

Toronto Seniors Housing Corporation

Board of Directors Meeting Agenda

Date: Thursday, December 11, 2025

Time: 3:00 pm to 5:30 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1min	Approval of Public Session Board Minutes October 30, 2025	Approval	Minutes	Chair
6.	3:07 pm 1min	Approval of Closed Session Board Minutes October 30, 2025	Approval	Minutes	Chair
7.	3:08 pm 2min	Action Items List	Information	Report	Chair
8.	3:10 pm 10 min	CEO's Report	Information	Verbal Report	Tom Hunter
9.	3:20 pm 20 min	2026 Proposed Budget	Approval	Report	Vince Truong

Item	Time	Description	Action	Type of Item	Presenter
10.	3:40 pm 2min	<i>Audit, Finance and Risk Committee Report</i>	Information	Verbal Report	Lawrence D'Souza
10a	3:42 pm 5 min	Investment Policy	Approval	Report	Vince Truong
10b	3:47 pm 5 min	YTD October 2025 TSHC Financial Result	Information	Report	Vince Truong
11.	3:52 pm 2 min	<i>Quality and Tenant Engagement Committee Report</i>	Information	Verbal Report	Linda Jackson
12.	3:54 pm 2 min	<i>Corporate Governance and Human Resources Committee Report</i>	Information	Report	Councillor Crisanti
12a	3:56 pm 5 min	People and Culture Policies: - Employee Code of Conduct - Employee Conflict of Interest Policy	Approval	Report	Carol Francis/ Dave Slater
13.	4:01 pm 1min	Motion to move into Closed Session	Approval	N/A	Chair
14.	4:02 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,</i>	Approval	N/A	Chair
15.	4:03 pm 20 min		Approval	Report	Tom Hunter / Grant Coffey
16.	4:23 pm 10 min		Information	Report	Grant Coffey

Item	Time	Description	Action	Type of Item	Presenter
17.	4:33 pm 5 min	<i>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>	Information	Report	Vince Truong
18.	4:38 pm 5 min		Approval	Report	Lesley Rountree
19.	4:43 pm 15 min		Approval	Report	Vince Truong
20.	4:48 pm 5 min		Information	Verbal	Tom Hunter
21.	5:03 pm 1 min		Approval	N/A	Chair
22.	5:04 pm 1 min	Motion to Approve Closed Session Items	Approval	N/A	Chair
23.	5:05 pm 1 min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair
Consent Agenda Items (items for Information only and will not be addressed during meeting, unless a Board/Committee member requests, or public deputation requested).					
24	Business Continuity		Information	Report	Grant Coffey
25	Strategic Directions Q3 2025 Progress Report		Information	Report	Grant Coffey
26	Tenant Human Rights Complaints Report		Information	Report	Grant Coffey

Toronto Seniors Housing Corporation

Board of Director's Meeting Public Minutes

The TSHC Board held its Board of Director's meeting on Thursday, October 30, 2025 at 3:00 pm via WebEx video conference. **Part of the meeting was livestreamed and can be viewed: [Part 1](#) and [Part 2](#)**

Members in attendance:

Fareed Amin, Chair
Lawrence D'Souza
Linda Jackson
Brenda Parris
Jim Meeks
Kosta Kostouros
Councillor Crisanti
Jesse Cohoon
Denise-Andrea Campbell
Andrea Austen

Regrets:

Councillor Matlow

Guests:

Melanie Martin, OCHE

TSHC staff:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and Business Management*
Carol Francis, *Director, People & Culture*
Brad Priggen, *Director, Operations*
Vince Truong, *Interim Finance Lead*
Karyn Bawden, *EA and Board Secretary*
Fatima Mahmood and Emma Francis, EAs

Deputants:

Garden Girls and Arnold Margulis (+Interpreter)
Anita Dressler
Garden Girls and Arnold Margulis (+Interpreter)
Anita Dressler

Item 1: Chair's remarks

The Chair welcomed participating Board members, staff, and the virtual audience and thanked them for joining.

The Chair welcomed back for another term Lawrence D'Souza, Linda Jackson, Brenda Parris and Jim Meeks. He also welcomed two new Board members: Kosta Kostouros and Jesse Cohoon. The Chair thanked Warren Law for all his commitment and work among the TSHC Board of Directors and their Committees.

The Chair acknowledged that October is National Disability Employment Awareness Month, Islamic, Women's, Hispanic, Hungarian, Korean & Latin American Heritage Months. He also noted it was Breast Cancer Awareness Month and Cybersecurity Awareness month.

He stated there was a full agenda, with two deputations, one on Item 12 – Audit, Finance and Risk Committee Update and the other on Item 13 – Quality and Tenant Engagement Committee Update

The Chair then proceeded to the next Agenda Item.

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 if there were any amendments to the public meeting Agenda. Being none, the Chair asked for a motion to approve the Board Public Agenda of October 30, 2025, as presented.

Moved: Brenda Parris

Seconded: Linda Jackson

With All in favour, it was resolved that the Board Public Agenda of October 30, 2025, was approved as presented **Carried**

Item 4: Chair's poll re: Conflict of Interest

The Chair asked the members of the Board 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 Board Public minutes of July 31 and August 28, 2025

The Chair asked if there were any edits or changes to the public meeting Minutes of July 31, 2025 or August 28, 2025. Being none, the Chair asked for a motion to approve the public meeting Minutes of July 31, 2025, and August 28, 2025 as presented.

Moved: Linda Jackson

Seconded: Brenda Parris

With All in favour, it was resolved that the public session Minutes of July 31, 2025, and August 28, 2025, were approved as presented **Carried**

Item 6: Approval of Board Closed session minutes of July 31 and August 28, 2025

The Chair asked if there were any edits or changes to the Board closed session Minutes of July 31, 2025 or August 28, 2025. Being none, the Chair asked for a motion to approve the Board closed session Minutes of July 31, 2025 or August 28, 2025, as presented.

Moved: Lawrence D'Souza

Seconded: Linda Jackson

With All in favour, it was resolved that the Board closed session Minutes July 31, 2025 or August 28, 2025, were approved as presented **Carried**

Item 7: Action item review

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

Item 8: CEO Update

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

- Welcomed to new Board of Directors and thanks Warren Law for his dedicated service and valuable contributions.

- 2026 Budget
- Tenant Experience Survey
- Tenant Experience Survey
- IDEA Committee and Islamic Heritage Month Video
 - A video share shared in recognition of Islamic Heritage Month.

The Chair thanked Mr. Hunter and opened for comments or questions. Ms. Parris inquired about the mandate of the IDEA Committee and Mr. Hunter noted that it's all encompassing and Carol Francis noted the strategy is meeting the objectives and would have a full update the upcoming TSHC Corporate Governance and Human Resources Committee meeting on November 6, 2025.

Jim Meeks asked if the video could be resent to him as the audio was distorted on his end.

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

Item 9: 2026 TSHC Board and Committee Schedule

The Chair thanked staff for putting together the 2026 TSHC Board and Committee meeting schedule. Through the Chair, Grant Coffey noted that City and Council meetings as well as holidays and days of significance were taken into account while putting the schedule together.

The Chair thanked Mr. Coffey and asked for a motion to approve the 2026 TSHC Board and Committee Schedule as presented

Moved: Linda Jackson

Seconded: Brenda Parris

With All in favour, it was resolved that the 2026 TSHC Board and Committee meeting schedule was approved as presented **Carried**

Item 10: OCHE Bi-Annual Report – Jan 1-Jun 30 2025

Through the Chair, Ms. Martin walked through the OCHE Bi-Annual Report (Jan – June 2025). The Chair thanked Ms. Martin and opened up for discussion.

Ms. Parris inquired about lack of housing subsidy and whether that is primarily due to lack of filing properly. Ms. Martin noted that yes, 90% of tenants lose their RGI for not submitting their documents, so they require support to file and gather documents. Jesse Cohoon inquired about the Service Canada program and pilot program and if that will be extended to tenants. Ms. Martin noted that they are putting in place a soft pilot to have live agents or places that TSHC tenants can go or call into without the long wait, which they hope by mid-November

The Chair thanked Ms. Martin and then proceeded to the next Agenda Item.

Item 11: 2026 Budget Update

Through the Chair, Vince Truong went through the 2026 Budget Update, highlighting:

- Discussions with Directors, Managers and staff
- Maintaining existing services
- Consideration of key cost drivers such as inflation
- Request for additional staff to support tenant-facing operations and fulfil deferred corporate requirements
- Other impact in operations including salary, collective agreements, and other expected changes
- Building security and safety for tenants
- Community Activities Funds (CAF) and tenant engagement
- Cleaning, pest management, and other capital work at TSHC buildings

- Funding to support senior's health and living through other agencies

As a follow through to these discussions, TSHC has submitted a revised 2026 Budget on October 3rd, which included three key changes:

- increase in revenue due to the forecasted revenues for 2025,
- additional costs in shared services that was excluded in the earlier version
- updated insurance renewal

Key dates for the balance of the 2026 Budgeting Process:

- Administrative Reviews – Late September – Early October, 2025 (Pending Complete)
- Informal Budget Committee Reviews –October 15-24, 2025
- Target Final 2026 City Financial Planning Budget Decision – Monday November 4, 2025
- Final 2026 Budget Note to City Financial Planning Division – Dec 2025
- City Budget Committee reviews –January 14-16, 2026
- Council Budget Review and Approval – February 10, 2026

There was a fulsome conversation among the Committee.

With no further questions or comments, the Chair thanked Mr. Truong and proceeded to the next Agenda item.

Item 12: Audit, Finance and Risk Committee Report

The Chair noted we had a deputation for this Item and welcomed The Garden Girls and Mr. Margulis. The Chair congratulated the Garden Girls for their most recent award being presented on November 4, 2025. The Chair noted there would be an interpreter and that the deputants had 5 minutes collectively for their deputation and guidelines would be shown on screen.

The deputants thanked the Chair and Board and noted their concerns, highlighting:

- A project to grow flowers was rejected, so the community funded it themselves.
- Volunteers waited two weeks for necessary supplies (nutrients) but received only two boxes worth and some items were incorrect.
- The organization claimed funds were already spent on an event and offered no further support.
- Many volunteers are Russian-speaking (about 56%), so documents should be in both English and Russian for fairness.
- Elderly volunteers (ages 75–85) have been carrying heavy hoses daily; a proper watering system is urgently needed.
- Long-time volunteers (25 years) are repeatedly denied registration and applications for support.
- Community events are funded for hundreds of people, but actual attendance is very low (20–40 people), raising concerns about misused funds.
- Leaders often pay out of pocket for essentials like soil and fertilizer due to lack of external support.
- Despite challenges, the community won a city-wide award for best garden in multi-residential properties.
- Main request: An audit of the last three years to clarify where the money has gone.

The Chair thanked the group for their deputation and congratulated them again on their award. The Chair then proceeded with the Agenda Item.

Through the Chair, Lawrence D’Souza gave a verbal update on the Audit, Finance and Risk Committee (AFRC), noting that at the last AFRC meeting of October 16, 2025, the agenda focused on:

- 2026 Budget Update
- August YTD 2025 Financial Result
- Procurement Change Order
- 2025-26 Insurance Renewal
- Recommendation to the City of Toronto TSHC’s 2025 Auditor

Mr. D’Souza noted that all of these items will be brought forward at today’s Board meeting. He also noted that the next Audit, Finance and Risk Committee meeting will be held on Wednesday, November 26, 2025.

The Chair thanked Mr. D’Souza and proceeded to the next Agenda Item.

Through the Chair, Vince Truong went through **Item 12a YTD August 2025 TSHC Financial Result.**

With no comments, the Chair thanked Mr. Truong and went to the next Agenda Item.

Through the Chair, Vince Truong went through **Item 12b – Procurement Change Order**

The Chair asked for a motion to approve and award the following change order in which the cumulative change order value exceeds 20% of the original commitment value of the contract to:

- a) Hicks Morley (Hicks Morley Hamilton Steward Storie) – Legal services for collective bargaining, labour and employment matters to December 31, 2025, in the amount of \$100,000 (exclusive of taxes)

Moved: Lawrence D’Souza

Seconded: Brenda Parris

With all in favour, it was resolved that the Procurement Change Order was approved as presented **Carried**

Through the Chair, Vince Truong went through **Item 12c – 2025-26 Insurance Renewal**

There was a wholesome conversation among the Board and Kosta Kostouros inquired about new Bill 10 and there were two parts: Defense Costs and Punitive

Decisions and whether they were covered. Mr. Truong noted staff would look into this information and bring back to the Board.

The Chair asked for a motion that the Board of Directors adopt the following resolution:

1. Approve the 2025-26 insurance renewal with Housing Services Corporation Inc. (HSC), effective November 1, 2025 to October 31, 2026 at an annual premium of approximately \$704,129 excluding applicable taxes

Moved: Jim Meeks

Seconded: Lawrence D'Souza

With all in favour, it was resolved that the 2025-26 Insurance Renewal was approved as presented **Carried**

Through the Chair, Vince Truong went through **Item 12d – TSHC External Auditor Recommendation to the City of Toronto**

The Chair noted we were looking for approval on this item and asked for a motion that the Board of Directors adopt the following resolution:

- Recommend that the City of Toronto appoint KPMG to be TSHC's external auditor for the year ending December 31, 2025.

Moved: Linda Jackson

Seconded: Kosta Kostouros

With all in favour, it was resolved that the TSHC External Auditor Recommendation to the City of Toronto was approved as presented **Carried**

The Chair proceeded to the next Agenda Item noting we had another deputation and welcomed Anita Dressler.

Item 13: Quality and Tenant Engagement Committee Report

Ms. Dressler thanked the Chair and Board and noted in her deputation on tenant safety the following:

- Issue affects all 83 senior buildings: younger family members taking over seniors' apartments.
- Seniors face unsafe conditions, isolation, vandalism, and loss of quality of life.
- Lease guarantees peaceful enjoyment and safety—currently violated.
- Younger occupants often pretend to be caregivers but are not.
- Parties, loud music, drugs, and alcohol in senior units; seniors sent away during gatherings.
- Seniors subjected to verbal, emotional, and physical abuse.
- Serious incident: Superintendent choked during inspection
- Witnesses traumatized; could have been fatal if victim was elderly or disabled.
- Seniors who survived wars and crises now face violence and intimidation in their homes.
- Housing authority seen as reactive, not proactive.
- Call to action:
 - Inspect all apartments for unauthorized occupants.
 - Enforce removal of non-senior residents.
 - Restore senior buildings to seniors for safety and dignity.
 - Act proactively to prevent tragedy.

The Chair and Board thanked Ms. Dressler and noted the items should be brought forward at a future Quality and Tenant Engagement Committee meeting.

Through the Chair, Linda Jackson gave a verbal update on the Quality and Tenant Engagement Committee (QTEC), noting that at the last QTEC meeting on September 30, 2025, the Agenda focused on:

- OCHE Bi-Annual Report – which was presented earlier at today’s Board meeting
- Our Operational Dashboard
- Strategic Directions Q2 Progress Report – which will be brought forward at today’s Board meeting
- Future Strategic Directions Project – which will also be brought forward at today’s Board meeting and looking for approval
- An Engagement, Partnership and Communications Update
- Community Safety Unit Q2 Report
- Aging at Home – Service Delivery Models presentation

Ms. Jackson noted that the next Quality and Tenant Engagement meeting will be on Tuesday, November 18, 2025.

