

# Tenants First Briefing

TCHC Tenant Services Committee

November 24, 2020



# Achievements to date

- **ISM designed** for Senior Tenants (to promote aging in place)
- **Seniors Housing Unit** established at TCHC
  - responsible for implementation of ISM in 83 seniors buildings
- New **Permanent Funding Model** approved (Operating & Capital)
- **TCHC Rooming Houses:** supports embedded; new management (through award of Provincial supportive housing grant to a community provider)
- TCHC Mixed Portfolio: **Decentralization of operations**
- **Tenant Directors** appointed to TCHC Board (City's Appointments process)

# Report Overview

- Annual Mandate Direction Document for TCHC
- Integrated Service Model (ISM) Implementation
- Accountability Framework (for ISM)
- Seniors Housing Corporation (SHC)
  - Due Diligence Review
  - Timing for creation of the new corporation
- Office of the Commissioner of Housing Equity (OCHE) Review
- Transfer of scattered portfolio to non-profit sector

# TCHC Mandate

## Annual Mandate Direction Document

- to be approved by Council annually
- focuses on areas where the City & TCHC have a shared interest & role to play, such as:
  - Eviction Prevention
  - Community Safety
  - Supports for High Need Tenants
  - Tenant Engagement
  - ISM Implementation

# 2021 Mandate Directions / Actions

- **Eviction Prevention:** Policy & Reporting requirements
- Review of **Community Safety Unit**
- Explore **supports** for **high need tenants**
- Continue implementation of **Tenant Engagement** system
- Continue to develop & implement a **CABR plan**
- Continue supporting Seniors Housing Unit & **ISM** implementation
- City Appointment Process (modified): selection of **Tenant Directors**

# Integrated Service Model

July 2019, City Council (EX7.1)

- **approved ISM** for TCHC's seniors tenants
  - with phased implementation beginning in 2020
- directed SSLTC to develop an **Accountability Framework**
  - to strengthen the City's oversight & evaluation of the ISM
  - to include Key Performance Indicators

