

Toronto Seniors Housing Corporation

Audit, Finance and Risk Committee (AFRC) Meeting Agenda

Date: Wednesday, January 28, 2026

Time: 3:00 pm to 5:00 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1 min	Approval of Public Session Minutes of AFR Committee Meeting of November 26, 2025	Approval	Minutes	Chair
6.	3:07 pm 1 min	Approval of Closed Session Minutes of AFR Committee Meeting of November 26, 2025	Approval	Minutes	Chair
7.	3:08 pm 2 min	Action Item Review	Information	List	Chair
8.	3:10 pm 2 min	Audit, Finance and Risk Committee 2026 Proposed workplan	Approval	Workplan	Grant Coffey

Item	Time	Description	Action	Type of Item	Presenter
9.	3:12 pm 10 min	CEO Update	Information	Verbal	Tom Hunter
10.	3:22 pm 15 min	2026 TSHC Budget	Information	Report	Vince Truong
11.	3:37 pm 10 min	Procurement Change Order	Approval	Report	Vince Truong
12.	3:47 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	3:48 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	Agenda	Chair
14.	3:49 pm 45 min		Information	Report	Andrew Persaud
15.	4:24 pm 20 min		Information	Report	Vince Truong
16.	4:44 pm 1 min		Approval	N/A	Chair
17.	4:45 pm 1 min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation

Audit, Finance, and Risk Committee (AFRC) Meeting

Public Minutes

View Live Stream Videos here: [Part 1](#) and [Part 2](#)

Public Minutes

The Audit, Finance and Risk Committee (AFRC) of the TSHC Board held its meeting on Wednesday, November 26, 2025, at 4:00 pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

Lawrence D’Souza, Chair
Fareed Amin
Brenda Parris
Kosta Kostouros
Jesse Cohoon
Jim Meeks

TSHC staff present:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Directory, Strategy and Business Management*
Vince Truong, *Interim Finance Lead*
Tolu Solebo, *Financial Reporting & Compliance*
Carol Francis, *Director, People & Culture*
Karyn Bawden, *Board Secretary and EA*
Fatima Mahmood, *EA*
Emma Francis, *EA, Office of CEO*

Item 1: Chair’s remarks

The Chair welcomed Board and Committee members, staff and online attendees and noted we were livestreaming on YouTube.

The Chair recognized that November was Hindu Heritage Month, Albanian Heritage Month & Lebanese Heritage Month. He noted that November 22nd was National Housing Day - an important reminder that safe, stable, and affordable

housing is the foundation from which individuals, families, and communities thrive. He also noted that from November 25th to December 10th was 16 Days of Activism Against Gender-Based Violence, this is an annual international campaign that runs from November 25 (International Day for the Elimination of Violence against Women) to December 10 (Human Rights Day).

The Chair stated that there was a full Agenda and there would be a closed session, then return to the Public Realm and motion for approval for Closed Session Items. He also noted there were no deputations.

The Chair proceeded to the next Agenda item.

Item 2: Land and African ancestral acknowledgements

The Chair spoke to our Land and African Ancestral acknowledgements.

Once finished, the Chair went to the next Agenda Item.

Item 3: Approval of public meeting Agenda

The Chair asked for a motion to approve the Public Agenda of November 26, 2025, as presented.

Moved: Brenda Parris

Seconded: Fareed Amin

With All in favour, it was resolved that the Public Agenda of November 26, 2025, was approved as presented **Carried**

With that, the Chair moved to the next Agenda Item.

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

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

Item 5: Approval of public minutes of AFRC meeting of October 16, 2025

The Chair asked if there were any edits or changes to the public session minutes of October 16, 2025. Being none, the Chair asked for a motion to approve the AFRC public session minutes of October 16, 2025, as presented.

Moved: Brenda Parris

Seconded: Lawrence D’Souza

With All in favour, it was resolved that the public session minutes of October 16, 2025, were approved as presented **Carried**

The Chair then proceeded to the next Agenda Item.

Item 6: Approval of closed session minutes of AFRC meeting of October 16, 2025

The Chair asked if there were any edits or changes to the Closed Session minutes of October 16, 2025. Being none, the Chair asked for a motion to approve the AFRC Closed Session minutes of October 16, 2025, as presented.

Moved: Brenda Parris

Seconded: Lawrence D’Souza

With All in favour, it was resolved that the Closed Session minutes of October 16, 2025, were approved as presented **Carried**

Item 7: Action item review

Through the Chair, Grant Coffey spoke to the Action Item of bringing Cybersecurity update. Mr. Coffey noted that we are working with TCHC and will bring an update to the Committee. With no questions or other Action Items to discuss, the Chair proceeded to the next agenda item.

Item 8: CEO Update

Through the Chair, Tom Hunter went through his CEO Update, highlighting:

- TSHC Long Service Award celebration on November 20, 2025
- Regional Volunteer Meetings – December 2nd and 3rd 2025
- Tenant Engagement Survey

With no comments or questions, the Chair proceeded to the next agenda item.

Item 9: 2026 Proposed Budget

Through the Chair, Vince Truong went through the 2026 Proposed Budget, 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

With no questions or comments, the Chair thanked Mr. Truong and staff for their work and proceeded to the next Agenda item.

Item 10: Investment Policy

Through the Chair, Vince Truong went through the Investment Policy.