The Chair thanked Ms. Jackson and through the Chair, Grant Coffey went through next Agenda Item: **13a – Strategic Direction Q2 2025 Progress Report**

The Chair thanked Mr. Coffey and asked to proceed to the next Agenda Item.

Through the Chair, Mr. Coffey went through Item **13b – Future Strategic Directions Project**, highlighting:

- 2023-2025 Current Strategic Directions
- Looking Ahead
- Strategic Directions Development Approach
- Key Project Functions

The Chair thanked Mr. Coffey and noted this item was for approval and asked for a motion to approve the proposed development approach for Toronto Seniors Housing Corporation’s (TSHC’s) future Strategic Directions

Moved: Linda Jackson

Seconded: Brenda Parris

With all in favour, it was resolved that the proposed development approach for TSHC's future Strategic Directions was approved as presented **Carried**

The Chair proceeded to the next Agenda Item.

Item 14: Corporate Governance and Human Resources Committee Report

Through the Chair, Brenda Parris, who chaired the last Corporate Governance and Human Resources Committee (CGHRC) meeting, on behalf of Councillor Crisanti, on September 17, 2025, noted that the meeting held a short public session highlighting the People and Culture Dashboard.

Ms. Parris noted that there were no items being brought forward at today's Board meeting and the next CGHRC meeting will be held on November 6, 2025.

The Chair thanked Ms. Parris and then proceeded to the next Agenda Item.

Item 15: Approval to Move into Closed Session

The Chair asked for a motion to approve the Board meeting move into Closed Session, under the TSHC By-law 1-2021 Section 4.19, Subsection 1J, 1K and 1L

Moved: Jim Meeks

Seconded: Linda Jackson

With all in favour, it was resolved that the Board public meeting be terminated, and move into a Closed Session **Carried**

The meeting went to Closed Session.

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Upon return to the Public Realm, the Chair welcomed back our virtual audience and noted there were no Closed Session decisions to make and proceeded to the final Agenda Item.

Item 22: Adjournment

The Chair thanked the Board members, staff and all online attendees, then asked for a motion to adjourn the meeting.

Moved: Jim Meeks

Seconded: Linda Jackson

With all in favour, it was resolved that the TSHC Board meeting of October 30, 2025, terminate **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List December 2025

Open Action Items				
	Meeting Date	Description	Resp.	Status
1.	AFRC January 31, 2024	Staff to consult with TCHC on Environmental Renewal and Plan.	Grant Coffey	Pending
2.	AFRC 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

Completed Action Items				
1.	December 16, 2024	Provide the TSHC-TCHC Legal Agreements Overview deck to Board	Grant Coffey	Complete
2.	October 24, 2024	Provide report of Rapid Re-housing bi-annually to Board and QTE Committee	Tom Hunter/ Brad Priggen	Complete

Toronto Seniors Housing Corporation

Completed Action Items				
3.	October 24, 2024	Circulate to Board the presentation to Economic and Community Development Committee of October 23, 2024	Tom Hunter	Complete
4.	July 18, 2024	Cybersecurity Training Update	Carol Francis	Complete
5.	April 25, 2024	Issue ID Cards for ALL Board	Grant Coffey	Complete
6.	February 22, 2024	Ensure Operational Dashboard is visually easier to track	Brad Priggen	Complete
7.	February 22, 2024	Provide 2023 Town Hall Dates/Agenda to Board	Brad Priggen	Complete
8.	January 4, 2024	Determine if Budget discussions can be held in Public session	Grant Coffey	Complete

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: December 11, 2025

Item Number: 09

Report Name: 2026 TSHC Operating Budget

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: December 14, 2025

Purpose: The purpose of this report is to provide a recommendation regarding the approval of the 2026 TSHC Operating Budget.

Recommendation:

It is recommended that the Board of Directors adopt the following resolutions:

1. Approve the 2026 TSHC Operating Budget as outlined in this report and attachment.
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

Reasons for Recommendations:

Toronto Seniors Housing Corporation (TSHC) 2026 Operating Budget was prepared in cooperation with Toronto Community Housing Corporation (TCHC), the City of Toronto Financial Planning Division, and

the Housing Secretariat. Although the City faces on-going financial pressures, TSHC was able to work with our partners to develop a balanced 2026 Operating Budget.

TSHC has developed the budget with a focus on key priorities including focus on our tenants, the City's objectives and budget alignment, and working closely with TCHC, these priorities included:

- Maintaining existing services to tenants,
- Identify opportunities for cost savings and efficiencies,
- Consideration of key cost drivers such as inflation,
- Other impacts in operations including salary, and other expected changes.
- Supporting the Strategic Directions and key priorities

The consultation process began in June 2025 and included discussions with staff, tenants, Seniors Tenant Advisory Committee (STAC), TCHC, the City, TSHC Board Committee (Audit, Finance and Risk Committee) and Board of Directors.

The budget touched on key messages as outlined by the Mayor's office and the Budget Committee Chair on three key priorities: focus on service to our tenants, maintaining financial sustainability, and finding efficiencies and savings (please see attachment 1 for further information).

In the new year, TSHC will work with TCHC to do the in-year adjustments based on the MNP cost allocation work completed in late 2025. The cost realignment exercise will appropriately reflect the significant changes to the existing agreement on the cost-sharing arrangements and future business terms.

Below are the key highlights of the 2026 Budget:

Residential and Other Revenues: \$100.942M

- Rent Geared to Income and Market Rent revenue included an increase of 7.5% to \$99.360M from \$92.456M. This was due to the better than expected forecast in 2025, along with expected pension increase at the rate of inflation, low vacancy rate, and faster turnover for rental units.
- Other revenues consisted of parking, laundry, cable, bad debt and miscellaneous revenues included an increase of 6.5% from the 2025 Budget to \$1.582M mainly due to improved collection process and working with tenants to bring the debt level to a manageable level. Parking, laundry, cable and other revenue are expected to decrease slightly in the 2026 Budget due to lower than anticipated revenue in these areas, while miscellaneous revenue is expected to be flat or slightly higher from the 2025 Budget.

City Subsidy: \$47.861M

- TSHC is expected to receive approximately \$47.861M in City Subsidy for the 2026 Budget, down by \$0.108M from the 2025 Budget due to TCHC new and enhanced positions being withdrawn from the subsidy funding.

One-Time Deficit Funding – 2025 Surplus Reserve: \$2.334M

- At the request of the City, TSHC has agreed to use the 2025 surplus reserve to fund the remaining 2026 Operating Budget deficit and balance the budget.

Gross Expenditures (TSHC and TCHC): \$151.137M

Included in the gross expenditures are operating costs shared with TCHC, contract arrangements to support TSHC through the service delivery agreement with TCHC, and TSHC direct costs as it relates to the operations, corporate and other costs. Overall, costs have increased by a combined \$5.630M or 3.9% increase from the 2025 Budget. The additional investments included salary and wage increases to support the Cost of Living Adjustment (COLA), and inflationary impacts for services. Other key highlights include:

TCHC Direct Expenditures \$100.242M

- Mortgage Interest and Principal includes an increase of 2.8% from the 2025 Budget. This anticipates the renewal of upcoming mortgages at a slightly higher interest rates versus the expired mortgages from TCHC.
- Utilities rates are expected to decrease by 4.3% for electricity, heating, and gas at TSHC buildings mainly due to the lowering of the federal carbon tax.
- Continued investment in Facilities Management Office and Community Safety Unit at 4% and 4.9% respectively as part ongoing processes to make the buildings safe, upgrades based on State of Good Repair (SOGR) requirements, cost of living adjustments and inflationary pressures.
- Insurance as a shared cost with TCHC includes a 6.9% increase due to the re-evaluation of the property value of TCHC buildings and the cost to rebuild it back to the current state, offsetting with a decrease in annual insurance renewal premium.
- Other Operating Costs include increases in shared costs with TCHC in Call Centre cost (CBO), and the Services Delivery Agreement (SDA), which accounts for continued investments in Cybersecurity

and other projects to strengthen the network and infrastructure, The Centre for Confronting Anti-Black Racism, and Client Care Centre.

TSHC Direct Expenditures \$50.895M

The 2026 Budget proposes a 6.5% increase from the 2025 Budget to \$50.895M. This includes the following:

- Salary and wage increase to support COLA (Cost of Living Adjustment) and merit increases and collective agreements for unionized staff.
- Continued tenant activities fund and services connecting with tenants and their well-being.
- Four deferred positions required to carry out priority functions and as approved by the Board and City in 2022.
- Various projects to implement strategic directions and professional fees to continue with the existing agreements and updating the Transition Agreement, and Business Terms with TCHC.
- Maintaining existing services including an inflationary factor.
- Additional costs include insurance on directors and officers that was not budgeted in 2025, and other miscellaneous expenses.

Below are the key dates for the 2026 Budgeting Process:

- Administrative Reviews – Late September – Early October, 2025 (Completed)
- Informal Budget Committee Reviews –October 15-24, 2025 (Completed)

- Target Final 2026 City Financial Planning Budget Decision – Monday November 4, 2025 (Completed)
- Final 2026 Budget Notes to City Financial Planning Division – Dec 2025 (In-Progress and near completion)
- City Budget Committee reviews –January 14-16, 2026
- Council Budget Review and Approval – February 10, 2026

The Board and AFRC will be updated regularly on major and material items being discussed in these meetings.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachment:

09.1 - 2026 TSHC Operating Budget (Att1)

**Toronto Seniors
Housing Corporation**



Toronto Seniors Housing Corporation (TSHC)

2026 Operating Budget

December 11, 2025

Overview

Description

- Toronto Seniors Housing is committed to being a leader in the delivery of safe, affordable housing for seniors.
- Our commitment includes engaging and collaborating with tenants, staff and partners towards providing excellent service to tenants.
- Toronto Seniors Housing manages 83 buildings with almost 14,000 units, for about 15,000 low and moderate-income seniors aged 59 and older.
- TSHC's service model continues to embed and build on the Integrated Service Model (ISM).

Why We Do It

- Toronto Seniors Housing's vision is to provide safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being.
- Our core business is to provide clean, safe, and affordable social housing in well-maintained buildings.
- Our value add is that we provide access to improved health, wellness, and social supports for tenants.

What Services We Provide

Deeply Affordable Housing

The majority of TSHC's 15,000 tenants benefit from the Rent-Geared-to-Income program that offers deeply affordable housing for as little as \$85 per month. This includes work to ensure stable tenancies to support tenants and working with City groups to preserve tenancies and prevent evictions.

Housing and Support for Seniors

We provide tenants with access to support and services to live independently so they can age in their homes and communities while enjoying a better quality of life.

TSHC has an emphasis on providing tenancy supports and individualized solutions through our Complex Tenancy Team, for tenants experiencing acute challenges to maintaining their tenancies. TSHC also works closely with the Office of the Commissioner of Housing Equity to address the needs of seniors to help ensure housing stability.

Community Programming for Seniors

TSHC has a focus to facilitate access to program and services that tenants need and want, including coordinating a blend of social recreation and wellness programming, tenant and agency led, along with events and equipment to support community building. This programming is delivered through partnerships with tenants, external community organizations, City divisions and anchor healthcare agencies.

2026 TSHC Priority Actions

Priority Actions for 2026

TSHC Vision: Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being

TSHC Mandate: To enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community

TSHC's priority is the Strategic Directions Strategic Objectives and Enablers roadmap of actions to:

- Provide safe, clean, and well-maintained buildings and to provide stable tenancies;
- Enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice;
- Facilitate access to services and programs that tenants need and want;
- Develop and promote innovation and leading practices which contribute to seniors' well-being;
- Strive for organizational excellence to ensure effective and efficient delivery of our mandate; and
- Be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.
- TSHC's continues with the ongoing work relating to the Integrated Service Model (ISM) and expanded innovation with partners.
- TSHC will be reviewing its Strategic Directions into 2026.

City Direction & Mayor's Priorities

As a City of Toronto funded corporation, we are required to follow operational budget guidelines outlined by the City. These include:

- Focus on service to our tenants
- Maintaining financial sustainability
- Finding efficiencies and savings
- City and TSHC are expected to face significant budget pressures

Mayor's Key Priorities - TSHC

Focus on Service to our Tenants

- Areas of importance to our tenants:
 - Clean, and well-maintained buildings
 - Safety and security is on top of mind for most residents
 - Ongoing pest management and removal
 - Supporting activities and the engaging tenants including the Community Action Funds (CAF)
 - Additional services and support for seniors

Maintaining Financial Sustainability

- Through the MNP Cost Allocation work, costs realignment between TCHC and TSHC to ensure costs are assigned to the appropriate entity and better align with shared service delivery and cost-sharing arrangements are expected to be adjusted in 2026. The cost is expected to be aligned with the usage of TCHC services.
- TSHC rent geared to income (RGI) revenue is consistent with the annual adjustment to CPP and other pensionable income, and through subsidy provided by the City of Toronto

Mayor's Key Priorities - TSHC (cont'd)

Maintaining Financial Sustainability (cont'd)

- Other areas where TSHC can maintain is on the operating expense, which is closely intertwined with TCHC through the cost sharing agreement.

Finding efficiencies and savings

- City-wide mandate to look for \$75M in efficiencies and savings for 2026 Budget
- TCHC/TSHC tasked with a \$4M in efficiencies and savings goal
 - TSHC submitted \$0.41M mainly through bad debts and collection improvement, procurement opportunities, and reduction in office expense. The amount included the shared costs with TCHC
 - TCHC accounted for \$3.9M in efficiencies and savings

TSHC Budget Priorities

TSHC's Budget Priorities for 2026 are to:

- Maintain service levels
- Aligning with what we've heard from tenants as priorities for the budget:
 - Funding for pest management
 - Funding for Community Activities Fund
 - Work with TCHC/Community Safety Unit to provide further Safety and security of tenants
 - Other tenant support services
- Incorporate changes as agreed in the Collective Bargaining Agreement (CBA), cost of living adjustment, and other salary adjustments
- Include inflation and other potential impact to the business
- Additional new staff positions to support TSHC

2026 Operating Budget

Toronto Seniors Housing Corporation (TSHC)

(Amounts in \$000's)

	2026 BUDGET (DRAFT)	2025 FORECAST	2025 BUDGET	2026B vs 2025F		2026B vs 2025B	
	TSHC	TSHC	TSHC	\$	%	\$	%
CASH INFLOWS							
Residential rent - (RGI and Market)	99,360	97,771	92,456	1,589	1.6%	6,904	7.5%
Subsidies - City Investment	47,861	47,862	47,970	(0)	0.0%	(108)	-0.2%
Other revenue	1,582	1,685	1,485	(104)	-6.1%	97	6.5%
	148,803	147,318	141,910	1,486	1.0%	6,893	4.9%
CASH OUTFLOWS							
Utilities	23,136	23,690	24,173	554	2.3%	1,038	4.3%
Mortgage Interest & Principal	31,207	29,195	30,362	(2,012)	-6.9%	(845)	-2.8%
Other TCHC Allocated Operating Costs	45,899	42,370	43,179	(3,529)	-8.3%	(2,720)	-6.3%
Total TCHC Direct Expenditure	100,242	95,255	97,714	(4,987)	-5.2%	(2,527)	-2.6%
Total TSHC Direct Expenditure	50,895	48,263	47,793	(2,633)	-5.5%	(3,102)	-6.5%
Total Expense	151,137	143,517	145,507	(7,620)	-5.3%	(5,630)	-3.9%
Total Cash Surplus / (Shortfall)	(2,334)	3,800	(3,597)	(6,134)		1,263	
Adjustments with TCHC							
2025 TSHC Surplus Reserve	2,334	(1,466)	3,597				
Total Cash Surplus / (Shortfall) after Adjustments	-	-	-				

2026 Budget – Next Steps

December 11	TSHC Board to Approve Budget
December - early January	Completion of the 2026 Budget Notes
January 14-16, 2026	City Budget Committee Reviews
February 10, 2026	City Council Budget Approval

Thank you



Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: December 11, 2025

Item Number: 10a

Report Name: Investment Policy

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: December 3, 2025

Purpose:

The purpose of this report is to provide a recommendation regarding the approval of the Investment Policy.

