

Implementing Tenants First: Report back on Toronto Seniors Housing Corporation

Date: April 20, 2022

To: Executive Committee

From: Deputy City Manager, Community and Social Services

Wards: All

REASON FOR CONFIDENTIAL INFORMATION

Confidential Attachment 1 to this report contains labour relations information supplied in confidence to the City of Toronto, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

SUMMARY

In May 2021, City Council directed the incorporation of Toronto Seniors Housing Corporation (TSHC) as well as the adoption of a shareholder direction and recruitment of a Chief Corporate Officer and Transition Lead. Council also provided principles to guide negotiations between TSHC and Toronto Community Housing Corporation (TCHC) for the transition of operations.

This report recommends a path forward through the transitional period in 2022 and includes the following:

1. Request for the allocation of one-time funding from the City of Toronto for 2022 transitional costs;
2. Report back on the activities of the Senior Tenant Advisory Committee (STAC) as directed by MM38.51;
3. Report back on the newly appointed CEO of TSHC and the Board-approved executive compensation policy; and
4. Update on key activities related to the upcoming transition of operations from TCHC,

With approval of the recommendations in this report, TSHC will be well positioned to successfully take on the operations and responsibility for the seniors housing portfolio.

RECOMMENDATIONS

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

1. City Council, as Shareholder, direct the Board of Directors of Toronto Community Housing Corporation to flow all necessary existing net operational funding to Toronto Seniors Housing Corporation in 2022 to support their operations, including funding for the Integrated Service Model, as approved by the Deputy City Manager, Community and Social Services in consultation with the City Chief Financial Officer.
2. City Council approve one-time funding of \$4.804 million in 2022 from 2021 funding temporarily allocated to the Tax Rate Stabilization Reserve Fund to fund incremental transitional costs for Toronto Seniors Housing Corporation, and request that future ongoing costs be submitted for City Council's consideration through the annual budget process.
3. City Council receive the letter from the Vice-Chair of the Board of Directors of Toronto Seniors Housing Corporation regarding the appointment of the Corporation's Chief Executive Officer.
4. City Council direct that the confidential information contained in Confidential Attachment 1 remain confidential in its entirety as it contains labour relations information supplied in confidence to the City of Toronto, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

FINANCIAL IMPACT

The majority of funding required to operate TSHC will be transferred to TSHC by TCHC through existing approved operating funding. In 2022, the City's annual funding to TCHC as approved by Council includes the operational and capital funding required for the seniors housing portfolio. In order to facilitate the transition of operations from TCHC to TSHC it is recommended that the Board of TCHC be directed to flow through the necessary funding for TSHC to support its operations and to deliver the Integrated Service Model.

TSHC will also incur incremental transition cost in 2022 of \$4.804 million in addition to ongoing annual costs consistent with their Service Delivery Agreement with TCHC that will see TCHC provide the majority of back office support resources. The funding of \$4.804 million will provide for additional staff to support the corporation and costs for third party services. The costs will be funded in 2022 from 2021 funding temporarily

Implementing Tenants First: Toronto Seniors Housing Corporation

allocated to the Tax Rate Stabilization reserve for the transition in 2022, subject to Council approval.

Table 1: Cost Categories and Estimated Budget

Cost Category	2022 Costs (\$) <i>June to December</i>
Salaries & Benefits	2,895,779
Services	1,680,085
Other	228,500
Total	4,804,364

Service costs represent third party services that support employee and labour relations, benefits administration, compensation and benefits, training and development, occupational health and safety, external and internal communications, internal and external audit, and conferences and professional fees. Other costs include transportation and supplies.

It is expected that aside from annual inflationary increases that will be considered as part of future budget processes, ongoing TSHC operational and capital costs in 2023 and future years will continue to be supported through the allocation of existing approved City funding currently directed towards TCHC for seniors housing portfolio requirements.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as identified in the Financial Impact section.

EQUITY IMPACT

Tenants in TSHC 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.