There was a wholesome discussion among the Committee and Fareed Amin, Board Chair, noted that the policy was conservative and would like to support the policy be brought for approval at the Committee, then bring back to the Board of Directors a more comprehensive conversation and report.

Moved: Brenda Parris

Seconded: Lawrence D'Souza

With all in favour, it was resolved that the Investment Policy with noted amendment was approved **Carried**

Item 11: Business Continuity Update

Through the Chair, Grant Coffey went through the Business Continuity Plan (BCP) Update, highlighting:

- TSHC Business Continuity Plan
- Overview
- Business Disruption and Critical Business Processes
- Linkage to TCHC
- Business Continuity Management Policy
- Next Steps

There was a fulsome conversation among the Committee and Jesse Cohoon inquired about challenges for residents (re: health and safety of residents). Mr.

Coffey noted that the BCP is for services if there are business disruptions (i.e. flood).

The Chair thanked Mr. Coffey and staff and proceeded to the next agenda item.

Item 12: October YTD 2025 Financial Result

Through the Chair, Vince Truong went through the October YTD 2025 Financial Result, highlighting:

- Statement of Operations
- Statement of Financial Position

Brenda Parris inquired if the HST was back dated. Mr. Truong confirmed it was backdated and recently approved and released by CRA. Kosta Kostouros inquired about the legal fees and noting big ticket items. Tom Hunter noted that 2 major legal costs were Transition Agreement and Labour discussions; noting in 2026 legal would not be as big, but ongoing. Mr. Kostouros asked if the legal for bargaining was an hourly rate and Carol Francis noted it was per hour.

The Chair thanked the Committee for the discussion and then proceeded to the next Agenda item.

Item 13: Motion to Move into Closed Session

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

Moved: Brenda Parris

Seconded: Lawrence D'Souza

With all in favour, it was resolved that the Public meeting be terminated and the AFRC November 26, 2025 meeting move into the Closed Session **Carried**

Live Streaming ended and the meeting went into Closed Session.

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Upon returning to the Public Realm, the Chair thanked the online attendees for joining the TSHC AFRC meeting of November 26, 2025, and noted there was one Closed Session Agenda Item to be approved and proceeded to that Item.

Item 19: Motion to Approve Closed Session Decisions

The Chair asked for a motion to approve and recommend to the Board of Directors the 2026 TSHC budget, subject to any final adjustments with the City of Toronto in advance of the Board meeting

Moved: Brenda Parris

Seconded: Lawrence D'Souza

With all in favour, it was resolved that the 2026 TSHC budget, as presented, subject to any final adjustments with the City of Toronto in advance of the Board meeting was approved **Carried**

Item 20: Adjournment

The Chair thanked the Committee members, staff and the online attendees. He then asked for a motion to adjourn the November 26, 2025, meeting.

Moved: Brenda Parris

Seconded: Lawrence D'Souza

With all in favour, it was resolved that the TSHC AFRC November 26, 2025,
meeting terminate **Carried**

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

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

**Action Items List as of
January 2026**

	Meeting Arising From	Description	Resp.	Status
1.	June 4, 2025	Bring to Board Cybersecurity Risk	Grant Coffey	Completed

Action Items Completed				
	Meeting Arising From	Description	Resp.	Status
1.	June 4, 2025	Schedule Special meeting of the Board for 2026 Budget Update in August	Staff	Completed
2.	January 31, 2024	Staff to consult with TCHC on Environmental Renewal and Plan.	Grant Coffey	Sent to Quality and Tenant Engagement Committee
3.	January 31, 2024	Bring forward an overview of revitalization plans in the 2024 budget including net new potential housing for seniors.	Grant Coffey	Sent to Quality and Tenant Engagement Committee

Toronto Seniors Housing Corporation

AFRC Proposed Work Plan 2026

Q1 January 28, 2026	Q2 April 8, 2026
<ul style="list-style-type: none"> - AFRC 2026 Workplan - 2026 TSHC Budget* - Internal Controls* - Cybersecurity Update* - Procurement Change Order* 	<ul style="list-style-type: none"> - 2025 Audit Report* and Presentation from Auditor - Recommendation to the City of Toronto TSHC's 2026 Auditor * - 2025 TCHC Year-End Reconciliation* - 2025 TSHC Financial Result* - 2025 Procurement Report - Procurement Change Order*

Q2 June 3, 2026	Q3 October 1, 2026
<ul style="list-style-type: none"> - Q1 & April 2026 Financial Result* - Q1 2026 TCHC Reconciliation* - Enterprise Risk Management Reporting 	<ul style="list-style-type: none"> - 2027 Budget Update* - Q2 & August 2026 Financial Result* - Q2 2026 TCHC Reconciliation* - Procurement Change Order* & Q1-Q2 Procurement Report* - 2026-27 Insurance Renewal* - Expense Reimbursement Policy * - Procurement Policy * - Accounts Payable Policy*

Q4 Nov 30, 2026
<ul style="list-style-type: none"> - 2027 Proposed Budget* - Q3 & October YTD 2026 Financial Result* - Q3 2026 TCHC Reconciliation* - Cybersecurity Update - Enterprise Risk Management Reporting - Capital Expense Policy * - Procurement Method and Delegation of Authority Policy* - Delegation of Authority Policy*

* indicates proceed to Board subsequently

Subject to change throughout the year

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

Meeting Date: January 28, 2026

Item Number: 10

Report Name: 2026 Budget Update

To: Audit, Finance, and Risk Committee

From: Vince Truong, Finance Lead (I)

Date of Report: January 20, 2026

Purpose:

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

Recommendation:

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

Reason for Recommendation:

Since the update to AFRC on November 26th, the TSHC Board approved the 2026 Operating Budget on December 11th (Attachment 1). The 2026 Operating Budget deficit of \$2.334M is to be funded through the 2025 TSHC surplus.

