

Toronto Community Housing



TSHC/TCHC Joint Transition Workplan

Item 7

October 7, 2021

Board of Directors

Report: TCHC:2021-66

To: Board of Directors

From: President and Chief Executive Officer

Date: September 22, 2021

PURPOSE:

The purpose of this report is to present a joint TSHC/TCHC transition work plan.

RECOMMENDATIONS:

It is recommended that the Board:

- 1) Approve the Joint Workplan for the transition of the Seniors Housing Corporation
- 2) Direct staff to engage representatives of the City and the Seniors Housing Corporation in discussions related to the formation of a Joint Committee of Directors from TSHC and TCHC Boards.
- 3) Authorize the President and Chief Executive Officer to take all actions necessary to implement the above recommendations

It is recommended that the Board direct staff to engage representatives of the City and the Seniors Housing Corporation in discussions related to the formation of a Joint Committee of Directors from TSHC and TCHC Boards. The intent of this Joint Committee is to facilitate information sharing in

support of the Joint transition work-plan activities and is subject to each Board's approval to establish this entity.

REASONS FOR RECOMMENDATIONS:

TCHC Management have been working collaboratively with the Toronto Seniors Housing Corporation (TSHC) Transition Lead and team since mid-July to draft a joint work plan to support the transition of operational responsibility for the 83 seniors designated buildings ('the 83 buildings') to TSHC. The transition date has been identified as June 1, 2022, at which point the TSHC will assume the role of landlord for all tenancies within the 83 buildings.

Management from both corporations, in collaboration with City staff, have identified the following four work streams:

1. Shared Services between TCHC and TSHC;
2. The Lease agreement by which TSHC will lease the buildings from TCHC and thereby become the tenants' landlord;
3. The transfer of employees currently responsible for seniors tenants at TCHC to TSHC,
4. Subsidy and financial agreement between TCHC, City of Toronto and TSHC to identify the funding amounts and sources that will make up TSHC's post transition operating budget.

High level milestones and timelines associated with each of these work streams can be found in Attachment 1. A 'transition roadmap' is also included in Attachment 2, to provide an at-a-glance overview of the process.

In addition to the joint work plan, there are a number of areas that TCHC will be undertaking work specific to the Corporation, including a labour relations and human resources analysis, ongoing engagement with our labour partners, and a detailed legal and financial analysis.

Robust, collaborative and ongoing communication with tenants and staff is a cornerstone of this project and a successful transition will not be possible without it. Management from both corporations have begun planning

engagement and communication touch points, with joint communication planned wherever possible. Most recently, TCHC's CEO and TSHC's Transition Lead met with the Seniors Tenant Advisory Committee to provide them with an overview of transition and timelines and to answer questions they had. Leveraging tenant leaders in this manner is a priority for Management from TCHC and TSHC.

TCHC is distributing a communications to all senior tenants within the 83 buildings by the end of October, 2021. This communication will include information on the respective roles of TCHC and TSHC throughout the transition, a Q&A document, timelines, and an overview of how additional information will be shared with all senior tenants going forward.

There are a number of initiatives within the Seniors Housing Unit that TCHC is currently accountable for, but that have an impact on TSHC's direction and are of interest to the TSHC Board and Transition team. TCHC is committed to engaging the transitional lead and the Board, as appropriate, to ensure that their perspective is considered as these initiatives roll out, including the final phases of the Integrated Service Model, and the ongoing implementation of the Tenant Engagement System.

In the interest of ensuring strong communication channels between both corporations, the TSHC Transition team has proposed the development of a joint Board Committee that would be made up of a number of directors from each of the TCHC and TSHC Boards. This Committee would be for information sharing associated with the joint TSHC/TCHC transition work plan activities and would have no decision-making authority or have any delegated authority on behalf of each respective Board. Directors on the Joint Committee would be responsible to report back to their respective Boards on activities of the Committee as required. The establishment of the Joint Committee, and its terms of reference would be subject to each Board's approval to establish this Committee.

IMPLICATIONS AND RISKS:

Financial implications associated with implementing the Joint Workplan and the transition of the operations of the 83 seniors-designated buildings to the

TSHC include a significant amount for hiring of external legal counsel 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 that arise will be incorporated into TCHC's 2022 budget.

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 will 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:

"Jag Sharma"

Jag Sharma
President and Chief Executive Officer

ATTACHMENT:

1. TCHC-TSHC Joint Transition Work Plan
2. Joint Project Roadmap

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