

## **Implementing Tenants First: Creating a Seniors Housing Corporation**

**Date:** April 15, 2021

**To:** Executive Committee

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

**Wards:** All

### **SUMMARY**

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Following a review of Toronto Community Housing Corporation's challenges by an independent Task Force established by the Mayor, as well as an assessment of the Task Force's recommendations and findings by City staff, City Council, since 2016, has approved a series of actions to steer Toronto Community Housing Corporation towards long-term, sustainable change. The intended outcomes of those actions, which include transitioning a portion of Toronto Community Housing Corporation's portfolio to a new non-profit corporation, are for Toronto Community Housing Corporation to be appropriately funded and focused on being a social housing landlord with a reputation for providing clean, safe, well-maintained, affordable homes for residents, and where tenants are actively engaged and connected to appropriate services.

As part of this transformation, in July 2019 City Council approved in principle the establishment of a new, wholly-owned City services corporation to manage and operate Toronto Community Housing Corporation's 83 designated seniors buildings, and directed staff to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications. City Council considered the findings of the due diligence review in October 2020, and directed staff to report on recommended timelines for the creation of a seniors housing corporation by the spring of 2021. In February 2021, City Council approved the composition and Terms of Reference for the Board of Directors for the Seniors Housing Corporation and directed the City Clerk to immediately initiate the recruitment process for the Board.

This report recommends the formal incorporation of the new Toronto Seniors Housing Corporation as well as a series of actions to support the creation of the corporation, including the adoption of a shareholder direction for Toronto Seniors Housing Corporation, recruitment of a Chief Corporate Officer and Transition Lead, principles to guide negotiations between Toronto Seniors Housing Corporation and Toronto Community Housing Corporation, and a process to enable the Office of the Commissioner of Housing Equity to continue to provide services to tenants of Toronto Seniors Housing Corporation.

## RECOMMENDATIONS

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The Deputy City Manager, Community and Social Services ("Deputy City Manager") recommends that:

### **Creation of a new City Services Corporation**

1. City Council authorize the City Solicitor to establish on behalf of the City the "Toronto Seniors Housing Corporation" pursuant to section 148 of the City of Toronto Act, 2006, and Ontario Regulation 609/06, the City Services Corporation Regulation to the Business Corporations Act (Ontario) to manage social housing designated for seniors in the City of Toronto.
2. City Council authorize the Deputy City Manager, Community and Social Services, to provide written consent as may be required by Ontario Regulation 62 to the Business Corporations Act (Ontario), as the name Toronto Seniors Housing Corporation suggests that the corporation is connected to the City of Toronto.
3. City Council, as Shareholder, approve the shareholder direction to Toronto Seniors Housing Corporation attached as Attachment 1 to this report, subject to such editorial amendments as may be required to satisfy the City Solicitor, and authorize the Deputy City Manager, Community and Social Services, to sign such direction on behalf of the City.
4. City Council, as Shareholder, direct the respective Boards of Directors of Toronto Community Housing Corporation and Toronto Seniors Housing Corporation to negotiate and enter into one or more agreements for the transfer and assumption of the operational responsibility of 83 seniors-designated buildings owned by Toronto Community Housing Corporation and listed in Attachment 2 in 2022.
5. City Council direct the General Manager, Shelter Support and Housing Administration, as Service Manager for the City of Toronto under the Housing Services Act, to enter into an operating agreement with Toronto Seniors Housing Corporation based upon the principles set forth in the shareholder direction, including provisions related to the oversight of social housing units and an operating subsidy determined by a prorated allocation of the operating subsidy approved by City Council for Toronto Community Housing Corporation.
6. City Council, as Shareholder, direct the Board of Directors of Toronto Seniors Housing Corporation to undertake a process to appoint a Chief Corporate Officer and Transition Lead, which consists of:
  - The Deputy City Manager, Community and Social Services, creating a shortlist of qualified prospective candidates;
  - The Deputy City Manager, Community and Social Services, confidentially distributing candidate resumes to the Toronto Seniors Housing Corporation's Board of Directors;
  - The Board of Directors evaluating and selecting a preferred candidate.

7. City Council, as Shareholder, direct that the Board of Directors of Toronto Seniors Housing Corporation preclude the chosen candidate for the Chief Corporate Officer and Transition Lead role from being eligible for the Corporation's Chief Executive Officer role.

8. City Council, as Shareholder, request the Board of Directors of Toronto Community Housing Corporation and the Board of Directors of Toronto Seniors Housing Corporation to adhere to the following principles in the negotiation of agreements to support the transfer and assumption of operation of seniors-designated buildings in Attachment 2 to Toronto Seniors Housing Corporation:

- Promote the common interests of tenants and City objectives;
- Minimize disruption to tenants;
- Minimize financial impacts on the City;
- Ensuring compliance with existing Toronto Community Housing Corporation capital funding and borrowing agreements;
- Mitigate business and operational risks for both corporations during a transition period. This may include Toronto Community Housing Corporation supporting Toronto Seniors Housing Corporation administrative functions in the short term where feasible, as Toronto Seniors Housing Corporation builds capacity; and
- Ensure the capital needs of seniors-designated buildings are assessed and resourced at a level similar to that of comparable buildings in the Toronto Community Housing Corporation's portfolio.

### **Office of the Commissioner of Housing Equity**

9. City Council request the respective Boards of Directors of Toronto Community Housing Corporation and Toronto Seniors Housing Corporation in consultation with the Office of the Commissioner of Housing Equity, to enter into a shared service agreement, with respect to reporting procedures, resources, and funding requirements for a transitional period of two years to enable the Office of the Commissioner for Housing Equity to continue providing services to tenants of Toronto Seniors Housing Corporation in accordance with the Office of the Commissioner for Housing Equity Terms of Reference approved by the Toronto Community Housing Corporation Board of Directors from time to time.

10. City Council request the Chief Executive Officer of Toronto Seniors Housing Corporation, once appointed by the Board of Directors for Toronto Seniors Housing Corporation, to review arrears and eviction data of Toronto Seniors Housing Corporation for the transition period referred to in Recommendation 9 above and develop recommendations to the Board of Directors regarding a mechanism to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility prior to the end of the two-year transition period referenced in Recommendation 9.

