback on transition workplan areas of interest to tenants, prior to Board approvals.
- TCHC Staff affected by the transition will receive regular and up to date communications on transition plans.

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Toronto Seniors Housing Corporation Board of Directors Meeting Board Standing Committees

Item #15

Date: November 23, 2021

Report: BD: 2021-30

To: Board of Directors

From: Lawrence D'Souza, Board of Directors Governance
Workgroup Chair

Date: November 16, 2021

PURPOSE:

The purpose of this report is to provide a recommendation regarding the Board Standing Committees Memberships and Terms of Reference.

RECOMMENDATION:

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

BE IT RESOLVED THAT the Board of Directors approve a) the membership and b) the Terms of Reference for the Board of Directors Standing Committees.

a) Membership:

Audit Finance and Risk Committee:

Lawrence D'Souza (Chair), Warren Law, Maureen Quigley (ex-officio)

Corporate Governance and Human Resources Committee

Warren Law (Chair), Brenda Parris, Councilor Paul Ainslie, Maureen Quigley (ex-officio)

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Quality and Tenant Engagement Committee

Linda Jackson (Chair), Carrie MacNeil, Jim Meeks, Councillor Paula Fletcher, Maureen Quigley (ex-officio)

b) Terms of References (see attachments)

SIGNATURE:

Lawrence D'Souza, Chair

TSHC Board of Directors Governance Workgroup

Attachment # 5 Audit Finance and Risk Committee Terms of Reference

Attachment # 6 Corporate Governance and Human Resources
Committee Terms of Reference

Attachment #7 Quality and Tenant Engagement Committee Terms of
Reference

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Item 15

Attachment 5: Audit Finance and Risk Committee Terms of Reference

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

AUDIT, FINANCE AND RISK COMMITTEE

Terms of Reference

DRAFT

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.

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- 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.
- 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.
 - 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.

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- 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.

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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 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

Toronto Seniors Housing Corporation

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 Terms of Reference on an annual basis to ensure that they remain appropriate to the circumstances of the Corporation and of the Board.

**Toronto Seniors
Housing Corporation**

Item 15

**Attachment 6: Corporate Governance and Human Resources
Committee
Terms of Reference**

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

CORPORATE GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Terms of Reference

DRAFT

Purpose

The Corporate Governance and Human Resources Committee (the Committee) is a standing committee of the Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor governance and human resources 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

Governance

The Committee will:

- annually review compliance by the Corporation with all applicable regulatory requirements relating to corporate governance;
- at least every two years, review the governance framework for the Corporation and advise the Board regarding:
 - areas of concern
 - corporate governance developments and best practices;
 -

Toronto Seniors Housing Corporation

- appropriate structures and procedures to allow the Board to function effectively; and
 - recommended changes
- annually review the composition of the Board as a whole and recommend, if necessary, changes to the Board Competency Matrix;
- together with the Board Chair, annually and as vacancies arise, review the skills and experience on the Board and recommend to the Board the desired skills and experience for potential new Directors to be recommended to the City of Toronto through the Board Chair;
- ensure programs are in place for new Director orientation and ongoing Director professional development;
- assist and support the annual review processes for evaluating the effectiveness of the Board, Board Chair, and Committees;
- periodically review and assess the Corporation's communication to stakeholders and the general public with respect to its policies and practices in the areas of corporate governance, including the communication contained on the Corporation's internal and external websites;
- annually review and ensure the adequacy of the Corporation's Code of Conduct and Conflict of Interest policies and procedures for Directors and all employees;
- annually obtain Conflict of Interest Declarations from Directors;
- address Code of Conduct issues as delegated to the Committee by the Board;
- review Directors' and officers' liability coverage

Human Resources

The Committee will:

- together with the Board Chair, lead the development of the CEO's annual goals and objectives;
- together with the Board Chair, lead the Board's annual performance and compensation review for the CEO
- annually review the Corporation's executive leadership structure and succession plans;

Toronto Seniors Housing Corporation

- review and recommend to the Board the Corporation's framework for executive compensation;
- review management recommendations for programs, policies and practices with respect to the development of the Corporation's human resources;
- recommend to the Board the guiding principles for collective bargaining and proposed collective agreements; and
- review with the CEO any proposed external commitments of the CEO before they are made, and make recommendations to the Board.

The Committee will assume other related responsibilities as assigned to the Committee 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. At least one member should have experience in corporate governance. At least one member should have experience in human resources. 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 Human Resources 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 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 Meetings Policy

Committee meetings are open to the public

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

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

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.

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 Terms of Reference on an annual basis to ensure that they remain appropriate to the circumstances of the Corporation and of the Board.

Item 15

**Attachment 7: Quality and Tenant Engagement Committee
Terms of Reference**

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

QUALITY AND TENANT ENGAGEMENT COMMITTEE

Terms of Reference

DRAFT

Purpose

The Quality and Tenant Engagement 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 operational performance, strategic planning, quality and tenant engagement 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

- Establish the Corporation's operational performance framework including key performance indicators and annual targets.
- Oversee the development and implementation of policies regarding communications and tenant engagement.
- Oversee the Corporation's partnerships with Health partners and Social Services partners.
- Receive semi-annual reports from management on progress against the Corporation's Strategic Plan.
- Oversee the Corporation's operational performance framework to include areas of building operations including contracted building services, tenant health and wellness, tenant engagement, tenant safety, confronting anti-black racism, stakeholder relations and partnerships, communications.

