



## Q4 2021 Tenants First Update

Item 2D

February 9, 2022

Tenant Services Committee

**Report:** TSC:2022-02R

**To:** Tenant Services Committee (“TSC”)

**From:** Vice President, Strategic Planning and Communications

**Date:** January 19, 2022

### **PURPOSE:**

The purpose of this report is to provide the TSC with the Q4 2021 update on the City’s Tenants First initiatives.

### **RECOMMENDATION:**

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

### **BACKGROUND:**

#### **Reporting History:**

In 2021, Management have submitted the following reports providing an update on work that took place related to the Tenants First Initiative:

- January 25, 2021: Q4 2020 Update on Tenants First (TSC:2021-13)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Jan%2025%202021/Item%207%20-%20Q4%202020%20Tenants%20First%20update%20-%20Jan%202021%20TSC%20meeting%20cw%20clean.pdf>
- May 18, 2021: Q1 2021 Tenants First Update (TSC:2021-43)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC>

[/TSC%20May%204%202021/Item%2010%20-%20Q1%202021%20Tenants%20First%20Update%20FINAL.pdf](#)

- September 14, 2021: Q2 2021 Tenant First Update (TSC:2021-56)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Sept%2014%202021%20Meeting/Item%202D%20-%20Q2%202021%20Tenants%20First%20Update%20w%20attachments.pdf>
- November 18, 2021: Q3 2021 Tenant First Update (TSC:2021-67)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Nov%2015%202021/Item%202D%20-%20Q3%20Tenants%20First%20Update.pdf>

## **UPDATES:**

### Toronto Seniors Housing Corporation Transition

Toronto Community Housing (“TCHC”) Management, Toronto Seniors Housing Corporation (“TSHC”) and the City’s Tenants First team continue to work closely together on this project by Deputy City Manager Paul Johnson, and attended by senior representatives from TCHC, TSHC and the City. This table oversees progress and works with staff to remove barriers to project success. TCHC and TSHC are working closely together to ensure that all transition efforts are well coordinated between the two corporations.

In July 2021, City staff, in collaboration with TCHC and TSHC, released an RFP for the selection of a consultant to provide advice and recommendations on the Shared Services Agreement between TCHC and TSHC. Staff from the City, TCHC and TSHC are working closely with MNP to support their work. The consultant’s final report is expected in February 2022.

A comprehensive updated report on the TSHC transition project will be presented at the Special Board Meeting scheduled for January 27th.

### Integrated Service Model (“ISM”) Implementation

The ISM's key features include increased staff to tenant ratios, seniors-specific policies and procedures, better coordinated access to health

services and supports through the Home and Community Care Support Services (formerly called the Local Health Integration Network), community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East area of the city and in September of 2021 implementation began in the North West region and in eight additional buildings in the South East region. The ISM is now being implemented in 52 out of 83 Seniors Housing Unit buildings.

Various roles, including the new ISM-specific Seniors Services Coordinator and Tenant Service Administrator roles were on-boarded in the South East and North West regions and have begun to deliver an integrated approach to supporting senior tenants. Recruitment is underway for Phase 3. Two seniors-specific online training modules were also developed and implemented, one on mental health and one on understanding dementia, and were mandatory for all Seniors Housing Unit staff. A third module on suicide prevention is set to launch early in 2022.

The SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM and designated Care Coordinators from Home and Community Care Support Services have been identified for more than half of the 83 Seniors Housing Unit buildings. Joint training has been held with Care Coordinators and Seniors Services Coordinators in the South East and North West regions. As well, five new and eight modified seniors-specific procedures have been or are in the process of being developed, tested and implemented to better support senior tenants.

The implementation of Seniors Health and Wellness Hubs is currently paused while further consultations on the model take place to make sure it meets the needs of senior tenants. The consultations are being led by the City and are expected to begin in Q1 2022 and be completed by mid-2022 through a third-party consultation service. The Seniors Housing Unit will support the City in reaching tenants for the consultations, interpreting results and determining next steps, also in collaboration with TSHC.

Members of the Senior Tenants Advisory Committee (“STAC”) met in November and provided feedback on the maintenance and annual unit inspection process and the ISM Tenant Experience Survey results. STAC had their final 2021 meeting in December where members were able to see

how their feedback impacted work on the ISM across all items discussed in the 10 STAC meetings since December 2020. As per City Council direction adopted December 17, 2021, going forward the STAC will be led by the City. The Seniors Housing Unit will continue to work with the City to assist with STAC activities.

Implementation of Phase 3, the final phase of the ISM, is expected to officially launch in March of 2022 in the South West and April in the North East region, with full implementation expected by the end of 2022.

#### Single Family Home Asset Transfers

The successful proponents, Circle Community Land Trust and Neighbourhood Land Trust, were announced on June 25, 2021 in a [joint press release](#) by the City and TCHC following the execution of the Agreement of Purchase and Sale. TCHC notified tenants of the process a week prior to the press release and attended Tenant Information Sessions hosted by the City's Tenants First Team in early July. Tenants impacted by both transfers will be provided an update before the end of January, 2022, and frequent, additional communication will occur leading up to the transfer dates.

TCHC has completed the 180 day due diligence period with Neighbourhood Land Trust, and are working towards a March 1<sup>st</sup> closing date. Circle Community Land Trust has extended due diligence until the end of February and TCHC continues to support that process. Currently, TCHC is working with the City to secure Service Manager Consent and ensure there are a Social Housing Agreements in place for all of the transfers.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022.

#### Transfer of Development Function to CreateTO

Staff continue to work in partnership with CreateTO and the City's Real Estate team to complete the transfer of the Development function to CreateTO. A final timeline for the transfer has not been confirmed, and staff will bring recommendations to the Board for approval as soon as a proposed approach has been solidified.

**IMPLICATIONS AND RISKS:**

Financial implications associated with implementing the Joint Work plan and the transition of the operations of the 83 seniors-designated buildings to the TSHC include a significant amount for external legal counsel costs to provide expert advice on key legal risks and implications to TCHC, given the aggressive timeline contemplated in the joint work plan. These costs and other items are included in TCHC's 2022 budget as one-time expenses.

The Seniors Housing Corporation transition is one of the largest projects of this nature that TCHC has ever been involved in and ongoing engagement with this Board will be a requirement. Management expects to engage with the Board on an ongoing basis, at every opportunity, as we prepare for the approval of all agreements and the transition date of June 1, 2022.

Ongoing collaboration with the TSHC Board and Transition team is also be extremely important and TCHC is committed doing everything possible to ensure this transition is successful and that TSHC is set up to move ahead as a strong corporation operating the 83 seniors-designated buildings.

**SIGNATURE:**

*"Paula Knight"*

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Paula Knight  
Vice President, Strategic Planning and Communications

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## Q4 2020 Update on Tenants First

Item 7

January 25, 2021

Tenant Services Committee

**Report:** TSC:2021-13

**To:** Tenant Services Committee (“TSC”)

**From:** Director, Strategic Planning & Stakeholder Relations

**Date:** January 5, 2021

### **PURPOSE:**

The purpose of this report to provide the TSC with an update on the City’s Tenants First process.

### **RECOMMENDATION:**

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

### **BACKGROUND**

#### **Item History**

Management and City staff reported to the TSC at its November 24, 2020 meeting and provided an overview of Council’s most recent report, *EX17.2 – Implementing Tenants First: 2020 Action Updates*.

[https://www.torontohousing.ca/events/Documents/TSC/2020%20TSC/Nov%2024%202020%20TSC/Item%204%20-%20Tenants%20First%20update%20-%20Nov%2024%202020%20cw%20clean%20\(2\)%20gc%2011%2010%2020%20cw.pdf](https://www.torontohousing.ca/events/Documents/TSC/2020%20TSC/Nov%2024%202020%20TSC/Item%204%20-%20Tenants%20First%20update%20-%20Nov%2024%202020%20cw%20clean%20(2)%20gc%2011%2010%2020%20cw.pdf)

## **Overall TCHC-City Coordination Process**

TCHC Management and the City's Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by CEO Kevin Marshman and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success.

## **Development**

In July 2019, City Council approved, in principle, the transfer of TCHC's development function to CreateTO and/or the City and directed TCHC to work with the City and CreateTO to conduct the necessary due diligence for the transfer. The City's due diligence report on the transfer was targeted for Q4 2019, however City staff determined that additional time was required to fully assess the various options for the organizational structure of the development functions being transferred. The due diligence process was paused during COVID-19 and has since resumed. The timing for reporting back to City Council has not yet been confirmed. City staff have informed us that we will hear more with regards to timing in January 2021.

## **Council Report: *Implementing Tenants First: 2020 Action Updates***

The report *EX 17.2 – Implementing Tenants First: 2020 Action Updates* was adopted by City Council without debate on October 27, 2020. The report included recommendations in several areas:

- Updated Shareholder Direction for TCHC
- Integrated Service Model implementation
- Seniors Housing Corporation
- Office of the Commissioner of Housing Equity
- Asset transfer process and RFP for scattered houses

The remainder of this report provides an update on the ongoing work in each of these areas.

## **Updated Shareholder Direction for TCHC**

Staff from the City's Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office have been meeting regularly with staff from TCHC to review and revise the current Shareholder Direction. Updates will focus on ensuring that language and references are updated, that the Shareholder Direction appropriately reflects direction from

Council to TCHC, and provides clarity on TCHC's mandate to deliver social housing as the City's Local Housing Corporation.

### Integrated Service Model ("ISM") Implementation

As directed by Council, the business case and continued allocation of resources to the Seniors Housing Unit ("SHU") for the ISM was presented at the December 15, 2020 Board meeting as part of the overall budget package.

The objectives of the ISM are to promote aging in place, better quality of life, and successful tenancies for tenants living in TCHC seniors-designated buildings. The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network and community partners, and seniors health and wellness hubs. Phase 1 of the ISM rollout began in 18 buildings in the South East Region on December 11, 2020 with the subsequent Phase 2 to proceed in two additional regions (West and Downtown) starting in late 2021 and Phase 3 in the final two regions (Central and North East) in 2022.

The SHU has begun implementation of new staff for Phase 1 of the ISM, including the new Seniors Services Coordinators and other roles, and additional staff will be on-boarded in January and February 2021. As well, the SHU has continued reviewing partnership agreements and is working with partners to develop specific programs and services under the ISM. The SHU will also continue developing and aligning policy and processes to the ISM.

The Senior Tenants Advisory Committee ("STAC") is now operational and held its first meeting on December 14, 2020. The STAC is a forum for Seniors Housing tenants to share ideas, provide advice and feedback and support tenant outreach and engagement in support of the ISM. The STAC will be co-led by the SHU and Seniors Services & Long Term Care division at the City, and is comprised of 13 Seniors Housing tenant members.

A Tenant Experience Survey was completed in November 2020 with tenants in the 18 South East region buildings to collect base data to enable measuring ISM performance over the first year. Over 1,200 responses were received (a 43% response rate), which provides an extensive dataset of tenant input from across the region. The results are being consolidated and



will be analyzed in Q1 2021 with the support of Sunnybrook Research Institute and will be reported back by spring 2021.

In Q1 2021, Sunnybrook Research Institute will be holding virtual focus group consultations for tenants (up to 80) in the South East Region and the SHU will continue planning for implementation of the first Seniors Health & Wellness Hub in the South East Region as well.

#### Seniors Housing Corporation Timeline

City staff and TCHC staff are meeting regularly to complete the work required for the creation of the Seniors Housing Corporation (“SHC”). The areas of focus include:

- Shared services
- Review of contracts and vendor agreements
- Shareholder Direction for the SHC
- Operating Agreement for the SHC
- Review of estimated costs of transition and implementation of the SHC

The report back to Council on the recommended timelines for the creation of the Seniors Housing Corporation has been set spring 2021. The timeline will consider the impact of COVID-19 on the City's ability to create the new corporation. This timeline does not impact the implementation of the ISM, nor does it signal any delay in the preliminary work that will support the creation of the new corporation.

