

Toronto Seniors Housing Corporation

**Quality and Tenant Engagement Committee (QTEC) Meeting
Agenda**

Date: Monday, February 23, 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 QTE Public Committee meeting minutes of November 18, 2025	Approval	Minutes	Chair
6.	3:07 pm 1 min	Approval of QTE Closed Committee meeting minutes of November 18, 2025	Approval	Minutes	Chair
7.	3:08 pm 1 min	Action Items Review	Information	List	Chair
8.	3:09 pm 1 min	Quality and Tenant Engagement 2026 Proposed Workplan	Approval	Workplan	Grant Coffey
9.	3:10 pm 5 min	CEO Update	Information	Verbal	Tom Hunter

Item	Time	Description	Action	Type of Item	Presenter
10.	3:15 pm 10 min	OCHE Bi-Annual Report July – Dec 31, 2025	Information	Report	Melanie Martin
11.	3:25 pm 10 min	OCHE TSHC 2026 Workplan	Approval	Report	Melanie Martin
12.	3:35 pm 15 min	Operational Dashboard	Information	Report	Brad Priggen
13.	3:50 pm 5 min	Rapid-Re-Housing Annual Report	Information	Report	Brad Priggen
14.	3:55 pm 15 min	2026 TSHC Annual Plan	Approval	Report	Grant Coffey
15a	4:10 pm 15 min	Community Programs and Partnership Update	Information	Report	Deanna Veltri
15b		Communications Update	Information	Report	Deanna Veltri
16.	4:25 pm 15 min	Facility Condition Index (FCI) 2024 Year End Review	Information	Report	Noah Slater
17.	4:40 pm 20 min	Community Safety Unit Q4 2025 Report	Information	Report	Grant Coffey
18.	5:00 pm	Adjournment	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)					
CA-1	Strategic Directions Q4 2025 Progress Report		Information	Report	Grant Coffey

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Tuesday, November 18, 2025

Time: 3:00pm to 5:00pm

Location: WebEx and Livestream

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Tuesday, November 18, 2025, at 3:00pm via WebEx video conference.

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

Members in attendance:

Linda Jackson, Chair
Lawrence D’Souza
Jesse Cohoon
Jim Meeks
Councillor Crisanti

Deputant:

Bill Lohman

TSHC staff present:

Tom Hunter, Chief Executive Officer
Grant Coffey, Director, Strategy and
Business Management
Deanna Veltri, Director, Engagement,
Partnership and Communications
Brad Priggen, Director, Operations
Carol Francis, Director, People & Culture
Vince Truong, Interim Finance Lead
Wendy Dobson, Manager, Communications
and External Affairs
Karyn Bawden, Board Secretary and EA
Fatima Mahmood and Emma Francis, EAs

Item 1: Chair’s remarks

The Chair, Linda Jackson, welcomed Committee members, Board, Staff and online participants to the Quality and Tenant Engagement Committee meeting of November 18, 2025.

The Chair acknowledged that November was Hindu Heritage Month, Albanian Heritage Month & Lebanese Heritage Month.

The Chair noted a full agenda and there would be a Closed Session after the Action Items Review; then would return to the Public Realm for the remaining Agenda Items. The Chair also noted there was a deputation on Item 15 – Community Programs and Partnership 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: New Business and Approval of public meeting agenda

The Chair asked if there were any changes to the November 18, 2025 QTEC Public meeting Agenda, being none, she asked for a motion to approve the Public Agenda of September 30, 2025, as presented.

Moved: Jim Meeks
Seconded: Lawrence D’Souza

With All in favour, it was resolved that the QTEC Public Agenda of November 18, 2025, was approved as presented**Carried**

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

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

Item 5: Approval of public minutes of QTEC meeting September 30, 2025

The Chair asked for a motion to approve the QTEC Public meeting Minutes September 30, 2025

Moved: Lawrence D’Souza

Seconded: Jim Meeks

With All in favour, it was resolved that the Amended QTEC Public meeting Minutes of September 30, 2025,, were approved as presented **Carried**

Item 6: Action items review

The Chair noted there were no outstanding Action Items at this time. With the Committee satisfied, the Chair proceeded to the next agenda item.

Item 7: 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 1A and 1J

Moved: Lawrence D’Souza

Seconded: Jim Meeks

With all in favour, it was resolved that the Public meeting be terminated and the QTEC November 18, 2025; meeting move into a 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 QTEC meeting of November 18, 2025, and noted we were livestreaming on YouTube. The Chair also noted there were no closed session items to approve and proceeded to the next Agenda Item.

Item 11: Community Safety Unit Q3 Report

Through the Chair, Grant Coffey presented the Community Safety Unit Q3 report. The Committee inquire about Streets to Homes success and if there was a way to track. Brad Priggen noted this information is captured in the Rapid Rehousing report which will come to the Committee early in 2026.

The Chair thanked Mr. Coffey, staff and the Committee for the discussion and proceeded to the next agenda item.

Item 12: Operational Dashboard

At the invitation of the Chair, Brad Priggen went through the Operational Dashboard, highlighting:

- Monthly Summary
- Arrears
- Vacancies

- Maintenance Work Orders
- Administrative Requests (Tickets)
- Pest Management

The Chair thanked Mr. Priggen and opened for discussion which focussed on inspections and accessibility. Jesse Cohoon inquired about handicapped ready units and how are they offered. Mr. Priggen noted that SSC's assist with intake and can have units modified for the tenant. Mr. Cohoon also inquired on how we track transfers. Mr. Priggen noted that TSHC do crisis transfer and all other transfers go through the City of Toronto. Mr. Cohoon then inquired what effect Bill 60 will have on TSHC and TCHC. Tom Hunter noted that Bill 60 will come back to the Committee or Board as well as Bill 10.

Action: Bring to Board/Committee Bill 10 and Bill 60 effects to TSHC

The Chair thanked Mr. Priggen, Board members and Committee members for the discussion, then proceeded to the next Agenda Item.

Item 13: Pest Management Report/Workplan

At the invitation of the Chair, Brad Priggen went through Pest Management Report/Workplan, highlighting the Pest Management Report and Workplan, focussing on:

- Treatment methods
- Location of treatments
- Treatment Materials

The Chair thanked Mr. Priggen and noted the concern about vendors and quality we are getting. Mr. Priggen noted that there is now a Form/Survey for Superintendents and Staff to fill out and can rate the vendor.

Jesse Cohoon inquired about the toxicity of treatments and Mr. Priggen noted that all treatments are improved by Environment Canada.

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

Item 14: Strategic Directions Q3 2025 Progress Report

At the invitation of the Chair, Grant Coffey went through the Strategic Directions Q3 2025 Progress Report, highlighting:

- Key Performance Indicators Dashboard
 - Arrears Management
 - Pest Management
 - Vacancy Management
 - Community Safety
 - Tenant Engagement
 - Programs and Partnerships
 - Employer of Choice
 - Organizational Excellence

The Chair thanked Mr. Coffey and there was a fulsome conversation. Jesse Cohoon inquired about the number of staff that are 59 years or older. Carol Francis noted would provide that information at a later time.

The Chair then proceeded to the next agenda item.

Item 15: Community Programs and Partnerships Update

The Chair noted there was a deputation and welcomed Bill Lohman.

Mr. Lohman, thanked the Chair, Board and Committee members and staff, and highlighted:

- Tenants feel their voices and leadership roles are being reduced under the new model.
- The role and purpose of tenant circles and tenant tables have not been clearly defined.
- Tenants only make decisions about CAF spending and annual engagement activities, and only in one short meeting.
- Staff are perceived to control the funds, the process, and volunteer work, leaving tenants without real authority.
- Tenant leaders are not formally acknowledged despite doing most of the organizing in buildings.
- A more tenant-driven, collaborative model—like the Saranac Circle approach—may offer a better direction.

The Chair thanked Mr. Lohman and at the invitation of the Chair, Deanna Veltri gave an update on Community Programs and Partnerships, highlighting:

- Strategic Directions and Enablers
- CPP Team Purpose and Focus
- Q3 Tenant Engagement
- Community Activities Fund and Tenant-Led Events (as of Q3)
- Partner Programs (as of Q3)
- Supporting Initiatives and Projects

The Chair thanked Ms. Veltri and there was a fulsome conversation where it was noted that a lot of the conversation pieces will be addressed at the next agenda item. With that, the Chair proceeded to the next agenda item.

Item 16: Communications Update

Through the Chair, Deanna Veltri welcomed Wendy Dobson to give the Communications update, highlighting:

- Year-to-date updates on TSHC efforts related to internal and external communications
 - Strategic Directions and Enablers
 - Communications Team Purpose and Focus
 - Tenant Communications Highlights
 - Staff Communications
 - Highlights
 - Intranet
 - External Communications
 - ONPHA Conference 2025
 - Promotion of Aging at Home
 - Media Stories
 - Website updates

There was a wholesome conversation among the Committee and it was inquired by Jesse Cohoon about a tenant welcome guide, where Ms. Veltri confirmed that there is a TSHC Tenant Welcome Guide.

The Chair thanked Ms. Veltri and Ms. Dobson for their updates and thanked the Board and Committee members for the insightful discussion. With that, the Chair proceeded to the next agenda item.

Item 17: Adjournment

The Chair thanked the Committee members, Board, Staff, guests and the online attendees to the TSHC QTEC November 18, 2025 meeting and asked for a motion to adjourn the meeting.

Moved: Lawrence D’Souza

Seconded: Jim Meeks

With All in favour, it was resolved that the TSHC QTEC November 18, 2025, meeting terminate **Carried**

Linda Jackson, Chair
Quality and Tenant Engagement Committee

**Toronto Seniors Housing Corporation (TSHC)
Quality and Tenant Engagement Committee (QTEC)**

Action Items List as of January 2026

Action items				
	Meeting Arising From	Description	Resp	Status
1.	November 18, 2025	Bring to Board/Committee Bill 10 and Bill 60 effects to TSHC	Leadership	In Progress

Completed Action items				
	Meeting arising from	Description	Resp.	Status
1.	September 30, 2025	Bring to Committee budgeted amount of CAF to Buildings	Deanna Veltri	Completed
1.	March 24, 2025	Bring to Committee NORC Report	Deanna Veltri	Completed
2.	March 24, 2025	Bring to Committee Move-Out Report	Brad Priggen	Completed
3.	November 18, 2024	Tenant Work Orders Submitted	Brad Priggen	Completed
4.	November 18, 2024	Provide report of Rapid Re-housing bi-annually to QTE Committee	Tom Hunter/ Brad Priggen	Completed
5.	Sept 30, 2024	Provide stats on CCTV Cameras to Board	Brad Priggen	Completed

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee (QTEC) Work Plan 2026

Q1	Q2
Feb 23, 2026	May 19, 2026
<ul style="list-style-type: none"> - QTEC 2026 Workplan - OCHE Bi-Annual July – Dec 31, 2025* - OCHE TSHC 2026 Workplan* - Operational Dashboard - Rapid Re-Housing Annual Report - 2026 TSHC Annual Plan* - Community Program and Partnership updates - Communications Update - Facilities Management - Community Safety Unit Q4 2025 Report - Strategic Directions Q4 2025 Progress Report 	<ul style="list-style-type: none"> - Operational Dashboard - Pest Management Update - Community Program and Partnership updates - Tenant Experience Survey Results - 2026 TSHC Annual Plan Progress Update* - Community Safety Unit Q1 Report - Future Strategic Directions - Integrated Service Model Annual Report* - Innovation/Research Update - Community Safety Strategy
Q3	Q4
August 17, 2026	October 29, 2026
<ul style="list-style-type: none"> - Operational Dashboard - Community Program and Partnership updates - Communications Update - 2026 TSHC Annual Plan Progress Update* - Future Strategic Directions - Reason to Move out - Community Safety Unit Q2 Report 	<ul style="list-style-type: none"> - Operational Dashboard - Community Program and Partnership updates - Local Housing Corporation (Benchmark Report) - Community Safety Unit Q3 Report - 2026 TSHC Annual Plan Progress Update* - Future Strategic Directions*

*Indicates proceed to Board subsequently after Committee

Subject to Change and emerging items to bring to Committee will be considered throughout the year.

