

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: December 8, 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: December 8, 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 October 26, 2023	Approval	Public Meeting Minutes of October 26, 2023	Chair
6.	8:36 1min	Approval of Closed Session Board Minutes October 26, 2023	Approval	Closed Meeting Minutes of October 26, 2023	Chair
7.	8:37 5min	Matters Arising – Action Items	Information	Action Items List	Chair
8.	8:42 5min	CEO's Report	Information	Verbal Report	Jill Bada
9.	8:47 45min	Quality and Tenant Engagement Committee Report <ul style="list-style-type: none"> • The Community Connect+ Approach for TSHC (New Approach to Tenant 	Information Approval	Verbal Report Presentation/ Report	Linda Jackson Arlene Howells

Toronto Seniors Housing Corporation

Time	Description	Action	Supporting Documents	Presenter
	Engagement) (a) <ul style="list-style-type: none"> • Community Activities Fund Policy (b) • Interim Strategic Directions Q3 Progress Report (c) • Quality Improvement Projects Q3 2023 (d) • OCHE Report (e) 	Approval Information Information Information	Presentation/ Report Report Report Report	Arlene Howells/ Grant Coffey Grant Coffey Grant Coffey Melanie Martin
10.	9:32 5min Corporate Governance and Human Resources Committee Report <ul style="list-style-type: none"> • Governance – Board Committee Membership and Committee Chair Process (a) 	Information Approval	Verbal Report Report	Councillor Crisanti Chair
11.	9:37 10min Audit, Finance and Risk Committee Report <ul style="list-style-type: none"> • 2023 Financial Results (a) 	Information Information	Verbal Report Report	Lawrence D’Souza Vince Truong
12.	9:47 5min 2024 TSHC Board and Committee Schedule	Approval	Report	Grant Coffey

Toronto Seniors Housing Corporation

	Time	Description	Action	Supporting Documents	Presenter
13.	9:52 1min	Motion to Move into Closed Session	Approval	N/A	Chair
14.	9:53 1min	Approval of Closed Session Agenda	Approval	N/A	Chair
15.	9:54 5min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	Report	Vince Truong
16.	9:59 1min	Motion to Move into Public Session	Approval	N/A	Chair
17.	10:00 3min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
18.	10:03 1min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item #5

Public Session Board Minutes

October 26, 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 October 26th, 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 Amber Morley
Linda Jackson – *Director*
Warren Law – *Director*
Brenda Parris – *Director*
Jim Meeks – *Tenant Director*
Maureen Clohessy – *Tenant Director*
Paul Raftis – *Director*

TSHC representatives present:

Jill Bada, *Interim Chief Executive Officer*
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, *Executive Assistant*
Carol Francis, *Director, People and Culture*
Tina Ferreira, *Executive Assistant to the CEO*

Andy Stein, Chief of Staff to Deputy Mayor Mike Colle, City of Toronto
Ashleigh Kong, Policy Advisor, Council Relations, Office of Councillor Vincent Crisanti
Andrea Austin, Director, Senior Services and Community Programs

Board Secretary present:

Monique Hutchins – *Corporate Secretary – DSA Corporate Services Inc.*

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

CONSTITUTION AND NOTICE OF MEETING

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

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

ITEM 1: CHAIR’S REMARKS

The Chair welcomed everyone to the Board meeting and stated that the meeting was being 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 Ms. Parris 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: APPROVAL OF PUBLIC SESSION BOARD MINUTES OF AUGUST 3, 2023

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of public session board minutes of August 3, 2023.

ITEM 6: APPROVAL OF CLOSED SESSION BOARD MINUTES OF AUGUST 3, 2023

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Clohessy and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of closed session board minutes of August 3, 2023.

ITEM 7: MATTERS ARISING – ACTION ITEMS

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

ITEM 8: QTE COMMITTEE – INTERIM STRATEGIC DIRECTIONS – Q2 PROGRESS UPDATE

At the invitation of the Chair, Ms. Jackson provided a verbal summary of the items discussed at the Quality and Tenant Engagement Committee (“QTE Committee”) meeting held on September 13th, 2023. She reviewed the items discussed at the meeting and contained in the report. She noted that the team is currently working on refining the operational dashboard and the frequency of reports from OCHE. She provided an update on tenant engagement and town halls conducted locally. She indicated that many communications documents such as bulletins and videos were used in support of the listen tour in multiple languages and highlighted the need to offer information in multiple languages. Lastly, she advised that the team was asked by Michael Thompson to provide a form and feedback regarding ways to support seniors.

DEPUTANT: The following verbal deputation was received with respect to Item #8.

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 summarized his issues regarding the tenant engagement model noting that there was no reference to agency or stakeholders contained in the report making the report more of a service, support and living vibrantly document, not a tenant engagement report. He indicated that there was a disservice to tenants and tenant views and prospective in the model. The Chair thanked Mr. Lohman for his input and will take his comments into consideration.

Ms. Paris noted the Board had not yet finalized and approved a tenant engagement model, to which Ms. Jackson noted it was still in development as the team are still working on receiving tenant feedback.

The Interim CEO, Jill Bada, invited Ms. Howells, to address the questions of the Board. Ms. Howells thanked Mr. Lohman for his comments and noted that the Tenant Engagement Model was still in development and BMG was still collecting comments from tenant groups. She then indicated that the model covered different issues for the organization including health and wellness, to ensure its alignment with the Integrated Service Model. She indicated that TSHC only provides access to services and not the service itself therefore it is important to include the service providers in the report.

Ms. Parris inquired about the tenant survey discussing the outdated language used through the document, including demographic, disabilities, among other categories and expressed her concerns regarding treating race and culture properly on the surveys, noting the importance of supervising the work being conducted by BMG. Mr. Coffey replied that the team had previously discussed this issue at the QTE meeting and received input on updating language contained in the survey to expand upon its definitions.

The Chair thanked the Board members for their comments and asked to be taken into consideration.

At the invitation of the Chair, Mr. Coffey provided a progress update on the Interim Strategic Directions roadmap for the quarter and how they are tracking against what was planned. He discussed the two attachments contained with the report and highlighted key aspects of the KPIs, dashboard, main results, and roadmap of initiatives.

Ms. Clohessy inquired about the process for monitoring and implementing the existing KPIs. Mr. Coffey answered that they had developed a tool capture updates across the projects aligned with the recommendations and will bring an update forward to the next QTE meeting.

Councillor Crisanti asked for an update on the partnership with Baycrest Centre and others regarding access for seniors, to which Ms. Howells provided an update and noted they were seeking to arrange additional partnerships to provide supports to senior tenants and expand to more buildings.

Ms. Clohessy inquired about mediation support which Mr. Priggin indicated the Corporation has partnered with colleges and students who are enrolled in mediation and conflict resolution. He indicated he will provide a report to the Board regarding this matter.

Ms. Parris asked about plans to expand into further regional jurisdictions, to which Ms. Howells answered they were working on partnering with UHN and Michael Garron Hospital in order to provide more support across the City of Toronto. She also inquired about the three priorities, namely pest management, safety and security and tenant relations, regarding intentions to establish additional priorities, to which Mr. Coffey answered he will discuss with the QTE Committee if additional priorities are needed. Ms. Jackson added that the QTC Committee would make sure to have results of the current initiatives prior to establishing additional initiatives.

**ITEM 9: CORPORATE GOVERNANCE AND HUMAN RESOURCE COMMITTEE
REPORT: PROPERTY RE-NAMING 3036 BATHURST STREET**

At the invitation of the Chair, Councillor Crisanti provided a verbal report. He welcomed the interim CEO and the new Board member, Ms. Clohessy attended the meeting of the committee and provided an overview of the property renaming, noting that they had initially reached out to the City of Toronto to consult on the renaming process and indicated the committee had approved the renaming in September. He provided an update on the training surrounding confronting anti-black racism of which over 200 members attended and indicated that the equity, diversity and inclusion training will take place in November which he asked for Board members to attend.

Mr. Coffey provided an overview of the history and reasoning for the renaming of a building to Mike Feldman Place as the request was submitted in 2021 by TCHC. He then reviewed the process followed for the property renaming.

Ms. Clohessy voiced concerns regarding the due diligence process and costs, to which Mr. Coffey answered that they had conducted supplementary research and that there was no requirement to engage CUPE however they did consult with the tenants.

Ms. Jackson asked to have a list of buildings named after people.

- Motion carried* **UPON MOTION**, duly made by Councillor Crisanti and seconded by Councillor Morley and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:
1. Approve the draft Property Naming Process for TSHC buildings as outlined in Attachment 1 of the report.
 2. Approve the proposed name change for 3036 Bathurst Street (Bathurst Place) to “Mike Feldman Place”.

**ITEM 10a: AUDIT & FINANCE AND RISK COMMITTEE REPORT: Q2 2023
FINANCIAL RESULTS**

At the invitation of the Chair, Mr. D’Souza provided a verbal summary of the main highlights and items discussed at the last Audit & Finance and Risk Committee (“AFR Committee”) meeting held on September 2023, namely the 2024 budget and financial statements. He then reviewed the main highlights on the Statement of Operations including the City of Toronto grant overpayment which will be adjusted in the year-end financial statements.

Mr. D’Souza answered questions from Ms. Parris regarding the projected deficit, reviewing the particular areas that lead to the deficit. In response to a question from Ms. Parris regarding the reconciliation process between TSHC and TCHC, Mr.

Truong indicated that they are reviewing the reconciliation of expenses from TCHC to TSHC and noted it had been discussed by the AFR Committee.

The Chair asked to later have a more wholesome conversation on the numbers of the financial results offline.

ITEM 10b: AUDIT & FINANCE AND RISK COMMITTEE REPORT: INSURANCE RENEWAL

At the invitation of the Chair, Mr. Coffey provided an overview of the insurance renewal, noting it was for the amount indicated on the report and that the confidential attachments had been circulated to the Board members.

At the invitation of the Chair, Mr. Truong then reviewed the two motions for approval as follows:

Motion carried **UPON MOTION**, duly made by Councillor Morley and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the renewal of insurance with HSC 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.;

Motion carried **UPON MOTION**, duly made by Councillor Morley and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors authorize the Chief Executive Officer (or designate) to take all actions and execute all necessary documents, on behalf of the TSHC, to implement the above recommendations.

ITEMS 11-14: MOTION TO MOVE INTO CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Councillor Morley 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 15: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Ms. Parris and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 10:27 a.m. (EDT).

Fareed Amin, Chair

Monique Hutchins, Secretary

Item #7

Toronto Seniors Housing Corporation

Action Items List

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
1.	October 26, 2023	Update on search for TCHC CEO	Fareed Amin	In Progress
2.	October 26, 2023	Report on mediations and conflict support to be provided to the Board in relation to partnerships with colleges.	Brad Priggen	Completed
3.	October 26, 2023	List of buildings with a person's name to be provided to Board.	Grant Coffey	Completed

Toronto Seniors Housing Corporation

Board of Directors Meeting

Topic: Proposed Approach to Tenant Engagement

Item # 9a

Date: December 8, 2023

Report: BOD: December 8, 2023; Item #9a

To: Board of Directors

From: Arlene Howells, Director, Engagement Partnership, and Communications (I)

Date: December 8, 2023

Purpose: For approval

Recommendation:

It is recommended that the Board of Directors approve the following recommendations:

- To adopt the Community Connect+ approach to tenant engagement, as set out in Attachment 1 to this
- To phase out the current Tenant Engagement Model brought over from TCHC as tenants are ready and agreeable to adopting the new approach for their building.

Reason for Recommendation:

This item was approved at the November 22, 2023 Quality and Tenant Engagement Committee to proceed to the Board for consideration for approval.

The Interim Strategic Directions identified Tenant Engagement as one of its top four priority areas. The new approach proposed here, Community Connect+, was designed with inputs from tenants, staff, service providers, and community partners over most of 2023. Approval of this approach will allow Toronto Seniors Housing to move toward implementation in 2024 and provide enhanced opportunities for participation and connection that tenants have been requesting.

The Community Connect+ approach being proposed today will take time to implement, starting in 2024. It is a starting point, not a static approach. It will continue to grow and adapt through ongoing evaluation and co-design to make sure the approach continues to meet the needs and wants of senior tenants.

Background

When Toronto Seniors Housing Corporation (TSHC) was created, it adopted many of the policies, procedures, and other foundational pieces from Toronto Community Housing Corporation (TCHC) until the new corporation could work to adapt these pieces to better suit the wants and needs of senior tenants.

One of the priority areas tenants identified as needing change was TCHC's Tenant Engagement Model. In early 2023, through a Request for Proposal (RFP) process, Barnes Management Group (BMG) was brought in as an independent facilitator to help develop a new approach to tenant engagement, connection, and participation. BMG reviewed reports, interviewed stakeholders, facilitated tenant focus groups and feedback sessions, and led four co-design sessions with tenants, staff, service providers, and community partners to develop an approach to tenant engagement that included the experiences and expectations of many voices from across the TSHC community.

A total of 312 tenants, staff, service providers, and community partners participated in this official process. This work was also informed by the Interim Strategic Directions, the Quality Improvement Projects, the CEO Listening and Connecting tours, and other tenant consultations and meetings that have occurred over the first year and a half of TSHC's existence. The process also considered the intersection of other policies and processes, such as the use of community spaces and funding for tenant activities.

Co-Design Results

Participation in the co-design sessions saw a well-balanced, collaborative effort between tenants, staff, and service providers. We are grateful to our community partners at Toronto Public Library and Toronto Metropolitan University who

provided table guides to facilitate the smaller group conversations. There were 80 participants in September and 77 in October co-design sessions. Overall, 29% of co-design participants were tenants.

Surveys were done at the end of each of the four co-design sessions to see how participants felt about this method of collaboration. The surveys had a 64-70% completion rate. The responses were as follows:

- 83-96% agreed or strongly agreed that their voice and contributions were heard and incorporated in the decision making
- 90-100% agreed or strongly agreed that the workshop was effective and meaningful
- 86-90% of participants agreed or strongly agreed that they were able to contribute and participate in the discussions

Participants were also positive about how the facilitators ran the workshops and the conversation guides facilitated the table discussions.

Information gathered at these co-design sessions were incorporated into a draft Community Connect+ Approach. This was sent out to co-design participants for additional feedback through a survey, with 15 participants responding. Two questions were asked, with 100% of respondents agreeing “very much” or “partially” that:

- The Community Connect+ approach to tenant engagement reflects the ideas developed at the co-design workshops
- They see this approach as being better suited to the needs of senior tenants

There were opportunities to provide additional written comments and this feedback was incorporated into the Community Connect+ Approach presented in Attachment 1.

The proposed Community Connect+ Approach

Attachment 1 of this report outlines the Community Connect+ Approach to collaboration. Community Connect+ is the name chosen at our co-design sessions for this new approach. At the sessions, it was also determined that the word Approach is more flexible than Model, and therefore is the preferred term.

Community Connect+ differs from the current 'Tenant Engagement' activities at TSHC. It draws on both the formal and informal elements of 'engagement' as one integrated approach. This approach supports increased participation and develops closer collaboration and connections between tenants, staff, service providers, and community partners at Toronto Seniors Housing buildings, in the regions, and across the city.

Community Connect+ is broad in scope. It has specific actions to provide greater opportunities and supports for tenant voices to be included in decision-making in each of their buildings, across various communities, and TSHC generally.

Community Connect+ is based on volunteerism and Tenant Circles. Community Connect+ has three main areas of collaboration, or Circles, with a focus on promoting tenants being active, being social, and reducing social isolation:

- **Connecting neighbours** in our buildings: In a Tenant Circle at the building level all tenants will have an opportunity to get involved. They can volunteer to participate in areas that are of interest to them.
- **Connecting communities** in our neighbourhoods: At the Community or Regional Circles tenant volunteers already active in their buildings will have an opportunity to contribute more. This is an opportunity for sharing information and ideas across buildings and to provide broad tenant input to Toronto Seniors Housing.
- **Connecting tenant volunteers, staff, service providers, and community partners** across the city: The City-Wide Circle is where tenant volunteers who want to dedicate significant time and energy can help to shape policy and influence broader change.

