

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: June 30, 2022

Time: 8:30 A.M. – 11:30 A.M.

Location: WebEx

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**Toronto Seniors Housing Corporation
BOARD OF DIRECTORS MEETING AGENDA**

Date: Thursday, June 30, 2022

Time: 8:30AM-11:30AM

Location: Webex & Livestream

AGENDA

	Time	Description	Action	Supporting Documents	Presenter	PDF Page
1.	8:30 3min	Chair's Remarks	Information	N/A	Lawrence D'Souza, Board Vice Chair	
2.	8:33 1min	Approval of Public Meeting Agenda	Approval	Agenda	Vice Chair	5
3.	8:34 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Vice Chair	
4.	8:35 2min	Approval of Public and Closed Session Meeting Minutes of May 18, 2022	Approval	Public Meeting Minutes of May 18, 2022	Vice Chair	9
5.	8:37 2min	Approval of Public and Closed Session Special Meeting Minutes of May 30, 2022	Approval	Public Meeting Minutes of May 30, 2022	Vice Chair	23

Toronto Seniors Housing Corporation

6.	8:39 5 min	Matters arising – Action Items	Information	Action Items List	Vice Chair	29
7.	8:44 1min	Motion to move into Closed Session	Approval	N/A	Vice Chair	
8.	8:45 1min	<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 matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	N/A	Vice Chair	
9.	8:46 30min		Approval		Tom Hunter	
10.	9:16 2min		Information		Tom Hunter	
11.	9:18 1min		Approval		Vice Chair	
12.	9:19 2min	Motion to approve Closed Session Decisions	Approval	N/A	Vice Chair	
13.	9:21 10min	<ul style="list-style-type: none"> • CEO's Report • Regional Launch Events Summary 	Information	<ul style="list-style-type: none"> • Verbal Report • Regional Launch Events summary 	Tom Hunter	32
14.	9:31 10min	2022 Planning for Success: mid-	Information	<ul style="list-style-type: none"> • Board Report • Presentation 	Mary Tate	39 42

Toronto Seniors Housing Corporation

		year accomplishments and planning ahead				
15.	9:41 50min	<p>Quality and Tenant Engagement Committee Report</p> <ul style="list-style-type: none"> Recommendations to receive for information the following reports: <ul style="list-style-type: none"> STAC Recommendations on Tenant Engagement Health & Wellness Initiative Update ISM Report 	<p>Information</p> <p>Information</p> <p>Information</p> <p>Information</p>	<p>Verbal Report</p> <ul style="list-style-type: none"> Board Report STAC Principles and Methods Board Report Presentation Board Report June 13 QTE Role of City in ISM 	Linda Jackson	<p>52</p> <p>54</p> <p>99</p> <p>101</p> <p>128</p> <p>130</p>
16.	10:31 15min	<p>Communications & Engagement Report</p> <ul style="list-style-type: none"> Communications Update Tenant Engagement Report on information 	<p>Information</p> <p>Information</p>	<ul style="list-style-type: none"> Board Report Presentation on Communications Update Board Report Presentation on Tenant Engagement 	Wendy Dobson	<p>141</p> <p>143</p> <p>148</p> <p>150</p>

Toronto Seniors Housing Corporation

		transitioned to TSHC on June 1		• Programs and partnerships pre and post COVID		162
17.	10:46 3min	Corporate Governance and Human Resources Committee Report	Information	Verbal Report	Warren Law	
18.	10:49 5min	Audit & Finance and Risk Committee Report	Information	Verbal Report	Vice Chair	
19.	10:54 10min	TSHC Financial Results through May 31, 2022	Information	<ul style="list-style-type: none"> • Board Report • Statement of Operations • Statement of Financial Position 	Norman Rees	178 182 184
20.	11:04 20min	Operations Report <ul style="list-style-type: none"> • Enforcement of Eviction Restart • Tenant Funds Distribution Policy 	Information Approval	<ul style="list-style-type: none"> • Board Report Board Report • Tenants Funds Distribution Policy • Tenants Action Funds Procedure • CABR Procedures 	Grant Coffey	186 192 196 203 213
21.	11:24	Adjournment	Approval	N/A	Vice Chair	

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on May 18, 2022, 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:

Lawrence D’Souza – Vice Chair
Councillor Paul Ainslie
Linda Jackson
Warren Law
Carrie MacNeil
Jim Meeks
Brenda Parris
Councillor Paula Fletcher
Paul Johnson – Deputy City Manager

TSHC representatives present:

Tom Hunter – Chief Executive Officer
Michael Sherar, *Interim Transitional Lead and Chief Corporate Officer*
Rajni Vaidyaraj, *Interim Executive Assistant*
Mary Tate, *Interim Project Management Lead*
Norman Rees, *Interim Financial Lead*
Arlene Howells, *Interim Communications and Stakeholder Relations Lead*

Dave Slater, *Interim Lead – People and Culture*

Board Secretary present:

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

Maria Fe Chumpitasi – Account Executive– *DSA Corporate Services Inc.*

Robins Appleby LLP representatives present:

Ismail Ibrahim, *Corporate Lawyer*

John Fox, *Managing Partner*

CONSTITUTION AND NOTICE OF MEETING

Mr. D’Souza served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

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

ITEM 1: CHAIR’S REMARKS

The Chair welcomed everyone to the sixth Board meeting of 2022 and stated that the meeting was being live streamed on YouTube. He also welcomed Tom Hunter as Chief Executive Officer (“CEO”) of the Corporation, who started this week, remarking his experience in social housing and healthcare. He noted that there is a full agenda to discuss including the approval of several policies and the filing of the annual report which will correspond with the transition and thanked the interim transitional team for assisting in its

preparation. He indicated that there were updated agenda items No. 21 and 24 which would be verbal reports.

The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

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

ITEM 4 APPROVAL OF PUBLIC MEETING MINUTES OF April 28th, 2022

The Chair tabled the minutes of the public meeting held on April 28th, 2022 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Councilor Ainslie and seconded by Mr. Law. and unanimously, **IT WAS RESOLVED THAT** the public meeting minutes of April 28th, 2022, as tabled, are hereby approved.

ITEM 5: APPROVAL OF CLOSED SESSION MEETING MINUTES OF APRIL 28th, 2022

The Chair tabled the minutes of the closed session meeting held on April 28th, 2022 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Mr. Law, and seconded by Mr. Meeks. and unanimously, **IT WAS RESOLVED THAT** the closed session meeting minutes of April 28th, 2022, as tabled, are hereby approved.

ITEM 6: MATTERS ARISING – ACTION ITEMS

The Chair reviewed the matters arising action items list and noted that there were no updates. He reviewed the outstanding items and asked if there were any questions. Ms. MacNeil asked if item 32 regarding the Suicide Prevention Training was going to be discussed during the Meeting.

ITEMS 7-14: CLOSED SESSION

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

ITEM 15: MOTION TO APPROVE CLOSED SESSION DECISION

a) Transition Agreement

Motion carried **UPON MOTION**, duly made by Councillor Ainslie and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

1. Approve the Transition Agreement substantially in the form as attached to this report;
2. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation; and
3. Authorize the Chief Executive Officer to execute the Transition Agreement with such amendments as he considers necessary and appropriate.

b) Service Delivery Agreement (“SDA”)

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Councillor Ainslie and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

1. Approve the main body of the SDA substantially in the form as attached to this report;

2. Authorize the appropriate staff to negotiate the outstanding issues in the SDA and bring back to the Board of Directors if they substantially deviate from the principles outlined in the Service Delivery Agreement Term Sheet approved by the Board of Directors on March 31, 2022;
3. Authorize staff to negotiate the Schedules to the SDA and bring back to the Board of Directors if they substantially deviate from the principles outlined in the main body of the SDA; and
4. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendations.

c) OCHE Agreement

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

1. Approve the OCHE Agreement substantially in the form as attached to this report;
2. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation; and
3. Authorize the Chief Executive Officer to execute the OCHE Agreement with such amendments as he considers necessary and appropriate.

d) Financial Arrangement

Motion carried **UPON MOTION**, duly made by Councillor Ainslie and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

1. Approve the Operating Statement substantially in the form included in this report;
2. Authorize the appropriate staff to take all necessary actions finalize the Operating Statement; and
3. Require the Chief Executive Officer to report back to the Board on the Operating Statement that has been agreed with TCHC and the City of Toronto.

e) Employee Transfer: OMERS Resolution

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board approve this report and authorize participation in the OMERS Primary Pension Plan and the Retirement Compensation Arrangement for the OMERS Primary Pension Plan, as per the attached resolution.

f) Transition Team Contract Extensions

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

1. Approve the following interim staff contract extensions for:
 - a. Bishopston – Rhys Consulting Inc. (Norman Rees),
 - b. HOW.COM (Arlene Howells)
 - c. Facilitate Management Consulting Inc. (Mary Tate), and

- d. RCSG Consulting Services (Roman Zydownyk).
- 2. Approve the following interim contract staff extensions for which the cumulative contract value exceeds bylaws limit.
 - a. Crosspoly Solutions and
 - b. Lamplighter Communications.

g) Legal Service Contract

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Mr. Law and unanimously carried, **IT WAS RESOLVED THAT** the Board approve the extension of the contract with Robins Appleby to provide legal services to TSHC for the purposes of supporting the negotiation of a lease agreement.

h) Insurance

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

- 1. TSHC acquire insurance coverages, through Housing Services Corporation as outlined in Attachment 1 of the report for the period June 1, 2022, to November 1, 2022, and
- 2. authorize the CEO to sign the relevant insurance contracts.

ITEM 16: TRANSITIONAL LEAD’S REPORT AND CEO’S REPORT

At the invitation of the Chair, Mr. Sherar provided a verbal update. He reviewed the achievements thus far and indicated that the Board approved the extension of the agreements and thanked them for their support and work through to transition.

At the invitation of the Chair, Mr. Hunter provided an overview of his goals and objectives as new CEO of the Corporation noting his focus was on a smooth transition, engagement with tenants and highlighting that he met with STAC and tenant leaders. He also noted that he will be engaging on a “listening tour” in June to meet with staff and tenants at the buildings as well as working together with board to help move forward the organization. Finally, he provided an update on the implementation of the leadership team noting he is reviewing the roles and will recommend a structure and team towards the end of June, 2022.

ITEM 17: REPORT OF THE AUDIT AND FINANCE AND RISK COMMITTEE

At the invitation of the Chair, Vice Chair provided a verbal report indicating that the Audit, Finance and Risk Committee met on May 3, 2022, to review the policies that are recommended for approval at this meeting, recruitment activities, insurance plans and scheduling additional meetings. He indicated that short term plans were to apply for a line of credit from the bank.

There were no general comments from the Board.

ITEM 18: FINANCE RELATED POLICIES FOR APPROVAL

At the invitation of the Chair, Mr. Rees provided an overview of report (BD:2022-54) and indicated there are three policies to be recommended for approval.

Motion **UPON MOTION**, duly made by Mr. Law and seconded by Mr.
Carried Meeks and unanimously carried, **IT WAS RESOLVED THAT** the
Board of Directors approve the following policies to be
effective June 1, 2022:

1. Procurement Policy
2. Expense Claim Policy
3. Investment Policy

ITEM 19: TSHC FINANCIAL PLANNING

At the invitation of the Chair, Mr. Rees provided an overview of report (BD: 2022-55) regarding TSHC current position through April 30, 2022 Financial Planning. He briefly explained the cash and balance in the statement of operations and the statement of financial position.

ITEM 20: REPORT OF THE CORPORATE GOVERNANCE & HUMAN RESOURCES COMMITTEE

At the invitation of the Chair, Councillor Paul Ainslie provided an overview of report (BD:2022-56) and indicated there were several policies to be recommended for approval.

*Motion
Carried*

UPON MOTION, duly made by Councillor Ainslie and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board approve the below listed policies and appended to this report as follows:

Occupational Health and Safety Policies:

- Health and Safety Policy Statement
- Psychological Health and Safety
- Short Term Disability
- Long Term Disability
- Workplace Accommodation
- Workplace Harassment
- Workplace Violence

Compensation Policies:

- Acting Assignment
- Added Responsibility Pay Premium
- Jury Duty and Witness Services
- Overtime and Lieu time

Legal Policies:

- Privacy Policy
- Records Management Policy
- Information Breach Policy

Strategic Communications Policies:

- Elections Policy
- Social Media Policy

Translation and Interpretation Policy

ITEM 21: ADDITIONAL POLICIES FOR APPROVAL

At the invitation of the Chair, Ms. Tate provided an overview of report (BD: 2022-60) regarding additional policies.

Motion **UPON MOTION**, duly made by Mr. Law and seconded by
Carried Councillor Ainslie and unanimously carried, **IT WAS RESOLVED**
 THAT the Board of Directors approve the additional policies.

ITEM 22: DELEGATION OF AUTHORITY UNDER MFIPPA

At the invitation of the Chair, Mr. Sherar provided an update on MFIPPA Delegation of Authority report (BD 2022-57). He indicated that under the Municipal Freedom of Information Act the Board can delegate responsibility to staff, a legal or privacy officer, in lieu of staff in place can delegate authority to the CEO.

Motion **UPON MOTION**, duly made by Ms. Parris and seconded by Ms.
Carried MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the
 Board of Directors:

1. The Board, as the head of the institution pursuant to MFIPPA, delegate all the powers and duties of the head to the CEO, pursuant to section 49(1) of MFIPPA.
2. The CEO is authorized to further delegate in writing the administration of MFIPPA requirements to designated staff members.

ITEM 23: COMMUNICATIONS AND ENGAGEMENT REPORT

At the invitation of the Chair, Ms. Howells provided a review of report (BD:2022-58 and 59).

(i) Item 23a: Communication & Engagement Report

The report (BD: 2022-58) was provided to offer an overview of activities in the area as well as an update on launch. The RSVPS relative to launch are scheduled for June 7th. Production on collateral is on track and ahead of schedule. There were good responses and suggestions from the STAC meeting .

(ii) Item 23b: The First 100 days priorities

Ms. Howells provided a review of informational report (BD:2022-59). She noted that through conversations with the tenants, she estimates that it may take a little longer than 100 days to make significant advances. The Board asked that a report on the dollar implications regarding how TSHC engaged in the process of tenant requests be provided at every Board meeting.

<i>Motion</i>	UPON MOTION , duly made by Ms. Parris and seconded by Mr.
<i>Carried</i>	Meeks and unanimously carried, IT WAS RESOLVED THAT the Board approve The First 100 Day Priorities Report developed to transparently share information with tenants on progress related to their priority areas of concern.

ITEM 24: PROJECT STATUS AND RISK REPORT

At the invitation of the Chair, Ms. Tate provided a verbal overview of the status report indicating that there are currently no items in red and that the only items in yellow were related to the agreements which were discussed and approved at this meeting.

ITEM 25: ADJOURNMENT

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

<hr/>	<hr/>
Lawrence D’Souza, Interim Chair, Board of Directors	Monique Hutchins, Secretary

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on May 30th, 2022, at 4:30 p.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:

Lawrence D’Souza – Vice Chair
Linda Jackson
Councilor Paula Fletcher
Carrie MacNeil
Warren Law
Brenda Parris
Paul Johnson, *Deputy City Manager, (Ex-Officio Member)*

TSHC representatives present:

Tom Hunter – *Chief Executive Officer*
Michael Sherar, *Interim Transitional Lead and Chief Corporate Officer*
Rajni Vaidyaraj, *Interim Executive Assistant*
Mary Tate, *Interim Project Management Lead*
Norman Rees, *Interim Financial Lead*

Robins Appleby representatives present:

John Fox, *Partner*

Board Secretary present:

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

Alejandro Morales – Account Executive– *DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Mr. D’Souza served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

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

ITEM 1: CHAIR’S REMARKS

The Chair welcomed everyone to the seventh but special Board meeting of 2022 and stated that the meeting was being live streamed on YouTube. He noted that there are only final approvals of agreements before transition and thanked the interim transitional team for assisting in its preparation.

The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13 signed with the Mississaugas of the

Credit and the Williams City signed with multiple Mississaugas and Chippewa bands.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

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

ITEM 4 CLOSED SESSION

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

ITEM 6: FINAL APPROVAL FOR TRANSITION

a) Transition Agreement

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

- A. Approve the Transition Agreement substantially in the form attached to this report and the Chief Executive Officer (“CEO”) in conjunction with the Deputy City Manager are authorized to resolve the outstanding issues outlined in this report;
- B. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation; and
- C. Authorize the CEO to execute the Transition Agreement subject to CEO approval of outstanding issues outlined in this report.

b) Service Delivery Agreement

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

- 5. Approve the main body of the Service Delivery Agreement substantially in the form reviewed by the Board on May 18, 2022, attached to this report and authorize the CEO in conjunction with the Deputy City Manager to resolve the outstanding issues outlined in this report including the indemnity provision;

6. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendations; and
7. Authorize the CEO to execute the Services Delivery Agreement subject to CEO approval of outstanding issues outlined in this report.

c) Financial Arrangement

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

0. Approve the Operating Statement included in this report subject to confirmation from TCHC and authorize the CEO in conjunction with the Deputy City Manager to resolve any outstanding issues.

d) Transition Team

Motion carried **UPON MOTION**, duly made by Councillor. Fletcher and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

1. Wishes to formally thank the TSHC transition team for their hard work in bringing forward the new Corporation to fruition and to transfer date of June 1st, 2022.

ITEM 7: ADJOURNMENT

*Motion
carried*

UPON MOTION, duly made by Ms. Parris and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 5:40 p.m. (EDT).

Lawrence D'Souza, Interim
Chair, Board of Directors

Monique Hutchins, Secretary

TORONTO SENIOR HOUSING CORPORATION

Action Items List

As at June 30, 2022

	<u>MEETING ARISING FROM</u>	<u>DESCRIPTION</u>	<u>RESP.</u>	<u>STATUS</u>
1.	June 30, 2021	Chair to work with Transitional Lead and Chief Corporate Officer and City staff to amend as necessary and implement the preliminary workplan and re-submit for review by the Board	Maureen	Completed
2.	June 30, 2021	Create initial understanding of Board Committee structure and Board policies	Maureen	Completed
3.	June 30, 2021	What are the current processes for tenant engagement? Board needs to understand before shaping.	Maureen	Completed
4.	June 30, 2021	TCHC have some elected tenants, so need list of current tenants elect and where there are missing positions.	Maureen	Pending transition
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	Completed
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

Toronto Seniors Housing Corporation

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	Provide list of non-unionized employees	Completed
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	Completed
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	Completed
17.	December 14, 2021	City Council be advised of the candidate profile and salary range for CEO	MS	Completed
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	Completed
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	Completed
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	Completed
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	Completed
22.	January 21, 2022	Update ELT Organizational Chart	MS	Pending CEO start
23.	January 21, 2022	Prepare a Preliminary Shared Services Model	MS	Completed
24.	January 21, 2022		Ms. Ferreira	Completed
25.	January 21, 2022	Financial flow of funds from the City and tenants including amount of subsidies; capital repairs	Mr. Rees	Completed

Toronto Seniors Housing Corporation

26.	January 21, 2022	Transition team to bring full list of policies to February 2022 Board meeting	Mr. Law	Completed
27.	January 21, 2022	List of non-unionized positions	Ms. Ferreira	Completed
28.	February 23, 2022	Salary Scale and position summary list of new hires	Ms. Ferreira	
29.	February 23, 2022	Oversight by City of Toronto re: COI	Mr. Sherar	Completed
30.	March 31, 2022	List of job titles for all units contained in the MOA with CUPE Local 79	Ms. Ferreira	
31.	April 28, 2022	Inclusion of data regarding race, culture, sex, language in QTE KQPIs and in the ISM project reporting indicators,	Mr. Hunter	
32.	April 28, 2022	Inclusion of overall wellness and suicide prevention in staff trainings	Mr. Hunter	
33.	May 30, 2022	Transition Agreement: Outstanding Items	Mr. Hunter	
34.	May 30, 2022	Service Delivery Agreement: Outstanding Items	Mr. Hunter	
35.	May 30, 2022	Financial Arrangement: Outstanding Items	Mr. Hunter	
36.				
37.				
38.				

Item 13

Attachment 1

Regional Launch Event Summary

Regional Launch Events Summary

Date	Location	Number of attendees (approx.)	VIPs in attendance
Tuesday, June 7	145 Strathmore Blvd	225	Mayor of Toronto, John Tory Deputy Mayor, Ana Bailão Toronto-Danforth Councillor, Paula Fletcher TSHC Board Vice-Chair, Lawrence D'Souza TSHC Board Tenant Director, Carrie MacNeil TSHC Board Member, Brenda Parris TSHC Board Member, Linda Jackson TCHC CEO, Jag Sharma
Wednesday, June 8	3050 Bathurst Street	65	Councillor, Eglinton-Lawrence, Mike Colle TSHC Board Member, Brenda Parris
Thursday, June 9	100 Cavell Ave, Etobicoke	100	Deputy Mayor, Stephen Holyday TSHC Board Member, Brenda Parris
Friday, June 10	1700 Finch Ave East	130	Don Valley North Councillor, Shelley Carroll TSHC Board Member, Brenda Parris

TSHC Media Release

<https://www.torontoseniorshousing.ca/mayor-john-tory-officially-launches-toronto-seniors-housing-corporation/>

Event summary

Events were held across the City from June 7-10 in all four regions (North East, South East, North West, and South West) to mark the launch of the Toronto Seniors Housing Corporation. The events provided an opportunity for TSHC staff and tenants to gather and celebrate together. A tree and commemorative tree plaques were planted to symbolize “planting new roots” at each location to kick-start the event, followed by speeches from Tom Hunter, key dignitaries, and select tenants. Media (CTV, CBC, CP24, 680 News) was in attendance for the

inaugural event on June 7th. CUPE Local 79 and CUPE Local 416 members were in attendance; CUPE Local 416 members hosted a barbecue at all of the events, allowing attendees to stay and mingle.

