

Toronto Seniors Housing Corporation

Audit, Finance and Risk Committee (AFRC) Meeting Agenda

Date: Wednesday, October 2, 2024

Time: 4:00 pm to 5:30 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	4:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	4:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	4:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	4:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	4:06 pm 1 min	Approval of Public Session Minutes of AFR Committee Meeting of September 3, 2024	Approval	Minutes	Chair
6.	4:07 pm 1 min	Approval of Closed Session Minutes of AFR Committee Meeting of September 3, 2024	Approval	Minutes	Chair
7.	4:08 pm 1 min	Action Item Review	Information	List	Chair
8.	4:09 pm 6 min	CEO Update	Information	Verbal Report	Tom Hunter
9.	4:15 pm 5 min	2025 Budget Update	Information	Report	Vince Truong
10.	4:20 pm 20 min	Enterprise Risk Management Policy	Approval	Report	Grant Coffey/ MNP
11.	4:40 pm 10 min	August YTD 2024 Financial Results	Information	Report	Vince Truong

Item	Time	Description	Action	Type of Item	Presenter
12.	4:50 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	4:51 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	N/A	Chair
14.	4:52 pm 20 min		Approval	Presentation	Vince Truong
15.	5:12 pm 15 min		Information	Report	Vince Truong
16.	5:27 pm 1 min		Approval	N/A	Chair
17.	5:28 pm 1 min	Motion to Approve Closed Session Decisions	Approval	Motions	Chair
18.	5:29 pm 1 min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation
Audit, Finance, and Risk Committee (AFRC) Meeting
Public Minutes

[View Live Stream Video Part 1 here](#)

[View Live Stream Video Part 2 here](#)

Draft Public Minutes

The Audit, Finance and Risk Committee (AFRC) of the TSHC Board held its meeting on Tuesday, September 3, 2024, at 3:30pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

Lawrence D’Souza, Chair
Fareed Amin
Warren Law
Jim Meeks
Councillor Vincent Crisanti
Linda Jackson

TSHC staff present:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and Business Management*
Vince Truong, *Interim Finance Lead*
Carol Francis, *Director, People & Culture*
Arlene Howells, *Director, Engagement, Partnerships and Communications (I)*
Brad Priggen, *Director, Operations*
Tolu Solebo, *Manager, Financial Reporting & Compliance*
Karyn Bawden, *EA and Board Secretary*
Fatima Mahmood, *EA*

Item 1: Chair’s remarks

The Chair welcomed Board and Committee members, staff and online attendees. He stated there were no deputations. The Chair recognized September 2nd was Somvati Amavasya, September 7th as National Ukrainian Heritage Day as well as September being World Alzheimer’s month, with Saturday, September 21st as World Alzheimer’s Day.

The Chair noted the Agenda will focus on Enterprise Risk Management Framework, our 2025 Budget Update, July YTD 2024 Financial Results and Procurement Post Purchase Approval Requests. He also noted there would be a Closed Session in the meeting.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: Approval of public meeting Agenda

The Chair asked for a motion to approve the Public Agenda of September 3, 2024 as presented.

Moved: Warren Law

Seconded: Councillor Crisanti

With All in favour, it was resolved that the Public Agenda of September 3, 2024, was approved as presented CARRIED

Item 4: Chair’s poll re: conflict of interest

The Chair asked the members of the Committee whether they were in conflict of interest with any agenda item. With no conflicts of interest being declared, the Chair continued to next Action Item.

Item 5: Approval of public minutes of AFRC meeting of June 12, 2024

The Chair asked if there were any edits or changes to the public meeting Minutes of June 12, 2024. Being none, the Chair asked for a motion to approve the public meeting Minutes of June 12, 2024 as presented.

Moved: Warren Law

Seconded: Fareed Amin

With All in favour, it was resolved that the public meeting Minutes of June 12, 2024, was approved as presented CARRIED

Item 6: Approval of closed session minutes of AFRC meeting of June 12, 2024

The Chair asked if there were there any edits or changes to the Closed Session meeting minutes of June 12, 2024. Being none, the Chair asked for a motion to approve the Closed Session meeting minutes of June 12, 2024 as presented.