Date: February 2026

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC) Meeting

Meeting Date: February 23, 2026

Topic: OCHE Update – July 1 to December 31, 2025

Item Number: 10

To: Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date of Report: February 23, 2026

Purpose:

To provide the Toronto Seniors Housing Corporation (“TSHC”) Quality and Tenant Engagement (“QTE”) Committee and the Board of Directors with the Office of the Commissioner of Housing Equity’s (“OCHE”) update for the period of July 1 to December 31, 2025.

Recommendation:

It is recommended that the QTE Committee review and receive this Report for information and forward it to the TSHC Board of Directors for information.

Reason for Recommendation:

This Report highlights the OCHE’s case management, audit, and policy work through the period of July 1 to December 31, 2025. Data for the reporting period has been compared to the data reported in 2024 and the first half of 2025.

Introduction

In this period, the OCHE continued to support tenants to avoid evictions and reduce arrears. The results of the case management work and Arrears Collection Process (“ACP”) audit findings are included in this Report.

The OCHE has enjoyed a positive working relationship with TSHC since its inception and continues to find ways to work together for the benefit of staff and tenants.

1.0 Referrals to the OCHE

In the last period, the OCHE received 147 referrals. This is consistent with the three previous periods. Of the 147 referrals received, 61 files¹ were returned to TSHC. The majority of the *Sent Back* files were returned for reasons other than ACP compliance.

Of the 61 files which were sent back, only 16% (10/61) were re-referred to the OCHE for intervention. This indicates that the *Sent Back* process is building Senior Services Coordinator (“SSC”) capacity and using the OCHE as an office of last resort in more instances. Below are the referrals for 2024 and 2025:

Q1 & Q2 2024	Q3 & Q4 2024	Q1 & Q2 2025	Q3 & Q4 (Current Period)
170	125	138	147

1.1 Arrears at the Time of Referral

From July 1 to December 31, 2025, the OCHE assigned 92 cases to Early Resolution Officers (“EROs”) to address the arrears. These represented a total of \$203,166 in arrears owing.

Of the files referred in this period, there were only six cases where the arrears exceeded \$5,000. It is important to note that 80% (74/92) of the referrals to the

¹ Sent back – 6 of the 61 were received in a previous reporting period.

OCHE were files where the arrears were under \$3,000 when received. This demonstrates that arrears are being addressed by TSHC before they accumulate to an unmanageable level and that referrals are being made according to the timelines of the ACP.

The chart below breaks down the arrears at the time of referral to the OCHE. The total value of the arrears when referred to the OCHE has been steadily decreasing since January 1, 2024, demonstrating the ACP is being followed appropriately:

Arrears owing at time of referral	Q1 & Q2 2024	Q3 & Q4 2024	Q1 & Q2 2025	Q3 & Q4 (Current Period)
\$20k and over: # of Households:	-	\$21,696 1	-	-
\$10k – \$19.9k: # of Households:	\$41,424 3	-	\$33,099 3	-
\$5k – \$9.9k: # of Households:	\$73,440 10	\$46,031 7	\$24,946 4	\$37,546 6
\$2k – \$4.9k: # of Households:	\$118,950 38	\$100,301 30	\$128,717 38	\$101,262 35
\$186.00 – \$1.9k: # of Households:	\$72,704 62	\$67,258 60	\$46,704 42	\$64,358 51
TOTAL VALUE: TOTAL HOUSEHOLDS:	\$306,518 113	\$235,286 98	\$233,466 87	\$203,166 92

2.0 Arrears Collection Process Compliance

While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with the ACP, the Eviction Prevention Policy and applicable legislation. At the conclusion of this work, the Commissioner issues a report containing recommendations to TSHC and to the Tenant.

From July 1 to December 31, 2025, the OCHE issued 94 reports and audited 89² files with a total of 9 unique recommendations. In 29% (26/89) of these cases, the ACP was followed perfectly, which is 18% (11% 9/85) better than the first two quarters of 2025.

Of the 9 of unique recommendations made to TSHC, only 3 were significant. These are described in the chart below. In presenting these audit findings it is important to note that the OCHE is only reviewing a fraction of the arrears files at TSHC and therefore, these findings are not demonstrative of a problem with ACP compliance.

ACP Findings	Q3 & Q4 2024	Q1 & Q2 2025	Q3 & Q4 (Current Period)
Direct contact not made with the Tenant in the first month of arrears.	34% (31/92)	44% (37/85)	20% (18/89)
The Notice to Terminate the Tenancy (N4) was not served in accordance with timelines.	34% (31/92) Avg arrears: \$1,749.77	42% (36/85) Avg arrears: \$1,287.47	11% (10/89) Avg arrears: \$2,216.34
Documentation Standards not met	74% (68/92)	29% (25/85)	73% (65/89)

4.0 OCHE Case Management Highlights

The OCHE captures data related to the EROs' engagement rate, as determined by the number of tenants who elected to work with the OCHE.

² Four files were referred to the OCHE a second time for the same arrears and did not require auditing. One file was not audited because the arrears began under the 2014 ACP and any findings would not be applicable.

The chart below demonstrates the number of tenants willing to work with the EROs and the number of those tenants who were able to avoid a referral to the Landlord Tenant Board (“LTB”) because of that work.

	Q1 & Q2 2024	Q3 & Q4 2024	Q1 & Q2 2025	Q3 & Q4 (Current Period)
Engagement Rate	98% (98/101)	100% (92/92)	98% (83/85)	100% (94/94)
Avoided the need for eviction	83% (84/101)	96% (88/92)	93% (79/85)	91% (86/94)

4.1 Arrears Managed by the OCHE

In this reporting period, the OCHE issued 94 reports to TSHC, which accounted for \$372,194 in arrears. In addition, the OCHE issued 16 breach reports to TSHC which accounted for \$87,965 in arrears. The combined arrears total was \$460,159 and was addressed as follows:

a) Total arrears paid directly to TSHC \$269,891

- Stage 1 direct payments totaled \$234,731 from the following sources:
 - \$22,376 directly from tenants/tenants’ families (8 cases)
 - \$6,448 Housing Stabilization Fund (5 cases)
 - \$202,907 Toronto Rent Bank (65 cases)
 - \$3,000 Annishnawbe Health Toronto (1 case)
- Breach cases direct payments totaled \$35,160 from the following sources:
 - \$34 directly from tenants/tenants’ families (1 case)
 - \$35,126 Toronto Rent Bank (10 cases)

b) Arrears resolved by reversing LOEs and completing Annual Household Income and Asset Reviews or In Year Reviews: \$65,875

- Stage 1 cases \$63,954 (13 cases)
- Breach cases \$1,921 (2 cases)

- c) Arrears managed through Local Repayment Agreements (LRAs) and will be paid back to TSHC over time: \$105,748
- Stage 1 files \$54,864 (24 cases)
 - Breach files \$50,884 (6 cases)
- d) Arrears not resolved by the OCHE and instead an L1 Application was recommended, where TSHC and the Tenant may reach a Mediated Agreement at the Landlord and Tenant Board amounted to \$18,644 (8 cases).

4.2 Arrears Managed Through Local Repayment Agreements (“LRAs”)

In this period, the OCHE brokered a total of 24 LRAs representing \$54,864 in arrears owing. In considering tenants’ income and expenses when determining monthly repayment amounts, the average payment was \$137 per month. The partnership with the Toronto Rent Bank (“TRB”) has resulted in the need for an LRA being avoided altogether in 20% (13/65) of cases and the length of the LRA decreasing due to the lump sum payment of up to \$5,000 being paid at the outset. The average length of LRAs was 21 months for households who accessed TRB funds and still required an LRA. Without the lump sum payments, the average length of the LRAs would have been 76 months. The OCHE organized the arrears at the time of brokering LRAs into categories based on the size of the balance owing. Below is a summary of the LRAs brokered by the OCHE based on these categories:

Arrears owing	Total of arrears	Number of Cases	Average repayment amount	Average length of LRA (months)
\$5k – \$9.9k	\$20,543	3	\$98	69
\$2k – \$4.9k	\$20,073	7	\$118	26
\$186.00 – \$1.9k	\$14,248	14	\$154	10
TOTAL:	\$54,864	24	\$123	35

5.0 Breached OCHE Brokered Local Repayment Agreements

When the OCHE receives a Breach File, the EROs are tasked with determining whether exceptional circumstances existed warranting a new LRA. If there are no exceptional circumstances, the OCHE reports back to TSHC and recommends that they proceed to file an L1 Application at the LTB.

The following chart describes the Breach referrals received:

Breach Files	Q1 & Q2 2024	Q3 & Q4 2024	Q1 & Q2 2025	Q3 & Q4 (Current Period)
Total Breach Referrals	56	51	28	22
Sent back cases³	11	13	8	2
Breach cases reviewed:				
No Exceptional Circumstances	12	5	3	2
Unable to reach the Tenant to determine exceptional circumstances	9	4	2	3
Exceptional Circumstance - Report issued to TSHC	15	30	11	16

6.0 Community Partnerships

WoodGreen Community Services, Tax Link Service – Update

In this period, the OCHE assisted tenants to file their taxes, or to access Notices of Assessment (NOA) in 49 cases using WoodGreen’s Tax Link Service. This easy access to tax filing and NOA retrieval assists with the completion of the Annual Review and preventing or reversing losses of subsidy. The NOA is also used by the OCHE to access funding from the Toronto Rent Bank.

³ Sent back because ACP was not followed and LRA was in good standing.

The chart below describes the success realized through the partnership with WoodGreen’s Tax Link Program:

	Q1 & Q2 2024	Q3 & Q4 2024	Q1 & Q2 2025	Q3 & Q4 (Current Period)
Total households Referred to Tax Link	11	18	33	49
# of Households avoided eviction	82% (9/11)	94% (17/18)	100% (33/33)	100% (49/49)
\$ value of arrears reduced after processing rent reviews	\$16,454	\$28,542	\$48,595	\$40,946

Since gaining access to WoodGreen’s Tax Link Program on August 20, 2025, TSHC’s Senior Services Coordinators (SSCs) have integrated the program into their workflow with strong early results. A total of 137 referrals were submitted by TSHC during the reporting period. Of these, 135 were referred prior to the tenants losing their Rent Geared to Income (RGI) subsidy, demonstrating a clear shift toward early intervention and improved case management practices. This proactive approach directly supported tenants in maintaining their RGI status and reduces the likelihood of arrears accumulation.

In addition, two Loss of Eligibility (LOEs) were successfully overturned after having lost their RGI subsidy, avoiding the referral to the OCHE.

Overall, these early indicators suggest that access to WoodGreen Tax Link Service is strengthening TSHC’s capacity to stabilize tenancies, reduce the administrative burden associated with arrears and LOE appeals, and supporting long-term housing stability. Continued monitoring will help identify emerging trends, opportunities for targeted training, and areas where additional support may further enhance outcomes for tenants.

Toronto Rent Bank (TRB)– Update

The OCHE continues to be the administrator of the RGI TRB Pilot and the only organization who can refer RGI tenants to the TRB for funding. The benefits of this funding to TSHC and to tenants are evidenced by the reduction in the length of LRAs and, in most cases, the elimination of tenants’ arrears altogether. This not only supports TSHC to reduce its total arrears balance but also supports tenants to achieve successful tenancies and supports the City’s mandate to ensure that individuals and families are able to stay in their homes and avoid homelessness.

The chart below shows the outcomes for all cases (regular and breach referral cases) who accessed the TRB in this period:

Total files referred to Rent Bank	Total \$ of arrears recovered	Number of Households paid in full	\$ of arrears paid in full	Number of files which required LRA	Average length of LRA
75	\$238,033	61	\$175,518	14	21 months

7.0 New Initiatives

Case conferences:

In this period, the OCHE and TSHC continued offering Case Conferencing sessions for TSHC staff. Staff were invited to discuss their cases with the OCHE, achieving two important goals:

1. Improving relations between TSHC and the OCHE by offering transparency on case resolutions, the *Send Back Process* and how files are screened and audited for ACP Compliance.
2. Identifying relevant topics for discussion or learning opportunities for future sessions.

Five sessions were held in this period, each focusing on a distinct topic including:

- An introduction to the OCHE and its role

- Using the OCHE Budgeting Tool when brokering LRAs
- Effective tenant engagement
- Tips on how to access the Housing Stabilization Fund (HSF)
- New partnership with Service Canada.