Toronto Seniors Housing Corporation

- Monitor operational performance of the Corporation as measured by key performance indicators against annual targets through quarterly performance reports.

The Committee will assume other related responsibilities as assigned to the Committee 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. 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 Communications and Stakeholder Relations 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 be held by videoconference.

Toronto Seniors Housing Corporation

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 Meetings Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the Corporation's Deputations Policy

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

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.

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.

Toronto Seniors Housing Corporation

The Board will review the committee's Terms of Reference on an annual basis to ensure that they remain appropriate to the circumstances of the Corporation and of the Board.

**Toronto Seniors Housing Corporation
Board of Directors Meeting TSHC Functional Service
Delivery Model Review and Design**

Item #16

Date: November 23, 2021

Board of Directors

Report: BD: 2021-31

To: Board of Directors

From: Mary Tate

Date: November 16, 2021

PURPOSE: INFORMATION UPDATE

The purpose of this report is to provide background and next steps on the shared services project for information and discussion by the Board.

RECOMMENDATION:

It is recommended that this report and presentation be received by the Board for information purposes

BACKGROUND:

The City of Toronto hired MNP to conduct a project on shared services for TSHC which can be provided through a partnership with TCHC.

The attached presentation will be delivered by MNP.

KEY POINTS:

The presentation raises the following key points:

- The functional service delivery model will be developed in the context of the overarching roles of TSHC and TCHC (TSHC as landlord,

Toronto Seniors Housing Corporation

accountable to tenants; TCHC as a service delivery provider, accountable to TSHC for corporation-to-corporation services and with responsibility for the long-term capital maintenance of the buildings)

- The outcome of the shared services project will include a functional service delivery model for TSHC which will identify both those services to be delivered directly by TSHC and those which can be delivered as a shared service in partnership with TCHC.
- The service delivery approach will be to leverage existing capacity and expertise at TCHC to the benefit of both corporations including: minimizing net new costs to both; simplifying the transition of TSHC from TCHC; reducing the costs of transformation at both corporations; and minimizing impact on staff and tenants
- The project includes considerations that there may be different service delivery packages in the immediate-term and long-term. Overall it is understood that the service delivery package provided to TSHC at point of transfer may be reduced over time as TSHC grows its internal capacity.
- In general, services that are closely linked to the tenants are less likely to be shared and services that are further removed from the tenants are more likely to be shared
- In determining which services should be shared, three key analysis principles are suggested: promote the focus of TSHC on its core business of integrated service delivery to tenants; consider the impact on both TSHC and TCHC; ensure financial responsibility
- The project approach has four steps: identify functions and services; conduct phased service analysis; define service delivery model for June 1; define long-term service analysis
- The phased analysis allows for early recommendations on shared services
- Next Steps: develop TSHC functional service delivery model; analyze phase 1 services; return to TSHC Board in December with preliminary functional service delivery model and recommendations for phase 1 services (This will also go to TCHC Board in December).

Signature:

Mary Lata

Attachment 8: TSHC Functional Service Delivery Model Review and Design
(MNP)

Item 16

**Attachment 8 – TSHC Functional Service Delivery Model
Review and Design (MNP)**



TSHC Service Delivery Model Review and Design

Board of Directors Meeting

November 23, 2021



Wherever business takes you

[MNP.ca](https://mnp.ca)



Agenda

1. Project Context
2. Analysis Principles
3. Project Approach
4. Key Milestones and Timelines
5. Next Steps
6. Appendices

TSHC Shared Service Delivery by TCHC

Shared services in the context of this project

- Acquisition of service from TCHC which may be in the form of purchase of service agreements.
- Enables TSHC to focus on its core business to improve the experience of TSHC tenants.
- Service delivery needs to consider the impact on both TCHC and TSHC.