#### Office of the Commissioner of Housing Equity (“OCHE”)

The City, OCHE, and TCHC are in discussions to identify the best mandate, governance and location of the OCHE going forward, in the context of the creation of the SHU. Staff are focused on ensuring that the important work that the OCHE does, in the support of vulnerable and senior tenants to preserve their tenancies, is maintained and included in the new SHU. The goal is to ensure good governance, excellence in service, clear lines of accountability and that the office’s work is supported appropriately.

#### Scattered Properties Request for Proposal (“RFP”) Process and Transfers

Following the approval from Council of the identified proponents for the scattered houses RFP, TCHC and the City have entered into a due diligence process related to the proponents’ Best and Final Offers. Following that period, which ends in early January, we will enter into a 30

day formal negotiation period. At the close of the negotiation, if successful, TCHC will execute the agreements of purchase and sale with the successful proponents. The transfers will close after the negotiated due diligence period is completed and the City has finalized Social Housing Agreements with the proponents.

**IMPLICATIONS AND RISKS:**

TCHC is undertaking these actions related to the transfer of the scattered houses in accordance with directions from City Council. It is recognized and accepted by TCHC that the full portfolio of scattered houses will not be sold at fair market value and management is supportive of moving ahead with the transfers.

**SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning & Stakeholder Relations

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## Q1 2021 Tenant First Update

Item 10

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-43

**To:** Tenant Services Committee (“TSC”)

**From:** Director, Strategic Planning & Stakeholder Relations and  
General Manager, Seniors Housing Unit

**Date:** April 6, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with the Q1 2021 update on the City’s Tenants First initiatives, which will align with the City’s report for the Executive Committee meeting on April 29<sup>th</sup>.

### **RECOMMENDATION:**

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

### **BACKGROUND:**

#### **Reporting History:**

Management and City staff reported to the TSC at its November 24, 2020 meeting and provided an overview of Council’s most recent report, [EX17.2 – Implementing Tenants First: 2020 Action Updates](#).

Management reported to the TSC at its January 25, 2021 meeting (TSC:2021-13) and provided the Committee with an update on the work that took place in Q4 2020 related to the Tenants First initiative.

## **Overall TCHC-City Coordination Process**

Toronto Community Housing (“TCHC”) Management and the City’s Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by Acting CEO Sheila Penny and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success.

### **UPDATES:**

#### Seniors Housing Corporation Timeline

City staff and TCHC staff are meeting regularly to complete the work required for the creation of the Seniors Housing Corporation (“SHC”). A report will be going to Executive Committee on April 29, 2021 and City Council on May 5, 2021 to secure approval on this key Tenants First initiative. Key recommendations are that Council direct:

- the City Solicitor to establish a corporation on behalf of the City;
- TCHC to negotiate with the SHC to take over the operations of the 83 senior-designated buildings, including the establishment of a Shared Services Agreement, with a target date of Q2 2022; and
- the Office of the Commissioner of Housing Equity, as part of the negotiated Shared Services Agreement, provide the services of the Office to the tenants in the SHC.

#### Updated Shareholder Direction for TCHC

Staff from the City’s Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager’s Office have been meeting regularly with staff from TCHC to review and revise the current Shareholder Direction, per Council’s direction. A draft is currently under review and will be finalized in the coming months, with a target date to bring it to Council by July 2021. This review adopts practices in good governance, and ensures that the corporation’s current practices and values are reflected more accurately, including TCHC’s tenant culture.

#### Scattered Properties Request For Proposals (“RFP”)

Pursuant to the RFP, the City and TCHC have jointly identified the top-ranked non-profit proponents to whom the Scattered Houses are to be conveyed, subject to successful negotiations. Negotiations of the agreement of purchase and sale are ongoing and are expected to be executed and signed by TCHC and the proponents in early May.

At the February 26, 2021 Board Meeting, the Board provided staff the authority to execute the Agreement of Purchase and Sale (“APS”). Following the signing of the agreement, the selected proponents will have a 180 day period of due diligence to satisfy themselves with respect to the condition of the properties. As part of the due diligence process, TCHC will provide the selected proponents access to TCHC’s records relating to the properties, but will ensure that the privacy of tenants is protected. The updated agreement will ensure that tenants are minimally impacted and that COVID-19 provisions are in place.

#### Integrated Service Model (“ISM”) Implementation

The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network and community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East Region. In early 2021, various roles, including the Seniors Services Coordinators and Tenant Service Administrators, were on-boarded and have begun to deliver an integrated approach to supporting senior tenants. As well, the Seniors Housing Unit has continued the review of partnership agreements and is working with partners to develop specific programs and services under the ISM. As part of the ISM Phase 1, a partnership with Woodgreen Community Services to establish a Seniors Health & Wellness Hub at 145 Strathmore/Greenwood Towers is being established and will meet a variety of needs for senior tenants in the building and community. It is expected that the ISM Phase 2 will be implemented in Q3-Q4 of 2021, and the ISM Phase 3 in 2022.

#### **SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning & Stakeholder Relations

*“Jill Bada”*

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Jill Bada  
General Manger, Seniors Housing Unit

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## Q2 2021 Tenants First Update

Item 2D  
September 14, 2021  
Tenant Services Committee

**Report:** TSC:2021-56

**To:** Tenant Services Committee (“TSC”)

**From:** Vice President, Strategic Planning and Communications

**Date:** August 5, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with the Q2 2021 update on the City’s Tenants First initiatives.

### **RECOMMENDATION:**

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

### **BACKGROUND:**

#### **Reporting History:**

In 2021, Management have submitted the following reports to the TSC, providing an update on work that took place related to the Tenants First Initiative:

- February 5, 2021: Q4 2020 Update on Tenants First (TSC:2021-13)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Jan%2025%202021/Item%207%20-%20Q4%202020%20Tenants%20First%20update%20-%20Jan%202021%20TSC%20meeting%20cw%20clean.pdf>

- May 18, 2021: Q1 2021 Tenants First Update (TSC:2021-43)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20May%204%202021/Item%2010%20-%20Q1%202021%20Tenants%20First%20Update%20FINAL.pdf>

### **Overall TCHC-City Coordination Process**

Toronto Community Housing (“TCHC”) Management and the City’s Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by Acting CEO Sheila Penny and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success. TCHC is working closely with the Transitional Lead for the Toronto Seniors Housing Corporation (“TSHC”) to ensure that all transition efforts are coordinated and that TCHC is providing all requested and required support to the TSHC.

### **UPDATES:**

#### Incorporation of TSHC

With adoption of EX23.4, “Implementing Tenants First: Creating a Seniors Housing Corporation” by City Council on May 5, 2021, Council directed City staff to take all necessary steps to incorporate the TSHC.

The TSHC was incorporated in late June and the TSHC Board of Directors held the Corporation’s first Board meeting on June 30, 2021, where the selection of the Transitional Lead was finalized. Michael Sherar began his role as Transitional Lead and Chief Corporate Officer for the TSHC on July 19, 2021. The Board approved their preliminary work plan and passed a resolution establishing the authority for the TSHC Board to select the executive search firm to support the recruitment of a permanent CEO (see Attachment 1 for the TSHC Public Board meeting package).

#### Shared Services Consultant

In July 2021, City staff, in collaboration with TCHC and TSHC, released an RFP for the selection of a consultant to provide advice and recommendations on the Shared Services Agreement between TCHC and TSHC. Staff from the City, TCHC and TSHC will sit on the RFP review panel and the consultant is expected to begin their work in September.



The consultants will be providing advice on the following:

- What areas of TCHC's service delivery are currently provided to the SHU, and to what extent are they provided?
- What areas of service delivery could be provided by TCHC to the TSHC, and why?
- What services should be developed and delivered by the TSHC itself?
- What services should be procured and delivered by a third party?

TCHC staff have been working since May to pull together baseline information about current service delivery standards and metrics to share with the consultant when they begin their work.

The consultant's final report is expected in February 2022.

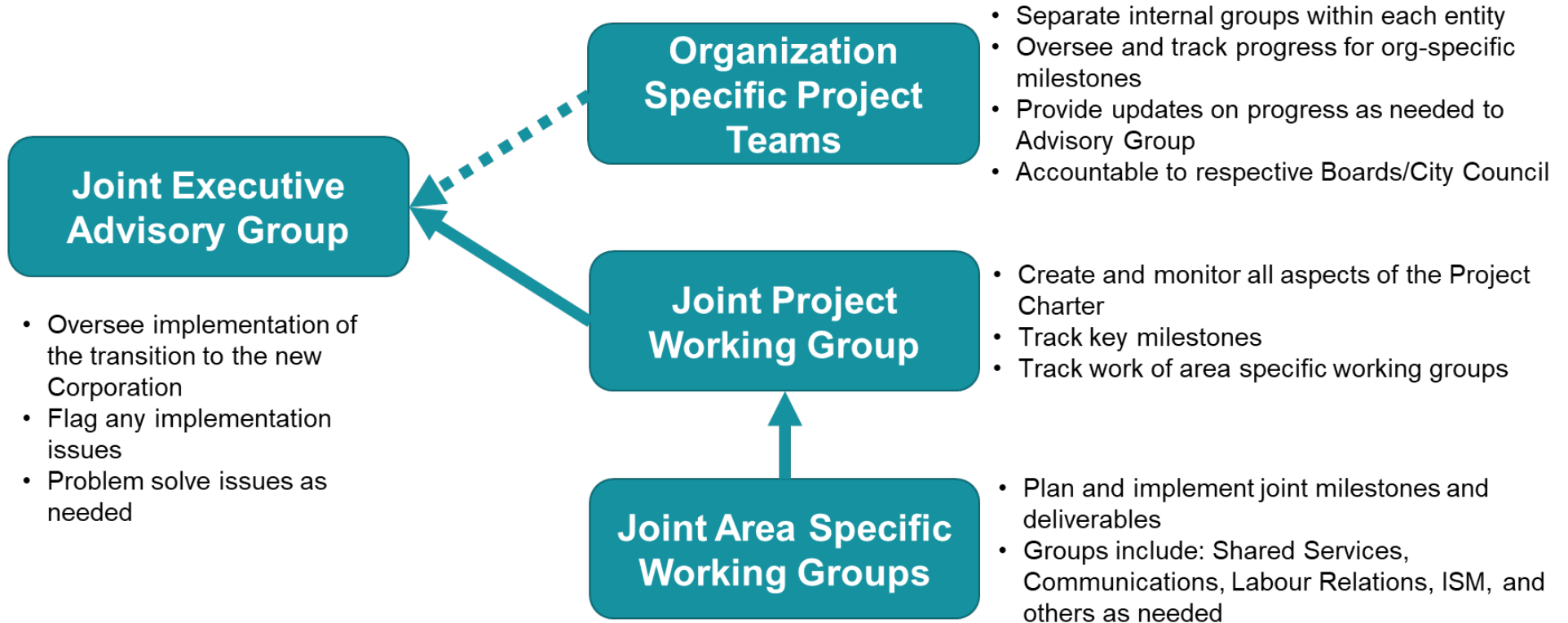
#### Joint Project Governance Structure

Given the complexity of this project, which is happening across three different organizations, the City identified the need for a joint project governance structure. This structure is meant to support joint project work, and to ensure that staff from both corporations can benefit from advice and support from an executive advisory group made up of the City Manager and the CEOs of TCHC and TSHC. This structure also ensures that TCHC and TSHC are able to engage in negotiations between themselves, and that each individual corporation's project team is accountable to their respective executive teams and Boards.