## **Additional Authority as Needed**

11. City Council authorize the Deputy City Manager, Community and Social Services, and/or their delegate, to execute all notices, agreements, consents or approvals and any other such actions as may be necessary on behalf of the City as shareholder to achieve the transfer of operations from Toronto Community Housing Corporation to Toronto Seniors Housing Corporation.

12. City Council authorize the General Manager, Shelter, Support and Housing Administration, to provide, on behalf of the City acting as Service Manager under the Housing Services Act, consents pursuant to subsection 161(2) and 162(2) of the Housing Services Act, as required, to transfers by Toronto Community Housing Corporation to Toronto Seniors Housing Corporation, subject to such terms and conditions that the General Manager, Shelter Support and Housing Administration, considers reasonable and necessary to carry out City Council's decision, including, without limitation, compliance with the Housing Services Act and the Service Manager's local rules; rent; the operation of the housing project; funding; reporting and accountability; the mandate and target tenants for the housing project; and tenant supports.

## **FINANCIAL IMPACT**

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### **Impact on Permanent Funding Model**

Under the permanent funding model for Toronto Community Housing Corporation, the Corporation receives annual funding to maintain approved levels of service through an operating subsidy and dedicated capital funding to address state of good repair backlog requirements. The model provides 75% of the City-wide Average Market Rent on rent-geared-to-income units through a combination of tenant rents and the City's subsidy through a rent supplement. The 2021 budget for Shelter, Support and Housing Administration includes \$411 million in funding to Toronto Community Housing Corporation under the permanent funding model (\$251 million for operating, \$160 million for capital).

Under the proposed arrangement for Toronto Seniors Housing Corporation, operations for seniors designated units will transfer to the new corporation while Toronto Community Housing Corporation will retain title and responsibility for capital work for these units in order to maintain current financing and capital funding agreements. As a result, a prorated allocation of the operating portion of the permanent funding model will be transferred to the new corporation while capital funding will remain with Toronto Community Housing Corporation. The prorated allocation of operating subsidy to Toronto Seniors Housing Corporation is estimated to be \$30-35 million for a full year. No adjustments based on the creation of Toronto Seniors Housing Corporation will be made to Toronto Community Housing Corporation's subsidy until agreements between the corporations are finalized and the transfer of operational responsibilities occurs. This is intended to cover costs related to the ongoing operation of Seniors Housing Corporation but this will not be confirmed until negotiations between the two corporations with respect to shared service agreements are complete.

There are no financial impacts to the City from the reallocation of funding between Toronto Community Housing Corporation and Toronto Seniors Housing Corporation. The total subsidy provided by the City will remain the same.

## **Incremental Funding Requirements**

In addition to the funding allocated from Toronto Community Housing Corporation's permanent funding model, Toronto Seniors Housing Corporation will require incremental funding which will create a financial pressure that will need to be addressed beginning in 2022.

In 2021, launching Toronto Seniors Housing Corporation is expected to require a one-time cost of approximately \$1.4 million and will be managed within existing resources. This includes Phase 1 work to establish the corporation and the Board of Directors; conduct the shared services review; recruit for shorter term transitional positions to support the start up of the new corporation (including a Chief Corporate Officer/ Transition Lead position for a one year period); and recruit for the permanent executive team to be in place for by the end of 2021 and beginning of 2022. This also allows for an overlap period to ensure continuity. In addition, the \$1.4 million will enable Toronto Seniors Housing Corporation to initiate some of the Phase 2 work related to negotiating agreements with Toronto Community Housing Corporation.

In 2022, additional funding will be required to complete Phase 2 work and fully transfer operations from Toronto Community Housing Corporation to Toronto Seniors Housing Corporation as part of Phase 3. Additional funding requirements in 2022 are estimated at \$2.7 million and will be submitted as part of the 2022 budget process. Once operations are fully transferred, the additional incremental annualized cost Toronto Seniors Housing Corporation is expected to be approximately \$2.2 million per year, starting in 2023.

The table below provides incremental cost estimates for the implementation of Toronto Seniors Housing Corporation by year. The cost estimates assume that current shared services arrangements will be maintained with Toronto Community Housing Corporation.

Table 1: Incremental Cost Estimates

Cost Category	2021		2022		2023	
	Cost	Positions	Cost	Positions	Cost	Positions
Executive Team and Board of Directors	\$0.6M	4	\$2.7M	11	\$2.2M	8
Project Management	\$0.1M	1	\$0.1M	1	-	-
Legal and Consulting	\$0.5M	-	-	-	-	-
Office Set-up and Other	\$0.2M	-	-	-	-	-
Total City Costs	\$1.4M	5	\$2.8M	12	\$2.2M	8
Additional City Funding Required	Within Existing Resources		\$2.7M	11	\$2.2M	8

In addition to the costs outlined above, additional costs for back office or other services will need to be considered. As previously mentioned, the permanent funding model approved by City Council should be sufficient to fund these costs. This will be confirmed once the corporations finalize their negotiations with respect to shared services. These services may be delivered through shared service agreements reached between Toronto Community Housing Corporation and the seniors housing corporation. Utilizing Toronto Community Housing Corporation's existing service models to support Toronto Seniors Housing Corporation may be a cost-effective approach, particularly in early stages of the seniors housing corporation development as it builds its operational capacity. A detailed review of current service arrangements within Toronto Community Housing Corporation that could be shared with the new corporation, and the costs and benefits of doing so, is required to identify any incremental costs and has been included in Phase 1 of implementation. Incremental costs identified by the review will be subject to future budget processes.

## **EQUITY IMPACT**

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Tenants in Toronto Community Housing Corporation buildings reflect the rich diversity of the City of Toronto, encompassing intersections of ethno-racial diversity, language, ability, gender, sexual identity, gender identity and gender expression and socio-economic status.

Tenants living in Toronto Community Housing Corporation seniors' buildings are amongst the most vulnerable and marginalized in the City. Many face challenges, including poor health, mobility issues, social isolation, and cognitive impairment, which intersect with and exacerbate other vulnerabilities such as racialized and gender-based poverty, structural and systematic racism, and unequal access to resources, services and opportunities. An adequately funded social housing system with enhanced service delivery for seniors is critical to the City's efforts to serve seniors and move from an age-friendly to an age-equitable city. The Integrated Service Model identified in this report, which will be delivered by Toronto Seniors Housing Corporation is based on a comprehensive and inclusive understanding of ageing, equity and diversity and aims to address the needs of senior tenants with consideration of their complex and intersecting identities. Through a focus on inclusive senior tenant engagement, improved staff training, improved access to health and social services, and development of policies specific to the needs of senior tenants, the Integrated Service Model aims to ensure the needs of specific vulnerable groups are recognized and met.