Benefits of this delivery model



Simplicity of Transition



Streamlining costs for both organizations



Minimize impact on tenants and staff

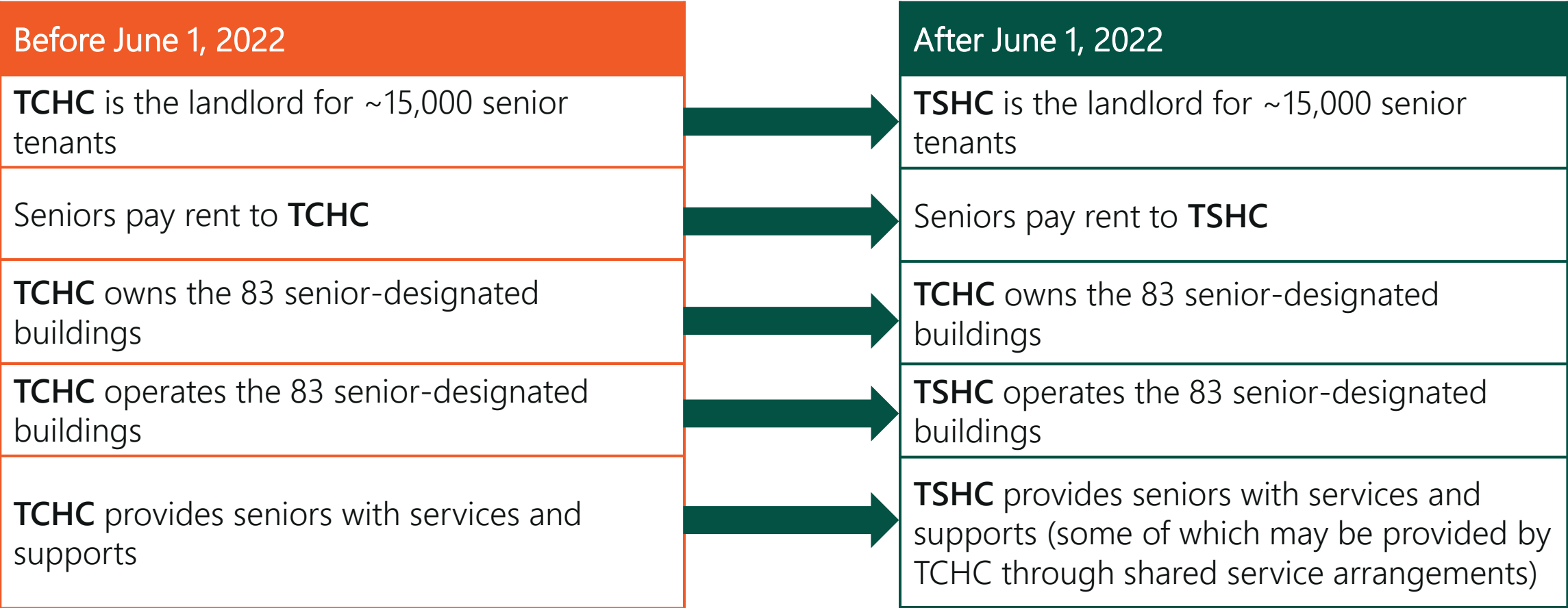


Leverages existing capacity and expertise

Overarching Roles of TSHC and TCHC



Although TCHC is responsible for the physical assets (i.e. capital maintenance and building ownership), TSHC is accountable to the tenants and responsible for their experience.



Short and Longer Term Service Delivery Models **MNP**

What may be optimal for TSHC launch on June 1 may not be optimal for TSHC longer term

June 1 Service Delivery Model

Considers optimal service delivery to ensure there is no interruption to tenants at transition

- ✓ Some services continue to be delivered by TCHC to ensure continuity
- ✓ Some services to be delivered by TSHC

Longer Term Service Delivery Model

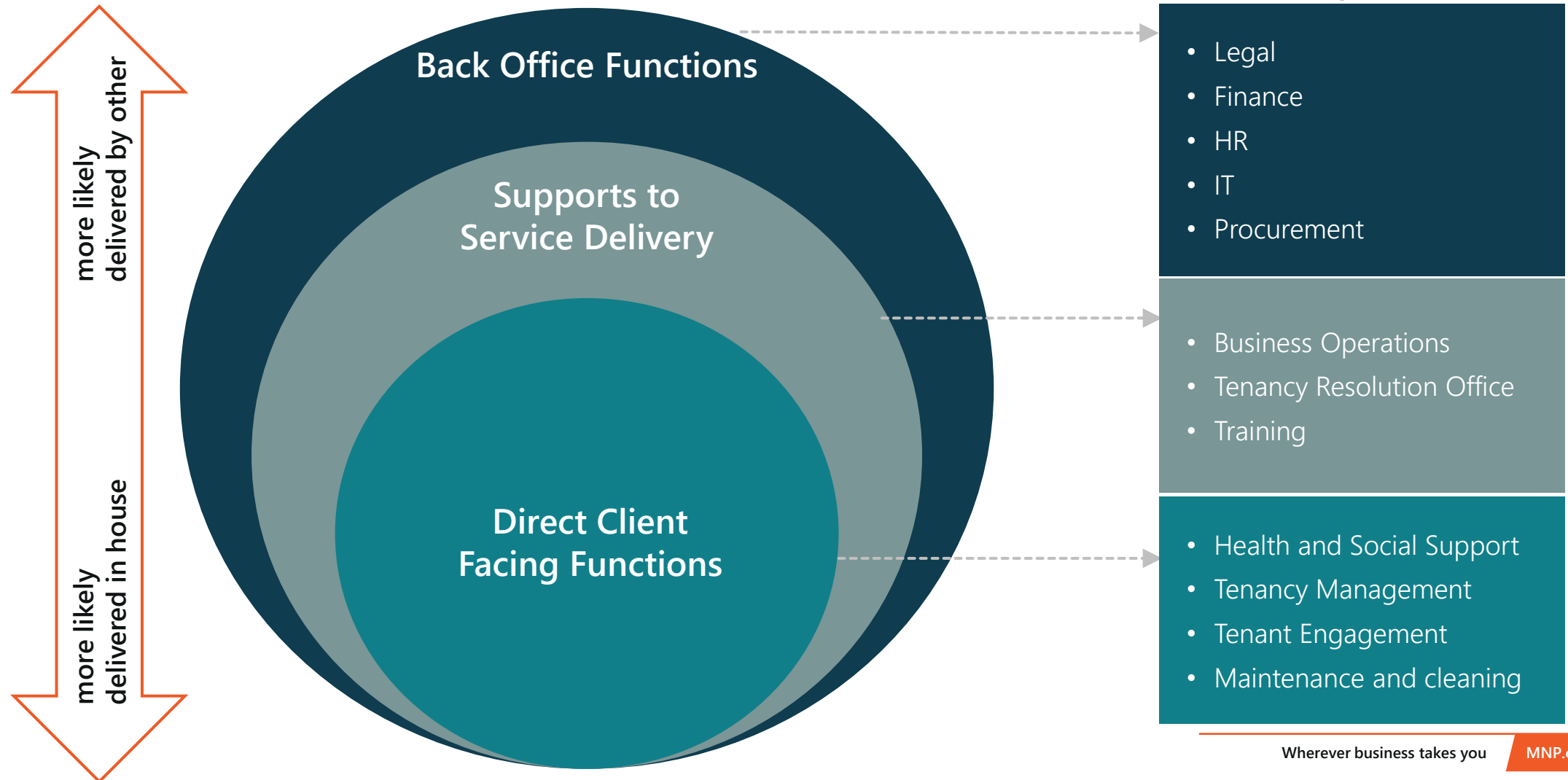
Considers the optimal TSHC service delivery model for services currently delivered by TCHC