Media Coverage

[Mayor John Tory officially launches Toronto Seniors Housing Corporation - a seniors-focused social housing provider](#) (City of Toronto)

[City Launches Toronto Seniors Housing Corporation](#) (Zoomer Radio)

[City Officially Launches a Social Housing Provider for Toronto Seniors](#) (Storeys)

[Mayor Tory Launches Seniors-Focused Social Housing Provider](#) (Urban Toronto)

Quotable Quotes

“I do hope that the separation of the seniors corporation will help us focus on the particular needs of seniors and making sure that they have a comfortable, dignified life at that stage of their life, and then focusing even more keenly on the remaining needs of the other tenants that we serve. They’re all important to us. They’re all in our care and trust, and our objective Through Tenants First overall by the very title is *tenants first*. It’s to make sure we place them first and give them a good quality of life in residences where we own property.... The overall quality of life of tenants will be better.” – John Tory, Mayor of Toronto

“Senior tenants are very excited about having a new phone line [Tenant Support Centre].” – Nikki Dziama, Seniors Services Coordinator

“The [Senior Services Coordinator] role is very busy but very necessary. The number of times I notice a difference after a tenant has come and met with me and then afterwards, they’re relieved to know somebody is there to help. It’s very fulfilling.” – Kerry-Ann Edwards, Seniors Services Coordinator

“This is our home.... People are wonderful. The staff aren’t out for themselves, the staff are out for us. All of those rumours that I heard about TCHC were false.” – Jacob Nicolaas DeJong, Tenant Speaker

“Tenant input, especially from seniors, is essential to the running of this building. We need to have input in how they will run, how our services are provided, how our privacy is protected, and how our safety is ensured. I would suggest continuing with this process of consultation with tenants.” – Jacob Nicolaas DeJong, Tenant Speaker

Social Engagement

Since June 7, we have gained the following across all platforms ([Twitter](#), [Facebook](#) and [LinkedIn](#)):

- Total 713 Impressions; a rise of 35.6%
 - o This identifies the number of times our content was displayed to users on their feed regardless if they decided to click on it or not
- Total 30 Engagements; a rise of 275%
 - o This identifies the number of times our content was shared, liked, commented on, saved, clicked-through, or retweeted.
- 0.4% rise in audience; Total of 957 users active with our content at the time
 - o This identifies the number users that came across our content or engaged with it
- 34 new page views and 568 Impressions on LinkedIn

Aside from our own social media coverage, there were posts covering the event from our guest speakers, such as posts from the accounts of [Mayor John Tory](#) and [Councillor Ana Bailao](#). [Councillor Mike Colle](#) even changed his cover photo on Facebook to one from the event showcasing the tree planted next to the staff and board members present that day. We were also able to secure the support of [Toronto Community Housing \(TCHC\)](#) and the [City of Toronto](#) executed in the form of likes and reshares for the majority of our launch content.

(See screenshots below of some of the content shared online.)





Mayor John Tory

June 7 at 12:16 PM · 🌐

Today, we launched [Toronto Seniors Housing Corporation](#) which will deliver more seniors-focused housing in Toronto.

- 🏠 Will operate 83 seniors-designated [Toronto Community Housing](#) buildings
- ✅ Provide seniors with improved living conditions
- 📄 Tailored resources and services for tenants

🔗 <https://www.toronto.ca/.../mayor-john-tory-officially.../>



Toronto Seniors Housing Corporation @toseniorhousing · Jun 7

Today we welcome [@torontomayor](#) John Tory, City councillors and Deputy Mayors with the honour of putting down the roots at our first [#TSHC](#) event. We are grateful to have the support of the City as we work on creating a better quality of life for our seniors. [#TOHousing](#)



💬 1

🔄 6

❤️ 15



Toronto Seniors Housing Corporation Retweeted



Ana Bailão @anabailaoTO · Jun 7

Today we marked the official launch of the Toronto Seniors Housing Corporation (TSHC).

The @toseniorhousing will work to provide seniors-focused social housing, and illustrates our City's commitment to delivering our Tenants First Plan.



John Tory and 4 others



1



3



11



Toronto Seniors Housing Corporation Retweeted



John Tory @TorontosMayor · Jun 7

Pleased to join @anabailaoTO and @PaulaFletcherTO at Greenwood Towers to launch @toseniorhousing.

I'm thankful for the tremendous amount of work by @TOHousing and @CityofToronto to deliver more senior-focused housing and tailored services in our city.



5



12



23





Toronto Seniors Housing Corporation

111 followers

1d · 🌐

A special thanks to all of our staff and tenants in the North West region for another successful launch event today. [#TSHC](#) [#TorontoSeniorsHousing](#) [#TorontoCommunityHousing](#) [#Housing](#) [#CommunityHousing](#) ...see more



Toronto Seniors Housing Corporation

12h · 🌐

Today, we had the pleasure of welcoming Councillor Stephen Holyday to celebrate new beginnings at our South West regional launch event. [#TSHC](#) [#TOHousing](#) [#Affordablehousing](#) [#CommunityHousing](#)



**Toronto Seniors Housing Corporation
2022 Planning for Success: mid-year accomplishments and
planning ahead
Board of Directors Meeting
Item # 14
June 30, 2022**

Report: BD: 2022-63

To: Board of Directors

From: Mary Tate

Date: June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Board of Directors receive the attached presentation entitled **2022 Planning for Success: Mid-Year Accomplishments and Planning Ahead** for information purposes.

REASON FOR RECOMMENDATION:

June 1, 2022, represented a major milestone for TSHC (Toronto Seniors Housing Corporation). On that date, TSHC became the landlord for almost 15,000 senior tenants in 83 buildings.

Approximately 250 staff also transitioned from TCHC (Toronto Community Housing Corporation) to TSHC.

This presentation summarizes the accomplishments from January to June 2022 which enabled the transition to take place successfully. The report also describes immediate follow-up activities to consolidate the transition.

The presentation then turns to planning for the future. It describes activities that are planned for June to December 2022 to stabilize the organization. These include HR (Human Resources) activities such as recruiting the leadership team, finance activities such as planning for the 2023 budget, and mapping communications processes. IT initiatives and other activities which will lead to a lease agreement with TCHC are also included in the stabilization activities.

In addition, the presentation outlines key priority improvements to be undertaken from July to December and beyond. These include communications and tenant engagement, 100-day priorities, health and wellness initiatives, data and reporting improvements and policy and process reviews.

Finally, the presentation describes the timing and process for developing a strategic plan which integrates strategic initiatives, ongoing tenant centric service planning and branding. A recommendation for the approach to strategic planning will be provided to the Board in September.

Mary Tate
Interim Project Manager

File name: **2022 Planning for Success: Mid-Year Accomplishments
and Planning Ahead**

Item 14

Attachment 1

Presentation:

**2022 Planning for Success: mid-year
accomplishments and planning ahead**

Toronto Seniors Housing Corporation

2022—The Year Ahead Planning for Success

June 2022

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.



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

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

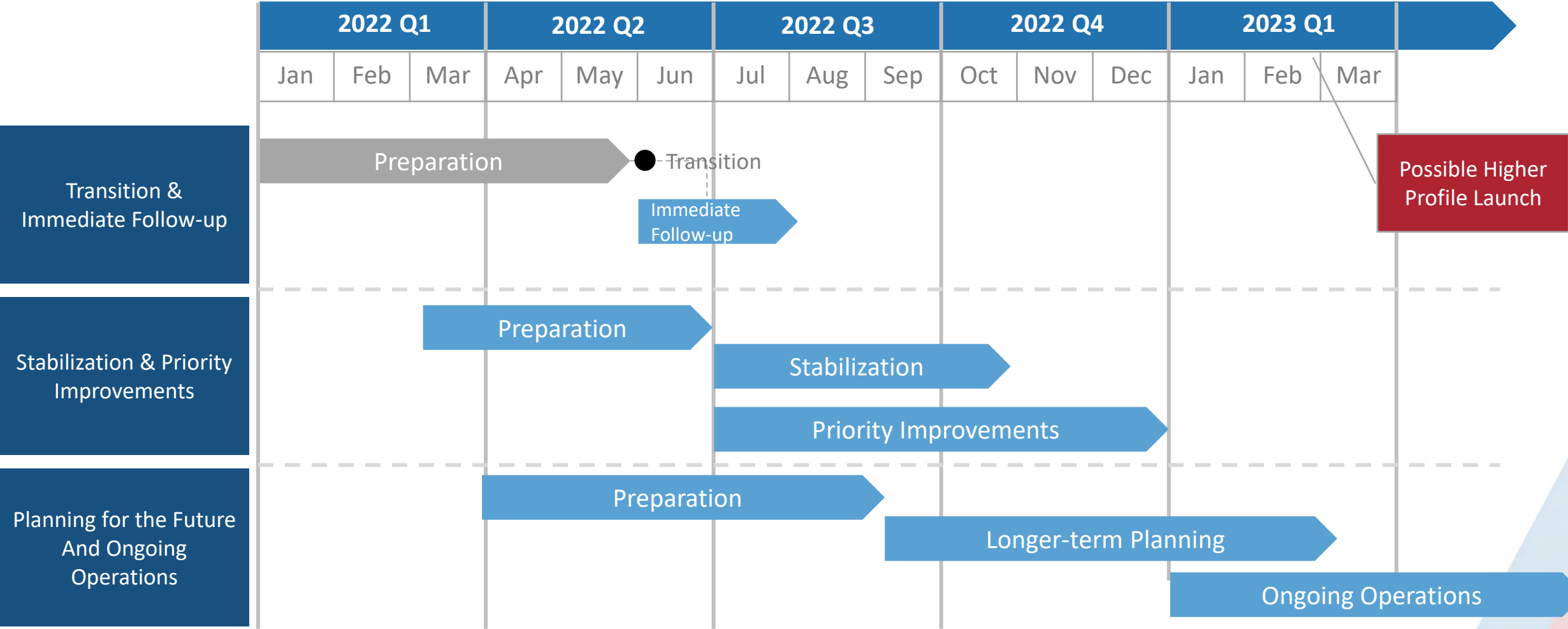
Stabilization & Priority Improvements

- 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 top priority improvements (3-5)
- Set clear targets for priority improvements
- Be responsive to input/feedback from tenants/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

Planning Phases



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

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

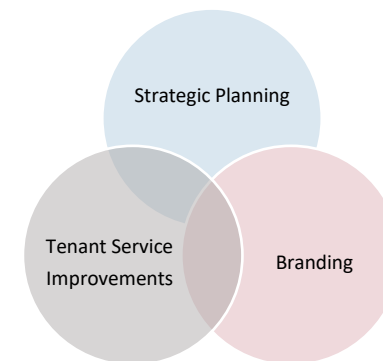
Priority Improvements

Continue to implement, assess and improve ISM

Implementation of TSHC tenant engagement improvements

Implementation of priority improvements to demonstrate change

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

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

**Toronto Seniors Housing Corporation
Board of Directors
STAC Recommendations on Tenant Engagement
Item # 15a
June 30, 2022**

Report: BD: 2022-64

To: Board of Directors

From: Linda Jackson

Date: June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

The QTE Board Committee is asking the Board of Directors to receive this report for information from the Senior Tenants Advisory Committee (STAC) via the City of Toronto.

REASON FOR RECOMMENDATION:

This report brings forward input from the Senior Tenants Advisory Committee (STAC) into the future of tenant engagement at TSHC. The report offers guidance on principles and methods to help strengthen relationships with senior tenants.

When presented to the Board Committee, there was much discussion on next steps and a more comprehensive overview of what TSHC received from TCHC on the tenant engagement file as of June 1. Staff will provide that update in a separate report at the June 30th meeting.

While the report provides many methods for engagement, much work will still need to be done with STAC, tenant leaders and tenants to develop a tenant engagement system for TSHC. Staff will also speak to what is planned in the next six months to address engagement with tenants without a fully developed system in place.

Linda Jackson
Chair, QTE Board Committee

File name: STAC Principles and Methods May 30, 2022.pdf

**Item 15a
Attachment 1
STAC Principles and Methods**

Principles And Methods for a Tenant Engagement System

Recommendations from the
Seniors Tenant Advisory Committee

Compiled by Joy Connelly
May 30, 2022

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Executive Summary

On December 16, 2021 Toronto City Council directed the Deputy City Manager, Community and Social Services through The Tenants First initiative, to “engage with the Seniors Tenant Advisory Committee to provide advice and recommendations to the Board of Directors of the Toronto Seniors Housing Corporation on the principles and methods for a tenant engagement system.”

This report is the Seniors Tenant Advisory Committee’s (STAC’s) response to that motion. The response draws upon STAC’s discussions at its April 5th, 26th and May 16th meetings, along with relevant discussions from STAC’s February 18th and March 23rd meetings. An independent facilitator supported STAC by posing questions for discussion, compiling and grouping the quotes from the near *verbatim* notes taken at the meetings, and drafting potential principles to reflect common themes. A sub-committee of eight STAC members then worked with the facilitator to finalize the report, which was then circulated to all STAC members for comment.

STAC recommends the following Principles and Methods for a Tenant Engagement System:

A say in the decisions that affect us

Principle 1: We need a tenant voice at every level of the organization: building, region and corporation level

Principle 2: When it comes to programs or committees, “tenant-led” means tenants set the agenda

Principle 3: Access to information is key

Method 1: Build from the ground up to address Corporation-wide issues. Develop paths for bringing shared concerns up and down the ladder

Method 2: Cultivate a sustained engagement and participatory culture

Method 3: Develop a system of oversight

Executive Summary

Method 4: Prepare to adapt structures as needs arise

At the Building Level:

Method 5: Clarify the role of Tenant Rep

Method 6: Enable each building to identify tenant representation in the way that makes sense to them

Method 7: Provide each building with a predictable, easy-to-access fund to support tenant-led activities

Method 8: Create a channel for tenant voices in the work of partner agencies

At the Regional Level

Method 9: Regenerate Regional Councils

At the Corporation-wide Level

Method 10: Identify a clear, ongoing mandate for STAC

Method 11: Consider other ways to engage tenants in city-wide issues

Tenant/Staff relations that build on each other's strengths

Principle 4: Recognize and strength the collaborative relationship between staff and tenants

Principle 5: Cultivate an ethos of deep respect for tenants

Method 12: Identify the specific roles of staff who support tenant engagement

Method 13: Acknowledge and repair mistrust

Executive Summary

Method 14: Return Tenant Reps' calls. Keep tenants informed on changes or building issues

Method 15: Ensure continuity when staff policies changes

Method 16: Create a clear path for requesting building improvements

A lively, inclusive community

Principle 6: All tenants have an equal right to participate at multiple levels

Principle 7: Acknowledge and support the MANY ways tenants create a lively community

Method 17: Hold space for spontaneous tenant use

Method 18: Actively promote inclusion

Method 19: Use multiple ways to bridge language and cultural divides

Method 20: Use multiple ways to seek out tenants' ideas

Effective communication

Method 21: Use the corporation's launch to start fresh

Method 22: Create a glossary of frequently used terms

Method 23: Use multiple ways to communicate

Method 24: Prioritize in-person communication

Method 25: Create clear friendly written communications

Method 26: Create an agreed-to approach in each building to the use of bulletin boards

Executive Summary

Method 27: Make it fun

Supporting Tenant Leaders

Principle 8: Seek and draw out the qualities of a good tenant leader

Method 28: Create a path for emerging leaders

Method 29: Offer ongoing support to tenant leaders

The Context

The Assignment

“We have a great opportunity to make change. We need to take it!”

On December 16, 2021 Toronto City Council directed the Deputy City Manager, Community and Social Services through the Tenants First initiative, to “engage with the Seniors Tenant Advisory Committee to provide advice and recommendations to the Board of Directors of the Toronto Seniors Housing Corporation on the principles and methods for a tenant engagement system.”

This report is the Seniors Tenant Advisory Committee’s (STAC’s) response to that motion.

The Process

At their April 5th, 26th and May 16th meetings, STAC members drew on their own experience to answer such questions as “What IS tenant engagement, and how is it best structured at the building, regional and city-wide level?” “What have been the essential ingredients to the success of tenant councils, committees, and tenant-led activities?” “What are the qualities of an effective tenant leader, and how can leaders be best supported?”

This report is a compilation of their answers. During the sessions, Tenants First staff recorded the answers as close to word-for-word as possible. The aim was to ensure the report reflected tenants’ own words, rather than have others interpret or re-frame them, and to make principles come alive by giving real-life examples.

An independent facilitator supported STAC by posing questions for discussion and compiling all recorded quotes related to tenant engagement from the April and May meetings, relevant quotes from STAC’s February 18th and March 23rd meetings, and emails and phone conversations with STAC members. She then grouped the quotes to discern where there was common ground and drafted potential principles to reflect common themes.

A sub-committee of eight STAC members then worked with the facilitator on three occasions to discuss the report’s format and the principles and methods

The Assignment

described in it. The draft report was then circulated to all STAC members and their emailed comments were incorporated into the final draft.

A wide array of perspectives

The quotes presented in this report illustrate the wide range of views held by STAC members. Some quotes might be endorsed by most STAC members. Others may represent the views of only one individual.

However, the recommended principles and methods (listed in bold type) are all widely supported by STAC sub-committee members.

STAC recognizes that this report is only one part of a much larger discussion that must draw in an increasingly wider circle of tenants. But it's a start.

A word about terminology

In this report, “Principles” refer to the over-arching philosophy that should inform Toronto Seniors Housing Corporation’s approach to tenant engagement. “Methods” are the strategies for turning the principles into action.

The Assignment

The STAC sub-committee who oversaw the development of this report:

Anita Dressler
Bill Lohman
Elmer Rude
Lise Gervais
Marlene Katich
Maureen Clohessy
Paul Vodak
Suran Sellsdurai

Other STAC members who contributed their experiences and ideas to this report:

Alan Duddin
Christina Luta
Eugene Hiscock
Gary Brigden
Joel Adereti
Kiara Fine
Norah Jardine
Roberta Butler
Shirley Ince
Terry Coulson

What Do We Mean By Tenant Engagement?

Engagement. Community. Participation. Quality of life.

The term “tenant engagement” is the language used in the City Council motion. It is the term Toronto Community Housing has used for many years, and is the term used throughout this report.

However, there are other terms that reflect different facets of the tenant experience. Here are some of the comments from STAC members.

- “The word ‘tenant engagement’ has been used by TCHC for years. It has been viewed as recreational activities, going to meetings, having events come into the building and seminars. What was created by TCHC in the Refresh was not engagement but a governance model.”
- “[I’m] troubled by the words ‘tenant engagement.’ I reached out to individuals in housing of different types and they had a category called ‘community development.’ That is what we are aiming for. More of a development process rather than an engagement process.”
- “We need to differentiate between communication and engagement. Putting up posters is not engagement.”
- “Quality of life needs to be put into the engagement system. The phrase ‘quality of life’ has to be included.”
- “Some people cannot determine or define engagement, but everyone knows about community. We should redefine tenant engagement and call it community engagement. It will make sense to tenants and will allow them to participate which is what we want them to do, and will speak more to tenants because they belong to the community.”
- “Both [tenant engagement and community development] are interconnected – one won’t thrive without the other. We need to have the goal of the wellness and wellbeing of the community as part of community development. However in order to have that community development you need to have some structure for the community to have dialogue, have discussions, make decisions and work towards accomplishing objectives. Both are equally important.”
- “How about tenant participation? That’s what it’s all about.”
- “The tenant engagement will depend on the specific goals of the landlord who adopts it. However, the function of tenant engagement is to drive open landlord-tenant communications and to enable landlords to better address specific tenant wants and needs.”
- “I think we should think of it as a tenant network.”
- “Community building and engagement work to bring the talents, resources and skills of people in community together, increasing their collective capacity.”

The Catalyst For Involvement

During its discussions, STAC members reminded us their engagement was a voluntary activity. They participate because they want to, and the success of any tenant engagement strategy depends on recognizing the many reasons tenants decide to step up and get involved.

Here's what drew in some of STAC's members:

“[When I moved in] I said, ‘OK. I’m a senior. I’m turning 60. I’m moving in and I need to find out what community housing is about.’ I wanted to be informed about what is happening in the building and how community housing worked.”

“When I saw the injustice and all the pain, the fear, the confusion, I asked myself, ‘Do I want to be treated like this when I’m that age? No!’ I’ve been an activist all my life. This is a good cause.”

“This is community housing and I wanted to be part of a community. That’s why I got involved.”

“I saw that tenants are not aware of a lot of programs and benefits, so I slowly started setting up free income tax clinics, teaching basic computer skills for seniors, helping them with pensions and setting up wheelchair online bookings. I’m still doing those things.”

“It comes from a sense of wanting justice. . . I have some skills that can benefit my community. I’m young. . . When I’m 20 years older, I want the services to be available. It’s a rare opportunity to be at the base of something that, hopefully, I will be able to rely on later.”

“I’ve watched people get into wheelchairs, have strokes, have heart attacks, so when I heard there would be an infrastructure of support, I was very curious. I wanted to learn about it. It’s become a challenge for me, but it’s also become an opportunity for growth . . . for me, the actual involvement is a better draw than the original impulse.”

“I have a background in advocacy and social justice, personally and professionally, so this was a natural move for me. When I moved in, all I saw was utter chaos and no-one knew what was going on in any area. And because I have these skills, it’s my responsibility to try to make sense of some of this and get involved.”

Fostering a successful tenant engagement system

A Say in the Decisions that Affect Us

“The focus should always be a human focus as opposed to an institutional focus.”

Principle 1:

We need a tenant voice at every level of the organization: building, region and corporation level

“There has been a lot of re-organization with tenant engagement at the managerial level, but it hasn’t reached tenants.”

“The most important component is collaboration between City elements, seniors housing, agencies and tenants . . . I have put together ideas about how STAC can work with tenant-led councils, and how things can work down into the buildings, where there can be a communication conduit back and forth, sharing information.”

“You have to know how the structure works before you can try to make changes.”