Recommendation:

It is recommended that the Board of Directors adopt the following resolution:

- Approve the Investment Policy, as set out in Attachment 1 to this report.

Reason for Recommendation:

The Investment Policy was in place at the start of Toronto Seniors Housing Corporation (TSHC) and it is up for review. The recommended

changes include updating the current position title, change the policy review process to every three years, change to the new policy format, and other minor edits.

The new investment policy also went through consultation with Toronto Community Housing Corporation (TCHC) for consistency and current practices.

After the Audit, Finance and Risk Committee (AFRC) meeting held on November 26, the Committee advised staff to review the Investment Policy with the City and consider pooling arrangements to maximize on investment returns. TSHC will advise of any proposed adjustments after the review of the requirements outlined by the AFRC, and will bring back in 2026 to the AFRC and Board.

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

10a.1 - Investment Policy (Clean version)

10a.2 - Investment Policy (Tracked changes)

Toronto Seniors Housing Corporation (TSHC)

Investment Policy

Policy Sponsor: Finance Lead

Approver: Board of Directors

Initial Approval Date: May 18, 2022

Date of Last Revision:

Effective Date: June 1, 2022

Policy Statement

The purpose of this Policy is to establish investment principles and guidelines that are appropriate for the purposes of meeting the various capital, financial and other obligations of Toronto Seniors Housing Corporation (TSHC).

Scope

This Policy is applicable to TSHC personnel who have been vested with the power and responsibility to transact and invest funds on behalf of the organization. This Policy applies to all investments decisions and transactions.

Roles and Responsibilities

The Chief Executive Officer (CEO) or designate and the Finance Lead have joint authority for transacting and investing funds on behalf of TSHC. The CEO designation of authority is to be in writing to the Finance Lead. The Finance Lead cannot designate their authority. If there are investment decisions and transactions, covered by this Policy, the Finance Lead shall prepare a schedule of investments for presentation quarterly to the Audit, Finance and Risk Committee.

Content

Investment decisions will prudently balance liquidity, risk, growth, and yield and produce a total return that will preserve the real purchasing power of the principal invested.

Cash that is surplus to TSHC's current requirements may be invested in:

- Government of Ontario or Canada Treasury Bills
- Government of Ontario or Canada Bonds
- Guaranteed Investment Certificates (GIC) issued by a Canadian Chartered Bank

The maximum investment term for excess "in year" operating cash shall be for the period of up to one year.

All investment transactions require the joint written approval of the Chief Executive Officer and the Finance Lead.

Amendments (Revision History):

Initial policy approved by Board of Directors on May 18, 2022, effective June 1, 2022.

Policy reviewed on November 26, 2025, with the following revisions:

- Review schedule changed from every two years or earlier to every three years or earlier. Update position title and other minor edits.

Next Scheduled Review Date: 2028

The Policy shall be reviewed every three years or earlier if deemed necessary by the Finance Lead and amendments shall be presented to the Audit, Finance and Risk Committee for recommendation to the Board of Directors.

Policy Contact

Finance Lead

Toronto Seniors Housing Corporation (TSHC)
Investment Policy

Policy Sponsor: Finance Lead
Approver: Board of Directors
Initial Approval Date: May 18, 2022
Date of Last Revision:
Effective Date: June 1, 2022

Policy Statement

The purpose of this Policy is to establish investment principles and guidelines that are appropriate for the purposes of meeting the various capital, financial and other obligations of Toronto Seniors Housing Corporation (TSHC).

Scope

This Policy is applicable to TSHC personnel who have been vested with the power and responsibility to transact and invest funds on behalf of the organization. This Policy applies to all investments decisions and transactions.

Roles and Responsibilities

The Chief Executive Officer (CEO) or designate and the ~~Director of Finance/~~ Finance Lead have joint authority for transacting and investing funds on behalf of TSHC. The CEO designation of authority is to be in writing to the ~~Director of Finance/~~ Finance Lead. The ~~Director of Finance/~~ Finance Lead cannot designate their authority. If there are investment decisions and transactions, covered by this Policy, the ~~Director of Finance/~~ Finance Lead shall prepare a schedule of investments for presentation quarterly to the Audit, Finance and Risk Committee.

Content

Investment decisions will prudently balance liquidity, risk, growth, and yield and produce a total return that will preserve the real purchasing power of the principal invested.

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The maximum investment term for excess “in year” operating cash shall be for the period of up to one year.

All investment transactions require the joint written approval of the Chief Executive Officer and the ~~Director of Finance~~/Finance Lead.

Amendments (Revision History):

Initial policy approved by Board of Directors on May 18, 2022, effective June 1, 2022.

Policy reviewed on November 26, 2025, with the following revisions:

- Review schedule changed from every two years or earlier to every three years or earlier. Update position title and other minor edits.

Next Scheduled Review Date: 20278

The Policy shall be reviewed every three years or earlier if deemed necessary by the ~~Director of Finance~~/Finance Lead and amendments shall be presented to the Audit, Finance and Risk Committee for recommendation to the Board of Directors.

Policy Contact

Finance Lead

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: December 11, 2025

Topic: October YTD 2025 TSHC Financial Result

Item Number: 10b

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: December 3, 2025

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

Recommendation:

It is recommended that the Board of Directors receive this Report for information.

Reason for Recommendation:

October YTD 2025 TSHC Financial Result

Please see the Statement of Operations (Attachment 1).

Through October 31, 2025, TSHC incurred operating expenses of \$41,383,778 on a total revenue of \$45,770,624 for an excess of revenue over expenses of \$4,386,846 including amortization expense.

The excess of revenues over expenses included the below factors:

- October YTD surplus arising from the TCHC-TSHC reconciliation, which had a net positive effect of \$6,903,520,
- Salary and Benefit costs were higher than the budgeted expenditure by (\$502,783) with further details in the report,
 - Other savings in professional services, legal, and miscellaneous costs,
 - Service Delivery Agreement (SDA) - Shared Services with TCHC included HST recovery through the Canada Revenue Agency (CRA) had a net positive impact of \$325,381.

Revenue for the ten months was \$45,770,624 comprised of \$38,610,421 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement) and \$6,903,520 from the surplus revenue from the nine months of the TCHC-TSHC reconciliation. Interest income earned on bank balances accounted for \$211,028, which included the interest payment from the CRA, and \$45,655 for other income including partnership agreement and miscellaneous income.

TSHC incurred operating expenses of \$41,383,778 including amortization expense. Expenses incurred were for staff compensation and benefits, legal and professional services, third-party vendors, insurance, other miscellaneous costs, and shared services paid to TCHC as per the SDA.

Salaries and benefits were higher due to several factors:

- Vacation accrual expense which is anticipated to be used in the latter part of the year,
- Parental leave, WSIB, long term disability, and staff benefits,
- Full complement of staff in Operations with low vacancy and staff turnover rates,

- Salary expenses are offset by a lower than expected Post-Retirement benefits accrual, resulting in higher expenses of (\$502,783) compared to budget.

Professional and legal services were lower than budget by \$91,130 mainly due to timing differences on the expenditure. Other miscellaneous costs were lower by \$193,092 as a result of decreased expenditures in staff training and development, communication services, tenant translations, office related expenses, and systems development maintenance costs. It is anticipated that these expenses will increase for the rest of the year; however, they will come within budget.

Insurance cost was higher due to additional coverage starting in April. This was not budgeted, and this cost will remain through the balance of the year.

Please refer to the Statement of Financial Position (Attachment 2):

1. Cash – \$8,483,465
2. Accounts Receivable - \$42,342
3. Due from TCHC (Short -Term) - \$2,884,695
4. Prepaid expenses - \$5,000
5. Due from TCHC (Long-Term) - \$4,015,051
6. Fixed Asset (Equipment), net - \$11,066
7. Accounts payable - \$3,756,686
8. Employee Benefits (Post-Retirement Benefits) - \$6,675,350

The cash balance represents the bank balance and petty cash as of October 31, 2025.

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 2025 TCHC-TSHC reconciliation surplus of \$6,903,520 less amount received for the Quarter 1 & 2 surplus of \$4,018,825.

Prepaid expense is the balance of the annual insurance paid in October 2024 with the monthly drawdown of expense to the end of October 2025 and the WSIB prepayment.

Due from TCHC is the long-term receivable for the Post-Retirement Obligations currently at \$4,015,051.

The Accounts Payable balance is of the end of October. The balance includes:

- Payroll - \$2,626,468
- Pension and Benefits - \$357,526
- Vendor Payables - \$772,692

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

1. TSHC October YTD 2025 Financial Result - Statement of Operations
2. TSHC October YTD 2025 Financial Result - Statement of Financial Position

Toronto Seniors Housing Corporation
Statement of Operations (Draft - Unaudited)
Ten Months to October 31, 2025

STATEMENT OF OPERATIONS	Year to Date Result			Annual		
	Actual	Budget	Variance Actual Vs Budget	2025 Forecast	2025 Budget	Variance Forecast Vs Budget
Revenue						
Revenue from TCHC	38,610,421	38,610,421	-	46,332,505	46,332,505	-
TCHC-TSHC Reconciliation	6,903,520	-	6,903,520	8,473,155	-	8,473,155
Interest income	211,028	132,400	78,628	249,028	150,000	99,028
Other Income	45,655	-	45,655	45,655	-	45,655
Total Revenue	45,770,624	38,742,821	7,027,803	55,100,343	46,482,505	8,617,838
Expenses						
Salaries and Benefits	30,028,104	29,525,321	(502,783)	35,969,353	35,440,601	(528,752)
Legal and Professional Services	557,212	648,342	91,130	707,790	841,025	133,235
Insurance	678,626	637,250	(41,376)	816,931	764,699	(52,232)
Other Miscellaneous Costs	626,571	819,663	193,092	1,019,349	1,107,504	88,155
SDA - Shared Services with TCHC	9,487,903	9,813,284	325,381	11,450,560	11,775,941	325,381
Total Expenses	41,378,416	41,443,860	65,444	49,963,983	49,929,770	(34,213)
Amortization charge	5,362	5,340	(22)	6,432	36,432	30,000
Excess of Revenue over Expenses	4,386,846	(2,706,379)	7,093,225	5,129,927	(3,483,697)	8,613,624

Toronto Seniors Housing Corporation
Statement of Financial Position (Draft - Unaudited)
As of Oct 31, 2025

Assets

Current Assets:

Cash	8,483,465
Accounts receivable	42,342
Due from TCHC	2,884,695
Prepaid expenses	5,000
	<u>11,415,503</u>

Capital assets - Equipment	29,297
Less: Depreciation	<u>(18,231)</u>
Capital assets	<u>11,066</u>

Due from TCHC	4,015,051
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Total Assets	<u><u>15,441,620</u></u>
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Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	3,756,686
Due to TCHC	-
	<u>3,756,686</u>

Employee Benefits	6,675,350
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Net Assets

Unrestricted (Deficit)/Surplus	5,009,584
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Total Liabilities & Net Assets	<u><u>15,441,620</u></u>
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Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: December 11, 2025

Topic: Review of People and Culture Policies

Item Number: 12a

Report Name: Annual Review of People and Culture Policies

To: Board of Directors

From: Director, People and Culture

Date of Report: October 29, 2025

Purpose: For Approval

Recommendation:

It is recommended that the Board of Directors approve the following policies listed and appended to this Report:

- Employee Code of Conduct
- Employee Conflict of Interest Policy

This approval will also include a change in the review cycle from one (1) year to three (3) years.

Reason for Recommendation:

The Toronto Seniors Housing Corporation (TSHC) Policy Management Framework was approved on January 12, 2024. This framework includes an on-going policy review and clean-up initiative which will result in a comprehensive policy

inventory that will be accessible to all staff on the TSHC internal web site and to the public on the TSHC external website.

As part of this initiative, each policy undergoes assessment to determine policy owner, appropriate approval level, current state and approval status, and policy review cycle.

The following policies were reviewed by CGHRC on November 6, 2025, and recommend that the Board of Directors approve at the December 11, 2025 meeting:

- Employee Code of Conduct
- Employee Conflict of Interest

The following is a high-level summary of each:

Employee Code of Conduct

The objective of the Code of Conduct is to identify the standards Toronto Seniors Housing Corporation expects from employees in all dealings with tenants, work colleagues, visitors, contractors, suppliers, vendors, and members of the public. It applies to all employees of TSHC and students on academic placements. This code was initially adopted from TCHC and approved by the TSHC Board of Directors on April 28, 2022.

This policy underwent a comprehensive review in 2024. Revisions included:

- Conversion to standard TSHC format.
- Change title from “Code of Conduct” to “Employee Code of Conduct.”
- Addition of TSHC commitment and shared values.
- Incorporation of examples relating to inappropriate behaviour (respectful workplace and sexual harassment).
- Further elaboration on the Gifts and Gratuities section, including the establishment of a threshold value for disclosing receipt of gifts.
- Incorporate behavioral expectations for employees attending virtual or on-site meetings, workshops, conferences, or training events.
- Assignment of Next Review Date.

This policy was reviewed in October 2025 in accordance with the established one

(1) year review schedule. Current revisions included minor edits and a recommendation to change the formal review cycle to 3 years.

Employee Conflict of Interest Policy

The objective of the Conflict-of-Interest Policy to define expectations to promote Toronto Seniors Housing Corporation's shared values and to observe a high standard of honesty, integrity, accountability, and ethics. This policy also provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest. It applies to all employees of TSHC and students on academic placements. This policy was initially adopted from TCHC and approved by the TSHC Board of Directors on April 28, 2022.

This policy underwent a comprehensive review in 2024. Revisions included:

- Conversion to standard TSHC format.
- Change title from "Conflict of Interest" to "Employee Conflict of Interest."
- Addition of TSHC commitment and shared values.
- Minor revisions to clarify roles and responsibilities employees and managers.
- Incorporation of Questions and Answers into policy.
- Review to ensure consistent identification of specific positions of accountability e.g. CEO or Department Director.
- Assignment of Next Review Date

This policy was reviewed in October 2025 in accordance with the established review schedule. Current revisions included minor edits and a recommendation to change the formal review cycle to 3 years.

