

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: October 26, 2023

Time: 8:30 A.M. – 12:00 P.M.

Location: WebEx

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**Item #3
Toronto Seniors Housing Corporation
BOARD OF DIRECTORS MEETING
Date: October 26, 2023
Time: 8:30 – 11:30am
Location: Webex & Livestream
Agenda**

	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.	8:33 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	8:34 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	8:35 1min	Approval of Public Session Board Minutes August 3, 2023	Approval	Public Meeting Minutes of August 3, 2023	Chair
6.	8:36 1min	Approval of Closed Session Board Minutes August 3, 2023	Approval		Chair
7.	8:37 5min	Matters Arising – Action Items	Information	Action Items List	Chair
8.	8:42 15min	Quality and Tenant Engagement Committee Report	Information	Verbal Report	Linda Jackson
		<ul style="list-style-type: none"> • Interim Strategic Directions – Q2 Progress Update 	Information	Report	Grant Coffey
9.	8:57 15min	Corporate Governance and Human Resources Committee Report	Information	Verbal Report	Councillor Crisanti

Time		Description	Action	Supporting Documents	Presenter
		<ul style="list-style-type: none"> Property Re-Naming: 3036 Bathurst Street 	Approval	Report	Grant Coffey
10.	9:12 15min	Audit, Finance and Risk Committee Report <ul style="list-style-type: none"> Q2 2023 Financial Result (a) Insurance Renewal (b) 	Information	Verbal Report	Lawrence D'Souza
			Information	Report	Vince Truong
			Approval	Report	Vince Truong
11.	9:27 1min	Motion to Move into Closed Session	Approval	N/A	Chair
12.	9:28 1min	Approval of Closed Session Agenda	Approval	N/A	Chair
13.	9:29 20min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Information	Presentation	Vince Truong

**Toronto Seniors
Housing Corporation**

	Time	Description	Action	Supporting Documents	Presenter
14.	9:49 1min	Motion to Move into Public Session	Approval	N/A	Chair
15.	9:50 1min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item #5

Public Session Board Minutes

August 3, 2023

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on August 3rd, 2023, 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 Vincent Crisanti – *Director*
Councillor James Pasternak – *Director*
Linda Jackson – *Director*
Warren Law – *Director*
Brenda Parris – *Director*
Jim Meeks – *Tenant Director*
Paul Raftis – *Director*
Maureen Clohessy – *Tenant Director*

TSHC representatives present:

Grant Coffey, *Director, Strategy and Business Management*
Arlene Howells, *Director, Engagement, Partnerships and Communications (I)*
Dave Slater, *Special Advisor, People and Culture*
Vince Truong, *Interim Finance Lead*
Brad Priggen, *Director, Operations*
Fatima Mahmood, *Executive Assistant*
Liz Dizig, *Interim Executive Assistant*
Carol Francis, *Director, People and Culture*
Joseph Friedman Burley, *Manager, Strategic Initiatives, Office of Deputy City Manager Paul Raftis*

Christine Yan, *Strategy and Policy Lead*

Ashleigh Kong, *Policy Advisor, Council Relations, Office of Councillor Vincent Crisanti*

Board Secretary present:

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

CONSTITUTION AND NOTICE OF MEETING

Mr. Amin served as Chair of the Meeting and Ms. Barrantes 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 special Board meeting and stated that the meeting was being 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 by Mr. Law and seconded by Mr. Meeks and unanimously carried, **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: BOARD MEMBER WELCOME AND ACKNOWLEDGMENTS

The Chair welcomed Ms. Clohessy to the Board of Directors.

ITEM 6: APPROVAL OF PUBLIC SESSION BOARD MINUTES OF APRIL 27, 2023 AND MAY 16, 2023

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of public session board minutes of April 27, 2023 and May 16, 2023.

ITEM 7: APPROVAL OF CLOSED SESSION BOARD MINUTES OF APRIL 27, 2023, MAY 16, 2023 AND JULY 7, 2023

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of closed session board minutes of April 27, 2023, May 16, 2023, and July 7, 2023.

ITEM 8: MATTERS ARISING – ACTION ITEMS

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

ITEM 9: BOARD COMMITTEE MEMBERSHIP AND COMMITTEE CHAIR PROCESS

The Chair referred to report (BD: August 3, 2023, #9) regarding board committee membership and committee chair process and appointment Ms. Clohessy as member of the Quality and Tenant Engagement Committee

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

1. review and approve the Selection and Appointment Process for Board Committee Membership and Committee Chair contained in Attachment 1 to this report.
2. appoint Maureen Clohessy as member of the Quality and Tenant Engagement Committee on an interim basis, effective from August 3, 2023 until the Selection and Appointment Process for Board Committee Membership and Committee Chair is approved and implemented by the Board.

ITEM 10: AUDIT & FINANCE AND RISK COMMITTEE REPORT

At the invitation of the Chair, Mr. D’Souza provided a summary of the main highlights and items discussed at the last Audit & Finance and Risk Committee (“AFR Committee”) meeting held on May 25th, 2023. He noted that the AFR

Committee had reviewed the 2023 first quarter financial statements, reconciliation of expenses from TCHC to TSHC and transfer of post-retirement obligations, vacation and lieu time to TSHC by TCHC. He indicated the Chief Executive Officer provided an update on the strategic financial sustainability plan exercise by Ernest & Young.

ITEM 10a: Q1 2023 FINANCIAL RESULTS

Mr. Truong reviewed report (BD: August. 3, 2023, #10a). regarding the Financial Statements for the first quarter of 2023 and reviewed salient highlights. He then answered questions from the Board regarding financials and discussed the issues surrounding tax exemptions and funding.

ITEM 11: QUALITY AND TENANT ENGAGEMENT COMMITTEE REPORT

At the invitation of the Chair, Ms. Jackson provided a verbal summary of the items discussed at the May 9th and July 17th, 2023, Quality and Tenant Engagement Committee (“QTE Committee”) meetings. She addressed the QTE reports and noted some items required to be discussed with the Board.

ITEM 11a: OPERATIONAL DASHBOARD REPORT

Item # 11a: Operational Dashboard

At the invitation of the Chair, Mr. Priggen presented the TSHC Operational Performance Dashboard report (BD: August. 3, 2023, # 11a) for the period ending May 2023 which was reviewed at the last QTE Committee meeting and provided an update on Key Performance Indicators for items including Vacancies, Arrears, Maintenance Requests, Pest Management, Community Safety and Security Incidents and Administrative Service requests. He then answered questions from the Board.

ITEM 11b: PROGRAMS AND PARTNERSHIPS REPORT

DEPUTANT: The following verbal deputation was received with respect to Item #11b.

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 discussed the issue regarding tenant engagement programs and partnerships, noting decisions had been made without tenants involved. He indicated tenants try to have a voice, but the decision-making process was making decisions regarding the use of their space and community rooms without tenants being involved or even knowing, which lead to tenants still being. The Chair thanked Mr. Lohman for his comments. Mr. Coffey noted there was an initiative underway to review the Use of Space Policy for TSHC and revise it.

At the invitation of the Chair, Ms. Howells presented the Programs and Partnership report (BD: August 3, 2023, 11b) and provided an update on TSHC's ongoing programs, partnerships, and tenant engagement activities to address the challenges related to income, aging, isolation, and communications barriers faced by seniors. She then answered questions from the Board.