“I have in mind a structure that includes the Senior Tenants Community as another arm along with TCHC and the Agencies around the central hub of TSHC. A self-directed community focus would start at the individual buildings and move to a regional level of the 83 buildings, arranged in quadrants, with 8 councils (2 in each quadrant) chosen by senior tenants.”

Principle 2:

When it comes to programs or committees, “tenant-led” means tenants set the agenda

“I believe that to create empowerment, ownership, participation and independence, the building of community should be done by a community’s members. Active seniors engaged in their own governance will not be apathetic seniors. Our tenants will be a resource to themselves, not to external entities.”

“Tenants should set mandate, guiding principles and the agenda of tenant councils or groups. Staff’s role is to inform, support and help put decisions into action.”

“Tenant Reps/group leaders should chair meetings.”

A Say in the Decisions that Affect Us

“Tenants need to identify a common purpose for the group (e.g., putting up a fence, improving communications with staff). Tenant groups have to be designed around tenants’ needs.”

“Tenants need to be involved in a whole whack of things, like procurement for appliances to advise TCHC if it is a good thing or not for tenants.”

“Tenant Councils are very important for seniors. Those of us who don’t have digital literacy prefer face-to-face communication. Tenant Councils were important for that. But there’s confusion around what the Tenant Councils were, what they were supposed to do, and whether staff was interfering or influencing them.”

Principle 3: Access to information is key

“In order to be involved, tenants need to be able to be engaged and contribute. We need relevant information so that activities, decisions and issues can be shared in a timely way. Transparency and trust are needed.”

“Information needs to be accessible to everyone. In my building that means translation into at least four languages.”

Method 1: Build from the ground up to address Corporation-wide issues. Develop paths for bringing shared concerns up and down the ladder

“Structures at the top tend to flatten tenants’ views. The best way is to get representation in the building, and then up to [Regional] Councils – where common areas can go up further. You need the potential [for information] to flow down and up to make sure good ideas don’t get lost.”

“We need a structure or ladder to be the chain of communication. . . . Each rung of the ladder is needed. The detail needs to be put in place at each rung of the ladder.”

“We want an elevator, not a ladder!”

A Say in the Decisions that Affect Us

“For a successful Tenant Engagement System [the key] is interconnection. We need to work on a map. It needs to be a structure of layers (no hierarchy). Some of the structures created by Toronto Community Housing Corporation work. The piece that is missing is the interconnection (tenant representatives in each building, Regional Councils, the Seniors Tenant Advisory Committee).”

“I’m one of two members of the committee that can take issues to the City and Corporation. The community gets to know from me and other STAC members what’s going on that will impact their lives.”

Method 2:

Cultivate a sustained engagement and participatory culture

“A culture of participation involves programs and activities that involve housing and agencies to support ongoing tenant engagement. Quality engagement and democratic participation with different [support] organizations so that it becomes standard practice — so that there is a sense of ownership. In process the aim is to learn what we are not seeing: new skills and more inclusive democratic methods so that decisions can be made, and problems can be solved, with good information that will allow for good solutions.”

“A culture of participation requires consistency. A yearly calendar with gatherings scheduled once a month gives people something to look forward to.”

“We have to become a respected partner. Our communities turn over quickly. How do we get continuity to build this strength? How do we build in the idea where it is worthwhile for the community to come together and have a voice? . . . A formal system helps build that continuity.”

Method 3:

Develop a system of oversight

“We have seen where staff have failed, tenant leaders have failed, and no one has caught it. A system of oversight, where there is an accountability framework for staff and tenant leaders, is needed to catch things before they go off the rails.”

“There seems to be no across the board, mutually accountable tribunal-type body to resolve issues when they arise, between tenants and staff.”

“The accountability has to be there, especially if money is involved.”

A Say in the Decisions that Affect Us

Method 4:

Prepare to adapt structures as needs arise

“We’re looking too far into the future. We need to stay flexible, and review and analyze what’s working on a regular basis.”

“A good group has a common goal. It may be a long-term one. . . Until we get something started, we won’t know. Be welcoming but branch out as we go ahead.”

“The word “system” is a red herring because, while there have been great responses to that word, the *ad hoc* nature of how individuals work as social beings is such that we have to be careful about implementing those words. We need to look at what makes it work with tenants at a social level.”

Engagement at the Building Level

Method 5

Clarify the role of the Tenant Rep

“Lots of existing or new Tenant Reps don’t know what they’re supposed to be doing. We need to come up with guidelines for them.”

“Is Tenant Rep an admin management role, or is it the tenant building volunteer? Could STAC member be responsible for a certain number of buildings? And what is the role of the volunteer Tenant Rep?”

“The tenants need to have an interconnection map with all the staff involved. We need some clarity around roles and responsibilities. Right now, the Tenant Representatives don’t understand their role. There needs to be easy-to-understand Tenant Representative Guidelines, laying out all (staff and tenant) roles. To design those roles should be a team effort. Each layer should be involved.”

A Say in the Decisions that Affect Us

Method 6

Enable each building to identify tenant representation in the way that makes sense to them

STAC members noted there was no “one-size-fits-all” approach to engagement at the building level. TSHC should offer each building or community the choice of representation through elected Tenant Reps, tenant committees or councils, tenant leaders or other approaches.

“There has been confusion around the election and selection processes of the tenant engagement system resulting in some buildings not having representation or those who had originally expressed interest no longer participating.”

“We no longer have Tenant Reps; we had an election to start a senior committee . . . The committee is a good way to make positive changes; we are having our first meeting with the tenant community next week.”

“Tenant Reps work in some buildings, but there should be accommodation for different methods of engagement.”

Method 7

Provide each building with a predictable, easy-to-access fund to support tenant-led activities

The lack of money for tenant-led activities was among the most frequently raised obstacle to successful engagement at the building level. Many STAC members recommended an annual allocation for each building for tenant-led activities.

A successful fund would:

- provide a predictable annual allocation for each building or community, so that tenant leaders or committees could collectively plan events or activities throughout the year
- be administered at the building level with systems in place to give both tenants and TSHC confidence funds were properly administered.

A Say in the Decisions that Affect Us

- “We need financial support to run programs that tenants enjoy -- not what staff think that we enjoy.”
- “You can get funding for a BBQ but it's one shot – not sustained. What tenants needs is sustainment.”
- “The biggest barrier that we have is that we are promised funding and never know to the last minute if it will be approved. . . This puts a huge strain on the Tenant Rep, as the tenants have come to expect programs provided without realizing that the Tenant Rep is paying for most of the programs.”
- “The ageism that abounds has many tenants feeling like they can't do things. It's even more difficult for tenants who have no money. That's why funding is important. Tenants can say, 'we can make this happen.' You can't operate on a decentralized model if you need to go to a central body for approval.”
- “[Managing] funds should be accountable and transparent. Right now there are two reps making unilateral decisions about use of funding; they want to use the funding to buy a locked cabinet. There is no consensus from tenants on how to use funds and tenant engagement.”
- “I asked for money for something, but staff said we didn't have a budget yet.”
- “You can apply for [up to \$1,000 from the Tenant Action Funds] in a 10-page application with essay. It used to be 2 pages.”
- “Each building should get \$5000 for the year. Some buildings have in place committees or structures for a good conversation about those funds. The key is oversight and openness. A suggestion would come from the community, the building committee would investigate options, mull over ideas, and determine if it's feasible. If the community agrees, then it is signed off by the CSC or SSC.”
- “Having tenants pay in advance and then be reimbursed for receipts for things like our garden is not a good model. I'm still waiting for part of the refund for what I spent on the garden four years ago. We know how to shop and save money, so give the money to us up front.”
- “We need to make sure that the tenant funds aren't used for things the corporation would have done anyway. And we need to think through questions about funds for assets. Who pays for tuning a piano in the common room? Who is responsible for maintaining exercise equipment donated by tenants but used by everyone?”

A Say in the Decisions that Affect Us

Method 8

Create a channel for tenant voices in the work of partner agencies

STAC members agreed there needed to be a communication channel with partner agencies and a path to address any concerns. There was debate, however, on the best way to proceed. Some sought tenant representation at monthly roundtable meetings with TSHC and agency staff. Others felt any concerns related to agencies could be channeled through the SSC.

- “ There is a monthly ISM meeting with the SSC, Super, CSCs, agencies and anyone involved in operations. But there are no tenants at that meeting. It’s a model that does not include tenants. . . Having tenants there will bring valid information to the table, and is one means of accountability and a bridge to improved collaboration. If tenant leaders are included as part of the building roundtable, the medical part of the discussion could be held *in camera*. ”
- “ If tenants have a concern about an agency they should be able to talk to the SSC who could bring up the matter at the roundtable. ”
- “ Individual buildings have their own staffing objectives and ways of dealing with each other – some formally, some informally. For example, the SSC may speak to site staff and health support [staff] for vulnerable tenants, or tenant issues if applicable. Where privacy is involved, discussions should not include any other tenants. ”
- “ Until we have substantiated facts on the structures, levels and attendees of staff building/regional meetings (as they are now or will evolve into under TSHC), we need to focus on what we can do at the building level, and that is to include SSCs, CSCs and Supers at tenant building meetings. I believe with STAC’s ongoing efforts to work with the Board, we will create roles collaboratively, where Tenant Reps can be more involved with staff in decision-making at the building level, sharing information and providing accountability. In the interim, tenant voices regarding the work of partner agencies are represented at the STAC level. ”

A Say in the Decisions that Affect Us

Engagement at the Regional Level

Method 9

Regenerate Regional Councils

STAC members recommend creating or reviving Regional Councils representing clusters of buildings of no more than 10 - 11 buildings each. At these Councils, Tenant Reps or leaders would meet to share their experiences and obtain advice, suggestions, and encouragement.

The Councils would also be an opportunity to identify shared concerns that required city-wide action. STAC members suggested a variety of methods to bring issues to the Board level.

“We had the only tenant-run [Regional] Council. Tenants chaired and ran the meetings. It was very successful for the 15 buildings involved. To this day we interact and try to help each other out.”

“I like the idea of Regional Councils for tenants. I would like to hear what other buildings in my area are experiencing. Maybe if we have the same issues we can share solutions and best practices.”

“Sometimes we need smaller, neighbourhood-based clusters. The realities in the southern part of our quadrant are very different from the northern part.”

“Some buildings are stronger than others. There could be a committee of experts. Those with experience could come to every building and explain what is going on.”

“Communication between buildings is essential. I am so frustrated STAC has not been able to communicate with 83 buildings.”

“Divide the quadrants in two, with 10 or 11 buildings in each district. Quadrants were too big for regional tables. . . With 39 people at a table nothing was getting done.”

“STAC needs an engagement sub-committee . . . We had some small tenant-run STAC meetings with 6 – 8 of us. We can be a conduit. STAC members from each quadrant can reach out to leaders of each building so that Councils can be formed. To bring those Councils back – suggested 2 STAC membes in each quadrant. They would be responsible for getting the Councils going.”

A Say in the Decisions that Affect Us

“CSCs, SSCs and Regional Managers should be at Council meetings, to update, support and take away action items, which they can report back on at the following Council meetings.”

Engagement at the Corporation-wide Level

Method 10

Identify a clear, ongoing mandate for STAC

STAC has developed Terms of Reference for this year's operations. However, during our discussions together, individual STAC members brought forward new ways of thinking about STAC and its role in the future of the Toronto Seniors Housing Corporation.

“The most important components needed for a successful Tenant Engagement System is collaboration (between City of Toronto, Seniors Housing, Agency, Tenants). There needs to be motivation and inspiration to create connection.”

“I would like to see STAC as a body that reviews policies that TSHC may make. [I would also like to see] STAC be able to create their own policies that they can suggest to the corporation.”

“I like the idea where STAC becomes a kind of Senate. STAC would review ideas and give advice. We could have sub-committees, with one or two STAC reps in each. STAC could act as observers.”

“If STAC continues, it should be an advisory group, making recommendations to the Board. [Regional] Councils can bring forward ideas to STAC.”

“STAC's core mandate should be to draw on connections with the Regional Council and Tenant Reps to identify issues or concerns that require a corporation-wide response; draw on this information to recommend corporation-wide policy changes to the TSHC Board and Quality and Tenant Engagement Committee; and offer advice and support to Tenant Councils.”

“I would like to see the corporation tell STAC about things that are in the planning stages to give STAC the ability to inform those decisions.”

A Say in the Decisions that Affect Us

“Currently STAC members follow City guidance and agendas but could be more independent in formulating agendas and topics.”

“The authority should be the community and any leadership should follow the community.”

“In the Terms of Reference, STAC should have an oversight role and some authority as a conduit to Regional Councils.”

“We want STAC to grow, to build in diversity. You can’t do that with 24 people. It’s not the right moment to expand STAC, when other needs must be dealt with first. But something to keep in mind.”

Method 11

Consider other ways to engage tenants in city-wide issues

Some STAC members sought ways for tenants to participate in city-wide seniors’ issues that went beyond input into TSHC operations.

“It would be good to have a panel or advocate group for tenants around mental health, potentially including tenants, spiritual leaders and health and legal advocates, to make sure the ethics, morals, rights and complexities of mental health are being identified and addressed appropriately. This would allow tenants to be more engaged and have a greater voice.”

“I believe it is very necessary to have a separate board responsible for/to the senior’s community. Two city councillors, a financial officer, chairman, a member from Toronto city community expert in ageing, another member from our larger community expert in the building of communities, seven senior tenants. They would establish governance; obtain and administer funding from the City, the Province and Federal Governments, also from available cultural, fitness and health, as well as grants designated for seniors.”

Towards a Structure for Tenant Representation

Background

On May 5th and 9th, a STAC Sub-Committee discussed a structure for engaging tenants in decisions that affect them. This summary presents where the Sub-Committee was in overall agreement, *with topics still under discussion in italics.*

Principles that underpin the structure:

- We need a tenant voice at every level of the Toronto Seniors Housing Corporation: building, region and corporation-wide
- All tenants have an equal right to participate at multiple levels
- Build from the ground up to address corporation-wide issues. Clarify the relationships between each part of the system

In Each Building:

- Tenants' choice! Engagement could include a Tenant Committee (elected or volunteer), other groups of tenant leaders, an elected Tenant Rep *or an endorsed or unelected Tenant Leader*. The approach may evolve over time.
- Tenant Committees would be chaired by a tenant, who would set the agenda *in consultation with staff*. Staff would participate in meetings at the invitation of the Committee to provide information, hear and respond to recommendations, make suggestions and provide administrative support as requested. Staff's work in supporting tenants should be recognized in the job descriptions of the CSC, SSC and Superintendent.
- *There was broad discussion on the best way for tenants to understand and have input into any programs offered by partner agencies.*

One option was to invite one or two Tenant Representative(s) to attend their building's monthly Roundtable Meeting, joining the SSC, Superintendent, agencies and others to discuss building-wide issues. It is understood that tenants would not be present during discussion related to individual tenants' situation.

Towards a Structure for Tenant Representation

Alternatively, if tenants have concerns about agencies or health partners, they could ask the SSC to bring forward their concerns to the Roundtable or through other means. Tenant Committees could also invite the SSC to attend their meetings to discuss any concerns with partner agencies.

At the Regional Level

- STAC envisions creating Regional Councils in natural geographic clusters.
- Regional Council will include up to two representatives from each building.
- Each Regional Council would meet *monthly/quarterly* to share information, ideas, encouragement, suggestions and advice, and identify shared issues or concerns to bring forward to STAC.
- Regional Councils would be chaired by a tenant. Staff would participate in meetings at the invitation of the Chair to provide information, hear and respond to recommendations, make suggestions, and provide administrative support as requested by the Council. The Chair's role would include bringing any recommendations for corporation-wide changes to STAC. *The best channel for bringing concerns to STAC had not yet been decided.*

At the Corporation-wide Level

- STAC would continue as an Advisory Committee to the TSHC Board and Quality and Tenant Engagement Committee
- STAC would also advise the TSHC Board of Directors and the Quality and Tenant Engagement Committee by bringing forward any concerns identified by Regional Councils that require a corporation-wide response, along with any recommended solutions.

Towards a Structure for Tenant Representation

- *Some STAC members also envisioned STAC as a resource offering support to Regional Councils or tenant committees requesting help, as a communication conduit and oversight body for the engagement process.*
- *Some STAC members envisioned a seniors tenant community Board. This “town council for 14,000 tenants” would focus on creating community and fostering tenant-led initiatives. The Board would seek the endorsement of the City, and would include four members from each quadrant chosen in a similar manner to STAC. Tenant volunteers would be invited to assist the Community Board by supporting research and policy reviews, informing advocacy with medical providers, agencies, provincial and federal governments, etc. The Community Board would welcome support from staff.*

What is needed to start or re-start a tenant council or other tenant group where none exists?

- Need to trust in principles and methods
- Motivation and support to deal with issues
- Positive approach that is encouraging
- Outreach, where experienced tenant leaders join with staff to hold building meetings to answer tenants’ questions and provide information and support
- Tenant support – tenants need to understand where things go wrong
- Encouragement

Tenant/Staff Relations that Build on Each Other's Strengths

“It’s not just about empowering tenants. We are also here to empower the staff.”

Principle 4

Recognize and strengthen the collaborative relationship between staff and tenants

- “It’s not us and them. We need a partnership.”
- “Staff should be a partner. [I’m] seeing a growth in awareness that staff will be much more integrated into our communities.”
- “Staff need to be empowered to be flexible and meet tenants where they are. Where there is on-going conflict between staff and tenants [any engagement] will be unsuccessful.”
- “Staff presence at tenant meetings can be helpful. In the past, tenants would make requests at meetings and staff would be there to respond.”
- “We must bring in a degree of understanding to the critique of TCHC and TSHC. There is such a terrific demand on staff time and energy. With the amount of workload put on TCHC staff we have to give them patience and understanding.”
- “The Us and Them paradigm does justice to no one.”
- “One thing that’s helped our building is our SSC. We express what we need to her. She is encouraging and allows us to have meetings and invite all tenants so that we can hear their needs and wants, like getting a patio set for the building. She also helps with funding and communicates important changes in the building.”
- “[I] suggest we hold meetings where we listen to tenants and take their concerns up with managers. Managers can also attend meetings. The managers then need to come back to tenants and brief them on the status of the concerns they initially raised.”
- “We have a great Super who works hard to keep maintenance up. I would like him to have input in tenants’ meetings – have him included.”

Tenant/Staff Relations that Build on Each Other's Strengths

Principle 5

Cultivate an ethos of deep respect for tenants

- “Staff treatment is the biggest issue affecting tenant morale. It's a worse [problem] than maintenance. It's the disrespect that's shown to tenants by staff.”
- “We had one Tenant Rep who lasted six months. The Super was authoritarian – would sit in on meetings and didn't leave tenants any privacy.”
- “I happen to be in a building where the staff is really great – every one of them. No complaints. When I ask a question or need help, I get it. But in the past, I have had staff or superintendents who are not so friendly. So having management talk to staff and tell them to respect the tenants – that would be good.”
- “When [tenant leaders] bring something forward, give a quick acknowledgement – a thank you for the email – as a sign of respect.”

Method 12

Identify the specific roles of staff who support tenant engagement

- “We need to identify which staff (who) and how do we get them involved and respect tenants. . . . There needs to be more specific definition – who would / should be available or expected to be available.”
- “The SSC has been trained wrong. They need to be front-facing – which means face-to-face. Not sitting in an office.”
- “The SSC is the only place to go with your complaint, unless you go to the 5500 number. . . . I don't even bother going through it. A seniors' housing manager stated that if five other tenants hadn't complained about the same thing, they won't return your call.”
- “If there is conflict between SSC or CSC and the Tenant Rep, will there be a place for tenants to go?”

Tenant/Staff Relations that Build on Each Other's Strengths

Method 13

Acknowledge and repair mistrust

- “There is some mistrust of staff in my building. It seems adversarial: us against the landlord.”
- “[We've been] promised many things by staff and never hear about it again. It seems like what they say is to pacify tenants at the moment with no substance.”
- “I got involved because of distrust. Promises didn't materialize – unless you went to CEO and then everyone acted!”
- “Trust has been stretched thin over the years. The attitude with many [tenants] is that if you are engaging with staff then you are 'a rat' gone over to 'them.' There's low trust due to a lack of due diligence, and having rules but not honoring them . . . That was an issue present before Refresh and the ISM. That part of it has never changed.”

Method 14

Return Tenant Reps' calls. Keep tenants informed on changes or building issues

- “Staff must communicate with us. We won't be successful as Tenant Reps if housing staff don't phone us back within a certain time . . . Communication is the key to everything.”
- “In our building they were doing accessibility upgrades. Tenants asked me about this every day. I sent an email to staff for information [and said] I would appreciate answers to my questions. I'm embarrassed I don't know answers when tenants ask . . . If you want me to be the front person, then you have to help. I need the info so I can keep tenants informed.”
- “I had a problem in our building about a fight in the garden. It could have been taken care of if I had received a call back. . . Women are frightened, and staff still haven't called back. We needed immediate action to stop rumours.”
- “I'm concerned with how long it takes to get approval for a tenant-led event. . . We need a faster route to be able to go ahead with invitations. It takes time to do things. You can't cook a dinner in half an hour. There needs to be some consideration that time does matter.”

Tenant/Staff Relations that Build on Each Other's Strengths

“ There needs to more honest communication with staff about what they intend to do, instead of wishful thinking. They have good intentions. But it's just like your house. You might want to paint but if you can't afford it you have to wait six months. So be honest about that. ”

Method 15

Ensure continuity when staff or policies change

“ Staff were involved in tenant meetings. It worked well. Staff heard tenant complaints and their needs. Then suddenly the staff weren't there. ”

“ We were encouraged to submit applications for [Tenant Action Fund] events and then 4 or 5 months later found out that no action funds have been available for seniors' programs since January. ”

“ In 2019, councils were disbanded with no reason given. Staff contacts were pulled from all the buildings. No explanation given. [We were told] 'We're working on a new system.' There has been a lot of re-organization within tenant engagement in managerial level but it hasn't reached the tenants. ”

“ We have been changing SSCs frequently. Every time there is someone new, you have to start from scratch. ”

Tenant/Staff Relations that Build on Each Other's Strengths

Method 16

Create a clear path for requesting building improvements

“There are good things that have happened in our building. When we requested changes to floors and wallpaper, everything was changed, our garbage doors were done with pushbutton . . . We made a petition that all tenants signed, and we submitted it to the management. I want to know if you would always have to do a petition to create pressure, or whether the Tenant Rep can just submit a request to management and get the results.”

