TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: February 22, 2024

Time: 3:00 P.M. – 5:00 P.M.

Location: WebEx

Toronto Seniors Housing Corporation

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Toronto Seniors Housing Corporation
BOARD OF DIRECTORS MEETING
Date: February 22, 2024
Time: 3:00 pm – 5:30 pm
Location: Webex & Livestream
Agenda

	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 2min	Chair's Remarks	Information	N/A	Fareed Amin
2.	3:02 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 1min	Approval of Public Session Board Minutes December 8, 2023	Approval	Public Meeting Minutes of December 8, 2023	Chair
6.	3:07 1min	Approval of Closed Session Board Minutes December 8, 2023	Approval		Chair
7.	3:08 1min	Approval of Public Session Board Minutes January 4, 2024	Approval	Public Meeting Minutes of January 4, 2024	Chair
8.	3:09 1min	Approval of Closed Session Board Minutes January 4, 2024	Approval		Chair
9.	3:10 5min	Matters Arising – Action Items	Information	Action Items List	Chair

Toronto Seniors Housing Corporation

	Time	Description	Action	Supporting Documents	Presenter
10.	3:15 15min	Quality and Tenant Engagement Committee Report	Information	Verbal Report	Linda Jackson
		• Interim Strategic Directions – Q4 2023 Progress Report (a)	Information	Report	Grant Coffey
		• Interim Strategic Directions – 2024 Roadmap (b)	Approval	Report	Grant Coffey
		• OCHE Quarterly Report Oct 1st – Dec 31st, 2023 (c)	Information	Report	Melanie Martin
11.	3:30 25min	Audit, Finance and Risk Committee Report	Information	Verbal Report	Lawrence D'Souza
		• 2024 TCHC/TSHC Consolidated Budget	Information	Report	Vince Truong
		Finance Policy: (a) Delegation of Authority (b) Procurement Delegation of Authority (c) Capital Expense Policy	Approval	Report	Vince Truong

	Time	Description	Action	Supporting Documents	Presenter
12.	3:55 1min	Motion to Move into Closed Session	Approval	N/A	Chair
13.	3:56 1min	Approval of Closed Session Agenda	Approval	N/A	Chair
14.	3:57 15min	*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*	Approval	Report and Policy	Carol Francis
15.	4:12 15min		Approval	Report	Carol Francis
16.	4:27 1min	Motion to Move into Public Session	Approval	N/A	Chair
17.	4:28 1min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
18.	4:29 1min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item #5

Public Session Board Minutes

December 8, 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 December 8th, 2023, at 8:30 a.m. (EST) 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 –*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, *Finance Lead*

Brad Priggen*, Director, Operations*

Fatima Mahmood, *Executive Assistant*

Liz Dizig, *Executive Assistant*

Carol Francis, *Director, People and Culture*

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

Joseph Friedman Burley, *Manager, Strategic Initiatives, Deputy City Manager's Office, City of Toronto*

Summer Nudel, *Interim Senior Advisor, OCHE*

Melaine Martin, *Interim Commissioner of Housing, OCHE*

Board Secretary present:

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

Vandana Lakhanpal–*Jr. 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. Jackson 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 OCTOBER 26, 2023

Motion carried	**UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of public session board minutes of October 26, 2023.

ITEM 6: APPROVAL OF CLOSED SESSION BOARD MINUTES OF OCTOBER 26, 2023

Motion carried	**UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of closed session board minutes of October 26, 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:   CEO's REPORT

At the invitation of the Chair, Ms. Bada informed the Board members that the TSHC has commenced the tenant experience survey which would run between December 1st, 2023, to January 17th, 2024, and that the results of the survey would be compiled and shared with the Quality and Tenant Engagement Committee and the Board in early 2024. She advised of the recent conclusion to the regional meetings with tenants to promote the Community Connect Plus program and the new proposed Community Activity Funds that would replace the Tenant Action Fund process. She noted that in the upcoming special meeting the Board would be provided with a report to establish a new Benefit Services carrier for employees which is jointly being developed with the Toronto Community Housing Corp. ("TCHC"). Lastly, she provided a status update on the 2024 budget indicating that the TSHC is working with the TCHC and the City of Toronto (the "City") on finalizing the budget. She indicated that once the Board approves the budget, it will be presented to the City's Budget Committee in January 2024 and afterwards for final approval at City Council in February 2024.

The Chair then invited questions and Ms. Parris asked the CEO to provide an update on the policies and practices framework that the TSHC is currently developing.

At the request of Ms. Bada, Mr. Coffey informed the Board that the policy management framework is currently being developed and the team will consult with the Corporate Governance and Human Resources Committee to bring it forward. He also advised that TSHC is currently developing a policy inventory review that would be reviewing over one hundred different policies across different policy domains.

Ms. Parris also asked about the objective of the policy framework to which Mr. Coffey informed that it would provide TSHC with an overarching guiding structure to understand the frequency within which policies should be reviewed, the different types of policy domains that are required and the manner of developing those policies.

ITEM 9:   QTE COMMITTEE-REPORT

At the invitation of the Chair, Ms. Jackson, the Chair of the QTE Committee provided a verbal overview of the previous OTE Committee meeting that was held on December 5th, 2023, which was National Housing Day which recognized housing issues and people living alone. She indicated that Mr. Priggen provided an overview of the operational dashboard at the QTE Committee highlighting the work currently being undertaken, Ms. Martin presented an update from OCHE and that Ms. Howells provided an update on the new approach to tenant engagement, also referred to as the Community Connect +, that was co-designed with tenants.

ITEM 9a: QTE COMMITTEE-THE COMMITTEE CONNECT+ APPROACH FOR TSHC (NEW APPROACH TO TENANT ENGAGEMENT)

DEPUTANT: The following verbal deputation was received with respect to Item 9a.

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 concerns regarding the tenant engagement model noting that it appears to be more of an Integrated Service Model and comprises a small element of tenant engagement. He indicated that tenants are not involved in staff and agency discussions therefore there are critical issues with the implementation of the tenant engagement model. He also discussed the lack of engagement of tenants in the decision-making process regarding tenant space as the needs of third-party users are being met before the needs of the tenant. He indicated that he appreciated the efforts taken by Ms. Howells regarding the tenant engagement model. He highlighted that his main concern is to build a foundation

that supports tenants and their housing needs. Finally, he added that the Board needs to protect the needs of tenants and ensure that proper processes are being implemented to ensure their voices are being heard.

Ms. Parris appreciated Mr. Lohman's concern and comment on the space usage issue and asked the members to comment on the status of discussions around the decision-making on the use of community space. In response, Ms. Howells stated that the use of space policy has two parts, one being the actual physical use of space and the other being the perception of the use of space. She noted changes to this use of space policy, for example, sharing schedules with partners to inform them of scheduled tenant events and providing online forms for booking spaces.

At the invitation of the Chair, Ms. Howells provided highlights of report (BD: December 8, 2023; Item 9a) regarding the Community Connect + approach which was discussed at a QTE committee meeting. She indicated that the primary objective of this approach is to promote volunteerism, increase tenant participation in the events in their buildings and increase tenant's voices in the programs and activities that they can lead within their buildings. She explained that the Community Connect + approach focuses on adopting three concentric circles called the tenant circles. The first circle is at the building level where through town halls tenants will be invited to an annual building planning meeting to learn more about Community Connect + in order to promote involvement and volunteering at building-lead programs. This tenant circle emphasizes giving tenants an opportunity to demonstrate their strengths as tenants and feel included in a meaningful way. The second circle is at the regional level where communities from the buildings under the first circle will use their knowledge to shape other communities regionally. The third tenant circle is at the City level which will influence policy to emphasize TSHC's priorities. She believes that with this new approach to tenant engagement, it will increase participation, reduce isolation and increase overall tenant wellbeing and satisfaction.

Ms. Parris commented on decision making regarding space usage as distinct from scheduling that may need to be addressed so that decisions of locked in use of space is reviewed whether at the building or regional level but adding a caveat to address the distinction. Mr. Coffey replied by indicating that the use of space is an element of the policy which needs to come from the QTE Committee as TSHC adopted the previous policy during transition which was taken directly from TCHC, however the team has started to review and obtain feedback on the policy which was paused for a portion of 2023 so that they could focus on other, more pressing matters, however, use of space will be incorporated into the new policy and discussed at the QTE Committee.

An Action was taken to refer to QTE Committee considerations for how decisions for long term/locked in decisions would be considered for Use of Space, to be considered in how the policy will be developed.

Councillor Cristani asked if community space was available in each building and the way this space was being used. Mr. Priggen responded with the results from an audit revealed that only two buildings did not have community space and that they are working with their partners at the City to allow the use of two units in order to turn them into tenant space. As there were no further questions, the Chair asked for a motion.

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

1. To adopt the Community Connect+ approach to tenant engagement, as set out in Attachment 1 of the report;

2. 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.

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ITEM 9b: QTE COMMITTEE- COMMUNITY ACTIVITIES FUND POLICY

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.

DEPUTANT: The following verbal deputation was received with respect to Item 9b.

Mr. Lohman reiterated the discussion on community space by highlighting that tenants need to be engaged in conversation regarding use of community space that belongs to the tenants. He also raised concerns within the policy regarding holding only one meeting a year to determine how funds are being used for tenant engagement and use of space. He mentioned that he appreciated that tenants are being heard and have been included in the policy.

Ms. Jackson commented that the QTE Committee would ensure that discussions surrounding the use of space would be discussed at the next meeting and an update will be provided to the Board.

At the invitation of the Chair, Ms. Howells provided a brief overview of report (BD: December 8, 2023; Item 9b) regarding the Community Activity Fund Policy (the "Policy") stating that the policy will replace the previous Tenant Funds Distribution Policy and the Tenant Action Funds and its intention is to work with tenants to set priorities for their buildings. She highlighted that the objective of the Policy is to be able to fund local activities and events that tenants can decide at the beginning of the year. She highlighted that currently 47 buildings are participating in the Tenant Action Funds and this is expected to grow in the future.

Ms. Howells discussed her recent consultations with tenant volunteers and leaders to understand what they would like to see in the Policy and to ensure there is enough capacity in the budget to allow for tenant engagement and participation.

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She indicated that they validated that they were seeing approximately 30 percent participation which is why the QTE Committee used 30 percent as a multiplier to be able to estimate the budget for a building. She further noted that tenants may attend several events in a year which is why they used 4 (one attendance per quarter) as another multiplier to assist with estimating the budget which equated to approximately $20 per tenant that was allocated to the budget for each event held in that year for which the decisions would be tenant-lead. She highlighted this would empower tenants with the decision-making to determine what events they hold in their buildings.

Ms. Parris added that if there is high volume, there may be a need for more staff to support the initiative. She suggested that research on the initiative could prove useful and the QTE Committee should consider University student assistance. She finally suggested that a plan be put in place to communicate the efforts undertaken by TSHC to the City council. The Chair responded by indicating that an official correspondence be sent to the City council regarding the actions taken by TSHC regarding tenant engagement. There being no further questions, the Chair asked for a motion.

Motion carried

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

1. To adopt the Community Activities Fund Policy, as set out in Attachment 1 of the 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.

ITEM 9c: QTE COMMITTEE- INTERIM STRATEGIC DIRECTIONS – Q3 PROGRESS UPDATE

At the invitation of Ms. Jackson, Mr. Coffey provided an update on report (BD: December 8, 2023; Item 9c). He reviewed the third quarter key performance indicators ("KPI") dashboard and its comparison to the current workplan.

He highlighted that housing occupancy was at 98.56% and the arrears collection rate has been 100% which exceeds the sector average of approximately 95%. He also advised that the dashboard also provides information on the number of units that are declared pest free, recurring programs for tenants, and certain other indicators surrounding safety. He indicated that this is the first time the dashboard has included the staff vacancy and turnover information. He indicated that detailed KPI information will be posted on the corporate website and quarterly reports provided to the Board on its status. He also provided details on activities undertaken between Q2 and Q3 noting that out of the 29 activities scheduled, 19 have already been completed to date. He discussed that in 2024 the team will review the overall strategic directions and make adjustments where required.

Ms. Parris applauded the staff for a successful transition and for achieving a 100% arrears rate. She suggested that the achievements be shared with the City Council which Ms. Bada suggested, and Ms. Parris agreed, that the achievements and success of the transition from TCHC to TSHC be included in a report that can go to City Council.

ITEMS 9d: QTE COMMITTEE-QUALITY IMPROVEMENT PROJECT- Q3 UPDATE

At the invitation of the Chair, Mr. Coffey provided a overview of report (BD: December 8, 2023; Item 9d) regarding the quarterly update on Quality Improvement Projects (the "QIPs"). He discussed the number of different recommendations and actions derived from the QIPs which were aligned with the Interim Strategic Directions. He highlighted that 47 of the actions were time limited and 53 are ongoing. He advised that the QTE Committee would complete a one-

year update on all 100 actions and summarize the actions taken in the year by mid-2024. In the interim, he indicated that a quarterly update would be released to highlight actions due for the quarter.

ITEMS 9e: QTE COMMITTEE-OCHE REPORT

At the invitation of Ms. Jackson, Ms. Martin provided a high-level overview of the OCHE report (BD: December 8, 2023; Item 9e). She discussed that the report was presented in a new way by arranging the arrears into subsets. She also noted that the reason for such a presentation was to assist TSHC evaluate the success of the arrears collection process.

ITEMS 10: CORPORATE GOVERNANCE AND HUMAN RESOURCE COMMITTEE REPORT

At the request of the Chair, Councillor Crisanti provided a verbal update on the discussion of the last Corporate Governance and Human Resources Committee meeting. He informed that there were discussions pertaining to launching the employee engagement equity diversity and inclusion survey, developing a policy framework for TSHC and allying TSHC and tenant surveys demographic information with the City guidelines. He informed that the committee also discussed developing a future Human Resources policy work for confronting anti-black racism training for staff and Board members including potentially developing an accessibility committee and following up on TSHC's partnership work. He discussed the committee reviewed the Board and Committee membership process which will be discussed next.

The Chair added that he had asked the CEO to make the training dates available for the staff and encouraged the Board members who haven't participated in the training previously, to register.

ITEMS 10a: BOARD COMMITTEE MEMBERSHIP AND COMMITTEE CHAIR PROCESS

Toronto Seniors Housing Corporation

At the invitation of the Chair, Mr. Coffey provided an update on report (BD: December 8, 2023; Item 10a) He expressed his gratitude to the Board on contributions made to the process and indicated that each committee will have five members which will contribute to better representation.

There being no further questions, the Chair asked for a motion.

Motion carried

UPON MOTION, duly made by Councillor Crisanti and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED 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 the 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.

ITEMS 11:   AUDIT, FINANCE AND RISK COMMITTEE REPORT

At the invitation of the Chair, Mr. D'Souza provided a verbal update on the recent meeting of the Audit, Finance and Risk Committee ("AFRC") held on November 28th, 2023, indicating that the AFRC reviewed the corporate financial results, audit timelines, 2024 budget , Q3 reconciliation and audit engagement including changes to the procurement orders.

ITEMS 11a: 2023 FINANCIAL RESULTS

At the invitation of the Chair, Mr. Truong provided a review of report (BD: December 8, 2023; Item 11a) which included a review of TSHC's 10 months financials ending on October 31st, 2023 and adjustments to the books of account with the actuals. He discussed the Statement of Operations and Statement of Financial Results.

After the review of the financials, there being no questions from the Board members, the Chair proceeded to appreciate and express his gratitude to the Chair and members of the AFRC for the hard work shown in preparing the year-end financials and preparing the 2024 budget.

ITEMS 12:   2024 TSHC BOARD AND COMMITTEE MEETING SCHEDULE

At the invitation of the Chair, Mr. Coffey provided a review of report (BD: December 8, 2023; Item 12) regarding the proposed 2024 meeting schedule for the Board and its committees, with consideration being given to City council and their committee meetings dates.

Motion carried	**UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the 2024 Board and Committee meeting calendar.

ITEMS 13-16: MOTION TO MOVE INTO CLOSED SESSION

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

ITEM 17:   MOTION TO APPROVE CLOSED SESSION DECISIONS

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PROCUREMENT CHANGE ORDERS
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Motion carried   **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the following change orders which the cumulative change order for direct awards value exceeds 20% of the original commitment value of the contract:

a) Toronto Community Housing Corp (TCHC) – Service Delivery Agreement fee for 2023 in the amount of $9,348,000;

b) Toronto Community Housing Corp (TCHC) – Service Delivery Agreement fee extension from December 2023 to February 2024 in the amount of $1,941,166;

c) iSecurity – Web design and building profiles for extension of support to December 31, 2023 in the amount of $18,595;

d) Mortimer Koraych – Workplace investigation require additional hours due to the original forecast and complexity of the investigation in the amount of $10,325;

e) HR Associates Inc. – Interim staffing to fulfil position for additional time in the amount of $7,425; and

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  f) Indeed Canada Corp. – Job advertisement for additional job postings in the amount of $6,000.

ITEM 18: **ADJOURNMENT**

Motion carried	**UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 10:00 a.m. (EST).

_____   _____

Fareed Amin, Chair   Monique Hutchins, Secretary

Toronto Seniors Housing Corporation

Item #7

Public Session Board Minutes

January 4, 2024

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors ("Board") of the Toronto Senior Housing Corporation ("TSHC") held its public meeting on January 4th, 2024, at 8:30 a.m. (EST) 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 – *Director*
Linda Jackson – *Director*
Brenda Parris – *Director*
Jim Meeks –*Director*
Maureen Clohessy- *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, *Finance Lead*

Brad Priggen*, Director, Operations*

Fatima Mahmood, *Executive Assistant*

Liz Dizig, *Executive Assistant*

Andrea Austen, *Director, Senior Services & Community Programs*

Carol Francis, *Director, People and Culture*

Tolu Solebo, *Manager, Financial Planning & Compliance*

Board Secretary present:

Vandana Lakhanpal–*Jr. Account Executive– DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Mr. Amin served as Chair of the Meeting and Ms. Lakhanpal 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. The Chair stated that as suggested by Ms. Jackson, the Board would discuss improving communications, should time permit.

Motion carried   **UPON MOTION**, duly made by Ms. Clohessy and seconded by Ms. Jackson 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:   MOTION TO MOVE INTO CLOSED SESSION

Motion carried   **UPON MOTION**, duly made by Ms. Jackson 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 personal matters about an identifiable individual.

ITEM 10:   MOTION TO APPROVE CLOSED SESSION DECISIONS

2024 Budget

Motion carried   **UPON MOTION**, duly made by Councillor Morley and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the 2024 TCHC/TSHC Consolidated Operating Budget as outlined in the report and attachments.

<u>RFP **–** Group Benefits Carrier Services</u>

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

1) Approve a maximum budget as outlined in Attachment 1 of report (BD: January 4, 2024; Item #8) for the continuation of the employee benefit carrier services program for a seven-year term, as outlined in the report.

2) Authorize the Chief Executive Officer to award a contract to the highest ranked proponent to Request for Proposal (RFP) 23063 Employee Benefit Carrier Services Program, pursuant to the results outlined in the report.

3) Authorize the Chief Executive Officer to take such further actions, and to execute any and all agreements and documents, as may be necessary to give effect to the above recommendations.

ITEM 11:   ADJOURNMENT

Motion carried	**UPON MOTION**, duly made by Councillor Morley and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 10:00 a.m. (EST).

_____   _____
Fareed Amin, Chair   Vandana Lakhanpal, Secretary

Item #9

Toronto Seniors Housing Corporation (TSHC)

Action Items List As Of
February 2024

	Open Action Items			
	Meeting Arising From	**Description**	**Resp.**	**Status**
	Completed Action Items			
1.	January 4, 2024	Determine if Budget discussions can be held in Public session	Grant Coffey	Complete
2.	October 26, 2023	Update on search for TCHC CEO	Fareed Amin	Complete

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting
Topic: Interim Strategic Directions Progress Report – Q4 2023
Item #10a
February 22, 2024

Report:	Board: February 22, 2024; Item #10a

To: Board of Directors (the Board)

From: Grant Coffey, Director, Strategy and Business Management

Date: February 6, 2024

Purpose: For Information

Recommendation:

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

This report was reviewed by the Quality and Tenant Engagement Committee (QTEC) in its February 5, 2024 meeting.

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 Q4 2023.

As indicated in the Q4 2023 KPI Dashboard, the fourth quarter continued to exhibit encouraging trends across all KPIs. Rent collection rate remained at a strong level of 99.68%. The average unit turnover days in Q4 further improved to 62 days, down from 65 days in Q3. The Operations Team actively worked with tenants to address

pest issues, resulting in 897 units being declared pest free in the fourth quarter. In the fourth quarter, 51 tenant engagement activities were organized, involving more than 2,000 tenants. The Tenant Action Fund has distributed $134,686 to fund tenant activities in 2023, marking a 120% increase from the previous year's total of $61,250. This includes the funding of 40 Community Winter Celebrations in Q4. The new tenant engagement approach (Community Connect+) and a new funding model for tenant led events, Community Activities Fund, were approved by the Board in December, which will foster improved tenant engagement and community development. The Staff Engagement and Equity, Diversity and Inclusion Survey, conducted in Q4, achieved a 79% response rate. The United Way Campaign concluded successfully, raising over $7,800, which is more than double the amount collected last year. For more comprehensive details, please refer to Attachment 1.

The ISD Roadmap translates the ISD into a plan for delivery. The Q4 2023 Roadmap Tracker demonstrates progress across various strategic initiatives. In the fourth quarter, 31 projects/activities were planned, with 16 completed on time and 13 currently in progress, two projects were transitioned to ongoing activities upon re-evaluation. Among the 13 projects/activities with revised timelines, substantial progress has been made in 8 projects and the teams are committed to completing them according to the updated timelines. Staff have reassessed the remaining 5 projects and proposed new timelines that align more closely with current priorities, budgetary considerations and capacity assessments. 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 – Q4 2023
- Attachment 2 – ISD Roadmap Update – Q4 2023
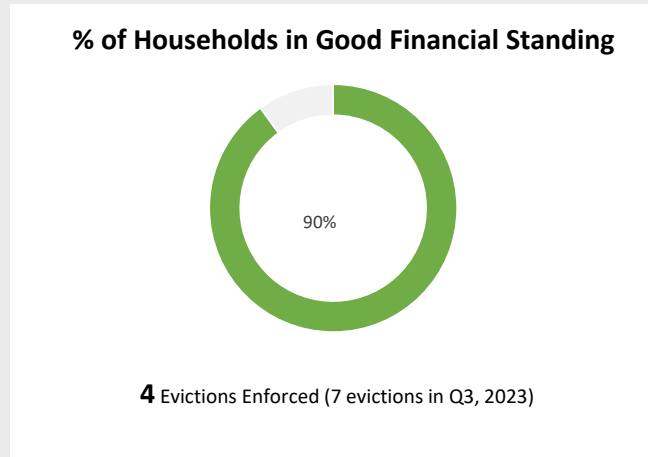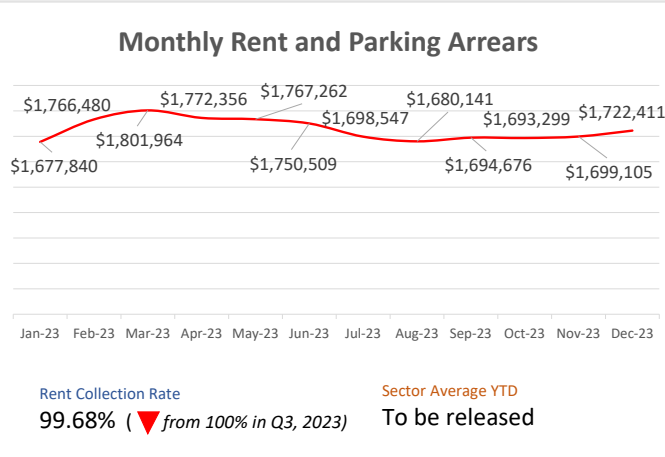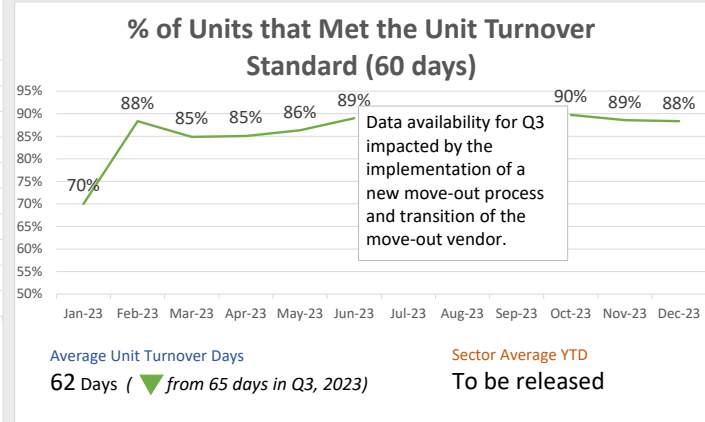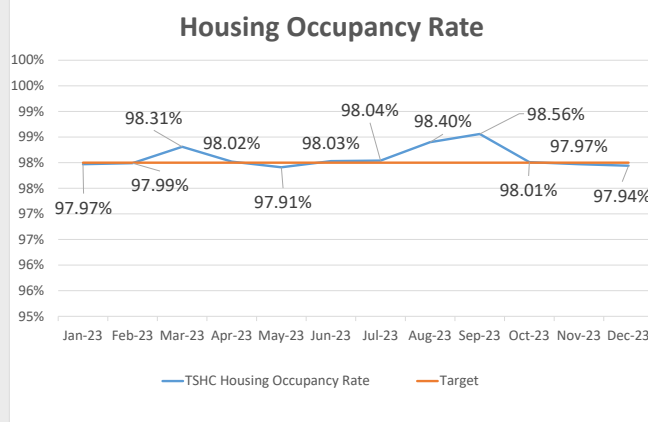
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Attachment 1

TSHC KPI Dashboard Q4

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) Interim Strategic Directions Key Performance Indicator Dashboard - Q4, 2023
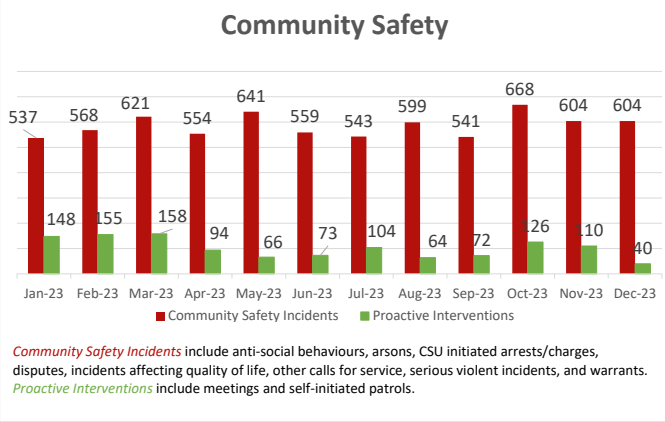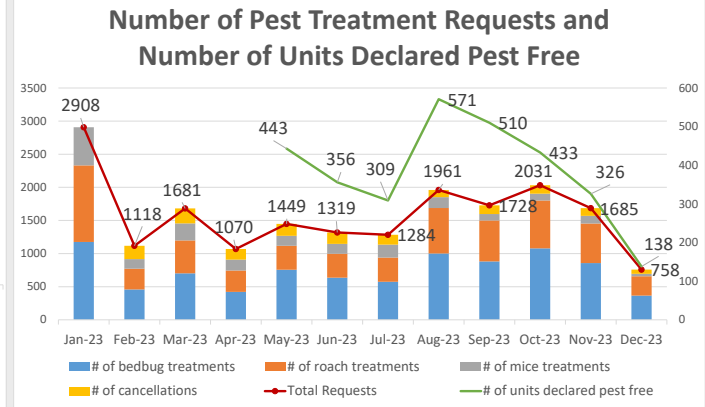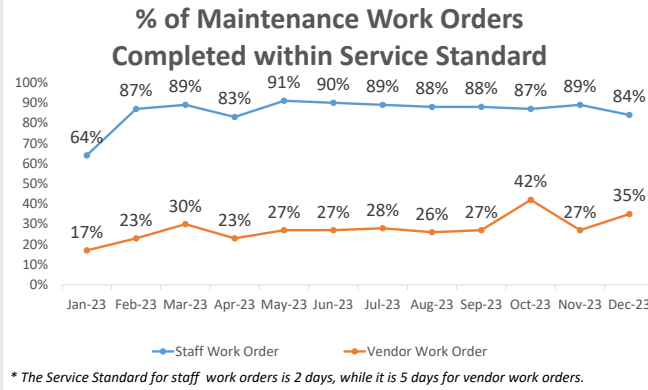
Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Highlights:

- Work Orders: the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 84% compliance and vendors achieved 35% compliance in December.
- Pest Management: In Q4, a total of 897 units were declared pest free. Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 59 units with Toronto Public Health.
- The housing occupancy rate at the end of December stood at 97.94%, reaching the target of 98%. The average unit turnover days in Q4 were at 62 days, improving from 65 days in Q3.
- Arrears: TSHC achieved an impressive 99.68% rent collection rate in Q4. The arrears level has remained stable during Q4, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the $1 - $2,000 range.