These senior tenants 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.

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

On January 26, 2022, Executive Committee adopted EX29.14 TSHC - Phase One which directed City staff to provide Council with a status update on the set up and operations of Phase One of the transition plan prior to the June 1st transfer date.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2022.EX29.14>

At its meeting of December 15, 16 and 17, 2021, City Council, as Shareholder, directed the Board of Directors of the TSHC to report to Council on the appointment of its first Chief Executive Officer and on its Senior Executive Compensation Policy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.MM38.19>

On December 15, 2021 City Council adopted MM38.51 which provided direction on the Senior Tenant Advisory Committee.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.MM38.51>

On May 5, 2021, City Council directed the creation of TSHC and approval of a Shareholder Direction for the corporation.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX23.4>

On February 2, 2021 City Council adopted Item EX20.9, Toronto Seniors Housing Corporation Board of Directors, which approved the recruitment of a Board of Directors for TSHC. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX20.9>

On October 27, 2020, City Council adopted Implementing Tenants First: 2020 Action Updates which authorized the creation of a seniors housing corporation.

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

On November 26, 2019, City Council adopted Implementing Tenants First - A New Funding Model for Toronto Community Housing, approving a new funding model for TCHC which provides base-line revenue equivalent to 75% of Average Market Rent for RGI units along with annual capital funding of \$160 million.

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

On July 16, 2019, City Council adopted Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to TCHC's Governance, including the approval in principle of the creation of a new seniors housing corporation to operate the 83 seniors-designated buildings in TCHC's portfolio. Council also issued direction to TCHC to begin implementing the Integrated Service Model, and directed staff to report back on an accountability framework and implementation plan.

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

On April 16, 2019, City Council adopted Accelerating the City's Tenants First Project, which included a proposed timeframe of recommendations coming forward in 2019, including recommendations on governance, accountability and mandate for TCHC's key business areas.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX4.3>

On May 22, 2018, City Council adopted Implementing Tenants First - Creating a Seniors Housing Unit at TCHC and Transitioning towards a Seniors Housing and Services Entity at the City.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.3>

On January 31, 2018, City Council adopted Implementing Tenants First - TCHC Scattered Portfolio Plan and an Interim Selection Process for Tenant Directors on the TCHC Board.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.2>

On July 4, 2017, City Council adopted Tenants First Phase One Implementation Plan and directed staff to further develop the governance and service model of the Seniors Housing and Services Entity, and to report back on further financial analysis and the results of an REOI for the scattered portfolio.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2>

On July 12, 2016, City Council adopted Tenants First: A Way Forward for Toronto Community Housing and Social Housing in Toronto and directed staff to develop an implementation plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.11>

On January 28, 2016, the Mayor's Task Force on Toronto Community Housing tabled its Final Report, Transformative Change for TCHC at Executive Committee. Executive Committee referred the Final Report to the City Manager with direction to report to Executive Committee with recommendations on an overall approach and guiding principles for how best to move forward with the transformation of TCHC.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX11.21>

On May 7, 2013, City Council adopted the Toronto Seniors Strategy including a vision, service plan, guiding principles, and accountability and monitoring framework.

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

COMMENTS

Since the incorporation of TSHC in June 2021, the Board of Directors, in partnership with staff from TSHC, TCHC and the City have worked to create and implement a transitional plan. This plan will lead to the transfer of operations from TCHC to TSHC in June 2022. Following the transition, TSHC will be responsible for the day-to-day tenant experience including cleaning, regular maintenance, tenancy management, and tenant engagement, along with connections to supports. TCHC will continue to own the

buildings and be responsible for preventative maintenance, and delivery of the 10 year capital plan. This report provides updates about various Council directed activities related to the transition of operations from TCHC to TSHC including tenant engagement, key transitional activities, and the appointment of CEO.