ITEM 11c: INTERIM STRATEGIC DIRECTIONS REPORT

At the invitation of the Chair, Mr. Coffey presented the report on the Interim Strategic Directions (BD: August 3, 2023, #11c), and highlighted they had included a report to follow up on the work that has been completed since the Interim Strategic Directions were approved at the April 27th Board meeting. He noted the documents included in the package were the visually enhanced design document version of the Interim Strategic Directions. He then referred to other changes introduced in the documents. He then answered questions from the Board.

ITEM 11d: TENANT ENGAGEMENT MODEL REPORT

At the invitation of the Chair, Ms. Howells presented the report on the Tenant Engagement Model (BD: August 3, 2023, #11d) and provided an update and summary of the work being done to support a new seniors-focused approach to tenant engagement. She noted that she received support from Barnes

Management Group, conducted environmental scans, and implemented tenant focus groups and tenant guidance sessions during the first phase of the project. She provided an update on the work to date and shared findings. She then answered questions from the Board.

ITEM 11e: TSHC SENIOR TENANTS EXPERIENCE SURVEY REPORT

DEPUTANT: The following verbal deputation was received with respect to Item #11e.

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 discussed the issue regarding SSC and CSC for the buildings and their roles in housing and tenant engagement. The Chair thanked Mr. Lohman for his comments. The Board further discussed this issue.

At the invitation of the Chair, Mr. Coffey presented the report on the Senior Tenants Experience Survey (BD: August 3, 2023, #11e), noting they had previously discussed this report at the July 17th QTE Committee meeting to introduce their work conducting a seniors tenants experience survey. He indicated that the intention behind this survey was to have a mechanism to engage tenants on measuring satisfaction on several items.

Mr. Coffey noted they would align the survey to include items that were discussed at the meeting regarding key aspects and components surrounding the Interim Strategic Directions. He also indicated they had done a jurisdictional scan in advance of preparing for an active procurement and noted they had an Request for Proposal out to acquire a vendor to support in the work being conducted. He indicated that the goal was to conduct a survey to all tenants subject to the procurement and the costs associated with it. The intention is to conduct the survey before the end of 2023 and then every two years.

Mr. Coffey indicated that the survey would likely be a paper-based, anonymous survey with an online component to accommodate tenants' needs. He indicated that once the new vendor has been chosen in early fall, their task will be to work through a process to develop the actual survey, engage in focus groups and tenants to test the survey and discuss the content. The plan is to have the vendor administer the survey in Q4 this year so that the findings and results would be compiled in early 2024. He then answered questions from the Board.

ITEM 12: KEY PERFORMANCE INDICATORS DASHBOARD

At the invitation of the Chair, Mr. Coffey presented the report on the Key Performance Indicators Dashboard (BD: August 3, 2023, #12) and noted that as part of their work they had developed a new dashboard to bring forward to the Board to look at from an overarching perspective.

Mr. Coffey noted that the dashboard was intended to be a quarterly update to show an integrated view of how they compare on key metrics across each of the key areas of the Interim Strategic Directions.

Mr. Coffey indicated they were looking for feedback and remarked the data represents first quarter results for TSHC. He noted their intent was to publish the dashboard publicly and, in the future, to evolve the way their dashboard was presented into a more interactive web view. He then answered questions from the board.

ITEM 13: QUALITY IMPROVEMENT PROJECTS REPORT

At the invitation of the Chair, Mr. Coffey provided a summary report on the three quality improvement projects (BD: August 3, 2023, #13) on pest management, safety and security, and staff and tenant relations, and discussed the work involved in creating recommendations to address the important issues uncovered. He then answered questions from the Board.

ITEMS 14-18: MOTION TO MOVE INTO CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Councillor Crisanti and seconded by Mr. Meeks and unanimously carried, **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 19: MOTION TO APPROVE CLOSED SESSION DECISIONS

TSHC STRATEGIC FINANCIAL SUSTAINABILITY PLAN

Motion carried **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the recommended next steps for TSHC staff to:

1. TSHC continue to work with TCHC and the City to support next step activities, including further review, planning and governance aligned with the TSHC Interim Strategic Directions and Shareholder Direction.
2. Ensure TSHC related considerations are clarified.
3. Assist in the development of a funding model including assessing and reviewing any implications for TSHC through the process and reporting back to the Board accordingly.
4. Work with TCHC on any potential savings opportunities identified that may be applicable to TSHC.

**CORPORATE GOVERNANCE AND HUMAN RESOURCES
COMMITTEE REPORT – CEO ANNUAL GOALS**

Motion carried **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. Clohessy and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the 2023 CEO Performance Goals as outlined in Attachment 1 of report August 3, 2023; #17a.

ITEM 20: ANY OTHER BUSINESS

DEPUTANT: The following verbal deputation was received with respect to Item #20.

The Chair welcomed Mr. Edie Gasparian, the deputant, and indicated that he had five minutes to address the Board, after which time the Board may ask questions. Mr. Gasparian discussed complaints regarding a sound issue at his apartment caused by the boiler of the building, noting his discontent with the actions taken by the authorities and delay in resolving this inconvenience. The Chair thanked Mr. Gasparian for his comments and indicated the issue will be reviewed.

ITEM 21: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Ms. Clohessy and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 12:48 p.m. (EDT).

Fareed Amin, Chair

Maria Paz Aliaga Barrantes,
Secretary

Item #7

Toronto Seniors Housing Corporation

Action Items List

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
1.	April 28, 2022	Inclusion of data regarding race, culture, sex, language in QTE KPIs and in the ISM project reporting indicators	Tom Hunter	Completed
2.	November 29, 2022	Add Board members to the tenant newsletters	Grant Coffey	Completed
3.	November 29, 2022	Itemized consultant list and fees	Vince Truong	Completed
4.	February 23, 2023	Process chart regarding the treatment of arrears (how they are being processed)	Brad Priggen	Completed
5.	February 23, 2023	List of capital improvements	Brad Priggen	Completed
6.	February 23, 2023	Breakdown of safety expenses resulting in the \$9 million budgeted item	Vince Truong	Completed
7.	February 23, 2023	Selection process and procedures regarding the nomination process of new members and chairs of committees and to the Board.	Grant Coffey	Completed

Toronto Seniors Housing Corporation

Board of Directors Meeting

Topic: Interim Strategic Directions Progress Report – Q2 2023

Item # 8

October 26, 2023

Report: QTEC: October 26, 2023 and Item # 8

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date: October 11, 2023

Purpose: For Information

Recommendation:

This report provides an update on Toronto Seniors Housing Corporation's (TSHC) Interim Strategic Directions (ISD). It was presented at the September 20, 2023 Quality and Tenant Engagement Committee. Feedback on the Key Performance Indicator Dashboard was received and will be considered for future versions.

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

Reason for Recommendation:

The Board of Directors approved the content of the Interim Strategic Directions, Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics, and Interim Strategic Directions Roadmap at the meeting of April 27, 2023. These documents outline the key initiatives, milestones, and metrics that will guide our progress over the next year and a half.

Following the approval of the ISD, an ISD Key Performance Indicator (KPI) Dashboard and a Roadmap Tracker were developed to enable regular reporting and monitoring of the ISD progress. This report provides highlights on the progress made on implementing the ISD in Q2 2023.