Progress on major milestones continues to be on track, with a target date for the transfer of the operational responsibility for the 83 Seniors-designated buildings to TSHC in mid-2022

The project governance structure is outlined below:

# Joint Project Governance Structure



### Integrated Service Model (“ISM”) Implementation

The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network, community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East Region, and subsequent implementation across the remaining buildings in the Seniors Housing portfolio is scheduled to take place later in 2021 and 2022.

In early 2021, various roles, including the Seniors Services Coordinators and Tenant Service Administrators, were on-boarded and have begun to deliver an integrated approach to supporting senior tenants. As well, the SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM.

Moving forward, ISM Phases 2 and 3 will be implemented across three additional regions of the City, for a total of four regions, which represents an adjustment from the original five region-model. The transition to the ISM in all four regions is expected to be completed in June 2022.

### Updated Shareholder Direction for TCHC

City Council adopted the updated Shareholder Direction on July 14, 2021 (Report EX25.12). The updated Shareholder Direction (Attachment 2) better reflects TCHC's current work and was completed in close collaboration with the Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office.

### Scattered Properties Request for Proposals (“RFP”)

The successful proponents, Circle Community Land Trust and Neighbourhood Land Trust, were announced on June 25, 2021 in a [joint press release](#) by the City and TCHC following the execution of the Agreement of Purchase and Sale. TCHC notified tenants of the process a week prior to the press release and attended Tenant Information Sessions hosted by the City's Tenants First Team in early July.

TCHC has entered the 180 day due diligence period with both proponents and as part of that process, expects unit inspections to be begin in August. Per the Agreement of Purchase and Sale, tenants will be notified five days

prior to inspections taking place and COVID-19 health and safety protocols will be followed.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022.

**SIGNATURE:**

*“Paula Knight”*

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Paula Knight  
Vice President, Strategic Planning and Communications

**ATTACHMENTS:**

1. TSHC Board of Directors Package for June 30 2021 Meeting
2. Shareholder Direction - TCHC – July 2021

**STAFF CONTACTS:**

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**Attachment 1**

**TORONTO SENIORS HOUSING CORPORATION**

**Board of Directors Meeting Package**

**Date:** June 30, 2021

**Time:** 8:30AM-10:45AM

**Location:** WebEx

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### Supporting Documents (Attached Separately)

**Item 4 Attachment 1** – Toronto Seniors Housing Corporation Articles of Incorporation

**Item 5 Attachment 1** – Toronto Seniors Housing Corporation Standard Form of Share Certificate

**Item 6 Attachment 1** – By-Law No.1

**Item 14 Attachment 1** – Letter from Deputy City Manager, Community and Social Services

## TORONTO SENIORS HOUSING CORPORATION BOARD OF DIRECTORS MEETING AGENDA

**Date:** June 30, 2021  
**Time:** 8:30AM-10:45AM  
**Location:** WebEx

Item	Time	Description	Action	Pre-Read	Presenter
1	8:30	Chair's Remarks	Information	Verbal report	Chair
2	8:35	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3	8:38	Conflict of Interest (Presentation & Chair's Poll)	Declaration	Agenda	City Legal Chair
4	8:42	Filed Articles of Incorporation	Approval	Articles of Incorporation	City Legal
5	8:46	Approval of Share Certificate and Issuance of Shares	Approval	Share Certificate	City Legal
6	8:48	Adoption of General By-law No. 1	Approval	By-Law No.1	City Legal
7	9:00	Motion to move into closed session	Approval		Chair
8	9:02	Approval of closed meeting agenda	Approval	Closed Meeting Agenda	Chair
9	9:04	Chair's Poll re: Conflict of Interest for Closed Session	Declaration	Closed Meeting Agenda	Chair
10	9:06	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Discussion		Deputy City Manager, Community & Social Services
11	9:28	Motion to move into public session	Approval		Chair
12	9:30	Motion to approve in camera decision	Approval		Chair
13	9:35	Process to Select Vice-Chair	Approval	NA	Chair
14	9:45	Receive Financial Letter from Deputy City Manager	Information	Letter from Deputy City	City Staff

				Manager, Community and Social Services	
15	10:00	Approval of Board of Directors Preliminary Work Plan	Approval	NA	City Staff
16	10:45	Adjournment			Chair



## Toronto Seniors Housing Corporation Filed Articles of Incorporation

Item 4

June 30, 2021

Board of Directors

**Report:**            **BD: 2021-01**

**To:**                Board of Directors

**From:**            Reema Patel, Solicitor, City of Toronto Legal Services

**Date:**             June 30, 2021

### **PURPOSE:**

The purpose of this report is to inform the Board of the filing of Articles of Incorporation for the Toronto Seniors Housing Corporation.

### **RECOMMENDATION:**

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that the Directors receive the report on the incorporation of the Toronto Seniors Housing Corporation and direct that the certified Articles of Incorporation be inserted into the Corporation's minute book.

### **REASONS FOR RECOMMENDATION:**

The City Solicitor filed Articles of Incorporation in a form acceptable to the Ministry of Government and Consumer Services on June 23, 2021 after which the Toronto Seniors Housing Corporation came into being as a distinct legal entity.

**SIGNATURE:**

---

Reema Patel, Solicitor  
City of Toronto Legal Services

**Attachment 1:** Toronto Seniors Housing Corporation Articles of Incorporation

# Toronto Seniors Housing Corporation

## Approval of Share Certificate and Issuance of Shares

Item 5

June 30, 2021

Board of Directors

**Report:**            **BD: 2021-02**

**To:**                 Board of Directors

**From:**            Michael Smith, Solicitor, City of Toronto Legal Services

**Date:**             June 30, 2021

### **PURPOSE:**

The purpose of this report is seek approval on the form of share certificate of the Corporation; and to approve the issuance of 100 common shares in the Corporation to the City of Toronto.

### **RECOMMENDATIONS:**

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that:

a) the form of share certificate, a specimen of which is attached hereto as Schedule A, is hereby approved and adopted as the form of certificate to evidence common shares of the Corporation;

b) any two directors or officers of the Corporation may sign all share certificates on behalf of the Corporation;

c) the subscription of the City of Toronto (the "Subscriber") for one hundred (100) common shares in the capital of the Corporation is hereby accepted;

d) the Directors hereby fix the sum of \$1 as the aggregate consideration for the Shares, respecting the issuance of the Shares to the Subscriber, and

hereby add such consideration to the stated capital account in respect of the Shares.

### **REASONS FOR RECOMMENDATION:**

On May 5, 2021, City Council adopted EX23.4, "Implementing Tenants First: Creating a Seniors Housing Corporation", in which it approved the shareholder direction to the Toronto Seniors Housing Corporation appointing the City as the corporation's sole shareholder. The Articles of Incorporation also state that "no share or beneficial interest in any shares shall be allotted, issued or transferred to or owned by, any person other than the City of Toronto."

Directors can decide to issue shares by majority vote. Once a share has been issued, the shareholder is entitled to a share certificate which states the Corporation's name as set out in the Articles of Incorporation, the name of the Shareholder, and the number and class of shares it represents. The share certificate does not carry any monetary value and no value appears on the certificate.

### **SIGNATURE:**

---

Michael Smith  
Solicitor, City of Toronto Legal Services

**Attachment 1:** Toronto Seniors Housing Corporation Standard Form of Share Certificate

# Toronto Seniors Housing Corporation

## Adopt General By-Law 1-2021

Item 6

June 30, 2021

Board of Directors

**Report:**            **BD: 2021-03**

**To:**                Board of Directors

**From:**            Michael Smith, Solicitor, City of Toronto Legal Services

**Date:**             June 30, 2021

### **PURPOSE:**

The purpose of this report is to present a general by-law for the Board's consideration and approval in order to govern the internal operations of the Corporation.

### **RECOMMENDATIONS:**

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that:

- a) By-Law No.1 in the form which has been presented to the Directors, is hereby enacted as a By-Law of the Corporation.
- b) The Chair is hereby authorized and directed to sign the said By-Law as so enacted as evidence of the foregoing and to insert the same into the front portion of the minute book of the Corporation.

### **RATIONALE FOR RECOMMENDATIONS**

Under sections 116(1) and 117(1)(a) of the Ontario *Business Corporations Act* ("OBCA"), the Directors may make by-laws that regulate the business

or affairs of a corporation. A general by-law supports the efficient and effective management of the Corporation.

City staff have developed By-Law No.1 for the approval of the Board. The content of By-Law No.1 is based on general by-laws of other City corporations, and incorporates elements of the TSHC Shareholder Direction, as well as provisions from relevant legislation.

By-Law No.1 may be amended by the Board at any time. Under Section 116(2) of the OBCA, the Board is required to submit any by-law approved by the Board for confirmation at the next meeting of the Shareholder.

**SIGNATURE:**

---

Michael Smith  
Solicitor, City of Toronto Legal Services

**Attachment 1:** By-Law No.1

## Toronto Seniors Housing Corporation Process to Select Vice-Chair

Item 13

June 30, 2021

Board of Directors

**Report:**            **BD: 2021-05**

**To:**                Board of Directors

**From:**            Maureen Quigley, Board Chair

**Date:**            June 30, 2021

### **PURPOSE**

The Purpose of this report is to recommend and approve a process to select a Vice-Chair for the Board of Directors.

### **RECOMMENDATION:**

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors adopt the Vice-Chair Selection Process as described in this report from the Chair.

### **RATIONALE FOR RECOMMENDATION**

Clause 6.5.2 of the Shareholder Direction provides that “The Board shall elect a Vice-Chair from amongst its members who shall act as Chair in the absence of the Chair.”

In our recent orientation presentation, the role of the Board Chair was defined as:

- Objective chairing of meetings and keeping the public informed of the status of the business;
- Representing the Board to the general public, media, stakeholders and Council;

- Support Board capacity and participation of Board members;
- Specific roles set out in the Board's procedures by-law regarding conduct of meetings.

The Role of the Vice-Chair was defined as:

- Assumes the duties of the Chair when delegated, or when the Chair is unable to assume their duties.

The City of Toronto does not have any specific requirements for the process by which a City Corporation Board selects the Vice-Chair. Pending information that I have requested on whether there are any common elements in the process for selection of Vice-Chair among the City of Toronto Corporations, I am recommending the following approach.

### **Proposed Approach:**

To facilitate the election of the Vice-Chair at the September 2021 Board meeting, the following process is recommended for approval by the Board:

- The Board Chair will canvass all Directors for expressions of interest to be elected as Vice-Chair;
- The Board Chair will establish an Ad Hoc Nominating Panel comprising the Board Chair, one Councillor and one Public member who has not expressed interest to be elected as Vice-Chair;
- The Ad Hoc Nominating Panel will meet with the candidates and recommend a nominee for approval by the Board.

### **SIGNATURE:**

---

Maureen Quigley  
Board Chair



# Toronto Seniors Housing Corporation

## Financial Letter from Deputy City Manager

Item 14

June 30, 2021

Board of Directors

**Report:** BD: 2021-06

**To:** Board of Directors

**From:** Giuliana Carbone, Deputy City Manager, Community and Social Services

**Date:** June 30, 2021

### **PURPOSE:**

The purpose of this report is to inform the Board of how the Toronto Seniors Housing Corporation's City-allocated budget will be administered in 2021.

### **RECOMMENDATIONS:**

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors receive the report and attachments from the Deputy City Manager, Community and Social Services, for information.