Moved: Councillor Crisanti

Seconded: Warren Law

With All in favour, it was resolved that the Closed Session meeting minutes of June 12, 2024, were approved as presented CARRIED

Item 7: Action item review

The committee reviewed the action item list and the status of the items. With no further action items discussed, and the Committee satisfied, the Chair proceeded to next Agenda Item.

Item 8: CEO Update

At the Chair's invitation, Mr. Hunter gave his CEO Update, highlighting:

- Cybersecurity Awareness/Training
- Enterprise Risk Management
- 2025 Budget & Submission

Mr. Amin and Ms. Jackson inquired how many Board members were outstanding to complete the Cybersecurity Training. It was noted that there were only two outstanding. Mr. Meeks inquired about Phishing emails and whether they should be forwarded to IT. It was answered that if the Phishing email was received in their personal email they do not forward, however, if received in their TSHC email, there is a specific button on top right called “Phish Alert Report” and to use that function.

With no further questions or comments, the Chair moved on to the next Agenda item.

Item 9: Enterprise Risk Management Framework and Plan

Through the Chair, Grant Coffey presented on Enterprise Risk Management Framework and Plan, noting:

- TSHC was undertaking an initiative to develop an Enterprise Risk Management Framework and began the Procurement process to retain professional services for this in Q1 2024 and in Q3 2024.
- The contract was awarded to MNP LLP, a consulting firm with one of the largest multidisciplinary risk management teams.
- Development of Project Plan and ERM Policy, ERM Framework and Initial Risk Management
- Business Continuity Plan will be considered further in 2025

The Chair thanked Mr. Coffey for his update and carried on to the next Agenda Item.

Item 10: Budget Update

Through the Chair, Vince Truong presented the Budget Update, highlighting:

- Discussions with Directors, Managers and staff
- Request for additional staff to support tenant-facing operations and corporate requirements
- Maintaining existing services
- Consideration of key cost drivers such as inflation
- Negotiations of Collective Agreements

Also, he noted key dates due to the City of Toronto 2025 Budgeting Process, being:

- Administrative Reviews – Oct. 1 – 31, 2024
- Informal Budget Committee Reviews – mid October to mid November, 2024

- Target Final 2025 City Financial Planning Budget Decision – Wednesday November 27, 2024
- Final 2025 Budget Note to City Financial Planning Division – Nov/Dec 2024
- City Budget Committee reviews –January 2025 (TBD)
- Council Budget Review and Approval – February 2025 (TBD)

The Chair thanked Mr. Truong for the update and moved on to the next Agenda item.

Item 11: July YTD 2024 Financial Results

Through the Chair, Vince Truong presented the July YTD 2024 Financial Results, highlighting:

- Payroll
- Pension and Benefits
- Vendor Payables

The Board asked that in future with the salaries/payroll, that predictable and non-predictable be separated out.

With that, and no further comments, the Chair proceeded to the next Agenda Item

Item 12: Procurement Post Purchase Approval Requests

Through the Chair, Vince Truong presented the Procurement Post Purchase Approval Requests, noting:

Four (4) purchases were made in 2024 without a Purchase Order (PO) with a combined amount of \$40,500 consisting of two purchases for actuarial work as part of the year end audit through Mercer Canada and Telus Health, KPMG for professional services, and Levitt Di Lella Duggan & Chaplick for legal representation

With no comments or questions, the Chair proceeded to the next Agenda Item

Item 13: Approval to Move into Closed Session

The Chair asked for a motion to approve the meeting move into Closed Session under By-Law Section 4.19, Subsections 1b, 1j and 1L.

Moved: Warren Law

Seconded: Jim Meeks

With all in favour, it was resolved that the Public meeting be terminated and move into the Closed Session CARRIED

The meeting went into Closed Session.

Upon return, the Chair noted there were no motions to approve and carried on to last Agenda Item.

Item 19: Adjournment

The Chair thanked the Board and Committee members, staff and the online attendees and asked for a motion to adjourn the September 3, 2024 meeting.