% of Maintenance Work Orders Completed within Service Standard

Staff Work Order: Jan-23 64%, Feb-23 87%, Mar-23 89%, Apr-23 83%, May-23 91%, Jun-23 90%, Jul-23 89%, Aug-23 88%, Sep-23 88%, Oct-23 87%, Nov-23 89%, Dec-23 84%

Vendor Work Order: Jan-23 17%, Feb-23 23%, Mar-23 30%, Apr-23 23%, May-23 27%, Jun-23 27%, Jul-23 28%, Aug-23 26%, Sep-23 27%, Oct-23 42%, Nov-23 27%, Dec-23 35%

Legend: Staff Work Order, Vendor Work Order

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

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

Total Requests: Jan-23 2908, Feb-23 1118, Mar-23 1681, Apr-23 1070, May-23 1449, Jun-23 1319, Jul-23 1284, Aug-23 1961, Sep-23 1728, Oct-23 2031, Nov-23 1685, Dec-23 758

# of units declared pest free: 443, 356, 309, 571, 510, 433, 326, 138

Legend: # of bedbug treatments, # of roach treatments, # of mice treatments, # of cancellations, Total Requests, # of units declared pest free

Community Safety

Community Safety Incidents: Jan-23 537, Feb-23 568, Mar-23 621, Apr-23 554, May-23 641, Jun-23 559, Jul-23 543, Aug-23 599, Sep-23 541, Oct-23 668, Nov-23 604, Dec-23 604

Proactive Interventions: Jan-23 148, Feb-23 155, Mar-23 158, Apr-23 94, May-23 66, Jun-23 73, Jul-23 104, Aug-23 64, Sep-23 72, Oct-23 126, Nov-23 110, Dec-23 40

Legend: Community Safety Incidents, Proactive Interventions

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

Housing Occupancy Rate

TSHC Housing Occupancy Rate: 97.97%, 98.31%, 97.99%, 98.02%, 97.91%, 98.03%, 98.04%, 98.40%, 98.01%, 98.56%, 97.97%, 97.94%

Legend: TSHC Housing Occupancy Rate, Target

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

70%, 88%, 85%, 85%, 86%, 89%, 90%, 89%, 88%

Data availability for Q3 impacted by the implementation of a new move-out process and transition of the move-out vendor.

Average Unit Turnover Days
62 Days (▼ from 65 days in Q3, 2023)

Sector Average YTD
To be released

Monthly Rent and Parking Arrears

$1,677,840, $1,766,480, $1,801,964, $1,772,356, $1,767,262, $1,698,547, $1,750,509, $1,680,141, $1,694,676, $1,693,299, $1,699,105, $1,722,411

Rent Collection Rate
99.68% (▼ from 100% in Q3, 2023)

Sector Average YTD
To be released

% of Households in Good Financial Standing

90%

4 Evictions Enforced (7 evictions in Q3, 2023)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
$1-$2,000	1091
$2,001-$4,000	99
$4,001-$6,000	45
$6,001-$8,000	37
$8,001-$10,000	21
$10,001 and above	23
Grand Total	**1316**

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) Interim Strategic Directions
Key Performance Indicator Dashboard - Q4, 2023

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

Highlights:
- Building Profiles containing building information such as age, amenities, programs, and location are now available on the TSHC website.
- The Fall issue of Seniors Speak featured three tenants, many tenant photos, a story about the complex tenancies team along with a renaming contest for the newsletter.
- The 2023 Senior Tenant Experience Survey launched in early December to help understand tenant experience living in TSHC buildings. Survey will conclude in late January.
- A total of 43 building town halls were organized across the seniors housing portfolio in Q4 which saw 1,298 tenants in attendance.

Tenant Action Fund Distribution
$ Tenant Action Fund Distributed:
Q4: $83,651*, Full Year: $134,686
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:
83

Communications with Tenants:
1 issue of Seniors Speak and **1** Community Letter with Video
32 posters translated into top 8 languages and distributed

Tenant Engagement Activities
43 Building Town Halls
1 Senior Tenants Advisory Committee Meeting
2 Tenant Focus Groups/Consultations
1 Working Group Meeting
4 Regional Tenant Leader Meetings
2,001 tenants participated

Online Engagement
Website Users:
9,400
Social Media Audience:
1,556
Social Media Audience Growth:
139

Strategic Objective 3: To facilitate access to services and programs that tenants need and want
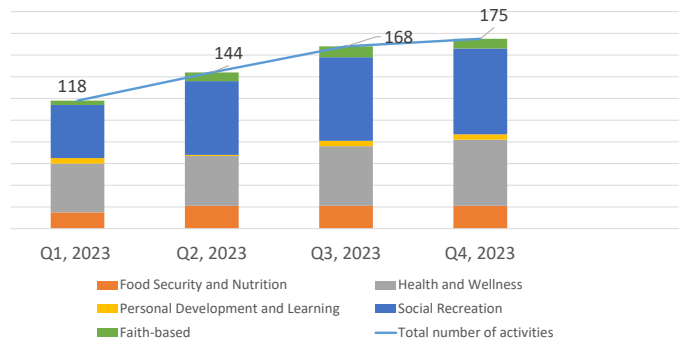
Highlights:
- A total of 175 recurring programs led by tenants and service providers are currently being offered, reflecting a 4% increase as compared with those offered in Q3, 2023.
- The new tenant engagement approach (Community Connect+) and a new funding model for tenant led events, Community Activities Fund (CAF), were approved by the Board in December. Planning meetings are underway to start tenant volunteer recruitment in 2024.
- A total of 40 Community Winter Celebrations, funded by the Tenant Action Fund, were organized in Q4.
- As part of the City of Toronto's ConnectTO initiative, 8 buildings have been identified to pilot Wi-Fi provision in community rooms.

Recurring Programs

	Q1, 2023	Q2, 2023	Q3, 2023	Q4, 2023
# of Recurring Service Provider-led Programs	100	123	139	144
# of Recurring Tenant-led Programs	18	21	29	31

Building Activities

Total number of activities: Q1, 2023: 118; Q2, 2023: 144; Q3, 2023: 168; Q4, 2023: 175
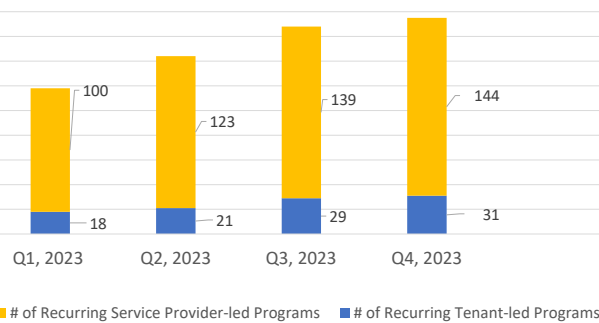
Legend: Food Security and Nutrition, Health and Wellness, Personal Development and Learning, Social Recreation, Faith-based, Total number of activities
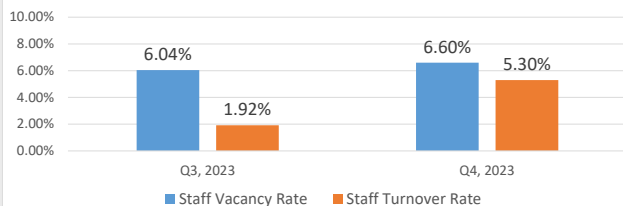
Strategic Objective 4: To promote innovation

2 innovations implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate

	Q3, 2023	Q4, 2023
Staff Vacancy Rate	6.04%	6.60%
Staff Turnover Rate	1.92%	5.30%

Enabler: Employer of Choice

Highlights:
- The United Way Campaign concluded successfully, raising over $7,800 - more than twice the amount collected last year. Number of staff donating doubled compared to last year's campaign.
- Collaboration was the theme of the December 11 Staff Town Hall where 112 staff attended and celebrated many successes.
- Three issues of Staff Bulletins were published including staff features in each issue.
- The Staff Engagement and Equity, Diversity and Inclusion Survey rolled out and concluded with 79% response rate.
- A sub-Committee was established for Black History Month.

Enabler: Organizational Excellence

Statement of Operations
As of September 30, 2023
(Q4 update to be provided once available)

	Budget	Actual
Revenue	$23,584,946	$31,063,315
Expenses	$32,275,357	$31,427,080

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Attachment 2

Q4 2023 Roadmap Updates

Attachment 2 - ISD Roadmap Update Q4 2023

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated 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	Develop partnerships with safety and security organizations in the broader community	Develop business case to support additional level of Community Safety Advisor to provide service to all 83 buildings.	Q4 2023	Q4 2023	Completed	An additional Community Safety Advisor was added to provide service to all 83 seniors buildings (completed Q3 2023). There are now two Community Safety Advisors supporting TSHC.
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	Conduct regular safety audits and carry out recommendations	Work with TCHC to develop schedule for building safety audits	Q4 2023	Q4 2023	Completed	TSHC and TCHC have developed a schedule for 2024 building safety audits.
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	Conduct annual unit inspections	Annual Unit Inspections	Q4 2023	Q4 2023	Completed	2023 Annual unit inspections were completed before deadline. Annual inspections identified 43 units with high (levels 7, 8, 9) clutter on balcony. Staff will follow up with tenants to remove balcony clutter.
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	Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	Expand annual unit inspections to include inspection for pest	Q4 2023	Q4 2023	Completed	Inspections include surveillance for pests. 706 units were flagged for treatment during annual unit inspections in 2023.
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	Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	Complete and evaluate full building pilot	Q4 2023	Q4 2023	Completed	During the month of September staff and vendors carried out a building cleanout of 194 unit building in the South East. Update presented at Quality and Tenant Engagement Committee on November 22, 2023: - Staff were able to gain access to all units locating evidence of pests in 59 units, 41 units were identified through the building clean out inspection, 69% of units in the building that required pest treatment had not been reported by residents. - Staff carried out preventative treatments in all units

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated 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	Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)	Review and update the Tenant Funds Distribution Policy to support tenant engagement	Q4 2023	Q4 2023	Completed	Completed Tenant Funds Distribution policy review; retired policy and replace it with new policy called Community Activities Fund (CAF) approved at Board on December 8, 2023.

Use of Space Policy moved out to 2024 for delivery.

Starting in January 2024 the new Community Connect+ approach to working with tenants will introduce tenant circles/roundtables across all buildings. Uptake on this new approach will come over time. It will include annual building meetings, more events, regional meetings, tenant consultation on policies and continuation of STAC. |
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	Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)	Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Several legacy guidelines such as Tenant Representative Code of Conduct and Roles and Responsibilities for Tenant Representatives need to be revised to reflect Community Connect+ Approach. Revised timeline Q2 2024.
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 administrative processes including funding	Streamline tenant activities funding and distribution process	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	The policy to support changes to an improved process was approved at the December 8, 2023 Board Meeting. The new policy goes into effect April 1, 2024.
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	Work with tenants in the development of a new tenant engagement model	Complete project to design new tenant engagement model	Q4 2023	Q4 2023	Completed	Through co-design with tenants and other stakeholders a new approach to tenant engagement was recommended and approved by the Board on December 8, 2023.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated 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	Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	Develop approach for annual building meetings	Q4 2023	Q4 2023	Completed	Approach designed. Pilots completed. Implementation and iteration begins January 8, 2024. Will use result of Tenant Experience Survey to inform tenant satisfaction pulse checks in 2024.
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	Promote an environment of respect, trust and inclusiveness	Implement recommendations of the staff and tenant relations quality improvement project	Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube	~~Q4 2023~~ ongoing	~~Q4 2023~~ ongoing	Moved to ongoing	This activity is transitioned to ongoing activity as we are constantly assessing tenants' needs and adjusting accordingly. We will not be using Tik Tok as a channel for tenants.
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	Promote an environment of respect, trust and inclusiveness	Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	Pilot roundtables i.e.– one building per region	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	Roundtables will be introduced as part of the Community Connect+ (CC+) approach to working with tenants. Work to implement CC+ begins in 2024. The decision to use a roundtable approach will be guided by each building's desire to participate. Revised timeline Q4 2024.
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	Promote an environment of respect, trust and inclusiveness	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	In collaboration with other departments to develop standard guidelines to support language and accessibility supports	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	This is in progress (revised timeline Q1 2024). Communications continues to offer access to interpretation and translation services. Planned for 2024 there will be training on tools and templates to support staff in creating posters, flyers and communications that adhere to corporate standards and can support tenants. AODA training was offered to all interested staff in 2023 and a recording of that training is available to any staff who wishes to access it.
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Facilitate access to priority health and community support services	Maintain and create new partnerships to help senior tenants access the support and services they need and want	Evaluate services with respect to meeting the senior tenants needs	~~Q4 2023~~ ongoing	~~Q4 2023~~ ongoing	Moved to ongoing	This activity is transitioned to ongoing activity as we are constantly assessing tenants' needs and adjusting accordingly.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Support service provider-led programs and initiatives	Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy based	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	To fulfil reporting requirements, we need new partnership agreements. Work has been underway since Q3 to find solutions, revised timeline Q4 2024.
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	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Identify opportunities and priorities/research and collaboration opportunities	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Timeline has been revised to Q2 2024 to better identify research/collaboration opportunities.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Design and begin implementing an evaluation of TSHC	Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	Identify funding opportunities	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	Timeline has been revised to Q4 2024 to better identify funding opportunities.
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	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	Develop and implement Board Committee Membership and Chairs Process	Q4 2023	Q4 2023	Completed	Added activity: New Board Committee Membership and Chair Process approved and implemented. Board Committee membership renewed following the new process.
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	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	New member orientation	Q4 2023	Q4 2023	Completed	New Board member orientation package prepared and delivered for new Board members.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Establish clarity on responsibilities and reporting expectations with the City as housing manager	Discussion on agreement and reporting requirements with the City	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	Draft TSHC Accountability Framework with City Service Manager developed and in progress to complete - revise timing to Q1 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Complete a report card for existing agreements with TCHC	Q4 2023	Q4 2023	Completed	Added activity: Completed Report Card assessment of existing agreements with TCHC. Feedback from Report Card assessment shared with TCHC.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Update to existing legal relationship	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	Completed Report Card assessment of existing agreements to inform future considerations. Subject to further work in 2024 - revise timing to Q4 2024.
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	Work with TCHC and City on annual budget process	Present draft budget to the Board - 2024	Q4 2023	Q4 2023	Completed	Consolidated TSHC/TCHC budget developed.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop corporate policy framework and plan/priorities	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	Corporate policy framework developed, plan in development. Revise timeline to Q1 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Post-transition Policy clean up	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Completed assessment of policy clean-up scope, policy clean work (over 100+ policies) will require additional time. Revise timing to Q2 2024.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Identify opportunities for mobile computing	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Subject to a future discussion with TCHC Information Technology Services. Timing to be reviewed.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Identification of TSHC HoMES requirements	~~Q4 2023~~ TBD	~~Q4 2023~~ TBD	Revised Timeline	Several HoMES requirements identified, process for consideration by TCHC needs to be more fully developed to support as an ongoing function.
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	Foster continuous learning and improvement	Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	Provide training and learning on employee and labour relations	Q4 2023	Q4 2023	Completed	On June 22, 2023 a training session was held that covered topics: documenting performance management and supervisor/manager responsibilities, as well as the supporting legal framework. A second training session was held on June 26, 2023 that covered workplace investigations. All people leaders attended unless they were away on vacation.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Engagement, Partnerships and Communications	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process	Q4 2023	Q4 2023	Completed	Added activity: Toronto Metropolitan University students designed, tested with tenants and revised a planning process to help guide the annual building planning process introduced as part of Community Connect+ and the Community Activities Fund.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Operations	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)	Q4 2023	Q4 2023	Completed	Added activity: TSHC has partnered with Humber College internship program. Each semester two students are provided the opportunity to observe different departments at TSHC to gain a better understanding of staff and tenant tenants. The Humber College students are investigating the feasibility of strategies for integrating alternative dispute resolution methods to address tenant to tenant conflict. They will also assist with developing tools to enhance conflict resolution training for staff.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop a TSHC Accessibility Plan	Q4 2023	Q4 2023	Completed	Added activity: TSHC established an Accessibility Plan as per AODA requirements and also submitted the AODA Compliance report to the province indicating TSHC is in compliance.

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting
Topic: **Interim Strategic Directions – Roadmap Update**
Item #10b
February 22, 2024

Report:	Board: February 22, 2024; Item #10b

To: Board of Directors (the Board)

From: Grant Coffey, Director, Strategy and Business Management

Date: February 6, 2024

Purpose: For Approval

Recommendation:

It is recommended that the Board of Directors (the Board) approve the updated Toronto Seniors Housing Corporation (TSHC) 2023-2025 Strategic Directions Roadmap as set out in Attachment 1 to this report.

This report was reviewed and recommended for Board approval by the Quality and Tenant Engagement Committee (QTEC) on February 5, 2024.

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 guide our progress over the next year and a half until the end of 2024. In particular, the ISD Roadmap translates the ISD into a plan for delivery.

Since the approval, three quarterly Roadmap Progress Updates have been reported. By the end of 2023, a total of 50 projects/activities have been planned, with 35 successfully completed on schedule and 13 underway with adjusted

timelines, two activities were re-evaluated and transitioned to ongoing activities. Factors contributing to revised timelines included evolving priorities, resource/capacity constraints, scope reassessment, and budgetary considerations as we enter 2024.

In December 2023 and January 2024, annual strategic planning discussions were held for the TSHC Leadership Team to review the ISD Roadmap and reassess the projects/activities and timelines in a holistic and collaborative manner, with consideration of capacity and resources building on the progress and experience in 2023. From this review of the 140 time-limited projects and activities, 33 new projects and activities were incorporated into the Roadmap to support emerging priorities, while the timelines of 47 projects and activities were adjusted based on refined priorities, capacity assessments and resource considerations. Five project scopes were revised upon re-evaluation, and one activity was removed following feasibility assessment. The intent is for the respective TSHC departments to review the updated Roadmap and integrate into the departments' annual work plans.

During the annual planning process, the Leadership Team proposed a transition from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a 2023-2025 Strategic Directions Roadmap, removing the "Interim" reference and recognizing that the Roadmap encompasses a sufficient number of projects and activities that warrant an extended timeframe for completion. This shift will allow TSHC to ensure that projects and activities outlined in the Roadmap can be adequately developed, executed, and sustained, and enhance TSHC's ability to more effectively achieve the organization's vision, mandate, and commitment. Going forward, and planned in 2025, an overall review of the Strategic Planning process will be undertaken to ultimately refresh the future plan.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:
- Attachment 1 – TSHC 2023-2025 Strategic Directions Roadmap
- Attachment 2 – TSHC 2023-2025 Strategic Directions Roadmap (with track changes)

Item #10b

Attachment 1

2023-2025 Interim Strategic Directions Roadmap

Toronto Seniors Housing Corporation

2023-2025 Strategic Directions Roadmap

Updated January 2024

Strategic Objective 1: An Excellent Landlord

To provide safe, clean, and well-maintained buildings and to support stable tenancies

Accountability: Director, Operations

Strategic Initiative	Actions
1. Promote safety and security in our buildings and communities	A. Implement recommendations of safety and security Quality Improvement Project B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	A. Support tenants to understand their rights and responsibilities in their lease B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 1: Promote safety and security in our buildings and communities	
Action A: Implement recommendations of Safety and Security Quality Improvement Project (QIP)	
Time limited/Projects • Complete Safety and Security QIP • Streamline process for tenants to report security/safety incidents – TCHC • Investigate all tenant gaining access to the lobby camera – TCHC • Investigate what doing a pilot project in buildings with highest calls for service would require	Expected Completion Q3 2023 (Completed) Q3 2024 – TCHC dependency 2025+ – TCHC dependency Q4 2024 – TCHC dependency
Action B: Develop partnerships with safety and security organizations in the broader community	
Ongoing • Oversite of CSU provision of service to TSHC • Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services	
Time limited/Projects • Develop business case to support additional level of CSA to provide service to all 83 buildings • Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Expected Completion Q4-2023 - TCHC Q1 2024 -TCHC
Action C: Conduct regular safety audits and carry-out recommendations	
Ongoing • Work with CSU to complete safety audits every three years with tenant participation TCHC - TBD • TSHC to acknowledge safety audit findings within 30 days • Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU	
Time limited/Projects • Work with TCHC to develop schedule for building safety audits	Expected Completion Q4 2023

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Conduct Annual Unit Inspections	

Ongoing
 	
   • Implement findings from unit inspections
   • Referrals for vulnerable tenants	

Time limited/Projects • Annual Unit Inspections, including pests and balcony clutter	Expected Completion Q4 2023/Q4 2024/Q4 2025
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Ongoing Implement Pest Management QIP recommendations in the areas of: • Analytics • Prevention • Treatment • Tenant Support and Participation • High Risk Buildings	

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Time limited/Projects	Expected Completion
• Integrated Pest Management Database and Analytics Tool	Q2 2023 (completed)
• Identify automation opportunities for data collection and analysis	Q3 2023 (completed)
• Expand annual unit inspections to include inspection for pest	Q4 2023
• Complete and evaluate full building pilot	Q4 2023
• Develop business case for in-house pest management	Multi-year (2025+)
Action C: Support tenant accessibility needs in buildings and units	
Ongoing • Ongoing data collection and analysis • Work with R-Path to effectively deliver recommendations • Assist tenants through the process with the application	
Time limited/Projects	Expected Completion
• Hire an intake specialist (accessibility)	Q2 2023 (completed)
Action D: Provide timely response to maintenance requests	
Ongoing • Ongoing data collection and analysis • Continue to meet the standard response to maintenance requests. • To provide TCHC with regular reports for vendors that are under delivering	
Time limited/Projects	Expected Completion
• Determine response time for urgent vs regular requests	Q3 2024
Action E: Provide high standards of cleanliness in and around buildings	
Ongoing • Regular building cleaning according to the schedule • Use HoMES clean building inspection quarterly and follow up on findings. • Quarterly reporting for all actions	

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

Initiative 2: Provide clean and well- maintained buildings and units

Action F: Prepare empty units for new tenants

Ongoing
• Continue to meet 60-day turnaround target timeframe as established with the City
• Provide quarterly reports to QTEC

Time limited/Projects	Expected Completion

Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans

Ongoing
• Provide quarterly reports to QTEC
• Capital plan will be part of building presentations to tenants

Time limited/Projects	Expected Completion Q3 2023/Q3 2024/Q3 2025
• Establish annual capital plan with TCHC	

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

Initiative 3: Work with tenants to support stable tenancies

Action A: Support tenants to understand their rights and responsibilities in their lease

Ongoing	
• Collaborate with staff to review and make recommendations to streamline the leasing process • Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.)	
Time limited/Projects • New leasing package and orientation for tenants • Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenant Complaint Process. • Consider feasibility of appointment system	Expected Completion Q3 2024 Q2 2024 Q2 2024

Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility

Ongoing	
• Ongoing education for tenants on RGI requirements	
Time limited/Project • Enhanced RGI training for staff to be added to the TSHC training plan	Expected Completion Q2 2024

Action C: Reduce incidents of cluttering or hoarding

Ongoing	
• Support the complex tenants and the community • Manage a complex tenancy team to support complex tenants • Develop tracking sheet for touch points for complex tenancies • Referral from regional teams and SSHA	
Time limited/Projects	Expected Completion

Action D: Work with tenants to prevent evictions for arrears or other reasons

Ongoing
• Work with tenants to resolve arrears

• Referral to OCHE for unresolved arrears	
Time limited/Projects • Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Expected Completion Q1 2024

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Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. 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
3. Communicate effectively with our tenants and other stakeholders	A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Objective 2: Tenant Engagement		
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice		
Initiative 1: Engage tenants in their communities and create opportunities for tenant voices		
Action A: Review policies that support tenant-led initiatives		
Ongoing		
Time limited/Projects		Expected Completion
• Review and update the Tenant Funds Distribution Policy to support tenant engagement		Q4 2023
• Review and update Use of Space policies		Q3 2024
• Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach		Q2 2024
Action B: Streamline administrative processes including funding		
Ongoing		
• Review tenant activities funding requests Review and approve use of space applications		
Time limited/Projects		Expected Completion
• Streamline tenant activities funding and distribution process		Q1 2024
• Implement the new Community Activities Fund policy and the process.		Q2 2024
Action C: Build ability for tenants to develop and lead programming in their communities		
Ongoing		
• Support tenant initiatives on an ad hoc basis		
Time limited/Projects		Expected Completion

Objective 2: Tenant Engagement	
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	
Initiative 1: Engage tenants in their communities and create opportunities for tenant voices	
Action D: Work with tenants in the development of a new tenant engagement model	
Ongoing • Implement new tenant engagement model when approved	
Time limited/Projects • Complete project to design new tenant engagement model	Expected Completion Q4 2023
Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	
Ongoing • Coordinate annual building meeting process (one building per year) • Hold focus groups, workshops, etc. With tenants on an ad hoc basis Host three regional tenant volunteer meetings • Coordination of Senior Tenants Advisory Committee (STAC) meetings	
Time limited/Projects • Develop approach for annual building meetings • Develop an implementation table and plan with tenants • Identify Community Connect+ regional level tenant volunteers • Identify Community Connect+ tenant volunteers at building level • Introduce new volunteer management program	Expected Completion Q4 2023 Q1 2024 Q1 2024 Q2 2024 Q4 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 2: Promote an environment of respect, trust and inclusiveness
Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing

Relationship Building

- Conduct outreach to encourage tenants to participate in building activities and "meet and greets"
- Ensure timely posting and communication of staff absences and backup
- Minimize turn-over of building site staff within the provisions of the collective agreement
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a "human touch" by acknowledging good news, nodding, following up on earlier conversations, etc.

Interaction

- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

Information and communication

- Ongoing communication with tenants of building events
- Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube

Time limited/Projects	Expected Completion
Information	
• Introduce email subscription service to tenants	Q4 2024
• Evolve channels of communication such as mobile app and electronic bulletin boards	Q4 2025
• Introduce tenant bulletin boards	Q1 2024
• Introduce City Led Wi-Fi pilot project in eight elected common rooms across sites	Q4 2024

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	
Ongoing • Regular community meetings with the building teams, agencies, and tenant volunteers	
Time limited/Projects • Pilot tenant roundtables- i.e. one building per region	Expected Completion Q4 2024
Action C: 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	
Ongoing • Provide translation and interpreter services • Support tenants with visual or hearing limitations	
Time limited/Projects • In collaboration with other departments to develop standard guidelines to support language and accessibility supports • In collaboration with TCHC explore new technology to assist with real-time interpretation services	Expected Completion Q1 2024 Q2 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 3: Communicate effectively with our tenants and other stakeholders
Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing
- Publish Seniors Speak/Community Letter/Video
- Publish Staff Bulletin
- Staff Town Halls
- Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation
- Communications/Videos to support other activities
- Social media management
- Future CEO tenant engagement activities
- Posters/documents creation, updating and translation
- Internet and Intranet creation, maintenance and design
- Email subscription for tenants

Time limited/Projects	Expected Completion
- Communications support for other activities e.g.	
o Staff on-boarding package	Q1 2024
o Staff survey and Tenant survey	Q1 2024 (tenants)
o MS Office and SharePoint roll-out support	Q3 2023
o Annual United Way campaign	Q4 2023 /Q3 2024
- Listening Tours	Q2 2023 (completed)
- CEO Tour	Q4 2024
- Annual Report	Q2 2023/ Q2 2024
- New Intranet	Q4 2024[+]
- Branding	Q4 2024[+]

Strategic Objective 3: Partnerships

To facilitate access to services and programs that tenants need and want

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want
2. Support service provider-led programs and initiatives	A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

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

Initiative 1: Facilitate access to priority health and community support services

Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want

Ongoing
• Identify tenants who require assistance in their homes • Support health and social support program through referrals to agencies for individual tenant needs • Create new partnerships where there are gaps in service/supports • Evaluate services with respect to meeting the senior tenants needs

Time limited/Projects	Expected Completion
• Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process	Q4 2023
• Develop new partnership agreements that includes reporting metrics	Q3 2024
• Develop and implement a tenant participation satisfaction survey	Q2 2024

Initiative 2: Support service provider-led programs and initiatives

Action A: Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being

Ongoing
• Maintain current partnerships that provide programs in our housing communities • Create new partnerships to provides that provide programs in our housing communities

Time limited/Projects	Expected Completion
• Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy	Q4 2024
• Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors	Q4 2024

Strategic Objective 4: Innovation

To develop and promote innovation and leading practices which contribute to seniors' well-being

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation	
To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices	
Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing	
Ongoing • Seek input of tenants, partners and other external stakeholders to inform innovation • Industry outreach (social housing, healthcare, seniors) and networking • Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate	
Time limited/Projects • Identify opportunities and priorities/research and collaboration opportunities • Target research partnership 1 • Target research partnership 2 • Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process • Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)	Expected Completion Q2 2024 Q4 2024 Q2 2025 Q4 2023 Q4 2023
Action B: Evaluate and share learning from TSHC's innovative practices	
Ongoing • Share learnings from the ISM • Build evaluation framework into new initiatives	
Time limited/Projects • Evaluate learnings from the QIPs	Expected Completion Q3 2023 (completed)

Objective 4: Innovation
To develop and promote innovation and leading practices which contribute to seniors' well-being
Initiative 2: Design and begin implementing an evaluation of TSHC
Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Ongoing

Time limited/Projects	Expected Completion
• Identify funding opportunities	Q4 2024
• Identify evaluation partners	Q2 2025
• Preliminary evaluation design	Q4 2025

Enabler 1: Organization excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City as housing manager	A. Establish clarity on responsibilities and reporting expectations with the City as housing manager B. Ensure regular and annual reporting requirements are met
3. Collaborate with TCHC	A. Develop relationship management agreements to support a positive working relationship
4. Manage our financial resources responsibly	A. Work with TCHC and the City in annual budget process B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Use technology effectively	A. Make best uses of processes and data in HoMES system

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 1: Implement elements of good governance practices	
Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness	

Ongoing
 	
• Governance and internal Board support
• Oversight
  o Tenant facing policies
  o CEO performance
  o Risk management/business continuity
  o Implementation of Interim Strategic Directions and Quality Improvement
  o Review of operational information/KPIs
  o Partnership agreements
• Post meeting questionnaires on meeting effectiveness
• Director development and training	

Time limited/Projects • Provide Board members with access to foundation documents • Participate in Strategic Financial Sustainability Plan • Skills matrix for Board members • Develop and implement Board Committee Membership and Chairs Process • Hire a Board Secretary to manage Board processes and activities • New member orientation • (duplicate) Full strategic planning process • Assess agenda and materials and review committee processes • Select governance best practices standard and governance review	Expected Completion Q1 2023 (completed) Q3 2023 (completed) Q2 2024 Q4 2023 (completed) Q1 2024 Q4 2023 (completed) Q4 2025 Q3 2024 Q2 2025

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager	
Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager	
Ongoing	
Time limited/Projects • Discussion on agreement and reporting requirements with the City	Expected Completion Q1 2024
Action B: Ensure regular and annual reporting requirements are met	
Ongoing • Service Manager Reporting • ISM Accountability Framework Reporting	
Time limited/Projects • Annual Report and Annual General Meeting Requirements	Expected Completion Q2 2023/Q2 2024/Q2 2025