The final 2026 TSHC Budget Notes (Attachment 2) to the City were completed in late December 2025. TSHC staff met with the City's Budget Committee on January 16th for a Question-and-Answer session.

The remaining steps include the public consultations with the Budget Committee on January 20-21, followed by the Budget Committee Wrap-Up session on January 23rd. The Mayor's Office is to release the 2026 City of Toronto Budget by February 1st, with final approval scheduled for February 10th at a Special City Council Meeting.

Any material changes to the TSHC 2026 Budget will be presented at the upcoming AFRC and Board Meetings.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachment:

- 2026 TSHC Operating Budget (Attachment 1)**
- 2026 TSHC Budget Notes (Attachment 2)**

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 Notes

Toronto Seniors Housing Corporation

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

Toronto Seniors Housing Corporation (TSHC) manages 83 buildings with almost 14,000 units, for about 15,000 low- and moderate-income seniors aged 59 and older.

Toronto Seniors Housing Corporation's vision is to provide safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being. Our mandate is to enable tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.

Why We Do It

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

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

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

For further information about Toronto Seniors Housing Corporation, please visit: www.torontoseniorshousing.ca

Program / Agency:

Tom Hunter

Chief Executive Officer

Tel: (416) 945-0800

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Corporate:

Marie Barcellos

Manager, Financial Planning

Tel: (416) 392-8393

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What Service We Provide

Deeply Affordable Housing

The majority of TSHC's 15,000 tenants benefit from the Rent-Geared-to-Income (RGI) program that offers deeply affordable housing for as little as \$85 per month. TSHC works to ensure stable tenancies by supporting tenants and collaborating 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 also focuses on facilitating access to programs and services that tenants need and want, including coordinating a blend of social recreation and wellness programming, tenant- or 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.

Who We Serve:

The Corporation's tenants are from all walks of life, with a primary eligibility being low-income, survivors of domestic violence or human trafficking, shelter residents, and applicants experiencing homelessness.

Notable statistics about tenants include:

- 87% of tenants live alone
- close to 97% of units are Rent-Geared-to-Income
- 71% of TSHC tenants are aged 65-84 and almost 19% are 85 and older
- 47% of TSHC households* have indicated a preferred spoken language that was not English

*Calculated by 'Head of Household' language preference, as a percent of the households that provided preference; 28% of households have not provided a preferred spoken language.

Resources (gross 2026 operating budget): \$151.1 Million

Budget at a Glance

2026 OPERATING BUDGET

In \$ Millions	2026	2027	2028
Revenues	\$151.1	\$150.8	\$152.8
Gross Expenditures	\$151.1	\$157.0	\$160.8
Net Expenditures	\$ 0.0	\$ 6.2	\$ 8.0
Approved Positions	334.5	338.5	338.5

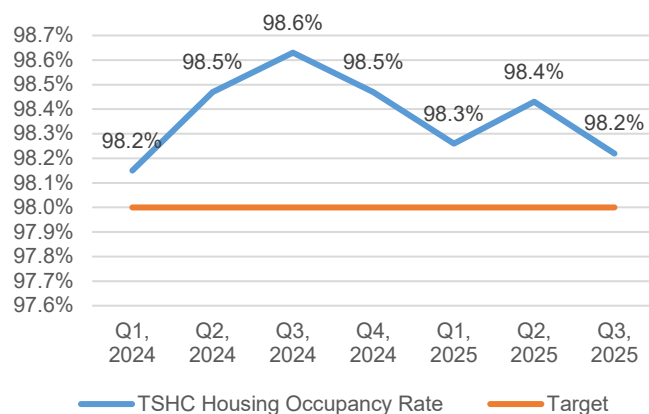
2026-2035 10-YEAR CAPITAL PLAN

In \$ Millions	2026	2027-2035	Total
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Toronto Seniors Housing does not have a 10-Year Capital Budget and Plan

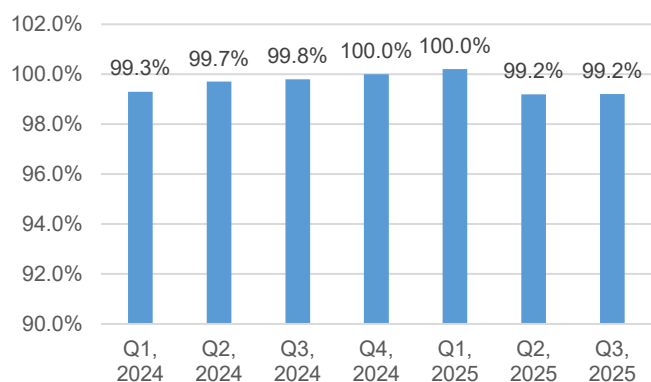
How Well We are Doing – Behind the Numbers

