



City Council Directions Requiring Board Attention

Item 2D

June 29, 2021

Governance, Communications and Human Resources Committee

Report: GCHRC:2021-27

To: Governance, Communications and Human Resources Committee (“GCHRC”)

From: Director, Strategic Planning & Stakeholder Relations

Date: June 10, 2021

PURPOSE:

The purpose of this report is to provide the GCHRC with an update on TCHC-related Council decisions that require action by the TCHC Board of Directors (the “Board”).

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

Toronto City Council regularly makes decisions that impact the corporation. This report helps to keep the GCHRC informed of City Council decisions that require their attention, action and/or input.

This report includes new TCHC-related Council items since the May 25, 2021 GCHRC meeting and covers Council meetings held on May 5-6, 2021 and June 8-9, 2021. Attachment 1 includes the new item(s) from this report, listed below, and all outstanding or on-going items remaining from the previous report. Items that have changed status to “Work Completed” will

be updated in the first subsequent report upon its completion, and will be removed in following reports.

COUNCIL ITEMS REQUIRING BOARD ATTENTION:

Report Name: EX23.4 Implementing Tenants First: Creating a Seniors Housing Corporation

Date at Council: May 5, 2021

Council Decision: Adopted without amendments

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

Management Recommendations: The Board review this item for information. An update to the Board provided to TSC and BIFAC in May 2021 summarized the motion prior to its adoption at Council. The City is working to publish an RFP for a consultant to provide recommendations on shared services between TCHC and the Seniors Housing Corporation, while TCHC is preparing for negotiations by consulting internal teams (link to report: [here](#)).

SIGNATURE:

“Lindsay Viets”

Lindsay Viets
Director, Strategic Planning & Stakeholder Relations

ATTACHMENT:

1. City Council Items – Status Tracker

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| COUNCIL ITEMS REQUIRING BOARD ATTENTION/ACTION | | | | | | | |
| 19-AU2.1 | <u>AU2.1 Moving Forward Together: Opportunities to Address Broader City Priorities in Toronto Community Housing Corporation Revitalizations</u> | May 14 and 15, 2019 | Adopted with Amendments | <p><u>Attention:</u> 1. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to make recommendations to City Council regarding city-building objectives that will be addressed through Toronto Community Housing Corporation revitalizations, and the related funding requirements to achieve those objectives, prior to proceeding with future revitalizations and/or phases that have yet to obtain planning approvals and Shareholder consent.</p> <p>4. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation and other relevant stakeholders, to evaluate the impacts of requiring that new affordable housing be provided by developers in any real estate development transactions; such evaluation should consider the financial implications and/or trade-offs to the City as a whole, as well as potential incentives and strategies that can make providing affordable housing more attractive to potential developers.</p> <p>4. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation and other relevant stakeholders, to evaluate the impacts of requiring that new affordable housing be provided by developers in any real estate development transactions; such evaluation should consider the financial implications and/or trade-offs to the City as a whole, as well as potential incentives and strategies that can make providing affordable housing more attractive to potential developers.</p> | Development | Work On-going | Development reports regularly through Internal Audit to the AG Office |

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| | | | | <p>5. City Council request the Executive Director, Social Development, Finance and Administration, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to ensure that Toronto Community Housing Corporation's long-term development capital and operating needs for revitalizations are considered as part of developing a long-term permanent funding model.</p> <p>6. City Council request the City Manager to ask the Boards of CreateTO and Toronto Community Housing Corporation to ensure these organizations increase collaboration and consultation with a view to improving the function of each organization independently in the short-term; such work should commence as soon as possible.</p> <p>7. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to bring forth recommendations to clarify the Shareholder Direction to Toronto Community Housing Corporation with respect to the City's approval and ongoing oversight of revitalizations, specifically:</p> <p>a. the timing and scope of approvals, including objectives and priorities for the revitalization; and</p> <p>b. the level of detailed reporting required annually on project progress, capital budget variances, updated forecasts and adherence with the Council-approved strategic direction and principles, including barriers and challenges.</p> | | | |

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| | | | | <p>9. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to report the outcomes (short, medium, and long-term) achieved at the completion of each phase of revitalization projects in order to demonstrate the overall financial and non-financial stakeholder impacts; such reports be completed as soon as practicable following the completion of each phase of a project.</p> | | | |
| | | | | <p>10. City Council request the Toronto Community Housing Corporation Board to report annually to City Council through the City Manager and the City's Chief Financial Officer and Treasurer on the long-term building repair and development capital plans, including funding sources and any unfunded amounts the City needs to include in its Capital Plan.</p> | | | |
| | | | | <p>11. City Council request the City's Chief Financial Officer and Treasurer to ensure the City's 10-Year Capital Plan includes Toronto Community Housing Corporation's building capital repair and revitalization projects and identify shortfalls to be included in the overall city unfunded projects list, in addition, the City needs to identify any associated debt that needs to be included in the City's debt service targets.</p> | | | |