Moved: Warren Law

Seconded: Councillor Crisanti

With all in favour, it was resolved that the TSHC AFRC September 3, 2024 meeting terminate CARRIED

Lawrence D’Souza, Chair
Audit, Finance and Risk Committee

**Toronto Seniors Housing Corporation
Audit, Finance and Risk Committee**

**Action Items List as of
September 2024**

	Meeting Arising From	Description	Resp.	Status
1.	January 31, 2024	Staff to consult with TCHC on Environmental Renewal and Plan.	Grant Coffey	In Progress
2.	January 31, 2024	Bring forward an overview of revitalization plans in the 2024 budget including net new potential housing for seniors.	Grant Coffey	In progress

Action Items Completed				
	Meeting Arising From	Description	Resp.	Status
1.	January 31, 2024	Staff to provide an update regarding the discussions about the allocation and the Lease Agreement.	Grant Coffey	Completed
2.	January 31, 2024	Staff will provide an update on the Letter of Guarantee and the Line of Credit to this Committee once we have more information.	Vince Truong	Completed
3.	November 28, 2023	Going forward quarterly adjustments be recorded in TSHC books the two entries - revenues and expenses.	Vince Truong	Completed
4.	November 28, 2023	Staff to review the agreement contract and confirm that TSHC is to receive the surplus after the first year.	Vince Truong	Completed
5.	November 28, 2023	Provide Committee with a consolidated list of items that fall under the category 'other costs' as indicated in the Statement of Operations.	Vince Truong	Completed
6.	September 28, 2023	Bring to Committee a presentation on building emergency procedures.	Brad Priggen	Completed

Toronto Seniors Housing Corporation
Audit, Finance, and Risk Committee (AFRC) Meeting

Meeting Date: October 2, 2024

Item Number: 09

Report Name: 2025 Budget Update

To: Audit, Finance, and Risk Committee

From: Vince Truong, Finance Lead (I)

Date of Report: October 2, 2024

Purpose: The purpose of this report is to provide an update on financial matters.

Recommendation:

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

Reason for Recommendation:

The 2025 Budget - 1st draft was submitted to the City of Toronto on September 10th as a stand-alone budget for Toronto Seniors Housing Corporation (TSHC). The preliminary budget has been prepared and reflected the following in the initial submission:

- Discussions with Directors, Managers and staff

- Request for additional staff to support tenant-facing operations and corporate requirements
- Maintaining existing services
- Consideration of key cost drivers such as inflation
- Other impact in operations including salary, collective agreements, and other expected changes

Both the City and TSHC are expected to face significant budget pressure with the 2025 Budget. TSHC will continue to develop the budget with a focus on key priorities and to manage expectations. TSHC will also continue to focus on supporting the 2023-2025 Strategic Directions. In early August, TSHC held two virtual tenant consultation sessions. In these sessions, TSHC received valuable input on some of the tenant priorities, including building security, additional staff support, and mental health and programming support. TSHC met with the Senior Tenant Advisory Committee (STAC) on September 12 to further consult and gather valuable input.

Over the past months, there has been ongoing conversations with TCHC and the City. TCHC will be providing the budget line items that TCHC currently manages, and the process will remain similar to past years. The Budget Allocation process, whereby the appropriate transfer of costs between the two organizations were outlined in the original Transition Agreement and the Service Delivery Agreement, remains a work in progress. To date, the one item of Bad Debt has been resolved; however, it is unlikely that the other 6 allocations will be resolved in this budget cycle (i.e. Mortgage Principal and Interest, Community Safety, Insurance, Facilities Management, Business Operations Call Centre, and the Administrative Fee).

Below are the key dates due to the City of Toronto 2025 Budgeting Process:

- Administrative Reviews – Oct. 1 – 31, 2024
- Informal Budget Committee Reviews – Mid October to Mid November, 2024
- Target Final 2025 City Financial Planning Budget Decision – Wednesday November 27, 2024
- Final 2025 Budget Note to City Financial Planning Division – Nov/Dec 2024
- City Budget Committee reviews –January 2025 (TBD)
- Council Budget Review and Approval – February 2025 (TBD)

The Board and AFRC will be updated regularly on major and material items being discussed in these meetings. The Board is expected to approve the 2025 Budget on either December 11 or 16, 2024, depending on time and agenda material and City Budget decisions.