“Maybe we could see more actions, rather than just principles. One issue I raised was when we had someone come to do our garden, was whether we could have benches placed at a different spot, but I don't know who can address that.”

STAC said staff:

- need to lead and be available and make tools available so that tenant leaders can draw tenants out from isolation — things like BBQs and other events to draw tenants in
- need to be empowered to partner with tenants without always getting approvals
- need to be patient, remain calm and try to help
- need to be transparent and communicate progress on issues raised by tenants back to those tenants

A Lively, Inclusive Community

“We have the opportunity to awaken the spirit of community.”

Principle 6

All tenants have an equal right to participate at multiple levels

“All tenants have an equal right to participate at multiple levels. That means that tenants are given plentiful, clear opportunities to be involved as much or as little as they would like, but that they know clearly that they are welcome to be involved.”

“There are different groups and communities from different backgrounds and cultures in buildings which should be honoured and respected. Need to figure out how those individuals and communities can expand their base to include other individuals in their community.”

Principle 7

Acknowledge and support the MANY ways tenants create a lively community

“There needs to be opportunity and resources for tenants to run community programming and gather informally. Social participation is a part of tenant engagement.”

“We used to have all kinds of activities, (e.g. Thanksgiving, Christmas and Easter dinners) not necessarily run by reps or councils – just due to the positive dynamics of the building.”

“We used to have an outdoor rummage sale every weekend. It brought lots of people out.”

“We had a monthly speaker – a TCHC manager, pest control, engagement manager, Service Canada – and a pharmacist doing blood pressure checks. It was a chance to get people together and create some sense of community.”

“Having a Christmas party or tea and cookies – it reminds you of family. It’s a structure that people knew. It can bring folks back to that feeling of being included – a part of something.”

Inspiring examples of tenant-led community-builders

- A winter party every December to denote no particular religion but just happiness for the season. Over 100 tenants coming together singing, dancing, clapping hands — their enthusiasm that this party was for them.
- A barbecue pre-Covid for more than 200 people. Managers did all the cooking. Agency staff served tenants. The Tenant Rep coordinated and ensured that everyone enjoyed themselves through music interaction and good food.
- During Covid, balcony concerts where agencies, churches and synagogues came out with musical instruments and sang songs that tenants knew in their own language from eastern Europe and South America. The performers stood in the courtyard or on the street while tenants stayed on their balconies singing, dancing, waving or playing some of their own accordions, violins etc.
- A tenant-run fruit and vegetable market every Tuesday. Good quality fruits and vegetables straight from the food terminal and local farms for sale at cost lower than No Frills. In one month over 350 tenants used this service. Leftover produce is delivered to needy families referred by community and religious leaders and word of mouth.
- Card games in the afternoon. Bi-weekly agency light lunches with lecturers or music.
- Evenings where 10-15 women go to the lounge area and have tea and home baked cookies or cake.
- A gardening club. Tenant Rep goes to community outside of building for plants shrubs, bushes, soil etc. Our gardens are beautiful and envied by the neighbourhood.
- Walks in the early evening to interact and chat; 30-40 senior tenants gather in nice weather along our driveway at the back of the building or sit in the courtyard on benches.

A Lively, Inclusive Community

Method 17

Hold space for spontaneous tenant use

- “Tenants agree with agencies having space but NOT to locking us out of the common spaces – not allowing spontaneity.”
- “We need space for small and quiet activities, even something as simple as sharing a puzzle.”
- “Want spontaneity to be an option – not have to fill out forms. We need clear parameters on things like the use of space, a clear calendar, etc. We want clarity on security policies as well.”
- “There is way too much ‘weight’ on the legal and risk management end. We are made to feel like liabilities.”
- “Need to streamline this process so that folks don’t have to wait months and navigate all these restrictions; need to make the process effective.”
- “I’ve been to over 200 meetings. The biggest obstacle I encountered was rooms being locked even though I had permission to go to the buildings.”
- “As seniors our schedules are different. Rooms have to be open and available. Some seniors sleep in the afternoon. Late at night they may want to get together, play chess . . .”
- “We can’t lose focus on the pride and independence that seniors feel when they are able to run tenant-led programs. The hoops and the barriers that tenants need to jump through is tremendous. We want programs geared to us.”
- “Tenants should not have to apply and wait for three weeks to run a small tenant program in their space.”
- “I wanted a St. Pat’s Day event. I went to the maintenance guy. Instead of paperwork, he just let the maintenance people know and he marked it on the calendar. This is the sort of system that works for tenants.”

A Lively, Inclusive Community

Method 18

Actively promote inclusion

- “ We need to ensure translation supports are available so that tenant leaders can communicate with all the tenants in their community about meetings, events, etc.”
- “ Power struggles and bullying are happening. Training on how to support tenants with these kinds of actions would be good.”
- “ There is already discrimination through exclusion, particularly through agencies limiting service delivery.”
- “ In all buildings you will have people who don't believe in inclusion and may even be racist – how will we manage this? One idea is an ongoing seminar series in each building on topics like inclusion and CABR [Confronting Anti-Black Racism] and bullying, presented in more informative rather than directive way to create discussion – almost like book club.”

Method 19

Use multiple ways to bridge language and cultural divides

- “ I led a meditation class the other day. I spoke English and my co-facilitator also spoke Russian; she interpreted for me.”
- “ QR codes can enable tenants to obtain more information via their smart phone and can translate the information into their own language.”
- “ One frustrating thing is that it seems very hard to get anything translated and up onto the bulletin boards. Even the SSC is having trouble with translation.”
- “ Charts and diagrams can communicate a lot in overcoming language barriers.”
- “ Our last meeting was so successful because I partnered with a person well known to Russian community in my building. This person helped communicate with Russians and got them to come the meeting, and I reached out to English speakers too.”
- “ It was a difficult process to try to get different cultures to come to same understanding, especially regarding democracy and how to select people. I'm from the US, I have a political gene. I'm 'we can have flyers, soap boxes, etc.' Russians said, 'NO, that's not how we do it.' They just write down who they think will do the best job. It worked.”

A Lively, Inclusive Community

Method 20

Use multiple ways to seek out tenants' ideas

“When we had community dinners, we'd ask tenants what they want and then we'd take requests back to staff.”

“That is similar to our suggestion box, which is locked with a key. But I like the idea of the flip chart more – asking those questions, putting them in the lobby. It allows folks to build ideas on what other people in the building are saying.”

“One little thing we've found to be helpful is an easel with a newsprint flipchart. Tenants are able to walk by and write down ideas about what they want. One of the things we found out through our flip chart is that tenants were less interested in parties and more interested in education sessions about health, City services, SSCs ...)”

A Lively, Inclusive Community

The keys to successful tenant-led groups

- Input to share
- Positive sense of purpose and *shared* purpose
- Active listening
- Camaraderie
- Listening and responding
- Building trust through follow through
- Respect
- Results need to be collaborative
- Team work
- Support
- Understanding that there is role for everyone

What helps invigorate groups?

- A shared group vision
- Problems need to be addressed immediately so people don't get discouraged
- If an outside group undermines the group this needs to be addressed
- Share problems to get support from others who may have experienced those issues
- Clarity and definition of purpose

What are the keys to successful tenant-led activities?

- Budget
- Communication with all tenants (address language barriers)
- Listen to others and respond

Effective Communication

Communication is the key to everything.

Method 21

Use the new corporation's launch to start fresh

- “The TSHC launch is an opportunity for engagement and outreach. We should have BBQs, outdoor events . . . Get out and meet tenants in their buildings and get them excited.”
- “We are moving into something new. There's an undercurrent of antipathy and lack of trust. For whatever reason, information doesn't travel correctly.”
- “Tenants need comprehensive details for any proposed plans that affect them, including timelines, contact info for the liaison, a mailing well in advance of changes, and postings on the Tenants' Bulletin Board used only for and by tenants.”
- “Tenants must be kept informed of all changes coming down the chute. People are still asking about June 1st. We have tenant committees informing people. But we need information in multiple languages.”

Method 22

Create a glossary of frequently used terms

- “Definitions for words being used by staff versus seniors are often not the same. We need to come to consensus.”
- “What's the right language? Tenant Council? Tenant Committee?”
- “This is my first time being involved and there are some terms I don't know. What does CSC mean, for example? We need to understand acronyms.”

Effective Communication

Method 23

Use multiple ways to communicate

- “I think everything depends on communication. It's not just verbal; it's letters, flyers, posters, word of mouth, etc. If we don't do all of these together, we are not communicating effectively. We need them all. So how do we communicate so that, at the end of the day, everyone can understand?”
- “Some people don't read flyers. Some prefer word of mouth.”
- “Pamphlets available in the building [describing] programs and services in the community would allow tenants to find services on their own if desired.”
- “Quite often, even if you build in two-way feedback loops, communication remains a one-way broadcast. You need to build frequency of your message to ensure the broadcast gets through.”
- “TVs in buildings [could] display relevant information in different languages.”

Method 24

Prioritize in-person communication

- “The key to building trust is communication, communication, communication. It has to be face-to-face. In the beginning it could be just communication with Tenant Reps, and then face-to-face with tenant committees or groups.”
- “It's about the body language. You have more of a sense of being heard.”
- “Engagement and ‘participatory culture’ needs to happen in-person. Communication in-person is more fulsome.”
- “We need staff from TSHC and tenant leaders to be getting together. Food is one way to do that, entertainment is another.”

Effective Communication

Method 25

Create clear, friendly written communications

- “The reports we get now are so vague and full of corporate language.”
- “Print items provide challenges for tenants with low vision – need larger font with high contrast.”
- “Language used is often confusing and harsh, especially in standard communications and notices, such as those for annual rent reviews.”

Method 26

Create an agreed-to approach in each building to the use of bulletin boards

- “There needs to be guidance and clear messaging from the City/Corporation around access and use of bulletin boards. Some posters haven’t arrived. Some aren’t taken down. It may not be their priority, but the boards are a really important way to communicate.”
- “Post notices at the intercom where it’s easy for everyone to see it.”
- “Our lobby is inundated with bulletin boards (3 open, 3 locked) with the same stuff on all of them.”
- “One thing tenants did in our building was take over one of the locked bulletin boards so that we can put things up that cannot be taken down.”
- “Bulletin boards are a challenge for communicating as they are crowded, poorly maintained or organized, and if they are not locked, posters sometimes go missing.”

Effective Communication

Method 27

Make it fun

“In Denmark, instead of taking out a book you take out a person – someone you can sit down with and exchange ideas and talk about your history.”

“How about a musical group that could travel around to announce the new corporation.”

“How about a travelling carnival with skits, but also info on how to use the 5500 phone line?”

“The intramural Olympics!”

Supporting Tenant Leaders

Principle 8

Seek and draw out the qualities of a good tenant leader

- “A good leader is someone who will take charge, be responsible, be friendly and empathic but firm that they will not break policy or the law to assist any tenant.”
- “Tenant leaders are in a serving role and do not make decision unilaterally.”
- “Tenant leaders need to have passion. If they don't it won't work to engage tenants.”
- “A good tenant leader is someone who actually cares about the building and works well with site staff to get things done. A person who will delegate duties in a friendly manner without demands on others.”
- “My job will be to start the whole process, to invite residents to join us, and put forward the concept. . . . I see my role as a catalyst, not a leader.”
- “A group I'm involved with had strong leadership. But you can't let ego get in the way. Inclusivity means you need to be open to input from everyone. You have channels of communication open.”

Method 28

Create a path for emerging leaders

- “I'm troubled by how long it takes for a new member to get enough of a broader vision to bring to the committee in a useful way. I like the idea of workshops to help them. It's taken me a long time to understand the history and what has happened before.”
- “Long-time Tenant Reps can work with incoming Tenant Reps to orient them to the role.”
- “I just moved in 3 years ago. The Tenant Rep had been doing it for 14 years. We worked together to help me get started. If you don't know what's going on, how will you answer questions?”
- “We've talked about an orientation package for new tenants. There should also be an orientation package for tenant leaders, so that they know all the information, including info about funding. Terms of Reference needs to be expanded and re-written.”

Supporting Tenant Leaders

Method 29

Offer ongoing support to tenant leaders

- “For some, being a Tenant Rep can be overwhelming. It’s a lot of work for just one person. That’s why need more support, or structures, to help assist.”
- “Staff should not assume that every community leader or Tenant Rep is well enough or can physically do what they are demanding. Some of us are unable to do the things that youth have no problem with.”
- “In our building we have a tenant association that organizes social events, dinner dances . . . Are there agencies that can help organize these? Housing needs to have somebody on staff who has experience at running things and organizing events. There’s no experience in our building, but these events are important.”
- “Tenant leaders don’t have the support needed to pull people together.”
- “There is a lot of pressure on the tenant representative for all the programming and engagement. It is a tremendous process and tenants haven’t been engaged in two years. I feel that this process must not rush. Getting good tenant-led programs doesn’t have to be done in the next month if the building doesn’t move that fast.”

An inspiring example of tenant-led engagement

“ I have done presentations in over 200 TCHC buildings as the Chair of Seniors Voice, a volunteer group that went to various buildings and brought information to tenants. We took pamphlets that tenants could take with them on various services, such as Wheel Trans, fire safety, fraud scams against seniors, and how to get services. We also presented the ten-year strategy plan. Materials were translated into the languages of the buildings that we attended: Chinese, Russian, Spanish, Somalian, Hindi, Farsi, etc.

We talked to tenants as peers, with no staff presence when we spoke about concerns. We also took pictures of needed facility repairs, and I wrote a report that went to various departments to get things done, such as repairs and general maintenance, pest control, security etc. [TCHC’s Facilities Management team] were marvelous. Senior staff were on the spot, getting major repairs completed in buildings that we identified.

I faced many barriers with some managers, while other managers were co-operative and worked collaboratively, taking the report and making things better for communities. The funding provided was limited to tokens and everything else was paid for by me, i.e., refreshments, administrative needs etc., It was very effective, even though the barriers were troublesome, such as lock outs from the building, lack of funding, and promises by staff that never materialized.”

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Health and Wellness Initiative Update
Item # 15b
June 30, 2022**

Report: BD: 2022-65

To: Board of Directors

From: Linda Jackson

Date: June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

The QTE Board Committee is asking the Board of Directors to receive this update report on the Seniors Health and Wellness Initiative for information.

REASON FOR RECOMMENDATION:

This report provides an update on the work commissioned by the City of Toronto to better understand the views of senior tenants related to implementing a Seniors Health and Wellness Initiative (aka Hub). The report is based on the work to date done by Health Commons.

The materials presented at the June 13, QTE Board Committee meeting were further updated, as requested by QTE members, to include a contextual summary background on why this work is being undertaken. That updated report is what is being share with the board for information.

Further, the team from Health Commons wishes to hear from the Board of Directors about any additional input they should consider before filing their final report with this Board in September.

Linda Jackson
Chair, QTE Board Committee

File name: Seniors Health and Wellness Initiative (Health Commons).ppt

Item 15b

Attachment 1

Seniors Health and Wellness Initiative



HEALTH
COMMONS
SOLUTIONS
LAB

SENIORS HEALTH & WELLNESS INITIATIVE

Toronto Seniors Housing Corporation Board Meeting
June 30, 2022

Why we are here today

- In December 2021, Council directed SSLTC to review the “Seniors Health and Wellness model” – one of the 4 innovations of the ISM
- SSLTC hired our team, **Health Commons Solutions Lab** to lead this review
- We updated QTE Committee in March & June
- Today we will update the full Board about what Health Commons has heard over the past few months (*with a final report to follow in Fall 2022*)



1) New Staffing Model



2) Seniors Specific Policies and Procedures



3) Seniors Health and Wellness Hubs



4) Identified Home & Community Care Support Services Care Coordinators

Reviewing the model

- Initial purpose of review was to find out if senior tenants wanted Hubs, or other alternative models (e.g. virtual Hubs, rotating Hubs), or no Hubs at all
- **Purpose has evolved to focus more on what senior tenants need to support their health and wellness**
- The findings from Health Commons' engagement with tenants will give the City and TSHC a much deeper understanding of what seniors want **to meet their health and wellness needs and preferences**

Acknowledgements

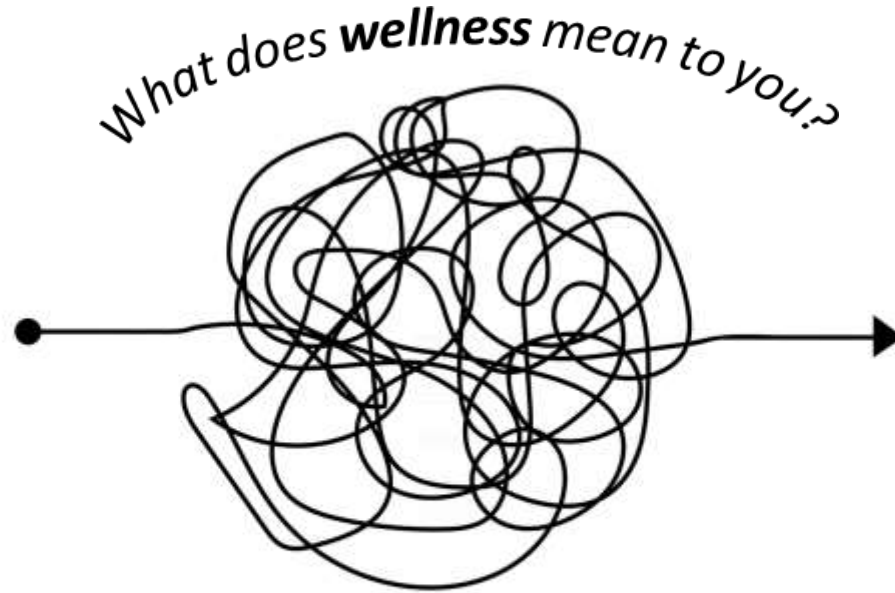
This project was possible due to **all of the senior tenants who generously shared** their wisdom, experiences and time with the project team.

Designed and implemented by Health Commons Solutions Lab with **expert advice from the Senior Tenants Advisory Committee**. Funded by the City of Toronto.

Initial and the emergent goals for engagement

How can we
co-design a
health and
wellness
initiative with
tenants?

What services
do seniors
want in their
buildings?



**ENGAGEMENT
AS AN ENGINE
FOR WELLNESS**
(final report
coming this fall)

A woman with grey hair, wearing a large headset, is seated at a desk in profile, looking at a large computer monitor. The monitor displays a video conference with several participants. On the desk, there is a keyboard, a mouse, a glass of water, and some papers. A laptop is also visible in the foreground. The background shows a blurred office environment with a plant and a couch. A semi-transparent purple triangle is overlaid on the left side of the image.

OUR PROCESS

Working collaboratively and iteratively

Who we talked to

In Spring 2022, we talked to **87 senior tenants** via small-group and 1-on-1 interviews to get input on engagement planning, project implementation, health & wellness services and supports. This included...

- Ages ranging from **61-90 years** with a **balance between men and women**
- Conversations in **Vietnamese, Mandarin, Cantonese, Russian, English**
- Ranging from **'just moved in' to 25 years** in seniors housing, with a few people living in more than one seniors building
- Living in **35 buildings across 4 regions**
- While most people **live alone**, a few tenants were **caregivers for a spouse** and many people **supported their neighbours**



When we asked about wellness, we heard about the importance of being seen, heard & valued.

For services and supports that are accessible and impactful, we need to collaborate with tenants and integrate their expertise, preferences and needs

We also heard: What does “wellness” mean?

The way to wellness is through authentic partnership and including the voice of senior tenants:

Tenants described health and wellness as a *“kaleidoscope. It’s huge.”*

“It’s a person feeling that they’re worthy and worthwhile.” - Senior Tenant

“For me it’s to be able to stay independent and to take care of myself as long as possible. I go for walks, read books and like to paint and sew. I am 89 years old and still like to exercise and learn more about interesting facts.” - Senior Tenant

Overall – Big Emerging Themes and Action Areas



CULTURE: Relationships and trust



SERVICES: Practical needs and tenant-led activities



LIVING SPACES: Using space for wellbeing



'MY BUILDING' MATTERS: Value of building-specific approaches



SUPPORTS IN KEY PLACES: The unit, building, and neighbourhood



ACCOUNTABILITY: Insufficient responses to concerns



EMERGING THEMES

“I’m here because I advocate for people.”

- Senior Tenant

CULTURE: Ageism + disrespect threaten wellbeing

“Seniors are only here by a twist of fate – divorces, bankruptcies, illnesses, disabilities, family interactions that went sour, jobs that they didn’t reach because of their age, and a lot of other factors...they didn’t leave anything for themselves.” - Senior Tenant

Tenants have received the messages that because they are older and live in social housing they are **‘cast aside and unimportant’, security is not important, their grievances don’t matter, and their homes aren’t worth maintaining.**



Campaign highlighting tenants’ strengths & contributions

SERVICES: Tenants are ready and able to contribute

Seniors talk about 'reasons to get up in the morning'. Many find purpose through **self-determined programming** at home and offering programming to their neighbours. This **needs to be in multiple languages** and enable the mixing of language groups.

"I think what senior tenants also need is a sense of being included and valued. It has to be on site for that to happen...they can't be expected to take 3 buses to do it." - Senior Tenant



Tenant-led
programming

SERVICES: Significant gaps in support right now

A number of **critical issues** were identified including bedbugs, cockroaches, rats, second-hand smoke, disruptive substance use, mental health crises, emergency response, violence, elder abuse and people dying behind closed doors, alone.