Carol Francis
Director, People and Culture

List of Attachments:

- 12a.1 – Employee Conflict of Interest Policy (Clean)
- 12a.2 – Employee Conflict of Interest Policy (Track Changes)
- 12a.3 – Employee Code of Conduct Policy (Clean)
- 12a.4 – Employee Code of Conduct Policy (Track Changes)

**Toronto Seniors Housing Corporation (TSHC)
Employee Conflict of Interest Policy**

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: October 20, 2025

Effective Date: October 17, 2024

Policy Statement

Toronto Seniors Housing Corporation (TSHC) is committed to enhancing public confidence in what we do. In performing their duties and responsibilities, employees are expected to promote shared values and observe the highest possible standards of professionalism and service.

Our Commitment

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes engaging and collaborating with our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant’s independence and privacy. We will assist tenants to find the services they prefer.

Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.

Accountability – We are accountable to our tenants, our shareholder (the City of Toronto), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.

Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate.

Toronto Seniors Housing Corporation (TSHC) employees are expected to conduct themselves with personal integrity, honesty, and diligence in performing their duties. TSHC employees are required to support and advance the interests of the Corporation and avoid placing themselves in situations where their personal or private interests may conflict with or are perceived to conflict with the interests of TSHC.

We take pride in conducting ourselves with personal integrity, ethics, honesty, and diligence in performing our duties and ensuring we are protecting the public trust and confidence in TSHC.

Policy Objective

Promoting public confidence in Toronto Seniors Housing Corporation is the responsibility of every employee. Therefore, in performing their job duties, employees are expected to promote Toronto Seniors Housing Corporation’s shared values and to observe a high standard of honesty, integrity, accountability, and ethics. This Policy provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest.

Scope

This Policy applies to every employee of Toronto Seniors Housing Corporation and students on academic placements.

The standards outlined in this Policy are of particular importance to employees who can make or influence decisions of the organization (managers and senior leaders).

Out of Scope

Third parties who have business dealings with Toronto Seniors Housing Corporation, including contractors and vendors of Toronto Seniors Housing Corporation, are expected to comply with provisions of their contracts related to conflicts of interest. The Board of Directors Conflict of Interest Policy governs Members of the Board of Directors. Tenant volunteers must follow the Tenant Volunteer Code of Conduct.

Definitions

Conflict of interest: Any situation in which an employee’s personal or business interests may compete or appear to compete with their duties as an employee of Toronto Seniors Housing Corporation or may cause the employee to act contrary or appear to act contrary to the best interests of Toronto Seniors Housing Corporation.

A conflict of interest can also be a situation where an employee can use their
TSHC Employee Conflict of Interest Policy [updated October 20, 2025]

position for private or personal gain or expectation of private or personal gain, non-monetary or otherwise. A conflict may also occur when the private or personal interest benefits an employee’s family, friends, or organizations in which the employee’s family or friends have a financial interest.

A conflict of interest can be one or more of the following types:

Actual conflict: a conflict of interest that the employee has, or may have, at the present time.

Potential conflict: any situation which may lead or have the potential to lead to a conflict of interest in the future.

Apparent conflict: any situation which could be perceived as a conflict of interest by others, regardless as to whether there is an actual conflict of interest.

An apparent conflict of interest may arise where the employee (or the employee’s family, friends, or business associates) stands to benefit personally from their own actions, or from a decision of Toronto Seniors Housing Corporation that they are able to influence.

Personal or Business Interest: Includes any personal gain, benefit, privilege, or advancement the employee, and/or the employee’s family, friends, or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary. Examples of conflicts of interest include, but are not limited to:

- using information learned during an employee’s employment for personal benefit
- making a decision that may result in a benefit for a personal business partner
- being on the hiring panel for a close friend or family member
- being the employee, owner, or shareholder of, or having a financial interest in a company submitting a ‘bid’ application to Toronto Seniors Housing Corporation
- accessing the information of a friend or family member who is a tenant of Toronto Seniors Housing Corporation
- an employee ‘exchanging hospitality’ with a contractor or supplier, in which the employee uses their position to benefit the contractor or supplier in exchange for something that may personally benefit the employee or the employee’s family, friends or business associates (past or present)
- entering a business or legal relationship with a tenant, such as agreeing to be the executor of a tenant’s will

Roles and Responsibilities

It is the responsibility of all Toronto Seniors Housing Corporation employees to be familiar with and understand the provisions of the Employee Conflict of Interest Policy and avoid placing themselves in situations where their private or personal

interests may conflict with or perceived to conflict with the interests of TSHC.

All employees must disclose any actual or perceived conflicts of interest to their manager or department director.

It is the responsibility of managers and department directors to engage with People and Culture to determine how employees can continue to perform their duties in a way that does not contravene this Policy. Recommendations will be reviewed and approved by department directors.

Compliance with this Policy

The rules which follow do not cover all situations of a conflict of interest. Employees should always use proper judgment and act in the spirit of this Policy. If employees have any questions about this Policy or need any clarification about what is expected of them, they are expected to consult with their manager or department director for guidance.

Contravention of this Policy is a serious matter. Non-compliance with this Policy may lead to discipline, up to and including dismissal for cause. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by Toronto Seniors Housing Corporation.

Policy Details

Avoiding a Conflict of Interest

- Employees must not enter any situation, arrangement or agreement that results or could result in a conflict of interest (actual, potential, or apparent) and should arrange their personal affairs to ensure that any conflicts of interest are avoided.
- Employees should consider any advantage their position at Toronto Seniors Housing Corporation may give them, whether it be the power to influence decisions, their ability to use company resources, or their access to information about others.
- In deciding whether their actions could result in a conflict of interest, employees are expected to consider how their actions will be seen by their colleagues or the public.
- Should an employee have any questions or need any clarification about this Policy, they are expected to consult with their manager or department director.

Gifts or donations

Employees may not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a tenant or any other person or entity that has, or might have, business dealings with Toronto Seniors Housing Corporation where it could result in a conflict of interest.

The exceptions are gifts of a nominal value of less than five dollars such as a greeting card, hat, token, memento, fridge magnet, or occasional coffee, which do not influence or would not be perceived as influencing the performance of the employee's duties. Other exceptions are accepting money where doing so is required as part of the employee's job (e.g., collecting rent or a fee established by Toronto Seniors Housing Corporation).

For example (but not intended to be a complete list), this means that an employee should never accept:

- a cash tip or in-kind gifts
- a gift that could be viewed as an exchange for a favour
- any meals unless the employee pays their own expenses
- offers to donate to a charitable cause on the employee's behalf
- an invitation to an event at the expense of the other person
- tickets to a sporting event or concert from a vendor or supplier

If you are unsure, decline the gift and consult with your manager.

An employee should never solicit donations for a charitable cause on behalf of a contractor or supplier, unless it is for a program/initiative established by Toronto Seniors Housing Corporation.

Outside Activities and 'Moonlighting'

Employees are not permitted to engage in outside work (which includes being self-employed) or other similar activities outside of working hours unless the outside work or activity is not in conflict with their work for Toronto Seniors Housing Corporation. This includes having another job if the work demands will conflict with the employee's position at Toronto Seniors Housing Corporation or if the employee could use information they learn while working at Toronto Seniors Housing Corporation for the benefit of the other company or themselves.

If an employee:

- wishes to engage in outside work, or
- be a director for any board or committee which may deal with issues affecting Toronto Seniors Housing Corporation, the employee must first declare a potential conflict to their manager or department director in writing and receive authorization for the engagement or appointment

It is the responsibility of managers and department directors to engage with
TSHC Employee Conflict of Interest Policy [updated October 20, 2025]

People and Culture to ensure that the outside work or activity is not in conflict with their responsibilities with Toronto Seniors Housing Corporation. Recommendations will be reviewed and approved by department directors.

Business Interests (Examples)

If the employee is, or seeks to be, an employee, director, or officer of a company (or the employee has a financial interest in the company) that has business dealings with Toronto Seniors Housing Corporation, this is a conflict of interest.

If an employee (or a family member, friend, or business associate of the employee) has a financial interest in a company that has business dealings with Toronto Seniors Housing Corporation, and the employee engages in any process related to a business transaction involving the company, this will be a conflict of interest.

The employee must declare the conflict or potential conflict of interest to their manager or department director in writing and seek advice on their role in such circumstances. The manager or department director, in consultation with People and Culture, will review the circumstances to determine what other actions, if any, should be taken to resolve the conflict.

Personal Relationships

Employees should always maintain a professional relationship with other employees and all persons with whom Toronto Seniors Housing Corporation has dealings. This includes tenants, commercial tenants (tenants), contractors, suppliers, and vendors.

However, Toronto Seniors Housing Corporation acknowledges that some employees will develop or have existing relationships with such individuals.

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If an employee participates in the hiring process for, or will supervise, family, friends, or business associates (past/current) this will also be a conflict of interest.

Employees must declare any conflicts or potential conflicts of interest to their manager or department director. The manager or department director, in

consultation with People and Culture, will review the circumstances to determine what actions, if any, should be taken to resolve the conflict, such as making changes to a reporting relationship or work location. Recommendations will be reviewed and approved by department directors.

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Related Legislation, Regulations, and TSHC Policies:

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Appendices

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- Declaration of Conflict of Interest Form

Appendix - Conflict of Interest Policy Questions and Answers

Why do we have a Conflict-of-Interest Policy?

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This Policy is also intended to protect you by setting out steps that you can take to protect yourself against allegations of a conflict of interest. Most conflicts can be resolved to the satisfaction of both the employee and Toronto Seniors Housing Corporation.

What is a conflict of interest?

A conflict of interest is any situation where an employee’s personal or business interests compete or appear to compete against their duties as an employee and against the best interests of Toronto Seniors Housing Corporation. A conflict of interest can be one or more of the following types:

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Example of a business interest conflict

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Do I have to tell my manager?

If you are not comfortable declaring your conflict of interest to your manager, you may declare it to your department director.

To whom does this Policy apply?

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Who is not covered by this Policy?

Third party contractors and vendors, Tenant Volunteers and TSHC Board members are not covered by this Policy. Contractors and vendors must follow any conflict-of-interest guidelines in their contracts. TSHC Board members must follow the Board of Directors Conflict of Interest Policy. Tenant Volunteers must follow the Tenant Volunteer Code of Conduct.

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If you are unsure if you have a conflict of interest, please reach out to your manager or department director for guidance. Employees must always follow the [Acceptable Use of Information Technology Policy](#) when using Toronto Seniors Housing Corporation cell phones, computers, email, Internet, and other information technology.

Example of a conflict of interest that could exist if you try to access information that is unrelated to your duties and responsibilities as an employee:

Employee D knows someone who lives in a Toronto Seniors Housing Corporation owned or operated building. Employee D uses their position at Toronto Seniors Housing Corporation to access the information of tenants in the company database and uses this information for personal reasons. Employee D does not need to access this information for a purpose associated with their duties and responsibilities while at work.

This is a conflict of interest because Employee D has accessed or used information that they learned while working at Toronto Seniors Housing Corporation for their own personal benefit and not their job.

As an employee and a tenant of TSHC who is living in a rent-geared-to-income unit, do I have to declare my TSHC income and report any changes to my salary, and am I required to report if someone else is living in my unit?

Yes. Under the Rent-Geared-to-Income (RGI) program, you are required to report who is living in your unit and you must also always report your income. This includes your salary as TSHC employee and any changes to your salary during the year (i.e. if you are promoted or receive a pay increase). This information is used to determine if you are eligible to be an RGI tenant and in the calculation of your rent. There could be an impact on your tenancy if you do not accurately report this information, and you may be required to repay amounts if your rent is recalculated. As a TSHC employee, you would be in violation of both the Employee Code of Conduct and Employee Conflict of Interest Policy if you do not accurately report your income and who is living in your RGI unit. TSHC will the income being reported by TSHC employees who are also tenants under the RGI program.

CONFLICT OF INTEREST DECLARATION FORM

This form applies to all employees of Toronto Seniors Housing Corporation

If you have a conflict of interest, you must immediately inform your direct supervisor/manager.

Before completing this form, please take the opportunity to review the Conflict of Interest Policy and ask any questions you may have about what is expected of you. The Conflict of Interest Policy is attached to this form. You may choose to discuss any questions you have about the policy or this form with your direct supervisor/manager divisional director.

Definition of a conflict of interest

A conflict of interest is an actual, potential, or apparent conflict. This includes, but is not limited to, any situation that could reasonably be perceived as a conflict of interest by others, regardless of whether there is an actual conflict of interest.

How to declare a conflict of interest

Complete and give your completed form to your direct supervisor/manager by email or by regular mail in a sealed envelope marked private and confidential. If you are not comfortable declaring your conflict of interest to your direct supervisor/manager, you must declare to your divisional director.

You may also declare a conflict of interest to your divisional head by email or by regular mail in a sealed envelope marked “confidential.”

Conflict of interest declaration

Please describe the conflict of interest.

By signing below, I confirm the information I have provided on this form is correct to the best of my knowledge. I also confirm that I have no other conflicts of interest to declare. I will submit a revised form if the information on this form is no longer accurate.

Name

Date

Signature

Toronto Seniors Housing Corporation (TSHC)

Employee Conflict of Interest Policy

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: October 17, 2024

Effective Date:

Policy Statement

Toronto Seniors Housing Corporation (TSHC) is committed to enhancing public confidence in what we do. In performing their duties and responsibilities, employees are expected to promote shared values and observe the highest possible standards of professionalism and service.

Our Commitment

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes engaging and collaborating with our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant’s independence and privacy. We will assist tenants to find the services they prefer.

Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.

Accountability – We are accountable to our tenants, our shareholder (the City of Toronto), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.

Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate.

Toronto Seniors Housing Corporation (TSHC) employees are expected to conduct themselves with personal integrity, honesty, and diligence in performing their duties. TSHC employees are required to support and advance the interests of the Corporation and avoid placing themselves in situations where their personal or private interests may conflict with or are perceived to conflict with the interests of TSHC.

We take pride in conducting ourselves with personal integrity, ethics, honesty, and diligence in performing our duties and ensuring we are protecting the public trust and confidence in TSHC.

Policy Objective

Promoting public confidence in Toronto Seniors Housing Corporation is the responsibility of every employee. Therefore, in performing their job duties, employees are expected to promote Toronto Seniors Housing Corporation’s shared values and to observe a high standard of honesty, integrity, accountability, and ethics. This Policy provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest.

Scope

This Policy applies to every employee of Toronto Seniors Housing Corporation and students on academic placements.

The standards outlined in this Policy are of particular importance to employees who can make or influence decisions of the organization (managers and senior leaders).

Out of Scope

Third parties who have business dealings with Toronto Seniors Housing Corporation, including contractors and vendors of Toronto Seniors Housing Corporation, are expected to comply with provisions of their contracts related to conflicts of interest. The Board of Directors Conflict of Interest Policy governs Members of the Board of Directors. Tenant volunteers must follow the Tenant Volunteer Code of Conduct.

Definitions

Conflict of interest: Any situation in which an employee’s personal or business interests may compete or appear to compete with their duties as an employee of Toronto Seniors Housing Corporation or may cause the employee to act contrary or appear to act contrary to the best interests of Toronto Seniors Housing Corporation.