Name: Vince Truong

Title: Finance Lead (I)

List of Attachment:

None

Toronto Seniors Housing Corporation
Audit, Finance, and Risk Committee (AFRC) Meeting

Meeting Date: October 2, 2024

Item Number: 10

Report Name: Enterprise Risk Management (ERM) Policy

To: Audit, Finance, and Risk Committee

From: Director, Strategy and Business Management

Date of Report: September 19, 2024

Purpose: For approval

Recommendation:

It is recommended that the Audit, Finance, and Risk Committee (the “AFRC”) endorse the following recommendation to be forwarded to Board for approval:

- To adopt the Enterprise Risk Management (ERM) Policy, as set out in Attachment 1 of this report, and forward it to the TSHC Board of Directors, with an effective date of November 1, 2024.

Reason for Recommendation:

TSHC initiated the development of an Enterprise Risk Management Framework and awarded a contract to MNP LLP in Q3 2024 to carry out this project. MNP LLP has developed a draft Enterprise Risk Management (ERM) Policy and sought feedback from TSHC management and the AFRC Board Chair to refine the policy. The ERM policy outlines the responsibilities of various stakeholders, articulates

the Corporation's approach to ERM, and details the structure and processes contained within the ERM framework and reporting.

Further to the policy, MNP LLP will establish an Enterprise Risk Management (ERM) framework and conduct an initial ERM assessment, for which work has started. The framework will include procedures and tools, such as reporting dashboards, risk assessment criteria, and risk register templates (as detailed in Attachment 2 of this report). Additionally, they will document mitigation strategies and actions. For the strategic risk assessment, MNP will follow best practices and conduct interviews with subject matter experts within TSHC and external stakeholders including TCHC.

TSHC aims to provide an update on the ERM Framework, tools, and reporting templates at the meeting on November 28th. TSHC and MNP will develop a Risk Register, Risk Mitigation, and Risk Metrics for the top identified risks in Q4 2024 and will provide an update at the Q1 2025 AFRC meeting.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Enterprise Risk Management (ERM) Policy
2. Enterprise Risk Management - Presentation

Toronto Seniors Housing Corporation (TSHC) Enterprise Risk Management

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: October 2, 2024

Date of Last Revision, if applicable: N/A

Effective Date: November 1, 2024

Policy Statement

The mandate of Enterprise Risk Management (ERM) is to promote risk-informed decision making and support the effective execution of TSHC's strategic directions and business plans by implementing an enterprise-wide risk management framework.

Policy Objective(s)

The objective of this policy is to articulate the Corporation's approach to ERM and provide an overview of the related roles, responsibilities and accountabilities.

ERM is a common practice utilized by organizations across a variety of sectors which aims to manage the risk necessary in the pursuit of strategic priorities and objectives. ERM forms part of the overall management system, helping to improve decision-making capabilities throughout the Corporation.

Scope

The ERM policy outlines TSHC's philosophy and approach to the management of risk exposures across the corporation. The policy highlights the structure and processes contained within the ERM framework.

In addition, this policy outlines the key roles and responsibilities for ERM with TSHC.

Definitions

Enterprise Risk Management (ERM) – the coordinated activities to direct and control risks within an organization. This includes assessing risks, communicating risks, assigning responsibility for risks, identifying mitigating strategies to avoid or lessen risk, planning risk response strategies and reviewing and improving risk management based on lessons learned from risk experience.

ERM Framework - the suite of policies, procedures, tools and training that support Enterprise Risk Management within the Corporation. The ERM Framework includes the ERM policy, the risk management process and supporting tools and procedures.

Risks – the likelihood that there will be a positive or negative deviation from the expected objective. Risk is inherent in any business venture. Risks can be threats or opportunities and are measured by likelihood or probability of occurrence and the impact or consequences should they occur. Risks will be classified as insignificant, minor, moderate, major, or severe.

Risk Appetite – the general amount of risk the corporation is willing to accept, which has an influence how risks are assessed and treated. Defining risk appetite will help TSHC develop risk mitigation and risk response strategies appropriate to the Corporation’s needs.

Risk Assessment – Overall process of risk identification, risk analysis, and risk evaluation.

