

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Public Meeting Package

Date: February 23, 2023

Time: 8:30 A.M. – 11:30 A.M.

Location: WebEx

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

Item #4

Date: Tuesday, November 29, 2022

Time: 8:30AM-11:30AM

Location: Webex & Livestream

	Time	Description	Action	Supporting Documents	Presenter
1.	8:30 2min	Chair's Remarks	Information	N/A	Fareed Amin
2.	8:32 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	8:34 3min	Black History Month – Staff Reflection	Information	Presentation	Michelle Davis
4.	8:37 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
5.	8:38 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
6.	8:39 1min	Approval of Public Session Board Minutes November 29, 2022 and December 12, 2022	Approval	Public Meeting Minutes of November 29, 2022 and December 12, 2022	Chair
7.	8:40 1min	Approval of Closed Session Board Minutes November 29, 2022 and December 12, 2022	Approval		Chair
8.	8:41 5min	Matters arising – Action Items	Information	Action Items List	Chair
9.	8:46	CEO's Report	Information	Verbal Report	Tom

Toronto Seniors Housing Corporation

	Time	Description	Action	Supporting Documents	Presenter
	5min				Hunter
10.	8:51 30min	Quality and Tenant Engagement Committee Report <ul style="list-style-type: none"> • Operational Performance Dashboard Update (a) • Quality Improvement Projects Update (b) • ISM Evaluation (c) 	Information	Verbal Report Operation Performance Dashboard Report Report	Linda Jackson Brad Priggen Grant Coffey Jennifer Dockery, Andrea Austen
11.	9:21 1 min	Appointment as member and Chair of the Corporate Governance and Human Resources Committee	Approval		Chair
12.	9:22 20min	Corporate Governance and Human Resources Committee Report <ul style="list-style-type: none"> • Employee Engagement and Equity, Diversity and Inclusion Survey (a) 	Information	Verbal Report Report	Chair Dave Slater
13.	9:42 30min	Audit & Finance and Risk Committee Report	Information	Verbal Report	Lawrence D'Souza

Toronto Seniors Housing Corporation

Time	Description	Action	Supporting Documents	Presenter	
	<ul style="list-style-type: none"> • 2023 TCHC/TSHC Consolidated Budget (a) • 2023 COVID-19 Costs (b) • 2022 Preliminary Financial Result (c) • Financial Update (d) • Review of Policies (e) <ul style="list-style-type: none"> • Accounts Payable Policy • Delegation of Authority Policy 	Approval	2023 Consolidated Budget Report Report Report Report and Policies	Vince Truong Vince Truong Vince Truong Vince Truong Vince Truong	
14.	10:12 1min	Motion to move into Closed Session	Approval	N/A	Chair
15.	10:13 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</i>	Approval	N/A	Chair
16.	10:14 15min		Approval	Report	Dave Slater
17.	10:29 15min		Information	Report	Vince Truong

Toronto Seniors Housing Corporation

	Time	Description	Action	Supporting Documents	Presenter
18.	10:44 1min	<i>a third party, and recommendations of proposed policy or process</i>	Approval	N/A	Chair
19.	10:45 1min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
20.	10:46 1min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item #6a

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on November 29th, 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:

Fareed Amin – *Chair and Director*
Lawrence D’Souza – *Vice Chair and Director*
Councillor James Pasternak, *Director*
Linda Jackson – *Director*
Carrie MacNeil – *Director*
Warren Law – *Director*
Brenda Parris – *Director*
Jim Meeks – *Director*
Paul Johnson, *Deputy City Manager, (Ex-Officio Member)*

TSHC representatives present:

Tom Hunter, *Chief Executive Officer*
Mathew Kinch, *Senior Digital Communications Advisor*
Janelle Estwick, *Executive Assistant of the CEO*
Liz Dizig, *Interim Executive Assistant*
Mary Tate, *Interim Project Management Lead*
Grant Coffey, *Interim Director, Strategy & Communications*
Dave Slater, *Interim Lead-People and Culture*
Wendy Dobson, *Senior Manager, Communication and External Affairs*
Vince Truong, *Interim Financial Lead*

Brad Priggen, *Interim Director, Operations*

Roman Zydownyk, *Interim IT Lead*

Summer Nudel, *Interim Commissioner of Housing Equity*

Board Secretary present:

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

Maria Paz Aliaga –*DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

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

A majority of 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 Board meeting and stated that the meeting was being recorded and live streamed on YouTube.

ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS

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.

The Chair also provided an African Ancestral Acknowledgement stating that most of the citizens have come to Canada as settlers, immigrants, newcomers in this generation or generations past. He acknowledges those who came here forcibly,

particularly as a result of the Trans-Atlantic Slave trade. Therefore, we honour and pay tribute to the ancestors of African Origin and Descent.

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

Before approving the Public Meeting Agenda, the Chair asked for an amendment for item 19c (Audit Engagement Letter) to be considered as an Approval item.

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

ITEM 4: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any public agenda item. No conflicts were declared.

ITEM 5: APPROVAL OF PUBLIC MEETING MINUTES OF SEPTEMBER 29th, 2022

The Chair tabled the minutes of the Public meetings held on September 29th, 2022, and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously, **IT WAS RESOLVED THAT** the Public Minutes of September 29, 2022 in the form presented to the Board is approved.

ITEM 6: APPROVAL OF CLOSED MEETING MINUTES OF SEPTEMBER 29th, 2022

The Chair tabled the minutes of the Closed meetings held on September 29th, 2022, and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Ms. Jackson and unanimously, **IT WAS RESOLVED THAT** the Closed Session Meeting Minutes of September 29th, 2022 in the form presented to the Board is approved.

ITEM 7: MATTERS ARISING: ACTION ITEMS

The Chair reviewed the matters arising action items list and noted that there were no updates.

ITEMS 8-12: CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. MacNeil and unanimously approved, **IT WAS RESOLVED THAT** the Board close part of the meeting to the public to give consideration to a report containing matters about an identifiable individual.

ITEM 13: MOTION TO APPROVE CLOSED SESSION DECISIONS

Staff Contract Extensions

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

Approve the following interim staff contract financial extensions for:

- a. HOW.COM (Arlene Howells),
- b. Facilitate Management Consulting Inc. (Mary Tate),
- c. Crosspoly Solutions (Beena Tharankan)
- d. Approve HR Associates as a vendor for the purpose of sourcing interim staff through April 30, 2023 with the following contract extension for the following individuals:
 - i. David Slater, Interim People and Culture Lead, ,
 - ii. Teri Nghiem, Strategic HR Consultant,
 - iii. Niharika Agarwal, IT Project Management,

- iv. Abi Muheebat, Interim Project Management Specialist, and
- v. Meghan Robb, Human Resources Coordinator.

The above total contract extension is expected to be a total of \$317,443 and will expire on April 30, 2023.

Also, the following interim staff are required for contract extension with no requirement to increase monetary purchase order:

- RCSG Inc. (Roman Zydownyk) to April 30, 2023.
- Norman Rees (Bishopston-Rhys Consulting Inc.) to February 28, 2023 (to coincide with the completion of the 2022 Audit).

ITEM 14: CEO'S REPORT

At the invitation of the Chair, Mr. Hunter provided a verbal report on the work taking place and highlighted the importance of the listening tours and the tenant engagements and indicated that both were well received. He stressed their importance which will enable the Corporation to identify at risk buildings in need of necessary work. He indicated that he and his team will be holding staff town halls in December 2022 in order to recognize staff. He also acknowledged the work being conducted by Mr. Truong. He then answered questions from the Board.

Ms. Parris noted the importance of having a list of capital repairs and priorities for their buildings.

ITEM 15: QUALITY AND TENANT ENGAGEMENT COMMITTEE REPORT

DEPUTANT: The following verbal deputation was received with respect to Item #15.

The Chair welcomed Mr. Bill Lohman, the deputant, and indicated that he had five minutes to address the Board, after which time the Board may ask questions.

Mr. Lohman referred to changes made since the last few meetings, noting many of them were done without STAC involvement, which raises concerns as repeated inquiries had been ignored and remained unanswered. For example, not being

provided with the list of approved vendors since last year or the difficulties in the tenant funding process noting that after months waiting for approvals, tenants were asked to reduce costs due to claw backs for already approved items. He noted the lack of communication and accountability and the importance of including tenants as important stakeholders.

The Chair thanked the deputant for his comments and indicated that the team will further investigate. Ms. Parris inquired about the Tenant Action Fund and if it is being clawed back. Mr. Priggen indicated that the funds are being distributed and that only applications that are over \$1,000 are being sent back.

At the invitation of the Chair, Ms. Jackson provided an update on the QTE Committee meeting and noted that the committee met in November to advance some items. She provided an update on the operations dashboard and noted the 2% reduction in vacancy rates.

Item # 15a Operational Performance Dashboard

Ms. Jackson invited Mr. Priggen to review the Operational Dashboard. Mr. Priggen reviewed the Operational Performance Dashboard Board Report (BD: 2022-87) and discussed the key performance indicators such as arrears, vacancy rate, maintenance work order, pest control service, administrative requests and community safety incidents. He then answered questions from the Board.

Ms. MacNeil inquired about the increase in the pest control numbers which Mr. Priggen indicated that as there is more support with the addition of Senior Services Coordinators at each site, the team have been able to intake more issues.

Item # 15b: Quality Improvement Projects

Ms. Jackson invited Mr. Coffey to provide an update on quality improvement projects. Mr. Coffey provided a verbal report on the three quality improvement projects, namely pest management, safety and security, and staff and tenant relations. He indicated that the team are working with a facilitator, Western Management Consulting, to prepare for sessions with tenants, draft terms of

reference for each of the projects and work on developing information packages to support the discussion on each project. He indicated that the team, through a tenant information session, identified 29 tenants who will engage with the projects beginning in December 2022 and January 2023.

Ms. Parris also inquired about the need to implement safety and security 24/7 coverage and its impact on the budget. Mr. Hunter stated they were prioritizing the most effective solutions.

Item #15c: Interim Strategic Directions

At the invitation of the Chair, Mr. Coffey provided an update on report (BD: 2022-88) regarding the process to develop interim strategic directions for TSHC. He noted that in the previous Quality and Tenant Engagement meetings they discussed and decided to develop an interim set of strategic directions for TSHC using a scaled down process, instead of a full strategic plan and planning process. He also indicated they are currently developing a structure for the Interim Strategic Directions that includes drafting a Vision, Mission, Mandate, Values and Strategic Objectives, Strategic Initiatives and Actions that ultimately will manifest into a roadmap for implementation over the next 12 to 18 months. They have plans for consultation sessions with TSHC Board, STAC, TSHC Executive Leadership team and a small set of external key partners and stakeholders. They expect to bring forward the draft to the QTE Committee and the Board in Q1 2023.

Item # 15d: OCHE REPORT

At the invitation of the Chair, Ms. Summer Nudel, OCHE representative, tabled informational report (BD: 2022-89) and asked that it be taken as read. She then answered questions from the Board regarding the OCHE Report noting there was a variety of reasons that impacted on the seniors' issues for the payment of the rents.

ITEM 16: COMMUNICATIONS & ENGAGEMENT REPORT

DEPUTANT: The following verbal deputation was received with respect to Item #15

The Chair welcomed Ms. Camille Wilson, the deputant, and indicated that she had five minutes to address the Board, after which time the Board may ask questions.

Ms. Wilson referred to her experience living in seniors' buildings for the last three years and noted the improvements seen lately with tenant coordinators assisting with filling out reports and management actively engaging with tenants. She also addressed her concerns and improved opportunities regarding communication to tenants by using not only the bulletin boards but windows.

The Chair thanked Ms. Wilson for her comments and indicated that the team will take her comments under advisement.

Item # 16a: Communications update

At the invitation of the Chair, Mr. Coffey provided a update on report (BD: 2022-90) regarding communications. He reviewed the main communications and engagement activities completed during the quarter and upcoming plans to continue to meet and improve the needs of the tenants. He then answered questions from the Board. The Board asked that they be included in the tenant newsletter mailing.

Item # 16b: Tenant Engagement Update

At the invitation of the Chair, Mr. Coffey provided a verbal update on tenant engagement. noted they are moving forward on an RFP in process to bring in support to assist with the next stages in the development of the future tenant engagement model, which is in consultation with tenants.

**ITEM 17: CORPORATE GOVERNANCE & HUMAN RESOURCES COMMITTEE
REPORT**

Item # 17a: Board Orientation on Governance Work Plan Priorities 2023

The Chair provided a summary of the Corporate Governance & Human Resources Committee ("CGHR") report noting in the meeting they discussed the staff training plan. He indicated that a comprehensive review was provided for the proposed

staff training for 2022-2023, specialized training for AODA and EDI training with specific focus on confronting anti-black racism was provided to staff

The Chair indicated that the CGHR discussed a proposal for 2023 committee and board meeting dates noting the committee meetings dates will occur a month prior to Board to allow staff to meet some of the operational needs to support the Board.

At the invitation of the Chair, Mr. Coffey provided a verbal update on the Board orientation and governance work plan priorities for 2023. He noted they would like to propose scheduling a separate Board workshop in January 2023 to discuss the governance work plan to and to focus the Dec 12 Board workshop on strategic directions.

Item # 17b: Staff Training Plan

DEPUTANT: The following verbal deputation was received with respect to Item #17b

The Chair welcomed Ms. Maureen Clohessy, the deputant, and indicated that she had five minutes to address the Board, after which time the Board may ask questions.

Ms. Clohessy praised Mr. Slater and the team for putting together a package with a strong foundational base to strengthen the Corporation, however she feels it has nothing to do with seniors so needs to be adjusted. She noted her concerns and raised issues on the training plans and indicated that agism and geriatric training should be included.

The Chair thanked Ms. Clohessy for her comments and indicated that the team will review the contents of their training plans.

At the invitation of the Chair, Mr. Slater reviewed report (BD: 2022-91) regarding the Staff Training Plans. He reviewed the progress made during the quarter and indicated that the team focused on AODA, foundational learning regarding legislation requirements, and skills development training.

Item # 17c: Committee Meetings Schedule

At the invitation of the Chair, Mr. Hunter reviewed report (BD: 2022-92) regarding the proposed committee meeting scheduled for 2023.

ITEM 18: MOTION TO APPROVE THE PROPOSED COMMITTEE MEETINGS FOR 2023

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson, and approved by the majority of the directors with Ms. Parris opposed, **IT WAS RESOLVED THAT** the Board of Directors approve the 2023 Board and Committee meeting dates as presented.

ITEM 19: AUDIT & FINANCE RISK COMMITTEE REPORT

At the invitation of the Chair, Mr. D'Souza provided a brief verbal update indicating that the Audit and Finance Risk Committee met on November 17, 2022 to review the statements of operations for nine months ending September 30th, 2022, statement of financial position as of September 30th, 2022, revenue and expenses forecast, and the cash flow projections for the financial year ending December 31st 2022. He noted Mr. Truong also provided an update on the Q3 reconciliations of accounts with TCHC and the proposed 2023 budget.

Mr. D'Souza noted the Committee then reviewed, discussed and have recommended for Board approval the renewal of various insurance coverages with the current service provider for the period of November 1st 2022 to October 31st 2023 and the associated insurance premiums, the contract extension of some interim staff, and information related to the year-end financial statements audited by KPMG, its audit timeline and the audit engagement letter, including audit fees and authorized the Board Chair to sign the audit engagement letter from KPMG.

Item #19a: September YTD Financial Result

At the invitation of the Chair, Mr. Truong reviewed Report (BD: 2022-93), regarding the TSHC's financial position through September 30, 2022. He reviewed the statements of operations and financial position.

Item #19b: Financial Update

At the invitation of the Chair, Mr. Truong reviewed Report (BD: 2022-94), regarding an update on financial matters and provided an update on the 2022 forecast, cash flow projections, letter of guarantee from the City of Toronto, Q3 TCHC Reconciliation and HST exemption application.

Item #19c: Insurance Renewal

At the invitation of the Chair, Mr. Truong reviewed Report (BD: 2022-95) regarding reviewing and approving the renewal of the Corporation's insurance.

Item #19d: Engagement Letter re Audit

At the invitation of the Chair, Mr. Truong reviewed Report (BD: 2022-96) regarding the audit Engagement Letter from KPMG including audit fees and scope of work.

Motion carried **UPON MOTION**, duly made by Mr. D'Souza and seconded by Mr. Meeks, unanimously approved, **IT WAS RESOLVED THAT** the Board Chair sign the Audit Engagement Letter from KPMG, and the audit fees associated with the engagement.

ITEM 20: MOTION TO APPROVE THE INSURANCE RENEWAL

Motion carried **WHEREAS** the insurance policy for the Corporation's buildings will expire October 31, 2022;

AND WHEREAS the Audit, Finance and Risk Committee has reviewed and compared the various insurance coverages and has recommended the Corporation renew its insurance with its current insurance provider, HSC Insurance Inc. (the "Service Provider");

AND WHEREAS the Board of Directors (the "Board") of the Corporation is required to approve expenditures above the threshold of \$500,000.

UPON MOTION, duly made by Mr. Law and seconded by Ms. MacNeil, unanimously agreed on and opposed by Ms. Parris, **IT WAS RESOLVED THAT** the Board of Directors:

1. Approves the renewal of insurance with the Service Provider, effective November 1, 2022 to October 31, 2023 at an annual premium of \$613,632.05, excluding applicable taxes, a copy of such agreement is attached thereto as Attachment 1 of the Report;
2. Approves the quote of the Excess Crime premium, \$37,273, attached thereto as Attachment 2 of the Report;
3. Authorizes the Chief Executive Officer (or his designate) to take all actions and execute all necessary documents, on behalf of the TSHC, to implement the above recommendations.

**ITEM 21: 2022 PLANNING FOR SUCCESS: OCTOBER AND NOVEMBER
SEPTEMBER ACCOMPLISHMENTS**

At the invitation of the Chair, Ms. Tate to provide an update and she indicated that the information was provided to the Board to update the work completed in the quarter and the plans for the following quarter.

ITEM 22: CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Mr. Meeks and seconded by Ms. MacNeil and unanimously approved, **IT WAS RESOLVED THAT** the Board close part of the meeting to the public to give consideration to a report containing matters about an identifiable individual.

ITEM 25: ADJOURNMENT

**Toronto Seniors
Housing Corporation**

*Motion
carried*

UPON MOTION, duly made by Ms. MacNeil and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 11:44 a.m. (EDT).

Fareed Amin, Chair

Monique Hutchins, Secretary

Item #6b

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on December 12th, 2022, at 3:00 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:

Fareed Amin – *Chair and Director*
Lawrence D’Souza – *Vice Chair and Director*
Linda Jackson – *Director*
Carrie MacNeil – *Director*
Warren Law – *Director*
Brenda Parris – *Director*
Jim Meeks – *Director*

TSHC representatives present:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Interim Director, Strategy & Communications*
Matthew Kinch, *Senior Digital Communications Advisor*
Dave Slater, *Interim Lead – People and Culture*
Mary Tate, *Interim Project Management Lead*
Brad Priggen, *Interim Director, Operations*
Vince Truong, *Controller*
Wendy Dobson, *Senior Manager, Communication and External Affairs*
Janelle Estwick, *Executive Assistant to CEO*
Councillor Vincent Crisanti
Tina Ferreira

Board Secretary present:

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

Maria Paz Aliaga Barrantes– Account Executive – *DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Mr. Amin served as Chair of the Meeting and Mr. Morales served as recording secretary.

A majority of 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 budget meeting and stated that the meeting was being recorded and live streamed on YouTube.

ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS

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.

The Chair also provided an African Ancestral Acknowledgement stating that most of the citizens have come to Canada as settlers, immigrants, newcomers in this generation or generations past. He acknowledges those who came here forcibly, particularly as a result of the Trans-Atlantic Slave trade. Therefore, we honour and pay tribute to the ancestors of African Origin and Descent.

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

Motion carried **UPON MOTION**, duly made and carried unanimously, **IT WAS RESOLVED THAT** the public meeting agenda as presented to the Board is hereby approved.

ITEM 4: CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any public agenda item. No conflicts were declared.

ITEM 5-8: CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously agreed on, **IT WAS RESOLVED THAT** the Board close part of the meeting to the public to give consideration to a report containing matters about an identifiable individual.

ITEM 9: MOTION TO APPROVE CLOSED SESSION DECISIONS

TSHC 2023 OPERATING BUDGET

Motion carried **UPON MOTION**, duly made by Mr. D’Souza and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the TSHC 2023 Operating Budget.

ITEM 10: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Councillor Crisanti and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 3:45 p.m. (EDT).

**Toronto Seniors
Housing Corporation**

Fareed Amin, Chair

Alejandro Morales Recording
Secretary

TORONTO SENIOR HOUSING CORPORATION

Item #8

Action Items List

February 23, 2023

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
1.	April 28, 2022	Inclusion of data regarding race, culture, sex, language in QTE KQPIs and in the ISM project reporting indicators	Tom Hunter	In progress – to be considered in development of KPIs
2.	November 29, 2022	List of capital requirements and repair for each building	Tom Hunter	Completed
3.	November 29, 2022	Add Board members to the tenant newsletters	Grant Coffey	Completed
4.	November 29, 2022	Itemized consultant list and fees	Vince Truong	Completed

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Operational Performance Dashboard**

Item #10a

February 23, 2023

Report: BD: 2023-01

To: Board of Directors

From: Brad Priggen, Director Operations (I)

Date: February 23, 2023

PURPOSE: FOR INFORMATION

RECOMMENDATION:

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

REASON FOR RECOMMENDATION:

This report contains the TSHC Operational Performance Dashboard including Key Performance Indicators for items including Vacancies, Arrears, Maintenance Requests, Pest Management, Community Safety and Security Incidents and Administrative Service requests.

At the previous Committee meeting there was feedback to enhance the dashboard with further summary indicators (progress to targets for example) and we are also reviewing developing the dashboard into a broader balanced scorecard view representing additional services and functions in TSHC. This will be brought forward to a future Committee meeting.

Please see Attachment 1 for the Operational Performance Dashboard for October, 2022.

Brad Priggen
Director Operations (I)

List of attachments:

Attachment 1: Operational Performance Dashboard

Item # 10a

Attachment 1

Operational Performance Dashboard

Toronto Seniors Housing Corporation

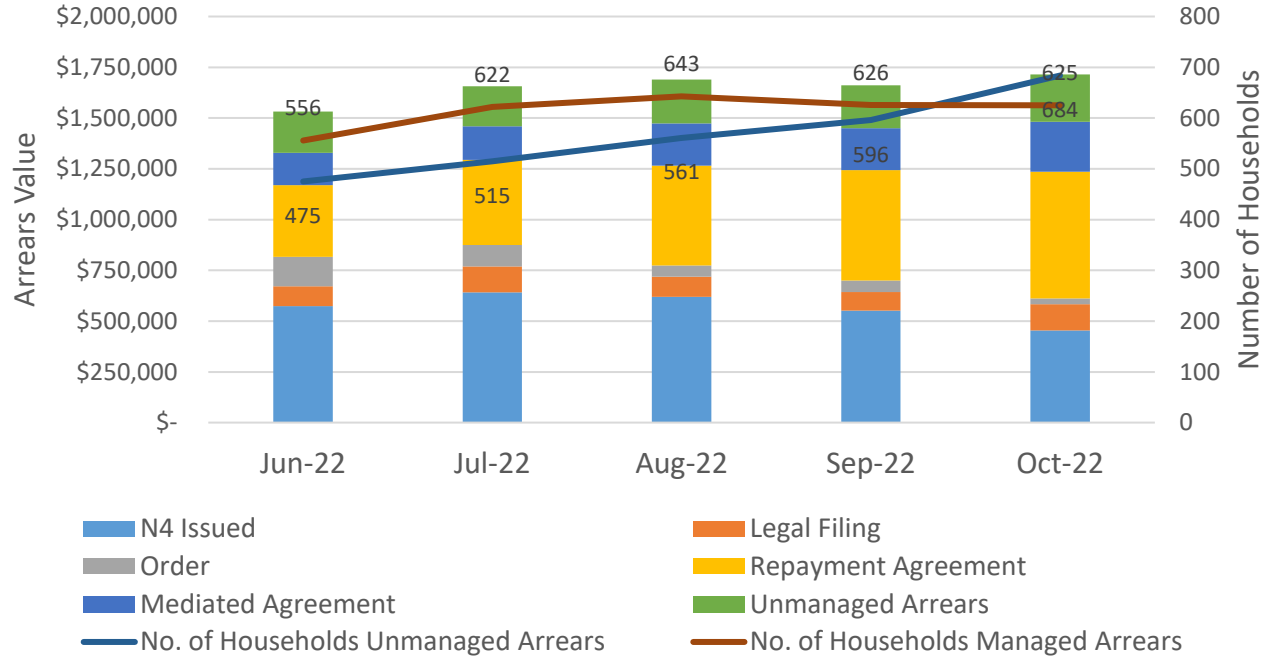
Operational Performance Dashboard – October 2022

Board of Directors

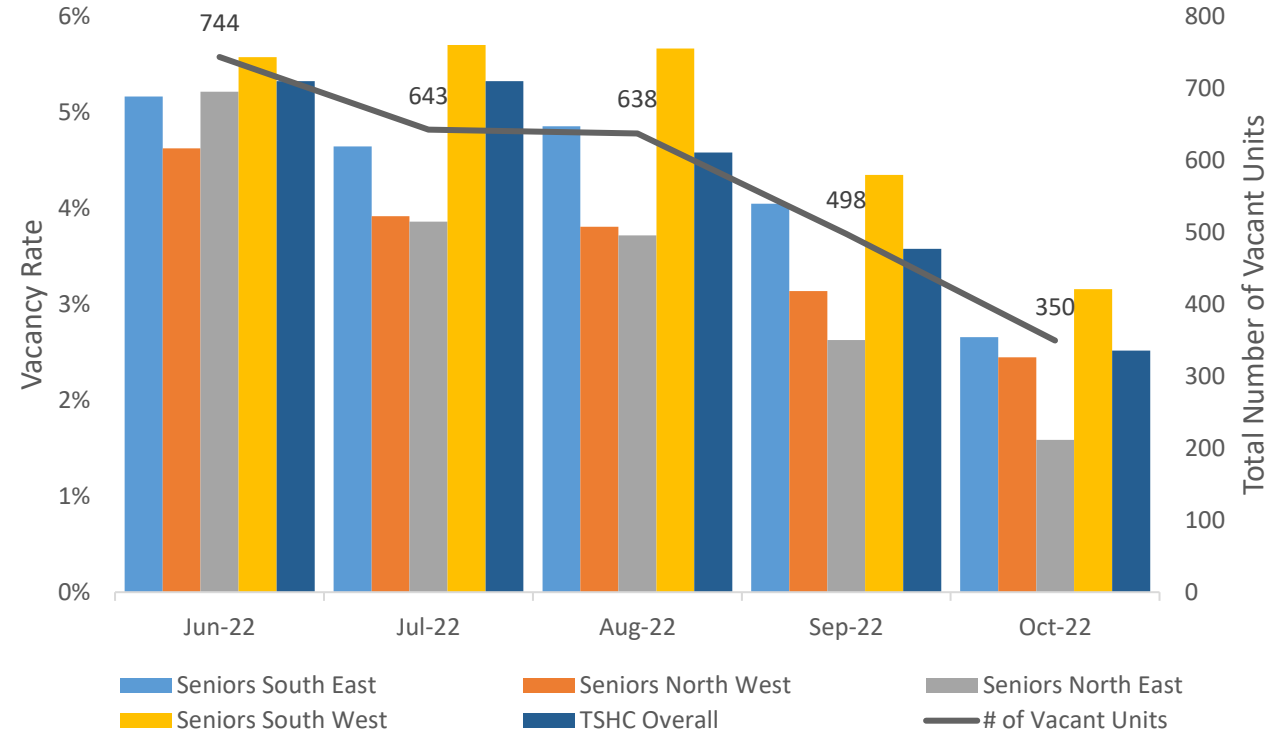


Summary – October 2022

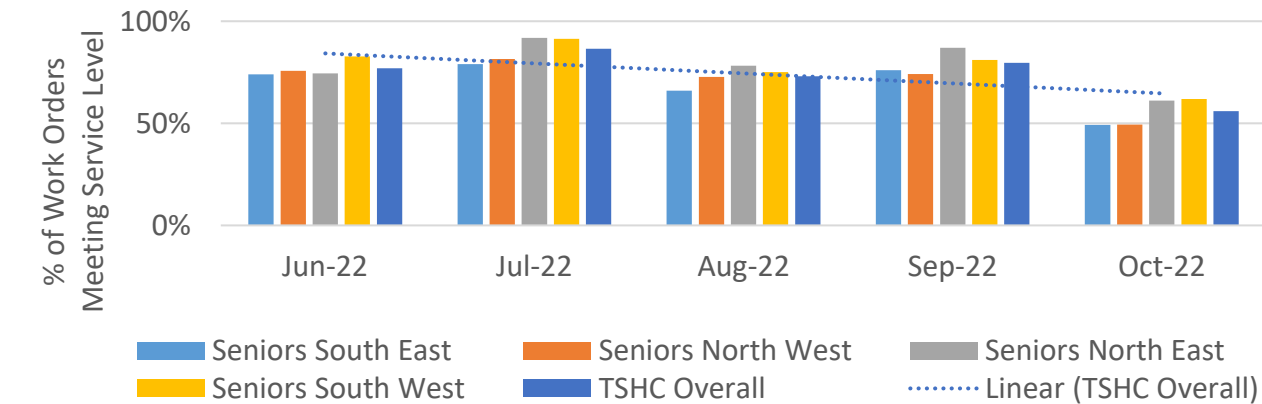
Arrears Collection Process (ACP) Stage Arrears and Tenants



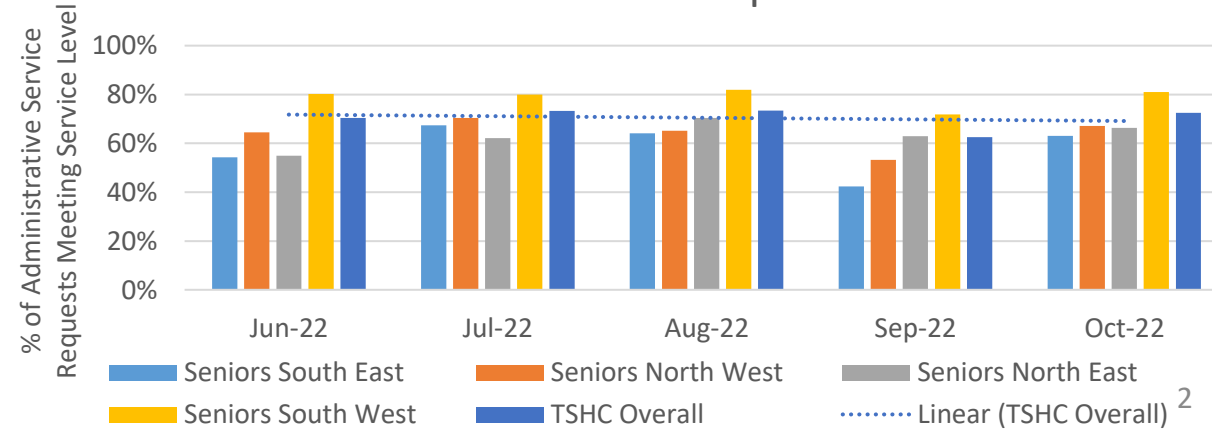
Vacancy Rate & Number of Vacant Units



Work Order Service Levels



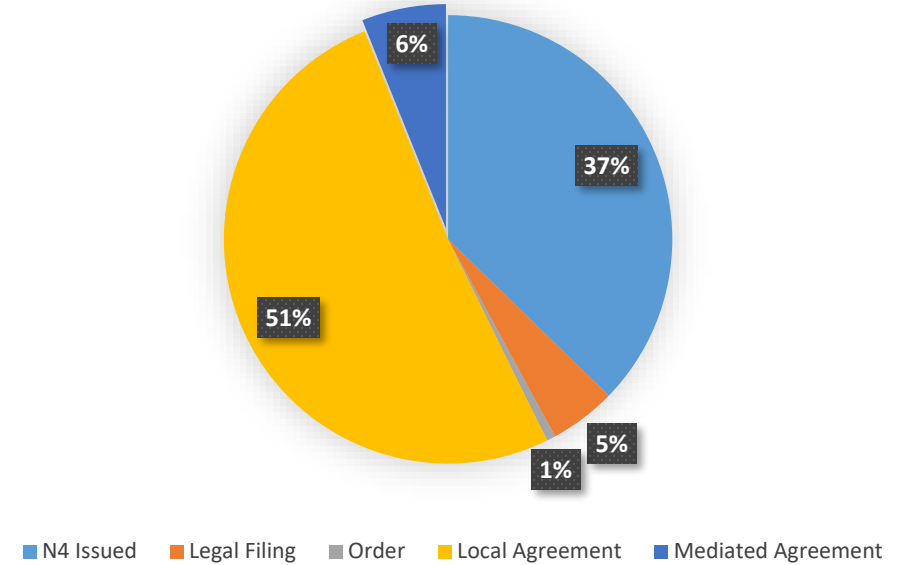
Administrative Service Requests Levels



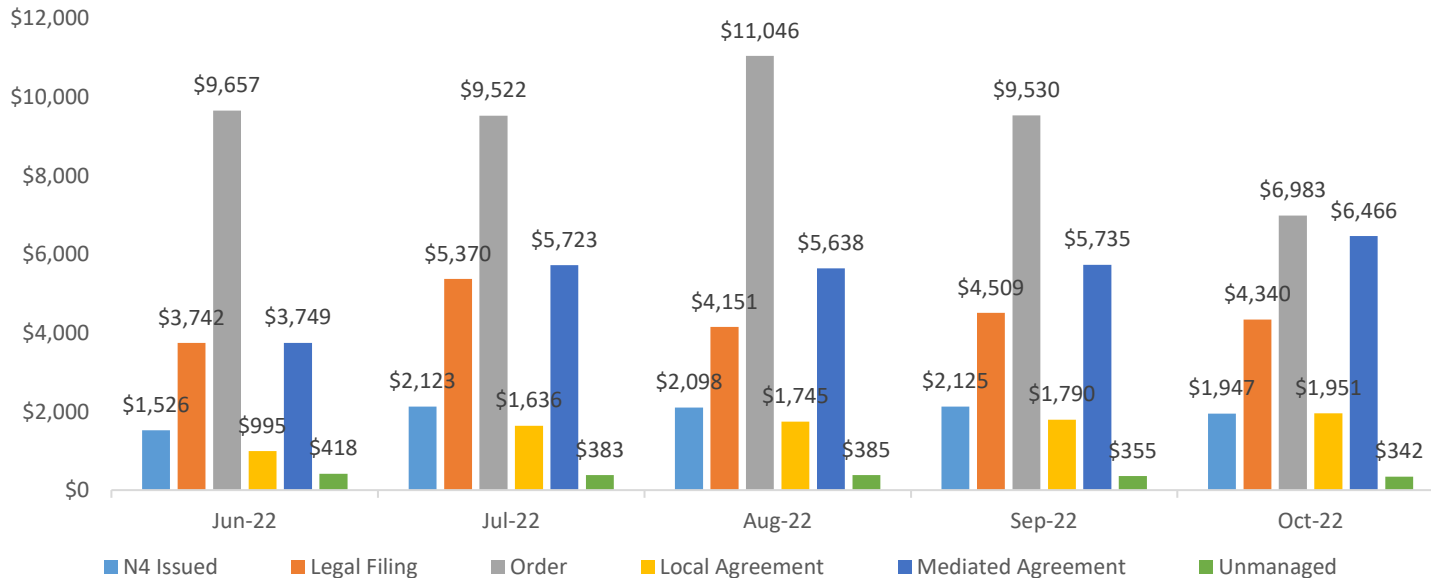
Arrears

- In October, the rent/parking arrears grew to \$1,715,531.76, an increase of \$53,634.28 from September
- The largest increase came from files that are at the Legal Filing stage of the arrears collection process (*an increase of \$40,013.00 or 44.4%*)
- However, the average arrears value for the Legal Filing stage actually saw a drop to \$4,340 (*compared to the September average of \$4,509*)
- The Order and N4 Issued stages experienced the largest decreases; \$29,245 (51.2%) and \$98,654.22 (17.9%) respectively