A conflict of interest can also be a situation where an employee can use their
TSHC Employee Conflict of Interest Policy [updated October 20, 2025]

position for private or personal gain or expectation of private or personal gain, non-monetary or otherwise. A conflict may also occur when the private or personal interest benefits an employee's family, friends, or organizations in which the employee's family or friends have a financial interest.

A conflict of interest can be one or more of the following types:

Actual conflict: a conflict of interest that the employee has, or may have, at the present time.

Potential conflict: any situation which may lead or have the potential to lead to a conflict of interest in the future.

Apparent conflict: any situation which could be perceived as a conflict of interest by others, regardless as to whether there is an actual conflict of interest.

An apparent conflict of interest may arise where the employee (or the employee's family, friends, or business associates) stands to benefit personally from their own actions, or from a decision of Toronto Seniors Housing Corporation that they are able to influence.

Personal or Business Interest: Includes any personal gain, benefit, privilege, or advancement the employee, and/or the employee's family, friends, or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary. Examples of conflicts of interest include, but are not limited to:

- using information learned during an employee's employment for personal benefit
- making a decision that may result in a benefit for a personal business partner
- being on the hiring panel for a close friend or family member
- being the employee, owner, or shareholder of, or having a financial interest in a company submitting a 'bid' application to Toronto Seniors Housing Corporation
- accessing the information of a friend or family member who is a tenant of Toronto Seniors Housing Corporation
- an employee 'exchanging hospitality' with a contractor or supplier, in which the employee uses their position to benefit the contractor or supplier in exchange for something that may personally benefit the employee or the employee's family, friends or business associates (past or present)
- entering a business or legal relationship with a tenant, such as agreeing to be the executor of a tenant's will

Roles and Responsibilities

It is the responsibility of all Toronto Seniors Housing Corporation employees to be familiar with and understand the provisions of the Employee Conflict of Interest Policy and avoid placing themselves in situations where their private or personal

interests may conflict with or perceived to conflict with the interests of TSHC.

All employees must disclose any actual or perceived conflicts of interest to their manager or department director.

It is the responsibility of managers and department directors to engage with People and Culture to determine how employees can continue to perform their duties in a way that does not contravene this Policy. Recommendations will be reviewed and approved by department directors.

Compliance with this Policy

The rules which follow do not cover all situations of a conflict of interest. Employees should always use proper judgment and act in the spirit of this Policy. If employees have any questions about this Policy or need any clarification about what is expected of them, they are expected to consult with their manager or department director for guidance.

Contravention of this Policy is a serious matter. Non-compliance with this Policy may lead to discipline, up to and including dismissal for cause. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by Toronto Seniors Housing Corporation.

Policy Details

Avoiding a Conflict of Interest

- Employees must not enter any situation, arrangement or agreement that results or could result in a conflict of interest (actual, potential, or apparent) and should arrange their personal affairs to ensure that any conflicts of interest are avoided.
- Employees should consider any advantage their position at Toronto Seniors Housing Corporation may give them, whether it be the power to influence decisions, their ability to use company resources, or their access to information about others.
- In deciding whether their actions could result in a conflict of interest, employees are expected to consider how their actions will be seen by their colleagues or the public.
- Should an employee have any questions or need any clarification about this Policy, they are expected to consult with their manager or department director.

Gifts or donations

Employees may not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a tenant or any other person or entity that has, or might have, business dealings with Toronto Seniors Housing Corporation where it could result in a conflict of interest.

The exceptions are gifts of a nominal value of less than five dollars such as a greeting card, hat, token, memento, fridge magnet, or occasional coffee, which do not influence or would not be perceived as influencing the performance of the employee's duties. Other exceptions are accepting money where doing so is required as part of the employee's job (e.g., collecting rent or a fee established by Toronto Seniors Housing Corporation).

For example (but not intended to be a complete list), this means that an employee should never accept:

- a cash tip or in-kind gifts
- a gift that could be viewed as an exchange for a favour
- any meals unless the employee pays their own expenses
- offers to donate to a charitable cause on the employee's behalf
- an invitation to an event at the expense of the other person
- tickets to a sporting event or concert from a vendor or supplier

If you are unsure, decline the gift and consult with your manager.

An employee should never solicit donations for a charitable cause on behalf of a contractor or supplier, unless it is for a program/initiative established by Toronto Seniors Housing Corporation.

Outside Activities and 'Moonlighting'

Employees are not permitted to engage in outside work (which includes being self-employed) or other similar activities outside of working hours unless the outside work or activity is not in conflict with their work for Toronto Seniors Housing Corporation. This includes having another job if the work demands will conflict with the employee's position at Toronto Seniors Housing Corporation or if the employee could use information they learn while working at Toronto Seniors Housing Corporation for the benefit of the other company or themselves.

If an employee:

- wishes to engage in outside work, or
- be a director for any board or committee which may deal with issues affecting Toronto Seniors Housing Corporation, the employee must first declare a potential conflict to their manager or department director in writing and receive authorization for the engagement or appointment

It is the responsibility of managers and department directors to engage with
TSHC Employee Conflict of Interest Policy [updated October 20, 2025]

People and Culture to ensure that the outside work or activity is not in conflict with their responsibilities with Toronto Seniors Housing Corporation. Recommendations will be reviewed and approved by department directors.

Business Interests (Examples)

If the employee is, or seeks to be, an employee, director, or officer of a company (or the employee has a financial interest in the company) that has business dealings with Toronto Seniors Housing Corporation, this is a conflict of interest.

If an employee (or a family member, friend, or business associate of the employee) has a financial interest in a company that has business dealings with Toronto Seniors Housing Corporation, and the employee engages in any process related to a business transaction involving the company, this will be a conflict of interest.

The employee must declare the conflict or potential conflict of interest to their manager or department director in writing and seek advice on their role in such circumstances. The manager or department director, in consultation with People and Culture, will review the circumstances to determine what other actions, if any, should be taken to resolve the conflict.

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As an employee and a tenant of TSHC who is living in a rent-geared-to-income unit, do I have to declare my TSHC income and report any changes to my salary, and am I required to report if someone else is living in my unit?

Yes. Under the Rent-Geared-to-Income (RGI) program, you are required to report who is living in your unit and you must also always report your income. This includes your salary as TSHC employee and any changes to your salary during the year (i.e. if you are promoted or receive a pay increase). This information is used to determine if you are eligible to be an RGI tenant and in the calculation of your rent. There could be an impact on your tenancy if you do not accurately report this information, and you may be required to repay amounts if your rent is recalculated. As a TSHC employee, you would be in violation of both the Employee Code of Conduct and Employee Conflict of Interest Policy if you do not accurately report your income and who is living in your RGI unit. TSHC will the income being reported by TSHC employees who are also tenants under the RGI program.

**Toronto Seniors Housing Corporation (TSHC)
Employee Code of Conduct**

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: October 17, 2025

Effective Date:

Policy Statement

Toronto Seniors Housing Corporation (TSHC) is committed to enhancing public confidence in what we do. In performing their duties and responsibilities, employees are expected to promote shared values and observe the highest possible standards of professionalism and service.

Our Commitment

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes engaging and collaborating with our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant’s independence and privacy. We will assist tenants to find the services they prefer.

Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.

Accountability – We are accountable to our tenants, our shareholder (the City of Toronto), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.

Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate.

Policy Objective

The purpose of this code is to identify the standards Toronto Seniors Housing Corporation expects from employees in all dealings with tenants, work colleagues, visitors, contractors, suppliers, vendors, and members of the public.

Scope

This Code applies to every employee of Toronto Seniors Housing Corporation and students on academic placements.

Any employee who is in a position to make or influence decisions of the organization, such as a management or senior leadership role, will be held to a higher standard under this code.

This code shall be interpreted in a manner that is consistent with governing legislation, including but not limited to the *Ontario Human Rights Code*, 1990.

This Code is intended to provide general guidelines and is a companion to other Toronto Seniors Housing Corporation policies, procedures, or directives. It is not intended to conflict with Toronto Seniors Housing Corporation's obligations to its employees under collective agreements or employment contracts. It does not replace any policy, procedure or directive unless specifically identified by the employer.

Employees with professional designations may also have obligations and may be subject to more than one code of conduct. If a situation arises that may cause conflict or confusion between the applicable codes, seek clarification from your manager and your professional organization.

Roles and Responsibilities

While performing job duties, employees of Toronto Seniors Housing Corporation are expected to:

- promote the best interests of Toronto Seniors Housing Corporation
- become familiar with and abide by all policies, procedures, and directives
- follow any legislation that applies to your work
- be accountable: if an issue comes your way, take ownership of the problem, try to deal with it as best as you can, and ask for help when needed
- follow lawful directions of management
- refrain from condoning acts which are against the law or contrary to company policies, procedures, or directives
- be at work (unless on vacation or an authorized leave)
- strive for customer service excellence
- act in a professional manner when interacting with others
- show care, diligence, and attention to detail in all aspects of your work

- treat everyone with whom they have dealings with respect
- be helpful, professional, and courteous at all times

This list is not exhaustive of the standards expected by Toronto Seniors Housing Corporation. Employees should also be mindful that Toronto Seniors Housing Corporation is a public sector employer and your actions, both during working hours and in your off-duty time, can impact the reputation of Toronto Seniors Housing Corporation within the community.

The Code of Conduct does not specifically address every situation or question that may arise. It is intended to promote ethical decision-making and behaviour, to make us think how ethics and integrity guide us in doing our jobs. Ethical behaviour is not about finding the right answers – it is about asking all the right questions, like:

- Am I putting my own interests before those of Toronto Seniors Housing Corporation?
- Would I make the same decision if my supervisor, manager, the public or the media were watching me?
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- Could my comments on social media or in a public forum be considered negative, derogatory, or taken as a criticism of Toronto Seniors Housing Corporation or a work colleague?

For advice or guidance related to this Policy, speak to your manager or department director.

Policy Content

Interactions with Tenants, Vendors, Community Partners, and the Public

Tenants, and members of the public can form impressions of Toronto Seniors Housing Corporation based on their interactions with employees of the organization. An employee's individual actions reflect on Toronto Seniors Housing Corporation as an organization. Employees of Toronto Seniors Housing Corporation must work together to build and maintain relationships within the organization and in the community. Remember, when wearing TSHC uniform or workwear, you are representing Toronto Seniors Housing Corporation to tenants, vendors, community partners, and the public.

Tenants, and all others who contact Toronto Seniors Housing Corporation may

depend on us for information and the services we provide. Tenants, vendors, community partners and members of the public deserve to be treated with empathy, dignity, and respect. In all dealings with tenants, vendors, community partners or the public, employees are expected to be professional, helpful, and courteous at all times, especially when dealing with a difficult individual or situation. Staff should not engage in arguments with tenants, vendors, community partners or members of the public. They are expected to attempt to de-escalate situations in a calm, courteous manner, reaching out to their supervisor for support and guidance when needed. The issues being faced by tenants are important, and we must demonstrate through our words and actions that we take these issues seriously.

Toronto Seniors Housing Corporation is committed to providing a safe work environment for employees and will not tolerate violence or harassment in accordance with the *Occupational Health and Safety Act, 1990* and TSHC Workplace Violence Policy and TSHC Workplace Harassment Policy. This includes when employees are interacting with tenants, vendors, community partners and the public on behalf of the company during their working hours.

Respectful Workplace

Toronto Seniors Housing Corporation is committed to fostering a respectful workplace, one that is free of inappropriate behaviour, where employees are entitled to be free of discrimination, harassment, and violence. All employees are to be treated fairly, differences are acknowledged and valued, communication is open and civil, conflict is addressed early and there is a culture of empowerment and cooperation. Employees will treat each other with courtesy, respect, and dignity. At Toronto Seniors Housing Corporation we must maintain professionalism in the workplace and try to be as helpful as possible in all dealings with each other.

Civility is expected by all employees, who should work collegially and resolve conflicts with each other in a constructive and professional manner during their working hours. Harassment, discrimination, or bullying under the *Ontario Human Rights Code 1990*, *Occupational Health and Safety Act 1990*, or Toronto Seniors Housing Corporation policy, are prohibited and will not be tolerated.

Employees are also expected to avoid behaviors which a reasonable person would find inappropriate in a professional and productive workplace. This includes, but is not limited to the following:

- behaviour which is disruptive or intimidating
- inappropriate banter that isolates, excludes, or centres out someone
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- name calling, including in a joking manner
- profane or vulgar language
- sexual comments or innuendo
- statements or other actions designed to be harmful, hurtful, or demeaning to another person
- threats, or veiled threats, included those made in a joking manner
- withdrawal of work, favouritism, or the unnecessary exclusion of others for an improper reason (i.e., a non-work-related reason or a reason that is not justified by law)

For further information on Workplace Violence please see the Workplace Violence Policy.

A respectful workplace is one that is free from sexual harassment. Sexual harassment defined under the *Ontario Human Rights Act, 1990* is “engaging in a course of vexatious comment or conduct that is known or ought to be known to be unwelcome.” In some cases, one incident can be serious enough to meet the threshold for sexual harassment. Sexual harassment can include, but is not limited to:

- asking for dates and not taking “no” for an answer
- asking for sex in exchange for something, like offering to improve a test score, offering to a raise of promotion at work, or withholding something
- bragging about sexual ability
- bullying based on sex or gender
- calling people unkind names that relate to sex or gender
- demanding hugs
- making comments about a person’s physical appearance (for example whether or not they are attractive)
- making sexual jokes
- making unnecessary physical contact, including unwanted touching
- posting or sharing pornography, sexual pictures, cartoons, graffiti, or images of a sexual nature (including online)
- saying or doing something because you think a person does not fit sex-role stereotypes
- spreading rumours of gossip of a sexual nature (including online)

For further information on sexual harassment please see the Workplace Harassment Policy.

Reasonable direction by supervisors and managers relating to the management

and direction of workers or the workplace or conducting performance reviews is not workplace harassment. If employees believe they are the victim of harassment, discrimination, or bullying under TSHC policy or the law they should seek assistance from their manager or department director.

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This Code of Conduct applies when attending in-person, off-site or virtual meetings, conferences, workshops or training. As representatives of Toronto Seniors Housing Corporation, employees are expected to:

- behave in a courteous and professional manner at all times
- treat all participants with respect, dignity and consideration, in the spirit of recognizing and valuing a diversity of opinions and views
- be considerate, respectful and collaborative in your communications and actions
- discuss differences of opinion in a non-confrontational manner with due regard for the viewpoint of others
- refrain from engaging in demeaning, discriminatory, or harassing behaviour, speech or actions

Toronto Seniors Housing Corporation Property

Toronto Seniors Housing Corporation owns, controls, leases, or operates facilities, materials, resources, and assets, which includes (but is not limited to) buildings, land, money, vehicles, phones, phone system, records, files, documentation, office equipment, cell phones, pass cards, computers, computer tools and network, supplies, cheques, and equipment. (TSHC Property).

Employees are expected to use Toronto Seniors Housing Corporation Property reasonably and responsibly and take all possible steps to protect such property from misuse, loss, or damage. This includes safeguarding property that has been entrusted to their care, such as cell phones, money, or company files. Deliberately causing damage to such property (or deliberately allowing someone else to cause damage) is prohibited.