Risk Register – A listing of strategic risks (with impact and likelihood assessed) will form the risk register.

Risk Monitoring and Reporting – The process of communicating risk to different stakeholders. Monitoring risk is a continuous activity that results in awareness throughout the Corporation.

Roles and Responsibilities

Role	Key Responsibilities
<p>Board of Directors</p>	<p>The Board of Directors has responsibility for providing effective oversight of the corporation’s risks and risk management processes. This includes approving the policy, reviewing the effectiveness of the risk management processes, and articulating the risk appetite of the corporation.</p> <p>Note: These responsibilities have been delegated to the Audit, Finance and Risk Committee (AFRC) and are included in the Committee’s list of accountabilities as outlined in their Terms of Reference. However, the Board retains the collective, overarching oversight of the risk management program.</p>
<p>Chief Executive Officer</p>	<p>The Chief Executive Officer acts as the ultimate management body responsible for risk, acting as the key conduit between the Board of Directors and Management within the governance structure.</p>

Role	Key Responsibilities
Leadership Team	The Leadership Team acts as the ultimate management body responsible for risk, in conjunction with the processes and efforts to manage performance and the achievement of strategic directions.
Director, Strategy and Business Management	The Director, Strategy and Business Management is responsible for the ownership and management of this Framework and the ERM Program as a whole. This includes ensuring that the right supports and tools are in place to enable staff to identify, assess, manage and monitor risks relevant to the Corporation.
Risk Owner	Each risk identified by TSHC must have a designated Risk Owner (i.e., the Division and/or Department) responsible for the overall management of the risk.
Subject Matter Experts	Subject Matter Experts are comprised of staff members or key partners (e.g. TCHC) who have subject matter knowledge and expertise to inform and guide the management of risks. They ensure that risks relevant to the achievement of business objectives are considered from all relevant perspectives, and that potential impacts of a risk (new or revised) can be assessed well in advance of that risk becoming a reality.
Employees	Employees are responsible for integrating risk management into their day-to-day activities. This includes applying the risk management process in their respective functions, informing management of new risks and significant changes to current risks, and providing requested information required for reporting.

Policy Content

Principles

The following principles will guide risk management at TSHC.

- We recognize that risk – and risk management – is part of our day-to-day work.
- We will balance risk and reward, working to do the right thing to maintain the trust of our tenants, staff and stakeholders.
- We understand that everyone has a role to play in managing risk, and we work to establish clear accountability for understanding risks.
- We know that risk is dynamic, and we seek to evolve to ensure that we manage risk in a way that is aligned with the needs of our operating environment.

Risk Management Process

General Approach

Structure and consistency in process and approach is key to successful risk management. TSHC’s risk management processes are aligned to the principles of the ISO 31000 Risk Management standard. The steps of our general risk management method are depicted below:

#	Step
1	Establish scope, context and criteria
2	Risk identification
3	Risk analysis
4	Risk evaluation
5	Risk treatment
6	Monitoring and review

Reporting

The Corporation will provide regular reporting on its enterprise-wide risks to provide decision-makers with a comprehensive and integrated view of its key risks. Risk reporting will be conducted in accordance with the procedures and processes defined in the Corporation's ERM Framework. Risk reporting will provide information on risks and risk levels (i.e., impact and likelihood), risk treatment plans and the status of risk mitigation activities, and risk indicators to support monitoring of changes in risk trends.

Regular reporting will include:

- Risk reports to be reviewed and actioned by the Leadership Team.
- Risk reports on key/top risks (i.e., risks with the highest impact and likelihood) that describe planned risk treatment, status against risk treatment action items, overall status of risk action plans, and trends in risk ratings to the Leadership Team to focus detailed reviews of the most relevant risks.
- Consolidated risk and performance reports on top/key risks and emerging risks to the Board of Directors and the AFRC.

Related Legislation, Regulations, and TSHC Policies:

- TSHC Audit, Finance, and Risk Committee Terms of Reference (TOR)

Amendments (Revision History):

New Policy

Next Scheduled Review Date: 2027

This policy will be reviewed once every 3 years.

