

BUILDING INVESTEMENT, FINANCE AND AUDIT COMMITTEE MEETING AGENDA

PUBLIC SESSION

Date: November 16, 2020
Time: **9:05 a.m. – 9:40 a.m.**
Location: Via WebEx

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
9:05	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	
9:10	2. Consent agenda		<i>5 minutes</i>		
	a) Approval of Public Meeting Agenda	BIFAC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of September 14, 2020	BIFAC Approval	Minutes	Chair	4
	d) Review of Investment Advisory Committee Charter	BIFAC & Board Approval	BIFAC:2020-65	General Counsel & Corporate Secretary	25
	e) Q3 2020 PAC Awards and Revenue Contracts	Information	BIFAC:2020-66	General Counsel & Corporate Secretary	29

Time	Description	Action	Pre-read	Presenter	Page #
	f) Internal Audit Update: Q3-2020	Information	BIFAC:2020-67	Manager, Internal Audit	38
	g) Q3 2020 – HoMES Update	Information	BIFAC:2020-68	Vice President, Information Technology Services	46
	h) Q3 2020 – ITS Update	Information	BIFAC:2020-69	Vice President, Information Technology Services	50
	i) Update on Tenants First	Information	BIFAC:2020-70	Director, Strategic Planning & Stakeholder Relations	52
	j) Update: Enterprise Risk Management	Information	BIFAC:2020-63	General Counsel & Corporate Secretary	130
9:15	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	133
	4. Facilities Management Reports				
9:20	a) Change Order: Constructor Services for Recladding at Jane/Falstaff	BIFAC & Board Approval	BIFAC:2020-71 <i>5 minutes</i>	Vice President, Facilities Management	136
9:25	b) Change Order: Contract Administration for the 389 Church Street Renovations	Approval	BIFAC:2020-72 <i>5 minutes</i>	Vice President, Facilities Management	140

Time	Description	Action	Pre-read	Presenter	Page #
9:30	c) 2019 Facility Condition Index Report	Information	BIFAC:2020-73 <i>5 minutes</i>	Vice President, Facilities Management	144
9:35	5. Direct Award: Midnorthern Appliance	Approval	BIFAC:2020-76 <i>5 minutes</i>	Senior Director, Business Operations	147

TERMINATION



Building Investment, Finance and Audit Committee

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The Building Investment, Finance and Audit Committee (“BIFAC”) of Toronto Community Housing Corporation (“TCHC”) held a Public meeting on September 14, 2020, via WebEx, commencing at 9:53 a.m.

BIFAC Directors Present: Adele Imrie, Chair
Amanda Coombs
Nick Macrae
Deputy Mayor Ana Bailão (9:53 a.m. – 11:24 a.m.)
Brian Smith

BIFAC Directors Absent: n/a

Management Present: Kevin Marshman, President and Chief Executive Officer
Sheila Penny, Chief Operating Officer
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer
Vincent Tong, Chief Development Officer
Allen Murray, Vice President, Facilities Management
Luisa Andrews, Vice President, Information Technology Services
Paula Knight, Vice President, Strategic Planning & Communications
John Angkaw, Senior Director, Business Operations
Tyler Baker, Senior Development Manager
Tony Bernabei, Director, Networks and Infrastructure
Lindsay Viets, Director, Strategic Planning & Stakeholder Relations
Ceilidh Wilson, Assistant Corporate Secretary

Also Present Marsh Canada Limited (“Marsh”)
Lyne Erwin
Glen Sheppard
Philip Mouser

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Housing Services Corporation (“HSC”)

Howie Wong
Sarah Baker

The Chair called the meeting to order and Ms. Ceilidh Wilson served as recording secretary.

ITEM 1 CHAIR’S REMARKS

The Chair welcomed everyone to the Committee meeting, noted the Acknowledgement of the Land and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC’s holding this meeting virtually.

The Chair noted, further, the special procedures applicable to the meeting, given its virtual nature, related to deputations requests to speak and voting on agenda items.

The Chair reiterated the Board’s support for TCHC’s frontline staff working under challenging conditions to provide essential services and needed supports to tenants, as well as employees who continue to work from home.

ITEM 2A APPROVAL OF CONSENT AGENDA ITEMS

The following items were not held for discussion:

- Item 2A – Approval of Public Meeting Agenda
- Item 2C – Confirmation of the Public Meeting Minutes of June 17, 2020
- Item 2D – Internal Audit Update: Q1 & Q2 2020
- Item 2E – Q2 PAC Awards and Revenue Contracts
- Item 2F – Review of Board, President and CEO, and Employee Expenses 2019
- Item 2G – Q1 & Q2 2020 HoMES Project Update
- Item 2H – Q1 & Q2 Information Technology Services Update

Motion carried

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC approved the public meeting agenda.

ITEM 2B CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the BIFAC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest.
No conflicts were declared.

ITEM 2C APPROVAL OF PUBLIC MEETING MINUTES OF JUNE 17, 2020

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC approved the above-captioned minutes.

ITEM 2D INTERNAL AUDIT UPDATE: Q1 & Q2 BIFAC:2020-31
2020

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC resolved to receive the information in report BIFAC:2020-31 for its information.

ITEM 2E Q2 PAC AWARDS AND REVENUE BIFAC:2020-32
CONTRACTS

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC resolved to receive the information in report BIFAC:2020-32 for its information.

ITEM 2F REVIEW OF BOARD, PRESIDENT AND BIFAC:2020-33
CEO, AND EMPLOYEE EXPENSES 2019

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC resolved to receive the information in report BIFAC:2020-33 for its information.

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**ITEM 2G Q1 & Q2 2020 HOMES PROJECT BIFAC:2020-51
 UPDATE**

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC resolved to receive the information in report BIFAC:2020-51 for its information.

**ITEM 2H Q1 & Q2 2020 INFORMATION BIFAC:2020-52
 TECHNOLOGY SERVICES UPDATE**

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC resolved to receive the information in report BIFAC:2020-52 for its information.

**ITEM 3 BUSINESS ARISING FROM PUBLIC MEETING MINUTES
 AND ACTION ITEMS UPDATE**

Motion carried **ON MOTION DULY MADE** by Ms. Macrae, seconded by Mr. Smith and carried, the BIFAC resolved to receive the information arising from the public meeting minutes and BIFAC action items for its information.

**ITEM 4A CAPITAL PROJECT MANAGEMENT – BIFAC:2020-34
 2019 STATUS UPDATE**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

- Highlights of the discussion include:
- We are on track to lower the Facility Condition Index (“FCI”) across the portfolio through the 10-year capital plan.
 - Action item: The Vice President, Facilities Management to provide the BIFAC with a year-end report in Q1/Q2 2021 outlining where we are and where we plan to be in

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terms of lowering FCI throughout the portfolio as a result of the 10-year capital plan.

Motion carried

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to receive the information in report BIFAC:2020-34 for its information.

ITEM 4B

**TCHC COMMERCIAL PORTFOLIO –
UPDATE ON COMMERCIAL PARKING
REVENUE**

BIFAC:2020-35

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- The LPAT released its decision regarding proposed amendments to the City’s Zoning By-law No. 569-2013 on March 16 that would have severely limited TCHC’s ability to earn commercial parking revenue. As a result of this decision owners of apartment buildings continue to be permitted to charge a fee for a visitor parking space for an apartment building.

Motion carried

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to receive the information in report BIFAC:2020-35 for its information.

**ITEM 4C EXECUTION OF AN AMENDMENT TO BIFAC:2020-36
THE CONTRIBUTION AGREEMENT
WITH THE CITY OF TORONTO AND
THE CONSTRUCTION FUNDING AND
CONTRIBUTION AGREEMENT WITH
DIXON HALL INC. FOR CAPITAL
REPAIR WORK AT 502, 504, 506 AND
508 PARLIAMENT STREET**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- Dixon Hall would be at risk if the capital costs exceed \$6M.
- TCHC is currently the owner of the properties, however it is anticipated that they will be transferred to Dixon Hall prior to the completion of the work.
- Management will monitor construction and will not release funds until Dixon Hall has provided any and all required documentation. Management will also review their schedule and have regular check-ins with Dixon Hall, as would be the case with any other contractor.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations that:

1. TCHC enter into:
 - a. the amendment to the City Funding Agreement to include the additional Section 37 funding of \$6,000,000;
 - b. an Amended and Restated Construction Funding and Administration Agreement with Dixon Hall to include the Section 37 funding, to permit Dixon Hall to continue the capital repair work at 502-508 Parliament on behalf of TCHC; and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 4D EXECUTION OF LEASE AGREEMENT BIFAC:2020-44
WITH THE CITY OF TORONTO FOR
THE OPERATION OF A CHILDREN'S
PLAYGROUND AT 6 HENRY LANE
TERRACE**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- This playground is in TCHC's purview as it is adjacent to TCHC land and the funding for the playground was issued to TCHC.
- TCHC is responsible for ongoing repair and maintenance to the playground.
- Management do not anticipate any issues coming out of the environmental analysis being conducted.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To authorize TCHC to execute a lease agreement with the City of Toronto for a term of fifty years less a day at nil rent for approximately 7,800 square feet of City land which forms part of the children's playground area adjacent to 6 Henry Lane and utilized by TCHC tenants; and
2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

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**ITEM 4E CONTRACT AWARD: PLUMBING BIFAC:2020-38
 SANITARY REPLACEMENT AT MOSS
 PARK (RFP 20045)**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To approve the award of the work to Martinway Contracting Ltd. for \$4,024,935.00 (exclusive of taxes) for plumbing sanitary replacement at Moss Park based on the outcome of Request for Proposal (RFP) 20045; and
2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 4F CHANGE ORDER: UNFORESEEN BIFAC:2020-39
 COSTS FOR GARAGE RESTORATION
 AT KENNEDY ROAD**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- The parking garage repairs are required as the garage provides tenant parking and structurally holds up the building.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to:

1. Approve the change order of the work up to \$750,300.00 (exclusive of taxes) to United Building Restoration Ltd. for unforeseen costs for the garage restoration project at 675 Kennedy Road; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 4G CHANGE ORDER: ADDITIONAL SPEND BIFAC:2020-40
ALLOWANCE FOR GENERAL REPAIRS
UNDER THE DEMAND GENERAL
REPAIR PROGRAM**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- These are small demand repairs in tenants' units and are funded from the Operating budget. There is space in both the 2020 and 2021 Operating budgets for the work.
- This work helps the Capital budget because it fixes issues before they require capital work.
- Requests come through the Client Care Centre or the Superintendent for repairs in tenants' units and a work order is opened for the scope of work, which is reviewed to ensure the work is necessary. The Superintendent is then responsible for ensuring the work was completed satisfactorily before issuing payment to the contractor.
- Unit pricing is fixed for the term of the contract.
- The increased amount of work and the addition of the former contract managed buildings being added to the contract has caused an increase in price.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To approve a change order of up to \$26,350,000.00 (exclusive of taxes) for additional spending for the demand general repair program to the following pre-qualified vendors:
 - (a) Bi-View Building Services Ltd.;
 - (b) C2C Construction Ltd.;
 - (c) Richview Renovations & Restoration Ltd.;
 - (d) Finecraft Group Inc.
 - (e) 1762550 Ontario Inc., o/a G&G Contracting;
 - (f) Universal Cleaning & Painting Ltd.;
 - (g) Greenline Renovations Plus Limited;
 - (h) Joe Pace & Sons Contracting Inc.;
 - (i) Malomar Construction and Renovations; and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 4H CHANGE ORDER: ADDITIONAL SPEND BIFAC:2020-41
ALLOWANCE FOR GENERAL REPAIRS
UNDER THE MOVE OUT/UNIT TURN
PROGRAM**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- This work falls within the Capital budget and Management will plan to increase the amount allocated to this work in the 2021 capital program.

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*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To approve a change order of up to \$10,950,000.00 (exclusive of taxes) for general repairs under the move-out/unit turn program to the following pre-qualified vendors:
 - (a) Bi-View Building Service Ltd.;
 - (b) Greenline Renovations Plus Limited;
 - (c) Joe Pace & Sons Contracting Inc.;
 - (d) Malomar Construction and Renovations;
 - (e) Richview Renovations and Restoration Ltd.;
 - (f) Universal Cleaning and Painting Ltd.; and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 4I

**CONTRACT AWARD: PROGRAM
ROSTER FOR THE WATER
EFFICIENCY PROGRAM AT VARIOUS
TCHC LOCATIONS (RFP 20098)**

BIFAC:2020-42

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- Unit prices are fixed for the five year term of the contract.
- Staff will be responsible for administering the program will ensure all work identified by contractors is required prior to approval via inspections or having building staff review the proposed scope of work.
- Contingency has been built into the \$4M annual budget to perform necessary additional work that may be identified by contractors.

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- All components of buildings will be addressed holistically rather than addressing one-off issues.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board for approval the following recommendations:

1. To approve the award of work for up to \$20,000,000.00 (\$4,000,000.00 annually) (exclusive of taxes) for the delivery of the water efficiency program at various TCHC locations based on the outcome of RFP 20098 to the following vendors for a term of five years (three-year term with the possibility of two one-year extensions at TCHC management's discretion):
 - (a) Summit Building Solutions
 - (b) Joe Pace & Sons
 - (c) Solid General Contractors Inc.
 - (d) Watershed Technologies; and
2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 4J

**CONTRACT AWARD: ENVELOPE
REPAIRS, CLADDING AND ROOFING
AT 2 BRAHMS AVENUE (RFP 20079-
PP)**

BIFAC:2020-43

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

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1. To approve the award of the work to Trinity Services Ltd. for \$7,649,270.00 (exclusive of taxes) for envelope repairs, cladding and roofing at 2 Brahms Avenue based on the outcome of RFP 20079-PP; and
2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 4K DIRECT AWARD: ANNUAL GROUNDS BIFAC:2020-55
AND SNOW CLEARING SERVICES FOR
OUW**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

Highlights of the discussion include:

- Normally a competitive bidding process would be undertaken for this type of award, however the 24 buildings in the former OUW are transitioning from contract managed to direct managed and Management want to ensure uninterrupted service through the winter.
- Staff reached out to existing vendors on the roster, but they do not have adequate staffing to take on work for this part of the portfolio.
- This is a stop gap to allow Management to go out to public tender to award the work.
- Staff inspected Zegas Group Ltd. (“Zegas”) work and it was done according to TCHC’s standards, and there were no concerns raised in previous winters about their work, so there are no concerns with Zegas being awarded the contract.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to:

1. Approve the direct award to Zegas Group Ltd. (“Zegas Group”) for \$1,221,420.00 (exclusive of taxes) for grounds maintenance and snow clearing services at 24

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developments currently in OUW for a term of one year;
and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 4L UPDATES TO TCHC’S ELECTRICAL BIFAC:2020-58
 PREVENTATIVE MAINTENANCE
 PROGRAM**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Vice President, Facilities Management was available to answer questions of the Committee.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To direct TCHC to report to the Planning and Housing Committee on updates to the electrical preventative maintenance program and compliance with Canadian Standards Association Z463-18 Maintenance and Electrical Systems (“CSA Z463”), as requested by City Council at its meeting on October 3, 2019; and
2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 5 CHANGE ORDER: COMMERCIAL BIFAC:2020-45
 LAUNDRY (SPARKLE SOLUTIONS
 CORP.)**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Senior Director, Business Operations was available to answer questions of the Committee.

Highlights of the discussion include:

- This award is for six months to allow Management time to issue a public RFP in the coming weeks.
- Resources were redirected as a result of the COVID-19 pandemic, resulting in the later issuance of the RFP.
- Action item: Senior Director, Business Operations to confirm for the BIFAC whether all Sparkle machines are commercial grade washers and dryers.
- Part of Sparkle's contract includes equipment maintenance.
- As part of site staff's daily responsibilities they are responsible for checking laundry rooms to identify and address any safety hazards.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Ms. Coombs, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To approve a change order for \$1,098,590.85 (exclusive of taxes) to extend the current service contract with Sparkle Solutions Corp. for a term of six (6) calendar months until April 24, 2021; and
2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 6A

**ALLENBURY GARDENS: RENTAL
CONSTRUCTION BUDGET UPDATE**

BIFAC:2020-47

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Chief Development Officer was available to answer questions of the Committee.

Highlights of the discussion include:

- The revised budget is being driven primarily by overall construction cost increases, followed by costs for one particular oversight by the consultant.
- Cost increases are unprecedented.

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- If management builds in larger contingencies than what are currently used, they run the risk of overstating the capital spend.
- There are some costs that could not be foreseen, such as the additional \$1M for the consultant's oversight.
- Buildings are designed 3-4 years in advance of tender and TCHC's design specification requirements are updated regularly, leading to required changes to the buildings' original designs.
- Management will work with cost consultants and developer partners to explore options to reasonably increase project contingencies to be more confident when bringing numbers forward for approval by the Board.
- Cost consultants send management a monthly report that outlines what the costs will be.
- Normally a 5% contingency is applied to development projects.

*Motion
carried*

ON MOTION DULY MADE by Mr. Macrae, seconded by Deputy Mayor Bailão, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To approve the revised construction budget for Allenbury Gardens rental buildings T5, T6 and Building C in Phase 2.1 at \$33 million, and complete construction provided that actual costs remain within the budget and the overall proceeds to Toronto Community Housing Corporation meet the previously approved threshold; and
2. To authorize the appropriate staff to take the necessary actions, incur capital commitments and execute any and all documents as may be necessary, including negotiation and execution of such documents as may be required to give effect to the above recommendation.

**ITEM 6B DON SUMMERVILLE REVITALIZATION BIFAC:2020-48
UPDATE**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Chief Development Officer was available to answer questions of the Committee.

Highlights of the discussion include:

- The Board will approve the rental construction budget for the Don Summerville revitalization, but not the anchor business plan as the partner agreed to pay the costs for existing units on site.
- Units have been valued and an upper threshold has been established for how much it will cost to replace units.
- The environmental consultant will be proceeding with typical on-site testing.
- TCHC will be responsible for remediation if issues are identified in Phase 2. The land will be conveyed to the City and TCHC will have to follow their process and incur any costs as the conveyor of the land.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To authorize the transfer of Parts 1, 2, 3, 4 and 5 shown in red on the draft Plan of Subdivision dated November 6, 2013 (Attachment 1 to report BIFAC:2020-48), as may be amended, prepared by Peter J. Homer Ontario Land Surveyor (the "Subdivision Plan"), from Toronto Community Housing Corporation to Context Development Inc. ("Context"), subject to satisfaction by the Chief Development Officer that all tenants have been relocated, the lands are vacant, and Context has achieved a marketing and sales threshold for construction financing;
2. To authorize the transfer of the lands at 2 Phin Avenue as shown on Attachment 2 to report BIFAC:2020-48 to

the City of Toronto to enlarge Phin Park and satisfy the parkland dedication requirements associated with the planning approvals for the Don Summerville revitalization;

3. To authorize additional spending authority of \$740,000 for the Don Summerville revitalization for a total pre-development spend of \$840,000 (Confidential Attachment 1 to report BIFAC:2020-48); and
4. To authorize the Chief Development Officer (or designate) to execute any and all documents as may be necessary to give effect to the above recommendations.

Deputy Mayor Bailão left the meeting at 11:24 a.m.

**ITEM 7 UPDATED DELEGATION OF CERTAIN BIFAC:2020-50
REAL PROPERTY TRANSACTIONS**

The above-captioned report was circulated to the BIFAC members prior to the meeting. The Chief Executive Officer and the Chief Development Officer were available to answer questions of the Committee.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Ms. Coombs, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations to:

1. To approve an amendment to the 2011 Board approved delegation of certain real property transactions resolution to include “limiting distance agreements, tieback, crane swing, Permissions to Enter and party wall agreements” in clause (1) (b) as set out in Attachment 2 to report BIFAC:2020-50 on a go forward basis;
2. To authorize any of the CEO, the CDO or the Vice President, Facilities Management to execute any of the documents referred to in clause (1) as set out in Attachment 2 to report BIFAC:2020-50 on a go forward basis;

3. To authorize the General Counsel to report all instances of the exercise of this delegated authority to BIFAC on a quarterly basis; and
4. To approve the limiting distance agreement between Toronto Community Housing and Devron (YS) Ltd. as set out in Attachment 3 to report BIFAC:2020-50.

**ITEM 8 CHANGE ORDER: INTEGRATED BIFAC:2020-53
TELECOMMUNICATION
INFRASTRUCTURE AND RELATED
SERVICES**

The above-captioned report was referred from the July 30, 2020 Board meeting and was circulated to the BIFAC members prior to the meeting. The Vice President, Information Technology Services was available to answer questions of the Committee.

Highlights of the discussion include:

- TCHC is transitioning away from Centrix, which is only provided by Bell, to a new service with VoIP. The full transition will occur in 2020 and 2021, during the course of the five year contract with Bell.
- TCHC is not obligated to pay for Centrix once services are transitioned to VoIP.

*Motion
carried*

ON MOTION DULY MADE by Ms. Coombs, seconded by Mr. Macrae, the BIFAC resolved to approve and forward to the Board of Directors for approval the recommendations:

1. To approve a change order of up to \$6,100,00 (exclusive of taxes) for the extension of the current agreement with Bell Canada, approved by the Board on October 21, 2011 (Report #:TCHC:C2011-89), governing Integrated Telecommunications Infrastructure and related services for a five (5) year term commencing October 1, 2020; and

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2. To authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 9 2020-21 CORPORATE INSURANCE BIFAC:2020-59
PROGRAM RENEWAL**

The above-captioned report was referred from the July 30, 2020 Board meeting and was circulated to the BIFAC members prior to the meeting.

Representatives from Marsh Canada Limited (“Marsh”) and the Housing Services Corporation (“HSC”) walked the Committee through a presentation. Highlights of the presentation include:

- A market update;
- The impact of COVID-19; and
- An outlook on costs.

The General Counsel & Corporate Secretary and Manager, Risk Operations & Enterprise Risk Management, along with the representatives from Marsh and HSC were available to answer questions of the Committee.

Highlights of the discussion include:

- The BIFAC opted to defer approval of the insurance program until premiums can be provided by Marsh later in the month.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae, the BIFAC resolved to forward report BIFAC:2020-59 to the Board of Directors for its consideration, without recommendation.

ITEM 10 UPDATE ON TENANTS FIRST BIFAC:2020-54

The above-captioned report was referred from the July 30, 2020 Board meeting and was circulated to the BIFAC members prior to the meeting. The Director, Strategic

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Planning & Stakeholder Relations was available to answer questions of the Committee.

*Motion
carried*

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Smith, the BIFAC resolved to receive the information in report BIFAC:2020-54 for its information.

TERMINATION OF IN-CAMERA MEETING

BIFAC resolved to terminate the In Camera meeting at 11:38 a.m.

Secretary

Chair, Building, Investment, Finance and
Audit Committee



Review of Charter of Investment Advisory Committee

Item 2D

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-65

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Investment Advisory Committee (“IAC”)

Date: September 17, 2020

PURPOSE:

The purpose of this report is to seek the BIFAC’s approval of recommended amendments to the Investment Advisory Committee (“IAC”) Charter.

RECOMMENDATIONS:

It is recommended that the BIFAC approve the Investment Advisory Committee Charter in the form attached hereto and, following such approval, forward it to the Board of Directors (the “Board”) for its approval.

REASONS FOR RECOMMENDATIONS:

At its January 28, 2020 meeting, the Governance, Communications and Human Resources Committee (“GCHRC”) approved the IAC Charter and forwarded it to the IAC for its approval. The IAC approved the Charter at its September 17, 2020 meeting. Following approval by the BIFAC, the Charter will be forwarded to the Board for approval.

Under the IAC Charter, the IAC is tasked with reviewing their Charter on an annual basis and recommending any changes to such terms to the BIFAC.

Appended to this report are recommended changes to the Charter. The Charter previously required the IAC to meet once per quarter, however the amended Charter now contemplates bi-annual meetings for the IAC.

IMPLICATIONS AND RISKS:

It is good governance practice and in compliance with the IAC Charter to review and recommend changes to the Charter.

The IAC Charter was last amended on February 1, 2019 to specify that the Chair of the Committee shall be the BIFAC representative with expertise in investment management strategies and management of investment portfolios.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel and Corporate Secretary

ATTACHMENT:

1. Investment Advisory Committee Charter

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary
416-981-4241
Darragh.Meagher@torontohousing.ca

Attachment 1

**Investment Advisory Committee
Charter**

Mandate

The Investment Advisory Committee (the "Committee") is established as an advisory subcommittee to the Building Investment, Finance and Audit Committee. The purpose of the Committee is to assist the Building Investment, Finance and Audit Committee in fulfilling its responsibilities in respect of:

- Capital Funds and Investments.

Responsibilities

The Committee shall:

- Provide strategic advice with respect to the investment policy and strategy for capital reserves, including the investment of funds allocated for the purposes of the State of Good Repair Fund and/or other capital reserve funds;
- Monitor investment performance and report on implementation of the investment policy; and
- Periodic review of performance reports generated by the fund manager(s) and report regularly to the Building Investment, Finance and Audit Committee with respect to the performance of all invested funds.

Composition

- The Committee shall be composed of a minimum of 4 members: a Board member sitting on the Building Investment, Finance and Audit Committee, the President and Chief Executive Officer, and a minimum of 2 external advisors with expertise in investment management and finance.
- The Chair of the Committee shall be the Building Investment, Finance and Audit Committee representative with expertise in investment management strategies and management of investment portfolios.
- The President and Chief Executive Officer will appoint a staff person to act as Corporate Secretary for the Committee.

Quorum

- Quorum shall be a minimum of three (3).
- Where a quorum is present, decisions shall be taken by motion, with passage by simple majority (fifty (50) per cent plus one) of the total Committee members present at a meeting of the Committee, in person or by teleconference call. Decisions may also be by resolution in writing signed by all members of the Committee.