- ✓ Continue to deliver by TCHC
- ✓ Deliver directly by TSHC
- ✓ Deliver by a 3rd party

Analysis Principles

In general, services that are closely linked to client are more likely to be delivered directly, while services that are further removed from the client are more likely to be delivered by an outside party.

Examples



Analysis Principles

Core to the principles is ensuring successful delivery of the mission for TSHC and TCHC, leveraging the following principles:

1

Ensure focus on the core business

2

Consider impacts on both TSHC and TCHC

3

Ensure financial responsibility



Minimize disruption to tenants



Improve service to tenants



Simplicity and practicality of implementation



Impact on staff



Sufficient organizational capacity to deliver services at TSHC and/or TCHC



Alignment of services requirements



Compliance with existing Toronto Community Housing Corporation capital funding and borrowing agreements



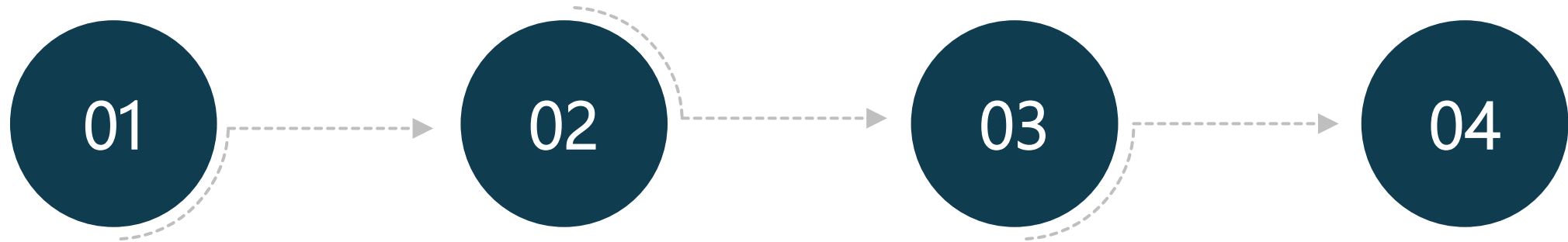
Minimize financial impacts and risks to the City, TCHC, TSHC



Impact on community safety

Project Approach

A phased approach to service delivery definition will support a successful June 1st launch



Identify and define the functions and services



Phased Service Analysis Approach



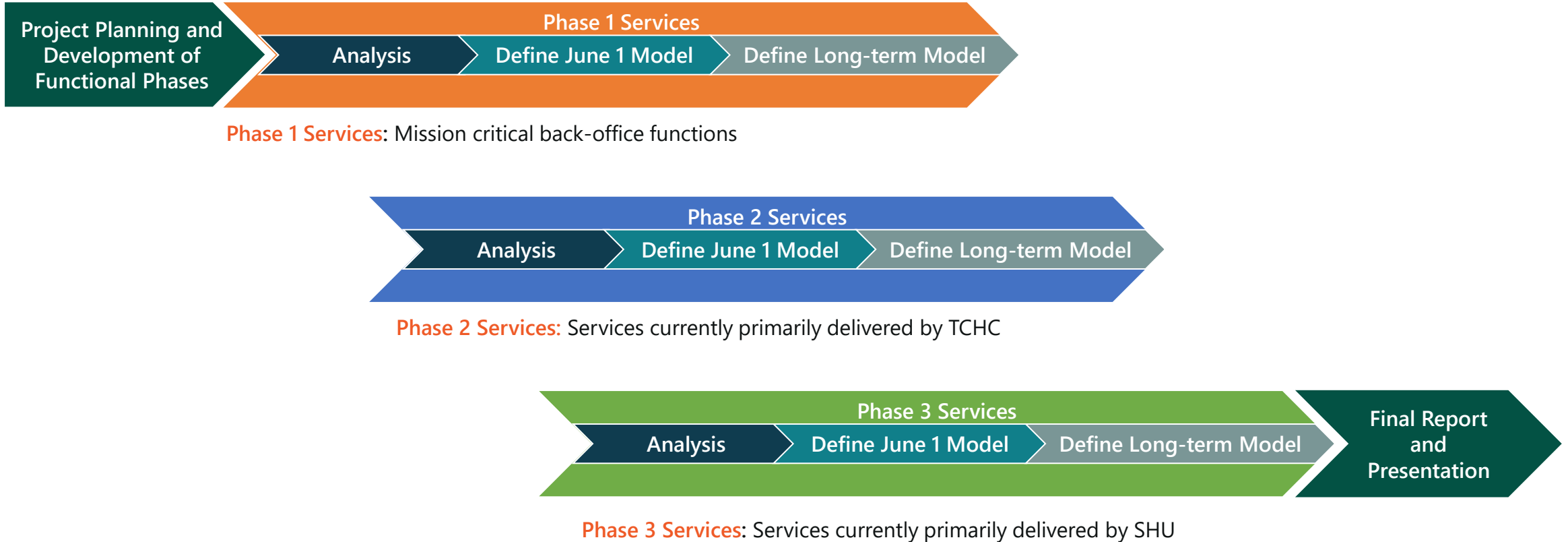
Define Service Delivery Model for June 1st