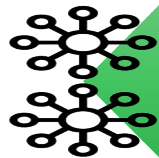
# Four Key ISM Innovations



1) New TCHC Staffing Model



2) Seniors Specific Policies and Procedures

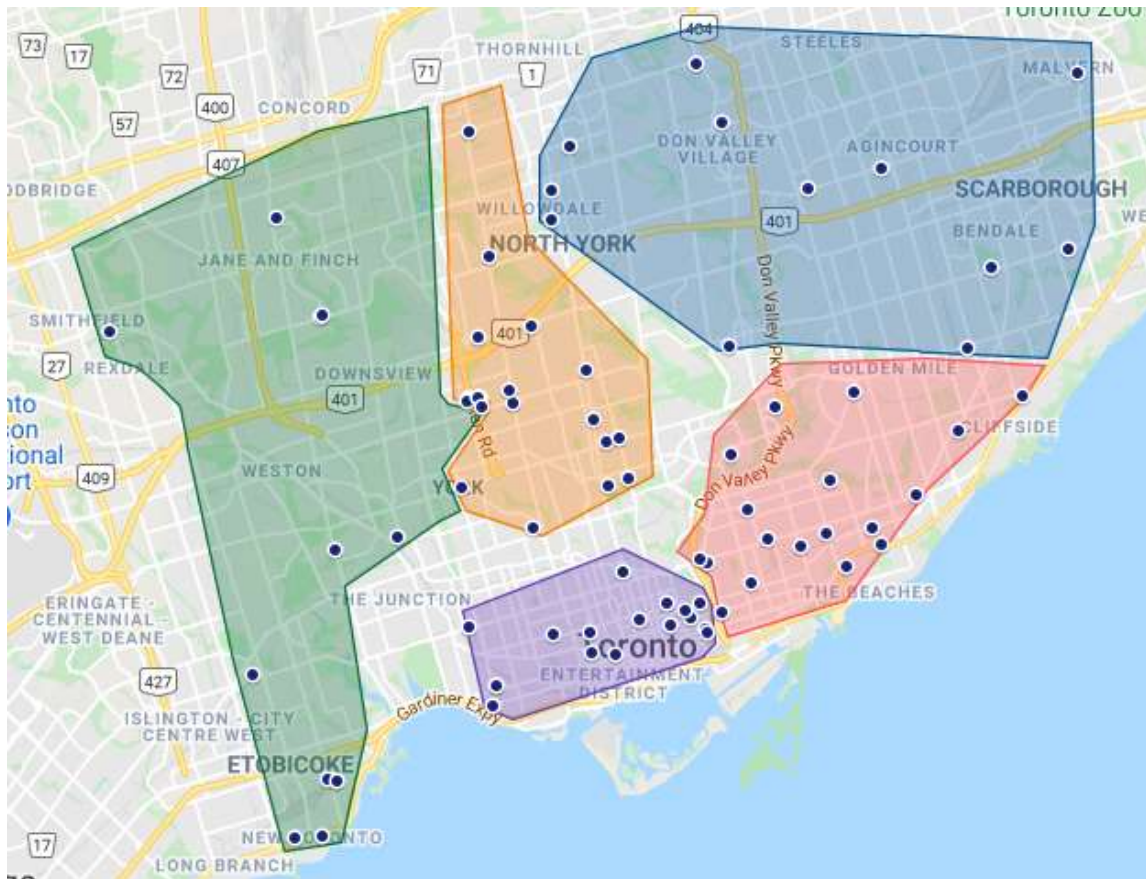


3) Seniors Health and Wellness Hubs



4) TC LHIN Care Coordinators

# ISM Phased Implementation

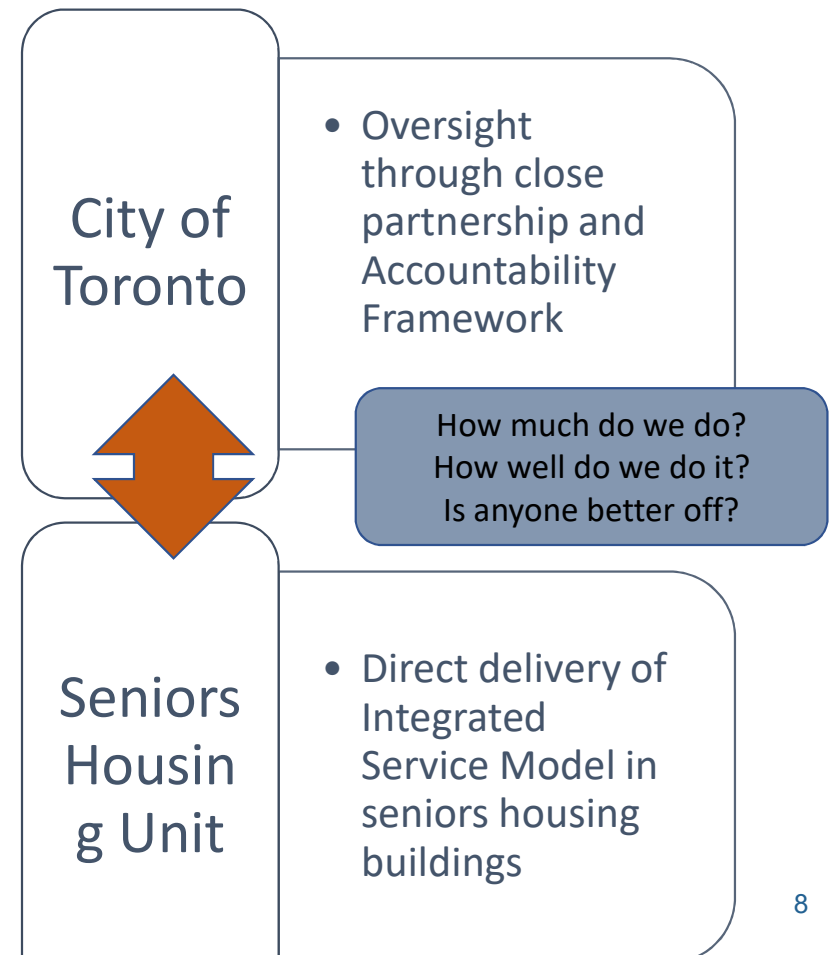


- **Phase 1 (2020)** - South East (18 buildings)
- **Phase 2 (2021)** - West and Downtown (30 buildings)
- **Phase 3 (2022)** - Central and North East (35 buildings)