Tenants repeatedly identified that tenants feeling safe and secure is essential to tenant participation and the success of the Community Connect+ approach. Cultural, linguistic, and accessibility differences and challenges must also be considered in all aspects of this approach to ensure that all tenants can participate.

Starting at the building level, tenants get together at an Annual Building Planning Process at the beginning of each year to democratically determine building

priorities. This includes tenant-led activities, small- and large-scale purchases, as well as gaps and opportunities that might be filled through service providers or community partners. Staff will assist in facilitating these meetings, but tenants set the agenda.

Once the priorities are identified, tenants volunteer to support the priorities that are of interest to them, such as planning an event or creating a neighbourhood resource guide for new tenants. This allows tenants to volunteer where they have capacity, interests, and skills. It also spreads the workload across a larger group of tenants. The newly proposed Community Activities Fund will be available to assist in paying for certain expenses. Where tenants have identified a need, staff can assist in making connections to service providers and community partners to fill other gaps.

These Annual Building Planning Process sets the foundation for ongoing Tenant Circles throughout the year, where tenants meet to continue identifying volunteers, planning, assessing and adjusting their priorities as needed, and addressing any issues that arise.

This Circle approach to connecting tenants is then replicated at the community and city-wide levels, where tenants can share their experiences and skills to assist tenants in other buildings, and to identify issues they have heard at their buildings and communities to the corporation. Community or Regional Circles are intended to be a place for sharing and learning from each other. The City-wide Circle is also another iteration of a tenant circle. In this circle it is proposed that membership is selected from amongst a group of peers who are part of the Community or Regional Circles.

Tenants will be encouraged to participate in this new approach when and where they are comfortable. There are many tenants who have been long-standing leaders in their communities, and this work is appreciated. There is no pressure to move from what is there today if most tenants in those buildings feel it is working well.

The new approach recognizes all tenant volunteers have something to contribute and no one tenant is above the other. It also recognizes that volunteers may only wish to help in certain areas.

The results of the 2023 Tenant Experience Survey, ongoing Tenant Town Halls, and the Annual Building Planning Process will continue to provide additional information to inform and evaluate this new approach. This will ensure that Community Connect+ achieves its focus on tenant health and well-being, reducing isolation, and promoting tenants to be active and social.

Next Steps

- Communicate board decision broadly before the holiday break
- Begin work on implementation plans for various aspects of the Community Connect+ Approach in the first quarter of 2024
- Refine tools, templates, and documents needed to support the new approach
- Adapt current regional tenant leader/representative meetings to include tenant volunteers from buildings that have adopted the new approach

Implementation will be a gradual, collaborative, phased, and iterative in approach. Input, co-design, and evaluation will be ongoing.

Change will be incremental. Change will take time, understanding, patience, and resources. Together, we will learn, adapt, and grow. We will continue to report back to QTE on progress.

Arlene Howells

Director, Engagement, Partnerships, and Communications

List of Attachments:

1. Community Connect+ Approach for TSHC - Presentation

Item #9a

Attachment 1

Community Connect+ Approach for TSHC – Presentation

The Community Connect+ Approach for Toronto Seniors Housing



November 2023

Developed by: Barnes Management Group (BMG)

Introduction to Community Connect+

The purpose of Community Connect+ is not to engineer 'tenant engagement' into a rigid system or to discard all the hard work that has gone on by tenants and staff since TSHC was formed, or before that. Community Connect+ was developed in conversation between tenants, staff, and service providers and proposes many great ideas.

Some of these ideas are quite formal, such as developing a Code of Conduct, role descriptions, or revising the Terms of Reference for the Senior Tenants Advisory Committee. Others are more informal and community-minded, such as organizing word-of-mouth campaigns in buildings or asking tenants to share their stories in Seniors Speak.

Community Connect+ differs from the current 'Tenant Engagement' activities at TSHC. It draws on both the formal and informal elements of 'engagement' as one integrated approach. It forms connections between tenants, staff, service providers, and community partners. With time and mutual cooperation, we will all start to see new experiences growing out of the old.

The following slides describe an approach to collaborating with tenants based on the contributions of many voices. It includes the practical ideas and broad recommendations that were included in our co-design consensus workshops in September and October 2023. It is broad in scope. It has specific actions to provide greater opportunities and supports for tenant voices to be included in decision-making in each of their buildings, across various communities, and TSHC generally.

Community Connect+ is the name chosen for this approach in our co-design sessions.

Mandate Behind Community Connect+

- We understand that tenants who are actively involved in their communities may have improved physical, mental, and emotional well-being.
- Previous models did not address the needs of senior tenants. We aim to improve that.
- The Board prioritized tenant engagement in Interim Strategic Objective 2: Tenant Engagement - to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice. The Shareholder Direction also directs TSHC to ensure that tenants have a voice in their community at various levels. Community Connect+ is a collaborative effort to implement these directives.
- We have seen recommendations for Tenant Engagement in the Quality Improvement Projects Report which included areas such as Community-building, Relationships, Information, and Communications.
- We learned in our research that a 'tenant engagement model' should be co-designed with tenants, staff, service providers, and community partners.

Critical Success Factors for Community Connect+

Tenants feeling safe and secure is essential to tenant participation.

Ensure Community Connect+ has measures for success that benefit tenants, staff, service providers, and community partners.

Introduce change gradually and account for the unique assets and challenges of tenants, staff, service providers, and community partners.

Decision making is informed by tenants, with continuing opportunities for co-design and collaboration among tenants, staff, service providers, and community partners.

Provide options and resources that help tenants get more involved in their building, communities, and city.

Community Connect+

Our Approach

Community Connect+ is an approach to develop closer collaboration between tenants, staff, service providers, and community partners at Toronto Seniors Housing buildings, in the regions, and across the city.



Our Collaboration

The Community Connect+ approach describes what strategies and actions are critical at different levels for implementing new ways of working together, encouraging participation, and building on the strengths of all collaborators.

See Appendix 1 for more details on each level of Community Connect+

What Is Different in This Approach?

The following slides describe what is new in the Community Connect+ approach, new language we are using, and what to expect going forward.

Levers for Change

Shifting Our Language

Looking Forward

Levers for Change



Learning

- Informal learning from others such as hearing about successes in other buildings, communities
- Formal learning for conflict management, volunteering, equity, inclusion, facilitation

Introduce Gradual Change

- Work with those who are willing and have a desire first, such as those in the South West where no current formal program exists
- Ongoing co-design principles and practices

Communications

- Improve methods and continue focus on elevating tenant voices
- Determine new methods to support new approach, such as tenant information boards
- Increase linguistic accessibility

Attitude

- Listening to hear and understand
- Trying to let go and give space for new opportunities
- Openness to learn from mistakes
- Volunteer and staff appreciation

Process, Policy Improvements

- Use current policies and processes as a starting point for improvements in areas such as code of conduct, use of space
- Measure impact of change

Clarity

- Clearer roles, accountabilities, limitations of tenants and TSHC
- Clarity on who is responsible for what type of communications, methods and means

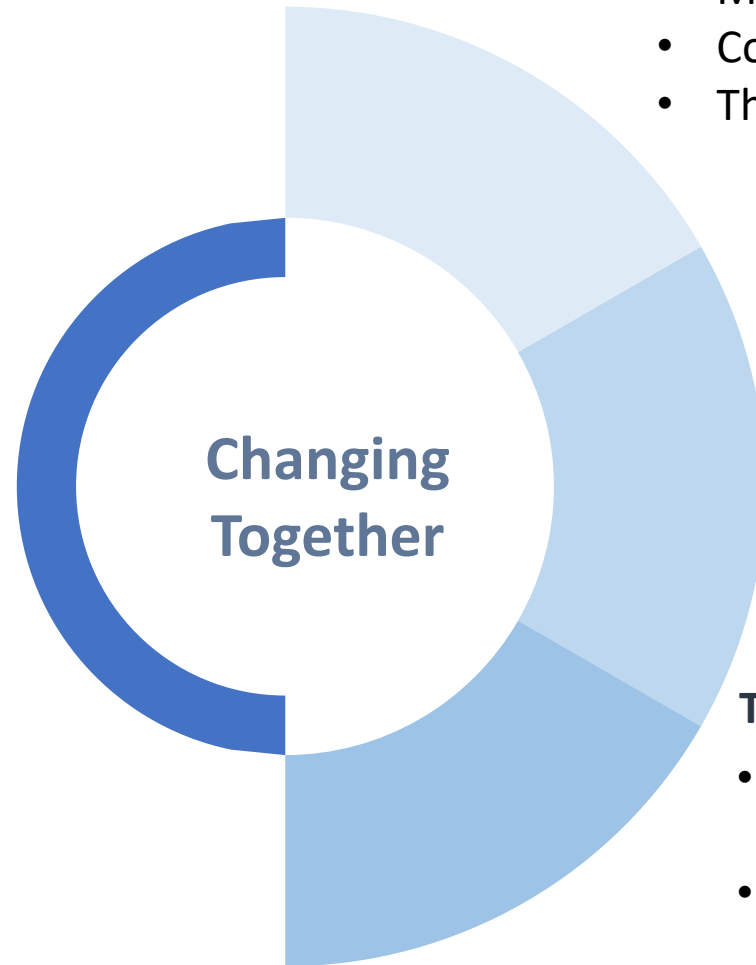
Safe, clean, secure housing

Shifting Our Language

Supporting the new Approach

The shift in language was discussed and agreed upon as part of the co-design sessions. It will take time to embed these new terms. We will work together to adjust to the new terms and make space for learning.

The language change also means there will be some actual changes in how tenants and staff work together. This too will take time and patience. There was an underlying collective desire to work on this new future together.



Community Connect+

- Moving away from Tenant Engagement Model
- Consensus that a new name was needed
- The word Approach is more flexible than Model

Tenant Volunteers or Community Connectors

- Moving away from formal and informal Tenant Leaders/Reps because there is a desire to reduce power dynamics and increase collaboration

Tenant Circles

- **Over time**, move away from Social Committees, Tenant Leaders/Reps to form Tenant Circles
- Tenant Circles will be unique to each building and to those who volunteer
- The Tenant Circles will provide more support for tenant volunteers to work together to lead and plan in each building

December 2023

- Board approval
- Communicate Board decision broadly
- Meet with current Tenant Leaders/Reps



January – December 2024

- Host Annual Building Planning Meetings (Jan-Feb)
- Develop detailed implementation plans (Jan-Mar)
- Begin to implement activities identified in plans (Apr-Dec)
- Town Halls (Apr-Dec)
- Pilot Tenant Circles with tenants (Apr-ongoing)
- Co-develop tools, templates, success measures, policies with tenants (ongoing)
- Coordinate Quarterly Volunteer Meetings (ongoing)
- Increase collaboration to improve access to services and supports (ongoing)

October – December 2024

- Compile data to show impact, gaps, and progress
- Continuous improvement

Thank you

Appendix One

Details moved from original deck presented at QTE to Appendix One to expedite Board Presentation

Table of Contents

High-level Summary

Introduction to Community Connect+

How We Got Here: Collective Voice and Research

Mandate and Critical Success Factors for Community Connect+

Draft Version of Community Connect+

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High-level Implementation Approach

High-level Summary

In response to Toronto Seniors Housing Corporation's (TSHC) Interim Strategic Direction 2, Barnes Management Group (BMG) was contracted to engage with tenants, staff, service providers, and TSHC Board committees to develop a Tenant Engagement Model. The focus of the work is to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice, per the Interim Strategic Directions.

In 2023, BMG reviewed reports, interviewed stakeholders, facilitated tenant focus groups and feedback sessions, and led four co-design sessions with tenants, staff, and service providers in order to develop an approach to Tenant Engagement that included the experiences and expectations of many voices from across the TSHC community.

The **Community Connect+** approach presented in this document describes an approach to tenant engagement that culminated from all of the sources and voices that have been part of this process. The co-design sessions provided insight on the language, concepts, and ideas which the consultants used as a basis for Community Connect+. Their draft version was shared with all participants of the co-design sessions with a survey and request for comments. This final version includes those survey results and incorporates the comments provided.

There are many details to work out, and more collaboration required, to understand how this approach will look in years to come. The approach set out in this package is a foundation to grow from.

How We Got Here: Collective Voices and Research

Community Connect+ was created through an inclusive, iterative process that involved research and extensive engagement. Contributions are summarized below.

Type of Engagement	Participation	Attendance
Environmental Scan	4 Organizations*	20 Participants
Focus Groups	Tenant Leaders/Representatives, Senior Tenants Advisory Committee, Staff	67 Participants
Tenant Focus Groups	Tenants from buildings across TSHC's 4 regions	88 Participants (6 languages)
Tenant Feedback Sessions	Tenant Working Group, Senior Tenants Advisory Committee	48 Participants
Co-design Sessions	Tenants, Staff, Service Providers	89 Participants
TOTAL		312 Participants

*Ottawa Community Housing Corporation, Canadian Red Cross, Baycrest Hospital, NORC (Naturally Occurring Retirement Community) Ambassadors Program

Connecting Neighbours in our buildings

Implementing better ways for tenants to meet together as neighbours in each building and find ways to share information and encourage participation.

Strategies

Collaboration: Staff and tenant volunteer roles are clearly identified and organized.

Creative Outreach: Tenant volunteers work with their neighbours to come up with the best ways to communicate in their building.

Tenant Volunteers: Connecting and bringing together tenants in their buildings, not only those in previously appointed roles.

Actions

Tenant Circles: Tenant volunteers meet regularly to plan events, share information, and raise issues.

Welcoming Buildings: Each building is unique. Tenants can make their buildings welcoming to new tenants and visitors.

Community Activities: Encourage more tenants to do things as a community; more participation in things that matter to them.

Connecting Communities in our neighbourhoods

Toronto Seniors Housing consists of many communities. Helping tenants to connect across their regions and in their neighbourhoods helps all communities to thrive and offers volunteers a sense of purpose.

Strategies

Cross-Building Sharing: There are good things happening all over Toronto Seniors Housing. Tenants, staff, service providers, and community partners can learn from each other's successes.

Community Partnerships: Service providers and community partners collaborate with tenants and staff for programs and services that meet tenant needs and circumstances.

Capacity-building: Tenant volunteers and staff are supported with new tools and skills to get events and activities off the ground.

Actions

Regional Roundtable Meetings: Tenant volunteers and staff work together at a regional level and include service providers and community partners as appropriate.

Storytelling: Tenants collaborate with staff to write and share stories across different formats and with translations available.

Community Resource Guide: Tenants help compile a local resource index of information for each region, such as health, social, and shopping information.

Leadership training for volunteers and staff: Topics could include group decision making, facilitation, technology, and conflict resolution.

Connecting Tenant Volunteers, Staff, Service Providers, and Community Partners across the city

Innovating how tenant volunteers, staff, service providers, and community partners work and learn together is essential to building relationships that work **over time**.

Strategies

Accessible Information: Tenants can easily access information, in multiple formats and languages, about roles, processes, and resources.

Ongoing Improvement: Use a variety of ways to measure and share positive changes and understand barriers.

Communication Solutions: Tenant volunteers use many techniques to overcome linguistic barriers. What works in one building may not be viable in another.

Actions

Evaluation Criteria: Develop meaningful measures of tenant participation, trust, and communication.

Tenant Feedback System: Regularly ask for feedback from tenants and make the results of surveys available to tenants.

Communication Technology: Seek partnerships to increase access to technology and technology training for tenants.

Senior Tenants Advisory Committee: Refresh the terms of reference and include a process for nominating members.

Volunteer and Staff Appreciation: Recognition and incentives for tenant volunteers and staff.