Meetings

- The Committee will meet bi-annually, or more frequently at the call of the Committee Chair.
- Meetings will be held at a time and place as determined by the Committee.
- The procedure at meetings shall be determined by the by-laws of the Corporation or by resolution of the Board.

Review

- The Committee shall review its term of reference on an annual basis and recommend any changes to such terms to the Building Investment, Finance and Audit Committee.

Approved: April 29, 2013

Amended: February 4, 2015- Replaced Terms of Reference with Charter and Building and Investment Committee with Building Investment, Finance and Audit Committee.

Amended: September 28, 2017

Amended: February 27, 2019

Amended: TBD



Q3 2020 PAC Awards and Revenue Contracts

Item 2E

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-66

To: Building Investment, Finance & Audit Committee (“BIFAC”)

From: General Counsel and Corporate Secretary

Date: October 7, 2020

PURPOSE:

The purpose of this report is to notify the Board of the Procurement Awards Committee (“PAC”) awards in Q3 2020 and revenue contracts between \$500,000 and \$5,000,000 entered into in Q3 2020.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

PAC Awards

According to the PAC Charter, PAC shall report all contract awards, approvals and change orders up to \$2.5 million (exclusive of taxes) to BIFAC. The contracts and change orders approved by PAC in Q3 2020 are listed in Attachment 1.

Revenue Contracts

Pursuant to Bylaw No. 3, revenue contracts between \$500,000 and \$5,000,000 shall be reported to the Board on a quarterly basis. TCHC has not entered into any revenue contracts between \$500,000 and \$5,000,000 in Q3 2020.

IMPLICATIONS AND RISKS:

Reporting of PAC awards and revenue contracts on a quarterly basis is in compliance with the PAC Charter and Bylaw No. 3, respectively.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel and Corporate Secretary

ATTACHMENT:

1. Q3 2020 PAC Awards

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary
416-981-4241
Darragh.Meagher@torontohousing.ca

Attachment 1: Q3 2020 Procurement Awards Committee Awards

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
July 7, 2020	Change Order	n/a	n/a	\$20,000.00	Underground Garage Repairs	Amlin Contracting Ltd.	November 2020	225 Morningside Drive	Facilities Management (FM)
July 22, 2020	RFP 20033-PP	6	4	\$697,724.00	Common Area Accessibility Upgrades	Joe Pace & Sons Contracting Inc.	March 2021	444 Lumsden Avenue	FM
July 22, 2020	RFQ 20149-PP	5	5	\$509,800.00	Common Area Accessibility Upgrades	Martinway Contracting Ltd.	September 2021	750 Wilson Heights Boulevard	FM
Aug. 5, 2020	RFQ 20031	6	4	\$563,370.75	Protective Body Armour for the Community Safety Unit	M.D. Charlton Co. Ltd.	July 2023	n/a	Community Safety Unit (CSU)
Aug. 5, 2020	RFP 20137-PP	12	7	\$908,609.00	Roof Replacement	Trinity Roofing Ltd.	December 2021	175 Cummer Avenue	FM
Aug. 5, 2020	RFQ 20176	9	8	\$1,057,913.25	March Network Video Recorders, Axis Camera Lens Covers, Hard Drives, Power Supplies, CCTV Hardware	Vista Security & Investigations Inc.	Hardware to be received by August 2020	n/a	FM

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
Aug. 28, 2020	RFQ 20126	4	2	\$1,847,377.40	ServiceNow Software Subscription and Professional Services	Coreio Inc.	August 2025	n/a	Information Technology Services (ITS)
Aug. 28, 2020	Change Order	n/a	n/a	\$35,500.00	Additional Consultant Contract Administration Fees	SVN Architects	August 2020	3947 Lawrence Avenue East.	FM
Aug. 28, 2020	RFPQ 20147	13	9	\$920,000.00	Foundation Wall Waterproofing	Trinity Services Ltd.	2022	512-592 Symington Place	FM
Aug. 28, 2020	RFQ 20168-PP	3	2	\$657,789.00	Pool Replacement	Joe Pace & Sons Contracting Inc.	June 2021	15 Tobermory Drive	FM
Sept. 16, 2020	Change Order	n/a	n/a	\$107,800.00	Tightening, Lubrication and Thermography of Electrical Mains and Switchgears	Pegasus Electric Company Ltd.	December 2022	24 developments in former OUW	FM
Sept. 16, 2020	RFQ 20225-PP	5	5	\$597,044.00	Floor Replacement	Joe Pace & Sons Contracting Inc.	June 2021	145 Strathmore Boulevard	FM

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
Sept. 23, 2020	RFP 20123	19	12	\$1,064,588.61	Construction Services for Interior Improvements Including a New Tenant Service Hub	C2C Construction Ltd.	August 2021	855 Roselawn Avenue	FM
Sept. 23, 2020	RFP 20123	19	12	\$576,449.57	Construction Services for Interior Improvements Including a New Tenant Service Hub	CGI Constructors Inc.	February 2021	5 Wakunda Place	FM
Sept. 23, 2020	RFP 20123	19	12	\$678,361.65	Construction Services for Interior Improvements Including a New Tenant Service Hub	Cypruss Contracting Inc.	December 2020	59 Edgewood Avenue	FM
Sept. 23, 2020	RFP 20123	19	12	\$567,552.00	Construction Services for Interior Improvements Including a New Tenant Service Hub	Gablie Construction Inc.	March 2021	2 Brahms Avenue	FM

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
Sept. 23, 2020	RFP 20123	19	12	\$636,020.64	Construction Services for Interior Improvements Including a New Tenant Service Hub	Green Leaf Contracting Inc.	March 2021	31 and 89 Gilder Drive	FM
Sept. 23, 2020	RFP 20123	19	12	\$564,220.64	Construction Services for Interior Improvements Including a New Tenant Service Hub	Joe Pace & Sons Contracting Inc.	February 2021	15 Tobermory Drive	FM
Sept. 23, 2020	RFP 20123	19	12	\$528,611.30	Construction Services for Interior Improvements Including a New Tenant Service Hub	Martinway Contracting Ltd.	June 2021	15 Scadding Avenue	FM
Sept. 23, 2020	RFP 20123	19	12	\$649,147.42	Construction Services for Interior Improvements Including a New Tenant Service Hub	Stracor Inc.	November 2020	1901 Weston Road	FM

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
Sept. 23, 2020	RFP 20123	19	12	\$797,522.23	Construction Services for Interior Improvements Including a New Tenant Service Hub	Joe Pace & Sons Contracting Inc.	February 2021	10 Old Meadow Lane	FM
Sept. 23, 2020	RFP 20123	19	12	\$593,980.81	Construction Services for Interior Improvements Including a New Tenant Service Hub	Stracor Inc.	January 2021	2765 Islington Avenue	FM
Sept. 23, 2020	RFP 20123	19	12	\$702,099.32	Construction Services for Interior Improvements Including a New Tenant Service Hub	Trinity Services Ltd.	April 2021	200 Sherbourne Street	FM
Sept. 23, 2020	RFP 20123	19	12	\$572,984.25	Construction Services for Interior Improvements Including a New Tenant Service Hub	Trinity Services Ltd.	December 2020	110 River Street	FM

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
Sept. 23, 2020	RFP 20123	19	12	\$598,730.13	Construction Services for Interior Improvements Including a New Tenant Service Hub	Joe Pace & Sons Contracting Inc.	February 2021	10 Driftwood Court	FM
Sept. 23, 2020	RFP 20123	19	12	\$597,322.52	Construction Services for Interior Improvements Including a New Tenant Service Hub	Stracor Inc.	December 2020	232 Jamestown Crescent	FM
Sept. 23, 2020	RFP 20123	19	12	\$649,300.00	Construction Services for Interior Improvements Including a New Tenant Service Hub	Joe Pace & Sons Contracting Inc.	February 2021	415 Driftwood Avenue	FM
Sept. 30, 2020	RFQ 20223	4	3	\$595,525.00	Accessibility Common Area Upgrades	Aplus General Contractors Corp.	November 2021	675 Kennedy Road	FM
Sept. 30, 2020	Change Order	n/a	n/a	\$26,415.00	Lobby Renovation	Aplus General Contractors Corp.	December 2020	251 Sherbourne Street	FM

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
Q3 Total PAC Committee Awards Approved:				\$18,324,758.50	29 awards				

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.



Internal Audit Update: Q3-2020

Item 2F

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-67

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Manager, Internal Audit

Date: October 28, 2020.

PURPOSE:

The purpose of this report is to provide BIFAC with an update on the work conducted by the Internal Audit Department (“IAD”) up to September 30, 2020.

RECOMMENDATION:

It is recommended that the BIFAC receive the report for information.

REASONS FOR RECOMMENDATION:

BACKGROUND:

Q3-2020 Work Plan Update:

The Q3-2020 Work Plan Update is set out in Attachment 1 to this report.

There are four tables, as follows:

- 1) **Table 1 – Status of 2020 Projects:** New engagements that will be completed or substantially completed in 2020;

- 2) **Table 2 – Status of Standing Items:** Engagements that are being completed every year;
- 3) **Table 3 – Status of 2019 Audit Engagements:** Audit reports for 2019 engagements that were presented in 2020; and
- 4) **Table 4 – Other Items:** Other Internal Audit activities not categorized as New Projects or Standing Items (above).

Resource Requirements:

We believe we have the resources available to complete and/or substantially complete all remaining engagements for the year 2020 as detailed in the Q3-2020 Work Plan Update.

IMPLICATIONS AND RISKS:

IAD will provide BIFAC with quarterly updates on the status of the Internal Audit engagements.

SIGNATURE:

“Karim Jessani”

Karim Jessani
Manager, Internal Audit

ATTACHMENT:

1. September 30, 2020 Internal Audit Department Work Plan Update.

STAFF CONTACT:

Karim Jessani, Manager, Internal Audit
416-981-4052
Karim.Jessani@torontohousing.ca

Amyn Bhayani, Internal Audit Analyst
416-688-6767
Amyn.Bhayani@torontohousing.ca

TCHC Internal Audit Department
 Attachment 1: September 30, 2020 Internal Audit Department Work Plan Update

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	September 30, 2020 Update	% completion as of September 30th
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Table 1 - Status of 2020 Projects

Insurance Coverage & Claims Review	A review of the adequacy of insurance coverage and claims management.	<ul style="list-style-type: none"> > Company assets are inadequately insured. > Insurance claims are not filed on a timely basis. 	5- Operational Process 17- Non-compliance with legislations & regulations	Legal (ERM)	Fieldwork completed and management debriefed with Internal Audit observations and recommendations. Draft report will be sent for management action plan during Q4 2020.	91%
IT Asset Management Review	A review of ITS processes to manage IT assets.	<ul style="list-style-type: none"> > IT assets are inadequately inventoried and managed. > IT assets' lifecycle is not optimized. 	1- Information Technology Systems 5- Operational Process	ITS	Initial planning completed and fieldwork started during Q3 2020.	22%
Hiring and Onboarding Review	A review of HR end to end hiring and onboarding process.	<ul style="list-style-type: none"> > Hiring policies and procedures are not followed. > Applicable legislative compliance is not achieved. > Suboptimal onboarding process. 	6- HR Process 17- Non-compliance with legislations & regulations	HR	Initial planning completed and Terms of Reference document issued. Currently, fieldwork is in progress.	54%
Payroll Process Review	A review of HR payroll process including Public Sector Salary Disclosure	<ul style="list-style-type: none"> > Payroll policies and procedures are not followed. > Applicable legislative compliance is not achieved. > Inaccurate payroll processing. 	6- HR Process 17- Non-compliance with legislations & regulations	HR	Initial planning started. Management has requested to postpone this audit to Q4 due to Finance system work and restructuring changes.	8%

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	September 30, 2020 Update	% completion as of September 30th
Continuous Controls Monitoring (CCM)	Data analytics to identify unusual transactions/trends and identifying areas where internal controls can be strengthened.	IAD is a small team with 2 corporate audit analysts and one manager to audit all the risks in the organization. CCM provides an efficient and effective means to focus on high or medium risk areas.	5- Operational Process	Various	Will be initiated in Q4.	Not started
Management's request	Special assignment requests. Due to the recent restructuring, we expect assignments in various business areas.	Various	Various	Various	<ol style="list-style-type: none"> 1. Reviewed Appliances related processes to evaluate adequacy of internal controls and operational efficiency. 2. Overhoused process analysis performed to identify RGI overhoused households where overhoused process was not followed. 3. Market rent table analysis (DM) was performed to identify households where Annual Rent Increase Guideline was not followed. 4. Supported Investigations Unit on request received from SSHA on files referred by AG's office. 	Ongoing

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	September 30, 2020 Update	% completion as of September 30th
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Table 2 - Status of Standing items

Follow Up on the Implementation of Recommendations from Previous Internal Audit Reports	This is the review of the status of recommendations made in previous Internal Audit reports including reviewing supporting audit evidence. BIFAC will be provided 2 status updates during the year.	The risks identified in the initial audits are now known but not adequately mitigated.	Various	Various	Follow-up is ongoing with process owners for open recommendations. Status update on audit recommendations, as of Dec 31, 2020 will be presented in Q1 2021.	63%
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Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	September 30, 2020 Update	% completion as of September 30th
RGI continuous auditing	<p>This includes:</p> <ul style="list-style-type: none"> > PwC / KPMG RGI Review > Future Dated Review > Contract Management Review - New samples. > Contract Management Review - Follow-up samples. > Special requests such as from AG's office, etc. 	<p>The External Auditors identified a significant financial risk in 2015 in relation to the accuracy of the RGI calculation. Management set up a program in 2016 and then transferred this function to IAD in February 2017. Now the 3-member RGI team performs various RGI related reviews throughout the year.</p>	<ul style="list-style-type: none"> 5- Operational Process 10- Brand and Reputation 12- Records Management 16- Operational Funding 17- Non-Compliance with Legislation & Regulations 	Operations	<p>- Following projects were completed during the period:</p> <ol style="list-style-type: none"> 1. External Auditor RGI Review (2019 RGI Audit) 2. Contract Management Review - New samples. 3. Contract Management Review - Follow-up samples. <p>Summary of Internal Audit findings on 2020 CM review (item 2 & 3 above) was presented to Senior Director, Business Operations. We also arranged a debrief session with Greenwin staff to provide feedback based on our CM Reviews (item 2 & 3 above).</p> <p>We will work on the following projects during the next quarter:</p> <ol style="list-style-type: none"> 1. External Auditor RGI Review (2020 RGI Audit) 2. Future Dated Review: This is currently on hold since May 2020 due to COVID-19 and will commence when situation normalizes. 	69%

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	September 30, 2020 Update	% completion as of September 30th
Information Technology and other Advisory Services	As and when requested, the Manager, Internal Audit will participate on Committees for IT projects or procurement of various IT assets to provide independent and objective advisory services.	TCHC is going through a company-wide transformation by procuring an Enterprise Resource Planning system to replace more than 30 legacy systems. The risks are: change management; time, budget and scope creep.	1- Information Technology Systems 5- Operational Process	ITS	Internal Audit provided feedback on the following during the year: 1. Queries received from iHMS Business Lead related to HoMES project; and 2. New Arrears Collection Process being developed by the Working Group.	Ongoing
Annual Audit Plan & Risk Assessment refresh	The Manager, Internal Audit will revisit operational risks and will update it to reflect current processes and other factors in the organization. This would be done in consultation with ERM and will be used to prepare the Annual Audit Plan for 2021 and to update the Rolling Plan for 2022-24.	IAD's workplan should align with the corporation's priorities. By performing this operational risk assessment refresh, IAD ensures that its services yield value to the Management.	19- Strategic Alignment	Various	Will be initiated in Q4.	Not Started

Table 3 - Status of 2019 Audit Engagements

IT Security Audit	A review of ITS processes to manage IT security risks.	The risk that security around systems leads to a leak/misuse of sensitive information.	1- Information Technology Systems 5- Operational Process	ITS	Completed. Final Audit Report with Management Action Plan presented to BIFAC on September 14, 2020.	100%
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Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	September 30, 2020 Update	% completion as of September 30th
Arrears Audit	To ensure that arrears are being managed adequately and arrear related numbers are calculated and reported correctly and consistently.	The risk that arrears are not being managed efficiently and effectively.	3- Data Governance & Integrity 5- Operational Process	Operations	Completed. Final Audit Report with Management Action Plan presented to BIFAC on September 14, 2020.	100%

Table 4 - Other Items

BIFAC Status Reporting	Quarterly status update to BIFAC providing progress on Annual Audit Plan.				Ongoing	
Internal Audit Manual	To guide the Corporate Audit Team.				Ongoing	
RGI Manual	To guide the RGI Audit Team.				Ongoing	
Internal Audit Charter	It is a formal document that defines internal audit's purpose, authority, responsibility and position within the organization.				Ongoing	
Document Standardization	To guide all IAD team members and promote audit efficiencies.				Ongoing	
Staffing, training, etc.	Ongoing.				Ongoing	

Note: Time commitment for each of the above item varies depending upon the stage of completion, etc.



Q3 2020 – HoMES Project Update

Item 2G

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-68

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Vice President, Information Technology Services

Date: October 29, 2020

PURPOSE:

The purpose of this report is to provide the BIFAC with an update as to the status of the HoMES Project.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

TCHC has committed to continuing to provide the following level of reporting to the BIFAC and the Board of Directors:

- Quarterly project updates to BIFAC; and
- Yearly, and as required, project updates to the Board.

STATUS:

This report covers the period of June 30 to September 30, 2020.

PROGRESS UPDATE:

Track 1 (Finance and Capital Planning and Maintenance)

The HoMES Track 1 solution has been live for three months. “White glove” support concluded on September 8, 2020. The TCHC Information Technology Services team is now the primary support team for the solution. Track 1B (Capital Planning) is still on track and scheduled to Go Live in January 2021 as planned.

Track 2 (Residential Tenancy Management)

As of September 30, 2020, the first round of system testing for Track 2 was in progress. Change Management activities have increased for Track 2 impacted users. Virtual Roadshows are scheduled for the November timeframe to introduce the users to the Yardi solution and new business processes. The impact of the COVID-19 pandemic on the HoMES project continues to be monitored. The HoMES Project Management Office has brought forward a proposal to the HoMES Steering Committee to refine the Track 2 rollout schedule to minimize the impact to users while planning for a remote launch. This recommendation is currently under review and will be brought forward to BIFAC at the next committee meeting.

Track 3 (Onboarding Contract Managed Providers)

Track 3 is scheduled to start after Track 2 goes live and will be reported on once project activities have started.

Stage of Completion

The HoMES project had been in progress for seventeen months, with nine months remaining until Go Live for Track 2. According to the Integrated Project Plan, Track 1B project activities are 90% complete, Track 2 project activities are 40% complete, and the overall project is 64% complete.

Budget Update

The TCHC HoMES project budget continues to forecast below budget, with a forecasted reduction of \$2,240,000. This represents no forecast change from Q2 2020. This is primarily a result of contract negotiations that occurred after the budget was submitted for approval and a delay in onboarding project resources in 2019. The HoMES budget for 2020 is tracking as planned. The forecasted total budget for the HoMES project is \$53,060,000 versus the original approved amount of \$55,300,000.

The total spend to date on the HoMES project is shown in Table 1. The HoMES project spend during the reporting period of June 30, 2020 to September 30, 2020 is shown in Table 2.

Table 1: Project Budget Spend Summary as of September 30, 2020

External Contracts	\$15,409,998
Contingency	\$355,000
Internal Resources/Expenses	\$7,960,435
Total	\$23,725,433

Table 2: Project Budget Spend Reporting Period June 30, 2020 to September 30, 2020

External Contracts	\$3,962,921
Contingency	No change
Internal Resources/Expenses	\$1,404,645
Total Project Spend June 30 to September 30, 2020	\$5,367,566

IMPLICATIONS AND RISKS:

There are no new risks identified during this reporting period.

The HoMES project continues to monitor and mitigate the risks due to the COVID-19 pandemic.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

Luisa Andrews, Vice President, Information Technology Services

416-981-5012

Luisa.Andrews@torontohousing.ca



Q3 2020 – ITS Update

Item 2H

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-69

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Vice President, Information Technology Services

Date: October 22, 2020

PURPOSE:

The purpose of this report is to provide an update to the Building Investment, Finance and Audit Committee on Information Technology Services (“ITS”).

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

As per the 2020 BIFAC work plan, Management will provide the BIFAC with a quarterly update on the activities of the ITS division.

SUMMARY:

This report covers the period of June 30 to September 30, 2020.

In the third quarter of 2020, the ITS team responded to and resolved 2555 incidents. This is more than an 88% increase from the same period in 2019 (1361). Approximately 34% of the incidents were issues under the category of Software and Application (885).

The ITS team responded to and completed 4326 requests in the third quarter of 2020. This is an increase of approximately 36% over the same period in 2019 (3185). On September 8, 2020, the ITS team assumed responsibility for the support for the HoMES (“Yardi”) solution launched on July 6, 2020.

In the third quarter, the ITS team initiated the Unified Communication and Collaboration Project with the goal of replacing TCHC’s end of life voice-over-internet protocol (“VoIP”) telephony system with a communications and collaboration platform. This project will deliver not only telephony for TCHC’s Hubs, Regional Offices and Client Care Centre, but also provide new collaboration tools to TCHC employees available while working in TCHC’s offices or remotely.

ITS continues to work through the 2020 ITS Divisional Plan. ITS forecasts that 90% of all 2020 planned project work will be completed by the end of the year. The team is experiencing some delays in the delivery of planned projects due to the number of urgent and unplanned requests received during the third quarter. The ITS leadership team has completed the first draft of the 2021 ITS Divisional Plan. This plan will be finalized in the fourth quarter.

SIGNATURE:

“Luisa Andrews”

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Update on Tenants First

Item 21

November 16, 2020

Building, Investment, Finance and Audit Committee

Report: BIFAC:2020-70

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Director, Strategic Planning & Stakeholder Relations

Date: October 29, 2020

PURPOSE:

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

RECOMMENDATION:

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

BACKGROUND

Overall TCHC-City Coordination Process

TCHC Management and the City’s Tenants First team have been in close collaboration over the past several months. The Executive oversight table continues to meet monthly, chaired jointly by CEO Kevin Marshman and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success.

Development

In July 2019, City Council approved, in principle, the transfer of TCHC’s development function to CreateTO and/or the City and directed TCHC to work with the City and CreateTO to conduct the necessary due diligence

for the transfer. The City's due diligence report on the transfer was targeted for Q4 2019, however City staff determined that additional time was required to fully assess the various options for the organizational structure of the development functions being transferred. The due diligence process was paused during COVID-19 and has since resumed. The timing for reporting back to City Council has not yet been confirmed.

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

The report *EX 17.2 – Implementing Tenants First: 2020 Action Updates* (Attachment 1) was adopted by City Council without debate on October 27, 2020. The report provided Council with an update and associated recommendations on a number of core Tenants First actions, summarized below.

Updated Mandate for TCHC

In recommendation 1, City Council directs the Board of Directors to work with the Deputy City Manager to carry out the actions described in the 2021 Mandate Direction Document (Attachment 2). The Mandate Direction Document covers a wide range of areas of TCHC's operations and governance, including the Tenant Engagement System, eviction prevention, community safety, tenant directors on the Board, Confronting Anti-Black Racism, high-needs buildings, and the Integrated Service Model. A thorough analysis and work plan for carrying out these mandate directions will be brought forward to the Board in January 2020.

Recommendation 2 directs the City Manager to amend the Shareholder Direction to make the interim process to select Tenant Board members permanent. The process is outlined in Attachment 3. Given that this process has already been implemented and is led by the City Clerk's Office with support from TCHC on outreach and promotion, no additional impact on TCHC is expected.

Recommendation 3 directs the City Manager to report back to Council in 2021 with an updated Shareholder Direction. TCHC staff will continue to work closely with the Tenants First team and the City Manager's Office on this item and will provide the Board with regular updates on progress through this update report.

Integrated Service Model Implementation

In recommendations 4, 5 and 6, City Council approved the Integrated Service Model (“ISM”) Accountability Framework (Attachment 4), directed the Board to comply with the Framework, and directed TCHC to support the successful implementation of the ISM. This support includes consideration of a business case for the funding of the ISM in the 2021 budget process, as well as ensuring that appropriate resources continue to be allocated to the Seniors Housing Unit (“SHU”) in the interim period before a separate Seniors Housing Corporation is created. The business case and the continued allocation of resources to the SHU will be presented at the December 15, 2020 Board meeting as part of the overall budget package.

Seniors Housing Corporation Timeline

The report back to Council on the recommended timelines for the creation of the Seniors Housing Corporation has been set for spring of 2021. This timeline is meant to ensure that the City’s COVID-19 recovery is well underway before the Corporation is created. This timeline does not impact the implementation of the ISM, nor does it signal any delay in the preliminary work (review of contracts, shared services and collective agreements) that will support the creation of the new corporation.

Office of the Commissioner of Housing Equity

Recommendation 9 directs the City Manager to consider the investigation and process review functions of the Office of the Commissioner of Housing Equity (“OCHE”) in the City’s development of the future Housing Commissioner role or function, with a focus on aligning roles between these two offices, if appropriate. City staff have noted that:

- other possibilities for alignment should also be considered;
- the audit function should be reviewed with a focus on enhancement to ensure a strengthened accountability audit function; and
- a clear plan should be in place before the creation of the Seniors Housing Corporation to minimize any disruption to the role that OCHE plays in supporting senior tenants across the portfolio.

The Tenants First team has consulted with the OCHE and received positive feedback from the Commissioner on the overview of the OCHE and review of roles and functions included in the Council report (Attachment 5). Work on the development of the Housing Commissioner role, led by the City’s Housing Secretariat, is currently underway.