Attendance for each session averaged 60 participants and feedback at the sessions indicates that they were well received and staff were engaged.

Service Canada Partnership

In this period, the OCHE began conversations with Service Canada about solidifying a partnership aimed at supporting the OCHE and TSHC tenants to access letters confirming pension/Employment Insurance benefits, or to apply for their pensions.

In 2026, the OCHE and TSHC plan to have Service Canada Agents attend various TSHC buildings to serve tenants in person or by phone with their Senior Services Coordinators and/or their OCHE Early Resolution Officer.

It is anticipated that this partnership will benefit tenants and staff, as it will save significant time waiting on the phone for an Agent, passing security screening and then waiting for up to 20 business days to receive necessary written documentation. Additionally, the OCHE has been given a direct phone number, which eliminates the length of time it takes to access a representative.

The outcome is intended to be less stressful for tenants as the dedicated Service Canada agents are prepared to assist with common issues and will be aware that this information will stabilize vulnerable tenancies. This project may be further extended to include the Ontario Disability Support Program (ODSP) so that tenants in receipt of ODSP who are transitioning to income from pensions, will avoid pitfalls. Access to the ODSP and Service Canada at the same time is the solution to reducing the number of seniors who apply for their pensions late, creating retroactive rent charges, overpayments from ODSP, additional work for staff to address arrears of rent and significant stress for senior tenants.

8.0 Files with referrals to the Ontario Public Guardian and Trustee (“OPGT”)

In the OCHE’s last Bi-Annual report it was recommended that given the amount of time it takes to resolve OPGT cases – that they be reported separately to the Board and Committee to ensure an accurate reflection of total arrears. The arrears associated with these files will only grow and cannot be addressed until the OPGT completes its investigation and successfully gains control of tenants’ finances. This recommendation was implemented and is now being reported on by TSHC in the arrears dashboard report.

As of January 2026, the OCHE has a total of 7 files on hold pending an OPGT investigation. The OCHE will continue to provide this data to TSHC so these arrears can be tracked separately as per the Commissioner’s recommendation:

Value of Arrears at OCHE referral:	\$17,542
Value of arrears as of January 2026:	\$107,671
Current time on hold as of January 2026:	11 months

Conclusion:

The OCHE continues to enjoy a positive working relationship with TSHC benefits tenants and staff alike. Processes that can be made more efficient are being streamlined, and further ways to reduce workload and better meet tenants’ needs continue to be contemplated. These improvements will allow staff at the OCHE and TSHC to better to ensure that only the most difficult cases are referred to the OCHE as a last resort.

Looking ahead, 2026 promises to be another year of collaboration and creative problem solving and the OCHE is positioned well to support TSHC to reduce arrears balances and preserve tenancies.

Signature:

“Melanie Martin”

Melanie Martin
Interim Commissioner of Housing Equity

Staff Contact:

Melanie Martin, Interim Commissioner of Housing Equity

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Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee (QTEC) Meeting

Meeting Date: February 23, 2026

Topic: OCHE 2026 Work Plan

Item Number: 11

To: Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date of Report: February 23, 2026

Purpose:

The purpose of this report is to seek the Quality and Tenant Engagement (“QTE”) Committee and the Board of Directors’ (the “Board”) approval of the Office of the Commissioner of Housing Equity’s (“OCHE”) 2026 Work Plan.

Recommendation:

It is recommended that the QTE Committee approve this Report and forward it to the TSHC Board of Directors for approval.

Reason for Recommendation:

At its meeting on May 5 and 6, 2021, City Council requested that the Boards of Directors of both Toronto Community Housing Corporation (“TCHC”) TCHC and TSHC enter into a shared service agreement, in consultation with the Office of the Commissioner of Housing Equity (“OCHE”), with respect to reporting procedures, resources, and funding requirements for a transitional period of two years to enable the OCHE to continue to provide services to tenants of TSHC, notwithstanding the establishment of TSHC as a separate corporation ([City Report 2021.EX23.4](#)).

The agreement, requested by the City, was executed by the parties, effective from June 1, 2022. As of May 30, 2024, the term of the Agreement was extended to June 1, 2026.

The OCHE is an independent office that operates at arms-length from TCHC management and TCHC does not play a role in the management of the relationship between the Commissioner, the OCHE and TSHC. This Report provides the Committee and the Board with the OCHE's Goals, in relation to the services that the OCHE provides to TSHC.

Since 2021, the OCHE has been including its work with TSHC in the yearly Work Plan that was approved by the TCHC Board of Directors. This is the first Work Plan which will be exclusive to TSHC and approved independently by the TSHC Quality and Tenant Engagement Committee and Board of Directors.

The OCHE provides the Board with oversight of TSHC's operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TSHC's performance in the areas within its jurisdiction. The OCHE's 2026 Work Plan serves to guide the OCHE in its focus for 2026 and ensures the Board is aware of the OCHE's actions taken on its behalf and that they continue to align with the goals of the Board and TCHC.

Introduction:

The core work of the Office of the Commissioner of Housing Equity (“OCHE”) is to ensure successful tenancies and address the underlying issues leading to arrears of rent for all tenants of Toronto Seniors Housing Corporation (“TSHC”). This is the first OCHE Work Plan exclusive to TSHC. Prior to this, the work completed by the OCHE on behalf of TSHC was part of the Toronto Community Housing Corporation’s (“TCHC”) Board approved Work Plan.

Since TSHC was formed in 2021, it has created its own Arrears Collection Process (“ACP”) and follows an integrative service model that differs from TCHC. Therefore, the OCHE work should be specific to TSHC and based on the needs of TSHC tenants, and it is appropriate that the TSHC Board approve its own OCHE Work Plan.

In 2025, the OCHE delivered several key achievements that directly advanced TSHC’s strategic priorities as they relate to tenancy management. Of the 179 files closed by the OCHE in 2025, 92% (165/179) were resolved without the need to initiate an L1 Application¹ at the Landlord and Tenant Board (“LTB”), demonstrating the effectiveness of OCHE’s model to engage tenants and create plans to resolve arrears of rent and losses of subsidy.

In 2025, the OCHE facilitated 167 referrals to external community partners to address underlying tenant needs and to support long-term housing stability. The OCHE also closed 27 additional files, which were referred as breached OCHE brokered Local Repayment Agreements (“LRA”).

¹ LTB application that is used by landlords (TSHC) if a tenant owes rent and the landlord wants to: End the tenancy and evict the tenant and/or collect the money the tenant owes

The OCHE brokered 59 LRAs in total and supported 145 households to access the Toronto Rent Bank (“TRB”). As a result, \$439,515 was paid to TSHC from the TRB, eliminating arrears or shortening the length of LRAs for these households.

In 2025, the OCHE and TSHC started delivering Case Conferencing sessions that strengthened collaboration, enhanced transparency, and supported staff learning. Five sessions were held, with an average of 60 participants in each session. These sessions improved understanding of the OCHE processes, supported more effective tenant engagement, and introduced staff to community partners such as Service Canada and Ontario Works. Feedback was positive and supported the need for consistent, informed practice across TSHC.

Collectively, these accomplishments reflect the OCHE’s continued role in supporting TSHC’s commitment to maintaining stable, successful tenancies and form a clear path for how the OCHE will work with TSHC in 2026 to support tenants. In this Report, there are four distinct goals that describe the direction of the OCHE work for 2026.

Goal 1: Ensuring Successful Tenancies and Eviction Prevention

The core work of the OCHE is to ensure successful tenancies and address the underlying issues leading to arrears of rent for all tenants who remain in arrears after TSHC has completed all steps of its Arrears Collection Process (“ACP”).

The OCHE supports TSHC’s capable front-line staff to reduce referrals by resolving more arrears files on their own. Referrals to the OCHE remain low in number and more important, low in total arrears owing per referral. When the OCHE receives a referral, the Early Resolution Officers (“EROs”) strives to avoid the need for TSHC to file an L1 Application in as many cases as possible, and the success rate remains high.

In 2025, the OCHE avoided the need for an L1 Application for TSHC tenants in 92% (165/179) of cases and will strive to obtain the same success in 2026 as outlined below:

OCHE Action	OCHE Target
<ul style="list-style-type: none"> • Tenants will actively participate in the resolution of their arrears of rent with the assistance of the EROs. • Identify and address underlying issues, L1 Applications are avoided, and arrears are managed. 	<p>Avoid the need for an L1 Application in 90% of cases by rescinding Losses of Subsidy (“LOS”)s, managing arrears, accessing external funding sources and engaging tenants in the resolutions.</p>

Implications and Risk:

When arrears are not addressed quickly, they become harder to collect, placing vulnerable tenants at risk of eviction. Intervention becomes more difficult when tenants are conditioned to believe there are no consequences to not paying rent. When low-income seniors are evicted from housing of last resort, they will become homeless as there are no other affordable options. This puts increased pressure on other social systems and there is also the reputational risk of evicting tenants who are vulnerable or who lack capacity. For this reason, Goal One is to ensure that all reasonable avenues to avoid an L1 Application at the Landlord Tenant Board (“LTB”) have been followed.

Goal 2: Audit compliance with the ACP and continued growth in TSHC staff capacity to resolve files without the need for the OCHE.

The OCHE Terms of Reference requires the OCHE to audit TSHC’s application of the ACP and Eviction Prevention Policies and to make systemic recommendations to TSHC based on the audit findings. In 2026, The OCHE will work collaboratively with TSHC to continue to improve and monitor the ACP and to support TSHC staff

to reduce referrals to the OCHE, ensuring compliance with the ACP and improving the tenant experience through training as requested.

Despite a cap on referrals² being in place, TSHC has managed to effectively use the OCHE as an office of last resort. The OCHE screens files as part of the *Send Back Process* to ensure all reasonable avenues of resolution have been explored prior to the OCHE referral.

As needed, TSHC will update or change the parameters of the ACP, and the OCHE will support TSHC in this regard. Based on the screening of files through the *Send Back Process*, improvements that could be made to the ACP are identified and shared with TSHC through the monthly Dashboard meetings, and through Board Reports. To do this, the OCHE will continue to work with TSHC by doing the following:

OCHE Action	OCHE Target
<p>2.1 Provide TSHC with monthly and Bi-Annual audit findings to support updates, amendments or training of the ACP as needed.</p>	<p>Continue to track the success of the ACP through the Bi-Annual Reports.</p>
<p>2.2 Continue the monthly Dashboard meetings to support TSHC Regional Operations Managers and Tenant Engagement & Services Supervisors to monitor compliance with the ACP. This will allow TSHC managers to react to problems related to the ACP in real-time. Also, training can be identified, along with gaps in technology.</p>	<p>Provide 12 monthly Dashboard reports to TSHC by Region and meet with the Regional Managers/Supervisors monthly.</p>

² TSHC can refer 10 regular and 5 breach referrals per week.

<p>2.3 Continue to support TSHC in the training and mentoring of front-line staff and managers/supervisors.</p>	<p>Continue offering quarterly case conferences to all TSHC frontline staff.</p>
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Implications and Risks:

TSHC’s ACP works on the assumption that some tenants will require additional support to meet the requirements of a Rent Geared to Income (“RGI”) tenancy. When the ACP is not followed in a consistent manner, some tenants’ arrears remain unaddressed, while others are sent notices and moved through the process according to the prescribed timelines. The consistency with which the ACP is applied is crucial to administrative fairness. This is the purpose of the OCHE audit function and of its support to TSCH to follow the ACP effectively.

Goal 3: Fostering Community Partnerships

Continue to work with community partners through our Pilot Programs to support Tenants to address arrears and avoid or resolve losses of subsidy to ensure successful tenancies.

Through the partnerships the OCHE has established with community and government agencies, the OCHE is able to work with tenants more efficiently to resolve their arrears of rent. Given the size of the OCHE, it is ideal for piloting projects to test new systems and then expanding them to TSHC staff. For example, in 2025, the OCHE solidified a partnership with WoodGreen Tax-link service and then supported the expansion of the partnership to allow TSHC staff to access the same service. In 2026, the OCHE will gather data and report to the Board on the success of this project, with the aim of securing continued funding.