“This building should be knocked to the ground...You will never get the cockroaches out” - Senior Tenant



Responsive helpline
for urgent matters

LIVING SPACES: My lease, our space

We heard how common areas are **important extensions** of the small spaces in which people live. And how **service provision onsite is often welcome**, but no single service provider should **monopolize a given space for extended periods of time**.

“I really would not like to see somebody turn out to be the gatekeeper of this thing. I would like to see a variety of people in here doing a variety of things and somehow finding a way to share the space.” - Senior Tenant



Building-specific space coordinators to enable transparent space management

LIVING SPACES: Feeling unsafe creates barriers

While some tenants feel safe, others are **afraid** of other residents and/or people from outside the building - and note **poor or absent response** from staff and other services. These **threats stop seniors** from engaging in wellness activities.

“In our building when we hear a siren, we’re pretty sure it’s coming to us. It so often is.” - Senior Tenant



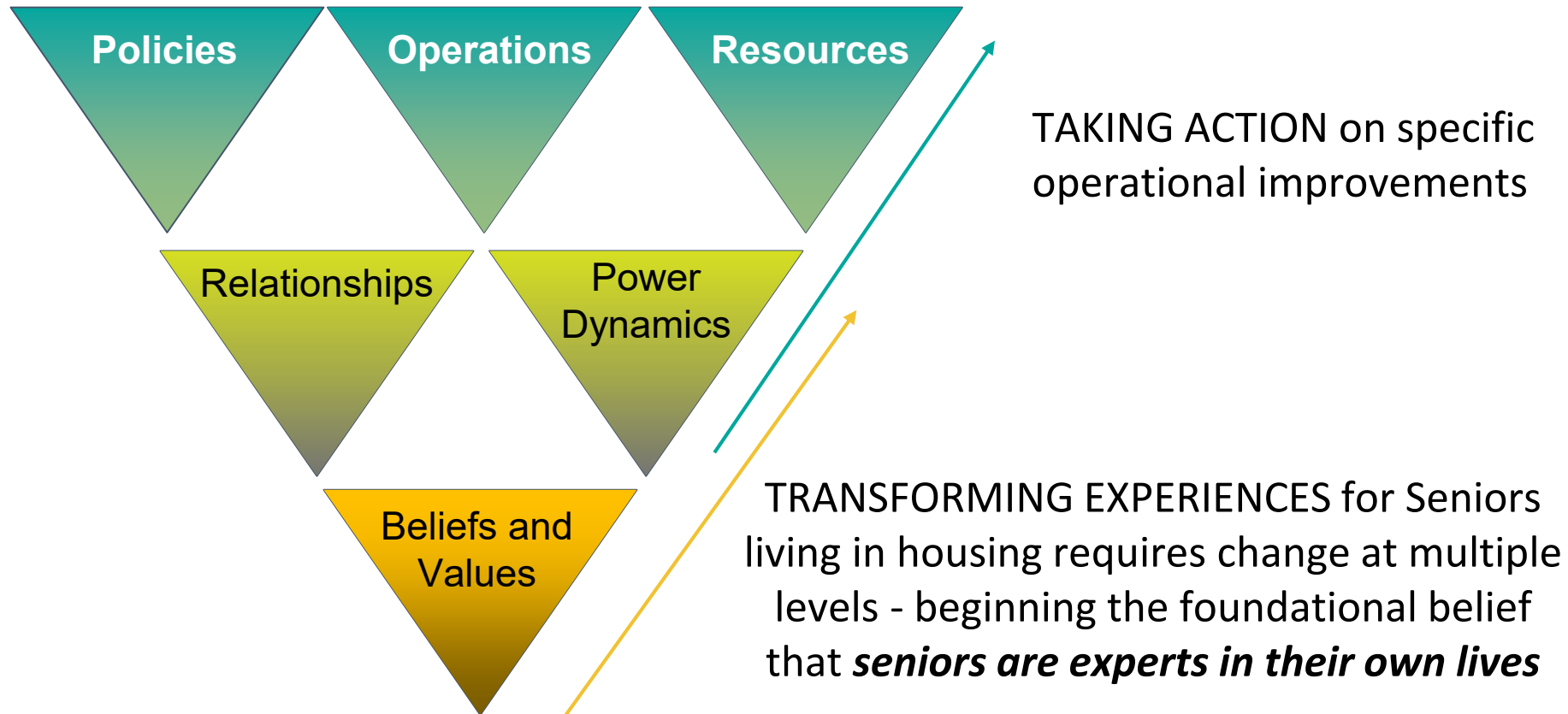
Enhanced security services

A photograph of three people in an office. In the center, a woman with short white hair and glasses, wearing a white shirt and a patterned scarf, is smiling and gesturing with her hands. To her right, a man with white hair and a beard, wearing a light blue shirt, is looking at her. In the background, another man with grey hair and a beard, wearing a light blue shirt, is looking towards the camera. The office has white shelves with various items on them. A large teal diagonal overlay covers the left side of the image.

TAKING ACTION

Recommendations for moving forward

Change on Multiple Levels



TAKING ACTION: 'My building' matters

Tenants want more building-based practices, including:

- Supports for tenant leaders
- Use of space
- Program evaluation and adaptation
- Tenant-led recreation
- Platforms to solicit tenant ideas
- Concerns about a neighbour
- Funds for building-specific projects

“I look at [housing] we’re a whole family, but every building is its own kid...some of them are good in math, some suck at history. Each building has its own issues.”
-Senior Tenant

TAKING ACTION: Supports in key places

Seniors had specific advice on what services they need in what places

IN MY UNIT

- A 'door-key person'
- Light housekeeping
- Computer/tech support
- Door-to-door check ins
- Personal care

IN MY BUILDING

- 'Welcome Wagon'
- Program planning
- Social activities
- Health care and education (not a hub)
- Community watch
- Financial/form filling

IN MY NEIGHBOURHOOD

- Intergenerational activities
- Transportation
- Group outings
- Building pairings
- Key partnerships (i.e. police, schools)

TAKING ACTION: Mechanisms for accountability

Seniors told us ‘it is so hard when nobody responds’. They suggested...

- Standardized response times to complaints and requests
- Access to staff when needed (note: in-person matters)
- Anti-ageism and de-stigmatization education
- Look at analogous models

“You have a problem and you have one number that you can call 24/7, day and night, in your language, and somebody who’s patient for someone who’s frustrated. Somebody who’s trained to deal with seniors and understand that the words don’t always come forward the same way that they would’ve 20-30 years ago.” – Senior Tenant



STRATEGIZING A RESPONSE

A roadmap for implementing change



Urgent Issues

Tenants told us what should be done **now** to support health and wellness. Here's a few ideas...

Fix what's not working

- Complaints process
- Pest control
- Mediation for tenant-tenant issues
- Translation services
- Proposal process for tenants
- Maintenance issues

Understand each building

- Tenant reps and roles
- Service needs and preferences
- Map providers and broker based on tenant input
- Security assessment
- Space and equipment review
- Tenant decision-making

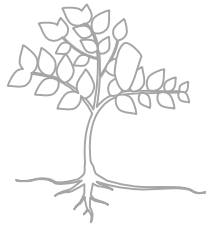


Game Changers

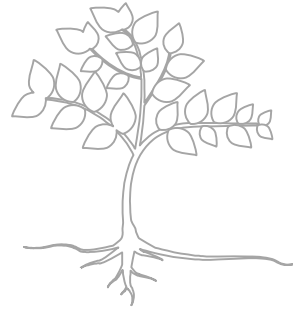
Steps to structurally embed tenant voice & wellbeing



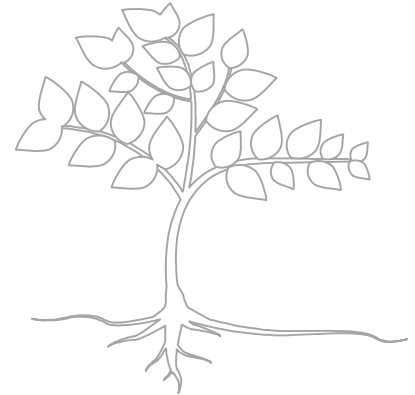
**Predictable
funding**
for tenant
leaders &
activities



**Knowledge
sharing**
& recreation by
tenants for
tenants



**Local tenant
planning
councils**
& roundtables
with tenants



Tenant networks
in service of
tenant needs
across the
system

Next Steps

- Invite STAC Working Group to contribute to the final report (July)
- Finalize comprehensive report with recommendations
- Submit final report and recommendations to TSHC Board (September)
- City and TSHC to use findings and recommendations to inform planning around meeting senior tenants' health and wellness needs

An elderly person with white hair, wearing a blue vest over a light-colored shirt and dark trousers, is walking away from the camera on a paved path. They are holding a walking stick in their right hand. The path is lined with trees and greenery, and the scene is brightly lit by sunlight. A large, semi-transparent brown triangle is overlaid on the left side of the image.

QUESTIONS?

**Toronto Seniors Housing Corporation
Board Of Directors
ISM Report
Item # 15c
Date: June 30, 2022**

Report: BD: 2022-66

To: Board of Directors

From: Linda Jackson

Date: June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

The QTE Board Committee is asking the Board of Directors to receive this report for information.

REASON FOR RECOMMENDATION:

This report responds to the request for information from the QTE Board Committee for a presentation by the City of Toronto on the City's role in the Integrated Services Model with TSHC. While well received when brought forward to the QTE Board Committee, the report raised concerns about pest control measures and its impact on seniors health and wellness as ISM is about overall health and

wellness. It was requested that the staff team prepare a report on pest management and pest control in our buildings, based on information provided to us by TCHC as the provider of this service. That report will come forward at the next board meeting as the first report from TCHC will not be filed until the end of June.

Linda Jackson
Chair, QTE Board Committee

File name: June 13 QTE Role of City in ISM_May30

Item 15c

Attachment 1

June 13 QTE Role of City in ISM

City Role in the Integrated Service Model



Monday, June 13, 2022
Quality Tenant Engagement

Agenda for Today

- City's Initial Role in the ISM
- City's Role in the ISM to Date
- Looking Ahead:
 - Supporting TSHC in the first 6-12 months
 - City's Longer-term Role



The Integrated Service Model (ISM)



14,000+ senior tenants in 83 buildings are supported to age in place in comfort, dignity, and vitality; with the support services they may need

ISM Objectives



Senior tenants age in place in comfort, dignity and vitality; with the supports they may need



Relationships of Trust



Better Housing Services



Access to Health & Community Services

City's Initial Role in the ISM:

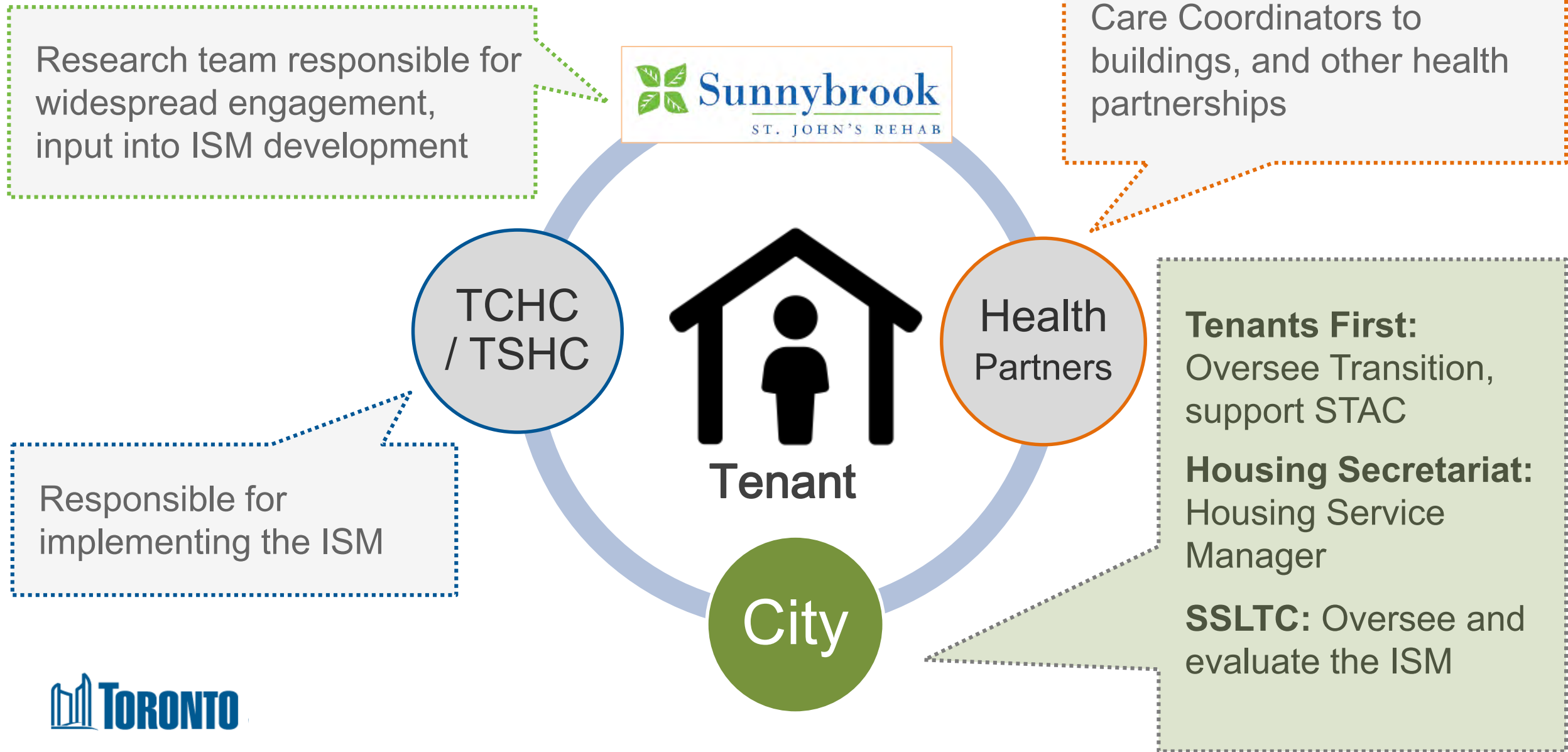
2017 EX26.2: Tenants First Phase 1 Implementation Plan

- Directed the strategic integration of City programs and services for seniors and responsibility for management of the 83 seniors-designated buildings within the Toronto Community Housing Corporation portfolio under a new Seniors Housing and Services entity that is separate from Toronto Community Housing and more directly accountable to City Council

Council Direction on ISM

- 2017 Council direction to the City under Phase 1 of Tenants First to create a separate seniors housing and services entity [EX26.6]
- 2018 Council adopted the ISM to promote aging in place and better quality of services in partnership with the LHIN [EX34.3]
- 2019 City renamed LTC division to Seniors Services and expanded the mandate to integrate City services for seniors [EX4.3]
- 2020: DCM for Community and Social Services to oversee the ISM [EX7.1]

Many ISM Partners



Overall City Role in ISM to Date

- Initial development of ISM and Accountability Framework
- Oversee and evaluate
- Consult tenants to evaluate the ISM
- Support partnerships with health partners
- Support STAC
- Consult tenants on Seniors Health and Wellness
- Support partnerships and innovation
- Support transition to TSHC

Looking Ahead

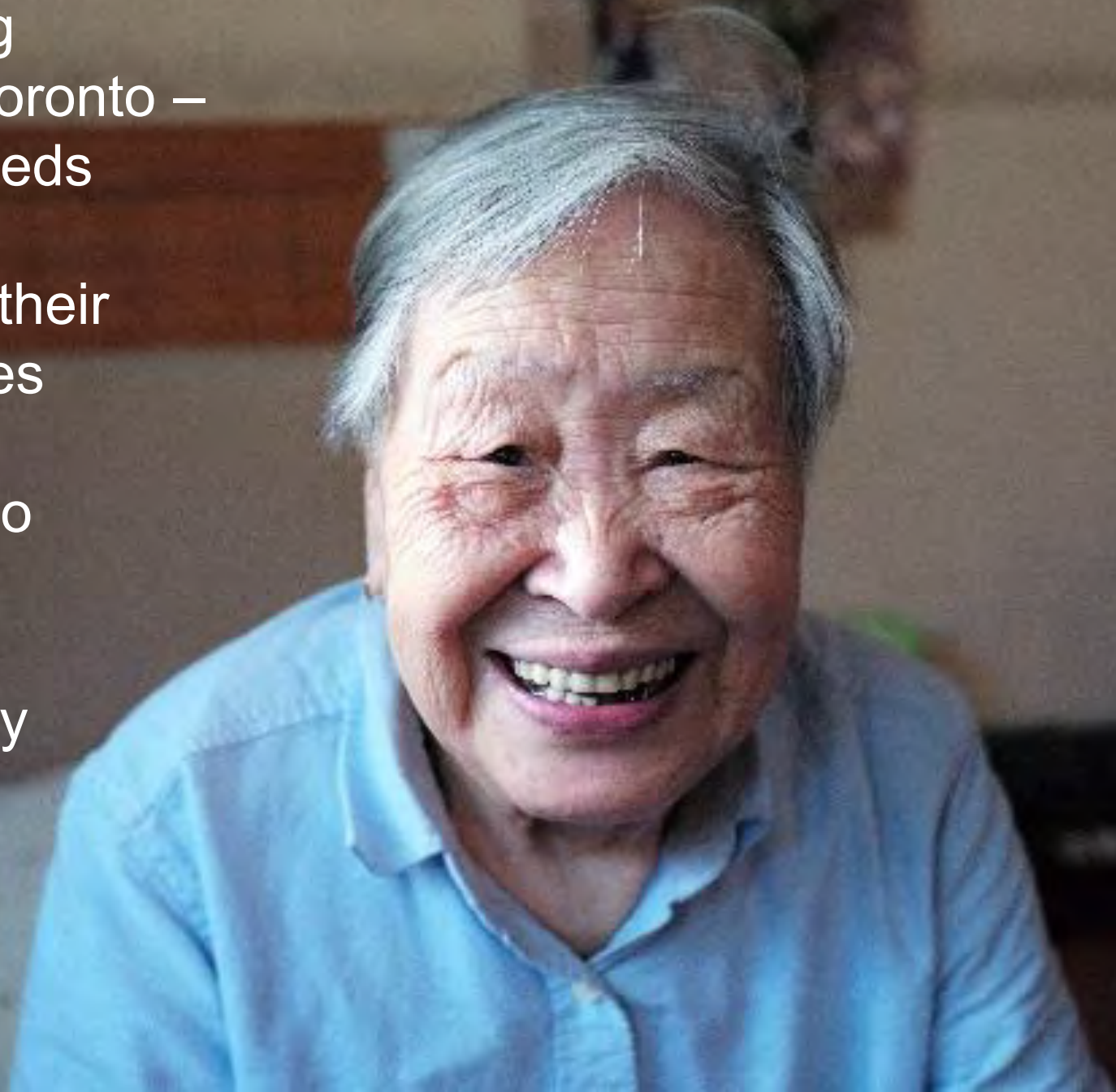
Set TSHC Up for Success (6-12 months)	Longer-term
<ul style="list-style-type: none">➤ Ongoing support of STAC➤ Ongoing tenant engagement to support SSLTC ISM Evaluation➤ Ongoing tenant engagement to support Seniors Health and Wellness Initiative review➤ Continue ISM monitoring and operational support as needed	<ul style="list-style-type: none">➤ Is the ISM working for tenants? Annual evaluation based on tenant engagement, with recommendations to TSHC to improve ISM➤ Confirm future role and responsibility of STAC

Diversifying, expanding
seniors population in Toronto –
respond to evolving needs

Help people remain in their
homes and communities

Enable easier access to
services

Support vibrant, healthy
lives for everyone



**Toronto Seniors Housing Corporation
Board of Directors Meeting
Communications Update**

Item # 16a

June 30, 2022

Report: BD: 2022-67

To: Board of Directors

From: Wendy Dobson

Date: June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Board receives this Communications report for information.

REASON FOR RECOMMENDATION:

Since June 1 transition date, there have been many communications with a variety of stakeholders to announce our launch, connect with stakeholders and deliver our official launch activities. This report captures our activities during the past month of operations.

Wendy Dobson

Incoming, Interim Strategic Communications & Engagement Lead

File name: Communications Update 2022.06.22

**Item 16a
Attachment 1
Presentation on Communications Update**

Board of Directors Meeting
Communications Update



Launch Recap

Toronto Seniors Housing Corporation

4

Launch Events

100s

Of Staff and Staff Hours Dedicated to
Preparing Regional Offices

520

Estimated Guests

14,000

English Welcome
Guides Delivered

5

Media Outlets Attended
CTV, CBC, CP24, 680 News,
Accessible Media Inc.

4

Trees and Putting Down
Roots Plaques Planted

Toronto Seniors Housing Corporation Retweeted



John Tory @TorontosMayor · Jun 7

Pleased to join @anabailaoTO and @PaulaFletcherTO at Greenwood Towers to launch @toseniorhousing.

I'm thankful for the tremendous amount of work by @TOHousing and @CityofToronto to deliver more senior-focused housing and tailored services in our city.



5 12 23



Mayor John Tory

June 7 at 12:16 PM ·

Today, we launched [Toronto Seniors Housing Corporation](#) which will deliver more seniors-focused housing in Toronto.

- Will operate 83 seniors-designated [Toronto Community Housing](#) buildings
- Provide seniors with improved living conditions
- Tailored resources and services for tenants

https://www.toronto.ca/.../mayor-john-tory-officially...