Define Long-term Service Delivery Model

Phased Analysis Approach

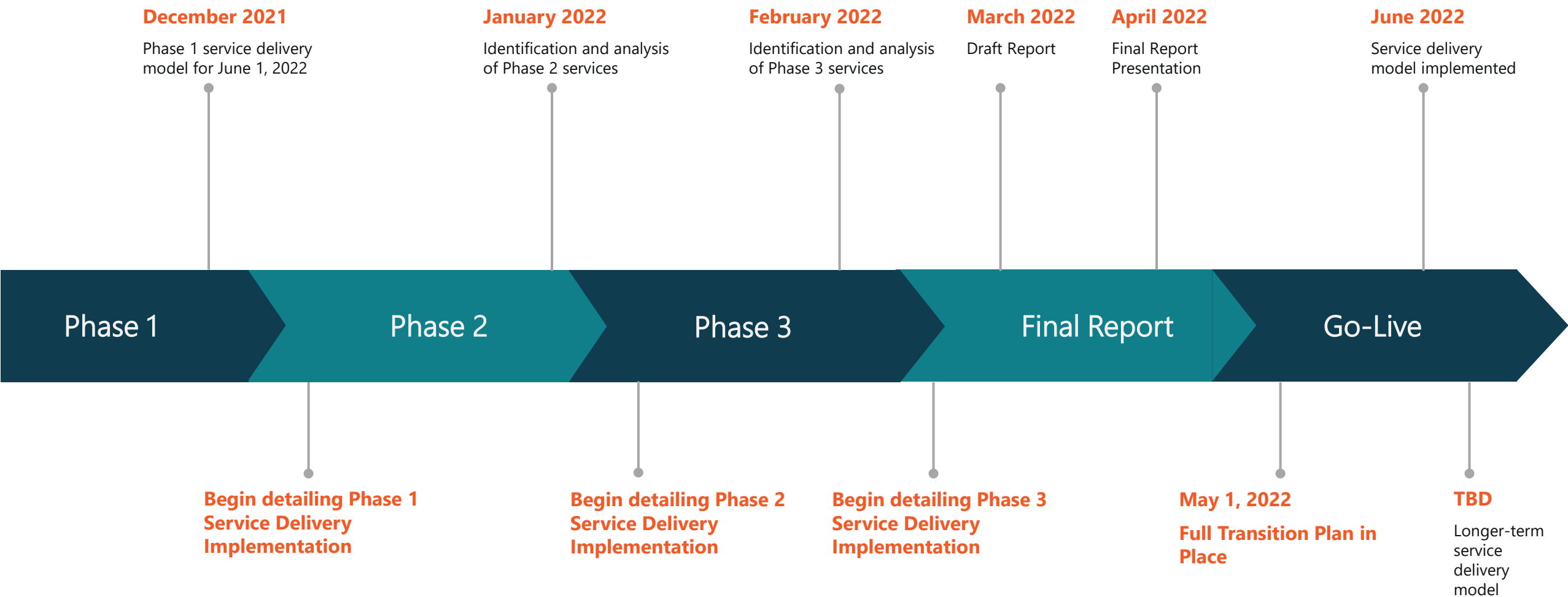
Taking a phased approach to analysis will allow for earlier recommendations



Key Milestones and Timeline



The timeline below outlines the approach and the key project milestones



Next Steps

1. Develop complete list of TSHC services
2. Analysis of Phase 1 services
3. Return to TSHC Board in December with preliminary service delivery model for phase 1 services

Appendices

Preliminary Phased Approach: Mission Critical Services



Finance	Human Resources
<ul style="list-style-type: none">• Financial management/ Budget• Property Accounting• Internal Audit• Treasury• Accounts Payable• Accounts Receivable	<ul style="list-style-type: none">• Recruitment, staffing and compensation• Learning and Organizational development• Labour Relations and employee services• Health and Safety• Payroll, Pension and Benefits• Internal employee investigations

High Level Process Example: Recruitment

Create job description

Defining the requirements and responsibilities of the position

01

Post job

Publishing the job opening on various platforms for job seekers

03

Interview

Conducting one-on-one discussions with candidates identified on the short list

05

Hire

Extending a job offer to the chosen candidates and performing a background check

07

Classify position/compensation

Determining the compensation range and role responsibilities

02

Short list

Creating a "short list" of all potential candidates well suited for the role

04

Send out offers/Negotiate

Identifying the right candidate for the role, and reaching an agreement on the details of their contract

06

High Level Process Example: Recruitment



Create Job description		Classify Position		Post Job	
TCHC	TSHC	TCHC	TSHC	TCHC	TSHC
Short List		Interview		Negotiate	
TCHC	TSHC	TCHC	TSHC	TCHC	TSHC
Hire					
TCHC	TSHC				

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Board of Directors Meeting Operating Agreement Overview Item #17

Date: November 23, 2021
Board of Directors

Report: **BD: 2021-32**

To: Board of Directors

From: Mary Tate

Date: November 16, 2021

PURPOSE: **INFORMATION UPDATE**

RECOMMENDATION:

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

BACKGROUND:

The City of Toronto has a dual role in social housing – that of the Shareholder of Toronto Seniors Housing Corporation, as well as that being the designated Service Manager of social housing programs under the Housing Services Act. The requirement to enter into an Operating Agreement with the City is outlined in the Shareholder Direction and is related to the Service Manager role, including both regulatory and funding.