1. Tenant Engagement

Council Directed Actions:

In 2019, Council directed the creation of the Senior Tenant Advisory Committee (STAC) to ensure that senior tenants can directly access, inform and influence services and programs that would be provided by the new corporation. Throughout 2020 and 2021, the STAC was led by TCHC with support from the City's Seniors Services and Long-term Care Division (SSLTC).

On December 15, 2021, City Council adopted MM38.51 which included the direction to have City staff, through the Tenants First initiative, lead the STAC, invite current members of the STAC to continue their membership to provide continuity of leadership, oversee the recruitment and confirmation of new members, and ensure that senior tenants can directly access, inform and influence services and programs. Additionally, MM38.51 directed City staff to engage with the STAC to provide advice and recommendations to the Board of Directors of TSHC on the principles and methods for a tenant engagement system.

In January of 2022 City staff began a series of actions to complete the directions in MM38.51.

STAC Updates:

- All STAC members were invited to continue to serve on the Senior Tenant Advisory Committee, through email and telephone communication by City staff.
- City staff communicated with the STAC members to inform them of the changes directed through MM38.51.
- The initial meeting of the City-led the STAC was held on February 18, 2022. Subsequent meetings were held on March 23, 2022 and April 5, 2022.
- The Deputy City Manager, Community and Social Services is the current chair of the STAC and will continue to serve as chair until June 30, 2022.
- Five new STAC members were recruited through an open application and interview process, were provided with orientation materials, and began attending meetings in March.

The role and term of STAC was reviewed by its members and revisions are currently in development. Initial input on the Terms of Reference was gathered during the February 18 meeting, after which a subcommittee of four STAC members provided additional written input and met with Tenants First staff to consolidate insights on March 18. A revised Terms of Reference was presented to STAC members again at the March 23

meeting for input and discussion. The STAC will remain in place in its current form until end of 2022.

The City has developed a strong working relationship with the STAC and will continue this work to ensure that the Council directions are fully implemented.

Update on STAC and Advice for TSHC on Tenant Engagement and a Summary of Engagement

Report back requirement summary:

Engage with the STAC to provide advice and recommendations to the Board of Directors of the TSHC on the principles and methods for a tenant engagement system	In process
Complete a summary of the engagement process	In process

The City of Toronto, through its Shareholder Direction to TSHC, requires TSHC to ensure that tenants are engaged in a manner that allows tenants to be involved in community decision making that affects their housing, as appropriate.

TSHC is required to support an approach to tenant engagement that includes:

- (a) Opportunities for tenant engagement regarding housing, and the full TSHC housing portfolio;
- (b) Opportunities for tenants to provide input on TSHC corporate decisions, including Shareholder Direction to TSHC, capital plans, operating budget, service levels, service delivery and tenant-facing policies;
- (c) Opportunities for tenant input on setting local spending priorities; and,
- (d) Information about opportunities for engagement in other City and community initiatives.

MM38.51 directed City staff to engage with the STAC to provide advice and recommendations to the Board of Directors of TSHC on the principles and methods for a tenant engagement system.

Actions to date:

- TSHC Board members from the Quality and Tenant Engagement Committee have been invited to attend and participate in all STAC meetings, with a Tenant Director leading an initial discussion on the tenant engagement system during the March 23 meeting;

- An independent facilitator was engaged to gather input from STAC members on tenant engagement priorities and approaches, and will be preparing a report for the TSHC Board;
- The initial facilitated session with STAC was held on April 5, 2022, with another planned for April 26, and a third facilitated session scheduled for May. A report on the initial session is included in Attachment 2;
- A final report on recommended principles and methods for a tenant engagement system for TSHC is in development, to be presented to the TSHC Board; and
- At STAC meetings, Committee members have received regular updates on the transition from TCHC to TSHC, and had the opportunity to provide input on transition activities, information, and questions.

Summary of Themes Heard from STAC

Through preliminary work with the STAC, City staff have heard about STAC members' experiences with tenant engagement. A more detailed description of what was heard is detailed in Attachment 2.