Looking Forward

Current State	Future State	Gap	How to Close the Gap
Unclear approach to working with tenants and staff to support health and well-being	Implement new approach based on co-design that includes tenants, staff, and others	Implementation plan that bridges gaps of what tenant engagement may mean for all stakeholders	In first quarter of 2024 co-design an implementation plan
Across all buildings, some tenants may feel like they want more interactions with staff for a variety of reasons	Strengthen relationships between staff, tenants and service providers, across all TSHC buildings	Clear understanding of what tenants want and need to feel more supported and a realistic approach to addressing concerns	2023 Tenant Experience Survey 2023 Feedback from Tenant Town Halls 2024 Annual Building Planning Meetings
Formal and informal Tenant Leaders/Reps are unclear about what they should do, how they can contribute, and what the difference is in their titles/roles	Gradual change in buildings when and where tenants are ready for change	Unclear roles, responsibilities, titles How to select tenant volunteers Different ways of working with tenants today	Beginning in first quarter of 2024 identify those who wish to move to Tenant Circles Use Regional Tenant Volunteer meetings to inform and share learning

Appendix Two

References

Appendix: Reference Documents

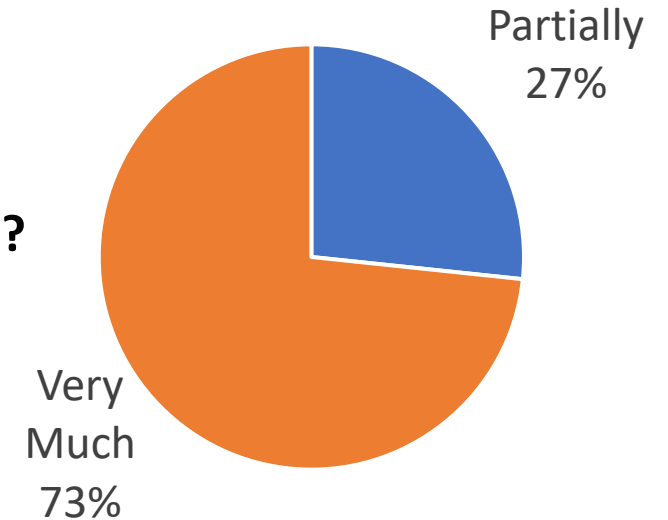
- Feedback on Draft Approach
- Aligning to QIP Recommendations: Items related to Tenant Engagement
- Aligning to Interim Strategic Directions

Feedback on Draft Approach

The draft approach was shared with all co-design participants for input. Support was high from those that responded.

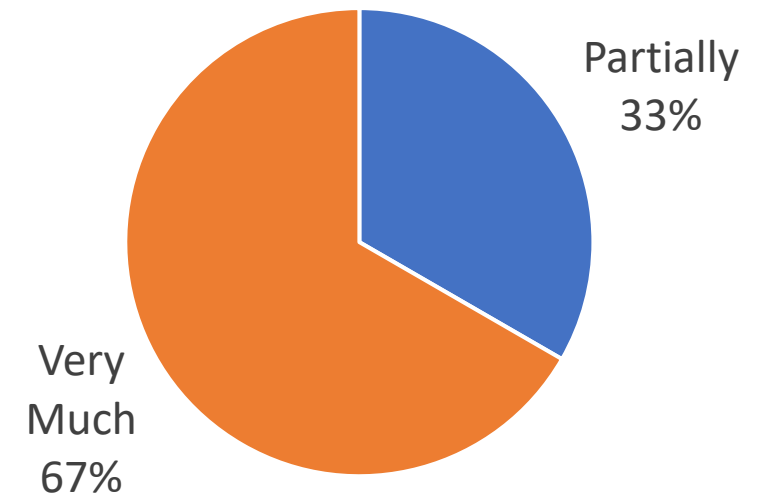
Question: Does the Community Connect+ approach to tenant engagement reflect the ideas developed at the co-design workshops?

Response Type	# of Responses
Not at All	0
Partially	4
Very Much	11
Total	15



Question: Do you see this approach as being better suited to the needs of senior tenants?

Response Type	# of Responses
Not at All	0
Partially	5
Very Much	10
Total	15



Relationship Building

1.2 Create scenarios and convene tenant-staff interaction sessions to enhance mutual understanding; employ tools such as role-playing.

1.3 Bring in outside experts to hold session on issues facing seniors (e.g., Baycrest for aging and dementia, CAMH for mental health).

1.4 Ensure that tenants and staff are aware of TSHC's commitment to a safe workplace and the behaviours that are acceptable for both.

1.6 Devise and conduct outreach programs to encourage tenants to participate in existing activities or offer new ones.

1.7 Have a regularly scheduled "meet and greets" in the lobby or common areas, with light refreshments and possibly a presentation or small event.

1.11 Allocate staff time to tenant activities not related to services they provide as part of their job (e.g., helping out at community events).

Community Building

3.1 Monthly calendar with events is posted and updated.

3.2 Tenant led programming, including meet and greets, is encouraged.

Interactions

2.5 For each building, consider a compact quick reference "responsibility" card (and electronic equivalent) that would provide the appropriate contact information for the situations a tenant is most likely to encounter.

Communications

3.1 Create "TSHC 101", a small core of essential information that will a) enable new tenants to navigate their new surroundings for the first day or two and b) serve as an entry to more complete and authoritative body of TSHC information they can access at their own pace to confirm understanding.

3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate.

3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it.

3.5 Evolve channels of communication to facilitate tenant access.

3.6 There will be, for the foreseeable future, tenants who cannot access information electronically and do not have the mobility to regularly access bulletin boards. A means of reliable and timely notification should be devised for them.

3.7 Consider how information can be made more accessible and understandable. Text-based content will not be obsolete for the foreseeable future but as applications such as YouTube and TikTok make clear, many people prefer to access information in video form.

Strategic Objective 2: Tenant Engagement to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

<p>Engage tenants in their communities and create opportunities for tenant voices</p>	<ul style="list-style-type: none"> • Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) • Streamline administrative processes including funding • Build ability for tenants to develop and lead programming in their communities • Work with tenants in the development of a new tenant engagement model • Enable input through a variety of methods, e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
<p>Promote an environment of respect, trust, and inclusiveness</p>	<ul style="list-style-type: none"> • Carry out recommendations of the Staff and Tenant Relations Quality Improvement Project • Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants • Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing, or other limitations to enable participation of tenants
<p>Communicate effectively with our tenants and other stakeholders</p>	<ul style="list-style-type: none"> • Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

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

<p>Facilitate access to priority health and community support services</p>	<ul style="list-style-type: none"> • Create new partnerships where there are gaps in service/supports
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Toronto Seniors Housing Corporation

Board of Directors Meeting

Topic: Community Activities Fund Policy

Item # 9b

Date: December 8, 2023

Report: BD: December 8, 2023; Item #9b

To: Board of Directors

From: Arlene Howells, Director, Engagement, Partnerships and Communications

Date: December 8, 2023

Purpose: For Approval

Recommendation:

After review at the Quality and Tenant Engagement Committee on November 22, 2023, the committee is recommending to the Board to approve the following:

1. To adopt the Community Activities Fund Policy, as set out in Attachment 1 to this report, with a policy effective date of April 1, 2024;
2. Retire the Tenant Funds Distribution Policy (commonly called the Tenant Action Funds), effective April 1, 2024; and
3. Retire the Distribution of Tenant Council Funds Policy, effective December 31, 2023.

Reason for Recommendation:

Toronto Seniors Housing Corporation (TSHC) has been carefully reviewing its tenant-facing policies to ensure that they align with the needs and expectations of its valued tenants. In 2022, TSHC initiated a project to gather feedback directly from tenants to help inform policy updates that impact them. This project began after interim approaches were taken during the transition period post-June 1, 2022. As

a part of this project, TSHC is now revising its policies for distributing funds to tenants for events or activities that would take place in their buildings along with requests for supplies and smaller equipment. The goals of these changes are to serve the needs of our tenants better and ensure they have access to the resources they need to thrive in our communities. It is also to ensure alignment with the new approach to engaging with tenants.

As part of the process to get tenant input, Health Commons was retained to undertake tenant consultation by holding focus groups to review TSHC tenant-facing policies. Over ninety (90) tenants from thirty-six (36) buildings participated in these focus groups between November 2022 and April 2023. The Health Commons report outlines tenant feedback in four sections: The Purpose of Tenant Action Funds (TAF), A TAF Policy for all TSHC Buildings, A TAF Process within buildings, and Roles, Responsibilities and Collaboration. Tenants suggested that:

- The Purpose of TAF is to encourage tenant-directed funds that support access and reduce barriers to participation in building communities;
- The TAF policy elements should include operating principles based on building size, promote participation, foster partnerships, and align with legal obligations;
- The TAF Process should involve an awareness campaign, identifying tenant priorities, collaboration, and collecting input at the building level; and
- Roles and Responsibilities require clarity about who is doing what with tenants and TSHC staff, dividing tasks and engaging in a collaborative process.

This feedback was also discussed with the Senior Tenant Advisory Committee (STAC) for additional input.

Overall, TAF enables tenant participation with tenant-directed funding for activities, collaboration, decision-making, and community building in ways that work well for seniors. It ensures that tenants have a voice in what happens in their communities and strengthens tenant led activities. The feedback from the tenant consultations was considered in the future policy considerations and proposed changes.

New Community Activities Fund Policy

The new Community Activities Fund (CAF) Policy will apply to all tenants and staff and has been developed considering key aspects from the tenant/stakeholder input process on improvements from the previous TAF. The CAF policy will be at the core of providing tenants with the necessary resources to improve the well-being of their communities and support events and activities. It outlines the activities and items that can be financed and sets out how the funds will be allocated to tenants. Please see Attachment 2 for a summary presentation of the Community Activities Fund policy, including key milestones of the process and policy elements.

Key Policy Elements

TSHC staff met with the Senior Tenant Advisory Committee and over 80 tenant leaders from all four regions to review the proposed policy changes.

- The policy name has changed from the “Tenant Funds Distribution Policy” to the “Community Activities Fund Policy” based on tenant feedback
- Each building/community will be allocated an annual budget for activities/events, which will be based on the number of tenants living in that building/community
- Engagement Community Service Coordinators (CSCs) will hold an Annual Building Planning Process with tenants to prioritize events, programs, supplies, and equipment for their buildings
- All events that are funded by the CAF budget must be accessible to all tenants in each building/community
- Many events will be determined at the beginning of the year to allow for proper preparation

Procedures and Oversight

To support the new CAF policy, supporting procedures are being updated and will include:

- A more comprehensive and tailored process that aims to eliminate any unnecessary reimbursement requirements for both staff and tenants.

- Application form has been further simplified. Engagement CSCs will guide tenants through the eligibility criteria for events, activities, and supplies at their Annual Building Planning Process.
- The CAF Coordination Table will review and approve applications, and the CSC will work closely with the tenant applicant to ensure eligible items are within the Community Activities Fund Policy.
- Applicants must submit funding requests by the quarterly deadline to allow ample processing and ordering time for staff.

In addition, process controls will be put in place to ensure a structured approach to conducting the Annual Planning meetings and managing the financial components of applying the policy. This will include:

- Each application will be closely monitored and supported by the Program and Partnerships team, which thoroughly reviews applications, ensures alignment with building priorities, and coordinates the procurement of goods and services.
- For the Annual Building Planning Process, the Engagement CSC will follow structured guidelines in facilitating the meeting with tenants. TSHC is collaborating with Toronto Metropolitan University students to develop the structure. Tenants will come to a consensus on what they would like for the upcoming year.
- The Programs and Partnership team will manage the CAF Coordination Table, manage application forms, procurement and delivery goods and services from CAF applications, and approval of invoices.
- The Community Programs and Partnerships team will provide the Finance team with quarterly reporting on CAF submissions.
- The Finance team will review the annual reconciliation and will conduct random audits of the submissions to confirm compliance with this Policy.

Alignment with the Tenant Engagement Model

The new policy supports the new approach to tenant engagement which seeks to ensure that tenants have a greater voice in what happens in their buildings. CAF enables tenants to set priorities for their building in a collaborative format. All tenants are invited and encouraged to sit together with staff support to set priorities for their building for the coming year.

Financial Implications and Risks:

A key element to success of this policy will be adequate funding and the ability to scale with available funding. TSHC staff consulted with tenants and reviewed historical data on the number of events an average building has per year and have developed a funding model based on the number of events/year (4), anticipated tenant participation in events (30%), and average cost/tenant per event (\$20). Based on this, it is estimated that \$360K annual funding is required to fully fund this policy across the 83 buildings, with a specific funding allocation amount to be determined separately for each TSHC building.

Due to the expected budget constraints in 2024, the budget allocation per building may have to be scaled down to align with the approved budget. TSHC will know the funding available more specifically when the 2024 budget is approved by February 2024.

As the implementation plan is further developed, if additional resources are identified that would support implementation, this will be reviewed to manage to resource availability. TSHC will continuously monitor the budget and adjust the implementation plan accordingly to avoid any negative impact on the policy's success and outcomes for tenants.

Failure to implement this policy may result to further isolation of individuals who rely on their participation in these activities and events as part of their social networking and wellbeing.

Next steps:

Upon approval of this new policy, the existing Tenant Funds Distribution Policy (and TAF) will be retired as of April 1, 2024. Similarly, the [Distribution of Tenant Council Funds](#) Policy will be retired as of Dec 31, 2023, as this policy is not actually required now. It is important to note that all guidelines outlined in the new policy will supersede those of the previous policy.

The CAF policy and new funding model will begin in April 2024. During the period of January-March 2024 we will focus on implementation planning and starting the Annual Building Planning Process. Both corporate and regional staff will receive an implementation plan and training for the Community Activities Fund. The plan will

cover communication strategy for tenants and staff, training materials, process controls, and delivery model implementation.

Our data tells us that few events happen at fewer buildings during this time early in the year. We will prioritize buildings that have traditionally had events in January to March. We will advance their Annual Building Planning Process and set priorities with them as early as possible. If their populations still wish to have the same events that they have traditionally had in first quarter, we will make every effort to support them.

During the first quarter, we will primarily focus staff time on the Annual Building Planning Process to facilitate tenant discussions on how they want to use their CAF allocation. History shows us that the majority of tenant led events take place from April (gardening and more socializing) with lots of activities in the summer (BBQs and events) and then lots of holiday activities from November to December (holiday celebrations). The first quarter is usually a quiet period for tenant led events.

As we progress into 2024, we will bring forward updates on the implementation of CAF and include performance measures in the TSHC KPI Performance Dashboard.

Arlene Howells

Director, Engagement, Partnerships and Communications

List of Attachments:

1. Community Activities Fund Policy
2. Community Activities Fund Policy – Presentation

Item #9b

Attachment 1

Community Activities Fund Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC)**Community Activities Funds Policy**

Policy Sponsor: Director, Engagement, Partnership and Communications

Approver: Board of Directors

First Approved: [Date]

Effective Date: April 1, 2024

Review Schedule: Every 3 years

Date of Last Revision: June, 2022

Next Review Date: December, 2026

Policy Statement

The Community Activities Funds Policy outlines how funds for tenant-led initiatives are allocated by the Toronto Seniors Housing Corporation (TSHC), with appropriate controls in place for oversight and accountability.

This Policy:

- Supports tenant-led activities and events within their communities.
- Specifies the criteria for initiatives that are eligible for funding.
- Outlines the standards that initiatives must meet to qualify for funding.

Scope

This Policy applies to all tenant communities and staff of TSHC. It outlines the activities that can be financially supported and explains the process of funding activities for tenants.

This Policy does not apply to:

- Tenant expenses related to private events.
- Projects and events that are part of Community and Partnership's Tenant Engagement work (e.g., refreshments for building meetings).
- Events that are exclusively faith-based.
- Events exclusively for members of a tenant association.

Implementing this policy should not only meet the requirements listed in the policy but also adhere to the corporation's values of respect, inclusion, accountability, and innovation.

TSHC Values

- **Respect** - Our culture is built on respect, trust and open honest communication among tenants, staff and service providers. We respect each tenant's independence and privacy. We will assist tenants to find the services and supports they prefer.
- **Inclusion** – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.
- **Accountability** – We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible use of our resources.
- **Innovation** – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities and partners to join us to achieve our mandate.