Policy Contact

Director, Strategy and Business Management

Appendices

- ERM Framework



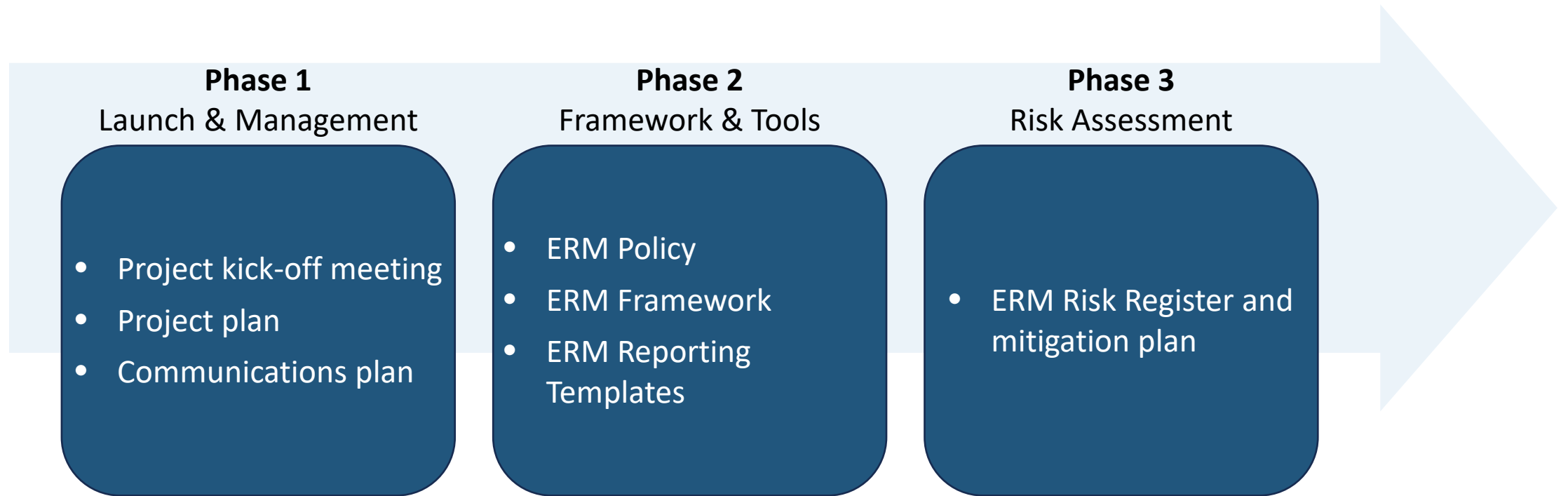
Toronto Seniors Housing Corporation

Enterprise Risk Management - Presentation

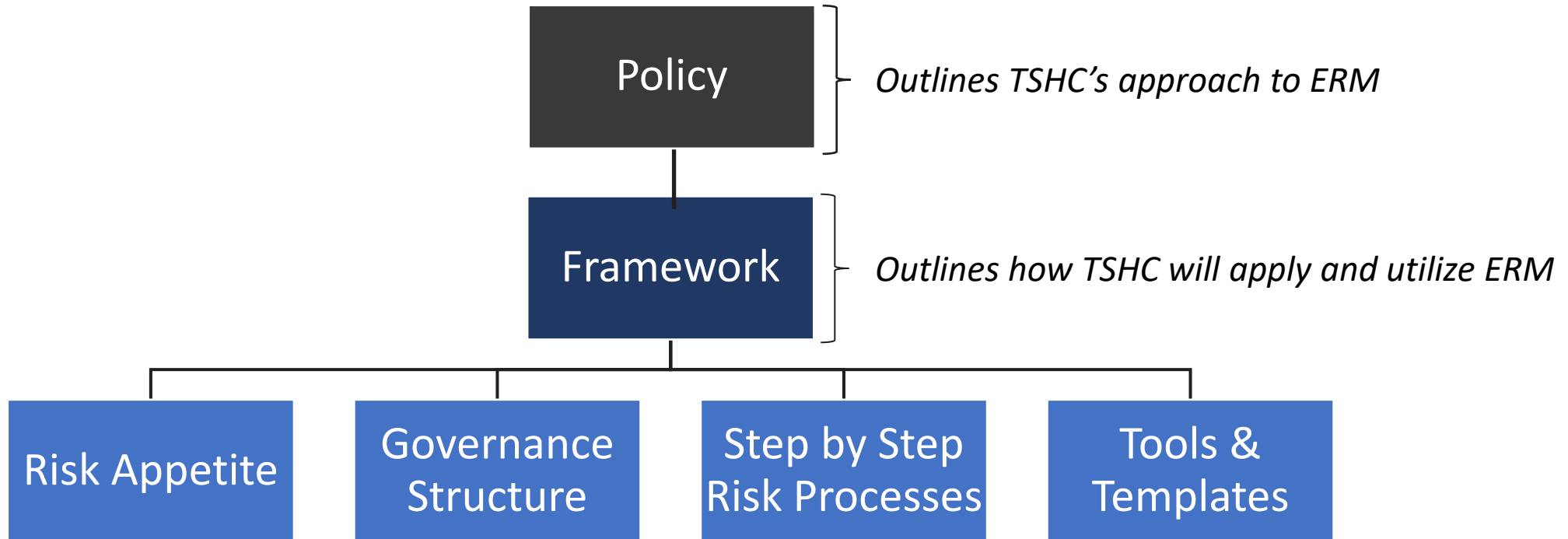
Attachment 2

October 2, 2024

Enterprise Risk Management
Overall Process



ERM Program Components



- Risk Assessment Criteria
- Risk Universe
- Risk Assessment Aide Memoire
- Risk Register Template
- Risk Worksheet
- Reporting Dashboards

Toronto Seniors Housing Corporation
Audit, Finance, and Risk Committee (AFRC) Meeting

Meeting Date: October 2, 2024

Item Number: 11

Report Name: Aug 31, 2024 TSHC Financial Result

To: Audit, Finance, and Risk Committee

From: Vince Truong, Finance Lead (I)

Date of Report: October 2, 2024

Purpose: The purpose of this report is to provide an update on financial matters.

Recommendation:

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

Reason for Recommendation:

Please see the Statement of Operations (Attachment 1).

Through August 31, 2024, TSHC incurred operating expenses of \$30,487,419 on total revenue of \$31,965,642 for an excess of revenue over expenses of \$1,473,933 including amortization expense.

The excess of revenue over expenses for the first eight months included these factors:

- Q2 surplus arising from the TCHC-TSHC reconciliation, which had a net positive effect of \$5,548,299 (revenue of \$4,723,668 and Service Delivery Agreement (SDA) expenses of \$824,631).