To date, STAC members noted that they need clear accountability from TSHC, and a commitment to tenant involvement in decision-making. They also were clear that staff need to reply to tenant concerns and ensure follow through on issues as they arise. STAC members want more opportunities for tenant-led activities and that staff should remember the saying "Don't do for seniors what seniors should do for themselves." STAC members agreed that the TSHC launch is an opportunity for engagement and outreach and to set a new stage for an ongoing relationship.

Another notable theme is in the area of communication. Input on this topic included:

- Communication is key
- Tenants need comprehensive details for any proposed plans that affect them, including timelines, contact info for the liaison, a mailing of information well in advance of changes, and posting on a Tenants Bulletin Board used only for and by tenants
- Tenant leaders should be utilized in buildings to connect with the community

Next Steps and Process Moving Forward

The next STAC meeting is scheduled for April 26 and will serve as a continuation of the facilitated discussion initiated on March 23, on principles and methods for TSHC's tenant engagement system. Subject to STAC's agreement at the April 26th meeting, the independent facilitator plans to engage a smaller group of 3-5 STAC members to co-analyze qualitative data gathered across the discussions on tenant engagement (March 23, April 5, and April 26) and support the synthesis of recommendations for the new Toronto Seniors Housing Corporation.

The independent facilitator will present the co-developed recommendations back to the larger group of STAC members in May 2022 for further input, before drafting the final report back to TSHC. At the same time, City staff will re-engage STAC to finalize the remaining pieces of the Terms of Reference, including a glossary of terms, current

STAC members' potential role in the selection of new members, and the co-creation of STAC's purpose between the City, TSHC, and STAC members.

The City will continue to work closely with the STAC to implement the Council directions and ensure that tenant voices are heard through the transition period and on an ongoing basis at TSHC. The final report to the TSHC Board will provide recommendations to the Board from STAC on the future engagement system.

2. Appointment of CEO and Executive Compensation Structure

CEO Recruitment Process

At its September 28, 2021 meeting, the Board of Directors of TSHC established the CEO Search Workgroup consisting of Board members to conduct the search for a Chief Executive Officer (CEO) for the corporation, and to recommend the appointment of the preferred candidate to the Board.

In October of 2021, the Workgroup led an invitational request for proposals process for an executive search firm to lead the CEO recruitment process. As a result, the Phelps Group was awarded the contract. To inform the recruitment, the Workgroup undertook an extensive stakeholder consultation process that included engagement with senior tenant representatives, TCHC Seniors Housing Unit staff, City of Toronto staff, health service providers and the TSHC Board members. The Workgroup also recommended the CEO's job description and executive compensation strategy to the Board.

At its meeting on March 31, 2022, on the recommendation of the CEO Search Committee, the Board appointed Thomas Hunter as CEO of TSHC, effective May 11, 2022. Attachment 1 of this report contains a letter from the Vice-Chair of the Board communicating the Board's decision, along with Mr. Hunter's biography.

CEO Compensation Policy

At its meeting of January 21, 2022, the Board approved the compensation structure for the CEO recruitment. Confidential Attachment 1 contains the confidential report to the Board that outlines the CEO compensation structure.

There are currently no other executive positions in the organization. A fulsome executive structure and compensation policy will be developed under the guidance of the newly-appointed CEO.

3. TSHC Transitional Activities

A robust joint tenant communications plan is in place to ensure tenants are aware of the change and understand the impact it will have on their day-to-day experience. All staff who are currently providing front-line service to senior tenants will be transferred to TSHC in June and will continue to provide all of the services they do today on an uninterrupted basis. TCHC will continue to provide back-office supports to TSHC (such as HR, Finance, ITS, Call Centre), as outlined in a service delivery agreement. This

approach ensures that TSHC can focus on their important role of providing excellent service and support to senior tenants.