Definitions

- **Building:** A structure that is designed and constructed to provide living spaces for individuals or families to use as their home.
- **CAF Coordination Table:** Members of this group will include Regional Managers, the Manager of Community Programs and Partnerships, and the Community Programs and Partnerships Clerk. The group will ensure that funds are managed and distributed equitably and timely across all buildings based on applications from all regions.

- **Community Activities Funds (CAF):** Funds set aside by TSHC for events or activities to bring tenants together and purchase supplies and smaller equipment that can be enjoyed in shared spaces.
- **Community:** Tenants belonging to a TSHC building or adjacent TSHC developments.
- **Engagement Community Service Coordinators (CSCs):** The Engagement Community Services Coordinator is a frontline member of the Community Programs and Partnerships team. They assist in developing and managing programs and partnerships, community and tenant engagement, and support TSHC's efforts to build strong and vibrant communities.
- **Event(s):** A one-time or re-occurring activity that is open to all tenants within a given community.
- **Larger Equipment:** A tangible long-term asset that benefits the broader tenant community (e.g., exercise machines and recreational equipment such as pool tables). Equipment must have a minimum lifespan of two years and come at a price of \$ 1,500 or more.
- **Quarter:** A quarter (calendar) is a calendar that breaks the year into four parts. Each part is three months. It helps to remember important dates and plan events. It is used to plan budgets and goals and manage time. For example, the year's first quarter includes January, February, and March. The second quarter includes April, May, and June. The third quarter includes July, August, and September. The fourth quarter includes October, November, and December.
- **Smaller Equipment:** Materials, items, supplies or equipment needed to implement community programs or activities.
- **Tenant:** A person who holds a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord and lives in a Toronto Seniors Housing Corporation building.

Standards

- CAF initiatives must be identified at the building's priority-setting meeting each year.
- The Engagement Community Services Coordinators (CSCs) are required to support an Annual Building Planning process with tenants including priority-setting meetings at buildings at the beginning and where required throughout the year to help tenants throughout the CAF application.
- All equipment purchased through CAF is the property of TSHC.
- All events that are funded by the CAF budget must be accessible to all tenants in a given building/community.
- All tenants (15,000+) will have an opportunity to participate in the decision-making process for activities, events and equipment through the annual building planning process, to be within the CAF funds allocated to each building.

Community Activities Funds (CAF)

The Community Activities Funds Policy outlines how funds for tenant-led initiatives are allocated by the Toronto Seniors Housing Corporation. Every year, funding will be allocated to each building based on its size. All tenants will be encouraged to participate in a building meeting to set priorities.

With staff support, tenants will decide on the events, activities and equipment they want to have at their building for the coming year.

Applicants must submit a form to TSHC to proceed with an event. If funds are still available mid-year (July), the Community Programs and Partnerships (CPP) team will inform tenants of surpluses. All tenants in the buildings will be able to apply for extra funding if they are available. The deadline for submitting applications to use the remaining funds for the year is September 30th.

Eligibility Criteria for CAF

TSHC tenants can request funds for initiatives that foster community development. Such initiatives include tenant-led activities and events that enhance tenant participation in their communities.

At the start of the year, the Engagement CSCs (Community Services Coordinators) will host an annual building meeting as part of the Annual

Building Planning process. Building tenants will be encouraged to gather and discuss the events, activities and equipment they would like to have in their building for the upcoming year. Once priorities are set, the Engagement CSCs will work with the tenants present at the meeting to complete the application forms. Adjustments may be required throughout the year; CSCs will work with local volunteers to understand those noting that volunteers will need to ensure that all tenants have had an opportunity to have input into the additional or new choices. Additional meetings with tenants will be undertaken as well if required.

Applications should be submitted for the current calendar year based on the submission deadlines listed in Section 3 of the Procedures document. Tenants must submit their applications no later than one month before the event or before the quarterly submission deadline, whichever comes first, as per Section 3 of the Procedures document. For example, if a tenant plans to organize an activity on April 15, they will need to submit the application before March 15 of the calendar year. All funding is managed annually. Funding for next year's events will come from that year's CAF allocation for each building. Tenants will need to work with their local Engagement Community Services Coordinators (CSCs). If there is a tenant volunteer or volunteers in a building, they should be made aware of the application.

Table 1 provides an overview of what is eligible through CAF funding.

Table 1: Eligible Expenses

Eligible Expenses through CAF Funding
Smaller equipment that supports social recreational programming and enhancing community (e.g., gaming supplies, craft supplies)
Food/refreshments for community events and re-occurring community gatherings (e.g., monthly social tea, BBQs)
Event-related supplies (e.g., cutlery, trolleys or serving platters)
Audio-visual supplies and smaller equipment for recreational room activities (e.g., microphone, projector)
Tools and gardening supplies (for products related to food supply)
Decorative items and seasonal decor

Recreational smaller equipment (e.g., mahjong tables, foosball tables, and ping pong tables)
--

Table 2 provides an overview of what is ineligible through CAF funding.

Table 2: Ineligible Expenses

Ineligible Expenses through CAF Funding
Alcohol or gifts
Supplies or equipment which are for private use
Items that are not accessible to the wider community (e.g., video game consoles)
Duplicating items which can be provided by partner agencies or TSHC staff (e.g., mop, bucket, vacuum cleaner)
Gardening products (e.g., soil, seeds, and plants for ornamental gardens as Operations will be funding these based on approved annual budgets)
Costs to maintain activities beyond the funding term
Items for events outside the building premises
Larger equipment that exceeds \$1500 and has a 2+ year lifespan (e.g. pool table, larger exercise equipment/treadmill which can be funded through the Operations team)

Allocation and Oversight for CAF

The CAF Coordination Group oversees the global budget for use of CAF funds. As such they are responsible for ensuring that funds are well managed and provided in a timely manner to all buildings based on applications from all regions. This administrative table approves all CAF requests to ensure Procurement and Finance and the Community Activities Funds policies are being followed.

Equity Impact Statement

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with

principles outlined in the Ontario Human Rights Code (“Code”), and the Accessibility for Ontarians with Disabilities Act (“AODA”).

Community Activities Funds are there to help tenant communities meet their unique equity needs, taking into account their diverse linguistic and cultural backgrounds. Tenants may use these funds for language or cultural events but must invite all building tenants to participate. If food is served at a CAF event, organizers must provide options that cater to various cultural dietary restrictions.

Conflict of Interest

A Conflict of Interest occurs when personal or business interests affect a tenant’s ability to fairly and objectively represent the best interests of all tenants. The interest may benefit the tenant, family, friends or a business enterprise with which the tenant is associated.

Tenants:

- Should avoid using paid services from friends or family members;
- Must use a trusted, reputable vendor;
- Must not use Toronto Seniors Housing Corporation materials or facilities for personal gain. For example, renting out Toronto Seniors Housing Corporation office space or equipment or using Toronto Seniors Housing Corporation office space for own business or commercial activities is not allowed. (Personal gain also means gains for a family member or a friend).

Other

- For TSHC to fund events organized through CAF, all events must be fully accessible to tenants. Tenants cannot charge an additional fee for the event.
- Gratuities (tips) for any vendor must be included within the event budget and cannot exceed 15% of the total invoice.

Compliance and Monitoring

The Community Programs and Partnerships team at TSHC will maintain clear and transparent records of all applications, decisions, delivery of goods, and reconciliation of funds for the projects.

The CAF Coordination Group will ensure that the funding spent on approved CAF requests follows TSHC's policies, procedures, and guidelines and the building's priorities.

The Finance team will review the annual reconciliation and will conduct random audits of the submissions to confirm compliance with this Policy. The CAF Coordination Group will provide the Finance Department with quarterly reporting on CAF submissions.

This Policy replaces the former Tenant Funds Distribution Policy and the Distribution of Tenant Council Funds policy, to be retired on April 1, 2024.

Related Policies and Procedures

- Community Activities Funds Procedure
- Expense Reimbursement Policy
- Human Rights, Harassment and Fair Access Policy
- Tenant Code of Conduct
- Use of Space Policy

Commencement and Review

Revision	Date	Description of Changes	Approval Level
First Approval	June 22, 2022	New	Board
Second Approval		<ul style="list-style-type: none"> • New funding disbursement model • Policy name change • Annual Building Meeting for activity and event planning 	Board

Next Scheduled Review Date: December 2026

Item #9b

Attachment 2

Materials Distributed to Tenants on

Community Activities Fund Policy-Presentation



Toronto Seniors Housing Corporation

Community Activities Fund Policy

Board of Directors

December 8, 2023

Community Activities Funds (CAF)

The purpose of the Community Activities Fund (CAF) is to provide funding for tenants to support community development projects and initiatives.



Every year, funding is allocated to each building based on its size and estimated participation rate.



Tenants are invited to join a building planning process/meetings to discuss their preferences for upcoming events, programs, and equipment.

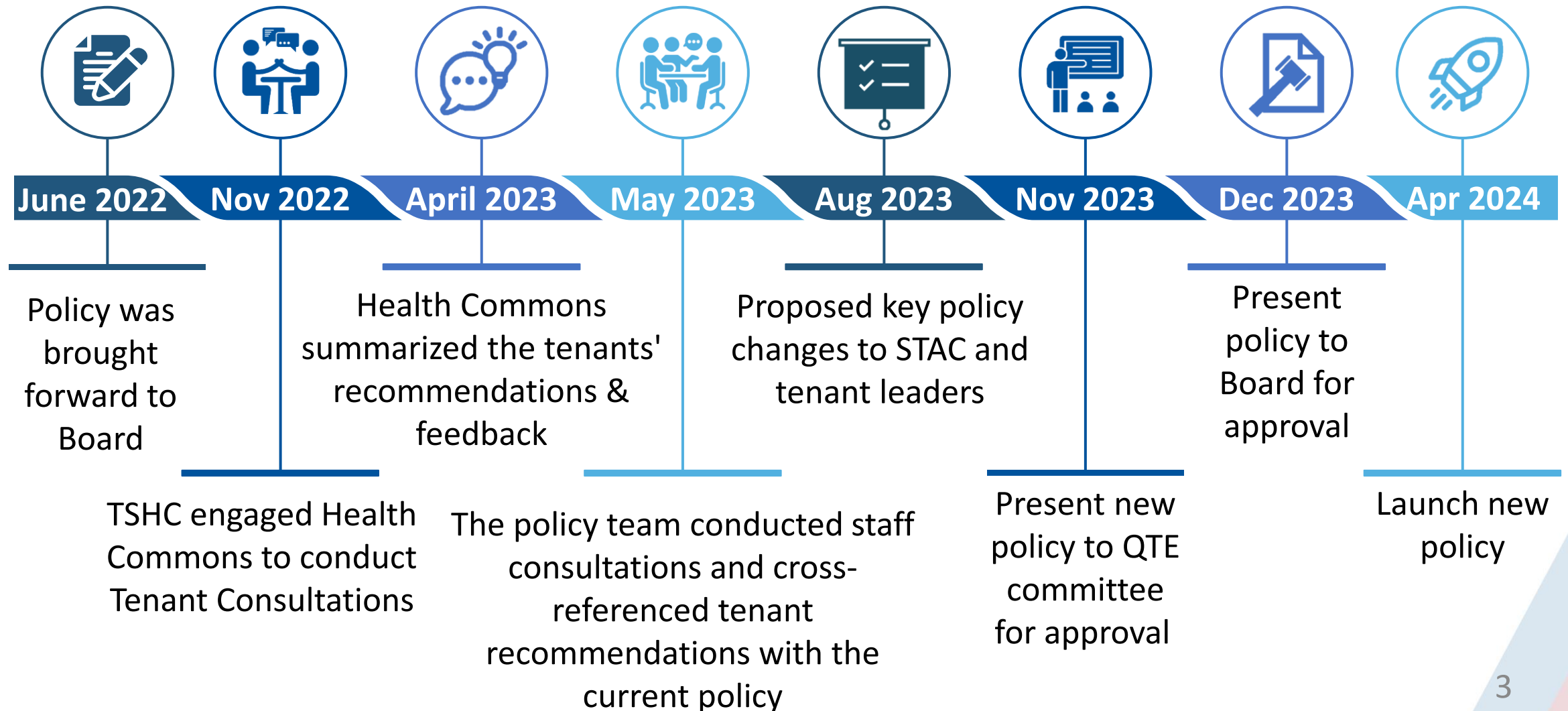


Applications are submitted to the CAF coordination table for equitable funds distribution, management and timeliness.

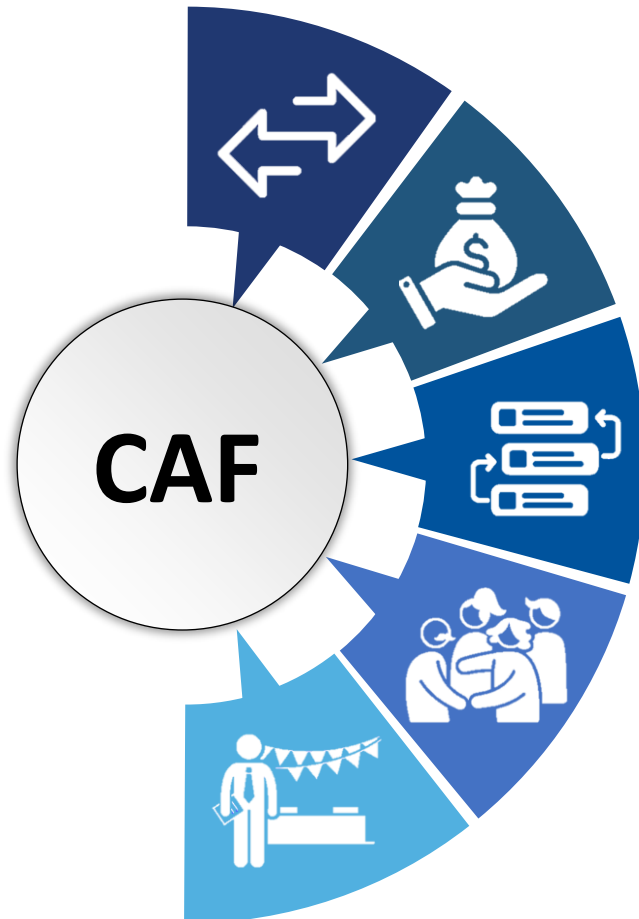


When approved, TSHC staff will order the requested goods and/or services on behalf of tenant and support activities and events

Timeline



Key Policy Changes



Name Change

After tenant feedback, the “Tenant Funds Distribution Policy” will now be referred to as “Community Activities Fund Policy”

New Funding Allocation Model*

Each building/community will be allocated an annual budget for activities/events, which will be based on the number of tenants

Annual Building Planning Process with Tenants

CSCs will hold meetings with tenants to share more about Community Connect+, prioritize events, programs, supplies and equipment for their buildings

Inclusive Events

All events that are funded by the CAF budget must be accessible to all tenants in each building/community

Event Planning

Many events will be determined at the beginning of the year to allow for proper preparation

Key Procedural Changes



The updated procedures will include processes that reduce or eliminate any **tenant or staff reimbursement requirements.**



The **CAF Coordination Table** approve applications and the CSC will work closely with the tenant applicant to ensure eligible items are within CAF funding.

Application forms have been simplified, and Engagement CSCs will guide tenants through the eligibility criteria at the Annual Building Planning meetings.



Applicants must submit funding requests by the **quarterly deadline** to allow ample processing and ordering time for staff.



New Funding Allocation Model



- Funding will be based on **building size**
- Assuming 30% of the tenants will **participate**
- Assuming each building will have **four** events per year
- Assuming each event will cost **\$20** per tenant
- Review funding **surplus** in Q3 and open up remaining dollars to all buildings (first come first serve basis)

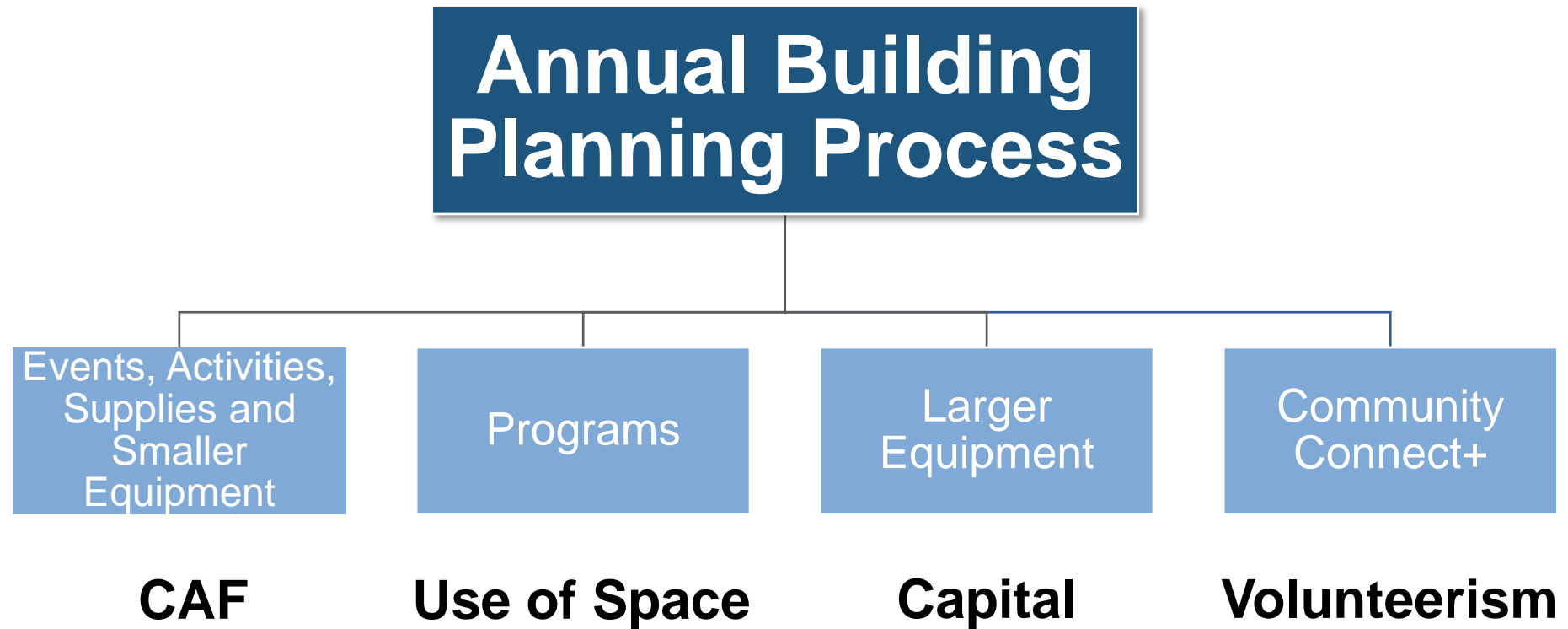
15,000+

tenants living in TSHC buildings

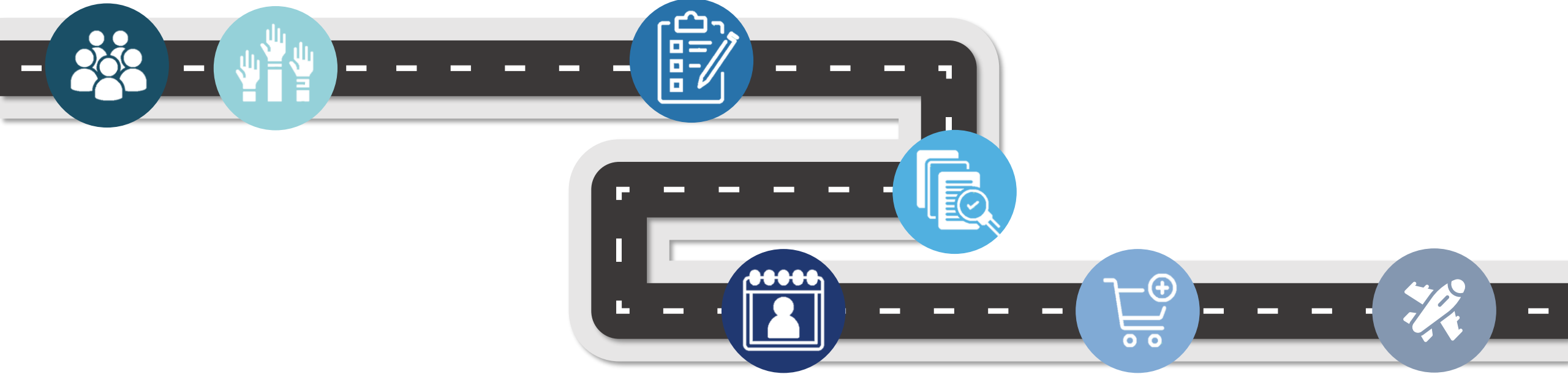
\$360,000

is what would be required to fully fund this model

Annual Building Planning Meetings with Tenants



CAF Process



#1
Annual Building
Planning
meeting(s)

#2
Consensus

#3
Complete
Application

#4
Review
Application

#5
Volunteerism, Plan
Event, Activity,
Supplies or Smaller
Equipment

#6
Order
Goods

#7
Implementation

Next Steps

- Continue development of an Implementation Plan
- Begin Communications for new CAF Policy and Community Connect+ along with Annual Building Planning Process to Tenants
- Annual Building Planning – mid-January to end of March with Tenants
- Implementation of CAF formally begins in April 2024

Appendix: Eligible and Ineligible Expenses

Eligible Expenses through CAF Funding

Smaller equipment that supports social recreational programming and enhancing community (e.g., gaming supplies, craft supplies)

Food/refreshments for community events and re-occurring community gatherings (e.g., monthly social tea, BBQs)

Event-related supplies (e.g., cutlery, trolleys or serving platters)

Audio-visual supplies and smaller equipment for recreational room activities (e.g., microphone, projector)

Tools and gardening supplies (for products related to food supply)

Decorative items and seasonal decor

Recreational smaller equipment (e.g., mahjong tables, foosball tables, and ping pong tables)

Appendix: Eligible and Ineligible Expenses

Ineligible Expenses through CAF Funding

Alcohol or gifts

Supplies or equipment which are for private use

Items that are not accessible to the wider community (e.g., video game consoles)

Duplicating items which can be provided by partner agencies or TSHC staff (e.g., mop, bucket, vacuum cleaner)

Gardening products (e.g., soil, seeds, and plants) for ornamental gardens (as Operations will be funding these based on approved annual budgets)

Costs to maintain activities beyond funding term

Items for events outside the building premises

Larger equipment that exceeds \$1500 and has a 2+ year lifespan (e.g. pool table, larger exercise equipment/treadmill which can be funded through the Operations team)

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

Topic: Interim Strategic Directions Progress Report – Q3 2023

Item # 9c

December 8, 2023

Report: Board: December 8, 2023; Item # 9c

To: Board of Directors (the “Board”)

From: Grant Coffey, Director, Strategy and Business Management

Date: November 27, 2023

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors (the “Board”) receive this report for information.

Reason for Recommendation:

The Board of Directors approved the content of the Interim Strategic Directions (ISD), 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.

This report provides highlights on the progress made on implementing the ISD in Q3 2023.

As indicated in the Q3 2023 KPI Dashboard, the third quarter continued to exhibit encouraging trends across operational KPIs. Toronto Seniors Housing Corporation (TSHC) achieved a remarkable 100% rent collection rate during Q3. The Operations Team actively worked with tenants to address pest issues, resulting in 1,390 units being declared pest free in the third quarter. Regarding units meeting the 60-day turnover standard, data availability for Q3 was impacted by the implementation of a new move-out process and transition of the move-out vendor. Thirty-three

tenant engagement activities were organized in Q3 engaging 747 tenants, including 22 building town halls held across the seniors housing portfolio. The amount of Tenant Action Fund distributed in Q3 was adjusted to address discrepancies in previous quarters' data reporting, as staff have worked through the process to verify the actual distributed funds in the first three quarters of 2023. A total of 168 recurring programs led by tenants and service providers were being offered in Q3, reflecting a significant 17% increase as compared with those offered in Q2. In terms of staff engagement, a successful all-staff event took place on September 15, with about 200 staff and 5 Board members in attendance. Regarding staff training, 87% of staff have completed Confronting Anti-Black Racism training, and the program will continue to be offered on a regular basis. TSHC's financial standing stays robust as of September 30, 2023. For more details, please refer to Attachment 1 appended to this report.

The ISD Roadmap translates the ISD into a plan for delivery. The Roadmap Tracker of Q3 2023 demonstrates progress across various strategic initiatives. By the end of Q3, 29 projects/activities have been planned, with 19 completed on time and 10 currently in progress. In Q2, all 11 planned projects/activities were completed. In Q3, out of the 18 projects/activities slated for completion, 8 have been successfully finished within the timeline. Substantial progress has been made in the remaining 10 projects/activities and the teams are committed to completing them according to the updated timelines. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

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 – Q3 2023
- Attachment 2 – ISD Roadmap Update – Q3 2023

Item #9c

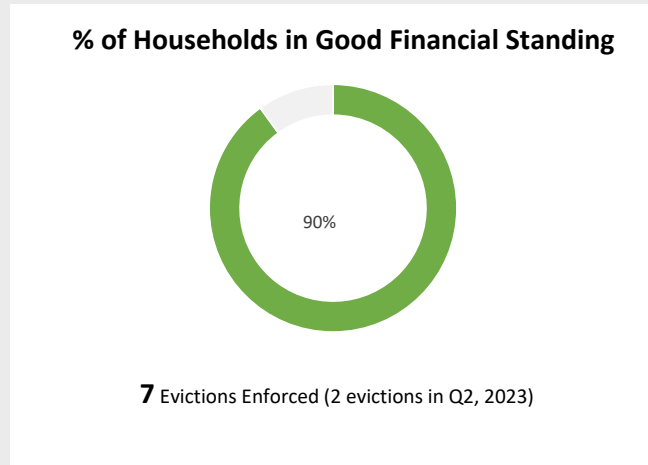
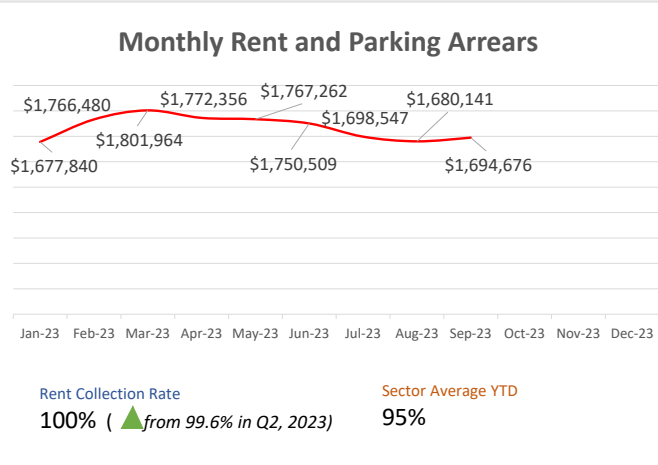
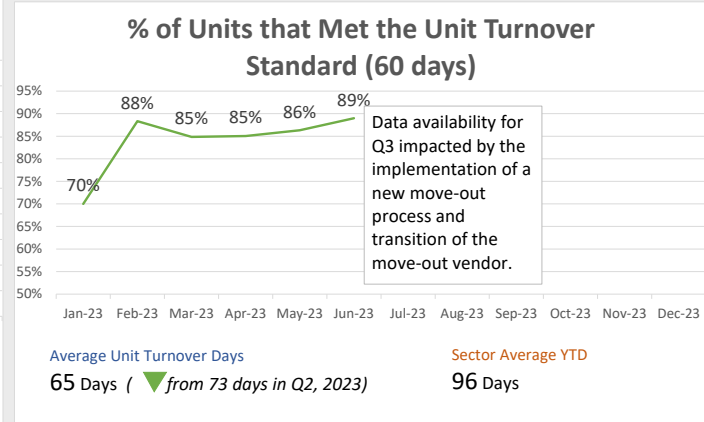
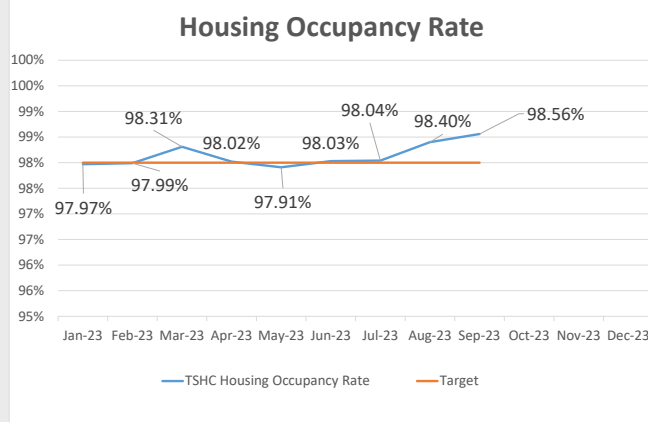
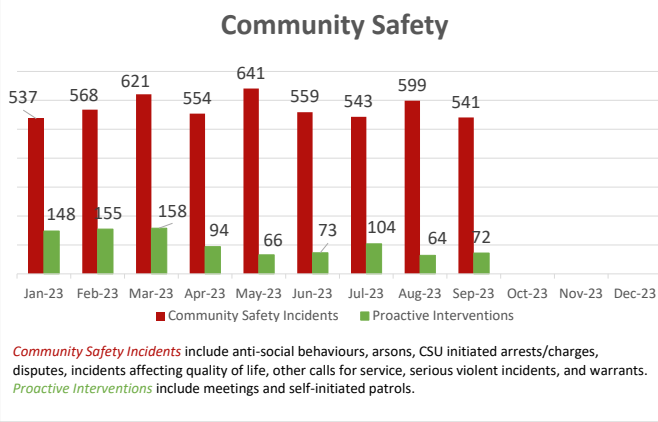
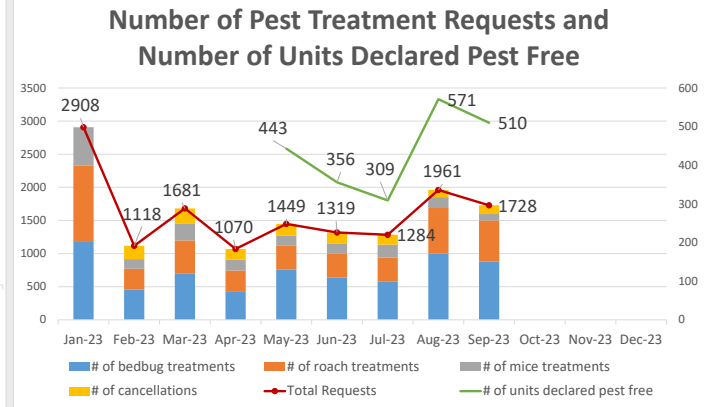
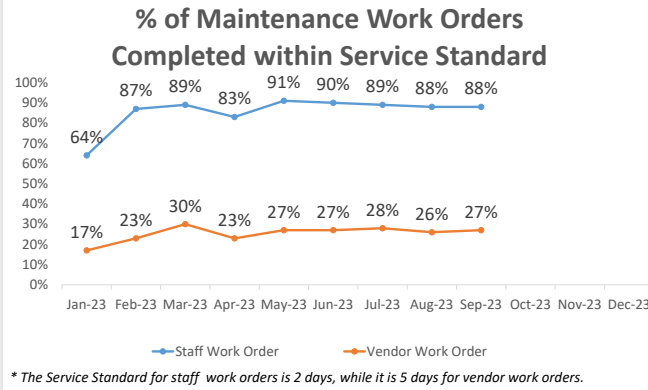
Attachment 1

ISD Key Performance Indicator Dashboard – Q3 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 88% compliance and vendors achieved 27% compliance in September.
- **Pest Management:** In Q3, a total of 1,390 units were declared pest free. Staff have assisted 30 tenants in preparation for treatment and coordinated the preparation of 97 units with Toronto Public Health.
- **The housing occupancy rate** at the end of September stood at the 98.56%, above the target of 98%. The average unit turnover days were at 65 days, improving from 73 days in Q2.
- **Arrears:** TSHC achieved an impressive 100% rent collection rate in Q3. The arrears level has remained stable during Q3, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1163
\$2,001-\$4,000	103
\$4,001-\$6,000	51
\$6,001-\$8,000	29
\$8,001-\$10,000	15
\$10,001 and above	27
Grand Total	1388

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

Highlights:

- A total of 22 building town halls were organized across the seniors housing portfolio.
- The Summer issue of Seniors Speak featured tenants who worked in film and television, a tenant gardening committee, an active building social committee, along with a celebration of R-PATH's 10 year anniversary and information about the partnership with Baycrest Centre.
- Four regional tenant leader meetings were held which saw 59 tenants in attendance providing input on the updated Tenant Action Fund Policy.
- Tenants have been utilizing the Tenant Action Fund to support Summer and Fall community events.

Tenant Action Fund Distribution

\$ Tenant Action Fund Distributed:

\$20,651*

**Amount adjusted to address discrepancies in previous quarters' data reporting.*

\$ Tenant Action Fund Distributed in 2022:

\$61,250 (full year)

Number of Tenant Action Fund Applications Approved:

37

Communications with Tenants:

- 1** issue of Seniors Speak and **1** Community Letter with Video
- 16** posters translated into top 8 languages and distributed

Tenant Engagement Activities

- 22** Building Town Halls
- 3** Senior Tenants Advisory Committee Meetings
- 3** Tenant Focus Groups/Consultations
- 1** Working Group Meeting
- 4** Regional Tenant Leader Meetings
- 747** tenants participated

Online Engagement

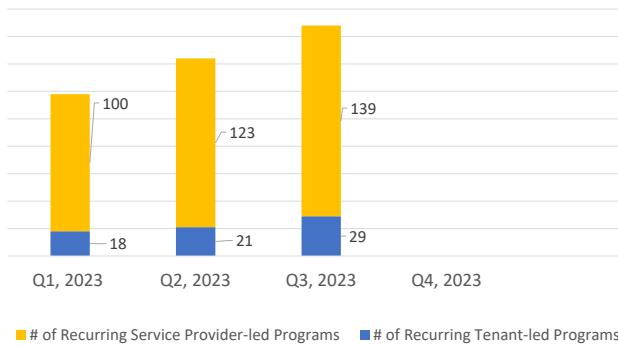
- Website Users: **9,651**
- Social Media Audience: **1,425**
- Social Media Audience Growth: **148**

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

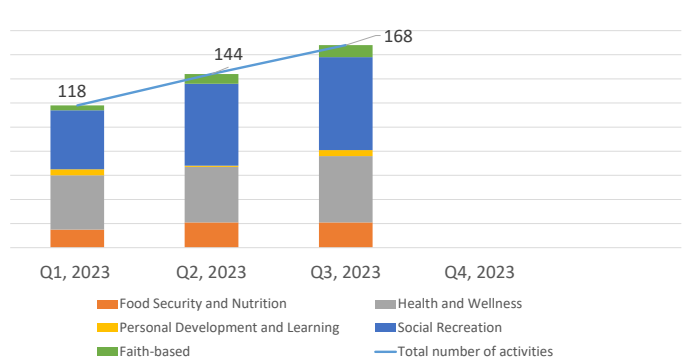
Highlights:

- A total of 168 recurring programs led by tenants and service providers are currently being offered, reflecting a significant 17% increase as compared with those offered in Q2, 2023.
- Two co-design workshops on the new Tenant Engagement Model were organized, with 28 tenants in attendance to work together with staff and community partners on the new engagement approach.
- Through the NORC Innovation Centre, the NORC Ambassador Program was initiated in 2 pilot sites in TSHC.
- The North Toronto Health Partners team has expanded their neighborhood care team to 384 Mt. Pleasant.

Recurring Programs



Building Activities

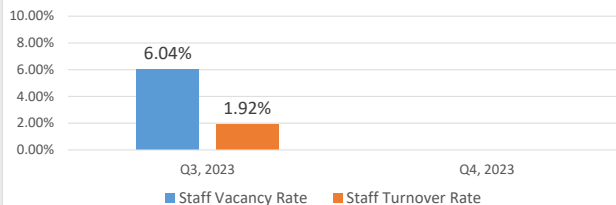


Strategic Objective 4: To promote innovation

innovations implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

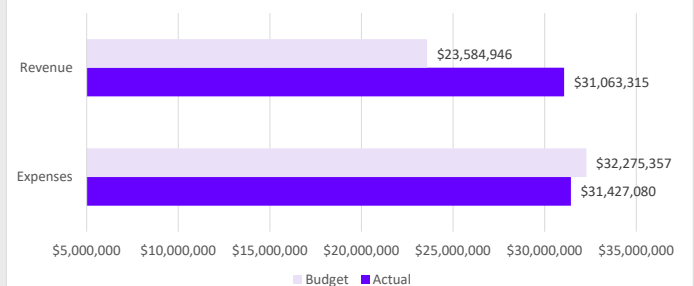
Highlights:

- 87% staff have completed the Confronting Anti-Black Racism training. The program will continue to be offered on a regular basis for new hires and any staff still requiring the training.
- Performance Management Program (PMP) for 2023 was successfully rolled out to management and exempt staff with training provided.
- An all-staff event was held on September 15 for staff to meet in person and mingle with Board members. About 200 staff and 5 Board members attended the event.
- Director of People and Culture and a Learning and Organizational Development Advisor were on-boarded.

Enabler: Organizational Excellence

Statement of Operations

As of September 30, 2023



Item #9c

Attachment 2

ISD Roadmap Update – Q3 2023

TSHC Interim Strategic Directions Roadmap Tracker – Q3 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	Promote safety and security in our buildings and communities	Complete Safety and Security Quality Improvement Project (QIP)	Q3 2023	Complete	QIP successfully concluded. A copy of the recommendations has been provided to TCHC Community Safety Unit for a response.
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	Identify automation opportunities for data collection and analysis	Q3 2023	Complete	Expanding on the automation within the HoMES platform.
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	Complete and evaluate full building pilot	Q3 2023 Q4 2023	Revised Timeline	A pilot with multi-dimensional approach to pest treatment completed at 3330 Danforth (instead of 828 Kingston Rd.) We are currently reviewing the results and interpreting the data.
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	Determine response time for urgent vs regular requests	Q3 2023 Q2 2024	Revised Timeline	In progress
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	Establish annual capital plan with TCHC	Q3 2023/Q3 2024	Complete	Capital planning meeting with each region conducted in September and October
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Q3 2023 Q1 2024	Revised Timeline	Pilot program is under way. OCHE is enhancing their report to reflect lessons learned. OCHE is in the process of gaining access to the HoMES system in order to simplify the referral process between both TCHC and TSHC corporations and the OCHE. Operations staff are working with OCHE, ITS and YARDI to implement the required changes in HoMES as quickly as possible.

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIATIVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
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	Engage tenants in their communities and create opportunities for tenant voices	Streamline TAF funding and distribution process	Q3 2023 Q4 2023	Revised Timeline	A new approach to funding tenant activities was developed guided by the Strategy and Policy team. The proposed approach was shared with the Senior Tenants Advisory Committee (STAC) and changes were suggested and incorporated. Further input from tenant leaders, representatives and active volunteers was received through regional consultations in August. The draft policy will come forward for approval at the December board meeting.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Partner and cultivate relationships to research and test emerging trends and new practices	Identify opportunities and priorities/research and collaboration opportunities	Q3 2023 Q4 2023	Revised Timeline	Potential opportunities to be reviewed in Q4 2023.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Partner and cultivate relationships to research and test emerging trends and new practices	Evaluate learnings from the QIPs	Q3 2023	Complete	Final QIP reports prepared and presented to Committee and Board, shared with STAC and QIP team members, including lessons learned.
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	Participate in Strategic Financial Sustainability Plan	Q3 2023	Complete	In collaboration with TCHC and the City, provided TSHC information, context, and reviewed materials including final presentations and report to Committee and Board.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Manage our financial resources responsibly	Budget planning	Q3 2023	Complete	Budget planning in-progress for consolidated TSHC/TCHC Budget submission to the City. Initial submission developed and submitted on September 15 and ongoing review underway.

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIATIVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Manage our financial resources responsibly	Participate in short-term strategic financial sustainability approach	Q3 2023	Complete	In collaboration with TCHC and the City, provided TSHC information, context, and reviewed materials including final presentations and report to Committee and Board.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Identify and reduce risk	Develop a high-level risk management scope and assessment	Q3 2023 Q2 2024	Revised Timeline	Scoping to retain a vendor in Q4 in-progress. This deliverable will shift to Q2 2024
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 commitment	Develop a dashboard	Q3 2023	Complete	Interim Strategic Directions dashboard developed and presented to Board August 2023. Moving forward will be reported quarterly and also updated on the TSHC website.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Current SharePoint Clean up/management	Q3 2023 Q1 2024	Revised Timeline	This is subject to an ITS project for Microsoft 365 implementation scheduled Q4 2023 into Q1 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Email consolidation and Office 365 deployment (Timeline TBC)	Q3 2023 Q1 2024	Revised Timeline	Office 365 is partially implemented. This is subject to an ITS project for Microsoft 365 implementation scheduled Q4 2023 into Q1 2024.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Develop and implement a talent strategy	Review and update of policies in relation to vacations, leaves and hours of work (e.g., hybrid work model)	Q3 2023 Q4 2024	Revised Timeline	The Hybrid Work Policy was implemented in 2022. In alignment with TCHC, TSHC will review and update the vacation policy by end of year. Review of other policies related to leaves, such as sick leave, short term disability, long term disability will be reviewed and updated in 2024.

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIATIVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
<p>Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</p>	<p>Director, People and Culture</p>	<p>Foster continuous learning and improvement</p>	<p>Create an onboarding program specific to TSHC for all new hires</p>	<p>Q3 2023 Q1 2024</p>	<p>Revised Timeline</p>	<p>Completion of the acquisition for the Learning and Organizational Development advisor was delayed until June 2023. Initial planning for development of a TSHC specific onboarding is underway including:</p> <ul style="list-style-type: none"> ○ a review of the current program being presented to staff by TCHC ○ creation of a survey for recent new hires (those from 2023) to assess their experience with their onboarding ○ assessment of the current recruitment process from the point of vacancy to hiring and first day for new hires ○ assessment of the current job specific orientation for Local 416 & Local 79 staff ○ development of a new orientation program will be ongoing through end of Q4, and early into Q1 of 2024

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

Topic: Quality Improvement Projects (QIP) Report – Q3 2023

Item # 9d

December 8, 2023

Report: BD: December 8, 2023; Item # 9d

To: Board of Directors (the Board)

From: Grant Coffey, Director, Strategy and Business Management

Date: November 27, 2023

Purpose: For Information

Recommendation:

This report provides the Board of Directors with a progress update on Toronto Seniors Housing Corporation's (TSHC) Quality Improvement Projects (QIP).

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

Background:

The Board of Directors received the Quality Improvement Projects Final Report at the meeting on August 3, 2023. The Quality Improvement Projects Final Report included a summary on the background of the three projects, overview and approach, recommendations developed, and lessons learned highlights. The three Quality Improvement Projects included (i) Pest Management, (ii) Safety and Security and (iii) Staff and Tenant Relations. Status on the progress of the projects is being reported quarterly and annually.

Quality Improvement Projects Quarterly Tracker:

The actions and recommendations from the Quality Improvement Projects have been aligned into the Interim Strategic Directions (ISD) Roadmap that will be reported on over the next year. A tracker has been developed to enable regular reporting and monitoring on the Quality Improvement Project progress (aligned to

Interim Strategic Directions time limited activities). A ‘time limited’ activity generally has an end date, whereas ‘ongoing’ work includes work that is done on a continuous basis and may include day-to-day operations work. Out of 100 actions in the Final Report on the three [Quality Improvement Projects](#), 47 actions have been aligned for quarterly reporting, and 53 actions have been categorized as ongoing. A one year Quality Improvement Projects results report for all 100 actions is being planned for mid-2024.

Table 1: Number of Quality Improvement Project (QIP) actions to be reported each quarter (as aligned to Interim Strategic Directions time limited activities)

Quarter	Number of actions to be reported on	Notes
Q2 2023	1	Complete and reported in this report.
Q3 2023	2	Complete and reported in this report.
Q4 2023	10	Includes two actions reported as ‘in progress’ for Q3, 2023. Action related to Annual Unit Inspection reported annually.
Q1 2024	25	Aligned to four time limited activities.
Q2 2024	1	
Q3 2024	4	
Q4 2024	1	Action related to Annual Unit Inspection reported annually.
Beyond 2024 or timeline to be determined	4	Two actions have a timeline to be determined as work will need to be coordinated with TCHC.

To review the quarterly Quality Improvement Project Actions Tracker for Q3, 2023, please refer to Attachment 1 appended to this report. The Quality Improvement Projects’ recommendations have not been included in the tracker with the actions, in an effort to improve readability, but they are available for reference in the Final Report¹.

¹ [Quality Improvement Projects Final Report](#)

Quarterly Progress:

This report provides highlights on the Quality Improvement Project actions implemented during Q2 and Q3 of 2023. There was one pest management project action completed in Q2 that has been included in the tracker for Q3 to note its completion. Of the four Quality Improvement Project actions that were targeted for completion at the end of Q3, two were completed and two actions are in progress with a revised target completion for Q4, 2023.

Highlights:

Pest Management

- Microsoft excel and HoMES have enabled enhanced tracking, reporting and compliance to make data driven decisions. During the third quarter, a drop down option was added in HoMES for vendor notes and has improved TSHC's ability to analyze data.
- A pilot project has been completed using a multi-dimensional approach to pest treatment for a high risk building. Staff are currently reviewing the results and interpreting the data with a revised target completion for Q4, 2023.

Safety and Security

- A protocol is in place for posting notices to communicate service shutdowns, like elevators, in buildings.
- An additional Community Safety Advisor was added to provide service to all 83 seniors buildings (completed ahead of schedule). There are now two Community Safety Advisors supporting TSHC.

Staff and Tenant Relations

- A new approach to funding tenant activities is being developed as part of updating the Tenant Funds Distribution policy. Staff have been working with tenants and Senior Tenants Advisory Committee to provide input. The renewed (draft) policy will come forward for approval at the December Board meeting.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – TSHC Quality Improvement Project (QIP) Action Tracker – Q3, 2023

Item 9d

Attachment 1

**TSHC Quality Improvement Project (QIP) Action Tracker –
Q3, 2023**

Attachment 1: TSHC Quality Improvement Project (QIP) Action Tracker – Q3, 2023

Quality Improvement Project	Interim Strategic Direction Time Limited Activities	Quality Improvement Project Actions ¹	Quality Improvement Project Actions Status
Pest Management	Integrated Pest Management Database and Analytics Tool	1.1 Implement a comprehensive Integrated Pest Management (IPM) Database and Analytics Tool	Completed Q2, 2023
Pest Management	Complete and evaluate full building pilot	5.2 Pilot Projects	In progress
Pest Management	Complete and evaluate full building pilot	1.3 Review number of treatments by building to identify high risk buildings	Complete
Safety and Security	Determine response time for urgent vs regular requests	1.4 Shutdown of elevators, water etc. conveyed in a timely manner	Complete
Safety and Security	Develop business case to support additional level of Community Safety Advisor to provide service to all 83 buildings	4.2 Increase in Community Safety Advisor (CSA) positions for prevention	Completed ahead of schedule (was targeted for Q4, 2023)
Staff and Tenant Relations	Streamline Tenant Action Fund (TAF) funding and distribution process	4.1 The following—aimed at encouraging and supporting tenant leadership—are offered for referral to Tenant Engagement <ul style="list-style-type: none"> • Consider how funding for tenant activities could be set up and governed 	In progress

¹ Quality Improvement Projects actions as identified in the [Quality Improvement Projects Final Report](#)

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Board of Directors

Topic: OCHE Update – April 1 to September 30, 2023

Item #9e

Date: December 8, 2023

Report: BD: December 8, 2023; Item #9e #

To: Board of Directors

From: Interim Commissioner of Housing Equity

Date: December 8, 2023

Purpose:

To provide the Board of Directors with the Office of the Commissioner of Housing Equity's ("OCHE") update for the period of April 1 to September 30, 2023. This report was considered at the November 22, 2023 Quality and Tenant Engagement Committee.

Recommendation:

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

Reason for Recommendation:

This Report highlights the OCHE's case management, audit, and policy work through the period of April 1 to September 30, 2023, and focuses on the work metrics as outlined in the TCHC Board-approved 2023 OCHE Work Plan.

This report is the third OCHE Report to be reviewed by the Toronto Seniors Housing Corporation ("TSHC") Board of Directors. Data for these two reporting periods has been compared to the first part of the year from January 1 to March 31, 2023.

Introduction:

Toronto Seniors Housing Corporation

This report contains a summary of the referrals received and the findings which were obtained through the audit of individual files. Unlike past reports, which were presented quarterly, this Report includes two quarters of results. It was suggested that the OCHE reporting frequency be reconsidered to provide the most efficient and effective presentation of information to the QTE Committee and TSHC Board of Directors. It should be noted that the OCHE reports bi-annually to TCHC, and this may also be preferable to the TSHC.

This report differs from past OCHE reports in that it breaks down the arrears into categories which differentiate a sub-set of arrears, which are significantly larger than they should be due to issues arising from the COVID-19 pandemic. By capturing this data separately from newer arrears files, the OCHE will be able to make better recommendations to TCHC and the TSHC.

In addition, this report includes the recommendations that were made to TCHC in the OCHE Bi-Annual Report (January 1 to June 30, 2023) and were accepted by the Board at the October 26, TCHC Board of Directors meeting. These may impact TSHC, given they use the same HOMES system as TCHC and may be facing similar issues arising from the COVID-19 pandemic. These include a review of large arrears balances which accumulated during the pandemic, and the need for the OCHE to gain access to the HoMES system to simplify the referral process between the OCHE and both corporations. Please see Appendix 1 at the end of the report for full details of the recommendations that were accepted by TCHC and the Board of Directors.

1.0 REFERRALS BY REGION

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The following chart shows the number of referrals to the OCHE. These numbers represent all referrals. In this period, twenty-four files were returned to TSHC without an OCHE intervention.

Region	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023
OU O (NW)	6	3	7
OU N (SE)	23	19	11
OU Q (SW)	7	24	21
OU P (NE)	24	7	15
Seniors Housing Unit Total	60	53 ¹	54 ²

1.1 ARREARS AT THE TIME OF REFERRAL

Beginning this reporting period, the OCHE organized the size of arrears at the time of referral into sub-categories.

The purpose for capturing the data in this way is to show how the arrears total for the organization grew significantly during the COVID-19 pandemic due to the moratorium on evictions, the changes to the RGI Review Manual (July 2021) and the rent freeze which ended January 1, 2022. Additionally, TCHC switched data bases from HMS to HoMES in July 2021.

¹ 12 files were returned in total: 5 files were paid in full; 5 files were returned because the Tenant was working effectively with the SSC; 1 file was returned due to suspected abandonment of the unit and 1 file was referred to the OCHE in error.

² 12 files were returned in total: 5 files were paid in full; 3 files were returned because the Tenant was working effectively with the SSC, 2 files were returned due to insufficient attempts to contact/work with the tenant; 1 files were referred to OCHE in error; 1 file where an LRA was not offered to the Tenant in advance of the referral to OCHE.

Toronto Seniors Housing Corporation

Combined, these factors increased the arrears total across both organizations, temporarily impacting the tracking of arrears files.

Annual Reviews began being processed again beginning in January 2022 resulting in retroactive charges being applied to accounts, and Orders to Evict, issued by the LTB prior to the pandemic expiring.

From April to September 2023 the OCHE assigned 83 cases to EROs to address the arrears. These represent a total of \$248,707.10 in arrears owing. Of these, there were four cases where the arrears exceeded \$10,000.00, and two of those files had arrears over \$20,000.00. Together these four files represent more than \$82,000.00 in arrears of rent.

Arrears owing at time of referral	Total of arrears	Number of Households
\$20k and over	\$58,611.00	2 ³
\$10k – \$19.9k	\$23,478.00	2
\$5k – \$9.9k	\$28,727.20	4
\$2k – \$4.9k	\$91,692.85	31
\$186.00 – \$1.9k	\$46,198.05	44

ARREARS AT TIME OF REFERRAL - OLD ACP vs. NEW ACP:

The OCHE captures data related to the amount of arrears at the time of referral, and the number of months the tenant has been in arrears of rent prior to the OCHE referral. The Arrears Collection Process (“ACP”) was designed with an aim to identify tenants who are in arrears early, to attempt to resolve those arrears within the first and second month, and if unsuccessful, to refer the file to the OCHE before the arrears grow significantly. The OCHE referral represents one last attempt to resolve the arrears with the tenant or, if the OCHE is unable to resolve the arrears, to make the recommendation that an *Application to evict a*

³ In both cases, the majority of the arrears were a result of retroactive rent charges applied to each account as follows: \$33,746.00 and \$21,948.00.

Toronto Seniors Housing Corporation

tenant for non-payment of rent and to collect rent the tenant owes (“L1 Application”) be made at the Landlord and Tenant Board.

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the variance between the new and old ACP.⁴

	January 1 – March 31, 2023	April 1– June 30, 2023	July 1 – September 30, 2022
Average Arrears at Time of First N4	\$1,432.38 <i>Old ACP: \$2,312.22</i> <i>New ACP: \$1,149.57</i>	\$1,859.72 <i>Old ACP: \$2,967.50</i> <i>New ACP: \$1,776.64</i>	\$2,746.18 <i>Old ACP: \$4,413.70</i> <i>New ACP: \$2,485.63</i>
Average Arrears at Time of Referral	\$2,353.36 <i>Old ACP: \$3,755.50</i> <i>New ACP: \$1,852.60</i>	\$3,045.53 <i>Old ACP: \$5,389.50</i> <i>New ACP: \$2,866.85</i>	\$3,355.27 <i>Old ACP: \$5,053.00</i> <i>New ACP: \$3,090.00</i>
Average Month Of Referral to OCHE After Arrears Started Accumulating	11.7 Months <i>Old ACP: 23.4 months</i> <i>New ACP: 7.53 months</i>	10.9 Months <i>Old ACP: 25 months</i> <i>New ACP: 9.85 months</i>	11.47 Months <i>Old ACP: 34 months</i> <i>New ACP: 8.5 months</i>

2.0 ARREARS COLLECTION PROCESS COMPLIANCE

While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with the Arrears Collection Process, Eviction Prevention Policy and applicable legislation. At the conclusion of this work, the Commissioner issues a report containing recommendations to TSHC and the Tenant.

From April 1 to September 30, 2023, the OCHE issued a total of 80 reports with a total of 11 unique recommendations. It should be noted that in 28% (22/80) of cases, the ACP was

⁴ Arrears which began to accumulate prior to June 28, 2021 fell under the old ACP for auditing purposes. Arrears which began to accumulate after this date fell under the new ACP for auditing purposes.

Toronto Seniors Housing Corporation

followed perfectly. The following chart shows the number of reports issued and the number of recommendations made.

	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023
Number of Recommendation Reports	38	43	37
Number of Recommendations	78	75	46

Of the 11 of unique recommendations made to TSHC, only 3 were significant. These are described in the chart below:

Commissioner’s Recommendations regarding Administrative Delays and Inefficient Use of Resources	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	58% (22/38)	58% (25/43)	46% (17/37)
Make direct contact with the tenant in the first month of arrears	53% (20/38)	60% (26/43)	43% (16/37)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	13% (5/38)	12% (5/43)	14% (5/37)

In reviewing the findings under this category, the most significant is related to the service of the N4. The Commissioner made the recommendation to serve the N4 according to the ACP in 46% (17/37) of cases during Q3 which has improved from the previous reporting period of Q2 by 20.6%. There has been a consistent improvement over the past three periods in this area.

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3.0 OCHE CASE MANAGEMENT HIGHLIGHTS

The OCHE captures data related to the EROs' engagement rate. The engagement rate is determined based on the number of tenants who elect to work with the Early Resolution Officer ("ERO"). The chart below demonstrates the number of tenants willing to work with an ERO and the number of those tenants who were able to avoid a referral to the Landlord Tenant Board ("LTB") as a result of that work.

	Jan 1 – Mar 31, 2023	Apr 1 - Jun 30, 2023	Jul 1 – Sep 30, 2023
Engagement Rate	97% (37/38)	100% (43/43)	97% (36/37)
Avoided the need for eviction	89% (33/37)	88% (38/43)	94% (34/36)

4.0 ARREARS MANAGED BY THE OCHE

In this reporting period, the OCHE issued 80 reports, which accounted for \$283,890.08 in arrears .

(a) Total arrears directly paid to TCHC totaled \$42,914.46 as follows:

- Direct payments totaled \$22,287.46 from the following sources:
 - o \$19,413.46 directly from tenants/tenants' families
 - o \$2,874.00 in payments directly from Ontario Works / Ontario Disability Support Program; and Housing Stabilization Fund (HSF)
- Resolving Losses of Subsidy: \$14,246.00
- Completing Annual or an 'In Year' Reviews: \$6,381.00

(b) Arrears managed through Local Repayment Agreements

- \$228,205.62 in arrears were managed through Local Repayment Agreements and will be paid back to TCHC over time (see section 4.1) and have not yet been collected in full.

(c) Arrears approved to be forwarded to the Landlord and Tenant Board

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- \$12,770.00 in arrears were not resolved by the OCHE and it was instead recommended that TCHC file an L1 Application at the LTB, where the Tenant would have an opportunity to enter into a Mediated Agreement.

4.1 ARREARS MANAGED THROUGH LOCAL REPAYMENT AGREEMENTS

In this period, the OCHE brokered a total of 59 LRAs representing \$228,205.62 of arrears. The success of these LRAs relies on tenants making the payments every month for the life of the agreement. However, as stated, by considering tenants' income and expenses when brokering LRAs, the repayment amounts are in the range of \$100 to \$175 per month.

With repayment amounts being in the low range described above, recouping the debt will take longer for tenants with large arrears balances. Tenants will breach their LRAs when adversity happens and unless these are caught quickly, the arrears balance will continue to grow.

Beginning in this reporting period, the OCHE organized the size of the arrears at the time of signing the LRAs into categories.

Below is a summary of the LRAs brokered by OCHE based on these categories:

Arrears owing	Total of arrears	Number of Cases	Average repayment amount	Average length of LRA (months)
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\$20k and over	\$33,796.00	1	\$175.00	194 ⁵
\$10k – \$19.9k	\$37,572.51	3	\$140.00	88
\$5k – \$9.9k	\$55,883.50	8	\$120.00	60
\$2k – \$4.9k	\$76,076.00	23	\$92.00	39
\$186.00 – \$1.9k	\$24,877.61	24	\$98.00	14
TOTAL:	\$228,205.62	59	\$102.00	37

5.0 BREACHED OCHE BROKERED LOCAL REPAYMENT AGREEMENTS

When the ERO works with a tenant to negotiate a Local Repayment Agreement (LRA) to address the arrears of rent, they first discuss financial literacy with the tenant and complete a budgeting tool, however some tenants will still breach their agreements. When a tenant breaches an OCHE brokered LRA, it is expected that staff will reach out to the tenant after the first missed payment, and then re-refer the file to the OCHE.

When the OCHE receives a Breach File, the Early Resolution Officers are tasked with determining whether exceptional circumstances existed warranting a new Repayment Agreement. If there are no exceptional circumstances, the OCHE will report back to TSHC and recommend that they may proceed to file an L1 Application at the LTB.

The following chart describes the breach referrals received:

Breach Files	January 1 – March 31, 2023	April 1 - June 30, 2023	July 1 - September 30, 2023
Total Breach Referrals	20	18	13

⁵ This LRA is 16 years long.

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No Exceptional Circumstances	13	9	6
Breach Reports issued	6	8 ⁶	5 ⁷
Average month of referral to OCHE after breach	10.14 months	17.12 months	7 months
Average month of actual breach	3.16 months	5.62 months	5.75 months

From our sample size of 19 files, the average length of time it took for files to be referred to the OCHE was twelve months; however, the breach itself occurred in the fifth month of the agreement. This gap is not ideal as it could lead to arrears accumulating further.

6.0 NEW PROPOSED REPORTING STRUCTURE

As described in the introduction to this report, the OCHE reports bi-annually through the Tenant Services Committee (TSC) to the Board of Directors at TCHC. It is recommended that TSHC adopt a similar reporting structure to decrease the number of reports to the QTE and provide more meaningful data that contains greater numbers.

It is being recommended that the OCHE provide a final quarterly report for 2023 which will cover the period of October 1 to December 31, 2023. Then in 2024 move to providing two Bi-Annual Reports, covering January 1 to June 30, 2024 and July 1 to December 31, 2024 respectively.

CONCLUSION:

This report provided an analysis of the referrals received from TSHC between April 1 and September 30, 2023 and includes a discussion related to the case management of files.

⁶ At the time of writing, there is 1 file being worked on which will be closed in a future reporting period.

⁷ At the time of writing, there were 3 files being worked on which will be closed in a future reporting period.

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In presenting our findings in this new format and including the systemic recommendations that are being adopted by TCHC we hope that the Board will find this information useful and that it will ensure streamlined service from OCHE to TSHC staff and tenants.

IMPLICATIONS AND RISKS:

The OCHE provides the Board with oversight of TSHC's operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TSHC's performance in the areas within OCHE's jurisdiction. This regular reporting by the OCHE ensures the Board is aware of the OCHE's activities taken on its behalf and that they continue to align with the goals of the Board and TSHC.