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

The remaining recommendations in the report (Recommendations 10-20) pertain to the transfer of the scattered houses. The most substantial component of these recommendations is the direction to the Board of Directors to negotiate an agreement of purchase and sale for the 623 scattered properties (addresses listed in Attachment 6). This is the culmination of an RFP process led by the City with participation from TCHC on the RFP panel. The selected proponents were included in a confidential attachment to Council (Confidential Attachment 1). The successful proponents cannot be publicly announced as the agreements have not yet been negotiated and finalized. The contents of the confidential attachment will remain confidential until the Deputy City Manager authorizes its release.

An overview of the RFP process, as well as the outreach and engagement process undertaken with the tenants in the scattered houses can be found in Attachment 7.

It is important to note that on direction from Council, all properties must be maintained for social housing purposes, with requirements outlined in a Social Housing Agreement between the new owner and the City as Service Manager. This agreement is registered on title for each property. No current tenants will lose their housing or be required to move as a result of these asset transfers.

IMPLICATIONS AND RISKS:

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

SIGNATURE:

“Lindsay Viets”

Lindsay Viets
Director, Strategic Planning & Stakeholder Relations

ATTACHMENTS:

1. City Council Public Report – EX 17.2 – Implementing Tenants First: 2020 Action Updates
2. 2021 Mandate Direction Document
3. Tenant Board Member Selection Process
4. Integrated Service Model (ISM) Accountability Framework
5. Overview of the OCHE and Review of Roles and Functions
6. List of Scattered Properties included in RFP
7. Overview of RFP Process and Engagement and Outreach Process with Tenants of Scattered Properties

Confidential RFP – Selected Proponents

Attachment 1:

Reason for Confidential A proposed or pending acquisition or disposition of land by the Corporation.

Attachment:

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Tracking Status

- This item was considered by the [Executive Committee](#) on October 21, 2020 and adopted without amendment. It will be considered by City Council on October 27, 2020.

City Council consideration on October 27, 2020

EX17.2	ACTION			Ward: All
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Implementing Tenants First: 2020 Action Updates

Confidential Attachment - A proposed or pending acquisition or disposition of land by the Toronto Community Housing Corporation in collaboration with the City of Toronto.

Committee Recommendations

The Executive Committee recommends that:

Updated Mandate for Toronto Community Housing Corporation

1. City Council adopt the 2021 Mandate Direction Document for Toronto Community Housing Corporation outlined in Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services and, as Shareholder, request the Board of Directors of Toronto Community Housing Corporation to work with the Deputy City Manager, Community and Social Services to carry out the actions described in the 2021 Mandate Direction document.
2. City Council direct the City Manager to amend the Shareholder Direction to make permanent the process for selecting Tenant Board members outlined in Attachment 2 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services and originally adopted by City Council in 2018.EX30.2 as an interim procedure to select Tenant Board members.
3. City Council direct the City Manager to report back to City Council in 2021 with an updated the Shareholder Direction for the Toronto Community Housing Corporation.

Integrated Service Model Implementation

4. City Council approve the Integrated Service Model Accountability Framework in Attachment 4 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services.
5. City Council, as Shareholder, direct the Board of Directors of Toronto Community Housing Corporation to comply with the Integrated Service Model Accountability Framework

Item 21 - BIFAC:2020-70 - Attachment 1

requirements in Attachment 4 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services.

6. City Council, as Shareholder, direct the Board of Directors of Toronto Community Housing Corporation to support the successful implementation of the Integrated Service Model in the Seniors Housing Unit at Toronto Community Housing Corporation by completing the actions related to the Integrated Service Model in the 2021 Mandate Direction Document as listed in Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services.

7. City Council acknowledge and formally thank the leadership of the Toronto Central Local Health Integration Network for their involvement in the development and continued contribution to the Integrated Service Model for seniors-designated social housing in Toronto.

Toronto Seniors Housing Corporation Timeline

8. City Council direct the Deputy City Manager, Community and Social Services to report to the Executive Committee by the Spring of 2021 with recommended timelines for the creation of the Seniors Housing Corporation and recommendations for related approvals.

Office of the Commissioner of Housing Equity

9. City Council direct the City Manager to consider the investigation and process review functions of the Office of the Commissioner of Housing Equity in the City's development of the future Housing Commissioner role or function, with a focus on aligning roles between these two offices, if appropriate.

Scattered Properties Request For Proposals Process and Transfers

10. City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, for the sale of the 623 scattered properties containing 729 units described in Attachment 6 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services to the selected non-profit proponent(s) identified in Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services based substantially on the terms and conditions outlined in the joint City-Toronto Community Housing Corporation Request for Proposals, the submission of the selected proponent(s), and such other terms and conditions that are satisfactory to both the Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

11. City Council approve the reclassification of the properties listed in Attachment 7 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services that were originally identified as uninhabitable in Confidential Attachment of 2018.EX34.3 to be considered scattered houses and City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, of those addresses to the selected proponent(s) of the Request for Proposals process identified in Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services, based on the terms and conditions outlined in the joint City-Toronto

Community Housing Corporation Request for Proposals and such other terms and conditions that are satisfactory to both Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services with pricing determined by the Deputy City Manager, Community and Social Services and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

12. City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, for any remaining uninhabitable or agency houses that the Deputy City Manager, Community and Social Services deems unallocated to the selected proponent(s) of the Request for Proposals identified in Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services or with other qualified proponents identified by the Deputy City Manager, Community and Social Services, at the direction of the Deputy City Manager, Community and Social Services based on the terms and conditions outlined in the joint City-Toronto Community Housing Corporation Request For Proposals and such other terms and conditions that are satisfactory to both the Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services with pricing determined by the Deputy City Manager, Community and Social Services, and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

13. City Council amend the previously approved lists of transfers of Toronto Community Housing Corporation Agency, Rooming and Uninhabitable Houses by:

- a. adding the following addresses to the list of Agency Houses approved by City Council and listed in Appendix 1 to the report (January 9, 2018) from the Deputy City Manager, Cluster A of Item 2018.EX30.2: 143A Stephenson Avenue, 143B Stephenson Avenue, and 143C Stephenson Avenue;
- b. adding 41 D'arcy Street to the list of Rooming Houses described in 2018.EX30.2; and
- c. deleting 127 Sackville Street from the list of Agency Houses.

14. City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, of any additional scattered housing not identified in the Request For Proposals but identified through forthcoming due diligence with the selected proponent(s) based on the terms and conditions outlined in the joint City-Toronto Community Housing Corporation Request For Proposals and such other terms and conditions that are satisfactory to both Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services with pricing determined by the Deputy City Manager, Community and Social Services, and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

15. City Council direct the Board of Directors of Toronto Community Housing Corporation to transfer ownership of any agency, uninhabitable or rooming house property approved by to non-profit corporations in each case at a below market transfer price determined by the City Manager.

16. City Council acting as Shareholder, approve the sale and transfer of all the properties referenced in the Recommendations 10, 11, 12, 13, 14, and 15 above pursuant to Section 7.4.1(b) of the Shareholder Direction.

17. 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 described in Recommendations 10, 11, 12, 13, 14, and 15 above, and to mortgages by transferees, 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 and standards, occupancy costs, the operation of the housing project, funding, reporting and accountability, the mandate and target tenants or residents for the housing project, and tenant supports.

18. City Council authorize the General Manager, Shelter, Support and Housing Administration, on behalf of the City, to enter into one or more operating agreements and other such agreements as may be required with the selected proponent(s) and the entities that may operate the properties referenced in Recommendations 10, 11, 12, 13, 14 and 15 above to ensure the housing assets are operated as affordable housing in perpetuity and to address compliance with the Housing Services Act and the Service Manager's local rules, occupancy costs, the operation of the housing project, funding, reporting and accountability, the mandate and target tenants or residents for the housing project, and tenant supports.

19. City Council authorize the General Manager, Shelter, Support and Housing Administration acting as Service Manager on behalf of the City of Toronto under the Housing Services Act, 2011, to adjust funding and rent-gear-to-income service levels for the operating agreement with the Toronto Community Housing Corporation to reflect its reduced operating costs as a result of the transfers approved in Recommendations 10, 11, 12, 13, 14 and 15 above.

20. City Council direct that Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services remain confidential in its entirety as it pertains to the pending disposition of property by the Toronto Community Housing Corporation until the Deputy City Manager, Community and Social Services authorizes its release.

Summary

Since 2016, City Council has approved a series of actions recommended through work of the Tenants First project to steer Toronto Community Housing Corporation ("TCHC") toward long-term, sustainable change in which TCHC focuses on being a social housing landlord, buildings are in a good state of repair, and tenants are connected to appropriate services.

In July 2019, City Council approved the phased implementation of a new Integrated Service Model ("ISM") for tenants in TCHC's 83 seniors-designated buildings to improve housing services and to better coordinate access to health and housing services to support seniors aging in place. It also directed staff to develop an accountability framework for the ISM to provide stronger City oversight into TCHC's delivery of the new model. In addition, City Council approved in principle the creation of a stand-alone seniors housing corporation to operate these 83 buildings subject to the completion of a due diligence review.

In conducting a due diligence review, City staff, working collaboratively with TCHC 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. Creating the seniors housing corporation will benefit from using a phased approach for start-up and implementation: Phase 1 - Establishing the corporation and appointing a board; Phase 2 - Start-up and Transition, including recruiting key corporate executives and transferring tenancies, staff and contracts from TCHC to the new corporation; Phase 3 - Full operations. Each of these three phases will require a varying amount of City resources.

Since the due diligence review began in late 2019, the City has experienced the devastating impacts of the COVID-19 pandemic and has dedicated, and will continue to dedicate a significant amount of staffing and financial resources to its response and, going forward, its recovery and rebuilding efforts. Given that the ongoing pandemic and associated recovery and rebuild period is anticipated to extend into 2021, this report recommends that City Council delay launching the seniors housing corporation until the COVID situation has stabilized. An update will be provided to City Council by the spring of 2021 with recommended timing on creating the seniors housing corporation. Until a corporation is established, TCHC will continue to maintain a dedicated Seniors Housing Unit which reports directly to the TCHC's Chief Executive Officer, and City staff will continue to do the preparatory work required for the establishment of a separate corporation.

The City remains committed to improving service to senior tenants in social housing through the continued roll out of the ISM which was approved by City Council in July 2019. Additionally, the City will have increased oversight, ensuring that the ISM is being effectively implemented and is achieving its intended outcomes, through an ISM accountability framework recommended in this report (and described in Attachment 4). The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network and community partners, and seniors health and wellness hubs.

Changes to the operations of TCHC's seniors housing portfolio through the creation of a new corporation necessitates a review in the Office of the Commissioner of Housing Equity's (OCHE) structure and function related to supporting senior and vulnerable TCHC tenants. This report recommends that the City Manager consider specific roles of the OCHE in the review and establishment of a Housing Commissioner role or function within the City, with a focus on aligning OCHE and Housing Commissioner functions if appropriate. Staff anticipate reporting to Committee and Council by the end of this year on the Housing Commissioner and the OCHE.

This report also provides an update and makes recommendations with respect to an updated mandate for TCHC, and the transfer of TCHC's remaining 729-unit scattered house portfolio to the non-profit housing sector.

Background Information (Committee)

(October 6, 2020) Report from the Deputy City Manager, Community and Social Services on Implementing Tenants First: 2020 Action Updates

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157307.pdf>)

Attachment 1 - 2021 Mandate Direction Document

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157308.pdf>)

Attachment 2 - Process to Select Tenant Directors to the Toronto Community Housing Corporation Board of Directors

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157309.pdf>)

Attachment 3 - Integrated Service Model Implementation Plan

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157310.pdf>)

Attachment 4 - Accountability Framework for the Integrated Service Model

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157311.pdf>)

Attachment 5 - Overview of the Office of the Commissioner of Housing Equity and Review of Functions and Roles

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157312.pdf>)

Attachment 6 - List of Toronto Community Housing Corporation Scattered Houses by Bundle

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157313.pdf>)

Attachment 7 - Toronto Community Housing Corporation Scattered Properties to be Reclassified

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157314.pdf>)

Revised Confidential Attachment 1 - Selected Proponent(s) from the RFP Process

Speakers

Catherine Wilkinson

Susan Gapka

Communications (Committee)

(October 15, 2020) E-mail from Marcel Pereira on behalf of Save Improved TCHC (EX.Supp.EX17.2.1)

(<http://www.toronto.ca/legdocs/mmis/2020/ex/comm/communicationfile-122348.pdf>)

(October 20, 2020) E-mail from Anita Dressler, Chair, Senior Advisory and Advocacy Council (EX.New.EX17.2.2)

(<http://www.toronto.ca/legdocs/mmis/2020/ex/comm/communicationfile-122428.pdf>)

Executive Committee consideration on October 21, 2020

Source: Toronto City Clerk at www.toronto.ca/council

**ATTACHMENT 1
 2021 Mandate Direction Document**

Area	Rationale for Direction	Principle(s)	Actions in 2021
Tenant Directors on the TCHC Board	As Shareholder, the City directs the appointment of public Board members.	Tenant Directors are equal public members and should also be selected through a City Process	Tenant Directors to be selected through a modified City Appointment Process as outlined in Attachment 2 of this report.
Eviction Prevention	The City has an interest in housing stability for the most vulnerable Torontonians.	<p>TCHC’s primary obligation is to provide reasonable enjoyment to all tenants as directed in the residential tenancies act. With this as context: TCHC will support tenants to maintain tenancies where possible. TCHC will assist tenants to remain housed will reducing pressure on the shelter system.</p> <p>The City will be a partner in assisting tenants that are evicted from TCHC to find appropriate housing.</p>	<p>TCHC to develop an Eviction Prevention policy that is reviewed by City staff prior to being finalized.</p> <p>TCHC will provide outcome reports quarterly on evictions to City staff for review.</p> <p>TCHC will provide a report on key outcomes of the Tenant Resolutions Office in the Annual Report to Shareholder</p>
Community Safety	<p>The City and TCHC have a shared interest in safe TCHC communities.</p> <p>TCHC communities have higher incidences of violent crimes than other communities in Toronto.</p>	<p>Community safety in TCHC communities is a joint responsibility of TCHC and the City.</p> <p>Community safety and wellbeing includes violent crime and other crime (unit takeovers (that</p>	TCHC and the City will collaborate to define the terms of reference for an independent review of the TCHC Community Safety Unit, with a focus on outcomes. The city will lead the independent review.

Area	Rationale for Direction	Principle(s)	Actions in 2021
		negatively impact individual tenants and broader communities.	<p>Provincially mandated Community Safety and Wellbeing Plan being developed by the City will highlight actions to make TCHC safer.</p> <p>City and TCHC to update the Community Safety Plan for TCHC and report back on its outcomes through the Annual Report to the Shareholder.</p>
High Needs Buildings and Tenants with high needs	<p>High needs buildings are a drain on TCHC's resources and lead to unmet tenant needs, problems in communities and housing instability.</p> <p>The City, TCHC and the Province share responsibility for providing supports to tenants.</p>	<p>Tenancies are most successful when appropriate supports to enable housing stability.</p> <p>Some TCHC buildings have concentrations of high needs tenants and require more comprehensive supports.</p>	<p>TCHC and City to explore using available resources to provide appropriate supports for homeless individuals and families in TCHC units.</p> <p>The City and TCHC to consult with community partners and develop a plan to transition some high needs buildings to supportive housing.</p>
Tenant Engagement System	<p>As Shareholder, the City's interest in Tenant Engagement is to ensure that tenants participate in local decision making.</p> <p>The City also has an interest in engaging with TCHC</p>	<p>Tenants will be given a voice in local decision-making.</p> <p>The Tenant Engagement System should focus on local decision-making.</p>	<p>TCHC will continue implementation of the Tenant Engagement System, as approved by its Board, and make appropriate adjustments to meet public safety guidance in light of Covid-19.</p>

Area	Rationale for Direction	Principle(s)	Actions in 2021
	tenants in broader civic representation.	The City and TCHC should work to ensure that TCHC tenants have opportunities to engage in civic opportunities (boards, CABs, etc).	<p>TCHC will report, through the Annual Report to Shareholder, on key performance indicators (co-developed with the City) of the Tenant Engagement System.</p> <p>Annually, as part of the TCHC budget, the Tenant Engagement System will be separated out as a line item for consideration by the TCHC Board.</p>
Additional Direction on Confronting Anti-Black Racism	The City as Shareholder has an interest in key priorities of the City being reflected in the overall work of TCHC	The City is in Year 3 of its Confronting Anti-Black Racism plan	TCHC will continue to develop and implement its corporate CABR plan that reflects the experiences of Black TCHC tenants and staff
Supporting the Implementation of the Integrated Service Model	<p>At this time it is unknown when the SHC will be created.</p> <p>Until that point it is crucial that the path to improving services to senior tenants continue through the successful implementation of the Integrated Service Model.</p>	TCHC will support the successful implementation of the Integrated Service Model in the Seniors Housing Unit.	<p>TCHC to consider incorporating a business case for the Integrated Service Model in the 2021 budget process.</p> <p>TCHC to continue to provide resources in key areas to the Seniors Housing Unit.</p>

ATTACHMENT 2

Attachment 3 Process to Select Tenant Directors to the TCHC Board of Directors

From [2018.EX.30.2](#): Implementing Tenants First - Toronto Community Housing Corporation (TCHC) Scattered Portfolio Plan and an Interim Selection Process for Tenant Directors on the Toronto Community Housing Corporation Board

The following interim process was used for selection in 2018 and is recommended to be made permanent.

- TCHC conducted outreach and promotion to TCHC tenants inviting applications for appointment to the Board of Directors.
- TCHC and City held information sessions for tenants interested in appointment to the Board of Directors, promoting the opportunity and highlighting the City's Public Appointments portal.
- As per the Public Appointments process, the City Clerk's Office took in applications and screened candidates for eligibility.
- In order to make the system more comfortable for TCHC tenants and to maximize participation in this system, a selection panel composed of City staff and a TCHC tenant shortlist, interview and recommend candidates to the Corporations Nominating Panel for appointment by City Council including addressing any vacancies as they arise.

**ACCOUNTABILITY FRAMEWORK FOR THE INTEGRATED SERVICE
MODEL**

CITY OF TORONTO – SENIORS SERVICES AND LONG-TERM CARE

TO

TORONTO COMMUNITY HOUSING CORPORATION'S SENIORS HOUSING
UNIT

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List of Acronyms

Acronym	Description
SSLTC	Seniors Services and Long-Term Care Division, City of Toronto
SHU	Seniors Housing Unit, Toronto Community Housing Corporation
SHC	Seniors Housing Corporation
TCHC	Toronto Community Housing Corporation
TC LHIN	Toronto Central Local Health Integration Network
ISM	Integrated Service Model
SSC	Seniors Service Coordinator (formerly Housing Stability Coordinator)
TSA	Tenant Services Administrator
SES	Support and Engagement Supervisor
STAC	Senior Tenant Advisory Committee
CSC	Community Services Coordinator
TSC	Tenant Services Coordinator
Hubs	Seniors Health and Wellness Hubs

Section 1: Introduction and Overview

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada. Around 25% of TCHC's 110,000 tenants are over age 59, half of whom live in one of the 83 buildings designated specifically for seniors. A review of TCHC conducted by Tenants First at the City of Toronto indicated that there is inadequate and inconsistent delivery of housing services to seniors in TCHC and that there is a lack of integration between housing and health services (see [EX34.3](#)). To address this, Toronto City Council approved a series of recommendations calling for improved living conditions and services for seniors living in TCHC, including the creation of a standalone Seniors Housing Corporation. Through the delivery of an Integrated Service Model, this new Corporation will focus on addressing the specific needs of seniors currently residing in the seniors-designated buildings, ensuring access to the housing, health, and community supports needed to optimize their ability to age in their homes for as long as possible with dignity and in comfort. To achieve this, the Integrated Service Model implements four key innovations:

- (1) An enhanced staffing model in the TCHC Seniors Housing Unit that creates a new tenant-support role with reduced staff-to-tenant ratios, and offers advanced training on seniors issues for housing staff;
- (2) Revised seniors specific housing policies to better respond to the unique housing challenges faced by senior tenants with particular focus on unit condition, access to services, safety and security, communication, and eviction prevention;
- (3) Co-location of Seniors Health and Wellness Hubs directly in select TCHC seniors buildings to offer access to a range of health, social, and wellness services to tenants;
- (4) Designated Care Coordinators in each building to help connect vulnerable tenants to health and community support services.

While the new Corporation is being established (if approved by City Council), TCHC's Seniors Housing Unit is responsible for delivering the Integrated Service Model (ISM) in the 83 seniors-designated buildings. In addition, the Seniors Services and Long-Term Care Division at the City of Toronto (SSLTC) has been directed by Toronto City Council to develop an *Accountability Framework* and *Implementation Plan* for the Integrated Service Model to ensure this new service model is implemented as intended and is achieving the desired outcomes.

The *Accountability Framework* outlines the parameters and requirements for the implementation and evaluation of the ISM and provides the basis for a transparent and effective accountability relationship between the Seniors Housing Unit (and subsequently, the Seniors Housing Corporation) and SSLTC at the City of Toronto. This framework was developed to respond to three guiding questions:



- (1) *Accountability for What* – considers what the Seniors Housing Unit/Corporation is accountable for delivering, namely implementing and monitoring the Integrated Service Model;
- (2) *Accountability to Whom* – considers who the Seniors Housing Unit/Corporation is accountable to, namely senior tenants residing in the 83 seniors' buildings, SSLTC, and the City of Toronto;
- (3) *Accountability at What Cost* – considers the consequences of not delivering the model as intended, including poorer outcomes for senior tenants and increased oversight from SSLTC and the City of Toronto.

As such, this *Accountability Framework* provides the following information:

- **Section 2** provides background on the housing needs of seniors based on expert-led research and consultations with senior tenants, and describes the achievements made to date to improve the quality of life for senior tenants living in TCHC seniors buildings;
- **Section 3** describes the ISM in-depth, including the history of its development, stakeholder engagement, and the roles and responsibilities of key partners;
- **Section 4** offers details on the implementation of the ISM, including specific service objectives and delivery expectations;
- **Section 5** outlines the performance management strategy and summarizes the foundations of the accountability relationship between the Seniors Housing Unit and SSLTC;
- **Section 6** shows how the Seniors Housing Unit will work with SSLTC to ensure the model achieves positive outcomes for senior tenants.

Until such as time as the Seniors Housing Corporation, if approved, assumes operations of the 83 seniors-designated TCHC buildings, the accountability relationship outlined in this document is specifically directed towards the Seniors Housing Unit at TCHC.

Section 2: Seniors Housing Needs

a. Understanding the Needs of Senior Tenants

Housing is an important determinant of health, and there is a growing body of evidence showing that poor housing conditions are linked to negative physical and mental health outcomes. Nearly a quarter of Canadian seniors have a core housing need and lack access to adequate, acceptable, or affordable housing. As a result, many seniors, particularly those who are low-income, have joined the waitlist for social housing. A recent review conducted by Dr. Christine Sheppard at the Sunnybrook Research Institute found that low-income seniors living in social housing tend to be female, live alone, have lower education, and self-report fair or poor health. Compared to senior renters and homeowners, those living in social housing have less social support and higher rates of disability and are more likely to report psychiatric conditions, problematic alcohol consumption, depression, loneliness, cognitive impairment, vision problems, falls history, polypharmacy, and food insecurity. Seniors in social housing also have higher rates of both 911 calls and hospital admissions and are at increased risk of nursing home placement.

Dr. Sheppard's review also found that in most seniors social housing programs across North America, a variety of health and community support programs are offered to tenants directly on-site, including meals, transportation, housekeeping, social activities, health education, and primary care; in most cases, these services are provided by community partners rather than the housing provider. Community partners have indicated that they are eager to partner with social housing landlords and other community agencies to jointly offer on-site services to vulnerable senior tenants, but note that coordinating with multiple agencies to deliver services is challenging, especially when there is no centralized coordinator to support these efforts. In general, awareness of, and access to, on-site programs and services is greater when buildings have designated housing staff to identify at-risk tenants and make referrals, and when the program has dedicated office and/or program space to run services. Importantly, the provision of on-site services is linked to several positive outcomes for senior tenants, including reduced 911 calls and hospital admissions, improved physical functioning, and enhanced mental health and resilience.

The Canadian Urban Institute conducted a jurisdictional scan¹ in January 2020 of service models that connect low- and moderate-income seniors living in social housing with health and community support services. The scan identified 34 housing models run by public, private, and non-profit agencies across Canada, the United States, and Europe that integrate housing, health, and support services. Five housing programs were selected for in-depth reviews through key informant interviews, and the following priority recommendations emerged:

- Successful housing models are created through ongoing tenant involvement to understand needs;

¹ Canadian Urban Institute. (January 2020). *Environmental scan of seniors social housing models*. Available at: <https://canurb.org/publications/environmental-scan-of-seniors-social-housing-models/>

- On-site, tenant-facing staff roles (such as *Tenant Service Coordinators* or *Tenant Support Workers*) are critical for building trust and creating community among older tenants, and play a vital role in identifying tenants who require additional supports to age in place;
- Supporting tenants with simple daily tasks (e.g., housekeeping, laundry) and undertaking building modifications to enhance accessibility is key to helping seniors successfully manage their tenancies and age in place;
- Health services require a high level of cultural sensitivity to address the specific needs of racialized communities living in social housing, and resources need to be devoted to providing culturally appropriate care;
- Housing, health, and social service providers typically operate in different worlds, but collaborative partnerships are needed to create flexible place-based programs. While sharing health and housing data between partners creates complex privacy issues, programs have developed innovative record keeping practices, data sharing agreements, and tenant consent forms to overcome these issues.