Overview of Activities

TSHC and TCHC have worked collaboratively to prepare for the June 2022 transition. The work undertaken to date includes:

- Developing a service delivery model which defines shared services between the two corporations (supported by an external consulting firm);
- Creating a shared model for Information Technology and beginning adaptations to accommodate the transition;
- Addressing key issues related to tenant transfer (e.g., information sharing and privacy, transfer of active tenancy issues such as transfers, RGI eligibility reviews, arrears, etc.);
- Tenant consultation and communication, including focus groups and consultations with STAC;
- Staff transfers, including reaching Memoranda of Understanding with Local 416 and Local 79. Staff who will be transferring have received transfer letters or offers;
- The TSHC CEO search has resulted in the appointment of an inaugural CEO);
- Hiring for 10 foundation positions in Finance, HR and Communications for TSHC is underway. The newly appointed CEO will develop and confirm the overall executive structure for TSHC. TSHC and the City have reached agreement on the transition budget to June 1 and the operating budget from June 1 to December 31, 2022; and,
- TSHC Financial and HR processes are being developed. TCHC policies have been reviewed and adapted for approval by the TSHC Board.

Agreements

The Transition Agreement, set to be executed by June 1, 2022, covers terms related to the ownership and state of good repair of the 83 seniors buildings. It sets out the roles of TCHC and TSHC role as co-landlords under the Residential Tenancies Act and authorizes TSHC to act on behalf of TCHC in tenant-facing operational areas.

The Service Delivery Agreement, set to be executed by June 1, 2022, covers terms related to the services that TCHC will provide to TSHC in order to support their operations, including Human Resources, Information Technology Services, Call Centre, Community Service Unit, and Financial services.

Both agreements include provisions for governance, compliance monitoring, and dispute resolution, and will be approved by each corporation's respective Board of Directors before being executed.

The content of a full lease agreement between TCHC and TSHC, to be executed in fall 2022, is currently in development.

Operations

A key principle of the transition is minimal disruptions for tenants. Tenants will continue to interact with the onsite superintendents and other familiar staff. Staff roles and responsibilities will continue largely as before the transition to ensure continuity of service.

Based on the Service Delivery Agreement, TCHC and TSHC will continue to work together to deliver services to tenants, including emergency response, safety and security, RGI rent calculation and review, priority transfers, and building and unit maintenance. Key human resource functions such as payroll, benefits, health and safety, and recruitment will also continue through shared services arrangements. Similarly, finance functions will be delivered through shared services.

To address its mandate, TSHC will continue to implement the ISM to ensure seniors have access to the housing, health and community supports they need to age in place with dignity and in comfort. Based on tenant input, TSHC will also begin to enhance its approach to outreach and engagement, and to address the top priorities for service improvement that have been identified by tenants.

Integrated Service Model - Update on Seniors Health and Wellness Initiative

The Seniors Health and Wellness Hubs initiative was originally proposed as one of the four new innovations of the ISM, based on tenant feedback, research and stakeholder input at the time. Some preliminary work to develop a pilot wellness Hub at 145 Strathmore (in the South East region) began in 2021; however, a number of critical concerns were raised by tenant advocates and leaders. Based on this important tenant feedback and in response to MM38.51, Seniors Services and Long-Term Care has now paused all work on the implementation of the Seniors Health and Wellness Hubs.

Any initial pilot work that had begun at 145 Strathmore Blvd. has been completely stopped, and this building has been removed from consideration as a potential Hub site at this time. As directed by Council motion, SSLTC is undertaking a comprehensive review and tenant engagement process on potential health and wellness models. This review is starting as a reset, with no predetermined plans or preconceived notions, in order to ensure that any and all directions related to health and wellness initiatives are meaningfully driven by tenant voices, including those on the STAC.

To this end, SSLTC has engaged an expert non-profit partner, Health Commons Solutions Lab (HCSL), to lead this review of the Seniors Health and Wellness initiative on behalf of the City. The purpose of the review is to better understand tenants' needs and perspectives around access to programs and services in and/or close to their buildings.