The OCHE targets for 2026 are as follows:

OCHE Action	OCHE Target
<p>3.1 <u>Toronto Rent Bank (“TRB”)</u></p> <ul style="list-style-type: none"> • Continue to access Rent Bank funding for all eligible tenants willing to apply. • Increase the number of lump sum payments to TSHC to reduce overall arrears and the length of time it takes to collect arrears through LRAs. • Set up Direct payment for all tenants who apply. 	<ul style="list-style-type: none"> • Offer TRB to 100% of eligible tenants. • Tenancies are stabilized as arrears are addressed more quickly. • Arrears total is addressed in full and if an LRA is required, the length of the LRA is reduced by 50%³. • Review Breach cases referred to OCHE to determine eligibility for TRB if tenants who accessed the OCHE before June 2024 when the TRB Pilot began.
<p>3.2 <u>WoodGreen Tax Link Service</u></p> <ul style="list-style-type: none"> • Continue to support Tenants referred to the OCHE with this resource. • Work with TSHC to report on the measurable outcomes achieved through the expansion of the Pilot to TSHC staff. 	<ul style="list-style-type: none"> • Referrals made to the OCHE with an LOS are reduced due to the expansion of the Program to TSHC staff. • Provide the Board of Directors with the outcomes achieved through the Pilot.
<p>3.3 <u>Explore Partnership with Service Canada</u></p> <p>The OCHE has engaged Service Canada to support tenants in accessing pension and Employment</p>	<ul style="list-style-type: none"> • Formalize the new community partnership with Service Canada to ensure TSHC staff can access this Service directly during OCHE/TSHC joint Service Canada sessions.

³ In 2025, the OCHE brokered 59 LRAs. The average arrears total was \$3,190, with an average LRA length of 30 months. Of these, 30 accessed the TRB and received a payment of \$5,000, reducing the length of the LRA from 90 months to 30 months, decreasing the total length of the LRAs by 67%. 110 household had their arrears paid in full, eliminating the need for an LRA altogether.

Insurance documentation and to support pension applications.	<ul style="list-style-type: none"> • Monitor and report on tenant uptake, service utilization, and resulting impacts on arrears prevention and tenancy stability.
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Implications and Risks:

The benefit of maintaining current partnerships and engaging in new ones is to support staff to more efficiently and effectively serve tenants. Specifically, making it easier and faster to collect and submit the necessary documents to support Annual Household Income and Asset Reviews, reduce and reverse losses of eligibility for RGI subsidies, and accessing funds to reduce arrears balances. Without these partnerships, workload can be negatively impacted and tenants' arrears balances may grow, while the OCHE has carriage of the file, reducing the effectiveness of the OCHE to support tenants to address their arrears quickly and for the long term.

Goal 4: Reporting

Continue to provide OCHE services to TSHC as per the shared Service Agreement

The OCHE supports TSHC via the Shared Service Agreement which has been extended to June 2026. Under this Service Agreement, the OCHE intervenes on all files where TSHC is prepared to file an L1 Application at the LTB to pursue eviction for arrears of rent. The OCHE will provide the QTE Committee and the Board with two bi-annual reports yearly. This Work Plan is the first exclusive to TSHC and in 2027, the OCHE will report back on its accomplishments with respect to the goals outlined here.

In 2026, the OCHE is also subject to the City of Toronto Review, which will determine the scope of the OCHE work and provide a salient framework for the TSHC board to utilize OCHE into the future.

In 2026 the OCHE will also report to TSHC on the items below:

OCHE Action	OCHE Target
<p>4.1 <u>Review OCHE Terms of Reference with TSHC</u> The OCHE will revise the existing Terms of Reference in collaboration with the City of Toronto, TCHC and the TSHC Board of Directors.</p>	<p>Terms of Reference finalized by Q4 2026</p>
<p>4.2 <u>City Review of OCHE Function</u> The OCHE will work with the City of Toronto, TCHC and the TSHC on the outstanding City of Toronto Council direction 2022.EX34.7, where the City will complete a review on the function of the OCHE</p>	<p>Advance the City-led review of the OCHE by providing comprehensive operational information, participating in consultations, and ensuring coordinated engagement with TCHC and TSHC to enable the City to complete its review in 2026.</p>
<p>4.3 Make systemic recommendations to TSHC as needed based on audit findings; and track the implementation and success of these recommendations with respect to decreasing arrears and sustaining tenancies.</p>	<p>Systemic changes are identified, implemented and reported to the Board via the Bi-Annual Reports. These recommendations are designed to support TSHC to improve tenant satisfaction and success while reducing the total arrears owing to the organization.</p>

Implications and Risks:

Systemic Recommendations are made in attempt to assist tenants comply with the RGI rules and pay their rent consistently. When tenants are supported to

remain on track early, there is less work associated with getting them back on track. This reduces strain on TSHC, the OCHE and tenants.

Regular reporting to the QTE and the Board of Directors ensures that proper and appropriate oversight is in place and risk, as associated with arrears and losses of subsidies, is mitigated.

Conclusion:

This Work Plan marks the beginning of an independent relationship with TSHC, where together with management and the Board of Directors, the role of the OCHE to support tenants can be tailored to fit TSHC to ensure the OCHE provides appropriate, TSHC specific service.

In summary, 2026 will provide the TSHC Board with the opportunity to more closely and thoughtfully steer the relationship and collaboration between itself and the OCHE. Through the collaboration with TSHC, as well as government agencies and community services, the OCHE will continue to streamline processes and find efficiencies that benefit staff and tenants.

Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: February 23, 2026

Topic: TSHC Operational Dashboard

Item Number: 12

To: Quality and Tenant Engagement Committee (QTEC)

From: Brad Priggen, Director of Operations

Date of Report: February 13, 2026

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive the TSHC December 2025 Operational Dashboard including 2025 Summary for information.

Brad Priggen
Director of Operations

List of Attachments:

12a - TSHC QTEC Report-December 2025 Ops Dashboard

Toronto Seniors
Housing Corporation

Operational Performance Monthly Dashboard

December 2025 (including 2025 Summary)

Quality and Tenant Engagement Committee Meeting



Monthly Summary: TSHC

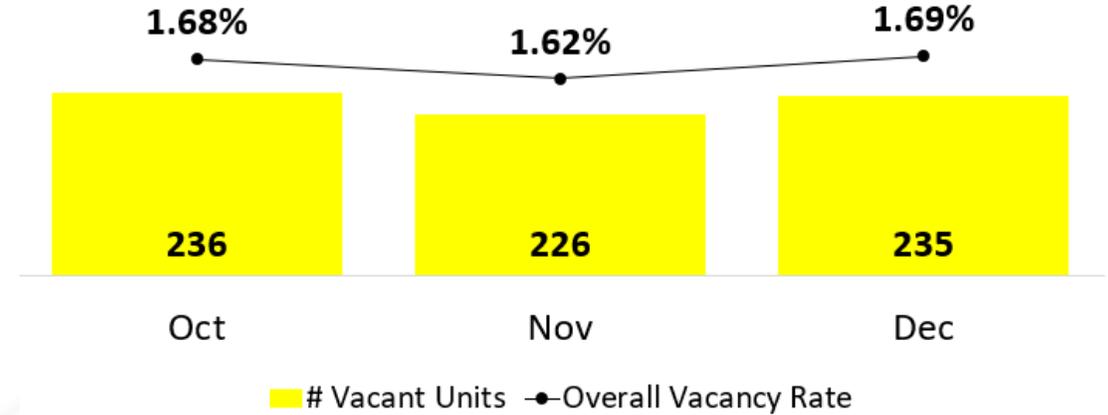
December 2025

ARREARS



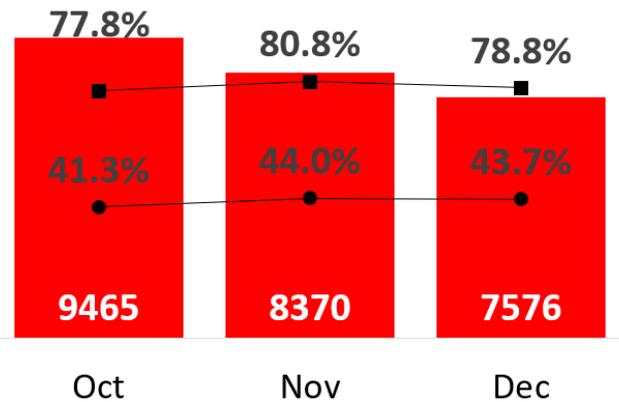
2024 Average Per Month: \$1.52M

VACANCIES



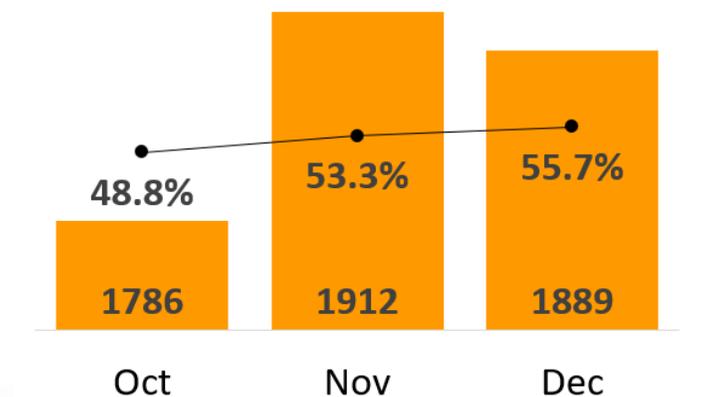
2024 Average Per Month: 1.57%

MAINTENANCE WORK ORDERS



2025 Average/Month: 81.2% Staff; 43.0% Vendor

ADMINISTRATIVE TICKETS



2024 Average/Month: 58.9%

PEST MANAGEMENT

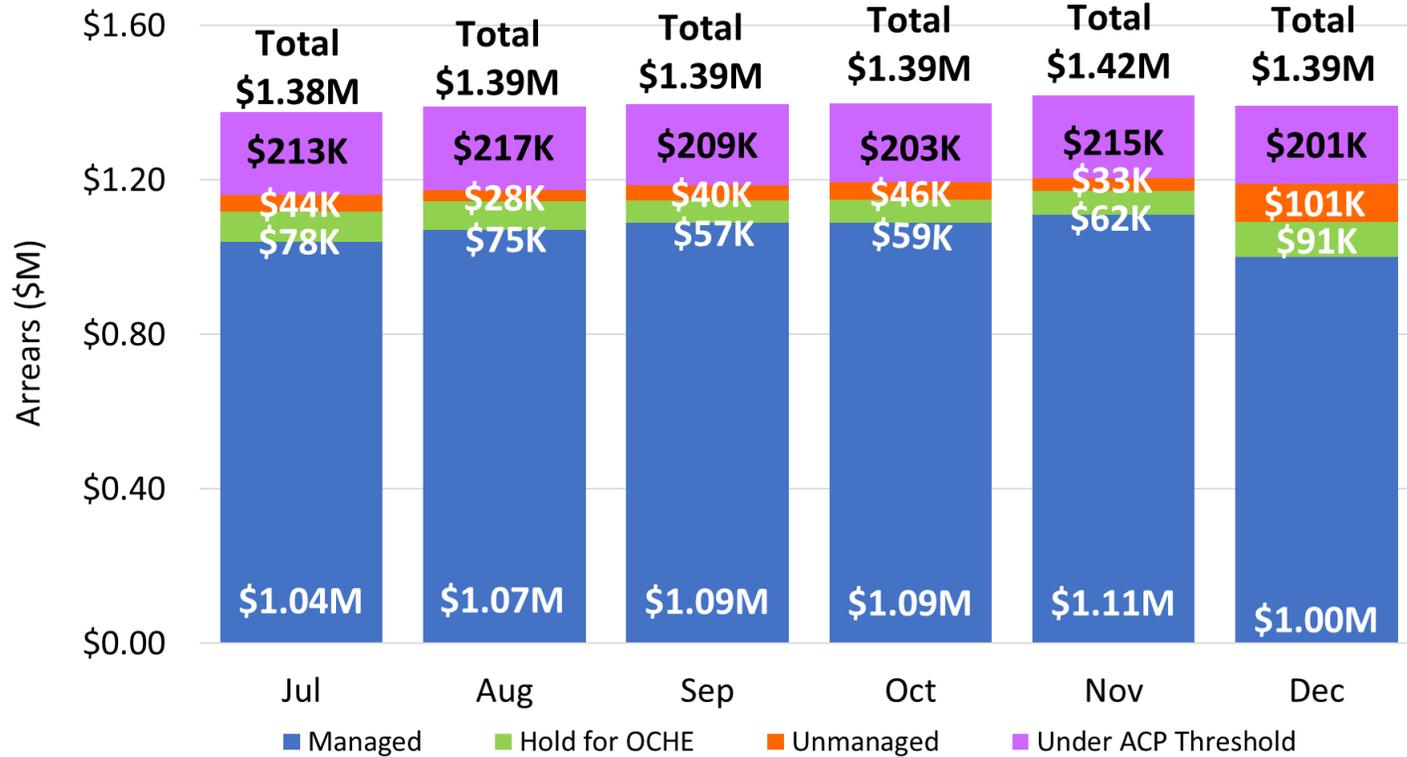


2024 Average/Month: 1,465 Treatments

Arrears

December 2025

Arrears (2025)