Employees are also expected to use Toronto Seniors Housing Corporation Property lawfully, and only for a purpose directly associated with their job at Toronto Seniors Housing Corporation. For example, employees should not access, communicate, distribute, or display racial or ethnic slurs, threats, insults, obscenities, abuse, defamation or lewd or sexually explicit material on Toronto Seniors Housing Corporation computers, cell phones or other assets. Staff should also not use an electronic key/pass card to access areas for personal reasons which are not related to their work.

The exception to personal use is limited and occasional use of company computers, networks, internet, e-mail, and phones, as permitted by the

Acceptable Use of Information Technology Policy (Note: communications over Toronto Seniors Housing Corporation Property are not private and may be monitored by the company). For further information, please see the Acceptable Use of Information Technology Policy.

Fraud and Theft

Employees are prohibited from engaging in any type of fraud as defined in the Fraud Prevention Policy, or any action by an employee intended to conceal or avoid detection of activity prohibited by this Policy. Employees are expected to immediately report, in writing and in accordance with company policy, instances of suspected fraud and any knowledge of activity which is prohibited by this clause. All confirmed incidents may be viewed as acts of a criminal nature and may be treated accordingly.

Property of Others

Employees are expected to respect and treat with care the property of other employees, tenants, former tenants, co-workers, guests, visitors, vendors, volunteers, contractors, and suppliers, which are brought onto the premises of Toronto Seniors Housing Corporation owned, controlled, leased, or operated buildings.

Employees cannot ask to borrow or use the property of a tenant. Employees cannot borrow, use, or take the property of a tenant after they move out or the tenant disposes of the property, unless the employee is authorized as part of their job to do so. If the property of a visitor to a Toronto Seniors Housing Corporation building is left behind, the employee must tell their supervisor or manager and return the property.

Gifts and Gratuities

Employees may not accept any gift, benefit, or favour in exchange for special consideration, or where it may be perceived to be an exchange for special treatment. This includes (but is not limited to) cash tips, loans, gifts that could be perceived as an exchange for a favour, gifts from current or potential vendors or interested parties in anticipation of a procurement or tendering process. If you are offered a gift, politely explain that you appreciate the gesture, but you are already compensated by TSHC. All gifts, benefits or favour offered or received shall be immediately reported to your manager or departmental director.

TSHC employees may accept:

Small holiday gifts showing appreciation such as cards, cookies, candy, or chocolates with a nominal value of less than Five Dollars.

Advertising promotional materials such as calendars, scratch pads, pens are also acceptable.

If in doubt about a specific situation, discuss it with your supervisor or manager.

Licenses and Professional Designations

When an employee is required to have a license or professional designation for their job, the employee must immediately report any loss or potential loss of that license or professional designation to their supervisor or manager. For example, employees who drive company vehicles as part of their job must immediately report any suspensions of their driver's license to their supervisor or manager.

Alcohol and Drugs

It is prohibited for an employee to be under the influence of alcohol or drugs during working hours. The phrase "under the influence" refers to impairment, to any degree, of an individual's ability to safely perform the activity in question as a result of the use of alcohol, drugs, or a combination of both. The exception is over the counter or physician-prescribed medication and drugs unless the use results in impairment that will risk the health and safety of the employee or any other person. Impairment is a state of reduced physical or mental ability.

An employee must disclose to their supervisor or a manager if they are under the influence of any alcohol or drugs during working hours (or expect to be under the influence during working hours in the case of over the counter or physician-prescribed medication and drugs) where there could be any risk to the health and safety of the employee or any other person.

If a situation covered by this clause is brought to the attention of an employee's direct supervisor or manager, the employee's direct supervisor or manager (or other management) will review the circumstances and take appropriate action after consultation with People and Culture. The appropriate action shall include reasonable accommodation as required by the Ontario *Human Rights Code*. Toronto Seniors Housing Corporation has the right to request reasonable information or documentation to support accommodation under this clause.

Confidentiality

In performing their duties and responsibilities for the organization, employees will learn information about Toronto Seniors Housing Corporation and its operations. This includes information in verbal conversations and information in writing, formal documents, files, e-mails, computers, data records, etc. In most cases, this information is not known to the public. Examples include, but not limited to, information related to our financial affairs, marketing plans, tenants, resources, contractors, proposed initiatives, strategy, members of the public, employees, etc.

This information is confidential and is Toronto Seniors Housing Corporation's property. Employees must take all reasonable steps to ensure this information is not used or disclosed without proper authorization, and in accordance with

company policy and the *Municipal Freedom of Information and Protection of Privacy Act*, 1990.

This includes securing and safeguarding information which has been entrusted to the employee’s care, such as locking cabinets and securing documents when not in use. Employees must also be mindful of what information can be overheard in conversations or seen on their phone, both during working hours and when they are in public during their private time. Employees must not deliberately try to access such information when the information is not associated with their work. Employees are also expected not to use or disclose such information for their own personal gain or for any purpose that is not associated with their work (unless authorized by their division head or when required by law). For more information, please see the Acceptable Use of Information Technology Policy, Records Management Policy, and Employee Conflict of Interest Policy.

These rules concerning using or disclosing information do not apply where the employee is reporting wrongdoing under company policy or participating in an internal investigation. Employees should use proper internal channels, rather than a public setting, to address any concerns they have about Toronto Seniors Housing Corporation.

For more information about how to report wrongdoing and the protections available to employees who report wrongdoing, please see the Whistleblower Prevention Policy.

Media Inquiries

Communications with the media must be conducted so that all information originates from a qualified, informed, and **approved** spokesperson of Toronto Seniors Housing Corporation. All media requests for interviews or information must be referred to the Communications team. For more information, please see the Social Media Policy and the Media and Issues Protocol.

Relationships with Tenants

Employees may not enter the home of tenant, unless authorized by law and/or without authorization from Toronto Seniors Housing Corporation, unless they are invited by the tenant, the visit takes place outside of the employee’s working hours, and the visit does not otherwise violate this code. Employees must also comply with the Toronto Seniors Housing Corporation Employee Conflict of Interest Policy.

Annual Review of Obligations

Toronto Seniors Housing Corporation employees and managers shall review their obligations under this Policy on an annual basis.

Related Legislation, Regulations, and TSHC Policies:

- *Employment Standards Act, 2000*
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
- *Ontario Human Rights Code, 1990*
- *Occupational Health and Safety Act, 1990*
- Acceptable Use of Information Technology Policy (TCHC)
- TSHC Employee Conflict of Interest Policy
- TSHC Fraud Prevention Policy
- TSHC Media and Issues Protocol
- TSHC Records Management Policy
- TSHC Social Media Policy
- TSHC Workplace Harassment Policy
- TSHC Workplace Violence Policy

Amendments (Revision History):

Initial policy approved by Toronto Seniors Housing Corporation Board of Directors on April 28, 2022.

Policy reviewed with the following revisions, approved by the Board of Directors on October 17, 2024.

- Commitment and Shared Value sections added
- incorporation of examples illustrating inappropriate behavior
- further elaboration on the Gifts and Gratuities section including nominal value threshold
- further elaboration of behavioral expectations for employees attending virtual or on-site meetings, workshops, conferences or training events.

Policy reviewed in October 2025, with minor edits and a change to the review schedule from annual to every 3 years, to be approved by the Board of Directors on December 4, 2025.

Next Scheduled Review Date: 2028

This Policy will be reviewed once every three (3) years.

Corporate Governance and Human Resources Committee on

Policy Contact

Director, People and Culture

**Toronto Seniors Housing Corporation (TSHC)
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Property of Others

Employees are expected to respect and treat with care the property of other employees, tenants, former tenants, co-workers, guests, visitors, vendors, volunteers, contractors, and suppliers, which are brought onto the premises of Toronto Seniors Housing Corporation owned, controlled, leased, or operated buildings.

Employees cannot ask to borrow or use the property of a tenant. Employees cannot borrow, use, or take the property of a tenant after they move out or the tenant disposes of the property, unless the employee is authorized as part of their job to do so. If the property of a visitor to a Toronto Seniors Housing Corporation building is left behind, the employee must tell their supervisor or manager and return the property.

Gifts and Gratuities

Employees may not accept any gift, benefit, or favour in exchange for special consideration, or where it may be perceived to be an exchange for special treatment. This includes (but is not limited to) cash tips, loans, gifts that could be perceived as an exchange for a favour, gifts from current or potential vendors or interested parties in anticipation of a procurement or tendering process. If you are offered a gift, politely explain that you appreciate the gesture, but you are already compensated by TSHC. All gifts, benefits or favour offered or received shall be immediately reported to your manager or departmental director.

TSHC employees may accept:

Small holiday gifts showing appreciation such as cards, cookies, candy, or chocolates with a nominal value of less than Five Dollars.

Advertising promotional materials such as calendars, scratch pads, pens are also acceptable.

If in doubt about a specific situation, discuss it with your supervisor or manager.

Licenses and Professional Designations

When an employee is required to have a license or professional designation for their job, the employee must immediately report any loss or potential loss of that license or professional designation to their supervisor or manager. For example, employees who drive company vehicles as part of their job must immediately report any suspensions of their driver's license to their supervisor or manager.

Alcohol and Drugs

It is prohibited for an employee to be under the influence of alcohol or drugs during working hours. The phrase "under the influence" refers to impairment, to any degree, of an individual's ability to safely perform the activity in question as a result of the use of alcohol, drugs, or a combination of both. The exception is over the counter or physician-prescribed medication and drugs unless the use results in impairment that will risk the health and safety of the employee or any other person. Impairment is a state of reduced physical or mental ability.

An employee must disclose to their supervisor or a manager if they are under the influence of any alcohol or drugs during working hours (or expect to be under the influence during working hours in the case of over the counter or physician-prescribed medication and drugs) where there could be any risk to the health and safety of the employee or any other person.

If a situation covered by this clause is brought to the attention of an employee's direct supervisor or manager, the employee's direct supervisor or manager (or other management) will review the circumstances and take appropriate action after consultation with People and Culture. The appropriate action shall include reasonable accommodation as required by the Ontario *Human Rights Code*. Toronto Seniors Housing Corporation has the right to request reasonable information or documentation to support accommodation under this clause.

Confidentiality

In performing their duties and responsibilities for the organization, employees will learn information about Toronto Seniors Housing Corporation and its operations. This includes information in verbal conversations and information in writing, formal documents, files, e-mails, computers, data records, etc. In most cases, this information is not known to the public. Examples include, but not limited to, information related to our financial affairs, marketing plans, tenants, resources, contractors, proposed initiatives, strategy, members of the public, employees, etc.

This information is confidential and is Toronto Seniors Housing Corporation's property. Employees must take all reasonable steps to ensure this information is not used or disclosed without proper authorization, and in accordance with

company policy and the *Municipal Freedom of Information and Protection of Privacy Act*, 1990.

This includes securing and safeguarding information which has been entrusted to the employee’s care, such as locking cabinets and securing documents when not in use. Employees must also be mindful of what information can be overheard in conversations or seen on their phone, both during working hours and when they are in public during their private time. Employees must not deliberately try to access such information when the information is not associated with their work. Employees are also expected not to use or disclose such information for their own personal gain or for any purpose that is not associated with their work (unless authorized by their division head or when required by law). For more information, please see the Acceptable Use of Information Technology Policy, Records Management Policy, and Employee Conflict of Interest Policy.

These rules concerning using or disclosing information do not apply where the employee is reporting wrongdoing under company policy or participating in an internal investigation. Employees should use proper internal channels, rather than a public setting, to address any concerns they have about Toronto Seniors Housing Corporation.

For more information about how to report wrongdoing and the protections available to employees who report wrongdoing, please see the Whistleblower Prevention Policy.

Media Inquiries

Communications with the media must be conducted so that all information originates from a qualified, informed, and **approved** spokesperson of Toronto Seniors Housing Corporation. All media requests for interviews or information must be referred to the Communications team. For more information, please see the Social Media Policy and the Media and Issues Protocol.

Relationships with Tenants

Employees may not enter the home of tenant, unless authorized by law and/or without authorization from Toronto Seniors Housing Corporation, unless they are invited by the tenant, the visit takes place outside of the employee’s working hours, and the visit does not otherwise violate this code. Employees must also comply with the Toronto Seniors Housing Corporation Employee Conflict of Interest Policy.

Annual Review of Obligations

Toronto Seniors Housing Corporation employees and managers shall review their obligations under this Policy on an annual basis.

Related Legislation, Regulations, and TSHC Policies:

- *Employment Standards Act, 2000*
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
- *Ontario Human Rights Code, 1990*
- *Occupational Health and Safety Act, 1990*
- Acceptable Use of Information Technology Policy (TCHC)
- TSHC Employee Conflict of Interest Policy
- TSHC Fraud Prevention Policy
- TSHC Media and Issues Protocol
- TSHC Records Management Policy
- TSHC Social Media Policy
- TSHC Workplace Harassment Policy
- TSHC Workplace Violence Policy

Amendments (Revision History):

Initial policy approved by Toronto Seniors Housing Corporation Board of Directors on April 28, 2022.

Policy reviewed with the following revisions, approved by the Board of Directors on October 17, 2024.

- Commitment and Shared Value sections added
- incorporation of examples illustrating inappropriate behavior
- further elaboration on the Gifts and Gratuities section including nominal value threshold
- further elaboration of behavioral expectations for employees attending virtual or on-site meetings, workshops, conferences or training events.

Policy reviewed in October 2025, with minor edits and a change to the review schedule from annual to every 3 years, to be approved by the Board of Directors on December 4, 2025.

Next Scheduled Review Date: 2028

This Policy will be reviewed once every three (3) years.

Policy Contact

Director, People and Culture

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: December 11, 2025

Topic: TSHC Business Continuity Planning

Item Number: 24

Report Name: TSHC Business Continuity Planning

To: Board of Directors

From: Grant Coffey, Director Strategy and Business Management

Date of Report: November 10, 2025

Purpose: For information

Recommendation:

It is recommended that the TSHC Board of Directors receive this report for information.

Reason for Recommendation:

This report was presented at the Audit, Finance, and Risk Committee (AFRC) for information at its meeting on November 26, 2025.

TSHC is committed to maintain the resilience of its business operations during interruptions caused by natural, technological, or human-related events. To support this commitment, TSHC management initiated the development of a Business Continuity Plan (BCP) and Business Continuity Management Policy and had engaged MNP LLP to lead this process.

TSHC Business Continuity Plan

TSHC's Business Continuity Plan (BCP) will help the organization stay resilient and keep critical services running during major disruptions. The main goal is to protect tenants, staff, and partners, while making sure essential operations continue.

The plan outlines the steps to take when a disruption is identified, including how staff escalate the issue, the evaluation process, and the appropriate response actions. It includes clear communication guidelines for staff, partners, and tenants, and ensures messages align with Toronto Community Housing Corporation (TCHC) when needed.

The plan also identifies time-sensitive processes across TSHC's departments. Each process includes a maximum tolerable downtime (MTD), resource requirements, technical and non-technical dependencies, and step-by-step recovery actions.

The BCP is reviewed annually or whenever significant operational changes occur. Updates will reflect changes in roles, processes, systems, and organizational structure.