Over February and March 2022, HCSL co-developed an engagement plan to reach tenants and stakeholders using the direct input of STAC members and other tenants and stakeholders. In April 2022, they are initiating more widespread engagement with tenants, tenant associations, and other stakeholders, to dig deep into the perspectives and needs of tenants for access to services in/near buildings, and views on the Hub model or alternatives.

HCSL and SSLTC will come back to the TSHC Board in June 2022 with a detailed report outlining findings of the review, and provide recommendations for the City and the TSHC for any health and wellness related initiatives or changes going forward.

Following the initial consultations led by HCSL, STAC members voiced a desire to be more involved as active partners in the project. In response, SSLTC and HCSL reconceptualised the role of STAC in this work and presented an update to members during the April 5 STAC meeting. HCSL invited a smaller working group of STAC members to participate as ongoing project partners and to co-create and co-implement the consultation plan (to be compensated with honoraria). The role of the STAC working group may include regular check ins, review of engagement materials, contributing to outreach and recruitment messaging, and providing updates to the broader STAC membership. Additionally, based on feedback from STAC members, SSLTC is migrating towards "Seniors Health and Wellness initiative" in place of the original "Hubs" language.

SSLTC is concurrently leading a service mapping review to identify health and community services in the immediate vicinity of the 83 seniors buildings. The findings of this exercise will also be used to complement tenant feedback from the review led by Health Commons Solutions Lab, and will inform potential service planning for these buildings in the future.

4. Next Steps: 2023 and Beyond

2022 is a critical transitional year, and will ensure that TSHC is on solid footing and has the supports it needs to be a successful social housing provider for over 14,000 senior tenants. The continued collaboration of the City of Toronto, TSHC, and TCHC will be required for the success of this important initiative.

Key activities in the coming months include:

- The finalization of a methodology for dissecting the funding model and allocating resources to each of the City's housing corporations;
- The development of a permanent oversight office within the Housing Secretariat to have ongoing oversight of the City's housing corporations;
- The participation of both of the City's housing corporations in the 2023 City budget process; and,
- The execution of an Operating Agreement with each City housing corporation.

As this work progresses, continued collaboration and engagement with tenants, including STAC, will ensure that TSHC can become the responsive, tenant-focused provider of housing to seniors that City Council envisioned.

CONTACT

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SIGNATURE

Paul Johnson
Deputy City Manager, Community and Social Services

ATTACHMENTS

Attachment 1 - Communication from the Vice-Chair, Board of Directors, Toronto Seniors Housing Corporation, dated April 11, 2022

Attachment 2: Summary of Initial Engagement on TSHC Engagement Structure

Confidential Attachment 1 - TSHC CEO Compensation Report, dated January 7, 2022

Attachment 1

April 11, 2022

To: Toronto City Council

From: Lawrence D'Souza, Vice-Chair
Board of Directors, Toronto Seniors Housing Corporation

Re: Appointment of Chief Executive Officer

Dear City Council Members,

This letter is in response to direction to report to City Council on the decision of the Board appointing the first Chief Executive Officer of the Corporation.

At its meeting of September 28, 2021, the Board of Directors of the Toronto Seniors Housing Corporation (TSHC) struck the CEO Search Workgroup consisting of Board members to search for a Chief Executive Officer (CEO) for the Corporation and recommend appointment of the preferred candidate to the Board.

In October of 2021, the Workgroup led an invitational request for proposals process to award an executive search firm to lead the CEO recruitment. As a result of this process, the Phelps Group was awarded the contract. To inform the recruitment, the Workgroup undertook an extensive stakeholder consultation process that included engagement with senior tenant representatives, Toronto Community Housing Seniors Housing Unit staff, City of Toronto staff, health service providers and the TSHC Board members. The Workgroup also recommended the CEO's job description and executive compensation strategy to the Board.