Deeply Affordable Housing - Housing Occupancy Rate



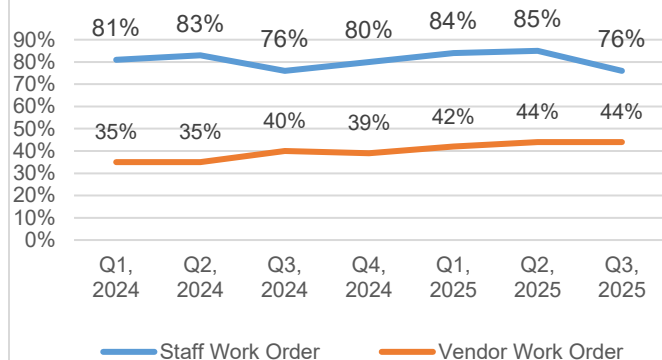
- Maintaining a high housing occupancy rate is essential to ensure rentable RGI units are available and to support movement on the centralized waiting list.
- TSHC's housing occupancy rates in the first three quarters of 2025 consistently exceed the target rate of 98.2%.
- The average unit turnover days in the third quarter of 2025 were at 73 days, below the sector average of 78.8 days.
- TSHC actively supports the City's Rapid Rehousing Program with this year's target to house 150 tenants.

Deeply Affordable Housing - Rent Collection Rate



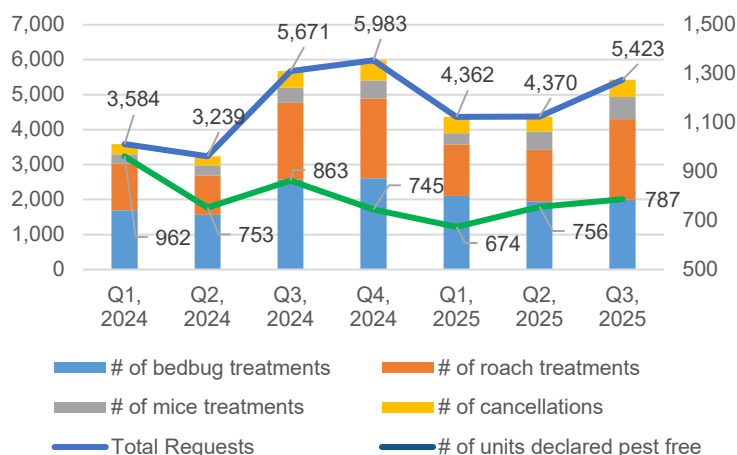
- Compliance in rent collection enables TSHC to maintain and improve housing quality while effectively supporting senior tenants.
- During the first three quarters of 2025, TSHC has consistently maintained high rent collection rates with the third quarter rent collection rate standing at 99.2%.
- TSHC aims to resolve arrears as early as possible by connecting tenants with necessary supports and working with them for repayment agreements. The arrears level has remained stable during the third quarter of 2025, with 89% of households maintaining good financial standing. Majority of households in arrears fell within the \$1 - \$2,000 range.

Stewardship of Public Asset - Maintenance Work Order Completed within Service Standard



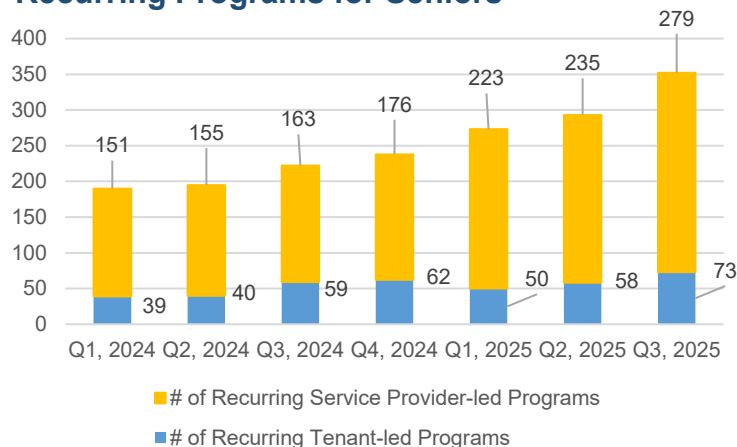
- Promptly addressing maintenance requests ensures buildings are clean and well-maintained and promotes a safe living environment for senior tenants.
- Maintenance work orders completed within service standard remained steady in 2025.
- From the 2023/2024 Tenant Experience Survey, 85% of tenants feel that their building is generally well-maintained, 74% of tenants who requested a repair or maintenance service felt that the work was completed quickly, and 75% of tenants were happy with how well the work was done.

Stewardship of Public Asset - Pest Management



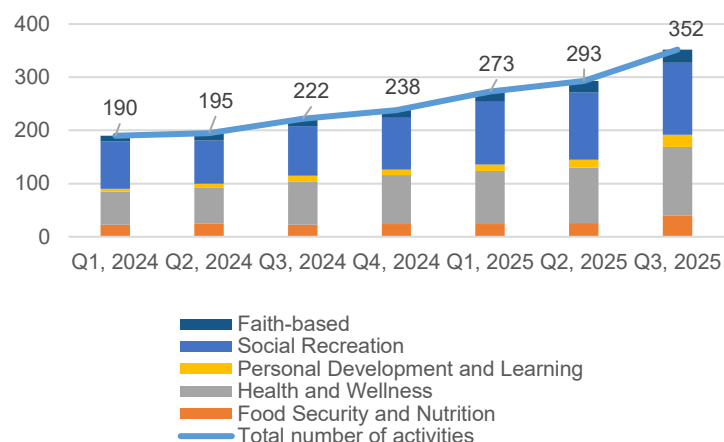
- Effective pest management enhances overall living conditions, contributing to a safe and comfortable living environment for senior tenants.
- Year-to-date a total of 14,155 pest treatment requests have been processed, resulting in 2,217 units being declared pest free after the treatments.
- TSHC's Environmental Health Unit staff support tenants with known unit preparation challenges before and after pest treatment. There have been 58 staff assisted preparations between January 1 and September 30, 2025.