The establishment of a corporation dedicated to providing seniors housing will enable the City to continue working to combat structural and systematic ageism, and support seniors to stay healthy, independent, and engaged in their communities.

This report is closely aligned with other key City strategic initiatives designed to strengthen communities in Toronto, including: HousingTO 2020-2030 Action Plan; Toronto Seniors Strategy 2.0; TO Prosperity: Toronto Poverty Reduction Strategy; Toronto Youth Equity Strategy; Toronto Strong Neighbourhoods Strategy 2020; the Toronto Newcomer Strategy; and the Toronto Action Plan to Confront Anti-Black Racism.

## **DECISION HISTORY**

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At its meeting on May 7 - 10, 2013, City Council adopted the Toronto Seniors Strategy including a vision, service plan, guiding principles, and accountability and monitoring framework as part of the strategy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD20.1>

On January 28, 2016, Executive Committee considered the Final Report of the Mayor's Task Force on Toronto Community Housing titled "Transformative Change for TCHC". Executive Committee referred the Final Report to the City Manager with direction to Implementing Tenants First

report back recommending an overall approach and guiding principles for how best to move forward with the transformation of Toronto Community Housing Corporation.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX11.21>

At its meeting held on July 12 - 15, 2016, City Council in its consideration of EX16.11 "Tenants First: A Way Forward for Toronto Community Housing and Social Housing in Toronto" directed staff to develop and bring forward an implementation plan detailing the actions required to transform Toronto Community Housing Corporation.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.11>

At its meeting held on July 4 - 7, 2017, City Council in its consideration of EX26.2 "Tenants First: Phase One Implementation Plan" approved the creation of a new Seniors Housing and Services entity that is separate from Toronto Community Housing Corporation and directed staff to report on a recommended governance and service model of the Seniors Housing and Services entity, as well as both an interim and permanent operating and capital funding model for Toronto Community Housing Corporation and the new Seniors Housing and Services entity.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2>

At its meeting held on January 31 - February 1, 2018, City Council adopted EX30.2 "Implementing Tenants First - Toronto Community Housing Corporation Scattered Portfolio Plan and an Interim Selection Process for Tenant Directors on the Toronto Community Housing Corporation Board".  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.2>

At its meeting on May 22 - 24, 2018, City Council adopted, as amended, EX34.2 "Toronto Seniors Strategy 2.0".  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.2>

At its meeting held on May 22 - 24, 2018, City Council in its consideration of EX34.3 "Implementing Tenants First - Creating a Seniors Housing Unit at Toronto Community Housing Corporation and Transitioning Towards a Seniors Housing and Services Entity at the City" directed Toronto Community Housing Corporation to collaborate with city staff to design a new Integrated Service Model for seniors housing and to establish an interim Seniors Housing unit, reporting directly to the Chief Executive Officer of Toronto Community Housing Corporation to oversee the seniors-designated building portfolio and responsible for implementing the new Integrated Service Model .  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.3>

At its meeting on April 16 - 17, 2019, City Council adopted, as amended, EX4.3 "Accelerating the City's Tenants First Project" which included a proposed timeframe of recommendations coming forward in 2019 including a recommendations on governance, accountability and mandate for Toronto Community Housing Corporation's key business areas.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX4.3>

At its meeting held on July 16 - 18, 2019, City Council in its consideration of EX7.1 "Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance" approved in Implementing Tenants First



principle of the creation of a wholly-owned City services corporation to manage and operate Toronto Community Housing Corporation's 83 seniors-designated buildings subject to a due diligence process and directed Toronto Community Housing Corporation to implement the Integrated Service Model for seniors using a phased approach. Additionally, City Council directed staff to develop and report on an accountability framework and a corresponding implementation plan for the Integrated Service Model.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX7.1>

At its meeting on November 26 - 27, 2019, City Council adopted EX10.2 "Implementing Tenants First - A New Funding Model for Toronto Community Housing" thereby approving a rent supplement-based funding model for Toronto Community Housing Corporation ensuring they receive a base-line revenue stream equivalent to 75% of Average Market Rent for Rent-Geared-to-Income (RGI) units including a dedicated capital contribution of \$160 million annually.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX10.2>

At its meeting on December 17-18, 2019, City Council adopted PH11.5 "HousingTO 2020-2030 Action Plan", which included direction to establish the role or function of Housing Commissioner in 2020, and report to Council on options for the function.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.PH11.5>

Subsequently, in February 2021, due to delays brought on by the COVID-19 pandemic, City Council directed the City Manager to report back to City Council by the third quarter of 2021 with an update on the establishment of a Housing Commissioner.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX21.2>

At its meeting on October 27 - 30, 2020, City Council adopted EX17.2 "Implementing Tenants First: 2020 Action Updates" which included the approval of a Mandate Direction document for Toronto Community Housing Corporation and approval of the Accountability Framework for the Integrated Service Model. Additionally, City Council directed staff to report back in Spring 2021 with recommended timelines for the creation of the Seniors Housing Corporation.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX17.2>

At its meeting held on February 2 - 5, 2021, City Council in its consideration of EX20.9 "Toronto Seniors Housing Corporation Board of Directors" approved the composition and Terms of Reference for the City's Seniors Housing Corporation Board and directed the City Clerk to immediately initiate the recruitment process for the Board.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX20.9>

## **BACKGROUND**

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Toronto Community Housing Corporation is the largest landlord and social housing provider in Canada with 58,500 units and over 110,000 residents. Created by the merger of the operations of Metro Toronto Housing Corporation and Toronto Housing Company Inc. on January 1, 2002, it was established as a wholly owned subsidiary of the City and funded through a block subsidy. At the time, this legal structure and funding model were selected to allow the corporation to operate at arm's length from the City.

However, due to challenges faced by Toronto Community Housing Corporation over the course of the last decade, the City has become more involved in Toronto Community Housing Corporation's operations. Increased City involvement has taken many forms, including: providing additional direction to Toronto Community Housing Corporation through Council decisions and strategies, contributing financially to capital repairs and renovation projects, increasing Toronto Community Housing Corporation's operational subsidy, and integrating its budget process with that of the City.