The research findings outlined above reinforce the need for specialized models of care for seniors in social housing and helped inform the development of the Integrated Service Model for the TCHC seniors buildings.

b. How TCHC Supports Senior Tenants

Over the past 10 years, TCHC has undertaken significant transformations to improve service delivery for its 110,000 tenants. These improvements have benefited all TCHC residents, and some have specifically targeted the seniors portfolio. More recently, since the approval of the Tenants First plan in 2017, transformational improvements have occurred across both the family and seniors portfolios to ensure TCHC focuses on being a social housing landlord, where buildings are in a good state of repair and tenants are connected to appropriate services and are active participants in their communities. Some notable improvements to the seniors portfolio include:

- Increasing staff levels by 18%;
- Reducing the Tenant Services Coordinators' caseload from 520 units to 361 units;
- Developing enhanced supports for seniors facing eviction, evidenced by a decrease in arrears and a growth in repayment agreements.

Though significant achievements have been made, senior tenants continue to advocate for improvements in their housing. In 2019, through a series of TCHC-led consultations in the 83 seniors-designated buildings and the annual tenant satisfaction survey, senior tenants identified four priority areas where additional action was required:

1. Buildings should be clean and repairs should be completed in a timely manner;
2. Tenants should have increased access to health services and social supports in their buildings and communities;
3. Tenants should feel safe in their homes and communities; and
4. Tenants should receive frequent, proactive, and respectful communication from staff.

The Integrated Service Model is designed to build off the improvements made to date in TCHC while responding to these tenant priorities and addressing the specific needs of senior tenants identified through research and consultation with seniors, experts, and service providers.

Section 3: About the Integrated Service Model

a. Overview of Integrated Service Model

In response to the outstanding challenges faced by tenants in the seniors-designated buildings, and to build on the progress made by TCHC to date, a partnership was formed between the City of Toronto, TCHC, and the Toronto Central Local Health Integration Network to identify new opportunities to improve housing conditions in the seniors portfolio. Under the leadership of the Tenants First Project Management Office, City of Toronto divisions, TCHC, and the TC LHIN worked together to develop the Integrated Service Model to bring about new ways of interacting with and supporting senior tenants, with the ultimate goal of ensuring they can age in place with dignity and in comfort.

Therefore, the objectives of the Integrated Service Model are to:

- (1) Build relationships of trust between senior tenants and housing staff;
- (2) Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability;
- (3) Increase access to health and community support services through enhanced integration of community agencies within the buildings.

In order to determine the types of policy and program changes needed to achieve these objectives, an ISM Working Group was formed which included staff from the City of Toronto (Social Development, Finance and Administration and SSLTC), Toronto Community Housing (Seniors Housing Unit and Corporate representatives), and the TC LHIN. During these initial planning stages, Tenants First worked with TCHC to conduct tenant engagement (in the form of information sessions, meetings, and other engagement strategies), to conceptualize the key components of the ISM, which included:

- (1) A new staffing model;
- (2) Seniors-specific housing policies;
- (3) Seniors Health and Wellness Hubs;
- (4) Designated Care Coordinators, funded by the TC LHIN.

When the ISM implementation oversight transitioned to SSLTC as part of the division's expanded mandate ([EX7.1](#)), extensive stakeholder engagement was carried out to further develop these key components and create an implementation plan (see **Appendix A** for an overview on the engagement process). These engagement efforts were supported through a grant from the Canada Mortgage and Housing Corporation (CMHC) National Housing Strategy Research and Planning Fund with Sunnybrook Research Institute that provided two-year funding for a PhD-level researcher with expertise in seniors health and housing issues (see **Appendix B** for a summary of CMHC supported activities). Through in-person interviews, community consultations, and town hall meetings, over 250 senior tenants, health and community care

practitioners, and housing experts were consulted to establish the new staffing model, identify opportunities to revise and tailor housing policies to better meet the needs of seniors, and determine the potential service offerings in the Seniors Health and Wellness Hubs.

The Integrated Service Model will implement four key innovations, as follows:

ISM Innovation	Description
New Staffing Model at TCHC SHU	<ul style="list-style-type: none"> • A new tenant facing position, the Seniors Service Coordinator, is created, with staff assigned to specific buildings to enable closer connections between tenants and staff, and closer working relationships between housing staff and TC LHIN Care Coordinators. • Increased staffing levels across the seniors buildings. • Expanded training is offered to building staff on issues impacting seniors.
Seniors-Specific Policies and Procedures	<ul style="list-style-type: none"> • All existing SHU policies and procedures are reviewed and changes are made (when necessary) to address the unique and specific needs of senior tenants.
Seniors Health and Wellness Hubs	<ul style="list-style-type: none"> • Seniors Health and Wellness Hubs (on-site in select SHU buildings) are established to provide senior tenants with access to a range of health, social, and wellness services delivered by external community agencies. • These hubs differ from the Service Hubs currently implemented across TCHC's family portfolio as they provide access to services offered by external agencies, rather than internal TCHC services such as maintenance, cleaning, operations, etc.
Designated Care Coordinators	<ul style="list-style-type: none"> • In collaboration with the TC LHIN, designated Care Coordinators are identified for each of the 83 seniors-designated buildings to streamline access to health and social services for senior tenants.

The ISM Logic Model (**Appendix C**) explains how the ISM and its innovations are intended to achieve the proposed outcomes of supporting successful tenancies for senior tenants, and ensuring senior tenants age in place in comfort, with dignity, and with supports.

b. Relevant Council Decisions Supporting the ISM

As described above, since 2016, Toronto City Council has approved a series of recommendations to improve living conditions and enhance access to services for seniors living in TCHC, including expanding the mandate of the City's Long-Term Care Homes and Services and renaming the division Seniors Services and Long-Term Care (SSLTC). There were six specific City Council decisions that led to the implementation of the ISM in the seniors-designated TCHC buildings and identified the City's SSLTC division's key role in overseeing this new model.

The ISM was originally developed by Tenants First and the program was transferred to SSLTC as part of the division's expanded mandate in 2019 ([EX7.1](#)).

- 1) On January 28, 2016, the Mayor's Task Force on TCHC tabled its Final Report, *Transformative Change for Toronto Community Housing Corporation*, at Executive Committee. The Final Report was referred to the City Manager with direction to report back to Executive Committee recommending an overall approach and guiding principles for how best to move forward with transformations at TCHC ([EX11.21](#)).
- 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 detailing actions to move forward with changes to TCHC to make it a landlord of choice, with a reputation for safe, healthy buildings that are clean and in good repair ([EX16.11](#)).
- 3) 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 ([EX26.2](#)). In this report, Council approved the strategic integration of City programs and services for seniors and responsibility for the management of the 83 seniors-designated buildings within the TCHC portfolio under a new Seniors Housing and Services entity that is separate from TCHC and more directly accountable to City Council.
- 4) On May 22, 2018, City Council adopted *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*, which recommended developing the Integrated Service Model ([EX34.3](#)). In this report, staff outlined that the ISM would be designed in partnership with TC LHIN, and would promote aging in place and improved quality of life for senior tenants.
- 5) In April 2019, City Council adopted *Accelerating the City's Tenants First Project* which designated SSLTC as the seniors services entity for the City of Toronto ([EX4.3](#)). This report explained that as the demographic of the City shifts to include more seniors, the City needs to be proactive and nimble in planning to meet the needs of seniors. With a new and expanded scope, SSLTC takes on an enhanced role in municipal system service planning to improve and integrate services for seniors. Elements of municipal system service planning include:
 - Centralizing policy responsibility for municipal services for seniors, including responsibility for implementing and reporting on the Toronto Seniors Strategy 2.0;
 - Coordinating external relationships including relevant provincial ministries and agencies, community stakeholders, and other partners;
 - Coordinating City programs and services for seniors, whether they be directly administered by the Division or other City divisions, agencies and corporations;
 - Leading responsibility for engagement with seniors including liaison with the Toronto Seniors Forum or other municipally-initiated lived experience groups;
 - Leading responsibility for the provision of advice to the government regarding seniors needs and municipal service planning;

- 6) On July 15, 2019, City Council adopted *Implementing Tenants First – A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance and approved in principle the establishment of a City services corporation to manage and operate TCHC's 83 seniors-designated buildings (EX7.1)*. Council also directed staff to establish a Seniors Tenants Advisory Committee and implement and oversee the ISM for seniors starting with 10 sites or 2500 units. Council specifically called on the General Manager of SSLTC to develop and report back on a new *Accountability Framework* and Implementation Plan for the ISM.

c. Roles and Responsibilities in the Implementation of the ISM

The development and delivery of the ISM involve a number of key partners, with varying roles and responsibilities, described below.

Partner	Role Description
Seniors Services and Long-Term Care, City of Toronto	<p>SSLTC has a mandate for municipal service planning, integration of seniors services, and driving the Toronto Seniors Strategy. It also offers several community support programs, including Adult Day Programs, Supportive Housing, and Homemaking and Nursing services for vulnerable individuals who reside in the community. SSLTC also directly operates 10 long-term care homes.</p> <p>EX7.1 designates SSLTC as the body responsible for overseeing the implementation and evaluation of the ISM in the 83 seniors-designated buildings. SSLTC is responsible to oversee and evaluate the ISM through an <i>Accountability Framework</i> to ensure the model is successful and meets stated outcomes.</p>
Toronto Central Local Health Integration Network	<p>The TC LHIN is a committed partner in the development and implementation of the ISM and is working jointly to:</p> <ol style="list-style-type: none"> (1) Identify designated Care Coordinator(s) for each of the 83 seniors' buildings; (2) Ensure Care Coordinators participate in joint training/team meetings with housing staff; (3) Support primary care connections for senior tenants in the buildings; (4) Provide data to support the ongoing evaluation of the model.
Seniors Housing Unit, Toronto Community Housing	<p>The SHU manages the 83 seniors-designated TCHC buildings that are divided into five regions across the City (see Appendix D for a list of the buildings by region). As such, they are responsible for delivering the ISM and adhering to the reporting requirements set out in this <i>Accountability Framework</i>, until such time that the SHC is established.</p> <p>As part of the ISM's commitment to engage senior tenants, the SHU is also responsible for establishing and managing the <i>Senior Tenants Advisory Committee</i> to ensure that senior</p>

Partner	Role Description
	tenants can directly inform and influence services and programs provided in their buildings.
Toronto Community Housing Corporation	<p>TCHC is an agency of the City of Toronto, who is the sole shareholder. The Shareholder Direction governs the relationship between the City of Toronto and TCHC, whose Board of Directors is accountable to the City Council to fulfill their obligations under the Shareholder Direction.</p> <p>The SHU is a unit within TCHC, until such time as a Seniors Housing Corporation is established. TCHC, through the SHU, is required to deliver on the <i>Accountability Framework</i> requirements until such time as the new Seniors Housing Corporation takes over operation of the 14,000 units in the 83 seniors-designated buildings.</p>
Seniors Housing Corporation	<p>The Seniors Housing Corporation (SHC) is expected to be established as a separate entity from TCHC (EX7.1). After an initial transition period, the SHC will take responsibility for managing the 83 buildings currently managed by the SHU.</p> <p>Once established, the SHC will be bound by a series of foundational documents with the City of Toronto including the Shareholder Direction, and Operating Agreement, which outlines the broader relationship between the new Corporation and the City of Toronto (outside of the ISM-related program delivery aspects identified in this <i>Accountability Framework</i>). It will also be responsible for adhering to the requirements in the <i>Accountability Framework</i>.</p>
Shelter, Support & Housing Administration, City of Toronto	Under the Housing Services Act, 2011, Shelter, Support & Housing Administration (SSHA) is the service manager for housing and homelessness services in Toronto. As such, SSHA manages the operating agreement that governs TCHC's strategic operations; a similar governing relationship will be established with the SHC, once created.

Section 4: Implementing the Integrated Service Model

a. Requirements and Rationales for ISM Innovations

This section provides an overview of the specific requirements that the SHU will be accountable for within each innovation of the ISM, and offers a rationale as to why the requirement is necessary. Including the rationale allows for opportunities for revisions to the requirements of situations and needs change.

In most cases, the SHU will have flexibility in how they achieve the requirement, allowing for innovation and responsiveness to building, region, and community needs.

Innovation 1: New Staffing Model

Research highlights the importance of on-site, tenant-facing staff positions to provide supports to senior tenants. Dr. Christine Sheppard finds that tenant-facing staff are a

key source of companionship and provide a sense of security to older tenants. In addition, having on-site staff with clear tenant-facing responsibilities helps foster more positive relationships between tenants and staff, and creates a community-like environment where older tenants are empowered to have a stronger voice in the management of their buildings.²

Requirement	Rationale
<p>Establish the new staff position: Seniors Service Coordinator (SSC).</p>	<p>The purpose of this new role is to integrate all tenant focused and property focused services for tenants into one position (in the current model, these functions are separate). Refer to the new ISM Staffing Model in Appendix E for more details.</p> <p>In the ISM, the newly created SSC works in one building, or a cluster of small buildings, and takes on the Community Services Coordinators' (CSC) access and support function, with an added responsibility for the tenant-facing side of tenancy management (currently managed by Tenant Services Coordinators).</p> <p>The SSC will be the main point of contact for all tenant-facing concerns (e.g., tenancy services, referrals to services, etc.) in the building. They will liaise with other building staff and TC LHIN Care Coordinators, foster strong relationships with senior tenants, support early identification of tenants requiring additional supports, and facilitate referrals to community agencies as required.</p>
<p>Establish the new staff position: Tenant Services Administrator (TSA).</p>	<p>The newly created TSA position, which will work out of an area office, will be responsible for the administrative tenancy management for all tenants in their area. The TSA will prepare routine correspondence with tenants, perform rent assessments, collect arrears, analyze data, and prepare reports.</p>
<p>Establish a new position: Support and Engagement Supervisor (SES).</p>	<p>The SES will manage and support the SSCs and will work out of the area office. The SES will also provide support to SSCs in addressing high-needs tenants and promoting community development in the buildings.</p>
<p>Ensure SSCs and TSAs support the appropriate number of units.</p>	<p>The ISM model will see an increase in staffing levels, specifically with the SSC position. Hiring additional SSCs will enable staff to form stronger connections with senior tenants, provide better preventative supports, and work more closely with TC LHIN Care Coordinators and other community partners. SSCs will be required to support a maximum of 400 units.</p>

² Sheppard, Christine. (2020). *A Scoping Review of Social Housing Models for Older Adults*.

Requirement	Rationale
	The new TSA position takes on an administrative role, leaving the direct tenant-facing services to the SSC. This will result in an increased ratio of TSAs to tenants (as compared to the existing TSC position) as they will not be providing direct tenant services. TSAs will be required to support a maximum of 700 units.
Coordinate training and professional development in senior-specific issues for all building staff.	Staff in the SHU require senior-specific training on topics such as Dementia and Alzheimer's disease, elder abuse, income support programs and pensions, (i.e., Canada Pension Plan, Old Age Security, Guaranteed Income Supplement), unit takeovers, and senior-friendly communication. This training will enable staff to provide appropriate customer service to senior tenants while meeting their unique needs. For more information about the components of the proposed staff training plan, refer to Appendix F .

Innovation 2: Seniors-Specific Policies and Procedures

Development of seniors-specific policies and procedures, which build on existing best practices at TCHC, represents an opportunity to address the priorities and unique needs of vulnerable senior tenants. Many senior tenants struggle to maintain their units in good condition due to complex health challenges and require barrier-free access to health and community support services to enhance their ability to age in place. Ongoing safety concerns are particularly important to address, as many seniors are more vulnerable to certain safety and security risks (e.g., elder abuse, unit takeovers), and need safe and secure environments in order to access on-site support services. Senior-friendly policies and procedures will therefore ensure senior tenants can successfully manage their tenancies and age in place with dignity and in comfort for as long as possible.

Requirement	Rationale
Unit and Building Condition	
Unit condition issues are identified before units become a safety risk.	A proactive approach to unit safety is needed to ensure that unit condition issues are identified early before they become an urgent crisis.
Unit condition issues are supported before units become a safety risk.	Once identified, unit condition issues must be addressed through referrals to appropriate, seniors specific services to ensure the senior tenant can safely maintain their unit.
Access to Services and Supports	
Clear referrals pathways are outlined to connect tenants with seniors-serving community agencies as required.	Senior tenants may require referrals to seniors-serving agencies. Clear and consistent referral mechanisms are required to ensure senior tenants can access the services they need as promptly as possible.

Requirement	Rationale
Programs and services delivered on-site by external agencies are tailored to meet the evolving needs and interests of senior tenants.	Engagement with senior tenants to determine needs and interests is critical to identifying the types of on-site services that should be provided by community partners.
Programs and services delivered on-site by external agencies are regularly monitored by SHU staff to ensure equitable access and quality delivery.	On-site services for seniors must be evaluated to ensure they are meeting intended outcomes and tenant needs.
Safety and Security	
Staff work with community partners to address safety concerns that hinder the partners' ability to provide on-site services to senior tenants.	Community partners often provide on-site services to senior tenants. Safety and security concerns identified by community partners should be addressed to ensure that senior tenants are not at risk of losing these services.
Staff proactively identify situations that could lead to unit takeovers through adequate staff training and community referrals.	Senior tenants are vulnerable to unit takeovers, as they may live alone, be socially isolated, and/or experience mental health challenges. It is critical that staff take a proactive approach to identifying older tenants at risk of unit takeovers (through staff training on mental health and addictions) and connect them with available supports, such as SPIDER and Toronto Police Services.
Staff identify signs of elder abuse, offer support, and community referrals.	Elder abuse is a unique challenge faced by senior tenants. It is critical that staff have the information they need to support tenants who may be at risk of any form of elder abuse (including financial, physical, and emotional and neglect).
Staff to Tenant Communication	
Staff communicate with senior tenants in an age-friendly manner.	TCHC's senior tenants are diverse. They expect and deserve to be communicated with by staff in a professional and senior-friendly manner.
Staff keep senior tenants informed about ongoing developments, programming, and tenancy issues.	Tenants require consistent, frequent, and accessible information about their building and tenancy.
Tenants have a feedback mechanism to communicate with the building staff, the area office, and the SHU.	Due to the changes to the organization structure through the ISM and the potential creation of the SHC, senior tenants require clear information and pathways to provide formal and informal feedback about their experiences to their housing provider.
Housing Retention and Eviction Prevention	
Staff proactively support senior tenants in the timely reporting of	When senior tenants turn 65 years of age, their income may change, resulting in

Requirement	Rationale
changes in their monthly income related to turning 65 years of age (due to their designation as seniors).	changes to rent-geared-to-income (RGI) payments. Systems must be in place to ensure tenants are informed of this change and are supported during this transition to avoid accumulating arrears.
Staff work with senior tenants to inform them of their legal rights and obligations as tenants.	To ensure senior tenants are able to maintain successful tenancies, they must be aware of the rights and obligations as tenants. This information must be clearly communicated to senior tenants so they have the knowledge they need to maintain their tenancy.
Policies are developed which address seniors related issues that increase the risk of eviction, such as cognitive impairments, physical impairments, mental health, isolation, etc.	Seniors face additional barriers to maintaining their units and tenancies, such as mental health issues, cognitive issues, and physical impairments. There is a need to develop specific policies to address the unique needs of seniors.

Innovation 3: Seniors Health and Wellness Hubs

Seniors Health and Wellness Hubs allow senior tenants and seniors in the community to access a range of health and social supports, provided by partner community agencies, on-site in select TCHC seniors-designated buildings. By accessing these services, senior tenants will be more likely to have the supports they need to maintain their tenancies and age in place.

Requirement	Rationale
Agencies are identified to act as partners in the establishment of Seniors Health and Wellness Hubs across the City. One hub should be located in the Phase 1 region (South East).	Seniors across the SHU should have access to Seniors Health and Wellness Hubs. The Hubs should where possible, also be open to seniors residing in other TCHC buildings and in the community.
Partner agencies and senior tenants are engaged to ensure that each Seniors Health and Wellness Hubs offer a range of serves that meet tenants' needs.	Specific services offered in the hubs will respond to building and community needs. Tenant participation must be sought in the planning and delivery of programs in the hub to ensure the hub is meeting community needs.

Innovation 4: Designated Care Coordinators in Seniors Buildings

The partnership with the TC LHIN will enable improved access to home and community care services for senior tenants. These services will support senior tenants to age in place.

Requirement	Rationale
Designated Care Coordinators (TC LHIN funded) in seniors buildings are in place to ensure streamlined access to health and community services for senior tenants.	TC LHIN Care Coordinators are aligned into the City of Toronto neighbourhood teams. These small, focused teams will support the identified seniors buildings in their neighbourhood. Care Coordinators will connect tenants with necessary supports and will be a key resource for building staff (i.e., the Seniors Service Coordinator).
Enhanced collaboration, joint training, and information shared between internal building staff and TC LHIN Care Coordinators are facilitated.	To better meet the care needs of senior tenants, it is necessary to ensure housing staff and TC LHIN Care Coordinators participate in joint training and that protocols are implemented to support the sharing of information between housing staff and external health and social service partners. This will ensure all staff involved in supporting seniors tenants have access to the necessary information.
Integrated team meetings for building and health staff (e.g., TC LHIN Care Coordinators, partner agency staff) are established.	Building staff, including TC LHIN Care Coordinators, will participate in integrated team meetings with community partners to recognize the intrinsic link between health and housing information, and exchange information to improve access to care. Staff will share best practices and learn about other available housing and health services.

b. Requirements for Tenant Engagement

Senior Tenant Advisory Committee (STAC)

Ongoing engagement with senior tenants will be critical to the implementation and evaluation of the Integrated Service Model. The *Seniors Tenant Advisory Committee (STAC)* will be established specifically to provide advice and feedback on the ISM implementation and enable co-evaluation efforts to understand how the model has improved the lives of senior tenants in the buildings.

The STAC is made up of senior residents living in the 83 seniors-designated TCHC buildings, with a specific intent to engage senior tenants whose voices are not often heard, including those from equity seeking groups such as persons with disabilities, women, racialized group(s)/visible minorities/people of colour, LGBTQ2S+, and immigrants and refugees. The group has a stated focus on accessibility and addressing concerns and issues raised by those with accessibility needs.

The STAC is led by the SHU, with support from SSLTC. The SHU is responsible and accountable for the application process (reviewing applicants, conducting interviews,

selecting candidates, etc.), covering associated costs, organizing and chairing meetings, recording keeping, and facilitating broader tenant engagement via the STAC. Across all of these actions, SSLTC is consulted and informed and provides expertise and support as necessary. STAC membership is determined based on interviews by a review panel, and membership will rotate. The STAC was established with a short-term mandate so that it can be flexible and adapt as the SHU transfers into the SHC.

The SHU will be required to provide SSLTC with a summary of the activities of the STAC on an annual basis, as part of the reporting requirement, to outline how the group has been engaged in the ISM implementation process.

Other Tenant Engagement

The SHU will also carry out other tenant engagement activities in order to foster more positive relationships with tenants, keep tenants informed, and actively seek feedback on housing services. Engagement will include, but is not limited to:

- 1) Annual Senior Tenant Experience Survey to assess housing satisfaction (see section 5b);
- 2) Quarterly Tenant Newsletter to inform all tenants of SHU-wide events, updates, and other relevant information;
- 3) Tenant Social Events (e.g., building barbecues) to foster a sense of community; and
- 4) Regional town halls (minimum of 1 per year) to solicit feedback on building activities and housing services.

The SHU will also be responsible for liaising with other established Tenant Committees, such as the R-PATH Committee (Responsible Personal Accessibility in Toronto Housing Committee, which aims to improve quality of life for tenants with physical disabilities), Tenant Representatives or Councils, and Tenant Associations, to gather feedback and input on the ISM implementation and housing services.

The SHU will be required to provide SSLTC with a summary of tenant engagement activities on an annual basis, as part of the reporting requirement, to demonstrate efforts taken to encourage all senior tenants to share their voice.

c. ISM Implementation Plan

SSLTC is also responsible for reporting to City Council on an implementation plan for the ISM. The ISM will be implemented in phases, starting with 18 buildings in the South East of Toronto in Q4 2020. After an initial pilot period, it will be further rolled out through the remaining four SHU regions by 2022.³ The purpose of a phased implementation is to ensure that there are opportunities to gain additional feedback from tenants, staff, and community partners on the initial rollout, and continue to make changes to the model during the pilot. A phased approach allows the SHU to learn from experiences and make continuous quality improvements.

³ Full implementation is expected by 2022, however, this timeline may adjusted due to ongoing effects of COVID-19.

A phased approach will also allow for SHU to prioritize their areas of focus for the initial rollout. Through consultation with tenants and partners, housing retention/eviction prevention, access to services and supports, and unit/building conditions were identified as the primary themes for Phase 1. For future phases of the ISM, the SHU will have the ability to identify other priority areas for action. It is expected that the SHU will demonstrate that action has been taken in all areas of the ISM by the full rollout of the model. Refer to the accompanying Staff Report for the detailed Implementation Plan.

Section 5: Performance Management Plan

This section outlines how SSLTC will track the performance of the Seniors Housing Unit with regards to the implementation of the ISM. The performance management strategy consists of, and integrates, the following components:

- Reporting - Annual Program Report
- Key performance indicators (KPIs)
- Reporting cycle

a. Reporting – Annual Program Report

To fulfill the requirements in the *Accountability Framework*, the Seniors Housing Unit will be required to complete an Annual Program Report as outlined in this section. Once the new Seniors Housing Corporation is created, SSLTC will work with SSHA and other partners to streamline reporting processes into the Corporation's annual reporting requirements to minimize reporting to multiple divisions. In the interim, the SHU will be required to submit the Annual Program Report to SSLTC.

It is important to note that TCHC and the proposed Seniors Housing Corporation are governed by other foundational documents, including the Shareholder Direction and Operating Agreement. The *Accountability Framework* focuses specifically on the programmatic elements of the ISM, which are beyond the scope of the current Shareholder Direction and Operating Agreement.