At its meeting of March 31, 2022, on recommendation of the CEO Search Committee, the Board unanimously appointed Thomas Hunter as CEO of TSHC, effective May 16, 2022. Attachment 1 of this letter outlines Mr. Hunter's biography.

Signature:

Lawrence D'Souza
Vice-Chair, Board of Directors
TORONTO SENIORS HOUSING CORPORATION

Attachment 2

Summary of Initial Engagement on TSHC Engagement Structure

Question 1:

What was the catalyst for your involvement as a tenant?

What pulled YOU in?



What we heard:

- “[When I moved in] I said, “OK. I’m a senior. I’m turning 60. I’m moving in and I need to find out what community housing is about. I wanted to be informed about what is happening in the building and how community housing worked.”
- “It comes from a sense of wanting justice . . . I have some skills that can benefit my community. I’m young. . . . When I’m 20 years older, I want the services to be available. It’s a rare opportunity to be at the base of something that, hopefully, I will be able to rely on later.”
- “When I saw the injustice and all the pain, the fear, the confusion, I asked myself, “Do I want to be treated like this when I’m that age. No! . . I’ve been an activist all my life. This is a good cause.”
- “I’ve watched people get into wheelchairs, have strokes, have heart attacks, so when I heard there would be an infrastructure of support I was very curious. I wanted to learn about it. It’s become a challenge for me, but it’s also become an opportunity for growth . . . for me, the actual involvement is a better draw than the original impulse.”
- “You have to know how the structure works before you can try to make changes.”
- “This is community housing and I wanted to be part of a community. That’s why I got involved.”
- “I saw that tenants are not aware of a lot of programs and benefits, so I slowly started setting up free income tax clinics, teaching basic computer skills for seniors, helping them with pensions and setting up wheelchair online bookings. I’m still doing those things.”

Question 2:

Consider the structures - *past and present* – Toronto Community Housing has used to involve tenants in decision-making, such as:



- + Tenant reps
- + Tenant associations or councils
- + Regional groups or tables
- + Tenants on the Board or city-wide committees

What has worked well, and why?



What we heard:

- Overall Suggestions / Input

- o It's not just about empowering tenants. Engagement is about empowering staff as well.
- o We need to ensure translation supports are available so that tenant leaders can communicate with all the tenants in their community about meetings, events, etc.
- o There needs to be opportunity and resources for tenants to run community programming and gather informally; social participation is a part of tenant engagement
- o We need clear accountability and tenant involvement in decision-making – staff need to reply to tenant concerns and ensure follow through
- o We need more opportunities for tenant-led activities
- o Mistrust has been a problem – sometimes there's an adversarial "us against the landlord" feeling
- o Remember the saying, "Don't do for seniors what seniors should do for themselves."
- o The TSHC launch is an opportunity for engagement and outreach

- Tenant Reps

- o Works in some buildings, but there should be accommodation for different methods of engagement
- o Tenant reps and community leaders need to be respected by staff and be credible
- o In my building, tenant rep was discouraged by the super to stay out of issues and not get involved, no history about what is successful
- o Being a tenant rep can be overwhelming – a lot of work for one person. More support or structures needed
- o In my building there is a tenant association but it doesn't engage the total tenant population
- o Long-time tenant reps can work with incoming tenant reps to orient them to the role

Question 2:

Consider the structures - *past and present* - Toronto Community Housing has used to involve tenants in decision-making, such as:



- + Tenant reps
- + Tenant associations or councils
- + Regional groups or tables
- + Tenants on the Board or city-wide committees

What has worked well, and why?