### **SIGNATURE:**

---

Giuliana Carbone, Deputy City Manager, Community and Social Services

**Attachment 1:** Letter from Deputy City Manager, Community and Social Services

## Toronto Seniors Housing Corporation Board of Directors Preliminary Work Plan

Item 15

June 30, 2021

Board of Directors

**Report:** BD: 2021-07

**To:** Board of Directors

**From:** Jenn St. Louis, Manager, Tenants First, City of Toronto

**Date:** June 30, 2021

### PURPOSE

The purpose of this report is to recommend elements of work that will be undertaken by City staff, the Transitional Lead and Chief Operating Officer and the Board in advance of the September 28, 2021, Board meeting.

### RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors adopt the preliminary Work Plan as described in the report and that the Board Chair work with the Transitional Lead and Chief Operating Officer and City staff to amend as necessary and implement the preliminary Work Plan.

### RATIONALE FOR RECOMMENDATION

The work plan below presents a timeline and method for dealing with key board start-up items. City staff have prepared the work plan and it will be reviewed by the Transitional Lead and Chief Operating Officer once hired, who may decide to amend it.

## TSHC – Preliminary Work Plan

<b>Toronto Seniors Housing Corporation Preliminary Work Plan</b>		
<b>Item</b>	<b>Interim Steps</b>	<b>Method for Approval</b>
Appoint Officers (in Camera)	<ul style="list-style-type: none"> <li>- Appoint Vice-Chair</li> <li>- Determine next steps with Transitional Lead and Chief Operating Officer for hiring of personnel</li> </ul>	Approval at September 28, 2021 Board meeting
Appoint Auditor	<ul style="list-style-type: none"> <li>- City staff solicit proposals from auditors</li> <li>- Negotiate engagement</li> <li>- Execute agreement</li> </ul>	Written resolution, circulated by email
Banking Arrangements	<ul style="list-style-type: none"> <li>- Transitional Lead and Chief Operating Officer work with City staff to solicit proposals from banks</li> </ul>	Approval at September 28, 2021 Board meeting
Selection of Executive Search firm	<ul style="list-style-type: none"> <li>- Transitional Lead and Chief Operating Officer to engage an executive search to hire a Chief Executive Officer and other Officers as needed</li> </ul>	Written resolution, circulated by email
Directors and Officers Insurance	<ul style="list-style-type: none"> <li>- Transitional Lead and Chief Operating Officer work with City staff to engage insurance broker and solicit quotations</li> </ul>	Written resolution, circulated by email
Retain Legal Counsel for Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> <li>- Transitional Lead and Chief Operating Officer to engage in retaining independent legal counsel or hiring general counsel for the Corporation</li> </ul>	Written resolution, circulated by email

**SIGNATURE:**

---

Jenn St. Louis, Manager, Tenants First, City of Toronto

**Attachment 2**

**SHAREHOLDER DIRECTION**

CITY OF TORONTO

TO

TORONTO COMMUNITY HOUSING CORPORATION

June 2021

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## 1. INTERPRETATION

### 1.1 Definitions

In this *Shareholder Direction* the following terms will have the meanings set out below:

"*Auditor*" means the auditor of *TCH*;

"*Auditor General*" means the Auditor General of the *City* or any *Person* appointed to act in the place of that individual or their delegate;

"*Board*" means the Board of *Directors* of *TCH*;

"*CEO*" means President and Chief Executive Officer, the most senior employee and officer of *TCH*;

"*Chair*" means a *Director* of the *TCH Board* appointed as *Chair* of the *Board* from time to time;

"*City*" means the City of Toronto;

"*City CFO & Treasurer*" means the Chief Financial Officer and Treasurer of the City of Toronto or any *Person* appointed to act in the place of that individual or their delegate;

"*City Manager*" means City Manager of the City of Toronto or any *Person* appointed to act in the place of that individual or their delegate;

"*Council*" means the Council of the City of Toronto;

"*Develop*" or "*development*" means to develop, redevelop or revitalize existing buildings and property for housing and related purposes consistent with *TCH's* mandate. Includes construction of new buildings and infill opportunities, on property with existing structures or vacant land;

"*Directed by Council*" means a direction from *City Council*, acting on behalf of the City of Toronto in its capacity as *Shareholder*, to the *Corporation*, which direction shall be in the form of a recommendation or resolution adopted by *City Council* which applies to *TCH* and/or any of its *Subsidiaries*;

"*Director*" means a member of the *Board* of Directors of *TCH*;

"*Duly appointed representatives of the Shareholder*" means the *City Manager*, *City CFO*, Deputy City Manager Community and Social Services, Deputy City Manager Infrastructure and Development Services, Deputy City Manager Corporate Services, the General Manager, Shelter, Support and Housing Administration, and the City Solicitor or their designates, or others as approved by *Council* from time to time;

"*Financial Management Expertise*" means possession of an accounting designation or an equivalent combination of skills and experience providing the ability to read and understand a set of financial statements that present the breadth and level of complexity of accounting issues that can reasonably be expected to be raised by *TCH's Financial Statements*;

"*Financial Statements*" means, for any particular period, audited or unaudited (as stipulated in this *Shareholder Direction*), consolidated or unconsolidated (as stipulated in this *Shareholder Direction*), comparative *Financial Statements* of *TCH* consisting of not less than a Statement of Financial Position,



a Statement of Operations and Accumulated Surplus, a Statement of Changes in Net Assets, a Statement of Cash Flows, a report or opinion of the *Auditor* (in the case of audited *Financial Statements*) and such other statements, reports, notes and information prepared in accordance with generally accepted accounting principles (consistently applied) and as are required in accordance with any applicable law or upon the request of *City* staff;

"*HSA*" means the *Housing Services Act, 2011* and regulations thereunder or successor legislation, as amended from time to time;

"*Joint Venture*" means an investment in any form of business enterprise with third parties, which investment is held for active operating business purposes and not as a passive or portfolio investment;

"*Local Housing Corporation*" means a local housing corporation as defined under the *Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1*, as it may be amended, replaced or re-enacted from time to time;

"*OBCA*" means the *Business Corporations Act R.S.O. 1990, c. B. 16* (Ontario), and the regulations thereunder, as the same may be amended, replaced or re-enacted from time to time;

"*Person*" means an individual, a natural person or a body corporate;

"*Program Administrator*" means the City of Toronto (as represented by its Shelter, Support and Housing Administration Division) when acting in its role as *Service Manager* or as the administrator of funding for any other housing program not subject to the *HSA* and any other regulatory authority or order of government having authority to establish housing program legislation and regulations;

"*Public Member*" means an individual who is a *Director* and who is not a member of *Council*;

"*Senior Executive*" means the *CEO* and the senior management team that reports directly to the *CEO*;

"*Service Manager*" means the City of Toronto when carrying out its roles and responsibilities as a *Service Manager* under the *HSA*;

"*Shareholder*" means the City of Toronto acting as the owner of *TCH*;

"*Shareholder Direction*" means this *Shareholder Direction* as it may be amended, revised, supplemented or superceded in writing from time to time;

"*Subsidiary*" or "*subsidiaries*" shall have the meaning ascribed thereto by the *OBCA*;

"*Subsidized rental housing*" means rental housing portfolio where *TCH* receives an operating subsidy, or the *Tenant* receives a rent subsidy;

"*Tenant Directors*" means *Public Members* of the *TCH Board* who are *Tenants*. There are 2 *Tenant Directors* on the *Board*;

"*Tenants*" means the tenants of *TCH*, as defined in the *Residential Tenancies Act, 2006* as amended from time to time;

"*TCH*" means Toronto Community Housing Corporation.

## 2. INTRODUCTION

### 2.1 *City as TCH Shareholder*

The *City* of Toronto is the sole Shareholder of *TCH* pursuant to Part IV of the *HSA*.

### 2.2 *Purposes of this Shareholder Direction*

The purposes of this *Shareholder Direction* are as follows:

- (a) to set out the accountability, responsibility and relationship between the *Board* and the *Shareholder*.
- (b) subject to the *Board's* authority to supervise the management of the business and affairs of *TCH*, to provide the *Board* with the *Shareholder's* operating principles regarding the business;
- (c) to recognize the *Board's* authority to supervise the management of the business and affairs of *TCH* in accordance with this *Shareholder Direction* or as *Directed by Council*;
- (d) to inform the *Tenants*, other residents of the *City* and the general public of the *Shareholder's* operating principles regarding *TCH* in Section 3.1;
- (e) to set out the *City's* expectations of and objectives for *TCH*;
- (f) to set out *TCH's* mandate in Section 4.1, scope of responsibilities and reporting requirements;
- (g) to set out certain rules of the *Service Manager* governing the operation of *TCH* authorized by subsection 27(1)(b) of the *HSA*;
- (h) to constitute in part a declaration by the *City* pursuant to subsection 108(3) of the *OBCA* with respect to certain powers of the *Board*; and
- (i) to describe the structure of the *Board*.

## 3. SHAREHOLDER PRINCIPLES

### 3.1 *Operating Principles*

3.1.1 *TCH* is integral to the well-being and the infrastructure of the *City*. *TCH* shall conduct its affairs in a manner consistent with the operating principles outlined below:

#### Governance:

- (a) through the *Board*, *TCH* will be responsible for determining and implementing the appropriate balance among the operating principles in this Section of the *Shareholder Direction* (Section 3.1), causing *TCH* to conduct its affairs in accordance with the same, and be accountable to the *Shareholder* for how this balance is achieved;
- (b) *TCH* will establish policies to mitigate financial risks to *TCH* and to the *City* as *Shareholder* and as *Program Administrator* while maintaining or enhancing service standards and levels of service;

- (c) *TCH* will work from a *Tenant*-centered perspective, recognizing the unique challenges experienced by *Tenants*;

Housing Portfolio Management:

- (d) Subject to the terms of this *Shareholder Direction*, *TCH* will be responsible for the management of its housing portfolio and making all policy and operational decisions;
- (e) *TCH* will maintain its assets in a state of good repair consistent with Council approved policy objectives and priorities and in accordance with law;
- (f) *TCH* will manage its housing portfolio consistent with *Council*-approved policy objectives and priorities, including the *City's* plans related to housing, homelessness, real estate or as *Directed by Council* and in compliance with all applicable law;
- (g) *TCH* will seek out methods to operate as efficiently as possible, while maintaining service levels and meeting requirements, including consideration of reviews of programs, services and processes and opportunities to share services with other providers;
- (h) *TCH* will ensure that the need for state of good repair investments in the *TCH* housing portfolio operated by Toronto Seniors Housing Corporation (TSHC) are assessed and made on the same priority basis as other comparable housing in *TCH's* housing portfolio;
- (i) *TCH* will consider the transfer of management responsibilities for appropriate buildings in its housing portfolio to self-managed cooperative housing, where appropriate and feasible;

Accountability:

- (j) *TCH* will be accountable for complying with the requirements of this *Shareholder Direction* to the *City* as *Shareholder*, including reporting requirements, and as required by the *City* from time to time;
- (k) *TCH* will ensure that its policies and business practices are consistent with *City* standards of public accountability, financial management and transparency for the effective and efficient use of public funds;
- (l) *TCH* will have due regard for the role of Members of *Council* in representing the interest of their constituents and the *City*, and will provide timely access to information concerning the activities of *TCH* respectively in the *City* and in their wards subject to confidentiality requirements;

Tenant Matters:

- (m) *TCH* will consult with *Tenants* through efficient and effective engagement mechanisms on issues and policies that will have an impact on service standards or the level of services, and communicate such policies and changes to policies to all *Tenants*;
- (n) *TCH* will provide *Tenants* with housing intended to respond to their housing needs and wherever feasible within communities where there is a diversity of incomes and a mix of rent geared-to-income and market rent paying *Tenants*; and

- (o) *TCH* will operate with an emphasis on providing responsive customer service, promoting *Tenant* satisfaction, maintaining successful tenancies and supporting *Tenant* access to information and services.