As indicated in the Q2 2023 KPI Dashboard, the second quarter exhibited encouraging trends across operational KPIs, particularly in the areas of housing occupancy, unit turnover, and rent collection. Twenty-six tenant engagement activities were conducted in Q2 engaging 379 tenants, including 205 tenants who participated in the broader tenant consultations on the emerging Tenant Engagement Model. Staff have adjusted the approach of reporting Tenant Action Fund distribution data. Starting from Q2 2023, the data no longer includes the amount of funds approved but not yet disbursed to tenants. Only the amount that has been successfully disbursed to tenants is reported on the KPI Dashboard. In Q2, the Tenant Action Fund has distributed \$17,796 to fund 46 applications. On Partnerships, Q2 reflects a notable 22% increase in reoccurring programs as compared to Q1. Regarding staff engagement and training, 71% of staff have received Confronting Anti-Black Racism training, with additional sessions being scheduled for September to accommodate the remaining staff. TSHC's financial standing stays robust as of June 30, 2023. For more details, please refer to Attachment 1 or view the Q2 Dashboard on the TSHC website at <https://www.torontoseniorshousing.ca/interim-strategic-directions/kpi-q2-2023/>.

The ISD Roadmap translates the ISD into a plan for delivery. The Roadmap Tracker of Q1 and Q2 2023 demonstrates progress across various strategic initiatives. All of the 11 projects/activities slated for the first two quarters of 2023 have been successfully completed within the timeline. Details of accomplished projects/activities and their key highlights are outlined in Attachment 2.

The progress achieved in implementing the ISD shows TSHC's dedication to realizing its vision and mandate. Management meets regularly to review the ISD progress to ensure the organization remains focused on its strategic directions.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – ISD Key Performance Indicator Dashboard – Q2 2023
- Attachment 2 – ISD Roadmap Update – Q1 & Q2 2023

Item #8

Attachment 1

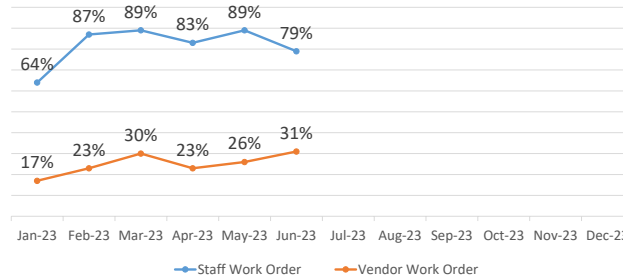
TSHC KPI Dashboard Q2 2023

Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Highlights:

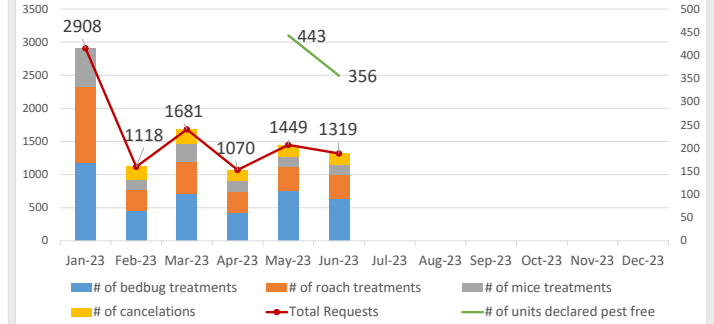
- **Work Orders:** the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 79% compliance and vendors achieved 31% compliance in June.
- **Pest Management:** 799 units were declared pest free in May and June. Year to date staff have assisted 20 residents in preparation for treatment and coordinated the preparation of 82 units with Toronto Public Health.
- **The housing occupancy rate** at the end of June stood at the target of 98%. The average unit turnover days were at 73 days, well below the Year to Date sector average of 98.9 days.
- **Arrears:** The arrears level has remained stable during Q2, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.

% of Maintenance Work Orders Completed within Service Standard

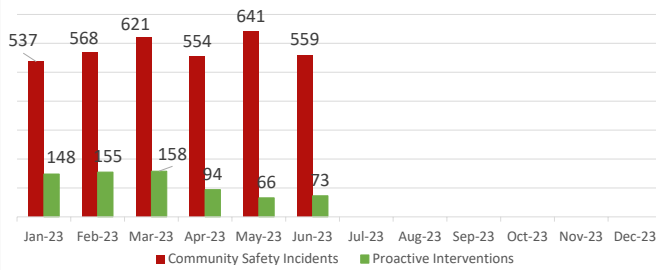


* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.

Number of Pest Treatment Requests & Number of Units Declared Pest Free

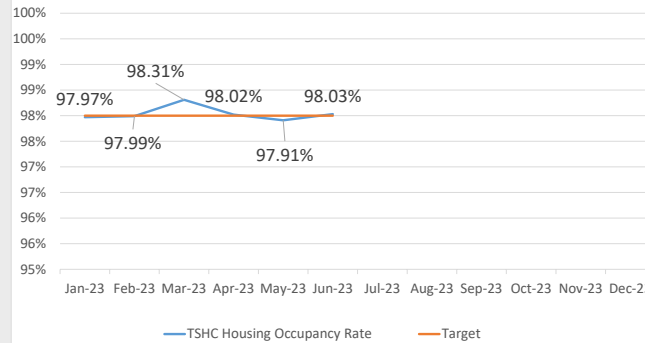


Community Safety

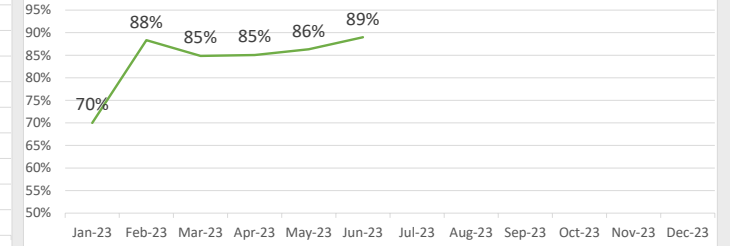


Community Safety Incidents include anti-social behaviours, arsons, CSU initiated arrests/charges, disputes, incidents affecting quality of life, other calls for service, serious violent incidents, and warrants. Proactive Interventions include meetings and self-initiated patrols.

Housing Occupancy Rate



% of Units that Met the Unit Turn Over Standard (60 days)



Average Unit Turnover Days
73 Days (Same as that in Q1, 2023)

Sector Average YTD
98.9 Days

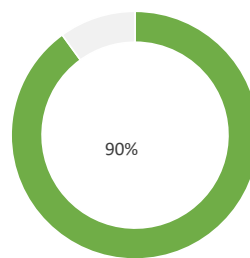
Monthly Rent and Parking Arrears



Rent Collection Rate
99.6% (▲ from 99% in Q1, 2023)

Sector Average YTD
95.4%

% of Households in Good Financial Standing



2 Evictions Enforced (2 evictions in Q1, 2023)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1138
\$2,001-\$4,000	114
\$4,001-\$6,000	51
\$6,001-\$8,000	23
\$8,001-\$10,000	13
\$10,001 and above	33
Grand Total	1372

Strategic Objective 2: To enhance tenant engagement and inclusion in communities and provide opportunities for all tenants to have a voice

Highlights:

- The Listening Tour concluded in May. The CEO met with over 2,300 tenants during the tour. A total of 65 interpreters were brought in to support these conversations.
- The most recent 20-page issue of Seniors Speak featuring 6 tenants was well received by tenants. The tenant-focused newsletter has attracted more tenants reaching out to be featured.
- Five Quality Improvement Project consultations with tenants were conducted in Q2 engaging 32 tenants.
- Three regional tenant representative meetings were held which saw 40 tenants in attendance providing input on the emerging Tenant Engagement Model.

Tenant Action Fund Distribution

\$ Tenant Action Fund Distributed:

\$17,796

\$ Tenant Action Fund Distributed in 2022:

\$61,250 (full year)

Number of Tenant Action Fund Applications Approved:

46

Communications with Tenants:

1 issue of Seniors Speak and 1 issue of Community Letter with Video

25 posters translated into top 8 languages and distributed

Tenant Engagement Activities

- 4 Listening Tours
- 4 Senior Tenants Advisory Committee Meetings
- 2 Working Group Meetings
- 11 Tenant Focus Groups/Consultations
- 5 Quality Improvement Project Meetings
- 379** tenants participated

Online Engagement

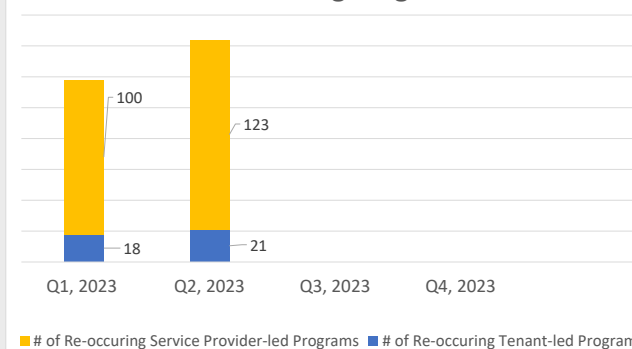
- Website Users: **9,101**
- Social Media Audience: **1,278**
- Social Media Audience Growth: **200**

Strategic Objective 3: To facilitate access to services and programs that tenants need and want

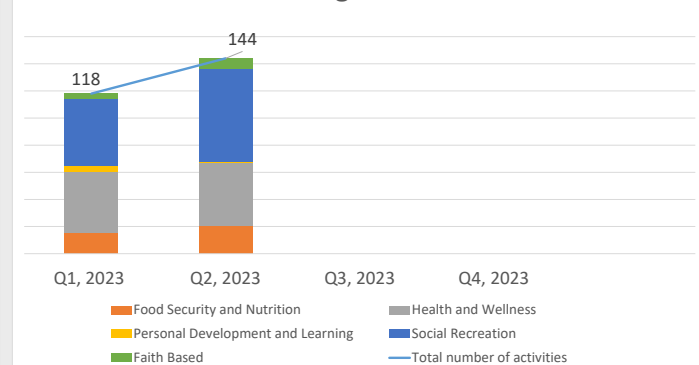
Highlights:

- A total of 144 reoccurring programs led by tenants and service providers are currently being offered, reflecting a significant 22% of increase as compared with those offered in Q1, 2023.
- Broader tenant consultations on the emerging Tenant Engagement Model were held across the four regions in June with a total of 205 tenants participating in the 8 sessions.
- TSHC has formalized partnership with Baycrest Hospital and North Toronto Ontario Health Team to increase tenants' access to health and community support services where they live and help seniors age in their homes.

Re-occurring Programs



Building Activities



Strategic Objective 4: To promote innovation

innovations implemented across the organization

Enabler: Be an Employer of Choice

Training Opportunities Offered and Participation Rate:

71% of staff have received Confronting Anti-Black Racism training

Staff Engagement in this quarter:

- 1 Staff Town Halls held with 112 staff in attendance
- 3 Staff Bulletins distributed to staff

Enabler: Organizational Excellence and be an Employer of Choice

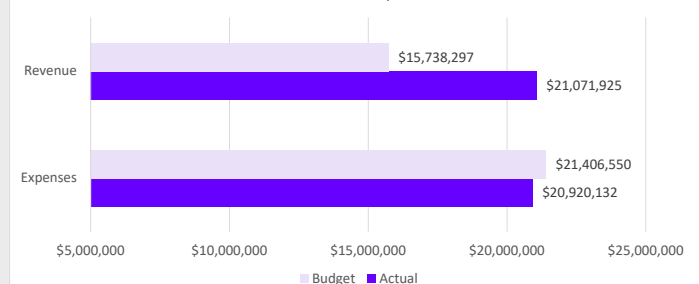
Staff Vacancy Rate and Turnover Rate (Reporting will start from Q3 2023)



Note: The staff vacancy rate and turnover rate will start to be tracked from Q3, 2023.

Statement of Operations

As of June 30, 2023



Item #8

Attachment 2

ISD Roadmap Tracker Q1 & Q2 2023

TSHC Interim Strategic Directions Roadmap Tracker - Q1 & Q2 2023

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIATIVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Integrated Pest Management Database and Analytics Tool	Q2 2023	Completed	Currently using Microsoft Excel and have enhanced tracking reporting and compliance to make data-driven decisions.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Hire an intake specialist (accessibility)	Q2 2023	Completed	Intake specialist has been hired and onboarded
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Communicate effectively with our tenants and other stakeholders	Listening Tours	Q2 2023	Completed	Reached 2300 tenants from June 2022-May 2023 Adding new outreach program called Connecting with CEO as of June 2023 Lessons learned from these sessions informed the QIPs very early on
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Communicate effectively with our tenants and other stakeholders	Annual Report	Q2 2023/Q2 2024	Completed	Annual Report passed at City Council in July 2023
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Provide Board members with access to foundation documents	Q1 2023	Completed	Updated materials and content on TSHC website and advised Board members.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Annual Report and Annual General Meeting Requirements	Q2 2023/Q2 2024	Completed	TSHC Annual General meeting requirements, including the Annual Report and other materials, were approved at TSHC Board on April 27, 2023 and submitted and subsequently approved at City Council on July 16, 2023.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Be informed by data and driven by performance commitments	Define performance metrics	Q2 2023	Completed	A detailed list of key performance indicators (KPIs) linked to Strategic Initiatives and Actions has been developed and reviewed by tenants, staff and the Board. A KPI Dashboard has been created to track and measure the progress against the Interim Strategic Directions.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Improve service quality in areas important to our tenants	Establish a process for monitoring and implementing existing QIPs	Q2 2023	Completed	Three Quality Improvement Projects on Pest Management, Safety & Security and Staff & Tenant Relations were completed, reported to Committee and Board with a process to monitor and report quarterly and annually.

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIAITVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
<p>Organizational excellence</p> <p>To strive for organizational excellence for effective and efficient delivery of our mandate</p>	Director, Strategy and Business Management	Improve service quality in areas important to our tenants	Conduct lessons learned on existing QIP	Q2 2023	Completed	Lessons learned sessions were conducted to look at both the strengths of the Quality Improvement Projects and the opportunities for improvement in future. A full report on lessons learned was presented to the QTEC and the Board in Q3, 2023.
<p>Organizational excellence</p> <p>To strive for organizational excellence for effective and efficient delivery of our mandate</p>	Director, Strategy and Business Management	Use technology effectively	Internet contract renewal	Q2 2023	Completed	Internet contract renewed until May 2024.
<p>Employer of choice</p> <p>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</p>	Director, People and Culture	Develop and implement a talent strategy	Review and make necessary adjustments to the salary bands to ensure competitiveness	Q2 2023	Completed	TSHC Compensation Strategy approved and implemented April 27, 2023 retroactive to January 1, 2023.

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

Topic: Property Re-Naming: 3036 Bathurst Street

Item # 9

Date: October 26, 2023

Report: BD: October 26, 2023 and Item # 9

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date: October 13, 2023

Purpose:

To provide the Board of Directors (the “Board”) with a proposed process for renaming TSHC properties, and consideration to rename “Bathurst Place” (3036 Bathurst St) to “Mike Feldman Place” further to a request from Councillor Colle. This item was also considered at the September 20, 2023 TSHC Corporate Governance and Human Resources Committee in advance of being brought forward to Board.

Recommendation:

It is recommended that the Board of Directors:

1. Approve the draft Property Naming Process for TSHC buildings as outlined in Attachment 1.
2. Approve the proposed name change for 3036 Bathurst Street (Bathurst Place) to “Mike Feldman Place”.

Reason for Recommendation:

At its meeting on March 31, 2021, TCHC’s Governance, Communications and Human Resources Committee (GCHRC) received a communication (see [link](#) here)

from Councillor Mike Colle, requesting that TCHC name its property at 3036 Bathurst Street, “The Michael Feldman Place.”

As part of an environmental scan, TCHC staff learned of the City’s moratorium at the time on naming and renaming civic properties, pending the approval of a new framework and implementation plan on how the City commemorates public figures and events in street and place names, monuments and other civic needs.

On July 19, 2022, City Council adopted a new Commemorative Framework for Toronto's public spaces – see [link](#) here. However, this report does not offer instructions to TCHC or TSHC on how to decide when to name or rename properties after public figures or events. Instead, it defines [Guiding Principles for Commemoration](#) and requests City Agencies and Corporations to adopt and comply with these Principles when selecting commemorative names for properties.

The request and recommendation to rename Bathurst Place to “The Michael Feldman Place” was then forwarded from TCHC to TSHC in March of 2023.

Since being referred, TSHC has worked with the City of Toronto's Strategic Partnerships Office to align a new process for TSHC with established protocols and guidelines of the City. TSHC staff also met with Councillor Pasternak and Councillor Colle’s office to review the proposed process and next steps on proceeding with an application to change a property name.

Proposed Property Re-Naming Process

To maintain consistency, TSHC’s proposed process for renaming a property will follow the City of Toronto's application and guidelines, with an additional requirement that all applicants must conduct mandatory consultation sessions with tenants affected by the name change. The process includes an application form and consent and there are four main process steps including (1) Application, (2) TSHC Review, (3) Committee/Board Approval and (4) Implementation. This process follows the City process with the additional tenant consultation in step 2. Attachment 1 details the proposed TSHC property naming process. For the tenant consultation, applicants can collaborate with TSHC staff to schedule a meeting with the tenants to get feedback on the proposed change. All tenant consultations must

be documented with minutes and signatures of tenants who approve or disapprove of the name change.

Bathurst Place – Proposal to Rename to “Mike Feldman Place”

Further to the request from Councillor Colle to rename 3036 Bathurst Street, currently known as “Bathurst Place” to “Mike Feldman Place”, the proposed process in Attachment 1 was initiated to consider this request. At a tenant consultation session on August 21, 2023, Councillor Colle met with the tenants of 3036 Bathurst Street to present and get feedback on the proposed name change. Prior to this, information had been circulated via door drop to all tenants in the building to invite tenants to this meeting and share background details on the rationale for the renaming. Please see Attachment 2 for the material provided to tenants. Eleven tenants attended the session and expressed their support for changing the name of the property.

TSHC then met further with Councillor Colle’s office to review the application and consent and ensure all supporting requirements for the application were completed. Councillor Colle’s office also provided supporting documents for the proposed renaming, please see Attachment 3.

Upon reviewing this application and supporting materials, together with the outcome of the consultation with tenants, and further research by TSHC staff in consideration of this request, it is felt that application meets the requirements outlined in the process and is in alignment to City requirements and can be recommended for approval.

Financial Impacts:

Toronto Seniors Housing has reviewed potential cost estimates to replace the existing signage at Bathurst Place with the new proposed name which are expected to be in the \$9000-\$15,000 range. TSHC will look to fund from existing budget and the Councillor’s office is also exploring the possibility of fundraising to support these costs.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Property Naming Process
2. Materials Distributed to Tenants on Proposed Name Change
3. Supporting Materials from Councillor Colle

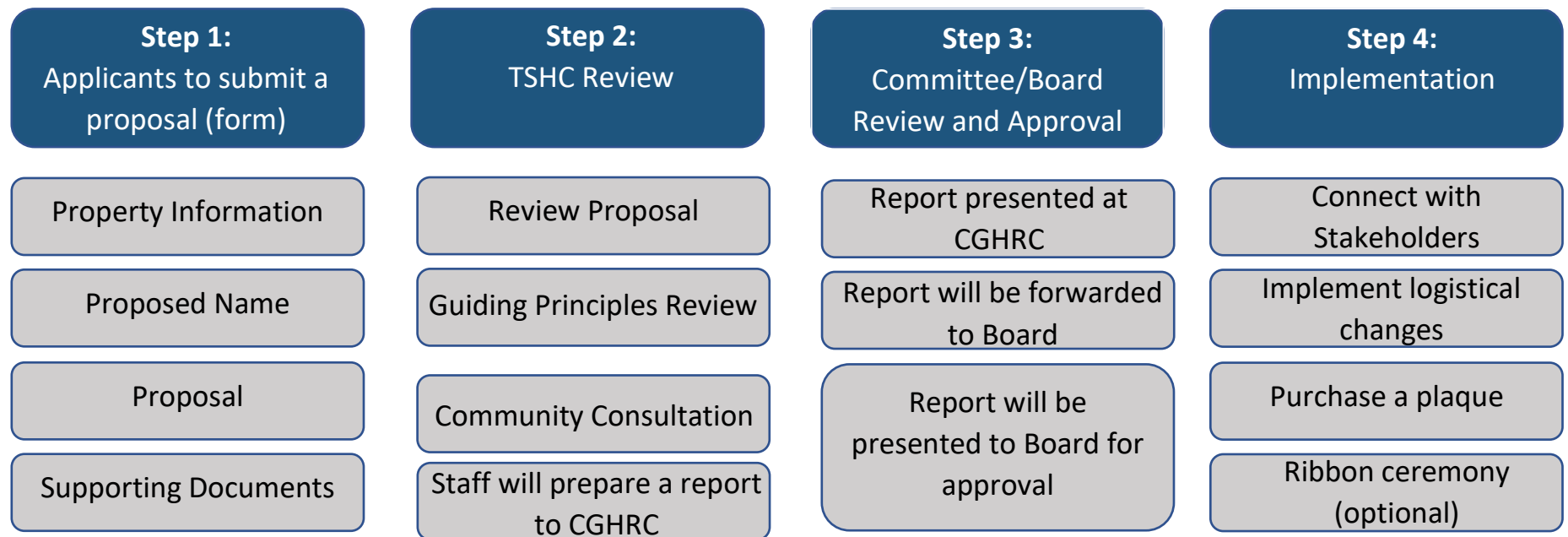
Item #9

Attachment 1

Property Naming Process

Toronto Seniors Housing Corporation

Attachment 1: Property Naming Process



Item #9

Attachment 2

Materials Distributed to Tenants on

Proposed Name Change

You are invited to a meeting with Councillor Mike Colle in your building

This meeting is a chance for you to meet Councillor Colle and discuss renaming Bathurst Place.

When is the meeting?

On August 21, 2023, at 2:00 P.M.

Where is the meeting?

In the recreation room at your building
(3036 Bathurst St.).

We look forward to seeing you there!

MIKE FELDMAN

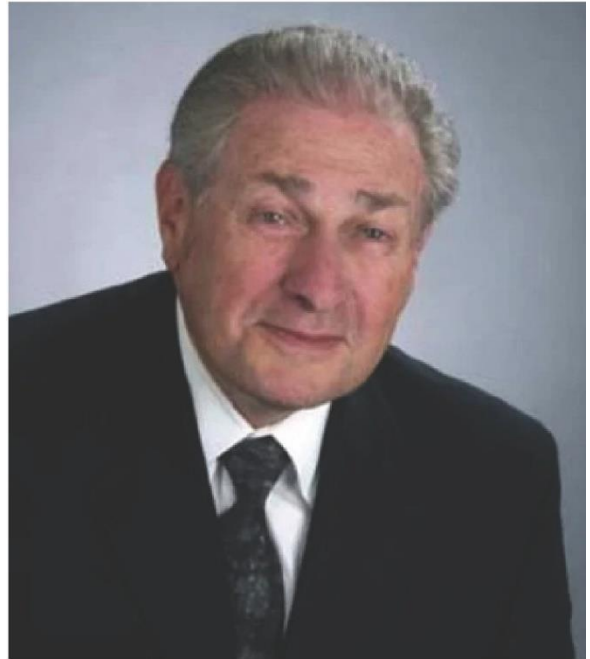
Mike Feldman was a true community hero. Entrepreneur, civic activist, proponent of affordable housing, with a distinguished 18 year career in public service as a City Councillor and Deputy Mayor of Toronto.

On May 10th of this year, we lost our dear friend Mike after a life so well lived. Always devoted to his wife of 73 years, Sue, and their family, many friends and the community he represented for so long. He was 95 years old.

“We all live in a community and I appreciate the opportunity to provide advice and the benefit of my experience”

Mike founded Teela Data Market Surveys in the 1950s, the precursor to the current Multiple Listing Service (MLS) for real estate. Mike and his wife, Sue, were dissatisfied with the lack of price information on previous sales when they first started looking for a home. Mike filled this gap by compiling a thorough report on real estate transactions in particular regions. By the time Mike sold his company in 1983 at the age of 55, he employed over 500 people at locations throughout Canada and the United States. With the business leadership skills he learned and with a focus on housing, Mike turned his attention to volunteer work in the community.

Mike began his political career in 1992 as a City Councillor for North York's then Ward 7 under Mayor Mel Lastman. From 2003 to 2006, he served as the City of Toronto's Deputy Mayor under David Miller.



Mike advocated for affordable housing for low-income families, seniors, and those with physical and mental disabilities because he believed that shelter was a fundamental human right. Under his leadership as Board Chair, the Metro Housing Development Corporation added about 20,000 affordable apartments to its portfolio. He also contributed to the creation of one of the first communities with rent geared to income and included community and daycare facilities.

Throughout his career, Mike was a champion and visionary in the creation of affordable and supportive housing, making this proposal to rename Bathurst Place such a fitting tribute to his legacy.

For more than 73 years, Mike was Sue Feldman's devoted spouse and he will be dearly missed by all of the people whose lives he touched.

Item #9

Attachment 3

Supporting Materials from Councillor Colle



Deputy Mayor

Mike Colle

**City Councillor | Eglinton-Lawrence
City of Toronto**

416-338-0008

mikecolletoronto.com

councillor_colle8@toronto.ca

September 18, 2023

To the Board of Directors of the Toronto Seniors Housing Corporation (TSHC):

It is my privilege to write you this letter as the Deputy Mayor to convey my unreserved support and endorsement for the decision before you to rename the TSHC residence at 3036 Bathurst Street in honour of former City of Toronto Councillor and Deputy Mayor Mike Feldman.

Mike Feldman was a true community hero. Business entrepreneur, civic activist and champion of affordable housing, he spent a distinguished 18 year career in local government serving the citizens of Toronto.

On May 10th of this year, we lost our dear friend Mike after a life so well lived. Always devoted to his wife of 73 years, Sue, their extended family, many friends and the community he represented for so long. He was 95 years old.

Mike founded Teela Data Market Surveys in the 1950s, the precursor to the current Multiple Listing Service (MLS) for real estate and built it into an organization that employed over 500 people at locations throughout Canada and the United States.

When he sold his company in 1983 at the age of 55 and with the business leadership skills he learned with a focus on housing, Mike turned his attention to volunteer work in the community.

Mike began his political career in 1992 as a City Councillor for North York's then Ward 7 under Mayor Mel Lastman and also served as the City of Toronto's Deputy Mayor from 2003 to 2006 under Mayor David Miller.

Mike was an early pioneer advocating for affordable housing for low-income families, seniors, and those with physical and mental disabilities because he believed that shelter was a fundamental human right. He spent over four decades as a tireless champion for more and better housing spending many late evenings in shelters speaking to unhoused men and women.

**City Hall Office
100 Queen Street West, A20
Toronto, ON M5H 2N2**

**Constituency Office
2952 Dufferin Street
Toronto, ON M6B 3S9**

"To help someone help themselves, you must first provide shelter. Without an address, one cannot become employed, cannot register children in school, and one cannot ever have a sense of self-worth. From shelter, one can go forward with the hope of being able to provide – and without hope, we all give up"

Under his leadership as Board Chair, the Metro Housing Development Corporation added about 20,000 affordable apartments to its portfolio. He also contributed to the creation of one of the first communities with rent-geared-to-income and included community and daycare facilities.

As a community volunteer, Mike served on three different Housing Task Forces and as an advocate for the dignity of poor and homeless residents, his 1998 proposal for a common charter of clients' rights for all city shelters was adopted unanimously by Toronto City Council.

Outside of civic office, Mike served the community with distinction on the boards of many community organizations including the Reena Foundation, Baycrest Centre for Geriatric Care and North York Branson Hospital.

He was a founding member and later president of his synagogue Beth Emeth Bais Yehuda. It was here at a 2005 tribute dinner that he was recognized as "Precious to the Community" by the Governor General, Prime Minister, Lieutenant Governor, Premier and Mayor and initiated an interfaith project – the Mike and Sue Feldman Centre for Community Dialogue supported by the Archdiocese of Toronto and the Canadian Council of Imams.

This proposal before the Board of the TSHC complies with the City of Toronto's Commemoration Guiding Principles:

Guiding Principle 1: Be informed by historical research, traditional knowledge, and community insights

The work undertaken for this proposal was informed by thorough research using as sources various news articles, City of Toronto Council minutes, oral histories from interviews and other testimonials.

Guiding Principle 2: Be supported by communities through meaningful engagement

The TSHC conducted a consultation meeting with its residents including a presentation about Mike Feldman along with an opportunity to make comments and questions and answers. The subsequent poll of residents indicated strong support for the renaming proposal.

Guiding Principle 3: Honour Indigenous ways of knowing and being (Note: This principle is specific to commemorations of significance to Indigenous Peoples)

This principle is not applicable since this renaming proposal is not specific to an Indigenous person.

Guiding Principle 4: Prioritize commemorations significant to Indigenous Peoples, Black communities, and equity-deserving groups

Mike Feldman was the son of immigrants who fled persecution for a better life in Toronto. He dedicated much of his career as a public servant to enhancing equity and inclusion for

so many of Toronto's most vulnerable and residents in need through his commitment to affordable and supportive housing and subsidized services such as childcare.

Guiding Principle 5: Connect to Toronto, Ontario or Canada's histories and cultures

Mike played a vital role in the history of Toronto as a 'charter' Council Member of the newly amalgamated City of Toronto in 1998. He brought his experience as a business entrepreneur and public housing advocate to help set the political tone and culture of the new Council by serving as the unofficial "Housing Advocate" before there was such a title.