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| 19-EX7.1 | 19-EX7.1 <u>Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance</u> | July 16-18, 2019 | Adopted with Amendments | <p><u>Attention:</u> 1. City Council approve in principle the establishment under section 148 of the City of Toronto Act, 2006, of a wholly-owned City services corporation to manage and operate Toronto Community Housing Corporation's 83 seniors-designated buildings, as listed in Attachment 1 to the report (June 21, 2019) from the City Manager and the Deputy City Manager, Community and Social Services, and City Council direct the Deputy City Manager, Community and Social Services, to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications and report back with the results of the due diligence process in the first part of 2020.</p> | SHU | Work On-Going | Update to Board provided to TSC and BIFAC reports January 2021; Creation of Toronto Seniors Housing Corporation was adopted by City Council on May 5 2021. |
| | | | | <p><u>Action:</u> 4. City Council, as sole shareholder, direct the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer, Toronto Community Housing Corporation to implement the integrated service model for seniors as described in Attachment 5 to the report (June 21, 2019) from the City Manager and the Deputy City Manager, Community and Social Services, beginning with 10 sites selected from the 83 designated seniors-designated buildings in 2020 in partnership with the City and the Toronto Central Local Health Integration Network until such time as the new City services corporation referenced in Part 1 above is established.</p> | SHU | Work On-Going | Update to Board provided to TSC and BIFAC reports January 2021; Phase 2 of the ISM is being rolled out in 2021, with Phase 3 in 2022. |

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| | | | | <p><u>Attention:</u> 10. City Council approve in principle the transfer of Toronto Community Housing Corporation's real estate development functions to CreateTO and/or the City in alignment with the City-wide real estate model, including infill housing opportunities, the functions related to treatment of property and property related transactions and direct the Deputy City Manager, Corporate Services, in consultation with the Chief Executive Officer, CreateTO and the Chief Executive Officer and President, Toronto Community Housing Corporation to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications of the transfer and report back by the end of 2019 with a transfer plan including governance.</p> | Development | Work On-Going | Update to Board provided to TSC and BIFAC reports January 2021. |
| | | | | <p><u>Action:</u> 13. City Council, as sole shareholder, direct the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer, Toronto Community Housing Corporation to co-ordinate through the Executive Director, Housing Secretariat, who will work in consultation with the Deputy City Manager, Community and Social Services, Chief Executive Officer, CreateTO and the Chief Planner and Executive Director, City Planning, to identify opportunities for new affordable rental housing units on Toronto Community Housing Corporation lands through a program of infill construction in which the City of Toronto, or one of its agencies, retains ownership of all land currently held, unless City Council determines the ownership of these lands is no longer in the public interest.</p> | SPSR | Work On-Going | Continue to engage with the Housing Secretariat to determine when and if an infill construction program would be of benefit to the city's overall affordable housing plan. No action at this time. |

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| 19-AU3.14 | <u>AU3.14 Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing</u> | July 16-18, 2019 | Adopted with Amendments | <p><u>Attention:</u> 16. City Council request the General Manager, Shelter, Support and Housing Administration, in collaboration with the Chief Executive Officer, Toronto Community Housing Corporation, to ensure that a maximum number of social housing units are being used for housing and to complete a review of all housing units that are used for other purposes; and, establish a process that requires service manager approval prior to the removal of any housing units from service.</p> | Operations | Work On-Going | Review of units is complete. TCHC is working with city staff (SSHA) to implement a procedure for review of all houses removed from service. |
| | | | | <p><u>Attention:</u> 17. City Council request the General Manager, Shelter, Support and Housing Administration to:</p> <p>a. work, in collaboration with the Chief Executive Officer, Toronto Community Housing Corporation, to develop an interim process to efficiently and publicly post information on buildings with hard-to-rent vacancies to support applicants in making more informed housing choices; and</p> | Operations | Work On-Going | TCHC working with City staff (SSHA) to implement recommendation including holding virtual “Open Houses” in anticipation of the City's new online portal. |
| 19-PH7.4 | <u>PH7.4 A New Approvals Framework for Toronto Community Housing Corporation Revitalization Projects</u> | July 16-18, 2019 | Adopted with Amendments | <p><u>Action:</u> 1. City Council amend the Shareholder Direction to require Toronto Community Housing Corporation to work with City divisions and agencies in planning and implementing revitalization projects to ensure that the projects contribute appropriately to City-building objectives by incorporating a range of housing options including net new affordable housing opportunities.</p> | Development | Work Completed | Revised TCHC SHD going to Council in July 2021. Proposed revisions were shared with TCHC Board of Directors on June 15th 2021. |