Reporting Document	Contents
Annual Program Report	<ul style="list-style-type: none"> • The Seniors Housing Unit will prepare an Annual Program Report that summarizes actions taken on the programmatic elements of the ISM, and priorities for the following year. The report will track progress towards the achievement of the ISM objectives of: <ul style="list-style-type: none"> ○ Building relationships of trust between senior tenants and housing staff; ○ Improving the delivery of housing services, with an increased focus on issues that impact seniors' housing stability; ○ Increasing access to health and community support services through enhanced integration of community agencies within the buildings • The report will take a results-based accountability approach, answering for each of the four ISM innovations (new staffing

Reporting Document	Contents
	<p>model, seniors-specific policies and procedures, Seniors Health and Wellness Hubs, and designated Care Coordinators), as well as for Tenant Engagement and the STAC, three key questions: how much did we do, how well did we do, and is anyone better off?</p> <ul style="list-style-type: none"> • Refer to Appendix G for the specific Annual Program Report requirements.

The submission of the Annual Program Report, as well as the submission of a select set of indicators (described in section 5b), will form the basis of the accountability relationship between the Seniors Housing Unit and the City of Toronto/SSLTC. It will enable SSLTC and the City of Toronto to monitor the implementation of the ISM, and assess the impact the model is having on senior tenants. The City of Toronto has a responsibility to review and respond to the Annual Program Report submitted by the SHU. Furthermore, the Annual Program Report will be available to the public to ensure that tenants, and other members of the public, can assess how the SHU and the City are working together towards achieving their common goals.

b. Key Performance Indicators

This section describes the key performance indicators used to measure the impact of the ISM. Key performance indicators (KPIs) will be used to ensure the results-based accountability of the ISM. The KPIs will be compared against baseline data to assess if, over time, the ISM is meeting its stated objectives (as defined in the Logic Model – **Appendix C**) and addressing tenant priorities. The KPIs are based on available data sources from the SHU, TC LHIN, and the City of Toronto and reflect the priorities of tenants. In addition, new data collection strategies and sources have been proposed as part of the innovation of the ISM and the accountability relationship. Refer to the Data Dictionary in **Appendix H** for more details.

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability	# of maintenance work orders created	Increase (then decrease)	SHU
	Service level (i.e., % of maintenance orders completed within 5 business days)	Increase	SHU
	# of pest control requests	Decrease	SHU
	# of units with moderate or excessive clutter (hoarding)	Decrease	SHU
	# of units identified as having pest issues through Annual Unit Inspection	Decrease	SHU
	Tenant perceptions of building maintenance and cleanliness (via the Senior Tenant Experience Survey)	Increase	SHU

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
	# of community safety events	Decrease	SHU
	Types of community safety events	N/A	SHU
	# of police calls to building	Decrease	City of Toronto
	# of fire calls to building	Decrease	City of Toronto
	# of false fire calls to building	Decrease	City of Toronto
	Tenant perceptions of safety (via the Senior Tenant Experience Survey)	Increase	SHU
	Total arrears – Value & # of households	Decrease	SHU
	Retroactive arrears – Value & # of households	Decrease	SHU
	Arrears under the loss of subsidy due to non-return of annual review – # of households	Decrease	SHU
	# of repayment agreements	Increase	SHU
	Repayment agreements – a ratio of households with repayment agreements versus # of households in arrears	Ratio will increase	SHU
	# of outstanding annual rent reviews	Decrease	SHU
	# of active legal files (arrears)	Decrease	SHU
	# of active legal files (illegal acts)	Decrease	SHU
	# of active legal files (health and safety)	Decrease	SHU
	# of evictions executed	Decrease	SHU
	Vacancy rate (target 2.3%)	Decrease	SHU
	Increase access to health and community support services through enhanced integration of community agencies within the buildings	# of Tenant and Community Service (TCS) support requests created	Increase (then decrease)
Types of TCS support (e.g., arrears, concerning behaviour, critical incident follow up, transfer, relocation, unit condition, etc.)		N/A	SHU
# of referrals made to connect tenants with external services		Increase	SHU
# of partnerships created with community agencies (i.e., use of space agreements signed)		Increase	SHU
# of TC LHIN funded services offered in buildings		Increase	TC LHIN
# of tenants receiving any amount of service by a TC LHIN funded service		Increase	TC LHIN

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
	# of low urgency emergency department visits from TCHC buildings	Decrease	TC LHIN
	# of crisis placements from TCHC buildings	Decrease	TC LHIN
	# TPS (Toronto Paramedic Services) Calls	Decrease	City of Toronto
	Tenant perception of access to services and supports (via the Senior Tenant Experience Survey)	Increase	SHU
Build relationships of trust senior tenants and housing staff	# of newsletters issues produced	Increase	SHU
	Overall tenant experience (via the Senior Tenant Experience Survey)	Increase	SHU

Notes: TC LHIN indicators only apply to 74 of the 83 seniors-designated buildings as the remaining 9 buildings fall in other LHIN regions. In addition, the TC LHIN indicators are impacted by a range of other factors outside of the ISM and therefore, it is likely that change will not be realized in a short time span. Limitations to the data apply and must be considered. The TC LHIN provides this data as part of the partnership but is not accountable for performance in these indicators.

These indicators represent a starting point, and they will be refined going forward to ensure additional indicators to assess quality and outcomes are included, as available. For example, in addition to the indicators above which are currently collected and measured, TCHC is currently developing 30+ outcome-based Service Quality Indicators. These indicators will be tracked as part of the *Accountability Framework* when they become available.

Senior Tenant Satisfaction (Senior Tenant Experience Survey)

In the past, TCHC has conducted annual tenant experience surveys. However, these surveys have not been designed to evaluate senior tenants' experiences specifically related to changes made through the ISM, including the new staffing model and other key innovations. Under the ISM, the SHU will conduct a revised annual Senior Tenant Experience Survey in the 83 seniors-designated buildings. This survey will evaluate the ISM to better understand the changing perspectives of senior tenants and assess tenant perceptions of whether ISM is meeting its stated objectives. Results from the survey will be used to inform changes to the ISM, will be shared with tenants, and will be reported to SSLTC as part of the broader adherence to the *Accountability Framework*.

The contents of the survey will reflect the key innovations of the ISM, including:

- New staffing model, including the staffing level and staff training
- Seniors-specific policies and procedures in priority areas such as unit and building condition, safety and security, tenant to staff communication, access to services and supports, and eviction prevention
- Access to health and community support services

c. Implementation Key Performance Indicators

Given the ISM will be rolled out in phases, the SHU will also be responsible for reporting on the implementation status of the program. Specifically, this includes reporting on the following implementation KPIs:

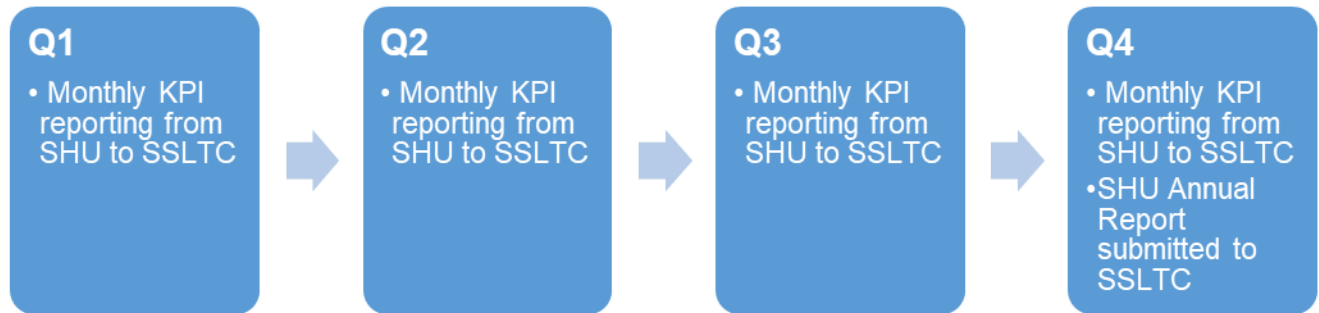
Component	KPI	Source
New Staffing Model	% of new staff positions filled	SHU
	# of training/professional development sessions offered	SHU
	Staff to tenant ratios for new positions (SSC, TSA)	SHU
Seniors-Specific Policies and Procedures	# of new policies created in priority areas	SHU
Seniors Health and Wellness Hubs	# of hubs created	SHU
	# of hub related partnerships	SHU
	# of tenants accessing hubs	SHU/ Participating community agencies
	# of tenants involved in hub establishment	SHU
Designated Care Coordinators	% of buildings with assigned TC LHIN Care Coordinator	TC LHIN
	# of integrated team meetings between SHU staff at TC LHIN Care Coordinators	SHU
Tenant Engagement	# of STAC meetings	SHU
	# of regional town halls hosted	SHU
	# of participants in regional town halls	SHU
	# of informal tenant consultations/ events (building-level)	SHU

e. Reporting Cycle

This section outlines the process for reporting the documents and indicators to SSLTC.

The SHU will be required to submit the SHU Annual Program Report at the end of the fiscal year, with a summary of the work undertaken in the previous year and the priorities for the next year. Throughout the year, the SHU will also be expected to report to SSLTC on the outcome and implementation KPIs listed in section 5b on a monthly basis.

The annual reporting cycle is outlined below:



Section 6: Quality Assurance and Compliance

This section will outline SSLTC's responsibility to support the SHU if they are:

- Non-compliant in terms of the reporting process outlined in section 5; or
- Reporting sub-optimal outcomes.

Depending on which of these situations occurs, the response will differ.

In situations of noncompliance in reporting:

If the SHU fails to submit the SHU Annual Program Report or monthly KPI data to SSLTC, SSLTC will work with senior staff (SHU General Manager) to inquire about the reason for the lack of reporting and identify barriers. If issues persist, SSLTC will extend a formal request for the information and provide a revised timeline within which the SHU will be required to provide the required documentation.

In situations of reporting sub-optimal outcomes:

During the course of Phase 1 rollout, SSLTC will work closely with the SHU to assess whether the ISM is achieving its intended outcomes. It is possible that – especially during the pilot period – the SHU may report negative, or unchanging, outcomes. This does not necessarily indicate poor performance on behalf of the SHU or of staff and could represent issues with the model. The phased approach will allow SSLTC to work closely with SHU staff to track indicators, observe change, and assess whether or not interventions are having the intended outcomes. If they are not, SSLTC and SHU will work collaboratively to identify new opportunities and strategies to address lingering challenges, which can be rolled out in subsequent phases of the model.

After Phase 1 rollout, there may still be situations where the SHU reports on suboptimal outcomes. This situation could represent a fundamental issue with the ISM, or broader structural issues with the SHU. If negative trends in the KPIs are observed, SSLTC will request the SHU GM to formalize and report back on a plan of how they intend to address the issues. This should be built into the Annual Program Report. If improvements are not achieved within the timeframe set out by the SHU, SSLTC will work with other City divisions to ensure appropriate action is taken (within the City's role as a sole shareholder) to enforce change.

Section 7: Appendices

Appendix A: Overview of Engagement on the Integrated Service Model

Appendix B: Summary of CMHC Grant Supported Research

Appendix C: Integrated Service Model Logic Model

Appendix D: List of 83 Seniors-Designated TCHC Buildings

Appendix E: Integrated Service Model Staffing Model

Appendix F: Proposed Staff Training Topics

Appendix G: Reporting Requirements

Appendix H: Data Dictionary

Overview of Engagement on the Integrated Service Model and Accountability Framework

The following chart is a record of stakeholder engagement that has taken place in the development and initiation of the Integrated Service Model and *Accountability Framework*.

PHASE 1 (2017-2018): Collaborate with stakeholders to develop recommendations for May 2018 report (EX34.3)			
Purpose	Description	Date	Details
Involve tenants and collaborate with service providers in designing a tenant-focused service delivery model for seniors, including the development of Seniors Hubs.	<ul style="list-style-type: none"> Meetings with four Senior Tenant Councils to identify issues around tenant participation; customer service; security; maintenance and repairs 	October – November 2017	<ul style="list-style-type: none"> Participants: 30 Report/Record: Senior Tenant Council Meeting Minutes Lead: Tenants First
	<ul style="list-style-type: none"> Meeting with two senior tenant representatives to identify priorities 	November 2017	<ul style="list-style-type: none"> Participants: 30 Lead: Tenants First
	<ul style="list-style-type: none"> Workshops with tenants and service providers at Byng Towers/Oakridge 	December 2017	<ul style="list-style-type: none"> Participants: 65 Report/Record: Byng Towers Case Study Lead: Tenants First
	<ul style="list-style-type: none"> 23 meetings with Tenants First’s Tenant Advisory Panel 	2017 to July 2019	<ul style="list-style-type: none"> Participants: 13 Lead: Tenants First
PHASE 2 (2018): Inform senior tenants of recommendations in May 2018 report (EX34.3)			
Purpose	Description	Date	Details
Educate all tenants of recommendations in May 2018 report (EX34.3), including the Seniors Housing Unit, transition to Seniors Housing and Services Entity, and the Seniors Strategy.	<ul style="list-style-type: none"> Update website (Tenants First/TCHC) with key meeting dates and link to report (EX34.3) 	May 2018	<ul style="list-style-type: none"> Lead: Tenants First
	<ul style="list-style-type: none"> Five information meetings in seniors’ and non-seniors buildings (246 Sackville, City Hall, Sheppard Place, Seneca Towers, and Brimley Acres) 	May 2018	<ul style="list-style-type: none"> Participants: 123 Report/Record: 'Focus on Seniors' Record of Discussion Lead: Tenants First
	<ul style="list-style-type: none"> 'Update on Tenants First': mass communication to all tenants sent by TCHC Letters sent to senior tenants and those in OUM outlining the creation of the Seniors Housing Unit 	June 2018	<ul style="list-style-type: none"> Lead: Tenants First
	<ul style="list-style-type: none"> Presentation to Toronto Seniors Strategy Accountability Table 	June 2018	<ul style="list-style-type: none"> Participants: 50 Report/Record: Toronto Seniors Strategy Meeting Minutes Lead: Tenants First
	<ul style="list-style-type: none"> Presentation to Toronto Seniors Forum 	June 2018	<ul style="list-style-type: none"> Participants: 30 Report/Record: Toronto Seniors Forum Meeting Minutes Lead: Tenants First
PHASE 3 (2018): Work with senior tenants to plan systems for ongoing senior tenant engagement			
Purpose	Description	Date	Details
Involve tenants in identifying appropriate engagement processes with tenants to design a service delivery model for seniors.	<ul style="list-style-type: none"> Meeting with Seniors Voice 	July 2018	<ul style="list-style-type: none"> Participants: 12 Lead: Tenants First

PHASE 4 (2019): Inform tenants and stakeholders informed of recommendations in July 2019 report (EX7.1), including ISM progress			
Purpose	Description	Date	Details
Inform all tenants of recommendations in July 2019 report, including the recommendation to create a Seniors Housing Corporation.	<ul style="list-style-type: none"> Update website (Tenants First/TCHC) with link to report and key meeting dates 	June 2019	<ul style="list-style-type: none"> Lead: Tenants First
	<ul style="list-style-type: none"> Five information meetings in seniors' and non-seniors buildings (Downsview Acres, Islington Manor, Gus Harriss Place, Metro Hall) 	June 2019	<ul style="list-style-type: none"> Participants: 96 Report/Record: 'Focus on Seniors' Record of Discussion. Lead: Tenants First
Advise CUPE Local 416 and CUPE Local 79 members about the progress of the ISM.	<ul style="list-style-type: none"> Two information sessions with leaders and members from Local 416 and Local 79 	November 2019	<ul style="list-style-type: none"> Participants: 200 Lead: TCHC
Update tenants on the development and progress of the ISM.	<ul style="list-style-type: none"> Six tenant meetings across the Seniors Housing Unit portfolio 	November 2019	<ul style="list-style-type: none"> Participants: 51 Lead: TCHC
PHASE 5 (2019-2021): Develop the Integrated Service Model			
Purpose	Description	Date	Details
Consult with SHU Managers and Supervisors on the priority areas of the ISM.	<ul style="list-style-type: none"> One consultation session 	December 2019	<ul style="list-style-type: none"> Participants: 13 Lead: TCHC & SSLTC
Understand housing models for seniors in other jurisdictions.	<ul style="list-style-type: none"> Five interviews with housing providers 	November-December 2019	<ul style="list-style-type: none"> Participants: 5 Lead: Canadian Urban Institute (research partner, supported by CMHC grant)
Engage with health care partners on the design and implementation of the ISM.	<ul style="list-style-type: none"> One meeting with the North Toronto Sub-Region Advisory Council (Representatives from health and social agencies serving seniors in the North Toronto sub-region) Ongoing meetings with the East Toronto Health Partners (key partner in ISM Phase 1 rollout) 	January 2020 January-April 2020	<ul style="list-style-type: none"> Participants: 40 Lead: TCHC & SSLTC
Engage community partners and experts to identify how the ISM could help improve the unit's condition, prevent eviction, and improve access to services.	<ul style="list-style-type: none"> Half day consultation with key stakeholders from primary care, home care, community services, housing, municipal and provincial government, and advocacy bodies. 	February 2020	<ul style="list-style-type: none"> Participants: 74 Report/Record: Integrated Service Model for Seniors Housing-Stakeholder Consultation Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant)
Understand the health and housing needs of older tenants living in TCHC.	<ul style="list-style-type: none"> One-on-one interviews with tenants and community support service providers who work in TCHC buildings 	November 2020 – February 2021	<ul style="list-style-type: none"> Participants: 116 (**see below for more details on participants) Report/Record: Integrated Service Model for Seniors Housing-Stakeholder Consultation Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant)
Update community partners and seniors on ISM status and gain feedback.	<ul style="list-style-type: none"> Presentation to Toronto Seniors Strategy Accountability Table 	March 2020	<ul style="list-style-type: none"> Participants: 60 Report/Record: Toronto Seniors Strategy Meeting Minutes Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant) and SSLTC
Consult with senior tenants on the new senior tenant experience survey.	<ul style="list-style-type: none"> Focus group with senior tenants 	August 2020	<ul style="list-style-type: none"> Participants: 10 Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant) and TCHC

*Additional engagement with senior tenants and community partners was impacted between March – Sept 2020 due to COVID-19.

****Additional Details on Participants in the One-on-one Interviews (conducted by Dr. Christine Sheppard, research partner)**

1) Conducted interviews (n=44) and focus groups (n=2) with 58 tenants:

- 3 married couples + 1 Mother/Son
- Average age: 70
- 49% Male
- 78% Lived Alone
- Lived in TCH for ~9 years
- From 27 buildings:
 - 24% North East
 - 47% Downtown
 - 16% Central
 - 14% South East
 - 0 West
- Participants included LGBTQ, immigrant, non-English (Chinese and Tamil) speaking seniors, and seniors with disabilities

2) Conducted interviews (n=21) and focus groups (n=4) with 58 professionals:

- Service providers supporting TCHC tenants
- 17 agencies from a variety of sectors
 - community support services (n=51)
 - primary care (n=3)
 - housing (n=4)
- Mix of management (n=10) and front line staff (n=48)

Summary of CMHC Grant Supported Research

In partnership with Sunnybrook Research Institute, and with the support of a Canada Mortgage and Housing Corporation (CMHC) grant, robust research activities and consultations with senior tenants, frontline staff, and community partners were undertaken to better understand the housing needs of older tenants and ensure that these needs would be met through the ISM.

Activity	Purpose	Scope/Audience
Academic Scoping Review	Review of the academic literature in order to map the characteristics of (1) older adults living in social housing; and (2) social housing service models	140 peer-reviewed academic journal articles
Environmental Scan	Examine how integrated housing and supportive service models can enhance health outcomes and promote housing stability for seniors	34 international housing models for older adults run by public, private, and non-profit agencies
Qualitative Interviews with Senior Tenants	Understand the housing needs of older adults living in TCHC	58 diverse older tenants interviewed from 27 buildings
Qualitative Interviews with Service Providers	Explore the housing needs of older adults living in TCHC and examine how the current service delivery model meets those needs, as well as gaps in service	58 providers from community support services, primary care, and housing that support older TCHC tenants
Community Consultation	Develop recommendations, strategies, and solutions for how the new Integrated Service Model for the seniors' designated TCHC buildings can: (1) improve unit condition; (2) prevent evictions and promote housing retention; and (3) facilitate access to health and social services.	74 stakeholders from housing, community and social services, primary care, the municipal and provincial government, and advocacy agencies

Integrated Service Model – Logic Model

Issue	Seniors living in TCHC are disproportionately affected by poverty, social isolation, mobility issues, and cognitive and health challenges that negatively impact their wellbeing. Staff in the TCHC seniors- designated buildings are assigned to support a high number of units and are required to travel between buildings, negatively impacting their ability to build relationships with and support tenants. Furthermore, services in buildings are often inconsistent and inadequate, and there is a lack of integration between housing and health services for senior tenants.			
Tenant Priorities	Senior tenants living in TCHC have identified the following four priorities: (1) To live in buildings and units that are clean and well-maintained; (2) To feel safe in their homes and communities; (3) To have increased access to programs, services, and supports that meet their needs; (4) To receive more frequent and proactive communication that is timely and respectful.			
Objectives	The objectives of the Integrated Service Model are to: (1) Foster relationships of trust between senior tenants and building staff; (2) Improve the delivery of housing services, with an increased focus on issues that impact housing stability for senior tenants; (3) Increase access to health and community support services through enhanced partnerships with community agencies and integration of services directly in TCHC buildings.			
Target Group	Seniors living in the 83 seniors designated buildings operated by the Seniors Housing Unit at TCHC			
Inputs	SHU resources, City of Toronto partnership (<i>Accountability Framework</i> , City services data), Toronto Central LHIN partnership (health data, Care Coordinators), community agencies, research partnerships (e.g., CMHC)			
Strategies (Innovations)	Staffing Model	Housing Operations Policies	Seniors Health and Wellness Hubs	Designated Care Coordinators
Activities	<ul style="list-style-type: none"> Delete the TSC & CSC roles and create the SSC, TSA, and SES roles¹ Increase staffing levels Identify partners for training Train staff on seniors issues 	<ul style="list-style-type: none"> Create and implement senior-specific housing policies in priority areas² Create the Seniors Tenant Advisory Committee to advise on ISM implementation 	<ul style="list-style-type: none"> Identify agencies to act as Hub partners Locate/ create Hub space in TCHC buildings Engage with tenants and partners to identify service offerings and programs for Hubs 	<ul style="list-style-type: none"> Assign designated TC LHIN Care Coordinators to each building Develop tenant referral processes Host integrated team meetings with health and housing staff
Outputs	<ul style="list-style-type: none"> # of staff hired # and type of training developed and offered # of staff trained # of team meetings 	<ul style="list-style-type: none"> # of policies revised/created # of STAC meetings Tenant feedback # of newsletters # of regional town halls 	<ul style="list-style-type: none"> # of partner agencies identified # of tenants engaged Menu of programs available # of Hubs created 	<ul style="list-style-type: none"> # of Care Coordinators assigned to buildings # of integrated team meetings
Short-Term Outcomes	<ul style="list-style-type: none"> Increased staff to tenant ratio Increased tenant awareness of building staff Increased staff knowledge of seniors issues and support services 	<ul style="list-style-type: none"> Increased awareness of policy changes among tenants and staff Increased staff compliance with changes Increased tenant engagement in building operations 	<ul style="list-style-type: none"> Increased awareness of Hub programs and services among tenants and housing staff Increased access to Hub programs and services among tenants 	<ul style="list-style-type: none"> Increased communication between housing and health staff Increased number of tenants connected to community support services
Intermediate Outcomes	<ul style="list-style-type: none"> Improved relationship between tenants and housing staff (↑ tenant satisfaction, ↑ communication) Improved delivery of housing services, including the condition of units and buildings (↓ pests, ↓ moderate or excessive hoarding) and ability to manage tenancy (↓ total arrears, ↓ retroactive arrears, ↓ active legal files, ↓ tenant evictions) Improved access to health and community support services (↑ access to TC LHIN funded services, ↓ crisis long-term care placements) 			
Long-Term Outcomes	Senior tenants have an increased ability to age in place with dignity and in comfort.			

Assumptions	Risks
<ul style="list-style-type: none"> Implementation of ISM will continue during COVID-19 Adequate resources (e.g., funds, space, personnel, partnerships) are available New policies will be applied consistently across buildings Reducing the staff to unit ratio will allow staff to have more tenant-facing time to build a relationship All partners (City of Toronto, Toronto Central LHIN, and TCHC) can share housing and health data 	<ul style="list-style-type: none"> COVID-19 pandemic reallocates resources from ISM implementation Insufficient resources to support ISM implementation Inconsistent administration of policies across buildings Senior tenants do not feel the new policies address their priorities Reorganization of TC LHIN into Ontario Health Teams Legislation restricts the ability to share data across sectors

¹ TSC = Tenant Services Coordinator, CSC = Community Services Coordinator, TSA = Tenant Services Administrator, SSC = Seniors Services Coordinator, SES = Support and Engagement Supervisor

² Priority areas include unit and building condition, safety and security, communication and housing retention, and eviction prevention.