Support for Seniors - Recurring Programs for Seniors



- Recurring programs for tenants refer to programs in TSHC buildings that occur on a regularly scheduled basis, either organized by third-party agencies or held by tenant volunteers with support of TSHC staff.
- Interest and demand for more tailored engagement and program opportunities continues. There has been a continued increase in number of agency-led and tenant-led programs between 2024 and 2025.
- Requests for programming continue to grow to support the social and well-being of tenants.

Support for Seniors – Building Activities



- On an annual basis, TSHC gathers and validates tenants' priorities for programming and engagement opportunities in their community. Alignment of programming with what tenants articulate they want and need ensures a higher level of quality and typically more meaningful outcomes.
- TSHC also focuses on identifying new and expanding existing partnerships with third-party agencies and with tenants.
- By the end of third quarter of 2025, 352 recurring programs were offered to tenants across the buildings, representing a 29% increase from 273 programs in first quarter and demonstrating a positive upward trend in program offerings.

How Well We Are Doing

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
Outcome Measures						
Deeply affordable housing	TSHC Occupied units	98.4%	98%	98%	98%	98%
	TSHC Rent and fees collected	99.7%	98%	98%	98%	98%
Excellent Landlord*	Tenant satisfaction with services provided by TSHC	80%	85%	**	85%	85%
	Tenants proud to be residents at TSHC	82%	85%	**	85%	85%
	Tenants feel safe in their home	83%	85%	**	85%	85%
	Tenants feel staff treat them with respect	87%	90%	**	90%	90%
Tenant Engagement*	Tenants like the programs in their buildings and find them helpful	57%	70%	**	75%	80%
Access to Supports and Services outside of TSHC*	Tenants feel that TSHC helps them get information to access the service(s) they need	61%	70%	**	75%	80%

*Results from 2023/2024 Tenant Survey.

**Pending upcoming Tenant Survey results in the first quarter of 2026.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

During the first three quarters of 2025, TSHC has delivered 18 projects/activities under its 2023-2025 Strategic Directions. Highlights of the main achievements include:

- As of the third quarter of 2025, 228 Community Activities Fund (CAF) applications have been submitted by tenant volunteers and processed by TSHC staff. These applications include event supplies, catering (for events like Summer BBQs, and Winter Festive Celebrations) and small equipment purchases (such as board games, books/bookshelves, yoga mats, etc.). The allocation of CAF funding for 2025 is approximately \$322,000, marking an increase of 152% compared to the 2024 figure of \$127,888, which demonstrates TSHC's commitment to strengthening tenant engagement.
- The number of programs offered to tenants has shown a consistent upward trend. By the third quarter of 2025, 352 recurring programs were offered to tenants across the buildings, reflecting a 29% increase from the first quarter. Among the 352 recurring programs, 279 (79%) are led by community partners and 73 (21%) are led by tenants. TSHC has facilitated access for over 57 different community partners to use common spaces for health, social and wellness programs on an ongoing basis, aligned with tenant priorities.
- Regional volunteer meetings were introduced as a key component of TSHC's new Tenant Engagement Model. Eight regional tenant volunteer meetings were held, engaging 243 volunteers on important topics such as volunteerism, the Toronto Seniors' Strategy, and scam and elder abuse prevention.
- TSHC has partnered with the City through the Rapid Rehousing Initiative (RRI) to place shelter applicants into TSHC's rent-geared-to-income housing with support. TSHC accommodated and supported 150 tenants under the RRI in both 2023 and 2024. Between January and November 2025, 134 of 150 tenants (89%) from the Rapid Rehousing Initiative moved into TSHC housing with transitional and follow-up support.
- The Complex Tenancies Team managed 65 high-risk referrals and resolved 29 cases by the end of the third quarter.
- Following the 2023 Tenant Experience Survey, TSHC has started a follow-up survey in 2025 to assess changes in tenants' experience, with a focus on areas that were identified for improvement in the 2023 survey.
- Operational performance remained strong, with housing occupancy, rent collection, and unit turnover exceeding industry benchmarks.
- TSHC completed all 13,950 Annual Unit Inspections.
- A number of key policies and procedures were approved, which included the Enterprise Risk Management Framework (along with a Risk Dashboard and Risk Registers), the Fraud Prevention Policy, the Translation and Interpretation Policy, and a tenant-facing Human Rights Complaint Procedure.
- Following the 2023 Employee Engagement Survey, TSHC conducted a pulse survey in January 2025 with a 76% participation rate. Action plans were developed and implemented across all levels and departments.
- TSHC developed its Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy and formed the IDEA Committee, which supported the successful delivery of several educational and cultural initiatives, including Black History Month, Filipino Heritage Month, Pride, and Indigenous History Month.
- A range of training sessions were organized throughout the year, covering key topics such as cybersecurity, leadership, SharePoint, and practical job skills. Over 10 targeted training sessions on human rights, non-crisis conflict intervention, aging in the community, and dementia were delivered to enhance staff's ability to effectively support and serve the senior population.
- The upgraded organizational internal communication or intranet went live on September 23, 2025, featuring improved navigation, enhanced functionality and better user experience for staff.