Enabler 1: Organizational excellence		
To strive for organizational excellence to ensure effective and efficient delivery of our mandate		
Initiative 3: Collaborate with TCHC		
Action A: Develop relationship management agreements to support a positive working relationship		
Ongoing • Support joint steering committee • Service management planning • Regular touchpoint with TCHC/TSHC Service Providers		
Time limited/Projects • Complete a report card for existing agreements with TCHC • Update to existing legal relationship • Clarify future legal relationship		Expected Completion Q4 2023 (Completed) Q4 2024 Q4 2024

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Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 4: Manage our financial resources responsibly	
Action A: Work with TSHC and the City in annual budget process	
Ongoing	
Time limited/Projects	Expected Completion
• Budget planning – 2024	Q3 2023 (completed)
• Present draft budget to the Board – 2024	Q4 2023 (completed)
• Budget finalizing – 2024	Q1 2024
• Budget planning - 2025	Q3 2024
• Present draft budget to the Board – 2025	Q4 2024
• Budget finalizing – 2025	Q1 2025
• Budget planning – 2026	Q3 2025
• Present draft budget to the Board – 2026	Q4 2025
• Budget finalizing – 2026	Q1 2026
Action B: Implement sound financial management and accountability	
Ongoing	
• Review actuals against budget	
• On-going procurement and vendor management	
• On-going relationship with TCHC and reconciliation	
• Prepare monthly financial information for management team	
• Prepare monthly financial information for Board meeting	
Time limited/Projects	Expected Completion
• Participate in short-term strategic financial sustainability approach	Q3 2023 (completed)

| Enabler 1: Organizational excellence |
| To strive for organizational excellence to ensure effective and efficient delivery of our mandate |

| Initiative 5: Identify and reduce risk |

| Action A: Develop a TSHC risk and mitigation plan |

Ongoing

Time limited/Projects	Expected Completion
• Develop a high-level risk management scope and assessment	Q3 2024
• Conduct a comprehensive risk assessment and implement mitigation plan	Q2 2025
• Review Emergency Response Plan	Q2 2024

| Action B: Ensure effective business continuity and emergency response |

Ongoing
- Participate in business continuity exercises
- Incident/emergency response

Time limited/Projects	Expected Completion
• Develop business continuity plan	Q4 2025

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing • Improve skills, resources, and tools (capability)	
Time limited/Projects • Develop data analytics plan including new data management	Expected Completion Q2 2025
Action B: Develop performance metrics and targets for reporting at all levels	
Ongoing	
Time limited/Projects • Define performance metrics • Develop a dashboard • Conduct Senior Tenant Experience Survey	Expected Completion Q2 2023 (completed) Q3 2023 (completed) Q1 2024

Enabler 1: Organizational excellence		
To strive for organizational excellence to ensure effective and efficient delivery of our mandate		
Initiative 7: Improve service quality in areas important to our tenants		
Action A: Implement priority quality improvement projects (QIPs)		
Ongoing • Complete 3 initial QIPs • On-going monitoring of QIP activities		
Time limited/Projects • Establish a process for monitoring and implementing existing QIPs • Conduct lessons learned on existing QIP • Review and adapt QIP approach • Identify future QIPs		Expected Completion Q2 2023 (completed) Q2 2023 (completed) Q3 2024 Q1 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 8: Develop clear, plain language policies	
Action A: Review priority policies to reflect TSHC values and principles	
Ongoing • Policy improvement initiative • Develop policy implementation guidance materials • Engage departments into an annual policy planning process	
Time limited/Projects • Develop a corporate Policy Management Framework and plan/priorities • Review and update the Human Rights Policy • Review and update the tenant Human Rights Complaint Procedure • Establish a TSHC Policy Inventory to keep track of all policies • Develop an annual Policy Development/Review Plan/Schedule • Develop an Access to Information Process • Post-transition Policy clean up • Develop a TSHC Accessibility Plan	Expected Completion Q1 2024 Q3 2024 Q3 2024 Q2 2024 Q2 2024 Q1 2024 Q2 2024 Q4 2023

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 9: Use technology effectively	
Action A: Make best uses of processes and data in HoMES system	
Ongoing • Participating in IT Operational Steering Committee • Continue Improving data analytics and reporting	
Time limited/Projects	Expected Completion
• Internet contract renewal	Q2 2023 (complete)
• Current SharePoint clean up/management	Q3 2024
• Email consolidation and Microsoft 365 deployment	Q1 2024
• Explore opportunities for paperless tenant document management	Q2 2024
• Identify opportunities for mobile computing	Q2 2024
• Identification of TSHC HoMES requirements	TBD
• Participate in intranet solution refresh	Q4 2024+

Enabler 2: Employer of choice

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Accountability: Director, People and Culture

Strategic Initiative	Actions
1. Develop and implement a talent strategy	A. Identify, attract, recruit, and keep top talent B. Review total compensation strategy to keep a competitive edge C. Provide opportunities for growth and development to support staff in reaching their desired career goals
2. Embrace equity, diversity and inclusion (EDI)	A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion
3. Create a positive culture with engaged employees	A. Develop and implement approaches for employee engagement at the local, regional, and corporate level B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff
4. Foster continuous learning and improvement	A. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles B. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services
5. Innovation to respond to a changing workplace	A. Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture B. Develop and implement programs and initiatives to support employee health and well-being

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff
Initiative 1: Develop and implement a talent strategy

Action A: Identify, attract, recruit, and retain top talent	
Ongoing • On-going recruitment • Monitoring implementation to ensure the recruitment and retention of top talent	
Time limited/Projects • Review of current recruitment program and processes • Review of employment offer letters • Review of JD's to ensure they include the key knowledge and skills required • Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Expected Completion Q3 2024 Q3 2024 Q3 2024 Q2 2025
Action B: Review of total compensation strategy to maintain a competitive edge	
Ongoing • Periodic review of total compensation strategy	
Time limited/Projects • Review and make necessary adjustments to the salary bands to ensure competitiveness • Develop a Key People and Culture Policy Review Plan • Approval of prioritized updated People and Culture Policies • Review of management/exempt benefits programs • Implementation of City Council direction regarding executive compensation	Expected Completion Q2 2023 (completed) Q1 2024 Q4 2024 Q2 2024 Q1 2024
Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals	
Ongoing • Promotion of the Tuition Reimbursement Program	
Time limited/Projects • Development of a front-line training program to assist in the advancement of the skills required to move to a different position	Expected Completion Q3 2024

Development of a succession planning program, inclusive of all levels of the organization	Q3 2024

Enabler 2: Employer of choice		
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff		
Initiative 2: Embrace equity, diversity and inclusion		
Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace		
Ongoing		
Time limited/Projects		Expected Completion
• Creation of an EDI framework & strategy		Q2 2024
• Ensure policies are AODA compliant		Q4 2024+
• Review and update policies to be inclusive and remove any systemic barriers		Q4 2024+
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion		
Ongoing		
Time limited/Projects		Expected Completion
• Develop and implement the EDI overall strategy		Q2 2024
• Deliver CABR Anti-Black Racism training		Q3 2024
• Launch AODA training for staff		Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 3: Create a positive work culture with engaged employees	
Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing • Develop and implement approaches which test innovative ideas through collaborative teamwork	
Time limited/Projects	Expected Completion
• Employee engagement and EDI survey	Q1 2024
• Action plans following the results of the survey	Q2 2024
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing • Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints	
Time limited/Projects	Expected Completion

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff
Initiative 4: Foster continuous learning and improvement

Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing • Support ongoing learning and coaching on performance management	
Time limited/Projects • Provide training and learning on employee and labour relations	Expected Completion Q4 2023
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing • On-boarding of new staff	
Time limited/Projects • Create an onboarding program specific to TSHC for all new hires • Support the creation of job specific orientation programs • Assist in the development of job specific skill enhancement training programs	Expected Completion Q2 2024 Q3 2024 Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 5: Innovation to respond to a changing workplace	
Action A: Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture	
Ongoing • Provide support for JHSC members	
Time limited/Projects • Review and update of Health and Safety policies	Expected Completion Q4 2024[+]
Action B: Develop and implement programs and initiatives to support employee health and well-being	
Ongoing • Continued promotion of the Employee and Family Assistance Plan • Continuing to promote a culture that is inclusive and where staff feel they belong	
Time limited/Projects • Psychological safety and mental wellness program • Review of respectful workplace policies	Expected Completion Q4 2024[+] Q4 2024[+]

Item #10b

Attachment 2

2023-2025 Interim Strategic Directions Roadmap

(Tracked Changes)

Toronto Seniors Housing Corporation

2023-2025 Strategic Directions Roadmap

Updated January 2024

Strategic Objective 1: An Excellent Landlord

To provide safe, clean, and well-maintained buildings and to support stable tenancies

Accountability: Director, Operations

Strategic Initiative	Actions
1. Promote safety and security in our buildings and communities	A. Implement recommendations of safety and security Quality Improvement Project B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	A. Support tenants to understand their rights and responsibilities in their lease B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

Objective 1: An excellent landlord
To provide safe, clean and well-maintained buildings and to support stable tenancies
Initiative 1: Promote safety and security in our buildings and communities
Action A: Implement recommendations of Safety and Security Quality Improvement Project (QIP)

Time limited/Projects	Expected Completion
• Complete Safety and Security QIP	Q3 2023 (Completed)
• Streamline process for tenants to report security/safety incidents – TCHC	Q3 2024 – TCHC dependency
• Investigate all tenant gaining access to the lobby camera – TCHC	
• Investigate what doing a pilot project in buildings with highest calls for service would require	2025+ – TCHC dependency Q4 2024 – TCHC dependency

Action B: Develop partnerships with safety and security organizations in the broader community

Ongoing
- Oversite of CSU provision of service to TSHC
- Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services

Time limited/Projects	Expected Completion
• Develop business case to support additional level of CSA to provide service to all 83 buildings	Q4-2023 - TCHC
• Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Q1 2024 -TCHC

Action C: Conduct regular safety audits and carry-out recommendations

Ongoing
- Work with CSU to complete safety audits every three years with tenant participation   TCHC - TBD
- TSHC to acknowledge safety audit findings within 30 days
- Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU

Time limited/Projects	Expected Completion
• Work with TCHC to develop schedule for building safety audits	Q4 2023

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Conduct Annual Unit Inspections	
Ongoing • Implement findings from unit inspections • Referrals for vulnerable tenants	
Time limited/Projects • Annual Unit Inspections, including pests and balcony clutter	Expected Completion Q4 2023/Q4 2024/Q4 2025
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Ongoing Implement Pest Management QIP recommendations in the areas of: • Analytics • Prevention • Treatment • Tenant Support and Participation • High Risk Buildings	

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

Initiative 2: Provide clean and well- maintained buildings and units

Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project

Time limited/Projects	Expected Completion
• Integrated Pest Management Database and Analytics Tool	Q2 2023 (completed)
• Identify automation opportunities for data collection and analysis	Q3 2023 (completed)
• Expand annual unit inspections to include inspection for pest	Q4 2023
• Complete and evaluate full building pilot	~~Q3 2023~~ Q4 2023
• Develop business case for in-house pest management	~~Q4 2024+~~ Multi-year (2025+)

Action C: Support tenant accessibility needs in buildings and units

Ongoing
• Ongoing data collection and analysis
• Work with R-Path to effectively deliver recommendations
• Assist tenants through the process with the application

Time limited/Projects	Expected Completion
• Hire an intake specialist (accessibility)	Q2 2023 (completed)

Action D: Provide timely response to maintenance requests

Ongoing
• Ongoing data collection and analysis
• Continue to meet the standard response to maintenance requests.
• To provide TCHC with regular reports for vendors that are under delivering

Time limited/Projects	Expected Completion
• Determine response time for urgent vs regular requests	~~Q3 2023~~ Q3 2024

Action E: Provide high standards of cleanliness in and around buildings

Ongoing
• Regular building cleaning according to the schedule
• Use HoMES clean building inspection quarterly and follow up on findings.
• Quarterly reporting for all actions

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action F: Prepare empty units for new tenants	
Ongoing • Continue to meet 60-day turnaround target timeframe as established with the City • Provide quarterly reports to QTEC	
Time limited/Projects	Expected Completion
Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing • Provide quarterly reports to QTEC • Capital plan will be part of building presentations to tenants	
Time limited/Projects • Establish annual capital plan with TCHC	Expected Completion Q3 2023/Q3 2024/Q3 2025

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action A: Support tenants to understand their rights and responsibilities in their lease	
Ongoing • Collaborate with staff to review and make recommendations to streamline the leasing process • Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.)	
Time limited/Projects • New leasing package and orientation for tenants • Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenant Complaint Process. • Consider feasibility of appointment system • ~~Train~~ staff to answer as many typical questions as possible e.g., protocol for requests that can't be met; requests that cause the most frustration for tenants; help tenants to understand what is involved in responding to a request (moved to ongoing)	Expected Completion ~~Q1 2024~~ Q3 2024 ~~Q1~~Q2 2024 ~~Q1 2024~~ Q2 2024
Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility	
Ongoing • Ongoing education for tenants on RGI requirements	
Time limited/Project • Enhanced RGI training for staff to be added to the TSHC training plan	Expected Completion ~~TBD~~ Q2 2024
Action C: Reduce incidents of cluttering or hoarding	
Ongoing • Support the complex tenants and the community • Manage a complex tenancy team to support complex tenants • Develop tracking sheet for touch points for complex tenancies • Referral from regional teams and SSHA	
Time limited/Projects	Expected Completion

Action D: Work with tenants to prevent evictions for arrears or other reasons	
Ongoing - Work with tenants to resolve arrears - Referral to OCHE for unresolved arrears	
Time limited/Projects Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Expected Completion ~~Q3 2023~~ Q1 2024

Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. 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
3. Communicate effectively with our tenants and other stakeholders	A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Objective 2: Tenant Engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	
Initiative 1: Engage tenants in their communities and create opportunities for tenant voices	
Action A: Review policies that support tenant-led initiatives	
Ongoing	
Time limited/Projects • Review and update the Tenant Funds Distribution Policy to support tenant engagement ~~use of space and tenant engagement policy development~~ • Review and update Use of Space policies • Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach	Expected Completion Q4 2023 ~~Q4~~ Q3 202~~43~~ ~~TBD~~ Q2 2024
Action B: Streamline administrative processes including funding	
Ongoing • Review tenant activities funding requests ~~and establish a process for distributing funds~~ • Review and approve use of space applications	
Time limited/Projects • Streamline tenant activities funding and distribution process • ~~Streamline interim process and align with new policy~~Implement the new Community Activities Fund policy and the process.	Expected Completion ~~Q3 2023 Q4 2023~~ Q1 2024 Q2 2024
Action C: Build ability for tenants to develop and lead programming in their communities	
Ongoing • Support tenant initiatives on an ad hoc basis	
Time limited/Projects	Expected Completion

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices
Action D: Work with tenants in the development of a new tenant engagement model

Ongoing	
• Implement new tenant engagement model when approved	
Time limited/Projects	Expected Completion
• Complete project to design new tenant engagement model	~~Q1 2024~~ Q4 2023

Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	
Ongoing	
• Coordinate annual building meeting process (one building per year)	
• Hold focus groups, workshops, etc. With tenants on an ad hoc basis	
• ~~Organize quarterly regional tenant leadership meetings~~ Host three regional tenant volunteer meetings	
• Coordination of Senior Tenants Advisory Committee (STAC) meetings	
Time limited/Projects	Expected Completion
• Develop approach for annual building meetings	Q4 2023
• Develop an implementation table and plan with tenants	Q1 2024
• Identify Community Connect+ regional level tenant volunteers	Q1 2024
• Identify Community Connect+ tenant volunteers at building level	Q2 2024
• Introduce new volunteer management program	Q4 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 2: Promote an environment of respect, trust and inclusiveness
Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing

Relationship Building

- Conduct outreach to encourage tenants to participate in building activities and "meet and greets"
- Ensure timely posting and communication of staff absences and backup
- Minimize turn-over of building site staff within the provisions of the collective agreement
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a "human touch" by acknowledging good news, nodding, following up on earlier conversations, etc.

Interaction

- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

Information and communication

- Ongoing communication with tenants of building events
- Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube

Time limited/Projects	Expected Completion
Information	
- Introduce email subscription service to tenants ~~Evolve channels of communication such as email,~~	Q4 ~~2024~~ 2024
- Evolve channels of communication such as mobile app and electronic bulletin boards	Q4 2025
- ~~Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and~~ , ~~YouTube and TikTok (TikTok not feasible)~~ (moved to ongoing)	
- ~~Install whiteboards outside superintendent office for daily updates~~	

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• Introduce tenant bulletin boards	Q1 2024
• Introduce City Led Wi-Fi pilot project in eight elected common rooms across sites	Q4 2024

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	
Ongoing	
• Regular community meetings with the building teams, agencies, and tenant volunteers	
Time limited/Projects	Expected Completion
• Pilot tenant roundtables- i.e. one building per region	Q4 ~~2023~~2024
Action C: 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	
Ongoing • Provide translation and interpreter services • Support tenants with visual or hearing limitations	
Time limited/Projects • In collaboration with other departments to develop standard guidelines to support language and accessibility supports • In collaboration with TCHC explore new technology to assist with real-time interpretation services	Expected Completion ~~Q4 2023~~ Q1 2024 Q2 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 3: Communicate effectively with our tenants and other stakeholders
Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing
- Publish Seniors Speak/Community Letter/Video
- Publish Staff Bulletin
- Staff Town Halls
- Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation
- Communications/Videos to support other activities
- Social media management
- Future CEO tenant engagement activities
- Posters/documents creation, updating and translation
- Internet and Intranet creation, maintenance and design
- Email subscription for tenants

Time limited/Projects	Expected Completion
• Communications support for other activities e.g.	
○ Staff on-boarding package	Q1 2024
○ Staff survey and Tenant survey	~~Q4 2023~~/Q1 2024 (tenants)
○ MS Office and SharePoint roll-out support	Q3 2023
○ Annual United Way campaign	~~Q3~~ Q4 2023 /Q3 2024
• Listening Tours	Q2 2023 (completed)
• CEO Tour	Q4 2024
• Annual Report	Q2 2023/ Q2 2024
• New Intranet	Q4 2024+
• Branding	Q4 2024+

Strategic Objective 3: Partnerships

To facilitate access to services and programs that tenants need and want

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want
2. Support service provider-led programs and initiatives	A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

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

Initiative 1: Facilitate access to priority health and community support services	

Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want	

Ongoing
- Identify tenants who require assistance in their homes
- Support health and social support program through referrals to agencies for individual tenant needs
- Create new partnerships where there are gaps in service/supports
- Evaluate services with respect to meeting the senior tenants needs

Time limited/Projects	Expected Completion
Evaluate services with respect to meeting the senior tenants needs (moved to ongoing)	Q4 2023
Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process	Q4 2023
Develop new partnership agreements that includes reporting metrics	Q3 2024
Develop and implement a tenant participation satisfaction survey	Q2 2024

Initiative 2: Support service provider-led programs and initiatives	

Action A: Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	

Ongoing
- Maintain current partnerships that provide programs in our housing communities
- Create new partnerships to provides that provide programs in our housing communities

Time limited/Projects	Expected Completion
Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy	Q4 2023
Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors	Q4 2024

Strategic Objective 4: Innovation

To develop and promote innovation and leading practices which contribute to seniors' well-being

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation		
To develop and promote innovation and leading practices which contribute to seniors' well-being		
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices		
Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing		

Ongoing		
• Seek input of tenants, partners and other external stakeholders to inform innovation • Industry outreach (social housing, healthcare, seniors) and networking • Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate		

Time limited/Projects		Expected Completion
• Identify opportunities and priorities/research and collaboration opportunities		~~Q3 2023~~Q2 2024
• Target research partnership 1		~~Q1 2024~~Q4 2024
• Target research partnership 2		~~Q4 2024~~Q2 2025
• Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process		Q4 2023
• Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)		Q4 2023

Action B: Evaluate and share learning from TSHC's innovative practices		

Ongoing		
• Share learnings from the ISM • Build evaluation framework into new initiatives		

Time limited/Projects		Expected Completion
• Evaluate learnings from the QIPs		Q3 2023 (completed)

Objective 4: Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being
Initiative 2: Design and begin implementing an evaluation of TSHC
Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions
Ongoing

Time limited/Projects	Expected Completion
• Identify funding opportunities	~~Q4 2023~~Q4 2024
• Identify evaluation partners	~~Q1 2024~~Q2 2025
• Preliminary evaluation design	~~Q4 2024~~Q4 2025

Enabler 1: Organization excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City as housing manager	A. Establish clarity on responsibilities and reporting expectations with the City as housing manager B. Ensure regular and annual reporting requirements are met
3. Collaborate with TCHC	A. Develop relationship management agreements to support a positive working relationship
4. Manage our financial resources responsibly	A. Work with TCHC and the City in annual budget process B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Use technology effectively	A. Make best uses of processes and data in HoMES system

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 1: Implement elements of good governance practices	
Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness	

Ongoing
 	
• Governance and internal Board support
• Oversight
    o Tenant facing policies
    o CEO performance
    o Risk management/business continuity
    o Implementation of Interim Strategic Directions and Quality Improvement
    o Review of operational information/KPIs
    o Partnership agreements
• Post meeting questionnaires on meeting effectiveness
• Director development and training	

Time limited/Projects • Provide Board members with access to foundation documents • Participate in Strategic Financial Sustainability Plan • Skills matrix for Board members • Develop and implement Board Committee Membership and Chairs Process • Hire a Board Secretary to manage Board processes and activities • New member orientation • ~~Full risk assessment~~ (duplicate) • Full strategic planning process • Assess agenda and materials and review committee processes • Select governance best practices standard and governance review	Expected Completion Q1 2023 (completed) Q3 2023 (completed) ~~Q1 2024~~ Q2 2024 ~~Q4 2023 (completed)~~ Q1 2024 Q4 2023 (completed) ~~Q3 2024~~ ~~Q3 2024 +~~Q4 2025 Q3 2024 ~~Q3 2024 +~~Q2 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager	
Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager	
Ongoing	
Time limited/Projects	Expected Completion
• Discussion on agreement and reporting requirements with the City	~~Q4 2023~~Q1 2024
Action B: Ensure regular and annual reporting requirements are met	
Ongoing • Service Manager Reporting • ISM Accountability Framework Reporting	
Time limited/Projects	Expected Completion
• Annual Report and Annual General Meeting Requirements	Q2 2023/Q2 2024/Q2 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 3: Collaborate with TCHC	
Action A: Develop relationship management agreements to support a positive working relationship	
Ongoing • Support joint steering committee • Service management planning • Regular touchpoint with TCHC/TSHC Service Providers	
Time limited/Projects • Complete a report card for existing agreements with TCHC • Update to existing legal relationship • Clarify future legal relationship	Expected Completion Q4 2023 (Completed) Q4 2023Q4 2024 Q4 2024*

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 4: Manage our financial resources responsibly
Action A: Work with TSHC and the City in annual budget process

Ongoing	

Time limited/Projects	Expected Completion
• Budget planning – 2024	Q3 2023 (completed)
• Present draft budget to the Board – 2024	Q4 2023 (completed)
• Budget finalizing – 2024	Q1 2024
• Budget planning - 2025	Q3 2024
• Present draft budget to the Board – 2025	Q4 2024
• Budget finalizing – 2025	Q1 2025
• Budget planning – 2026	Q3 2025
• Present draft budget to the Board – 2026	Q4 2025
• Budget finalizing – 2026	Q1 2026

Action B: Implement sound financial management and accountability

Ongoing
• Review actuals against budget
• On-going procurement and vendor management
• On-going relationship with TCHC and reconciliation
• Prepare monthly financial information for management team
• Prepare monthly financial information for Board meeting

Time limited/Projects	Expected Completion
• Participate in short-term strategic financial sustainability approach	Q3 2023 (completed)

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 5: Identify and reduce risk
Action A: Develop a TSHC risk and mitigation plan

Ongoing	

Time limited/Projects	Expected Completion
• Develop a high-level risk management scope and assessment	~~Q3 2023~~Q3 2024
• Conduct a comprehensive risk assessment and implement mitigation plan	~~Q2 2024~~Q2 2025
• Review Emergency Response Plan	Q2 2024

Action B: Ensure effective business continuity and emergency response

Ongoing
• Participate in business continuity exercises
• Incident/emergency response

Time limited/Projects	Expected Completion
• Develop business continuity plan	~~Q4 2024~~Q4 2025

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing • Improve skills, resources, and tools (capability)	
Time limited/Projects • Develop data analytics plan including new data management	Expected Completion ~~Q2 2024~~Q2 2025
Action B: Develop performance metrics and targets for reporting at all levels	
Ongoing	
Time limited/Projects • Define performance metrics • Develop a dashboard • Conduct Senior Tenant Experience Survey	Expected Completion Q2 2023 (completed) Q3 2023 (completed) Q1 2024

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 7: Improve service quality in areas important to our tenants	
Action A: Implement priority quality improvement projects (QIPs)	
Ongoing • Complete 3 initial QIPs • On-going monitoring of QIP activities	
Time limited/Projects	Expected Completion
• Establish a process for monitoring and implementing existing QIPs	Q2 2023 (completed)
• Conduct lessons learned on existing QIP	Q2 2023 (completed)
• Review and adapt QIP approach	Q3 2024
• Identify future QIPs	Q1 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 8: Develop clear, plain language policies	
Action A: Review priority policies to reflect TSHC values and principles	
Ongoing • Policy improvement initiative • Develop policy implementation guidance materials • Engage departments into an annual policy planning process	
Time limited/Projects • Develop a corporate Policy Management Framework and plan/priorities • Review and update the Human Rights Policy • Review and update the tenant Human Rights Complaint Procedure • Establish a TSHC Policy Inventory to keep track of all policies • Develop an annual Policy Development/Review Plan/Schedule • Develop an Access to Information Process • Post-transition Policy clean up • Develop a TSHC Accessibility Plan	Expected Completion ~~Q4 2023~~Q1 2024 Q3 2024 Q3 2024 Q2 2024 Q2 2024 Q1 2024 ~~Q4 2023~~ Q2 2024 Q4 2023

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 9: Use technology effectively	
Action A: Make best uses of processes and data in HoMES system	
Ongoing • Participating in IT Operational Steering Committee • Continue Improving data analytics and reporting	
Time limited/Projects • Internet contract renewal • Current SharePoint clean up/management • Email consolidation and Microsoft 365 deployment • Explore opportunities for paperless tenant document management • Identify opportunities for mobile computing • Identification of TSHC HoMES requirements • Participate in intranet solution refresh	Expected Completion Q2 2023 (complete) ~~Q3 2023~~ Q3 2024 Q3 2023 Q1 2024 Q2 2024 ~~Q4 2023~~ Q2 2024 Q4 2023 TBD Q4 2024⁺

Enabler 2: Employer of choice

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Accountability: Director, People and Culture

Strategic Initiative	Actions
1. Develop and implement a talent strategy	A. Identify, attract, recruit, and keep top talent B. Review total compensation strategy to keep a competitive edge C. Provide opportunities for growth and development to support staff in reaching their desired career goals
2. Embrace equity, diversity and inclusion (EDI)	A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion
3. Create a positive culture with engaged employees	A. Develop and implement approaches for employee engagement at the local, regional, and corporate level B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff
4. Foster continuous learning and improvement	A. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles B. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services
5. Innovation to respond to a changing workplace	A. Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture B. Develop and implement programs and initiatives to support employee health and well-being

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 1: Develop and implement a talent strategy	
Action A: Identify, attract, recruit, and retain top talent	
Ongoing • On-going recruitment • Monitoring implementation to ensure the recruitment and retention of top talent	
Time limited/Projects • Review of current recruitment program and processes • Review of employment offer letters • Review of JD's to ensure they include the key knowledge and skills required • Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Expected Completion Q3 2024 Q3 2024 Q3 2024 ~~Q3 2024~~Q2 2025
Action B: Review of total compensation strategy to maintain a competitive edge	
Ongoing • Periodic review of total compensation strategy	
Time limited/Projects • Review and make necessary adjustments to the salary bands to ensure competitiveness • ~~Review and update of policies in relation to vacations, leaves and hours of work (e.g., hybrid work model)~~ Develop a Key People and Culture Policy Review Plan • Approval of prioritized updated People and Culture Policies • Review of management/exempt benefits programs • Implementation of City Council direction regarding executive compensation	Expected Completion Q2 2023 (completed) Q1 2024 Q4 2024 Q2 2024 Q1 2024
Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals	
Ongoing • Promotion of the Tuition Reimbursement Program	
Time limited/Projects • Development of a front-line training program to assist in the advancement of the skills required to move to a different position	Expected Completion Q3 2024

• Development of a succession planning program, inclusive of all levels of the organization	Q3 2024

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff
Initiative 2: Embrace equity, diversity and inclusion

Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	

Time limited/Projects	Expected Completion
• Creation of an EDI framework & strategy	Q2 2024
• Ensure policies ~~are written in plain language and~~ are AODA compliant	Q4 2024+
• Review and update policies to be inclusive and remove any systemic barriers	Q4 2024+

Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
Ongoing	

Time limited/Projects	Expected Completion
• Develop and implement the EDI overall strategy	Q2 2024
• ~~, including~~Deliver CABR Anti-Black Racism training	Q3 2024
• Launch AODA training for staff	Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 3: Create a positive work culture with engaged employees	
Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing • Develop and implement approaches which test innovative ideas through collaborative teamwork	
Time limited/Projects • Employee engagement and EDI survey • Action plans following the results of the survey	Expected Completion Q1 2024 Q2 2024
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing • Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints	
Time limited/Projects	Expected Completion

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Foster continuous learning and improvement	
Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing • Support ongoing learning and coaching on performance management	
Time limited/Projects • Provide training and learning on employee and labour relations	Expected Completion Q4 2023
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing • On-boarding of new staff	
Time limited/Projects • Create an onboarding program specific to TSHC for all new hires • Support the creation of job specific orientation programs • Assist in the development of job specific skill enhancement training programs	Expected Completion ~~Q3 2023~~Q2 2024 Q3 2024 Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 5: Innovation to respond to a changing workplace	
Action A: Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture	
Ongoing • Provide support for JHSC members	
Time limited/Projects • Review and update of Health and Safety policies	Expected Completion Q4 2024[+]
Action B: Develop and implement programs and initiatives to support employee health and well-being	
Ongoing • Continued promotion of the Employee and Family Assistance Plan • Continuing to promote a culture that is inclusive and where staff feel they belong	
Time limited/Projects • Psychological safety and mental wellness program • Review of respectful workplace policies	Expected Completion Q4 2024[+] Q4 2024[+]

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
TSHC Board of Directors Meeting
Topic: OCHE Update – October 1 to December 31, 2023
Item #10c
Date:

Report:	BD: February 22, 2024; and Item #10c

To: TSHC Board of Directors

From: Interim Commissioner of Housing Equity

Date: February 22, 2024

Purpose:

To provide the QTE and the Board of Directors with the Office of the Commissioner of Housing Equity's ("OCHE") update for the period of October 1 to December 31, 2023.