Through the Tenants First project, City Council has, since 2016, approved a series of actions to steer Toronto Community Housing Corporation toward long-term, sustainable change in which it is focused on being a social housing landlord with a reputation for providing clean, safe, well-maintained, affordable homes for residents, where buildings are in a good state of repair, and where tenants are actively engaged and connected to appropriate services. Some of Tenants First's major accomplishments include:

- A new, permanent rent supplement based funding model that includes a dedicated capital contribution of \$160 million per year to adequately fund Toronto Community Housing Corporation's operations as well as their 10-year capital plan.
- A decentralization pilot that tested changes to front-line staffing models, informing Toronto Community Housing Corporation's decision to restructure their operations in 2020 with more front-line staff, tenant service hubs and a refreshed management structure to increase accountability for tenant services.
- The design of an Integrated Service Model with Toronto Community Housing Corporation and the Toronto Central Local Health Integration Network to improve outcomes for senior tenants living in the seniors-designated portfolio.
- The creation of an interim Seniors Housing Unit reporting directly to the President and Chief Executive Officer of Toronto Community Housing Corporation, as a new and separate management structure within Toronto Community Housing Corporation with oversight for the seniors-designated portfolio and responsibility for implementing the Integrated Service Model for seniors housing.
- The creation of over 200 supportive housing units by layering in supports to vulnerable tenants in the Toronto Community Housing Corporation-owned rooming houses.
- Over two years of engagement with Toronto Community Housing Corporation tenants, including a dedicated Tenant Advisory Panel, in the development of these initiatives.

Since 2011, recognizing the dramatic increase of seniors living in Toronto, City Council has taken a series of actions to make Toronto an age-friendly, age-inclusive and age-equitable City:

- In 2013, Council adopted the first Toronto Seniors Strategy which included 91 recommendations across portfolios.
- In 2016, the City of Toronto officially became a member of the World Health Organization's Global Age-Friendly Cities and Communities Network. This designation has since been renewed annually.
- In 2018, City Council adopted Toronto Seniors Strategy 2.0, which included 27 recommendations across health, housing, transportation, employment/income and access to information.

- Finally, in April 2019, Council expanded the mandate of the City's Long-Term Care Homes and Services division to include municipal service planning for seniors services and changed the name of the division to Seniors Services and Long-Term Care ([2019EX4.3](#))

Establishing Toronto Seniors Housing Corporation is another step in Council's commitment to seniors and creating an age-friendly city.

## **COMMENTS**

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### **Introduction**

In July 2019, City Council approved, in principle, the creation of a new seniors housing corporation that would operate and manage Toronto Community Housing Corporation's 83 seniors-only buildings. Creating a new seniors housing corporation gives operational autonomy to a new, mandate-driven corporation to deliver the Integrated Service Model in the 83 seniors-only buildings. The transfer of operational responsibility for those buildings also centers Toronto Community Housing Corporation's focus on its remaining mixed and family portfolio. Creating Toronto Seniors Housing Corporation will improve oversight and governance of housing services for seniors and will in turn improve the quality of services provided to senior tenants.

In 2020, City staff completed a due diligence exercise to determine whether the creation of this kind of corporation could result in any undue risk to the City, Toronto Community Housing Corporation or the new seniors housing corporation. City staff, working collaboratively with Toronto Community Housing Corporation and supported through an external legal firm, examined financial, legal, and labour relations risks as well as the overall governance structure of the future corporation.

The due diligence was carried out with the assumption that the seniors housing corporation would be responsible for the day-to-day operations and maintenance of the buildings including managing the tenancies and rent-geared-to-income administration. Toronto Community Housing Corporation would retain ownership of the buildings as well as responsibility for capital maintenance in accordance with their 10-year capital plan.

In October 2020, staff reported to City Council the results of the due diligence exercise and proposed a phased approach to the establishment of the corporation. Given the City's focus on recovery and rebuild from the COVID-19 pandemic, City Council directed the Deputy City Manager, Community and Social Services, to report in spring 2021 with recommended timelines for the creation of the seniors housing corporation and the other recommendations for related approvals.

### **A. A Three Phase Approach to Creating Toronto Seniors Housing Corporation**

A three-phase approach will be used to establish Toronto Seniors Housing Corporation and transition operation of the approximately 14,000 seniors-designated units.

This report recommends that City Council authorize the City Solicitor, on behalf of the City, to establish the "Toronto Seniors Housing Corporation" to manage social housing designated for seniors in the City of Toronto. Subject to Council approval, City staff will file Articles of Incorporation with the Ministry of Government and Consumer Services, thereby bringing the new corporation into existence.

This report recommends that Toronto Seniors Housing Corporation be incorporated immediately once the recommendations of this report are adopted and the phased approach highlighted below will be used to transition operations of the 14,000 seniors-designated units to Toronto Seniors Housing Corporation. Phase 1 will begin with incorporation.

<b>Table 2: Key Activities in each of 3 Phases</b>		
<b>Phase 1: Establish the corporation and make key strategic decisions</b> (June – Dec 2021)	<b>Phase 2: Start-up and preparing to transfer operations</b> (January– June 2022)	<b>Phase 3: Operations are transferred (mid-year 2022)</b>

**Table 2: Key Activities in each of 3 Phases**

<ul style="list-style-type: none"> <li>• Legal work to establish the corporation</li> <li>• Shareholder direction approved</li> <li>• Board of Directors appointed</li> <li>• Chief Corporate Officer and Transition Lead selected, as well as other transitional support positions</li> <li>• Recruitment for Chief Executive Officer (to start in late 2021) and other members of the executive leadership team (to start beginning of 2022)</li> <li>• Project management (including shared services review &amp; shared service negotiation)</li> <li>• Review of contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Key executive team members recruited and in place</li> <li>• Preparation for transfer of tenancies, staff &amp; contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Operations of Seniors Housing Unit transferred to Toronto Seniors Housing Corporation including the responsibility of operating social housing as defined by the Housing Services Act and local rules and regulations</li> <li>• Hire additional staff as required</li> <li>• Transfer of operational funding from Toronto Community Housing Corporation to Toronto Seniors Housing Corporation</li> <li>• Integrated Service Model fully implemented across portfolio</li> </ul>
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**Phase 1: Establish the corporation and make key strategic decisions**