- Higher than expected Salary and Benefit costs (-\$1,757,043) as a result of lower held vacancy rate versus budget, vacation payout, adjustment to the Post-Retirement benefit accrual, additional extended health benefit reserve, salary band adjustment contingency and other salary expenses, resulting in a better than expected outcome versus budget by \$4,273,004.

Revenue for the eight months was \$31,965,642 composed of \$31,830,921 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement). This includes \$4,723,668 recognised as the surplus revenue from the Quarter 2 TCHC-TSHC reconciliation. Interest income earned on bank balances accounted for \$124,721 and miscellaneous income of \$10,000 earned as a result of compensation from a contractor for work at a TSHC operated building.

TSHC incurred operating expenses of \$30,491,709 including amortization expense. Expenses incurred were for staff compensation and benefits, legal and professional services and other third-party vendors, insurance, other miscellaneous costs, and shared services paid to TCHC as per the SDA.

Salaries and benefits were higher than budget by \$1,757,043 as result several factors including:

- Lower than expected held vacancy rate versus budget.
- Payout of unused vacation from prior year.
- Adjustment to the Post-Retirement benefit accrual.
- Hiring of additional front-line support and extension of existing support for the deferred corporate positions.
- Increasing the staff health benefit reserve outlined by the benefit provider.
- Salary band adjustment contingency and other salary costs.

Shared services with TCHC were lower by \$824,631, however, including the non-recoverable HST cost that was not budgeted, the overall cost was lower than budgeted by \$724,396.

