



## Q4 2020 Update on Tenants First

Item 2F

February 5, 2021

Building Investment, Finance and Audit Committee

**Report: BIFAC:2021-08**

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

**From:** Director, Strategic Planning & Stakeholder Relations

**Date:** January 5, 2021

### **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**

#### **Item History**

Management reported to the BIFAC at its November 16, 2020 meeting and provided an overview of Council’s most recent report, *EX17.2 – Implementing Tenants First: 2020 Action Updates*.

<https://www.torontohousing.ca/events/Documents/BIFAC/2020%20BIFAC/November%2016%202020%20BIFAC/Item%2021%20-%20Tenants%20First%20update%20-%20Nov%2016,%202020%20Final.pdf>

## **Overall TCHC-City Coordination Process**

TCHC Management and the City's Tenants First team continue to work closely together on this project. 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. City staff have informed us that we will hear more with regards to timing in January 2021.

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

The report *EX 17.2 – Implementing Tenants First: 2020 Action Updates* was adopted by City Council without debate on October 27, 2020. The report included recommendations in several areas:

- Updated Shareholder Direction for TCHC
- Integrated Service Model implementation
- Seniors Housing Corporation
- Office of the Commissioner of Housing Equity
- Asset transfer process and RFP for scattered houses

The remainder of this report provides an update on the ongoing work in each of these areas.

## **Updated Shareholder Direction for TCHC**

Staff from the City's Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office have been meeting regularly with staff from TCHC to review and revise the current Shareholder Direction. Updates will focus on ensuring that language and references are updated, that the Shareholder Direction appropriately reflects direction from

Council to TCHC, and provides clarity on TCHC's mandate to deliver social housing as the City's Local Housing Corporation.

#### Integrated Service Model ("ISM") Implementation

As directed by Council, the business case and continued allocation of resources to the Seniors Housing Unit ("SHU") for the ISM was presented at the December 15, 2020 Board meeting as part of the overall budget package.

The objectives of the ISM are to promote aging in place, better quality of life, and successful tenancies for tenants living in TCHC seniors-designated buildings. 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. Phase 1 of the ISM rollout began in 18 buildings in the South East Region on December 11, 2020 with the subsequent Phase 2 to proceed in two additional regions (West and Downtown) starting in late 2021 and Phase 3 in the final two regions (Central and North East) in 2022.

The SHU has begun implementation of new staff for Phase 1 of the ISM, including the new Seniors Services Coordinators and other roles, and additional staff will be on-boarded in January and February 2021. As well, the SHU has continued reviewing partnership agreements and is working with partners to develop specific programs and services under the ISM. The SHU will also continue developing and aligning policy and processes to the ISM.

The Senior Tenants Advisory Committee ("STAC") is now operational and held its first meeting on December 14, 2020. The STAC is a forum for Seniors Housing tenants to share ideas, provide advice and feedback and support tenant outreach and engagement in support of the ISM. The STAC will be co-led by the SHU and Seniors Services & Long Term Care division at the City, and is comprised of 13 Seniors Housing tenant members.

A Tenant Experience Survey was completed in November 2020 with tenants in the 18 South East region buildings to collect base data to enable measuring ISM performance over the first year. Over 1,200 responses were received (a 43% response rate), which provides an extensive dataset of tenant input from across the region. The results are being consolidated and

will be analyzed in Q1 2021 with the support of Sunnybrook Research Institute and will be reported back by spring 2021.

In Q1 2021, Sunnybrook Research Institute will be holding virtual focus group consultations for tenants (up to 80) in the South East Region and the SHU will continue planning for implementation of the first Seniors Health & Wellness Hub in the South East Region as well.

#### Seniors Housing Corporation Timeline

City staff and TCHC staff are meeting regularly to complete the work required for the creation of the Seniors Housing Corporation (“SHC”). The areas of focus include:

- Shared services
- Review of contracts and vendor agreements
- Shareholder Direction for the SHC
- Operating Agreement for the SHC
- Review of estimated costs of transition and implementation of the SHC

The report back to Council on the recommended timelines for the creation of the Seniors Housing Corporation has been set spring 2021. The timeline will consider the impact of COVID-19 on the City's ability to create the new corporation. This timeline does not impact the implementation of the ISM, nor does it signal any delay in the preliminary work that will support the creation of the new corporation.

#### Office of the Commissioner of Housing Equity (“OCHE”)

The City, OCHE, and TCHC are in discussions to identify the best mandate, governance and location of the OCHE going forward, in the context of the creation of the SHU. Staff are focused on ensuring that the important work that the OCHE does, in the support of vulnerable and senior tenants to preserve their tenancies, is maintained and included in the new SHU. The goal is to ensure good governance, excellence in service, clear lines of accountability and that the office’s work is supported appropriately.

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

Following the approval from Council of the identified proponents for the scattered houses RFP, TCHC and the City have entered into a due diligence process related to the proponents’ Best and Final Offers.

Following that period, which ends in early January, we will enter into a 30

day formal negotiation period. At the close of the negotiation, if successful, TCHC will execute the agreements of purchase and sale with the successful proponents. The transfers will close after the negotiated due diligence period is completed and the City has finalized Social Housing Agreements with the proponents.

**IMPLICATIONS AND RISKS:**

TCHC is undertaking these actions related to the transfer of the scattered houses 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

**STAFF CONTACTS:**

Karen Gomez, Business Planner Strategic Planning and Stakeholder Relations

(416) 688-8457

Karen.Gomez@torontohousing.ca

Jill Bada, General Manager, Seniors Housing Unit

(416) 981-4548

Jill.Bada@torontohousing.ca