*Transitional Monitoring*

During Phase 1 and 2 of the work to create Toronto Seniors Housing Corporation and prepare for the transfer of operations, the City will convene an executive advisory group to support the transitional activities. The advisory group will include executive representatives from the City, Toronto Community Housing Corporation and Toronto Seniors Housing Corporation. The advisory group will:

- Monitor transitional activities;
- Provide advice to staff tasked with implementing the transition; and
- Assist with problem solving

*Shareholder Direction*

This report recommends that City Council, as sole Shareholder of Toronto Seniors Housing Corporation, approve the shareholder direction to the corporation in

Attachment 1 of this report. The purpose of the shareholder direction includes, but is not limited to:

- Setting out the relationship between Toronto Seniors Housing Corporation Board of Directors and the Shareholder, represented by City Council;
- Providing the Board of Directors with the Shareholder's expectations and operating principles regarding the business;
- Setting out Toronto Seniors Housing Corporation's mandate, scope of responsibilities and reporting requirements;
- Recognizing the Board of Director authority, as delegated or established by Council, to supervise the management of the business and affairs of Toronto Seniors Housing Corporation; and
- Describing the structure of the Board of Directors.

The core mandate of Toronto Seniors Housing Corporation as described in the shareholder direction is to provide subsidized rental housing in a state of good repair to low and moderate income senior households and support aging in place through the delivery of the Integrated Service Model. In support of this mandate, Toronto Seniors Housing Corporation may engage in:

- Operating rental housing and providing related services;
- Assisting tenants in need of support to maintain their tenancies and age in place, through delivery of the Integrated Service Model;
- Delivering program-related services on behalf of any program administrator as requested or required;
- Operating commercial space, and other commercial services, in support of meeting business objectives;
- Undertaking any additional activity consistent with Toronto Seniors Housing Corporation's core mandate.

The shareholder direction is clear that Toronto Seniors Housing Corporation shall conduct its affairs and govern its operations in accordance with such rules, policies and directives or objectives as directed by Council.

#### *Recruitment for Toronto Seniors Housing Corporation Board of Directors*

In February 2021, City Council approved the composition and Terms of Reference for the Board of Directors of the seniors housing corporation and directed the City Clerk to initiate the recruitment of the Board including the five (5) public board members and the two (2) public board members who are tenants of the buildings destined to be managed by Toronto Seniors Housing Corporation.

The recruitment process is being led by the City's Public Appointments Secretariat in accordance with the City's Public Appointments Policy, the City Council-approved Board Terms of Reference, and other policies. It was initiated in February to accelerate the process to establish the new corporation, and position the Board of Directors to guide the initial development of the organization.

The City's Corporations Nominating Panel will conduct interviews for the five public members and consider recommendations for the two tenant directors at their meeting of April 16, 2021. Their recommendations will be considered by City Council on May 5, 2021.

Subject to Council approval, the appointed Board members will be identified as the initial Board of Directors of Toronto Seniors Housing Corporation in forms submitted to the Province.

### *Initial Board Meeting*

Subject to Council direction, the Board Chair will call a first meeting of the Board of Directors in order to organize the corporation. At the meeting, the Directors may consider the approval of general by-laws, appointment of the Chief Corporate Officer and Transition Lead (described below), adoption of banking arrangements, issuance of shares to the City, and appointment or waiving the appointment of auditors. Once the Board of Directors has approved its general by-law, it will be submitted to City Council for shareholder approval subject to s.116(2) of the Business Corporations Act (Ontario).

### *Executive Staffing*

To facilitate swift action on transition activities, this report recommends that a Chief Corporate Officer and Transition Lead be appointed by the Board of Directors of Toronto Seniors Housing Corporation with support of the Deputy City Manager. Until a Chief Executive Officer is hired, the key responsibilities of the Chief Operating Officer and Transition Lead are to:

- implement and execute a vision, strategy and business plan consistent with the mandate of Toronto Seniors Housing Corporation and aligned with the policy direction of Toronto City Council;
- manage the set-up and launch of Toronto Seniors Housing Corporation
- negotiate a variety of agreements noted below;
- negotiate and manage the transfer of over 100 employees (union and exempt); and
- oversee a transitional budget of over \$1,000,000 supervising the work of staff, as well as legal and other external providers.

A key Phase 1 activity will be securing a permanent leader for Toronto Seniors Housing Corporation. Recruitment for a Chief Executive Officer will be led by the Board of Directors which will include the City Manager or designate as an ex-officio member for the initial two years following incorporation. The Board will use lessons learned from the recent recruitment for a new Toronto Community Housing Corporation Chief Executive Officer to guide this process.

### *Shared Services Review*

In March 2021, the City initiated the process to hire an independent consultant to identify and recommend options for the delivery of back office/administrative services to support operations of Toronto Seniors Housing Corporation. One of the options to be

considered includes a shared service model with Toronto Community Housing Corporation. The completed review will be a critical piece of work to inform the development of any shared service agreement between the corporations in the short term and beyond, to support business continuity through the transition and allow Toronto Seniors Housing Corporation to build internal capacity.

The City will oversee the review and ensure that both corporations have full access to the information they require.

## **Phase 2: Toronto Seniors Housing Corporation Start-up and preparing to transfer operations**

### *Start-up Activities*

Once Toronto Seniors Housing Corporation is incorporated and decision-making authorities are in place, a number of key tasks will commence. These include, but are not limited to:

- Establishing an organizational structure;
- Recruiting additional executives and required staff;
- Setting up office space;
- Conducting a due diligence review of buildings to be transferred, including a review of title, legal agreements, and building condition;
- Defining a business plan;
- Establishing administrative functions to support operations;
- Establishing an Operating Agreement with the Service Manager; and
- Striking lease, transfer and service agreements with Toronto Community Housing Corporation as required.

To support these activities and manage the transition to operations, short term transitional positions to support the start-up of the new corporation will be established and funded through the transitional budget. As the executive team and other required administrative staff are recruited, they will take on these activities. Toronto Seniors Housing Corporation may also contract external recruiters to assist with assembling the staff team, real estate expertise to support lease development and building condition audits, and legal expertise to support Board requirements, due diligence processes and negotiations.