List of 83 Seniors-Designated TCHC buildings

(Sorted by Seniors Housing Unit region)

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Beaches Lions Centennial	50 Norway Ave.	19	43	South East
Blair Court	266 Donlands Ave.	14	254	South East
Broadview Ave. (717)	717 Broadview Ave.	14	69	South East
Broadview Manor	80 Danforth Ave.	14	131	South East
Byng Towers	3330 Danforth Ave.	20	194	South East
East York Acres	9 Haldon Ave.	19	200	South East
Frances Beavis Manor	369 Pape Ave.	14	139	South East
Glen Stewart Acres	828 Kingston Rd.	19	147	South East
Glenyan Manor	10 Deauville Lane	16	247	South East
Greenwood Towers	145 Strathmore Blvd.	14	350	South East
Hanson House	7 Coatsworth Cr.	19	48	South East
Kinsmen Manor	2287 Gerrard St. E.	19	38	South East
May Birchard Apartments	859 Dundas St. E.	14	29	South East
Scarborough Acres	575 Danforth Rd.	20	16	South East
St. George Manor	17 Brimley Rd.	20	330	South East
Sunrise Towers	1420 Victoria Park Ave.	16	330	South East
The Overlea	12 Thorncliffe Park Dr.	15	219	South East
Woodbine Acres	133 Merrill Ave. E.	19	42	South East
Bathurst Place	3036 Bathurst St.	8	160	Central
Doug Saunders Apartments	1775 Eglinton Ave. W.	12	300	Central
George Barker Manor	384 Mount Pleasant Rd.	12	155	Central
Janet Magee Manor	71 Merton St.	12	167	Central
Joseph Brown Manor	3179 Yonge St.	15	110	Central
King High Acres	12 King High Ave.	6	31	Central
Lawrence Avenue W. (650)	650 Lawrence Avenue West	8	14	Central
Louise Towers	130 Vaughan Rd.	12	99	Central
Marjory Carton Apartments	193 Wilson Ave.	8	125	Central
Montgomery Place	130 Eglinton Ave. E.	12	266	Central
Moore Place	801 Mount Pleasant Rd.	15	185	Central
Northacres Apts.	2 Flemington Rd.	8	16	Central

*highlighted buildings are not directly managed by TCHC, operations are managed by contracted companies

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Northacres Apts.	4 Flemington Rd.	8	16	Central
Northacres Apts.	6 Flemington Rd.	8	16	Central
Northacres Apts.	8 Flemington Rd.	8	15	Central
Northacres Apts.	14 Flemington Rd.	8	16	Central
Northacres Apts.	16 Flemington Rd.	8	16	Central
Northacres Apts.	18 Flemington Rd.	8	16	Central
Northacres Apts.	20 Flemington Rd.	8	16	Central
Saranac Apartments	3174 Bathurst St.	8	181	Central
Sheppard Place	4455 Bathurst St.	6	301	Central
The Sherwood	2567 Yonge St.	15	105	Central
West Don Apartments	6250 Bathurst St.	6	389	Central
Alexandra Park Apartments	91 Augusta Ave.	10	257	Downtown
Beverley Manor	168 John St.	10	180	Downtown
Collegeview Apartments	423 Yonge St.	13	340	Downtown
Donvale Manor	330 Gerrard St. E.	13	81	Downtown
Edna Dixon Apartments	540 Queen St. E.	13	44	Downtown
Kensington Manor	34 Oxford St.	11	189	Downtown
King Street East (585)	585 King Street East	13	128	Downtown
Leonardo Court	72 Clinton St.	11	157	Downtown
May Robinson Apartments	20 West Lodge Ave.	4	299	Downtown
May Robinson Apartments	25 West Lodge Ave.	4	98	Downtown
McMurrich Place	18 Davenport Rd.	11	128	Downtown
Riverdale Acres	230 River St.	13	25	Downtown
Sackville St. (252)	252 Sackville St.	13	159	Downtown
Springhurst Manor	1447 King St. W.	4	59	Downtown
The Rankin Apartments	55 Rankin Cres.	9	176	Downtown
William Dennison Apartments	310 Dundas St. E.	13	155	Downtown
William Dennison Apartments	237 Sherbourne St.	13	11	Downtown
Winchester Square	55 Bleecker St.	13	260	Downtown
Arleta Manor	7 Arleta Ave.	7	201	West
Arleta Manor	11 Arleta Ave.	7	171	West
Edgeley Apartments	35 Shoreham Dr.	7	323	West
Edwards Manor	340 Royal York Rd.	3	307	West
Griggs Manor 1	100 Cavell Ave.	3	300	West
Griggs Manor 2	98 Cavell Ave.	3	100	West
Islington Manor	41 Mabelle Ave.	3	350	West
Kendleton Dr. (111)	111 Kendleton Dr.	1	58	West

*highlighted buildings are not directly managed by TCHC, operations are managed by contracted companies

APPENDIX D

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Lerette Manor	250 Twelfth St.	3	178	West
Outlook Manor	55 Outlook Ave.	5	275	West
Silverthorn Place	600, 602-612B Rogers Rd.	5	207	West
Woods Manor	2835 Lakeshore Blvd. W.	3	148	West
Beecroft Manor	35 Park Home Ave.	18	283	North East
Brimley Acres	2950 Lawrence Ave. E.	21	200	North East
Cedarbrae Manor	65 Greencrest Circuit	24	400	North East
Cliffwood Manor	4000 Don Mills Rd.	17	397	North East
Gus Harris Place	120 Town Haven Place	20	150	North East
Neilson Hall Apartments	1315 Neilson Rd.	25	126	North East
Sanderling Place	20 Sanderling Place	16	90	North East
Seneca Towers	1700 Finch Ave. E.	17	275	North East
Tam O'Shanter Towers	3825 Sheppard Ave. E.	22	300	North East
The Kempford	5430 Yonge St.	18	239	North East
Willowdale Manor	175 Cummer Ave.	18	246	North East
Wishing Well Manor	2008 Pharmacy Ave.	22	293	North East
Total Number of Buildings				83
Total Number of Developments				73
Total Number of Units				13,904

*highlighted buildings are not directly managed by TCHC, operations are managed by contracted companies

Integrated Service Model Staffing Model

Comparison of Current and ISM Staffing Models

Current Staffing Model		New Staffing Model	
Title	Description	Title	Description
Community Service Coordinator (CSC)	<ul style="list-style-type: none"> • Supports tenancy challenges & tenant needs • Connects tenants to external supports • Division of Support & Engagement Roles 	Senior Services Coordinator (SSC)*	<ul style="list-style-type: none"> • Main point of contact for all tenant-facing services • Works with maintenance staff on site in the building • Provides access and support service, with responsibility for tenancy management
Tenant Services Coordinator (TSC)	<ul style="list-style-type: none"> • Vacancies • Arrears • Annual Income Verification • Tenancy Management 	Tenant Services Administrator (TSA)	<ul style="list-style-type: none"> • Takes on the administrative tenancy management functions <ul style="list-style-type: none"> ○ e.g. routine correspondence, rent assessments, data collection, etc.
		Support & Engagement Supervisor	<ul style="list-style-type: none"> • Works out of Region Office • Manages and supports SSCs in buildings • Oversees tenant support, engagement and partnership development

* Formerly titled Housing Stability Coordinators

Proposed Staff Training Topics

Through the Integrated Service Model, there will be a renewed focus on training and ongoing professional development on seniors-specific topics for all housing and building staff.

In addition to existing TCHC training, staff in the Seniors Housing Unit will receive training and professional development on the following topics (this is a non-exhaustive list that will be re-visited based on emerging issues and identified needs):

- Conflict Resolution
- Non-violent Crisis Intervention
- Customer Service
- Financial Supports for Seniors (OAS, GIS, CPP)
- Mental Health and Addictions (e.g. Mental Health First Aid)
- Working with Vulnerable Populations
- Dementia and Cognitive Impairments
- Physical Impairments
- Diversity and Inclusion
- Anti-Black Racism
- Elder Abuse (physical, sexual, emotional, neglect, financial)
- Unit Takeovers and the Unique Needs of Seniors
- Navigating Services for Seniors
- Rights of Seniors
- Confidentiality and Privacy

Staff members will receive different training based on their roles. Where possible, the Seniors Housing Unit will work with partners to deliver training.

Reporting Requirements

As outlined in the *Accountability Framework*, the Seniors Housing Unit is responsible for submitting the following documentation to SSLC:

- *Annual Program Plan*¹
- *Monthly KPI Reports*

1) Annual Program Plan

The Annual Program Plan provides a summary of progress towards the implementation of the ISM requirements and achievement towards the ISM objectives:

- Building relationships of trust between senior tenants and housing staff;
- Improving the delivery of housing services, with an increased focus on issues that impact seniors' housing stability;
- Increasing access to health and community support services through enhanced integration of community agencies within the buildings.

The Annual Program Plan is required for submission by the SHU to SSLTC in Q4 of each year and should include the following.

ISM Requirements	Summary of Activities	Outcomes (Results-Based Accountability)	Priorities for the Next Year
1) New Staffing Model	Summarize the actions taken in the past year towards the ISM requirement, as outlined in the <i>Accountability Framework</i> .	Provide a summary of: - How much was done? - How well was it done? - Is anybody better off as a result of the change?	Summarize the priorities within each of the ISM requirements for the next year, and the strategies that will be implemented to achieve these goals.
2) Seniors-Specific Policies and Procedures			
3) Seniors Health and Wellness Hubs			
4) Designated Care Coordinators	May include successes, challenges, opportunities, etc.	Identify how progress has been made towards the achievement of the three ISM objectives.	Activities should be summarized at a regional level where possible.
5) Senior Tenants Advisory Committee	Activities should be summarized at a regional level where possible.	This should be demonstrated using quantitative/qualitative indicators, where available.	
6) Other Tenant Engagement			

¹ SSLTC will work with SSHA and other City partners to streamline the reporting requirements outlined the Annual Program Plan into the annual reporting requirements for the Seniors Housing Corporation, once established, to minimize reporting burden for the new Corporation.

2) KPI Reports

The KPI Reports will be submitted by the SHU to SSLTC on a monthly basis and will include all KPIs outlined below. In addition, the Service Quality Indicators currently under development by TCHC will be tracked as they become available.

Key Performance Indicators	Expected Direction of Change	Source
Total # of maintenance work orders created	Increase (then decrease)	SHU
Service level (i.e., % of maintenance orders completed within 5 business days)	Increase	SHU
# of pest control requests	Decrease	SHU
# of units with moderate or excessive clutter (hoarding)	Decrease	SHU
# of units identified as having pest issues through Annual Unit Inspection process	Decrease	SHU
Tenant perceptions of building maintenance and cleanliness (via the Senior Tenant Experience Survey)	Increase	SHU
# of community safety events	Decrease	SHU
Types of community safety events	N/A	SHU
Tenant perceptions of safety (via the Senior Tenant Experience Survey)	Increase	SHU
Total arrears – Value & # of households	Decrease	SHU
Retroactive arrears – Value & # of households	Decrease	SHU
Arrears under the loss of subsidy due to non-return of annual review – # of households	Decrease	SHU
# of repayment agreements	Increase	SHU
Repayment agreements – ratio of households with repayment agreements versus # of households in arrears	Ratio will increase	SHU
# of outstanding annual rent reviews	Decrease	SHU
# of active legal files (arrears)	Decrease	SHU
# of active legal files (illegal acts)	Decrease	SHU
# of active legal files (health and safety)	Decrease	SHU
# of evictions executed	Decrease	SHU
Vacancy rate (target 2.3%)	Decrease	SHU
# of Tenant and Community Service (TCS) support requests created	Increase (then decrease)	SHU
Types of TCS support (e.g., arrears, concerning behaviour, critical incident follow up, transfer, relocation, unit condition, etc.)	N/A	SHU
# of referrals made to connect tenants with external services	Increase	SHU

Key Performance Indicators	Expected Direction of Change	Source
# of partnerships created with community agencies (i.e., use of space agreements signed)	Increase	SHU
Tenant perception of access to services and supports (via the Senior Tenant Experience Survey)	Increase	SHU
# of newsletters issues produced	Increase	SHU
Overall tenant experience (via the Senior Tenant Experience Survey)	Increase	SHU

APPENDIX H

Data Dictionary & Collection Plan

Program Name: Integrated Service Model

Date Created: September 2020

Data Dictionary & Collection Plan													
Program Name: Integrated Service Model													
Date Created: September 2020													
Part A: Data Dictionary and Performance Targets				Part B: Data Collection Plan									
Measure	Type	Operational Definition (whether it is a percentage or a count; parameters around what/who is being measured; definition of terms which may be ambiguous)	Target (if relevant)	Owner of Data	Indicator Currently Exists or Under Development (e.g., whether the indicator is currently collected or will be collected in the future)	Data Source (e.g., database, clients - all clients or a sample)	Data Collection Tool (e.g., intake forms, surveys)	Frequency of Data Collection (e.g., daily, weekly, monthly, annually)	Who is responsible for collecting data?	Where and how data is stored? (e.g., Excel, Clear Impact Scorecard, database)	Who is responsible for sending data to SSLTC?	Who is responsible for analyzing data?	Reporting Frequency (e.g., daily, weekly, monthly, annually)
Maintenance Requests	Property Management	Total # of work orders created		TCHC	Currently exists	EasyTrac	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Maintenance Service Level	Property Management	% of maintenance orders closed in 5 business days		TCHC	Currently exists	EasyTrac	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Pest Control	Property Management	# of pest control requests created		TCHC	Currently exists	EasyTrac	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Pest Issues	Property Management	# of units identified as having pest issues through Annual Unit Inspection process		TCHC	Currently exists	Annual Unit Inspection data	Inspection	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Hoarding	Property Management	# of units identified as having moderate or excessive clutter		TCHC	Currently exists	Annual Unit Inspection data	Inspection	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant Experience	Property Management	Tenant perception of building maintenance and cleanliness		TCHC	Under development	Tenant Experience Survey data	Surveys	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant and Community Service Request	Access to Health Services and Social Supports	# of Tenant and Community Service (TCS) support requests created		TCHC	Currently exists	EasyTrac	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Tenant and Community Service Request Type	Access to Health Services and Social Supports	Types of TCS support requests created		TCHC	Currently exists	EasyTrac	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Referrals	Access to Health Services and Social Supports	# of referrals made to connect tenants with external services		TCHC	Currently exists	EasyTrac	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Partnership	Access to Health Services and Social Supports	# of partnerships created with community agencies		TCHC	Under development	TBD	Service Agreements	Annually	TCHC	TBD	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant Experience	Access to Health Services and Social Supports	Tenant perception of access to services and supports		TCHC	Under development	Tenant Experience Survey data	Surveys	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Community Safety Events	Community Safety	# of Community Safety Events		TCHC	Currently exists	Cora Reporting System	Reports	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Types of Community Safety Events	Community Safety	Types of Community Safety Events		TCHC	Currently exists	Cora Reporting System	Reports	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Tenant Experience	Community Safety	Tenant perception of safety		TCHC	Under development	Tenant Experience Survey data	Surveys	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Newsletters	Communication	# of newsletters issues produced		TCHC	Currently exists	Divisional Record	Divisional Record	Annually	TCHC	Divisional Record	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant Experience	Communication	Overall tenant experience in terms of communication with		TCHC	Under development	Tenant Experience Survey data	Surveys	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Total Arrears	Tenancy Management	Value and # of households in arrears		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Retroactive Arrears	Tenancy Management	Value and # of households in retroactive arrears		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Arrears under Loss of Subsidy due to non-return of Annual Review	Tenancy Management	# of households in arrears under Loss of Subsidy due to non-return of Annual		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Repayment agreements	Tenancy Management	# of households with repayment agreements		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Percentage of households in arrears with repayment agreements	Tenancy Management	# of households with repayment agreements divided by the total # of households in arrears		TCHC	Has to be calculated	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Outstanding Annual Rent Reviews	Tenancy Management	# of outstanding annual rent reviews		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Active legal files - arrears	Tenancy Management	# of active legal files - arrears		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Active legal files - illegal acts	Tenancy Management	# of active legal files - illegal acts		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly

Part A: Data Dictionary and Performance Targets				Part B: Data Collection Plan									
Measure	Type	Operational Definition (whether it is a percentage or a count; parameters around what/who is being measured; definition of terms which may be ambiguous)	Target (if relevant)	Owner of Data	Indicator Currently Exists or Under Development (e.g., whether the indicator is currently collected or will be collected in the future)	Data Source (e.g., database, clients - all clients or a sample)	Data Collection Tool (e.g., intake forms, surveys)	Frequency of Data Collection (e.g., daily, weekly, monthly, annually)	Who is responsible for collecting data?	Where and how data is stored? (e.g., Excel, Clear Impact Scorecard, database)	Who is responsible for sending data to SSLTC?	Who is responsible for analyzing data?	Reporting Frequency (e.g., daily, weekly, monthly, annually)
Active legal files - health and safety	Tenancy Management	# of active legal files - health and safety		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Evictions	Tenancy Management	# of evictions executed		TCHC	Currently exists	HMS and Data provided by the Legal Unit	HMS entries and reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Vacancy Rate	Tenancy Management	The total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month	2.30%	TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
False Fire Calls	Safety and Security	# of false fire calls to seniors TCHC buildings		City of Toronto - Fire Services	Currently exists				City of Toronto - Fire Services	Excel	City of Toronto - Fire Services	SSLTC	Annually
Fire Calls	Safety and Security	# of fire calls		City of Toronto - Fire Services	Currently exists				City of Toronto - Fire Services	Excel	City of Toronto - Fire Services	SSLTC	Annually
EMS Calls	Access to Health Services and Social Supports	# of EMS calls to each TCHC seniors building		City of Toronto - Toronto Paramedic Services	Currently exists				City of Toronto - Toronto Paramedic Services	Excel	City of Toronto - Toronto Paramedic Services	SSLTC	Annually
Police calls	Safety and Security	# of police calls to TCHC seniors buildings		Toronto Police Services	Currently exists				Toronto Police Services	Excel	Toronto Police Services	SSLTC	Annually
TC LHIN Service Availability	Access to Health Services and Social Supports	# of individual TC LHIN funded services offered to each TCHC seniors building		TC LHIN	Currently exists	CBI Database, Home & Community Care database	Excel (CBI database, H&CC CHRIS database)	Quarterly	TC LHIN	Excel	TC LHIN	SSLTC	Quarterly
Residents connected to TC LHIN funded services	Access to Health Services and Social Supports	# of unique service users receiving any amount of service from a TC LHIN funded community services in TCHC seniors buildings		TC LHIN	Currently exists	CBI Database, Home & Community Care database	Excel (CBI database, H&CC CHRIS database)	Quarterly	TC LHIN	Excel	TC LHIN	SSLTC	Quarterly
Emergency department visits	Access to Health Services and Social Supports	# of low urgency emergency department visits (based on a CTAS* score of 4 or 5) in TCHC seniors buildings or postal code areas		TC LHIN	Currently exists	NACRS (CIHI)	Excel (NACRS database)	Data is collected with a 6 month lag (e.g., data reported will be from 6 months prior)	TC LHIN	Excel	TC LHIN	SSLTC	Quarterly
Crisis long-term care placements	Access to Health Services and Social Supports	# of crisis long-term care placements from TCHC seniors buildings		TC LHIN	Currently exists	H&CC CHRIS database	Excel (H&CC CHRIS database)	Quarterly	TC LHIN	Excel	TC LHIN	SSLTC	Quarterly

Notes: For Phase 1 ISM, all indicators above will be collected and provided to SSLTC for the 18 Phase 1 buildings in the South East region

- Some indicators are collected manually and therefore data limitations apply (due to human error and errors in reporting). In addition, for survey data, limitations apply. For example, responses to questions about tenant perception are unavoidably subjective; conscientious responses are not always guaranteed

- *CTAS = Canadian Triage & Acuity Scale

- Health indicators may be impacted by a range of other factors outside of the ISM. The TC LHIN has agreed to provide data as part of the ISM partnership, but is not accountable for the outcomes.

Attachment 5 Overview of the Office of the Commissioner of Housing Equity and Review of Functions and Roles

The need for a Commissioner of Housing Equity was first identified in Justice LeSage's 2010 "Report on the Eviction of Al Gosling and the Eviction Prevention Policy of Toronto Community Housing Corporation" further reinforced by the City of Toronto Ombudsman's 2013 Report "Housing at Risk: An Investigation into the Toronto Community Housing Corporation's Eviction of Seniors on the Basis of Rent Arrears."

The Toronto Community Housing Corporation Board of Directors approved the creation of the OCHE on December 11, 2013. It was fully staffed and operational as of April 1, 2014.

According to its Terms of Reference, the OCHE serves three primary roles:

1. **Review:** To provide assurances to the TCHC Board of Directors that TCHC has complied with all TCHC Policies, applicable legislation and City of Toronto/Service Manager rules; that loss of subsidies for senior and vulnerable tenants are procedurally sound; and matters are referred for eviction proceedings at the Landlord and Tenant Board (LTB) as a last resort.
2. **Resolve:** To assist senior and vulnerable tenants in achieving healthy and successful tenancies through the resolution of rental arrears and loss of subsidies, and in doing so, reduce the number of referrals to the LTB; and
3. **Recommend:** To provide guidance to TCHC Staff, Senior Management and the TCHC Board of Directors on TCHC compliance and make recommendations for improvements to TCHC's eviction prevention and loss of subsidy policies and procedures.

The OCHE has seen great success in the delivery of the Review and Resolve role. Using the ten-pronged "OCHE Approach" to working with tenants, the OCHE identifies underlying issues that contribute to the inability to pay rent, involves families for assistance, and uses creative and flexible repayment plans. This approach has brought about successful outcomes: in 2019, the OCHE resolved 87% of household arrears cases within 45 business days, resulting in the avoidance of the eviction of 387 Toronto households.

Despite these successes there remains a lack of clarity among TCHC staff regarding which tenants should be referred to the OCHE. While senior tenants are easily identified through birthdate, the OCHE has not received as many referrals for vulnerable non-senior tenants, likely resulting in some vulnerable non-senior tenants not benefitting from this specialized service. For example in 2019 only 22% of the referrals to the OCHE were identified as vulnerable, when it is reasonable to assume that there is a higher incidence of vulnerability at TCHC. Additionally, limiting the OCHE's mandate to evictions for arrears only has likely excluded many seniors and vulnerable tenants, who could have likely benefitted from the OCHE audit and approach.

ATTACHMENT 5

Overview of the Office of the Commissioner of Housing Equity and Review of Functions and Roles

There have also been challenges associated with the Recommendations role of the OCHE. Upon completion of working with a household, the Commissioner issues a Recommendations and Audit Report to TCHC and the household which includes case-specific and systematic recommendations to ensure sustainable tenancies. In a 2019 report to the Board of Directors, the OCHE stated that while the Commissioner had issued 8,606 recommendations to TCHC since April 2014, compliance by TCHC had been low.¹ It was revealed that TCHC had not developed a method to track where or not these recommendations had been implemented and what, if any, policy or procedural changes had been made as a result of these recommendations. As a result of these finding in late 2019 the Commissioner and TCHC senior management began to work closely on the creation of new tenant-facing policies and procedures, including a new Arrears Collection Process based on the OCHE Approach. Work also continues on a new process to identify vulnerable tenants.