Social Update

Toronto Seniors
Housing Corporation

Since June 7, we have gained the following across all platforms ([Twitter](#), [Facebook](#) and [LinkedIn](#))

- Total **713** Impressions; a rise of **35.6%**
 - The number of times our content was displayed to users in their feed whether they clicked on it or not
- Total **30** Engagements; a rise of **275%**
 - The number of times our content was shared, liked, commented on, saved, clicked-through, or retweeted
- **0.4%** rise in audience; Total of **957** users active with our content at the time
 - This identifies the number users that came across our content or engaged with it
- **34** new page views and **568** Impressions on LinkedIn

Media Update

- [Mayor John Tory officially launches Toronto Seniors Housing Corporation - a seniors-focused social housing provider](#) (City of Toronto)
- [City Launches Toronto Seniors Housing Corporation](#) (Zoomer Radio)
- [City Officially Launches a Social Housing Provider for Toronto Seniors](#) (Storeys)
- [Mayor Tory Launches Seniors-Focused Social Housing Provider](#) (Urban Toronto)

June Communications Update

**Toronto Seniors
Housing Corporation**

- **By June 1 or as of June 1**
 - 22 City Councillors received customized information packages about transition and how it affects their ward, along with links to tenant communications and launch activities prior to June 1
 - Hundreds of stakeholders were informed of transition and its direct impact to them via email
 - All staff received new corporate t-shirts and other collateral
 - Bulletin boards were updated to remove, as much as possible, TCHC branded information
 - June 1-3 all tenants received the Welcome Guide delivered in English only, door-to-door, by staff – other language guides are being printed with digital copies and available as of June 10 on our website
 - Launched our new website and intranet site
 - Welcome note sent to all STAC and Tenant Leaders from the CEO
- **Since June 1**
 - One-on-one stakeholder meetings have begun with CEO and other key stakeholders including EMS Chief and Councillors
 - Listening Tour began on June 10 with four sites completed
 - June 3 online Employee Check-in event supported by ongoing communications

Toronto Seniors Housing Corporation

Board of Directors Meeting

Tenant Engagement Report on Information Transitioned to TSHC

on June 1, 2022

Item #16b

June 30, 2022

Report: BD: 2022-68

To: Board of Directors

From: Wendy Dobson

Date: Thursday, June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Board receives this Tenant Engagement Baseline Update for information.

REASON FOR RECOMMENDATION:

This update offers a baseline based on Tenant Engagement information which TSHC received on June 1 from TCHC. It includes historical information on TCHC's Tenant Engagement System which was previously shared with this board and includes updated information on use of space and tenant leaders by building. The tenant leaders information is being shared separately to protect

personal privacy. The update also includes upcoming tenant engagement activities and the role of tenant leaders who transferred from TCHC's engagement system while TSHC works with tenants to determine a tenant engagement system for the corporation.

Wendy Dobson

Incoming, Interim Strategic Communications & Engagement Lead

File name:

- Tenant Engagement Update 2022.06.22
- Programs and partnerships pre and post COVID 2022.06.22

**Item 16b
Attachment 1
Presentation on Tenant Engagement**

Board of Directors Meeting

Tenant Engagement Update



2019 TCHC Board approved the new Tenant Engagement System structure.

Implementation Process

1 Priority Setting

2 Community Action Plan Development

3 Model Selection

4 Tenant Selection/Election (Phases 1 to 3)

- [Four options](#): building committee (open call to all tenants), community representatives (elect/acclaim), tenant association (independent of Tenant Engagement System), or no representation
- All initial selection/elections completed; Council Member Motion [MM38.51](#) resulted in process being halted before by-elections to fill any remaining vacancies could be completed

TCHC Tenant Engagement System Structure

Toronto Seniors
Housing Corporation

3. City level



City-Wide Tenant-Staff Governance Oversight Committee



2. Regional level



North West

Tenant Community
Action Table

South West

Tenant Community
Action Table

North East

Tenant Community
Action Table

South East

Tenant Community
Action Table

Did **not** get established
prior to transition



1. Building level



Community Representatives

or



Building committees

(select representatives within committee for
regional tables and city-wide committee)

83*

SHU Buildings

*One of 83 buildings unoccupied due to construction

36

Buildings selected
Building Committee
model (selection)

39

Buildings selected
Community Representative
Model (election)

8

Building have not
selected a model

Data after TSHC initial validation**:

- **40 buildings** with community representative(s) or building committee
- **75 Community Representatives** (some represent committees, names provided to TSHC)
- **292 Committee Members** on 24 building committees (names not provided to TSHC)

**Further validation required

Activities Prior to TSHC Transfer

- Regional online onboarding events held for each phase
- One Seniors Housing Unit onboarding event
- Orientation resource binder provided to community representatives
- Community Representatives' Transition to TSHC / TCHC Farewell: May 17, 2022

Community representatives and building committees were not required to report their meetings and regional and city-wide tables/committees were not established prior to transition so there is no historical data available.

Recent and Upcoming Work With Community Representatives

Toronto Seniors
Housing Corporation

- Community representatives contacted about participating in various engagement/transition activities prior to and after June 1, including TSHC launch events
- Community representatives consulted on proposed Use of Space agreements in their buildings
- Email addresses by building address being created to enhance communications for Community Representatives while protecting privacy (expected completion in mid-summer)
- Hiring four Engagement Community Services Coordinators (CSCs)

TSHC Message to **Community Representatives**

Toronto Seniors
Housing Corporation

- The role you agreed to at TCHC has transferred over to us – as is for now – we will speak to you about what you like and what may need changing based on your input
- On June 1 we will continue to support your local engagement efforts such as:
 - Community Gardens
 - Tenant Action/Distribution Funds
- We do not yet have an approved tenant engagement system in place at TSHC:
Your voice can help shape that!
- In the short-term (July – December) we have plans that include you

Tenant Engagement Plans June – December 2022

**Toronto Seniors
Housing Corporation**

June

July

Aug

Sept.

Oct.

Nov.

Dec

Listening Tour

Open to all tenants, will run until February 2023, separate sessions for staff and other stakeholders

In-person visits to each building with options for online for staff and other stakeholders

STAC Report On Tenant Engagement

Report
Tabled

Consult with STAC and Tenant Leaders to gain alignment on and determine priorities, roles, responsibilities

Consult with tenants at large to gather input on the priorities and input on TSHC's engagement system

Online and in-person focus groups

Policies

Begin with Use of Space and Tenant Action Fund policies then continue to consult with STAC and Tenant Leaders on interim tenant-facing policies to prioritize updates and bringing a seniors-focused lens and plain language to the policies – provide recommendations to the Board (opportunity for tenants and staff to co-present)

Online and in-person focus groups

Date to be confirmed for Strategy, Mission, Vision, Values

Listening Tour

**Toronto Seniors
Housing Corporation**

Purpose

Listen to input from a representative sampling of tenants, staff and other stakeholders in separate sessions to help inform the future shape of the organization

Process

- 30 minute staff-led building tours conducted with Tom at the beginning of each building visit
- 90 minute in-person round table with tenants and Tom supported by a staff person
- Addressing language barriers to participation:
 - Offer all tenants an opportunity to be heard by providing language support to gather input
- Staff to be invited to eight virtual sessions

Payoff

An opportunity to hear directly from stakeholders what they want to see from TSHC

STAC Report on Tenant Engagement

**Toronto Seniors
Housing Corporation**

Purpose

Through the City of Toronto, the Senior Tenants Advisory Committee (STAC) has provided recommendations on methods and principles to consider for TSHC's tenant engagement model

Process

- Report presented to Quality & Tenant Engagement Board Committee on June 13 to accept for information
 - Deputants noted not all STAC members had opportunity to review the report
 - Facilitator noted that there were areas of agreement and divergence in the report
 - No clear recommendation on next steps were noted – committee requested that be added
- Report to be presented to the Board of Directors for information on June 30
 - Board to direct if it can, in principle, use the report as an input to building TSHC's tenant engagement model
- Recommending that STAC and Tenant Leaders be engaged to determine the priorities of a future tenant engagement system using the report's methods and principles as a starting point

Payoff

Tenant Leaders and STAC will work with staff to co-design the new tenant engagement model for seniors

Purpose

To have tenants shape the policies that affect them, their homes and their well-being

Process

- Begin with Use of Space and Tenant Action Fund policies as many tenants have already expressed concerns on these particular ones – met with STAC June 23 to review interim tenant funds policy (TCHCs)
- Meet with STAC and Tenant Leaders beginning in July to determine next batch of tenant facing policies they want to prioritize
- Schedule online and/or in-person meetings to review, revise and recommend changes to policies to the Board of Directors with the support of our Policy Advisory team members

Payoff

Co-design of policies for tenants and the corporation done collaboratively

Item 16b

Attachment 2

Programs and Partnerships Pre and Post COVID

Terminology

Exclusive Use of Space: Exclusive use of non-residential space by an Agency on a reoccurring basis to provide programs, services, and activities for the benefit of SHU

Non-Exclusive Use of Space: Shared use of non-residential space on a reoccurring basis by tenants, tenant-led groups, and Agencies to provide programs, services, and activities

One-Time Use of Space: Use of non-residential space by an Agency, tenant or tenant-led groups for a defined, nonrecurring, time period for a private or community event. (data

Referral Agreement: An agreement between TCHC and an Agency to fill RGI units with clients receiving services from a particular Agency. TCHC leases one of these units directly to the tenant. The Agency must have an individual agreement with the tenant to

Head Lease Agreement: The Partner Agency subleases individual units in the building to

*Pre-COVID data was managed by several groups at TCHC and some were informal agreements, so the data provided pre-COVID may not be complete.

All community rooms are now open to informal tenant use. Review and signing of new and renewal agreements continues to move forward but there were delays due to COVID, the transition to the new corporation and the addition of a tenant consultation process before any agency-led programs or services in common areas were approved.

The Senior Tenants Advisory Committee (STAC) reviewed the interim process for consulting tenants on these agreements. STAC and other tenants will be further consulted as a long-term process is developed to ensure the proper identification of what tenants want and need within their buildings.

Use of Space Partners Pre-COVID*

Address	Agent or Tenant Group
10 Deauville Lane	Flemingdon Park Ministry
	Toronto Intergenerational Partnerships in Community (TIGP)
100 Cavell Ave	Hope Church
	Etobicoke Services for Seniors
	Grace Communion International
12 Thorncliffe Park D	The Neighbourhood Organization (TNO)
120 Town Haven Pla	Toronto Intergenerational Partnerships in Community (TIGP)
	Transcare Community Support Services
130 Eglinton Ave E	Mint Nutrition Clinic
	Working Skills Centre
130 Vaughan Rd	Reconnect Community Health Services
1315 Neilson Rd	Neilson Hall Seniors COVID-19 Free Food and Grocery Organization
	Senior Scarborough Senior Tamil's Association
1420 Victoria Park A	Friends of Jesus Christ Church
	The Laughing Clinic
	Toronto District School Board (TDSB)
	Transcare Community Support Services
1447 King St W	West Neighbourhood House
145 Strathmore Blvd	Eastview Community Centre
	South Riverdale Community Health
	Toronto Intergenerational Partnerships in Community (TIGP)
17 Brimley Rd	Satellite Food Bank
	The Church at Brimley
	Transcare Community Support Services
1775 Eglinton Ave W	Baycrest Hospital
	Loyola Arrupe Centre for Seniors
	Reconnect Community Health Services
193 Wilson Ave	Bernard Betel Centre
20 West Lodge Ave	Bible Group
	West Neighbourhood House
2008 Pharmacy Ave	Senior Persons Living Connected
250 Twelfth St	Hope Church
252 Sackville St	Sunshine Centres for Seniors
	The Neighbourhood Group
	WoodGreen Community Services

266 Donlands Ave	Toronto Intergenerational Partnerships in Community (TIGP)
	Daily Food Bank & Second Harvest
	South Scarborough Chinese Alliance
	Transcare Community Support Services
2950 Lawrence Ave E	
3036 Bathurst St	Bernard Betel Centre
310 Dundas St E	Margaret's Housing + Community Support Services
3174 Bathurst St	Baycrest Hospital
	Bernard Betel Centre
	Canadian Red Cross
3330 Danforth Ave	Daily Bread Food Bank
	Scarborough Food Security Initiative
340 Royal York Rd	Hope Church
35 Park Home Ave	Bernard Betel Centre
	Toronto District School Board (TDSB)
35 Shoreham Dr	LOFT
	North York Vedic Sabha
369 Pape Ave	Eastview Community Centre
	Toronto Chinese Christian Short Term Mission Training Centre (Tor
3825 Sheppard Ave E	Carefirst (formerly Chinese Seniors' Support Services Association)
384 Mount Pleasant	384 Mount Pleasant - Tenant Naima
4000 Don Mills Rd	Chinese Gospel Church of Toronto
	Toronto District School Board (TDSB)
41 Mabelle Ave	Community Paramedics
	Etobicoke Services for Seniors
423 Yonge St	LOFT
4455 Bathurst St	Baycrest Hospital
	Bernard Betel Centre
5430 Yonge St	Bernard Betel Centre
	Jewish Russian Community Centre
55 Bleecker St	Saint Elizabeth Health Care
55 Outlook Ave	Reconnect Community Health Services
55 Rankin Cres	Loyola Arrupe Centre for Seniors
600 Rogers Rd	Hebrew Church of God
6250 Bathurst St	Bernard Betel Centre
	Ohalei Yoseph Yitzchak
65 Greencrest Cir	Sri Sathya Saibaba Centre of Scarborough
	Transcare Community Support Services

	LOFT
7/11 Arleta Ave	Northwood Neighbourhood Senior Services
80 Danforth Ave	Eastview Community Centre
828 Kingston Rd	The Neighbourhood Group
	East York Community Garden
	Toronto Intergenerational Partnerships in Community (TIGP)
9 Haldon Ave	WoodGreen Community Services
	Carefirst (formerly Chinese Seniors' Support Services Association)
91 Augusta Ave	Fort York Food Bank
	Etobicoke Services for Seniors
98 Cavell Ave	Hope Church

Agency/Tenant-led	Program/Service/Event Type
Agent	Food security
Agent	Social recreation
Agent	Food security
Agent	Social recreation
Agent	Faith-based
Agent	Food security
Agent	Social recreation
Agent	Social recreation
Agent	Health and wellness
Agent	Social recreation
Agent	Social recreation
Agent	Food security
Agent	Social recreation
Agent	Food security
Agent	Social recreation
Agent	Personal development
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Health and wellness
Agent	Social recreation
Tenant-led	Food security
Tenant-led	Faith-based
Agent	Social recreation
Agent	Health and wellness
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Faith-based
Agent	Social recreation
Agent	Social recreation
Agent	Food security
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation

Agent	Social recreation
Agent	Food security
Agent	Faith-based
Agent	Social recreation
Agent	Social recreation
Agent	Food security
Agent	Health and wellness
Agent	Social recreation
Agent	Health and wellness
Agent	Food security
Agent	Food security
Agent	Food security
Agent	Social recreation
Agent	Personal development
Agent	Social recreation
Agent	Faith-based
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Tenant-led	Social recreation
Agent	Faith-based
Agent	Personal development
Agent	Health and wellness
Agent	Social recreation
Agent	Social recreation
Agent	Health and wellness
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Health and wellness
Agent	Social recreation
Agent	Social recreation
Agent	Faith-based
Agent	Social recreation
Agent	Faith-based
Agent	Faith-based
Agent	Social recreation

Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Social recreation
Agent	Food security
Agent	Social recreation
Agent	Food security

Use of Space Partners (non-exclusive use of space) Post-COVID*

Address	Agent or Tenant Group Name
10 Deauville Lane	Toronto Intergenerational Partnerships in Community (TIGP)
100 Cavell Ave	Hope Church
	Toronto Public Library
	Etobicoke Services for Seniors
12 Thorncliffe Park	The Neighbourhood Organization (TNO)
	Thorncliffe-Overlea Baby Boomers Club
120 Town Haven Pl	Toronto Intergenerational Partnerships in Community (TIGP)
	Transcare Community Support Services
130 Eglinton Ave E	Toronto Public Library
130 Vaughan Rd	Dr. Smith
	Reconnect Community Health Services
	Toronto Public Library
1315 Neilson Rd	Carefirst (formerly Chinese Seniors' Support Services Association)
	Neilson Hall Seniors COVID-19 Free Food and Grocery Organization G
	Senior Scarborough Senior Tamil's Association
1420 Victoria Park	Friends of Jesus Christ Church
	The Laughing Clinic
	Toronto District School Board (TDSB)
	Transcare Community Support Services
	Community Paramedics
145 Strathmore Blv	West Neighbourhood House
	Eastview Community Centre
	Sunshine Centres for Seniors
	Toronto Intergenerational Partnerships in Community (TIGP)
	Toronto Public Library
168 John St	Carefirst (formerly Chinese Seniors' Support Services Association)
	Toronto Public Library
17 Brimley Rd	Toronto Public Library
	Transcare Community Support Services
175 Cummer Ave	Toronto Public Library
1775 Eglinton Ave	Baycrest Hospital
	Loyola Arrupe Centre for Seniors
	Reconnect Community Health Services
193 Wilson Ave	Bernard Betel Centre
	Toronto Public Library

20 West Lodge Ave	West Neighbourhood House
	Community Paramedics
2008 Pharmacy Ave	Carefirst (formerly Chinese Seniors' Support Services Association)
	Senior Persons Living Connected
	Wishing Well Manor Tenants Association
250 Twelfth St	Hope Church
252 Sackville St	Carefirst (formerly Chinese Seniors' Support Services Association)
	Sunshine Centres for Seniors
	The Neighbourhood Group
266 Donlands Ave	WoodGreen Community Services
	Toronto Intergenerational Partnerships in Community (TIGP)
	Toronto Public Library
2950 Lawrence Ave	South Scarborough Chinese Alliance
	Transcare Community Support Services
3036 Bathurst St	Bernard Betel Centre
310 Dundas St E	Carefirst (formerly Chinese Seniors' Support Services Association)
	Margaret's Housing + Community Support Services
3174 Bathurst St	Baycrest Hospital
	Bernard Betel Centre
	Canadian Red Cross
3330 Danforth Ave	Scarborough Food Security Initiative
34 Oxford St	Carefirst (formerly Chinese Seniors' Support Services Association)
340 Royal York Rd	Hope Church
35 Park Home Ave	Bernard Betel Centre
	Toronto District School Board (TDSB)
35 Shoreham Dr	LOFT
	Toronto Public Library
369 Pape Ave	Eastview Community Centre
3825 Sheppard Ave	Carefirst (formerly Chinese Seniors' Support Services Association)
384 Mount Pleasant	Toronto Public Library
4000 Don Mills Rd	Toronto District School Board (TDSB)
41 Mabelle Ave	Community Paramedics
	Etobicoke Services for Seniors
	Toronto Public Library
423 Yonge St	Community Paramedics
	LOFT
	Baycrest Hospital

4455 Bathurst St	Bernard Betel Centre
	VIBE Arts
5430 Yonge St	Bernard Betel Centre
	Jewish Russian Community Centre
55 Bleecker St	Carefirst (formerly Chinese Seniors' Support Services Association)
	The Neighbourhood Group
55 Outlook Ave	Reconnect Community Health Services
55 Rankin Cres	Loyola Arrupe Centre for Seniors
	Toronto Public Library
600 Rogers Rd	Reconnect Community Health Services
6250 Bathurst St	Bernard Betel Centre
	Ohalei Yoseph Yitzchak
65 Greencrest Cir	Sri Sathya Saibaba Centre of Scarborough
	65 Greencrest Social Club
	Transcare Community Support Services
7/11 Arleta Ave	LOFT
	Northwood Neighbourhood Senior Services
	Toronto Public Library
71 Merton St	71 Merton - Meditation Plus
72 Clinton St	Tenant Knitting Group
80 Danforth Ave	Eastview Community Centre
	Sunshine Centres for Seniors
801 Mount Pleasant	801 Mount Pleasant- Tenant Group
	Toronto Public Library
828 Kingston Rd	Community Centre 55
	The Neighbourhood Group
9 Haldon Ave	East York Community Garden
	Toronto Intergenerational Partnerships in Community (TIGP)
	Toronto Public Library
	WoodGreen Community Services
91 Augusta Ave	Carefirst (formerly Chinese Seniors' Support Services Association)
98 Cavell Ave	Etobicoke Services for Seniors
	Hope Church

Agency/Tenant-led	Program/Service/Event Typ	Operating?
Agent	Social recreation	
Agent	Food security	Yes
Agent	Personal development	Yes
Agent	Social recreation	
Agent	Food security	Yes
Tenant-led	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Health and wellness	
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Social recreation	
Tenant-led	Food security	
Agent	Social recreation	
Agent	Food security	Yes
Tenant-led	Social recreation	
Agent	Personal development	
Agent	Social recreation	
Agent	Health and wellness	
Agent	Social recreation	
Agent	Social recreation	Yes
Agent	Social recreation	
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Personal development	Yes
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Health and wellness	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Personal development	Yes

Agent	Social recreation	
Agent	Health and wellness	
Agent	Social recreation	
Agent	Social recreation	
Tenant-led	Social recreation	
Agent	Food security	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Faith-based	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Food security	Yes
Agent	Health and wellness	
Agent	Social recreation	
Agent	Health and wellness	
Agent	Food security	
Agent	Social recreation	
Agent	Food security	Yes
Agent	Social recreation	
Agent	Personal development	
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Social recreation	Yes
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Personal development	
Agent	Health and wellness	Yes
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Health and wellness	
Agent	Social recreation	
Agent	Health and wellness	

Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Faith-based	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Social recreation	
Agent	Social recreation	
Agent	Faith-based	Yes
Agent	Faith-based	
Tenant-led	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Personal development	Yes
Tenant-led	Social recreation	
Tenant-led	Social recreation	Yes
Agent	Social recreation	
Agent	Social recreation	
Tenant-led	Social recreation	
Agent	Personal development	Yes
Agent	Food security	Yes
Agent	Social recreation	
Agent	Social recreation	Yes
Agent	Social recreation	
Agent	Personal development	Yes
Agent	Social recreation	
Agent	Social recreation	
Agent	Social recreation	
Agent	Food security	Yes