### *Agreements between the Corporations*

As noted above, agreements between Toronto Seniors Housing Corporation and Toronto Community Housing Corporation will be required to enable Toronto Seniors Housing Corporation to assume management of the seniors-designated housing and the transfer of operations from Toronto Community Housing Corporation to Toronto Seniors Housing Corporation. These agreements will likely include:

- Leases or similar agreements for Toronto Seniors Housing Corporation to compensate Toronto Community Housing Corporation for the use of the



transferred buildings, and to set out relative roles and responsibilities for each corporation in the ongoing maintenance and capital work to required, among other issues;

- Agreements that will result in the transfer of operations, employees, tenancies and third party contracts from Toronto Community Housing Corporation to Toronto Seniors Housing Corporation;
- Subject to Council approval, a shared services agreement to ensure that the services of the Office of the Commissioner for Housing Equity are available to tenants of Toronto Seniors Housing Corporation for a transition period, as described below.

In addition, the following agreements may be necessary to facilitate the transition of operations:

- A shared service agreement for Toronto Community Housing Corporation to provide back office/administrative services to support operations of Toronto Seniors Housing Corporation as it builds capacity.
- Other agreements as necessary.

This report recommends Council direct Toronto Community Housing Corporation and Toronto Seniors Housing Corporation's respective Boards to adhere to a set of principles in their negotiations of agreements. It is likely that the City will not be a party to the agreements as they relate to business and operations responsibilities delegated to the respective Boards of Directors of these corporations. As such, these principles are intended to make clear the City's expectations related to the negotiation process and their outcome.

### *Operating Agreement*

The General Manager, Shelter Support and Housing Administration as the delegated Service Manager under the Housing Services Act, will enter into and administer an Operating Agreement with Toronto Seniors Housing Corporation. The Operating Agreement will define how Toronto Seniors Housing Corporation will meet legislated requirements under the *Housing Services Act* and other guidelines, rules and directions issued by the Service Manager. The agreement will define Service Manager service standards to be adhered to by Toronto Seniors Housing Corporation as well as set out other requirements, including but not limited to the number of rent-geared-to-income units to be maintained, the method and payment of subsidies to Toronto Seniors Housing Corporation, the format and timing to provide budget information to Shelter, Support and Housing Administration in order to prepare the budget for social housing costs, as well as the format and timing of program reporting.

Similar to the agreement with Toronto Community Housing Corporation, the Operating Agreement with Toronto Seniors Housing Corporation will be based on the following principles:

- Stable and predictable funding;
- Efficient operations;
- Simplified program structures and funding models; and

- Transparent reporting relationships and clear lines of accountability between Toronto Seniors Housing Corporation and the City.

### **Phase 3: Assumption of Operations and Ongoing Accountabilities**

#### *Assumption of Operations*

On a date to be agreed upon by Toronto Community Housing Corporation and Toronto Seniors Housing Corporation there will be a legal transfer of operations of the 83 seniors mandated buildings. As of that date, Toronto Community Housing Corporation staff will be transferred to Toronto Seniors Housing Corporation, which will assume the landlord responsibilities for the 14,000 units. Also, Toronto Seniors Housing Corporation will be responsible for the ongoing delivery of the Integrated Service Model to its tenants. At this point, agreements developed in Phase 2 will be in effect. Additionally, funding between the City and its two City-owned housing corporations will be adjusted to reflect Toronto Seniors Housing Corporation assuming operations of its portfolio.

#### *Ongoing Accountabilities*

Once operational, Toronto Seniors Housing Corporation will be accountable to the City in three distinct ways.

The first accountability stream is as a share-held corporation owned by the City.

The second accountability stream holds the City as its designated Service Manager under the Housing Services Act. City Council as Shareholder through the shareholder direction in Attachment 1 will direct Toronto Seniors Housing Corporation to enter into an Operating Agreement that will establish the funding and administration relationship between Toronto Seniors Housing Corporation and the City, and define the City's requirements on how Toronto Seniors Housing Corporation will operate the 83 transferred seniors' buildings as social housing. .

The City's third accountability stream is through the oversight of the Integrated Service Model in the Council-approved Accountability Framework. This accountability relationship is managed by the City's Seniors Services and Long-Term Care division.

#### *Ongoing Accountability Instruments*

City divisions will continue to oversee their legislated and Council-approved roles with both corporations with co-ordination provided by the City Housing Corporation Relationship Unit, expected to be established in 2021. The Relationship Unit will lead the City's strategic relationship with the corporations, support the Seniors Services and Long-Term Care division to provide oversight for the delivery of the Integrated Service Model in Toronto Seniors Housing Corporation and support Shelter, Support and Housing Administration to enhance their Service Manager role under the Housing Services Act.

Toronto Community Housing Corporation:

Accountability Instrument	Lead City Division
Operating Agreement	Shelter, Support and Housing Administration
Housing Services Act	Shelter, Support and Housing Administration
Shareholder Direction	City Manager Office

Toronto Seniors Housing Corporation:

Accountability Instrument	Lead City Division
Operating Agreement	Shelter, Support and Housing Administration
Housing Services Act	Shelter, Support and Housing Administration
Shareholder Direction	City Manager Office
Integrated Service Model Accountability Framework	Seniors Services and Long Term Care

*Integrated Service Model Accountability Framework*

The Integrated Service Model Accountability Framework was adopted by Council in EX17.2 and identifies Seniors Services and Long-Term Care division as responsible for oversight and evaluation of the Integrated Service Model. The Accountability Framework provides the basis for a transparent and effective accountability relationship between the City and Toronto Community Housing Corporation's Seniors Housing Unit, outlining the parameters and requirements for the implementation and evaluation of the Integrated Service Model to ensure the program creates positive, tangible outcomes for senior tenants.

The Accountability Framework outlines:

- a) Programmatic elements of the Integrated Service Model that the Toronto Community Housing Corporation Seniors Housing Unit is required to implement (related to the four key Integrated Service Model innovations: 1) New Staffing Model, 2) Seniors-Specific Policies & Procedures, 3) Seniors Health and Wellness Hubs, 4) Designated Care Coordinators in Seniors Buildings and tenant engagement); and
- b) Key performance indicators that the Toronto Community Housing Corporation Seniors Housing Unit is required to report on to Seniors Services and Long-Term Care on a monthly basis.

The current Integrated Service Model Accountability Framework will be transferred to Toronto Seniors Housing Corporation when operations are transferred. Where possible, all efforts will be made to streamline reporting requirements for the Toronto Seniors Housing Corporation to reduce duplication.