What we heard:

- Staff Role in Engagement
 - o Staff presence at tenant meetings can be helpful. In the past, tenants would make requests at meetings and staff would be there to respond
 - o In one building, SSC was very helpful, encouraging us to have meetings and invite all tenants to hear needs/wants; helps with funding and communicates important changes in the building
 - o Need to be accountable
 - o Need to be empowered to be flexible and meet tenants where they are at
 - o If there is on-going conflict between staff and tenants it will be unsuccessful
- Tenant councils or associations
 - o Tenant Councils are very important for seniors. Many don't have digital literacy so face-to-face communication is important
 - o Has been confusion about the role and mandate of tenant councils
 - o Need to be tenant-centric and leave space for tenant items of the agenda
 - o Tenant reps/group leaders should chair meetings
 - o Could be a role for STAC in helping to chair Tenant Councils
 - o In 2019, councils were disbanded and staff contacts were pulled from buildings without explanation. There has been a lot of re-organization with tenant engagement at the managerial level but it hasn't reached tenants
 - o Tenant associations were formed because the formal system wasn't working
 - o Tenant Councils have great potential. Staff should be a partner

Question 2:

Consider the structures - *past and present* – Toronto Community Housing has used to involve tenants in decision-making, such as:



- + Tenant reps
- + Tenant associations or councils
- + Regional groups or tables
- + Tenants on the Board or city-wide committees

What has worked well, and why?

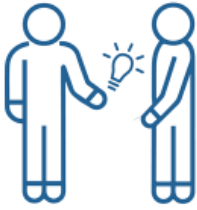


What we heard:

- Regional Councils
 - o Regional representation isn't happening.
 - o Are a good idea, see the benefit of getting together and meeting.
 - o Tenants can be more powerful if together, chain of communication has been challenging during COVID
 - o Like the idea of Regional Councils to hear what other buildings are experiencing
 - o Very important part of the conversation, a lot of value in sharing ideas and bring problems and get advice of peers, support of others
 - o When there are large numbers of people at the table it's hard to get things done
 - o Successful Council I was involved in had good support and consistency with staff tenant-centric

- City Table
 - o Good to hear about City initiatives that are not housing related
 - o Have in mind a structure where STAC is one arm of a central hub. Would like to see more independence, starting with individual buildings, moving onto a regional basis
 - o Would like to STAC to become a "senate" that can review ideas, give advice on broad policy. E.g., STAC could have observers at various committees.
 - o Envision regional reps meeting with STAC, and STAC taking matters to the Board
 - o We need to ensure there are translation supports available so that tenant leaders can communicate with all the tenants in their community about meetings, events, etc.
 - o There needs to be opportunity and resources for tenants to run community programming and gather informally; social participation is a part of tenant engagement
 - o We have a great opportunity to make change, we need to take it

Question 3 and 4:



What are the best ways to ensure structures at the “top” reflect the breadth of tenants’ views?

How do you make sure good ideas don’t get lost?

What information do tenants need to influence decisions? What is the best way to transmit that information?



What we heard:

- Accountability is a problem almost across the board in the engagement system
- Needs to be clear chain of communication between each level of the engagement structure
- Tenant leaders
 - o Don't have the support needed to pull people together
 - o Need to have passion, if they don't it won't work to engage tenants
- Staff
 - o Need to lead and be available and make tools available so that tenant leaders can draw tenants out from isolation, things like BBQs, other events to draw people in
 - o Need to be empowered to partner with tenants without always getting approvals
 - o Be patient, remain calm and try to help
 - o Need to be transparent and communicate progress on issues raised by tenants back to those tenants
- We have the opportunity to awaken spirit of community
- ISM Roundtables are a good way to engage tenants and staff together on building issues
- Communication is key
 - o Tenants need comprehensive details for any proposed plans that affect them, including timelines, contact info for the liaison, a mailing well in advance of changes, and posting on Tenants Bulletin Board used only for and by tenants
 - o Electronic or locked bulletin boards
 - o Question/Suggestions Box
 - o Use large fonts
 - o Someone needs to be available to answer questions – tenant leaders can do this
- Elections
 - o Some buildings have not had elections
 - o Are a current problem area, seniors councils were shut down 3 years ago and never brought back, much confusion about what is happening with engagement
 - o Perception of inequity in funding between Senior and Family buildings