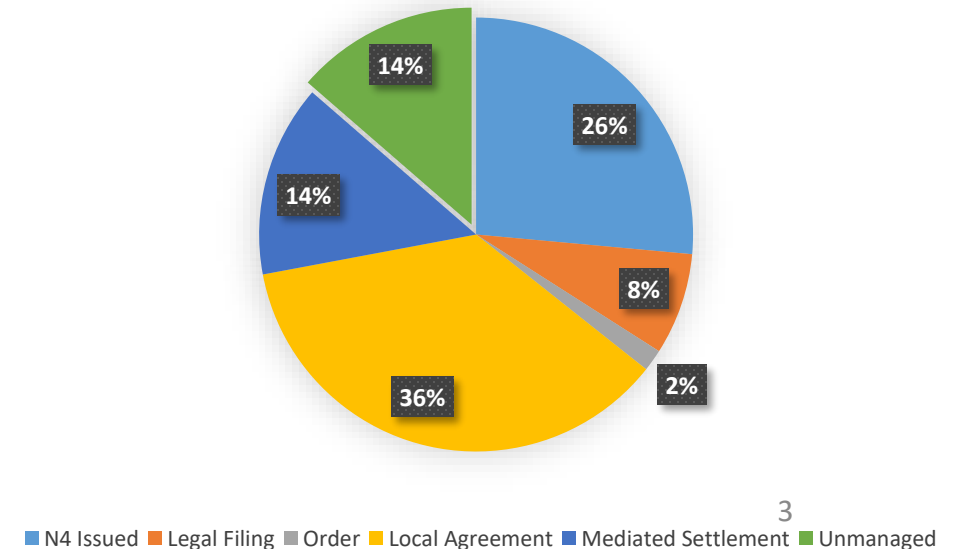
of Tenants at each stage of ACP



Average Arrears per Stage

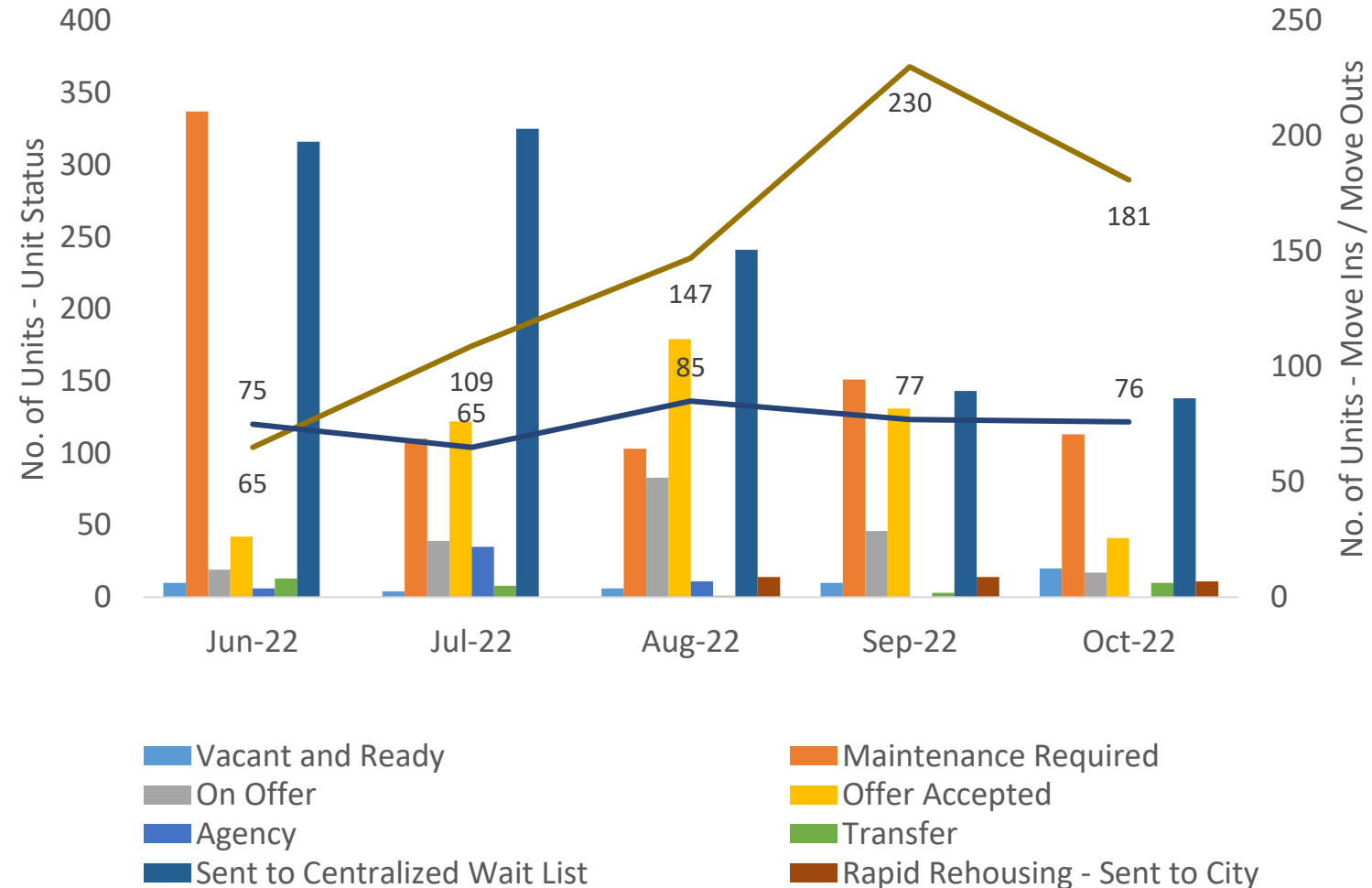


Arrears Percentages



Vacancy Rate

- In October 2022, the 'Offer Accepted' and 'On Offer' categories saw a similar decrease (68.7% and 63.0% respectively)
- The 'Maintenance Required' category had a smaller decrease of 25.2% (from 151 units in September to 113 units in October)
- The largest increase in was seen in the 'Transfer' category, where the number of units more than doubled (from 3 units to 10 units)
- While the 'Vacant and Ready' category went from 10 in September to 20 in October
- The number of move ins had decreased by 21.3% in October while the move out numbers remained nearly the same compared to September



Vacancy Rate	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actual %	5.18	4.99	4.62	4.23	3.58	2.52		
Projected %	-	4.99	4.69	4.39	4.09	3.79	3.09	2.79

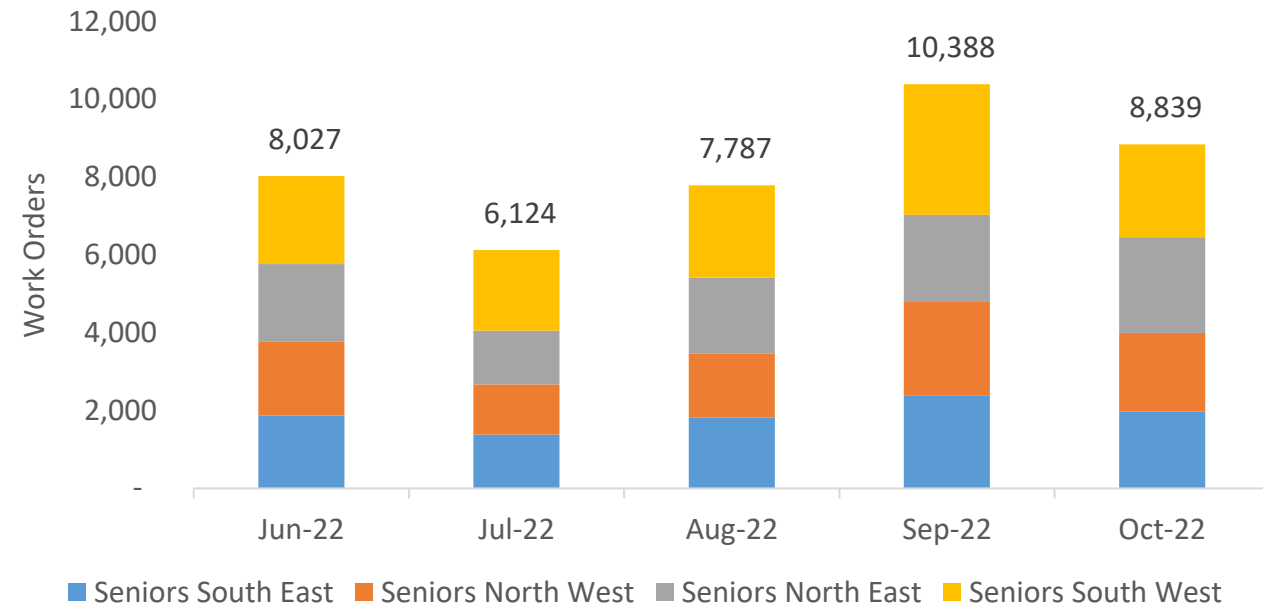
Maintenance Work Order

- In October staff and vendors processed 8,069 work order requests from tenants with 55.9% resolved within 5 business days
- TSHC Staff completed 79.9% (5,054) internal work orders
- The majority of these requests were related to pest control and plumbing

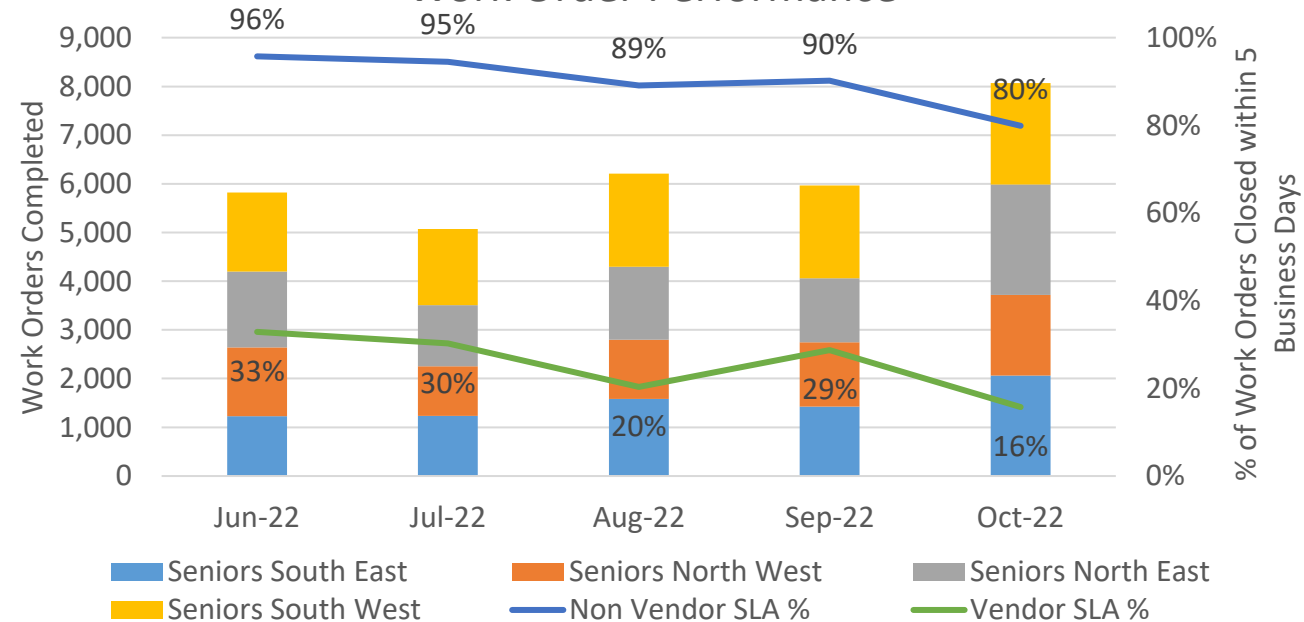
➤ Top 5 Work Order Categories Completed in October 2022

Work Order Request Category	%
Pest Control	21.7%
Plumbing	14.3%
Doors	9.1%
Alarm Monitoring	7.5%
Electrical	7.4%

Number of Work Orders Started



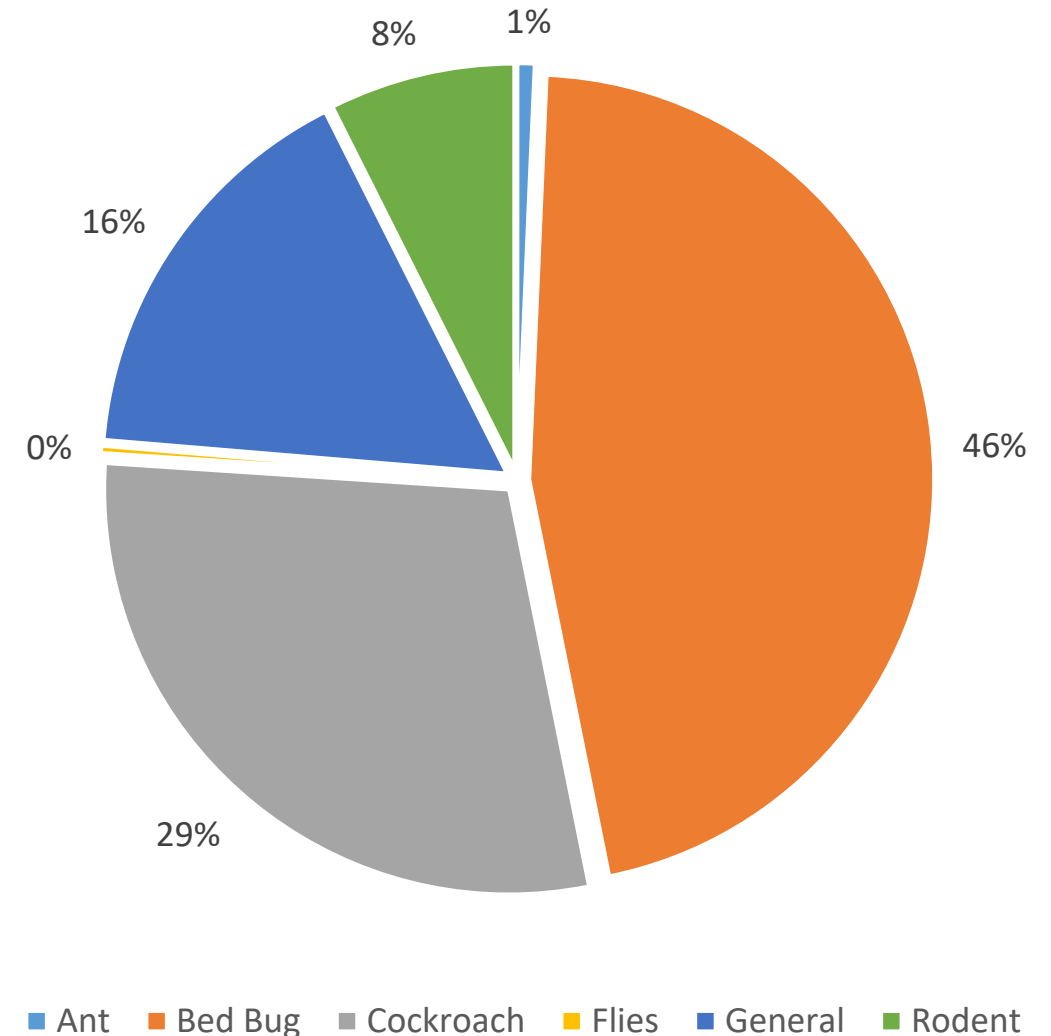
Work Order Performance



Pest Control

- For the month of October staff processed 1,753 requests for pest control service
- Of the treatments requested
 - 744 units received a single treatment
 - 223 units received two treatment's
 - 136 units received three or more treatment's
- *TSHC staff have undertaken an audit of the common area and in suite pest control application at one building within each of the four regions and are aggregating the findings.*
- *TSHC has allocated seven existing FTE's to focus on pest control.*
 - *Two inspectors (licensed technicians) to work with staff to ensure the effective application of the TCHC pest control service as well as to apply best practices to larger infestations.*
 - *One supervisor to monitor the Pest Services received from TCHC, provide tenant and staff education sessions, collect and analyze treatment results to ensure effective use of resources.*
 - *Recognizing the ability of seniors to prepare their homes for treatment, four front line maintenance positions have been allocated to the pest control team to assist residents with preparation of their units to allow for effective treatment.*
- *Going forward reporting will include monthly trends*

Pest Control - Treatment Type

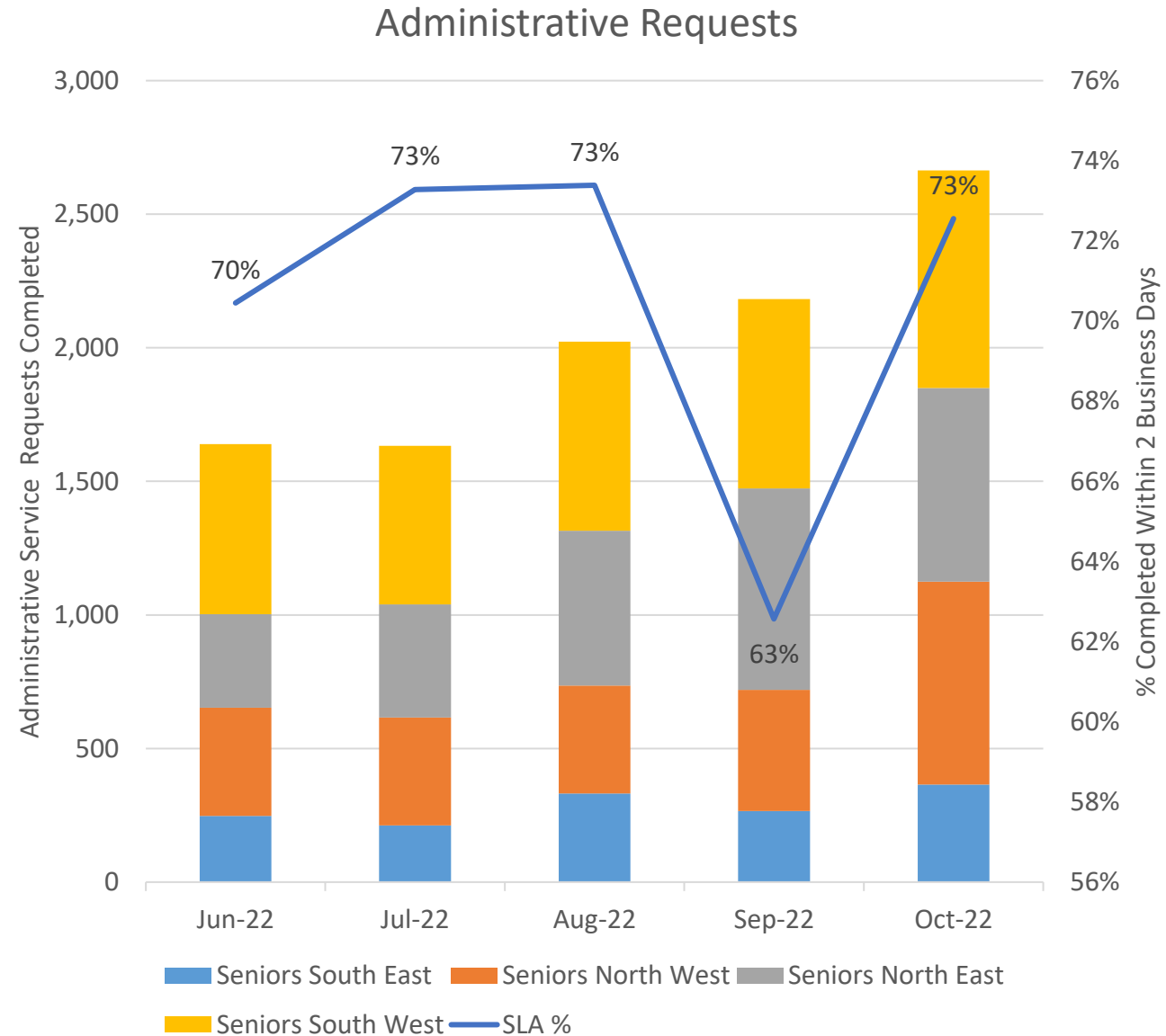


Administrative Requests

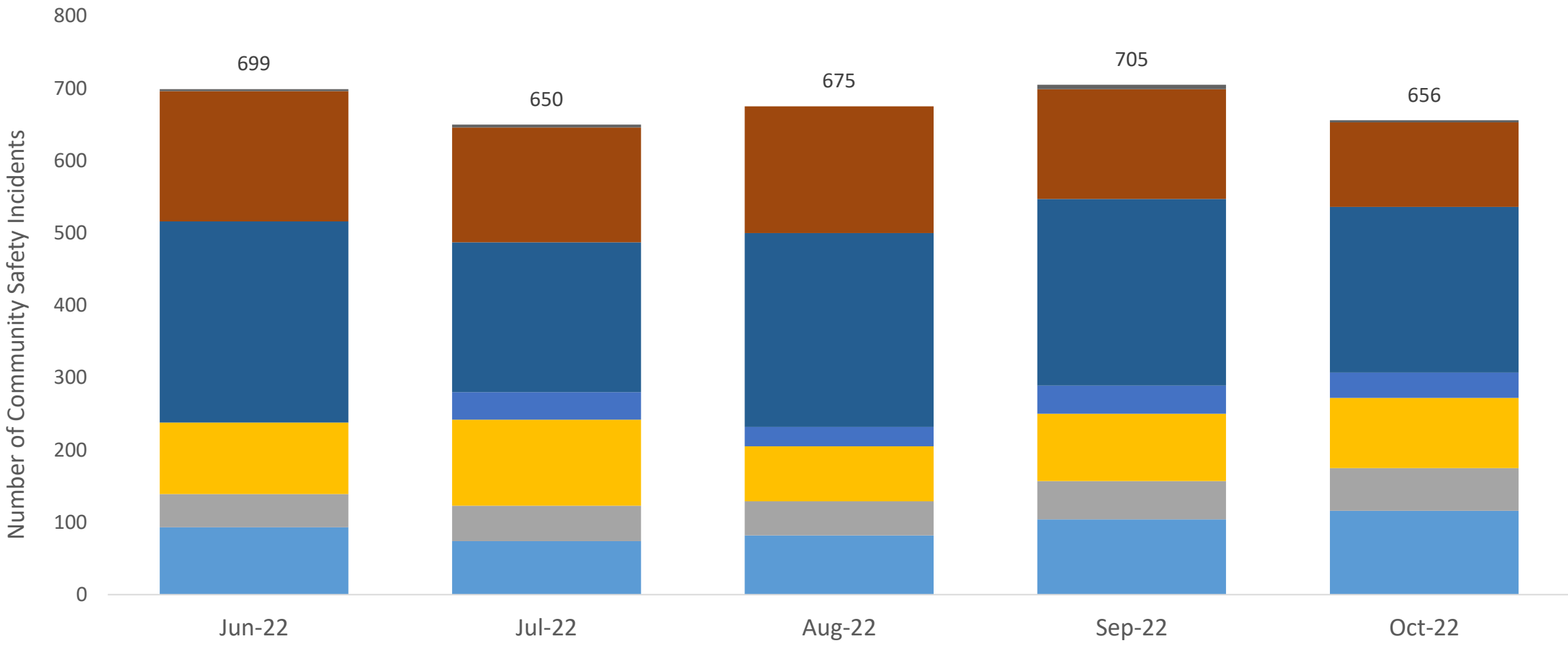
- In May and June 2022 TCHC transitioned from a legacy system to HOMES for tracking and dispatching of work orders. This created a gap in reporting as May and June were a blend of both systems
- Staff processed 2,664 service requests from tenants
- The majority of these requests were in relation to the annual review process and supporting tenants with documentation

Top 5 Service Categories Completed in October 2022

Service Request Category	%
Assistance with Annual Review	18.2%
Documentation Support	17.6%
Caller Requesting Info	10.5%
Document Request – Income Tax Letter	4.8%
Tenant Requesting Referrals	4.5%



Community Safety Incidents



- Anti Social Behaviours
- Disputes
- Other Calls for Service
- Arson
- Incidents Affecting Quality of Life
- Self Initiated Patrols
- CSU Officer Initiated Arrests/Charges
- Meetings
- Serious Violent Incidents

Glossary of Terms

Acronym	Definition	Acronym	Definition
ACP/Arrears Collection Process	The process by which staff collect outstanding payments from tenants	Vacant Ready	Units that are ready for new tenants to occupy
Unmanaged Arrears	Arrears that are outside of the arrears collection process	Maintenance Required	Units that require renovation prior to a new tenant being able to occupy
N4 issued	Arrears for which staff have issue an N4	On Offer	Units that have been offered to applicants including Rent café and Rapid Rehouse
Order	Arrears for which staff have received an order from the Landlord Tenant Board	Offer Accepted	Units that have been accepted by applicants and are in the process of signing a lease or have been leased for a future date
Mediated Agreement	Arrears for which the Landlord Tenant Board has imposed a repayment agreement upon TSHC and the tenant	Good Standing	An account that is up to date with payments (including any arrears payments)
Legal Filing	Arrears which TSHC has filed for enforcement at he Landlord Tenant Board	Community Safety	Calls responded to the TSHC Community safety unit
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance	EasyTrac	The software system that TSHC use to log all Maintenance and administrative requests
Vacancy rate	The percentage of units that are vacant		
Maintenance Level	Work orders that are completed by staff or vendors. The service level for work orders is two business days		
Administrative Service level	Administrative requests that have been received by staff there is a service level of two business days for these requests to be completed		

Toronto Seniors Housing Corporation

Board of Directors

Topic: Quality Improvement Projects – Status

Item #10b

February 23, 2023

Report: BD: 2023-02

To: Board of Directors, Toronto Seniors Housing Corporation

From: Grant Coffey, Interim Director Strategy and Communications

Date: February 23, 2023

PURPOSE: INFORMATIONAL

RECOMMENDATION:

This report provides an update on the status of the Quality Improvement Projects (QIPs). It is recommended that the Board receive this report for information.

REASONS FOR RECOMMENDATION:

Earlier in 2022, TSHC brought forward Quality Improvement Projects to the Committee and Board in the following areas:

- Pest Management
- Safety and Security
- Staff and Tenant Relations

The Quality Improvement Projects deal with areas that are vitally important to our tenants. These project impact quality of life, health, wellness, and a sense of security. The projects address issues that have been raised by tenants in both the consultation on 100-day priorities and the CEO Listening Tour.

Key updates on the Quality Improvement Projects include:

- Held a Tenant Information session on the QIPs on October 24, 2022 where we shared the structure and approach for projects. Approximately 20 tenants attended the session with good feedback on how to approach the QIPs, type of information to consider, who to involve, some initial ideas for improvements, and expectations on participation.
- Timing for each QIP starting is as follows:
 - Pest Management – team meetings started December 5, 2022 and three meetings have been held to date.
 - Safety & Security – team meetings started December 14, 2022 and three meetings have been held to date.
 - Staff/Tenant relations – team meetings started January 18, 2023 and two meetings have been held to date.
- The frequency of meetings is planned as 5 meetings over approximately 4-5 months. Through the first two months of the projects there have also been additional focused meetings with both staff and tenants to provide more detailed discussions.
- The QIP teams include the Sponsors, Tenants, TSHC staff, and TCHC staff. A total of 16 staff and 29 tenants are participating in the QIPs (with 9 tenants for Pest Management, 9 tenants for Safety and Security and 11 tenants for Staff and Tenant Relations). The teams will also be supported by subject matter experts, communications support and other TSHC staff support.
- We have retained a facilitator for the 3 QIP projects through Western Management Consulting. The facilitator has been on-boarded and has been facilitating the QIP team meetings with tenants and staff.
- A Terms of Reference was developed for each QIP with approaches to the initiatives structured in 5 stages of: 1) Project Launch; 2) Current Situation; 3) Desired Future; 4) Implementation; and 5) Ensuring Success (support and monitoring). We look to have input and feedback from the teams on the approach and throughout the process.

- An information package with project materials and research has been developed for all three QIPs. Within the information package we have included a summary of available data for each QIP, other jurisdictions and best practices to bring to the teams to support the work. As well, teams have been provided with a summary of actions taken to date, and we expect data and further research to be informed from the teams as well.

-

While the QIPs are in process we are already taking concurrent actions for each of the areas as the plans are developing (i.e., we are not waiting for the QIPs to conclude before moving forward on some aspects). For example, within Pest Management we have already re-allocated resources to establish the new Environmental Health/Pest Management team and functions to improve service compliance and support for tenants are underway. Similarly, Safety and Security improvements and audits will also continue to be considered and proceed. It is expected that the implementation plan developed from each QIP will be actioned over time, and we anticipate that there will be some shorter-term “quick-win” actions and some longer-term actions.

The plan is to conclude the QIPs in Q2 2023 and we will bring regular status updates to Quality and Tenant Engagement Committee.

SIGNATURE:

Grant Coffey, Interim Director Strategy and Communications
Toronto Seniors Housing Corporation

Attachment 1: None

Item 10c

Attachment 1

ISM Cover Letter

Fareed Amin
Chair, Board of Directors
Toronto Seniors Housing Corporation

February 3, 2023

Dear Fareed,

Please find attached the final, formatted, and AODA compliant "*Integrated Service Model 2021 Evaluation Report - Working with tenants to drive change.*" This report was produced by City of Toronto Seniors Services and Long-Term Care (SSLTC), with ongoing expert advice from members of the Senior Tenants Advisory Committee (STAC) and Tenant Directors.

Building on the [2021 Integrated Service Model Annual Program Report](#), the goal of our evaluation was to understand how well the model was rolled out over the first year of implementation and generate concrete, actionable recommendations for improvement.

To that end, SSLTC staff undertook the following activities:

- Direct engagement with over 200 tenants and 18 staff over the spring and summer 2022 to gather input on the ISM
- Review of input previously gathered from tenants to reinforce priorities reported elsewhere, including the Joy Connelly Report on tenant engagement and the Health Commons Report on seniors' health and wellness
- Analysis of quantitative outputs and Key Performance Indicators to track early activities and impacts of the ISM
- Generation of 12 high-level recommendations and 54 ideas from tenants, staff, and the City to drive ISM improvement
- Consistent engagement with STAC and TSHC Tenant Directors throughout the evaluation process to ensure the report, its results and recommendations resonate with tenants

With this report, the City is advancing a collective interest in the ongoing success of TSHC as a social housing provider. This report works toward a future in which TSHC leads and implements the ISM as Council originally intended, in true collaboration with tenants, staff, and municipal, health, and community partners.

Recommendation: This report is being provided for information and to shape ongoing strategic planning around the ISM that better meets the needs of senior tenants.

Sincerely,
Andrea Austen
Director, Seniors Services and Community Programs

Item 10c

Attachment 2

ISM 2021 Evaluation Report



Integrated Service Model

2021 Evaluation Report

Working with tenants to drive change

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Acknowledgements

This report was made possible through the ongoing expert guidance of the Senior Tenants Advisory Committee and Toronto Seniors Housing Corporation Tenant Directors. Their insight and expertise shaped every stage of this evaluation, from the overall approach and engagement planning, through data collection and analysis, and the development of final recommendations. We are extremely grateful for their collaboration and steadfast commitment to a brighter future for their communities.

We wish to acknowledge the partnership of staff and leadership at Toronto Seniors Housing Corporation, who provided important context, information, and advice to support this evaluation.

We also acknowledge the staff in the Seniors Services and Long-Term Care Division who conducted in-person and virtual engagements with senior tenants and staff over the spring and summer of 2022. Their concerted effort helped to gather the rich expertise of tenants and staff, which formed the basis of this report.

Finally, we recognize the contributions of over 200 senior tenants who shared their time and experiences to inform this evaluation and drive change in the Integrated Service Model.



Executive Summary

The new Toronto Seniors Housing Corporation operates 83 buildings across the city, home to approximately 15,000 senior tenants (age 59+). The Integrated Service Model (ISM) was designed as a new way to support these tenants. The goal of the ISM is to promote ageing in place with dignity, respect, comfort, and the services necessary for tenants to remain independent and engaged in vibrant, active, and inclusive communities. As part of the City of Toronto's efforts to support the new Corporation's success, the Seniors Services and Long-Term Care Division (hereafter 'the City') led this evaluation on the first year of implementation of the ISM (December 2020 – December 2021).

This evaluation responds to the **2021 ISM Annual Program Report**,* which tracked progress and achievements on intended ISM outcomes related to staff and training, policies and procedures, health and wellness initiatives, alignment of Care Coordinators, and tenant engagement.

* Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

Based on the 2021 ISM Annual Program report, activities and outputs from the first year of implementation included:

- **Staffing and Training:** Two new tenant-facing and administrative roles were introduced (Seniors Services Coordinators and Tenant Service Administrators), with a total of 47 staff hired and two seniors-specific staff training modules delivered (Understanding Dementia and Seniors Mental Health Awareness).
- **Senior-Specific Policies and Procedures:** Nine procedures were tested and implemented (e.g., Tenant Needs Assessment, Tenant On-Boarding) and four procedures were under development (e.g., Rent Review, Complex Tenancy Management).
- **Seniors Health and Wellness:** Building on important tenant feedback, the City engaged Health Commons Solutions Lab to conduct an independent review of the Seniors Health and Wellness innovation of the ISM, underscoring the need for tenant voices to shape the design and delivery of health and wellness supports.
- **Designated Care Coordinators and Health Partnerships:** A total of 62 Care Coordinators were assigned to buildings, and partnerships were formed with Ontario Health Teams and community service agencies to deliver COVID-19 relief programs, including vaccination clinics and distribution of masks and food.
- **Tenant Engagement:** Tenants were engaged through Senior Tenant Advisory Committee meetings, focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation, the delivery of quarterly “Seniors Speak” newsletters to tenants, and two tenant information sessions during the ISM.