## **B. An Interim Solution to Continue Providing Office of the Commissioner for Housing Equity Services to Toronto Seniors Housing Corporation Tenants**

In creating a new corporation to assume operation of the 83 seniors-designated buildings, special consideration must be given to how to provide service continuity for senior tenants. In particular, the Office of the Commissioner for Housing Equity's terms of reference, which were set by the Toronto Community Housing Corporation Board of Directors, do not permit it to serve tenants outside Toronto Community Housing Corporation. It is within the Toronto Seniors Housing Corporation Board of Directors' purview to determine what kind of mechanisms it wants to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility. Staff anticipate, however, that this determination should be made after Toronto Seniors Housing Corporation has been operational for a period of two years.

In order to maintain service levels for tenants of Toronto Seniors Housing Corporation in those two years, City staff reviewed options for interim solution to bridge the Office of the Commissioner for Housing Equity's services for tenants while minimizing disruption. The review considered risks relating to governance, accountability, employment, as well as financial implications.

This report recommends that Toronto Seniors Housing Corporation and Toronto Community Housing Corporation sign a shared services agreement in which Toronto Community Housing Corporation shares the Office of the Commissioner for Housing Equity's services with Toronto Seniors Housing Corporation for a period of not more than two years. While the content of the agreement will remain a point of negotiation with both Boards of Directors, staff recommend the agreement provide for a continuity of service in line with the Office of the Commissioner for Housing Equity's Terms of Reference, along with a mechanism for the Commissioner to provide regular reporting to the Toronto Seniors Housing Corporation Board of Directors.

In this interim arrangement, the Commissioner and the Office of the Commissioner for Housing Equity remain employees of Toronto Community Housing Corporation, and continue reporting to the Toronto Community Housing Corporation Board of Directors. The Office of the Commissioner for Housing Equity will continue to provide the same services to tenants of Toronto Seniors Housing Corporation. The Toronto Seniors Housing Corporation Board of Directors will have to decide how it wishes to receive information from the Commissioner.

### *Long Term Options*

While the OCHE continues to provide service to Toronto Seniors Housing Corporation tenants in this interim period, Toronto Seniors Housing Corporation will begin work to review eviction and arrears data, as well as other outcomes stemming from the Integrated Service Model in order to present options to its Board of Directors regarding Implementing Tenants First

a long-term mechanism to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility.

Established in 2014, the Office of the Commissioner for Housing Equity plays a critical role in supporting vulnerable and senior Toronto Community Housing Corporation tenants facing evictions and enabling them to remain housed while addressing their arrears. The Office of the Commissioner for Housing Equity delivers three key roles:

1. Review files to ensure Toronto Community Housing Corporation has followed proper processes
2. Resolve rental arrears and loss of subsidies through case management; and
3. Recommend changes to procedures to the Toronto Community Housing Corporation Board.

As reported to Council in 2020 through EX17.2 the Office of the Commissioner for Housing Equity has been successful in reviewing and resolving tenancy issues through specialized service but has experienced some internal challenges with receiving proper referrals of vulnerable tenants.

City Council, in its adoption of the City's 10 year housing plan "HousingTO 2020-2030 Action Plan", directed the City Manager to establish the role or function of a Housing Commissioner to independently assess implementation of the revised Toronto Housing Charter and the HousingTO 2020-2030 Action Plan and ensure that the City, within its legislative authorities, and through implementation of various programs and policies, is taking concrete actions to combat systematic housing discrimination and address systemic hurdles in the housing system. Subsequently, in October 2020, City Council directed the City Manager to review alignment of the Office of the Commissioner for Housing Equity and Housing Commissioner roles, where possible. The City Manager is planning to provide an update to Council on the work to establish a Housing Commissioner role or function in 2021.

#### *Aligning Office of the Commissioner for Housing Equity and Housing Commissioner Roles*

City Council, in its adoption of the City's 10 year housing plan "HousingTO 2020-2030 Action Plan", directed the City Manager to establish the role or function of a Housing Commissioner to independently assess implementation of the revised Toronto Housing Charter and the HousingTO 2020-2030 Action Plan and ensure that the City, within its legislative authorities, and through implementation of various programs and policies, is taking concrete actions to combat systematic housing discrimination and address systemic hurdles in the housing system. Subsequently, in October 2020, City Council directed the City Manager to review alignment of the Office of the Commissioner for Housing Equity and Housing Commissioner roles, where possible. The City Manager is planning to provide an update to Council in 2021 on the work to establish a Housing Commissioner role or function.

In creating a new corporation to assume operation of the 83 seniors-designated buildings, special consideration must be given to how to provide service continuity for senior tenants. In particular, the Office of the Commissioner for Housing Equity's terms Implementing Tenants First

of reference, which were set by the Toronto Community Housing Corporation Board of Directions, do not permit it to serve tenants outside Toronto Community Housing Corporation. It is within the Toronto Seniors Housing Corporation Board of Directors' purview to determine what kind of mechanisms it wants to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility. Staff anticipate, however, that this determination should be made after Toronto Seniors Housing Corporation has been operational for a period of two years.

In order to maintain service levels for tenants of Toronto Seniors Housing Corporation in those two years, City staff reviewed options for interim solution to bridge the Office of the Commissioner for Housing Equity's services for tenants while minimizing disruption. The review considered risks relating to governance, accountability, employment, as well as financial implications.

This report recommends that Toronto Seniors Housing Corporation and Toronto Community Housing Corporation sign a shared services agreement in which Toronto Community Housing Corporation shares the Office of the Commissioner for Housing Equity's services with Toronto Seniors Housing Corporation for a period of not more than two years. While the content of the agreement will remain a point of negotiation with both Boards of Directors, staff recommend the agreement provide for a continuity of service in line with the Office of the Commissioner for Housing Equity's Terms of Reference, along with a mechanism for the Commissioner to provide regular reporting to the Toronto Seniors Housing Corporation Board of Directors.

In this interim arrangement, the Commissioner and the Office of the Commissioner for Housing Equity remain employees of Toronto Community Housing Corporation, and continue reporting to the Toronto Community Housing Corporation Board of Directors. The Office of the Commissioner for Housing Equity will continue to provide the same services to tenants of Toronto Seniors Housing Corporation. The Toronto Seniors Housing Corporation Board of Directors will have to decide how it wishes to receive information from the Commissioner.