Professional and legal services were lower than budget by \$219,021 mainly due to timing difference on the expenditure. Other miscellaneous costs were lower by \$253,219 due to lower-than-expected expenditure in tenant translations, staff training and development, office related expenses such as printing, and tenant engagement and staff meetings, which are expected to be used up by the end of the year.

Please see the Statement of Financial Position (Attachment 2):

1. Cash – \$899,540
2. Accounts Receivable - \$146,273
3. Due from TCHC (Short -Term) - \$7,332,508
4. Prepaid expenses - \$130,361
5. Due from TCHC (Long-Term) - \$4,180,700
6. Fixed Asset (Equipment), net - \$15,014
7. Accounts payable - \$3,045,007
8. Due to TCHC - \$1,674,030
9. Employee Benefits (Post-Retirement Benefits) - \$6,080,533

The cash balance represents the bank balance and petty cash as of August 31, 2024.

The Accounts Receivable balance consisted of interest receivable from the bank and from the CRA on the GST/HST sales tax.

Due from TCHC (Short-Term) included the deficit identified from the 2023 year-end and Q2 2024 TCHC-TSHC Reconciliation process of \$1,784,209 and \$5,548,299 respectively.

Prepaid expense is the balance of the annual insurance paid in November 2023 with the monthly drawdown of expense to the end of October 2024. Also, included is the WSIB prepayment.

Due from TCHC is the long-term receivable for the Post-Retirement Obligations transferred as of June 1, 2022 of \$4,180,700.

Due to TCHC included the 2022 surplus from TSHC of \$1,443,724, and miscellaneous payable of \$230,306.

The Accounts Payable balance comprises of August activity that has been processed through the bank in September. The balance includes:

- Payroll - \$2,363,593
- Pension and Benefits - \$597,047
- Vendor Payables - \$84,367

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

- 1. TSHC Aug 2024 Financial Result - Statement of Operations**
- 2. TSHC Aug 2024 Financial Result - Statement of Financial Position**

Toronto Seniors Housing Corporation
Statement of Operations
8 Months to August 31, 2024

STATEMENT OF OPERATIONS	Year to Date Result			Annual		
	Actual	Budget	Variance Actual Vs Budget	2024 Forecast	2024 Budget	Variance Forecast Vs Budget
Revenue						
Revenue from TCHC	27,107,253	27,107,253	-	40,660,881	40,660,881	-
TCHC-TSHC Reconciliation	4,723,668	-	4,723,668	5,815,376	-	5,815,376
Interest income	124,721	53,334	71,387	178,721	80,000	98,721
Other Income	10,000	-	10,000	12,797	-	12,797
Total Revenue	31,965,642	27,160,587	4,805,055	46,667,775	40,740,881	5,926,894
Expenses						
Salaries and Benefits	22,567,673	20,810,630	(1,757,043)	33,612,471	31,175,867	(2,436,604)
Legal and Professional Services	148,441	367,462	219,021	465,430	626,998	161,568
Insurance	501,442	509,800	8,358	752,163	764,700	12,537
Other Miscellaneous Costs	400,956	654,175	253,219	917,002	1,044,418	127,416
SDA - Shared Services with TCHC	6,868,907	7,593,303	724,396	10,396,978	11,389,955	992,977
Total Expenses	30,487,419	29,935,370	(552,049)	46,144,045	45,001,938	(1,142,107)
Amortization charge	4,290	24,288	19,998	11,434	36,432	24,998
Excess of Revenue over Expenses	1,473,933	(2,799,071)	4,273,004	512,296	(4,297,489)	4,809,785

Toronto Seniors Housing Corporation
Statement of Financial Position
As of August 31, 2024

Assets

Current Assets:

Cash	899,540
Accounts receivable	146,273
Due from TCHC	7,332,508
Prepaid expenses	130,361
	<u>8,508,682</u>

Capital assets - Equipment

25,738

Less: Depreciation

(10,724)

Capital assets

15,014

Due from TCHC

4,180,700

Total Assets

12,704,396

Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	3,045,007
Due to TCHC	1,674,030
	<u>4,719,038</u>

Employee Benefits

6,080,533

Net Assets

Unrestricted (Deficit)/Surplus 1,904,825

Total Liabilities & Net Assets

12,704,396