SIGNATURE:

"Melanie Martin"

Melanie Martin
Interim Commissioner of Housing Equity

STAFF CONTACT:

Melanie Martin, Interim Commissioner of Housing Equity
437-997-3687

melanie.martin@oche.ca

Toronto Seniors Housing Corporation

APPENDIX #1

SUMMARY OF RECOMMENDATIONS MADE TO TCHC AS PART OF THE OCHE BI-ANNUAL REPORT (JAN 1 -JUNE 30, 2023)

OCHE RECOMMANTATION	TCHC RESPONSE	EXPECTED COMPLETION DATE
<p>Recommendation 1:</p> <p>TCHC to embed the Stage 1 Checklist into HoMES and to provide OCHE access to it so as, to eliminate the extra time needed to send referrals to the OCHE and for the OCHE to review and send back.</p>	<p>Work is underway to incorporate the Stage 1 (N4) Checklist into HoMES. As a result of collaborative work between TCHC and OCHE, the Checklist has been revised, and Operations staff are working with OCHE, ITS and YARDI to implement the required changes in HoMES as quickly as possible. Testing, to be conducted with TCHC and OCHE SMEs, with support from ITS, is expected to take place in November.</p>	<p>January 2024</p>
<p>Recommendation 2:</p> <p>In collaboration with the OCHE, City Partners and TCHC, develop a time specific methodology for both tracking and enforcing arrears management for files which fall under strict criteria. Consideration should be given to the management of files where the arrears exceed \$10,000.00. By keeping track of these files</p>	<p>Management is in final stages of recruitment for a Manager of Tenancy Management - Centralized Services. This new role and their team will be accountable for:</p> <ul style="list-style-type: none"> - developing tracking methodology and oversight process - tracking of high dollar value arrears files - providing support to regional Tenancy Management teams to ensure these files are being addressed according to the process. <p>Anticipated start date for the new role is mid-October</p>	<p>December 2023</p>

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<p>separately from newer arrears files, TCHC will be able to accurately determine the success of the ACP. This tracking needs to be in place before the roll-out of the new ACP.</p>		
<p>Recommendations 3:</p> <p><i>ACP Recommendations</i></p> <ul style="list-style-type: none"> a. TCHC should update the ACP to require N4 to be served in the second month of arrears (one month plus a \$1.00 of arrears owing). b. Modify HoMES to ensure timely creation of N4s and reduce the number that need to be created manually. 	<p>A revised ACP is in development with expected implementation beginning in Q1 2024.</p> <ul style="list-style-type: none"> a) On implementation of the new ACP, TCHC will begin serving the N4 once a household is at least one month behind on paying their rent. b) As part of the work to revise the ACP, a cleanup process will be undertaken to address complexity within some of the arrears files, which will in turn result in a decrease in the number of manual N4s required. Additionally, the Operations team is working with ITS to implement reporting that will provide specific information about issues with N4s. This information will inform future Management actions to address any HoMES changes that are needed, in conjunction with any required staff training and process changes. 	<p>Q1 2024</p>

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<p>c. Ensure finance processes rent payments early so that they are all posted before N4s are issued to tenants.</p> <p>d. OCHE to issue monthly ACP compliance reports to TCHC by Region, for more up to date monitoring of OCHE recommendations and schedule monthly meetings with TCHC to review trends and compliance.</p> <p>e. Create a new Key Performance Indicator (“KPI”) for the Regions which monitors and evaluates ACP Compliance regionally.</p>	<p>c) Throughout the revision and implementation phase of the ACP, Operations, Finance and ITS will be working together to reduce pain points within the rent processing workflow and to ensure that rent payments are processed and available for staff review within HoMES as early in the month as possible.</p> <p>d) TCHC’s regional team will actively participate in the monthly ACP compliance meetings.</p> <p>e) The Operations centralized teams (Performance and Quality, and Operational Planning and Program Services), are working with the Regional Tenancy Management teams to develop new KPIs associated with the implementation of the revised ACP. One of the KPIs will relate to overall compliance levels with the ACP.</p>	
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<p>Recommendation 4:</p> <p>TCHC to re-establish the <i>Memorandum of Understanding</i> between Ontario Works and TCHC and endeavor to improve the process of information sharing and communication between them where a mutual interest in stabilizing tenancies exists. Specifically, TCHC management to reach out to OW management to clarify the need for OW Caseworkers to cooperate in the resolution of arrears for their clients, and to apply to the Housing Stabilization Fund to assist tenants address their arrears balances.</p>	<p>The relationship management role for overall engagement between TCHC and Toronto Employment and Social Services has been consolidated to the Operations Planning and Program Services (OPPS) team, with relationship management with local TESS offices being situated with Regional Tenancy Management teams. Given this clarity, the Director OPPS will engage with TESS leadership, with support from the Housing Secretariat, to review and re-establish the MOU. The discussion will include development of roles and expectations for local teams at TCHC and TESS.</p>	<p>Q1 2024</p>
<p>Recommendation 5:</p> <p>a. TCHC to track LRAs over \$10,000.00 separately so as to accurately report on the organizations total arrears balance with an understanding that</p>	<p>a) Tracking of Local Repayment Agreements over \$10,000 will be included in the work outlined against Recommendation 2.</p>	<p>a) As per Rec 2</p>

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<p>recovering this debt in total is improbable.</p> <p>b. Ensure TCHC staff are empowered to broker longer repayment agreements that consider the Tenants income and expenses to prevent breaches wherever possible.</p> <p>c. Modify HoMES to allow Pre-Authorized Payments (PAP) to also withdraw arrears repayments by month; and to withdraw the rent on a flexible schedule. For example, seniors receive their pensions on the 27th of the month—this should be the day the PAP withdraws the rent. This is particularly important as other bill collectors are able to withdraw funds on a flexible schedule resulting in returned PAPs due to Non-Sufficient Funds. For tenants</p>	<p>b) Guidance and parameters giving Regional Tenancy Management staff the ability to enter into longer repayment agreements will be included in the work to revise and update the ACP outlined in Recommendation 3</p> <p>c) The cost and feasibility of modifications to HoMES to allow PAPs to be set up for repayment agreements, and to allow for PAP withdrawals on a flexible schedule are unknown at this time. Staff have begun the work to explore the feasibility of the changes and will include OCHE in the discussions and decision-making.</p>	<p>b) As per Rec 3</p> <p>c) feasibility assessment to be completed Jan 2024</p>
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<p>who are employed and paid bi-weekly, the PAP should be flexible enough that two payments per month can be withdrawn to coincide with their employment schedule.</p>		
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Toronto Seniors Housing Corporation (TSHC)

Board of Directors Meeting

Topic: Proposed Board Committee Membership and Committee Chairs

Item #: 10a

December 8, 2023

Report: BD: December 8, 2023; Item #10a

To: Board of Directors (the “Board”)

From: Fareed Amin, Board Chair

Date: November 28, 2023

Purpose: For Approval

RECOMMENDATION:

It is recommended that the Board of Directors:

1. Approve the appointments of Directors to:
 - a. the Audit, Finance and Risk Committee (AFRC);
 - b. the Quality and Tenant Engagement Committee (QTEC); and
 - c. the Corporate Governance and Human Resources Committee (CGHRC);as set forth in Attachment 1 to this report;
2. Approve the appointment of Lawrence D’Souza as Chair, Audit, Finance and Risk Committee, effective December 8, 2023 and until a successor is appointed;
3. Approve the appointment of Linda Jackson as Chair, Quality and Tenant Engagement Committee, effective December 8, 2023 and until a successor is appointed; and

4. Approve the appointment of Councillor Vincent Crisanti as Chair, Corporate Governance and Human Resources Committee, effective December 8, 2023 and until a successor is appointed.

REASONS FOR RECOMMENDATION:

The purpose of this report is to seek approval of appointments of Directors to the Board's Committees, and appointments of the Chairs of the three Committees. The Corporate Governance and Human Resources Committee was consulted on the appointments recommended in this report on November 7, 2023.

As part of a commitment to transparent and effective governance, a new Selection and Appointment Process for Committee Membership and Committee Chairs was approved by the Board of Directors on August 3, 2023. In accordance with the new process, the Board Chair is responsible for making recommendations as to Board Committee membership and Committee Chairs.

Following the Board approval, all Board Directors were canvassed to in order to determine their preferences for Committee appointments and their interests in pursuing the Committee Chair position for the Committee(s) they are members of. The proposed Board Committee Membership and Committee Chairs outlined in Attachment 1 reflect those preferences and interests. In the proposed Committee composition, all Board members are accommodated in their first-choice Committee, all existing Chairs indicated an interest to continue and no other Board members expressed an interest to Chair a Committee, and each Committee will have five members.

The structured process of appointing Board members to Committees aligned with their interests, coupled with the expanded membership of the three Committees, will enhance the efficacy of discussions at both the Committee and Board levels. With this enhancement, Committee level discussions will offer more specialized and in-depth insights and recommendations within their designated areas, while Board level discussions will primarily focus on high-level strategic matters that concern the overall direction and goals of the organization.

Upon approval of the appointments by the Board of Directors, TSHC will proceed to reconstitute the Committees as set out in Attachment 1 and make public the appointments on the TSHC website.

Fareed Amin
Board Chair

List of Attachment:

Attachment 1 – Proposed TSHC Board Committee Membership and Committee Chairs

Item 10a

Attachment 1

**Proposed TSHC Board Committee Membership and
Committee Chairs**

Toronto Seniors Housing Corporation (TSHC)

Proposed Board Committee Chairs and Committee Membership

Committee	Members
Audit, Finance and Risk Committee (AFRC)	Lawrence D'Souza (Chair) Warren Law Paul Raftis Brenda Parris Fareed Amin (Ex Officio)
Quality and Tenant Engagement Committee (QTEC)	Linda Jackson (Chair) Deputy Mayor Amber Morley Maureen Clohessy Jim Meeks Fareed Amin (Ex Officio)
Corporate Governance and Human Resources Committee (CGHRC)	Councillor Vincent Crisanti (Chair) Brenda Parris Lawrence D'Souza Warren Law Fareed Amin (Ex Officio)

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

Topic: October 2023 YTD Financial Result

Item #: 11a

Date: December 8, 2023

Report: BD: December 8, 2023; Item # 11a

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date: December 8, 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.

TSHC 2023 Financial Result through October 31, 2023

Statement of Operations (Attachment 1)

Through October 31, 2023, TSHC incurred operating expenses of \$35,238,249. Revenue amounted to \$29,423,645, composed of \$3,118,831 from the City of Toronto (City) deferred grant, \$26,055,496 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement), and \$249,318 interest income earned on bank balances, resulting in a deficit of \$5,814,604.

Expenses incurred were for staff compensation and benefits, 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 \$3,118,831. This is an unbudgeted and carry forward deferred grant from the prior year. The grant

received in 2022 as part of the start-up of the organization, and used for corporate related expenses, including salary and benefits, legal, consultants, and other miscellaneous expenses.

Higher expenses in salaries and benefits of \$215,124 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 slightly higher than budget by \$3,989 to fill vacant positions and project requirements due to the delayed in hiring of the open corporate positions early in the year. All of the professional services and consultants have ended on August 31, and the slightly higher than budget in this area is mainly due to lower than expected legal costs.

The above increases in expense is offset by temporary lower expenditure in tenant translation, training and development, office expenses, communication services, other operating costs, and recovery of the HST portion from prior years expense after receiving the Determined Municipality status in March 2023.

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 10 months, Deferred Revenue from TCHC (Operations) was \$1,790,504. The City of Toronto grant was fully utilized, and has no remaining balance.

Statement of Financial Positions (Attachment 2):

1. Cash – \$1,035,587
2. Accounts Receivable - \$102,912
3. Due from TCHC (seconded staff) - \$96,788
4. Long-Term Due from TCHC - \$4,180,700
5. Fixed Asset (Equipment), net - \$20,376
6. Accounts payable - \$2,543,517
7. Due to TCHC - \$1,909,916
8. Due to the City of Toronto - \$69,932

9. Deferred Revenue TCHC - \$1,790,504

10. Employee Benefits (Post Retirement Benefits) - \$4,773,600

The cash balance represents the bank balance as of October 31, 2023. The low balance in the account has been addressed with TCHC, and in early November, \$3M of cash advance was provided to TSHC.

The Accounts Receivable balance consisted of HST Recoverable from the CRA for HST paid in September and October 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 October activity that has been processed through the bank in November. The balance includes:

- Payroll - \$2,128,745
- Pension and Benefits - \$278,198
- Interim Staff, Seconded Employees, and Vendor Payables - \$136,572

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

October YTD 2023 Financial Result – Statement of Operations (Attachment 1)

October YTD 2023 Financial Result – Statement of Financial Positions (Attachment 2)

Item 11a

Attachment 1

October 2023 YTD Statement of Operations

Toronto Seniors Housing Corporation
Statement of Operations
For the 10 Months to October 31, 2023

STATEMENT OF OPERATIONS	Year to Date Result			Annual		
	Actual	Budget	Variance Actual Vs Budget	2023 Forecast	2023 Budget	2023 Forecast Vs Budget
Revenue						
City of Toronto Grant	3,118,831	-	3,118,831	3,118,831	-	3,118,831
Revenue from TCHC	26,055,496	26,055,495	1	31,266,595	31,266,595	-
Interest income	249,318	145,000	104,318	259,207	165,000	94,207
Total Revenue	29,423,645	26,200,495	3,223,150	34,644,633	31,431,595	3,213,038
Expenses						
Salaries and Benefits	25,304,710	25,089,586	(215,124)	30,499,142	30,169,939	(329,203)
Legal and Professional Services	899,392	895,403	(3,989)	1,077,511	1,074,492	(3,019)
Insurance	622,254	541,670	(80,584)	746,878	650,000	(96,878)
Other Miscellaneous Costs	206,282	1,311,095	1,104,813	655,387	1,573,324	917,937
SDA - Shared Services with TCHC	8,205,611	8,063,693	(141,918)	9,846,737	9,676,431	(170,306)
Total Expenses	35,238,249	35,901,447	663,198	42,825,654	43,144,186	318,532
Excess of Revenue over Expenses	(5,814,604)	(9,700,952)	3,886,348	(8,181,021)	(11,712,591)	3,531,570

Item 11a

Attachment 2

October 2023 YTD Statement of Financial Positions

Toronto Seniors Housing Corporation
Statement of Financial Position
As of October 31, 2023

Assets

Current Assets:

Cash	1,035,587
Accounts Receivable	102,912
Due from TCHC	96,788

Long-Term Due from TCHC	4,180,700
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Fixed Asset - Equipment	25,738
Less: Depreciation	(5,362)

Total Assets	5,436,363
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Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	2,543,517
Due to TCHC	1,909,916
Due to the City of Toronto	69,932

Deferred Revenue - TCHC	1,790,504
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Employee Benefits	4,773,600
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Net Assets

Unrestricted Surplus	(5,651,106)
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Total Liabilities & Net Assets	5,436,363
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**Toronto Seniors Housing Corporation
Board of Directors Meeting**

Topic: 2024 TSHC Board and Committee Schedule

Item #: 12

Date: December 8, 2023

Report: BOD: December 8, 2023; Item #12

To: Board of Directors

From: Grant Coffey, Director Strategy and Business Management

Date: December 8, 2023

Purpose: For approval

Recommendation:

It is recommended that the Board of Directors approve the 2024 Board and Committee meeting schedule as contained in Attachment 1.

BE IT RESOLVED THAT the Board of Directors approve the 2024 Board and Committee meeting calendar.

Reason for Recommendation:

The development of the 2024 schedule has taken into consideration meetings of City Council, Committees of Council, the various boards, holidays, and days of significance and was reviewed for input as a draft by Board members. We also looked at the number of meetings per TSHC Board/Committee and timing based on our experience in 2023. There are a few adjustments to note, including that all Board and Committee meetings will be in the afternoon, and some back-to-back meetings in the same day.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:

1. TSHC Board and Committee Meetings Dates 2024

Item #12

Attachment 1

TSHC Board and Committee Meetings Dates 2024

Attachment 1

TSHC Board and Committee Meeting Dates 2024

Board of Directors: 3:00 to 5:30 pm

1 BOARD	Thursday, February 22
2 BOARD	Thursday, April 25
3 BOARD	Thursday, July 18
4 BOARD	Thursday, October 17
5 BOARD	Wednesday, December 11
6 BOARD	Monday, December 16 (Budget Meeting)

Quality and Tenant Engagement Committee (QTEC): 3:00 to 5:00 pm

1 QTEC	Monday, February 5
2 QTEC	Monday, March 25
3 QTEC	Wednesday, May 29
4 QTEC	Tuesday, July 23
5 QTEC	Wednesday, September 4
6 QTEC	Monday, November 4

Corporate Governance and Human Resources Committee (CGHRC): 4:00 to 5:30 pm

1 CGHRC	Monday, March 18
2 CGHRC	Back to Back Meeting: CGHRC/AFRC Wednesday, June 12 (CGHRC 3:00-4:00 / AFRC 4:00-5:30)
3 CGHRC	Monday, October 7
4 CGHRC	Thursday, November 21

Audit Finance and Risk Committee (AFRC): 4:00 to 5:30 pm

1 AFRC	Wednesday, January 31
2 AFRC	Thursday, April 4
3 AFRC	Back to Back Meeting: CGHRC/AFRC Wednesday, June 12 (CGHRC 3:00-4:00 / AFRC 4:00-5:30)
4 AFRC	Monday, September 9
5 AFRC	Wednesday, October 2
6 AFRC	Thursday, November 28