\$30K decrease in total arrears from November 2025

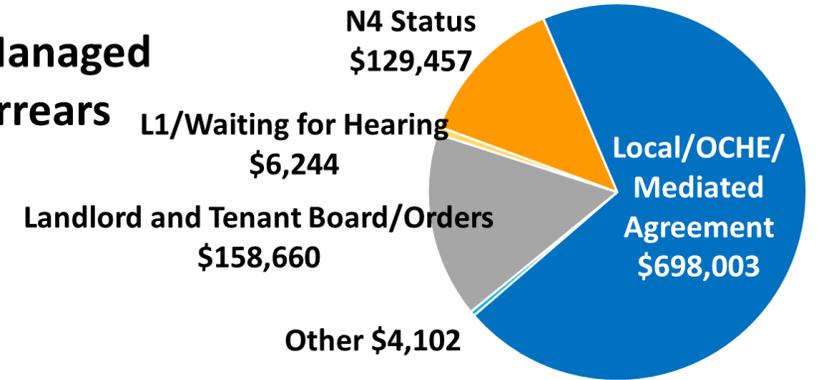
Managed arrears: \$113K decrease from Nov 2025

Hold for OCHE: \$29K increase from Nov 2025

Unmanaged arrears: \$68K increase from Nov 2025

Under ACP threshold: \$14K decrease from Nov 2025

Managed Arrears



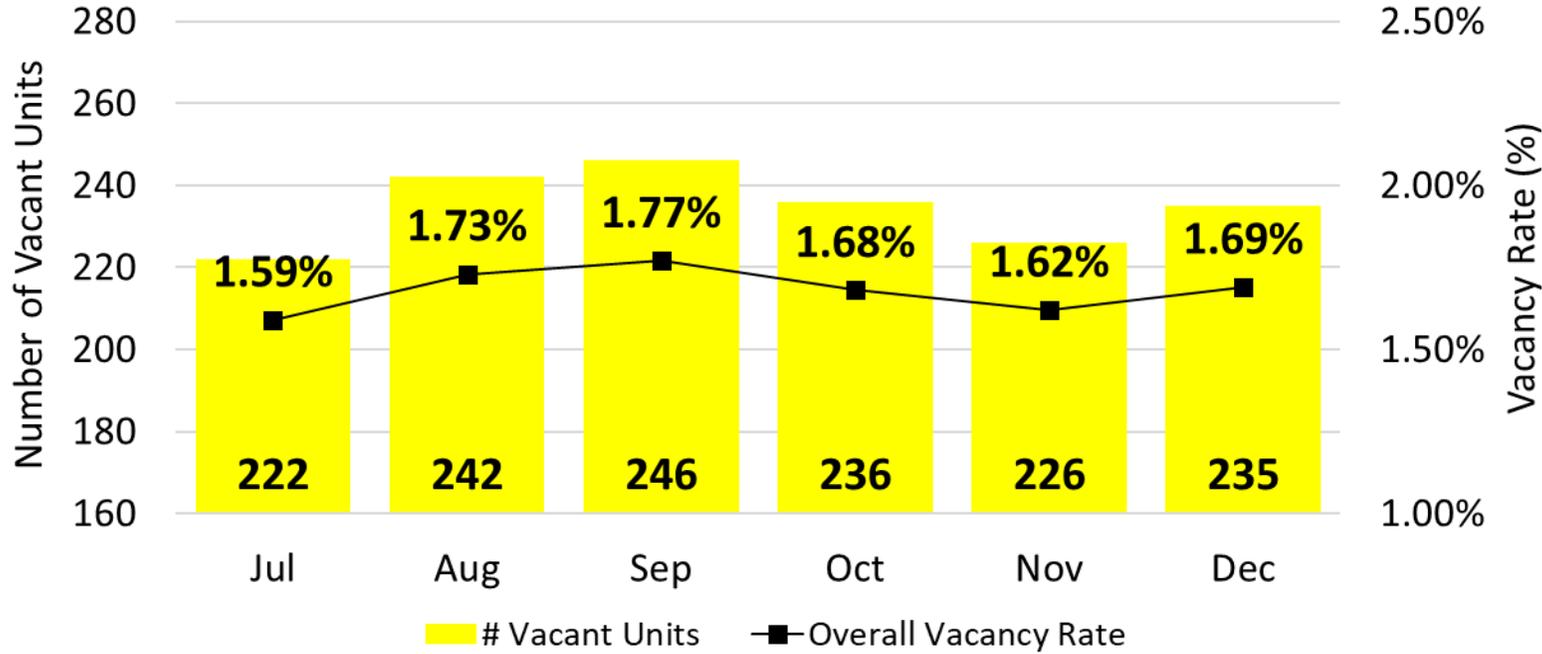
Arrears	Jul	Aug	Sep	Oct	Nov	Dec
Managed and Unmanaged	\$1.09M	\$1.10M	\$1.13M	\$1.13M	\$1.14M	\$1.10M
Hold for OCHE	\$78K	\$75K	\$57K	\$59K	\$62K	\$91K
Under Arrears Collection Policy threshold	\$213K	\$217K	\$209K	\$203K	\$215K	\$201K
Total	\$1.38M	\$1.39M	\$1.39M	\$1.39M	\$1.42M	\$1.39M

Managed and Unmanaged Arrears	Total	Tenants
N4 Status	\$129,457	72
L1/Waiting for Hearing	\$6,244	3
Local/OCHE/Mediated Agreement	\$698,003	293
Landlord & Tenant Board/Orders	\$158,660	24
Other	\$4,102	4
Total Managed	\$996,466	396
Hold for OCHE	\$90,819	4
Unmanaged	\$100,740	76
Total Managed and Unmanaged	\$1,188,025	476

Vacancies

December 2025

Vacancies (2025) (RGI, MKT, AFF)

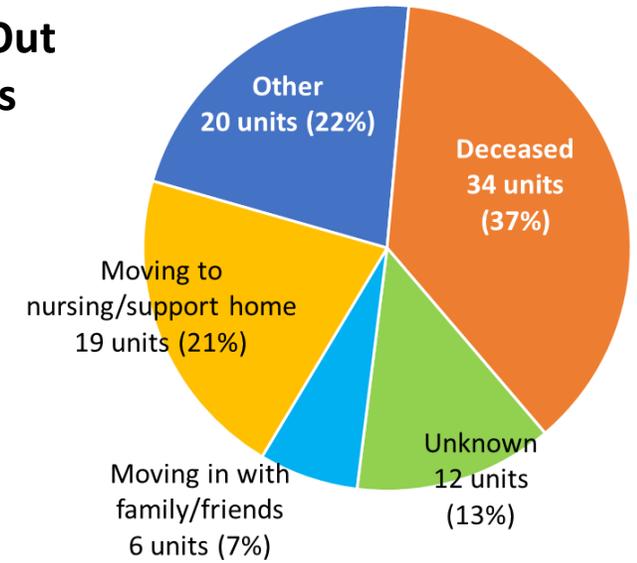


1.68% RGI + MKT vacancy rate is below the Service Manager target of 2.00%

2.06% AFF (affordable housing) vacancy rate

103 move-in and 91 move-outs

Move-Out Reasons

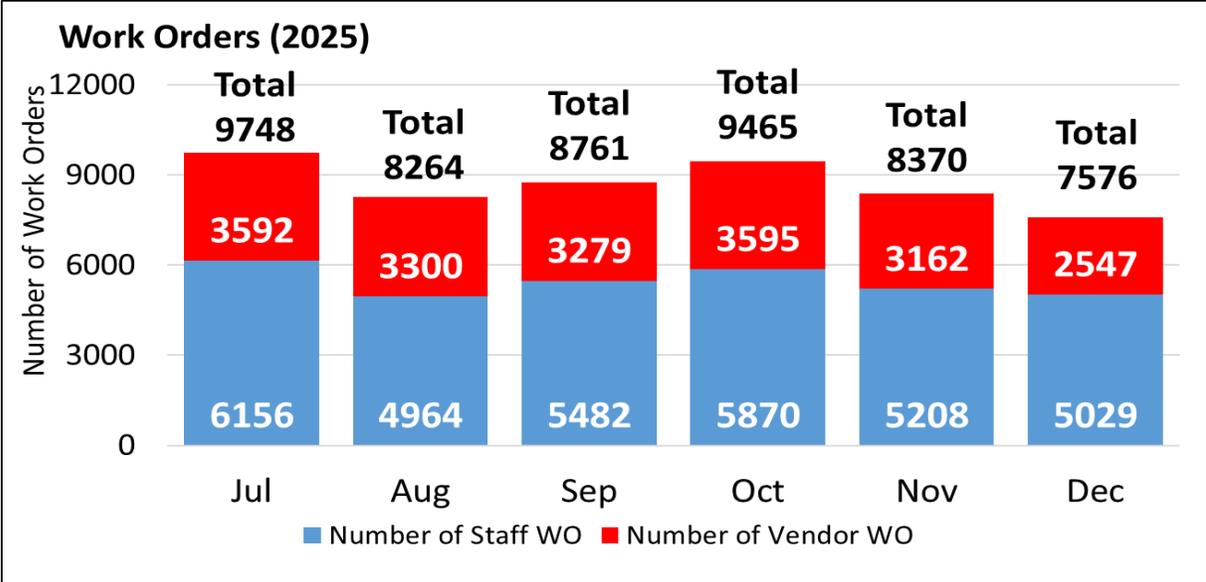


Other	Units
Relocating/Other	12
Transfer	2
Abandoned	3
Evicted for cause/legal/arrears	3

Vacant Unit Status	Jul	Aug	Sep	Oct	Nov	Dec
Vacant and Ready	0	2	0	0	0	1
Central Wait List	71	80	72	92	96	58
Rapid ReHousing	31	48	53	43	32	31
Agency	0	1	0	0	0	0
Transfer	23	24	18	21	19	20
On Offer	9	9	10	9	16	12
Accepted	15	20	12	13	17	16
Maintenance	73	58	81	58	46	97
Total	222	242	246	236	226	235

Maintenance Work Orders (WO)

December 2025



7,576 WO (work orders)

5,029 staff WO: **78.8%** completed within 2 business days (66%)
94.3% completed by end of the month