### *Long Term Options*

While the OCHE continues to provide service to Toronto Seniors Housing Corporation tenants in this interim period, Toronto Seniors Housing Corporation will begin work to review eviction and arrears data, as well as other outcomes stemming from the Integrated Service Model in order to present options to its Board of Directors regarding a long-term mechanism to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility.

## **C. Additional Updates**

### **Status Update on the Integrated Service Model**

The objectives of the Integrated Service Model are to promote aging in place, better quality of life, and successful tenancies for tenants living in Toronto Community Housing Corporation seniors-designated buildings. The Integrated Service Model's key features

include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network (which transitioned to Home and Community Care Support Services as of April 1, 2021) and community partners, Seniors Health and Wellness Hubs and development of seniors-specific policies and procedures.

The Integrated Service Model is being implemented across 83 buildings in three phases by Toronto Community Housing Corporation's Seniors Housing Unit. The City's Seniors Services and Long-Term Care division is responsible for overseeing and evaluating the implementation of the Integrated Service Model by the Seniors Housing Unit, as outlined in the Accountability Framework.

Phase 1 of the Integrated Service Model rollout began in 18 buildings in the South East Region of the city in December 2020 along with continued work to further plan for subsequent implementation across the remaining buildings in the Seniors Housing portfolio later in 2021 and 2022. Key actions taken to date include:

- Implementation of new staff roles including the Seniors Services Coordinators, Tenant Service Administrators and other roles in the South East Region. These new roles bring an integrated approach to supporting senior tenants with the Integrated Service Model.
- Establishment of the Senior Tenant Advisory Committee in December 2020 which has subsequently met four times to share ideas, provide advice and feedback to staff and support tenant outreach and engagement in support of Integrated Service Model implementation.
- Continued review of partnership agreements and work with community partners to develop specific programs and services under the Integrated Service Model to support senior tenants. As part of Integrated Service Model Phase 1, a partnership was struck between Woodgreen Community Services to create a Seniors Health & Wellness Hub at 145 Strathmore/Greenwood Towers to meet a variety of needs for seniors in the building and surrounding community.

The Seniors Housing Unit has continued developing new and revised policies and processes in support of the Integrated Service Model and in alignment to Toronto Community Housing Corporation activities and with key partners including the Toronto Central Local Health Integration Network. These include tenant needs assessment and referrals, tenancy management, tenant orientation/onboarding, as well as processes for integrated meetings internally and with external health and social support agencies.

A Tenant Experience Survey was completed in November 2020 with tenants in the 18 South East region buildings to collect baseline data to enable measuring Integrated Service Model performance over the first year. Over 1,100 responses were received (a +40% response rate), which provides an extensive dataset of tenant input from across the region. The results are being analyzed with the support of Sunnybrook Research Institute and will be reported back in Q2 2021.

The Toronto Central Local Health Integration Network has aligned Care Coordinators for the Integrated Service Model Phase 1 buildings to enable better collaboration between housing and health staff, and new governance tables have been established

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between the City, Toronto Community Housing Corporation's Seniors Housing Unit and Toronto Central Local Health Integration Network to align both strategic and operational activities and continue to strengthen alignment and coordination.

Seniors Services and Long-Term Care has begun collecting key performance indicators, as outlined in the Accountability Framework, from Toronto Community Housing Corporation and other partners (City partners and Toronto Central Local Health Integration Network) to support the evaluation and oversight of the Integrated Service Model.

Moving forward, Integrated Service Model Phases 2 and 3 will be implemented across three additional regions of the City for a total of four regions, an adjustment from the original five region-model as outlined in 2020EX 17.2. This adjustment to four regions provides a closer balance in unit numbers across regions and building/tenant needs, simpler jurisdictional boundaries and more flexibility for better alignment with health and social support partners. This change will not impact the 18 buildings in the South East Region which have already begun to implement the Integrated Service Model.

Table 3: Integrated Service Model Implementation Timeline

Phase	Regions	Timeline
Phase 1	Original South East Region – 18 buildings	Implemented Q4 2020
Phase 2	Expanded South East Region – 23 buildings (Original South East region buildings plus 5 additional buildings)	Q3-Q4 2021
	North West Region – 27 buildings	Q3-Q4 2021
Phase 3	South West region – 16 buildings	Q1-Q2 2022
	North East region – 17 buildings	Q1-Q2 2022



Lessons learned from the implementation of the Integrated Service Model in the original South East region (Phase 1), including feedback from tenants, staff and Integrated Service Model partners, will inform implementation planning in other regions.

## **D. Updated Shareholder Direction and Operating Agreement for Toronto Community Housing Corporation**

In July 2017, Council directed staff to prepare an amended shareholder direction to Toronto Community Housing Corporation and other program and accountability instruments as required, including a revised tenant-focused service delivery model, improved integration and accountability with the City, and a strengthened system of tenant engagement. City staff, in consultation with Toronto Community Housing Corporation and CreateTO staff, are reviewing the shareholder direction to ensure it is up to date, reflective of current practices and incorporates Council directions, including direction related to Toronto Community Housing Corporation's development function. The updated shareholder direction will be submitted for City Council's consideration in 2021.

Prior to operational responsibility of the 83 seniors-designated buildings being transferred to Toronto Seniors Housing Corporation, the City will enter into an updated operating agreement with Toronto Community Housing Corporation. This updated agreement will adjust the funding and the required number of rent-geared-to-income units for Toronto Community Housing Corporation to reflect the reduced operating responsibilities.

## **Conclusion**

The creation of Toronto Seniors Housing Corporation combined with the ongoing implementation of the Integrated Service Model charts a new path for Toronto Community Housing Corporation's 83 seniors-mandated buildings with improved service to tenants and a new mandate-driven landlord. The eventual transfer of operations will also allow Toronto Community Housing Corporation to focus on its mixed and family portfolio.

The recommendations in this report will support the creation of this new corporation and initiate transitional activities to ensure operations can be transferred to the TSCH in mid-2022.

## **CONTACT**

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## **SIGNATURE**

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Giuliana Carbone  
Deputy City Manager, Community and Social Services

## **ATTACHMENTS**

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Attachment 1 - Shareholder Direction, Toronto Seniors Housing Corporation  
Attachment 2 - List of Seniors Buildings