# Accountability Framework (A/F) for ISM

- Guides relationship between City & TCHC Seniors Housing Unit in delivering the ISM
- Outlines process for overseeing & evaluating the ISM to ensure it is making a difference in the lives of senior tenants
- Helps evaluate if ISM is achieving its key outcomes
- includes
  - program requirements,
  - key performance indicators (25+),
  - reporting requirements to the City



# Seniors Housing Corporation (SHC)

- July 2019: Council approved (in principle) **creation of a new SHC**
  - to manage operation of TCHC's 83-designated seniors buildings
  - subject to a due diligence review process.

## Due Diligence Review

- undertaken with support by external legal counsel
- Financial, Legal, Labour Relations implications & risks were reviewed
- Interim & Permanent Governance structures were reviewed

# Phased Creation of Corporation

	Phase 1: Establish (4 – 6 months)	Phase 2: Start Up & Transition (12 – 18 months)	Phase 3: Operations
Key Activities	<ul style="list-style-type: none"> <li>• Legal work to establish corporation</li> <li>• Interim Board appointed</li> <li>• Public meeting as required</li> <li>• Begin recruitment for permanent Board</li> <li>• Begin recruitment for Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>• Hiring key corporation executive team members</li> <li>• Project management (including shared services review &amp; shared service negotiation)</li> <li>• Review of contracts (service &amp; other)</li> <li>• Preparation for transfer of tenancies, staff &amp; contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Operations of Seniors Housing Unit transferred to seniors housing corporation</li> <li>• Hire additional staff as required</li> <li>• Transfer of operational funding from TCHC to the seniors housing corporation</li> </ul>

Recommendation: **Staff report back (by the Spring of 2021) with recommended timelines for the creation of the SHC**

# Office of the Commissioner of Housing Equity (OCHE)

- Plays a critical role in supporting Seniors & Vulnerable Tenants
- Reports the TCHC Board of Directors

## OCHE Key Functions:

- **Review** files (to ensure TCHC has followed proper processes)
- **Resolve** Rental Arrears & Loss of Subsidies
- **Recommend** Changes to Procedures to TCHC Board

# Office of the Commissioner of Housing Equity (OCHE)

- OCHE will need to be re-structured in order to oversee both TCHC & the new SHC

## Recommendation:

- Review of the OCHE be integrated into staff's review of a Housing Commissioner role or function at the City
  - with a focus on aligning roles/responsibilities (if appropriate)

# Single Family Homes (Scattered Portfolio)

- 623 stand-alone homes (729 units)
  - 2018: Council approved transferring to non-profit housing providers (RFP)
    - ensuring use as affordable housing in perpetuity

## RFP

- released October 31, 2019. Closed Feb. 12, 2020
- structured with properties grouped by bundles:
  - Bundles based on geography
  - 6 bundles in total – size ranged from 14 to 201 properties
  - Potential proponents could submit bids for one, several, or all bundles
  - Each bundle has a corresponding minimum price
- Procurement consultant retained to support the process
- RFP included information from the Network of Scattered Tenants

# Engagement with Tenants in Single Family Homes

## 2018

- Network for Scattered Tenants created. Supported by St. Stephen's Community House
- 2 meetings held in March 2018 (City Hall; Scarborough)

## 2019

- Outreach through the Tenant Network continued
- Tenants First attended 3 meetings organized by the Network
- RFP incorporated Network's feedback (informing proponents of Tenants' priorities, expectations)

## 2020

- Continued to respond to email and phone inquiries
- Virtual information session specific for scattered tenants – October 15<sup>th</sup>

# Single Family Homes (RFP Update)

- RFP Evaluation Team: Tenants First; TCHC, SSHA, Housing Secretariat
- Based on the evaluation, report recommends that City Council direct TCHC & City staff to:
  - negotiate an agreement of Purchase & Sale with top-ranked proponents
  - transfer properties once this has been successfully completed



# Thank You