Business Continuity Management Policy

The Policy defines TSHC's approach to business continuity, outlines the responsibilities of key partners, and details the structure and processes that support continuity planning.

Next Steps

TSHC management will explore and finalize training options to help staff understand the BCP, with plans to roll out the training program in Q1 2026.

TSHC is also working with TCHC on developing an updated Joint Emergency Response Plan that will include escalation processes, and roles and responsibilities between the two organizations.

Grant Coffey

Director, Strategy and Business Management

Attachments:

Attachment 1 – Business Continuity Presentation

Business Continuity

Overview of the Plan and Policy

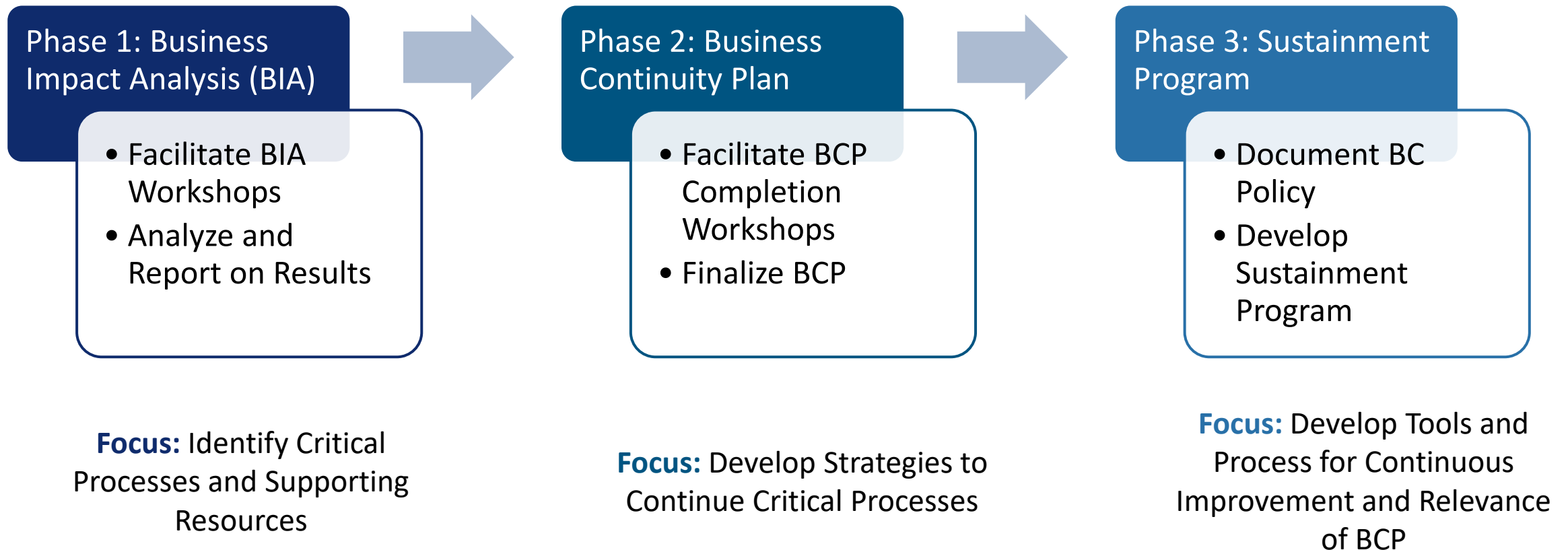
December 11, 2025

Background

- Developing a Business Continuity Plan (BCP) was identified as a key priority by the Board
- Although TSHC is part of TCHC's BCP, TSHC wanted its own BCP that focuses on TSHC-owned processes
- TSHC added Business Continuity as a key action item under the Strategic Directions
- TSHC procured MNP LLP to collaborate on the development of a TSHC BCP

Business Continuity Planning Project

Objective: Develop a TSHC BCP that focuses on TSHC-owned processes and integrates with TCHC's BCP.



Overview of the BCP and BC Policy

Business Continuity Plan Components

Plan Activation	• Including: Identification, Escalation, Evaluation, and Response
Communications and Information Management	• Response Cycle concept • Internal and External comms
Strategies for Common Disruption Scenarios	• Loss of IT • Loss of Facility • Loss of Staff • Loss of Critical Vendor
Critical Business Processes	• Workarounds and key actions to continue processes • Primary and Alternate staff
Vital Records	• Procedures, Policies, etc.
Salvage List	• Items to salvage from impacted facility (hard to replace items)
Forms and Contact Information	• To guide the response

Business Continuity Policy

Scope and Out of Scope

Roles and Responsibilities

Business Disruption

A significant incident where the impact to operations/reputation is such that a response requires LT decisions and actions.

Examples of a Business Disruption

- Flood or fire impact that renders a TSHC building as inhabitable
- Pandemic event
- Loss of IT or utilities for an extended period at a TSHC building

What is not a Business Disruption

- Flood or fire impacting a minor portion of a TSHC building
- Health and safety incident resulting in non-serious injuries
- Loss of IT or utilities in building(s) for a short duration

Critical Business Processes

Items that are covered under TSHC's BCP. The BCP has actions that need to be taken to recover these time-critical business processes from a disruption. TCHC Services are not included in this.

Operations	People & Culture	EPC	Finance	Strategy & Business Management
• Tenant Support • Transfer Priority Requests • Tenancy Services • Maintenance Services (including cleaning services and AUI inspections)	• Employee Relations • Labour Relations • WSIB Management • Disability Management • Health and Safety	• External Communications	• Cash Flow Management • Banking Services (including accounts payable, issuance of cheques, deposits) • Month End Process and Reporting • P-Card Administration	• Provide Strategic Advice to CEO and Leadership Team • Relationship Management with TCHC • Governance (Board)

Linkage to TCHC

- Any services provided by TCHC would be captured in TCHC's Business Continuity Plan
- If the root cause of a TSHC business disruption is due to an issue that is primarily managed by TCHC (e.g., a cyber incident):
 - TSHC staff will connect with the Director, Strategic Communications at TCHC as they develop messaging to ensure, where appropriate, there is alignment with TCHC's communications.

Business Continuity Management Policy

- TSHC engaged with MNP LLP to develop a Business Continuity Management Policy
- Key Policy Elements:
 - TSHC's approach to Business Continuity
 - Responsibilities of key partners
 - Structure and processes that support continuity planning

Next Steps

- TSHC is exploring training options for staff on the new Business Continuity Plan for 2026
- TSHC is working with TCHC on an updated Joint Emergency Response Plan

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: December 11, 2025

Item Number: 25

Report Name: Strategic Directions Progress Report – Q3 2025

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: December 2, 2025

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors receive this report for information. This report was reviewed by the Quality and Tenant Engagement Committee (QTEC) on November 18, 2025.

Reason for Recommendation:

At the Board of Directors meeting on February 26, 2025, the Board of Directors approved the updated 2023-2025 Strategic Directions (SD) Roadmap, to reflect revised timelines and activities, resource capacity, and build on progress and experience gained in 2023 and 2024. The updated Strategic Directions Roadmap outlines the key initiatives and milestones that will guide our progress until the end of 2025. This

report provides highlights on the progress made on implementing the Strategic Directions in Q3 2025.

Key Performance Indicators Dashboard

As indicated in the Dashboard, the third quarter of 2025 reflects strong operational performance, increased tenant engagement, enhanced staff development, and continued organizational excellence. For more comprehensive details, please refer to Attachment 1.

- **Housing Occupancy:** Housing occupancy rate maintained at 98.23%, exceeding the target of 98%. Average unit turnover time increased to 73 days, up from 64 days in Q2, but was well below the sector average of 78.85 days.
- **Arrears Management:** Rent collection rate sustained at 99.2%, with 89% households in good financial standing.
- **Pest Management:** The Operations and Environmental Health Unit teams continue to work actively with tenants to address pest issues, resulting in 787 units being declared pest free in the third quarter.
- **Community Safety:** In Q3, a total of 1,987 incidents were reported, a decrease from 2,218 in Q2, along with 418 proactive interventions, down from 516 in the previous quarter.
- **Tenant Engagement:** A total of 68 Community Activities Fund applications were approved, distributing \$94,804. Over 60 events were hosted, many of which celebrated the joys of summer and Canada Day. The Translation and Interpretation Policy was approved and launched in Q3.

- **Programs and Partnerships:** In Q3, 352 recurring programs were offered to tenants across the buildings, representing a 20% increase from 293 programs in Q2 and demonstrating a positive upward trend in program offerings. Four Regional Volunteer Meetings were held with 107 volunteers in attendance.
- **Employer of Choice:** On September 16, an all-staff event successfully brought employees together for a memorable day of reconnection, recognition, and celebration. The inaugural IDEA Committee meeting was held with new members on board. A range of training sessions covering key topics such as human rights, SharePoint, and practical job skills were organized.
- **Organizational Excellence:** The upgraded intranet was launched on September 23, followed by three Lunch and Learn sessions with over 100 staff in attendance. TSHC's financial standing stays robust as of September 30, 2025.

Strategic Directions Roadmap

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q3 2025 Roadmap Tracker demonstrates progress across various strategic initiatives. In the third quarter of 2025, 10 projects/activities were planned, with 5 completed on time, and 5 with revised timelines. Project teams are committed to completing activities according to the updated timelines. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

Review and Planning Sessions for Strategic Directions

As the current TSHC Strategic Directions (2023 – 2025) are approaching completion, a renewed set of Strategic Directions will be developed for the next three to five years. Planning sessions with the Leadership Team will be held later this year and into early next year to close out remaining initiatives under the existing Strategic Directions and plan for the transition to the new Strategic Directions.

Grant Coffey

Director, Strategy and Business Management

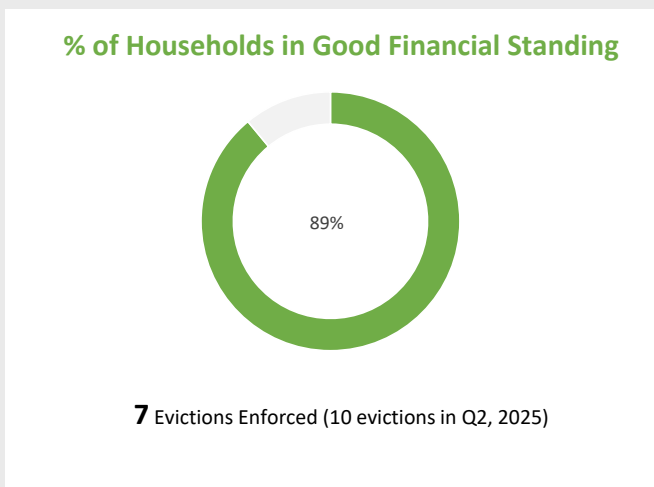
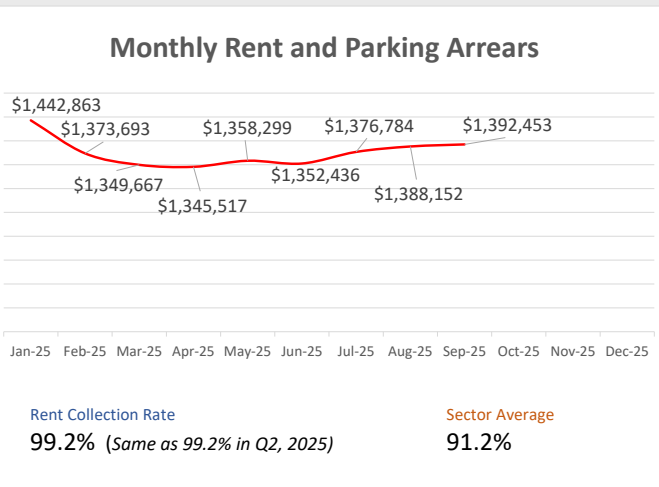
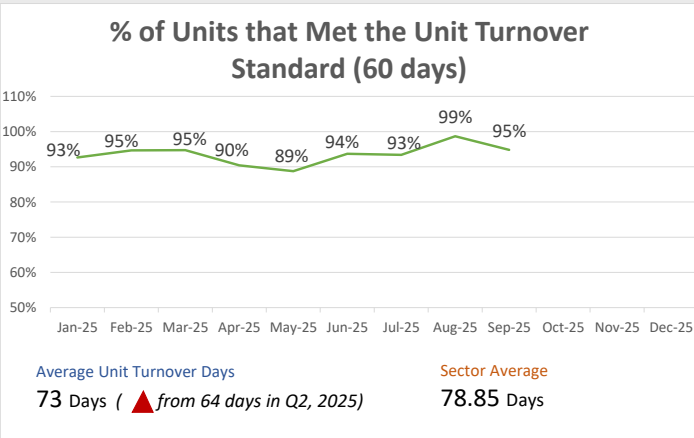
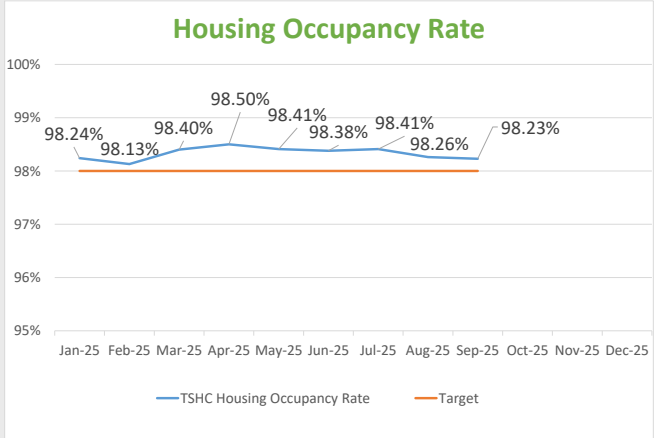
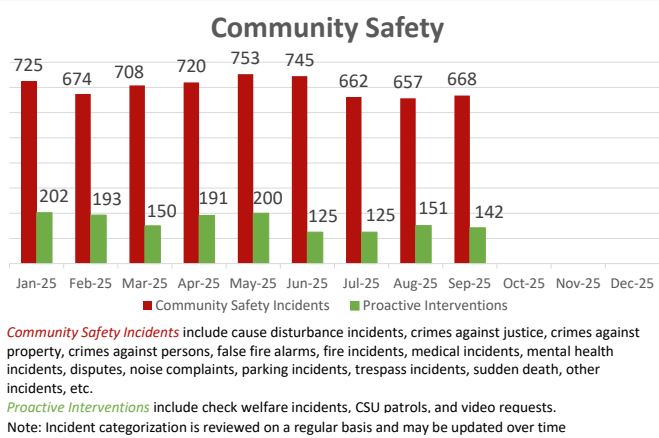
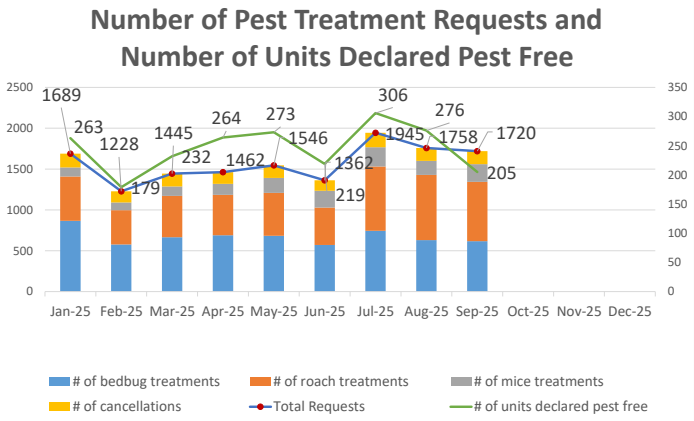
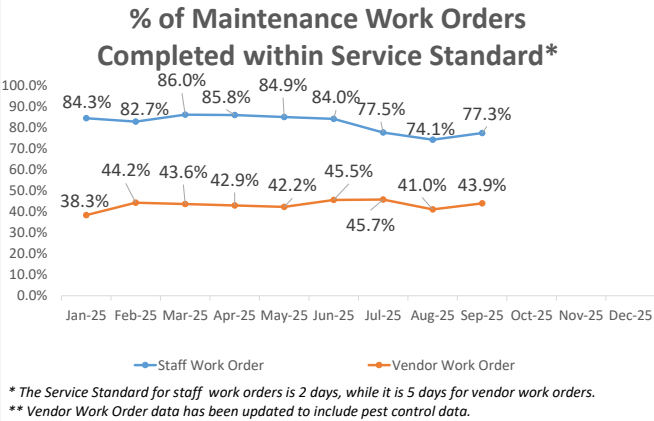
List of Attachments:

1. Attachment 1 – SD Key Performance Indicator Dashboard – Q3 2025
2. Attachment 2 – SD Roadmap Update – Q3 2025

Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Highlights:

- **Work Orders:** In September, 77.3% of staff work orders and 43.9% of vendor work orders were completed within the Service Standards.
- **Pest Management:** In Q3, a total of 787 units were declared pest free. Staff have assisted 20 tenants in preparation for treatment and coordinated the preparation of 23 units with Toronto Public Health.
- **The housing occupancy rate** at the end of September stood at 98.23%, exceeding the target of 98%. The average unit turnover days in Q3 was at 73 days, increasing from 64 days in Q2.
- **Arrears:** TSHC achieved 99.2% rent collection rate in Q3, same as in Q2. The arrears level has remained stable during Q3, with 89% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1299
\$2,001-\$4,000	81
\$4,001-\$6,000	36
\$6,001-\$8,000	27
\$8,001-\$10,000	9
\$10,001 and above	17
Grand Total	1469

Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Highlights:

- In Q3, 68 Community Activities Fund Applications were approved, distributing a total of \$94,804.
- Between July and September, over 60 events were hosted, many of which celebrated the joys of summer and Canada Day. Most events were fun-filled BBQs that brought the community together.
- Following a series of tenant consultations, the Translation and Interpretation Policy was approved and launched in Q3.
- Budget meetings were held to consult tenants, including the Senior Tenants Advisory Committee (STAC), on the 2026 City budget process which helps inform TSHC's submission.
- The Tenant Experience Survey questionnaire has been finalized and will reach tenants' mailboxes in mid-November. The timelines for completing the survey were adjusted because of the Canada Post strike.

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter:

\$94,803.65 in Q3 2025

\$ Community Activities Fund Distributed in the same quarter last year:

\$100,167 in Q3 2024

Number of Community Activities Fund Applications Approved:

68 in Q3 2025

Communications with Tenants:

1 issue of Seniors Speak and **1** Community Letter with Video

24 new posters translated into top **8** languages and distributed

Tenant Engagement Activities

6 CEO Tours

1 Senior Tenants Advisory Committee Meeting

4 Regional Tenant Meetings

60 Tenant Summer Events

280 tenants participated
(including tenants attending CEO Tours)

Online Engagement

Website Users: **12,061**

Social Media Audience: **2,293**

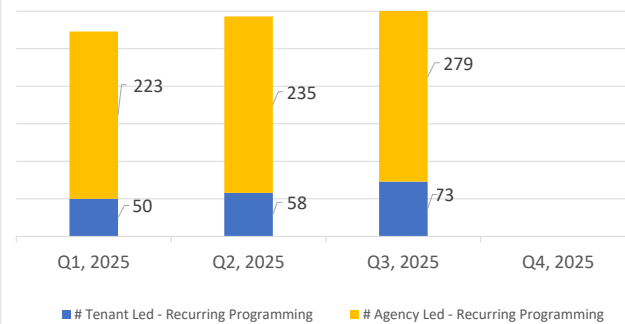
Social Media Audience Growth: **55**

Strategic Objective 3: To facilitate access to services and programs that tenants need and want

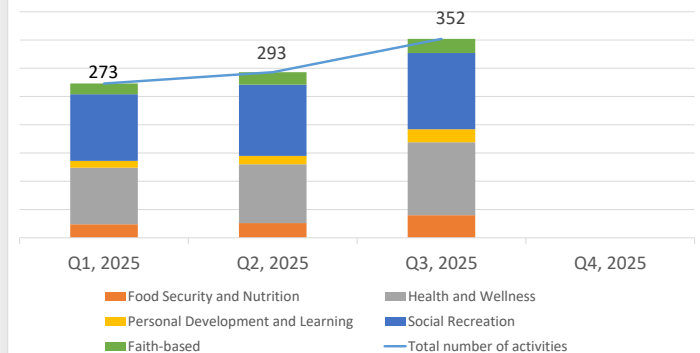
Highlights:

- In Q3, 352 recurring programs were offered to tenants across the buildings, representing a 20% increase from 293 programs in Q2 and demonstrating a positive upward trend in program offerings. Of these 352 programs, 279 (79%) were led by community partners, while 73 (21%) were tenant-led.
- Summer Regional Volunteer Meetings were held in July, with 136 volunteers attending across the four events. Alongside TSHC staff presentations on programs and partnerships, educational sessions were provided by the Toronto Policy Services (Fraud and Elder Abuse), as well as by TCHC Energy Conservation Team.
- The frequency of tenant volunteer updates has been increased to facilitate the timely sharing of monthly Seniors Strategy content.

Recurring Programming



Building Programs

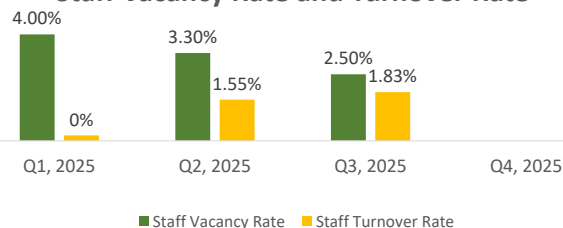


Strategic Objective 4: To promote innovation

No new innovations implemented across the organization in Q3.

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

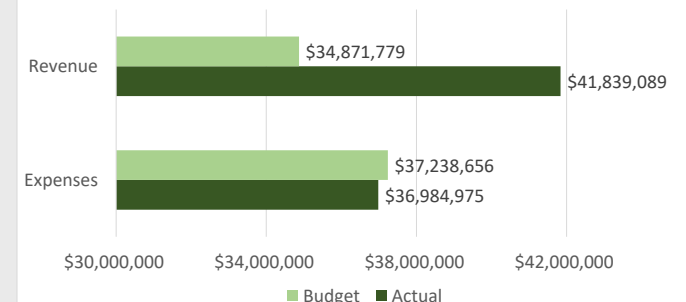
Highlights:

- The upgraded intranet was launched on September 23 which included a scavenger hunt and three Lunch and Learn sessions with over 100 staff in attendance.
- An all-staff event was successfully held on September 16, bringing staff together for a memorable day that included opportunities for reconnection, recognition, and celebration.
- Three Staff Bulletins were published.
- The first IDEA Committee meeting was held with new members.
- The second cohort of Enliven Leadership Training started with 21 people leaders participating in this cohort.
- A range of training sessions was delivered, including human rights training for 27 leaders, three SharePoint sessions for 105 staff, and various job skills-related trainings for over 230 staff members.

Enabler: Organizational Excellence

Statement of Operations

As of September 30, 2025



Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Status	Highlights/Comments
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Promote safety and security in our buildings and communities	Implement recommendations of safety and security Quality Improvement Project	Assess feasibility of doing a pilot project in highest call buildings	Q3 2025	Deferred	Project deferred pending on outcome of the CSU review and redeployment.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	Establish an annual capital plan with TCHC	Q3 2025	Completed	A capital plan was established. A new system will be introduced in Q1 2026 to digitalize the capital project request process and facilitate easier approval and tracking monitoring.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Communicate effectively with our tenants and other stakeholders	Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging	Intranet upgrade	Q3 2025	Completed	The intranet went live on September 23, 2025. TSHC staff not only facilitated the go-live efforts behind the scene, but ran a number of promotional efforts to drive traffic including a scavenger hunt, and taking new headshots for staff who were interested at the all staff event in September.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	Select governance best practices standard and governance review	Q3 2025 Q1 2026	Revised Timeline	Best practices standard/governance research in progress with a revised timeline to Q1 2026. Board governance workshop also planned in Q1 2026.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Manage our financial resources responsibly	Work with TCHC and City on annual budget process	Budget planning – 2026	Q3 2025	Completed	2026 Budget drafted in collaboration with the City of Toronto and TCHC.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Be informed by data and driven by performance commitments	Improve access to quality data and apply data analytics	Review KPIs	Q3 2025 Q4 2025	Revised Timeline	KPI review underway with planned completion for Q4 2025.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Engagement, Partnerships and Communications	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Review and update the Translation and Interpretation Policy	Q3 2025	Completed	The Translation and Interpretation Policy was approved at the Board on July 31. Procedures have been drafted for review by staff and vendor in Q4, followed by training.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in HoMES system	Current SharePoint clean up/management	Q3 2025 Q4 2025	Revised Timeline	SharePoint largely complete as of Q3 with 11 of 12 sites developed. Final migration and archive of content and sustainment activities planned for Q4 2025.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in HoMES system	Participate in intranet solution refresh	Q3 2025	Completed	TSHC implemented new Intranet (Mango Apps) in September 2025.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Develop and implement a talent strategy	Identify, attract, recruit, and keep top talent	Review of JD's to ensure they include the key knowledge and skills required	Q3 2025 Q4 2025	Revised Timeline	Language is being reviewed by legal. Target completion Q4 2025.

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: December 4, 2025

Topic: Tenant Human Rights Complaints Reporting Framework

Item Number: 26

To: Board of Directors

From: Director of Strategy and Business Management

Date of Report: December 2, 2025

Purpose: For information

Recommendation: Board receive this report for information.

Reason for Recommendation: The Corporate Governance and Human Resources Committee (CGHRC) requested that TSHC periodically provide an update on the status of tenant human rights complaints following the approval of TSHC's Tenant Human Rights Policy.

Background

Policy and Procedure

In October, 2024, TSHC's Board of Directors approved the [Tenant Human Rights Policy](#). The policy provides an updated framework to ensure TSHC can comply with its obligations under the Ontario Human Rights Code, provide a viable mechanism for tenants to make human rights complaints to TSHC, and ensure TSHC premises are free from harassment and discrimination by building tenant and staff awareness of their human rights obligations.

A procedure to handle human rights complaints made by tenants was finalized in July, 2025. The procedure was developed alongside the policy, in consultation with R-PATH, the Ombudsman, the City of Toronto's Human Rights Office and the Centre for Advancing the Interests of Black People. Elements of the procedure continue to be refined as it rolls out, such as alignment with TCHC on roles and responsibilities pertaining to scenarios where a TCHC vendor or staff member is the subject of a complaint made by a tenant living on TSHC premises. This procedure was part of the report and materials presented to CGHRC on November 6, 2025.

Staff Training and Tenant Communications

Beginning in July, TSHC began training its staff on the Code, policy, procedure and related items in a staged manner. The leadership team and other staff members designated to handle investigations were provided an intensive one-day staff training on the Code, its application within the housing context, the specifics of the policy and procedure as well as a step-by-step training to run investigations transparently, fairly and effectively.

TSHC's Seniors Services Coordinators also received training in November and December on content that focused on proactively incorporating human rights principles into their day-to-day operations and being mindful of the policy and procedure in light of potential complaints that they may be responsible for supporting in escalating. The training will help ensure that a human rights lens is applied to tenancy management processes and informs considerations related to supports for tenants.

All staff are expected to receive general human rights training by the first quarter of 2026 after which communications will go out to tenants about the finalized complaints procedure.

Complaints Reporting

As part of its requirements to report updates on complaints to CGHRC and the Board, TSHC has also developed a reporting framework that will be used for this purpose (Attachment 1). It will also help TSHC refine its procedure over time.

Given the ongoing rollout of the complaints procedure at TSHC, no tenant complaints have been received directly by TSHC so far. However, six complaints have been filed at the Human Rights Tribunal of Ontario, the summary of which is provided in Attachment 2.

List of Attachments:

1. Tenant Human Rights Complaints Reporting Framework
2. Tenant Human Rights Complaints Summary

Tenant Human Rights Complaints Reporting Framework

The following indicators will be used to track complaints and for reporting purposes as well as to refine TSHC's complaints procedure over time. One additional indicator is listed for future consideration.

Measure	Category
Type of respondent the complaint is made against	- Staff - Tenant - Vendor - Agency - Policy/Practice
Type of complaint	- Accommodation request - Harassment - Discrimination - Policy/Practice - Other
Complaint by protected ground	- 17 protected grounds
Number of complaints that were investigated and addressed in the calendar year, breakdown by type of human rights complaint	- Overall - Type of complaint - Respondent type - Protected ground type
Regional breakdown of complaints	- Overall - Type of complaint - Respondent type - Protected ground type
% of complaints deemed non-human rights complaints during initial review	- % human rights complaints - % other - % service request/ % fraud/ % other
Number of human rights complaints handled by a third-party investigator	- Overall - Type of complaint - Respondent type - Protected ground type
% of complaints that were appealed/asked for procedural review	- % Overall - % accommodation, harassment, discrimination, policy

% of complaints that required translation supports	- Overall - Preferred language
Number of complaints that got taken to the HRTO or LTB.	- Overall - Type of complaint - Respondent type - Protected ground type

Future Reporting Considerations	
Average time for complaints to be investigated/resolved	- Overall - Accommodation request - Harassment - Discrimination - Policy/practice

Tenant Human Rights Complaints Summary

Given the ongoing rollout of the Tenant Complaints procedure at TSHC, no tenant human rights complaints have been made directly to TSHC.

The following information summarizes the types of human rights complaints that TSHC tenants have filed at the Human Rights Tribunal of Ontario. Note that the total types of respondents, type of complaints and claimed protected grounds listed in the table below may be more than the total number of reported complaints. This is because multiple respondents may be the subject of a complaint; there also may be multiple types of complaints and protected grounds claimed as part of a single complaint.

For example, a complainant may make one complaint against a staff member and a tenant (two respondents) and cite their age and disability status as two protected grounds that played a role in the adverse treatment.

ITEM		Total
Total Number of Complaints		6
Type of Respondent the complaint is made against	Tenant	2
	Staff	3
	Vendor	0
	Corporation	4
Type of Complaint	Accommodation Request	3
	Discrimination	3
	Harassment	2
Complaint by Protected ground	Age	3
	Disability	4
	Race	1
	Receipt of Public Assistance	3
	Place of Origin	1
Status	Dismissed	1
	Ongoing	5