Once the City moves into Phase One of the creation of a new seniors housing corporation, it is important that the key roles of OCHE continue to be available to all senior and vulnerable tenants of the two City Corporations. While the planning for this change in governance continues, the role of the OCHE must be further reviewed in order to avoid a disruption in services provided to senior and vulnerable tenants

¹ OCHE Recommendations to TCHC: From April 1, 2014 to July 12, 2019

Attachment 6

Bundle	Building Address	Ward	Units
A	11-13 Albany Ave. 11, 11A, 11 B, 13, 13A, 13B	11	6
A	6 Archer St.	9	1
A	311 Atlas Ave.	12	1
A	13 A Auburn Ave.	9	1
A	124 Benson Ave.	12	1
A	102 Blackthorn Ave.	9	1
A	115 Bristol Ave.	9	1
A	129 Bristol Ave.	9	1
A	25 Britannia Ave.	5	1
A	34 Brookside Ave.	4	1
A	316-318 Brunswick Ave. 316, 316A, 316B, 318, 318A, 318B	11	6
A	111 Campbell Ave.	9	1
A	58 A Chambers Ave.	9	1
A	585 Clendenan Ave.	4	1
A	337 A Concord Ave.	9	1
A	1208 Davenport Rd.	9	1
A	42-48 Delaney Cres.	9	4
A	280 Delaware Ave.	9	1
A	402 Delaware Ave.	9	1
A	1132 Dovercourt Rd.	9	1
A	2529 Dundas St. W.	4	1
A	3225 Dundas St. W.	4	1
A	49 Fermanagh Ave.	4	1
A	34 Fern Ave.	4	1
A	66 Fuller Ave.	4	1
A	8 Grenadier Rd.	4	1
A	30 Harvie Ave.	9	1
A	110 Havelock St.	9	2
A	110 1/2 Havelock St.	9	1
A	112 Havelock St.	9	1
A	15 Howland Ave. 15, 15A, 15B	11	3
A	16-18 Howland Ave. 16, 16A, 16B, 18, 18A, 18B	11	6
A	480 Huron St.	11	5
A	482 Huron St.	11	5
A	492 Huron St.	11	6
A	494 Huron St.	11	6
A	44 Jerome St.	4	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
A	2 Lindsey Ave.	9	1
A	13 Madison Ave.	11	5
A	21 Madison Ave.	11	3
A	25 Madison Ave.	11	12
A	27 Madison Ave.	11	2
A	907 Manning Ave.	11	1
A	254 Maria St.	4	1
A	114 A, B Maria St.	4	2
A	122 A, B Maria St.	4	2
A	198 Mavety St.	4	1
A	415 Maybank Ave.	5	1
A	417 Maybank Ave.	5	1
A	419 Maybank Ave.	5	1
A	421 Maybank Ave.	5	1
A	61 Mulock Ave.	5	1
A	79 Mulock Ave.	5	1
A	31 Noble St.	4	1
A	1201 Ossington Ave.	12	1
A	38 Parkview Gardens	4	1
A	118 Paton Rd.	9	1
A	121 Paton Rd.	9	1
A	191 Perth Ave.	9	1
A	194 Prescott Ave.	9	1
A	254 Prescott Ave.	9	1
A	513 Quebec Ave.	4	1
A	524 Quebec Ave.	4	1
A	121 Rockwell Ave.	9	1
A	132 Rockwell Ave.	9	1
A	876 Runnymede Rd.	5	1
A	16 Saunders Ave.	4	1
A	32 1/2 St. Clair Gardens	9	1
A	508 St. Clarens Ave.	9	1
A	1009 A St. Clarens Ave.	9	1
A	2 Sylvan Ave.	9	1
A	4 Sylvan Ave.	9	2
A	6 Sylvan Ave.	9	2
A	2 A, 2 B Sylvan Ave.	9	2
A	289 Wallace Ave.	9	1
A	136 West Lodge Ave.	4	1
A	357 Westmoreland Ave. N.	9	1
B	11 1/2 Aberdeen Ave.	13	6

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
B	26 Aberdeen Ave.	13	1
B	30 Aberdeen Ave.	13	1
B	33 Aberdeen Ave.	13	2
B	39-39A Aberdeen Ave. 39-39A	13	4
B	38 Ashdale Ave.	14	1
B	129 Ashdale Ave.	14	1
B	396 Ashdale Ave.	14	1
B	216 Bain Ave.	14	1
B	228 Bain Ave.	14	1
B	286 Bain Ave.	14	1
B	331 Bain Ave.	14	1
B	22 Berkshire Ave.	14	1
B	62 Billings Ave.	14	1
B	285 Booth Ave.	14	1
B	289 Booth Ave.	14	1
B	259 Boston Ave.	14	1
B	79 Boulton Ave.	14	1
B	23 Brighton Ave.	14	1
B	85 A Brooklyn Ave.	14	1
B	207 Browning Ave.	14	1
B	125 Cambridge Ave.	14	1
B	13 Carroll St.	14	1
B	14 Cherry Nook Gd	14	1
B	35 Coady Ave.	14	1
B	37 Coady Ave.	14	1
B	39 Coady Ave.	14	1
B	43 Coady Ave.	14	1
B	94 Coady Ave.	14	1
B	7 Connaught Ave.	14	1
B	21 Connaught Ave.	14	1
B	362 Coxwell Ave.	14	1
B	249 Craven Rd.	14	1
B	180 Curzon St.	14	1
B	150 Degrassi St.	14	1
B	70 Dingwall Ave.	14	1
B	105 Donlands Ave.	14	1
B	1449 Dundas St. E.	14	1
B	1539 Dundas St. E.	14	1
B	1595 Dundas St. E.	14	1
B	1756 Dundas St. E.	14	1
B	63 Earl Grey Rd.	14	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
B	70 Earl Grey Rd.	14	1
B	31 Empire Ave.	14	1
B	47 Empire Ave.	14	1
B	62 Fairford Ave.	14	1
B	156 Felstead Ave	14	1
B	40 Fielding Ave.	14	1
B	82 1/2 Frizzell Ave.	14	1
B	103 Frizzell Ave.	14	1
B	112 Galt Ave.	14	1
B	669 1/2 Gerrard St. E.	14	1
B	881 Gerrard St. E.	14	1
B	963 Gerrard St. E.	14	1
B	965 Gerrard St. E.	14	1
B	971 Gerrard St. E.	14	1
B	98 Gillard Ave.	14	1
B	185 Gillard Ave.	14	1
B	157 Greenwood Ave.	14	1
B	281 Greenwood Ave.	14	1
B	71 Harcourt Ave.	14	1
B	17 Harriett St.	14	1
B	125 Hazelwood Ave.	14	1
B	123 Heward Ave.	14	1
B	149 Heward Ave.	14	1
B	128 Hiawatha Rd	14	1
B	16 Hiltz Ave.	14	1
B	97 Hiltz Ave.	14	1
B	16 Howland Rd.	14	1
B	26 Inwood Ave.	14	1
B	58 Jones Ave.	14	1
B	62 Jones Ave.	14	1
B	81 Jones Ave.	14	1
B	165 Jones Ave.	14	1
B	422 Jones Ave.	14	1
B	539 Jones Ave.	14	1
B	66 A, B Jones Ave.	14	2
B	12 Kent Rd.	14	1
B	21 Kent Rd.	14	1
B	93 Kent Rd.	14	1
B	10 Kerr Rd.	14	1
B	39 Kerr Rd.	14	1
B	77 Knox Ave.	14	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
B	91 Knox Ave.	14	1
B	71 Laing St.	14	1
B	28 Lamb Ave.	14	1
B	194 Leslie St.	14	1
B	233 Leslie St.	14	1
B	412 Leslie St.	14	1
B	195 Logan Ave.	14	2
B	197 Logan Ave.	14	3
B	199 Logan Ave.	14	3
B	201 Logan Ave.	14	1
B	272 Logan Ave.	14	1
B	306 Logan Ave.	14	1
B	34 Mallon Ave.	14	1
B	2 Marlow Ave.	14	1
B	11 Milverton Blvd.	14	1
B	245 Milverton Blvd.	14	1
B	255 Milverton Blvd.	14	1
B	234 Munro St.	14	1
B	376 Ontario St.	13	1
B	206 Parkmount Rd.	14	1
B	26 Prospect St.	13	2
B	28 Prospect St.	13	2
B	30 Prospect St.	13	2
B	32 Prospect St.	13	2
B	34 Prospect St.	13	2
B	36 Prospect St.	13	2
B	25 Prust Ave.	14	1
B	37 Queen Victoria St.	14	1
B	93 Queensdale Ave.	14	1
B	116 Queensdale Ave.	14	1
B	10 Rhodes Ave.	14	1
B	40 Rhodes Ave.	14	1
B	207 Rhodes Ave.	14	1
B	260 Rhodes Ave.	14	1
B	262 Rhodes Ave.	14	1
B	19 Richard Ave.	14	1
B	43 Rose Ave.	13	5
B	45 Rose Ave.	13	3
B	47 Rose Ave.	13	3
B	56 Rose Ave.	13	2
B	37-39 Rose Ave.	13	4

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
B	8 Rushbrooke Ave.	14	1
B	10 Sandford Ave.	14	1
B	117 A Seaton St.	13	1
B	73 Seymour Ave.	14	1
B	15 Tiverton Ave.	14	1
B	32 Tiverton Ave.	14	1
B	17 A Tiverton Ave.	14	1
B	17 B Tiverton Ave.	14	1
B	16 Walpole Ave.	14	1
B	32 Walpole Ave.	14	1
B	102 Walpole Ave.	14	1
B	48 Wardell St.	14	1
B	50 Wardell St.	14	1
B	52 Wardell St.	14	1
B	279 Wellesley St. E.	13	2
B	281 Wellesley St. E.	13	2
B	283 Wellesley St. E.	13	2
B	54 West Ave.	14	1
B	9 Winchester St.	13	3
B	37 Winchester St.	13	2
B	39 Winchester St.	13	2
B	41 Winchester St.	13	2
B	168 Woodfield Rd.	14	1
B	199 Woodfield Rd.	14	1
B	354 Woodfield Rd.	14	1
B	362 Woodfield Rd.	14	1
C	20 Aldergrove Ave.	19	1
C	54 Aldergrove Ave.	19	1
C	28 Aldridge Ave.	19	1
C	29 Aldridge Ave.	19	1
C	25 Barrington Ave.	19	1
C	111 Bastedo Ave.	19	1
C	131 Bastedo Ave.	19	1
C	133 Bastedo Ave.	19	1
C	5 Battenberg Ave.	19	1
C	58 Brookside Dr.	19	1
C	42 Corley Ave.	19	1
C	63 Corley Ave.	19	1
C	197 Coxwell Ave.	19	1
C	19 Darrell Ave.	19	1
C	31 Devon Rd	19	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
C	43 Devon Rd.	19	1
C	24 Doncaster Ave.	19	1
C	78 Eastwood Road	19	1
C	82 Eastwood Road	19	1
C	2 First Brooke Rd	19	1
C	224 Gainsborough Rd.	19	1
C	288 Gainsborough Rd.	19	1
C	305 Gainsborough Rd.	19	1
C	288 A Gainsborough Rd.	19	1
C	79 Gates Ave.	19	1
C	7 Gatwick Ave.	19	1
C	1649 Gerrard St. E.	19	1
C	1786 Gerrard St. E.	19	1
C	1850 Gerrard St. E.	19	1
C	2001 Gerrard St. E.	19	1
C	2055 Gerrard St. E.	19	1
C	2065 Gerrard St. E.	19	1
C	2317 Gerrard St. E.	19	1
C	59 Glenmore Rd.	19	1
C	5 Glenmount Park Rd.	19	1
C	157 Glenmount Park Rd.	19	1
C	20 Hemlock Ave.	19	1
C	88 Highcroft Rd	19	1
C	18 Juniper Ave.	19	1
C	264 Kenilworth Ave.	19	1
C	229 King Edward Ave.	19	1
C	12 Kingsmount Park Rd.	19	1
C	19 Kingsmount Park Rd.	19	1
C	97 Kingsmount Park Rd.	19	1
C	180 Kingsmount Park Rd.	19	1
C	9 Kingston Rd.	19	1
C	62 Kingston Rd.	19	1
C	195 Kingston Rd.	19	1
C	393 Kingston Rd.	19	1
C	395 Kingston Rd.	19	1
C	726 Kingston Rd.	19	1
C	169 Lawlor Ave.	19	1
C	120 Malvern Ave.	19	1
C	560 Milverton Blvd.	19	1
C	684 Milverton Blvd.	19	1
C	36 Moberly Ave.	19	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
C	40 Morton Rd.	19	1
C	83 Newmarket Ave.	19	1
C	37 Oakcrest Ave.	19	1
C	51 Oakcrest Ave.	19	1
C	81 Oakcrest Ave.	19	1
C	82 Oakcrest Ave.	19	1
C	208 Oakcrest Ave.	19	1
C	19 Orchard Park Blvd.	19	1
C	101 Osborne Ave.	19	1
C	35 Pickering St.	19	1
C	95 Pickering St.	19	1
C	110 Pickering St.	19	1
C	116 Pickering St.	19	1
C	1766 Queen St. E.	19	1
C	42 Rainsford Rd.	19	1
C	45 Roseheath Ave.	19	1
C	276 Scarborough Rd	19	1
C	222 Springdale Blvd	19	1
C	63 Swanwick Ave.	19	1
C	292 Waverley Road	19	1
C	76 Wembley Dr.	19	1
C	55 West Lynn Ave	19	1
C	57 West Lynn Ave	19	1
C	141 Wildwood Cres.	19	1
C	161 Wildwood Cres.	19	1
C	182 Willow Ave.	19	1
C	261 Willow Ave.	19	1
C	570 Woodbine Ave.	19	1
C	572 Woodbine Ave.	19	1
C	796 Woodbine Ave.	19	1
C	4 Woodlee Rd.	19	1
C	25 Woodmount Ave.	19	1
C	125 Woodmount Ave.	19	1
D	18 Ashwick Dr.	20	1
D	32 Ashwick Dr.	20	1
D	6 Benshire Ave.	24	1
D	75 Bergen Rd.	21	1
D	79 Bergen Rd.	21	1
D	656 Birchmount Rd.	20	1
D	781 Birchmount Rd.	20	1
D	1461A Birchmount Rd.	21	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
D	1461B Birchmount Rd.	21	1
D	106 Birkdale Rd.	21	1
D	52 Boem Ave.	21	1
D	60 Bonniewood Rd	20	1
D	885 Brimorton Dr.	24	1
D	17 Burritt Rd	21	1
D	114 Celeste Dr.	24	1
D	120 Celeste Dr.	24	1
D	75 Chelwood Rd.	20	1
D	105 Chelwood Rd.	20	1
D	109 Chelwood Rd.	20	1
D	4 Chevron Crt.	20	1
D	21 Chevron Crt.	20	1
D	60 Colonial Ave.	20	1
D	6 East Haven Dr.	20	1
D	798-800 Ellesmere Rd. 798A, 798B, 800A, 800B	21	4
D	45 Ellington Dr.	21	1
D	116 Ellington Dr.	21	1
D	189 Ellington Dr.	21	1
D	21 Elward Blvd.	20	1
D	151 Haslam St.	20	1
D	153 Haslam St.	20	1
D	7 Highcliff Cres.	20	1
D	36 Hollydene Rd	20	1
D	48 Ivy Green Cres.	24	1
D	49 Ivy Green Cres.	24	1
D	50 Ivy Green Cres.	24	1
D	55 Kenmark Blvd	20	1
D	1152 Kennedy Rd.	21	1
D	124 Lilian Dr.	21	1
D	173 Linden Ave.	20	1
D	224 Linden Ave.	20	1
D	226 Linden Ave.	20	1
D	97 Magnolia Ave.	20	1
D	45 Medway Cres.	21	1
D	56 Merkley Sq.	24	1
D	94 Merkley Sq.	24	1
D	96 Merkley Sq.	24	1
D	97 Merkley Sq.	24	1
D	99 Merkley Sq.	24	1
D	109 Merkley Sq.	24	1

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List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
D	115 Merkley Sq.	24	1
D	119 Merkley Sq.	24	1
D	778 Midland Ave.	20	1
D	7 Montavista St.	24	1
D	9 Montavista St.	24	1
D	2 Mountland Dr.	24	1
D	224 Oakridge Drive	20	1
D	168 Orton Park Rd.	24	1
D	174 Orton Park Rd.	24	1
D	180 Orton Park Rd.	24	1
D	182 Orton Park Rd.	24	1
D	192 Orton Park Rd.	24	1
D	224 Orton Park Rd.	24	1
D	100 Overture Rd.	24	1
D	80 Painted Post Dr.	24	1
D	1 Peking Rd.	24	1
D	14 Portsdown Rd.	21	1
D	4 Rupert St.	20	1
D	63 Rushley Dr.	21	1
D	65 Rushley Dr.	21	1
D	94 Rushley Dr.	21	1
D	76 Sandown Ave.	20	1
D	98 Santa Monica Blvd.	20	1
D	166 Santa Monica Blvd.	20	1
D	53 Scarborough Heights Blvd	20	1
D	188 Sedgemount Dr.	24	1
D	33 Shropshire Dr.	21	1
D	93 Slan Ave.	24	1
D	105 Slan Ave.	24	1
D	11 Starlake Dr.	24	1
D	21 Sundance Cres.	24	1
D	35 Templeton Crt.	24	1
D	22 Twin Pauls Cres.	21	1
D	141 Vauxhall Dr.	21	1
D	152 Vauxhall Dr.	21	1
D	170 Vauxhall Dr.	21	1
D	183 Vauxhall Dr.	21	1
D	39 Wonderland Dr.	24	1
D	100 Woodfern Dr.	20	1
D	103 Woodfern Dr.	20	1
D	113 Woodfern Dr.	20	1

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List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
D	162 Woodfern Dr.	20	1
D	87 Wye Valley Rd	21	1
E	3 Baldoon Dr.	23	1
E	18 Baldoon Dr.	23	1
E	23 Baldoon Dr.	23	1
E	8 Blackwater Cres.	25	1
E	23 Blackwater Cres.	25	1
E	31 Blackwater Cres.	25	1
E	40 Blackwater Cres.	25	1
E	64 Blackwater Cres.	25	1
E	74 Blackwater Cres.	25	1
E	86 Blackwater Cres.	25	1
E	96 Blackwater Cres.	25	1
E	28 Bradstone Sq.	23	1
E	37 Bradstone Sq.	23	1
E	39 Bradstone Sq.	23	1
E	49 Bradstone Sq.	23	1
E	51 Bradstone Sq.	23	1
E	57 Bradstone Sq.	23	1
E	97 Bradstone Sq.	23	1
E	99 Bradstone Sq.	23	1
E	104 Bradstone Sq.	23	1
E	113 Bradstone Sq.	23	1
E	123 Bradstone Sq.	23	1
E	42 Bradworthy Ct.	25	1
E	58 Bradworthy Ct.	25	1
E	86 Bradworthy Ct.	25	1
E	9 Brisbourne Grove	25	1
E	11 Brisbourne Grove	25	1
E	31 Brisbourne Grove	25	1
E	33 Brisbourne Grove	25	1
E	18 Burkwood Cres.	25	1
E	20 Burkwood Cres.	25	1
E	42 Burkwood Cres.	25	1
E	291 Burrows Hall Blvd.	23	1
E	293 Burrows Hall Blvd.	23	1
E	302 Burrows Hall Blvd.	23	1
E	313 Burrows Hall Blvd.	23	1
E	318 Burrows Hall Blvd.	23	1
E	331 Burrows Hall Blvd.	23	1
E	346 Burrows Hall Blvd.	23	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
E	347 Burrows Hall Blvd.	23	1
E	22 Bushwood Ct.	25	1
E	50 Bushwood Ct.	25	1
E	62 Bushwood Ct.	25	1
E	17 Carrying Place	23	1
E	29 Carrying Place	23	1
E	24 Crittenden Sq.	23	1
E	33 Crittenden Sq.	23	1
E	47 Crittenden Sq.	23	1
E	60 Crittenden Sq.	23	1
E	70 Crittenden Sq.	23	1
E	86 Crittenden Sq.	23	1
E	93 Crittenden Sq.	23	1
E	104 Crittenden Sq.	23	1
E	22 Crow Trail	23	1
E	38 Crow Trail	23	1
E	48 Crow Trail	23	1
E	60 Crow Trail	23	1
E	129 Crow Trail	23	1
E	131 Crow Trail	23	1
E	141 Crow Trail	23	1
E	143 Crow Trail	23	1
E	37 Dowswell Dr.	23	1
E	63 Dowswell Dr.	23	1
E	26 Duffort Ct.	25	1
E	58 Duffort Ct.	25	1
E	68 Duffort Ct.	25	1
E	7 Dunsfold Dr.	23	1
E	14 Dunsfold Dr.	23	1
E	35 Dunsfold Dr.	23	1
E	40 Dunsfold Dr.	23	1
E	50 Dunsfold Dr.	23	1
E	70 Dunsfold Dr.	23	1
E	86 Dunsfold Dr.	23	1
E	91 Dunsfold Dr.	23	1
E	106 Dunsfold Dr.	23	1
E	8 Dunthorne Ct.	25	1
E	34 Dunthorne Ct.	25	1
E	52 Dunthorne Ct.	25	1
E	68 Dunthorne Ct.	25	1
E	84 Dunthorne Ct.	25	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
E	21 Gemshaw Ct.	25	1
E	31 Gemshaw Ct.	25	1
E	43 Gemshaw Ct.	25	1
E	26 Greypoint Dr.	25	1
E	28 Greypoint Dr.	25	1
E	36 Greypoint Dr.	25	1
E	48 Greypoint Dr.	25	1
E	10 Henbury Place	25	1
E	20 Henbury Place	25	1
E	38 Henbury Place	25	1
E	23 Horseley Hill Dr.	23	1
E	37 Horseley Hill Dr.	23	1
E	54 Horseley Hill Dr.	23	1
E	55 Horseley Hill Dr.	23	1
E	74 Horseley Hill Dr.	23	1
E	76 Horseley Hill Dr.	23	1
E	89 Horseley Hill Dr.	23	1
E	115 Horseley Hill Dr.	23	1
E	127 Horseley Hill Dr.	23	1
E	134 Horseley Hill Dr.	23	1
E	157 Horseley Hill Dr.	23	1
E	183 Horseley Hill Dr.	23	1
E	184 Horseley Hill Dr.	23	1
E	186 Horseley Hill Dr.	23	1
E	197 Horseley Hill Dr.	23	1
E	200 Horseley Hill Dr.	23	1
E	16 Kessack Ct.	25	1
E	7 Lighthall Cres.	23	1
E	10 Lighthall Cres.	23	1
E	30 Lighthall Cres.	23	1
E	16 Loradeen Cres.	23	1
E	32 Loradeen Cres.	23	1
E	37 Loradeen Cres.	23	1
E	59 Loradeen Cres.	23	1
E	64 Loradeen Cres.	23	1
E	7 Lowry Sq.	25	1
E	16 Lowry Sq.	25	1
E	39 Lowry Sq.	25	1
E	41 Lowry Sq.	25	1
E	51 Lowry Sq.	25	1
E	53 Lowry Sq.	25	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
E	69 Lowry Sq.	25	1
E	86 Lowry Sq.	25	1
E	90 Lowry Sq.	25	1
E	101 Lowry Sq.	25	1
E	125 Lowry Sq.	25	1
E	135 Lowry Sq.	25	1
E	136 Mammoth Hall Trail	23	1
E	158 Mammoth Hall Trail	23	1
E	164 Mammoth Hall Trail	23	1
E	189 Mammoth Hall Trail	23	1
E	195 Mammoth Hall Trail	23	1
E	222 Mammoth Hall Trail	23	1
E	234 Mammoth Hall Trail	23	1
E	236 Mammoth Hall Trail	23	1
E	36 McClure Cres.	23	1
E	38 McClure Cres.	23	1
E	45 McClure Cres.	23	1
E	47 McClure Cres.	23	1
E	77 McClure Cres.	23	1
E	79 McClure Cres.	23	1
E	95 McClure Cres.	23	1
E	97 McClure Cres.	23	1
E	107 McClure Cres.	23	1
E	130 McClure Cres.	23	1
E	132 McClure Cres.	23	1
E	6 McGinty Place	23	1
E	18 McGinty Place	23	1
E	18 O'Henry Grove	23	1
E	4 Proud Grove	23	1
E	10 Proud Grove	23	1
E	14 Proud Grove	23	1
E	84 Quantrell Trail	25	1
E	86 Quantrell Trail	25	1
E	105 Quantrell Trail	25	1
E	107 Quantrell Trail	25	1
E	112 Quantrell Trail	25	1
E	118 Quantrell Trail	25	1
E	145 Quantrell Trail	25	1
E	152 Quantrell Trail	25	1
E	167 Quantrell Trail	25	1
E	12 Scotney Grove	25	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
E	56 Scotney Grove	25	1
E	22 Snowball Cres.	23	1
E	33 Snowball Cres.	23	1
E	41 Snowball Cres.	23	1
E	61 Snowball Cres.	23	1
E	75 Snowball Cres.	23	1
E	79 Snowball Cres.	23	1
E	86 Snowball Cres.	23	1
E	92 Snowball Cres.	23	1
E	5 Tillbrook Court	25	1
E	27 Tinbury Place	23	1
E	29 Tinbury Place	23	1
E	39 Tinbury Place	23	1
E	41 Tinbury Place	23	1
E	12 Trott Sq.	23	1
E	14 Trott Sq.	23	1
E	24 Trott Sq.	23	1
E	43 Trott Sq.	23	1
E	89 Trott Sq.	23	1
E	90 Trott Sq.	23	1
E	92 Trott Sq.	23	1
E	12 Tunmead Sq.	23	1
E	17 Whiteleas Ave.	23	1
E	19 Whiteleas Ave.	23	1
E	42 Whiteleas Ave.	23	1
E	44 Whiteleas Ave.	23	1
E	48 Wickson Trail	25	1
E	58 Wickson Trail	25	1
E	66 Wickson Trail	25	1
E	68 Wickson Trail	25	1
E	104 Wickson Trail	25	1
E	7 Winstanley Cres.	25	1
E	22 Winstanley Cres.	25	1
E	29 Winstanley Cres.	25	1
E	30 Winstanley Cres.	25	1
E	45 Winstanley Cres.	25	1
E	65 Winstanley Cres.	25	1
E	72 Winstanley Cres.	25	1
E	90 Winstanley Cres.	25	1
F	14 Franson Crt.	7	1
F	67 Franson Crt.	7	1

ATTACHMENT 6

List of TCHC Scattered Houses by Bundle

Bundle	Building Address	Ward	Units
F	52 Lightwood Dr.	1	1
F	78 Pintail Cres.	16	1
F	80 Pintail Cres.	16	1
F	8 Ravenrock Crt.	16	1
F	20 Robindale Ave.	3	1
F	31 Snowood Crt.	7	1
F	22 Sundial Cres.	16	1
F	45 Sundial Cres.	16	1
F	50 Sundial Cres.	16	1
F	47 Sunray Cres.	6	1
F	22 Touraine Ave.	6	1
F	31 Tulane Cres.	16	1

Item 21 – Update on Tenants First
BIFAC Public Meeting – November 16, 2020
Report:BIFAC:2020-70
Attachment 7

RFP Process and Engagement with Tenants in Scattered Houses

Scattered Portfolio - Results of RFP

TCHC's full portfolio of 58,500 units is comprised of a range of different building types including high-rise buildings, low-rise buildings, townhouses and many scattered houses. The scattered house portfolio consists of 623 stand-alone homes with a total of 729 units. These houses are located in neighbourhoods across the city and are more integrated within their local communities. Given their dispersed nature and that the homes are not located within larger TCHC communities, TCHC has encountered challenges in operating and maintaining them. It has also struggled with engaging successfully with tenants living in those homes.

As part of 2018.EX30.2, City Council directed the Deputy City Manager, Community and Social Services, working in collaboration with TCHC to initiate a Request for Proposals (RFP) process to transfer the scattered portfolio to a new non-profit housing provider(s) while ensuring the portfolio is operated by a non-profit organization and maintained for use as affordable housing in perpetuity. The transfer of these homes to a new non-profit provider(s) and the use of appropriate accountability tools by the City will ensure ongoing affordability and stewardship of these important affordable housing assets while improving the condition of houses as well as increasing tenant engagement.

The direction to issue an RFP was based on the results of a market sounding exercise and a Request for Expressions of Interest (REOI) released to the non-profit housing sector in 2017. The results of the REOI process are discussed in more detail in 2018.EX30.2. Working collaboratively with TCHC, SSHA, Real Estate Services, Housing Secretariat, and City Legal, Tenants First initiated the creation of an RFP process for the scattered houses in 2018. Tenants First also retained a procurement consultant to support the development of the call document as well as to ensure a fair process.

The RFP to transfer ownership and operation of TCHC's scattered portfolio was released on October 31, 2019, on the City's and TCHC's websites.