Building on this work, the City engaged over 200 senior tenants and staff in Toronto Seniors Housing Corporation buildings over spring and summer 2022 to understand how well the ISM was implemented and to generate concrete, actionable recommendations for improvement. This report also brings together other evaluation activities conducted on the ISM to build on previous work and reinforce tenant priorities reported elsewhere.

Recommendations

The recommendations in this report are based on input gathered from senior tenants, tenant leaders, the Senior Tenants Advisory Committee, and staff. The City used this input to generate 12 high-level recommendations for action to improve the delivery of the ISM across the four innovations of the model, tenant engagement and key performance indicators.



Innovation 1 – Staffing and Training

1. Improve and expand methods of communication and knowledge sharing among staff and tenants
2. Enhance recruitment, training, and retention of staff to meet building-level and regional needs



Innovation 2 – Seniors-Specific Policies and Procedures

3. Facilitate communication and engagement with tenants and staff on the development and dissemination of policy changes
4. Focus proactive policy and procedure revisions on priority areas identified by tenants and staff
5. Co-develop proactive interventions to address urgent issues identified by tenants, including building security, pest management, maintenance requests, and heating, ventilation and air conditioning (HVAC)



Innovation 3 – Seniors Health and Wellness Initiatives

6. Engage tenants to translate the Seniors Health and Wellness Report from Health Commons into practice



Innovation 4 – Designated Care Coordinators and Health Partnerships

7. Enhance tenant access, awareness and utilization of Care Coordinators
8. Improve tenant awareness of and access to supports provided by health partners



Tenant Engagement and Communication

9. Enhance accessibility of information on the ISM for tenants
10. Enhance opportunities for tenant engagement and leadership



Key Performance Indicators

11. Work with tenants and staff to develop additional key performance indicators and related data collection tools that measure tenant-staff relationships
12. Establish data collection guidance for key performance indicators to promote quality and consistency

Opportunities to advance the recommendations

This report describes “ideas from tenants and staff,” which highlight opportunities to advance recommendations in the short-, medium-, and long-term. Ideas are gleaned directly from the input of tenants and staff, to ensure voices of those living and working in Toronto Seniors Housing Corporation buildings are centred in this report.

The City also worked to identify opportunities for partnership between the City and the Toronto Seniors Housing Corporation to advance the recommendations. These “ideas from City partners” are included throughout the report and reflect opportunities for Toronto Seniors Housing to leverage the City’s knowledge of seniors’ services to improve the ISM and better address tenant needs.

This report also references existing resources (e.g., reports, guidance, tools or directories) identified by tenants, staff, and the City that complement the evaluation findings. These resources also provide tools the Corporation can draw upon to advance recommendations at little-to-no cost.

Finally, this report “spotlights” activities and initiatives underway at Toronto Seniors Housing Corporation that may begin to address tenant priorities that emerged through this evaluation. These spotlights identify where and how the City’s recommendations align with and enrich existing efforts to improve the ISM and tenant communities.

Reflections on the way forward

This report reinforces the vital importance of ongoing and meaningful tenant engagement to promote the success of the ISM. Indeed, most recommendations and ideas brought forward include a tenant engagement or partnership component, highlighting that senior tenants are the experts of their own experience and represent an invaluable asset in designing and delivering services that address their needs.

The senior tenants we engaged consistently voiced that there is no one-size-fits-all solution for the changes they desire in their buildings. Each of the 83 buildings represents a unique community with a rich diversity of experiences, needs, and aspirations. As such, the central message of this report is to proactively harness the expertise of senior tenants to create tailored solutions that address priorities at the unit-, building-, and regional-level. The Toronto Seniors Housing Corporation is in the process of co-developing a new tenant engagement model, with input from tenants. An effective tenant engagement model will be crucial in realizing these recommendations and ensuring the ISM meaningfully responds to the diverse needs of senior tenants across the 83 buildings.

This report can signal a turning point and opportunity for transformative change in social housing for Toronto seniors. With this report, the City identifies opportunities to advance the priorities of senior tenants in the short-, medium- and long-term, with recognition that full implementation will depend on budgetary and resource considerations. All recommendations are derived from the experiences and thoughtful input of senior tenants engaged throughout this evaluation, and this report would not have been possible without them.

Building on this foundational engagement, the Toronto Seniors Housing Corporation must establish a central role for senior tenants to support implementation of these recommendations and, together, work towards the continued success of the ISM.



Introduction to the Integrated Service Model

Overview of the Integrated Service Model (ISM)

Goals and Objectives of the ISM

The Integrated Service Model (ISM) was designed to support ageing in place for over 15,000 senior tenants (age 59+) living in the 83 seniors-designated buildings, operated by Toronto Seniors Housing Corporation and owned by Toronto Community Housing Corporation. The goal of the ISM is to support senior tenants to age in their homes with the dignity, respect, comfort, and the services they need to remain engaged in vibrant, active, and inclusive tenant communities.

Safe, affordable, and quality housing is a profound determinant of health for seniors,¹ who experience increased risk for housing instability, homelessness, and related health and social impacts. Seniors also possess a wealth of lived experience to enrich their communities and improve services through advocacy, education, and organizing. Informed by these challenges and strengths, the ISM provides a new way of operating seniors buildings by bringing together housing, health, and community services to support ageing in place and promote the physical, mental, and psycho-social health and wellness of senior tenants.

1 Toronto Public Health, 2016 <https://www.toronto.ca/legdocs/mmis/2016/hl/bgrd/backgroundfile-97428.pdf>

The three objectives of the ISM are:

1. Build relationships of trust between senior tenants and housing staff
2. Improve the delivery of housing services, with an increased focus on issues that impact housing stability for seniors
3. Increase access to health and community support services through enhanced partnership with community agencies

Origin of the ISM

The ISM was jointly developed by Toronto Community Housing Corporation, the City of Toronto, and provincial health partners. The model originated in July 2017 through the City Council-directed Tenants First strategy,² which aims to improve the delivery of Toronto Community Housing Corporation supports. Under Tenants First, Council approved the creation of a new standalone seniors housing and services entity that would be responsible for the management of 83 seniors-designated social housing buildings in Toronto.

To advance Tenants First, City Council approved the implementation of the ISM in seniors-designated buildings across Toronto in 2020.³ Under the same motion, Council directed the Deputy City Manager, Community and Social Services, to report to the Executive Committee by spring 2021 with timelines for the creation of a new Seniors Housing Corporation.

The implementation of the ISM began in December 2020, in a select sample of 18 seniors-designated buildings in the Southeast Region. In May 2021, City Council authorized the establishment of the new Toronto Seniors Housing Corporation.⁴ As of June 1, 2022, the new Toronto Seniors Housing Corporation assumed operations of the 83 seniors-designated buildings. The new corporation's Board of Directors and Leadership team are the key audience for this evaluation report.

² City of Toronto, Tenants First <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/tenants-first/>

³ City Council, Implementing Tenants First: 2020 Action Updates (2020 EX17.2), 2020 <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX17.2>

⁴ City Council, Implementing Tenants First: Creating a Seniors Housing Corporation (2021 EX23.4), 2021 <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX23.4>

Innovations of the ISM

The ISM is underpinned by four innovations:



1. A new staffing and staff training model

- Creation and hiring of two new positions: A tenant-facing Seniors Service Coordinator (SSC) who works within the buildings as a main point of contact for tenant concerns (e.g., tenancy services, referrals to services), and a Tenant Service Administrator (TSA) who works out of an area office to support routine correspondence, rent assessments, collection of arrears, and other data.†
- Consistent assignment of staff to specific buildings to enable closer connections between tenants and staff.
- Increased staffing levels and expanded training on seniors-specific issues.



2. Seniors-specific policies and procedures

- Review, revision, and development of policies and procedures to address senior-specific needs.



3. Seniors health and wellness initiatives

- Partnerships with a range of health, social and wellness services delivered by external community agencies.



4. Designated Care Coordinators† and health partnerships

- Identification and alignment of Care Coordinators with the 83 seniors-designated buildings to streamline access to health and social services for senior tenants.

Ongoing and meaningful tenant engagement is integral to the ISM and necessary for the implementation of tenant-driven supports and services across the 83 buildings. Gathering and applying the expertise of senior tenants ensures that all aspects of the ISM (including implementation, evaluation and quality improvement) are aligned with tenant priorities.

† **Care Coordinator:** Provincial staff that act as the contact between clients and various community agencies and providers. Within the ISM, Care Coordinators are identified for each building to provide a more direct connection from tenants to healthcare services and social supports.



One existing avenue for gathering input from senior tenants on the ISM is through the Senior Tenant Advisory Committee and Tenant Directors. The Senior Tenant Advisory Committee comprises 17 tenants living across the 83 seniors-designated buildings. Members bring their lived experience, knowledge, and skills to assist in the development of age-equitable best practices and approaches for senior tenant engagement, and to prioritize the health and well-being of all Toronto Seniors Housing Corporation tenants. Similarly, Tenant Directors are tenants who contribute their experience, knowledge and skills through their seat on the Corporation's Board of Directors.

A detailed overview of the ISM is summarized in the ISM Logic Model in **Appendix 1**. For more information on the goals and activities of the ISM, please see the Accountability Framework,⁵ or the Toronto Seniors Housing Corporation webpage on the ISM.⁶

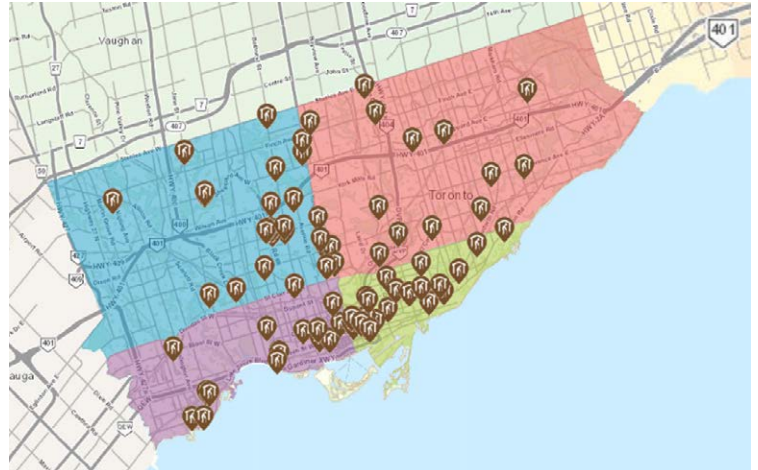
5 City of Toronto, Accountability Framework for the Integrated Services Model, 2020 <http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157311.pdf>

6 Toronto Seniors Housing Corporation, Our Integrated Service Model, 2022 <https://www.torontoseniorshousing.ca/health-and-community/our-integrated-service-model/>

Phased Implementation of the ISM

Implementation of the ISM occurred over three phases between 2020 and 2022:

1. **Phase 1 (December 2020):** 18 buildings in the South East Region. During this pilot phase, buildings were still under the operation of the Toronto Community Housing Corporation.
2. **Phase 2 (September 2021):** 26 buildings in the North West Region and another 8 buildings in the South East Region. In December 2021, the implementation of one of the ISM innovations (Seniors Health and Wellness Initiatives) was paused and an independent review was undertaken by the Health Commons Solutions Lab.
3. **Phase 3 (March/April 2022):** Remaining 39 buildings in the South West and North East regions adopted the model. In June 2022, operation of all 83 seniors-designated buildings transitioned to the Toronto Seniors Housing Corporation.



This evaluation focuses on the Toronto Seniors Housing Corporation buildings that implemented the ISM during the first year of implementation, between December 2020 and December 2021.

Purpose of this Evaluation

Building on Toronto Seniors Housing’s 2021 ISM Annual Program Report⁷, which focuses on the ‘what’ and ‘how much’ of ISM implementation, the City of Toronto’s Seniors Services and Long-Term Care Division (hereafter “the City”) undertook this evaluation to understand how well the ISM was implemented and if anyone is better off as a result.

⁷ Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

This evaluation examines the first year of ISM implementation, with two main objectives:

1. Understand how well the ISM is being implemented, with a focus on identifying outcomes, successes, and challenges from the first year.
2. Generate concrete, actionable recommendations to support the Toronto Seniors Housing Corporation's successful delivery of the ISM moving forward.

Through this evaluation report, the City is advancing a collective interest in the ongoing success of Toronto Seniors Housing Corporation as a self-sustaining social housing provider. This report works toward a future in which the Toronto Seniors Housing Corporation leads and implements the ISM as Council intended, in true collaboration with tenants, staff, and municipal, community and health partners.

Considerations for this Report

This report details the first year of ISM implementation. However, it is important to recognize several contextual factors that impacted implementation, including the ongoing COVID-19 pandemic and the phased nature of implementation.

The ISM began during the COVID-19 pandemic, which presented novel challenges for staff and tenants (e.g., physical distancing, stay-at-home orders, gathering limits). The pandemic also delayed the model's phased implementation and disrupted the delivery of services and supports. These challenges may have impeded the measurable impacts of the ISM.

It is also important to consider that the implementation period covered in this report represents a year of learning and growth for staff and senior tenants alike. The ISM is multi-faceted, including a new staffing model, the examination of policies and procedures through a seniors-specific lens, the design and implementation of health and wellness initiatives, and the alignment of provincially-funded staff to seniors-designated buildings. While much progress has been achieved, full implementation of these innovations and observation of their impacts will require more than one year.



Our Approach

To support this evaluation, the City collected, analyzed, and integrated three key types of information.

1) Learning from Tenants and Staff – Direct Engagements to Gather Input on the ISM

From May to August 2022, the City engaged over 200 tenants (including senior tenants, tenant representatives, Senior Tenant Advisory Committee, and Tenant Directors), and 18 staff (including superintendents, Senior Services Coordinators, and Tenant Services Administrators).

Who We Spoke To

Direct engagements focused on gathering input from tenants and staff in buildings that rolled out the ISM between December 2020 and December 2021. See **Table 1** for an overview of participation.

Engagement was conducted through lobby intercepts (10-15 minute mini-interviews), in-depth individual interviews (1 hour), and focus groups (1-1.5 hours). Lobby intercepts were conducted in a random selection of buildings in the buildings that implemented the ISM in Phase 1 and 2. This resulted in a selection of 5 buildings in the South East region, 9 buildings in the North West, and 1 building in the North East (which was included in the South East region during the first year of implementation). Notices were put up across the buildings selected for lobby intercepts, and in some cases these were translated to common languages spoken in the building.

City staff developed a referral package to use during direct engagements, including important phone lines (e.g., Tenant Support Centre, Complaints Solutions Team, Toronto Seniors Helpline) and staff contact information to support tenants requiring follow-up.

All tenants engaged in lobby intercepts and interviews/focus groups received an honorarium in the form of \$5 or \$25 gift cards, respectively.



Table 1. Overview of qualitative input on the ISM collected from tenants and staff through direct engagements led by the City of Toronto

Who was engaged?	How were they engaged?	Date and number of participants
Senior tenants in 16 buildings	Lobby intercepts	<ul style="list-style-type: none"> • May – June 2022 (155 tenants)
Senior Tenant Advisory Committee and Tenant Directors	Focus group	<ul style="list-style-type: none"> • May 6, 2022 (11 participants) • May 30, 2022 (9 participants) • June 16, 2022 (10 participants) • September 30, 2022 (12 participants) • November 4, 2022 (10 participants) • December 2, 2022 (5 participants)
Tenant Representatives	Focus group	<ul style="list-style-type: none"> • July 4, 2022 (17 tenant representatives)
ISM staff (Senior Services Coordinators, Tenant Services Administrators)	Focus group	<ul style="list-style-type: none"> • July 11, 2022 (13 staff)
Superintendents	Focus group	<ul style="list-style-type: none"> • July 11, 2022 (2 superintendents)
Tenants who identify as Black	Focus group and interviews	<ul style="list-style-type: none"> • Interviews on July 12, 14, 18 and 19, 2022 (10 participants) • Focus group on July 12, 2022 (9 participants)
Care Coordinator Informants	Interviews	<ul style="list-style-type: none"> • August 2022 (3 informants)

What We Asked

The direct engagements with tenants were guided by questions on the four ISM innovations as well as tenant engagement and communication. The questions were drafted in consultation with the Senior Tenant Advisory Committee and Tenant Directors. A comprehensive list of questions was used to generate conversation and gather input on the ISM during focus groups and interviews. A shorter list of select questions was adapted for the lobby intercept format. See **Appendix 2** for the list of questions used to gather input on the ISM.

A separate set of questions were used to guide direct engagements with staff (i.e., Senior Services Coordinators, Superintendents; see **Appendix 2**). Similar to the list of questions above, the questions for staff also aligned with the ISM innovations.

Gathering Diverse Perspectives

Several steps were taken to ensure that the direct engagements with staff and tenants captured the rich diversity of buildings. Frontline staff, including regional managers and Senior Services Coordinators, supported the City in identifying equity-deserving tenants to engage across the buildings. As a result, 19 tenants who identify as Black participated in a mix of focus groups and interviews, based on their preferred engagement modality.

Live translation was available through the 911 Interpretation Service at all lobby intercepts to ensure tenants had the opportunity to participate in their primary language. In some cases, tenants stepped forward and volunteered their time to provide interpretation during lobby intercepts. Through these supports, engagement was conducted in 11 languages other than English: Cantonese, Farsi, Hindi, Mandarin, Portuguese, Somali, Spanish, Romanian, Russian, Tigrinya, and Vietnamese.

2) Learning from the Past – Reviewing Previous Input on the ISM

In addition to direct engagements, this evaluation integrated and built on tenant and staff input on the ISM previously shared through other evaluation activities.

2021 ISM Annual Program Report⁸

The 2021 ISM Annual Program Report was the first annual report on the ISM prepared by Toronto Community Housing’s former Seniors Housing Unit. This report describes the first year of implementation, plans for 2022, and appends important feedback from the Senior Tenant Advisory Committee.

Report on Tenant Engagement⁹

Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly). This report responded to City Council direction for the Deputy City Manager, Community and Social Services through the Tenants First initiative, to “engage with the Senior 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.” The principles and methods derived from this report provided a foundation for the recommendations on tenant engagement reported here.

Health Commons Solutions Lab Report¹⁰

Seniors Health and Wellness Initiative: Tenant voices improving quality of life (Health Commons Solutions Lab) responds to Council direction and the tenant-identified need to review the Seniors Health and Wellness component of the ISM. This targeted review asked seniors what they need to support their health, wellness, and ability to age well at home, and developed recommendations for transforming the seniors health and wellness component of the ISM.

8 Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

9 Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly), 2022 <https://www.torontoseniorshousing.ca/wp-content/uploads/2022/06/QTEC-June-13-2022-Public-Agenda-package.pdf>

10 Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022 <https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/1664233409931/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>

Summaries from Other Engagements with Tenants

Summaries from engagements, deputations and presentations with tenants and ISM partners were also reviewed. These included tenant deputations at Toronto Community Housing and Toronto Seniors Housing Corporation Committees (i.e., Tenant Services Committee, Quality and Tenant Engagement Committee, Toronto Seniors Housing Board of Directors), presentations to the ISM Strategy Table, feedback from the Senior Tenant Advisory Committee on the 2021 Annual ISM Program Report, and engagements with tenants to support the transition of building operation from Toronto Community Housing Corporation to the Toronto Seniors Housing Corporation. This report also draws upon research with tenants and community partners conducted through a partnership between the City and Sunnybrook Research Institute.



3) Learning from the Data – Outputs and Key Performance Indicators

The City collected outputs and key performance indicators from ISM partners to understand the early activities and impacts of the ISM.

In total, we examined eight outputs (see **Table 2**) from Toronto Seniors Housing to reflect concrete ISM activities and initiatives implemented over the first year. We also examined 18 key performance indicators from partners, including Toronto Fire, Toronto Paramedics, Toronto Police, and Ontario Health Toronto Region (formerly Toronto Central Local Health Integration Network; see **Table 3**) to observe whether they were trending in the expected direction, as set out in the ISM Accountability Framework.

The key performance indicators included in this report represent data collected within the 18 Phase 1 buildings. Buildings that implemented the ISM in Phase 2 were omitted from the reporting of key performance indicators, as we would not expect meaningful change in quantitative indicators in the short time between September 2021 (start of Phase 2) and December 2021 (end of first year of ISM implementation).

Table 2. Quantitative outputs from the ISM

Partner	Outputs
Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> • Net staff hired • Staff-to-tenant and staff-to-unit ratios • # of staff training modules implemented • # of policies and procedures revised and created • # of Care Coordinators aligned to buildings • # of health and social support partnerships formed • # of tenant newsletters circulated • # of meetings with the Senior Tenant Advisory Committee



Table 3. Key performance indicators included in this report (data collected from Phase 1 buildings, December 2020 to December 2021)

Partner	Key Performance Indicators
Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> • # of units in arrears • Dollar value of arrears • Vacancy rate • # of maintenance work orders created • # of pest control work orders created • # of work orders completed in five business days • # of community safety unit events • # of requests for Tenant and Community Services • Tenant Experience Survey
Toronto Fire Service	<ul style="list-style-type: none"> • # of calls attended
Toronto Paramedic Service	<ul style="list-style-type: none"> • # of calls attended
Toronto Police Service	<ul style="list-style-type: none"> • # of calls attended • Type of calls attended
Ontario Health – Toronto Region (formerly Toronto Central Local Health Integration Network)	<ul style="list-style-type: none"> • # of emergency department visits among tenants • # of low urgency emergency department visits among tenants • # of tenants who have an active home care referral • # of tenants who are active home care clients • # of tenants who accessed Toronto Central Local Health Integration Network-funded services • # of times tenants accessed Toronto Central Local Health Integration Network-funded services†



Our Findings

This section brings together the quantitative and qualitative information collected through this evaluation, with a central focus on 12 recommendations to improve ISM implementation. The recommendations are categorized according to the four ISM Innovations, tenant engagement, and key performance indicators.

Each of the following sub-sections includes several features to contextualize evaluation findings, advance recommendations, and inform next steps towards ISM improvement.

Features of the Findings



What was implemented – Outputs

Tangible initiatives and activities undertaken during the first year of ISM implementation to achieve objectives.



What we learned from the data – Key performance indicators

Quantitative indicators analyzed and interpreted by Toronto Seniors Housing and the City to understand the early impacts and challenges of the ISM during the first year of implementation.



What we learned from tenants and staff

Qualitative input gathered from tenants and staff through the direct engagements led by the City over spring and summer 2022. This input provides additional depth to the interpretation of key performance indicators and forms the basis of the recommendations.



Recommendations

12 high-level recommendations for action. These recommendations will guide implementation improvements and reinforce themes that emerged from the input of tenants, the Senior Tenants Advisory Committee, and ISM staff.



Ideas from tenants and staff

Suggestions from tenants and staff to advance the recommendations in the short-, medium-, and long-term, with attention to ensuring that next steps reflect the voices of those living and working in Toronto Seniors Housing Corporation buildings.

Short-term ideas: Quick wins, 3-6 months to implement

Medium-term ideas: Require more time and resources, 6-12 months

Long-term ideas: Require substantial time and financial resources, 12+ months



Ideas from City partners

Opportunities identified by the City to advance recommendations in the short-, medium- and long-term. These reflect the City's knowledge of seniors' supports and services and provide potential opportunities to partner with the City in the delivery of the ISM.



Resources

Existing resources (e.g., reports, guidance, tools, directories) that reinforce key themes from the evaluation and can be leveraged at little-to-no-cost by the Toronto Seniors Housing Corporation to advance recommendations.



Spotlights

Activities and initiatives underway at Toronto Seniors Housing Corporation that may begin to address tenant priorities. Including these "spotlights" can help identify where and how recommendations fit into and enrich existing efforts at Toronto Seniors Housing to better meet the needs of senior tenants.

Overview of Recommendations



Innovation 1 – Staffing and Training

1. Improve and expand methods of communication and knowledge sharing among staff and tenants
2. Enhance recruitment, training and retention of staff to meet building-level and regional needs



Innovation 2 – Seniors-Specific Policies and Procedures

3. Facilitate communication and engagement with tenants and staff on the development and dissemination of policy changes
4. Focus proactive policy and procedure revisions on priority areas identified by tenants and staff
5. Co-develop proactive interventions to address urgent issues identified by tenants, including building security, pest management, maintenance requests, and heating, ventilation and air conditioning (HVAC)



Innovation 3 – Seniors Health and Wellness Initiatives

6. Engage tenants to translate the Seniors Health and Wellness Report from Health Commons into practice



Innovation 4 – Designated Care Coordinators and Health Partnerships

7. Enhance tenant access, awareness and utilization of Care Coordinators
8. Improve tenant awareness of and access to supports provided by health partners



Tenant Engagement and Communication

9. Enhance accessibility of information on the ISM for tenants
10. Enhance opportunities for tenant engagement and leadership



Key Performance Indicators

11. Work with tenants and staff to develop additional key performance indicators and related data collection tools that measure tenant-staff relationships
12. Establish data collection guidance for key performance indicators to promote quality and consistency



Innovation 1: Staffing and Training

Targeted Outcomes of ISM Innovation 1: Improved staff-to-tenant ratios, better alignment of staff to buildings, increased staff knowledge of senior issues, increased tenants awareness of staff, increased levels of trust and better communication.



What was Implemented – ISM Outputs

The 2021 Annual ISM Program Report includes outputs related to staffing, hiring, and training, achieved by the end of 2021.¹¹

Two new roles were created as part of the staffing and training innovation: *Senior Services Coordinator* and *Tenant Services Administrator*. By December 2021, these roles were fully implemented in Phase 1 and Phase 2 buildings. This hiring improved staff-to-tenant and staff-to-unit ratios from the pre-ISM staffing model in seniors-designated buildings (see **Table 4**).

A net total of 47 staff across various positions were hired in 2021. In addition to the Senior Services Coordinators and Tenant Services Administrators, 7 new staff were hired to complete the management team, including 4 *Tenant Engagement and Services Supervisors* (1 per region), 2 *Regional Managers* in the South East and North West regions, and 1 new *Assistant General Manager*. The Toronto Seniors Housing Corporation also implemented two new staff training modules in 2021: *Understanding Dementia and Seniors Mental Health Awareness*.



¹¹ Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

Table 4. Staff ratios in buildings included in ISM Phase 1 and 2 before and after the implementation of the Integrated Service Model

Role (before and after ISM)	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Before: Community Services Coordinator	1:2,266	1:2,154
Before: Tenant Services Coordinator	1:425	1:404
After: Senior Services Coordinator (SSC), formerly Community Services Coordinator	1:378	1:359
After: Tenant Services Administrator (TSA), formerly Tenant Services Coordinator	1:755	1:718



What We Learned from the Data – Key Performance Indicators

One of the three objectives of the ISM is to improve the delivery of housing services, with an increased focus on issues that impact seniors housing stability. Together with the other innovations, the staffing and training model was expected to produce the following trends in housing service indicators.

Expected Trends – Tenancy Management

The number of arrears, value of arrears, and the number of vacancies were expected to decrease. The ISM's staffing and training model introduced new and enhanced measures to prevent tenant arrears, including education on annual rent reviews and referrals to income supports. The new tenant-facing Senior Services Coordinators and administrative-focused Tenant Services Administrators, and expected improvements to staff-to-tenant ratios, should lead to increased capacity to proactively identify and support tenants at risk of arrears.

Key Performance Indicators – Tenancy Management

The number of households in arrears steadily increased while the dollar value of arrears across the households decreased during the first year of implementation (**Figure 1, Appendix 3**). The 2021 ISM Annual Program Report suggests that this may be due to the COVID-19 eviction moratorium, which maintained housing for tenants who may have otherwise faced eviction due to arrears. The 2021 ISM Annual Program Report also suggests that the decrease in dollar value of arrears may be due to the updated, seniors-specific Arrears Collection and Evictions Prevention procedure (see Innovation 2) implemented in July 2021, which supports proactive identification of arrears.

The vacancy rate was trending upward in 2021, and remained above the target of 2.3%. (**Figure 2, Appendix 3**). The 2021 ISM Annual Program Report states that this trend may be due in part to staff’s transition to a new centralized waiting list technology and a new tenant management system, which presented challenges in filling unit vacancies while new business processes were established.



What We Learned from Tenants and Staff

Despite appreciation for the efforts to recruit and introduce new roles, tenants reported inconsistent awareness of and relationships with staff at the building-level. For instance, some tenants knew and liked their Senior Services Coordinator, while others did not. Some knew their Senior Services Coordinator by name, but knew little or nothing about their role or scope of support.

While the staff-to-tenant ratios improved with the hiring of Senior Services Coordinators, these ratios were reportedly still overwhelming. Tenants and staff alike recognized that high caseloads and other demands on frontline staff made it difficult to sufficiently address tenant needs or develop trusting relationships, especially for those working part-time or across multiple buildings.

The competing demands and misalignment of staff also appear to be undermining the potential for trusting relationships. Tenants expressed a desire to see superintendents, Senior Services Coordinators, and Tenant Services Administrators who work across multiple buildings at least share the same buildings, (i.e., a Senior Services Coordinator may work across two buildings, each with separate superintendents and/or Tenant Services Administrators). Tenants believed that sharing buildings would promote better communication with tenants and among staff.

Staff, too, spoke to a frustration with building alignment and barriers to communication:

“Supers receive [a] lot of concerns which are Seniors Service Coordinator-related, and [the] super can direct them faster if the same super and Seniors Service Coordinator share the building.” – Staff, focus group

Positive and accessible staff-tenant communication also continues to present a challenge, especially for tenants with limited English proficiency. Given the significant linguistic diversity across buildings, there is an urgent need for improved access to translation and interpretation services.

Some tenants perceived staff training to be inadequate and inconsistent with their needs and priorities. The new modules on dementia and mental health, while important, were considered by some to be stigmatizing and chosen based on availability, rather than quality or relevance. Tenants urged Toronto Seniors Housing Corporation to offer training that would build staff knowledge and skills on the issues important to them, including confronting ageism; prevention of bullying, harassment, and elder abuse; active listening; conflict management; and respectful communication.

Overall, the challenges identified by tenants and staff – including inconsistent relationships, high caseloads, communication barriers, misalignment, and training gaps – may help to explain why the new staffing and training model did not produce desired changes in vacancy rates and arrears over the first year of implementation.

Recommendations for Change – Staffing and Training



RECOMMENDATION 1

Improve and expand methods of communication and knowledge sharing among staff and tenants



Ideas From Tenants and Staff

Short-term (3-6 months)

- 1a. Coordinate monthly meetings between Senior Services Coordinators, superintendents, and a tenant representative (e.g., formal tenant rep, tenant leader, committee member, or other tenant) for each building to discuss building-level, regional and corporate concerns, programs, and how things are progressing overall; summary of the meeting to be drafted and circulated
- 1b. Develop anonymous channels (e.g., suggestion boxes) for tenants to communicate with staff about building-level, regional and corporate needs and concerns

Medium-term (6-12 months)

- 1c. Design and prominently display standardized posters with information about Senior Services Coordinators and building Superintendents (e.g., name, photo, scope of support, contact info) with translations into applicable languages; where needed, posters should be placed in locked, secure bulletin boards maintained by staff
- 1d. Fund, develop, and deliver informal opportunities for staff-tenant face-to-face interaction (e.g., door knocking programs, tea and muffin sessions, or picnics/BBQs)
- 1e. Develop and implement staff-to-tenant communication standards to ensure all communications with tenants are simple, accessible, and available through multiple channels (including preferred methods of communication, and easy-to-use accessibility guidance similar to Accessibility for Ontarians with Disabilities Act requirements)



Spotlight

The Toronto Seniors Housing Corporation is launching three Quality Improvement Projects in November and December 2022, and January 2023. One of these projects is focused specifically on improving trust and staff and tenant relations. This priority was identified through consultation and engagement activities with tenants. The project will continue into 2023 with leadership from a joint team of tenants and staff, and should be informed by the ideas presented above.



RECOMMENDATION 2

Enhance recruitment, training, and retention of staff to meet building-level and regional needs



Ideas from Tenants and Staff

Short-term (3-6 months)

- 2a. Complete the hiring of at least one Engagement Community Service Coordinator per region, and assess feasibility for increasing the number of positions over time to improve workload and facilitate more engagement at the building-level
- 2b. Enhance alignment of staff to buildings (i.e., ISM staff assigned to the same buildings)

“Rec rooms get monopolized and we need to be able to use it...[we] need some kind of coordinator with authority to manage the use of this space.”

–Tenant, focus group

Medium-term (6-12 months)

- 2c. Invest in wellness programs to prevent staff burnout, increase capacity for development of trusting relationships, and celebrate staff achievements (e.g., building-level recognition events)

- 2d. Develop and deliver staff training or form educational partnerships to advance staff knowledge on priority topics identified by senior tenants (e.g., respectful communication skills, mental health, prevention of bullying and harassment, prevention of elder abuse, active listening, anti-ageism, and conflict management)

Long-term (12+ months)

- 2e. Hire additional Senior Services Coordinators and Tenant Services Administrators to improve staff-to-tenant ratios and reduce caseloads, aiming to reach optimal levels
- 2f. Assess need for building-level staff (e.g., maintenance, security) to support tenant safety



Resources

Health Commons Solutions Lab –Seniors Health and Wellness Initiative: Tenant voices improving quality of life¹² contains recommendations that align with those in this report, highlighting ongoing issues and priorities for tenants. For example, recommendation 16 in the Health Commons report states that there should be dedicated building staff in Toronto Seniors Housing buildings to facilitate the transparent management of common spaces. This mirrors the tenant input reflected in Idea 2a above.

World Health Organization Toolkit – Global Campaign to Combat Ageism¹³ outlines necessary resources to learn about ageism, initiate conversations about this important topic and organize events to raise awareness. This Toolkit can be used by the Toronto Seniors Housing Corporation to facilitate training of ISM staff on the prevention of ageism reflected in Idea 2d above.

Elder Abuse Prevention Ontario – Training Tools¹⁴ are available to support the training of service providers and partners in care. These free training resources support the delivery of staff training on a variety of topics, including: ageism and discrimination training, and intervention guidance to support service providers and partners in care. The Toronto Seniors Housing Corporation can use these free guidelines to train their staff on ageism and discrimination, which reflect priority areas identified by tenants for staff education in Idea 2d above.

¹² Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022 <https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/1664233409931/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>

¹³ World Health Organization, Toolkit: Global Campaign to Combat Ageism, <https://www.who.int/publications/m/item/global-campaign-to-combat-ageism-toolkit>

¹⁴ Elder Abuse Prevention Ontario, Training Tools <https://eapon.ca/training-tools/>

U.S. Department of Housing and Urban Development – Service Coordinators in Multifamily Housing Program Resource Guide¹⁵ is best practice literature that can be used to support Toronto Seniors Housing Corporation in their implementation of Idea 2e above. This document outlines guidance and thresholds for optimal staff-to-tenant ratios in service coordinator programs (i.e., 1:50 to 1:100 ratios of staff-to-tenants). The ‘Service Coordinators’ described in the report have a similar scope of practice to Senior Services Coordinators.