The relationship between the City as Service Manager and Toronto Seniors Housing Corporation is governed by the Housing Services Act and will be defined in the

Toronto Seniors Housing Corporation

Operating Agreement. The parameters of such agreement are identified in Sections 8.3 and 8.4 of the Shareholder Direction, and relate to service level standards, implementation of the flow of subsidies, detailed program-level reporting and other such issues

SHAREHOLDER DIRECTION:

Guiding principles for the execution of the Operating Agreement, as identified in the Shareholder Direction are that both parties will seek to ensure:

- (a) Stable and predictable funding;
- (b) Efficient operations including consideration of reviews of programs, services and processes and opportunities to share services with other providers and the City;
- (c) Simplified and harmonized social housing program structures and funding models; and
- (d) Transparent reporting relationships and lines of accountability between Toronto Seniors Housing Corporation and the City.

As stated in the Shareholder Direction, the Operating Agreement will include, but not necessarily be limited to:

- (a) Defining level of Service Manager service standards (number of rent-geared-to-income units) allocated to Toronto Seniors Housing Corporation;
- (b) Requirements for the provision of budget and other financial information as deemed appropriate by the City CFO & Treasurer, to the Shelter, Support and Housing Administration Division in order to prepare their budget;
- (c) Requirements for program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill Service Manager obligations under the Housing Services Act;

Toronto Seniors Housing Corporation

- (d) Requirements for providing any other information described in the Operating Agreement;
- (e) Method and timing for the payment of subsidies to Toronto Seniors Housing Corporation;
- (f) Method for calculation of the amount payable to Toronto Seniors Housing Corporation; and
- (g) Identification of the Service Manager's delegated responsibilities to Toronto Seniors Housing Corporation under the Housing Services Act (for example, rent-geared-to-income administration).

OPERATING AGREEMENT STRUCTURE:

It is anticipated that the Operating Agreement will have three components, each with several subcomponents:

- Main body of the agreement, including:
 - Summary of high-level principles: a summary of including high-level principles such as purpose of the City's oversight role, commitment to adequately fund the provider
 - Service description: an overview of provider expectations, what does the City expect TSHC to deliver:
 - Funder description: an overview of City role of as service manager and shareholder, legislative responsibility, direction from Council, commitment to support TSHC to succeed.
- Schedule A: Overview
 - Definitions
 - Responsibility of TSHC
 - i) Role of the provider
 - ii) Number of RGI and modified units

- iii) Compliance
- iv) Conflict of Interest
- v) Communication, Reports and Records
- vi) Operation and management of housing
- vii) Delegated responsibilities
 - Responsibility of the City
 - i) Right to audit
 - Records
 - Defaults and Remedies
- Schedule B: Financial
 - Funding model
 - Budget submission and approval
 - Subsidy Payment
 - Process to request or implement a change in how subsidy is calculated

TIMING AND NEXT STEPS:

The Operating Agreement must be negotiated, approved by the parties and executed prior to the transition date of June 1, 2022. Tentatively, the Board will review drafts of the agreement on several occasions according to the following schedule:

- November Board Meeting: Intro to operating agreement
- January Board Meeting: Draft Operating Agreement Main Body and Draft Schedule A
- February Board Meeting: Draft Schedule B
- March Board Meeting: Second draft Main Body, Schedule A, Schedule B
- April Board Meeting: Approval of Operating Agreement

Toronto Seniors Housing Corporation

It is anticipated that the Corporate Governance and Human Resources Committee of the Board will have responsibility for review of the Operating Agreement drafts before they are presented to the Board for review.

The next step will be for the City of Toronto and TSCH to develop a draft of the Main Body and Schedule A of the Operating Agreement for review by the Corporate Governance and Human Resources Committee in January in preparation for presentation of this draft to the Board at its January meeting.

SIGNATURE:

A handwritten signature in black ink that reads "Mary Tate". The signature is written in a cursive style with a large, flowing "M" and a distinct "Tate" at the end.

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

Item #18

Date: November 23, 2021

Report: BD: 2021-33

To: Board of Directors

From: Norman Rees, Interim Finance Lead

Date: November 16, 2021

PURPOSE: INFORMATION UPDATE

PURPOSE:

The purpose of this report is to provide an update on TSHC 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).

RECOMMENDATION:

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

Financial Results through October 31, 2021

Statement of Operations (Attachment 1)

Through October 31, 2021, TSHC incurred \$349,229 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)

Toronto Seniors Housing Corporation

The Statement of Financial Position shows:

1. Cash – \$720,142
2. Accounts Payable - \$84,371
3. Deferred Revenue - \$635,771

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

2022 Budget

2022 Transition Budget (January 1 to May 31, 2022) (Attachment 3)

TSHC is currently developing its 2022 Transition Budget and continues to have discussions with City staff. The next meeting is scheduled for Monday November 15, 2021.