#### **4. MANDATE OF TORONTO COMMUNITY HOUSING**

##### **4.1 Mandate of TCH**

4.1.1 *TCH* is a Local Housing Corporation under the *HSA*. The core mandate of *TCH* is to provide *subsidized rental housing* in a state of good repair to low and moderate income households in Toronto.

4.1.2 In support of the core mandate in Section 4.1.1, and subject to the ongoing ability of *TCH* to comply with this *Shareholder Direction*, the funding arrangements established by any *Program Administrator* and the ability of the *Board* to demonstrate the same, *TCH*, directly or through *Subsidiaries*, *Joint Ventures*, partnerships or arrangements for the purchase of services, may engage in any of the following business activities, consistent with *TCH's* Articles of Incorporation, the Operating Agreement, and the *HSA*, other applicable law and best practices:

- (a) own, operate or have an ownership interest in rental housing and provide related services;
- (b) assist Tenants in need of support to maintain their tenancies, through eviction prevention policies and programs, as well as referrals to external organizations for supports and services, as described in Section 9.1;
- (c) facilitate the development of the *TCH* housing portfolio, including *subsidized rental housing*, through the development of *TCH* lands and buildings, utilizing a process led by the *City* and CreateTO, as *Directed by Council*;
- (d) lease or operate commercial space and other commercial services in support of meeting business objectives;
- (e) manage an investment program for reserves and other funds, and borrow funds to meet long and short term requirements, subject to the provisions of Sections 7.3 and 7.4;
- (f) deliver program-related services on behalf of any *Program Administrator* as requested or required; and
- (g) undertake any additional activity consistent with *TCH's* core mandate as described in Section 4.1.1 and additional *City* objectives and Council priorities, as *Directed by Council* from time to time, and subject to relevant provisions in Section 8.5.

##### **4.2 Subsidiaries**

4.2.1 *TCH*, may, from time to time, create one or more *Subsidiaries* to meet its Mandate. *TCH* will consult with the *City Manager* regarding the business purpose and financing of any proposed *subsidiary* prior to the creation of any *subsidiary*.

4.2.2 Subject to any matters requiring approval of the *Shareholder* pursuant to this *Shareholder*

*Direction*, the business and affairs of the *Subsidiaries* will be managed or supervised by their respective Boards of Directors.

- 4.2.3 *TCH* will appoint the Directors of the *Subsidiaries* from among the *Directors* and officers of *TCH* or establish and follow a process for the nomination and appointment of the Directors that is approved by the *Shareholder*.
- 4.2.4 Members of the *Board* or officers of *TCH* shall comprise a majority of the Board of Directors of any *Subsidiary*.
- 4.2.5 The Chair and Vice-Chair of the Board of Directors of any *Subsidiary* shall be a member of the *Board of TCH*.
- 4.2.6 When a *Subsidiary* is created, *TCH* will so inform the *Shareholder* at the earliest possible opportunity, and include information related to the purpose, governance structure, *Board* composition, operations, financing and such other information as may be requested by the *City Manager*.
- 4.2.7 Upon the creation of a *Subsidiary*, *TCH* shall establish a *Shareholder Direction* for that *Subsidiary* that applies the same business principles, policy requirements and standards of accountability and reporting, with appropriate modification as determined by *TCH*, to the *Subsidiary* as are applied to *TCH* by the *City* through this *Shareholder Direction*.
- 4.2.8 *TCH* will not permit a *Subsidiary* to incur or create any indebtedness or interest or issue any security which impairs the ability of *TCH* to comply with the provisions of Section 7.4.
- 4.2.9 *TCH* shall ensure that the Directors and officers of the *Subsidiaries* will strictly abide by the requirements of the *OBCA* and the *HSA*. *TCH* shall adopt and apply a policy regarding conflicts of interest, including requirements concerning disclosure and abstention from voting.
- 4.2.10 The Directors and officers of the *Subsidiaries* will ensure that no confidential information of the *Subsidiaries* is disclosed or otherwise made available to any *Person*, except to the extent that:
  - (a) disclosure to the *Shareholder's* or the *Subsidiary's* employees or agents is necessary for the performance of any of their duties and obligations under this *Shareholder Direction*; or
  - (b) disclosure is required in the course of judicial proceedings or pursuant to law; or the confidential information becomes part of the public domain (other than through unauthorized disclosure by any party).
- 4.2.11 If a member of the Board of Directors of any *Subsidiary* ceases to be a Director for any reason, *TCH* will cause the vacancy to be filled by another *Director* or officer of *TCH* or other nominee in accordance with 4.2.3, as soon as reasonably possible.
- 4.2.12 When a *Subsidiary* is dissolved, *TCH* will so inform the *Shareholder* at the earliest possible opportunity, and include information such as final audited financial statements, report from the liquidator or equivalent, notice to the Province of Ontario, and other information as may be requested by the *City Manager*.

### **4.3 Joint Ventures**

- 4.3.1 *TCH*, may from time to time, invest in one or more *Joint Ventures* to meet its goals. *TCH* will consult with the *City Manager* regarding the business purpose, financing, governance structure and reporting requirements of any proposed *Joint Venture* prior to its creation.
- 4.3.2 Each *Joint Venture* will provide *TCH* with such reporting as *TCH* considers appropriate but at a minimum includes the *Joint Venture's* annual *Financial Statements*, the achievement of financial and service targets or other performance indicators and such explanations, notes and information as is required to explain and account for any variances between actual results from operations and the targets set out in its annual business plan or budget.
- 4.3.3 When a *Joint Venture* is created, *TCH* will so inform the *City Manager* at the earliest possible opportunity, and include information related to the purpose, governance structure, *Board* composition, operations, financing and such other information as may be requested by the *City Manager*.
- 4.3.4 *TCH* will not invest in a *Joint Venture* that will undertake actions that *TCH* would otherwise be prohibited from doing by the terms of this *Shareholder Direction*.
- 4.3.5 *TCH* shall ensure that no *Joint Venture* shall incur or create any indebtedness or interest or issue any security which impairs the ability of *TCH* to comply with the provisions of Section 7.4.
- 4.3.6 If a member nominated by or representing the interests of *TCH* on any Board of Directors or other governing body of any *Joint Venture* ceases to be a member for any reason, *TCH* will cause the vacancy to be filled by another *Director* or officer of *TCH* or other nominee as soon as reasonably possible.

## **5. BOARD OF DIRECTORS**

### **5.1 Board Responsibilities**

Subject to any matters requiring approval of the *Shareholder* pursuant to this *Shareholder Direction*, the *Board* will supervise the management of the business and affairs of *TCH*, including the following specific matters:

- (a) establishing annual and long range strategies and plans consistent with the provisions of this *Shareholder Direction*, including the *TCH* Strategic Plan described in Section 10.1;
- (b) establishing policies and other directives consistent with this *Shareholder Direction*, Council directives or requests, the *HSA* and all applicable law, agreements, and best practices of corporate governance and financial and risk management;
- (c) establishing and maintaining appropriate reserves consistent with sound financial principles and the program regulations established by any *Program Administrator* from time to time;
- (d) selecting bankers and other financial institutions and establishing all banking authorities;
- (e) managing and directing all labour and employee relations matters;

- (f) establishing committees of the *Board* including those referred to in Section 6.9 of this *Shareholder Direction*, and delegating to the committees such authority as the *Board* determines is appropriate or as *Directed by Council*, provided that the delegation of that authority is permitted under the *OBCA*;
- (g) appointing the *CEO*, approving the terms of and compensation for their employment, establishing performance objectives for the *CEO*, monitoring the *CEO's* success in meeting those objectives, and holding the *CEO* accountable for meeting those objectives;
- (h) appointing the officers of *TCH*, other than the Chair who is appointed by the *Shareholder*;
- (i) approving and submitting required reporting to the *Shareholder*, including but not limited to requirements in Section 10 of this *Shareholder Direction*; and
- (j) ensuring that the *Board* has appropriate processes in place to ensure that information is reported to the *Board* in a timely manner to enable the *Board* to monitor implementation of its decisions and the performance of *TCH* staff.

## 5.2 Meetings

- 5.2.1 Meetings of the *Board* and its committees shall be open to the public, except where matters may be considered closed to the public for the reasons set out in Section 190 of the *City of Toronto Act, 2006*. Advance public notice of the agenda is required.
- 5.2.2 The *Board* shall pass a by-law that includes procedures for governing the calling, place and proceedings of meetings of the *Board* and its committees. The *Board* shall seek approval from Council for the by-law.

## 5.3 Conflict of Interest Policy

The *Directors* and officers of *TCH* will strictly abide by the requirements of the *OBCA* and the *HSA*. *TCH* shall adopt and apply a policy regarding conflicts of interest, including requirements concerning disclosure and abstention from voting.

## 5.4 Confidentiality

- 5.4.1 The *Shareholder* and the *Directors* and officers of *TCH* will ensure that no confidential and/or privileged information of the *Shareholder* or *TCH* is disclosed or otherwise made available to any *Person*, except to the extent that:
  - (a) disclosure to the *Shareholder's* or *TCH's* employees or agents is necessary for the performance of any of their duties and obligations under this *Shareholder Direction*;
  - (b) disclosure is required in the course of judicial proceedings or pursuant to law; or
  - (c) the confidential information becomes part of the public domain (other than through unauthorized disclosure by any party).
- 5.4.2 The *Duly Appointed Representatives* of the *Shareholder* shall, for the purposes set out in Section 5.4.1:

- (a) have unrestricted access to the data, books and records of *TCH* and the *Subsidiaries*, including confidential materials from meetings, closed to the public, during normal business hours; and
- (b) treat all information of *TCH* with the same level of care and confidentiality as any confidential and/or privileged information of the *Shareholder*, and shall be deemed to be subject to, and shall at all times comply with all law with respect to such information.

5.4.3 The *Chair* may, at their discretion, allow *Duly Appointed Representatives* of the *Shareholder*, other than the recording secretary or members of the *Board*, to attend the in camera portion of a meeting on a matters necessary for the performance of their duties and obligations.

## 5.5 Remuneration

The remuneration of the members of the *Board* for their services as *Directors* will be as authorized by *Council* from time to time. *TCH* will reimburse *Directors* for all reasonable expenses. The *Board* shall report annually to the *Shareholder* the total remuneration and expenses paid to each *Director* using the protocols established by the *City CFO & Treasurer*.

## 5.6 Removal of Directors

*Board Directors* are appointed to serve on the *Board* at pleasure of *Council*. A *Director* may be removed from the *Board* by the *Shareholder* in accordance with the *OBCA* for any reason as may be determined by the *Shareholder*. *TCH* shall advise the *Shareholder* immediately when there is cause for removal of a *Director*. The reasons for such removal may include, but are not restricted to:

- (a) breach of the *Director's* obligations under the *OBCA*;
- (b) conflict of interest that cannot be resolved in any other manner satisfactory to the *Board*;
- (c) engaging in activities that are deemed by the *Board* to have an adverse impact on their duties as a *Board* members;
- (d) ceasing to meet the eligibility requirements in Sections 6.2.1; and
- (e) failure to attend three or more consecutive meetings of the *Board* or its committees without approval of the *Board*.

## 6. BOARD STRUCTURE

### 6.1 Composition of the Board

The *Board* will be composed of 12 *Directors*, comprised of 9 *Public Members*, 2 of whom shall be *Tenants*, and 3 members of *Council*, one of whom shall be the Mayor or the Mayor's designate, as appointed by *Council*.

### 6.2 Eligibility and Qualifications of Directors

6.2.1 All *Directors* must meet the general eligibility requirements in the City's Public Appointments Policy for *Public Members*, any additional eligibility requirements for corporate board members under the *OBCA* and requirements in Section 6.1 and 6.7.