Recommendation:

It is recommended that the Quality Tenant Engagement Committee review and receive this Report for information and forward it to the Board for information.

Reason for Recommendation:

This Report highlights the OCHE's case management, audit, and policy work through the period of October 1 to December 31, 2023, and focuses on the work metrics as outlined in the TCHC Board-approved 2023 OCHE Work Plan.

This report is the fifth OCHE Report to be reviewed by the Toronto Seniors Housing Corporation ("TSHC") QTE Committee. Data for the reporting period has been compared to the first part of the year from January 1 to September 30, 2023.

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Introduction:

This report contains a summary of the referrals received and the audit findings which were obtained through the audit of individual files. This report breaks down the arrears into categories and is the final report which covers data collected in 2023. Going forward, the OCHE will report to the Board through the QTE Committee on a bi-annual basis.

1.0 REFERRALS BY REGION

The following chart shows the number of referrals to the OCHE. These numbers represent all referrals. In this period, ten files were returned to TSHC without an OCHE intervention[1]. Since the beginning of 2023, the OCHE has received approximately 55 referrals from TSHC each quarter.

Region	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023	October 1 – December 31, 2023
OU O (NW)	6	3	7	13
OU N (SE)	23	19	11	24
OU Q (SW)	7	24	21	13
OU P (NE)	24	7	15	3
Seniors Housing Unit Total	60	53	54	53

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[1] 10 files were returned to TSHC in total: 2 files were returned due to the arrears falling below the LTB filing fee; 2 files were returned due to insufficient attempts to contact/work with the tenant; 2 files were returned as the Tenant provided move out notice; 2 files were returned because the Tenant was working effectively with the SSC; 1 file was returned due to suspected abandoned unit; and 1 file where the Tenant passed away

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1.1 ARREARS AT THE TIME OF REFERRAL

From October to December 2023 the OCHE assigned 43 cases to an ERO to address the arrears. These represented a total of $134,566.58 in arrears owing. Of these, there were two cases where the arrears exceeded $10,000.00. It is important to note that most of the referrals to the OCHE were files where the arrears were under $2,000.00. The greatest number of referrals are files where the arrears are newer, and the 2021 ACP was followed. This is positive as it demonstrates arrears are being addressed earlier, and the process is being followed. The significance of this is explained in section, "Arrears at time of Referral old ACP vs. New ACP."

Arrears owing at time of referral	Total of arrears	Number of Households
$20k and over	-	-
$10k – $19.9k	$23,885.00	2
$5k – $9.9k	$48,064.00	6
$2k – $4.9k	$36,884.53	11
$186.00 – $1.9k	$25,733.05	24

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 prior to the OCHE referral.

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the variance between the new and old ACP.[2] When comparing the average arrears at the time of referral to the average arrears at the time of the first N4, it is important to note that the numbers are consistent with the expectations of 2021 ACP (New ACP). Specifically, the arrears

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[2] 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.

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at the time of the first N4 ($1,186.73) and the arrears at the time of the OCHE referral ($1,775.32) reflect approximately two months rent for a person whose source of income is pensions.

	January 1 – March 31, 2023	April 1– June 30, 2023	July 1 – September 30, 2023	October 1 – December 31, 2023
Average Arrears at Time of First N4	$1,432.38 *2014 ACP: $2,312.22* *2021 ACP: $1,149.57*	$1,859.72 *2014 ACP: $2,967.50* *2021 ACP: $1,776.64*	$2,746.18 *2014 ACP: $4,413.70* *2021 ACP: $2,485.63*	$1,374.85 *2014 ACP[3]: $3,695.00* *2021 ACP[4]: $1,186.73*
Average Arrears at Time of Referral	$2,353.36 *2014 ACP: $3,755.50* *2021 ACP: $1,852.60*	$3,045.53 *2014 ACP: $5,389.50* *2021 ACP: $2,89.73*	$3,355.27 *2014 ACP: $5,053.00* *2021 ACP: $3,090.00*	$2,041.76 *2014 ACP: $4,439.75* *2021 ACP: $1,775.32*
Average Month of Referral to OCHE After Arrears Started Accumulating	11.7 Months *2014 ACP: 23.4 months* *2021 ACP: 7.53 months*	10.9 Months *2014 ACP: 25 months* *2021 ACP: 9.85 months*	11.47 Months *2014 ACP: 34 months* *2021 ACP: 8.5 months*	10.77 Months *2014 ACP: 38 months* *2021 ACP: 8.5 months*

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[3] On average the N4 was served in the 28 month of arrears under the 2014 ACP

[4] On average the N4 was served in the 4 month of arrears under the 2021 ACP

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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 October 1 to December 31, 2023, the OCHE issued a total of 41 reports with a total of 6 unique recommendations. It should be noted that in 41% (17/41) of cases, the ACP was 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	October 1 – December 31, 2023
Number of Recommendation Reports	38	43	37	41
Number of Recommendations	78	75	46	36

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Of the 6 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	October 1 – December 31, 2023
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	58% (22/38)	58% (25/43)	46% (17/37)	27% (11/41)
Make direct contact with the tenant in the first month of arrears	53% (20/38)	60% (26/43)	43% (16/37)	34% (14/41)
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)	10% (4/41)

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 27% (11/41) of instances during Q4 which has improved from the previous reporting period of Q3 by 41%. There has been a consistent improvement over the past three periods in this area.

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 ERO.

The chart below demonstrates the number of tenants willing to work with the EROs and the number of those tenants who were able to avoid a referral to the LTB because of that work.

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	Jan 1 – Mar 31, 2023	Apr 1 - Jun 30, 2023	Jul 1 – Sep 30, 2023	Oct 1 – Dec 31, 2023
Engagement Rate	97% (37/38)	100% (43/43)	97% (36/37)	100% (41/41)
Avoided the need for eviction	89% (33/37)	88% (38/43)	94% (34/36)	95% (39/41)

4.0 ARREARS MANAGED BY THE OCHE

In this reporting period, the OCHE issued 41 reports, which accounted for $108,852.54 in arrears. Please note, that in the Appendix 1.1 of this Report, you will find the breakdown of all arrears recovered through the OCHE in 2023.

(a) <u>Total arrears directly paid to TSHC totaled $19,065.00 as follows</u>:
  • Direct payments totaled $16,561.00 from the following sources:
    o $8,054.00 directly from tenants/tenants' families
    o $1,554.00 in payments directly from Ontario Works / Ontario Disability Support Program
    o $6,953.00 Housing Stabilization Fund (HSF)
  • Resolving Losses of Subsidy: $1,680.00
  • Completing Annual or an 'In Year' Reviews: $824.00

(b) <u>Arrears managed through Local Repayment Agreements</u>
  • $83,770.01 in arrears were managed through Local Repayment Agreements and will be paid back to TSHC over time (see section 4.1) and have not yet been collected in full.

(c) <u>Arrears approved to be forwarded to the Landlord and Tenant Board</u>
  • $6,017.53 in arrears were not resolved by the OCHE and it was instead recommended that TSHC file an L1 Application at the LTB, where the Tenant would have an opportunity to enter into a Mediated Agreement.

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4.1 ARREARS MANAGED THROUGH LOCAL REPAYMENT AGREEMENTS

In this period, the OCHE brokered a total of 24 LRAs representing $83,770.01 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 on average $129.44 per month.

The OCHE organized the size of the arrears at the time of signing the LRAs into categories based on the size of the arrears balance. 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)
$20k and over	-	-	-	-
$10k – $19.9k	$10,731.00	1	$487.77[5]	22
$5k – $9.9k	$40,193.00	5	$179.00	53
$2k – $4.9k	$21,563.00	7	$117.00	29
$186.00 – $1.9k	$11,283.01	11	$82.00	14
TOTAL:	$83,770.01	24	$129.00	27

5.0 BREACHED OCHE BROKERED LOCAL REPAYMENT AGREEMENTS

When the ERO works with a tenant to negotiate a Local Repayment Agreement 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.

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[5] This Tenant's finances are being managed with the assistance of the OPGT.

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When a tenant breaches an OCHE brokered Repayment Agreement, 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 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	October 1 – December 31, 2023
Total Breach Referrals	20	18	13	23
No Exceptional Circumstances	13	9	6	14
Breach Reports issued	6	8	4	10
Average month of referral to OCHE after breach	10.14 months	17.12 months	7 months	3.3 months
Average month of actual breach	3.16 months	5.62 months	5.75 months	9.9 months

It is important that when Tenants breach their OCHE brokered agreements, they are notified in the first instance, and if they cannot catch up, re-referred to the OCHE by the following month. This is one area with room for improvement. Based on our work with TCHC, we have learned that entering LRAs into the HoMES Database can assist with tracking and avoiding the need to manually check that payments were made.

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6.0 RESULTS OF TENANT LRA SURVEY

In 2023, the OCHE committed to studying and reporting on Local Repayment Agreements that are brokered by TSHC, and breached warranting a referral to the OCHE. By conducting surveys of breached TSHC LRA's, the OCHE attempted to learn from tenants about the barriers that prevent them from successfully making the required payments for the life of the Repayment Agreement. The survey also aimed to uncover whether there are additional supports that could be used by TSHC to support Tenants to successfully meet their arrears obligations and ensure stable housing is maintained.

Although survey participation was voluntary, a total of 78% (51/65) of eligible tenants who had breached an LRA prior to the OCHE referral participated in the survey.

The survey consisted of two questions and the results are detailed below:

Survey Question 1: Why do you think you had trouble sticking to the repayment schedule?

The monthly repayment amount was too high	There was a change of income	Unexpected Financial obligation arose	Mismanaged my finances	Other
6	6	5	19	15

Survey Question 2: What do you think would have helped you stick to your TSHC LRA?

Reminder phone calls each month	Lower monthly repayment amount	Higher repayment amount (arrears paid off sooner)	Set up on automatic payments	Other
3	22	0	14	12

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RECOMMENDATIONS FROM SURVEY RESULTS

Question 1 recommendation: Financial literacy – most tenants surveyed identified that having mismanaged their finances was the leading cause for breaching their TSHC LRA. To address this, it is recommended that TSHC consider providing financial literacy workshops for tenants in arrears and who have signed LRAs to better support their long-term success. The OCHE can support TSHC in providing these workshops.

Question 2 recommendation: Brokering reasonable LRAs – almost half of survey participants (43%) identified that they believe a lower monthly repayment amount would have led to a successful outcome. The OCHE recommends that TSHC offer training to front line staff on brokering reasonable repayment agreements by completing budgeting exercises and to consider a tenant's income and expenses prior to agreeing to terms. The OCHE can provide this training, which was also provided to TCHC front line staff.

CONCLUSION:

This report provided an analysis of the referrals received from TSHC between October 1 and December 31, 2023 and includes a discussion related to the case management of files. In presenting our findings we hope that the Board will find this information useful and that it will continue to 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 activities the OCHE has undertaken on behalf of TSHC and that these activities continue to align with the goals of the Board and TSHC.

SIGNATURE:
"Melanie Martin"

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**Toronto Seniors
Housing Corporation**

Melanie Martin
Interim Commissioner of Housing Equity

STAFF CONTACT:

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Appendix 1.1 - ARREARS MANAGED BY THE OCHE YEAR TO DATE

In 2023, the OCHE issued 160 reports, which accounted for $534,742.43 in arrears.

(a) <u>Total arrears directly paid to TCHC totaled $90,353.46 (60 cases) as follows</u>:
  - Direct payments totaled $52,413.46 from the following sources:
    - $34,574.46 (31 cases) directly from tenants/tenants' families
    - $1,554.00 (2 cases) in payments directly from Ontario Works / Ontario Disability Support Program
    - $13,292.00 (13 cases) in payments from Housing Stabilization Fund (HSF)
    - $2,993.00 (2 cases) directly from OPGT and Anishnawbe Health Toronto
  - Resolving Losses of Subsidy: $24,451.00 (4 cases)
  - Completing Annual or an 'In Year' Reviews: $13,489.00 (8 cases)

(b) <u>Arrears managed through Repayment Agreements (107 cases)</u>
  - $414,800.44 in arrears were managed through Local Repayment Agreements and will be paid back to TCHC over time and have not yet been collected in full.

(c) <u>Arrears forwarded to the Landlord and Tenant Board (29 cases)</u>
  - $29,588.53 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.

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
Board of Directors Meeting
Topic: 2024 TCHC/TSHC Consolidated Operating Budget
Item #:11
Date: February 22, 2024

Report: BD: February 22, 2024; Item #11

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date: February 22, 2024

Purpose:

The purpose of this report is to provide an update on the 2024 TCHC/TSHC Consolidated Operating Budget. The 2024 TCHC/TSHC Consolidated Operating Budget was approved at the January 4, 2024 Board Meeting.

Recommendation:

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

Reasons for Recommendation:

The City of Toronto (The City) has asked Toronto Community Housing Corporation (TCHC) and Toronto Seniors Housing Corporation (TSHC) to present the 2024 Operating Budget in a consolidated format. The Board of Directors, and the Audit, Finance and Risk Committee have been updated on the 2024 Budget process in previous meetings, outlining the financial challenges faced by the City, and the significant deficit faced by the City at the onset of the budgeting process in the fall of 2023.

The 2024 Consolidated Operating Budget for TCHC and TSHC includes the following:

- Total consolidated revenue of $749,863,000 compromising of Residential Rent Geared to Income (RGI), Market Rent, City Subsidies, and other income for TSHC and TCHC;

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- The year over year increase in RGI is approximately 1% and for Market Rent is 2%, mainly due to the continued improvement in the occupancy rate and a tight rental market in Toronto;

- The City subsidies and one-time adjustments were higher to accommodate for additional cost pressures as outlined in the consolidated expense with an increase of $40,000,000 in ongoing support and $33,580,000 in one-time support for expected efficiency savings from future projects;

- Total consolidated expense of $749,863,000 is an increase of 7% from 2023 Budget, mainly due to the high inflationary cost pressure. Key highlights include major increases in mortgage and interest, due to the rate increase over the last year, and the effects on the renewals and lines of credit. Costs in operations to service and maintain units, along with Community Safety Unit (CSU) and security has increased by 9% on average, and insurance increase significantly due to high claims and cost increase in property value in the industry.

- The consolidated COVID-19 expense is approx. $2,059,000 down from prior year of $10,754,000, and all expenses are expected to be absorbed into the operations. The remaining effect is a result of uncollected bad debts and lost commercial revenue from parking, laundry and cable services due to COVID-19.

The priority setting for TSHC's 2024 Operating Budget are the following:

- As directed by the Interim Strategic Directions (ISDs) and Strategic Priorities set by the Board of Directors:

  - Provide safe, clean, and well-maintained buildings and stable tenancies;

  - Enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice;

  - Facilitate access to services and programs that tenants need and want;

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- Develop and promote innovation and leading practices which contribute to seniors' well-being;

- Strive for organizational excellence to ensure effective and efficient delivery of our mandate;

- Be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.

- TSHC continues to work towards establishing and stabilizing corporate functions in Finance, People and Culture, Policy Planning and Quality Improvement, and Partnerships, Engagement and Communication;

- TSHC continues to include the Integrated Service Model (ISM) which is now embedded in our strategy and operations;

- TSHC continues to work with TCHC and the City for cost sharing models to achieve cost efficiencies;

- TSHC continue to ensure effective services in both tenant supports and building management;

- TSHC to implement a new Community Connect+ tenant engagement approach and the Community Activities Funds to assist with tenant events and activities.

Key Risks and Challenges:

- TCHC and TSHC face long-term financial instability resulting from structural challenges, misaligned funding, inflationary pressures, cost increases and a challenging operating environment that houses a vulnerable and equity deserving population with high support needs and the demands of maintaining an aging building stock. Despite ongoing investment from the City, the limited ability to increase revenues requires ongoing subsidy support and organization-wide cost control measures;

- TSHC has further deferred 10 FTE corporate positions from the approved 20 positions in the 2022 Budget to 2025 Budget year. The reduction in staffing

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will delay implementation or limit certain organization activities and corporate capacity;

- Potential risk of not delivering on TSHC's Interim Strategic Directions and Strategic Priorities due to the above risks and challenges will be mitigated through priority review of workplan activities and timing.

Please see Attachment 1 for the 2024 Consolidated Budget Notes, along with Attachment 2, a presentation to the City of Toronto Budget Committee on January 17, 2024. Attachment 3 is the 2024 TCHC-TSHC Consolidated Operating Budget summary.

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

2024 TCHC-TSHC Consolidated Budget Notes (Attachment 1)

2024 TCHC-TSHC Consolidated Presentation - Budget Committee (Attachment 2)

2024 TCHC-TSHC Consolidated Operating Budget (Attachment 3)

Item #11

Attachment 1

TCHC-TSHC 2024 Consolidated Budget Notes

2024 Budget Notes
Toronto Community Housing Corporation and Toronto Seniors Housing Corporation

Description

Toronto Community Housing Corporation (TCHC) and Toronto Seniors Housing Corporation (TSHC) deliver an essential frontline service providing housing stability and social supports for low income and equity deserving Torontonians. Together with the City of Toronto (the City), TCHC and TSHC help make it possible for tens of thousands of individuals and families to live in affordable homes, supporting the wellbeing of people and communities.

Our overall priorities are to provide a positive tenant experience, maintain quality homes and build safe and vibrant communities. These priorities underscore our continued focus on delivering clean, well-maintained buildings where all tenants have the opportunity to thrive in their communities. We are committed to ensuring that service delivery meets high standards consistently across the organization.

Why We Do It

TCHC's mission is to provide clean, safe, well-maintained, affordable homes for residents. TSHC's vision is to provide safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being. Our portfolio of social housing buildings is an efficient and effective way to provide homes to Torontonians who are most in need. Our role is critical to ensuring that tenants can live well in an environment that is significantly more enriching and minimizes the impact on other parts of the housing and healthcare system.

We serve a diverse population that requires a wide range of supports that help tenants maintain successful tenancies. We connect residents to services and organizations that support tenant needs; as well, through the development and delivery of community programs we foster safe, healthy, and vibrant communities.

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

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What Service We Provide

Deeply Affordable Housing

Around 110,000 people call TCHC and TSHC home, with 89% of households benefiting from the Rent-Geared-to-Income (RGI) program that offers deeply affordable housing for as little as $85 per month.

Renters at TCHC and TSHC are diverse and united by a need to access affordable housing. Half of the households have a member with a disability, sixty-percent are female-led, thirty-percent primarily speak a language other than English, and seventy-five percent rely on government funding as their main or only source of income with the average RGI annual income at $16,300.

Long-Term Stewardship of a Critical Public Asset

Together, TCHC and TSHC manage and maintain 2,100 buildings, worth over $10.0 billion. Our capital repair and community revitalization programs are focused on ensuring that these public assets are maintained in a state of good repair into the future.

Housing and Support for Seniors

TSHC is committed to supporting seniors, allowing them to live independently and to age in their homes and communities while enjoying a better quality of life. This support includes a focus on providing clean and well-maintained buildings and improved health, wellness, and social supports for tenants 59 years of age and better.

TSHC manages a portfolio of 83 buildings with approximately 14,000 units, for approximately 15,000 low and moderate-income seniors.

How Much Resources (gross 2024 operating budget): $749.9 million

Budget at a Glance

2024 OPERATING BUDGET[1]

$Million	2024	2025	2026
Revenues	$403.5	$415.5	$421.0
City Base Funding	$312.8	$312.8	$312.8
City One-Time Funding	$ 33.6		
Gross Expenditures	$749.9	$771.5	$806.0
Net Expenditures	$ 0	$ 43.2	$ 72.2
Approved Positions	2,653	2,663	2,663

2024 - 2033 10-YEAR CAPITAL PLAN[1]

$Million	2024	2025-2033	Total
Gross Expenditures			
Building Repair	$332.8	$1,957.0	$2,289.8
Development	$135.4	$ 956.4	$1,091.8
IT	$ 8.6	$ 0	$ 8.6
City Funding			
Building Repair[2]	$142.8	$1,457.2	$1,600.0
Development*	$ 46.6	$ 152.2	$ 198.8
IT	$ 8.6	$ 0	$ 8.6
*Does not include City S37/Infrastructure funding			

Notes:

1) TCHC and TSHC are presenting a consolidated 2024 Budget, as agreements between the two organizations are still under review.
2) City funding of $1.600 billion for repair capital is included in the TCHC's 10-Year Capital Plan as an ongoing amount to reach industry standard FCI. Building Repair Capital funding requirements will be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

How Well We Are Doing – TCHC Behind the Numbers

Outcome Measures

### Deeply Affordable Housing – Housing Occupancy Rate

- The average TCHC vacancy rate from 2021 to 2023 (November) is in line with the service manager 2% vacancy rate target. The housing occupancy rate at the end of November is 98.5%.
- TCHC is monitoring the vacancy rate closely to ensure rentable RGI units are available to be responsive to tenants' needs and support movement on the Centralized Waiting List, including programs such as Crisis Transfer (internal) and Rapid Rehousing (City).
- Multiple strategies such as the City's Choice-Based and Rapid Rehousing are starting to become stabilized and have helped to consistently occupy units.
- In partnership with the City's Shelter and Support Services and the Housing Secretariat, TCHC ensures that those facing homelessness receive the necessary assistance to secure stable housing quickly.

Deeply Affordable Housing – Rent Collection Rate

- The YTD average rent collection rate is 98.1%.
- During the initial three quarters of 2023, TCHC consistently maintained high rent collection rates, with an average of 98%.
- Focus on compliance with the rent collection process ensures that payments are consistently monitored and managed. In addition, prioritizing early intervention, TCHC is working to identify potential issues and offering support to tenants at the earliest signs of financial difficulty.
- TCHC is undertaking revisions to the Arrears Collection Process to streamline and simplify the process, and training staff to equip them with the skills needed to engage with tenants to proactively address arrears as soon as possible.

Stewardship of Public Asset – Facility Condition Index (FCI)
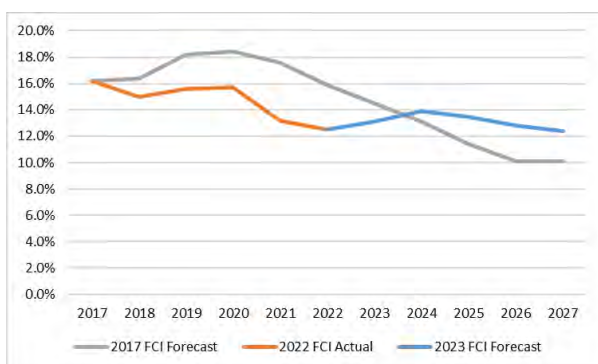
- FCI is the industry standard to measure the condition of buildings and physical infrastructure. The metric is obtained by aggregating the values of deferred repairs or building upgrades required and comparing against the asset replacement values of buildings and/or the building portfolio.
- The FCI represents the number of building components reaching or exceeding the end of their useful life.
- An FCI of 10% or less is the industry standard for a state of good repair.
- Due to inflation and other factors causing price and demand escalations, it is becoming increasingly challenging to meet and maintain a 10% FCI target. This has impacted previous year FCI projections that had TCHC on target to achieve 10% FCI by 2027. TCHC is currently working on addressing shortfalls.

How Well We Are Doing – TSHC Behind the Numbers

Outcome Measures

Deeply Affordable Housing – Housing Occupancy Rate
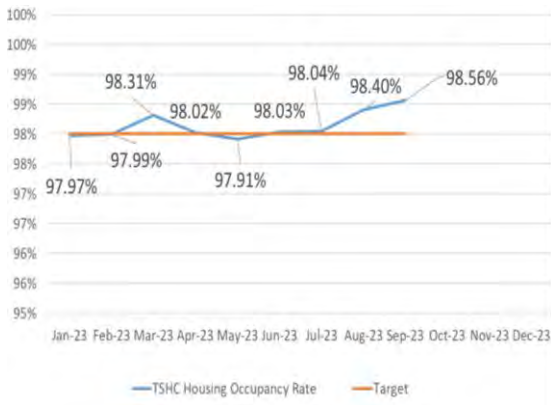
- Maintaining a high housing occupancy rate is essential to ensure rentable RGI units are available and to support movement on the Centralized Waiting List.
- The average housing occupancy rate in the first three quarters of 2023 was 98.14%, surpassing the target rate of 98%. The housing occupancy rate at the end of September stood at 98.56%.
- The average unit turnover days in Q3 was at 65 days, well below the YTD sector average of 98.9 days.
- TSHC will continue to monitor results and process efficiencies as well as work with the Service Manager to ensure service reporting and service targets are met.

Deeply Affordable Housing – Rent Collection Rate
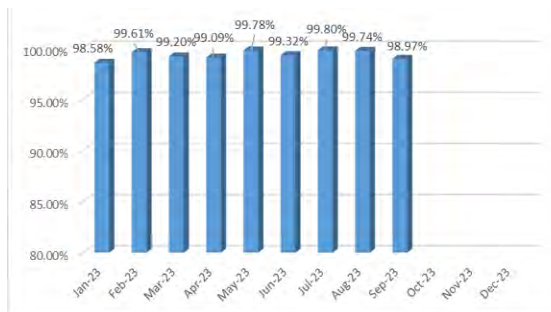
- Compliance in rent collection enables TSHC to maintain and improve housing quality while supporting senior tenants effectively.
- During the initial three quarters of 2023, TSHC has consistently maintained high rent collection rates, with an average of 99.34%.

Support for Seniors – Recurring Programs for Seniors
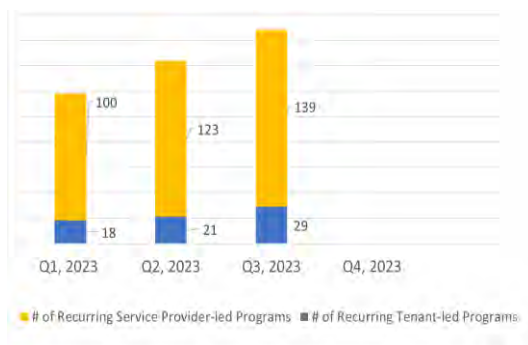
- Programs are vital for senior tenants as they cater to seniors' unique needs and contribute to seniors' overall quality of life.
- Over the last three quarters, there has been a consistent increase in recurring programming offered to seniors living in TSHC, including an expansion in the number of recurring tenant-led programs.
- A variety of activities are being organized in seniors' buildings, covering themes such as food security and nutrition, health and wellness, personal development and learning, social recreation, and faith-based activities.

How Well We Are Doing - TCHC

Service	Measure	2021 Actual	2022 Actual	2023 YTD (Nov)	2023 Target	2023 Projection	Status	2024 Target	2025 Target
				Outcome Measures					
Deeply affordable housing	TCHC Occupied units	98%	98%	98%	98%	98%	●	98%	98%
	TCHC Rent and fees collected	99%	98%	98%	98%	98%	●	98%	98%
Stewardship of Public Asset	Facility Condition Index (FCI)	13.2%	12.5%	N/A	13.1%	13.5%	●	13.9%	13.5%

2023 Projection to 2023 Target Comparison

I 100% (MET TARGET)   I 70 – 99% (LOW RISK)   I 69% and Under (REQUIRES ATTENTION)

The Facility Condition Index (FCI) increase in 2023 is driven by the following pressures:

- Significant increase in on demand capital repairs resulting from prior years' lower volume due to impacts of the pandemic and reluctance of tenants to allow entry into units.
- Cost escalations driven by market conditions; primarily inflationary pressures and supply chain issues.

How Well We Are Doing – TSHC

Service	Measure	2021 Actual	2022 Actual	2023 YTD (Sept)	2023 Target	2023 Projection	Status	2024 Target	2025 Target
				Outcome Measures					
Deeply affordable housing	TSHC Occupied units	n/a	96% (June 2022)	98%	98%	98%	●	98%	98%
	TSHC Rent and fees collected	n/a	99%	99%	98%	98%	●	98%	98%

2023 Projection to 2023 Target Comparison

I 100% (MET TARGET)   I 70 – 99% (LOW RISK)   I 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

TCHC

- TCHC continues to work closely with tenants, external partners, and service agencies to ensure tenants have successful tenancies and remain housed. Successful tenancies are supported by the improvements made to the arrears management, rent collection and vacancy management strategies as outlined below.
    - TCHC continued to see a steady decrease in vacancy rate and associated increase in the occupancy rate of RGI units. At the end of November 2023, the vacancy rate was 1.5% (occupancy rate is 98.5%), putting the program on track to reach the lowest annual vacancy rate (highest occupancy rate) experienced in the past five years. This steady increase is attributable to improvements in the vacancy management process related to the implementation of the Choice-Based offer process managed through Access to Housing, and to focused efforts from front line staff who ensure vacancies are filled as quickly as possible.
    - Management of outstanding arrears continues to be a key focus area in 2023, with the lowest percentage increase in arrears in the last five years. As of the end of November, TCHC has a 5% increase in arrears from 2022 numbers, which reflects the work done to keep arrears growth down. Staff continue to focus on arrears management, prioritizing repayment agreements with tenants as early as possible to reduce the accumulation of arrears. Proactive arrears management strategies are the best way to keep arrears growth down and to support households in maintaining their tenancies in good standing.
- As part of the continued implementation of the Customer Service Delivery model that rolled out in 2020, TCHC is reviewing the number of tenant service hub office locations to ensure that effective service continues to be delivered to tenants who access these spaces. A continuous improvement review is underway, with a review of relevant data and feedback from staff and tenants on the service experience in the hub offices. Following this review, changes in the service delivery model will be implemented following Board review and approval.
- TCHC continues to experience higher than average work orders and capital needs in buildings that were previously managed by third parties. Within the regional teams, TCHC underwent a review of budget allocations to ensure that the appropriate resources are available to manage the higher workload required to bring the buildings/communities in line with overall TCHC standards.
- TCHC continues to focus on fostering partnerships with community agencies and the private sector to support delivery of Community Economic Development and active living programs, which provide supports for vulnerable tenants. For example, in 2023 a strengthened partnership between TCHC and the Furniture Bank was developed, with furnishings provided to 500 households entering TCHC from the shelter system through the Rapid Rehousing Program.
- Ernst & Young (EY) developed a Strategic Financial Sustainability Report in collaboration with the City, TCHC, and TSHC based on an independent financial review, which identified future funding requirements to maintain current service levels and recommended a series of business opportunities that could reduce costs and benefit service delivery over time. Implementation of the Strategic Financial Sustainability Report launched in the summer of 2023, with several business and cost efficiency initiatives now underway.
- A complete delivery of the State of Good Repair program for $2.290 billion has been implemented with a flexible capital planning approach to account for ongoing inflation, supply, and labour impacts to ensure the delivery of projects, which will enhance living conditions of tenants across the city.
- Currently, 525 TCHC units are under construction across the revitalization portfolio including 71 in Lawrence Heights, 138 at Don Summerville, 213 in Regent Park, and 103 in Alexandra Park.
- TCHC has made progress in transferring the scattered homes portfolio to the non-profit sector, enabling TCHC to focus fully on the multi-residential portfolio and to protect the transferred units as social housing in perpetuity, helping to maintain these as affordable homes across the City.
- Employee turnover has been reduced through augmented non-union compensation and improved benefits, and learning and development opportunities that are more competitive with our comparator market, enhancing TCHC's ability to retain employees and attract new top talent.
- In consultation with the City's Office of the Chief Information Security Officer (CISO), TCHC embarked on a multi-year program focused on improving cybersecurity resilience. The Information Technology Services

team continues to replace end-of-life technologies. Most notably completing the implementation of Microsoft 365, which brought improved collaboration tools to both TCHC and TSHC.