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| 19-GL8.16 | <u>GL8.16 The City of Toronto 2019-2023 Green Fleet Plan (The Pathway to Sustainable City of Toronto Fleets Plan) and 2014-2018 Green Fleet Plan Results and Wrap-Up (Amended)</u> | October 29 and 30, 2019 | Adopted with Amendments | <u>Action:</u> City Council requested Toronto Community Housing Board of Directors implement The Pathway to Sustainable City of Toronto Fleets Plan. | FM | Work On-Going | Facilities Management preparing report for Board approval that is scheduled for Q2 2021; planned to go to BIFAC September 2 and then to the Board October 7 |
| 20-MM24.31 | <u>MM.24.31 Lawrence Heights Emergency Safety and Security Response - by Councillor Mike Colle, seconded by Councillor Mark Grimes (24.31)</u> | September 30 and October 1, 2020 | Adopted without Amendments | <u>Action:</u> 4. City Council request the City Manager to forward this Item to the Toronto Community Housing Corporation Board, with a request that the Board advise the City Manager about what concrete actions and plans have been implemented as part of a Community Safety Plan, and City Council request the City Manager to report to the Economic and Community Development Committee. | Operations | Work On-going | COO reported to TSC then Board in Q1 2021 as per City Council request; Update on Lawrence Heights Safety program included in Q1 VRP Activity in Item 9G to TSC on May 4 2021. |
| | | | | <u>Attention:</u> 1. City Council request the Toronto Community Housing Corporation in cooperation with the community to examine a possibility of establishing a Community Resource Safety House in order to support local residents, community building and safety enhancing effort. | Operations | | |
| 20-EX.17.2 | <u>EX.17.2 Implementing Tenants First: 2020 Action Updates</u> | October 27 and 28, 2020 | Adopted without Amendments | <u>Action:</u> 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. | SPSR | Work On-Going | Update to Board via report presented to TSC November 24, 2020; letter to the Shareholder and Annual Report presented to Board on April 27 2021. |

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| 21-EX.20.9 | <u>EX20.9 Toronto Seniors Housing Corporation Board of Directors</u> | February 2 and 3, 2021 | Adopted with Amendments | <u>Attention:</u> In anticipation of legal incorporation of the Seniors Housing Corporation, this report recommends the Terms of Reference for the Board of Directors for the Seniors Housing Corporation, and directs the City Clerk to initiate recruitment of the Board | SHU | Work Completed by City Clerk | The Board review this item for information; City Clerk has completed recruitment for the Board of Directors for the Seniors Housing Corporation. |
| 21-PH21.2 | <u>PH21.2 Activating a Revitalization Plan for the Dundas Sherbourne Neighbourhood</u> | March 10 2021 | Adopted without Amendments | <u>Attention:</u> City council adopted this report by SSHA directing TCHC and City Staff to undertake the necessary due diligence work to identify the financial and operational implications related to the full redevelopment of the Dan Harrison Community Complex by the fourth quarter of 2021. Report to the Planning and Housing Committee by the first quarter of 2022 with a proposed plan to improve the built-form and the operations of the Dan Harrison Community Complex and to create new supportive housing opportunities to better serve the needs of existing and future residents. | SPSR, Operations & FM | Work On-going | The Board review this item for information; TCHC staff in consultation with City staff are working to complete the report by Q4 2021. |

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| 21-EX23.4 | <u>EX23.4 Implementing Tenants First: Creating a Seniors Housing Corporation</u> | May 5 2021 | Adopted without Amendments | <u>Attention:</u> This report recommended the formal incorporation of the new Toronto Seniors Housing Corporation as well as a series of actions to support the creation of the corporation, including the adoption of a shareholder direction for Toronto Seniors Housing Corporation, recruitment of a Chief Corporate Officer and Transition Lead, principles to guide negotiations between Toronto Seniors Housing Corporation and Toronto Community Housing Corporation, and a process to enable the Office of the Commissioner of Housing Equity to continue to provide services to tenants of Toronto Seniors Housing Corporation. | SPSR | Work Completed | The Board review this item for information; An update to the board provided to TSC and BIFAC on May 2021 summarized the motion prior to its adoption at Council. The City is working to publish an RFP for a consultant to provide recommendations on shared services between TCHC and SHC, while TCHC is preparing for negotiations by consulting internal teams. |