6.2.2 In naming *Directors* to the *Board*, the *Shareholder* will give due regard to terms of reference for the *TCH Board* to ensure that the *Board* collectively represents a range of relevant skills, knowledge and experience, including the following:

- (a) knowledge of the field of social housing;
- (b) housing advocacy or community development;
- (c) land development;
- (d) property management;
- (e) business management;
- (f) corporate governance;
- (g) organizational development;
- (h) labour relations;
- (i) business law; and
- (j) social services for *Tenants*.

6.2.2 At least one *Director* of the *Board* shall possess *Financial Management Expertise*.

### **6.3 Council Member Appointment Process**

*Council* members will be nominated for appointment to the *Board* on the recommendation of the Striking Committee or through any other process approved by *Council* from time to time, and are appointed by *Council*.

### **6.4 Public Member Appointment Process**

6.4.1 The appointment of *Public Members* to the *TCH Board* will follow the provisions of the *City's* Public Appointments Policy.

6.4.2 For the seven (7) *Public Members* at large, the Corporations Nominating Panel, or a Committee of *Council*, as determined by *Council* from time to time, will review applications, conduct interviews, and recommend nominees to *Council* for appointment to the *Board*.

6.4.3 For the two (2) *Public Members* who are current *Tenants* ("*Tenant Directors*"), *City* staff will review applications, conduct interviews, and recommend nominees, with input from *Tenants*, to the Corporations Nominating Panel, or a Committee of *Council*. The Corporations Nominating Panel, or such other Committee as *Council* may determine, will recommend nominees to *Council* for appointment to the *Board*.

### **6.5 Chair and Vice-Chair**

*Council* will select the *Chair* of the *Board*. In the event the *Chair* resigns or otherwise vacates the position of *Chair* prior to the end of the term, the *Shareholder* may choose to appoint a new *Chair* to sit until the

end of the term, or ask the *Board* to elect a *Chair* from among the remaining *Directors*. The *Board* shall elect a Vice-Chair from amongst the other *Directors* who shall act as *Chair* in the absence of the *Chair*.

## **6.6 Vacancies**

If a *Director's* position becomes vacant for any reason, *TCH* shall inform the *Shareholder* and the *Shareholder* will fill the vacancy as soon as reasonably possible.

## **6.7 Term**

6.7.1 All *Directors* of the *Board* serve at the pleasure of the *Council* for a term as specified by the *Council* or until their successor is appointed. *Directors* may be reappointed to the *Board*.

6.7.2 The term for *Directors* appointed to the *Board* who are Members of *Council* shall be two years. Incumbent Councillor *Directors* may be reappointed as *Council* may determine.

6.7.3 The term for *Public Members* appointed to the *Board* shall be two years. *Directors* who are *Public Members* may serve a maximum of four two year terms.

6.7.4 *Directors* of the *Board* who are Members of *Council* cease to be *Directors* as soon as they cease to be Members of *Council*.

6.7.5 *Tenant Directors* appointed to the *Board* cease to be *Directors* as soon as they cease to be *Tenants*.

## **6.8 Committees of the Board**

6.8.1 The *Board* is required to establish a committee of the *Board* that is responsible for, among other matters, *TCH's Financial Statements* and auditing compliance by *TCH* with this *Shareholder Direction* and the compliance of *TCH* staff with *Board* policies. One member of the Committee is required to have *Financial Management Expertise*.

6.8.2 The *Board* is required to establish a committee of the *Board* that is responsible for, among other matters, preparing a *Senior Executive* compensation policy as referred to in Section 12 of this *Shareholder Direction*. At least one member of this committee is required to be a *Director* who is a Member of *Council*.

6.8.3 The *Board* may establish other committees of the *Board* as the *Board* determines are appropriate, and may delegate to the committees such authority as the *Board* determines is appropriate, provided that the delegation of that authority is permitted under the *OBCA* and this *Shareholder Direction*.

## **7. SHAREHOLDER MATTERS**

### **7.1 Decisions of the Shareholder**

7.1.1 Subject to law, *TCH* shall and shall direct its *Subsidiaries* to conduct their affairs and govern their operations in accordance with such rules, policies and directives or objectives as *Directed by Council* from time to time.

7.1.2 Where *TCH* wishes to obtain an approval or decision from the *City*, *TCH* shall submit a written

request to the appropriate *City* liaison, in accordance with Section 7.2, for the approval or decision which includes all information necessary for the *City* to make an informed decision. *TCH* shall submit its request and supporting information in a timely manner that enables the *City* liaison to comply with deadlines for submission to Committees and *Council*. The *City Manager*, the *City CFO & Treasurer* or the General Manager Shelter, Support & Housing Administration, as appropriate, shall determine how a particular matter for which approval or decision has been requested will proceed.

## **7.2 Liaison**

- 7.2.1 For matters requiring *Shareholder* approval or other action regarding governance matters set out in this *Shareholder Direction* and intergovernmental matters, the designated liaison is the *City Manager* or their representative.
- 7.2.2 *TCH* shall ensure that proposals regarding Provincial or Federal legislation, policies or programs are co-ordinated with the *City Manager's* Office and *TCH* shall follow such protocols as are established by that office from time to time.
- 7.2.3 For financial matters set out in this *Shareholder Direction*, the designated *City* liaison is the *City CFO & Treasurer*.
- 7.2.4 For matters concerning *TCH's* administration of programs within the scope of the *HSA* or pursuant to agreements between *TCH* and the *Service Manager*, the designated *City* liaison is the General Manager, Shelter, Support and Housing Administration Division.

## **7.3 Matters Requiring Shareholder Approval under the OBCA**

- 7.3.1 In accordance with the provisions of the *OBCA* and without the approval of the *Shareholder*, *TCH* will not, and will not permit any *Subsidiary* to:
  - (a) apply to make changes to its Articles of Incorporation;
  - (b) amalgamate (except for an amalgamation with one or more *Subsidiaries*), apply to continue as a body corporate under the laws of another jurisdiction, merge, consolidate or effect a reorganization as defined in the *OBCA*, or approve or effect any plan of arrangement, in each case whether statutory or otherwise;
  - (c) take or institute proceedings for any winding up, arrangement, corporate governance or legal reorganization or dissolution;
  - (d) create new classes of shares or reorganize, consolidate, subdivide or otherwise change its outstanding securities;
  - (e) dispose of, by conveyance, transfer, lease, sale and leaseback, or other transaction, all or substantially all of its assets or undertaking, with the exception of entering into residential and commercial leases for the units and commercial spaces of *TCH*;
  - (f) change the *Auditor*;
  - (g) make any change to the number of *Directors* comprising the *Board*, or appoint *Directors*; and

- (h) enter into any transaction or take any action that requires *Shareholder* approval pursuant to the *OBCA*.

7.3.2 Subject to law, *TCH* may be requested or *Directed by Council* to undertake any action in Section 7.3.1.

#### **7.4 Other Matters Requiring Shareholder Approval**

7.4.1 Without the approval of the *Shareholder*, *TCH* shall not, and shall ensure that the *Subsidiaries* do not,

- (a) create any additional indebtedness that would require additional payment in the form of subsidies from any *Program Administrator*, not including the impact of increased subsidy payments that may be required pursuant to other program cost increases as identified in any agreement with any *Program Administrator* and not including the renewal of existing mortgages and loans;
- (b) dispose of real property assets used for the purposes of providing rent-geared-to-income and market housing, or which are zoned or deemed suitable for housing purposes; but not including assets which are not zoned or deemed suitable for housing or that are used for commercial purposes;
- (c) proceed with facilitating new *development* projects. Approval by *Shareholder* and *Service Manager* shall be sought through a process led by the City and CreateTO as *Directed by Council*;
- (d) pass or amend any by-laws with respect to the composition or number of *Directors* or the term of *Directors* or that are inconsistent with this *Shareholder Direction*; or
- (e) provide any financial assistance, whether by loan, guarantee or otherwise, to any *Director*, officer or employee of *TCH* or of any *Subsidiary* or *Joint Venture*.

7.4.2 Subject to Sections 7.3 and 7.4, the *Board* may by resolution make, amend, or repeal any of its by-laws and the changes take effect at such time as the *Board* approves. Such changes shall be submitted to the *City*, as *Shareholder*, immediately upon approval by the *Board* for *Council* approval. If *Council* makes any amendments to any by-law passed by the *Board*, the amendments take effect when approved by *Council* and are not retroactive, in accordance with Section 116 of the *OBCA*, as amended from time to time.

7.4.3 Subject to law, *TCH* may be *Directed by Council* to undertake any action in Section 7.4.1.

#### **7.5 Regulatory Matters**

7.5.1 *TCH* shall, at all times, act in compliance with all applicable law in its administration of housing programs. Where conflicts arise between statutory obligations and this *Shareholder Direction*, *TCH* shall notify the *Shareholder* and seek the cooperation of the *Service Manager* in ensuring that issues that require Provincial intervention are resolved quickly.

7.5.2 *TCH* is subject to a variety of laws that governs its operations and sets out the responsibilities of the *Board* including but not limited to the *OBCA*, *HSA*, *Residential Tenancies Act*, the *Human Rights Code*, *Accessibility for Ontarians with Disabilities Act*, and municipal property standards

by-laws. In all cases such legislation will prevail over this *Shareholder Direction* and any other direction of the *Shareholder* where there is a conflict between these directions and such legislation.

## **8. FUNDING RELATIONSHIP WITH CITY AND OPERATING AGREEMENT**

### **8.1 General**

The *City* has a dual role in social housing – that of the *Shareholder* of *TCH*, which in turn owns a large portfolio of housing, as well as that being the designated *Service Manager* of social housing programs under the *HSA*. *TCH* and other social housing providers in the *City* participate in these programs. Through the *HSA*, the Province has considerable powers over the *City* as a *Service Manager*, and over *TCH* as a *Local Housing Corporation*. The powers of *TCH* and of the *City* as *Shareholder* may, in certain circumstances, be subject to Provincial authority.

### **8.2 Scope of Operating Agreement**

8.2.1 The role of the *City* as *Service Manager* and that of *TCH* as a *Local Housing Corporation* is governed by the *HSA* and the relationship of the two parties shall be defined in an Operating Agreement between the *City* and *TCH*. The parameters of such agreement are identified in Sections 8.3 and 8.4 below, and relate to service level standards, implementation of the flow of subsidies, detailed program-level reporting and other such issues.

8.2.2 The funding relationships between the *City* and *TCH* do not constitute a guarantee by the *City* of any debt issued or payable by *TCH*.

### **8.3 Operating Agreement Principles**

*TCH* will maintain an Operating Agreement with the *City*, with accountability through the *City* General Manager, Shelter, Support and Housing Administration. In executing the Operating Agreement, both parties will seek to ensure:

- (a) stable and predictable funding for *TCH*;
- (b) efficient operations including consideration of reviews of programs, services and processes and opportunities to share services with other providers and the *City*;
- (c) simplified and harmonized social housing program structures and funding models; and
- (d) transparent reporting relationships and lines of accountability between *TCH* and the *City*.

### **8.4 Operating Agreement Contents**

8.4.1 The Operating Agreement between the *City* and *TCH* defines how *TCH* meets the requirements legislated under the *HSA* and or any other *Service Manager* direction as allowable in the role of system *Service Manager*, and how social housing programs under which *TCH* operates are administered.