Supportive Housing Partners

Address	Supportive Agent	Type
10 Deauville Lane	WoodGreen Community Services	Exclusive
12 King High Ave	Dixon Hall Neighbourhood Services	Referral
12 Thorncliffe Park Dr	WoodGreen Community Services	Exclusive
100 Cavell Ave	Storefront Humber Inc.	Head Lease
	Storefront Humber Inc.	Referral
120 Town Haven Place	Transcare Community Support Services	Exclusive
130 Eglinton Ave E	SPRINT Senior Care	Exclusive
130 Vaughan Rd	Reconnect Community Health Services	Exclusive
1420 Victoria Park Ave	WoodGreen Community Services	Exclusive
	Dixon Hall Neighbourhood Services	Referral
17 Brimley	Transcare Community Support Services	Head Lease
175 Cummer Ave	City of Toronto	Head Lease
1700 Finch Ave	Yee Hong Centre for Geriatric Care	Exclusive
1775 Eglinton Ave W	Reconnect Community Health Services	Exclusive
193 Wilson	Reena	Referral
20 West Lodge Ave	West Neighbourhood House	Referral
25 West Lodge Ave	West Neighbourhood House	Referral
2008 Pharmacy Ave	Senior Persons Living Connected	Exclusive
	St Paul L'amoreaux	Head Lease
250 Twelfth St	Canadian Mental Health Association	Head Lease
	Supportive Housing in Peel	Head Lease
	Storefront Humber Inc.	Referral
266 Donalds Ave	WoodGreen Community Services	Exclusive
2835 Lakeshore Blvd W	Canadian Mental Health Association	Exclusive
	Canadian Mental Health Association	Head Lease
	Storefront Humber Inc.	Head Lease
	Storefront Humber Inc.	Referral
	Supportive Housing in Peel	Head Lease
2950 Lawrence Ave E	City of Toronto	Exclusive
3330 Danforth Ave	Warden Woods Church and Community	Exclusive
	Dixon Hall Neighbourhood Services	Referral
340 Royal York Rd	PACE	Exclusive
	PACE	Head Lease
35 Park Home Ave	North York Seniors Centre	Exclusive
	Progress Place	Referral

35 Shoreham Dr	LOFT	Referral
384 Mount Pleasant Road	SPRINT Senior Care	Exclusive
3174 Bathurst	Reena	Referral
3330 Danforth Ave	Warden Woods Church and Community	Exclusive
3825 Sheppard Ave E	Carefirst	Head Lease
41 Mabelle Ave	Storefront Humber Inc.	Referral
423 Yonge St	LOFT	Exclusive
	COTA Health	Referral
	COTA Health	Exclusive
	COTA Health	Head Lease
4455 Bathurst St	Reena	Referral
4000 Don Mills Rd	City of Toronto	Exclusive
	Reena	Referral
55 Bleecker St	City of Toronto	Exclusive
	Progress Place	Referral
55 Outlook Ave	Reconnect Community Health Services	Exclusive
	Reena	Referral
55 Rankin Cres	Loyola Arrupe Centre for Seniors	Exclusive
585 King St E	Community Living	Head Lease
5430 Yonge St	North York Seniors Centre	Exclusive
600 Rogers Rd	Community Living	Exclusive
	Community Living	Head Lease
	Reconnect Community Health Services	Exclusive
6250 Bathurst St	City of Toronto	Exclusive
	Reena	Referral
65 Greencrest Circuit	Transcare Community Support Services	Exclusive
7/11 Arleta Ave	LOFT	Referral
71 Merton St	SPRINT Senior Care	Exclusive
80 Danforth Ave	City of Toronto	Head Lease
801 Mount Pleasant Rd	SPRINT Senior Care	Exclusive
9 Haldon Ave	WoodGreen Community Services	Exclusive
	WoodGreen Community Services	Head Lease
91 Augusta Ave	Carefirst	Exclusive
	Carefirst	Head Lease
98 Cavell Ave	Storefront Humber Inc.	Referral

**Toronto Seniors Housing Corporation (TSHC)
Board of Directors Meeting
TSHC Financial Results through May 31, 2022
Item # 19
June 30, 2022**

Report: BD: 2022-70

To: Board of Directors

From: Norman Rees

Date: June 30, 2022

SUBJECT: INFORMATIONAL UPDATE

PURPOSE:

The purpose of this report is to provide an update on TSHC current financial position through May 31, 2022.

Financial Results through May 31, 2022

Statement of Operations (Attachment 1)

Through May 31, 2022, TSHC incurred operating expenses of \$2,071,070. Revenue amounted to \$2,076,485, being composed of \$2,071,070 from the City of Toronto (City) and \$5,415 interest

income earned on bank 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 – \$1,734,653
2. Accounts Receivable - \$2,165 – May bank interest
3. Accounts payable - \$933,688
4. Deferred grant funding - \$1,102,764
5. Net assets - \$6,461

The cash balance represents the bank balance as of May 31, 2022 and is the opening balance that has been recorded on the Yardi/HoMES financial system.

The Accounts Payable balance comprises May activity that has been processed through the bank in June. The balance includes:

- Payroll and related - \$82,015
- Interim Staff and other third parties - \$361,095
- Legal - \$127,603
- Insurance - \$306,095

Accounts payable will be cleared through the Yardi/Homes financial system when the May month end financial results are loaded into the system.

HST

TSHC has applied to the Canada Revenue Agency to become a 'determined municipality' thereby allowing it to be eligible for the municipal HST rebate. As the application process can be lengthy (up to 6 months) and to be conservative in the recognition of an HST rebate receivable prior to the application's approval, a 100% provision against the calculated rebate has been made. To the end May 2022, the provision amounts to \$198,869.

Cash Flow and 2022 Forecast

TSHC has been working with the City of Toronto to obtain a letter of guarantee so that it can obtain a demand line of credit for general corporate purposes, including working capital requirements.

As a letter of guarantee requires City Council approval (Council will not be able to consider this item until the fall), TSHC requested and the City agreed to flow their entire current June 1 to December 31, 2022, funding to TSHC. The \$4.8 million funding was received in early June and will provide sufficient working capital funds for several months.

TSHC is in the process of updating its June 1 to December 31, 2022, forecast. The forecast will reflect the updated organization structure that is being presented at the June 30, 2022 board meeting.

Banking Matters

The on-line banking system approval parameters will be updated to reflect the Board approved delegations of authority.

The following changes are being made to the on- line system:

Additions:

1. Vince Truong – Controller - Administrative rights - full access
2. Adey Asfaw – Corporate Accountant – user – limited access
3. Tolu Solebo – Manager – Financial Planning - user - limited access

Deletions:(After July 15, 2022)

1. Michael Sherar – Interim Transitional Lead and Chief Corporate Officer

Michael will also be removed as a signing officer on the Master Banking Agreement.

Norman Rees
Interim Financial Lead

File Names:

ATTACHMENT 1: Statement of Operations – May 31, 2022

ATTACHMENT 2: Statement of Financial Position – May 31, 2022

Item 19
Attachment 1
Statement of Operations

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Actual Results to May 31, 2022	Budget - Jan. 1 to May 31, 2022
Revenue		
City of Toronto Grant	2,071,070	2,831,000
Interest income	5,415	
Total Revenue	2,076,485	2,831,000
Expenses		
Salaries and Wages	368,989	579,833
Benefits	30,844	99,771
Transportation and Communication	-	21,000
Services	1,575,202	2,123,396
Supplies	96,035	7,000
Total Expenses	2,071,070	2,831,000
Excess of Revenue over Expenses	5,415	-

Item 18
Attachment 2
Statement of Financial Position

STATEMENT OF FINANCIAL POSITION		Actual Results May 31, 2022
Assets		
Cash		1,734,653
HST recoverable		(0)
Accounts Receivable		2,165
Prepaid Expenses		306,096
Total Assets		<u>2,042,914</u>
Liabilities & Net Assets		
Accounts payable and accrued liabilities		933,688
Deferred grant funding		1,102,764
Net assets - unrestricted		6,461
Total Liabilities & Net Assets		<u>2,042,914</u>

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Enforcement of Evictions Restart
Item # 20a
June 30, 2022**

Report: BD: 2022-71

To: Board of Directors

From: Grant Coffey
General Manager (I), Operations team

Date: June 30, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

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

CONTEXT

When tenants are in arrears, staff follow specific policies and procedures to resolve arrears. These policies and procedures have

been adopted by TSHC under the Eviction Prevention Policy for Non-payment of Rent

(Arrears). The goal of the policy is to support tenants to resolve arrears and maintain their tenancy, but this is not always possible. An eviction moratorium had been in effect in TCHC since December 2020 and prior to the transition of the Seniors Portfolio to TSHC. The path of a tenant through the Arrears Collection process is described below and details on the scope of reinstating evictions enforcement.

REASON FOR RECOMMENDATION:

As a response to COVID-19, the City instructed TCHC to cease the enforcement of evictions of tenants in residential arrears starting in December 2020, which TCHC subsequently lifted in March 2022. This applied to the former Seniors Housing Unit which was part of TCHC until being transitioned to TSHC Operations effective June 1. During the period from March 2022 forward, TCHC has now reinstated evictions enforcement within the Family Portfolio, however the reinstatement of evictions in the Seniors Portfolio remained on hold pending the transfer to TSHC on June 1. This report is coming forward now to inform of the reinstatement of evictions within TSHC pursuant to the Eviction Prevention Policy for Non-payment of Rent (Arrears).

During the COVID 19 period of 2022 to-date several Orders with the Landlord and Tenant Board were processed however not enforced during the period in which TCHC had paused evictions.

Orders issued by the Landlord and Tenant Board that have expired or have expiry dates in 2022 are noted below:

Month of Expiry	Number of orders	Value of expired orders
Jan 2022	4	\$44,996.00
Feb 2022	1	\$9,997.00
Mar 2022	1	\$4,767.00
Apr 2022	1	\$8,881.00
May 2022	3	\$49,669.00
Jun 2022	2	\$16,322.16
July 2022	1	\$16,953.00
Aug 2022	0	0
Sep 2022	0	0
Oct 2022	4	\$33,847.94
Nov 2022	3	\$44,912.50
Dec 2022	0	0
Total	20	\$230,345.60

For orders that have expired, it will be necessary for staff to initiate the process for eviction for arrears again. It is important to note that you cannot re-litigate arrears under previously expired Orders, the amounts in the Orders will become bad debts to the corporation.

Tenants that have expiring orders have received intensive staff, OCHE and legal intervention. If tenants are evicted due to arrears balances, they are precluded from being rehoused by other providers due to Provincial legislation and being placed on the Provincial Waitlist Arrears Database (PWAD), where a record of social housing arrears is maintained provincially.

Path of a tenant through the Arrears Collection process

- Seniors Service Coordinators (SSC) make contact with tenants when they are in arrears in their second month of arrears. SSC's work with tenants to review their household budget and ability to pay their rent as well as the outstanding balance. SSC's work to resolve these balances through entering into a documented repayment agreement signed by both staff and tenants. If tenants refuse to enter into a repayment agreement with staff or breach the repayment agreement, they have entered into with staff their file is forwarded to OCHE.

- The Office of the Commissioner of Housing Equity (OCHE) reports directly to the Board of Directors of TSHC (agreement signed with Commissioner during the transition process). OCHE staff are trained to work with tenants, review their financial situation and broker repayment agreements between the Tenant and TSHC Regional Managers. Should a tenant breach an OCHE agreement the file is once again reviewed by OCHE staff to determine if there were exceptional circumstances that would warrant a second OCHE brokered repayment agreement.
- Landlord Tenant Board hears all landlord applications to terminate a tenancy. Tenants that appear before the Board can attend with their own legal counsel or have access to duty council provided by the Board. TSHC legal staff have standing orders to attempt to mediate all files at the LTB providing that the Tenant is open to mediation. This mediation is facilitated by LTB trained mediators to facilitate and mutually agreeable outcome.
- Sherriff's office enforces all orders issued by the Landlord. Tenants have an opportunity to request a stay/judicial review prior to enforcement.

- Senior Service Coordinator facilitates a soft landing for all tenants on eviction day including locating an available shelter bed and transportation to the shelter.

Tenants with eviction orders have been through this process with several opportunities for a path to move the arrears into a managed state through repayment agreements and the intervention of both TSHC staff and OCHE. Moving forward TSHC will resume eviction enforcement under the TSHC Eviction Prevention Policy for Non-payment of Rent (Arrears) and as permitted by the Landlord and Tenant Board orders.

Name: Grant Coffey
Title General Manager (I), Operations team

Toronto Seniors Housing Corporation

Board of Directors Meeting

Topic Tenant Funds Distribution Policy

Item #20b

Date: June 30, 2022

Report: BD: 2022-72

To: Board of Directors

From: Grant Coffey, General Manager (I), Operations Team

Date: June 30, 2022

PURPOSE: FOR APPROVAL

RECOMMENDATION:

It is recommended that the Board of Directors adopt the following resolution and approve the Tenant Funds Distribution Policy for an interim period until a TSHC tenant engagement funding model can be developed and approved by the Board.

BE IT RESOLVED THAT:

The Board approve the Tenant Funds Distribution Policy appended to this report for an interim period through December 31, 2022.

REASON FOR RECOMMENDATION:

The proposed TSHC Tenant Funds Distribution Policy has been adapted from the Toronto Community Housing Corporation (TCHC) Tenant Funds Distribution policy similar to other tenant facing policies adapted from TCHC to TSHC. The Tenant Funds Distribution policy provides resources to tenants for a variety of activities in order to promote vibrant communities. Funds can be used for activities such as tenant BBQ's, media equipment/recreation items for community spaces, supplies for tenant led clubs and committees. The approval of this policy will provide the framework for tenant groups to apply for community development funding, as well as the framework for staff to a process and distribute those requests allowing for tenant led activities to be supported. In the Tenant Funds Distribution Policy, tenants can apply for funds for the following two programs:

- Tenant Action Fund (TAF)
- CABR Centre Community Funds

Adopting the TCHC Tenant Funds Distribution Policy within TSHC will be temporary while tenants, Senior Tenants Advisory Committee (STAC), staff and other stakeholders develop a future TSHC Tenant Engagement system, including a funding model, for the Board of Directors to review and approve.

Key elements of the Tenant Funds Distribution policy also include:

- Social recovery by re-establishing community development networks
- Accountability and inventory control
- Clear guidelines as to eligible expenses

This interim approach was presented to and discussed with members of STAC at a June 23, 2022 meeting, and staff received STAC's input and have taken their feedback into account. STAC members were supportive of adopting the TCHC Tenant Funds Distribution Policy as an interim policy at TSHC while stakeholders develop a permanent future policy that supports tenant led initiatives. STAC Members noted that some factors that the future policy should include are:

- Senior friendly application form.
- Training for staff and Tenant Leaders about the policy.

- Timelines for issuance of approved funds as well as preregistering tenant leaders in the system.
- A review of the eligible/ineligible expenses that allows for the nuances of the seniors portfolio including ongoing expenses for things like common area internet access.
- Review the maximum dollar figure per Tenant Initiative (currently \$1,000.00) for inflationary pressures.

Moving forward, TSHC will undertake a process, including tenant stakeholder engagement, to develop a future Tenant Engagement funding model and permanent policy.

Name: Grant Coffey
General Manager (I), Operations team

File Name:

- TSHC Tenant Funds Distribution policy and supporting procedures
- Tenants Action Funds Procedures
- CABR Procedures

**Item 20b
Attachment 1
Tenants Funds Distribution Policy**

TORONTO SENIORS HOUSING CORPORATION (TSHC) Tenant Funds Distribution Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

The Tenant Funds Distribution Policy governs the manner in which Toronto Seniors Housing Corporation (TSHC) funds for community improvements are allocated, while ensuring the appropriate controls are implemented for oversight and accountability. Tenants can apply for funds for the following two programs:

- Tenant Action Funds (TAF)
- CABR Centre Community Funds

This Policy:

- ☐ Supports projects and initiatives that will respond to tenant-identified priorities.
- ☐ Establishes eligibility criteria for the sorts of initiatives covered by the funds.

Scope

This Policy applies to all TSHC tenants, tenant groups and staff. It provides an overview of activities can be funded under the two programs and how the funds will be disbursed to tenants.

This policy does not apply to:

- Tenants requiring expense reimbursement as part of their initiatives. Please see the Tenant Expense Guidelines for more details.
- Agencies are excluded from submitting funding requests.
- Projects and events that are part of the Regional Operations' tenant engagement work.

Values

- **Transparency** – TSHC will clearly communicate fund criteria, application process, and decisions in accordance with the policy and procedures.
- **Equity** – TSHC will be consistent and fair in the support, communication and administration of tenant applications, assessment and decisions associated with this Policy.
- **Respect** – TSHC will provide respectful, professional and courteous service to tenants through the application process including acknowledgement and clear communication.
- **Accountability** – TSHC will establish appropriate procedures and tools for the operation of this Policy, and will monitor compliance with established service levels on an on-going basis.
- **Accessibility** – TSHC will continue to provide accessible service and meet its duty to accommodate under the Ontario *Human Rights Code*, and the standards set out in the *Accessibility for Ontarians with Disabilities Act*.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the Regulated Health Professions Act, 1991, SO 1991, c 18, a City of Toronto department or subsidiary.

CABR (Confronting Anti Black Racism): In 2020, TSHC established a Confronting Anti-Black Racism (CABR) Strategy team to develop a company- wide confronting anti-Black racism strategy. The strategy aims to identify systemic barriers, provide recommendations to address anti-Black racism issues

embedded in TSHC policies, programs, and service delivery, and help create a diverse, inclusive, and equitable environment for tenants and staff.

CABR Centre Community Funds: Funds set aside by TSHC for tenant projects that address priorities identified in TSHC's Confronting Anti-Black Racism (CABR) Strategy.

CABR Centre Community Funds Table: Members of the Centre Community Funds Table include Centre staff and tenants from the Tenant-Staff Oversight and Advisory Board. The Centre Community Funds Table is responsible for reviewing tenant funding requests for community projects and initiatives that respond to priorities identified in the TSHC's CABR Strategy.

Tenant: A person who, pursuant to a residential lease agreement with TSHC or a TSHC-approved sub-landlord, lives in a TSHC building.

Tenant Group: A formal or informal group of tenants who gather to advocate on behalf of tenants and/or organize activities to support and/or engage tenants within the community.

Tenant Action Funds (TAF): Funds set aside by TSHC for the purpose of addressing tenant-identified priorities.

Tenant Action Funds (TAF) Table: Members of the TAF Table consist of TSHC Regional Managers and TSHC tenants over the age of 16 from all across Toronto. The TAF Table is responsible for reviewing tenant funding requests for community projects and initiatives that respond to tenant-identified priorities.

Tenant-Staff Oversight and Advisory Board: Members of the Advisory Board consist of Black tenants from across Toronto who applied to be on the advisory board and TSHC staff who are not Centre Staff. The Tenant & Staff Advisory Board is external to the Centre to ensure the advancement of the Eight-Point Plan. Tenants from the Tenant-Staff Oversight and Advisory Board and staff at the Centre will assess applications for the CABR Centre Community Funds. For the purpose of this process this combination of Centre staff and tenants will be referred to as the CABR Centre Community Funds Table.

Standards

TAF initiatives must address tenant-identified priorities.

The CABR Centre Community Funds initiatives must further TSHC's CABR Strategy and Eight-Point Plan.

TSHC staff will ensure that they make themselves available to tenants and tenant applicant groups through the application process to provide support as required in completing the application forms.

Policy Details

Funds will be allocated to initiatives that assist tenants and tenant groups to respond to tenant-identified priorities in their local communities.

Use of tenant funds cannot personally benefit an applicant through the form of pay, a stipend, honorarium, wage, or purchase of goods and services or any other items that are deemed to be or can be perceived to be a conflict of interest.

Tenant Action Funds (TAF)

The purpose of TAF is to set aside funds for tenants and tenant groups to fund projects and initiatives that will respond to tenant-identified priorities. The maximum allocation per request is \$1,000 per initiative.

Eligibility criteria for TAF

TSHC tenants and tenant groups can request funds for initiatives that will respond to tenant-identified priorities. Such initiatives include but are not limited to: Tenant-led activities and activities that enhances tenant participation in their communities.

Allocation and Decision making for TAF

The TAF Table is responsible for reviewing and approving requests made by tenants and tenant groups. Applications are scored in accordance with TAF guidelines described in the application package. Decisions made by the TAF Table are final.

Centre Community Funds

The Centre has a fund for tenant engagement initiatives for tenant projects that align with the CABR Strategy and its Eight-Point Plan. The maximum allocation per request is \$5,000 per initiative.

Eligibility criteria for the CABR Centre Community Funds

CABR Centre Community Funds are intended to provide funding for tenant projects that align with the CABR Strategy and its Eight-Point Plan. Such

initiatives include but are not limited to: Community programs, events and workshops.

Allocation and Decision making for the CABR Centre Community Funds

Members of the CABR Centre's Tenant-Staff Oversight and Advisory Board will review and approve requests made by tenants and tenant groups. Applications are scored in accordance to the CABR Centre Community Funds guidelines described in the application package. Decisions made by the Advisory Board are final.

Compliance and Monitoring

The local engagement Community Service Coordinator and Tenant Training Facilitator will ensure transparent record keeping inventories of all applications, decisions, and delivery of goods and reconciliation of funds provided to the projects.

Operations will ensure spending by those requesting TAF funds align with TSHC policies, procedures and guidelines.

The Centre will ensure spending by those requesting Centre funds align with TSHC policies, procedures and guidelines.

The Finance Division will review the annual reconciliation and will conduct random audits of the submissions to ascertain compliance with this policy.