Guiding Principle 6: Share knowledge and stories behind commemorations

By honouring Mike Feldman's legacy as a community leader and builder and the commitment he made to support those most in need, we give example to the story of the contributions he made and encourage others to follow in his footsteps.

This proposal does not contravene any other city policies, namely:

- As a TSHC facility, this decision is properly before your Board rather than at City Council.
- Bathurst Place at 3036 Bathurst Street is not currently named for any other individual nor does it have an essential wayfinding name.
- This proposal does not violate any City guidelines regarding providing a competitive advantage, benefit or preferential treatment or advertisement to the named person(s), organization, development, product, service, or business.
- The renaming proposal is not discriminatory or derogatory of race, colour, ethnic origin, gender identity or expression, sex, sexual orientation, creed, political affiliation, disability or other social factors nor does it result in an inappropriate abbreviation or acronym.

Finally, given the enormous contribution that former Deputy Mayor Mike Feldman made serving his City and this community; and the fact that this proposal has twice been delayed to accommodate the restructuring of the City's Housing Corporations and the pending adoption of the new Naming Policy, it could be easily concluded that this proposal meets the threshold of special circumstances to occur within two years of his passing.

Throughout his career, Mike was a champion and visionary in the creation of affordable and supportive housing, making this proposal to rename Bathurst Place such a fitting tribute to his legacy.

This renaming not only honours Mike and his family but serves to reinforce the value and example he made through his commitment to public service and in particular his passion for supporting those most in need of a safe and secure roof over their head and a place to call home.

Sincerely,



Deputy Mayor Mike Colle
City Councillor
Eglinton-Lawrence



James Pasternak
Councillor | York Centre - Downsview

Toronto City Hall
City Hall, 100 Queen St. West, 2nd Floor, A22
Toronto, Ontario M5H 2N2

October 10, 2023

Re: Letter of Support – Renaming of 3036 Bathurst Street In Honour Of Michael Feldman

Dear Board of Directors of the Toronto Seniors Housing Corporation (TSHC),

I am writing in support of renaming the TSHC property located at 3036 Bathurst in honour of former City Councillor and Deputy Mayor Michael (Mike) Feldman.

Mike left behind a formidable legacy of integrity and public service. Preceding me in serving the people of York Centre, Mike led a tradition of community building and fought to ensure that new investments, efficient services, and public safety encompassed the constituency that he selflessly represented as part of his 18 year career as Councillor.

Mike was a successful businessman and entrepreneur, running a business for over 30 years and starting Teela Data Market Surveys in the 1950s.

He was a steadfast champion of affordable housing and advocated for affordable and supportive housing for low-income families, seniors and the physically and mentally challenged. During his term as chair of the Metro Housing Development Corporation, the organization added 20,000 affordable units. His track-record serves as a reflection of his commitment to improving the quality of life of all Torontonians.

In recognition of Mike's impactful contributions made throughout his life, I whole heartedly endorse this renaming proposal which complies with the City of Toronto's Commemoration Guiding Principles and aligns with the core values of the Toronto Seniors Housing Corporation.

Yours sincerely,

James Pasternak
City of Toronto Councillor
Ward 6, York Centre





October 10, 2023

It is a great honour for me to support the renaming of Bathurst Place to recognize Michael Feldman.

I knew Mike for more than 50 years and he was a person of great integrity.

Michael is a former City Councillor for North York and served as Deputy Mayor of Toronto from 2003 to 2006. He concentrated on assisting people in need, senior housing and affordable housing. He was admired in both his public and private life and was recognized as an individual who truly cared about human rights. He was a spokesman for those who needed a voice, including those with physical and mental disabilities.

I cannot think of another elected representative of the community who is more deserving of such an honour and I am pleased to add my support.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'P. Godfrey', written in a cursive style.

Paul V. Godfrey
Founder and Special Advisor
to the CEO and Board of Directors
Postmedia Network

Postmedia Place
365 Bloor Street East
Toronto, Ontario M4W 3L4



October 12, 2023

nchummar@cassels.com
tel: +1 416 869 5454

To the Board of Directors of the Toronto Seniors Housing Corporation (TSHC):

It is my privilege to write you this letter as the Deputy Managing Partner to convey my unreserved support and endorsement for the decision before you to rename the TSHC residence at 3036 Bathurst Street in honour of former City of Toronto Councillor and Deputy Mayor Mike Feldman.

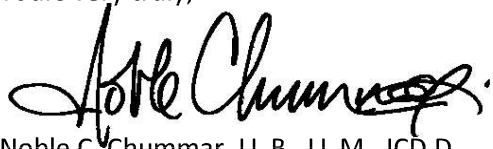
Mike Feldman was a man who throughout his lifetime, had given selflessly to society. Whether it was in his capacity as a father, husband, businessman, social housing advocate, city councillor or Deputy Mayor of Toronto, Mike Feldman always proved to be the best. Mike Feldman was my first employer after university. I remember the day that I interviewed for the position of Executive Assistant to (then) Councillor Feldman at the City of Toronto. Mike asked me a few questions and then extended his hand and offered me the position on the spot. His offer to me was conditional on two things. I had to promise to work hard and do everything I can to help others.

Working for Mike Feldman made me the person I am today. Mike Feldman gave me the chance to shine. He included me in everyday matters including high level meetings with senior business people and politicians. I learned by watching Mike Feldman in action. Mike taught me lessons that few other employers could. I learned to work hard, give of my time selflessly, mentor others, treat people of every demographic and life circumstance equally, respond to people's concerns with compassion and to be the most prepared person in any meeting.

Mike showed me that being good at business doesn't mean that you do not have to be genuinely compassionate toward others. Mike was one of the most successful business people I know, but he was also one of the kindest and most empathetic people I know too. When everyone in a room is perplexed by the complexity of an issue, it is always Mike Feldman that thinks equally with his heart as he does his mind and comes up with the right solution. He was a natural leader and has proven to have affected the lives of millions through his work on various social housing and civic initiatives.

Mike Feldman is the model of an exceptional citizen. Mike taught me that small gestures often have massive impact. He has made me into the successful citizen, lawyer, husband and father that I am today. I am forever grateful for his mentorship and for all of the reasons above, I hope you will consider renaming the TSHC residence at 3036 Bathurst Street in honour him.

Yours very truly,

A handwritten signature in black ink, appearing to read "Noble Chummar". The signature is fluid and cursive, with a prominent initial "N" and a long, sweeping underline.

Noble C. Chummar, LL.B., LL.M., ICD.D.
National Deputy Managing Partner

October 9,2023

To the Board of Directors of the Seniors Housing Corporation

Dear Board Members

I am writing to you in support of renaming the TSHC residence at 3036 Bathurst Street in honour of former City of Toronto Councillor and Deputy Mayor Mike Feldman.

I was an elected councillor for 23 years, from 1988 until 2010 and was the Deputy Mayor to Mayor Lastman for the City of Toronto.

During my last 12 years of service it was my privilege and pleasure to serve with Mike Feldman. I came to know Mike as someone who was committed to serve his community in a very selfless way, and was absolutely passionate in his mission to fight for affordable housing.

Mike believed shelter to be a basic right for everyone, for low income families, seniors, as well as the physically and mentally challenged. He was Chair of the Metro Housing Development Corporation and under his watch added almost 20,000 affordable housing units. He also helped establish one of the early rent geared to income communities, complete with community and day care centres.

Whenever a housing development proposal came before council Mike was always front and centre “pushing” for affordable units to be part of the proposal.

Mike Feldman was a successful entrepreneur who used his success to further the welfare of the people of Toronto as an elected representative. He was a true public servant.

Sincerely,

Case Ootes

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

Topic: Q2 2023 Financial Result

Item #: 10 (a)

Date: October 26, 2023

Report: BD: Oct 26, 2023 and Item # 10 (a)

To: Board of Directors

From: Vince Truong, Finance Lead

Date: October 26, 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.

Q2 2023 Financial Result through June 30, 2023

Statement of Operations (Attachment 1)

Through June 30, 2023, TSHC incurred operating expenses of \$20,920,132. Revenue amounted to \$21,071,925, composed of \$2,372,941 from the City of Toronto (City) deferred grant, \$18,543,975 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement), and \$155,009 interest income earned on bank balances, resulting in a surplus of \$151,793.

Expenses incurred were for staff compensation and benefits, TSHC lead consultants, legal services and other third-party vendors, insurance, other miscellaneous costs and shared services paid to TCHC as per the Service Delivery Agreement.

The City of Toronto revenue grant is recognized at \$2,272,941. This is an unbudgeted and carry forward deferred grant from the prior year. The positive

variance is a result of this City deferred grant. Without the deferred grant, the position would have been at a negative variance or loss for the first 6 months of the year. The shortfall in the first half of the year will even out and be balanced by the end of the year, when adjustments will be made.

Higher expenses in salaries and benefits of \$186,305 is a result of the impact of the average 2.5% merit increase which was not included in the original budget, one-time payout of unused vacation from prior years, and salary adjustments to bring in line with similar work and responsibilities across the organization.

Professional and legal services were also higher by \$135,373 to fill vacant positions and project requirements due to the delayed in hiring of the corporate positions. Most or all of the professional services will end on August 31, 2023.

The above increases in expense is offset by temporary lower expenditure in tenant translation, tenant engagement, training and development, office expenses and other operating costs. Some of these costs are expected to catch up and be realized in the second half of the year.

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). For the first 6 months, Deferred City Grant was \$745,891 and Deferred Revenue from TCHC (Operations) was \$20,024 to equal \$765,915 in the Balance Sheet.

Statement of Financial Positions (Attachment 2):

1. Cash – \$5,888,303
2. Accounts Receivable - \$140,390
3. Prepaid Expenses (insurance) – \$248,751
4. Long-Term Due from TCHC - \$4,180,700
5. Fixed Asset (Equipment), net - \$22,521
6. Accounts payable - \$3,275,951
7. Due to TCHC - \$1,631,409
8. Due to the City of Toronto - \$61,099
9. Deferred City grant funding - \$745,891

10. Deferred Revenue TCHC - \$20,024

11. Employee Benefits (Post Retirement Benefits) - \$4,431,000

The cash balance represents the bank balance as of June 30, 2023.

The Accounts Receivable balance consisted of HST Recoverable from the CRA for HST paid in May and June services, and interest receivable from the bank.

Due from TCHC is the long-term receivable for the Post Retirement Obligations transferred as of June 1, 2022 of \$4,180,700.

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

- Payroll - \$2,158,703
- Pension and Benefits - \$646,631
- HST Payable - \$402,220
- Interim Staff, Seconded Employees, and Vendor Payables - \$68,395

Name: Vince Truong

Title: Finance Lead

List of Attachments:

Q2 2023 Financial Result – Statement of Operations (Attachment 1)

Q2 2023 Financial Result – Statement of Financial Positions (Attachment 2)

Item #10a

Attachment 1

Statement of Operations

Toronto Seniors Housing Corporation
Statement of Operations
For the Six Months to June 30, 2023

STATEMENT OF OPERATIONS	Actual	Budget	Variance Actual Vs Budget
Revenue			
City of Toronto Grant	2,372,941	-	2,372,941
Revenue from TCHC	18,543,975	15,633,297	2,910,678
Interest income	155,009	105,000	50,009
Total Revenue	21,071,925	15,738,297	5,333,628
Expenses			
Salaries and Benefits	15,105,735	14,919,430	(186,305)
Legal and Professional Services	672,615	537,242	(135,373)
Insurance	373,126	325,002	(48,124)
Other Miscellaneous Costs	12,394	786,660	774,266
SDA - Shared Services with TCHC	4,756,262	4,838,216	81,954
Total Expenses	20,920,132	21,406,550	486,418
Excess of Revenue over Expenses	151,793	(5,668,253)	5,820,046

Item #10a

Attachment 2

Statement of Financial Positions

Toronto Seniors Housing Corporation
Statement of Financial Position
As of June 30, 2023

Assets

Current Assets:

Cash	5,888,303
Accounts Receivable	140,390
Due from TCHC	-

Prepaid Expenses	248,751
------------------	---------

Long-Term Due from TCHC	4,180,700
-------------------------	-----------

Fixed Asset - Equipment	25,738
Less: Depreciation	(3,217)

Total Assets	10,480,664
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Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	3,275,951
Due to TCHC	1,631,409
Due to the City of Toronto	61,099

Deferred Grant Funding - City	765,915
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Employee Benefits	4,431,000
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Net Assets

Unrestricted Surplus	315,290
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Total Liabilities & Net Assets	10,480,664
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Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Board of Directors Meeting

Topic: 2023-24 Insurance Renewal

Item #:

Date: October 26, 2023

Report: BD: October 26, 2023 and item #10(b)

To: Board of Directors

From: Vince Truong, Finance Lead

Date: October 26, 2023

Purpose: For Approval

Recommendation:

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

1. Approve the renewal of insurance with Housing Services Corporation Insurance Inc. (HSC), effective November 1, 2023 to October 31, 2024 at an annual premium of \$696,447.61, excluding applicable taxes, as outlined in the Confidential Attachment.
2. Authorize the Chief Executive Officer (or designate) to take all actions and execute all necessary documents, on behalf of TSHC, to implement the above recommendation.

Background:

The insurance renewal came in on September 29th, 2023, and the Audit, Finance and Risk Committee (AFRC) did not receive this on time for the September 28th AFRC Meeting.

The insurance through HSC is a requirement as mandated by the province for all public housing service providers in Ontario, pursuant to the *Housing Services Act, 2011*. HSC is responsible for delivering a province-wide insurance program for its members, which includes all local housing

Toronto Seniors Housing Corporation

corporations and prescribed non-profit housing providers. TSHC is required to participate in the HSC insurance program.

The insurance renewal came in at a lower cost than expected, due to HSC using some of their trust funds to offset the increase for 2023-24 renewal. The more significant increase was in the property coverage, due to higher claims in the market, however, that is being included in the Transition Agreement with TCHC.

HSC covers for the main Core Coverages, including general liability, umbrella and 1st Excess Liability. Anything above Core Coverages, HSC uses Marsh to tender for additional and third party coverages, such as excess crime and 2nd Excess Liability.

The year over year increase amounted to approx. 2.2% between 2022-23 and 2023-24 renewal for the insurance and Excess Crime quote. The above year over year rate increase does not include the 2nd Excess Liability premium, which was for a 17- month coverage for the period of June 1, 2022 to Nov. 1, 2023, and thus not an equivalent comparison. Moving forward the 2nd Excess Liability premium will be included in the 12- month renewal cycle, and will be included in the year over year comparison. The year over year comparison can be found in the Confidential Attachment.

The Board of Directors is required to approve expenditures above the threshold of \$500,000, as outlined in the Delegation of Authority.

The current policy will expire on October 31, 2023.

Name: Vince Truong

Title: Finance Lead