8.4.2 The Operating Agreement includes, but not necessarily limited to:

- (a) defining level of *Service Manager* service standards allocated to *TCH*;

- (b) requirements for the provision of budget and other financial information as deemed appropriate by the *City CFO & Treasurer*, to the Shelter, Support and Housing Administration Division in order to prepare their budget;
- (c) requirements for program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill *Service Manager* obligations under the *HSA*;
- (d) requirements for providing any other information described in the Operating Agreement;
- (e) method and timing for the payment of subsidies to *TCH*;
- (f) method for calculation of the amount payable to *TCH*; and
- (g) identification of the *Service Manager's* delegated responsibilities to *TCH* under the *HSA*.

## **8.5 Other City Program Funding**

- 8.5.1 The *City* may, from time to time, request of *TCH* that it perform certain functions and assume certain responsibilities of any *Program Administrator* consistent with *TCH's* mandate, in support of *Council* priorities, in support of the *City's Service Manager* role under the *HSA*, or as directed by *City Council*.
- 8.5.2 In areas referred to in Section 8.5.1, in which the *City* requests that *TCH* perform functions that are not mandated functions of a *Local Housing Corporation*, the *City* and *TCH* will enter into agreements that include:
  - (a) the source and level of funding to be provided for performance of functions subject to specific conditions and requirements;
  - (b) the conditions and performance expectations of the *City*, including requirements for cooperation, and transparent and timely access to all related information; and
  - (c) the accountability requirements of *TCH* in undertaking these functions.

## **9. TENANT MATTERS**

### **9.1 Tenant-Centered Operations**

*TCH* shall, in consultation with *Tenants* and other parties as required, maintain and apply:

- (a) eviction prevention policies which:
  - (i) are designed to keep individuals and families in their home and help them avoid entering into homelessness;
  - (ii) aim to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent; and
  - (iii) comply with *TCH's* statutory obligation to ensure that *Tenants* have reasonable enjoyment of their rental unit and the residential complex;

- (b) an accessible, transparent complaints process that advocates on behalf of *Tenants* to seek a solution to their complaints, respects the management accountabilities within *TCH* and allows for the review of operational decisions at a senior level within *TCH*;
- (c) an environment in which *Tenants* are protected from harassment and human rights are respected and upheld; and
- (d) a strategy in place to identify *Tenant* language needs and shall deliver communications to *Tenants* in a way that is responsive to those language needs.

## 9.2 Tenant Engagement

- 9.2.1 *TCH* will ensure that *Tenants* are engaged in a manner that allows *Tenants* to be involved in community decision making that affects their housing as appropriate. *TCH* shall support an approach to *Tenant* engagement that includes:
- (a) Opportunities for *Tenant* engagement regarding their housing, and the full *TCH* housing portfolio;
  - (b) Opportunities for *Tenants* to provide input on *TCH* corporate decisions including capital plans, operating budget, service levels, service delivery and *Tenant* facing policies; and
  - (c) Opportunities for *Tenant* input on setting local spending priorities; and
  - (d) Information about opportunities for engagement in other City and community initiatives.
- 9.2.2 *TCH's* approach to *Tenant* engagement will respect the terms of this *Shareholder Direction* and the financial targets and performance benchmarks that are established for *TCH* by the *Service Manager*.

## 10. ACCOUNTABILITY

### 10.1 Strategic Plan

- 10.1.1 *TCH* shall prepare a multi-year Strategic Plan. *TCH* shall review and revise its Strategic Plan, as appropriate, at intervals no less frequent than every four years. The content of the Strategic Plan will include:
- (a) long term business strategies and objectives and goals that support and advance the mandate of *TCH* and align with applicable City plans and Council priorities for the period covered by the Strategic Plan;
  - (b) identification of key issues and challenges and material enterprise risks facing *TCH*, and strategies to be implemented to resolve these key issues and challenges and material risks;
  - (c) identification of financial, business and service targets and performance measures based on benchmarks set out in regulations pursuant to the *HSA* or established in the Operating Agreement or Strategic Plan to be reported on annually;
  - (d) identification of environmental and energy efficiency strategies and targets to be reported

on annually;

- (e) major initiatives to be undertaken by *TCH* in the medium and long term; and
- (f) other matters as may be required by the *Shareholder*.

10.1.2 *TCH* will consult with the *City Manager*, the General Manager Shelter, Support & Housing Administration, and other relevant City staff in preparation of the *Strategic Plan*, including on its targets and major initiatives, to ensure strategic alignment with City goals and objectives.

10.1.3 *TCH* will submit each new Strategic Plan to the Shareholder along with its annual report for the previous fiscal year as described in section 10.3.1.

## 10.2 City Budget Process

10.2.1 To inform the City's financial planning process, *TCH* shall participate in the City's annual Budget Process. This includes:

- (a) Submitting *TCH's* Operating and Capital Budgets to the *CFO & Treasurer* in accordance with the format, scope and timing determined by the *CFO & Treasurer*, and guided by Budget targets established by *Council*; and
- (b) Participating in the administrative review process, preparing budget notes as required and presenting *TCH's* Budgets to Budget Committee.

10.2.2 *TCH* will submit spending estimates, including separate capital and operating budget requirements as specified in the Operating Agreement with the City referred to in Section 8.4.2 and in a format and as per timing as deemed appropriate by the *City CFO & Treasurer* to the Shelter, Support and Housing Administration Division in order to inform the SSHA annual budget submission.

## 10.3 Annual Reporting

10.3.1 Within 120 days after the end of the fiscal year, or as requested by the *City*, *TCH* will prepare an annual report for approval by the *Board* and submit this report to the *City Manager*. This report will include:

### Program and Financial Reporting

- (a) objectives, accomplishments since the prior year and performance trends;
- (b) information on the disposition and uses of funds provided to *TCH* by the *City*;
- (c) such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in the *TCH* operating and capital budget, and any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the *Shareholder*;
- (d) the achievement of the financial, business and service targets set out in the Strategic Plan or the Operating Agreement and such explanations, notes and information as is required to explain and account for any variances between the actual results from



operations and the targets established in the Strategic Plan or the Operating Agreement;

- (e) information that is likely to materially affect the Shareholder's financial objectives;
- (f) information regarding any matter, occurrence or other event which is a material breach or violation of any law, including major findings of internal and other audits;

Tenant-Centered Services

- (g) initiatives to provide responsive customer service;
- (h) *Tenant*-centered operations and *Tenant* engagement activities;
- (i) information that is likely to materially affect *Tenants'* views or opinions regarding *TCH*;
- (j) information regarding the number of evictions each year and the rationale for these evictions;

Other Matters

- (k) the status of the sale of any properties and on any *Tenant* or community impacts resulting from such sales;
- (l) information concerning new or dissolved *TCH Subsidiaries* and *Joint Ventures*, including their purpose, financial implications and associated material risks;
- (m) information on current *development* projects, as *Directed by Council*;
- (n) environmental and energy efficiency targets identified in the Strategic Plan;
- (o) disclosure of *Senior Executive* compensation as permitted by law;
- (p) the status of any specific actions *Directed by Council* during the past fiscal year; and
- (q) any such additional information as the *Shareholder* may specify from time to time.

**10.4 Accounting and Financial Statements**

10.4.1 *TCH* will adopt and use the accounting policies and procedures that may be approved by the *Board* from time to time and all such policies and procedures will be in accordance with generally accepted accounting principles and applicable regulatory requirements.

10.4.2 *TCH's* financial year end shall be December 31.

10.4.3 The *Board* will deliver to the *City Manager* and the *City CFO & Treasurer*, as soon as practicable and in any event within 120 days after the end of each fiscal year, the audited consolidated and unconsolidated annual *Financial Statements* of *TCH* for consideration by the *Shareholder*, including information concerning its *Subsidiaries* and *Joint Ventures*, for consideration by the *Shareholder*.

10.4.4 *TCH* shall provide quarterly unaudited *Financial Statements* to the *City CFO & Treasurer* within 30 days after the end of each fiscal quarter.

## 10.5 Operating Agreement Reporting

10.5.1 As a requirement under the Operating Agreement, *TCH* will report to the *Service Manager* information that is consistent with social housing program funding requirements. This information includes:

- (a) annual budget and other financial information as deemed appropriate by the *City CFO & Treasurer*, to the Shelter, Support and Housing Administration Division in order to prepare their budget, as specified in Section 10.2.2 of this *Shareholder Direction*;
- (b) program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill *Service Manager* obligations under the *HSA*;
- (c) the achievement of annual financial, business and service targets set out in the Operating Agreement and such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Operating Agreement; and
- (d) any other information described in the Operating Agreement .

## 10.6 Audit

10.6.1 The *Auditor* shall be appointed by the *Shareholder* in accordance with the *OBCA*. *TCH* will be responsible for payment of the remuneration for the *Auditor*. The annual consolidated and unconsolidated *Financial Statements* of *TCH* will be audited by the *Auditor*.

10.6.2 All other audit and review requirements, including internal audits, will be the sole responsibility of the *Board*.

10.6.3 The *Auditor General* may conduct periodic operational audits. All reports by the *Auditor General* shall be considered first by the *Board* and be forwarded immediately thereafter by the *Board* or the *Auditor General* to the *City Audit Committee* for consideration and recommendation to *City Council*.

## 11. EMPLOYMENT, PROCUREMENT AND RELATED MATTERS

11.1 *TCH* will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will prepare appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the *City* and employee compensation to address these objectives.

11.2 The *Board* shall approve a *Senior Executive* compensation policy that is:

- (a) Prepared and updated independent of *Senior Executives*, through a process involving at least one *Director* who is a Member of Council;
- (b) Consistent with the *City's Guiding Principles in the Development of Senior Executive Compensation Policies for City agencies and corporations*; and

(c) Reviewed every four years and the results are disclosed on public websites and in annual reporting referred to in Section 10.3.1.

11.3 The *Board* shall ensure that *Senior Executive* employment contracts contain a provision providing employee consent to the disclosure of their individual compensation through annual public reporting referred to in Section 10.3.3 through the *Board*.

11.4 *TCH* will ensure all procurement activities including, but not limited to, materials management, purchasing goods, services and construction contracts, involving purchasing, leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies and procedures and are managed in an open and transparent manner.

11.5 *TCH* is required to adopt policies related to conflict of interest, political activity, disclosure of wrongdoing and reprisal protection.

11.6 *TCH* will be responsible for determining how the obligations in Sections 11.1 through 11.5 are to be carried out, recognizing its responsibilities as a public sector employer that is a model to the community.

## **12. EMERGENCY SOCIAL SERVICES PLANNING AND RESPONSE**

12.1 *TCH* will at all times inform the Office of Emergency Management (“OEM”) of the names, titles and 24/7 contact information of key staff at *TCH* responsible for emergency social services planning and response, including the most senior officer to *TCH* with overall accountability.

12.2 In emergencies involving the displacement of *TCH Tenants* and that exceed the capacity of *TCH* to manage internally, *TCH* will activate the *City's* Emergency Social Services response according to a protocol between *TCH* and the OEM. *TCH* will support the OEM to implement the response according to this protocol. The OEM will lead the emergency social services response according to its policies, plans and protocols.

## **13. MEMBER OF THE SOCIAL HOUSING SECTOR**

*TCH* may be an active participant in the social housing sector and seek to identify and support, directly or through its work with associations, opportunities for sector cooperation, information sharing and other activities that promote an effective partnership among stakeholders, the efficient use of resources and effective operations and programs. Subject to Section 7.2.2 of this *Shareholder Direction*, *TCH* may advocate on behalf of all social housing providers on issues related to the supply, quality and affordability of housing in the community. However, in conducting advocacy on issues that affect the social housing sector, *TCH* will make clear that it speaks on its own behalf as a member of the social housing sector and not on behalf of the *City*.

## **14. AMENDMENTS**

This *Shareholder Direction* may only be amended or terminated by a resolution adopted by the *Council* of the *City* as *Shareholder* of *TCH* as at the time such amendment or termination is to become effective. Promptly following the amendment or termination of this *Shareholder Direction*, the *City* shall give written notice of the amendment or termination to the *Board*.