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The RFP included the following features to address the key issues that emerged during the call document's creation:

- The 623 properties were grouped into six bundles of 14 to 201 homes based on geography to allow for a range of providers from smaller neighbourhood groups to larger housing providers to submit proposals. Potential proponents could submit bids for as many bundles as they wished.
- As part of the terms of the RFP to protect the houses as affordable housing, a Social Housing Agreement developed by City Legal Services in consultation with SSHA will be registered on title to each address requiring City consent to sell or redevelop the property, as well as listing remedies for breach that align with those outlined in the City of Toronto Act, 2006, and the Housing Services Act, 2011.
- Pricing by bundle set to cover any outstanding mortgage costs as well as any transaction costs to be incurred by TCHC.
- The potential for the City to stratify the land and air rights for a subset of the properties to protect properties that may have development potential in the future (more on this below).

A review team was assembled, made up of staff from Tenants First, TCHC, SSHA and the Housing Secretariat, and a deadline for potential proponents to submit proposals was set for February 12, 2020. The RFP was structured with a two-stage review process in which the review team evaluated proponents' initial proposals, and then asked the two highest ranked proponents per bundle to submit updated proposals and final pricing. This evaluation process is known as a best and final offer (BAFO). The BAFO offers were then subsequently evaluated by the review team to come to a final ranking.

Based on the results of the BAFO evaluation as outlined in Confidential Attachment 1, staff are recommending that City Council direct the TCHC Board to negotiate an agreement of purchase and sale with the selected proponents(s) for a price no lower than minimum price outlined in Confidential Attachment 1. One of the conditions of the closing is that the selected proponent(s) enter into a Social Housing Agreement with the City that will be registered on title.

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The RFP released in 2019 contained a reference to the City potentially stratifying air rights over a small subset of the Scattered Housing Portfolio that may have some future development potential. Accordingly, Corporate Real Estate Management staff undertook a review of the Scattered Housing Portfolio and found that, while a small number might have future development potential, it was reasoned that City interests are protected by the provisions already outlined in this report and via the planning process.

Engagement with Scattered Tenants

The Tenants First team has engaged with the scattered tenants regularly since January 2018 when City Council directed staff to initiate the RFP process to transfer the homes. Key engagement activities included:

- Outreach to tenants in early 2018 via rapid response phone message, text message and mail regarding two meetings held in March 2018 (one at City Hall and one in Scarborough)
- The creation of an email list of 100 scattered tenants
- The creation of a network for scattered tenants in 2018 supported by St. Stephen's Community House through a one-year \$75,000 grant from SDFA
 - o The purpose of the network was to better connect the tenants of the scattered homes to each other in advance of the transfer and to engage with them including on their expectations from a new landlord
 - o Tenants First Tenants Advisory Panel engaged in the review of proposals and the decision of the final agency proponent
 - o Hiring of two sets of 4 peers by St. Stephen's to support the creation of the network
 - o Tenants First attending a series of meetings organized by the Scattered Tenants Network during fall 2019
- Email notifications going out to Tenants First mailing lists and the Network regarding the release of the RFP in fall 2019
- Responding to emails and phone calls from tenants regarding the RFP

The RFP also incorporated feedback from the Network of Scattered Tenants to inform the potential proponents of the tenants' priorities and expectations. Additionally, as part of the RFP, proponents were required

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as part of their submissions to include a tenant engagement plan and tenant responsiveness plan.

Engaging with the tenants of the scattered portfolio is an important feature of the transfer. The selected proponent(s) will be required to begin engaging with tenants in the early phases of the transfer process. Additionally, once the details of the identity of the selected proponent(s) can be shared, City staff will inform the tenants of this information and provide a contact information for the selected proponent(s).

It is understandable that this transition process is challenging for some tenants and has in some cases created a sense of uncertainty. City staff will continue to provide information and be transparent about the process of transfer and the timelines associated with the transfer through communication with individual tenants and through the existing scattered tenant network.

Transition Plan and Next Steps

The completion of the RFP process is a significant step in the overall process to transfer TCHC's scattered portfolio to the non-profit housing sector. After negotiations with the selected proponent(s) are complete and the new provider(s) are confirmed, the City, TCHC and the new provider(s) will work together on a transition plan for the transfer of the properties taking into account the need for tenant engagement as outlined above, the legal work required to issue the agreements of purchase and sale, due diligence periods, negotiating any operating agreements or subsequent agreements, and the transaction close periods. It is currently anticipated that the transfers will not close until at least late 2021 or early 2022.



Update: Enterprise Risk Management

Item 2J

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-63

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: General Counsel & Corporate Secretary

Date: October 20, 2020

PURPOSE:

The purpose of this report is to provide an update on the status of the Toronto Community Housing Corporation (“TCHC”) Enterprise Risk Management (“ERM”) program.

RECOMMENDATIONS:

It is recommended that the BIFAC receive this report for information and approve amending the BIFAC work plan to move ERM program updates from a quarterly report to a bi-annual report.

REASONS FOR RECOMMENDATIONS:

At TCHC, an ERM framework is utilized to systematically identify, assess, and monitor potential, actual, and emerging enterprise risk exposures. As well, identified risk exposures and their associated treatment and mitigation plans are used to inform enterprise-wide planning and risk-informed decision making, and they serve as a key input into the development of the strategic plan, internal audit plan, and divisional business plans.

Update

For the remainder of 2020, the Enterprise Risk Management Committee (“ERMC”) will:

- Create a summary of the risk monitoring activities;
- Revisit risk statements in the 2020 risk profile to ensure they are still reflective of TCHC's current risks and discuss impacts on risk profile;
- Revisit the risk appetite statements to ensure they reflect the 2020 risk profile, which will inform the development of the TCHC risk appetite policy; and
- Finalize the TCHC risk appetite policy and obtain approval from the TCHC Board of Directors.

Currently, ERM program updates are provided quarterly. We propose that following this update, it be moved to a bi-annual basis.

IMPLICATIONS AND RISKS:

The ERM program is an essential component within the second layer of defense and represents one of many instruments that are utilized in support of the overall approach to risk management at TCHC.

In looking ahead, TCHC will continue to continue to foster a partnership between the Board and its leadership team to ensure that it addresses its risk profile, such that we are able to enhance our risk posture in a manner that creates and protects value for TCHC.

SIGNATURE:

"Darragh Meagher"

Darragh Meagher
General Counsel & Corporate Secretary

ATTACHMENTS:

1. ERM 2020 Risk Profile and Risk Appetite

STAFF CONTACT:

Anita Tsang-Sit, Director, Risk Management & Insurance (Acting)
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Enterprise Risk Management (ERM) Committee: 2020 Risk Profile Dashboard

February 4, 2020

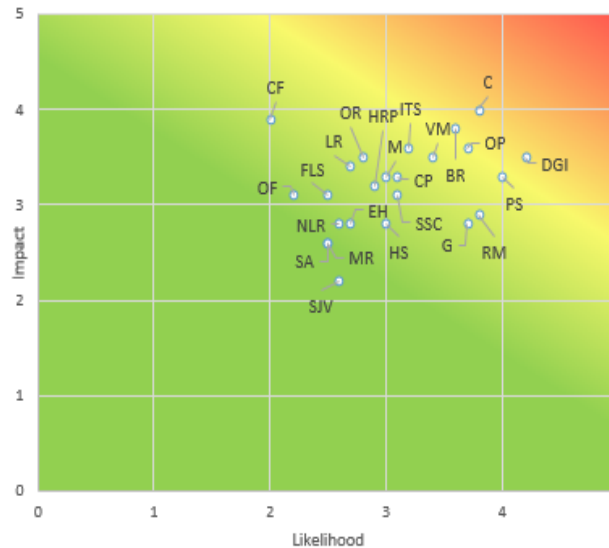
Item 2J - BIFAC:2020-63 - Attachment 1

2020 Risk Profile

Item	Risk Items	Total
C	Culture	15.2
DGI	Data Governance & Integrity	14.7
BR	Brand and Reputation	13.7
OP	Operational Process	13.3
PS	Physical Safety	13.2
VM	Vendor Management	11.9
ITS	Info. Technology Systems	11.5
RM	Records Management	11.0
G	Governance	10.4
CP	Cyber Security & Privacy	10.2
M	Mandate	9.9
SC	Strategic Sourcing & Contracts	9.6
OR	Organizational Resiliency	9.8
HR	HR Processes	9.3
LR	Labour Relations	9.2
HS	Health & Safety	8.4
FLS	Fire Life Safety	7.8
CF	Capital Funding	7.8
EH	Environmental Health	7.6
NC	Non-Compliance with Reg.	7.3
OF	Operational Funding	6.8
SA	Strategic Alignment	6.5
MR	Market Risk	6.5
SJ	Subsidiaries & Joint Ventures	5.7

Source: TCHC ERM Risk Assessment, December 2019

2020 Risk Matrix



2020 Emerging Risks

AG-report
Capital-work
Priority-changes
disruption-to-tenants
Province arrears
IOT fraud claims
Business Continuity
eviction-process
RGI-changes
Quality-control

2020 Risk Score vs. Risk Appetite



Risk Profile Top Shifts

IT Systems	↓ 40%	Labour Relations	↑ 27%
Operational Funding	↓ 39%	Subsid. & Joint Vent.	↑ 10%
Fire Life Safety	↓ 39%	Brand & Reputation	↑ 5%
Mandate	↓ 38%	Culture	↑ 4%
HR Processes	↓ 37%	Market Risk	↑ 4%

Risk Domains

Business Risks	Resource Risks	Compliance Risks
Business Operations	Human Resources	Health & Safety
Reputation Image	Financial	Regulatory & Standard
Governance	Information Systems	Policies & Procedures
	Physical Assets	



Report on Business Arising from Public Meeting Minutes
BIFAC Action Item List

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. BIFAC:2019-100 November 20, 2019	HoMES Project Update Management to provide report outlining impact of new IT software on TCHC's business, on staff and tenants, and anticipated efficiencies to be created.	In progress	Q1 2021	Vice President, Information Technology Services
2. BIFAC:2019-102 November 20, 2019	Seniors Housing Unit Management to provide a presentation, in conjunction with City staff, at a future BIFAC meeting as to the manner in which the implementation of the Seniors Housing Corporation will impact TCHC's staffing model and the services that are provided to impacted senior tenants.	In progress	Q1 2021	General Manager, Seniors Housing Unit
3. BIFAC:2020-34 September 14, 2020	Status of FCI The Vice President, Facilities Management to provide the BIFAC with a 2020 year-end report outlining where we are and where we plan to be in terms of lowering FCI	In progress	Q2 2021	Vice President, Facilities Management

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	throughout the portfolio as a result of the 10-year capital plan.			
4. BIFAC:2020-45 September 14, 2020	Sparkle Washers and Dryers Senior Director, Business Operations to confirm for the BIFAC whether all Sparkle machines are commercial grade washers and dryers.	Complete	Briefing note included in November 16, 2020 meeting materials	Senior Director, Business Operations

Briefing Note: For Information

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: John Angkaw, Senior Director, Business Operations

Date: October 9, 2020

Re: BIFAC Meeting of November 16, 2020 – Sparkle Solutions Washers and Dryers

This Briefing Note responds the Committee’s request, made at its September 16, 2020 meeting to confirm with Sparkle Solutions if the washers and dryers that are supplied at TCHC buildings are commercial grade, and report back to the BIFAC.

In response to the Committee’ request, Management contacted Sparkle Solutions and they have confirmed that all washers and dryers supplied at TCHC buildings are commercial grade and are sourced from leading brands in the market.



Change Order: Constructor Services for Recladding at Jane/Falstaff

Item 4A

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-71

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Vice President, Facilities Management

Date: October 20, 2020

PURPOSE:

The purpose of this report is to seek approval from the BIFAC and Board of Directors (the “Board”) for the change order to Trinity Services Ltd. (“Trinity Services”) for constructor services for recladding at Jane/Falstaff (40 Falstaff Avenue).

BIFAC approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the \$2.5M financial approval limit of Toronto Community Housing’s (“TCHC’s”) Procurement Award Committee (“PAC”), and Board approval is required as the contract value exceeds the \$5M financial approval limit of the Building Investment, Finance and Audit Committee.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and forward to the Board for approval the following recommendations:

- (a) Approve the change order of the work up to \$60,000.00 (exclusive of taxes) to Trinity Services Ltd. for constructor services for recladding at Jane/Falstaff (40 Falstaff Avenue); and

(b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

Background

The contract award to Trinity Services for envelope rehabilitation, recladding and window replacement at Jane/Falstaff was approved by the BIFAC on July 31, 2018 (Report BIFAC:C2018-34).

Jane/Falstaff is a 19-storey residential building built in 1970 and consists of 224 units.

The envelope rehabilitation, recladding and window replacement project at Jane/Falstaff was approved as part of the Social Housing Apartment Improvement Program (“SHAIP”). SHAIP invests in energy efficiency upgrades in high-rise apartment buildings in order to help reduce greenhouse gas emissions, improve the quality and sustainability of social housing stock in Ontario and enhance the quality-of-life of tenant households.

Jane/Falstaff was selected to be part of the program due to continued deterioration of building envelope condition and the opportunity for operational energy savings.

The scope of work for this award included:

- Structural rehabilitation to existing building envelope;
- Installation of new insulation and over cladding systems to the exterior of the existing buildings, with rain screen Exterior Insulation Finishing System (“EIFS”);
- Removal of existing windows and replacement with new thermally broken aluminum window systems; and
- Replacement of existing exterior balcony doors and guard rails.

Change Order Recommendation

A change order of up to \$60,000.00 (exclusive of taxes) is recommended for an additional 25 weeks for constructor services at Jane/Falstaff, as a result of changes in re-cladding project timelines and processes.

Constructor services are a unit rate, which were obtained as part of the public tender.

Due to delays resulting from COVID-19 protocols and changes to mandatory compliance measures for EIFS installation issued by Toronto Fire Services in March 2020, an additional 25 weeks of constructor services is required. With multiple vendors on site completing envelope rehabilitation and mechanical and electrical retrofits, constructor services are necessary to manage associated risks.

Table 1 provides a summary of change orders to date, including the recommended change order.

Table 1: Change order summary

Scope of Work		Reason for Change	Value
1	Revisions to exterior finish	Design change	\$219,685.00
2	Asbestos abatement	Design omission	\$745,198.23
3	Constructor fee, additional concrete repairs	Unforeseeable site condition	\$188,550.00
4	Concrete repairs to balcony slabs and sheer wall repairs	TCHC-directed	\$432,225.00
5	Extra cost to cover the labor, material, and other associated construction cost increase with the use of Exterior Insulation and Finish Systems ("EIFS") for re-cladding per additional compliance measures identified through collaboration with TCHC and TFS	TCHC-directed (mandated by TFS)	\$754,917.50
6	Constructor Role	TCHC-directed	\$60,000.00
Approved Change Orders to Date			\$2,340,575.73
Recommended Change Order			\$60,000.00

Total Change Orders	\$2,400,575.73
Original contract award	\$9,012,050.00
Cumulative Change Order %	26.64%

IMPLICATIONS AND RISKS:

The scope of work of the change order is recommended for risk management, as multiple contractors will be onsite for the duration of the project.

The recommended change order is in accordance with TCHC's current Procurement Policy. The Procurement Award Committee has reviewed and recommends that the change order be approved by BIFAC.

Performance will continue to be evaluated in accordance with TCHC's Vendor Compliance evaluation system. Results gathered through project reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

Funding is confirmed within the 2020 Capital Budget as approved by the TCHC Board (Report TCHC:2019-43).

SIGNATURE:

"Allen Murray"

Allen Murray

Vice President, Facilities Management

STAFF CONTACT:

Allen Murray, Vice President Facilities Management

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Allen.Murray@torontohousing.ca



Change Order: Contract Administration for the 389 Church Street Renovations

Item 4B

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-72

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Vice President, Facilities Management

Date: October 20, 2020

PURPOSE:

The purpose of this report is to seek BIFAC approval for the change order to Hilditch Architect Inc. (“Hilditch Architect”) for contract administration for the 389 Church Street renovations.

BIFAC approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the \$2.5M financial approval limit of Toronto Community Housing’s (“TCHC’s”) Procurement Award Committee.

RECOMMENDATIONS:

It is recommended that the BIFAC:

- (a) Approve the change order of the work up to \$169,485.00 (exclusive of taxes) to Hilditch Architect Inc. for contract administration services for the 389 Church Street renovations; and
- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

Background

389 Church Street is 13-storey TCHC building which is currently vacant, underutilized and in disrepair. TCHC is working with the City of Toronto (the “City”) to renovate and transfer the building to a not-for-profit housing provider for transitional housing purposes, including demolition of the interior rooming house configuration and the construction of 120 new self-contained one and two-bedroom units.

On December 11, 2017 (Report TCHC:2016-60), the Board approved, in principle, the renovation of 389 Church Street, and directed TCHC to arrange construction financing for the renovation project and to transfer the property to an approved supportive housing provider upon completion of the project.

On December 6, 2018, the Board approved the recommended commitment and spending authority for a \$34,600,000.00 budget for the 389 Church Street renovation (Report TCHC:C2018-48).

Capital funding for the project is as follows:

- \$17,850,000.00 in Homes For Good (“HFG”) funding;
- \$14,240,000.00 in City funding per the City Council Report dated January 10, 2018 (EX30.22);
- \$2,010,000.00 in TCHC funding per Board approval (TCHC:C2018-29); and
- \$500,000.00 pre-development funding provided by the City (2017).

Hilditch Architect Inc. was commissioned in 2015 and 2016 by TCHC and the City for preliminary designs to convert the building into transitional housing. Based on the preliminary design work, Hilditch Architects was retained to provide design and contract administration services throughout the construction phase of the project. This includes a direct award of \$881,400.00 to Hilditch Architects for contract document and contract administrative services in December 2018.

Change Order Recommendation

A change order of up to \$169,485.00 is recommended for additional contract administration fees as required for increased scopes of work and to cover costs associated with project schedule extensions due to COVID-19 related delays.

The City supports the recommendation for Hilditch Architects to continue to provide contract administration services for the remainder of the project. The City is aware of the schedule extension and additional scopes of work, and has agreed to cover the change order costs.

Increased scopes of services are associated with additional repairs required as part of the renovation, including building slab repairs, and exterior brick and masonry wall repairs. The recommended change order covers the consulting, contract administration and coordination fees required for the additional scope of renovation work.

Due to COVID-19 protocols, the project schedule was extended beyond the March 2020 completion target date. As a result, additional staffing costs are required to close-out the project.

Table 1 provides a summary of the awarded work and change orders to Hilditch Architects for the 389 Church Street renovation.

Table 1: Change order summary

Scope of Work		Value
1	Schematic and design development fee adjustment for contract documents and administration services	\$571,428
2	Additional fees for contract administration services for costs for COVID-19 related schedule extension and additional scopes of work	\$169,485
Approved Change Orders to Date		\$571,428
Recommended Change Order		\$169,485
Total Change Orders		\$740,913
Original Direct Award		\$881,400
Cumulative Change Order %		84.06%

IMPLICATIONS AND RISKS:

The scope of work of the change order is recommended to complete and close-out the 389 Church Street renovation project.

The recommended change order is in accordance with TCHC's current Procurement Policy. The Procurement Award Committee has reviewed and recommends that the change order be approved by BIFAC.

Performance will continue to be evaluated in accordance with TCHC's Vendor Compliance evaluation system. Results gathered through project reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

Funding has been confirmed by the City, through the HFG program. The City of Toronto, who is funding this project, has agreed to cover the costs.

SIGNATURE:

"Allen Murray"

Allen Murray

Vice President, Facilities Management

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2019 Facility Condition Index Report

Item 4C

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-73

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Vice President, Facilities Management

Date: October 20, 2020

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on Toronto Community Housing Corporation’s (“TCHC”) 2019 Facility Condition Index (“FCI”).

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

Background

TCHC continues to make major investments in the capital renewal of its portfolio to achieve improved quality of housing for tenants, with a portfolio averaged target of 10% FCI by the end of 2026.

FCI is the industry standard to measure the condition of buildings and physical infrastructure. FCI assesses the value of deferred repairs against the asset replacement values to determine the FCI of buildings and/or building portfolios.

TCHC has an FCI portfolio target of 10% for the end of 2026, which represents a “Fair/Reasonable” condition rating. This is achieved when deferred repair is valued at approximately 10% of an asset’s overall replacement value.

2019 Status Update

In 2019, Facilities Management delivered over \$313M in capital repair projects, with a year-end close out of 15.6% FCI – exceeding the 18.2% target.

Table 1 outlines TCHC’s progress to the ten-year FCI target against the forecast from the 2017 fully funded capital renewal plan.

Table 1: Capital Repair Plan –2017 and Forecast vs Actual FCI

Year	Fully Funded Capital Plan (\$)	FCI
2017	\$250M	16.2%
2018	\$300M	15.0%
2019	\$313M	15.6%
2020	\$350M	15.6%*
2021	\$350M	15.2%*
2022	\$350M	14.2%*
2023	\$350M	13.4%*
2024	\$325M	12.6%*
2025	\$325M	11.2%*
2026	\$300M	9.9%*
2027	\$247M	9.5%*
2028	\$160M	9.2%*
2029	\$160M	10.0%*
2030	\$160M	10.0%*

*Forecasted FCI targets

TCHC's third-party capital planning auditor (Ameresco Canada Inc.) has noted that the improvements in TCHC's portfolio are a direct result of proactive approaches to capital investments. With increased investment in more holistic renewal projects and strategic preventative maintenance initiatives, TCHC is able to have a larger impact on FCI. Increased capital investment has also led to a reduction in overall capital repair needs when compared to last year's projections.

In delivering the Capital Renewal Plan, TCHC will continue to implement strategic approaches to achieve the FCI target of 10% by the end of 2026, to improve the overall quality of housing for tenants.

SIGNATURE:

"Allen Murray"

Allen Murray,
Vice President, Facilities Management

STAFF CONTACTS:

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Direct Award: Midnorthern Appliance

Item 5

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-76

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Senior Director, Business Operations

Date: November 9, 2020

PURPOSE:

To provide an update on the direct award to The Brick Warehouse LP, doing business as Midnorthern Appliance (“Midnorthern”) for the supply and installation of appliances to one-half of the Toronto Community Housing Corporation (“TCHC”) portfolio for a six (6) month period.

RECOMMENDATIONS:

Conditional upon approval by TCHC’s Procurement Award Committee (“PAC”), it is recommended that BIFAC:

1. Approve the direct award to The Brick Warehouse LP, doing business as Midnorthern Appliance (“Midnorthern”), for \$950,000 before taxes, for the supply and installation of appliances to one-half of the portfolio for a six (6) month term; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

The PAC will consider this recommendation at its meeting of November 12, 2020. Following PAC’s consideration of these recommendations, a supplemental report confirming the outcome of its consideration of the matter, will be provided to BIFAC.

REASONS FOR RECOMMENDATIONS:

As part of the TCHC tenancy agreements, all tenants are provided with a refrigerator and stove. In some instances, microwaves for tenant-specific needs and washers and dryers, for standalone homes and some townhouse communities, may also be provided. When appliances break down and are deemed to be beyond economical repair, a new appliance is ordered.

Currently, appliances are being supplied and installed by the incumbent vendor, Appliance Canada, who is currently on a two (2) year contract until May 31, 2021.

During the COVID-19 pandemic, the acquisition of appliances has become an issue across the appliance market, with the incumbent vendor experiencing challenges to deliver appliances due to manufacturer production and delivery delays. Due to the risk of tenants not receiving appliances in a timely manner and to ensure compliance with TCHC's lease agreements, a second vendor is required for the remaining six (6) months of the contract term. The incumbent vendor has agreed to this strategy.

The direct award to Midnorthern will begin on December 1, 2020 for a six (6) month term and they will provide the same services and scope of work as the previously approved award. Prior to the completion of the six (6) month term, TCHC will issue a public competition for this program.

PROCUREMENT PROCESS:

The direct award is recommended under the following justification under section 4.3(a) of TCHC's Procurement Policy:

- i. Where an unforeseeable situation of urgency or emergency exists and the goods, services or construction cannot be obtained in time by means of a Competitive Process.

SELECTION OF VENDOR:

Midnorthern has previously supplied and installed appliances throughout the TCHC portfolio and they are familiar with the ordering and delivery processes and protocols. In addition, Midnorthern has sufficient stock to meet the anticipated appliance needs and is able to mobilize resources to deliver appliances for the December 1, 2020 start date. TCHC staff are not aware of another vendor that can produce the amount of stock TCHC would require and who has a distribution infrastructure to be able to service TCHC's needs.

IMPLICATIONS AND RISKS:

The direct award to Midnorthern will provide the necessary support to ensure that tenants receive appliances in a timely manner and meet legal obligation to tenancy agreements. To mitigate risks, staff will continue to monitor and evaluate vendor performance in accordance with TCHC's vendor compliance evaluation system. The results will be used to inform appropriate vendor management actions and/or future bidding opportunities.

SIGNATURE:

"John P. Angkaw"

John P. Angkaw
Senior Director, Business Operations

STAFF CONTACT:

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**Direct Award: Midnorthern Appliance**

Item 5 (Supplemental Report)

November 16, 2020

Building Investment, Finance and Audit Committee

Report: BIFAC:2020-76S**To:** Building Investment, Finance and Audit Committee (“BIFAC”)**From:** Senior Director, Business Operations**Date:** November 13, 2020**PURPOSE:**

The purpose of this report is supplement the information previously provided to BIFAC in Report BIFAC:2020-76.

RECOMMENDATIONS:

It is recommended that BIFAC receive this supplemental report, for its information when considering the recommendations contained in Report BIFAC: 2020-76.

REASONS FOR RECOMMENDATIONS:

In Report BIFAC:2020-76, staff undertook to update BIFAC with the outcome of the Procurement Awards Committee’s (“PAC”) consideration of the recommendations in that report. When a Direct Award of a contract is considered, the PAC is responsible for reviewing the proposed contract award and recommending approval by BIFAC. On November 12, the PAC considered and approved the recommendations in Report.

SIGNATURE:*“John P. Angkaw”*

John P. Angkaw
Senior Director, Business Operations

STAFF CONTACT:

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