Key Challenges and Risks

- **Financial Stability and Sustainability:** TSHC faces long-term financial instability resulting from inflationary pressure, cost increases and an on-going challenging operating environment. Despite ongoing investment from the City, there is limited ability to increase revenues and this requires ongoing subsidy support and organization-wide cost control measures.
- **Community Programming:** Lack of staff capacity to continue to implement TSHC's new tenant engagement model and work to expand partnerships to support community programming for tenants and meet tenant requests for 300+ new programs.
- **Corporate capacity:** Any delayed hiring of corporate positions may lead to lack of ability to undertake planned projects, tenants initiatives, and to support tenant to age at home.
- **Safety:** The risk of increased Community Safety Incidents affecting the security of tenants, staff and contractors.
- **Tenant Satisfaction:** Shared ability to meet tenant housing and support needs could be impacted by funding shortfalls and staffing level challenges.

Priority Actions

- **Review the Strategic Directions and advance the 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.
 - Continue ongoing work relating to the Integrated Service Model (ISM) and expanded innovation with partners.
-

CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

- \$47.861 million in City funding to support the 2026 Operating Budget, consistent with the 2025 funding level.

and a further:

- \$5.901 million in City-provided base operating subsidy reallocated to Toronto Community Housing Corporation (TCHC) from Toronto Seniors Housing Corporation (TSHC).

**2026
OPERATING BUDGET**

2026 OPERATING BUDGET OVERVIEW

Table 1: 2026 Operating Budget by Service

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Resident Rent - RGI	87,456.6	87,415.8	92,648.7	94,160.0		94,160.0	6,744.2	7.7%
Resident Rent - Market Rent	5,085.7	5,040.0	5,121.9	5,200.0		5,200.0	160.0	3.2%
City Subsidy	43,908.4	47,969.6	47,861.6	47,861.4		47,861.4	(108.2)	(0.2%)
Other Revenue**	1,727.2	5,081.9	1,685.4	1,581.8		1,581.8	(3,500.1)	(68.9%)
2026 One-Time Bridging Strategy****				2,333.8		2,333.8	2,333.8	N/A
Total Revenues	138,177.9	145,507.3	147,317.6	151,137.0		151,137.0	5,629.7	3.9%
Gross Expenditures								
TCHC Direct Gross Expenditure	88,559.5	97,714.2	95,254.7	100,241.5		100,241.5	2,527.3	2.6%
TSHC Direct Gross Expenditure	44,393.4	47,793.1	48,262.6	50,895.5		50,895.5	3,102.4	6.5%
2024 One-Time Bridging Strategy	5,225.0							N/A
Total Gross Expenditures	138,177.9	145,507.3	143,517.3	151,137.0		151,137.0	5,629.7	3.9%
Net Expenditures			(3,800.4)					
Approved Positions***	312.0	330.5	N/A	334.5		334.5	4.0	1.2%

*2025 Projection based on 9-Month Variance

**Includes additional revenue from TCHC

***Year-over-year comparison based on approved positions

****2026 One-Time Bridging Strategy is funded through TSHC's 2025 Surplus

KEY DRIVERS

Total 2026 Budget expenditures of \$151.137 million gross reflect an increase of \$5.630 million in spending above the 2025 Budget, predominantly arising from:

- Increase of \$3.102 million, driven primarily by salary and benefits adjustments, with additional impacts from four deferred positions required to maintain existing services and service levels to tenants.
- Increase of \$2.527 million for shared overhead costs such as facility management, security, other administrative support, with offset from utilities savings with Toronto Community Housing Corporation (TCHC).

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: As a relatively new organization, the addition of the Inclusion, Diversity, Equity and Accessibility (IDEA) position will support the Strategic Directions, including working with tenants and staff to ensure equal opportunities for all, while recognizing the diverse circumstances and needs which are critical to the success of TSHC. TSHC is also implementing an IDEA strategy which has been developed with a multi-year series of actions. TSHC is also focussing on key supports for tenants including effective translation and interpretation and providing a diverse range of tenant engagement programming and activities.

2026 OPERATING BUDGET KEY COST DRIVERS

The 2026 Net Operating Budget for TSHC of \$47.861 million is \$0.108 million lower than the 2025 Net Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget.