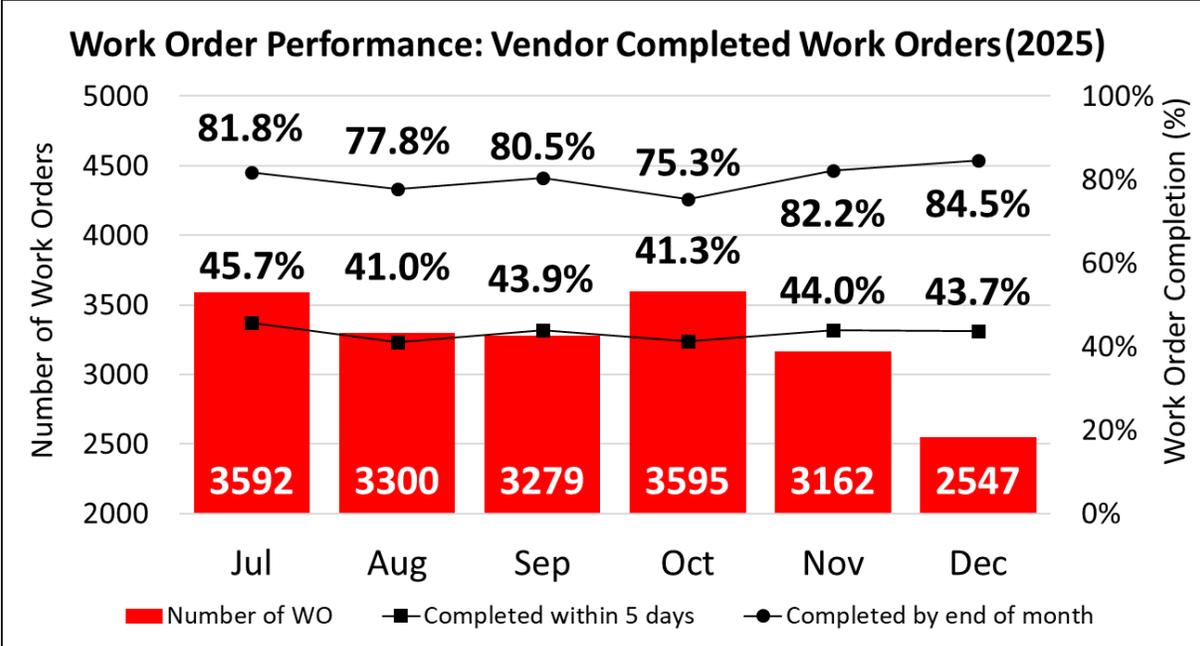
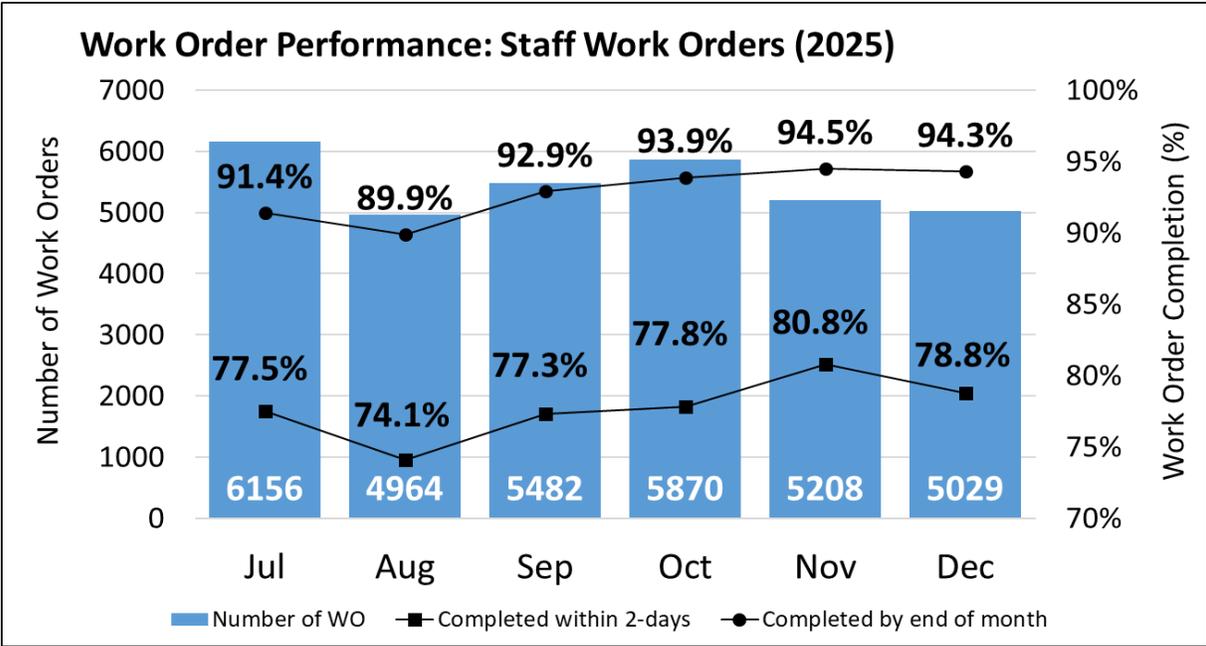
2,547 vendor WO: **43.7%** completed within 5 business days (34%)
84.5% completed by end of the month

Top 5 Staff Work Order Categories

Alarm Monitoring	17%	59% of WO
Plumbing	14%	
Janitorial	11%	
Electrical	9%	
Doors	8%	

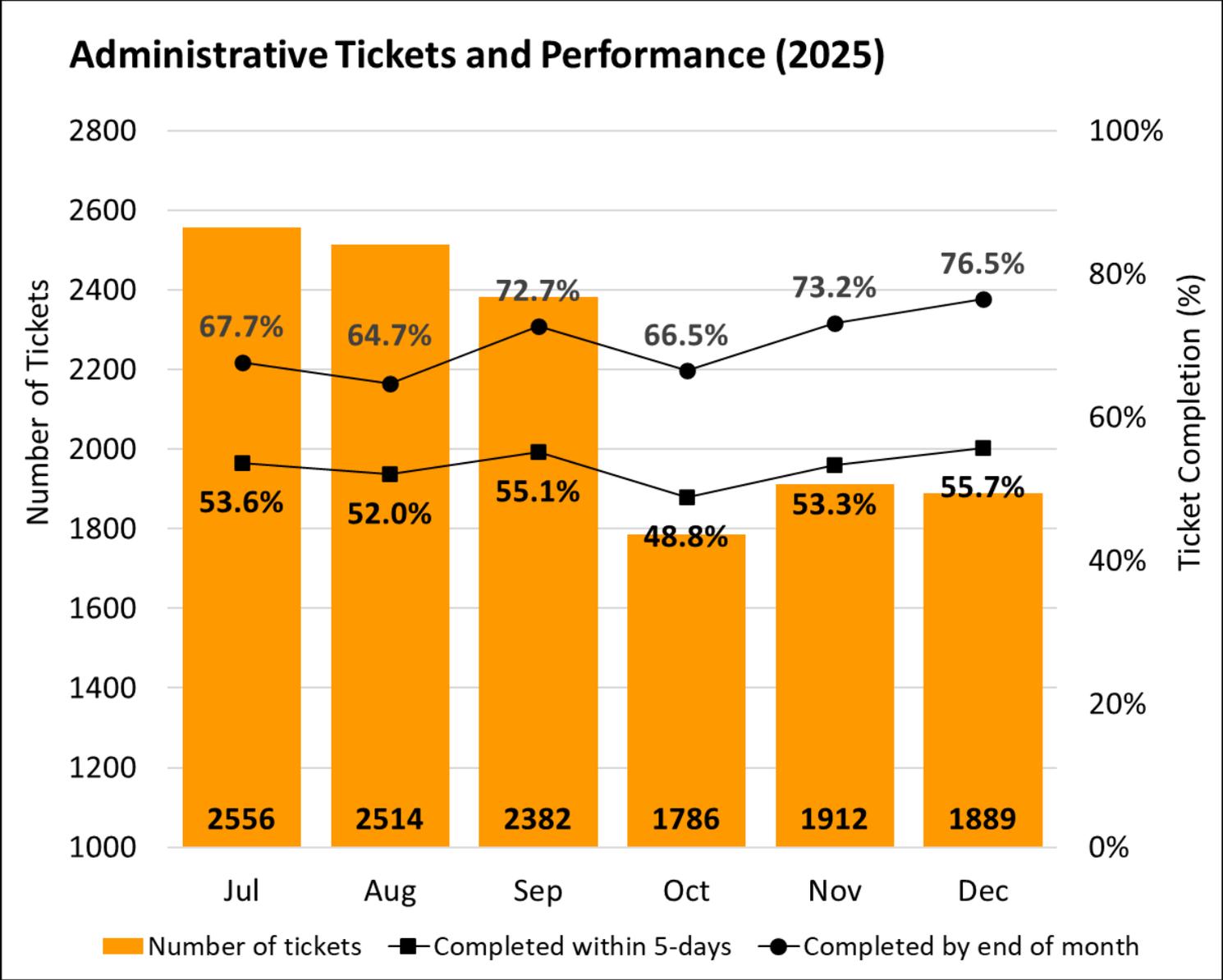
Top 5 Vendor Work Order Categories

Pest Control	61%	82% of WO
Plumbing	8%	
Doors	5%	
Elevators	4%	
Heating	4%	



Administrative Requests (Tickets)

December 2025



1,889 administrative tickets

55.7% completed within 5 business days

76.5% completed by end of the month

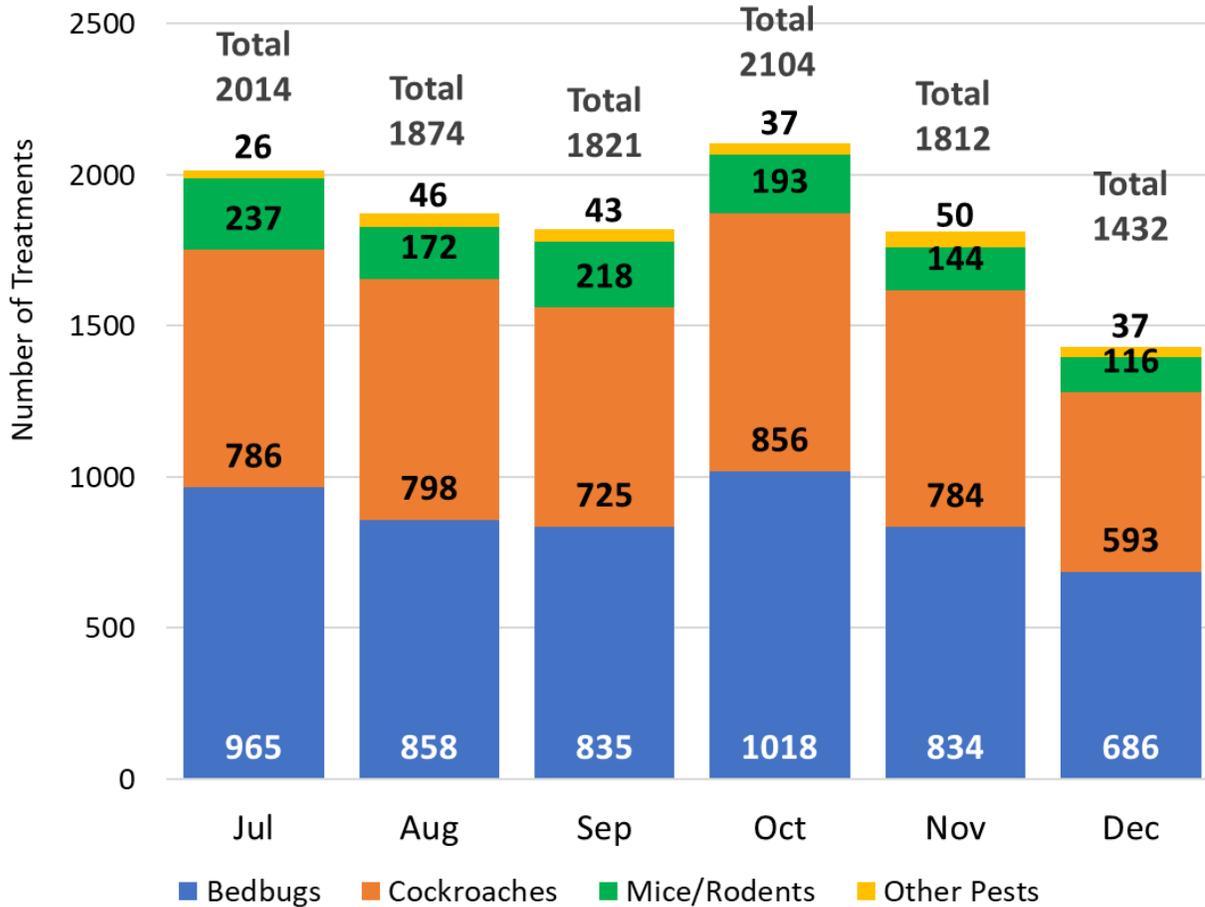
Top 5 Administrative Ticket Categories		
Annual Rent Review	33%	74% of Tickets
Document Requests/Support	18%	
Information Requests	9%	
Complaints	9%	
Concerning Behaviour	5%	

Administrative Ticket Assignments	
Senior Services Coordinator	49%
Tenant Services Administrator	36%
Call Centre Agent	5%
Tenant Engagement and Services Supervisor	2%
Other	8%

Pest Management

December 2025

Pest Treatments (2025)