- In 2023, leveraging the new HoMES solution and its data, TCHC has started to implement business intelligence tools and dashboards to support greater insights into the organization and improve organization wide decision-making.

TSHC

- Developed Interim Strategic Directions, setting key strategic objectives and enablers, key performance indicators and a workplan for the corporation.
- Developed Community Connect+ as a new way to work with tenants with goals to increase tenant-led activities, increase volunteerism and improve tenant health and well-being. Tenants, staff, community partners and service providers all participated in the design process where tenant voices were part of decision making.
- Continued operational performance improvements in Housing Occupancy, Rent Collection and Arrears, Unit-Turn Over, exceeding industry average in all categories. As well as, improved Work-Order backlog being addressed and reduced times with Office of the Commissioner of Housing Equity (OCHE) referrals.
- Completion of several deliverables within three quality improvement projects on (1) Safety & Security, (2) Pest Management and (3) Staff and Tenant Relations with over 100 recommendations under review.
- Placed 100 tenants from the Rapid Rehousing Initiative and 196 tenants through the TSHC Complex Tenancy team to stabilize vulnerable tenancies.
- Established a new partnership with Baycrest to support tenants in North Toronto and expanded the Naturally Occurring Retirement Communities (NORC) Ambassador program.
- With tenant input, TSHC has created a new approach to encourage tenant-led activities, and the Community Activities Fund Policy, which will launch in 2024.
- Completed an Employee Engagement survey with a 79% response rate.

Key Challenges and Risks

- TCHC and TSHC continue to implement the Strategic Financial Sustainability Report to address long-term financial precarity resulting from structural challenges, misaligned funding, inflationary pressures, cost increases and an evolving operating environment. Despite ongoing investment from the City, the limited ability to increase revenues requires ongoing subsidy support and organization-wide cost control measures.
- TCHC and TSHC have benefited from a significant 10-year co-investment from the City and the Canadian Mortgage and Housing Corporation (CMHC), however, the federally funded National Housing Co-Investment Fund (NHCF) program will expire in 2027. TCHC will explore new capital funding approaches and opportunities to maintain assets, fund the 10-year Capital Plan post 2027, and meet FCI, climate resiliency and net zero targets.
- TCHC continues to manage community safety concerns through collaboration with the City, Toronto Police Services, TSHC and various community partners. Crime prevention continues to be a key component of community mobilization, and with TSHC, TCHC will continue to work with community partners to implement community safety and well-being programs and initiatives as a priority in meeting tenant safety needs.
- TCHC and TSHC continue to address the increasing complexity in housing and support needs of tenants by advancing opportunities for continuous improvement which ensures services are delivered effectively, efficiently, compassionately, and enables tenants to maintain successful tenancies in healthy and vibrant communities.

TCHC

- While progress has made to attract and retain non-union staff, TCHC will continue to monitor compensation levels, benefits, and learning and development opportunities to remain competitive with the comparator market.
- TCHC continues to modernize data governance, collection, and management processes to collect and ensure accuracy and integrity of data required to deliver work plans efficiently and measure performance quality. Additionally, cyber-security continues to be a priority with planned initiatives encompassing both technical and process modernization.

TSHC

- As TSHC has recently separated portfolio management from TCHC, TSHC is still in the process of establishing an administrative structure that will effectively manage the administration of the portfolio. To mitigate, TSHC will continue to rely on support from TCHC to manage current work plans and deliver administrative reporting. TSHC will continue to develop a separate administrative framework using existing resources as they work through staffing requirements.

Priority Actions

TCHC

1. Support the rights of every tenant to have reasonable enjoyment of their homes and empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.

- Continuation of the scheduled review of TCHC's customer service model, ensuring that service is delivered effectively and efficiently through skilled and compassionate staff teams who work in the communities where tenants live.
- Refinement of the vacancy management and Rapid Rehousing processes, in partnership with the City's Housing Secretariat and Toronto Shelter and Support Services to maximize the number of Torontonians who can access subsidized units.
- Streamlining of the arrears management and rent collection processes to ensure that all tenants are provided with support to remain housed and have successful tenancies.
- Management of maintenance and cleaning processes with increased oversight of work orders, and continued investment in the maintenance and cleaning needs of the previously contract managed buildings to align with the standard of other directly managed buildings.
- Execution of TCHC's Capital Plan and strive to bring its building portfolio into a state of good repair by 2026. In 2024, TCHC will focus on aligning building repairs with energy efficiency upgrades and explore the funding requirements needed to meet net-zero targets.
- Execution of TCHC's Revitalization Plan, including construction in Lawrence Heights Phase 1, Don Summerville, Regent Park Phase 3, and Alexandra Park Phase 2, as well as preliminary planning, design and development work in Lawrence Heights Phase 2, Regent Park Phase 4/5, Firgrove and Swansea Mews.
- Transform the way work is done through the implementation of effective and efficient tenant service processes, systems, and tools.
- Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures.

2. Build high performing teams that bring to life a culture of tenant service

- Attract and retain employees through competitive compensation, benefits and learning and development that aligns with the City and the broader employment market.
- Continued investment in ongoing key initiatives of the Equity Diversity and Inclusion and Confronting Anti-Black Racism strategies that will influence corporate change and enhance both tenant and staff service delivery and the customer service model.

3. Work with the City to support and enable City led initiatives

- Work with the City's Development & Growth Services to support the "Generational Transformation of Toronto's Housing System to Urgently Build More Affordable Homes" initiative (2023.EX7.2), which conveys the City response to Toronto's affordable housing needs and its efforts to address the housing crisis.
- As one of the last remaining deliverables of the Tenant's First Plan, continue to support the full transition of the scattered homes portfolio, enabling TCHC to fully focus on the multi-residential portfolio.
- Continue the development and implementation of agreements with TSHC to enable the organization to deliver services to senior households to age in place.
- Support the City's ModernTO plan and continue to prepare and plan for TCHC's relocation to Metro Hall in mid-2025.

TSHC

TSHC's priority is the Interim Strategic Directions, Objectives and Enablers roadmap of actions to:

- Provide safe, clean, and well-maintained buildings and stable tenancies.
- Enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice.
- Facilitate access to services and programs that tenants need and want.
- Develop and promote innovation and leading practices which contribute to seniors' well-being.
- Strive for organizational excellence to ensure effective and efficient delivery of our mandate.
- Be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.
- Continue to work towards establishing and stabilizing corporate functions in Finance, People and Culture, Policy Planning and Quality Improvement, and Partnerships, Engagement and Communication.
- Continue to implement the Integrated Service Model which is now embedded in our strategy and operations.

CITY STAFF PREPARED BUDGET

City funding for TCHC and TSHC are reflected in the City's Budget within the Housing Secretariat and Corporate Accounts and include:

- $312.795 million in base operating subsidy reflected in 2024 Staff Prepared Operating Budget for Housing Secretariat, an increase of $40.0 million from 2023.

- $33.580 million in one-time funding to offset operating pressures reflected in Corporate Accounts, an increase of $10.553 million from 2023.

- $198.796 million towards development capital reflected in Housing Secretariat's 10-Year Capital Budget and Plan over the 10-year period from 2024 to 2033.

- $8.605 million towards IT & corporate capital projects reflected in Housing Secretariat's 10-Year Capital Budget and Plan over the 10-year period from 2024 to 2033.

- $1.600 billion towards building repairs (SOGR) over the 10-year period from 2024 to 2033 reflected in the 10-Year Capital Budget and Plan for Housing Secretariat.

2024
OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

By Service	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Budget	Change v. 2023 Budget excl COVID	
	$	$	$	$	$	$	%
Revenues							
City Funding							
City Base Subsidy	278,777	272,795	272,795	272,795	312,795	40,000	14.7%
City One-Time Funding	2,456	23,027	23,027	23,027	33,580	10,553	45.8%
City One-Time Funding from 2022			22,040				N/A
Total City Funding	281,233	295,821	317,861	295,821	346,375	50,553	17.1%
Residential Rent - RGI	264,847	265,076	269,961	265,076	272,499	7,423	2.8%
Residential Rent - Market	87,961	88,821	90,159	88,821	91,582	2,760	3.1%
Other	36,820	39,462	38,322	46,369	39,408	(6,961)	(15.0%)
Total Revenues	**670,861**	**689,180**	**716,303**	**696,087**	**749,863**	**53,776**	**7.7%**
Expenditures							
Operating Expenses	669,545	699,934	695,743	696,087	747,863	51,776	7.4%
Swansea Mews	15,099		8,104		2,000	2,000	N/A
Total Gross Expenditures	**684,644**	**699,934**	**703,847**	**696,087**	**749,863**	**53,776**	**7.7%**
Net Expenditures/(Surplus)	**13,783**	**10,754**	**(12,456)**	**0**	**0**	**0**	**N/A**
Approved Positions**	**2,504**	**2,649**	**N/A**	**2,649**	**2,653**	**4**	**0.2%**

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of $749.863 million gross reflecting an increase of $53.776 million in spending above 2023 budget, predominantly arising from:

- An increase in non-discretionary costs of $22.020 million driven by utility, insurance, municipal taxes, and service contract rate increases, as well as the impact of contractual salary and benefit increases primarily related to collective agreements of $19.878 million.

- Offset through increases in Residential Rent revenue ($10.183 million), and balancing actions, along with a $40.000 million increase to base City subsidy and a further one-time City funding of $33.580 million, which is an increase in one-time funding of $10.553 million from 2023.

- Swansea Mews carrying cost of $2.000 million for ongoing safety and security measures until demolition begins.

- Net increase of four positions which are part of the $3.292 million ongoing project costs to support two permanent positions for the Tenant Human Rights Unit to address Ombudsman recommendations and two permanent positions for financial sustainability strategy initiatives.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Organization's 2024 Operating Budget do not have any significant equity impacts.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for TCHC/TSHC of $346.374 million, prior to City funding is $50.553 million or 17% greater than the 2023 Net Budget, when reversing 2023 pandemic costs and applying a zero-base budget approach to all prior year COVID-19 related financial impacts. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In $000s)	2024				2025
	Revenues	Gross	Net	Positions**	Annualized impact (Net)
2023 Budget	**393,359**	**699,934**	**306,575**	**2,649**	**N/A**
2023 Projection*	**694,264**	**703,847**	**9,583**	**N/A**	**N/A**
2023 Budget (excl. COVID)	**400,266**	**696,087**	**295,821**	**2,649**	**N/A**
Key Cost Drivers:					
Prior Year Impacts					
Recurring Cost Pressures Funded by Bridging Strategy in 2023		3,522	3,522		
Salary & Benefits					
Collective Agreement, COLA, Merit Increase		19,878	19,878		
Non-Salary Inflation					
Service Contracts		17,243	17,243		
Insurance		3,266	3,266		
Utilities		1,169	1,169		
Municipal Taxes		342	342		
Other Changes					
Mortgage P&I		9,331	9,331		
Repairs & Maintenance Backlog		2,850	2,850		
TCHC Ongoing Projects		3,292	3,292	4	
Subtotal - Key Cost Drivers		**60,893**	**60,893**		**N/A**
Affordability Measures:					
Interest Savings from SOGR Funding Advance		(1,200)	(1,200)		
Energy Savings		(3,996)	(3,996)		
Line-by-Line Review Savings		(1,920)	(1,920)		
Revenue Increase	3,223		(3,223)		
Subtotal - Affordability Measures	**3,223**	**(7,116)**	**(10,339)**		**N/A**
Total 2024 Budget w/o City Funding	**403,489**	**749,864**	**346,374**	**4**	**N/A**
Change from 2023 Budget ($)	**3,223**	**53,777**	**50,553**	**4**	**N/A**
Change from 2023 Budget (%)	**0.8%**	**8%**	**17%**		**N/A**
City Funding:					
2023 City Funding	295,821		(295,821)		
Reversal of One-Time 2023 Funding	(23,027)		23,027		
Base Subsidy Increase	40,000		(40,000)		
One-Time Funding	33,580		(33,580)		
Total City Funding	**346,374**	**0**	**(346,374)**		**N/A**
Change from 2023 City Funding ($)	**50,553**	**0**	**(50,553)**		**N/A**
Change from 2023 City Funding (%)	**17%**	**0%**	**17%**		**N/A**
Total 2024 Budget	**749,863**	**749,864**	**0**	**2,653**	**N/A**
Change from 2023 Budget (excl. COVID) ($)	**53,776**	**53,777**	**0**	**N/A**	**N/A**
Change from 2023 Budget (excl. COVID) (%)	**13%**	**8%**	**0%**	**N/A**	**N/A**

*Based on 9 Month Variance
**YoY comparison based on approved positions

Key Base Drivers:

Prior Year Impacts:

- Increase of $3.522 million in recurring operating costs funded through one-time strategy of TCHC reserve withdrawals in 2023. This bridging strategy is unavailable for 2024.

- One-time City funding of $23.027 million used in 2023 to fund utilities, mortgage payments, service contract rate increases, and municipal taxes as one-time bridging strategy. As these expenditures are recurring in nature, they contribute to part of the ongoing cost pressure in 2024.

Salaries & Benefits:

- Increase of $19.878 million due to cost-of-living adjustments, collective bargaining, post-retirement obligations, merit increases, and retiree allowances.

Non-Salary Inflation:

- Increase of $22.020 million mainly due to non-discretionary inflationary and rate increases in service contracts, utilities cost, and insurance premiums upon renewal.

Other Changes:

- Increase of $15.473 million mainly due to mortgage principal and interest payments, deferred in-flight projects reinstated in 2024, as well as addressing the repairs and maintenance backlog for buildings that were previously contract managed.
- The mortgage payments & interests include 1) mortgages from lenders such as Infrastructure Ontario; 2) the low interest repayable loans from CMHC's National Housing Co-Investment Fund which partially funds TCHC's state of good repairs program, the committed total loan amount is $813.0 million over the 10-year plan. As of 2023, the loan balance is $358.0 million, with the average interest rate of 2.69%. TCHC takes on new CMHC loans on a quarterly basis when the capital repairs programs are complete each year. Since the CMHC funding are claim-based, TCHC incurs interest expenses from the Line of Credit to pay the vendors and is subsequently reimbursed by the funders.
- Four net new positions will be added to the workforce to support Tenant Human Rights work and implement financial sustainability strategy initiatives.

Affordability Measures and City Funding:

Table 3: Offsets and Efficiencies

(In $000s)								
Recommendation	**Savings Type**	**2024**				**2025 (Incremental)**		
		Revenue	**Gross**	**Net**	**Positions**	**Gross**	**Net**	**Positions**
Interest Savings from SOGR Funding Advance	Other		(1,200.0)	(1,200.0)				
Energy Savings	Other		(3,996.0)	(3,996.0)				
Line-by-Line Review Savings	Line By Line		(1,920.0)	(1,920.0)		1,920.0	1,920.0	
Revenue Increase	Revenue Increase (Inflationary)	3,223.0		(3,223.0)				
Base City Subsidy Increase	Revenue Increase (Other)	40,000.0		(40,000.0)				
One-Time Funding Increase	Revenue Increase (Other)	33,580.0		(33,580.0)		33,580.0	33,580.0	
Total Affordability Measures		**76,803.0**	**(7,116.0)**	**(83,919.0)**	**-**	**35,500.0**	**35,500.0**	**-**

- **Interest Savings from SOGR Funding Advance:** Interest savings from updating the funding arrangement with the City to provide a quarterly advance on City building repair capital funding, reducing the use of the operating line of credit.

- **Energy Savings:** Energy savings from energy efficiency measures.

- **Line-by-Line Review Reductions:** Align salary and benefits budget with actual experience arising from higher staff turnover and anticipated hiring plans that result in less than full year salaries and benefits.

- **Base City Subsidy Increase:** Increase in City base subsidy of $40.000 million to offset inflationary pressures and other non-discretionary costs.

- **One-Time City Funding Increase:** One-time City funding of $33.580 million as a bridging strategy to cover both one-time costs in 2024 and costs with future expected savings opportunities in future years, as identified from the EY financial review.

- **Revenue Increase:** Mainly from increases in RGI and market rents year over year.

2025 & 2026 OUTLOOKS

Table 5: 2025 and 2026 Outlooks

($000s)	2024 Budget	2025 Incremental Outlook*	2026 Incremental Outlook*
Revenues			
Revenue Changes		5,539.0	5,484.0
TCHC Reserve City Repayment		6,500.0	
One-time City Funding		(33,580.3)	
Total Revenues	**749,863.3**	**(21,541.3)**	**5,484.0**
Gross Expenditures			
Hiring Plan		1,437.0	1,472.9
Inflationary Impacts		19,187.6	15,603.4
Utilities		7,322.0	7,478.0
Mortgage P&I		1,535.8	3,177.6
Swansea Mews		(2,000.0)	
Procurement Modernization		(250.0)	
EY Financial Strategy Initiatives		(150.0)	
Asset Retirement Obligation Review		(100.0)	
Bridging Strategies		6,268.0	
Deferred Projects		8,741.8	9,322.6
Total Gross Expenditures	**749,863.3**	**41,992.2**	**37,054.5**
Net Expenditures		**63,533.5**	**31,570.5**
Potential Savings (EY Internal & External Efficiencies)		**(20,345.0)**	**(2,565.0)**
Net Expenditures after Potential Savings		**43,188.5**	**29,005.5**
Approved Positions	**2,653.0**	**2,663.0**	**2,663.0**

*Modern TO, Mayor's New Affordable Rental Homes Initiative, completion of the TSHC transition, and TCHC hiring plan to be determined

Key Outlook Drivers

The 2025 Outlook with total gross expenditures, including potential savings, of $771.510 million reflects an anticipated $21.647 million or 2.89% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlooks expects a further increase of $34.490 million or 4.47% above 2025 gross expenditures.

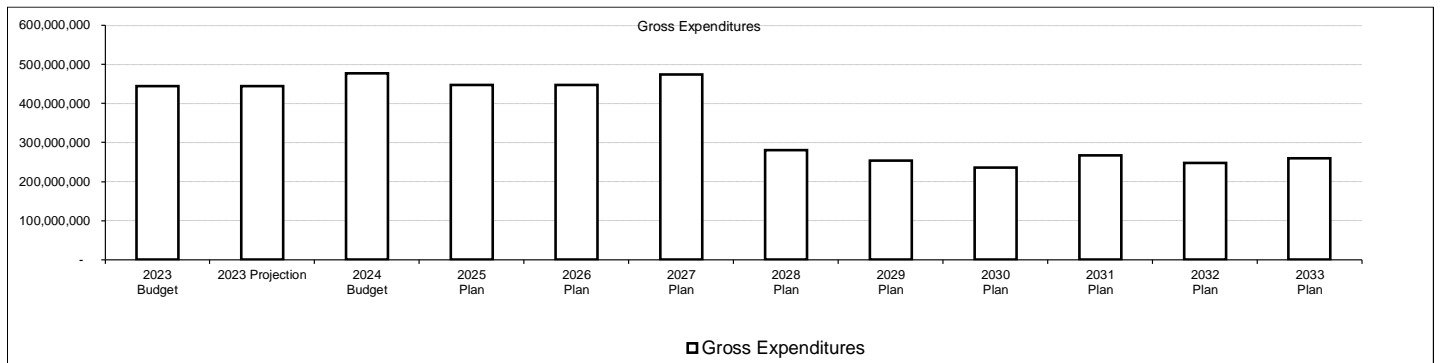These changes arise from the following:

- **Hiring Plans (impacts from 2024 Decisions):** Ten TSHC corporate positions originally deferred from 2023 have further been deferred from 2024.

- **Inflationary Impacts:** Labour cost increases of 3.5% and 2.5% for TCHC and TSHC, respectively. Non-labour cost increases of 4% for service contracts for TCHC. General inflationary pressures of 2.3% in 2025 and 2.0% in 2026 for both TCHC and TSHC.

- **Utilities:** Electricity cost increases of 4.5% in 2025 and 4.3% in 2026, gas price increases of 8.0% in 2025 and 8.2% in 2026, and water price increases of 3.0% in both years. This is offset by overall usage decrease of 1.0% each year for all utilities.

- **Swansea Mews:** Demolition is expected to begin in 2025, which results in incremental savings of $2.000 million annual carrying costs.

- **Revenue Changes:** RGI and market residential rent revenue is projected to increase by 1.0% to 2.5%, along with a moderate increase in commercial rents, parking, and laundry revenue streams.

- **Bridging Strategies:** Reinstate one-time 2024 budget savings for deferred projects and hiring plans.

- **Deferred Projects:** Includes projects such as tenant customer experience strategy, training programs, tenant programs, tenant air conditioning programs, and professional fees deferred from 2024.

- **Internal & External Cost Efficiencies:** Includes net cash efficiencies of $20.345 million for 2025 and $22.910 million for 2026 to be realized from various opportunities such as natural gas and water expense savings, data analytics and procurement transformations, improvements in arrears collections, and establishing a charitable foundation for strategic fundraising initiatives.

2024 – 2033
CAPITAL BUDGET AND PLAN

2024   2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

Gross Expenditures

(Bar chart showing Gross Expenditures in dollars for: 2023 Budget, 2023 Projection, 2024 Budget, 2025 Plan, 2026 Plan, 2027 Plan, 2028 Plan, 2029 Plan, 2030 Plan, 2031 Plan, 2032 Plan, 2033 Plan; y-axis from - to 600,000,000)

□ Gross Expenditures

In $000's	2023 Budget	2023 Projected Actual	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 10 Year Plan
Gross Expenditures by Project Category:													
Building Capital Repair	350,000	380,000	332,815	340,000	342,000	343,185	160,000	152,783	153,000	153,000	153,000	160,000	2,289,783
Development Capital	88,540	94,863	135,436	107,335	105,057	130,748	120,352	101,626	82,785	113,651	94,648	100,200	1,091,837
IT/Corporate Capital	5,190	5,190	8,605										8,605
Total by Project Category	**443,730**	**480,053**	**476,856**	**447,335**	**447,057**	**473,933**	**280,352**	**254,409**	**235,785**	**266,651**	**247,648**	**260,200**	**3,390,225**
Financing:													
Building Repair Capital													
City Funding*	131,783	131,783	142,815	170,000	176,000	179,402	160,000	152,783	153,000	153,000	153,000	160,000	1,600,000
Provincial Funding													
Federal Funding	173,947	173,947	166,001	166,471	165,061	146,769							644,302
TCHC/Other Funding	44,270	74,270	23,999	3,529	939	17,014							45,481
Development Capital													
City Funding**	15,860	13,605	46,605	43,053	37,253	89,005	92,984	88,222		82,566	26,970		198,796
City Repayment									127,538			180,324	
Other City Funding (S37/Infrastructure)	2,120	6,613	12,999	5,308	7,205	4,250	3,400	800	745				34,707
Provincial Funding	2,960												
Federal Funding[1]				19,000	17,300	21,000							57,300
Other Revenue - Development Capital	67,600	74,645	75,832	39,974	43,298	16,493	23,967	12,604	209,578	31,085	67,678	280,524	801,035
TCHC Funding													
IT & Corporate Capital													
City Funding***	5,190	5,190	8,605										8,605
Total Financing	**443,730**	**480,053**	**476,856**	**447,335**	**447,057**	**473,933**	**280,352**	**254,409**	**235,785**	**266,651**	**247,648**	**260,200**	**3,390,225**

Header spanning columns 2024–2033: **2023 Capital Budget and 2024 - 2032 Capital Plan**

[1]Development Capital federal funding in 2025 to 2027 is subject to the approval of a 2024 CMHC funding application for net new affordable units in Phases 4/5

*Annual City funding of $152.783 million to $160.000 million has been included for capital each year from 2028 to 2033 as an estimate of the ongoing amount required to maintain the steady state of FCI index. Building Repair Capital funding requirements will be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

**Development costs reflect the $198.796 million funding for in-flight projects from 2024-2033 including $46.605 million in 2024. Additional funding requirements for in-flight projects are included in capital needs constraints (Appendix 8). The City Repayment line reflects the net cash inflows anticipated from completed TCHC development projects that will be used to reimburse the City's reserve for upfront cashflows provided, of which the timing and the amount of the projected City Repayment line will be assessed at each budget cycle

***In addition, the City is providing $8.605 million towards the capitalized IT costs related to cybersecurity from Auditor General recommendations (AU10.4 Auditor General's Cybersecurity Review), other critical IT and corporate infrastructure needs.

Note:

For additional information, please refer to Appendix 5 for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; Appendix 7 for Capacity to Spend Review; and Appendix 8 for Capital Needs Constraints, Appendix 9 for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

$3.390 Billion 10-Year Gross Capital Program

Planned Capital	Demand Capital	Additional Energy Programs	Capital Other	Development Capital
$1,169.7 M 34.5% ☑	$796.3 M 23.5%	$54.2 M 1.6% ☑	$278.2 M 8.2% ☑	$1,091.8 M 32.2% ☑
• Envelope • Grounds • Emergency generators • HVAC • Plumbing • Roofing • Structural • Large scale holistic energy retrofits • Common area accessibility upgrades	• Accessibility upgrades • Waste equipment repairs • Risk management • Appliances and equipment • Local move-outs • MLS Issues	• Energy initiatives • Water conservation • Energy retrofits	• Project management • Building condition audits • Overall Capital Contingency • IT & Corporate capital projects	• In-flight revitalization projects

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*
☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

How the Capital Program is Funded

City of Toronto		Federal Funding		Other Funding	
$1,842.1 M **54.3%**		**$701.6 M** **20.7%**		**$846.5 M** **25.0%**	
City Funding for Building Repair Capital	$ 1,600.0 M	National Housing Co-Investment Fund Loan (Capital Repair Stream)	$ 414.5 M	Other Revenue from Development	$ 801.0 M
City Funding for Development Capital	$ 198.8 M	National Housing Co-Investment Fund Grant (Capital Repair Stream)	$ 229.8 M	TCHC/Other Funding	$ 45.5 M
Other City Funding for Development Capital (S37/Infrastructure)	$ 34.7 M	National Housing Co-Investment Fund (New Construction Stream) *	$ 57.3 M		
City Funding for IT & Corporate Capital	$ 8.6 M				

*Development Capital federal funding in 2025 – 2027 is subject to the approval of a 2024 CMHC funding application for net new affordable units in Regent Park Phases 4& 5.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

TCHC and TSHC manage and maintain 2,100 buildings, worth over $10.0 billion. Our capital repair and community revitalization programs are focused on ensuring that these public assets are maintained in a state of good repair into the future. The chart below depicts the SOGR funding and accumulated backlog estimates over the 10-year period:

Chart 2: Total SOGR Funding & Backlog
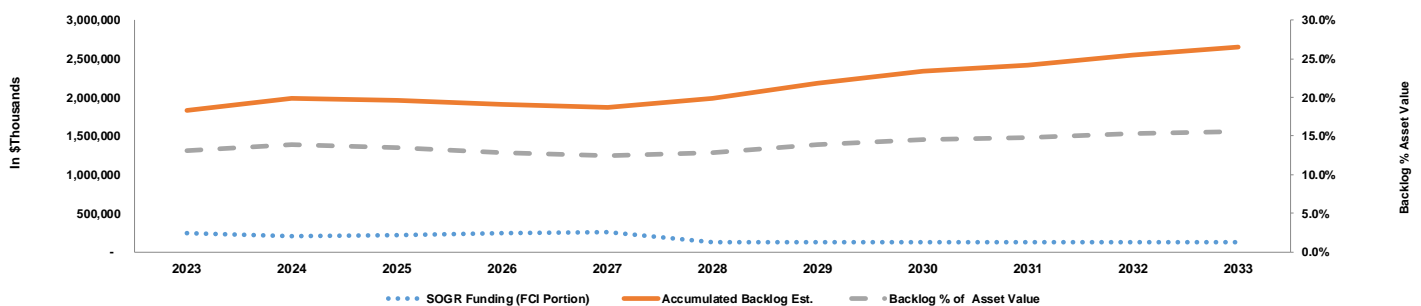
$ Thousands	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SOGR Funding (FCI Portion)	245,000	199,689	221,000	239,400	257,389	128,000	122,226	122,400	122,400	122,400	128,000
Accumulated Backlog Est.	1,834,155	1,984,719	1,955,090	1,904,162	1,873,747	1,986,281	2,180,099	2,334,990	2,416,268	2,550,754	2,649,713
Backlog % of Asset Value	13.1%	13.9%	13.5%	12.8%	12.4%	12.9%	13.9%	14.6%	14.8%	15.3%	15.6%
Total Asset Value	13,967,687	14,247,040	14,531,981	14,822,621	15,119,073	15,421,455	15,729,884	16,044,481	16,365,371	16,692,679	17,026,532

** CMHC may advance cash flow of $17.18M frm future years to 2024 which has not been reflected in this table
** Total Asset Value is indexed @ Statistics Canada Building Contruction Price Index for long term average rate of 2%, in alignment with the City's LTFP planning assumptions

- TCHC includes approximately $2.290 billion for its building capital repair over the 10-year planning period. Based on the current funding level of FCI portion, the accumulated backlog is anticipated to increase from $1.834 billion

in 2023 to $2.649 billion in 2033, representing 15.6% of the total replacement value estimated to be $17.026 billion by 2033.