**15. NOTICE**

Any notices required or desired to be given to any of the Parties in connection with this *Shareholder Direction* or arising there from, shall be in writing and shall be personally delivered or sent by email or other means of instantaneous transmission in regular commercial usage at such time:

To the City at:

City Manager  
4<sup>th</sup> Floor, East Tower, Toronto City Hall  
100 Queen Street West,  
Toronto, ON M5H 2N2  
Email:

General Manager, Shelter Support and Housing Administration  
6<sup>th</sup> Floor, Metro Hall  
55 John Street  
Toronto, ON M5V 3C6  
Email:

To Toronto Community Housing Corporation at:

Chief Executive Officer  
Toronto Community Housing Corporation  
7<sup>th</sup> Floor, 931 Yonge Street  
Toronto, ON M4W 2H2  
Email:

**DATED** at Toronto as of this \_\_\_\_\_ day of \_\_\_\_\_ 2021.

**CITY OF TORONTO**

by

:

\_\_\_\_\_  
City Manager

by:

\_\_\_\_\_

Item 2D - Q4 Tenants First Update  
 TSC Public Meeting - February 9, 2022  
 Report: TSC:2022-02R - **Attachment**

Toronto Community Housing



## Q3 2021 Tenants First Update

Item 2D  
 November 18, 2021  
 Tenant Services Committee

**Report:** TSC:2021-67

**To:** Tenant Services Committee ("TSC")

**From:** Vice President, Strategic Planning and Communications

**Date:** October 27, 2021

### PURPOSE:

The purpose of this report to provide the TSC with the Q3 2021 update on the City's Tenants First initiatives.

### RECOMMENDATION:

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

### BACKGROUND:

#### Reporting History:

In 2021, Management have submitted the following reports to the TSC, providing an update on work that took place related to the Tenants First Initiative:

- February 5, 2021: Q4 2020 Update on Tenants First (TSC:2021-13)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Jan%2025%202021/Item%207%20-%20Q4%202020%20Tenants%20First%20update%20-%20Jan%202021%20TSC%20meeting%20cw%20clean.pdf>

- May 18, 2021: Q1 2021 Tenants First Update (TSC:2021-43)  
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20May%204%202021/Item%2010%20-%20Q1%202021%20Tenants%20First%20Update%20FINAL.pdf>

### **Overall TCHC-City Coordination Process**

Toronto Community Housing (“TCHC”) Management and the City’s Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by CEO Jag Sharma and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success. TCHC is working closely with the Transitional Lead for the Toronto Seniors Housing Corporation (“TSHC”) to ensure that all transition efforts are coordinated and that TCHC is providing all requested and required support to the TSHC.

### **UPDATES:**

#### Incorporation of TSHC

With adoption of EX23.4, “Implementing Tenants First: Creating a Seniors Housing Corporation” by City Council on May 5, 2021, Council directed City staff to take all necessary steps to incorporate the TSHC.

The TSHC was incorporated in late June and the TSHC Board of Directors have been meeting monthly.

Michael Sherar, the Transitional Lead and Chief Corporate Officer for the TSHC began on July 19, 2021. Since then the TSHC and its board has approved their preliminary work plan, and passed a resolution establishing the authority for the TSHC Board to select the executive search firm to support the recruitment of a permanent CEO. In addition, TSHC has been recruiting staff to support the implementation of the transition deliverables. This team includes, a project manager, communications consultant, executive assistant, and CFO. The Board also approved recruitment for a permanent General Counsel to ensure the appropriate support required for a smooth transition of the 83 buildings.

#### Joint Project Governance Structure

The City identified the need for a joint project governance structure. This structure is meant to support joint project work, and to ensure that staff from both corporations can benefit from advice and support from an

executive advisory group made up of the City Manager and the CEOs of TCHC and TSHC. This structure also ensures that TCHC and TSHC are able to engage in negotiations between themselves, and that each individual corporation's project team is accountable to their respective executive teams and Boards.

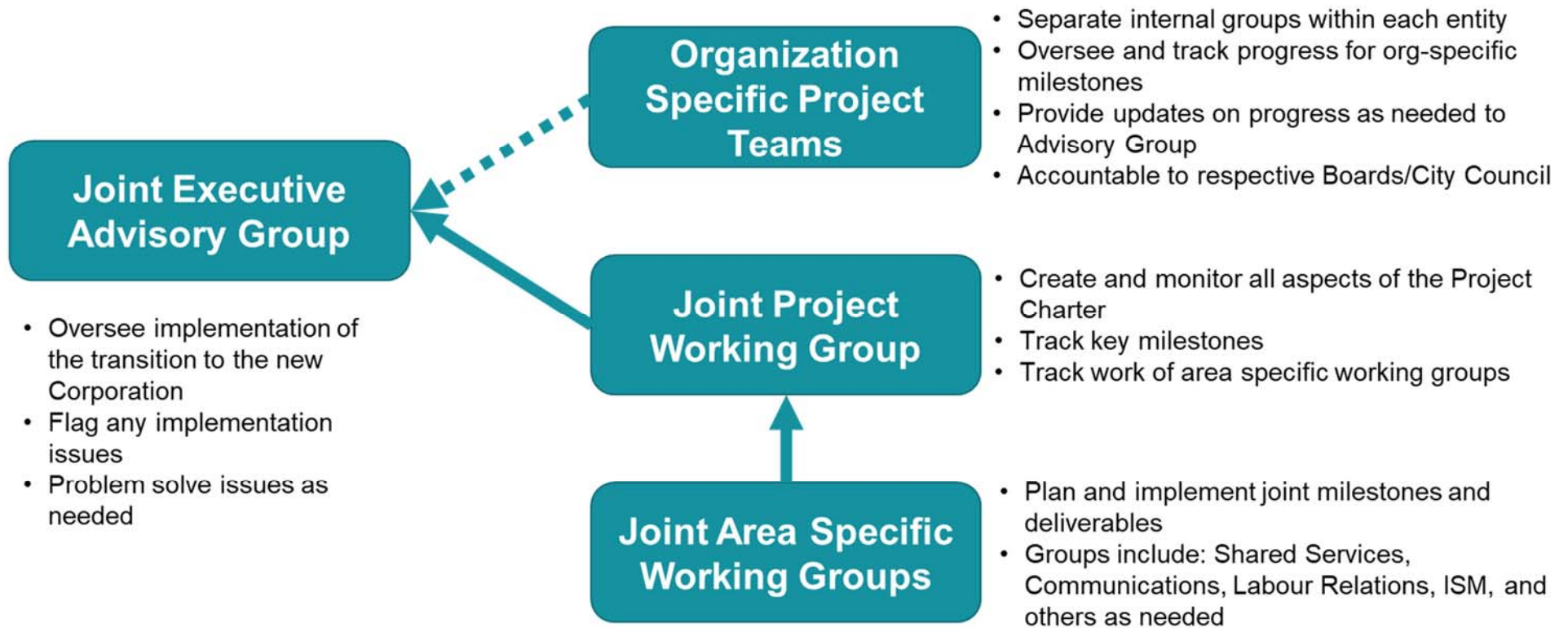
Progress on major milestones continues to be on track, with a target date for the transfer of the operational responsibility for the 83 Seniors-designated buildings to TSHC in mid-2022. The project governance structure is outlined below.

These timelines necessitate frequent and timely communication with the respective boards. TCHC and TSHC staff submitted to both board for approval the establishment of a joint Committee of Directors from TSC and TCHC Boards. The intent of this Joint Committee is to facilitate information sharing in support of the Joint transition work-plan activities and is subject to each Board's approval to establish this entity. To date, the TSHC board has approved the request, with the decision to approve still pending.

Management from both corporations, in collaboration with City staff, have identified the following four work streams:

1. Shared Services between TCHC and TSHC;
2. The Lease agreement by which TSHC will lease the buildings from TCHC and thereby become the tenants' landlord;
3. The transfer of employees currently responsible for seniors tenants at TCHC to TSHC,
4. Subsidy and financial agreement between TCHC, City of Toronto and TSHC to identify the funding amounts and sources that will make up TSHC's post transition operating budget.

# Joint Project Governance Structure





Robust, collaborative and ongoing communication with tenants and staff is a cornerstone of this project and a successful transition will not be possible without it. Management from both corporations have begun planning engagement and communication touch points, with joint communication planned wherever possible. Most recently, TCHC's CEO and TSHC's Transition Lead met with the Seniors Tenant Advisory Committee to provide them with an overview of transition and timelines and to answer questions they had. Leveraging tenant leaders in this manner is a priority for Management from TCHC and TSHC.

TCHC is distributing a communications to all senior tenants within the 83 buildings by the end of October, 2021. This communication will include information on the respective roles of TCHC and TSHC throughout the transition, a Q&A document, timelines, and an overview of how additional information will be shared with all senior tenants going forward.

#### Shared Services Consultant

The successful consultants (MNP Consultants) started working on the project in early October. A weekly meeting with staff from TSHC, The City and TCHC has been organized to ensure that all materials to support them in delivering their recommendations in a timely matter will be provided to them to expedite their work.

#### Integrated Service Model ("ISM") Implementation

The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network, community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East Region, and subsequent implementation across the remaining buildings in the Seniors Housing portfolio is scheduled to take place later in 2021 and 2022.

In early 2021, various roles, including the Seniors Services Coordinators and Tenant Service Administrators, were on-boarded and have begun to deliver an integrated approach to supporting senior tenants. As well, the

SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM.

Moving forward, ISM Phases 2 and 3 will be implemented across three additional regions of the City, for a total of four regions, which represents an adjustment from the original five region-model. The transition to the ISM in all four regions is expected to be completed in June 2022.

#### Updated Shareholder Direction for TCHC

City Council adopted the updated Shareholder Direction on July 14, 2021 (Report EX25.12). The updated Shareholder Direction (Attachment 2) better reflects TCHC's current work and was completed in close collaboration with the Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office.

#### Scattered Properties Request for Proposals ("RFP")

TCHC continues the 180 day due diligence period with the successful proponents, Circle Community LandTrust and Neighbourhood Land Trust. Neighbourhood Land Trust completed unit inspections in October, but due diligence efforts continue. Circle Community LandTrust, has begun inspections of vacant units and will move to inspect 20% of occupied homes, as well as all heritage status properties. Per the Agreement of Purchase and Sale, tenants were notified of inspections taking place and COVID-19 health and safety protocols continue to be followed.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022. As part of due diligence, TCHC will ensure policies are in place to manage all tenancies effectively and support the development of such policies, if needed, by providing access to internal documents and subject matter experts at TCHC.

#### **IMPLICATIONS AND RISKS:**

Financial implications associated with implementing the Joint Work plan and the transition of the operations of the 83 seniors-designated buildings to the TSHC include a significant amount for hiring of external legal counsel to provide expert advice on key legal risks and implications to TCHC, given the aggressive timeline contemplated in the joint work plan. These costs and other items that arise will be incorporated into TCHC's 2022 budget.

The Seniors Housing Corporation transition is one of the largest projects of this nature that TCHC has ever been involved in and ongoing engagement with this Board will be a requirement. Management expects to engage with the Board on an ongoing basis, at every opportunity, as we prepare for the approval of all agreements and the transition date of June 1, 2022. Ongoing collaboration with the TSHC Board and Transition team will also be extremely important and TCHC is committed doing everything possible to ensure this transition is successful and that TSHC is set up to move ahead as a strong corporation operating the 83 seniors-designated buildings.

**SIGNATURE:**

*“Paula Knight”*

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Paula Knight  
Vice President, Strategic Planning and Communications

**STAFF CONTACTS:**

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