A final transition budget will be presented to the Board of Directors for approval at its December 2021 meeting.

The following chart outlines the current 2022 Transition Budget.

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 	\$1,866,000

Toronto Seniors Housing Corporation

	<ul style="list-style-type: none"> 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

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.

2022 Incremental Budget – Operations and 2022 Annualized Budget

An Incremental Budget – Operations is being 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), the 2022 Annualized Budget reflects a full 12 month's cost.

A meeting with City staff is scheduled for November 15, 2021, in response to their request for a rough estimate of the 2022 budget pending the results of the shared services review.

A final Incremental Budget will be presented to the Board of Directors for approval at its December 2021 meeting.

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

Expense	2022 Incremental Budget (June 1 to Dec. 31)	2022 Annualized Budget (12 months)
Salaries and Wages	\$3,334,000	\$5,888,000
Benefits	\$809,000	\$1,456,000
Transportation and Communications	\$67,000	\$111,000
Services	\$2,519,000	\$2,234,000
Supplies	\$175,000	\$190,000
Contingency @ 10%	\$691,000	\$988,000
Total	\$7,595,000	\$10,867,000

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

Toronto Seniors Housing Corporation

- The results of the shared services work have not yet started.
- 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
- 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.

The \$10.9 million annualized budget represents approximately 9.0 % of a projected \$120.0 million TSHC budget as per the TCHC allocation provided in the October 2021 Board of Directors meeting material.

Attachment 9: Statement of Operations

Attachment 10: Statement of Financial Position

Attachment 11: 2022 Transition Budget and Incremental Budget

Item 18

Attachment 9 – Statement of Operations

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Actual Results to October 31, 2021	Budget
Revenue		
City of Toronto Grant	349,229	985,000
	-	
Total Revenue	349,229	985,000
Expenses		
Salaries and Wages	140,758	200,000
Benefits	6,903	-
Transportation and Communication	99	-
Services	181,776	685,000
Supplies	19,693	100,000
Total Expenses	349,229	985,000
Excess of Revenue over Expenses	0	-

Item 18

Attachment 10 – Statement of Financial Position

STATEMENT OF FINANCIAL POSITION		Actual Results to October 31, 2021
Assets		
Cash		720,142
	Total Assets	<u>720,142</u>
Liabilities & Net Assets		
Accounts payable and accrued liabilities		84,371
Deferred funding		635,771
Net assets		0
	Total Liabilities & Net Assets	<u>720,142</u>

Item 18

**Attachment 11 – 2022 Transition Budget and Incremental
Budget**

Toronto Seniors Housing Corporation

Attachment 3

2022 Transition Budget and Incremental Budget

	Transition Budget (Jan - May 31)	Incremental Budget (June 1 - Dec. 31)	Annualized Budget (12 months)
STATEMENT OF OPERATIONS			
Revenue			
City of Toronto	2,830,993	7,595,532	10,866,454
Total Revenue	2,830,993	7,595,532	10,866,454
Expenses			
Salaries and Wages	579,833	3,334,250	5,888,000
Benefits	99,771	808,925	1,456,250
Transportation and Communication Services	21,000	67,417	110,500
Supplies	1,866,026	2,519,104	2,233,845
Contingency @10% of Expenses	7,000	175,333	190,000
	257,363	690,503	987,859
Total Expenses	2,830,993	7,595,532	10,866,454
Excess of Revenue over Expenses	0	0	0

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Board of Directors Meeting Integrated Service Model Implementation

Item # 19

Date: November 23, 2021

Report: BD: 2021-34

To: Board of Directors

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

Date: November 16, 2021

PURPOSE: INFORMATION UPDATE

PURPOSE:

The purpose of this report is to provide an update on Toronto Community Housing's implementation of the Integrated Service Model for seniors tenants.

RECOMMENDATION:

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

The Integrated Service Model is being implemented in TCHC's seniors buildings at the direction of City of Toronto. The following presentation describes the status of the implementation leading up to transition.

Attachment 12: ISM Implementation presentation

Item 19

Attachment 12: ISM Implementation Presentation



Integrated Service Model – Implementation Update

November 2021





Brief History of TSHC and the Integrated Service Model (ISM)

2018

- City Council directs City and TCHC to create Integrated Service Model (ISM)

2019

- ISM developed in consultation with tenants and partners
- City Council approves in principle creation of new Seniors Housing Corporation to operate Seniors Housing Unit

2020

- City Council approves new accountability framework to evaluate ISM
- TCHC begins planning phased rollout of ISM, starting with South East Region in Dec 2020

2021

- May 5, City Council approves rollout plan for new corporation, first Corporation Board of Directors meeting held June 30
- Phase 2 ISM implementation started September 23

2022

- Phase 3 ISM Implementation Q1/Q2
- Transition to Toronto Seniors Housing Corporation June 1





Integrated Service Model: Premise



Seniors' Challenges

- Barriers in accessing services
- Aging and declining mobility
- Increasing vulnerabilities
- Persistent Poverty
- Increased isolation

Geographical/Building Based Model

- Specialized roles and increased staffing at the building level
- Partnerships built at the building level and specific to building needs
- Better communication between staff, tenants and service providers