Designing and Implementing a New Seniors Service Coordinator Role for Low-Income Housing: A Qualitative Study¹⁶ aimed to understand the new Senior Services Coordinator position as part of the ISM. The study found that high workloads and expectations of tenant-facing social staff (i.e., Senior Services Coordinator position) impacted their ability to develop trusting relationships with tenants, which echoes Ideas 2c and 2e in the list above. The study states that while the staff-to-tenant ratios improved under the ISM, they are higher than what is recommended in other service coordinator models, which reinforces Idea 2e above.



Highlights – Staffing and Training

- New staff roles were hired in the first year of implementation, which improved staff-to-tenant ratios for Senior Services Coordinators (tenant-facing staff), however, the ratios for Tenant Services Administrators worsened. Two training modules were delivered to staff.
- Key performance indicators demonstrated that the dollar value of arrears increased and the unit vacancy rate increased, remaining above the target of 2.3%, during the first year of ISM implementation.
- Direct engagements revealed the following priority issues were impacting the development of trusting tenant-staff relationships: high staff caseloads, misalignment of staff to buildings, barriers to communication between tenants and staff, and inconsistent or inadequate seniors-specific staff training.
- Recommendations for this innovation are focused on improving communication between tenants and staff, and enhancing the training, recruitment and retention of staff as part of the new model.

15 Housing and Urban Development. (2018). Service coordinators in multifamily housing program resource guide. U.S. Department of Housing and Urban Development Office of Multifamily Housing. <https://files.hudexchange.info/resources/documents/Service-Coordinators-in-Multifamily-Housing-Program-Resource-Guide.pdf>

16 Sheppard CL, Hemphill J, Austen A, Hitzig SL. Designing and Implementing a New Seniors Services Coordinator Role for Low-Income Housing: A Qualitative Study, *Journal of Gerontological Social Work*, 2022; DOI: 10.1080/01634372.2022.2118920



Innovation 2: Seniors-Specific Policies and Procedures

Targeted Outcomes of ISM Innovation 2: Tenant engagement in operations and policies, tenant and staff awareness of policy changes, higher staff compliance with policy changes, creation of “seniors-specific” policies and procedures in buildings, and increased tenant satisfaction with building operations.



What was implemented – ISM Outputs

After one year of implementation, nine procedures were tested and implemented and an additional four procedures were under development.

The procedures tested and implemented as of December 2021 were: Tenants Needs Assessment; Referring Tenants to Health and Social Supports; Tenant Referral to Specialized Program (i.e., Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability [SPIDER], and Furthering Our Community by Uniting Services [FOCUS]); Referral File Management System; Internal Integrated Team Meeting; Primary and Community Care Response Team and other regional integrated care teams; Tenant On-boarding; Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants; and Soft Landing for Evictions.



The procedures being updated or drafted as of December 2021 were: Complex Tenancy Management; Rent Review and Notice of Decision; Turning 65; and Annual Unit Inspections.



What we learned from the data — Key Performance Indicators

One of the three objectives of the ISM is to improve the delivery of housing services, with an increased focus on issues that impact seniors housing stability. Together with the other innovations, the policies and procedures listed above were designed to produce the following trends.

Expected Trends – Property Management

The number of maintenance requests was expected to increase, then decrease, as tenants became more familiar with request procedures and the quality of their units gradually improved. The number of pest control work orders were expected to decrease as a result of staffing supports leading to early identification of pest-related issues. Service levels were expected to increase as policies and procedures (e.g., Annual Unit Inspection) were implemented to improve early identification of unit-level issues.

Expected Trends – Community Safety

The number of community safety unit[†] events and calls responded to by police, fire, and paramedic services were expected to decline, in part due to the risk-driven approach and enhanced attention to safety and security in Annual Unit Inspections and the Furthering Our Community by Uniting Services (FOCUS) procedures.

Key Performance Indicators – Property Management

Over the first year of the ISM there was an increase in maintenance requests and pest control work orders (**Figure 3 and Figure 4, Appendix 3**) and a decrease in service levels, defined as the number of requests completed within five business days (**Figure 5, Appendix 3**). The 2021 ISM Annual Program Report suggests that these trends may be due to the pandemic-related streamlining of Annual Unit Inspections in 2020 and 2021, resulting in less time spent in units to identify issues related to maintenance and pest management.

Key Performance Indicators – Community Safety

The number of events responded to by the community safety unit decreased over the first year of the ISM (**Figure 6, Appendix 3**). The types of events the community safety unit responded to include: anti-social behavior, arson, warrants, disputes and serious violent incidents. The 2021 ISM Annual Program Report suggests this may be attributed to the pandemic, as more tenants stayed in their units and had limited contact with others.

The number of calls attended by Toronto Police increased sharply from April to June 2021, followed by a steady decrease (**Figure 7, Appendix 3**). The highest proportion of calls belonged to the “other” category (i.e., anything other than a person in crisis, wellness check, or violence call) followed by “Wellness Checks”. This increase in calls to police may reflect dissatisfaction with the community safety unit, which should be able to address tenant safety and security concerns without police aid. The spikes in police calls may also point to pandemic-related impacts, as community-based supports for tenants would have been less available amidst increased isolation and mental health vulnerability.



The calls attended to by Toronto Paramedic and Fire Services were stable during the first year of ISM implementation (**Figure 8 and 9, Appendix 3**). Monthly total of calls attended to by Toronto Paramedics were the most frequent among all first responders (range: 125 to 175), with May 2021 reporting the highest total. The calls attended to by Toronto Fire were comparatively much lower, ranging from zero to seven per month.

† **Community Safety Unit:** A unit within Toronto Community Housing Corporation. The unit works directly in the community to conduct patrols and site visits, respond to calls, help resolve complaints and disputes, assist victims and apprehend offenders, build relationships within the communities, and partner with other law enforcement, fire, and social service agencies.



What we learned from tenants and staff

While a variety of new policies and procedures were introduced, tenants spoke to a lack of clarity on whether or how these were seniors-specific, or what, if any, ‘seniors-lens’ was applied. Some tenants communicated a sense that nothing had changed with respect to policies or procedures. Tenants also provided specific feedback for improving seven key procedures, including use of space, forms and processes related to turning 65, rent reviews, arrears, unit inspection, evictions, providing a soft landing after eviction, and tenant needs assessments. For example, tenants voiced a desire for staff to better communicate and support them through the transition to new income support programs associated with turning 65.

Some tenants felt that the new or revised policies and procedures were not clearly defined and overlooked tenant priorities. For example, many tenants reported that use of space was a top priority in their buildings, but felt they had not been adequately consulted before this policy was revised and implemented.

Conversely, staff spoke about feeling inundated with new policies and procedures and having trouble staying up to date or getting on the same page about expectations:

“I know that policies and procedures have been updated, but I have not been able to keep pace. There’s so much all the time, we’re being torn in all different directions.”
– Staff, Focus Group

For some tenants, particularly those for whom English is not a primary language, many of the standardized forms and tenant procedures feel complicated, inaccessible, and in some cases repetitive. Some tenants criticized the language used by staff as confusing and harsh, especially in standard communications and notices (e.g., annual rent reviews).

Despite positive changes in some policy areas, tenants and staff criticized the lack of focus on operational and safety issues, including security concerns, challenges with temperature control (e.g., heat challenges, need for improved air conditioning), cleanliness, pests, maintenance, and unit modification.

For instance, one staff member shared the following:

“Tenants are saying ‘if this is seniors housing, for us to age in place, we need our units modified.’” – Staff, Focus Group

Many tenants also identified pest management as a top priority in their building:

“Pest management and clean buildings affect the lives of tenants, all day every day.” – Tenant, Focus Group

These operational and policy concerns from tenants and staff reinforce trends observed in the key performance indicators. For instance, the observed increase in maintenance requests and pest control work orders alongside a decrease in the number of requests completed within five days may indicate that the demand for maintenance and pest control outpaced supply during the first year of ISM implementation. The increase in pest control requests corroborates concerns tenants shared about the approach pest management in their buildings. This underscores the need for more accessible, streamlined approaches to requests and follow-up procedures related to pest management and maintenance requests.

Tenants also highlighted security issues and some spoke to feeling unsafe in their buildings. These concerns mirror trends observed in the key performance indicators. For example, overlapping surges in calls to the community safety unit and police may suggest that tenants did not feel entirely comfortable seeking support from the community safety unit alone, and had to rely on additional response from the police.

Tenants also proposed building-specific solutions to address community safety issues:

“Each building has to be assessed if they need 24 hour security or not.” – Tenant, Focus Group

Recommendations for Change – Seniors-Specific Policies and Procedures



RECOMMENDATION 3

Facilitate communication and engagement with tenants and staff on the development and dissemination of policy changes



Ideas from tenants and staff

Short-term (3-6 months)

- 3a. Develop and integrate a tenant consultation process into residential and non-residential use of space agreements, policies and procedures
- 3b. Coordinate quarterly training, engagement, and information sessions with ISM staff on procedural and policy changes and best practices (e.g., workshops, quizzes, ‘lunch and learn’)
- 3c. Use standards of respectful language in all written and verbal communications regarding rent and arrears

Medium-term (6-12 months)

- 3d. Integrate a tenant consultation component into the development and dissemination of tenant-identified priority policies and procedures
- 3e. Translate all forms and standard letters into the top 10 languages spoken by tenants



Ideas from City partners

Medium-term (6-12 months)

- 3f. Engage with the City and tenants to adapt the City’s “Equity Lens Tool” to define and pilot a “Seniors lens” that can be consistently applied to policies and procedures to ensure seniors’ needs are adequately and equitably met



Resources

‘Can you send someone who speaks my language?’ Language barriers among older adults living in Toronto’s social housing:¹⁷ A recent report from the Wellesley Institute that includes five groups of actions recommended to enhance housing supports for senior tenants with limited English proficiency. The recommendations in this report can be used by the Toronto Seniors Housing Corporation to inform steps taken to increase access to resources and care in senior tenants’ preferred language, as proposed in Idea 3e above.



RECOMMENDATION 4

Focus proactive policy and procedure revisions on priority areas identified by tenants and staff



Ideas from tenants and staff

Short-term (3-6 months)

- 4a. Use of Space: Implement recommendations on use of space in the Health Commons Solutions Lab Report and remove barriers to tenant use of common rooms and spaces
- 4b. Support on documentation related to turning 65: Provide early support and education to tenants who are turning 65 to successfully transition to income supports for seniors including education and support for tenants on key documentation

¹⁷ Wellesley Institute, ‘Can you send someone who speaks my language?’ Language barriers among older adults living in Toronto’s social housing, 2022 <https://www.wellesleyinstitute.com/wp-content/uploads/2022/09/Language-Barriers.pdf>



Ideas from City partners

Medium-term (6-12 months)

- 4c. Connect with housing help centres and the Office of the Commissioner of Housing Equity to ensure their supports are described in tenant resources and welcome binders
- 4d. Collaborate with City of Toronto Employment and Social Services and/or community organizations to host information sessions on benefit transitions (e.g., income tax filing programs, transition from Ontario Works or Ontario Disability Support Program to the Guaranteed Income Supplement)



Resources

Seniors Health and Wellness Initiative: tenant voices improving quality of life¹⁸ contains recommendations (16 through 22) on use of space in Toronto Seniors Housing Corporation Buildings. For example, Recommendation 18 in the Health Commons Report echos Idea 4a above from tenants and staff regarding barriers to tenant use of space: *Clearly communicate when the common areas (particularly if there are doors or controlled entry) are open or closed in accordance with tenants right to doors or controlled entry) are open or closed in accordance with tenants right to access common space and to reduce the likelihood that tenants believe they cannot access a space when they can.* This highlights that barriers to tenant use of space was a priority identified in both the Health Commons and City's ISM evaluations. This and other use of space recommendations in the Health Commons report should be leveraged to support the use of space recommendations in the City's Evaluation Report.



Spotlight

The Toronto Seniors Housing Corporation has identified priority policies for review, including the Use of Space Policy. Policy review will proceed through close consultation with tenants and in partnership with Health Commons Solutions Lab and an external facilitator. Reviewing this policy provides an opportunity to integrate the solutions tenants have identified for use of space issues in this and other reports.

¹⁸ Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022 <https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/1664233409931/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>



RECOMMENDATION 5

Co-develop proactive interventions to address urgent issues identified by tenants, including: building security, pest management, maintenance requests, and heating, ventilation, and air conditioning (HVAC)



Ideas from tenants and staff

Medium-term (6-12 months)

- 5a. **Security:** Identify building-level need for the installation of security cameras in common areas
- 5b. **Pest management:** Undertake coordinated entire-building bed-bug treatment when bedbugs are identified
- 5c. **Maintenance:** Ensure common washrooms are always open and well-maintained
- 5d. **Maintenance:** Work with the Toronto Community Housing Corporation to establish a follow-up protocol with tenants for maintenance and unit modification requests, including formal acknowledgment, standardized response times, and collection of tenant satisfaction with vendor
- 5e. **Maintenance:** Ensure maintenance requests submitted offline through paper are equally prioritized

Long-term (12+ months)

- 5f. **Security:** Identify building-level need for an overnight security guard or other staff person where safety is a pressing concern
- 5g. **Pest management:** Establish a team internally with necessary equipment to treat outbreaks rapidly and keep them under constant control
- 5h. **Heating, Ventilation, and Air Conditioning (HVAC):** Work with the Toronto Community Housing Corporation to establish methods for improved temperature control and ventilation at the building-level



Resources

Perceptions of Risk: Perspectives on Crime and Safety in Public Housing for Older Adults¹⁹ is a study conducted with senior tenants and staff in social housing buildings to understand tenant perceptions of safety. Findings from this study reinforce Idea 5a, pointing to the need for enhanced physical and environmental safety infrastructure, improved building management, increased on-site security, and other proactive measures to reduce risk by creating a greater sense of connection and community within the buildings.

“When the bedbugs come, that’s another problem’: Exploring the lived experiences of bedbug infestations among low-income older adults and service providers who support them”²⁰ is a study highlighting the widespread issue of bedbugs for senior tenants in Toronto social housing as well as the physical, mental, social and financial impacts of pest issues. The study includes practical recommendations that Toronto Seniors Housing Corporation can leverage to support their staff using the Idea 5b above, including: wearing personal protective equipment, bringing a change of clothing, and implementing education and training for staff.

Using research and education to implement practical bed bug control programs in multifamily housing²¹ is a peer-reviewed article that reviews scientific literature on integrated pest management in multi-family housing. Research conducted over the past 8 years has consistently proven that integrated pest management is the best approach for successful suppression of bedbugs. This research supports the solution suggested by tenants and staff in Ideas 5b and 5g above for an integrated team dedicated to pest management. The study also outlines the responsibilities of the housing provider and tenants in an integrated pest management approach, the Toronto Seniors Housing Corporation may use these definitions to guide their development of a similar approach across their buildings.

19 Sheppard CL, Gould S, Austen A, Hitzig SL. Perceptions of Risk: Perspectives on Crime and Safety in Public Housing for Older Adults. *Gerontologist*. 2022 Jul 15;62(6):900-910. doi: 10.1093/geront/gnab155. PMID: 34698842; PMCID: PMC9290885.

20 Sheppard CL, Roche B, Austen A, Hitzig SL. ‘When the bedbugs come, that’s another problem’: exploring the lived experiences of bedbug infestations among low-income older adults and service providers who support them. *Perspect Public Health*. 2022 Sep 20; doi: 10.1177/17579139221118777. Epub ahead of print.

21 Bennett GW, Gondhalekar AD, Wang C et al. Using research and education to implement practical bed bug control programs in multifamily housing. *Pest Manag Sci*. 2016; 72: 8-14 https://www.extension.entm.purdue.edu/bedbugs/pdf/Bennett_et_al-2016-Pest_Management_Science.pdf

Effectiveness of building-wide integrated pest management programs for German cockroach and bed bug in a high-rise apartment building²² is a peer-reviewed study describing the effectiveness of contractor-led and researcher-led integrated pest management programs in low-income apartment buildings. The study's key finding is that integrated pest management is a much more effective approach for building-wide control of cockroaches and bed bugs than a conventional pest control service. The study confirms the benefit of building-wide integrated pest management on pest reduction, which was a solution shared by tenants and staff in Idea 5b above.



Spotlight

The Toronto Seniors Housing Corporation is launching three Quality Improvement Projects in November and December 2022, and January 2023. One project is focused specifically on pest management, and another on safety and security. These priorities were identified through consultation and engagement activities with tenants. The projects focused on pest management and safety and security will continue into 2023 with leadership from a joint team of tenants and staff, and should be informed by the ideas presented above.



Highlights – Seniors-Specific Policies and Procedures

- By the end of 2021, nine seniors-specific policies and procedures were implemented and four were in the process of being drafted and reviewed.
- Key performance indicators demonstrated that incidents responded to by the community safety unit decreased while calls attended by Toronto Police increased, suggesting gaps in the safety and security supports provided by the community safety unit.
- Direct engagements revealed the following policy and procedure priorities among tenant and staff: improved communication about processes around policy revisions and implementation, a need to support tenant access to and use of common spaces, pest management, tenant safety and building security.
- Recommendations for this innovation are focused on enhancing communication and engagement around policy change, integrating tenant and staff priorities into policies and procedures, and co-developing solutions to urgent building operations issues (e.g., security and safety, pest management, maintenance).

²² Wang C, Eiden A, Cooper R, et al. Effectiveness of Building-Wide Integrated Pest Management Programs for German Cockroach and Bed Bug in a High-Rise Apartment Building, *Journal of Integrated Pest Management*, Volume 10, Issue 1, 2019, 33, <https://doi.org/10.1093/jipm/pmz031>



Innovation 3: Seniors Health and Wellness Initiatives

The City engaged Health Commons Solutions Lab to conduct a separate review of the Seniors Health and Wellness innovation of the ISM. The review was conducted in close collaboration with tenants and members of the Senior Tenant Advisory Committee, and was directly shared with Toronto Seniors Housing Corporation. The recommendations on this innovation reflect the necessary next steps to implement the tenant-driven input in the Health Commons report.

Targeted Outcomes of ISM Innovation 3: Improved delivery of housing services, and improved access to health and community support services.

Seniors Health and Wellness Initiative:

Tenant voices improving quality of life

August 2022

Recommendations for Change – Seniors Health and Wellness Initiatives



RECOMMENDATION 6

Engage tenants to translate the Seniors Health and Wellness Report from Health Commons into practice



Ideas from tenants and staff

Medium-term (6-12 months)

- 6a. Draw heavily on the Health Commons Solutions Lab report to redefine health and wellness according to tenants and initiate service planning and coordination that better addresses tenant health and wellness

Long-term (12+ months)

- 6b. Undertake a tenant engagement process to translate the findings and recommendations in the Health Commons Report into a revised health and wellness component of the ISM



Idea from City partners

Long-term (12+ months)

- 6c. Collaborate with tenants to coordinate and deliver more unit-level supports as part of the revised ISM health and wellness initiative; unit-level supports should be provided to address tenant-identified needs, which may include personal care, light housekeeping, meal preparation, and other services provided by Seniors Services and Long-Term Care's Community Programs or additional organizations identified by tenants in the 2021 Annual ISM Report, and the Health Commons Report



Resource

Seniors Health and Wellness Initiative: Tenant voices improving quality of life:²³ The tenant-driven findings and recommendations in this report are foundational to revising the seniors health and wellness component of the ISM. This report provides guides all recommendations and ideas listed above and should be implemented in full by Toronto Seniors Housing Corporation to improve the health and wellness component of the ISM.



Spotlight

Toronto Seniors Housing Corporation plans to develop an Action Plan to implement the recommendations in the Health Commons Solutions Lab Report, in consultation with the City and the Senior Tenant Advisory Committee, with opportunities for shorter and longer term actions. The action plan will be incorporated into Toronto Seniors Housing Corporation's upcoming Interim Strategic Directions.



Highlights – Seniors Health and Wellness

- This innovation was paused during the first year of implementation pending comprehensive review by the Health Commons Solutions Lab.
- The Health Commons report comprehensively outlines tenant priorities related to health and wellness, and makes recommendations for action to address these.
- In this report, recommendations for this innovation outline next steps for the Toronto Seniors Housing Corporation in engaging tenants to redevelop the seniors health and wellness component of the ISM.

²³ Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022 <https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/1664233409931/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>



Innovation 4: Designated Care Coordinators and Health Partnerships

Targeted Outcomes of ISM Innovation 4: Improved Care Coordinator alignment in buildings, increased awareness of and connections to Care Coordinators and community support services, higher degree of coordination between housing and health, and higher tenant satisfaction with services in or near the buildings.



What was implemented – ISM Outputs

In the first year of ISM implementation, 62 Care Coordinators were assigned to the Phase 1 and 2 Buildings. Toronto Seniors Housing Corporation also established an array of partnerships across all buildings to support a robust COVID-19 response. Partnerships were forged with Ontario Health Teams, Toronto Public Health, hospitals, community health centres, community service agencies and volunteers to provide, among other supports, outbreak testing, mask distribution, food distribution, and door-to-door and onsite vaccine clinics.

Other partnership agreements related to access to common spaces were suspended during the pandemic, except for access required by essential services (e.g., vaccine clinics described above).





What we learned from the data — Key Performance Indicators

One of the three ISM objectives is to increase access to health and community support services. There were specific trends expected among key performance indicators to measure whether tenants were being connected to home and community care services, and how they were interacting with the health system.

Expected Trends – Tenant and Community Service Requests

Expected an initial increase as Senior Services Coordinators proactively worked with tenants to connect them with supports. As these supports were established, tenants would have fewer unmet needs and therefore make fewer requests.

Expected Trends – Tenant Access to Home and Community Care Support Services

Expected an increase in tenant access to home and community care support services through enhanced referrals and connections to Care Coordinators.

Expected Trends – Emergency Department Visits

Expected a decrease in emergency department visits, due to improved access and utilization of health services and programs.

Key Performance Indicators – Tenant and Community Service Requests

The number of requests for tenant and community services sharply increased in January and February 2021, then decreased and remained relatively stable until December 2021 (**Figure 10, Appendix 3**). Common request types included COVID-19 support, residents requesting support, and “other” (i.e., critical incident follow-ups, requests for external service providers, soft landing support, and vulnerable person door knocks). The increase in total requests was likely due to the former Seniors Housing Unit conducting COVID-19 wellness checks across the buildings, leading to an increase in referrals to services. COVID-19 supports increased as a result of these checks, as did resident requests for other supports.

Key Performance Indicators – Tenant Access to Home and Community Care Services

The number of tenants enrolled in and accessing services offered by services funded by Ontario Health (formerly Toronto Central Local Health Integration Network) remained relatively stable over the first year of ISM implementation (**Figure 11, Appendix 3**). These services include mental healthcare, meals on wheels, homemaking services, vision services, withdrawal management, assisted living, supportive housing, social visits, and transportation services.

Similarly, the number of senior tenants both referred to and accessing home care services did not increase after the ISM was implemented (**Figure 12, Appendix 3**). Home care services are those funded by Ontario Health (formerly Toronto Central Local Health Integration Network) and include nursing, personal support worker services, physiotherapy, social work, and occupational therapy.

The COVID-19 pandemic may have impacted tenant access to home and community care services through closures, lockdowns, and other public health measures. Barriers to staff-to-tenant communications – as discussed in the staffing and training section – may also help to explain these trends, as frontline housing staff play a key role in connecting tenants to Care Coordinators and health and social services.

Key Performance Indicators – Emergency Department Visits

There was a slight increase in emergency department visits among senior tenants in Toronto Seniors Housing buildings in spring 2021 (**Figure 13, Appendix 3**). This aligns with a spike in COVID-19 cases across the province in spring 2021,²⁴ suggesting that tenants may have experienced an increased need to access care as a result of actual or suspected COVID-19 infection.

The number of low urgency emergency department visits represents a relatively small proportion of visits among tenants. This suggests that tenants were primarily accessing the emergency department for urgent, pressing health issues.

24 Public Health Ontario, COVID-19 Data Tool, 2022 <https://www.publichealthontario.ca/en/Data-and-Analysis/Infectious-Disease/COVID-19-Data-Surveillance/COVID-19-Data-Tool?tab=trends>



What we learned from tenants and staff

Despite the number of Care Coordinators assigned to Toronto Seniors Housing Corporation buildings, tenants and staff reported inconsistent awareness of who their Care Coordinator was, their role, and how they could be connected to the supports offered by these staff:

“For tenants; especially when their lives are complex; all of us blend into this whole mash of people, and they don’t know who any of us are; it’s just about ‘who was the person I could trust?’ Who was the person who was nicest to me?”
– Staff, Focus Group

Some tenants also expressed frustration and confusion around the repetitive language of “coordinator” among ISM staff:

“Why would you name the new role “Senior Services Coordinator” if there is already a provincial “Care Coordinator” role? Two Coordinators, too many.”
– Tenant, Focus Group

Staff reported difficulty communicating with and reaching Care Coordinators, with some meeting only once with their designated Care Coordinator over the first year of implementation. Care Coordinators’ work hours differ from Senior Services Coordinators’, and turnover among staff and administrators across partners made it difficult to build relationships.

In addition, tenants and staff expressed irritation with a convoluted referral process for Care Coordinators. Some Senior Services Coordinators found it more efficient and effective to work with local supportive housing services and community organizations than connecting with the centralized Care Coordinators:

“I just feel like [the Care Coordinators] are a barrier in themselves. I have to call the intake line, then I talk to the assessment person, then I talk to a Care Coordinator, then the Care Coordinator comes out. I feel like if we’re partnering it’s supposed to be seamless referrals, it’s not.”
– Staff, Focus Group

The reported barriers to communication and complex referral processes among staff, tenants and Care Coordinators may explain why the number of tenants accessing both home and community care services did not increase over the first year of ISM implementation, but instead remained stable.

These insights also underscore the need for enhanced health partnerships to support service delivery at the unit-, building-, and community-level. Stronger partnerships with the provincial system and community-based supportive housing providers may help address this gap. However, staff discussed barriers to forming health partnerships, including program waitlists, complicated referral processes, and unclear eligibility criteria. These challenges make it difficult for staff and health partners to collaboratively engage tenants and identify needs at the building or community level.

Tenants also shared ideas and recommendations for programs and services they would like to see in their building. These included: registered nurses to run health check clinics, education programs on health conditions, mental health support groups, and housekeeping supports. In some cases, tenants singled out community organizations they have had positive experiences with:

“Personal Support Workers from SPRINT are fabulous...everyone appreciates the care they give.”
– Tenant, Focus Group

Coordinated delivery of these health and social supports may reduce both urgent and non-urgent emergency department visits for tenants, which should have decreased over the first year of ISM implementation, but remained relatively stable.

Finally, tenants noted that health partnerships should avoid a one-size-fits-all approach, and instead respond and cater to the unique needs in each building:

“One size does not fit all...Staff have to focus on what that building is comfortable with...some buildings need extra support, some need minimal and others need a mixture.”

– Tenant, Focus Group



Recommendations for Change – Designated Care Coordinators and Health Partnerships



RECOMMENDATION 7

Enhance tenant access, awareness, and utilization of Care Coordinators



Ideas from tenants and staff

Short-term (3-6 months)

- 7a. Hold annual building-level information sessions with the Senior Service Coordinators and Care Coordinators where both introduce themselves to tenants, describe the supports they provide, discuss referral pathways and how tenants can best reach them
- 7b. Hold quarterly building-level check-ins between ISM Staff and Care Coordinators to discuss how these staff can better collaborate to address tenant issues and service gaps
- 7c. Hold annual regional information sessions between ISM Staff and Care Coordinators, where Care Coordinators or other Home and Community Care Support Services staff provide an overview of provincial services, referral pathways, and how Care Coordinators can help connect tenants

Medium-term (6-12 months)

- 7d. Design and display large posters in each building to explain the role of Care Coordinators, how tenants can get connected to them, and types of services available; where needed, posters should be placed in locked, secure bulletin boards maintained by staff

“There needs to be some visibility of provincial staff since they are part of the ISM... introducing themselves and what they do, what agencies work within those regional boundaries, what agencies they have access to.”

– Tenant, focus group



RECOMMENDATION 8

Improve tenant awareness of and access to supports provided by health partners



Ideas from tenants and staff

Short-term (3-6 months)

- 8a. Resume programming in all buildings in full compliance with public health guidance to ensure programs are active, accessible, safe, and appropriate for tenants

Long-term (12+ months)

- 8b. Conduct a feasibility assessment – including a tenant engagement process, current state analysis, and business case – for the potential expansion of community partners into buildings where services are most required (e.g., LOFT Community Services, WoodGreen, City’s Homemakers and Nursing Services, City’s Seniors Supportive Housing Program)



Ideas from City partners

Medium-term (6-12 months)

- 8c. Promote and deliver ward-level seniors services information sessions for tenants in collaboration with community partners, building staff, and local Councillors, alongside distribution of one printed copy of the Directory of Services for Seniors and Caregivers to each building and Seniors Service Coordinator
- 8d. Connect and collaborate with health partners (e.g., Ontario Health Teams, Home and Community Care and Support Services, community agencies) to establish regional service models that meet tenant health and social service needs, as identified through building-level engagement with tenants

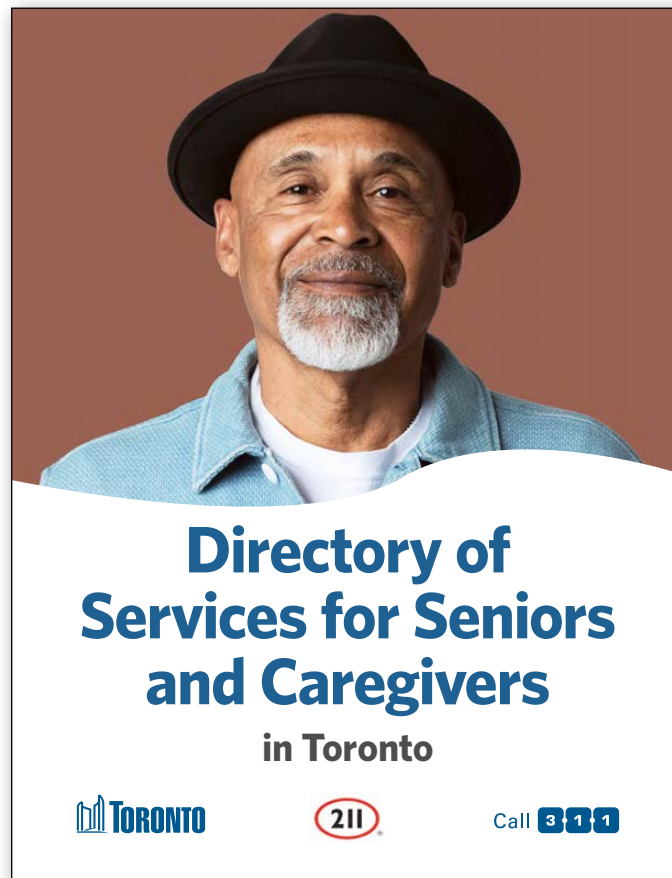
Long-term (12+ months)

- 8e. With input from the Senior Tenant Advisory Committee, draft a formal agreement between community health partners and Toronto Seniors Housing Corporation to clearly outline roles, referral pathways, accountability, and improved consent and confidentiality processes



Resources

Directory of Services for Seniors and Caregivers²⁵ is a free, publicly available City of Toronto resource to help seniors and caregivers find the services they need in Health, Housing, Food, Pets, Recreation, Caregivers, Legal and many more areas. As per Idea 8c above, the Toronto Seniors Housing Corporation may partner with the City to distribute the Directory and deliver information sessions on the Directory in buildings across City wards.



Seniors Services Information Sessions: As part of the Seniors Strategy 2.0, the City delivered sessions across wards to inform seniors about the services available in their community. The City can adapt existing materials to create tailored sessions for tenants and staff in Toronto Seniors Housing Corporation buildings, to be delivered in partnership with City Councillors, service providers, and ISM staff.

²⁵ City of Toronto, Directory of Services for Seniors and Caregivers in Toronto, 2021 https://211central.ca/wp-content/uploads/2021/11/Directory-of-Services-for-Seniors-and-Caregivers_WEB-Oct-2021-1.pdf

Environmental Scan of Seniors Social Housing Models - In support of an An-inclusive Approach to Housing for Vulnerable Older Adults:²⁶ This report describes 34 service delivery models connecting low- and moderate-income seniors living in social housing to health and social services. A key findings of the report is that promoting access to primary care and health services is central to integrate services in seniors social housing. These findings reinforce the importance Recommendation 8, regarding enhanced tenant connections to health and social support services in their community.



Spotlight

North Toronto Ontario Health Team – Neighbourhood Care Team: An integrated model of care pilot in one Toronto Seniors Housing building. This model aims to increase tenant connections to primary care, mental health and addiction supports, and digital health and literacy. The model is delivered in partnership with the North Toronto Ontario Health Team, Baycrest, Sunnybrook Health Sciences, Sprint Senior Care, VHA Home HealthCare, Loft Community Services, Vibrant Healthcare Alliance, family and tenant representatives, Home and Community Care Support Services, and the Toronto Seniors Housing Corporation.

The North Toronto Ontario Health Team conducted extensive tenant engagement at the pilot site through focus groups, door-to-door surveys, and tenant town halls to identify needs and build trust. As a result, the Neighbourhood Care Team worked with partners to implement services including mobile vaccine clinics, registered nurse clinics, and a health education series. This model demonstrates promising future directions for Toronto Seniors Housing Corporation’s health partnerships to support tenants’ health and social service needs and could be scaled to inform partnerships across the North East, South West, and South East regions, as suggested in idea 8d above.

²⁶ City of Toronto, Directory of Services for Seniors and Caregivers in Toronto, 2021 https://211central.ca/wp-content/uploads/2021/11/Directory-of-Services-for-Seniors-and-Caregivers_WEB-Oct-2021-1.pdf



Highlights – Designated Care Coordinators and Health Partnerships

- 62 Care Coordinators were aligned to buildings and Toronto Seniors Housing Corporation formed health and social service partnerships to deliver COVID-19 supports to tenants.
- Key performance indicators demonstrated that the number of tenants referred to or accessing home and community care support services did not increase during the first year of ISM implementation. The number of tenants who visited an emergency department was stable with a sharp increase in spring 2021. As expected, tenant and community service requests increased then stabilized.
- Direct engagements revealed the following priority issues for tenants and staff: difficulty accessing Care Coordinators and the services they offer, adopting a one-size-fits-all approach to health partnerships, and challenges to forming health partnerships (e.g., waitlists, complicated referral processes, and unclear eligibility criteria).
- Recommendations for this innovation are focused on improving tenant access to and awareness of Care Coordinators, and engaging tenants to enhance their access to health and social services.





Tenant Engagement and Communication

Targeted Outcomes of Tenant Engagement in the ISM: Increased tenant engagement, tenants feel that management/staff are actively listening to and taking action on their input, and engagement and communication efforts adopt an equity lens to involve diverse voices.



What was implemented – ISM Outputs

Senior Tenant Advisory Committee

Members of the Senior Tenant Advisory Committee bring their lived experience, knowledge, and skills to assist in the development of age-equitable best practices and approaches for senior tenant engagement, and to prioritize the health and well-being of all Toronto Seniors Housing Corporation tenants across the 83 buildings.

Between December 2020 and December 2021, the Committee held 10 official meetings and three optional meetings on other topics of interest to members. Members were also invited to participate in focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation. More information on the Senior Tenants Advisory Committee can be found in the 2021 ISM Annual Program Report.

Communication with Tenants – Newsletters and Information Sessions

Toronto Seniors Housing Corporation circulated a quarterly newsletter for tenants, called “Seniors Speak,” with eight issues published between the summer 2019 and winter 2021. The number of newsletters produced and shared with tenants did not increase as a result of the ISM.

There were two information sessions held for tenants on the ISM, delivered by the Toronto Seniors Housing Corporation. On September 14, 2021, a session was held for buildings that began implementing the ISM during Phase 2 of implementation. On November 16, 2021, an information session was held in the South East region to provide an update on Phase 1 implementation of the ISM.



What we learned from the data – Key Performance Indicators

One of the ISM's three objectives is to build relationships of trust between senior tenants and housing staff. The only existing tool to systematically measure tenant satisfaction is the Annual Tenant Experience survey, implemented once prior to the implementation of the ISM in November 2020.²⁷ Tenants reported overall satisfaction with the services they received, while also indicating that staff availability and understanding of seniors-specific needs require improvement. This survey should be repeated annually within the Toronto Seniors Housing Corporation buildings, to hone understanding of tenant experiences and identify areas for improvement in relationships with staff.



What we learned from tenants and staff

While tenants appreciated the circulation of newsletters, many also shared a desire to receive clearer and more accessible information about the ISM that outlines the model and the staff involved. In addition, tenants noted that the terminology and definitions used by staff to describe the model can be inconsistent, and expressed a need for consensus definitions co-developed with tenants.

Language and communication represent a major difficulty for tenants whose primary language is not English. These tenants experience barriers to engagement and challenges to understanding information shared about the ISM, their tenancy (e.g., lease, notices), or available support and services.

“Because [the lease] is in English, but we speak Mandarin. First, we can't read it. Second, we don't understand what people are saying. We need someone to help [...] they should consider using various languages.”

– Toronto Seniors Housing Tenant, Wellesley Institute Report on Language

²⁷ Toronto Seniors Housing Unit. Tenant Experience Survey: Results from Integrated Service Model Phase 1 Buildings. 2021. <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/ISM%20Phase%201%20Tenant%20Experience%20Survey%20results.pdf>

Communication and engagement with staff should be respectful and responsive. Some tenants perceived staff to be unapproachable and dismissive, or that their engagement style with tenants was too corporate and formal. Tenants expressed a preference for face-to-face communication and identified a need for social events like barbeques or celebrations to build rapport among staff and tenants.

Senior tenants identified an urgent need to better leverage their expertise as an asset to community planning. Despite engagement structures like the Senior Tenants Advisory Committee, meaningful engagement and leadership opportunities are lacking across the Corporation, and existing tenant leaders feel underutilized in decision-making. Tenants suggested that the tenant engagement model be redeveloped to more effectively gather and integrate the perspectives of senior tenants into the design and delivery of services. Critical to this process will be ensuring that all tenants, regardless of their languages spoken, have opportunities to shape their community.

The selection of candidates for various committees involved in the design and delivery of the ISM should also focus on recruiting diverse seniors and balancing representation across the four regions. Tenants and staff reported that diversity and equity within the ISM needs more attention and effort.



Recommendations for Change – Tenant Engagement and Communication



RECOMMENDATION 9

Enhance accessibility of information on the ISM for tenants



Ideas from tenants and staff

Short-term (3-6 months)

- 9a. Enhance tenant access to the annual ISM program report (e.g., printed copy in building common rooms)
- 9b. Identify tenant leaders who speak multiple languages and would be willing to support interpretation for live events or written communications
- 9c. Co-create a glossary of frequently used terms to build consensus between tenant and staff

Medium-term (6-12 months)

- 9d. Establish a building-level database available to all staff on prominent languages spoken by tenants, as well as guidance for the use and maintenance of the database



Resource

‘Can you send someone who speaks my language?’ Language barriers among older adults living in Toronto’s social housing:²⁸ This recent report from the Wellesley Institute describes language barriers experienced by seniors living in social housing in Toronto. It provides guidance for social housing providers to share information with tenants who have limited English proficiency in accessible and inclusive ways. The recommendations and action areas in this report can support advancement of Recommendation 9.

²⁸ Wellesley Institute, ‘Can you send someone who speaks my language?’ Language barriers among older adults living in Toronto’s social housing, 2022 <https://www.wellesleyinstitute.com/wp-content/uploads/2022/09/Language-Barriers.pdf>



RECOMMENDATION 10

Enhance opportunities for tenant engagement and leadership



Ideas from tenants and staff

Medium-term (6-12 months)

- 10a. Provide building-level orientation for new and existing tenants to learn about leadership opportunities and events
- 10b. Enable each building to identify, train, and define tenant representatives in a way that is equitable and suits building-level needs
- 10c. Provide each building with a predictable, easy-to-access fund to support tenant-led activities
- 10d. Hold regular face-to-face social and recreational events at the building level (e.g., BBQs, holiday meals, social events) and establish a secure, tenant-only bulletin board to promote the events





Resources

Principles and Methods for a Tenant Engagement System - Recommendations from the Senior Tenant Advisory Committee:²⁹ A comprehensive, Council-directed report compiled by Joy Connelly through engagement with the Senior Tenants Advisory Committee to improve tenant engagement in Toronto Seniors Housing Corporation. The principles and methods described in the report informed recommendations and ideas presented here should serve as a foundation for the redevelopment of Toronto Seniors Housing Corporation's tenant engagement model.

The missing link: creating opportunities for older people to participate in academic conferences:³⁰ This study was co-written by tenants living in social housing in Toronto and exemplifies meaningful engagement. The authors make recommendations for promoting the engagement of seniors, including assigning meaningful roles, providing mentorship and support, access to literature and resources, recognition, and promoting opportunities for involvement. Recommendations in this study may be applicable to the Toronto Seniors Housing Corporation's broader efforts to engage tenants.



Spotlight

Toronto Seniors Housing Corporation is in the process of procuring an external facilitator to support the co-design of the new tenant engagement model with senior tenants. The *Principles and Methods for a Tenant Engagement System* report will inform this process.³¹ Tenant leaders will also be engaged in design of consultations, and a working group comprised of staff and tenants will be formed to finalize the re-designed model. The target is to approve the model at the executive level in the spring of 2023.

The Toronto Seniors Housing Corporation also intends to review the Tenant Action Funds and Tenant Funds Distribution Policy. This aligns with the tenant-identified opportunity to establish a predictable, easy-to-access fund to support tenant-led activities.

29 Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly), 2022 <https://www.torontoseniorshousing.ca/wp-content/uploads/2022/06/QTEC-June-13-2022-Public-Agenda-package.pdf>

30 Sheppard CL, Clohessy M, MacNeil C, Butler R. The missing link: creating opportunities for older people to participate in academic conferences. *J Gerontol Soc Work*. 2022 Sep 22:1-9. doi: 10.1080/01634372.2022.2124573. Epub ahead of print.

31 Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly), 2022 <https://www.torontoseniorshousing.ca/wp-content/uploads/2022/06/QTEC-June-13-2022-Public-Agenda-package.pdf>



Highlights – Tenant Engagement and Communication

- By the end of 2021, the Senior Tenants Advisory Committee held 13 meetings, “Seniors Speak” newsletters were delivered to tenants quarterly, and two information sessions were delivered in buildings that rolled out the ISM.
- The Annual Tenant Experience survey is the only existing tool to systematically measure the tenant perspectives and has only been implemented once, prior to the ISM. Quantitative data is not available on tenant satisfaction and the overall tenant experience during ISM implementation.
- Direct engagements revealed the following priority issues: an urgent need to leverage tenant leaders in community planning, a desire to receive more accessible information about the ISM, ongoing language barriers for tenants whose primary language is not English, and a need for responsive and respectful tenant engagement and communication.
- Recommendations for this innovation are focused on enhancing accessibility of information about the ISM and enhancing opportunities for tenant engagement and leadership.





Key Performance Indicators

Over the first year of implementation of the ISM, the City collected data from Toronto Seniors Housing Corporation and health partners (e.g., Home and Community Care Services and Supports, Toronto Police, Toronto Paramedics, Toronto Fire) to establish a baseline understanding of the model's early impact.

While gathering input on these indicators was not the initial focus of this evaluation, feedback was shared by tenants and staff across direct engagements on various challenges and areas for improvement.



What we learned from tenants and staff

Tenants and staff reported some dissatisfaction with the key performance indicators and shared potential solutions for strengthening and streamlining the indicators collected.

“[We] need to find the best way to move forward with these KPIs [and] identify what needs to be modified.”
– Staff

“KPIs are just one way to evaluate these innovations.”
– Staff

Some tenants identified a pressing absence of indicators to assess tenant satisfaction and the quality of staff-to-tenant relationships. Tenants highlighted that the number of newsletters circulated or information sessions held does not effectively capture or reflect improvements in engagement and trust. Additionally, the Tenant Experience Survey, which does include items on tenant satisfaction with staff, has not been administered since 2020.

Tenants also shared that sociodemographic characteristics of tenants as well as measures of tenant engagement and satisfaction need to be captured better on a routine basis, such as through the Tenants Needs Assessment or Tenant Experience Survey.

Recommendations for Change – Key Performance Indicators



RECOMMENDATION 11

Work with tenants and staff to develop additional key performance indicators and related data collection tools that measure tenant-staff relationships



Ideas from tenants and staff

Medium-term (6-12 months)

- 11a. Co-develop, circulate, and analyze an annual tenant experience survey, including items on tenant satisfaction, wellbeing, quality of relationships with staff, and other indicators as determined in collaboration with tenants
 - 11b. Develop data collection tools that assess tenant awareness of staff (scope, role, how to contact)
 - 11c. Develop indicators to assess staff competency and awareness of tenant issues and priorities, and guidance on how this data should be used and managed
-



RECOMMENDATION 12

Establish data collection guidance for key performance indicators to promote quality and consistency



Ideas from tenants and staff

Medium-term (6-12 months)

- 12a. Expand collection and analysis of tenant needs assessment data, including improved collection of socio-demographic characteristics, at the building and regional level to identify strategic areas for service provision and opportunities to address barriers for equity-deserving groups
- 12b. Leverage service use data collected from partner organizations to identify service gaps and areas for intervention



Highlights – Key Performance Indicators

- Data is collected by Toronto Seniors Housing Corporation, Toronto Police, Toronto Paramedics, Toronto Fire and Ontario Health to measure the outcomes and impact of the ISM.
- Tenants and staff shared concerns with the current set of key performance indicators collected to measure the impact of the ISM. These include gaps in monitoring tenant satisfaction, assessing the impact of staff-to-tenant relationships, and concerns with the quality and utility of the current indicators.
- Recommendations for this innovation are focused on addressing gaps in the data, specifically around the tenant experience and staff-to-tenant relationships, and enhancing the quality and consistency of the full scope of data collected.





What's Next? Advancing the Recommendations

This report evaluates the first year of ISM implementation, including concrete recommendations and ideas directly from those living and working in Toronto Seniors Housing Corporation buildings to improve the model in the short-, medium-, and long-term.

The City and senior tenants share a vested interest in supporting the Toronto Seniors Housing Corporation to be a success in leading, implementing, and advancing the ISM to better support tenants health and housing needs. The transition to the Toronto Seniors Housing Corporation should not just reflect a change in the management of the 83 seniors buildings and proceeding with business as usual. Instead, this transition should signal a departure from the legacy of Toronto Community Housing Corporation and a moment of transformation in social housing for seniors.

Much has been achieved in the first year of ISM implementation, and the tenants and staff engaged in this evaluation expressed appreciation for the significant progress and potential of this new service model. Tenants and staff also pointed to emerging and longstanding gaps and issues at the unit, building, regional, and corporate level, offering actionable and innovative recommendations in response. The ongoing and meaningful engagement of senior tenants will be critical in realizing these recommendations and improving the ISM.

The Toronto Seniors Housing Corporation is currently co-developing a new engagement model with tenants. The successful redevelopment of the engagement model provides an opportunity to tailor the ISM to the unique needs of each building in collaboration with senior tenants, as suggested throughout this report. Systems must be in place to engage tenants, ensure each building has sufficient tenant representation, and foster trusting relationships among tenants and staff.

Now is the time to listen and act, to draw on the content of this and other key reports, and work with tenants to translate their priorities into tangible changes in policy, programming, and practice.

The City will continue to provide strategic support to the Toronto Seniors Housing Corporation to advance these recommendations and foster vibrant, active, and inclusive tenant communities. In particular, the 'ideas from the City' woven throughout this report provide promising avenues for collaboration to improve ISM implementation and better address tenant needs.

We look forward to walking this path together.

Table 5. Logic Model for the ISM

<p>Issue</p>	<p>Seniors living in social housing are disproportionately affected by poverty, social isolation, mobility issues, and cognitive and health challenges that negatively impact their wellbeing. Staff in the seniors-designated buildings are assigned to support a high number of units and are required to travel between buildings, negatively impacting their ability to build relationships with and support tenants. Furthermore, services in these buildings are often inconsistent and inadequate, and there is a lack of integration between housing and health services for senior tenants.</p>
<p>Tenant Priorities</p>	<p>Senior tenants living in Toronto Seniors Housing Corporation buildings have identified the following four priorities:</p> <ol style="list-style-type: none"> 1. To live in buildings and units that are clean and well-maintained; 2. To feel safe in their homes and communities; 3. To have increased access to programs, services and supports that meet their needs; 4. To receive more frequent and proactive communication that is timely and respectful.
<p>Objectives</p>	<p>The objectives of the Integrated Service Model are to:</p> <ol style="list-style-type: none"> 1. Foster relationships of trust between housing staff and senior tenants; 2. Improve the delivery of housing services, with an increased focus on issues that impact housing stability for senior tenants; 3. Increase access to health and community support services through enhanced partnerships with community agencies and integration of services directly in TCHC buildings
<p>Target Group</p>	<p>Seniors living in the 83 seniors-designated buildings operated by the Toronto Seniors Housing Corporation (formerly Seniors Housing Unit at Toronto Community Housing)</p>
<p>Inputs</p>	<p>City of Toronto partnership, Home and Community Care Services (formerly Toronto Central Local Health Integration Network) partnership, community agencies, research partnerships</p>

Strategies (Innovations)	Staffing Model	Housing Operations & Policies	Seniors Health & Wellness	Designated Care Coordinators
Activities	<ul style="list-style-type: none"> Delete Tenant Services Coordinator and Tenant Services Coordinator roles Create Seniors Services Coordinator, Tenant Services Administrator, and Support and Engagement Supervisor roles Increase staffing levels Identify partners for training Train staff on seniors issues 	<ul style="list-style-type: none"> Create and implement seniors-specific housing policies in priority areas Create the Senior Tenant Advisory Committee Host quarterly tenant town halls 	<ul style="list-style-type: none"> Identify agencies to act as partners Locate/create space Engage with tenants and partners to identify service offerings and programs for initiatives 	<ul style="list-style-type: none"> Assign designated Care Coordinators to each building Develop tenant referral processes Host integrated team meetings with health and housing staff
Outputs	<ul style="list-style-type: none"> # staff hired # and type of training curriculums developed and offered # staff trained # of team meetings Feedback from housing staff 	<ul style="list-style-type: none"> # of policies revised/created # of policies implemented # of Senior Tenant Advisory Committee meetings # of tenants at town halls Feedback from tenants 	<ul style="list-style-type: none"> # of partner agencies identified # of tenants engaged Menu of programs and services available # created Feedback from tenants & partners 	<ul style="list-style-type: none"> # of Care Coordinators assigned to buildings # of tenants referred to Care Coordinators # of integrated team meetings Feedback from health partners
Short-Term Outcomes	<ul style="list-style-type: none"> ↓ staff to tenant ratio ↑ tenant awareness of housing staff ↑ staff knowledge of seniors' issues and support services 	<ul style="list-style-type: none"> ↑ awareness of policy changes among tenants and staff ↑ compliance with policies ↑ tenant engagement in building operations 	<ul style="list-style-type: none"> ↑ awareness of programs and services among tenants and housing staff ↑ access to programs and services among tenants 	<ul style="list-style-type: none"> ↑ communication between housing and health staff ↑ number of tenants connected to community support services
Intermediate Outcomes	<ul style="list-style-type: none"> Improved relationship between tenants and housing staff (↑ tenant satisfaction, ↑ communication) Improved delivery of housing services, including condition of units and buildings (↓ pests, ↓ moderate or excessive hoarding) and ability to manage tenancy (↓ total arrears, ↓ retroactive arrears, ↓ active legal files, ↓ tenant evictions) Improved access to health and community support services (↑ access to TC LHIN funded services, ↓ crisis long-term care placements) 			
Long-Term Outcomes	<ul style="list-style-type: none"> Senior tenants have an increased ability to age in place with dignity and in comfort. 			

Questions for Direct Engagements with Tenants and Staff

Questions that guided focus groups and interviews with tenants

Staffing and Training Questions

1. Do you know and trust the staff in your building and find them helpful? Do staff help you meet your needs?
2. Do you know the Senior Services Coordinator working in your building? Did you know that part of their role is to help tenants to access services they may need?
3. Is staffs' communication with tenants appropriate, good, timely, respectful, and considerate of language preferences?
4. What types of staff are needed in the building to better support you?
5. What are your top recommendations for improvement in this area?

Policies and Procedures Questions

6. Do you feel more satisfied with the operations and services in your building since the ISM began to roll out in 2021?
7. Do you feel safe in your building? Are you happy with maintenance and cleanliness?
8. What policies continue to be challenging for you, or do you feel need changing? (For example: annual rent review, eviction, arrears)
9. What are your top recommendations for improvement in this area?

Seniors Health and Wellness

- The Seniors Services and Long-Term Care Division engaged the Health Commons Solutions Lab to conduct a separate evaluation of the Seniors Health and Wellness innovation of the ISM. The process led by Health Commons took place during the summer of 2022, and focused on gathering tenant input on the seniors health and wellness component of the ISM.
- The City brings the input and recommendations outlined in the Health Commons report forward, rather than duplicating efforts to gather input on this innovation.

Care Coordinators and Health Partnerships Questions

10. Do you feel like you and other tenants can access the services you need to be able to continue living independently?
11. Do you think the services offered in your building fit tenants' needs and are helpful to tenants?
12. What services would help senior tenants to continue living independently (e.g. health supports in the building, food, homemaking, laundry, or other ideas)?
13. Are you aware that each building has or will have a designated Care Coordinator from the Province to help tenants to access government-funded health and community support services?
14. What are your top recommendations for improvement in this area?

Tenant Information, Engagement and Consultation Questions

15. Which information and engagement channels do you find most helpful for learning about, and giving feedback on, the changes being made in the building (e.g., Formal tenant engagement system, Quarterly Seniors Speak newsletters, Regional town halls, Tenant social events, Other)?
16. What are your top recommendations for improvement in this area, specifically regarding engagement with tenants around staffing, building policies/procedures, and health and community services?

General/Overall Question

17. Overall, what suggestions do you have to make the buildings better for senior tenants?

Questions that guided focus groups and interviews with staff

Staffing and Training Questions

1. Do you think the new staffing model works well? Can you share some advantages or challenges of the new model that you see in your role as the building Super?
2. Do you feel tenants know and understand the role of the SSC, and how could this be improved or supported?
3. Are there any coordination/collaboration gaps/needs among SSCs, TSAs and you in a building?
4. What supports/resources would help you better perform your roles and responsibilities in the buildings?
5. Do you feel that after attending the different training sessions that are being held, you gain good knowledge, resources and tools to support senior tenants in your building/s?
6. What would help you feel better equipped to support senior tenants specifically, and meet their unique needs?
7. What are some of the challenges you face in terms of connecting to tenants, fostering strong relationships of trust and addressing their concerns?

Policies and Procedures Questions

8. Do you think the new or updated procedures and policies that have been updated, drafted and/or tested under ISM better meet the needs of senior tenants?
9. Which policies and procedures continue to be most challenging for senior tenants, in your view?

10. Have you and the tenants been able to keep pace with the changing procedures/policies?
11. Have these been helpful to you and the new ISM staff in terms of improved communications and better relationships with the tenants?

Care Coordinators and Health Partnerships Questions

12. How do you find the partnership with provincial Care Coordinators (CCs)? Are you aware about the role of CCs and that the SSCs can help refer tenants to the CCs? Do you see any challenges in this pathway?
13. Do you think this innovation and joint training of CCs and
14. Do you think the joint training between SSCs and the provincial Care Coordinators (CCs) has been helpful in strengthening the relationship between the two roles and organizations (TCHC and HCCSS)?
15. Do this innovation and joint training have been able to build a smooth referral process for tenants? Do you face any challenges in this regard?
16. Is the building Super aware of the role of CCs and that the SSCs can help refer tenants to the CCs. Do you see any challenge in this pathway?

General/Overall Question

17. What are your top recommendations for improving the delivery of the ISM in the buildings going forward?

Key Performance Indicator Figures

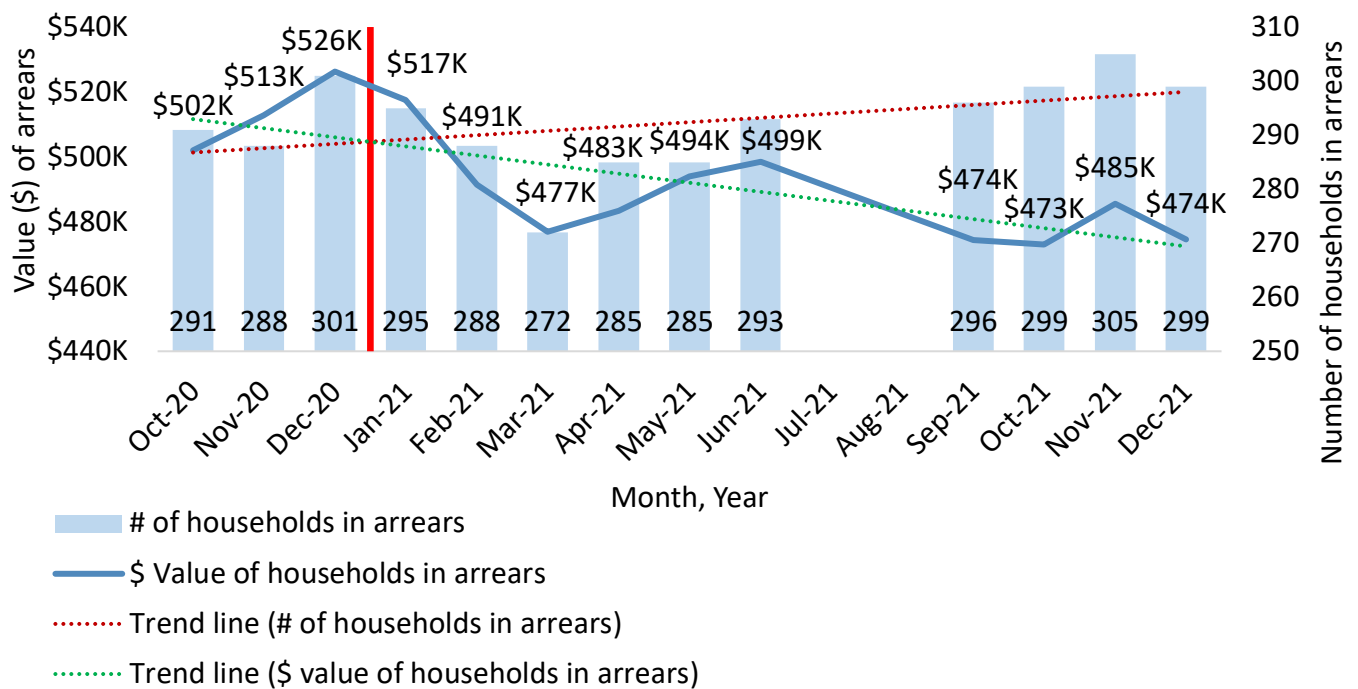
Below are the figures depicting key performance indicators referred to throughout the report. All data in the figures represent the experiences of the 18 Phase 1 buildings.

Tenancy Management – Key Performance Indicators

(see page 29)

Figure 1. Number and Value (\$) of Arrears

Expected trend: decrease for both value and number of households

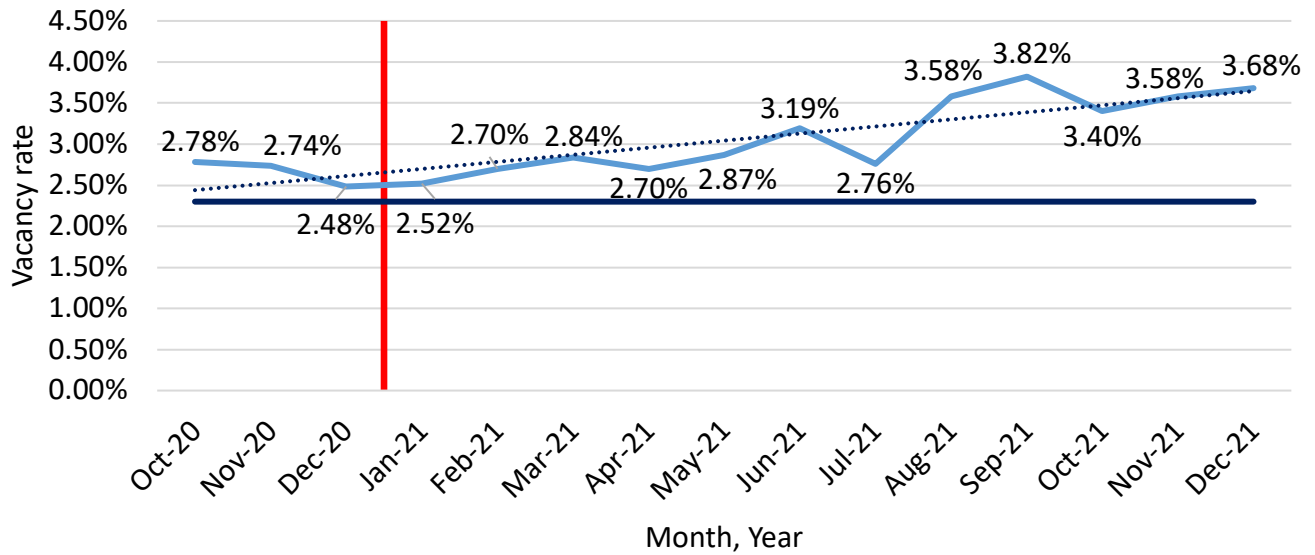


Source: Toronto Seniors Housing Corporation

Note: Business reporting issues due to the transition to new technology resulted in data for indicator being unavailable for July and August 2021. Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Figure 2. Vacancy Rate (target 2.3%)

Expected trend: decrease



- The total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month
- Average of Vacancy Rate Target
- Linear (The total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month)

Source: Toronto Seniors Housing Corporation

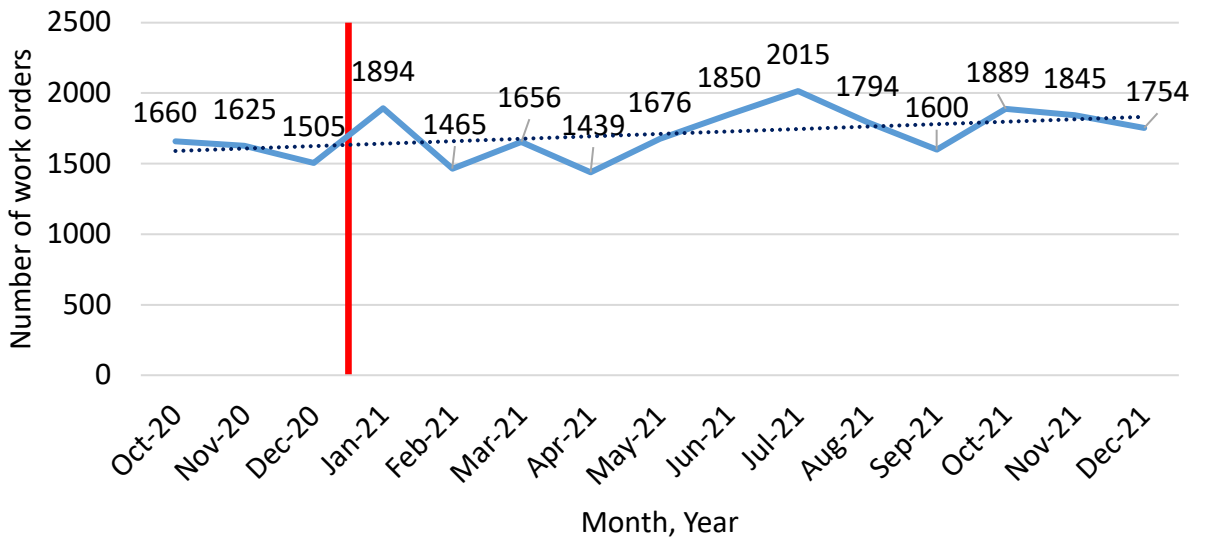
Note: Vacancy rate is the total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month.

Property Management – Key Performance Indicators

(see page 36)

Figure 3. Number of Maintenance Requests (Work Orders) Created

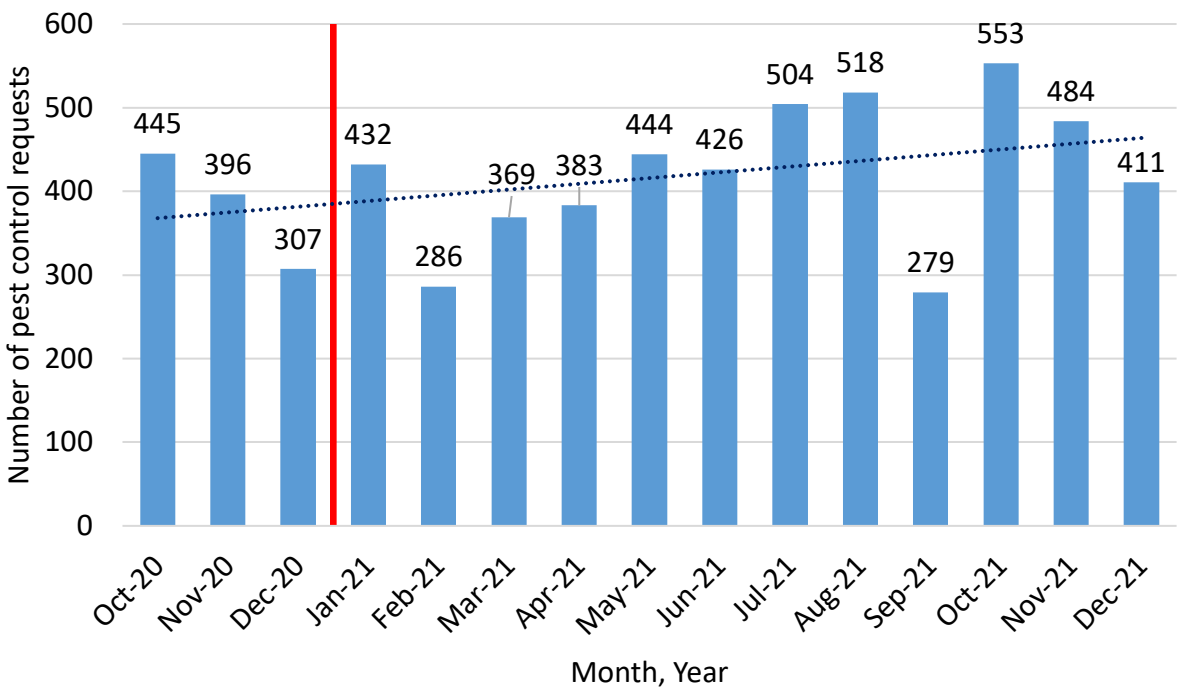
Expected trend: increase then decrease



Source: Toronto Seniors Housing Corporation

Figure 4. Number of Pest Control Requests (Work Orders) Created

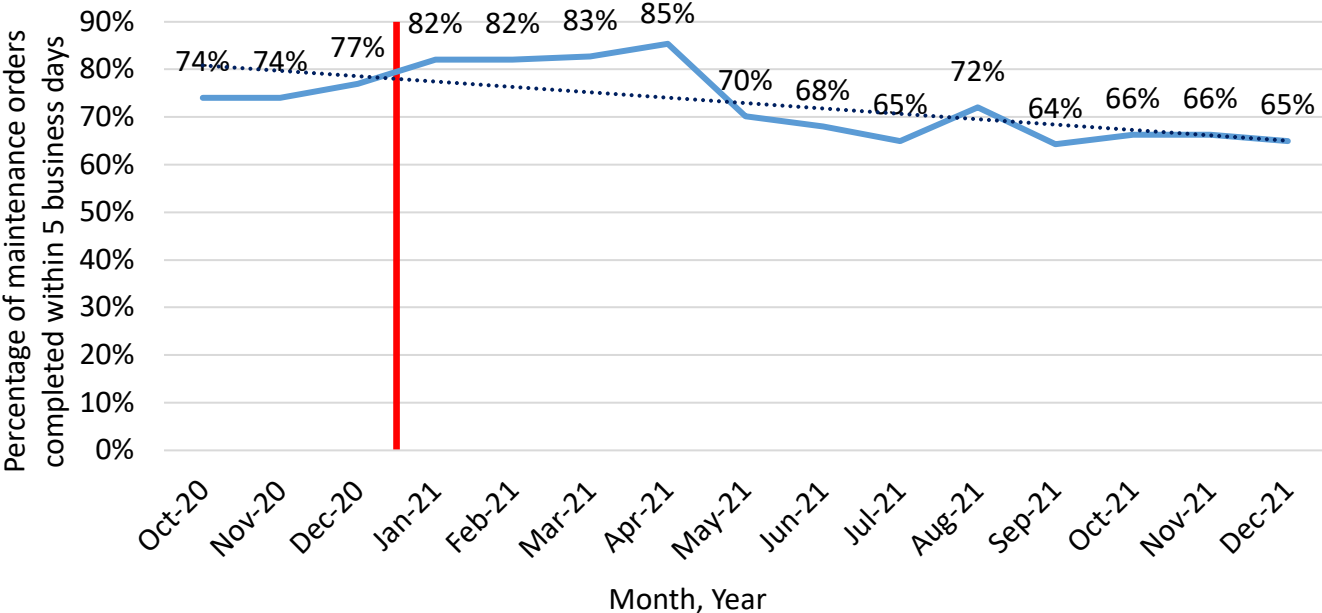
Expected trend: decrease



Source: Toronto Seniors Housing Corporation

Figure 5. Proportion of Maintenance Request Work Orders Closed in Five Business Days (Service Level)

Expected trend: increase



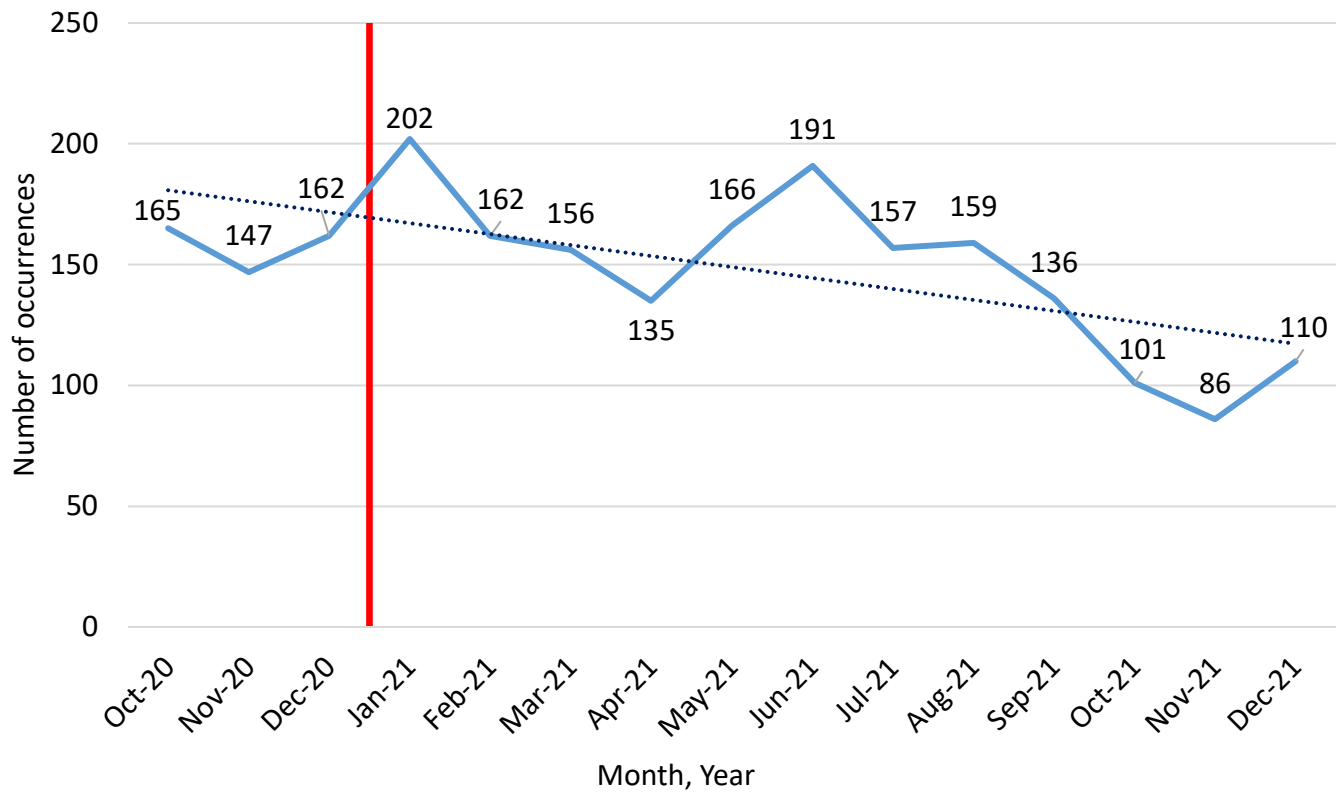
Source: Toronto Seniors Housing Corporation

Community Safety – Key Performance Indicators

(see page 37)

Figure 6. Community Safety Unit Events

Expected trend: decrease

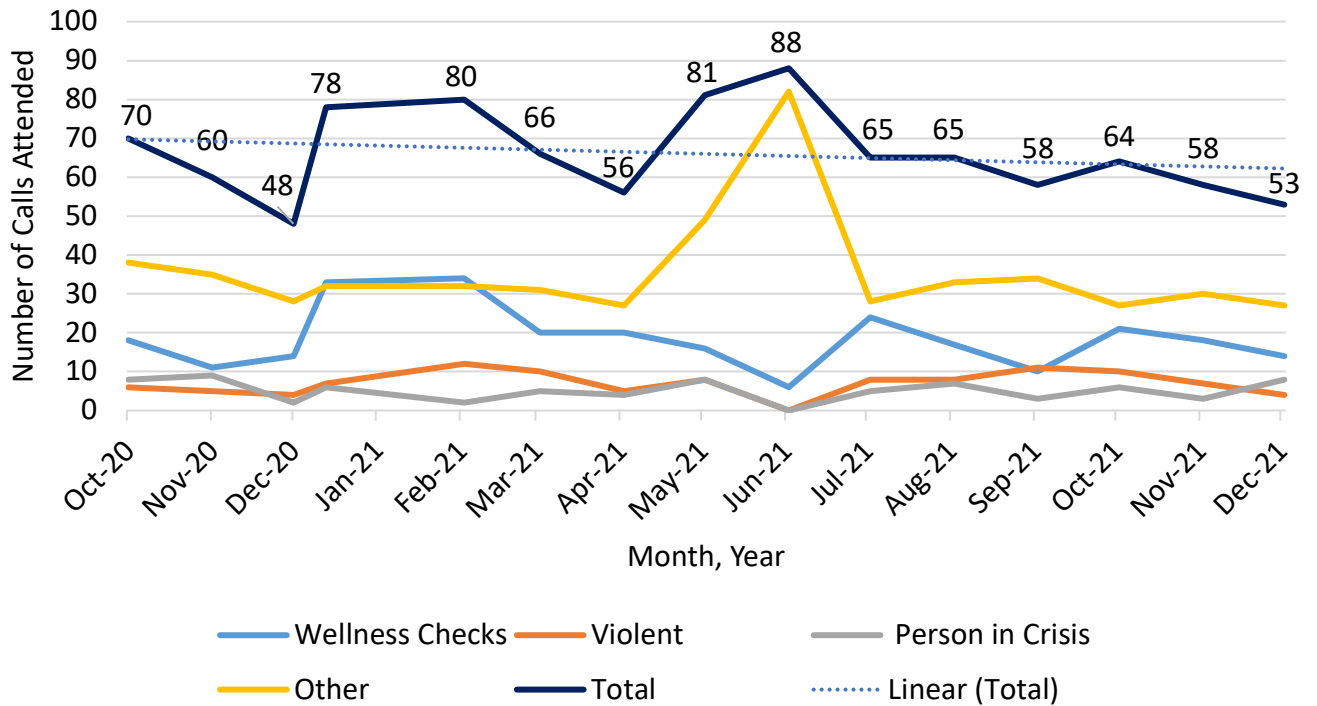


Source: Toronto Community Housing Corporation – Community Safety Unit

Note: Types of community safety occurrences the unit responds to include: anti-social behavior, arson, warrants, disputes and serious violent incidents.

Figure 7. Number and Type of Calls attended to by Toronto Police

Expected trend: decrease

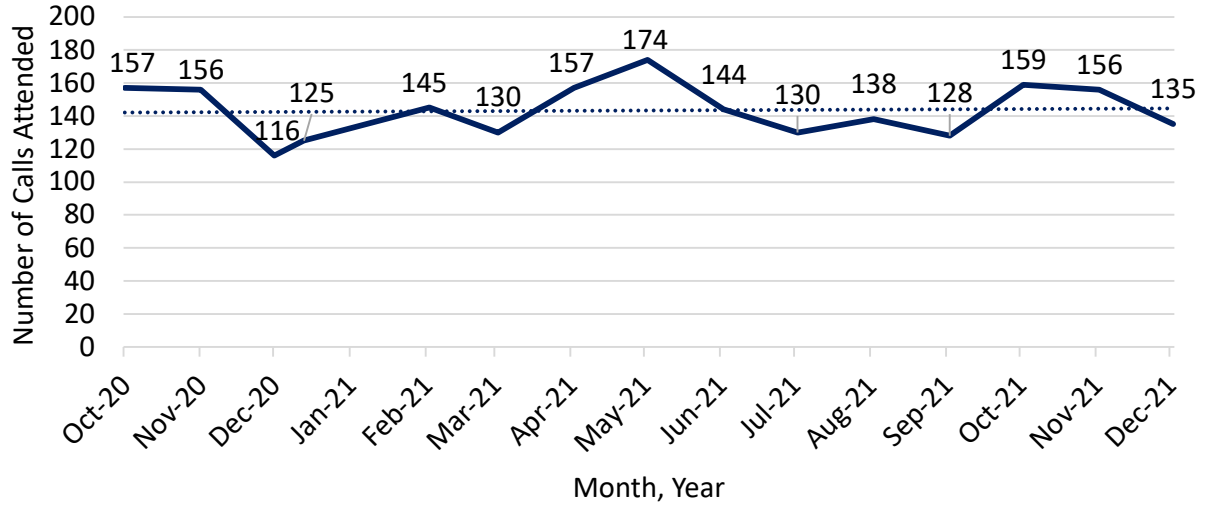


Source: Toronto Police Services

Note: “Wellness checks” refers to address and wellness checks. “Violence” refers to assault and weapons related calls. “Person in crisis” refers to attempt or threatened suicide, person in crisis, or overdose. “Other” refers to calls that did not fall into these categories. Figure represents calls attended to a building address and within 50 metres of the address.

Figure 8. Number of Calls attended to by Toronto Paramedics

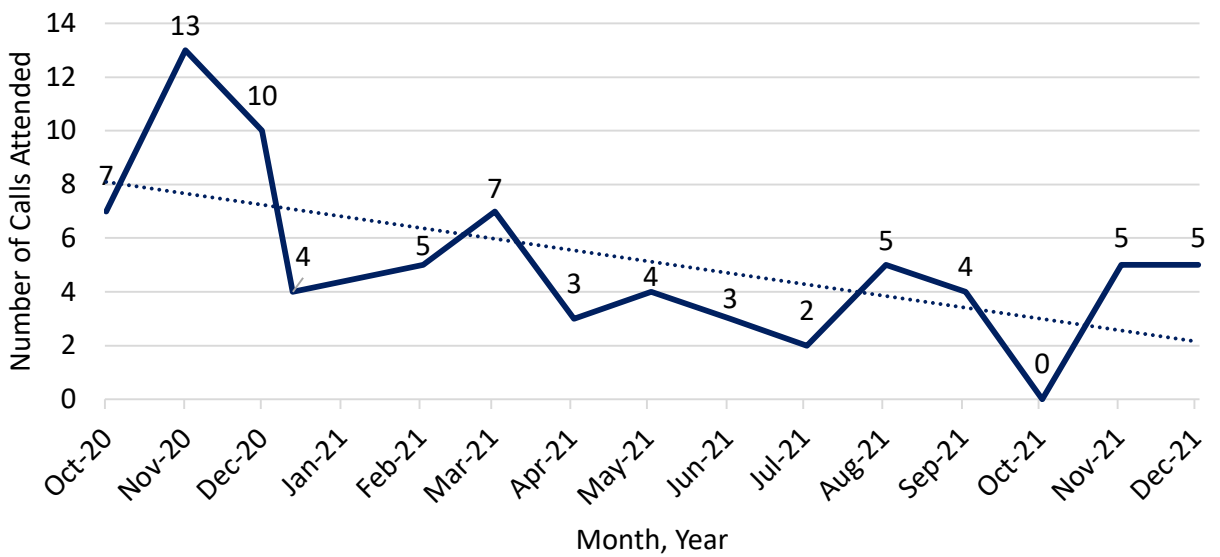
Expected trend: decrease



Source: Toronto Paramedic Services

Figure 9. Number of Calls attended to by Toronto Fire

Expected trend: decrease



Source: Toronto Fire Service

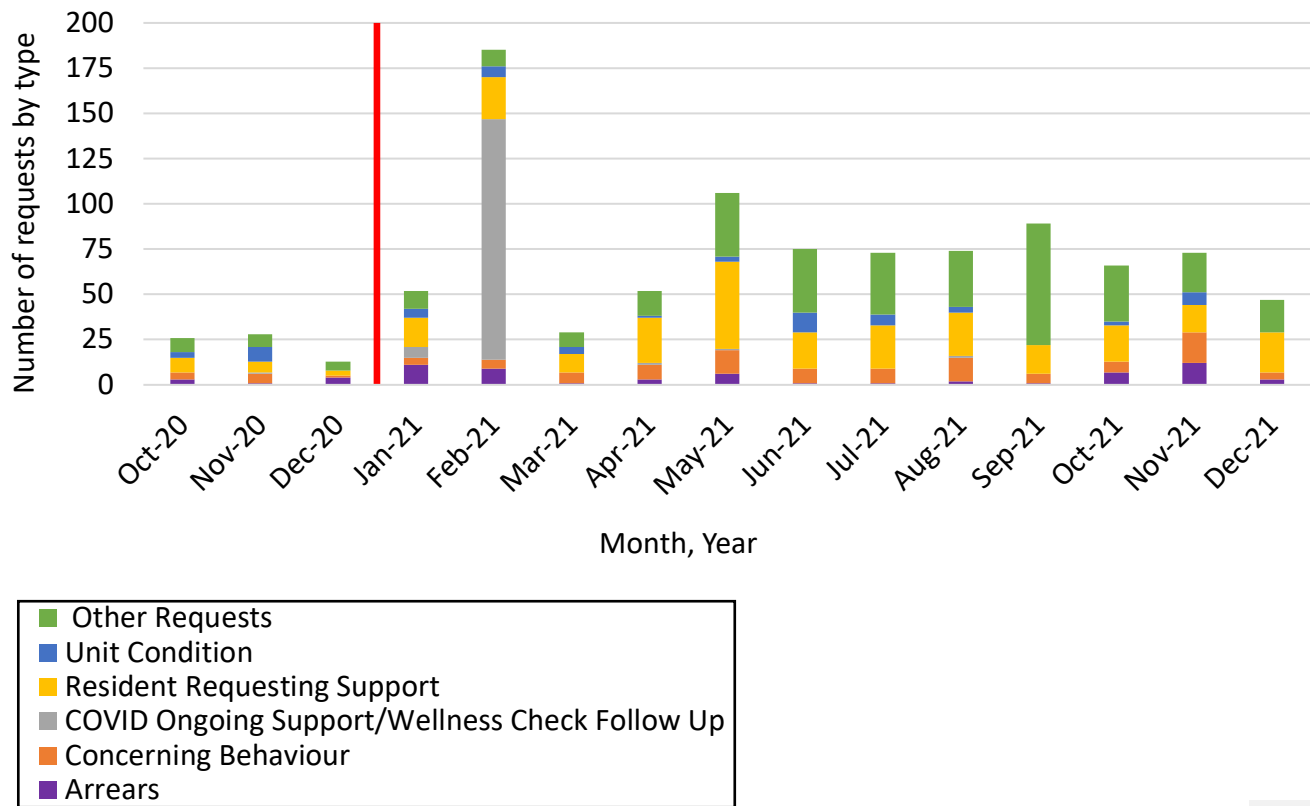
Note: Fire calls includes calls attended for real fire events, and pre-fire conditions (e.g., a pot on a stove causes a smoke alarm to go off, but a fire is not caused).

Tenant Access to Community Support Services and Home Care – Key Performance Indicators

(see page 50 and 51)

Figure 10. Number and Type of Tenant and Community Service Support Requests Created

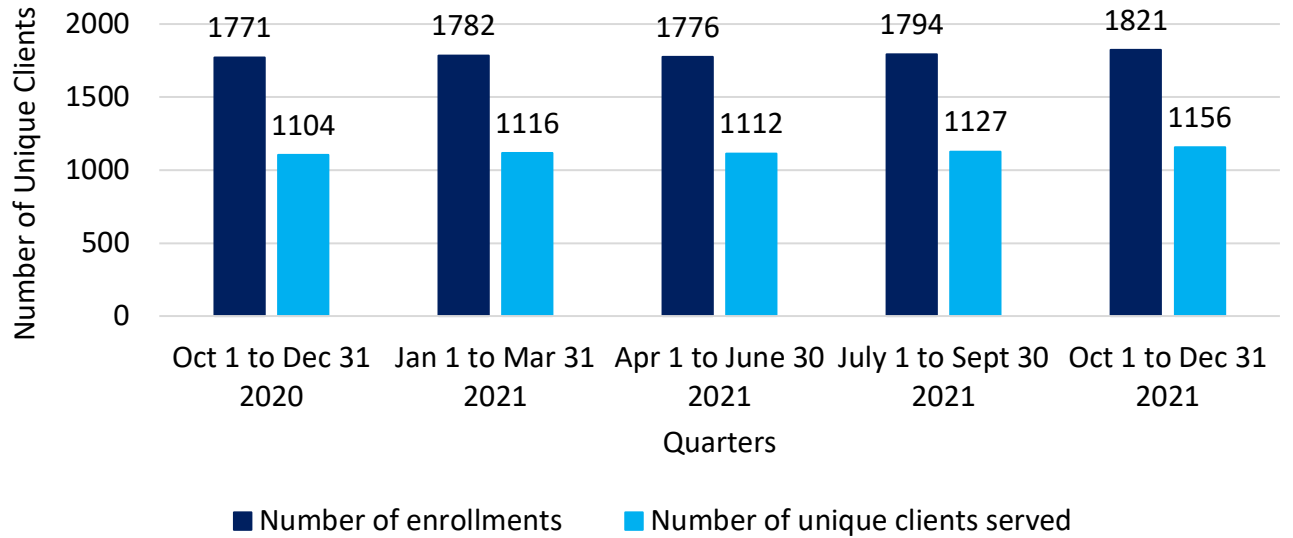
Expected trend: increase then decrease (in the number of requests created)



Source: Toronto Seniors Housing Corporation

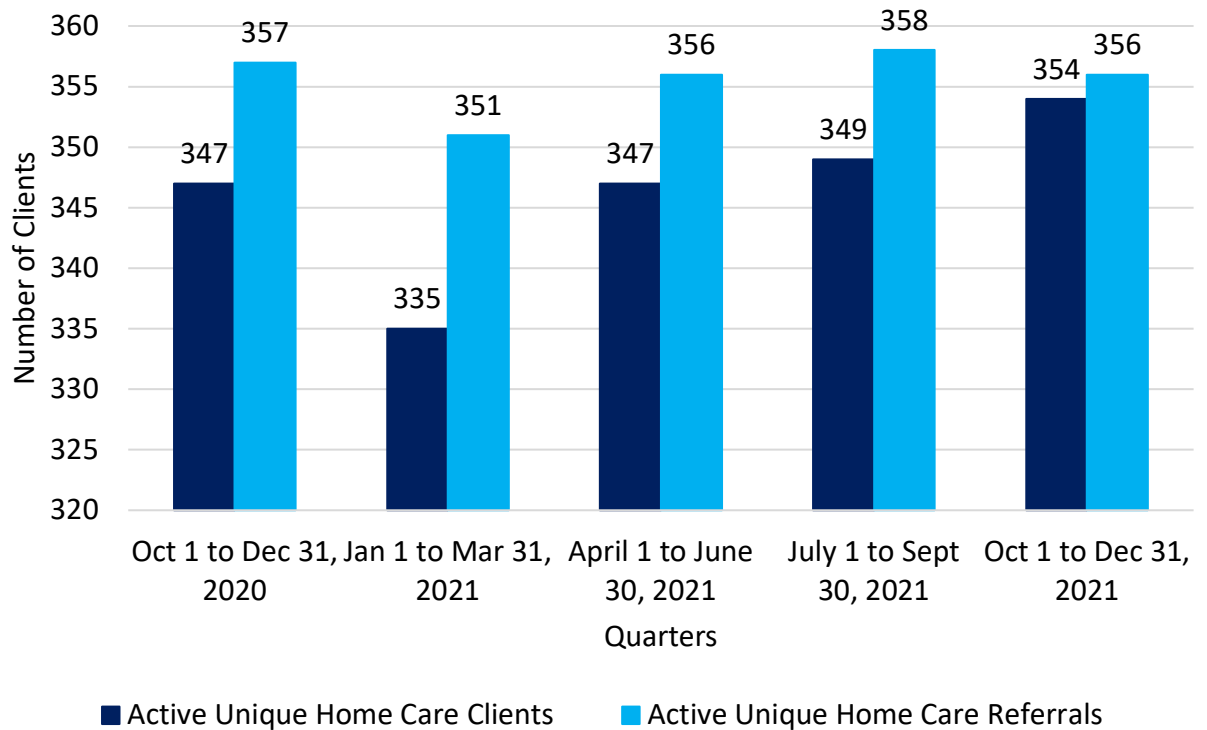
Note: Toronto Seniors Housing Corporation combined the number of service request types with low numbers into the ‘Other Requests’ category, including: critical incident follow up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft landing support, vulnerable person door knock, and vulnerable person telephone. Toronto Seniors Housing also merged two COVID-related categories: ongoing support and wellness check follow-up.

Figure 11. Tenant Access to Services funded by Ontario Health (formerly Toronto-Central Local Health Integration Network)



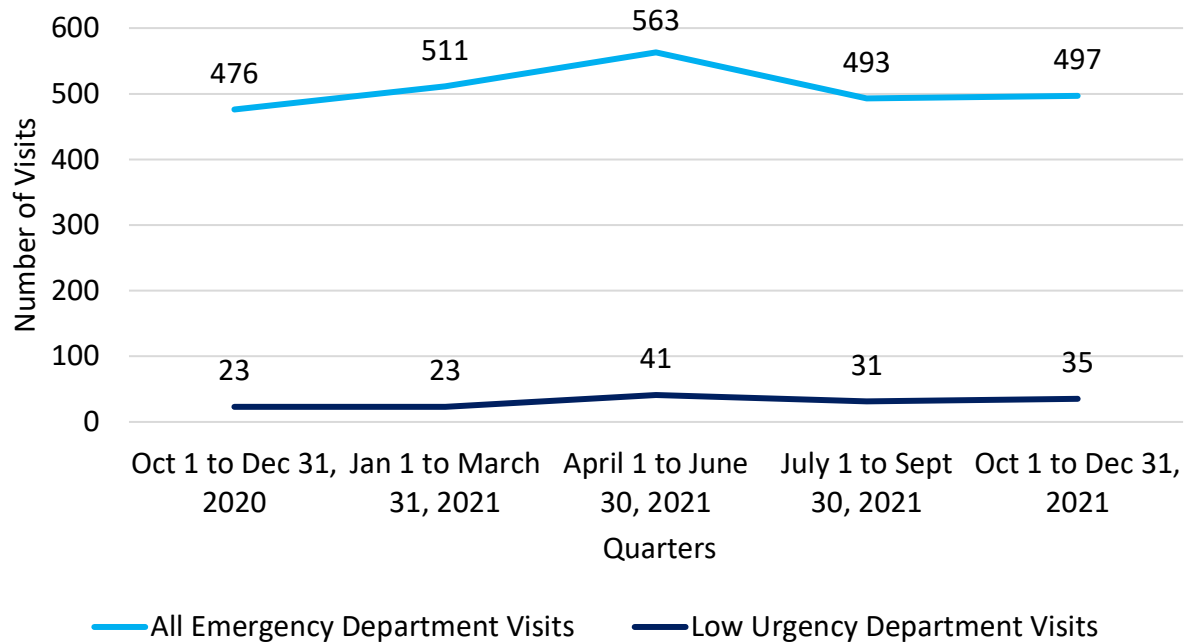
Source: Ontario Health

Figure 12. Active Clients and Referrals to Home Care Services funded by Ontario Health (formerly Toronto-Central Local Health Integration Network)



Source: Ontario Health

Figure 13. Emergency Department Visits among Tenants



Source: Ontario Health

Note: Urgency of emergency department visits is based on the Canadian Triage and Acuity Scale score of 4 or 5. Level 4 refers to less urgent visits, where conditions that relate to patient distress or potential complications would benefit from intervention. Level 5 refers to non-urgent visits or conditions that are non-urgent, or may be part of a chronic problem.

**Toronto Seniors Housing Corporation (TSHC)
Board of Directors Meeting
Employee Engagement and Equity, Diversity, and Inclusion Survey
2023**

Item #12a

DATE February 23, 2023

Report: BD: 2023-03

To: Board of Directors

From: Dave Slater, Interim Lead, People and Culture

Date: February 23, 2023

PURPOSE: FOR INFORMATION

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

REASON FOR RECOMMENDATION:

People and Culture is proposing TSHC conduct an Employee Engagement and Equity, Diversity, and Inclusion Survey in the third quarter of 2023.

TCHC conducted their last employee engagement survey in 2021, with their next scheduled survey in 2024. In addition, in early 2022 a separate equity, diversity and inclusion survey was conducted by TCHC, and we will continue to work with them around the results. The 2021 and 2022 surveys included the Seniors Housing Unit (SHU), which transitioned into the TSHC Operations team.

From the 2021 survey, the SHU's action plan identified 4 key areas as the top engagement drivers. They included Innovation, Senior Leadership, Diversity and Inclusion, and Organizational Vision. Subsequently, through focus groups with SHU staff and additional polling, key actions were determined being:

- Create opportunities to recognize staff in delivering the organizations vision.
- Create mechanisms for staff development opportunities and work balance; and
- Develop process for staff ideas to be heard and implemented.

To date a number of the actions outlined have been initiated including:

- Recognizing staff, and their success stories across the organization in the Bi-weekly Bulletin.
- Investing in tablets for front line staff with the implementation of the Homes project.
- Staff listening tours with the CEO.
- Learning opportunities with community partners to better understand the lived experiences of tenants (2SLGTBQIA+ in partnership with the City of Toronto)
- Initial steps have been taken to implement the CABR Anti-Black Racism training across the organization with the creation of a working group to ensure the content is seniors specific with the plan to roll out the program to all staff in 2023; and
- Partnered with diverse external agencies when recruiting for executive leadership positions (The 519, BIPOC Jobs, Aboriginal Job Board and Charity Village).

By the third quarter of 2023 TSHC will have celebrated its first year as a new organization and we will have had sufficient time to communicate our Interim Strategic Directions currently in development. This would be the optimal time to conduct a baseline survey to determine employee satisfaction with the new direction of the organization, as well as gathering demographic data to help inform our EDI initiatives moving forward.

Consideration was given to issuing separate surveys for Employee Engagement and EDI demographics. It is becoming more common for combined engagement and EDI surveys, with a specific EDI section with questions that will provide insight how different groups experience our workplace culture.

Planning for the procurement of an external vendor to conduct a thorough and comprehensive survey with valuable data is underway.

Dave Slater

Interim Lead, People and Culture.

**Toronto Seniors Housing Corporation
Board of Directors
Consolidated 2023 Operating Budget**

Item #13a

DATE: February 23, 2023

Report: BD: 2023-04

To: Board of Directors

From: Vince Truong, Interim Finance Lead

Date: February 23, 2023

PURPOSE: FOR INFORMATION

The purpose of this report is to provide information regarding the Consolidated TCHC/TSHC 2023 Operating Budget.

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

REASONS FOR RECOMMENDATIONS:

Through consultation from the City, both TSHC and TCHC are presenting the 2023 Operating Budget in a consolidated format. The purpose of the consolidated budget format is to allow TSHC and TCHC to finalize remaining items. The Board of Directors, and the Audit, Finance, and Risk Committee have been updated on the 2023 Budget process in previous meetings, outlining the financial challenges faced by the City of Toronto and a transition budget year for both organizations. The Board of Directors approved the 2023 Consolidated TCHC/TSHC Budget at their meeting of December 12, 2022.

The Consolidated 2023 Operating Budget for TCHC and TSHC includes the following:

- Total consolidated revenue of \$696,087,000 comprising of Residential Rent Geared to Income (RGI), City Subsidies, and other income for TSHC and TCHC;
- The year over year increase in RGI and Market Rent is approximately 1% or flat, and mainly due to improvement in the vacancy rate;
- Subsidies and one-time adjustments were slightly higher than 2022 to accommodate for additional cost pressures as outlined in the consolidated expenses;
- Total consolidated expenses of \$696,087,000 is an increase of 3.6% from 2022;
- The consolidated COVID-19 expense is approximately \$10.8M.

The priority setting for TSHC's 2023 Operating Budget include:

- As resources permit, TSHC will work towards establishing corporate functions in Finance, People and Culture (HR), Policy Planning and Quality Improvement, and Communications/ Engagement;
- TSHC will continue to work with TCHC and the City for cost sharing models to achieve cost efficiencies;
- TSHC will continue to implement 3 quality improvement projects in priority areas as identified by tenants: Safety & Security; Pest Management; Staff and Tenant Relations. TSHC will implement priority policy reviews with a seniors-lens;
- TSHC will continue to extend community programming for tenants and health & wellness partnerships with agencies;
- TSHC will strive to maintain clean and well maintained buildings;
- TSHC will effectively manage vacancy and arrears to help ensure stable tenancy and rentable units;
- TSHC will ensure effective response to COVID-19 in both tenant supports and building management;
- TSHC will develop and implement a renewed Tenant Engagement Model;
- TSHC will improve health and wellness supports, and outcomes for tenants within the current construct and proposed recommendations (i.e. Integrated Service Model and Health Commons Report).

Key Risks and Challenges:

- TSHC has been impacted by COVID-19, and will continue to be impacted in 2023. This could include extra cleaning and PPE expense and materials;
- The inflationary pressure has played a significant impact to TSHC in the 2023 Budget;
- TSHC has delayed 10 FTE positions from the approved 20 positions in the 2023 Budget;
- TSHC to absorb ISM Phase 3 from TCHC/City in the 2023 Budget.

The consolidated 2023 Operating Budget is currently under consideration through the City of Toronto Budget process taking place in January and February 2023.

Vince Truong
Interim Finance Lead

List of Attachments

Attachment 1 – Consolidated TCHC-TSHC 2023 Operating Budget

Attachment 2 – Consolidated TCHC-TSHC 2023 Budget Notes (City of Toronto)

Item #13a

Attachment 1

Consolidated TCHC-TSHC 2023 Operating Budget

TCHC/TSHC Consolidated 2023 Operating Budget

(Amounts in \$000's)

	2023 BUDGET			2022 FORECAST (September)			Forecast vs Budget	
	Consolidated	COVID Expenses	Total	Consolidated	COVID Expenses	Total	Base \$ Change	Base % Change
CASH INFLOWS								
Residential rent - RGI	265,076	-	265,076	260,709	-	260,709	4,367	2%
Residential rent - Market	88,821	-	88,821	89,455	(1,407)	88,048	(634)	-1%
Bad Debt Expense	(3,669)	(5,662)	(9,331)	(2,335)	(6,280)	(8,615)	(1,334)	57%
Subsidies - City	272,795	-	272,795	275,268	-	275,268	(2,473)	-1%
Subsidies - Regent Park	2,446	-	2,446	(3,544)	-	(3,544)	5,990	-169%
Subsidies - City (one-time)	23,027	-	23,027	9,509	-	9,509	13,517	142%
Parking, laundry and cable fees	19,605	(1,245)	18,361	19,194	(1,400)	17,794	411	2%
Commercial rent	18,318	-	18,318	18,662	-	18,662	(343)	-2%
Other revenue	1,786	-	1,786	1,796	-	1,796	(10)	-1%
RPEI revenue	7,882	-	7,882	6,011	-	6,011	1,871	31%
	696,087	(6,907)	689,180	674,725	(9,087)	665,638	21,362	3%
CASH OUTFLOWS								
Utilities	152,440	1,443	153,884	135,744	2,389	138,133	(16,696)	-12%
Municipal taxes	20,303	-	20,303	19,491	-	19,491	(812)	-4%
Mortgage Interest & Principal	140,016	-	140,016	136,408	-	136,408	(3,608)	-3%
Operations	157,543	427	157,970	161,743	2,219	163,962	4,200	3%
Operations (Other)	92,299	41	92,340	97,956	607	98,563	5,657	6%
Corporate	74,370	650	76,478	69,576	811	71,625	(4,794)	-7%
Housing Equity Commissioner	1,457	-	1,457	1,238	-	1,238	(219)	-18%
Senior Housing Unit	41,645	1,286	42,931	33,901	2,294	36,195	(7,744)	-23%
Other	22,772	-	22,772	19,097	46	19,143	(3,675)	-19%
IT/Corporate Capital	6,241	-	6,241	3,813	-	3,813	(2,428)	-64%
Withdrawal from Reserves	(13,000)	-	(13,000)	-	-	-	13,000	100%
	696,087	3,847	699,934	678,967	8,366	687,333	(17,120)	-3%
Total Cash Surplus (shortfall)	0	(10,754)	(10,754)	(4,242)	(17,453)	(21,695)	(4,242)	100%

Item #13a

Attachment 2

Consolidated TCHC-TSHC 2023 Budget Notes (City of Toronto)

2023 Budget Notes

Toronto Community Housing Corporation and Toronto Seniors Housing Corporation

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

TCHC and TSHC (the Organization) delivers essential frontline service that involves providing housing and support for vulnerable Torontonians. Through deeply affordable rents the Organization makes it possible for tens of thousands of low-income families to maintain their housing.

TCHC's overall priorities are to provide positive tenant experience, quality homes and vibrant communities. These priorities underscore our continuing focus on delivering clean, well-maintained buildings where all tenants have opportunities to engage with their community. We are committed to ensuring that service delivery meets high standards consistently across the organization.

TSHC's overall priorities include a commitment to support seniors to allow them to live independently in their homes and communities and enjoy a better quality of life, including a focus on providing clean and well maintained buildings and improving health, wellness and social supports for tenants.

Why We Do It

The Organization's mission is to provide clean, safe, well-maintained, affordable homes for residents.

The Organization's portfolio of social housing buildings represent the most cost effective way to meet the housing needs of Toronto's economically vulnerable residents. Housing the same number of people in the shelter system would cost more than \$3.5 billion a year.

Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

Program / Agency:

Toronto Community Housing Corporation:

Raymond Yip

Director, FP&A

Tel: (416) 981-4332

Email: Raymond.Yip@torontohousing.ca

Toronto Senior Housing Corporation:

Vince Truong

Interim, Finance Lead

Tel: (647) 500-9819

Email: Vince.Truong@torontoseniorshousing.ca

Corporate:

Evan Choy

Senior Financial Planning Analyst

Tel: (416) 397-1961

Email: Evan.Choy@toronto.ca

What Service We Provide

Who We Serve:

The Organization's tenants are from all walks of life, with a primary eligibility being low-income, survivors of domestic violence or human trafficking, shelter residents, and applicants experiencing homelessness.

Notable statistics about tenants include:

- 43% of households have a member with a disability
- 29% of tenants live alone
- 26% of households are headed by a single parent
- 12% of households self-identify as having at least one member with a mental health concern
- Close to 75% of households rely on government funds as their primary source of income
- 72% of TSHC tenants are aged 65-84 and 22% are 85 and older
- 43% of TSHC tenants do not speak English as a first language

What We Deliver:

The Organization provides affordable and subsidized housing to 110,000 tenants (95,000 in TCHC and 15,000 in TSHC), in 58,500 units (44,800 in TCHC and 13,700 in TSHC), across the City. 89% of tenancies are deep-affordable, with a subsidy value sufficient to reduce the cost of housing to one-third of tenant income, or as little as \$85 per month. The Organization manages and maintains an infrastructure portfolio of 2,100 buildings, worth over \$10 billion and invests \$350 million in capital repairs and improvements per year towards restoring this valuable public asset to a full state of good repair.

Budget at a Glance

2023 OPERATING BUDGET				2023 - 2032 10-YEAR CAPITAL PLAN			
\$Million	Excluding COVID	COVID Impact	Total	\$Million	2023	2024-2032	Total
Revenues	\$696.1	(\$7.0)	\$689.1	Gross Expenditures – Building Repair	\$350.0	\$2,129.8	\$2,479.8
Gross Expenditures	\$696.1	\$3.8	\$699.9	Gross Expenditures – Development	\$88.5	\$571.5	\$660.0
Net Expenditures	\$0	\$10.8	\$10.8	Gross Expenditures - IT	\$5.2	\$0	\$5.2
				City Funding – Building Repair *	\$131.8	\$1,440.0	\$1,571.8
				City Funding – Development	\$15.9	\$14.1	\$30.0
				City Funding - IT	\$5.2	\$0	\$5.2

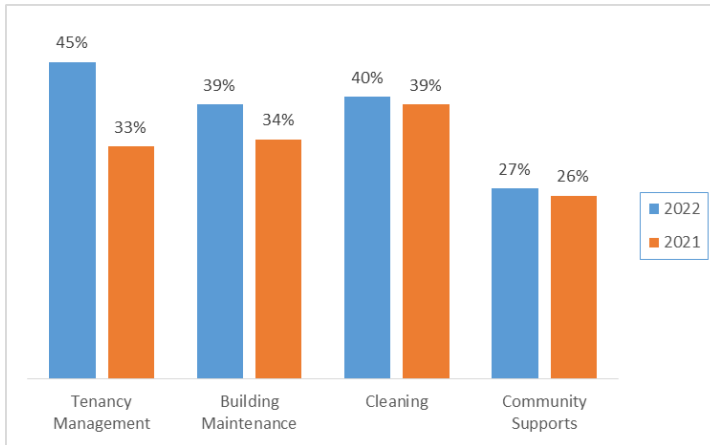
Note: TCHC and TSHC are presenting a consolidated 2023 Budget, as agreements between the two organizations are still under review.

* The Organization has included \$153M of City funding for capital in each year from 2029 to 2032 as an estimate of the ongoing amount to maintain a 10% FCI. Building Repair Capital funding requirements will be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

- For 2023, the Organization has budgeted a net zero budget when COVID impacts are excluded, and net operating pressures of \$10.8 million when including the impacts of COVID.
- The 2023 operating subsidy provided by the City increased by \$18.5 million, or 6.7%, to \$295.8 million and includes a \$5.0 million increase to the base subsidy, as well as a one-time funding increase of \$13.5 million to a total of \$23.0 million. The one-time funding is being provided as a bridging strategy to offset operating cost pressures faced by the Organization. A comprehensive review of TCHC and TSHC financials in 2023, including the capital portfolio, will inform the subsidy level required in future years.
- The City is also budgeting a one-time contribution against the Organization's COVID impacts of \$10.8 million, with Federal/Provincial recoveries reflected in the City's corporate accounts along with all other COVID recoveries.
- For capital, the City is providing new funding of \$30 million towards the Organization's development capital plan, with \$15.9 million in 2023, \$12.6 million in 2024 and \$1.5 million in 2025. This funding will ensure that work on in-flight development projects can continue.
- In addition, the City is providing \$5.2 million towards the Organization's capitalized IT costs related to cybersecurity, resulting from Auditor General recommendations ([AU10.4 Auditor General's Cybersecurity Review](#)).
- The City has continued to add State of Good Repair investment to the tenth year of the capital plan, with a 10 year funding total of \$1.572 billion, furthering its commitment to support TCHC's building repair capital plan.

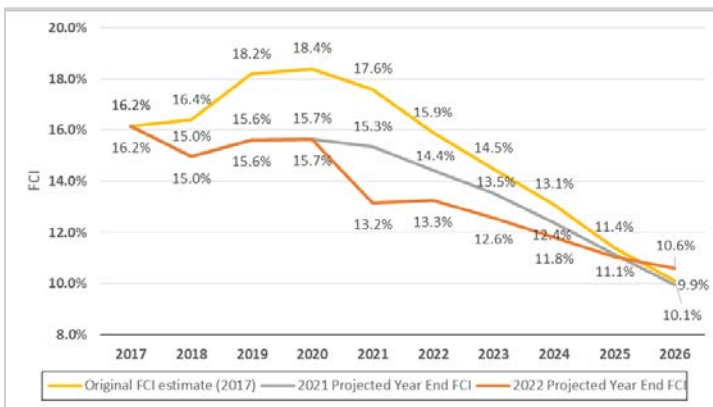
How Well We Are Doing – Behind the Numbers

2022 Service Quality Indicators



- TCHC receives tenant feedback on the quality of service delivery across its service hubs implemented across numerous buildings/communities within the TCHC portfolio.
- Compared to 2021, TCHC is seeing positive improvements across all Service Quality Indicators as per its tenants in the subset of buildings polled:
 - Tenant satisfaction with Tenancy Management has increased 12%
 - Building Maintenance is seeing a 5% improvement in tenant approval
 - Cleaning and Community Supports, each, are seeing increases in tenant satisfaction

2022 Building Facilities Condition Index – Actuals and Projection



- The Facility Condition Index represents the number of building components reaching or exceeding the end of their useful life.
- An FCI of 10% or less is the industry standard for a state of good repair.
- With a fully funded capital repair plan, TCHC has reliably improved upon its capital projections and is on-track to reach a sustainable state of good repair in 2026.

COVID-19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- Lost revenues of \$6.9 million due to bad debts of \$5.7 million on residential and commercial rents, as well as \$1.2 million in lost parking revenues.
- Expenditures of \$3.8 million for the Organization, which are significantly lower than the 2022 Projection, includes \$1.8 million for PPE, \$1.4 million in utilities usage by tenants and \$0.7 million in information technology requirements.

Service Level Changes

- There are no anticipated service level changes.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Along with the implementation of the new Choice-Based letting system, TCHC also worked with the Service Manager to house 525 households, representing 703 people through the Rapid Rehousing program that includes short-term and long-term supports.
- Completed bringing the East and Central region's Contract Managed buildings back to Direct Managed; implemented the conversion of Central (2,502 units), East (4,870 units) and Senior (993 units) Contract Managed buildings to Direct Managed.
- Increased efficiencies through the Alternate Response Unit, a team dedicated to handling service calls remotely or over the telephone, resulting in a mobile response from a special constable not being required.
- Developed a Summer Safety Strategy program in collaboration with the City of Toronto, Toronto Police Service and external community stakeholders.
- Community Safety Unit committee worked with the Centre to implement a Cadet program to hire black youth from TCHC communities in 2023.
- Continued to deliver on the 2022 State of Good Repair program amidst supply and labour shortages.
- Established formal TSHC structure and governance, transitioned 301 positions and TSHC began operations and service delivery on June 1 as planned for 83 buildings.
- Implemented Phase 3 of the Integrated Service Model (ISM) for the final 31 buildings bringing all 83 buildings into the ISM which is now operational in TSHC.
- TSHC completed a Listening Tour in 46 buildings engaging 1000+ tenants since June 1, implemented First-100 Day priority initiatives and initiated 3 Quality Improvement projects.
- TSHC supported by partners delivered COVID-19 and Flu vaccines to seniors tenants across 83 buildings.
- Completed the final phases of the HoMES project and officially closed a three-year business transformation project below budget.

Key Challenges and Risks

- TCHC continues to face challenges in maintaining non-union staff. The disparity in financial compensation for these individuals when compared to market, and even to the City's pay bands, continue to drive significant turnover and impacts TCHC's ability to attract new talent and retain existing talent.
- Both organizations will continue to be impacted by COVID-19 in 2023 but will continue to manage these pressures on an ongoing basis.
- Non-COVID pressures, such as utility rate increases, service contract rate increases, collective agreement pay increases, increase in mortgage principles & interest from the CMHC NHS loan, and transfer of market rental units to RGI, will represent significant pressures against the City subsidy.
- Increased costs for labour and materials associated with the State of Good Repair capital program will add significant pressures in 2023 to deliver the same number of completed projects by year end.

-
- TSHC has delayed 50% of the corporate positions planned in 2023 which will impact continued implementation of the full organization as set out in the Shareholder direction.
-

Priority Actions

- TCHC will look to reduce its non-union staffing turnover by aligning its compensation closer to that of the City and the market.
 - The continued implementation in restructuring the service delivery model will ensure tenants have easier, quicker and more accessible service, delivered safely and consistently through the Tenant Service Hubs opened across the City.
 - Continue to work with City staff to transition TCHC scattered houses to new permanent management by non-profit housing providers.
 - TCHC continues to execute its Capital Plan and continues to strive to bring its building portfolio into a state of good repair by 2026. In 2022, TCHC staff reprioritized the capital plan to account for labour and supply impacts to ensure that the Plan remained on schedule. In 2023, TCHC will continue to maintain a flexible approach to its Capital Plan.
 - Working with the City's Office of the Chief Information Security Officer, TCHC and TSHC will begin implementing its Cybersecurity program, which will include the replacement of many of the organization's end-of-life IT systems.
 - TSHC will implement 3 Quality Improvement Projects in Pest Management, Safety & Security and Staff and Tenant Relations and priority policy reviews with a senior lens.
 - TSHC will strive to maintain clean and well-maintained buildings and effectively manage vacancy and arrears to help ensure stable tenancies and rentable units.
 - TSHC will develop and implement a new Tenant Engagement Model and also extend community programming and health and wellness supports and partnerships for senior tenants.
 - As resources permit, TSHC will work towards establishing corporate functions in Finance, People and Culture (HR), Policy Planning and Quality Improvement and Communications/Engagement.
-

TABLED BUDGET

Tabled budgets including City funding for Toronto Community Housing Corporation and Toronto Seniors Housing Corporation are reflected in the City's Budget within both the Housing Secretariat and Corporate Accounts and include:

- \$272.795 million in base operating subsidy reflected in Housing Secretariat, an increase of \$5 million from 2022.
- \$23.027 million in one-time funding to offset operating pressures reflected in Corporate Accounts, an increase of \$13.518 million from 2022.
- \$10.754 million to offset COVID-related operating pressures reflected in Corporate Accounts, subject to final 2022 COVID-19 impacts and secured COVID-19 funding supports.
- \$30 million towards development capital reflected in Housing Secretariat, including \$15.860 million in 2023, \$12.556 million in 2024 and \$1.584 million in 2025.
- \$5.190 million towards cybersecurity projects reflected in Housing Secretariat, resulting from Auditor General recommendations.
- \$1.572 billion towards building repairs over the 10-year period from 2023 to 2032 reflected in Housing Secretariat. TCHC will spend \$350 million towards building repairs in 2023.

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2022 Budget	2022 Projection*			2023 Base Budget			2023 Budget	Change v. 2022 Projection	
		Excluding COVID	COVID Impacts	Total Proj.	Excluding COVID	COVID Impacts	Total Base		\$	%
By Service	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues										
Residential Rent - RGI	250,754	260,709		260,709	265,076		265,076	265,076	4,367	1.7%
Residential Rent - Market	90,463	89,455	(1,407)	88,048	88,821		88,821	88,821	773	0.9%
City Subsidy**	267,794	267,794		267,794	272,795		272,795	272,795	5,000	1.9%
City One-Time Funding**	9,509	9,509		9,509	23,027		23,027	23,027	13,518	142.2%
Other	32,982	39,784	(7,680)	32,104	46,369	(6,907)	39,462	39,462	7,358	22.9%
Total Revenues	651,503	667,251	(3,087)	658,164	696,087	(6,907)	689,180	689,180	31,016	4.7%
Expenditures										
Total Operating Expenses**	678,344	671,493	8,366	679,859	696,087	3,847	699,934	699,934	20,075	3.0%
Total Gross Expenditures	678,344	671,493	8,366	679,859	696,087	3,847	699,934	699,934	20,075	3.0%
Net Expenditures	26,841	4,243	17,452	21,695	(0)	10,754	10,754	10,754	(10,941)	(50.4%)
Required COVID-19 Support	26,841			17,452			10,754	10,754	(6,698)	(38.4%)
Net Budget (excluding COVID-19 supports)				4,243					(4,243)	(100.0%)

* 2022 Projection based on 9 Month Variance

** The presentation of the City Subsidy and Operating Expense line items has been adjusted in the 2022 Budget and Projection to account for the transfer of scattered housing units out of TCHC during that year. The City Subsidy has been reduced by \$7.5M and Operating Expenses have been reduced by the same amount in both the 2022 Budget and Projection.

The 2023 City Subsidy (including one-time funding) portion of the Organization's Budgeted revenue of \$295.8 million reflects an \$18.5 million or 6.7% increase from 2022 budget (and projected) revenues.

- A further \$6.7 million or 38.4% net decrease in COVID-19 impacts are expected in 2023 compared to 2022 projections.

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$699.9 million gross reflecting an increase of \$20.1 million in spending above 2022 projected year-end actuals, predominantly arising from:

- An increase in non-discretionary costs driven by utility and service contract rate increases, as well as the impact of collective bargaining.
- Offset through balancing actions, including a \$5.0 million increase to the base City subsidy and one-time City funding of \$23.0 million representing an increase in one-time funding of \$13.5 million from 2022.
- A \$13 million draw from TCHC's Working Capital Reserve has also been used to offset the increase in gross expenditures. A review of the reserve requirements in 2023 is required to ensure that the reserve is adequately funded to meet long term obligations and to provide reimbursement.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Organization's 2023 Operating Budget do not have any significant equity impacts.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for the Organization of \$699.9 million in gross expenditures is \$20.075 million or 3.0% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

Table 2: 2023 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	%
City Subsidy**	267,794	267,794	272,795	5,000	1.9%
City - One-Time Funding	9,509	9,509	23,027	13,518	142.2%
Total City Funding	277,303	277,303	295,822	18,518	6.7%
Residential rent - RGI	259,170	260,709	265,076	4,367	1.7%
Residential rent - Market	91,870	89,455	88,821	(634)	(0.7%)
Other	36,275	39,784	46,369	6,585	16.6%
COVID-19 Impact - Revenue	(13,116)	(9,087)	(6,907)	2,180	(24.0%)
Total Revenues	651,503	658,164	689,180	31,016	4.7%
Utilities**	131,057	133,078	152,440	19,363	14.5%
Mortgage	137,031	136,408	140,016	3,608	2.6%
Front Line Operations**	243,073	239,941	249,660	9,719	4.1%
Back Office Support	82,481	74,626	82,400	7,774	10.4%
Seniors Housing	32,494	33,901	41,495	7,594	22.4%
Other	38,483	53,539	43,075	(10,464)	(19.5%)
Contribution from Reserves			(13,000)	(13,000)	
COVID-19 Impact - Expenditures	13,725	8,366	3,847	(4,518)	(54.0%)
Total Gross Expenditures	678,344	679,859	699,934	20,075	3.0%
Net Expenditures	26,841	21,695	10,754	(10,941)	(50.4%)

* 2022 Projection based on 9 Month Variance

** The presentation of the City Subsidy, Utilities and Front Line Operations line items has been adjusted in the 2022 Budget and Projection to account for the transfer of scattered housing units out of TCHC during that year. The City Subsidy has been reduced by \$7.5M and Utilities/Front Line Operations costs have been reduced by \$7.5M in both the 2022 Budget and Projection.

Key Base Drivers:**Utilities**

Utility rates are expected to increase for all utilities in 2023, with natural gas rate changes contributing to the largest increase, with rates rising by over 37%.

Front Line Operations

Increase mainly due to rate increases for service contracts upon renewal, and impacts from collective bargaining.

Back Office Support

Increase due to IT system transition costs and licence fees from the completion of system implementation, cyber security and end of life system replacement costs, increase in insurance premiums, seniors housing transition costs, and impacts from collective bargaining agreements.

Seniors Housing

Increase due to the annualization of the approved corporate functions at TSHC as well as the implementation of Phase 3 of the integrated service model.

Contribution from Reserves

TCHC will draw \$13 million from its Working Capital Reserve as part of a bridging strategy to offset operating cost pressures and achieve organizational needs. A review of the reserve requirements in 2023 is required to ensure the reserve is adequately funded to meet obligations and to provide reimbursement, which will be done along with a comprehensive review of the Organizations financials.

City Funding

The 2023 operating subsidy provided by the City increased by \$5.0 million to address inflationary pressures and other non-discretionary costs. In addition, the City will provide one-time operating funding of \$23.0 million to offset operating cost pressures faced by the Organization. A comprehensive review of TCHC and TSHC financials in 2023, including the capital portfolio, will inform the required subsidy level in future years.

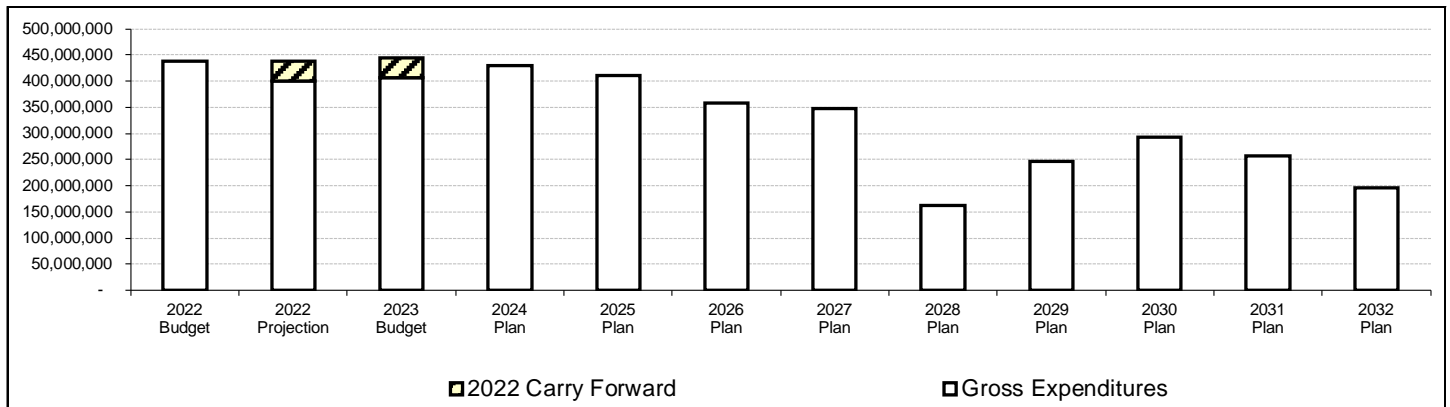
COVID-19 Impact

Decrease driven by a reduction in lost rents and PPE costs compared to 2022.

2023 – 2032 CAPITAL BUDGET AND PLAN

2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan	
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	Gross Expenditures by Project Category:													
Building Capital Repair*	340,000	340,000	350,000	350,000	340,000	336,000	332,000	160,000	152,783	153,000	153,000	153,000	153,000	2,479,783
Development Capital**	97,980	60,750	88,540	79,966	69,680	21,854	16,640	1,650	94,260	139,700	105,170	42,530	42,530	659,990
IT Capital			5,190											5,190
Total by Project Category	437,980	400,750	443,730	429,966	409,680	357,854	348,640	161,650	247,043	292,700	258,170	195,530	195,530	3,144,963
Financing:														
Building Repair Capital														
City Funding	160,000	160,000	131,783	160,000	170,000	170,000	168,217	160,000	152,783	153,000	153,000	153,000	153,000	1,571,783
Provincial Funding														
Federal Funding	139,000	139,000	159,000	166,000	166,000	165,000	162,000							818,000
TCHC/Other Funding	41,000	41,000	59,217	24,000	4,000	1,000	1,783							90,000
Development Capital														
City Funding			15,860	12,556	1,584									30,000
Other Revenue - Development Capital	100,330	80,510	72,680	67,410	68,096	21,854	16,640	1,650	94,260	139,700	105,170	42,530	42,530	629,990
TCHC Funding ***	(2,350)	(19,760)												
IT Capital														
City Funding			5,190											5,190
Total Financing	437,980	400,750	443,730	429,966	409,680	357,854	348,640	161,650	247,043	292,700	258,170	195,530	195,530	3,144,963

* City funding of \$153M has been included for capital each year from 2029 to 2032 as an estimate of the ongoing amount required to maintain a 10% FCI. Building Repair Capital funding requirements will be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

** Development costs reflect available funding for in-flight projects. Additional funding requirements for in-flight projects are included in capital needs constraints (Appendix 3).

*** Negative balances represent the repayment of LOC or mortgages by the Organization.

- For capital, the City is providing new funding of \$30 million towards the Organization's development capital plan, with \$15.9 million in 2023, \$12.6 million in 2024 and \$1.5 million in 2025. This funding will ensure that work on in-flight development projects can continue.
- In addition, the City is providing \$5.2 million towards the Organization's capitalized IT costs related to cybersecurity, resulting from Auditor General recommendations ([AU10.4 Auditor General's Cybersecurity Review](#)).

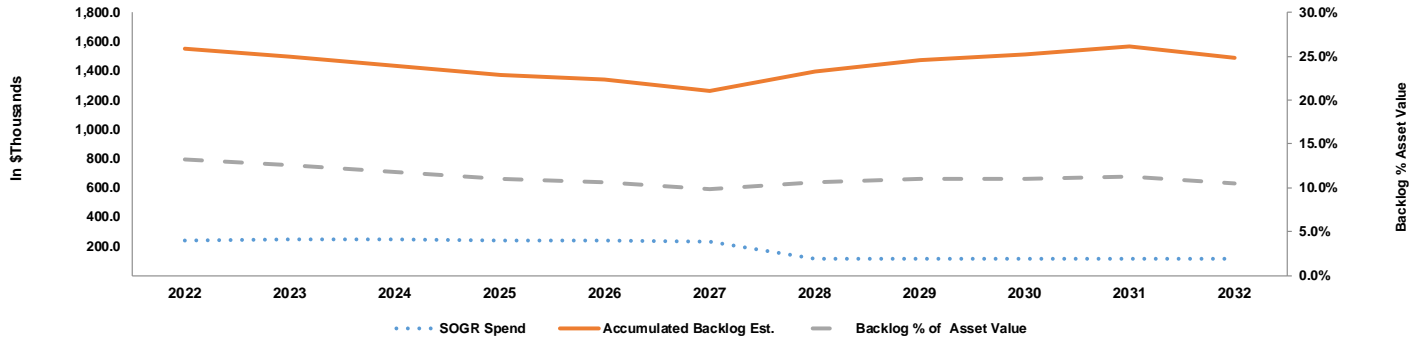
Note:

For additional information, please refer to [Appendix 2](#) for Capacity to Spend Review; and [Appendix 3](#) for Capital Needs Constraints.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for TCHC and TSHC buildings.

Chart 2: Total SOGR Funding & Backlog



\$ Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SOGR Spend	238.0	245.0	245.0	238.0	235.0	232.5	112.0	112.0	112.0	112.0	112.0
Accumulated Backlog Est.	1,549.5	1,500.3	1,436.3	1,370.2	1,338.8	1,264.3	1,392.2	1,473.1	1,509.0	1,567.7	1,487.1
Backlog % of Asset Value	13.3%	12.6%	11.8%	11.1%	10.6%	9.8%	10.6%	11.0%	11.0%	11.2%	10.4%
Total Asset Value	11,684.4	11,918.1	12,156.4	12,399.5	12,647.5	12,900.5	13,158.5	13,421.7	13,690.1	13,963.9	14,243.2

- TCHC continues to execute its Capital Plan and remains on schedule to bring its building portfolio into a state of good repair by 2026. TCHC will spend \$350 million in 2023 on its building repair capital plan.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands				
	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
Revenue Loss					
RGI Rent	8,416.1				
Bad Debt	2,073.3	6,279.7	(5,662.4)		5,662.4
Market Rent	1,406.8	1,406.8			
Parking Revenue	1,220.3	1,400.1	(1,244.7)		1,244.7
Sub-Total	13,116.5	9,086.7	(6,907.0)		6,907.0
Expenditure Increase					
PPE	10,757.2	5,287.2		1,754.0	1,754.0
Utilities	2,279.4	2,388.6		1,443.2	1,443.2
Information Technology	688.9	688.9		650.0	650.0
Sub-Total	13,725.4	8,364.6		3,847.2	3,847.2
Total COVID-19 Impact	26,841.9	17,451.3	(6,907.0)	3,847.2	10,754.2

* 2022 Projection based on 9 Month Variance

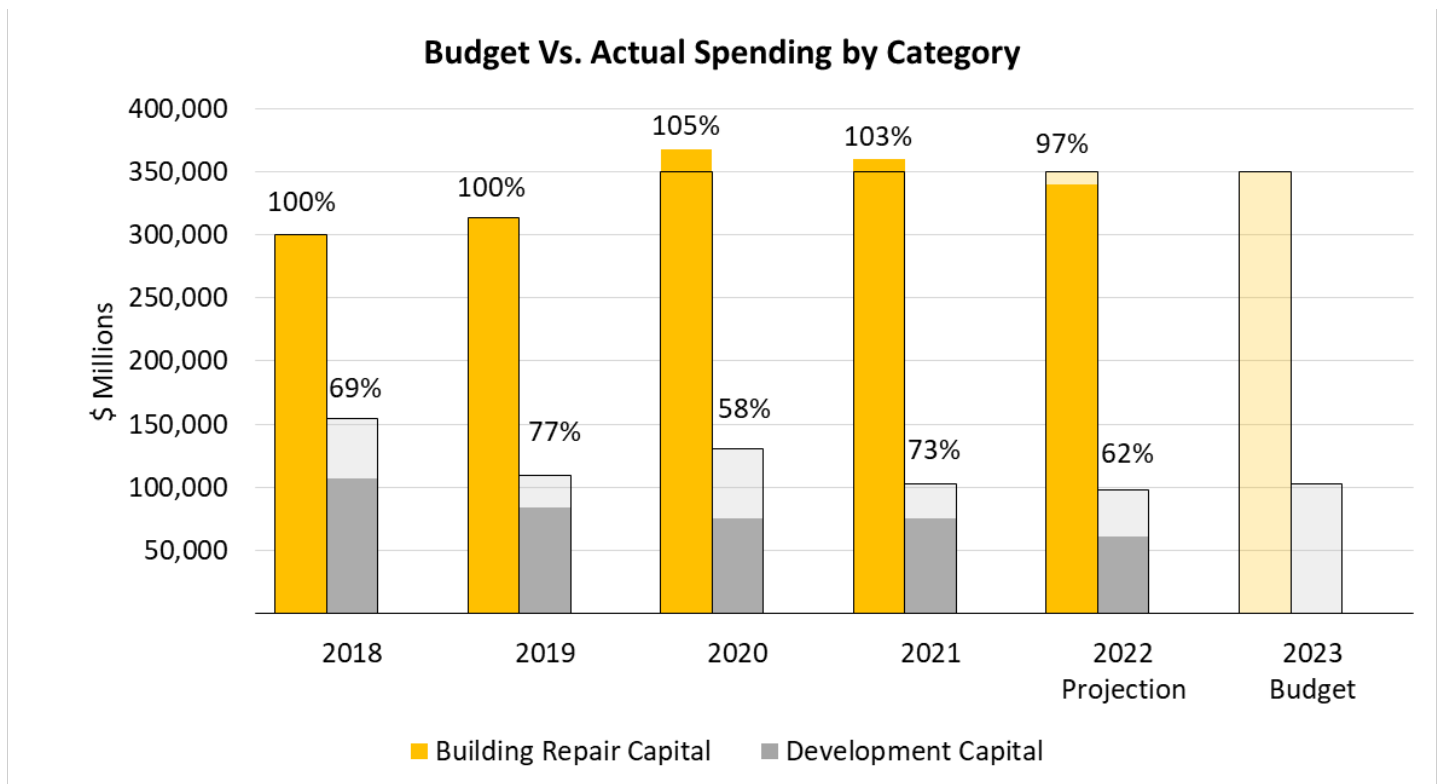
Appendix 2

Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Organization's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

- 105% spending in 2020 is from a Board approved acceleration of spending to use up available Provincial funding by the deadline; 103% spending in 2021 was due to 2022 advanced spending which will be offset by a lower spending rate in 2022.
- Development capital is underspent in 2022 due supply chain issues and labour shortages.

Appendix 3

Summary of Capital Needs Constraints

Project Description	Funding Required	Cash Flow (In \$ Millions)									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
In-Flight Development Capital	142		20		49	72	67			58	(123)
Not-in-Flight Development Capital	776		13	34	199	32	78	42	5	32	340
Total Needs Constraints (Not Included)	918		33	34	249	105	145	42	5	90	217

Note: \$30 million of City funding was added to the capital plan to address in-flight development project needs. The City will continue to work with TCHC to address capital requirements for development projects as part of the 2024 and future year budget processes.

Appendix 4

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced Service Priorities: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Toronto Seniors Housing Corporation
Board of Directors
TSHC – COVID-19 Costs**

Item #13b

DATE: February 23, 2023

Report: BD: 2023-05

To: Board of Directors

From: Vince Truong, Interim Finance Lead

Date: February 23, 2023

PURPOSE:

The purpose of this report is to provide update to the COVID-19 costs and cost recoveries.

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

BACKGROUND:

COVID-19 began in the last quarter of 2019, and symptoms started to appear in Toronto, and Canada around January 2020. The impact of the virus was felt throughout the world, and significantly contributed in cost increase in Ontario and Canada's healthcare system.

As TSHC and the City has limited resources to raise funds impacted by COVID-19, the City has directed City-owned organizations and agencies, to account and provide estimates to the City, on a monthly, quarterly, and annual basis for cost recovery with the Provincial and Federal governments.

Over the past two fiscal years (2020 & 2021), both the Provincial and Federal governments have provided COVID-19 funding to the City and its agencies to offset costs related to COVID-19.

In the past reporting year (2022), the City of Toronto Council provides direction for the CMO (City Manager Office) and CFO to engage with the

Provincial and Federal governments for COVID-19 funding. The attached, **City of Toronto 2022 COVID-19 Intergovernmental Funding Update - Urgent Funding Commitments Required:**

In April 2022 the City of Toronto raised this motion raised at City Council ([link](#)) requesting support from other levels of government. The timeline is expected to be similar in 2023 for the City to raise the funding requirements as it relates to COVID-19 costs.

TSHC does not have a direct contact with the Provincial or Federal governments in dealing with the COVID-19 costs and cost recoveries, and rely solely with the City to communicate on behalf of TCHC/TSHC.

2023 COVID-19 BUDGET:

In the development of the 2023 Budget, a supplemental memo was provided from the City, outlining the requirements and challenges for 2023. There are sections included in the document outlining the specific impact that COVID-19 and has had in prior year and expected to have in 2023, see attached **2023 Budget Process – Supplemental Instructions** (attachment 1).

The 2023 COVID-19 Budget is expected at \$10.8M, consolidated for TCHC/TSHC. The costs include additional cleaning, personal protective equipment supplies, utilities, and costs associated with COVID-19.

Since TCHC/TSHC is a separate entity from the City, there were specific recommendations through the budget process in 2022 to ensure that funding flowed to TCHC/TSHC to cover for the COVID-19 impacts. Attached, **2022 Capital and Operating Budgets** and [link](#), from last year, which through the City, has asked for the funding through the 2 levels of governments (under #34 of the document) and the money received is to offset COVID-19 expenses, and subject to funding support (under #148). For 2023 budget year, the request will be \$10.8M consolidated for TCHC/TSHC and is expected to be communicated around a similar timeline and is part of the 2023 City budget process in progress.

Vince Truong
Interim Finance Lead

Attachments:

Attachment 1 - 2023 Budget Process – Supplemental Instruction

Item 13b

Attachment 1

2023 Budget Process – Supplemental Instructions

Heather Taylor
Chief Financial Officer & Treasurer,
Finance and Treasury Services

Financial Planning
100 Queen Street West
7th Floor East Tower
Toronto, Ontario M5H 2N2

Office Tel: 416-391-4229
Email: Stephen.conforti@toronto.ca

2023 Budget Process – Supplemental Instructions

The purpose of this document is to provide additional budget guidance and is a follow up to the [July 4 Budget Memo](#) that provided technical instructions and a firm submission deadline of September 16, to assist in the preparation of the 2023 operating and capital budget submissions.

For City staff, this memo is being provided in advance of a Corporate Leadership Team (CLT) meeting that is planned for tomorrow on the subject, providing program leads with an opportunity to review materials in advance of that discussion. A follow up session is also being planned for any staff that may be away this week. For Agency staff, the Financial Planning Division (FPD) will continue to engage with each Agency individually and through ongoing Finance Leads meetings.

2023 Operating Budget Development

As indicated in the previous memo, the City of Toronto continues to experience significant financial impacts for both traditional budget pressures and those that are COVID-19 related. As part of the 2022 budget process staff had identified a 2023 Operating Budget Outlook with an estimated \$1.2 billion to \$1.7 billion pressure, incorporating base pressures and continued COVID-19 impacts.

We continue to see significant increases in inflation and cost escalation, and are expecting the estimated 2023 Outlook to further increase by approximately \$200 million to a revised total expected opening pressure of \$1.4 billion to \$1.9 billion, prior to any potential continued COVID-19 funding supports.

Given the substantial expected operating budget pressure, direction is being given to build 2023 budget submissions based on the following:

1. Traditional Operating Budget (Base Budget)

- With unprecedented financial challenges expected in 2023, FPD has been supported by SLT in developing a revised budget approach for the 2023 budget. Each Service Area will be allocated a funding envelope in which budgets will be built and submitted within. Allocations have been calculated using principles based on a prioritization methodology mentioned below; and at the request of DCMs allocations are provided at the Service Area level rather than program specific.

- The allocation methodology has prioritized the following:
 - Services supporting Public Safety;
 - Legislated and Council Directed Services;
 - Transit (base system and expansion impacts);
 - Capital financing obligations consistent with 2022 and prior year capital investments; and
 - 2023 impacts of prior year priorities approved as part of past budget processes.
- **Attachment 1** to this memo details the resulting 2023 funding allocations by Service Area and Agency-wide, that are to be adhered to when completing 2023 operating budget submissions.
 - For **City Programs**, DCM review and approval will be required prior to budget submissions to ensure adherence to Service Area allocations and ensuring prioritization alignment to desired Service Area outcomes.
 - **Agency** allocations were developed with key consideration given to public safety, public health supports and transit requirements. FPD staff will reach out to each Agency on specific funding enhancement options within the overall Agency allocation.
- Next steps and further engagement planned over the next 1 ½ months in support of budget submissions are summarized below:
 - CLT engagement (City programs) planned for tomorrow (Wednesday, July 27) to provide further detail on the 2023 process. With staff potentially away on vacation a secondary CLT meeting will also be scheduled for any staff that are not able to attend tomorrow's session;
 - Continued Finance and Administration Lead meetings, with increased meeting cadence starting the week of August 2nd and continuing over the duration of the 2023 budget process; and
 - Continued regular pre-submission engagement with City Agencies providing added details on the 2023 process and Agency specific implications.

2. Federal / Provincial Responsibilities Support

- Budgets attributed to refugee response and supportive housing will be reviewed and considered separately from the Base Budget submission.
- The City will continue to seek funding support from other levels of government directly related to refugee response and supportive housing.
- Impacted Programs / Agencies should consult directly with FPD on the treatment of any costs associated with Federal or Provincial responsibilities, with alignment to expected intergovernmental recoveries.

3. COVID-19 Impacts

- Programs / Agencies should continue to provide estimates and expected continued impacts in 2023 of all added costs or revenue losses (compared to pre-pandemic levels) directly attributed to COVID-19.
- Estimates should rely on actual experience since the start of the pandemic, factoring experienced recovery, monthly actuals and seasonal upward/downward trends that continue to be tracked and submitted to FPD on a monthly basis.
- These estimates and impacts will be reviewed in context of expected Federal and Provincial funding support directly attributed to COVID-19.

2023 – 2032 Capital Budget and Plan Development

As indicated in the previous memo (July 4), that included instructions on the development of the Capital Budget and Plan, further guidance is provided as it relates to addressing challenges resulting from:

- Increased cost of borrowing;
- Project cost escalation (high rates of inflation);
- Emergent capital priorities; and
- Global supply chain and staffing and specialized labour challenges.

Based on the above challenges it is expected that \$2.3 billion in debt and City Building Fund supported debt will need to be either reduced (\$400 million) or deferred to the second half of the Capital Plan (\$1.9 billion).

1. Increased Cost of Borrowing – Impacts on Capital Affordability

- The 2022 Capital Plan was developed to demonstrate compliance with the City's debt service ratio not exceeding the 15% debt to revenue ratio which is representative of debt affordability, while modelling expected interest rate increases consistent with Bank of Canada and financial institution expectations as of Q4 2021.
- Interest rate increases over the year have far exceeded all expectations developed in 2021 for the City along with the Bank of Canada, challenging the affordability of the City's current plan that had already reached the 15% debt service ratio threshold.
- Further challenges exist from decreased interest in long term debt by City investors during the current market volatility. Our capital financing plan is based on a mix of 10-30 year debt issued annually. Based on the current and expected markets the City may be required to issue shorter term debt resulting in higher debt servicing costs including interest and principal repayment costs.

2. Project Cost Escalation and Emergent Capital Priorities

- Significant cost escalation is being experienced across all City Programs and Agencies for capital work compared to prior year and/or pre-tender cost estimates.

- Key capital priorities continue to be identified, with some instances including Council direction that support growth, infrastructure requirements and service deficiencies across the City.

3. Capital Spending Challenges

- The City has benefited from improved capital spend rates over the last five years, improving from 59.3% in 2017 to 73.2% in 2020, however beginning in the latter half of 2021 spend rates began to decline based on supply chain and specialized labour challenges, ending the year with a 67.6% spend rate.
- Development of the 2023 Capital Plan and more specifically annual cash flow requirements will need to account for readiness to proceed and capacity to spend, factoring recent challenges experienced.

In developing the 2023 Capital Plan submissions it is expected that a recast of the Capital Plan will be undertaken by each Program and Agency, with a focus on opportunities to defer debt funded capital expenditures into the second half of the Capital Plan (2028 – 2032), with initial modelling indicated \$2.3 billion in debt funding will need to be reduced or deferred.

A key focus will be on limiting exposure to debt funding requirements over the next few years, where the greatest market volatility is expected, limiting capital funding reductions otherwise required to offset increased costs of borrowing.

- Capital spending challenges should be a large consideration as part of capital recast considerations, reflecting implications of supply chain and labour challenges.
- New capital priorities or impacts of project cost escalation will need to be accommodated through available non-debt funding sources, otherwise will need to be prioritized within existing Capital Plan and following capital recast adjustments.

Given the significant capital challenges expected for 2023, it is imperative that the operating allocations be adhered to enabling post budget submission focus and attention to be directed to maintaining capital affordability while addressing City building priorities.

Further Information

As a reminder the 2023 budget submission for all Rate and Tax Supported programs are **due to FPD on Friday, September 16, 2022**. All Programs / Agencies are required to include a 2023 Budget Submission PowerPoint (PPT) as part of their submission package due to FPD **Friday, September 16, 2022**. Please contact your [FPD analyst](#) to discuss pre-populating the template.

In the event that their respective Boards have not approved the budget request by the submission deadline, City Agencies are expected to **submit preliminary submissions to FPD by Friday, September 16, 2022** that will be used for consolidation and review until the Board approved submission are available.

With the 2023 budget operating allocations, DCM approval is required to accompany the September 16 operating and capital budget submissions to the Financial Planning Division. This will ensure that the focus on the capital recast can be a priority during the administrative review discussions.

Please contact your assigned [FPD Manager/Analyst](#) for any questions or concerns you might have during the budget development process.

Contact:

Stephen Conforti
Executive Director, Financial Planning
Phone: (416) 397-4229
Mobile: (416) 989-1395
Email: Stephen.Conforti@toronto.ca

Date:

July 26, 2022

Appendix 1 – 2023 Budget Allocations

Program / Agency (In \$000's)	2022 Approved Budget (Current)	2022 Budgeted COVID-19 Pressures	Refugee Response & Supportive Housing	2022 Budget (Excl. COVID, Refugee & Supportive Housing)	2023 Incremental Funding Allocations**	2023 Budget Allocations (Excl. COVID, Refugee & Supportive Housing)
Community and Social Services*	1,906,432	352,362	88,294	1,465,481	57,835	1,523,315
Infrastructure and Development Services	264,406	4,731	0	259,970	4,010	263,980
Corporate Services	315,017	11,945	0	303,071	7,840	310,911
Finance and Treasury Services	56,263	0	0	56,263	0	56,263
City Manager's Office	65,631	3,714	0	61,917	0	61,917
Other City Programs	97,031	0	0	97,031	0	97,031
Accountability Offices***	12,264	0	0	12,264	0	12,264
Agencies****	3,247,209	694,049	0	2,553,160	93,904	2,647,065
Capital and Corporate Financing	861,392	0	0	861,392	64,811	926,203
Corporate Accounts (Includes City-wide Provisions)	(2,180,433)	(1,066,801)	0	(1,113,632)	28,000	(1,085,632)

* Community and Social Services reflects Toronto Fire

** Includes amount in Community and Corporate Services for non-permanent Public Safety costs that may be moved as a provision in Corporate Accounts

*** Accountability Offices excluded from directions / allocation exercise

**** Includes the total for all City Agencies plus Public Health and TCHC/TSHC

**Toronto Seniors Housing Corporation
Board of Directors
TSHC – 2022 Preliminary Financial Results**

Item #13c

DATE: February 23, 2023

Report: BD: 2023-06

To: Audit, Finance and Risk Committee

From: Vince Truong, Interim Finance Lead

Date: February 23, 2023

PURPOSE:

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

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

Preliminary Financial Results through December 31, 2022

Statement of Operations (Attachment 1):

Through December 31, 2022, TSHC incurred operating expenses of \$25,683,175. Revenue amounted to \$25,845,626, composed of \$4,882,807 from the City of Toronto (City), \$20,800,368 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement), and \$162,451 interest income earned on bank balances. Expenses incurred were for staff compensation and benefits, TSHC lead consultants and other third-party vendors and insurance, transportation and communication, other miscellaneous costs and shared services paid to TCHC (per Service Delivery Agreement).

The City of Toronto revenue grant recognized at \$4,882,807 from a budget of \$7,367,523 with a positive variance year to date of \$2,484,716. The positive variance is a result of lower than expected legal and professional services due to the delay in the Lease Agreement, lower payroll and benefits cost due to a

hold on hiring of the approved Corporate positions, along with reductions in travel, conference and other non payroll related expenses.

Salaries and wages, including benefits were higher by \$213,977 versus budget mainly due to ISM Phase 3, and overtime related to COVID cleaning.

Professional Services and Insurance were lower by \$881,214 versus budget, mainly due to legal, consulting services, and timing of expenditure.

Revenue recognition for Corporate and Operations expenses are recognized when expenditures have incurred. The unrecognized revenue is on the Balance Sheet Account (Attachment 2) under Deferred City Grant (Corporate Expense) and Deferred Revenue from TCHC (Operations).

There are remaining entries TSHC will be consulting with a few external parties to confirm prior to the figures being finalized. The expected changes that will affect the Statement of Operations and the Statement of Financial Positions are listed below:

- Post Retirement Liability true-up
- TCHC Surplus and Deferred Revenue
- Account review, and reconciliation in Payroll
- Remaining year end entries, if any

Statement of Financial Positions (Attachment 2) shows:

1. Cash – \$5,977,206
2. HST Recoverable - \$111,848
3. Accounts Receivable - \$5,658,384
4. Prepaid Expenses – \$621,877 – Insurance
5. Accounts payable - \$3,424,166
6. Long Term Liabilities - \$4,830,417
7. Deferred City grant funding - \$3,095,027
8. Deferred Revenue from TCHC – \$857,632

The cash balance represents the bank balance as of December 31, 2022.

HST Recoverable is the amount to be received from the CRA for HST paid in November and December for services.

The Accounts Receivable balance consisted of \$4,421,200 of Post Retirement Liability and \$1,210,814 of Vacation and Lieu time owing from TCHC, and \$26,369 for interest receivable from the bank.

The Accounts Payable balance comprises of December activity that has been processed through the bank in January. The balance includes:

- Payroll and accruals - \$2,074,360
- Pension and Benefits - \$437,334
- HST Payable - \$439,948
- Interim Staff, and Seconded Employees - \$357,764

Long Term Liability included \$4,421,200 of post retirement liability transferred from TCHC and the estimated obligation for the year.

Vince Truong
Interim Finance Lead

List of Attachments

ATTACHMENT 1: Preliminary Statement of Operations – December 31, 2022

ATTACHMENT 2: Preliminary Statement of Financial Position – December 31, 2022

Item #13c

Attachment 1

Preliminary Statement of Operations – December 31, 2022

Toronto Seniors Housing Corporation
Preliminary Financial Statements - Statement of Operations
For the 12 Months Ending 31 December 2022

STATEMENT OF OPERATIONS	Actual	Budget	Variance Actual Vs Budget
Revenue			
City of Toronto Grant	4,882,807	7,367,523	2,484,716
Revenue from TCHC	20,800,368	21,423,997	623,629
Interest income	162,451	5,415	(157,036)
Total Revenue	25,845,626	28,796,935	2,951,309
Expenses			
Salaries and Wages, including Benefits	16,637,099	16,423,122	(213,977)
Transportation and Communication	162,931	362,173	199,242
Professional Services	2,541,120	3,443,376	902,256
Insurance	387,196	366,154	(21,042)
Computer Software & Services	231,230	217,375	(13,855)
Other Miscellaneous Costs	188,337	1,270,912	1,082,575
SDA - Shared Services with TCHC	5,535,262	5,450,998	(84,264)
Total Expenses	25,683,175	27,534,110	1,850,935
Excess of Revenue over Expenses	162,451	1,262,825	(1,100,374)

Item #13c

Attachment 2

Preliminary Statement of Financial Position – December 31, 2022

Toronto Seniors Housing Corporation
Preliminary Financial Statements - Statement of Financial Position

STATEMENT OF FINANCIAL POSITION	Actual Results December 31, 2022
Assets	
Cash	5,977,206
Petty Cash	1,424
HST recoverable	111,848
Accounts Receivable	5,658,384
Prepaid Expenses	621,877
Total Assets	<u>12,370,739</u>
Liabilities & Net Assets	
Accounts payable and accrued liabilities	3,424,166
Long Term Liability	4,830,417
Deferred Grant Funding - City	3,095,027
Deferred Revenue - TCHC	857,632
Unrestricted Surplus - Opening Balance	1,046
Unrestricted Surplus - Current Year	162,451
Total Liabilities & Net Assets	<u>12,370,739</u>

**Toronto Seniors Housing Corporation
Board of Directors
TSHC – Financial Update**

Item #13d

DATE: February 23, 2023

Report: BD: 2023-07

To: Board of Directors

From: Vince Truong, Interim Finance Lead

Date: February 23, 2023

PURPOSE:

The purpose of this report is to provide an update on financial matters.

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

HST Determined Municipality Application Update

TSHC has applied to the Canada Revenue Agency to become a 'determined municipality' thereby allowing it to be eligible for the municipal HST rebate.

McInnes Cooper, TSHC's HST Consultant, has confirmed the appointment of a CRA Representative to the account. CRA has confirmed all documentation has been received and are currently under review.

CRA has further requested 3 additional information pieces from TSHC. The information requires the City to provide additional support and clarify in these areas to the CRA:

1. Property Ownership - In lieu of the Operating Agreement, the CRA would like the City to outline the intention/plan in connection to the real property, that allows TSHC to act as landlord to senior tenants.
2. Budget – The City has the oversight and final approval of TSHC's operating budget.

3. Rent Geared to Income (RGI) – TSHC to provide rent geared to income housing for seniors

A draft of the response to the above questions has been submitted to the City's Legal Department for review this past week.

Once TSHC has received the response and agreement from the City to proceed, TSHC will work with the consultant to provide to the information to the CRA. A decision is expected to be made soon there after, and could be late first or early second quarter of 2023.

Letter of Guarantee – City of Toronto

TSHC has submitted to the City a request for a Letter of Guarantee, along with the RBC requirements for \$2.5M Line of Credit. The Line of Credit is a last resort to use as an emergency only, and as outlined in the earlier report to fund minimum working capital for payroll and operational needs.

The City has forwarded the request to the Financial Planning Department in December 2022. The City has informed TSHC that the Letter of Guarantee will need to be forwarded to City Council for approval, once the Financial Planning Department has agreed to the request. TSHC has been following up with the City to obtain a status of the request.

TSHC will keep the Committee and Board informed of the outcome.

Vacation/Lieu Time & Post Retirement Liability

TSHC has booked the expense cost for 2022 in the December 2022 Profit & Loss (P&L). The estimated cost was provided by the actuarial consultant to book the expense to reflect the cost for the year. The methodology used was based on the number of headcount transferred to TSHC as of June 1st, relative to the overall portfolio size of TCHC.

The finalization of the estimate will be made in early February 2023.

TSHC has reconciled with TCHC the staff roster that was transferred to TSHC as of June 1st.

TSHC has also booked the liability on the Balance Sheet account to reflect the expected transfer, along with the receivable amounting to approximately \$4.4M. No cash was provided to TSHC at this time. TCHC has agreed to

advance semi-annual payments that arise from the post retirement obligation for the former TCHC staff.

The Vacation/Lieu Time reconciliation has been completed for the transferred staff as of June 1st, 2022. TCHC owes TSHC approximately \$1.2M. TCHC is awaiting cash from the City to settle other matters, and will then transfer the dollars to TSHC.

TSHC/TCHC Financial Analysis Review

A motion was raised in the TCHC December 22nd, 2022 Board Meeting to seek one-time financial support from the City in order to undertake a detailed financial analysis of the efficiencies and effectiveness to be achieved in respect to services delivered by TCHC and TSHC.

The full scope of the financial analysis is to be scoped and established by the middle of February. A third party is expected to do the work on behalf of the City and respond back to the City.

Q4 TCHC Reconciliation

TCHC Q4 Reconciliation will be provided to TSHC in late January 2023 or early February 2023. Both parties will review the result for the 7 months ending December 31, 2022.

Further information will be provided at the next AFRC Meeting.

List of Attachments

None

Vince Truong
Interim Finance Lead

**Toronto Seniors Housing Corporation
Board of Directors
Approval of TSHC Policies**

Item #13e

DATE: February 23, 2023

Report: BD: 2023-08

To: Board of Directors

From: Vince Truong, Interim Finance Lead

Date: February 23, 2023

PURPOSE: FOR APPROVAL

The purpose of this report is to provide a recommendation regarding the approval of 2 policies.

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

BE IT RESOLVED THAT: That the Board of Directors:

- a. Approve the Accounts Payable Policy.
- b. Approve the revised Delegation of Authority Policy

REASONS FOR RECOMMENDATIONS:

Accounts Payable Policy

The purpose of the Accounts Payable Policy is to ensure that all authorized Toronto Seniors Housing Corporation (TSHC) expenditures are paid in a timely manner and recorded in accordance with generally accepted accounting principles (GAAP).

The Accounts Payable Policy is an important part of the day to day operation. It outlines the requirements based on the current Service Delivery Agreement

(SDA) between TCHC and TSHC, provides the appropriate mechanism to resolve issues, and provides controls.

Delegation of Authority Policy

The policy was approved in February 2022 for operations to begin in June 2022. Since June, further refinements are needed to update existing titles/positions at TSHC, updating limits, additional controls, and include a new table (Attachment 7 of the Delegation of Authority Policy) to provide approval authority for journal entries and budgeted expenditures.

Along with the above changes, the revised Delegation of Authority Policy also contains the policy statement, background, scope, values, standards, and compliance.

The highlighted items (in yellow) within each of the attachments are changes from the original approved Delegation of Authority.

Vince Truong
Interim Finance Lead

List of Attachments

- Attachment 1 – Accounts Payable Policy
- Attachment 2 – Delegation of Authority Policy

Item #13e

Attachment 1

Accounts Payable Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC)
Accounts Payable Policy

Policy Owner:	Finance
Approval By:	Board of Directors
First approved:	XXXXX, 2022
Effective Date:	XXXXX, 2022

Policy Statement

The purpose of the Accounts Payable Policy is to ensure that all authorized Toronto Seniors Housing Corporation (TSHC) expenditures are paid in a timely manner and recorded in accordance with generally accepted accounting principles (GAAP).

Authorized expenditures must meet the requirements of a three-way match between purchase order, receipt, and invoice.

The following policy sets forth the guidelines to be followed by all TSHC employees with respect to the delivery, timely review and approval, and payment of vendor invoices.

As per the Service Schedule 1 (Part C) of the Shared Delivery Agreement (SDA) between Toronto Seniors Housing Corporation and Toronto Community Housing Corporation (TCHC), TCHC will be responsible for processing all Accounts Payable transactions once approved by the relevant authority within TSHC.

Scope

The Accounts Payable Policy applies to all TSHC employees across all business units/departments incurring expenditures from third party vendors requiring TSHC funds for settlement.

Specifically, the Accounts Payable Policy applies to all TSHC employees involved in the request for set-up of vendor records and/or electronic fund transfers (EFT),

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ordering and receipt of goods and services, review, approval, and settlement of supplier invoices.

This policy does not apply to the payment of employee expenses and corporate credit cards.

Values

Integral to the success of this policy is accountability and collaboration. All departments must be accountable for ensuring the processes and procedures outlined in this policy are upheld. All departments must also work collaboratively to ensure TSHC's vendors are paid in a timely manner for work successfully completed and invoiced.

Standards

Employees of TSHC who are indirectly involved in the processing of accounts payable invoices have a responsibility to ensure that supplier charges are:

- accurate and complete;
- recorded promptly and accurately in TSHC's financial records;
- reviewed and approved in a timely manner; and
- paid in a reasonable time period and within the payment term.

Policy Details

Accounts Payable Processing Considerations

Only authorized TSHC employees will engage a vendor for the supply of goods or services.

Any vendor engaged to provide goods or services is preferred to be selected from TCHC's/TSHC's Vendor of Record (VOR) rosters. Employees can engage outside vendors, as long as it has been consulted with the management team and Procurement, and makes business sense to proceed externally.

The vendor engaged to supply goods or render services on behalf of TSHC must be issued a valid purchase order (PO) by TSHC prior to beginning any work.

Only designated TSHC employees will be allowed to receive goods from and/or inspect services performed by vendors and these same designated TSHC employees

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will be accountable for ensuring goods are received as per the packing slip or the services were performed to satisfaction. Any errors, omissions, or deficiencies in the goods and/or services provided must be documented and reported as soon as possible.

TCHC Accounts Payable staff, where appropriate, will ensure the supplier invoices are entered into the financial system shortly after the invoices are received, including reconciling the invoice to a TSHC PO.

Business unit managers must review the invoices and provide the necessary feedback (e.g., approval, comments on discrepancies) in a manner appropriate to facilitate the payment of invoices or settlement of issues in a timely manner.

Any invoices received that do not have a valid PO number will require a Post Purchase Approval Request (PPAR) form to be completed by the individual who had requested the good/service.

The PPAR must be approved by the purchase requester's manager and then submitted to: finance@torontoseniorshousing.ca for procurement approval before being forwarded to TCHC A/P for the invoice for processing.

Note: For PPAR over \$1,000 approval from the Business Unit Manager is required.

PPARs are reported to the Executive Leadership Team and the Board Committee (Audit, Finance and Risk Committee) quarterly as out-of-policy purchases.

Accounts Payable Disbursements

TSHC funds are to be disbursed only by TSHC staff (Controller) in conjunction with TCHC Accounts Payable (A/P) staff. A/P staff who disburse funds may not perform any of the following tasks:

- reconcile bank accounts;
- create or edit vendor records; or
- enter or edit accounts payable transactions

Responsibilities are to be distributed as follows:

- **Toronto Community Housing Corporation** – TCHC is responsible for entering account payable transactions, generating disbursements either by Electronic Funds Transfer or manual cheques, vendor set up and maintenance

Toronto Seniors Housing Corporation

and all other activities as set out in the SDA

- **Toronto Seniors Housing Corporation** - TSHC is responsible for approving all invoices, processing receipts, releasing payments and reconciliation of bank accounts;

In certain circumstances, a wire transfer of funds may be authorized by the Controller/Finance Lead/CEO in accordance with TSHC's signing authority policy and Delegation of Authority Policy.

Ad-hoc payments are to be generated only in emergency situations upon approval from the Controller/Finance Lead or CEO.

Accounts Payable Reporting

TSHC Finance reviews the AP Aging report daily/weekly for follow up on unpaid invoices and work with TCHC AP to ensure payment.

Accounts Payable Issue Resolution

TSHC employees receiving inquiries regarding invoice payment status will follow up with TCHC A/P.

Compliance and Monitoring ***Post-Payment Financial Controls***

In conjunction with TCHC A/P, TSHC Finance is to periodically review:

- reports to identify possible invoice entry errors and to investigate unusual charges
- invoices on payment hold for more than two months, and holdbacks on hold for more than one year

Compliance Audits

As part of their normal procedures, TCHC/TSHC randomly checks supplier invoices and payment transactions for compliance with TCHC/TSHC policy and governing accounting principles as part of the annual external audit.

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TSHC and/or the City of Toronto may periodically conduct internal audits on disbursement processing and related functions to review policy compliance.

Governing and Applicable Legislation

- Canada Revenue Agency “Keeping Records”
<http://www.cra-arc.gc.ca/tx/bsnss/tpcs/kprc/>
- Harmonized Sales Tax
<http://www.cra-arc.gc.ca/tx/bsnss/tpcs/gst-tps/>
<http://www.fin.gov.on.ca/en/tax/hst/>

Related Policies and Procedures

- Procurement Policy, Procedures and Protocols
- Delegation of Authority Policy

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:	February 2023	New	Board of Directors
[Revision #]			
Last review:			

Next Scheduled Review Date: 2025

Item #13e

Attachment 2

Revised Delegation of Authority Policy

Toronto Seniors Housing Corporation

Delegation of Authority

Policy Owner:	Finance
Approval By:	Board of Directors
First approved:	XXXX, 2022
Effective Date:	XXXX, 2022

Policy Statement

The Purpose of the Delegation of Authority (DOA) policy is to establish the delegations of financial and signing authority that may be exercised by management and staff members within Toronto Seniors Housing Corporation (TSHC). It ensures there is accountability, transparency and appropriate controls are in place for entering into financial transactions on behalf of the Corporation including the approval and signing of contracts.

Background

TSHC will be interacting with TCHC's enterprise management system (Yardi) for many of its operational requirements. A key aspect that is built into Yardi is the delegation of authority- both by role (e.g., CEO, CFO, Director, etc.) and by dollar value that are linked to defined operational processes. The determination of delegated authority is a key foundational system prerequisite that requires immediate confirmation as part of the systems implementation.

Scope

This DOA applies to all management and staff members and other persons holding the positions identified in the attachments to this DOA who conduct financial transactions on behalf of TSHC. No person is authorized to enter into a financial transaction, including signing and/or approving a contract, unless the authority to do so has been delegated to him or her, according to this DOA. The authority of this DOA is independent from and does not limit or replace the powers and duties of the various committees of the Board of Directors

Values

Integral to the success of this policy is accountability and collaboration. All departments must be accountable for ensuring the signing levels and approval limits outlined in the tables attached to this policy are upheld.

Standards

- All commitments require one over one approval. This means that any individual with delegated authority must request approval from the appropriate Designated Authority before making any financial commitments.
- Spending authority limits for requisitions, contracts, commitments and other financial transactions is specified in Attachments 1- 5.
- An individual with delegated authority from the CEO may sub-delegate his or her authority to another person but only if the other person holds a position within the TSHC that is at the same level, a higher level, or one level below the delegate or if the delegate's department head approves the sub-delegation to the other person. The person sub-delegating and their sub-delegate are equally accountable for each transaction approved by a sub-delegate.

Toronto Seniors Housing Corporation

Compliance

The Finance Department shall have administrative responsibility for this DOA, including conducting periodic reviews and making recommendations for changes to the CEO.

Attachments

Each of the attachments show the DOA levels where Board of Directors approval is required.

Attachment 1 – Yardi System Roles and Responsibility Matrix

The Yardi System Roles and Responsibility Matrix maps TCHC positions to TSHC positions.

Attachment 2 – Delegation of Authority for TSHC Operations

This attachment reflects the current DOA for TSHC Operations Unit.

Attachment 3 – Delegation of Authority for TSHC Corporate

This attachment reflects the current DOA for TSHC Corporate Unit.

Attachment 4 – Revenue Contracts

The Revenue Contracts attachment outlines the DOA for the approval of Revenue Contracts.

Attachment 5 - Disposition of Assets, Accounts Receivable Write-off, Cash Write -off (per instance)

This attachment shows the DOA for the write off of certain types of assets.

Attachment 6 – Cheque Signing and Electronic Funds Transfer (EFT)

Cheque signing, through the Yardi system, will be via electronic signature and will require two signatures regardless of the dollar value.

EFT's, regardless of dollar value, will require two signatures in order to release approved expenditures from the bank.

Attachment 7 - Approval of Recurring Payment and Journal Entries

This attachment shows the approval authority limits for recurring and routine, budgeted expenditures.

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:	Feb 23, 2022	Establishment of DOA levels via a package of attachments	Board of Directors
Revision # 1		Adding a narrative to the approved DOA Attachments, minor title edits, and change in approval limit	

Next Scheduled Review Date:

Toronto Seniors Housing Corporation
 Yardi System Roles and Responsibility Matrix

Attachment 1

TSHC Role	TCHC Role
CEO	CEO
Director, Finance/Finance Lead	CFO
Director, Operations	Director, Seniors Housing
Manager - Operations	Manager
Supervisor	Supervisor
Superintendent	Superintendent
Senior Services Coordinator	Tenant Services Coordinator
Director - Corporate	VP
Controller	Corporate Controller
Senior Manager - Corporate	Senior Manager
Manager - Corporate	Manager
Legal Advisor	General Counsel

Attachment 2

TSHC Operations - Spending authority limits for requisitions, contracts, commitments and other financial transactions for the Seniors Housing Operations Team

Item	Board or Board Committee as appropriate	CEO Director, Finance/Finance Lead	Director, Operations	Manager	Supervisor	Superintendent
BUDGETED - Authority to approve requisition and/or sign contract (Single signature on a contract)	Over \$500K	Up to \$500K	Up to \$100K	Up to \$25K	Up to \$10K	Up to \$500
UNBUDGETED - Authority to approve requisition and/or sign contract (Single signature on a contract)	Over \$250K	Up to \$250K	Up to \$50K	Up to \$12.5K	Up to \$5K	Up to \$250
CHANGE ORDERS - Authority to approve change orders and/or extend the term of a contract	Cumulative CO value that <u>exceeds</u> the greater of \$250K or 20% of original commitment value	Cumulative CO value that <u>does not exceed</u> the greater of \$250K or 20% of original commitment value	Cumulative CO value up to \$50K	Cumulative CO value up to \$12.5K	Cumulative CO value up to \$5K	None
PAYMENT OF INVOICE - Authority to approve payment of invoice(s) that have received appropriate approvals	NA	Up to the full value of the previously approved contract, PO, or CO (or up to the person's delegated authority if blanket PO)				None
LEGAL SETTLEMENT - Authority to approve legal settlement (Value of the payment)	Over \$500K only Board	Up to \$500K	Up to \$100K	Up to \$25K	Up to \$10K	None
TENANT REPAYMENT PLANS [and TENANT REFUNDS] - Authority to approve tenant repayment plans and tenant refunds	NA	NA	Over \$10K	Up to \$10K for Manager-Tenancy Management and Manager-Complex Tenancies only	Up to \$5K for Supervisor-Tenancy Management only	None

Attachment 3

TSHC Corporate - Spending authority limits for requisitions, contracts, commitments and other financial transactions for the Seniors Housing Corporate Team

Item	Board or Board Committee as appropriate	CEO Director, Finance/Finance Lead	Directors - Corporate	Controller, Senior Manager	Manager
BUDGETED - Authority to approve requisition and/or sign contract	Over \$500K	Up to \$500K	Up to \$250K	Up to \$100K	Up to \$50K
UNBUDGETED - Authority to approve requisition and/or sign contract	Over \$250K	Up to \$250K	Up to \$125K	Up to \$50K	Up to \$25K
CHANGE ORDERS - Authority to approve change orders and/or extend the term of a contract	Cumulative CO value that <i>exceeds</i> the greater of \$250K or 20% of original commitment value	Cumulative CO value that <i>does not exceed</i> the greater of \$250K or 20% of original commitment value	Cumulative CO value up to \$125K	Cumulative CO value up to \$50K	Cumulative CO value up to \$25K
PAYMENT OF INVOICE - Authority to approve payment of invoice(s) that have received appropriate approvals	NA	Up to the full value of the previously approved contract, PO, or CO (or up to the person's delegated authority if blanket PO)			
LEGAL SETTLEMENT - Authority to approve legal settlement (Value of the payment)	Over \$500K only Board	Up to \$500K	Up to \$250K	Up to \$100K	Up to \$50K

Attachment 4

Revenue Contracts - This table identifies the approval authority required to enter into revenue contracts. All approvals are based on total revenue over the entire contract term (including any renewal period).

- If the contract revenue cannot be determined, the best estimate based on prior experience, if any, in prior years and projected future revenue including all contractual renewal terms should be used.

- All revenue contracts over \$500K will be reported to the Board on a quarterly basis.

- Only one signatory is required on the Revenue Commitment/Contract.

Item	Approval Authority
Residential leases and applications	Senior Services Coordinator
Commercial leases and applications with revenue up to \$100K over entire term of lease including renewal period	Director, Finance/Finance Lead
All Revenue Commitments with revenue up to \$500K over entire term of lease including renewal period	Director, Finance/Finance Lead
All Revenue Commitments with revenue up to \$1.5M over entire term of lease including renewal period	Director, Finance/Finance Lead
All Revenue Commitments with revenue up to \$3M over entire term of lease including renewal period	CEO
All Revenue Commitments with revenue up to \$5M over entire term of lease including renewal period	CEO
All Revenue Commitments with revenue over \$5M over entire term of lease including renewal period	Board Approval

Attachment 5 - Disposition of Assets, Accounts Receivable Write-off, Petty Cash Write-off (per instance) - disposition of capital assets value is based on the net book value of assets.

This table outlines the delegated authority of management and staff members to write-off outstanding amounts owing to TSHC as uncollectible, based on the outstanding amount.

Amounts written off, in relation to a particular balance, in amounts exceeding \$250K, cumulatively, must be reported to the Board.

Item	Approval Authority
Real Estate	NA
Disposal of Capital Assets over \$500K	Board approval
Disposal of Capital Assets up to \$500K	CEO
Disposal of Capital Assets up to \$100K	Director, Finance/Finance Lead
Disposal of Capital Assets up to \$25K	Controller
AR write-off over \$250K	Board approval
AR write-off up to \$250K	Director, Finance/Finance Lead and CEO
AR write-off up to \$100K	Controller and Director, Finance/Finance Lead
AR write-off up to \$25K	Controller
AR write-off up to \$10K (commercial)	Controller
Intercompany write-off	NA
Petty cash and shortage write-off over \$100	Director, Finance/Finance Lead
Petty cash and shortage write-off up to \$100	Director, Operations

Attachment 6 - Cheque Signing and Electronic Funds Transfers

- This table outlines the delegated authority of management and staff members to sign cheques and authorize electronic funds transfers (“EFTs”)
- Cheque signing authority is the authority to sign a cheque or to approve the electronic transfer of funds drawn from TSHC’s bank account.
- The authority to sign a cheque or to approve the electronic transfer of funds drawn from TSHC’s bank account only exists when the Commitment has been approved in accordance with the Financial Controls

Item	Cheque	EFTs	Wire Transfer
For amounts up to \$500,000 Two of the following: - CEO - Director, Finance/Finance Lead - Controller	System generated signatures, regardless of \$ value	Up to \$500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds	Up to \$500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds
For amounts over \$500,000 Chair or Board of Directors, and one of the following: - CEO - Director, Finance/Finance Lead - Controller	System generated signatures, regardless of \$ value	Over \$500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds	Over \$500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds

Attachment 7 - Recurring Payment and Journal Entries

This table outlines the approval authority limits for recurring and routine, budgeted expenditures.

Specific property management costs for utilities, taxes of any kind, waste levies or any other levies imposed by a government agency, false fire alarm charges, mortgage principal and interest

payments, as well as other operations related are managed by TCHC and excluded from this table.

Journal entries are all entered in Yardi and require (1) sign-off from journal entry preparer; (2) sign-off from preparer's manager; (3) posting of the entry by TCHC corporate accounting group

Item	Approval Authority	Limit
Rent, hydro, water and taxes	Managed by TCHC	No Limit
Insurance, payroll / benefit remittances	Controller/Director, Finance/Finance Lead	No Limit
Lease payment against an approved lease	Managed by TCHC	No Limit
Limit for recurring journal entries	Controller/Director, Finance/Finance Lead	No Limit
Limit for miscellaneous journal entries	Controller	Up to 2 million
	Director, Finance/Finance Lead	Over 2 million