Table 2: 2026 Key Cost Drivers

(In \$000s)	2026 Request				2027 Incremental (Net)
	Revenues	Gross	Net	Positions**	
2025 Operating Budget	97,537.6	145,507.3	47,969.6	330.5	
Key Cost Drivers:					
Prior Year Impacts					
Reversal of one-time balancing strategy	(3,597.3)		3,597.3		2,333.8
Salary and Benefits					
Salary and benefits adjustments		2,223.0	2,223.0		2,096.2
Hiring plan (deferral from 2025)		575.1	575.1	4.0	68.1
Non-Salary Inflation					
Various inflationary adjustments		304.2	304.2		543.2
Revenue Changes					
RGI and market rent increases	6,904.1		(6,904.1)		(1,961.2)
One-time balancing strategy utilizing 2025 surplus	2,333.8		(2,333.8)		
Other Changes					
TCHC's allocation gross expenditure to TSHC		2,527.3	2,527.3		3,175.3
Other adjustments	(102.6)	497.2	599.9		(31.6)
Sub-Total - Key Cost Drivers	5,538.0	6,126.8	588.8	4.0	6,223.8
Affordability Measures	200.0	(497.1)	(697.1)		
New/Enhanced					
Total 2026 Request w/o City Funding	103,275.6	151,137.0	47,861.4	334.5	6,223.8
Change from 2025 Budget (\$)	5,738.0	5,629.7	(108.3)	4.0	
Change from 2025 Budget (%)	5.9%	3.9%	-0.2%	1.2%	
City Funding:					
2025 City funding	47,969.6		(47,969.6)		
Reversal of one-time 2025 funding and other adjustments	(108.3)		108.3		
Total City Funding	47,861.4		(47,861.4)		
Total 2026 Budget	151,137.0	151,137.0	0.0	334.5	6,223.8
Change from 2025 Budget (\$)	5,629.7	5,629.7	(0.0)	4.0	
Change from 2025 Budget (%)	3.9%	3.9%	0.0%	1.2%	

*Based on 6 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Prior Year Impacts:**

- Reversal of funding used as a prior-year balancing strategy.

Salaries and Benefits:

- Salaries and benefits inflationary adjustments to support current operations and services to tenants.
- Four deferred full-time staff required to carry out priority functions and as approved by the Board and City in 2022. The functions include an Inclusion, Diversity, Equity and Accessibility program, organizational effectiveness management, strategic relationship management and innovation and accounting requirements supporting tenant facing events, equipment and activities.

Non-Salary Inflation:

- Increased maintenance, insurance, and other operating costs.

Revenue Changes:

- Increased Rent Geared to Income (RGI) and market rent revenue in line with the inflation-based tenant rent increase in 2026.
- Use of the 2025 surplus as a balancing strategy to offset budget pressures.

Other Changes:

- Increased expenses allocated from TCHC relating to shared overhead costs, shared costs related to security, facilities, and other operating expenses.
- Other increase for miscellaneous operating adjustments.

Affordability Measures**Table 3: Affordability Measures**

Recommendation	Savings Type	Equity Impact	(In \$000s)						
			2026				2027 (Incremental)		
			Revenues	Gross Expenditures	Net Expenditures	Positions	Gross Expenditures	Net Expenditures	Positions
Line By Line Review	Line-by-line	No Impact	200.0	(497.1)	(697.1)				
Total Affordability Measures			200.0	(497.1)	(697.1)				

Affordability measures are specific actions taken by Toronto Seniors Housing Corporation that achieve cost reductions without impacting service levels for City Divisions and the public.

Line by Line Review: TSHC has identified \$0.497 million in gross expenditure savings and \$0.200 million in revenue adjustments, resulting in \$0.697 million in net savings through a series of operational efficiencies across procurement, utilities, contract renewals, office optimization, and shared services.

2027 AND 2028 OUTLOOK**Table 5: 2027 and 2028 Outlook**

(In \$000s)	2026 Budget	2027 Incremental Outlook	2028 Incremental Outlook
Revenues			
Revenue Changes - RGI and Market Rent		1,961.2	2,000.0
One-time balancing strategy		(2,333.8)	
Others		31.6	32.3
Total Revenues		(341.0)	2,032.3
Gross Expenditures			
Inflationary Impacts - salaries and benefits		1,273.8	1,358.9
Inflationary Impacts - non-labour		543.2	22.9
Inflationary Impacts - TCHC direct gross expenditures		3,175.3	2,409.3
Reinstate deferred positions (4 in 2027)		890.5	
Total Gross Expenditures		5,882.8	3,791.1
Net Expenditures		6,223.8	1,758.8
Approved Positions	334.5	4.0	0.0

Key Outlook Drivers

The 2026 Outlook reflects an anticipated net increase of \$6.223 million above the 2026 Operating Budget. The 2028 Outlook includes a further net increase of \$1.758 million above the 2027 Outlook.

These changes arise mainly from the following:

- Reversal of the use of 2025 TSHC operating surplus to balance the 2026 Budget, which will create a net pressure in 2027.
- Inflationary increases to the allocation of shared expenditures from TCHC, along with salary and benefits adjustments, and other non-labour costs, will add to the net pressure in 2027 and 2028.
- Four positions previously approved by the Board and City in 2022 to support priority functions are reflected in the 2027 Outlook.
- Rent Geared to Income and Market Rent are forecasted to increase by an assumed 2% from 2026.

APPENDICES

Appendix 1

2026 Operating Budget by Category

Category (In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Budget	2026 Change from 2025 Budget	
	\$	\$	\$	\$	\$	%
Residential rent - RGI	87,457	87,416	92,649	94,160	6,744	7.7%
Residential rent - Market	5,086	5,040	5,122	5,200	160	3.2%
Subsidies - City	43,908	47,970	47,862	47,861	(108)	(0.2%)
Other revenue	1,727	1,485	1,685	1,582	97	6.5%
2025 One-Time Bridging Strategy		3,597			(3,597)	(100.0%)
2026 One-Time Bridging Strategy				2,334	2,334	N/A
Total Revenues	138,178	145,507	147,318	151,137	5,630	3.9%
OPERATING COSTS						
Utilities	22,368	24,173	23,690	23,136	(1,038)	(4.3%)
Mortgage Interest & Principal	28,279	30,362	29,195	31,207	845	2.8%
TCHC - Other Allocated Operating Costs	28,371	31,403	31,617	33,211	1,808	5.8%
TCHC - Corporate Allocated Costs	9,542	11,776	10,753	12,688	912	7.7%
TSHC Corporate Direct Costs	44,393	47,793	48,263	50,895	3,102	6.5%
2024 One-Time Bridging Strategy	5,225					N/A
Total Gross Expenditures	138,178	145,507	143,517	151,137	5,630	3.9%
Net Expenditures	0	0	(3,800)	0	(0)	(93.2%)