- A linear annual growth rate of 2% has been applied to the total asset base value in 2024 and the subsequent years.

- CMHC National Housing Co-Investment Fund Repair and Renewal Stream funding will end 2027, which includes forgivable loans and low-interest repayable loans. This will result in unfunded capital SOGR commencing in 2028.

- TCHC assets under Building Capital Repair are aging while the cost to maintain the steady state of FCI index is escalating significantly. Pressures affecting the accumulated backlog are attributable to the following:

    o Significant volume increases in on demand for capital spending in the areas of tenant unit interiors (e.g. kitchens and bathrooms) and building mechanical systems. Entry into tenant units was limited during the pandemic resulting in a significant increase in in-suite repairs in 2023.

    o TCHC continues to manage the repair backlog of the formerly contract managed buildings, which experience higher than average work orders and capital needs to bring the buildings/ communities in line with overall TCHC SOGR standards.

    o Price escalations from market conditions, inflationary pressures, supply chain issues, and rising capital costs mean that it is more expensive to deliver the same work. This has led to an increase in the capital expenditures required to fund repairs that did not significantly reduce FCI but continue to meaningfully enhance tenants' living conditions. This also impacted the FCI outlook from previous years where FCI projections were in line with the corporate target of 10% FCI by the end of 2027.

- The threshold at which on demand repair and maintenance work becomes part of the capital budget is $1,500, which is significantly lower than industry standard ($5,000 - $10,000). Raising this threshold will reduce demand capital spend by $30 million to $40 million annually which will provide more available funds to be spent on reducing the SOGR backlog. This means more of the capital budget is spent on maintenance and minor repair work.

- TCHC will continue to refine estimates based on planned building condition assessments and SOGR backlog analysis, including asset values, and will work to reduce the backlog as asset management practices advance.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In $000s)	2021 Actual $	2022 Actual $	2023 Budget $	2023 Projection* $	2024 Budget $	2024 Change from 2023 Budget $	 %	2024 Change from 2023 Projection $	 %
City Base Subsidy	246,392	281,233	272,795	272,795	312,795	40,000	14.7%	40,000	14.7%
City - One-Time Funding			23,027	23,027	33,580	10,553	45.8%	10,553	45.8%
City - One-Time Funding from 2022				22,040				(22,040)	(100.0%)
Total City Funding	**246,392**	**281,233**	**295,822**	**317,862**	**346,375**	**50,553**	**17.1%**	**28,513**	**9.0%**
Residential rent - RGI	257,617	264,847	265,076	269,961	272,499	7,423	2.8%	2,538	0.9%
Residential rent - Market	91,976	89,368	88,821	90,159	91,582	2,760	3.1%	1,423	1.6%
Other	38,645	44,574	46,369	42,857	41,466	(4,902)	(10.6%)	(1,391)	(3.2%)
COVID-19 Impact - Revenue	20,225	(9,161)	(6,907)	(4,535)	(2,059)	4,848	(70.2%)	2,476	(54.6%)
Total Revenues	**654,855**	**670,861**	**689,180**	**716,303**	**749,863**	**60,683**	**0**	**33,560**	**4.7%**
Utilities	146,389	152,127	152,440	146,905	149,614	(2,827)	(1.9%)	2,708	1.8%
Mortgage	132,750	136,530	140,016	142,034	148,146	8,131	5.8%	6,112	4.3%
Front Line Operations	236,437	242,699	249,660	257,222	271,216	21,556	8.6%	13,994	5.4%
Back Office Support	62,608	70,434	82,400	74,906	88,127	5,727	7.0%	13,221	17.7%
Seniors Housing	29,027	35,938	41,495	43,501	43,480	1,985	4.8%	(21)	(0.0%)
Other	27,524	23,615	43,075	41,683	47,280	4,205	9.8%	5,598	13.4%
Swansea Mews		15,099		8,104	2,000	2,000		(6,104)	(75.3%)
Contribution from Reserves			(13,000)	(13,000)		13,000	(100.0%)	13,000	(100.0%)
COVID-19 Impact - Expenditures	20,119	8,201	3,847	2,492		(3,847)	(100.0%)	(2,492)	(100.0%)
Total Gross Expenditures	**654,855**	**684,644**	**699,934**	**703,847**	**749,863**	**49,929**	**0**	**46,016**	**6.5%**
Net Expenditures/(Surplus)	**0**	**(13,783)**	**(10,754)**	**12,456**	**0**	**10,754**	**(0)**	**12,456**	**100.0%**

* 2023 Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget;
2025 - 2033 Capital Plan Including Carry Forward Funding

(In $ Millions)		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total
SOGR Capital	☑	332.8	340.0	342.0	343.2	160.0	152.8	153.0	153.0	153.0	160.0	2,289.8
Development Capital	☑*	135.4	107.3	105.1	130.7	120.4	101.6	210.3	113.7	94.6	280.5	1,091.8
City Repayment								127.5			180.3	
IT & Corporate Capital		8.6										8.6
Total Expenditures (including carry forward from 2023)		476.9	447.3	447.1	473.9	280.4	254.4	235.8	266.7	247.6	260.2	3,390.2

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Applicable to Alexandra Park Phase 2, Don Summerville, Lawrence Heights Phases 2 & 3, Firgrove, Regent Park Phase 4 & 5, Swansea projects only

**Information above includes full project / sub-project 2024-2033 Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 5b

2025 - 2033 Capital Plan

N/A

Appendix 6

**Reporting on Major Capital Projects: Status Update**

N/A

Appendix 7

Capacity to Spend Review

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 3 – Capacity to Spend
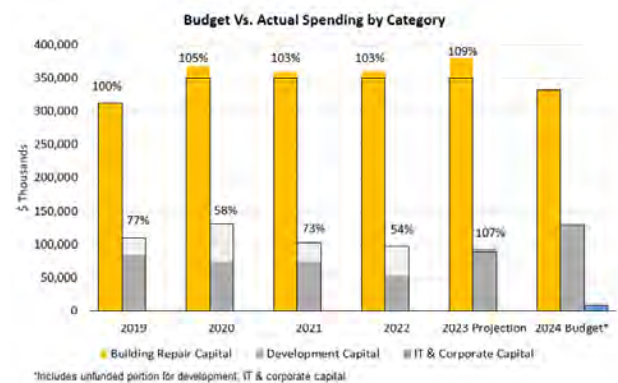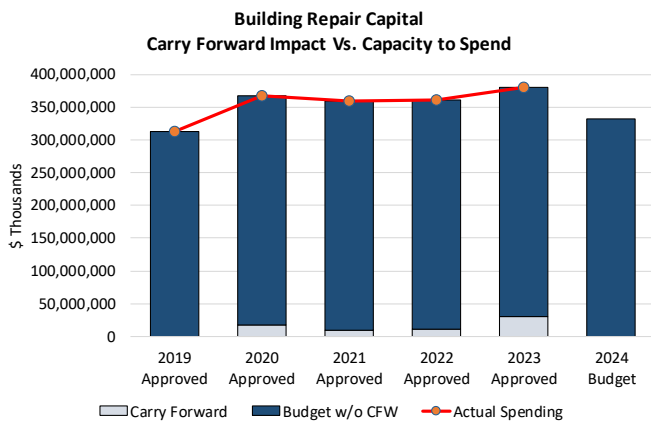
Capacity to Spend Review Impact on the 10-Year Plan

- TCHC/TSHC's actual spending over the previous five years, from 2019 to 2023, has averaged $356.311 million per year.

- The projected spending for 2023 is $150.578 million or 98.5% of the 2023 Council Approved City Funding portion of the Capital Budget.

- 105% spending in 2020 reflects a Board approved acceleration of spending to use up available Provincial funding by the deadline; 103% spending in 2021 and 2022 was due to advanced spending from the following year due to guaranteed capital funding from the City.

- Development capital was underspent in 2022 due supply chain issues and labour shortages.

- IT & Corporate capital was included as part of the Operating budget prior to 2024.

Appendix 8

Summary of Capital Needs Constraints

Project Description	Total Project Cost	Cash Flow (In $ Millions)									
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Building Repair Capital											
Net Zero (80% target)*	2,990.0	50.0	50.0	100.0	150.0	340.0	340.0	340.0	540.0	540.0	540.0
Unfunded SOGR (per EY projection)	478.2					75.0	82.2	82.0	82.0	82.0	75.0
Total Building Repair Capital	**3,468.2**	**50.0**	**50.0**	**100.0**	**150.0**	**415.0**	**422.2**	**422.0**	**622.0**	**622.0**	**615.0**
Development Capital											
Not In Flight Projects	999.3	-	8.5	36.5	260.9	114.7	58.9	50.0	162.7	223.2	83.7
Total Development Capital	**999.3**	**-**	**8.5**	**36.5**	**260.9**	**114.7**	**58.9**	**50.0**	**162.7**	**223.2**	**83.7**
Total Needs Constraints (Not Included)	**4,467.5**	**50.0**	**58.5**	**136.5**	**410.9**	**529.7**	**481.1**	**472.0**	**784.7**	**845.2**	**698.7**

*Net Zero investments goes beyond 2033, total investment required until 2040 is $6.1 Billion
**IT & Corporate Capital of $1.6M lower priority projects have been deferred into 2025
***Future Budget submission of the 10 Year Capital Plan will be adjusted to changes to inflation

In addition to the prepared 10-Year Capital Plan of $3.390 billion, staff have also identified $4.468 billion in capital needs constraints for TCHC as reflected in the table above.

- TCHC contributes to Net Zero targets through CMHC funding which requires energy efficiency upgrades. TCHC will work with the City to develop cost estimates and funding requirements to achieve the targets set out by the Net Zero initiative in future budget processes.

- The unfunded SOGR Capital Plan (2028-2033 – NHCF funding ends in 2027) is impacted based on the EY Financial Sustainability projections, including:

  o Market conditions, inflationary pressures, supply chain issues and rising capital costs resulting in higher expenditures to deliver the same work.

- The total Development Capital Plan (2024-2033) of not in-flight projects constraints amounts to $999.3 million.

  o $131.7 million of City funding was added to the capital plan to address the 10-Year (2024 to 2033) in-flight development project needs. The City will continue to work with TCHC to address capital requirements for the not in-flight development projects as part of the 2025 and future year budget processes.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

(In $000s)	Intergovernmental Funding Program	Provincial Funding	Federal Funding	Total Funding
SOGR Capital			644,302	644,302
Development Capital*			57,300	57,300
Total Funding			**701,602**	**701,602**

*Development Capital federal funding in 2025 to 2027 is subject to the approval of a 2024 CMHC funding application for net new affordable units in Phases 4/5

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

N/A

Appendix 11

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

Tax Supported Budget: Budget funded by property taxes.

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

Item #11

Attachment 2

TCHC-TSHC 2024 Consolidated Presentation

Budget Committee

BudgetTO

Toronto Community Housing Corporation
Toronto Seniors Housing Corporation

2024 Operating Budget and
2024-2033 Capital Budget & Plan
Briefing to Budget Committee

January 17, 2024

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding the charts, graphs, or any other content, please contact us at (416) 981-4256 or Lily.Chen@torontohousing.ca for TCHC and (647) 500-9819 or Vince.Truong@torontoseniorshousing.ca for TSHC

TORONTO

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

TSHC's vision is to provide safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being.

TCHC/TSHC Services

Deeply Affordable Housing

- TCHC and TSHC delivers housing stability and social supports for low income and equity deserving Torontonians.

- Provides deeply affordable housing in clean, safe and well-maintained buildings, and supports the wellbeing of people and communities.

- Around 110,000 people call TCHC and TSHC home, with 89% of households benefiting from the Rent-Geared-to-Income (RGI) program.

Long-term Stewardship of a Critical Asset

- Together, TCHC and TSHC manage and maintain 2,100 buildings, worth over $10.0 Billion.

- TCHC plans and delivers the capital repair and community revitalization programs, ensuring that these public assets are maintained in a state of good repair.

Housing and Support for Seniors

- TSHC is committed to supporting seniors, allowing them to live independently and to age in their homes and communities while enjoying a better quality of life.

- TSHC manages a portfolio of 83 buildings with approximately 14,000 units, which houses approximately 15,000 low and moderate-income seniors.

Services & Outcomes – TCHC

BudgetTO

Strategic Outcomes

Quality Homes in Vibrant Communities

Every tenant has **reasonable enjoyment of their home.**	Tenants' **homes will be well-maintained and made accessible** by TCHC.	Tenants **feel safe, secure and supported** and are **connected to the services** they need.

Culture of Tenant Service

Frontline leadership and employees are empowered to **make tenant-focused decisions locally.**	**Services are delivered effectively and efficiently** through **skilled and compassionate staff teams** who work in the communities **where tenants live**.	**Effective and efficient tenant service processes, systems and tools** that enable timely decision making and identifies tenant service success measures.

Corporate Outcomes

Organizational Excellence

High performing teams that bring to life a **culture of tenant service.**	Utilize **business intelligence tools** and data systems to bring **greater insights** to the organization **and improved decision-making**.
Modernize technology systems that are focused on cybersecurity resiliency.	

Financial Sustainability

TCHC's **funding reflects the organizations mandate**, operational environment and evolving tenant needs.

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Services & Outcomes – TSHC

Strategic Outcomes

Safe, clean and well-maintained buildings	Enhanced Tenant Engagement	Access to Services and Programs for Tenants
Safe and secure buildings and communities	Tenants engaged in their communities and opportunities for tenant voices	Facilitate access for tenants to priority health and community support services
Timely unit and building maintenance, pest management, and high standards for cleanliness	Increase in programs, events and activities for tenant well-being	Increase programs and services for tenants offered through partnerships
Support for tenant accessibility	Improve language, interpretation and translation supports	Support programs that foster community development
Support stable tenancies, maintain RGI eligibility, and eviction prevention	Improve tenant/staff interaction and communication	Partner and build relationships for innovation, research, emerging trends and new practices
	Improve tenant-facing policies	

TSHC is committed to being a leader in the delivery of quality, affordable housing for seniors

Corporate Outcomes

Organizational Excellence & Employer of Choice

Meet Shareholder Direction requirements	Develop Talent Strategy
Improve service quality & improvement projects	Embrace Equity, Diversity and Inclusion
Be data informed	Create positive culture and engaged employees
Effective use of technology	Foster continuous learning and Improvement
Good governance	Increase support for staff well being programs and health & safety
Identify, reduce and manage risk	

Financial Sustainability

TSHC's funding reflects the organizations mandate, operational environment and evolving tenant needs.

Manage financial resources responsibly and operating a balanced budget

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2024 Budget Overview

Operating Budget								
$ Thousands	**2022 Actual**	**2023 Budget**	**2023 Projection***	**2024 Budget**	**Chg from 2023 Budget**		**OUTLOOK*****	
					$	**%**	**2025**	**2026**
Rent Revenue - RGI & Market	$352,808	$353,897	$360,119	$364,081	$10,184	2.9%	$368,637	$373,258
City Base Subsidy	$278,777	$272,795	$272,795	$312,795	$40,000	14.7%	$312,795	$312,795
City One-Time Subsidy	$2,456	$23,027	$23,027	$33,580	$10,553	45.8%		
City One-Time Subsidy from 2022			$22,040			N/A		
Other Revenue	$36,820	$39,462	$38,323	$39,408	($54)	-0.1%	$40,390	$41,253
TCHC Reserve City Repayment**						N/A	$6,500	$6,500
Total Revenues	$670,861	$689,180	$716,304	$749,863	$60,683	8.8%	$728,322	$733,806
Gross Expenditures	$684,644	$699,934	$703,847	$749,863	$49,929	7.1%	$771,510	$806,000
Net Expenditures	$13,783	$10,754	($12,457)	$0	($10,754)	-100.0%	$43,188	$72,194
Approved Positions	2,504.0	2,649.0	2,535.0	2,653.0	N/A	N/A	2,663.0	2,663.0

*Projection based on 9 Month Variance

**City will be repaying 50% of TCHC's $13M reserve withdrawal each year

***Modern TO, Mayor's New Affordable Rental Homes Initiative, completion of the TSHC transition, and TCHC hiring plan costs to be determined

10 Year Capital Budget & Plan				
$ Millions	**2024**	**2025-2033**	**Total**	**City Funding****
Building Repair Capital*	$332.8	$1,957.0	$2,289.8	$1,600.0
Development Capital*	$135.4	$956.4	$1,091.8	$198.8
IT/Corporate Capital*	$8.6	$0.0	$8.6	$8.6
Total	$476.9	$2,913.4	$3,390.2	$1,807.4

*Amounts only include committed funding portion. Any unfunded requests are presented under Capital Needs Constraints slide

**Excludes Other City Funding for Development Capital (S37/Infrastructure) of $34.7M

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2024 Key Risks & Challenges

Financial Sustainability
- Implement the efficiency opportunities identified in the Strategic Financial Sustainability Plan (Ernst & Young report) and address long-term financial precarity resulting from structural challenges, misaligned funding, inflationary pressures, cost increases and an evolving operating environment.
- Despite ongoing investment from the City, the limited ability to increase revenues requires ongoing city subsidy support and organization-wide cost optimization measures.
- Expiration of the federal National Housing Co-Investment Fund program in 2027 will impact the future state of good repair needs.

Tenant Supports and Needs
- Continue to address the increasing complexity in housing and support needs of tenants by advancing opportunities which ensure services are delivered effectively, efficiently, compassionately, and enable tenants to maintain successful tenancies in healthy and vibrant communities.
- Ensure the delivery of a community-based safety and security infrastructure, including the Special Constable staffing model to manage community safety concerns.
- Collaborate with the City, Toronto Police Services, TSHC and various community partners to enhance community safety and well-being programs and initiatives as a priority in meeting tenant safety needs.
- Improve the tenant human rights complaints process by implementing the Ombudsman recommendations, including hiring two new dedicated staff to receive, investigate and resolve tenant human rights complaints.

Corporate Capacity
- *TCHC:* Maintain compensation levels, benefits, and learning and development opportunities to remain competitive with the City of Toronto and the comparator market.
- *TCHC:* Align business intelligence resources and modernize data governance, collection, management processes to collect and ensure accuracy and integrity of data required to deliver work plans efficiently and measure performance quality.
- *TCHC:* Continue to invest significantly in cybersecurity, including software, system and process improvements as well as ongoing staff training.
- *TSHC:* Continue to develop and establish an administrative structure that will effectively manage the administration of the seniors housing portfolio.

2024 Priority Actions – TCHC

Support the rights of every tenant to have reasonable enjoyment of their homes

and empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.

- Continue the tenant-centric customer service model review, ensuring service is delivered effectively and efficiently in the communities where tenants live.
- Continue to execute the Revitalization Capital plan and build mixed income, mixed-use and inclusive communities
- Continue to execute the Building Repair Capital Plan and strive to bring the aging housing stock into a state of good repair by 2027.
- Transform tenant service processes, systems, and tools.
- Develop a business intelligence foundation that enables timely

  decision making and identifies tenant service success measures.

Build high performing teams that bring to life a culture of tenant service

- Attract and retain talents through competitive compensation, benefits and learning and development that aligns with the City and the broader employment market.
- Continue investment in ongoing key initiatives of the Equity Diversity and Inclusion and Confronting Anti-Black Racism strategies.

Work with the City to support and enable City led initiatives

- Work with the City's Development & Growth Services to support the "Generational Transformation of Toronto's Housing System to Urgently Build More Affordable Homes" initiative (2023.EX7.2).
- Continue to support the full transition of the scattered homes portfolio, as part of the Tenant's First Plan.
- Continue the transition plan with TSHC.
- Support the City's ModernTO plan and continue TCHC's relocation planning to Metro Hall in mid-2025.

2024 Priority Actions – TSHC

TSHC's priority is the Interim Strategic Directions, Objectives and Enablers roadmap of actions

An excellent housing provider
To provide safe, clean and well-maintained buildings and to support stable tenancies

Tenant engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice.

Partnerships
To facilitate access to services and programs that tenants need and want.

Innovation
To develop and promote innovation and leading practices which contribute to seniors' well-being.

Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate.

Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.
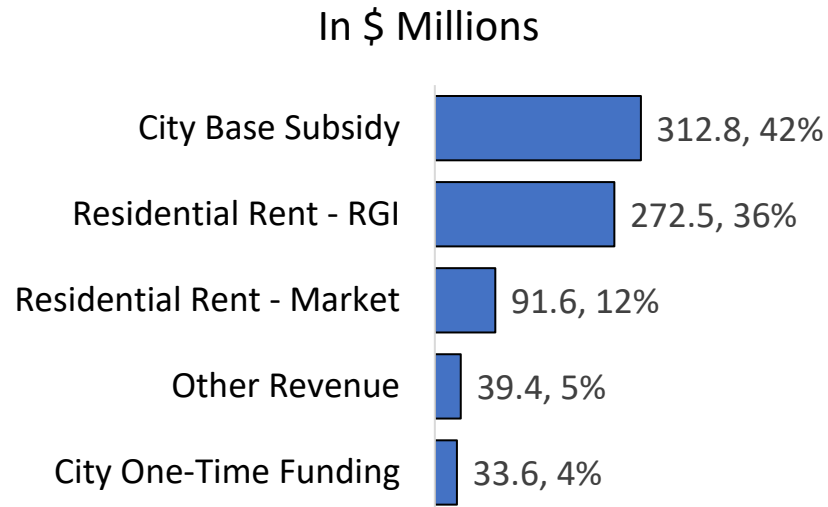
- TSHC will continue to work towards establishing and stabilizing corporate functions in Finance, People and Culture, Policy Planning and Quality Improvement, and Partnerships, Engagement and Communication.

- TSHC's service model continues to include the Integrated Service Model (ISM) which is now embedded in our strategy and operations.
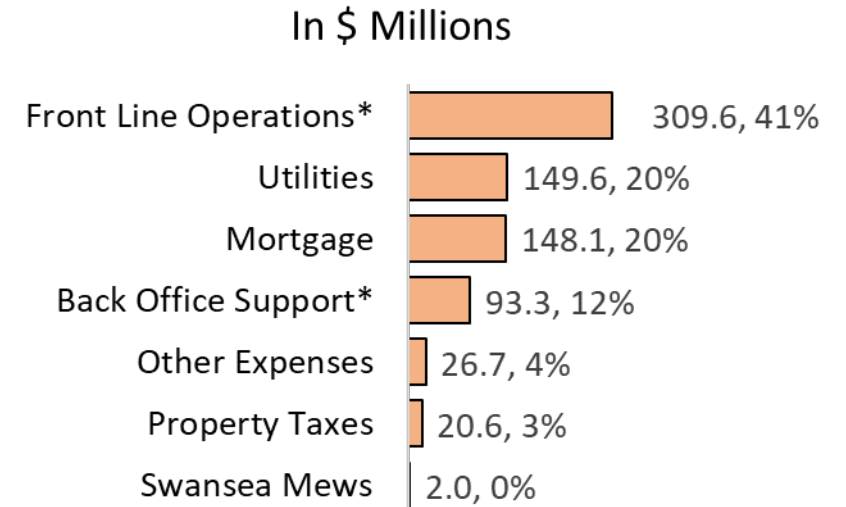
2024 Operating Budget Submission

TCHC/TSHC

TORONTO

How the 2024 Operating Budget is Funded & Where the Money Goes

Where the Money Comes From ($750M)

In $ Millions

City Base Subsidy	312.8, 42%
Residential Rent - RGI	272.5, 36%
Residential Rent - Market	91.6, 12%
Other Revenue	39.4, 5%
City One-Time Funding	33.6, 4%

Where the Money Goes ($750M)

In $ Millions

Front Line Operations*	309.6, 41%
Utilities	149.6, 20%
Mortgage	148.1, 20%
Back Office Support*	93.3, 12%
Other Expenses	26.7, 4%
Property Taxes	20.6, 3%
Swansea Mews	2.0, 0%

*Includes TSHC cost of $38.3M for Front Line Operations and $5.1M for Back Office Support

2024 Net Operating Budget

(In $000s)	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	$	$	$	$	$	%
Revenues						
City Funding						
City Base Subsidy	272,795	272,795	272,795	312,795	40,000	14.7%
City One-Time Funding	23,027	23,027	23,027	33,580	10,553	45.8%
City One-Time Funding from 2022		22,040				N/A
Total City Funding	295,821	317,861	295,821	346,375	50,553	17.1%
Residential Rent - RGI	265,076	269,961	265,076	272,499	7,423	2.8%
Residential Rent - Market	88,821	90,159	88,821	91,582	2,760	3.1%
Other	39,462	38,322	46,369	39,408	(6,961)	(15.0%)
Total Revenues	**689,180**	**716,303**	**696,087**	**749,863**	**53,776**	**7.7%**
Expenditures						
Operating Expenses	699,934	695,743	696,087	747,863	51,776	7.4%
Swansea Mews		8,104		2,000	2,000	N/A
Total Gross Expenditures	**699,934**	**703,847**	**696,087**	**749,863**	**53,776**	**7.7%**
Net Expenditures/(Surplus)	**10,754**	**(12,456)**	**0**	**0**	**0**	**N/A**

*2023 Projection based on 9 Month Variance

Key Points

- Base City Subsidy Increase of $40.0M to offset inflationary pressures and other non-discretionary costs

- One-Time City funding of $33.6M as a bridging strategy to cover both one-time costs in 2024 and on-going cost pressures with future expected savings opportunities

- Increase in non-discretionary costs of $22.0M driven by utility, insurance, municipal taxes, and service contract rate increases and $19.8M due to impact of contractual salary and benefit increases primarily related to collective agreements

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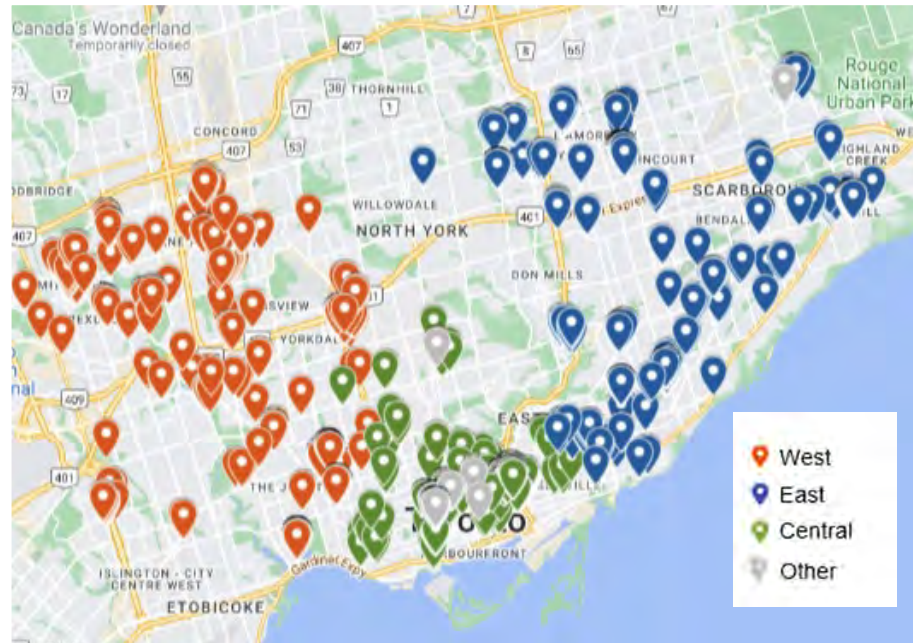# 2024 – 2033 Capital Budget & Plan Submission