Related Policies and Procedures

- Tenant Action Funds Procedure
- CABR Community Funds Procedure
- Expense Reimbursement Policy
- Tenant Expense Guidelines
- Human Rights, Harassment and Fair Access Policy

Commencement and Review

Revision	Date	Description of Changes	Approval Level
First Approval		New	Board

Next Scheduled Review Date:

**Item 20b
Attachment 2
Tenants Action Funds Procedure**

TORONTO SENIORS HOUSING CORPORATION (TSHC) Tenant Action Funds Procedure

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Purpose

The Tenant Action Funds (TAF) are resources available to tenants and tenant groups to fund projects and initiatives that respond to tenant-identified priorities.

The *Tenant Actions Fund Procedures* are intended to help tenants and staff adhere to the Toronto Seniors Housing Corporation's *Tenant Funds Distribution Policy*. The Procedures will outline the steps involving the application process, internal review and decision making process of the Tenant Action Funds.

Scope

In Scope

The Procedures and associated policy apply to all Toronto Seniors Housing Corporation(TSHC) tenants and staff. Tenants can request resources for projects and initiatives that will respond to tenant-identified priorities.

Out of Scope

- ☐ Tenants requiring expense reimbursement as part of their initiatives.
- ☐ Members of the Tenant Action Fund Tables cannot submit funding requests however members of their community may apply.
- ☐ Agencies are excluded from submitting funding requests.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the Regulated Health Professions Act, 1991, SO 1991, c 18, a City of Toronto department or subsidiary

Tenant: A person who, pursuant to a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation- approved sub-landlord, lives in a Toronto Senior Housing Corporation building.

Tenant Action Funds (TAF) Table: Members of the TAF Table consist of TSHC Regional Managers and TSHC tenants from all across the city. The TAF Table is responsible for reviewing tenant funding requests for community projects and initiatives that respond to tenant-identified priorities.

Tenant Action Funds (TAF): Funds set aside by Toronto Senior Housing Corporation for the purpose of addressing tenant-identified priorities.

Procedure Details

A. Application Procedure

Step 1: Get a Tenant Actions Funds application form

Tenant applicants can get the forms from:

- ☐ Their local Senior Services Coordinator or engagement Community Services Coordinator (CSC). If tenant applicants are unsure who their CSC is they can call Client Care Centre at 416-945-0800 to get in touch.

Step 2: Complete the Tenant Actions Funds application form If

tenant applicants require assistance or have questions when completing the form, they can contact their local SSC or engagement CSC for support.

The application form contains six sections. All parts (from A to F) must be completed before submission. A minimum of eight tenant signatures from the tenant's building/townhouse committee are required. No more than two

signatures from the same household will be accepted. If tenant applicants need help completing the form, they can get in touch with their local SSC or engagement CSC.

The below contains examples of eligible and ineligible expenses for which funding can be requested:

Eligible Expenses	Ineligible Expenses
Volunteer recognition (certificate, plaque etc.)	Alcohol, gifts
Supplies for virtual training and clubs (e.g. headphones)	Fundraising activities/events, donations to charitable causes
Virtual workshops (e.g. webinar)	Consultants
Printing supplies for event promotion (toner, paper, etc.)	Honorariums
Meeting materials and supplies (e.g. pens, pencils, chart paper, markers)	Items for personal use
Sporting equipment (e.g. basketball, team t-shirts, trophy, yoga mats etc.)	Indoor fitness equipment
Outdoor recreation (e.g. tent, outdoor chairs, BBQ grill)	Travel outside of the City of Toronto
Speaker equipment (e.g. microphone, projectors)	Activities related to political purposes
Food/refreshments for meetings (e.g. catering)	TTC monthly passes
Program facilitators (e.g. food handling training, conflict resolution facilitator, etc.)	Salaries and hourly wages and income generating activities for group members, mentors
Art supplies (supplies for art classes)	Costs to maintain activities beyond funding term
Gardening supplies (soil, seeds, flowers, tools- shears, pruners, gloves)	Professional landscaper

**All purchased items will remain the property of Toronto Seniors Housing Corporation*

and made accessible to tenants. The Manager of Tenant Engagement will keep track of an inventory and ensure funding is not approved for previously purchased items that are available, in stock for use and in working condition.

Step 3: Submit the Tenant Actions Funds application form:

Tenant applicants can submit the completed form to:

- ☐ Their local engagement CSC or SSC

Submission Deadlines: Applications are due at the end of each month for the following month's review. Example: for May review, applications must be submitted by April 30th. The final deadline for the calendar year to submit an application will be on October 31st for a November review.

Internal Review and Decision Making Process

Step 4: Once the Tenant Actions Funds application form is submitted, Tenant Participation Coordinators (TPC) will review the applications to ensure completion.

The TPC must ensure:

- ☐ Tenant applicant's personal information is included, project details are completed, and eight signatures from tenants (hand written or e-signed) are included. TPC will verify against HoMES that no more than two signatures from the same household are listed.
- ☐ The project demonstrates how the application addresses tenant priorities
- ☐ Tenant applicant's signature is included on the last page (hand written or e-signed)

If application is **incomplete**:

- ☐ The local engagement CSC or SSC will work with tenant applicants to complete the application.

If application is **complete** the TPC will:

- ☐ Remove pages containing confidential tenant information including names, addresses, contact information, signatures before sending the package to TAF Table
- ☐ Create a distinct Tenant Action Fund Application number for each application
- ☐ The first 6 digits of the application number are the key identifiers of each TAF application. The TAF Application Sequence number is as follows:

TAF – (Program)

E – (Region Letter: i.e. East)

01 - (application # by year)

10 (Approval Month i.e. October)

05 (Approval Day)

22 – (Approval Year)

1 (Invoice #)

Result: TAF-E-01-100522-1

- ☐ If an application has more than one invoice, the TPC will update the application number to reflect the number of invoices being submitted. The updated application number will only change on the invoice, the remaining sequence will remain the same on the rest of the package.
- ☐ If a second invoice is being submitted the application number on the invoice should be TAF-E-01-100522-**2**
- ☐ TPC will create a package and send to TAF Table Membership a week before the TAF Table meeting. The TAF Table meeting is held on the third Wednesday of the month from 6 to 8pm to review and approve TAF applications.

Step 5: Application Approval

- ☐ The Tenant Action Funds (TAF) Table will score application in accordance to TAF guidelines described in the TAF Application Guide using the Tenant Action Fund Application Decision form and sign off on approved applications. The TAF decision form will include the TAF Application number, signature from TAF panel members, and signature from Manager of Tenant Engagement

- ☐ If the TAF Table has multiple applications to approve, the decision will be based on an assessment on whether:
 - the proposed project will meet the applicant's goals; and
 - the application has accurately identified the benefits of the proposed project for their local community
- ☐
- ☐ A maximum of \$1,000 can be approved per initiative.
- ☐ Tenant applicants will be sent a letter with their application status within two weeks after the review meeting date.
- ☐ If the application is approved, the local engagement SSC/CSC will contact the tenant applicant to discuss next steps.
- ☐ All decisions made by the TAF Table are final.
- ☐ Feedback for unsuccessful applications will be provided upon request.
- ☐ Applications that were not approved may be resubmitted with the appropriate changes made or recommended additional information to the local engagement CSC/SSC to be reviewed at the following monthly review meeting.

Step 6: Ordering and receiving of TAF Items

- ☐ The TPC to check if items requested can be supplied by an approved vendor in HoMES before purchasing goods. If businesses are not a TSHC vendor, the TPC will conduct research on vendors that may provide the product or service and ensure adherence to the Procurement Policy. The TPC will then initiate the vendor set up process and ensure the process is complete before purchasing goods.
- ☐ The Manager of Community Engagement will sign off on all requests for purchase before they are processed. The Manager will use the TAF Application Guide and Procurement Policy as the basis for approving purchases
- ☐ The TPC will order items on the HoMES system using the approved vendor list.
- ☐ Purchases must remain in the limits of the approved amount (\$1000). The TPC must charge the orders to GL Code: ABRER 590-555100

- ☐ Local engagement CSCs/SSCs will meet with the vendor and tenant applicant onsite and, upon confirming that the required goods and/or services have been provided in accordance with the approved project application, will approve the invoice for payment;
- ☐ The CSC/SSC must print and sign their name on the invoice once items are received.
- ☐ The CSC/SSC will retain such documentation, including serial number for the items, in systems established by TSHC to control program inventory.
- ☐ The CSC/SSC will provide the TPC with the original signed invoice for consolidation.

Step 7: Project Implementation

- ☐ Once the project is approved and TAF items are received onsite, the CSC/SSC will work with the tenant to help them plan their project, and assist tenant leaders with successful coordination and delivery of the project.

Step 8: Verification and Reporting

- ☐ The TPC will send TAF item invoices to the Manager of Tenant Engagement for verification, approval and consolidation.
- ☐ The TPC will send a completed package (Appendix A) containing a completed TAF Application Form, TAF Decision Form, original TAF item invoices along with a completed expense report form to Manager, Tenant Engagement System for review each month.
- ☐ The Manager, Tenant Engagement System will review the consolidated monthly report and submit it to Finance for reconciliation and disbursement within three business days of receipt of the completed package.
- ☐ Finance will authorize and submit payments to vendors within two weeks of receiving the package. Any errors or issues in the package may result in a delay of payments.
- ☐ Finance will provide the Manager, Tenant Engagement System with a monthly report on funds disbursed.

- ☐ The Manager, Tenant Engagement System will use the monthly report to track total funds disbursed and process new applications based on budget.

***Please see Appendix A for a blank copy of a completed package*

B. Roles and Responsibilities

- ☐ Finance: Responsible for the processing of expense disbursements to vendors.
- ☐ Operations: Responsible for ensuring that only allowable expenses are approved and for providing necessary documentation to Finance to allow for vendor payment including original receipts, invoices and supporting documentation.

Compliance and Monitoring

- TAF items excluding one-time use items will contain a scannable barcode to track items and ensure they remain for use in the community. Note: Barcode tracking is not yet available and will be discussed with IT for implementation.
- A sign-in and sign-out system will be required for local engagement CSCs/SSCs and tenant leaders who access the storage room to use TAF items.
- Local engagement CSCs/SSCs will conduct inventory audits semi-annually and report back to the Manager of Tenant Engagement.
- Tenant Engagement System who will report back to the Board on tracking metrics annually.
- The Manager of Tenant Engagement will submit an incident report for any items reported missing. Note: Incident reporting is not yet available and will be developed for the purpose of locating missing items.

Tenants found using Tenant Funds items for personal use will be ineligible to apply for future TAF funding and will be notified in writing. The Manager of Community Safety and Support will compile a list of ineligible tenants

and reference the list before sending any new applications to the TAF Table.

Other Related Policies and Procedures

- ☐ Tenant Funds Distribution Policy
- ☐ CABR Centre Community Funds Procedures
- ☐ Procurement Policy

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:		New	ELT

Next Scheduled Review Date:

**Item 20b
Attachment 3
CABR Procedures**

TORONTO SENIORS HOUSING CORPORATION (TSHC) CABR Centre Community Funds Procedure

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Purpose

The CABR Centre Community Funds are resources available to tenants and tenant groups to fund projects and initiatives that respond to the CABR Strategy's Eight-Point Plan. Engagement with Black tenants, tenant groups and communities is essential to the success of the CABR Strategy Eight-Point Plan.

The *CABR Centre Community Fund Procedures* are intended to help tenants and staff adhere to the Toronto Seniors Housing Corporation's *Tenant Funds Distribution Policy*. The Procedures will outline the steps involving the application process, internal review and decision making process of the CABR Centre Community Funds.

Scope

In Scope

The Procedures and associated policy apply to all Toronto Seniors Housing Corporation (TSHC) tenants and staff. Tenants can request resources for projects and initiatives that will respond to tenant-identified priorities in alignment with the CABR Strategy.

Out of Scope

- Tenants requiring expense reimbursement as part of their initiatives.

- Members of the Tenant-Staff Oversight and Advisory Board cannot submit funding requests however members of their community may apply.
- Agencies are excluded from submitting funding requests.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the Regulated Health Professions Act, 1991, SO 1991, c 18, a City of Toronto department or subsidiary

CABR: In 2020, Toronto Community Housing Corporation established a Confronting Anti-Black (CABR) Strategy team to develop a company-wide confronting anti-Black racism strategy. The strategy aims to identify systemic barriers, provide recommendations to address anti-Black racism issues embedded in TSHC policies, programs, and service delivery, and help create a diverse, inclusive, and equitable environment for tenants and staff.

CABR Centre Community Funds: Funds set aside by Toronto Seniors Housing Corporation for the purpose of addressing tenant-identified priorities

CABR Centre Community Funds Table: Members of the CABR Centre Community Funds Table include CABR Centre staff and tenants from the Tenant-Staff Oversight and Advisory Board. The CABR Centre Community Funds Table is responsible for reviewing tenant funding requests for community projects and initiatives that respond to tenant-identified priorities.

Tenant: A person who, pursuant to a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord, lives in a Toronto Seniors Housing Corporation building.

Tenant-Staff Oversight and Advisory Board: Consists of Black tenants from across the City who applied to be on the committee and TSHC staff who are not Centre Staff. The Tenant & Staff Advisory Committee is external to the Centre to ensure the advancement of the Eight-Point Plan. Tenants from the Tenant-Staff Oversight and Advisory Board and staff at the Centre will assess applications for the CABR Centre Community Funds.

For the purpose of this process this combination of Centre staff and tenants will be referred to as the CABR Centre Community Funds Table.

Procedure Details

A. Application Procedure

Step 1: Get a CABR Centre Community Funds application form

Tenant applicants can get the forms from:

- The Tenant Training Facilitator (TTF). If tenant applicants are unsure how to contact the TTF they can call Client Care Centre at 416-981-5500 to get in touch.
- Online at <https://www.torontohousing.ca/residents/getting-involved/cabr/Pages/centre-community-funds.aspx>
- By sending an email to cabr@torontohousing.ca

Step 2: Complete the CABR Centre Community Funds application form

If tenant applicants require assistance or have questions when completing the form, they can contact the TTF for support.

The application form contains six sections. All parts (from A to F) must be completed before submission. A minimum of eight tenant signatures from the tenant's building/townhouse committee are required. No more than two signatures from the same household will be accepted. If tenant applicants need help completing the form, they can get in touch with the TTF.

The below contains examples of eligible and ineligible expenses for which funding can be requested:

Eligible Expenses	Ineligible Expenses
Volunteer recognition (certificate, plaque etc.)	Alcohol, gifts
Supplies for virtual training and clubs (e.g. headphones)	Fundraising activities/events, donations to charitable causes
Virtual workshops (e.g. webinar)	Consultants

Eligible Expenses	Ineligible Expenses
Printing supplies for event promotion (toner, paper, etc.)	Honorariums
Meeting materials and supplies (e.g. pens, pencils, chart paper, markers)	Items for personal use
Sporting equipment (e.g. basketball, team t-shirts, trophy, yoga mats etc.)	Indoor fitness equipment
Outdoor recreation (e.g. tent, outdoor chairs, BBQ grill)	Travel outside of the City of Toronto
Speaker equipment (e.g. microphone, projectors)	Activities related to political purposes
Food/refreshments for meetings (e.g. catering)	TTC monthly passes
Program facilitators (e.g. food handling training, conflict resolution facilitator, etc.)	Salaries and hourly wages and income generating activities for group members, mentors
Art supplies (supplies for art classes)	Costs to maintain activities beyond funding term
Gardening supplies (soil, seeds, flowers, tools- shears, pruners, gloves)	Professional landscaper

**All purchased items will remain the property of Toronto Seniors Housing Corporation and made accessible to tenants. The Manager of the Centre will keep track of inventory and ensure funding is not approved for previously purchased items that are available, in stock for use and in working condition.*

Step 3: Submit the CABR Centre Community Funds application form:

Tenant applicants can submit the completed form to:

- The Tenant Training Facilitator (TTF)
- cabr@torontohousing.ca

Submission Deadline: Applications are due between September and November with a release of funding beginning in the spring the following calendar year.

Internal Review and Decision Making Process

Step 4: Once the CABR Centre Community Funds application form is submitted, Tenant Training Facilitators (TTF) will review the applications to ensure completion.

The TTF must ensure:

- Tenant applicant's personal information is included, project details are completed, eight signatures from tenants (hand written or e-signed) are included. TTF will verify against HoMES that no more than two signatures from the same household are listed.
- The project demonstrates how the application addresses tenant priorities identified in the CABR strategy
- Tenant applicant's signature is included on the last page (hand written or e-signed)

If application is **incomplete**:

- The TTF will work with tenant applicants to complete the application.

If application is **complete**, the TTF will:

- Remove pages containing confidential tenant information including names, addresses, contact information, signatures before sending the package to CABR Centre Community Funds review table
- Create a distinct CABR Centre Community Funds Application number for each application
- The first 6 digits of the application number are the key identifiers of each Centre application. The CABR Centre Application Sequence number is as follows:

CF – Centre Funds (Program)
E – (Region Letter: i.e. East)
01 - (application # by year)
10 (Approval Month i.e. October)
05 (Approval Day)
22 – (Approval Year)

1 (Invoice #)

Result: CF-E-01-100522-1

- If an application has more than one invoice, the TTF will update the application number to reflect the number of invoices being submitted. The updated application number will only change on the invoice, the remaining sequence will remain the same on the rest of the package.
- If a second invoice is being submitted the application number on the invoice should be CF-E-01-100522-**2**
- TTF will create a package and send to the CABR Centre Community Funds Table a week before the review meeting which will be scheduled in the spring.

Step 5: Application Approval

- The CABR Centre Community Funds Table will score application in accordance to CABR Centre Community Funds guidelines described in the CABR Centre Community Funds Application Toolkit using the Centre Community Funds Application Assessment Worksheet and sign off on approved applications. The CABR Centre Community Funds' Application Assessment Worksheet will include the CABR Centre Application number, signature from the Centre panel members, and signature from the Centre's Manager
- If the CABR Centre Community Funds Table has multiple applications to approve, the decision will be based on an assessment on whether:
 - the proposed project will meet the applicant's goals; and
 - the application has accurately identified the benefits of the proposed project for their local community
- A maximum of \$5,000 can be approved per initiative.
- Tenant applicants will be sent a letter with their application status within two weeks after the review meeting date.
- If the application is approved, the Tenant Training Facilitators (TTF) will contact tenant applicant to discuss next steps.
- All decisions made by the CABR Centre Community Funds Table are final.

- Feedback for unsuccessful applications will be provided upon request.
- Applications that were not approved may be resubmitted to the TTF with the appropriate changes made or recommended additional information before the September deadline for the following annual review meeting.

Step 6: Ordering and receiving of CABR Centre Community Funds Items

- The Clerk to check if items requested can be supplied by an approved vendor in HoMES before purchasing goods. If businesses are not a TSHC vendor, the Clerk will conduct research on vendors that may provide the product or service and ensure adherence to the Procurement Policy. The Clerk will then initiate the vendor set up process and ensure the process is complete before purchasing goods.
- The Centre Manager will sign off on all requests for purchase before they are processed. The Manager will use the Centre Community Funds Application Toolkit and Procurement Policy as the basis for approving purchases.
- The Clerk will order items on the HoMES system using the approved vendor list.
- Purchases must remain in the limits of the approved amount (\$5,000). The TTF must charge the orders to GL Code: TCB 590-555100
- The TTF will meet with the vendor and tenant applicant onsite and, upon confirming that the required goods and/or services have been provided in accordance with the approved project application, will approve the invoice for payment;
- The TTF must print and sign their name on the invoice once items are received.
- The TTF will retain such documentation, including serial number for the items, in systems established by TSHC to control program inventory.
- The TTF will provide the Clerk with the original signed invoice for consolidation.

Step 7: Project Implementation

- Once the project is approved and CABR Centre Community Funds items are received onsite, the TTF will work with the tenant to help them plan their project, and assist tenant leaders with successful coordination and delivery of the project.

Step 8: Verification and Reporting

- The Clerk will send a completed package (Appendix A) containing a completed CABR Centre Community Fund Application Form, CABR Centre Community Funds Application Assessment Worksheet, original CABR Centre Community Funds invoices along with a completed expense report form to the Centre Manager for review each month for verification, approval and consolidation
- The Centre Manager will review the consolidated monthly report and submit it to Finance for reconciliation and disbursement within three business days of receipt of the completed package.
- Finance will authorize and submit payments to vendors within two weeks of receiving the package. Any errors or issues in the package may result in a delay of payments.
- Finance will provide the Centre Manager with a monthly report on funds disbursed.
- The Centre Manager will use the monthly report to track total funds disbursed and process new applications based on budget constraints.

***Please see Appendix A for a blank copy of a completed package*

B. Roles and Responsibilities

- Finance: Responsible for the processing of expense disbursements to vendors.
- Centre for Advancing the Interests of Black People: It is the responsibility of the Centre Manager to make sure that only allowable expenses are approved and for providing necessary documentation to Finance to allow for vendor payment including original receipts, invoices and supporting documentation.

Compliance and Monitoring

- CABR Centre items excluding one-time use items will contain a scannable barcode to track items and ensure they remain for use in the community. Note: Barcode tracking is not yet available and will be discussed with IT for implementation.
- A sign-in and sign-out system will be required for TTF and tenant leaders who access the storage room to use CABR Centre items.
- The TTF will conduct inventory audits semi-annually and report back to the Centre Manager.
- The Director of the Centre will review the audit report and will report back to the Board on tracking metrics annually.
- The Centre Manager will submit an incident report for any items reported missing. Note: Incident reporting is not yet available and will be developed in the future for the purpose of locating missing items.

Tenants found using Tenant Funds items for personal use will be ineligible to apply for future CABR Centre Community Funds funding and will be notified in writing. The Manager of Community Safety and Support will maintain the list of ineligible tenants, which the Centre Manager will access and reference before sending any new applications to the CABR Centre Community Funds Table.

Other Related Policies and Procedures

- Tenant Funds Distribution Policy
- Tenant Action Funds Procedure
- Procurement Policy

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:		New	

Revision	Date	Description of changes	Approval

Next Scheduled Review Date: