

# 2022 Annual Report

**Toronto Seniors  
Housing Corporation**

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“I am happy and proud to serve the seniors community. It feels like helping or serving the community that used to serve us. In a way, it is a way of giving back.”

– *Jean-Marielle Javier, Seniors Services Coordinator*



# A Message from the Board Chair and CEO



**Fareed Amin**  
*Board Chair*



**Tom Hunter**  
*Chief Executive Officer*

**Our dedicated staff, tenants, and Board members worked together to transition from Toronto Community Housing to Toronto Seniors Housing in 2022, and make important decisions thoughtfully to establish a seniors-focused organization for our approximately 15,000 tenants.**

The health and safety of our staff and tenants continued to be our top priority as COVID-19 restrictions lifted and we resumed programming in our buildings. During this time, we were fortunate to collaborate with many of our community partners across the city to expand our reach to tenants in all four of our regions.

We saw the launch of the final phase of the Integrated Service Model, which brought the remaining buildings into the model and completed the hiring of the Seniors Services Coordinators and Tenant Services Administrators. The model provides the necessary support

and onsite housing services to senior tenants in a manner that is more reflective of their needs.

We are fortunate to have our tenants guide us in making decisions that directly impact their tenancy and well-being as they age in place with dignity and comfort. Many changes have come to fruition thanks to tenants' advocacy and input, including the Environmental Health Unit and Quality Improvement Projects.

We are pleased to have established our own accountability relationship with the City of Toronto as Service Manager for social housing in Toronto. Together, we have developed a reporting structure that has already seen success in areas such as decreased vacancy rates.

Although we 'put down roots' and had substantial accomplishments in 2022, there is much more work to do. What we do has never been more important as adequate, affordable, and accessible housing continues to elude so many seniors throughout the city. As we move ahead with finalizing our Interim Strategic Directions, the goals of the City of Toronto's Tenants First plan will remain an important foundation for our work. We will continue to build upon our workplace culture, the trust of our tenants, and collaboration with our partners.

To our tenants, staff, Board members, partners, and community: thank you for your continued commitment. Thank you also for the trust that you've placed in us to advance the right to housing for vulnerable seniors in the city. We are keenly aware and grateful for your ongoing guidance and support. We couldn't do this without you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fareed Amin'.

**Fareed Amin**  
*Board Chair*

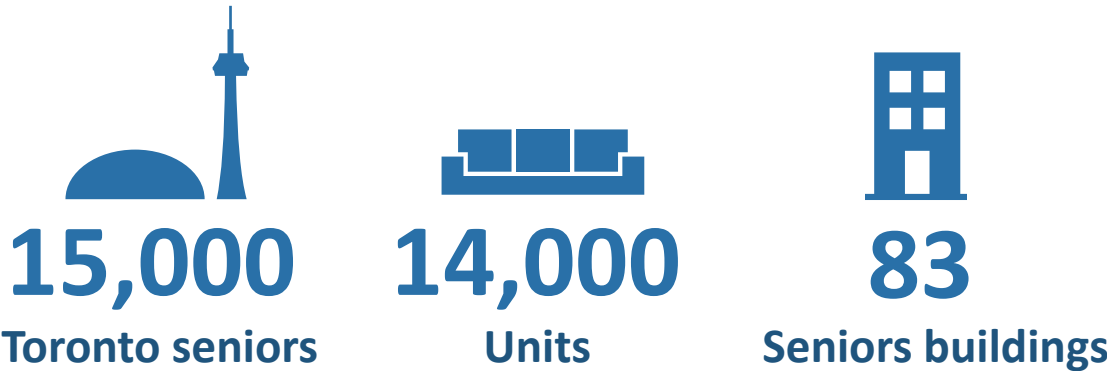
A handwritten signature in black ink, appearing to read 'Tom Hunter'.

**Tom Hunter**  
*Chief Executive Officer*

# Transition Achievements

## Minimizing Disruption

In 2021, an experienced transition team at Toronto Seniors Housing Corporation (TSHC) set out to put in place the infrastructure needed to begin operating a corporation that would serve approximately 15,000 Toronto seniors living in approximately 14,000 units in 83 seniors buildings across the city. That work continued in 2022 to ensure a successful transition to the new corporation on June 1. This included Toronto Community Housing’s Seniors Housing Unit, which previously managed the 83 seniors buildings, transferring to become the Toronto Seniors Housing Operations team. The transition goal was to minimize disruption to tenants and staff while adhering to the City of Toronto’s Tenants First plan.



The transition priorities from 2021-2022 included:

- Preparing frontline staff and tenants for the transfer to Toronto Seniors Housing Corporation on June 1, 2022
- Finalizing staff transfer agreements for those transitioning from Toronto Community Housing

- Initiating recruitment activities for all approved positions
- Reviewing processes, policies, and programs and providing recommendations to the Board
- Establishing interim operational processes for financial management and information technology
- Provisioning of vendors to assist with business goals (e.g., onboarding, off-boarding, website development)

A larger part of the transition involved reaching agreement on and signing two major agreements with Toronto Community Housing Corporation. The Transition Agreement set out the overall relationship between the two organizations following the transition to Toronto Seniors Housing. Secondly, the Services Agreement set out the shared services that Toronto Community Housing would provide to us to support Operations following June 1. Tenant consultations also supported planning activities and informed the first 100 days priorities for Toronto Seniors Housing, while longer-term priorities were being developed.

## Official Launch

“The launch of the new Toronto Seniors Housing Corporation is an exciting step for the City. It will ensure that these senior tenants have better access to the housing, health, and community supports they need.”

– **Councillor Paula Fletcher, Toronto-Danforth**

Toronto Seniors Housing launched on June 1, marking the official start of its operations as a seniors-focused social housing provider in Toronto. A tremendous amount of work preceded this milestone. Following direction from the Toronto Seniors Housing Board, tenants’ input was included in our transition plan to promote the common interests of tenants.



Launch events were held in each of our four regions to celebrate new beginnings and foster a revitalized sense of community after two difficult years of restrictions and isolation. Over 600 people attended launch events including the Mayor, councillors, other dignitaries, tenants, staff, and community leaders. The Canadian Union of Public employees (CUPE) Local 79 and Toronto Civic Employees Union (TCEU) Local 416 – CUPE representatives were also in attendance, with TCEU Local 416 – CUPE representatives organizing barbecues for tenants and staff during the events.

### Putting Down Roots

The launch of Toronto Seniors Housing was grounded in the campaign theme **Putting Down Roots**. This theme signaled that Toronto Seniors Housing was here to plant roots, grow and stay in the communities we serve. The theme was widely embraced by all stakeholders and reinforced through the development of clothing, posters and other materials. Approximately 15,000 tenants and 300 employees received a Toronto Seniors Housing Putting Down Roots welcome package. As part of our official launch events, held from June 7 to 10, we also coordinated planting a tree at each of our four regional offices. We committed to planting a commemorative tree at each building we manage. The trees symbolize a new direction for a seniors-focused social housing provider in Toronto. The ‘roots’ are a reminder that seniors unite us all at the base of our communities, and represent our aspiration to grow deeper roots with senior tenants and others in our communities. By December 2022, 77% of the trees were planted, with the rest scheduled to be planted in spring 2023.

15,000 tenants and 300 employees received a Putting Down Roots welcome package.



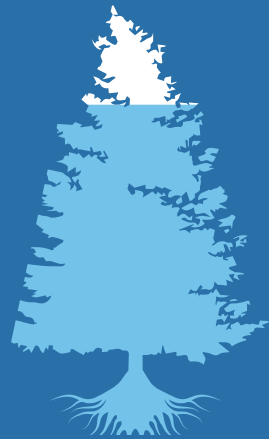
PUTTING DOWN  
ROOTS



By December 2022,  
77% of the trees were  
planted, with the rest  
scheduled to be planted  
in spring 2023.

23% ➤

77% ➤





**“It was important to have that feeling of continuity while we transitioned to the new corporation – and afterwards – to assure our staff and tenants that we were operating business as usual without any major disruptions.”**

**– Brad Priggen, Interim Director, Operations**



## Operations

### **COVID-19 Pandemic**

The COVID-19 pandemic continued in 2022. Our employees stepped up in numerous ways. They worked tirelessly to ensure our buildings were safe and tenants got the support they needed while isolated at home. Despite having to navigate provincial lockdowns and adjust work schedules, our teams were highly effective. Staff met the demands of our day-to-day business activities, which continued seamlessly and without disruption.

Appropriate safety measures were put in place and regularly communicated to staff and tenants. There was focused education on the latest Toronto Public Health guidelines around social distancing, wearing a mask, and handwashing hygiene. Enhanced cleaning protocols continued throughout the year in all of our buildings. We continuously aligned our work with evolving public health guidelines. Staff also worked with community organizations to identify and fill gaps to ensure continued support of vulnerable tenants, including providing over 150 onsite COVID-19 vaccination clinics.

### **Integrated Service Model**

**The Integrated Service Model is a key deliverable of the City’s Tenants First plan to improve housing and services for senior tenants.**

In 2018, City Council directed Toronto Community Housing, the City of Toronto and provincial health partners to collaborate on the development of a model to integrate health and housing services for senior tenants.

Toronto Community Housing’s Seniors Housing Unit created and implemented the Integrated Service Model (ISM) for the tenants living in 83 Toronto Community Housing seniors-designated buildings.

**Implementation of the ISM:**

**Phase 1**

**Launched in December 2020 in 18 buildings in the South East Region.**

**Phase 2**

**Launched in September 2021 in 26 buildings in the North West Region and eight buildings in the South East Region.**

**Phase 3**

**Launched in March-April 2022 in the remaining 31 buildings in the South West and North East Regions.**

The implementation of the ISM across all 83 seniors buildings before the transition to Toronto Seniors Housing marked a major milestone. The model improves the staff-to-tenant ratios across buildings, providing tenants with faster access to onsite staff who can help connect them to local health and community support services. All staff received up-to-date training on seniors-specific topics and tenants provided additional guidance on future staff training to address the issues important to seniors. Work continued to revise, develop and implement seniors-specific policies and procedures to better respond to the unique challenges faced by seniors.



Following the transition to Toronto Seniors Housing, the ISM laid the groundwork for how we will support our senior tenants. We continued to gather feedback from senior tenants and monitor performance to improve the model’s effectiveness. For instance, the former Seniors Housing Unit at Toronto Community Housing developed a report on the implementation of the model, the 2021 Integrated Service Model Program Report, which was published and presented to the Board of Directors in early 2022.

Additionally, as part of the City of Toronto’s ongoing oversight of the ISM, Health Commons Solutions Lab was funded by the City to lead a project to engage senior tenants living in Toronto Seniors Housing buildings about the services and supports these tenants need to promote health, wellness and aging in place. The City also conducted an evaluation of the implementation of the ISM that was brought to the Toronto Seniors Housing Board in February 2023. The recommendations from these reports will help inform our approach to programming, services and supports as well as our Interim Strategic Directions and Key Performance Indicators.

**Complex Tenancies Team**

Toronto Seniors Housing established a Complex Tenancies Team to assist senior tenants experiencing complex challenges as a result of multiple factors, including age, health and poverty, that may adversely affect their tenancies. These include health challenges such as declining health, mobility, and mental health and addiction issues, as well as housing issues such as unit cleanliness, hoarding, pest infestations and arrears.

The Complex Tenancies Team offers integrated support services. They coordinate with other Toronto Seniors Housing departments and community partners to assist tenants experiencing acute challenges to maintain their tenancies. The team provides extended support to these most vulnerable tenants. In 2022, the Complex Tenancies Team

supported 135 tenants, connected 46 tenants to community supports and services and brought 17 tenant files to the City of Toronto’s [Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability \(SPIDER\)](#).

### HoMES

The continued implementation of HoMES was a significant undertaking in 2022. HoMES is a software solution to help improve how we manage our properties and business and puts tenants first. HoMES has fundamentally improved the way we serve our tenants. With HoMES, employees can quickly and easily access the information they need to do their jobs and better serve tenants. The new system allows for real-time reporting, data-driven decisions, and better management of work orders, legal documents, and tenant requests. Actions, commitments, decisions and timelines in HoMES are available for staff to make informed decisions in real-time and work more collaboratively with colleagues across our regions.

In 2022, Toronto Seniors Housing began delivering services using HoMES Maintenance and Tenant Support. Employees with tenant-facing roles received training on the new system and how to use it to improve how they work. For superintendents, the new ways of working expanded their authority and allowed them to use their mobile phones for some maintenance management functions.



“I love having Seniors Services Coordinators in the buildings. That was the best idea I’ve seen since I’ve been living in housing. It really helps tenants.”

– **Gary Brigden, Tenant**

“It’s important to me to live in a home that feels like a home and not an institution. I’m totally blind and thanks to Toronto Seniors Housing, I’ve been able to live independently with dignity and comfort in my ‘little cocoon’ for a decade. I’m grateful for my safe haven – my happy home.”

– **Jasmine Schuchardt, Tenant**





# Environmental Health Unit (EHU)

Toronto Seniors Housing established an Environmental Health Unit (EHU) in 2022, created as tenants expressed their desire to have increased protection against pests. An audit was also conducted to assess pest control service delivery in four of our buildings across the city to develop an effective solution. The team’s main focus has been assisting tenants through the pest treatment process.

In late 2022, we conducted a pest management pilot in the South West Region. The building chosen had 148 units with 20% of units needing pest management treatments over the summer months. At the close of the pilot, only 2.7% of units required treatments. In 2023, we will pilot other full-building approaches to pest management across all regions – this is one way we are advancing recommendations put forth in the City’s ISM Evaluation Report. The EHU will continue to monitor and evaluate current pest management practices to ensure they are working appropriately and supporting tenants in unit preparation before and after treatment. The launch of the Quality Improvement Projects focuses on addressing tenant priority areas, including pest management.

# Rapid Rehousing Initiative

In 2020, the City of Toronto and Toronto Community Housing launched the [Rapid Rehousing Initiative](#) to identify vacancies to be made available immediately to people experiencing homelessness in Toronto. In 2022, the initiative connected 79 seniors experiencing homelessness to units in our buildings. The Complex Tenancies Team is available to work with tenants and their follow-up supports to help them transition from homelessness to independent living.

# Vacancies

In 2022, the City of Toronto introduced a new system called Rent Café to modernize the Centralized Waiting List for Rent-Geared-to-Income housing. It allowed the City of Toronto to implement a choice-based housing offer process. The goal is to fill vacant units faster and allow potential tenants to make a more informed choice. Through Rent Café, and collaboration with the City of Toronto, we were able to fill vacant units faster and subsequently reduce vacancy rates. Our focused and measured approach reduced vacancy rates in our buildings to 2.43% by year-end from 5.18% in May 2022, with the goal of getting to 2% by spring 2023.



“Tenants didn’t really notice any change when Toronto Seniors Housing took over as quality services continued uninterrupted. More services and programs are now being introduced by dedicated staff and care partners. We are pleased that these improvements make it easier, healthier and more comfortable for tenants to live here”

– *Anonymous Tenant*



**“I appreciate having the Seniors Services Coordinator in the buildings. I feel empowered to live independently in my building, and contribute. I’m working with tenants to create a committee to bring more fun programming to our building, as well as get exercise equipment back in the rec room for tenants to use.”**

**– Anne James, Tenant**

## Eviction Prevention

In recognition of its value to Toronto Seniors Housing and its tenants, we continued to work with the Office of the Commissioner of Housing Equity (OCHE) to prevent evictions and support positive outcomes for all tenants.

During the COVID-19 pandemic, the Toronto Community Housing Board of Directors approved a pause on all evictions due to arrears of rent. As COVID-19 restrictions eased, this direction was lifted by the Toronto Seniors Housing Board of Directors in June 2022.

Staff worked with the OCHE to develop the Eviction Prevention Policy. If a tenant is unable to resolve rent arrears through working with our staff, then Toronto Seniors Housing refers them to the OCHE prior to filing an application for eviction with the Ontario Landlord and Tenant Board. This affords an additional review of each situation and provides an additional level of support for tenants. From its inception, the OCHE has avoided eviction for 85% of the seniors they’ve engaged with. In 2022, a total of five evictions were enforced due to rent arrears.

Soft landing support is offered to all tenants who have been served an eviction order. Our Seniors Services Coordinators work with tenants in their buildings to offer resources and connect them with community supports to ease their transition out of Toronto Seniors Housing.

## Capital Plan Update

Toronto Community Housing Corporation (TCHC) owns the buildings operated by Toronto Seniors Housing. TCHC’s Facilities Management Team continued their work with Toronto Seniors Housing to improve and enhance living conditions for thousands of tenants in our 83 seniors buildings.



Despite the ongoing impacts of the COVID-19 pandemic on construction and supply chains, we continued our work to improve and enhance living conditions for tenants in buildings across Toronto. In partnership with Toronto Community Housing, we delivered a total of 849 capital jobs worth \$26.5 million dollars, which included hundreds of planned projects and individual work orders. Ongoing capital improvements will be integral to maintaining our buildings as sustainable homes in good repair where tenants can age in place for years to come.

### Impact in numbers

Toronto Seniors Housing saw continued delivery of significant results across all capital and maintenance projects in 2022. Here are a few highlights of the results we achieved:

**42,000** work orders

**82%** of work orders completed within two business days

**\$2.95 million** of accessibility upgrades

**\$4.32 million** of renovations to occupied tenant units

**\$2.89 million** of heat, ventilation and air conditioning upgrades

**\$1.79 million** enhancements to improve tenant safety

**\$1.33 million** improvements to building elevators

“I value the time I spend with our senior tenants. When I see the tenants at my buildings playing billiards or table tennis, laughing and thriving, I am reminded of the importance of the work that we do as a group.”

– **Parvez Uddin, Tenant Engagement and Services Supervisor**

**“My team stepped up in numerous ways to support our tenants in the South West region with the transition. They answered tenant inquiries, highlighted the positive changes and benefits of the ISM, and reassured tenants that they were there to support them every step of the way. This is just a small sample of the great work that they continue to do to put tenants first in the delivery of exceptional service.”**

– **Lesley Hamilton,  
Regional Operations Manager,  
South West Region**

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## Safety and Security

Toronto Community Housing's Community Safety Unit (CSU) is responsible for delivering third-party security services to Toronto Seniors Housing buildings. They provide 24/7 assistance to staff and tenants, 365 days a year.

The CSU staff work directly in the communities to:

- conduct patrols, site visits, and periodic safety audits of Toronto Seniors Housing properties, making safety recommendations where necessary
- respond to calls at Toronto Community Housing and Toronto Seniors Housing properties
- help resolve complaints and disputes
- assist victims and apprehending offenders
- build relationships within the communities
- partner with other law enforcement, fire, and social service agencies

In 2022, at Toronto Seniors Housing buildings, the CSU:

- helped to resolve **599 disputes** between neighbours
- conducted **341 welfare checks**
- answered **510 calls** for disturbance or loitering
- assisted **223 residents** with information requests
- reported **312 incidents** of parking bylaw violations

Toronto Seniors Housing is collaborating with staff and tenants through the Quality Improvement Projects to deliver a seniors-focused security service to our buildings in the future.

**“Since the start of Toronto Seniors Housing, there have been many positive changes. The voices of our seniors are heard and action is being taken such as multilingual flyers, and clearing our walkways this winter so tenants could get around safely. Pest management control has also improved significantly. I am grateful for these changes.”**

**– Nauroze Malik, Tenant**

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## Tenant Support Centre

To respond to tenants' requests and provide a seniors-focused approach to customer service, a seniors-dedicated help line was set up on June 1, 2022. The Tenant Support Centre, which operates out of the Toronto Community Housing call centre, provides seniors with 24/7 support, 365 days a year. Tenants can call the Tenant Support Centre at 416-945-0800 or email [support@torontoseniorshousing.ca](mailto:support@torontoseniorshousing.ca) to request translated documents or interpretation services, submit maintenance requests, and seek supports for their tenancy.

Since rolling out the seniors-focused call centre, we saw the average wait times reduce significantly, with 90% of calls being answered within the first six minutes. As well, staff at the call centre were able to resolve tenant inquiries in under five minutes on average.

**32,018 total calls** received from tenants

**4,574 calls** received from tenants monthly on average

**1,048 total emails** received from tenants

Our Tenant Support Centre phone number is also Text Telephone (TTY)-compatible to help tenants who are deaf, hard of hearing, or speech-impaired to use the telephone. In addition, we acknowledge the cultural diversity of our tenants and offer tenant support in many languages.



**24/7 support, 365 days a year**

**Tenant Support Centre:**

**416-945-0800 or email**

**[support@torontoseniorshousing.ca](mailto:support@torontoseniorshousing.ca)**



# Community Voices

## Senior Tenants Advisory Committee

The Senior Tenants Advisory Committee (STAC) is an advisory body to Toronto Seniors Housing. Tenants who live in Toronto Seniors Housing buildings across the city were recruited to participate in STAC. The STAC membership supports tenant voices being heard.

In late 2021, the City of Toronto took on the leadership role of STAC with ongoing support from the Seniors Housing Unit, which would ultimately become Toronto Seniors Housing. A recruitment to increase the membership was completed in early 2022, adding five new members, bringing the membership up to 18 tenants. Additionally, a TSHC Board member (Chair of the Quality and Tenant Engagement Committee) and a Board Tenant Director joined the meetings in 2022. We also worked together with the City of Toronto and STAC members to update the Terms of Reference and broaden the scope of the committee beyond its advisory role on the Integrated Service Model. We established a transitional co-chairing model between the City of Toronto and Toronto Seniors Housing leadership, and actively engaged with STAC members in the setting of meeting agendas.

Eight STAC meetings were held in 2022, which included updates and information on the corporation and discussions on numerous topics, including tenant engagement, language barriers, and interim and long-term changes to the Tenant Action Funds and Use of Space policies. Five additional consultations were held with STAC members on policies, staff roles and the ISM Annual Report. Members also received accessibility training with Cathy Birch, Chair of the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee.

Many STAC members continued to be active contributors in other consultations and working groups, including participating in focus groups on the Health Commons Report on Seniors' Health and Wellness, the City of Toronto's ISM Evaluation Report, the transition to Toronto Seniors Housing, as members of the Quality Improvement Projects working groups, and as tenant leaders in their buildings.

## R-PATH

The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee has supported Toronto Seniors Housing Corporation (TSHC) and tenants in the following ways:

- R-PATH advocated at the City of Toronto Executive Committee prior to the approval of TSHC for all aspects of accessibility in common spaces and units to continue to be delivered by Toronto Community Housing Corporation (TCHC) with TCHC Accessibility Build Standards.
- R-PATH also advocated at the City of Toronto for TSHC to be required to have a tenant advisory committee. Both were City Council approved and are now a part of the foundation of TSHC.
- R-PATH participated in the launch (opening) events for all regions to make sure tenants understand that unit modifications are still available for tenants with medical needs.





- R-PATH Founder and Chair, Cathy Birch delivered required training in accessibility under the Accessibility for Ontarians Disability Act (2005) (AODA) for all staff and volunteers.
- R-PATH monitors all accessibility projects and participates in community engagement for all common space projects.
- R-PATH supports tenants upon request for unit modifications.
- R-PATH authored a booklet and package called Accessibility Is for You. These materials provide detailed information to tenants on the process and timelines for a unit modification. The booklet describes step-by-step what tenants can expect during a unit modification process. The package also contained a Tip Sheet for tenants with Independent Living Services.
- R-PATH advocates yearly for Capital Budgets in Accessibility and TSHC common space and unit modification projects.
- R-PATH's Founder and Chair, Cathy Birch, was awarded the David C. Onley Award for Leadership in Accessibility from the Province of Ontario.

**“We are so proud to have launched the Seniors Digital Literacy Community Librarian service with Toronto Seniors Housing in 2022. Toronto Seniors Housing’s ongoing support for the service and willingness to share their knowledge and insight into how to best serve seniors has continued to make the project a success in its second year.**

**– Alex Carruthers, Manager, Innovation, Learning and Service Planning, Toronto Public Library**

## OCHE

Led by the Interim Commissioner of Housing Equity, Melanie Martin, the Office of the Commissioner of Housing Equity (OCHE) team works in partnership with Toronto Seniors Housing to promote housing stability through the appropriate and timely management of arrears. The OCHE works to ensure that protections exist for senior tenants (age 59 and older) of Toronto Seniors Housing and all Toronto Community Housing tenants who have lost their subsidy or face possible eviction for not paying rent. While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with Toronto Seniors Housing’s Eviction Prevention Policy and applicable legislation.



**Since June 2022, the OCHE received 60 referrals from Toronto Seniors Housing, and brokered \$191,070 in repayment arrangements with tenants.**

The OCHE is working with Toronto Seniors Housing management to create and implement a monthly auditing tool that will identify issues by region. In this way, we will have up-to-date statistics and can address them quickly and directly. This auditing tool will help all four regions better implement the Commissioner’s recommendations in real time.

The OCHE office is independent of Toronto Seniors Housing and Toronto Community Housing. The Commissioner reports to Toronto Seniors Housing’s Board of Directors. The OCHE is guided by the principles of integrity, impartiality and independence. Read more on the OCHE website.

<https://oche.ca> 

“Through our mutual collaboration, and with Toronto Seniors Housing opening its doors to healthcare services, we have been able to work closely together to enhance our vision of integrating healthcare supports and services within seniors’ buildings. Tenants are being connected to our services, engaged in our multi-faceted approach to healthcare, and receptive to the support they’re receiving through the Integrated Service Model. I value our relationship with Toronto Seniors Housing and the collaborative approach we’ve taken to engage with tenants and make sure their voices are heard.”

– *Einat Danieli, Clinical Manager,  
Baycrest Hospital*



## Listening Tour

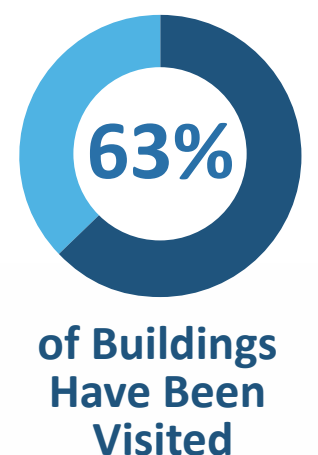
In an effort to deepen his understanding of the seniors buildings across the city, Tom Hunter embarked on a Listening Tour in June to visit with staff and tenants in all of our 83 buildings.

The intent of the CEO Listening Tour was to create a safe space for tenants and frontline staff to meet with Tom Hunter, share feedback on their experience and issues, and identify opportunities to improve services for senior tenants. Tom visited 52 buildings in 2022, and will continue touring into 2023. These tour events provided a deeper understanding of what is happening on the ground and where we need to do more to support tenants. Over 30 interpreters have been engaged so far to support tenant participation at these events. Plans have already begun to address some of the important issues raised at the Listening Tour events, including the launch of the Quality Improvement Projects. These events have also been an opportunity to bring staff and over 1,500 tenants together following the COVID-19 pandemic to mingle and connect with one another.

Over  
**1,500**  
Tenant  
Attendees

**52**  
Buildings  
Visits

**91**  
Employees  
Attended Four  
Staff-Only  
Sessions





## Quality Improvement Projects

The Quality Improvement Projects address important issues that have been raised by tenants in numerous consultations, including on our first 100 days priorities and at the CEO Listening Tour. Quality Improvement Projects launched in late 2022 on three tenant-identified priority areas: pest management, safety and security, and staff and tenant relations. There are 29 tenant members and 33 staff members in these working groups. The projects are expected to wrap up in the spring of 2023. The work to make the changes suggested by the project teams will be ongoing. We look forward to this tenant and staff collaboration to improve Toronto Seniors Housing.

## Policies Review

A review of tenant-facing priority policies began in the fall of 2022. Health Commons Solutions Lab assisted in the design and implementation of the policy review process and two external facilitators led consultations with tenants, which will continue into early 2023. The resulting recommended changes to the first two policies, Use of Space and Tenant Action Funds, will go to the Board in 2023. Tools and lessons learned from this review process will support and inform future policy consultations.



## Community Impact

“Whether it is providing health and social supports, community recreational programs or direct service to our senior tenants, community partners are incredibly valuable. They help us to help seniors age in place and live fulfilling lives in their communities.”

– **Jaipreet Kohli, Manager, Access and Support**

## Programming in Our Spaces

As a public health measure to combat the spread of COVID-19 and help keep tenants safe, we closed non-residential spaces in buildings across our portfolio in 2020 except for essential programs. We continued to use community and recreational spaces to provide essential services like food security programs, digital literacy and COVID-19 vaccination clinics.

As Ontario lifted COVID-19 restrictions in spring 2022, we reopened our common rooms and welcomed back tenant-led groups and agencies to resume community programming. We also made necessary updates to the Use of Space process. The application process was improved to make it easier for seniors and agencies to apply for spaces. We received and approved applications for 16 tenant-led initiatives. These included fresh food markets, movie and karaoke nights, group fitness classes, and cultural programs. A total of 92 agency-led programs were also initiated in 2022, including 12 food security and nutrition programs, 35 health and wellness programs, 25 social recreation programs, 16 personal development and learning programs, and four faith-based programs.

In June, we partnered with the Toronto Public Library to boost seniors’ digital literacy skills. Community librarians provided regularly-scheduled

onsite training and digital literacy programs to seniors in the community rooms of several of our buildings to help increase digital literacy, while reducing loneliness, increasing independence and social connectedness. This service was one of the recommendations outlined in the Toronto Seniors Strategy 2.0, which commits to ensuring all seniors have equitable access to City of Toronto services and programs.

We look forward to expanding tenant and agency-led programming across our buildings in 2023. We want to foster a greater sense of community, and provide increased opportunities for recreational, social, health and wellness, and personal development programming.

## Regional Health and Wellness Support

We continued to support COVID-19 and influenza vaccination efforts across Toronto. We partnered with Toronto Public Health, Michael Garron Hospital, East Toronto Health Partners, North Toronto Health Partners, Baycrest, VHA Home HealthCare, and the Scarborough Centre for Healthy Communities to administer fourth and fifth dose COVID-19 and influenza vaccinations to senior tenants and staff through onsite clinics. Toronto Seniors Housing supported a total of 156 onsite COVID-19 vaccination clinics in 2022, with the first round of clinics occurring in the spring and the second round in the fall offering fourth and fifth doses in all seniors buildings. Providing access to onsite vaccinations was a key deliverable to make COVID-19 and influenza vaccines accessible to Toronto Seniors Housing employees and tenants.

Throughout 2022, our regional health and wellness support transitioned from vaccination and influenza clinics to provide additional seniors-specific services across our four regions.

Staff and tenants worked with community agencies to offer tenants onsite health, social and recreational support. This involved participating in the establishment of health and social support programming, including the North Toronto Health Partners’ Neighbourhood Care Team Initiative

in the North East region, the Connected Communities Program in the North West region, and the Community Paramedicine Program across the city.

As part of the health system partnerships within the Integrated Service Model, our work with Provincial Care Coordinators has shifted to integrate their role through regional service collaborations that include a variety of regional health and community support partners.

## Tenant Action Funds

**As we establish roots at Toronto Seniors Housing, we are mindful that the needs of our tenants will grow with us.**

Tenants expressed a strong desire to restart social programs and activities to revive a sense of community following the COVID-19 pandemic, which saw many feeling isolated.

We listened and relaunched a simplified Tenant Action Funds process in July to fund tenant-led initiatives. Tenant Action Funds are available to all Toronto Seniors Housing tenants and tenant groups to fund projects and initiatives that directly respond to tenant-identified priorities. A maximum of \$1,000 can be allocated to a single project or initiative. Tenants can submit funding requests for multiple projects each year.

Since the initiative relaunched, 65 Tenant Action Fund applications have been approved totaling approximately \$56,000. This includes 27 equipment requests and 38 tenant events, such as BBQs and holiday celebrations. The success of this initiative would not have been possible without the commitment of our tenants. They led these requests and events to enhance the vibrancy of their communities. Our staff supported tenants with applications and events. We thank our tenants for bringing forward applications and for engaging in improvements within their communities and activities with their neighbours.



# Thank You to Our Partners

To the community organizations that have partnered with us throughout the year, we would like to extend our gratitude for your contributions to our communities. Our work to date would not be possible without the support, dedication, and efforts of the community agencies we partner with. Each organization provides us with a unique opportunity to gain a better understanding of the challenges affecting seniors, and how we can better help senior tenants age in place. We are grateful for your ongoing support. Thank you for all that you do every day in contributing positively to the overall health and well-being of seniors in our communities!

- ABI Possibilities Inc
- Baycrest Hospital
- Bernard Betel Centre
- Better Living Health and Community Services
- Black Creek Community Health Centre
- Canadian Mental Health Association
- Canadian Red Cross
- Carefirst Seniors and Community Services Association
- City of Toronto
- Community Centre 55
- Community Health Centres
- Community Living Toronto
- Community Paramedicine Program, Toronto Paramedic Services
- Cota
- Daily Bread Food Bank
- Dixon Hall Neighbourhood Services
- East Toronto Health Partners
- Eastview Neighbourhood Community Centre
- ESS Support Services
- Flemingdon Health Centre
- Flemingdon Park Ministry
- FoodShare Toronto
- Fort York Food Bank
- Health Access Expansion - St. James Town

- Health Commons Solutions Lab
- Home and Community Care Support Services
- Homemakers and Nurses Services Program (HMNS)
- Jewish Russian Community Centre of Ontario
- LOFT Community Services
- LA Centre (formerly Loyola Arrupe Centre for Seniors)
- Lumacare
- MABELLEarts
- Margaret’s Housing and Community Support Services
- Michael Garron Hospital
- Mint Nutrition Clinic
- Neighbourhood Information Post
- New Horizons Band of Toronto
- North Toronto Ontario Health Team
- North York General Hospital
- North York Seniors Centre
- North York Toronto Health Partners
- Northwood Neighbourhood Services
- One Health Partners
- Ontario Health Teams
- PACE Independent Living
- Premier Medical Health Centre
- Primary and Community Care Response Teams
- Progress Place
- Reconnect Community Health Services
- Reena
- Sai Dham Food Bank
- Saint Elizabeth Health Care
- Scarborough Centre for Healthy Communities
- Scarborough Food Security Initiative
- Scott Mission
- Second Harvest
- Seniors Services and Long-Term Care
- Sherbourne Health
- Society of St. Vincent de Paul
- Soso World Ministries

South Riverdale Community Health Centre  
 South Scarborough Chinese Alliance Church  
 SPRINT Senior Care  
 Sri Sathya Sai Baba Centre of Scarborough  
 St. Paul's L'Amoreaux Centre, Senior Persons Living Connected  
 Storefront Humber Inc.  
 Sunnybrook Health Sciences Centre  
 Sunshine Centres for Seniors  
 Supportive Housing in Peel Program  
 Supportive Housing Program, Seniors Services, City of Toronto  
 The Laughing Clinic  
 The Neighbourhood Group  
 TNO - The Neighbourhood Organization  
 Toronto District School Board (TDSB)  
 Toronto Intergenerational Partnerships in Community (TIGP)  
 Toronto Public Health  
 Toronto Public Library  
 TransCare Community Support Services  
 Unison Health and Community Services  
 Unity Health Toronto  
 University Health Network (UHN) - OpenLab  
 VIBE Arts  
 Vibrant Healthcare Alliance  
 Warden Woods Community Centre  
 West Neighbourhood House  
 WoodGreen Community Services  
 Working Skills Centre  
 Yee Hong Centre for Geriatric Care  
 VHA Home HealthCare

“We all work towards the same goal of living independently, surrounded by a safe and supportive community, with a great quality of life and outlook towards the future. We’re here to support tenants so that they feel seen, and heard, and know that they matter – every day.”

– **Melissa Consunji, Seniors Services Coordinator**

## People and Culture

“Our people truly are the heart of Toronto Seniors Housing. We are focused on inclusion, service, and continuous improvement. We are committed to creating a safe, welcoming work environment that allows every employee to bring their best, authentic self to work every day.”

– **Dave Slater, Interim Lead, People and Culture**

### Re-imagining Work

The pandemic has given us all a deep, common understanding of what it means to experience a challenge and its impact on our physical, emotional and mental health. As we move toward a post-pandemic world, we are staying mindful to create workplaces that are more compassionate, supportive and safe.

Toronto Seniors Housing Corporation is committed to creating a modern and flexible workplace for employees, while ensuring operational and tenant needs are met. A hybrid work model aligns with the City of Toronto’s ModernTO plan, improves talent attraction and retention, and offers enhanced job satisfaction.

In September, we launched our Hybrid Work Policy, which outlines Toronto Seniors Housing’s principles of hybrid work to ensure eligible employees effectively and safely perform their work duties. Under the policy, employees alternate between their Toronto Seniors Housing work location and a remote work location, while consistently providing excellent service to tenants.



**“Toronto Seniors Housing has lived ‘Tenants First’. The tenant’s voice has been platformed by TSHC and reflected out to the health care system. Senior tenants expect more from their health care system. Toronto Seniors Housing and health care have created, and taken up, opportunities to get involved with one another. Together, health care and housing can now work with tenants to do more.”**

— *Jagger Smith, Director, Ambulatory Clinical Services, Baycrest Hospital*



## Recruitment

The People and Culture Team assisted departments with recruiting, hiring, and onboarding the right people for Toronto Seniors Housing. We offered competitive compensation and benefits to recruit and retain top talent across our organization. We periodically reviewed our compensation program to ensure alignment with Toronto Community Housing and the City of Toronto. This is a vital component of our talent retention and attraction strategy.

**25 new hires in 2022**

**301 positions came over to Toronto Seniors Housing from Toronto Community Housing**

A main focus for People and Culture heading into 2023 will be to accelerate recruitment activities to fill priority frontline and corporate positions, including hiring permanent departmental leads.



## Employee and Labour Relations

Collaborative relationships with union partners are critical to our continued success. During and following the transition to Toronto Seniors Housing, we established communication channels and forums with Labour Union partners which have yielded positive results. There were no impacts to employees who moved over from Toronto Community Housing and we carried their collective agreements over with TCEU Local 416 – CUPE and CUPE Local 79. People and Culture consulted with leaders and employees to support planning, transition, issues intake and grievances. Regular meetings with union leadership and staff representatives were initiated in fall 2022 to discuss issues and concerns, share information and maintain open communications to proactively address employee matters.

## Learning and Development

Toronto Seniors Housing is committed to education and professional development. While employees possess sufficient knowledge, experience and expertise at the time of their onboarding to serve in their respective roles, we recognize the importance of investing in our people to help them realize their full potential.

Due to the COVID-19 pandemic, the virtual approach continued to be embraced and valued as a viable method for accessible essential training and best practice in career development for our employees.

In September, the People and Culture and Operations teams met to identify learning goals for the final quarter of 2022 and for 2023, resulting in a focus on essential and priority learning areas for staff and leaders.

Type of training	Number of participants
Non-violent Crisis Intervention	50
Accessibility for Ontarians with Disability Act (AODA), led by R-PATH	118
AODA Documents Compliance Training	10
Overview of City of Toronto’s Leading & Learning with Pride: A Toolkit on Supporting 2SLGBTQI+ Seniors	52
Confronting Anti-Black Racism (CABR) Pilot Training	15

Training was initiated in all of the above areas. It was also identified that a review of some essential learning for all staff was needed. Subsequently, planning was undertaken to update employees on our Code of Conduct Policy, Dress Code Policy, and Confronting Anti-Black Racism Strategy. Through the City’s ISM Evaluation Report, priority topics for future training were identified in consultation with tenants, including respectful communication skills, prevention of bullying, harassment, and elder abuse, anti-ageism, and conflict management.





## Confronting Anti-Black Racism

In 2021, the Centre for Advancing the Interests of Black People (“The Centre”) was created as one of the main deliverables of the Confronting Anti-Black Racism (CABR) Strategy to confront anti-Black racism at Toronto Community Housing. The strategy aims to identify systemic barriers, provide recommendations to address anti-Black racism issues embedded in policies, programs, and service delivery and help create a diverse, inclusive and equitable environment for tenants and staff.

We adopted the strategy upon transitioning to Toronto Seniors Housing, with the goal of adapting it to address the needs of our staff and tenants. Anti-Black racism training was initiated in 2022 with plans to roll out the training program to all staff in 2023. A pilot group consisting of corporate staff, frontline employees, and leaders was formed to review the Centre’s training. This group reviewed the content to ensure that it met the needs of seniors and is in a tone that is representative of the culture we aspire to embody at Toronto Seniors Housing. The results of that in-person training, which took place in October, will form part of the overall Equity, Diversity and Inclusion learning and development that will help shape the culture at Toronto Seniors Housing.

## Psychological Health and Well-being

A psychologically healthy work environment supports employee engagement, worker health and well-being, recruitment and retention, and productivity. In partnership with Toronto Community Housing, we established a relationship with *LifeWorks*. They offer all employees and their families a confidential, comprehensive Employee and Family Assistance Program (EFAP) to help navigate complex life challenges. Our People and Culture team also worked with Ontario Blue Cross to ensure employees have access to comprehensive and competitive benefits coverage.



## Communications

While a transition-related brand was launched in late 2021, an interim corporate identity was required until a full branding and identity program could be developed. On June 1, using its interim brand, Toronto Seniors Housing launched its social media presence on LinkedIn, Facebook and Twitter. The new corporate website was also launched to share stories, videos, news and information to tenants and the public. To further support the brand identity, photos of vibrant, engaged tenants started us towards using authentic images in our work. Further, the new corporate website supported online translation of information in the top 13 languages spoken by tenants. Use of the interim brand is expected to continue until a comprehensive brand design process can be undertaken with staff, tenants and other stakeholders.

On the recommendation of tenants, the newsletter, Seniors Speak, was reimaged for the fall 2022 issue to focus more on tenant stories and their communities. A new community letter from the CEO, Tom Hunter, launched in the fall of 2022 to provide tenants with corporate updates. These letters are accompanied by a video message from Tom Hunter.

As many tenants have limited access to technology, communication by other means, such as bulletin boards, is critical in keeping tenants informed. Three new bulletin boards were installed in each building and a new bulletin board posting process was developed to ensure consistency.

Toronto Seniors Housing continues to improve its collection and use of language information to better support tenants. Most posters were proactively translated into 13 languages and will be regularly posted in the top secondary language in each building. Interpreters were provided proactively at many Listening Tour events based on current tenant data, with over 20 interpreters hired for events at 52 buildings in 2022.

Work is also underway to ensure the full and often enhanced accessibility of our communications, including posters and website content. The R-PATH Committee also developed an Accessibility Is for You package for tenants on accessibility modifications and Toronto Seniors Housing planned the translation and distribution of this resource.

Staff were also kept informed about organizational updates through regular staff bulletins. We distributed 26 issues in 2022, which included a redesign after the June 1 corporate launch. To further keep staff informed, a Toronto Seniors Housing intranet was developed to centralize staff resources. Six town halls provided forums for staff to stay informed throughout the transition and interact with the new and interim corporate staff. Eight CEO video messages to staff were created, including updates for staff after each Board meeting.



“Living in a Toronto Seniors Housing building gives my life purpose and our building an opportunity to create community and friendships. People are coming out of their units and engaging with their neighbours more, and excited to see what is happening in and around the community. I love working with our building staff; they work hard to keep the building clean and safe for tenants.

– **Wanda Pearce, Tenant**



**“The new Toronto Seniors Housing Corporation delivers on City Council’s commitment to establish a dedicated seniors housing entity in Toronto. Housing options and supports must evolve to meet the needs of our aging population. Toronto Seniors Housing Corporation is helping seniors to age comfortably and safely at home by providing tenants with access to onsite staff and strengthening their connection to community services and supports through the Integrated Service Model.”**

— *Jennifer Dockery, General Manager,*  
Seniors Services and Long-Term Care, City of Toronto



## Governance and Management

### Toronto Community Housing Corporation

We continue our close relationship with Toronto Community Housing to deliver services to tenants while maintaining a strong accountability relationship with the City of Toronto. Following a seamless transition plan to transfer responsibility for operating Toronto Community Housing’s 83 seniors-designated buildings to Toronto Seniors Housing, we still share some services with Toronto Community Housing in order to minimize the impacts of the transition on staff and tenants. Toronto Community Housing maintains ownership of our buildings. As such, we continue to work closely with them on capital repairs and improvements to provide buildings in a state of good repair for tenants to age in place with comfort and dignity.

### City of Toronto

Toronto Seniors Housing is incorporated under the Ontario Business Corporations Act, with the City of Toronto as its sole shareholder. A Council-approved Shareholder Direction sets out Toronto Seniors Housing’s operating principles and mandate, the relationship between Toronto Seniors Housing and the City, and other governance matters.

The Housing Secretariat at the City of Toronto is the Service Manager for social housing in Toronto, which includes Toronto Seniors Housing. The Seniors Services and Long-Term Care Division at the City is responsible for overseeing the implementation and evaluation of the Integrated Service Model through the [Accountability Framework for the Integrated Service Model \(PDF\)](#).

# Board of Directors

Our Board consists of nine members appointed by City Council, including the Mayor or Council member designate appointed by the Mayor, one Council member from the Planning and Housing Committee or the Board of Health, and seven public members, two of whom are senior tenants. On August 2, City Council appointed Fareed Amin as Toronto Seniors Housing’s Chair of the Board of Directors.

## Quality and Tenant Engagement Committee

The Quality and Tenant Engagement Committee oversees the Corporation’s strategic plan and operational performance including areas of building operations, tenant engagement, tenant safety, confronting anti-Black racism, stakeholder relations and partnerships. It establishes an operational performance framework including key performance indicators with annual targets, and monitors progress against these through quarterly performance reports.

## Corporate Governance and Human Resources Committee

The Corporate Governance and Human Resources Committee oversees corporate governance, monitors Board composition, and recommends to the Board the desired skills and experience for potential new Directors. The Committee also oversees new Director orientation and ongoing Director professional development, evaluates the effectiveness of the Board, Board Chair, and Committees and oversees the Code of Conduct and Conflict of Interest policies. Together with the Board Chair, this committee develops the CEO’s annual goals and oversees the CEO’s performance, compensation and succession planning and associated human resources practices including collective bargaining.

## Audit, Finance and Risk Committee

The Audit, Finance and Risk Committee oversees the reliability and integrity of the accounting principles, practices, processes and procedures used

by the Corporation in its financial reporting. It monitors the effectiveness of the corporation’s internal controls and enterprise-wide risk management framework. The Committee reviews the Corporation’s financial performance and oversees the work of the Corporation’s independent auditor. It reviews the integrity of the Corporation’s audited annual financial statements with the independent auditor and recommends them to the Board for approval. It also ensures sufficient insurance coverage and monitors Corporation’s compliance with funding agreements and relevant legislation and regulations.



“I have seen numerous improvements since we moved to Toronto Seniors Housing. There is ample communication between staff and tenants, a better understanding of what’s going on at the building level, more cleaning and maintenance work is being done in response to tenants’ requests for a more safe and clean environment, and increased onsite support.”

– *Larry Cheung, Tenant*



# Meet Our Board

As of December 31, 2022, our Board consists of:



**Fareed Amin**  
Board Chair



**Councillor  
Vincent Crisanti**



**Lawrence D'Souza**  
Vice-Chair



**Linda Jackson**  
Member



**Warren Law**  
Member



**Carrie MacNeil**  
Tenant Director



**Jim Meeks**  
Tenant Director



**Brenda Parris**  
Member



**Councillor  
James Pasternak**



**Paul Johnson**  
City Manager

Councillor Vincent Crisanti and Councillor James Pasternak joined the Toronto Seniors Housing’s Board of Directors in November, following the municipal election and subsequent City Council member appointments made by the Deputy Mayor to committees and boards.

We would also like to take this time to extend our deepest gratitude to Councillor Paula Fletcher and Councillor Paul Ainslie for their service on the Toronto Seniors Housing Board. They have been integral to the important advances that we have made to realizing the vision of the City of Toronto’s Tenants First plan, particularly in the areas of tenant engagement and putting tenant voices first.

# Leadership Team

The Toronto Seniors Housing’s Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. As of December 31, 2022, our team includes:

**Tom Hunter**  
Chief Executive Officer

**Dave Slater**  
Interim People and Culture Lead

**Grant Coffey**  
Interim Director,  
Strategy and Communications

**Roman Zydowsnyk**  
Interim IT Lead

**Brad Priggen**  
Interim Director, Operations

**Vince Truong**  
Interim Finance Lead

# Interim Strategic Direction

Under the Board’s direction, Toronto Seniors Housing undertook a shorter-term strategic direction setting process in 2022. This process was designed to help set the foundation for goals, objectives, values, and performance indicators for the next 12 to 18 months. The development of a longer-term strategic plan is a future goal.

Our work heading into 2023 will involve more consultation with staff, tenants, and key stakeholders and partners to finalize and implement the Interim Strategic Directions and establish a better foundation to undertake a full strategic planning process.



“What I value the most being part of the Toronto Seniors Housing team is that I feel at home here. Everyone in the organization treats everyone else – whether they’re staff or tenants – like family.”

– *Michael Calma, Superintendent*

”



# Financial Statements

The following financial information is derived from the audited financial statements, a copy of which can be obtained on our website at [torontoseniorshousing.ca](https://torontoseniorshousing.ca).



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## INDEPENDENT AUDITOR'S REPORT

To the Shareholder of Toronto Seniors Housing Corporation

### *Opinion*

We have audited the financial statements of Toronto Seniors Housing Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

April 27, 2023



# TORONTO SENIORS HOUSING CORPORATION

## Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash	\$ 5,978,630	\$ 479,362
Accounts receivable	127,539	37,158
Due from TCHC (note 2)	1,210,814	—
Prepaid expenses	621,877	—
	7,938,860	516,520
Due from TCHC (note 2)	4,180,700	—
	<u>\$ 12,119,560</u>	<u>\$ 516,520</u>

## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 3)	\$ 3,157,304	\$ 172,640
Due to TCHC (note 2)	1,670,360	—
Due to the City of Toronto (note 2)	92,467	—
Deferred grant revenue (note 4)	3,118,831	342,834
	8,038,962	515,474
Employee benefits (note 5)	3,917,100	—
Net assets:		
Unrestricted	163,498	1,046
	<u>\$ 12,119,560</u>	<u>\$ 516,520</u>

See accompanying notes to financial statements.

# TORONTO SENIORS HOUSING CORPORATION

## Statement of Operations

Year ended December 31, 2022, with comparative information for the period from June 23, 2021 (date of formation) to December 31, 2021

	2022	2021
Revenue:		
City of Toronto grant (note 4)	\$ 4,859,003	\$ 642,166
Revenue from TCHC (note 2)	20,214,275	—
Interest	162,452	1,046
	25,235,730	643,212
Expenses:		
Salaries and benefits (note 2)	16,036,046	298,491
Services	2,523,806	317,538
Supplies and other operating (note 2)	6,513,426	26,137
	25,073,278	642,166
Excess of revenue over expenses	<u>\$ 162,452</u>	<u>\$ 1,046</u>

See accompanying notes to financial statements.

# TORONTO SENIORS HOUSING CORPORATION

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information  
for the period from June 23, 2021 (date of formation) to December 31, 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 162,452	\$ 1,046
Change in non-cash operating working items:		
Accounts receivable	(90,380)	(37,158)
Due from TCHC (note 2)	(5,391,514)	—
Due to TCHC	1,670,360	—
Due to the City of Toronto	92,467	—
Prepaid expenses	(621,877)	—
Accounts payable and accrued liabilities	2,984,664	172,640
Deferred grant revenue	2,775,996	342,834
Employee benefits (note 5)	3,917,100	—
Increase in cash	5,499,268	479,362
Cash, beginning of period	479,362	—
Cash, end of period	\$ 5,978,630	\$ 479,362

See accompanying notes to financial statements.

# TORONTO SENIORS HOUSING CORPORATION

## Notes to Financial Statements

Year ended December 31, 2022

Toronto Seniors Housing Corporation ("TSHC") was incorporated under the provisions of the Ontario Business Corporations Act on June 23, 2021 with the City of Toronto (the "City") as its sole shareholder. In establishing TSHC, the City approved a Shareholder Direction that set guiding principles, high-level objectives and expected accountability to the City. The Shareholder Direction establishes TSHC as operating at arm's length from the City, under the direction of an independent Board of Directors.

Effective June 1, 2022, TSHC operates as an affordable rental and social housing for low and moderate-income senior households.

TSHC and Toronto Community Housing Corporation ("TCHC") entered into a transition agreement on June 1, 2022 to operate the 83 buildings owned by TCHC. In return, TCHC advances to TSHC the net monthly cash collected on these properties for market rent and rent geared to income ("RGI") less utilities, property taxes, mortgages, security patrols, and facilities management. TCHC continues to own the buildings and be responsible for major capital. TSHC intends to lease the buildings from TCHC and be responsible for minor capital and maintenance and will be focused on tenant facing issues, including health and social supports.

TSHC and TCHC entered into a service delivery agreement for IT Support, and other back office administration as of June 1, 2022.

TSHC is a municipally-owned corporation as it is owned by the City and, as such, is exempt from income taxes under paragraph 149(1)(d.5) of the Income Tax Act (Canada).

Under the Residential Tenancies Act, 2006, rental units located in a not-for-profit housing project, which are developed under a prescribed federal or provincial program, are exempt from residential rent controls.

### 1. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian public sector accounting standards ("PSAS"), including accounting standards that apply to government not-for-profit organizations. The significant accounting policies are summarized below:

#### (a) Revenue recognition:

TSHC follows the deferral method of accounting for contributions for PSAS. Grants and funding designated for TSHC's mandate are recognized as revenue in the year in which the related expenses are incurred.



TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

Interest income is recorded when earned.

(b) Expenses:

In the statement of operations, TSHC presents its expenses by function. Expenses are recognized in the year incurred and recorded in the function to which they are directly related.

(c) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value.

(d) Employee related costs:

TSHC has adopted the following policies with respect to employee benefit plans:

- TSHC's contributions to a multi-employer, defined benefit pension plan and other post-employment benefit plans are expensed as contributions come due;
- the costs of terminating benefits and compensated absences that do not vest or accumulate are recognized when an event that obligates TSHC occurs; costs include projected future income payments, health-care continuation costs and fees paid to independent administrators of these plans, calculated on a present value basis;
- the costs of other employee benefits are actuarially determined using the projected benefits method pro-rated on service and management's best estimate of retirement ages of employees, salary escalation, expected health-care costs and plan investment performance. Actuarial gains and losses are amortized over the expected average remaining service lives;
- employee future benefit liabilities are discounted using the average expected borrowing rate of TSHC over the year during which benefits are expected to be earned;

TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

- past service costs from plan amendments are expensed as incurred; and
- the costs of workplace safety and insurance obligations are actuarially determined and expensed. Actuarial gains and losses are recognized as incurred.

(e) Use of estimates:

These financial statements have been prepared by management in accordance with Canadian PSAS and accordingly, require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting year. Actual results could differ from these estimates. The significant estimates in the financial statements include the collectability of receivables, deferred contributions, and the amount of certain accrued liabilities in the year they become known.

2. Related party transactions:

(a) Account balances with TCHC:

(i) Employee future benefits:

On June 1, 2022, 256 staff from TCHC seniors housing unit were transferred to TSHC inauguration and start of operation per the transition agreement. As result of the transfer of staff from TCHC to TSHC, vacation, lieu time, and post-retirement benefits were transferred from TCHC's book to TSHC. The vacation and lieu time of \$1,210,814 (2021 - nil) was included in the short-term receivable, whereas the post-retirement benefits of \$4,180,700 (2021 - nil) was classified as a long-term receivable from TCHC due to the legacy employees that was part of TCHC and the City of Toronto, and the arrangement made on the benefits payment as instalment from the City.

# TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Related party transactions:

(ii) Transition and service delivery agreements:

On June 1, 2022, TSHC entered into a transition agreement with TCHC to service the 83 properties. Revenue received from these properties less costs related to the running of these properties were provided to TSHC as a monthly net revenue advance totaling \$21,658,000 (2021 - nil), which \$20,214,275 (2021 - nil) was recognized as revenue during the year resulting in an unspent balance of \$1,631,409 (2021 - nil) payable to TCHC. Included in due to TCHC balance is a payable of \$38,951 (2021 - nil) as a result of other various transactions with TCHC through the normal course of business. As part of the agreement, staff in the Seniors Housing Unit were transferred over to TSHC, and costs related to payroll were absorbed by TSHC.

As part of this agreement, TSHC pays for information technology services and back office administration on June 1, 2022. The monthly operating costs are included in the supplies and other operating expense line of \$5,453,000 (2021 - nil) plus non-recoverable tax.

(b) Account balances with the City of Toronto:

Payable to City of Toronto is \$92,467 (2021 - nil) representing cost of seconded staff to TSHC.

## 3. Accounts payable and accrued liabilities:

	2022	2021
Payroll and benefits payables	\$ 2,570,118	\$ 73,360
Other payables	587,186	99,280
Balance, end of year	\$ 3,157,304	\$ 172,640

# TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 4. Deferred grant revenue:

TSHC received funding from the City, as follows:

	2022	2021
Balance, beginning of year	\$ 342,834	\$ -
Grant received	7,635,000	985,000
Recognized as revenue	(4,859,003)	(642,166)
Balance, end of year	\$ 3,118,831	\$ 342,834

## 5. Employee benefits:

On June 1, 2022 the employees of TCHC Seniors Housing Unit were transferred to TSHC as part of the transition agreement. Along with the transfer of staff, the post-retirement liability obligations were transferred to TSHC from TCHC. TSHC also adopted a number of benefit plans from TCHC, including OMERS Pension Plan, and other health benefit plans.

The following are TSHC employee benefit plans:

(a) Non-pension post-retirement and post-employment benefit plans (other benefits):

The following benefit plan liabilities as at December 31, 2022 are based on the most recent actuarial valuation that has been completed as of December 31, 2022:

(i) Post-retirement medical, dental and life insurance benefits:

TSHC provides health, dental and life insurance benefits to certain employees. The same health, dental and life insurance benefits are provided to some retirees until age 65 and reduced benefits are provided thereafter.

The former Toronto Housing Corporation ("THC") participated in a payroll benefits plan reserve fund established by the City to provide for future post-retirement benefits and disability benefits to all city employees and retirees. The reserve fund is currently with TCHC and recorded as a long-term receivable with the City. This was not transferred to TSHC as of June 1, 2022.



# TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 5. Employee benefits (continued):

### (ii) Accumulating sick leave benefits:

The accrued benefit obligation is based on the most recent actuarial valuation that was completed as at December 31, 2018. Under the sick leave benefit plan, unused sick leave can accumulate and bargaining unit employees may become entitled to a cash payment when they leave TSHC's employment. The liability for the accumulated sick leave represents both vested and unvested amounts that could be paid to bargaining unit employees on termination. The amount is currently accrued with TCHC, and was not transferred to TSHC as of June 1, 2022.

This past service liability was set up as a result of the former THC participation in a reserve fund established by the City. TCHC recorded a receivable from the City equal to the liability of the former THC. The amount is currently accrued with TCHC, and was not transferred to TSHC as of June 1, 2022.

### (b) Supplementary employee retirement plan ("SERP"):

The following benefit plan liabilities as at December 31, 2022 are based on the most recent actuarial valuation that has been completed as at December 31, 2022:

In 2006, TCHC established the SERP for current eligible employees whose pension benefits were frozen in the Public Service Pension Plan or the Ontario Public Service Employees' Union Pension Plan as at January 1, 2001. A current eligible employee is one who was an active employee on February 15, 2006 (the date this benefit was approved by the Board of Directors) and had transferred employment on January 1, 2001 from the Metropolitan Toronto Housing Authority to TCHC and became a member of the Ontario Municipal Employees' Retirement Fund ("OMERS"). This plan provides a supplementary benefit so that the total pension benefit on retirement would have been the same as that received had the employee been able to transfer his or her pension to OMERS.

### (c) OMERS:

Employees are members of OMERS, a multi-employer pension plan. The plan is a defined benefit plan and specifies the amount of the retirement benefits to be received by the employees based on length of service and the highest five years' average earnings. Employees and employers contribute jointly to the plan.

# TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 5. Employee benefits (continued):

In 2022, the OMERS funded ratio stands at 95% and the primary plan ended 2022 with a funding deficit of \$6.7 billion. Because OMERS is a multi-employer plan, any pension plan surplus or deficit is the joint responsibility of all Ontario municipalities and their employees. TSHC does not recognize any share of the OMERS pension surplus or deficit.

Depending on the individual's normal retirement age and pensionable earnings, 2022 contribution rates were 9% to 14.6% (2021 - nil).

In 2022, total employee contributions were \$996,873 (2021 - nil) and total employer contributions amounted to \$996,873 (2021 - nil).

Employee benefits liabilities of TSHC:

	2022	2021
Post-retirement benefits (a)(i)	\$ 1,435,000	\$ -
Sick leave benefits (a)(ii)	1,395,000	-
Other benefits	2,830,000	-
SERP (b)	1,087,100	-
	<u>\$ 3,917,100</u>	<u>\$ -</u>

Additional information about TSHC's SERP and other benefit plans as at December 31 is as follows:

	SERP		Other benefits		Total	
	2022	2021	2022	2021	2022	2021
Accrued benefit obligation	\$ 1,032,700	\$ -	\$ 3,638,000	\$ -	\$ 4,670,700	\$ -
Unamortized actuarial gain (loss)	54,400	-	(808,000)	-	(753,600)	-
Accrued benefit liability	<u>\$ 1,087,100</u>	<u>\$ -</u>	<u>\$ 2,830,000</u>	<u>\$ -</u>	<u>\$ 3,917,100</u>	<u>\$ -</u>

TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

5. Employee benefits (continued):

Continuity of TSHC accrued benefit liabilities:

	SERP		Other benefits		Total	
	2022	2021	2022	2021	2022	2021
Balance, beginning of year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer as of June 1, 2022	1,060,700	-	3,120,000	-	4,180,700	-
Current service cost	7,400	-	145,000	-	152,400	-
Interest cost	24,900	-	68,000	-	92,900	-
Benefits paid	(5,900)	-	(187,000)	-	(192,900)	-
Actuarial loss (gain)	-	-	492,000	-	492,000	-
Unamortized actuarial gain (loss)	-	-	(808,000)	-	(808,000)	-
Balance, end of year	\$ 1,087,100	\$ -	\$ 2,830,000	\$ -	\$ 3,917,100	\$ -

TSHC's employee benefits expense:

	SERP		Other benefits		Total	
	2022	2021	2022	2021	2022	2021
Current service cost	\$ 7,400	\$ -	\$ 145,000	\$ -	\$ 152,400	\$ -
Interest cost	24,900	-	68,000	-	92,900	-
Amortization of actuarial loss (gain)	-	-	(316,000)	-	(316,000)	-
Balance, end of year	\$ 32,300	\$ -	\$ (103,000)	\$ -	\$ (70,700)	\$ -

TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

5. Employee benefits (continued):

Actuarial assumptions:

The significant actuarial assumptions adopted in measuring TSHC's accrued benefit obligations and the benefit costs for the SERP and other employment and post-employment benefits are as follows:

	SERP		Other benefits	
	2022	2021	2022	2021
Discount rates for benefit obligations:				
Post-retirement and sick leave	-	-	4.10%	-
Post-employment Pension	4.40%	-	3.90%	-
Discount rates for benefit costs:				
Post-retirement and sick leave	-	-	4.00%	-
Post-employment Pension	4.01%	-	1.90%	-
Rate of compensation increase	2.50%	-	2.50%	-
Inflation rate	2.00%	-	2.00%	-
Healthcare inflation - select	-	-	5.39%	-
Healthcare inflation - ultimate	-	-	4.00%	-

For measurement purposes, a 5.39% annual rate of increase in the per capita cost of covered health-care benefits was assumed. The rate is assumed to decrease gradually to 4.00% by 2040 and remain at that level thereafter.



# TORONTO SENIORS HOUSING CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 6. Financial risks:

### (a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. TSHC is exposed to this risk relating to its cash and accounts receivable. TSHC holds its cash accounts with a federally regulated chartered bank who are insured by the Canadian Deposit Insurance Corporation.

TSHC assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. At year end, there were no amounts allowed for in accounts receivable.

### (b) Liquidity risk:

Liquidity risk is the risk that TSHC will not be able to meet all cash outflow obligations as they come due. TSHC mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and keeping accounts payable current throughout the year.

## 7. Impact of COVID-19 pandemic:

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has an effect on TSHC's operation in 2022, of which \$703,461 (2021 - nil) was incurred for staff wages and overtime due to extra cleaning as outlined by public health.

## 8. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.



# **Toronto Seniors Housing Corporation**

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