TCHC/TSHC

TORONTO

Capital Assets to Deliver Services

Budget 2024
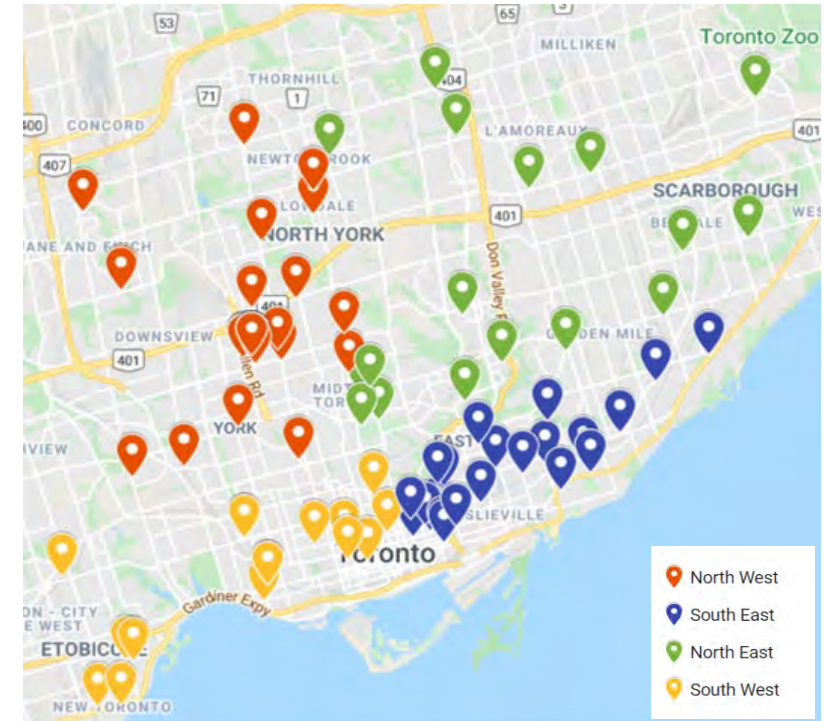
Asset Value – $14.2 B

- 58,500 public housing units

Map of TCHC assets

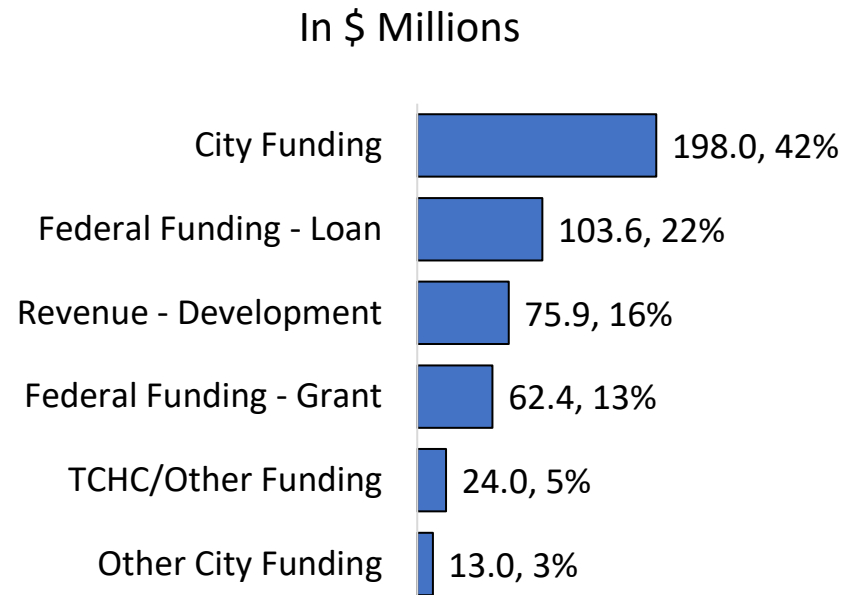*Note: The map below shows an overview of TCHC's buildings that contain more than five individual units.*
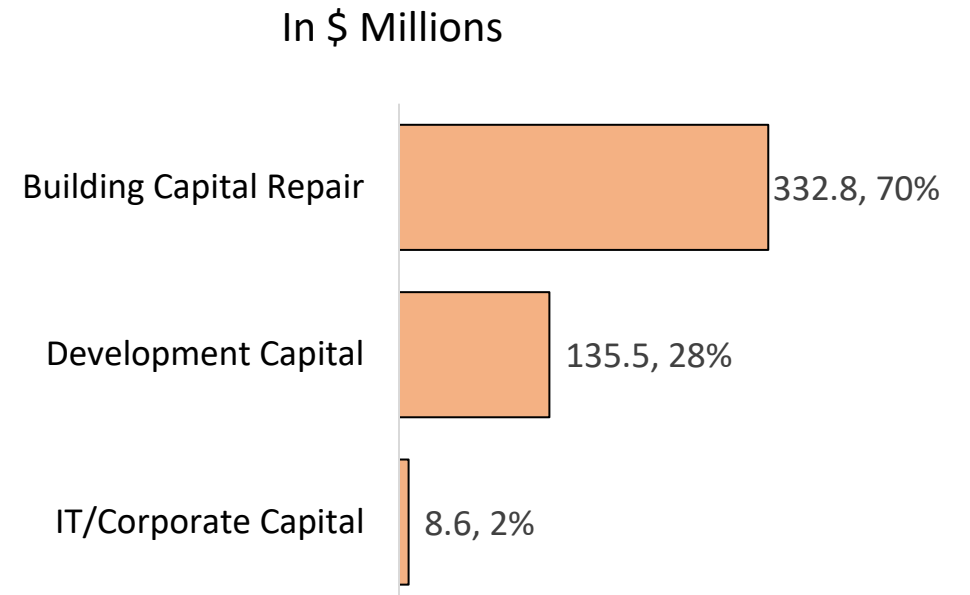
Map of TSHC assets

Note: TCHC continues to own and manage the capital services for all TSHC operated buildings

2024 Capital Budget Breakdown

Where the Money Comes From ($476.9M)

In $ Millions

Source	Amount
City Funding	198.0, 42%
Federal Funding - Loan	103.6, 22%
Revenue - Development	75.9, 16%
Federal Funding - Grant	62.4, 13%
TCHC/Other Funding	24.0, 5%
Other City Funding	13.0, 3%

Where the Money Goes ($476.9M)

In $ Millions

Category	Amount
Building Capital Repair	332.8, 70%
Development Capital	135.5, 28%
IT/Corporate Capital	8.6, 2%

$3.4 Billion 10-Year Gross Capital Program

Planned Capital	Demand Capital	Additional Energy Programs	Capital Other	Development Capital
$1,169.7 M 34.5% ☑	$796.3 M 23.5%	$54.2 M 1.6% ☑	$278.2 M 8.2% ☑	$1,091.8 M 32.2% ☑
• Envelope • Grounds • Emergency generators • HVAC • Plumbing • Roofing • Structural • Large scale holistic energy retrofits • Common area accessibility upgrades	• Accessibility upgrades • Waste equipment repairs • Risk management • Appliances and equipment • Local move-outs • MLS Issues	• Energy initiatives • Water conservation • Energy retrofits	• Project management • Building condition audits • Overall Capital Contingency • IT & Corporate capital projects	• In-flight revitalization projects

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

2024 – 2033 Capital Program Breakdown

Where the Money Comes From ($3.4B)

In $ Millions

City Funding	1,807.4, 53%
Revenue - Development	801.0, 24%
Federal Funding - Loan	414.5, 12%
Federal Funding - Grant	229.8, 7%
Federal Funding - Dev	57.3, 2%
TCHC/Other Funding	45.5, 1%
Other City Funding	34.7, 1%

Where the Money Goes ($3.4B)

In $ Millions

Building Capital Repair	2,289.8, 67.5%
Development Capital	1,091.8, 32%
IT/Corporate Capital	8.6, 0%
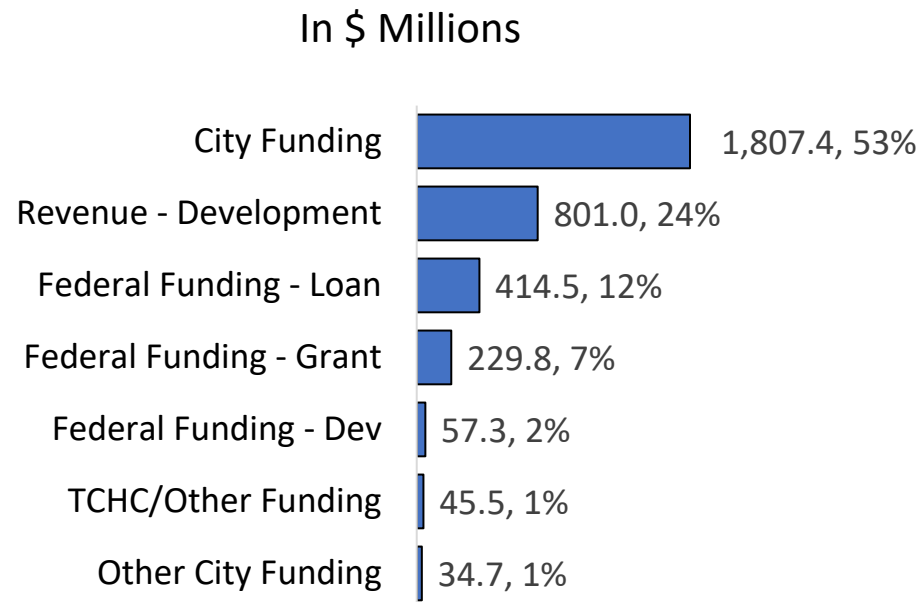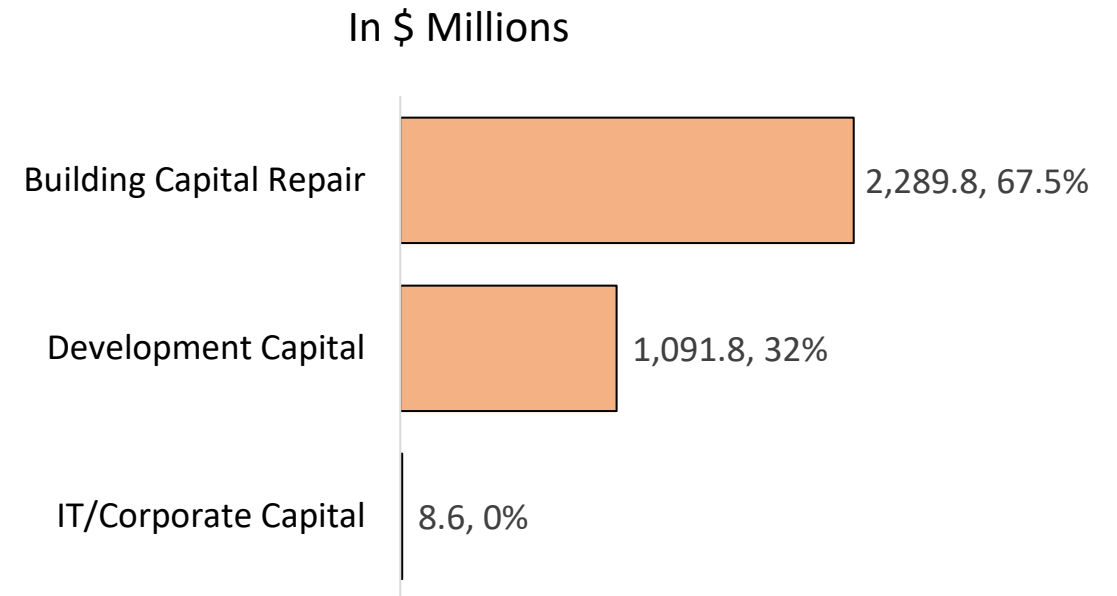
State of Good Repair (SOGR) Backlog

Accumulated SOGR Backlog $ and as % of Asset Value
($ Million)
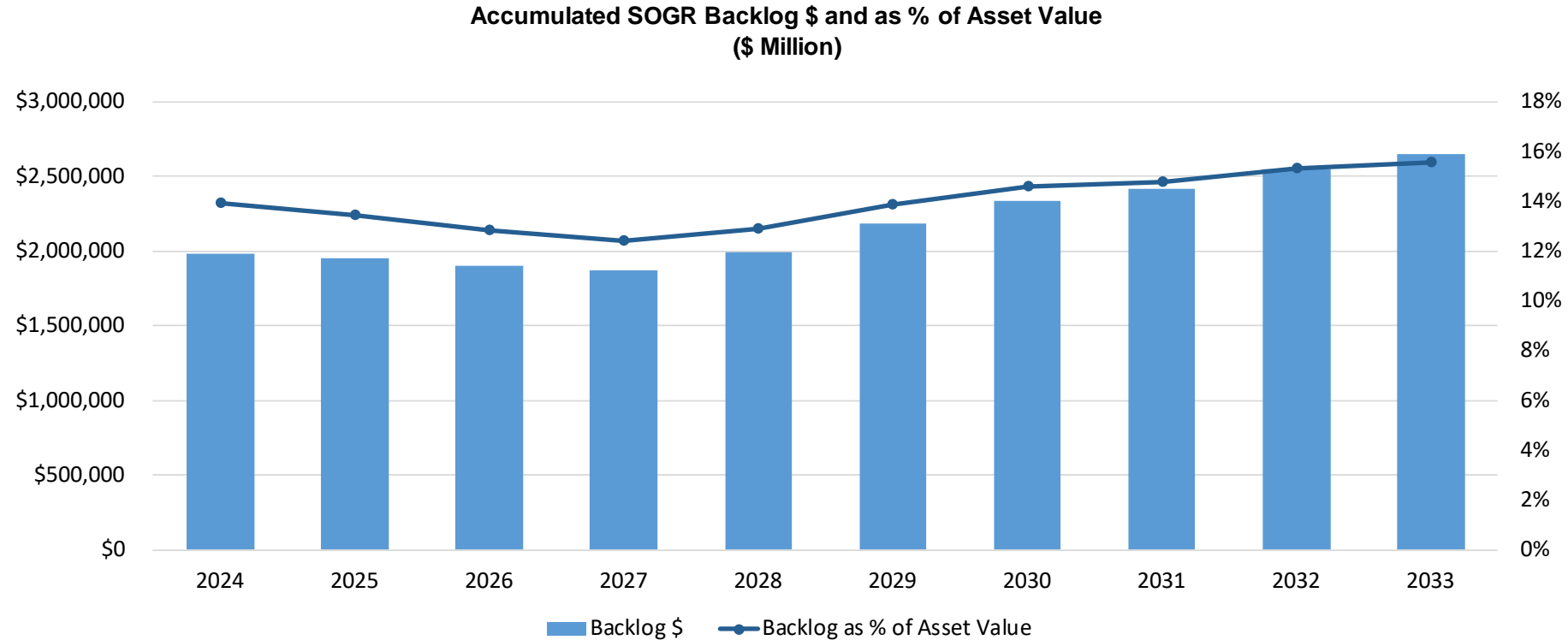
$Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Backlog $	$1,985	$1,955	$1,904	$1,874	$1,986	$2,180	$2,335	$2,416	$2,551	$2,650
Backlog as % of Asset Value	13.9%	13.5%	12.8%	12.4%	12.9%	13.9%	14.6%	14.8%	15.3%	15.6%

Thank you

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Appendices

2024 – 2033 Capital Budget & Plan by Project Category
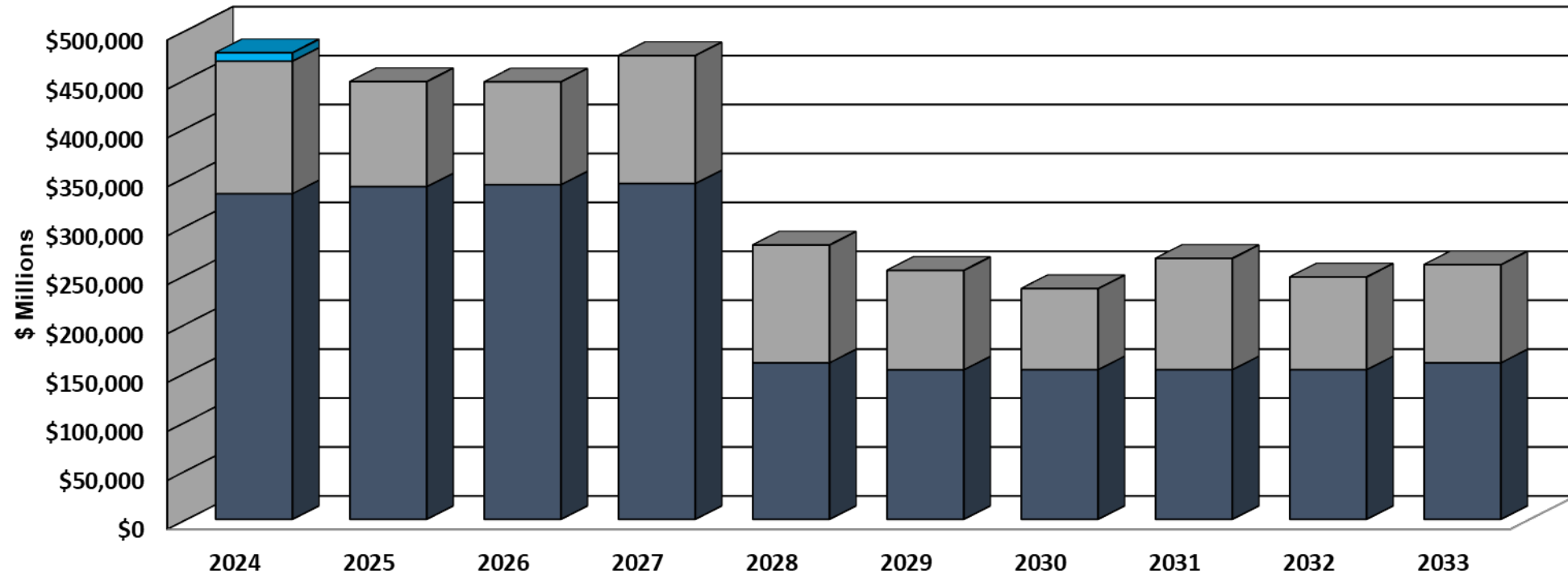
2024 - 2033 Tabled Capital Budget and Plan by Category											
$ Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
SOGR	332.8	340.0	342.0	343.2	160.0	152.8	153.0	153.0	153.0	160.0	**2,289.8**
Development*	135.4	107.3	105.1	130.7	120.4	101.6	82.8	113.7	94.6	100.2	**1,091.8**
IT & Corporate	8.6										**8.6**
Total	476.9	447.3	447.1	473.9	280.4	254.4	235.8	266.7	247.6	260.2	3,390.2

*Funding for Development Capital includes City Repayments of $127.5M in 2030 and $180.3M in 2033. The timing and City Repayment amounts will be assessed at each budget cycle.

Capital Needs Constraint - $4.5 Billion

Project Description	Total Project Cost	Cash Flow (In $ Millions)									
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Building Repair Capital											
Net Zero (80% target)*	2,990.0	50.0	50.0	100.0	150.0	340.0	340.0	340.0	540.0	540.0	540.0
Unfunded SOGR (per EY projection)	478.2					75.0	82.2	82.0	82.0	82.0	75.0
Total Building Repair Capital	**3,468.2**	**50.0**	**50.0**	**100.0**	**150.0**	**415.0**	**422.2**	**422.0**	**622.0**	**622.0**	**615.0**
Development Capital											
Not In Flight Projects	999.3	-	8.5	36.5	260.9	114.7	58.9	50.0	162.7	223.2	83.7
Total Development Capital	**999.3**	**-**	**8.5**	**36.5**	**260.9**	**114.7**	**58.9**	**50.0**	**162.7**	**223.2**	**83.7**
Total Needs Constraints (Not Included)	**4,467.5**	**50.0**	**58.5**	**136.5**	**410.9**	**529.7**	**481.1**	**472.0**	**784.7**	**845.2**	**698.7**

*Net Zero investments goes beyond 2033, total investment required until 2040 is $6.1 Billion
**IT & Corporate Capital of $1.6M lower priority projects have been deferred into 2025
***Future Budget submission of the 10 Year Capital Plan will be adjusted to changes to inflation

Toronto Seniors Housing Corporation

Item #11

Attachment 3

TCHC-TSHC 2024 Consolidated Operating Budget

TCHC/TSHC Consolidated 2024 Operating Budget
(Amounts in $000's)

| | 2024 BUDGET | | | 2023 FORECAST (Sept) | | | 2023 BUDGET | | | TCHC and TSHC COMBINED (BASE) | | | |
| | | | | | | | | | | 2024B vs 2023F | | 2024B vs 2023B | |
	Consolidated	COVID Expenses	Total	Consolidated	COVID Expenses	Total	Consolidated	COVID Expenses	Total	$	%	$	%
CASH INFLOWS													
Residential rent - Rent Geared to Income (RGI)	272,499		272,499	269,961	-	269,961	265,076	-	265,076	2,538	1%	7,423	3%
Residential rent - Market	91,582		91,582	90,159	-	90,159	88,821	-	88,821	1,423	2%	2,760	3%
City of Toronto Revenue for TSHC (One-Time)	-			3,119		3,119	-	-	-	(3,119)	-100%	-	0%
Bad Debt Expense	(7,282)	(383)	(7,664)	(3,491)	(2,372)	(5,863)	(3,669)	(5,662)	(9,331)	(1,801)	31%	1,667	-18%
Subsidies - City	312,795		312,795	272,795		272,795	272,795	-	272,795	40,000	15%	40,000	15%
Subsidies - Regent Park	-		-	-		-	2,446	-	2,446	-	0%	(2,446)	-100%
Subsidies - City (one-time)	33,580		33,580	23,027		23,027	23,027	-	23,027	10,553	46%	10,553	46%
Safe Restart Funding	-		-	-	18,921	18,921	-	-	-	(18,921)	-100%	-	0%
Parking, laundry and cable fees	19,315	(1,676)	17,639	18,936	(2,163)	16,772	19,605	(1,245)	18,361	867	5%	(721)	-4%
Commercial rent	19,127		19,127	18,669	-	18,669	18,318	-	18,318	457	2%	808	4%
Other revenue	1,930		1,930	2,236	-	2,236	1,786	-	1,786	(306)	-14%	144	8%
RPEI revenue	8,375		8,375	6,508	-	6,508	7,882	-	7,882	1,867	29%	493	6%
	751,922	(2,059)	749,863	701,918	14,386	716,303	696,087	(6,907)	689,180	33,560	5%	60,683	9%
CASH OUTFLOWS													
Utilities	149,614	-	149,614	145,462	1,443	146,905	152,440	1,443	153,884	(2,708)	-2%	4,270	3%
Municipal taxes	20,645	-	20,645	18,831	-	18,831	20,303	-	20,303	(1,814)	-10%	(342)	-2%
Mortgage Interest & Principal	148,146	-	148,146	142,034	-	142,034	140,016	-	140,016	(6,112)	-4%	(8,131)	-6%
Operations	214,172	-	214,172	205,051	435	205,487	195,285	427	195,712	(8,685)	-4%	(18,460)	-9%
Facilities Management	57,044	-	57,044	51,745	(11)	51,734	53,759	41	53,800	(5,310)	-10%	(3,244)	-6%
Corporate	88,127	-	88,127	73,031	502	73,533	75,677	650	76,327	(14,594)	-20%	(11,800)	-15%
Housing Equity Commissioner	1,468	-	1,468	1,372	-	1,372	1,451	-	1,451	(96)	-7%	(17)	-1%
						-							
Toronto Seniors Housing	43,480	-	43,480	43,380	121	43,501	41,645	1,286	42,931	21	0%	(549)	-1%
Development	(0)		(0)	(3)	-	(3)	-	-	-	(3)	-100%	0	0%
						-							
Swansea Mews	2,000		2,000	8,104	-	8,104	-	-	-	6,104	75%	(2,000)	0%
Other	25,166	-	**25,166**	20,268	-	20,268	22,555	-	22,555	(4,898)	-24%	(2,612)	-12%
IT/Corporate Capital	-	-	-	5,077		5,077	5,955	-	5,955	5,077	100%	5,955	100%
	749,863	-	749,863	701,353	2,492	703,845	696,087	3,847	699,934	(46,018)	-7%	(49,929)	-7%
Total Cash Surplus (shortfall)	**2,059**	**(2,059)**	**-**	**564**	**11,894**	**12,458**	**-**	**(10,754)**	**(10,754)**	**(12,458)**	**-2%**	**10,754**	**2%**

Toronto Seniors Housing Corporation

Board of Directors

Topic: Finance Policies for Approval

Item #: 11a

Date: February 22, 2024

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date: February 22, 2024

Purpose:

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

Recommendation:

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

Approve the following finance policies:

     a) Delegation of Authority Policy (Attachment 1);
     b) Procurement Delegation of Authority Policy (Attachment 2);
     c) Capital Expense Policy (Attachment 3).

Reasons for Recommendation:

Delegation of Authority Policy (revised)

With the recent changes in the organization structure, positions, roles and responsibilities, an update to the general Delegation of Authority Policy is needed to align with the changes.

Outside of the changes in organization structure roles and responsibilities, threshold limit for Director – Corporate positions were lowered to $100,000 to keep consistency across the organization, updating position titles and eliminating positions that currently doesn't exist within the organization.

The highlighted items within each of the attachments are changes from the previous approved Delegation of Authority.

Procurement Delegation of Authority Policy (revised)

The update to the Procurement Delegation of Authority is needed to keep consistent with the changes in the updated general Delegation of Authority Policy. The original Procurement Delegation of Authority Policy was approved by the Board in April 2022.

Other changes in the policy included adding a minimum threshold for Board required approval in the Direct Award category to $20,000, and updating and eliminating of roles and positions that does not currently exist based on the current structure.

The changes are highlighted in yellow in attachment 2 for Direct Award, Open Invitation, and Open Competitive procurement process.

Capital Expense Policy

The Capital Expense Policy is a new policy brought forward to the committee for approval. The volume of transactions since inception of TSHC in June 2022 has been minimal, however, the policy will outline and prepare for future transactions, add clarity to existing processes, and assist in the audit process.

The policy outlines the amortization schedule, minimum threshold to qualify as capital in nature, qualification for tangible and intangible assets, determining useful life, treatment of capital leases and capitalized labour are some of the items covered in the new policy.

The policy has been adopted with minor changes from the Toronto Community Housing Corporation (TCHC), which owns the 83 buildings TSHC is operating currently.

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

Delegation of Authority Policy (Attachment 1)

Procurement Delegation of Authority Policy (Attachment 2)

Capital Expense Policy (Attachment 3)

Item 11a

Attachment 1

TSHC Delegation of Authority Policy

(with Appendices)

Toronto Seniors Housing Corporation (TSHC) Delegation of Authority

Policy Sponsor: Finance
Approver: Board of Directors
Initial Approval Date: February 23, 2022
Date of Last Revision, if applicable: February 23, 2023
Effective Date: June 1, 2022

Policy Statement

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

Policy Objective

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

Scope

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

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

Standards

- All commitments require one over one approval. This means that any individual with delegated authority must request approval from the appropriate Designated Authority before making any financial

commitments.

- Spending authority limits for requisitions, contracts, commitments and other financial transactions is specified in Attachments 1- 5.

- An individual with delegated authority from the CEO may sub-delegate his or her authority to another person but only if the other person holds a position within the TSHC that is at the same level, a higher level, or one level below the delegate or if the delegate's department head approves the sub-delegation to the other person. The person sub-delegating and their sub-delegate are equally accountable for each transaction approved by a sub-delegate.

Definitions

"ETFs" means Electronic Fund Transfers.

"Journal Entries" means electronic accounting entries completed through an accounting system such as Yardi (see below).

"Threshold" means the levels established for each limit pursuant to the DOA Appendix.

"Yardi" means Finance Accounting and ERP system.

Roles and Responsibilities

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

Amendments (Revision History):

Initial policy approved by the Board of Directors on February 23, 2022.

Policy reviewed on January 26, 2023 through the AFRC with the following revisions, approved by the Board of Directors on February 23, 2023.

Next Scheduled Review Date: 2026

This policy will be reviewed once every two (2) years.

Policy Contact

Finance

Appendices

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

Appendix 1 – Yardi System Roles and Responsibility Matrix

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

Appendix 2 – Delegation of Authority for TSHC Operations

This attachment reflects the current DOA for TSHC Operations.

Appendix 3 – Delegation of Authority for TSHC Corporate

This attachment reflects the current DOA for TSHC Corporate.

Appendix 4 – Revenue Contracts

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

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

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

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

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

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

Appendix 7 - Approval of Recurring Payment and Journal Entries

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

Toronto Seniors Housing Corporation
Yardi System Roles and Responsibility Matrix

Appendix 1

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

Appendix 2
TSHC Operations - Spending authority limits for requisitions, contracts, commitments and other financial transactions for the Toronto Seniors Housing Operations Team

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

Appendix 3

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

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

Appendix 4
Revenue Contracts - This table dentifies the approval authority required to enter into revenue contracts. All approvals are based on total revenue over the entire contract term (including any renewal period).
 - If the contract revenue cannot be determined, the best estimate based on prior experience, if any, in prior years and projected future revenue including all contractual renewal terms should be used.
- All revenue contracts over $500K will be reported to the Board on a quarterly basis.
- Only one signatory is required on the Revenue Commitment/Contract.

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

Appendix 5 - Disposition of Assets, Accounts Receivable Write-off, Petty Cash Write-off (per instance) - *disposition of capital assets value is based on the net book value of assets.*
This table outlines the delegated authority of management and staff members to write-off outstanding amounts owing to TSHC as uncollectible, based on the outstanding amount.
Amounts written off, in relation to a particular balance, in amounts exceeding $250K, cumulatively, must be reported to the Board.

Item	Approval Authority
Real Estate	NA
Disposal of Capital Assets over $500K	Board approval
Disposal of Capital Assets up to $500K	CEO
Disposal of Capital Assets up to $100K	Finance Lead, and Director, Strategy & Business Mgmt
AR write-off over $250K	Board approval
AR write-off up to $250K	Finance Lead, and Director, Strategy & Business Mgmt and CEO
AR write-off up to $100K	Finance Lead, and Director, Strategy & Business Mgmt
Intercompany write-off	Finance Lead, and Director, Strategy & Business Mgmt
Petty cash and shortage write-off over $100	Finance Lead
Petty cash and shortage write-off up to $100	Director, Operations

Appendix 6 - Cheque Signing and Electronic Funds Transfers - This table outlines the delegated authority of management and staff members to sign cheques and authorize electronic funds transfers ("EFTs") - Cheque signing authority is the authority to sign a cheque or to approve the electronic transfer of funds drawn from TSHC's bank account. - The authority to sign a cheque or to approve the electronic transfer of funds drawn from TSHC's bank account only exists when the Commitment has been approved in accordance with the Financial Controls			
Item	**Cheque**	**EFTs**	**Wire Transfer**

For amounts up to $500,000
Two of the following:
  - CEO
  - Finance Lead
	System generated signatures, regardless of $ value	Up to $500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds	Up to $500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds

For amounts over $500,000
Chair or Board of Directors and one of the following:
  - CEO
  - Finance Lead
	System generated signatures, regardless of $ value	Over $500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds	Over $500,000 - any 2 of the noted positions are required to log into the on line banking system to approve and release funds

Appendix 7 - Recurring Payment and Journal Entries
This table outlines the approval authority limits for recurring and routine, budgeted expenditures.
Specific property management costs for utilities, taxes of any kind, waste levies or any other levies imposed by a government agency, false fire alarm charges, mortgage principal and interest
payments, as well as other operations related are managed by TCHC and excluded from this table.
Journal entries are all entered in Yardi and require (1) sign-off from journal entry preparer; (2) sign-off from preparer's manager; (3) posting of the entry by TCHC corporate accounting group

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

Item 11b

Attachment 1

TSHC Procurement Method Delegation of Authority Policy

(with Appendices)

Toronto Seniors Housing Corporation (TSHC) Procurement Method and Delegation of Authority

Policy Sponsor: Finance
Approver: Board of Directors
Initial Approval Date: April 18, 2022
Date of Last Revision, if applicable: None
Effective Date: June 1, 2022

Policy Statement

The Purpose of the Delegation of Authority (DOA) policy is to establish the thresholds and delegations of procurement method (Direct Award, Invitational and Open Competitive) and signing authority that may be exercised by management and staff members within Toronto Seniors Housing Corporation (TSHC). It ensures there is accountability, transparency and appropriate controls are in place for authority to approve procurement spend, contracting and change orders on behalf of the Corporation.