Impact

- Cleaner and better-maintained buildings
- Enhanced trust and rapport
- Building based support and services - better accessibility
- Better coordination of local & regional partners
- Proactive intervention





Integrated Service Model Objectives

- Build relationships of trust senior tenants and housing staff

Relationships of Trust



- Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability

Better Housing Services



- Increase access to health and community support services through enhanced integration of community agencies within the building

Access to Health and Community Support





Integrated Service Model: Four Key Innovations



1) New Staffing Model



2) Seniors-Specific Policies and Procedures



3) Seniors Health and Wellness Hubs



4) Designated Provincial* Care Coordinators

* Formerly LHIN, now
Home and Community
Care Support Services





Feature #1: New Staffing Model



Status Update

- Increased staffing levels across all seniors' buildings for the ISM
 - New tenant-facing position: Seniors Services Coordinator
 - New administrative position: Tenant Services Administrator
 - New roles in place in 52 of 83 SHU buildings – South East and North West regions
- Expanded training on issues affecting seniors
 - Mental Health Awareness (April 2021) and Understanding Dementia (August 2021) training implemented for all SHU staff

Upcoming

- ISM Phase 3 launch planned for March-April 2022
 - South-West region
 - North-East region
- Recruitment for new roles underway
- Next phases of regional staff space planning in buildings in progress
- Training for new staff and rollout for broader training to SHU - Suicide Prevention training for all SHU staff in Jan 2022





Feature #2: Seniors-Specific Procedures



Status Update

- Aligning existing TCHC processes to needs of senior tenants and developing new processes
- Procedures testing or in development:
 - Eviction Prevention and Arrears Collection
 - Partnership Agreements (referral and use of space) - reviewing and updating with TCHC
 - Tenant onboarding – initial testing complete
 - Complex tenancy management
- Procedures updated and implemented in SE:
 - Tenant Needs Assessment (new)
 - Integrated Meetings (new)
 - Referrals and Consent

Upcoming

- Ongoing testing and evaluation of procedures across regions
- Implementing tested procedures into new technology when released Q1 2022
- Turning 65 and rent review and notice of decision procedures to be developed and tested
- Complex tenancy management and partnerships agreements process testing Q1-Q2 2022
- SHU annual unit inspections – pending implementation of new technology prior to further development





Feature #3: Seniors Health & Wellness Hubs



Status Update

- On-site and in select Seniors Housing Unit buildings
- Provide access to health, social and wellness services offered by external agencies
- On hold pending further consultations with seniors tenants upcoming Q1-Q2 2022
- Programming/services continuing in buildings where feasible with COVID-19 protocols
- Agency programming and community supports will continue to be assessed for improvements

Upcoming

- Tenant Consultation to be led by City to support future directions – TSHC and SHU to be involved
- External consultant support for consultation
- Future directions by Q3 2022 and next steps





Feature #4: Designated Care Coordinators



Status Update

- Care Coordinators: a liaison between patients and health care providers
- Partnerships with Home & Community Care Support Services - former Toronto Central Local Health Integration Network
- Designated Care Coordinator assigned to SHU buildings – all 18 Phase 1 buildings and 20 out of 34 Phase 2 buildings have assigned Care Coordinators
- Joint orientation and training between Care Coordinators and Seniors Housing Unit staff completed Q3-Q4 2021
- ISM Strategy and Operational tables setup with HCCSS, City of Toronto and SHU – Q1-Q4 2021

Upcoming

- Complete alignment of Care Coordinators to the ISM Phase 2 buildings – Q1 2022
- Planning for ISM Phase 3 in other regions, buildings - Q1-Q2 2022
- ISM Strategy and Operational tables continue – setting up operational tables per region - Q1-Q4 2022
- Consider formal agreements and opportunities for partnerships and innovative programming





ISM Implementation Plan - Timeline

Phase 1 – 2020/2021	Phase 2 – 2021	Phase 3 – 2022
South East Region Beginning Q4/Q1 18 buildings	South East Expansion Beginning Q3/Q4 23 buildings*	South West Beginning Q1/Q2 17 buildings
	North West Beginning Q3/Q4 26 buildings	North East Beginning Q1/Q2 17 buildings*

Implemented

Implemented

Upcoming

* Eight buildings were added to the South East in phase 2. Three buildings from phase 1 moved from South East to the North East (included in the NE 17 buildings) but remain part of the phase 1 ISM implementation.





ISM and Accountability



- TCHC will directly deliver the ISM in seniors buildings. ISM implementation is accountable to TCHC and the SHU until the new TSHC assumes operations of the 83 buildings (as outlined in the [Accountability Framework](#))
- The City of Toronto will oversee and evaluate the ISM to ensure it is making a difference in the lives of senior tenants
- The Accountability Framework outlines how the City of Toronto will oversee and evaluate the model
- ISM annual program report by the Seniors Housing Unit and an evaluation report from the City coming out in Q1 2022



Upcoming ISM Activities

- Tenant Experience Survey results, report to TSC Nov 18
- Senior Tenants Advisory Committee (STAC) recruitment in progress for next term – Q4-2021-Q1 2022
- ISM brochure for tenants – Q1 2022
- Health and Wellness Hubs tenant consultations – Q1-Q2 2022
- Phase 3 implementation planning - Q4 2021-Q2 2022
- ISM phase 1 evaluation report from SSLTC - Q1 2022
- ISM Annual program report and plan - Q1 2022





Thank you!