*Projection based on 9-Month Variance

Appendix 2

Summary of 2026 Service Changes

N/A

Appendix 3

Summary of 2026 New/Enhanced Requests Included in Budget

N/A

Appendix 4a

Operating Program Provincial/Federal Funding Streams by Program

N/A

Appendix 4b

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 5

2026 Capital Budget; 2027-2035 Capital Plan Including Carry Forward

N/A

Appendix 5a

2026 Cash Flow and Future Year Commitments Including Carry Forward

N/A

Appendix 5b

2027-2035 Capital Plan Including Carry Forward

N/A

Appendix 6

Capacity to Deliver Review

N/A

Appendix 7

Summary of Capital Delivery Constraints

N/A

Appendix 8

Inflows and Outflows to/from Reserves and Reserve Funds

N/A

Appendix 9

Glossary

Approved Position: Permanent or temporary position that support the delivery of City services and service levels in annual budget.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Deliver Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget and Plan: A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

Capital Delivery Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency has the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New/Enhanced Service Priorities: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provide services.

Operating Impact of Completed Capital Projects: The Operating Budget Impact of Capital is the change in operating expenditure and/or revenue, which is projected to occur during the implementation of a capital project and/or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

Rate-Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority.

Salary and Benefit Adjustments: General increases related to contractual obligations, such as cost of living, step increases, pay for performance and progression pay.

State of Good Repair (SOGR): The cost of maintaining assets to ensure that they can support the delivery of City services and meet service outcomes.

Tax-Supported Budget: Budget funded by property taxes.

User Fees: Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

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

Meeting Date: January 28, 2026

Item Number: 11

Report Name: Procurement Change Order

To: Audit, Finance, and Risk Committee

From: Vince Truong, Finance Lead (I)

Date of Report: January 20, 2026

Purpose:

The purpose of this report is to provide a recommendation regarding the approval of the Procurement Change Order.

Recommendation:

It is recommended that AFRC approve and recommend to the Board of Directors to adopt the following resolution:

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) Toronto Community Housing Corporation (TCHC) - Service Delivery Agreement fee extension to February 2027 in the amount of \$13,147,813;
- b) Hearty Catering Inc. – Holiday Meals for Community Partnerships and Programming to December 31, 2025, in the amount of \$39,591.64.

Reason for Recommendation:

Subject to the Procurement Method Delegation of Authority that applies to all standard and non-standard contracts, the Board or Board Committee as appropriate shall approve all open competitive processes, where the cumulative change order value exceeds the greater of \$250K or 20% of the original commitment value, or to extend the term of the contract.

The Service Delivery Agreement (SDA) and Transition Agreement with TCHC were established under the City-mandated shared-services model, using a cost-sharing framework implemented since TSHC's inception. The Transition Agreement was recently replaced by the Relationship Agreement (as of January 1, 2026) and expires on December 31, 2030, and the SDA expires on December 31, 2027. The existing purchase order is projected to be depleted by February 2026, requiring a change order of \$13,147,813 to extend payment to February 2027.

Hearty Catering Inc. provided holiday meals to tenants at TSHC buildings as part of the Community Activity Funds (CAF). The original estimate was based on 2024 data, and the contract was awarded

through a request for proposal (RFP) through the vendor community. The success of the events through additional participation by tenants with the support of the Tenant Circles and Volunteers, resulted in an increase in demand for holiday meals and services by 44% from the original awarded purchase order. A change order was required for staff to release and pay the vendor for the additional costs.

Please see the attached file for more information.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachments:

Attachment 1: Procurement Change Order

Attachment 1									
Item	Vendor	Goods/Services Description	Business Unit	Original Commitment Value	Individual Amount of Change Order	Cumulative Total of Change Order	Cumulative Change Order % of Original Commitment Value	Contract Term	Reasons for Change Order
1.	TCHC	Service Delivery Agreement (SDA) Fee	Finance	\$4,674,000.00	\$13,147,813.00	\$47,853,210.00	1023.82%	Feb/2026 to Feb/2027	This project is directed by the City of Toronto, in its capacity as TCHC's sole shareholder which has transferred its seniors' portfolio, therefore, the associated shared services which is unique to the portfolio is contracted to Toronto Community Housing Corp. (TCHC) and the continuation of shared services can only be delivered by TCHC.
2.	Hearty Catering Inc.	Holiday Meals - As Required	Community Partnerships and Programming	\$90,000.00	\$39,591.64	\$39,591.64	43.99%	October/2025 to December/2025	An RFP 25-008 was issued to the vendor community for holiday meals as required and Hearty Catering Inc. was awarded a contract on October 31, 2025. However, there were additional meals and services required, because estimates for number and size of holiday meals was scoped based on 2024 data. As part of the priorities and planning activities undertaken with Tenant Circles and Volunteers, demand for holiday meals increased significantly from when the RFP was initially developed and issued to the vendor community.