Policy Objective

The policy guides employees with respect to approval of budgeted and unbudgeted spend for procuring goods, services and construction, contracting with qualified vendors and authorizing change orders and/or extending the term of contracts.

Scope

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

Definitions

"Procurement Method" means Direct Award, Invitational, and Open Competitive processes used to procure goods, services and construction.

"Direct Award" means a contract award outside of a competitive process.

"Invitational" means an invitation issued to at least three vendors to submit Bids.

"Open Competitive" means a publicly posted Solicitation.

"Threshold" means the procurement levels established for each procurement

method pursuant to the Procurement Method and DOA Table.

Roles and Responsibilities

The Procurement Manager is responsible for maintaining compliance of the Procurement Method DOA by management and staff members and other persons holding the positions identified in the Attachments to the DOA.

Related Legislation, Regulations, and TSHC Policies:

The following policy provides input to the Procurement Method DOA Policy:

Toronto Seniors Housing Corporation (TSHC) Procurement Policy (May 18, 2022)

Amendments (Revision History):

Initial policy approved by the Board of Directors on April 18, 2022.

Next Scheduled Review Date: 2026

This policy will be reviewed once every two (2) years.

Policy Contact

Finance

Appendices

Appendix 1: Direct Award

Appendix 2: Invitational Competition

Appendix 3: Open Competitive

Toronto Seniors Housing Corporation

DIRECT AWARD - Values exclude taxes

Item	Method	Threshold Levels	Vendor	Board or Board Committee as appropriate	CEO, Finance Lead, and Director, Strategy and Business Management	Director	Manager	Operations			
								Director, Operations	Manager	Supervisor	Superintendent
BUDGETED - Authority to approve requisition and/or sign contact (Single signature on contract)	Direct Award	$200.00 to $9,999.99	Minimum 1 quote whether vendor is on or not on the roster (3 quotes preferred)		$200.00 to $9,999.99	$200.00 to $9,999.99	$200.00 to $9,999.99	$200.00 to $9,999.99	$200.00 to $9,999.99	$200.00 to $9,999.99	$200.00 to $500.00
		$10,000 and greater		Over $500,000	$10,000 to $499,999.99	$10,000 to $99,999.99	$10,000 to $49,999.99	$10,000 to $99,999.99	$10,000 to $24,999.99		
UNBUDGETED - Authority to approve requisition and/or sign contact (Single signature on contract)	Direct Award	$200.00 to $9,999.99	Minimum 1 quote whether vendor is on or not on the roster (3 quotes preferred)		$100.00 to $4,999.99	$100.00 to $4,999.99	$100.00 to $4,999.99	$100.00 to $4,999.99	$100.00 to $4,999.99	$100.00 to $4,999.99	$100.00 to $250.00
		$10,000 and greater		Over $250,000	$5,000 to $249,999.99	$5,000 to $49,999.99	$5,000 to $24,999.99	$5,000 to $49,999.99	$5,000 to $12,499.99		
CHANGE ORDERS - Authority to approve change orders and/or extend the term of the contract	Direct Award	$200.00 to $9,999.99	Minimum 1 quote whether vendor is on or not on the roster (3 quotes preferred)	Cumulative CO value that **exceeds** the greater of $20K of original commitment value	Cumulative CO value that **does not exceed** the greater of 20K of original commitment value						
		$10,000 and greater		Cumulative CO value that **exceeds** the greater of $20K of original commitment value	Cumulative CO value that **does not exceed** the greater of $20K of original commitment value						

Note : Above Delegation of Authority applies to all Standard and Non-Standard Contracts .

　　　All contracts require only one signature.

　　　All Non-Standard Contracts require legal review and approval prior to signature.

　　　Director Level positions: Director, Strategy and Business Management, Director, People and Culture, Director, Engagement, Partnerships and Communications are included for Planning purposes only.

Toronto Seniors Housing Corporation

INVITATIONAL COMPETITION - Values exclude taxes

Item	Method	Threshold Levels	Vendor	Board or Board Committee as appropriate	CEO, Finance Lead, and Director, Strategy and Business Management	Director	Manager	Operations			
								Director, Operations	Manager	Supervisor	Superintendent
BUDGETED - Authority to approve requisition and/or sign contact (Single signature on contract)	Invitational Competition	$10,000 to $99,999.99	Minimum 3 quotes by rotation if vendor on roster. Minimum 3 quotes from qualified vendor not on the roster whether vendor is on or not on the roster.		$10,000 to $99,999.99	$10,000 to $99,999.99	$10,000 to $49,999.99	$10,000 to $99,999.99	$10,000 to $24,999.99		
		$100,000 to $750,000	Invitation to all vendors on the roster	Over $500,000	$100,000 to $499,999.99						
UNBUDGETED - Authority to approve requisition and/or sign contact (Single signature on contract)	Invitational Competition	$10,000 to $99,999.99	Minimum 3 quotes by rotation if vendor on roster. Minimum 3 quotes from qualified vendor not on the rosterwhether vendor is on or not on the roster.		$5,000 to $49,999.99	$5,000 to $49,999.99	$5,000 to $24,999.99	$5,000 to $49,999.99	$5,000 to $12,499.99		
		$100,000 to $750,000	Invitation to all vendors on the roster	Over $250,000	$50,000 to $249,999.99						
CHANGE ORDERS - Authority to approve change orders and/or extend the term of the contract	Invitational Competition	$10,000 to $99,999.99	Minimum 3 quotes by rotation if vendor on roster. Minimum 3 quotes from qualified vendor not on the rosterwhether vendor is on or not on the roster.		Cumulative CO value that **does not exceed** the greater of $250K or 20% of original commitment value	Cumulative CO value up to $50,000	Cumulative CO value up to $25,000	Cumulative CO value up to $50,000	Cumulative CO value up to $12,500	Cumulative CO value up to $5,000	
		$100,000 to $750,000	Invitation to all vendors on the roster	Cumulative CO value that **exceeds** the greater of $250K or 20% of original commitment value	Cumulative CO value that **does not exceed** the greater of $250K or 20% of original commitment value						

Note : Above Delegation of Authority applies to all Standard and Non-Standard Contracts .
    All contracts require only one signature.
    All Non-Standard Contracts require legal review and approval prior to signature.
    Director Level positions: Director, Strategy and Business Management, Director, People and Culture, Director, Engagement, Partnerships and Communications are included for Planning purposes only.

Toronto Seniors Housing Corporation

OPEN COMPETITIVE - Values exclude taxes

| Item | Method | Threshold Levels | Vendor | Board or Board Committee as appropriate | CEO, Finance Lead, and Director, Strategy and Business Management | Director | Manager | Operations | | |
								Director, Operations	Manager	Supervisor	Superintendent
BUDGETED - Authority to approve requisition and/or sign contact (Single signature on contract)	Open Competitive	$100,000 to $750,000	Public RFP or RFQ if no vendor on roster	Over $500,000	$100,000 to $499,999.99						
		Greater than $750,000	Public RFP or RFQ regardless of whether vendor is on roster	Over $500,000							
UNBUDGETED - Authority to approve requisition and/or sign contact (Single signature on contract)	Open Competitive	$100,000 to $750,000	Public RFP or RFQ if no vendor on roster	Over $250,000	$50,000 to $249,999.99						
		Greater than $750,000	Public RFP or RFQ regardless of whether vendor is on roster	Over $250,000							
CHANGE ORDERS - Authority to approve change orders and/or extend the term of the contract	Open Competitive	$100,000 to $750,000	Public RFP or RFQ if no vendor on roster	Cumulative CO value that **exceeds** the greater of $250K or 20% of original commitment value	Cumulative CO value that **does not exceed** the greater of $250K or 20% of original commitment value						
		Greater than $750,000	Public RFP or RFQ regardless of whether vendor is on roster	Cumulative CO value that **exceeds** the greater of $250K or 20% of original commitment value							

Note : Above Delegation of Authority applies to all Standard and Non-Standard Contracts .
    All contracts require only one signature.
    All Non-Standard Contracts require legal review and approval prior to signature.
    Director Level positions: Director, Strategy and Business Management, Director, People and Culture, Director, Engagement, Partnerships Communications are included for Planning purposes only.

Item 11c

Attachment 1

Capital Expense Policy

(with Appendix)

Toronto Seniors Housing Corporation (TSHC) Capital Expense Policy

Policy Sponsor: Finance
Approver: Board of Directors
Initial Approval Date: None
Effective Date: January 1, 2023

Policy Statement

The purpose of the Capital Expense Policy is to outline the criteria for distinguishing an operating expense from a capital expense. The prescribed method will ensure consistent accounting throughout Toronto Seniors Housing Corporation (TSHC) and follows generally accepted accounting principles.

The TSHC Capital Expense Policy aligns with the Toronto Community Housing Corporation (TCHC) Capital Expense Policy dated March 1, 2017.

Scope

This policy applies to all TSHC business units/departments as well as any TSHC affiliates and contracted vendors that incur expenses on TSHC's behalf.

Definitions

Amortization: the rational and systematic method of spreading out the cost of a tangible capital asset over its useful life.

Asset: a resource with economic value that an individual, or corporation, owns or controls with the expectation that it will provide future economic benefit.

Betterment: the costs incurred in improving an existing asset to enhance the service potential (useful life or capacity) of the asset. In general, a betterment is an expense that improves an asset's performance or increases its value. General repair or maintenance to sustain an asset's current value is not considered a betterment.

Bargain purchase option: an option within a lease agreement that allows TSHC (the lessee) to purchase the leased property for a price significantly lower than the expected fair value of the property at the end of the lease.

Cost: the gross amount given up to acquire, construct, develop, or better a capital asset. This includes all costs directly attributable to the acquisition, construction, development, or betterment of the asset including installation costs and any other costs needed to bring the asset to its intended use.

De Minimis Rule: the minimum amount to capitalize an expense. The expense can be a single transaction or part of a larger capital project. At TSHC, this amount is $1,500.

Economic benefit: the cash generated from the use of an asset.

Intangible capital asset: a capital asset that is not physical in nature. TSHC must be able to identify it, control it, and access its future economic benefits. Examples include copyright, patents, and software.

Impairment: the permanent reduction in the value of an asset.

Residual value: the estimate of how much an asset will be worth to the organization at the end of its useful life.

Salvage value: the estimated resale value of an asset at the end of its useful life. Salvage value is normally negligible.

Substantial completion: when the construction or substantial renovation of a property (or group of properties) is at least 90% completed so that individuals can reasonably occupy at least 90% of the housing units on the premises. Minor repairs, adjustments or upgrades that are still outstanding do not reasonably impair the use and enjoyment of the housing unit as a place of residence.

Tangible capital assets: non-financial assets that are physical in nature and that:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes, or for the development, construction,

maintenance, or repair of other tangible capital assets;

- have useful economic lives extending beyond an accounting period;
- are to be used on a continuing basis; and,
- are not for sale in the ordinary course of operations.

Useful life: the estimate of either the period over which a capital asset is expected to be used or the number of production units that can be obtained from the capital asset.

The life of a capital asset, other than land, is finite and is normally the shortest of the physical, technological, commercial and legal life.

Policy Content

What should be capitalized?

The following criteria must all be met in order to capitalize an expense:

1. The expense must follow the De Minimis Rule;
2. The acquired, constructed, bettered, improved, or developed asset has a useful life of at least two (2) years;
3. The costs incurred in improving an existing asset are considered a betterment, meaning it enhances the service potential (useful life or capacity) or performance of the asset;
4. The future economic benefits associated with the expense will flow to TSHC; and
5. The cost of the expense can be reliably measured.

When an expense is capitalized it must also be amortized over its useful life.

Move-outs are the exception to the capitalization rules noted above, including the De Minimis Rule. All reasonable costs associated with the move-out process should be capitalized, subject to approval and interpretation from TSHC Finance.

Should there be any uncertainty as to the application of this policy, the interpretation by TSHC Finance will be the overriding method of accounting.

What should be expensed as repairs and maintenance?

Any cost incurred to bring an existing asset back to an earlier condition or to keep the asset operating at its present condition, as opposed to improving the asset.

De Minimis Rule

For an expense to be considered capital, the cost must equal or exceed a minimum dollar amount of $1,500. There may be exceptions to this rule (for example the purchase of a single laptop) where the De Minimis Rule is not satisfied, but all other capitalization criteria are satisfied, and the asset is capitalized.

The cost of a single item may not meet this threshold, however, if the single item is part of a bulk purchase or a larger project and the total cost of the project exceeds the $1,500 threshold, the single item's cost may be capitalized if the other criteria are met.

Expenses to acquire, construct or develop tangible capital assets

Generally, amounts paid to acquire an asset can be capitalized. The following criteria must all be met in order to capitalize an expense:

1. The cost must follow the De Minimis Rule;
2. The new asset has a useful life of at least two (2) years;
3. The future economic benefits associated with the expense will flow to TSHC; and
4. The cost of the expense can be measured reliably.

An asset shall be recorded at its cost less any accumulated depreciation and any accumulated impairment losses.

The cost of an asset includes:

- The purchase price;
- Any costs directly attributable to bringing the asset to the location and condition necessary for it to operate as intended (for example installation and assembly

costs, design and engineering fees, legal fees, survey costs, site preparation costs, freight and delivery charges, transportation insurance costs, and duties); and

- An estimate of the costs to dismantle and remove the asset and restore the site on which it is located.

If the cost of an asset is insignificant, but is part of a larger project, it should be grouped together with the project and should be capitalized if it meets all the criteria.

Capitalized labour

The cost of an asset that is constructed or developed over time includes direct construction or development costs (materials and labour), and overhead costs directly attributable to the construction or development activity. The carrying costs that are directly attributable to the acquisition, construction or development activity are included in the cost of the asset.

Capitalization of carrying costs stops when the asset is substantially complete and ready for use. Net revenue or expense from an asset before substantial completion is included in the cost.

Expenses to improve assets

Costs incurred to improve a pre-existing asset may be deemed capital in nature and capitalized.

An asset is improved if the expenses result in:

1. Bettering the asset;
2. Restoring the asset; or
3. Adapting the asset to a new or different use.

Betterments

An expense will be considered a betterment if it:

1. Enhances the service potential or performance of the asset by increasing the previously assessed physical output or service capacity, lowering the associated operating costs, extending the useful life or improving the quality of the output;

2. Improves a material condition or defect that existed before acquiring the asset or one that arose during the use of the asset;

3. Is for a material addition, including a physical enlargement, expansion, extension, or addition of a major component to the asset, or a material increase in the capacity, including additional cubic or linear space of the asset; or

4. Is reasonably expected to materially increase the productivity, efficiency, strength, quality or output of the asset.

New or different use

Costs incurred to make changes in the use of a unit of property to a new or different use should be capitalized.

For this purpose, the amount paid to adapt a unit of property to a new or different use should be capitalized if the adaptation is not consistent with the original use of the unit of property at the time it was originally placed in service.

Intangible assets

To qualify as an intangible asset, all of the following criteria must be met:

1. An asset must be separable (for example, capable of being separated or divided from the entity and sold; or transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability) or must arise from contractual or other legal rights, regardless of whether these rights are transferable or separable from the entity or from other rights and obligations; and

2. TSHC controls the asset and has the power to obtain further economic benefits flowing from underlying resources and to restrict the access of others to those benefits; and

3. The future economic benefits flowing from an intangible asset may include revenue from the sale of products or services, or other benefits resulting from

the use of the asset by the organization.

Internally developed intangible assets

The internal development of assets consists of two phases: the research phase and the development phase.

Research activities are aimed at obtaining new knowledge, searching for alternatives, formulating the design and evaluating the intangible asset. During this phase, it is unlikely that TSHC will be able to demonstrate that an intangible asset exists that will generate probable future economic benefit. Therefore, expenses during the research phase shall be recognized as operational expenses as they are incurred.

The development phase consists of the application of research findings or other knowledge to plan or design the production of new or substantially improved materials, devices, products, processes, systems or services before the start of commercial production or use.

An intangible asset arising from development is capitalized only if an entity can demonstrate the three (3) criteria for *intangible assets* above, plus all of the following:

1. It is technically feasible to complete the intangible asset so that it will be available for use or sale;
2. There is an intention to complete the intangible asset and use or sell it;
3. There is an ability to use or sell the intangible asset;
4. Adequate technical, financial and other resources are available to complete the development and to use or sell the intangible asset;
5. The expenses attributable to the intangible asset during its development can be reliably measured; and
6. The intangible asset will generate probable future economic benefit.

If the intangible asset meets the above criteria, the expenses can be capitalized in accordance with criteria set forth in the **Expenses to acquire, construct or develop**

tangible capital assets section above.

Repair and maintenance expenses

The costs of performing certain routine maintenance activities for property that do not prolong an asset's economic life (for example, only maintain service potential) or improve its efficiency, are not betterments and are not capitalized. Activities are considered to be routine if, at the time the unit of property was placed in service, there is reasonable expectation to perform the activities more than once during the property's useful life.

Examples of maintenance include:

- Repairs to restore an asset to its original condition;
- Replacement of an asset with a similar component; or
- Expenses necessary to realize the benefits originally projected.

Amortization

Amortization of an asset shall be recorded in a rational and systematic manner appropriate to the nature of the asset as outlined below:

- Improvements to land and buildings (4 to 25 years);
- Furniture and equipment (4 to 15 years);
- Leasehold improvements (over the term of the lease).

The amount of the asset to be amortized over its useful life should be the greater of:

- The cost of the asset less its salvage value;
- The cost of the asset less its residual value.

Any systematic and reasonable method of amortization to be determined by TSHC Finance (for example, a straight line, declining balance) is acceptable, so long as it is appropriate to the nature of the asset.

The amortization method and estimates of an asset's useful life shall be reviewed

by TSHC Finance and assessed for reasonableness annually. If a significant event arises, the amortization method and/or estimates of the useful life shall be reviewed and assessed for reasonableness. Such events may be:

- A change in the use of the asset;
- Removal of the asset from service for an extended time period;
- Physical damage to the asset;
- Significant technological developments.

A change in the demand for the services provided through use of the capital asset; and a change in the law, environment, etc. that will affect the asset's use or the period over which it can be used.

Useful life

Determining the useful life of an asset is paramount and will affect the amortization of the asset and therefore its value. The useful life of a capital asset depends on its expected use. The factors to be considered in estimating the useful life of a capital asset include:

- Expected future usage;
- Effects of technological obsolescence;
- Expected wear and tear from use or the passage of time;
- The maintenance program;
- Studies of comparable items retired; and
- The condition of existing comparable items.

Capital leases

A leased capital asset is a non-financial asset that has physical substance and a useful life extending beyond one (1) year, and it is held by TSHC for use on a continuing basis, in the production or supply of goods and services. Under the terms and conditions of the lease, substantially all of the benefits and risk incident to ownership are transferred to TSHC without necessarily transferring legal ownership.

For substantially all of the benefits and risks of owners to be transferred to TSHC (the lessee), one (1) or more of the following conditions must be met:

- There is reasonable assurance that TSHC will obtain ownership of the leased property by the end of the lease term or when a bargain purchase option exists;
- During the term of the lease, TSHC will substantially receive all of the economic benefits expected from the use of the leased property during its useful life. This condition is considered to be met if the lease is for a term equal to or greater than 75% of the useful life of the leased capital asset; or
- The lessor would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement. This condition is considered to be met if the present value of the lease payments is greater than or equal to 90% of the fair value of the leased capital asset.

Write-downs

When conditions indicate that a capital asset no longer contributes to TSHC 's ability to provide goods and services or that the value of future economic benefits associated with the capital asset is less than its net book value, the cost of the capital asset should be reduced to reflect the decline in the asset's value. A write-down should not be reversed.

TSHC would write down the cost of a capital asset when it can demonstrate that the reduction in future economic benefits is expected to be permanent. Conditions that may indicate that the future economic benefits associated with a capital asset have been reduced and a write-down is appropriate include:

- A change in the extent to which the capital asset is used;
- A change in how the capital asset is used;
- Significant technological developments;
- Physical damage;
- Removal of the capital asset from service;
- A decline in, or end of, the need for the services provided by the capital asset;
- A decision to stop construction of the capital asset before it is complete or in

usable or saleable condition; and

- A change in the law or environment affecting the extent to which the capital asset can be used.

Compliance and monitoring

Compliance with this policy is required from all staff. Compliance will be monitored by TSHC Finance.

Related Legislation, Regulations, and TSHC Policies:

- Toronto Community Housing Corporation's Capital Expense Policy

Next Scheduled Review Date: 2026

This policy will be reviewed once every two (2) years

Policy Contact

Finance

Appendices

Appendix I - Guidelines Distinguishing Capital and Operating Expenses

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Building components in this guideline

Electrical
Elevator
General Landscaping
Interiors
Mechanical
Parking Garage
Roofing
Structural
Miscellaneous
Environmental
Envelope
Equipment and Computer Software

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Building Components	Capital Guidelines	Operating Guidelines
General	To qualify as capital, expenses must be for at least two (2) of the following: ▪ a new asset that has a useful life of at least two (2) years; ▪ a replacement or upgrade to a major building system (e.g., structural, envelope, HVAC system, electrical system); and ▪ an upgrade to a major component of a unit or common area (e.g., kitchen, bathroom, floor, lobby), that extends the useful life of the asset beyond the original life expectancy, and significantly improves the quality and service potential provided by the asset. And**,** must equal or exceed the threshold of $1,500, which may be met by: ▪ aggregating bulk purchase items; or ▪ combining all jobs in a unit refurbishment on a move-out. Capital expenses as a result of neglect or failure to comply with the regular repair and maintenance	▪ Cost of normal maintenance or repairs to keep a building and property in good operating conditions and to preserve the expected useful life of capital items. ▪ These activities are routine and considered preventive maintenance and repairs. ▪ Maintenance and repairs cannot be neglected or combined to become capital.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

	schedule is considered an operating expense and is not capitalized. Proper documentation must be kept to support the compliance with the repair and maintenance plan for capital assets.	
Electrical, as: ▪ Electrical panel ▪ Electrical switchgear ▪ Emergency lighting ▪ Entry access ▪ Fire alarm ▪ Generators ▪ Light/heat systems surveillance equipment ▪ Voice comm.	Costs related to planned betterment, upgrade or replacement of fully functional electrical systems and/or equipment, which include but are not limited to: ▪ distribution panel ▪ transformer ▪ door magnets ▪ exterior lighting system ▪ security door system ▪ security surveillance ▪ voice communication ▪ fire alarm system ▪ emergency lighting ▪ generators ▪ electric heating	Include, for example, costs for: ▪ isolated replacement of electrical devices, heating, equipment or circuitry; or ▪ isolated replacement or repairs to electrical components such as meters, motors, panels, smoke/CO detectors, switches, outlets, cameras/equipment, lights, speakers, horns, batteries, heating circuitry, etc.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Elevator, as:
▪ Cabs
▪ Cable systems
▪ Hoists
▪ Hydraulics
▪ Software
▪ Ventilation
	Costs related to planned betterment, upgrade or replacement of elevator systems, which include but are not limited to:
	    ▪ elevator conveying equipment
	    ▪ electrical systems
	    ▪ operational software
	    ▪ cabs
	    ▪ pits
	    ▪ drainage
	    ▪ ventilation systems
		Include, for example, costs for:
		▪ isolated repairs to system component such as motors, electrical devices, operational buttons and doors;
		▪ cleaning and repairs to floors, ventilation system, pits, and leveling; or
		▪ inspections and licenses.

General landscaping, as: ▪ Arboriculture and tree services ▪ Curbs ▪ Drainage ▪ Fences ▪ Garbage facilities ▪ Landscape ▪ Pavements ▪ Patios ▪ Playgrounds ▪ Plantings	Costs related to planned betterment, upgrade or replacement of general landscaping, even if the work is done in phases, such as hard and soft surfaces, subsurface and underground drainage, concrete and asphalt pavements, garbage and playground facilities and such like.	Include, for example, costs for: ▪ isolated repairs, minor partial landscape or facility elements upgrade; ▪ cleaning and repairs to rails, steps, timbering, retainment, swim pool, garbage and play facilities; ▪ asphalt patching ; ▪ traffic and parking line painting; ▪ incidental resurfacing; ▪ opening and closing of swimming pools ; or ▪ sodding, lawn mowing, snow shoveling and tree pruning, etc.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Interiors, as:	Costs related to planned betterment, upgrade or replacement of building interiors and components, facilities and amenities even if done in stages, including but not limited to:	Include, for example, costs for:
- Apartments - Amenities area - Bathrooms - Corridors - Closet doors - Ceilings and floors - Walls - Doors - Equipment rooms - Garbage disposals - Hardware - Lobbies - Kitchens	- entire or partial improvements to apartments; - apartment retrofits to accommodate for physical challenges; - entire or phased kitchen ; - closet door and bathroom upgrades; - painting, floor replacement for common areas; and - garbage disposal.	- isolated upgrades to unit move-outs, minor accessibility modifications such as installation of grab bars, accessible mirrors, door closers, levers; - partial component replacements at kitchen, bathroom, floors, ceiling, closet doors, laundry rooms, ramps, stairs; rails; or - general repairs, partial painting, refinishing, sealing, weather stripping, glazing and tiling.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Mechanical as:	Costs related to planned betterment, upgrade or replacement of fully functional mechanical systems and or equipment, includes but is not limited to:	Include, for example, costs for:
▪ Boilers and furnaces ▪ Chillers ▪ Controls ▪ Compressors ▪ Compactors ▪ Exhausts and flues ▪ Incremental units ▪ Hot water tanks ▪ Hydrants ▪ Make-air units ▪ Pumps and valves ▪ Pipe/systems ▪ Radiators ▪ Sprinklers ▪ Swim pool equip.	▪ Heating—hot water boiler system; ▪ ventilation—make-up air and ventilation system; ▪ plumbing—hot and cold water riser system; ▪ wet and dry sprinkler system; ▪ potable water, soil and sanitary systems; and ▪ hydraulic compactors.	▪ planned repair and maintenance as part of equipment maintenance schedule; ▪ isolated replacement of heating, ventilation plumbing and mechanical components; ▪ repairs to components such as boilers, furnaces, pumps, valves, hydrants, fans/belts, drain/grates; ▪ repairs to sections of plumbing, radiators, controls, tanks, flues, sprinklers; or ▪ repairs to swim pool, equipment, garbage chutes, compactors, etc.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Parking Garage, as: ▪ Doors ▪ Columns ▪ Coatings ▪ Enclosures ▪ Slabs-on-grade ▪ Suspended slabs ▪ Walls and joints ▪ Ramps and stairs	Costs related to planned repairs, reconstruction or rehabilitation of structural elements, sections of entire parking garages in whole or phased upgrades, traffic-engineered (TE) decking and coating systems, etc.	Include, for example, costs for: ▪ minor repairs, incidental minor upgrades at walls, floors, ceiling, supports, ramps, stairs; ▪ cleaning and repairs to floors, deck coatings, washing and sweeping; ▪ minor crack injection and loose concrete removal, partial painting; or ▪ garage drain, pipe, sump pump flushing after major garage restoration.
Roofing, as: ▪ Flat roofs ▪ Hipped and pitched ▪ Low/steep slopes ▪ Mansards ▪ Roof anchors	Costs related to planned betterment, refit or replacement of major sections or entire roof (conventional and inverted, built-up, shingled, slate, tile and sheet metal) covering, dormers, chimneys, soffits, mansards and related rain goods replacement, etc.	Include, for example, costs for: ▪ isolated upgrades and minor replacements; ▪ sectional and general replacements and repairs such as soffits, rain goods, stacks, chimneys, flashings, snow brakes; or ▪ maintenance such as patching, inspections, etc.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

| **Structural, as:**
▪ Balcony slabs
▪ Canopies
▪ Steel/fireproof structures
▪ Rails and panels
▪ Retaining walls
▪ Ramps and stairs
▪ Shear walls | Costs related to planned repairs, reconstruction or rehabilitation of components, sections or entire structural elements in whole or phased upgrades, etc. | Include, for example, costs for:
▪ minor repairs and incidental minor upgrades at elements as balcony rails, panels, stairs, ramps, slab coatings, fire proofing;
▪ incidental loose concrete removal and partial painting, etc.;
▪ minor repairs and incidental minor upgrades to elements such as balcony rails, panels, stairs, slab coatings, fireproofing;
▪ incidental loose concrete removal and partial painting if as a result of related structural work; or
▪ roof anchor inspection, testing and repairs. |

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Miscellaneous, as: ▪ Appliances ▪ Fuel supply and storage ▪ Janitorial equip. ▪ Tractors ▪ Vehicles	Costs related to planned replacement of equipment subject to threshold and life cycle requirements.	Include, for example, costs for: ▪ repairs and maintenance ▪ incidental replacement
Environmental, as: ▪ Designated substances ▪ Mold ▪ PCBs	Costs related to planned portfolio abatement of designated substance *en bloc* (as a whole) or part of a capital improvement project, as heating system upgrade or interior building renovation, and such like.	Include, for example, costs for: ▪ isolated minor abatement in whole or part of operational repairs; ▪ substance management; or ▪ inspection and testing.
Envelope, as ▪ Cladding/stucco/ brick ▪ Foundation repairs	Costs related to planned building envelope related work such as removal and replacement of existing facades, window replacements, water penetration at building facades, and water penetration at basement foundation walls not part of the underground parking garages.	Include, for example, costs for ▪ inspection and testing on basement and envelope water penetration; ▪ envelope water penetration repairs.

APPENDIX I - GUIDELINES DISTINGUISHING CAPITAL AND OPERATING EXPENSES

Equipment and Computer Software ▪ Office Furniture ▪ Office Equipment ▪ Property Equipment ▪ Computer software	Costs related to purchase of long-term use of office or property furniture and equipment, computer hardware and software.	Cost of day-to-day office supplies office or property equipment

For any expenses that require additional clarification, please contact the Manager, Financial Reporting and Compliance.