



Q4 2021 Tenants First Update

Item 2E

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-11

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

From: Vice President, Strategic Planning and Communications

Date: January 12, 2022

PURPOSE:

The purpose of this report is to provide the BIFAC with the Q4 2021 update on the City’s Tenants First initiatives.

RECOMMENDATION:

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

BACKGROUND:

Reporting History:

In 2021, Management have submitted the following reports to the BIFAC providing an update on work that took place related to the Tenants First Initiative:

Management reported to the BIFAC at its January 25, 2021 meeting (BIFAC:2021-13) and provided the Committee with an update on the work that took place in Q4 2020 related to the Tenants First initiative.

Management reported to the BIFAC at its March 11, 2021 meeting and provided the Committee with an update on implementation of the Development Transition as part of the Tenants First initiative.

https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/March%2011/Item%204%20-%20Tenants%20First%20Development%20Transition_v2.pdf

Management reported to the BIFAC at its May 18, 2021 meeting and provided the Committee with an update on the work that took place in Q1, 2021 related to the Tenants First initiative.

<https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/May%2018%202021%20BIFAC/Item%202G%20-%20Q1%202021%20-%20Tenants%20First%20Update%20FINAL.pdf>

Management reported to the BIFAC at its September 2, 2021 meeting and provided the Committee with an update on the work that took place in Q2, 2021 related to the Tenants First initiative.

<https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/September%202%202021%20BIFAC/Item%202J%20-%20Q2%202021%20Tenants%20First%20Update%20w%20attachments.pdf>

Management reported to the BIFAC at its November 3, 2021 meeting and provided the Committee with an update on the work that took place in Q3, 2021 related to the Tenants First initiative.

<https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/November%203%202021%20BIFAC/Item%202G%20-%20Q3%202021%20Tenants%20First%20Update%20-%20FINAL.pdf>

UPDATES:

Toronto Seniors Housing Corporation Transition

Toronto Community Housing (“TCHC”) Management, Toronto Seniors Housing Corporation (“TSHC”) and the City’s Tenants First team continue to work closely together on this project by Deputy City Manager Paul Johnson, and attended by senior representatives from TCHC, TSHC and the City. This table oversees progress and works with staff to remove barriers to project success. TCHC and TSHC are working closely together to ensure that all transition efforts are well coordinated between the two corporations.

In July 2021, City staff, in collaboration with TCHC and TSHC, released an RFP for the selection of a consultant to provide advice and recommendations on the Shared Services Agreement between TCHC and TSHC. Staff from the City, TCHC and TSHC are working closely with MNP to support their work. The consultant's final report is expected in February 2022.

A comprehensive updated report on the TSHC transition project will be presented at the Special Board Meeting scheduled for January 27th.

Integrated Service Model ("ISM") Implementation

The ISM's key features include increased staff to tenant ratios, seniors-specific policies and procedures, better coordinated access to health services and supports through the Home and Community Care Support Services (formerly called the Local Health Integration Network), community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East area of the city and in September of 2021 implementation began in the North West region and in eight additional buildings in the South East region. The ISM is now being implemented in 52 out of 83 Seniors Housing Unit buildings.

Various roles, including the new ISM-specific Seniors Services Coordinator and Tenant Service Administrator roles were on-boarded in the South East and North West regions and have begun to deliver an integrated approach to supporting senior tenants. Recruitment is underway for Phase 3. Two seniors-specific online training modules were also developed and implemented, one on mental health and one on understanding dementia, and were mandatory for all Seniors Housing Unit staff. A third module on suicide prevention is set to launch early in 2022.

The SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM and designated Care Coordinators from Home and Community Care Support Services have been identified for more than half of the 83 Seniors Housing Unit buildings. Joint training has been held with Care Coordinators and Seniors Services Coordinators in the South East and North West regions. As well, five new and eight modified seniors-specific procedures have been or are in the process of being developed, tested and implemented to better support senior tenants.

The implementation of Seniors Health and Wellness Hubs is currently paused while further consultations on the model take place to make sure it meets the needs of senior tenants. The consultations are being led by the City and are expected to begin in Q1 2022 and be completed by mid-2022 through a third-party consultation service. The Seniors Housing Unit will support the City in reaching tenants for the consultations, interpreting results and determining next steps, also in collaboration with TSHC.

Members of the Senior Tenants Advisory Committee (“STAC”) met in November and provided feedback on the maintenance and annual unit inspection process and the ISM Tenant Experience Survey results. STAC had their final 2021 meeting in December where members were able to see how their feedback impacted work on the ISM across all items discussed in the 10 STAC meetings since December 2020. As per City Council direction adopted December 17, 2021, going forward the STAC will be led by the City. The Seniors Housing Unit will continue to work with the City to assist with STAC activities.

Implementation of Phase 3, the final phase of the ISM, is expected to officially launch in March of 2022 in the South West and April in the North East region, with full implementation expected by the end of 2022.

Single Family Home Asset Transfers

The successful proponents, Circle Community Land Trust and Neighbourhood Land Trust, were announced on June 25, 2021 in a [joint press release](#) by the City and TCHC following the execution of the Agreement of Purchase and Sale. TCHC notified tenants of the process a week prior to the press release and attended Tenant Information Sessions hosted by the City’s Tenants First Team in early July. Tenants impacted by both transfers will be provided an update before the end of January, 2022, and frequent, additional communication will occur leading up to the transfer dates.

TCHC has completed the 180 day due diligence period with Neighbourhood Land Trust, and are working towards a March 1st closing date. Circle Community Land Trust has extended due diligence until the end of February and TCHC continues to support that process. Currently, TCHC is working with the City to secure Service Manager Consent and

ensure there are a Social Housing Agreements in place for all of the transfers.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022.

Transfer of Development Function to CreateTO

Staff continue to work in partnership with CreateTO and the City's Real Estate team to complete the transfer of the Development function to CreateTO. A final timeline for the transfer has not been confirmed, and staff will bring recommendations to the Board for approval as soon as a proposed approach has been solidified.

IMPLICATIONS AND RISKS:

Financial implications associated with implementing the Joint Work plan and the transition of the operations of the 83 seniors-designated buildings to the TSHC include a significant amount for external legal counsel costs to provide expert advice on key legal risks and implications to TCHC, given the aggressive timeline contemplated in the joint work plan. These costs and other items are included in TCHC's 2022 budget as one-time expenses.

The Seniors Housing Corporation transition is one of the largest projects of this nature that TCHC has ever been involved in and ongoing engagement with this Board will be a requirement. Management expects to engage with the Board on an ongoing basis, at every opportunity, as we prepare for the approval of all agreements and the transition date of June 1, 2022.

Ongoing collaboration with the TSHC Board and Transition team is also be extremely important and TCHC is committed doing everything possible to ensure this transition is successful and that TSHC is set up to move ahead as a strong corporation operating the 83 seniors-designated buildings.

SIGNATURE:

"Paula Knight"

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