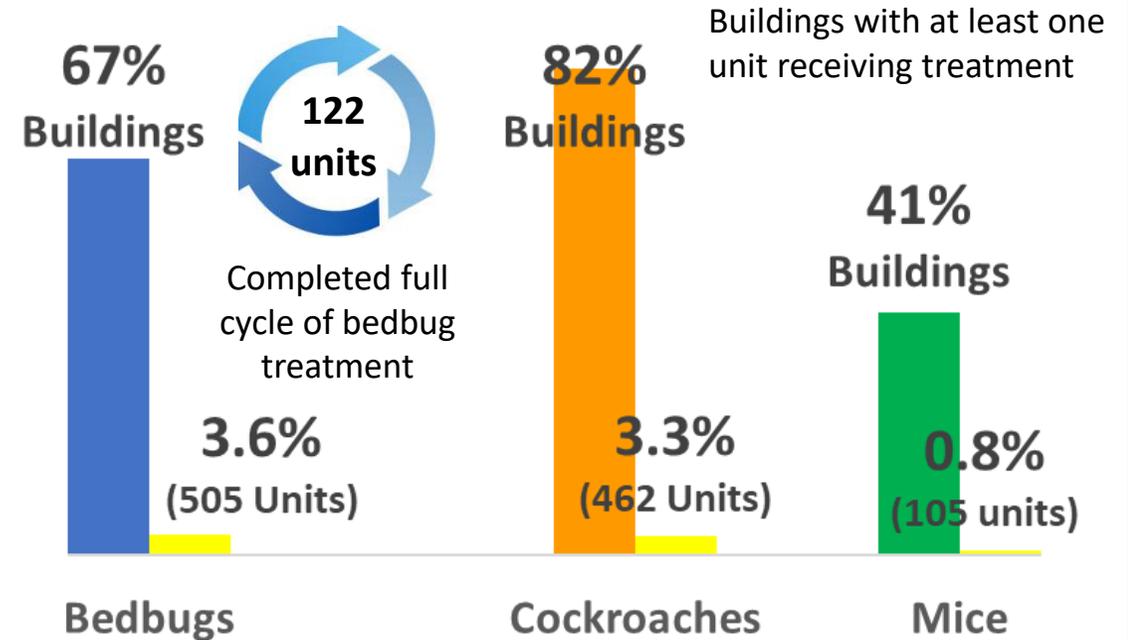
1,432 treatments for bedbugs, cockroaches, rodents, other (flies, ants) (units may have multiple treatments)

226 units declared pest-free

12 units received TSHC staff assistance with preparation and bed replacement

7 units received Toronto Public Health assistance (in collaboration with TSHC) with unit preparation for treatment

Buildings and Units Receiving Treatment by Pest Type



3.6%
(505 Units)

3.3%
(462 Units)

0.8%
(105 units)

2025 Summary

ARREARS

\$1.38M Average per Month

High: \$1.44M (January)

Low: \$1.35M (April)

VACANCIES

1.67% Average per Month

High: 1.87% (February)

Low: 1.50% (April)

MAINTENANCE WORK ORDERS

103,201 Work Orders Created

65% Staff 35% Vendor

81.2%

Average per Month

staff work orders completed within 2 days

Top 5 Staff Work Order Categories

Category	Percentage	59% of WO
Alarm Monitoring	15%	
Plumbing	14%	
Janitorial	13%	
Electrical	9%	
Doors	8%	

43.0%

Average per Month

vendor work orders completed within 5 days

Top 5 Vendor Work Order Categories

Category	Percentage	81% of WO
Pest Control	61%	
Plumbing	7%	
Appliances	5%	
Doors	4%	
Elevators	4%	

ADMINISTRATIVE TICKETS

27,747 Tickets Created

58.9% Average per Month

tickets completed within 5 days

Top 5 Administrative Ticket Categories

Category	Percentage	67% of Tickets
Annual Rent Review	31%	
Document Requests/Support	19%	
Complaints	6%	
Information Requests	6%	
Annual Unit Inspections	5%	

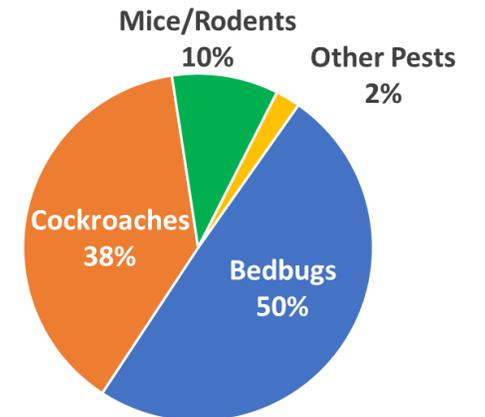
Administrative Ticket Assignments

Assignment	Percentage
Senior Services Coordinator	57%
Tenant Services Administrator	30%
Call Centre Agent	5%
Tenant Engagement and Services Supervisor	1%
Other	7%

PEST MANAGEMENT

19,521 Treatments

1,627 Average per Month



89 units received TSHC assistance with unit preparation/bed replacement

98 units received Toronto Public Health assistance with unit preparation

Year-Over-Year Comparison

2025	ARREARS	2024
\$1.38M	Average/Month	\$1.52M
\$1.44M (Jan)	High	\$1.78M (May)
\$1.35M (Apr)	Low	\$1.50M (Apr)

2025	VACANCIES	2024
1.67%	Average/Month	1.57%
1.87% (Feb)	High	1.96% (Jan)
1.50% (Apr)	Low	1.26% (Aug)

2025	MAINTENANCE WORK ORDERS	2024
103,201 65% Staff 35% Vendor	Created	102,504 66% Staff 34% Vendor
81.2%	Staff WO Completed Avg/Month Completed 2 Days	80.0%
43.0%	Vendor WO Completed Avg/Month Completed 5 Days	37.3%

2025	ADMINISTRATIVE TICKETS	2024
27,747	Created	24,824
58.9%	Staff WO Avg/Month Completed 5 Days	57.2%

2025	PEST MANAGEMENT	2024
19,521	Treatments	17,577
1,627	Avg/Month	1,465
89	TSHC Assistance Unit Preparation/Bed Replacement	90
98	Toronto Public Health Assistance Unit Preparation	81

Glossary/Definitions

ARREARS

Arrears Collection Process (ACP): the process by which staff collect outstanding payments from tenants

Unmanaged arrears: arrears that are not in the collection process

Managed arrears: arrears that are in the collection process (N4 issued, repayment agreement, Order, etc.)

Under ACP threshold: arrears that are outside of the ACP

N4 issued: a legal notice to end tenancy for non-payment of rent

Repayment agreement: arrears for which an agreement has been negotiated for repayment; Local Agreements (negotiated by staff), OCHE Agreements (negotiated by OCHE) and Mediated Agreements (imposed by the Landlord and Tenant Board)

Order: an Order received from the Landlord and Tenant Board

VACANCIES

Vacancy rate: the percentage of rentable units that are vacant

Rapid ReHousing: an initiative to identify vacancies to be made available immediately to people experiencing homelessness in Toronto

Transfer: vacant unit to be used for overhoused or crisis transfers (household that is facing direct, immediate, elevated and acute risks to their health and/or safety)

On offer: vacant unit for which an offer has been made to an applicant

Offer accepted: vacant unit for which an applicant has accepted and is in the process of signing a lease

Maintenance required: vacant unit that requires minor maintenance

MAINTENANCE WORK ORDERS

Staff work orders: work orders assigned to staff and no vendor assigned

Staff work orders completed: work orders where staff have updated the status to “Work Completed”

Vendor work orders: work orders assigned to vendors (includes pest control vendors)

Vendor work orders completed: work orders where the vendor has updated the status to “Vendor Completed”

ADMINISTRATIVE REQUESTS (TICKETS)

Completed: tickets where staff have updated the status to “Completed”

PEST MANAGEMENT

Pest-free units: units are declared pest-free when no live activity (bedbugs/cockroaches) is observed by the technician or vendor following treatment

Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: February 23, 2026

Topic: Rapid Rehousing Initiative at TSHC

Item Number: 13

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director of Operations

Date of Report: February 10, 2026

Purpose: The purpose of this report is to provide the Committee with information as relates to the Rapid Rehousing Initiative

Recommendation: It is recommended that QTEC receive this report for information.

Reason for Recommendation: The Rapid Rehousing Initiative is a City of Toronto–led initiative to rapidly move people experiencing homelessness into permanent Toronto Seniors Housing Corporation and Toronto Community Housing Corporation units. The program is delivered in partnership with TCHC, TSHC, the Furniture Bank and a diverse range of City-funded community agencies. People who are connected with units through this program are supported in all aspects of the transition from homelessness into housing including the unit viewing process, lease signing, and establishing connections with follow up supports. All units are fully furnished. A key program requirement and characteristic is that clients are connected to community based case management supports for up to 12 months, including referrals to longer term supports. The program targets low-support needs households who are experiencing chronic homelessness.

Within Toronto Seniors Housing Corporation (TSHC), the program serves seniors who require coordinated housing placement alongside -based case management delivered by City-funded non-profit partners.

The initiative forms part of the City’s broader homelessness and housing stability strategy and complements existing Access to Housing and Disadvantaged (DA) allocation pathways.

As of December 31, 2025:

- **464 households** are housed as of December 31, 2025, through RRHI since program inception
- **146 households** were housed during the 2025 calendar year
- **76 households** represent the net increase in RRHI tenancies currently residing within the TSHC portfolio
- RRHI households comprise approximately **3.3% of all TSHC tenancies**

These figures reflect steady program uptake while maintaining a modest overall proportion of TSHC units.

Geographic Distribution

RRHI tenancies are distributed across the entire TSHC portfolio, supporting balanced placement and minimizing concentration within any single region.

Region	Total Households (All Time)	Housed in 2025	Net Change	% of Regional Units
South East	109	35	14	3.77%
South West	122	41	26	3.60%
North East	118	35	18	2.92%

Region	Total Households (All Time)	Housed in 2025	Net Change	% of Regional Units
North West	115	35	18	3.16%
TSHC Total	464	146	76	3.32%

Pathways into TSHC Housing

RRHI operates alongside other access streams through the City-managed centralized waiting list administered by Access to Housing. The relative scale of each pathway is summarized below:

Housing Pathway	Description	Share of Households
Chronological applicants	Applicants on the City's centralized waitlist	95.32%
Disadvantaged (DA)	Targeted allocation for households experiencing homelessness	1.32%
Rapid Rehousing Initiative (RRHI)	Direct allocation with follow-up supports (counts toward DA) -up supports (counts toward DA)	3.36%

Note: Tracking of DA and RRHI data is available from June 2022 onward following system enhancements.

Tenancy Outcomes

A review of tenancies vacated in 2025 highlights outcome differences between RRHI and non-RRHI households.

Reason for Vacate	RRHI	Non-RRHI -RRHI	Total
Abandonment	4	19	23
Deceased	39	381	420
Eviction	12	27	39
Other	34	522	556
Total	89	949	1,038

These results indicate that tenancy exits for RRHI households follow broadly similar patterns to the general TSHC population.

Program Enhancements and Operational Practices

TSHC continues to work closely with City divisions and service partners to strengthen tenancy outcomes. Recent refinements include:

- Targeted home visits by Complex Tenancy Services Coordinators during the first three months of tenancy
- Early introduction to follow-up supports, including joint participation at lease signing to support relationship building, and review lease obligations and expectations
- Completion of the **STARS (Service Triage, Assessment, and Referral Support) tool** prior to acceptance into the program, replacing the former Housing Stability Support Tool (HSST)
- Shift towards low-support needs households

These measures are intended to identify support needs earlier, improve tenant understanding, and reduce tenancy risk during the critical initial period.

Observations and Outlook

While the ongoing housing crisis has increased public and stakeholder attention on housing needs in Toronto, RRHI remains a relatively small but important component of the overall TSHC portfolio. Its success is closely tied to sustained interagency collaboration, proactive tenancy support, and continued alignment with City priorities.

TSHC will continue to monitor outcomes, work with partners to refine service delivery, and report on material developments to the Committee.

Brad Priggen
Director, Operations

Attachments:

None

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting

Meeting Date: February 23, 2026

Item Number: 14

Report Name: 2026 Annual Plan and Updates on the New Strategic Planning Cycle

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: February 12, 2026

Purpose: For Approval

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) approve and forward it to the Board for approval the Toronto Seniors Housing Corporation (TSHC) 2026 Annual Plan, as outlined in Attachment 1 to this report.

Reasons for Recommendation:

TSHC has successfully concluded its first Strategic Directions 2023 – 2025, marking the completion of a transformative three-year period with significant accomplishments. As this strategy reaches completion, a renewed set of Strategic Directions will be developed to guide the organization over the next three to five years. To ensure continuity during this transition, a 2026 Annual Plan has been developed as an

interim framework while the next multi-year strategic directions are finalized. The proposed plan is outlined in Attachment 1.

The proposed 2026 Annual Plan consolidates key initiatives carried forward from the 2023 – 2025 Strategic Directions Roadmap, emerging projects that address identified organizational needs and gaps, and priorities previously committed by departments. Two Planning Sessions were held in December 2025 and January 2026 where the Leadership Team collectively reviewed the full scope of initiatives, and refined and prioritized them based on strategic alignment, urgency, capacity, resources, and risks. The plan also adopts a refreshed format which balances strategic focus with sufficient operational detail, enabling TSHC to stay focused while preserving clarity on execution.

Overall, the 2026 Annual Plan demonstrates organizational continuity and commitment, while setting a solid foundation for the next phase of strategic planning.

Updates on the new strategic planning cycle

At its October 30, 2025 meeting, the Board approved a hybrid model for renewing TSHC's Strategic Directions, where staff will lead project management, planning, and strategy development, while an external consultant will be engaged to design and facilitate consultations.

Staff have completed the initial project planning and developed a high-level timeline for the strategic planning cycle:

Key Milestone	Planned Timeline
External Consultant Onboarding	January 22, 2026
Stakeholder Mapping and Research	January – February 2026
Proposed Consultation Plan	February 2026
In-Person and Online Consultations	March – May 2026
Consultation Report and Recommendations	June 2026
Presentation of Consultation Findings	July 8, 2026 Board Meeting
Draft Strategic Directions Development	July – August 2026
Review of Draft Strategic Directions	August 17, 2026 (QTEC) September 1, 2026 (Board)
Refinement of Draft Strategic Directions	September – October 2026
Approval of New Strategic Directions	October 29, 2026 (QTEC) November 10, 2026 (Board)
Development of Roadmap and Key Performance Indicators (KPIs)	November – December 2026

Following a competitive Request for Proposal (RFP) process, the Beam Group was selected as the consultant and formally onboarded on January 22, 2026. TSHC is now working collaboratively with the consultant on stakeholder mapping and consultation planning. Key stakeholder groups will include the Board, tenants, staff, and partners.

The consultation approach will emphasize meaningful and diverse participation, with ongoing engagement of the Board. Consultation sessions will be scheduled to engage the Board early in the process. Regular updates on project progress will be provided to the Board to ensure transparency and continued engagement.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Proposed TSHC 2026 Annual Plan

Proposed TSHC 2026 Annual Plan

Project	Timeline	Lead
Objective 1: Excellent Landlord – to provide safe, clean, and well-maintained buildings and support stable tenancies.		
Develop RGI policies and procedures	Q2 2026	Director, Operations
Implement the Pest Management Workplan	Q3 2026	Director, Operations
Review and update the Arrears Collection Process	Q3 2026	Director, Operations
Develop the Tenant Transfer Policy	Q4 2026	Director, Operations
Implement Operations role-specific training	Q4 2026	Director, Operations
Establish Operations role-based onboarding and development process	Q4 2026	Director, Operations
Ensure TSHC engagement in TCHC annual capital planning and reporting	Q4 2026	Director, Operations
Review and realign Community Safety Unit (CSU) service provision	Q4 2026	Director, Operations
Develop building-specific Community Safety and Wellness Plans	Q4 2026	Director, Operations and Director, Engagement, Partnerships & Communications
Objective 2: Tenant Engagement – to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice.		
Continue implementation of the Volunteer Development Program	Q2 2026	Director, Engagement, Partnerships & Communications

Plan and scope a Tenant Engagement Quality Improvement Project	Q3 2026	Director, Engagement, Partnerships & Communications
Continue digital access and literacy initiatives: cable roll-out, public WIFI roll-out, digital literacy programming	Q4 2026	Director, Engagement, Partnerships & Communications
Objective 3: Partnerships – to facilitate access to services and programs that tenants need and want.		
Plan and develop the Partnership Management and Support Framework	Q3 2026	Director, Engagement, Partnerships & Communications
Deepen collaboration with City of Toronto agencies, teams and departments to provide support to tenants	Q4 2026	Director, Engagement, Partnerships & Communications
Objective 4: Innovation – to develop and promote innovation and leading practices which contribute to seniors' well-being.		
Continue to pursue the coordinated wellness model for implementation in TSHC buildings	Q3 2026	Director, Engagement, Partnerships & Communications
Develop a Health and Housing Dashboard	Q3 2026	Director, Engagement, Partnerships & Communications
Improve understanding of tenant needs through existing research findings	Q4 2026	Director, Engagement, Partnerships & Communications
Enabler 1: Organizational Excellence – to strive for organizational excellence to ensure effective and efficient delivery of our mandate.		
Approve the Records Management Policy	Q1 2026	Director, Strategy and Business Management
Develop the Board Governance Workplan	Q1 2026	Director, Strategy and Business Management
Develop the Board Governance Framework	Q2 2026	Director, Strategy and Business Management

Review the Emergency Response Plan	Q2 2026	Director, Strategy and Business Management
Conclude the Tenant Experience Survey	Q3 2026	Director, Strategy and Business Management
Finalize Relationship Agreement Part II	Q4 2026	Director, Strategy and Business Management
Complete full strategic planning process to renew TSHC Strategic Directions	Q4 2026	Director, Strategy and Business Management
Update the Accessibility Policy and Accessible Customer Service Policy	Q4 2026	Director, Strategy and Business Management
Review and update finance policies	Q4 2026	Finance Lead
Enabler 2: Employer of Choice – to be an employer of choice by fostering a culture of innovation that engages, empowers, and support staff.		
Continue implementation of the IDEA Strategy	Q4 2026	Director, People and Culture
Review the talent acquisition process, including job assessment, job advertisements, posting practice, and application of the IDEA lens	Q4 2026	Director, People and Culture
Review and update Health and Safety policies	Q4 2026	Director, People and Culture
Review and update other People and Culture policies	Q4 2026	Director, People and Culture
Conduct the 2026 Employee Engagement Survey	Q4 2026	Director, People and Culture
Develop job-specific training modules	Q4 2026	Director, People and Culture

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Meeting

Meeting Date: February 23, 2026

Topic: Engagement, Partnerships & Communications Update

Item Number: 15a

To: Quality and Tenant Engagement Committee

From: Deanna Veltri, Director, Engagement, Partnerships, and
Communications

Date of Report: February 17, 2026

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) receive this report for information.

Reason for Recommendation:

The materials contained in the attached presentation provide QTEC with an overview of work completed in 2025 by the Community Programs and Partnerships team.

List of Attachments:

1. Community Programs & Partnerships Update Presentation

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee Community Programs and Partnerships Update

February 23, 2026



Overview



This presentation provides updates on the efforts within the Community Programs and Partnerships (CPP) portfolio at TSHC. This includes updates up to and including Q4-2025.

Strategic Directions and Enablers

Community Programs and Partnerships (CPP) provides services and supports that specifically help drive three Strategic Directions. Information in this report will be structured using these groups.

Tenant Engagement: Implementing the Community Connect Plus+ tenant engagement model so tenants are included in their communities and have an opportunity to share their voice.

Partnerships: Supporting partner agencies to access TSHC common spaces to realize wellness programs that align with tenant's wants and needs.

Innovation: Researching, collaborating, and leading the launch of unique models, programs and projects related to aging at home.

Q4 Highlights

Tenant Engagement:

- ✓ Two STAC Meetings (October and December).
- ✓ 119 Attendees at the Q4 Regional Meetings, with a theme of Reflection & Recognition.
- ✓ 43 Annual Priority Planning Meetings with Tenants, over 300 program ideas identified with new areas of interest emerging (Note: remaining sites to be completed in Q1-2026).
- ✓ 76 recurring tenant-led programs, which represents a 22% increase compared to the same time last year.
- ✓ 52 one-time, tenant-led events in Q4 which primarily represent holiday-themed events between October – December. At these holiday events, over 4,000 catered meals were distributed to attendees.

Q4 Highlights

Partnerships:

- ✓ 7.5% growth in number of agency-led programs between Q3 & Q4-2025.
- ✓ New Fitness and Nutrition pilot programs implemented alongside the City of Toronto Parks and Recreation and Public Health.

Innovation:

- ✓ Research presentations at 2025 ONPHA Conference and Integrated Care Action Summit.
- ✓ Supporting signatory for two provincial funding applications for the Interprofessional Primary Care Teams (IPCT) initiative.

Year in Review – 2025 Highlights

Tenant Engagement:

- ✓ **28% increase** in tenant-led programs compared to 2024. Full use of CAF budget allocation.
- ✓ **400+ tenants** attended Regional Volunteer Meetings.
- ✓ **Growth in STAC Committee** membership and regional representation.

Partnerships:

- ✓ **70.5% Year-over-year increase** in agency-led programs (2024 vs 2025).
- ✓ **34% in-year growth** in number of agency-led programs in 2025 (223 in Q1 / 300 in Q4).
- ✓ Designed and launched **new initiatives/programs** with City agencies and teams including Parks and Recreation, Toronto Police, Toronto Fire, and Toronto Public Health.

Innovation:

- ✓ **Launched data-driven initiatives** (Tenant Needs Research with McMaster University, Health and Housing Dashboard) that will deepen our understanding of what tenants need so we can collaborate and partner even more effectively.
- ✓ Raised the profile of TSHC's work to enable aging-at-home through **research, thought leadership, and knowledge-sharing** within and outside the housing sector.

Year in Review – 2025 Takeaways

Demand has, and continues, to grow for social and wellness programs. The priorities of tenants are also evolving. In the most recent priority-setting meetings with tenants, new interest areas for education and programs have emerged for the team to pursue.

The number of programs and partnerships has consistently grown, while the team size has so far stayed the same. Processes and service standards will be key to maintain pace and grow where possible and highly strategic.

Our work is possible because of partnerships with tenants themselves and other agencies. Strengthening the relationships we have, and cultivating new relationships will be critical to success.

As the social discourse on aging-at-home grows, so does the opportunity for TSHC to position our organization at the forefront of innovation. It will be important for TSHC leaders to continue to work towards these opportunities through sharing our service delivery experiences, our practices, and our research.

What's Next – 2026 Focus Areas for CPP

Operationally, further strengthening the structure, processes, and standards of the team so that we unlock capacity to focus on community-level development that helps tenants to thrive.

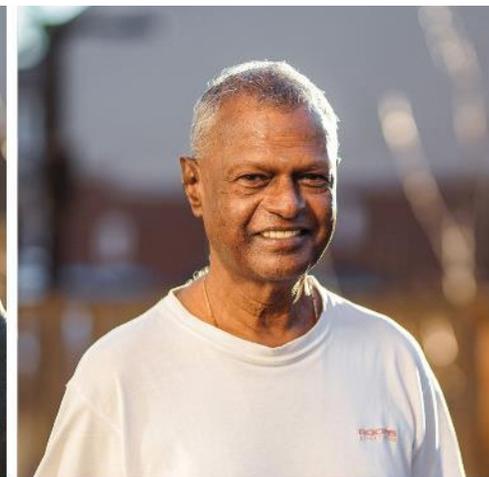
Strategically, continuing our efforts to be innovative and implement best practices related to aging-at-home with the help of tenants, staff, and sector partners (new and existing).

Thank You.

Questions?



2/17/2026



Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Meeting

Meeting Date: February 23, 2026

Topic: Communications Update

Item Number: 15b

To: Quality and Tenant Engagement Committee

From: Deanna Veltri, Director, Engagement, Partnerships, and
Communications

Date of Report: February 23, 2026

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) receive this report for information.

Reason for Recommendation:

The materials contained in the attached presentation provide QTEC an update on the efforts to support internal and external communications at Toronto Seniors Housing.

Deanna Veltri

Director, Engagement, Partnerships, and Communications

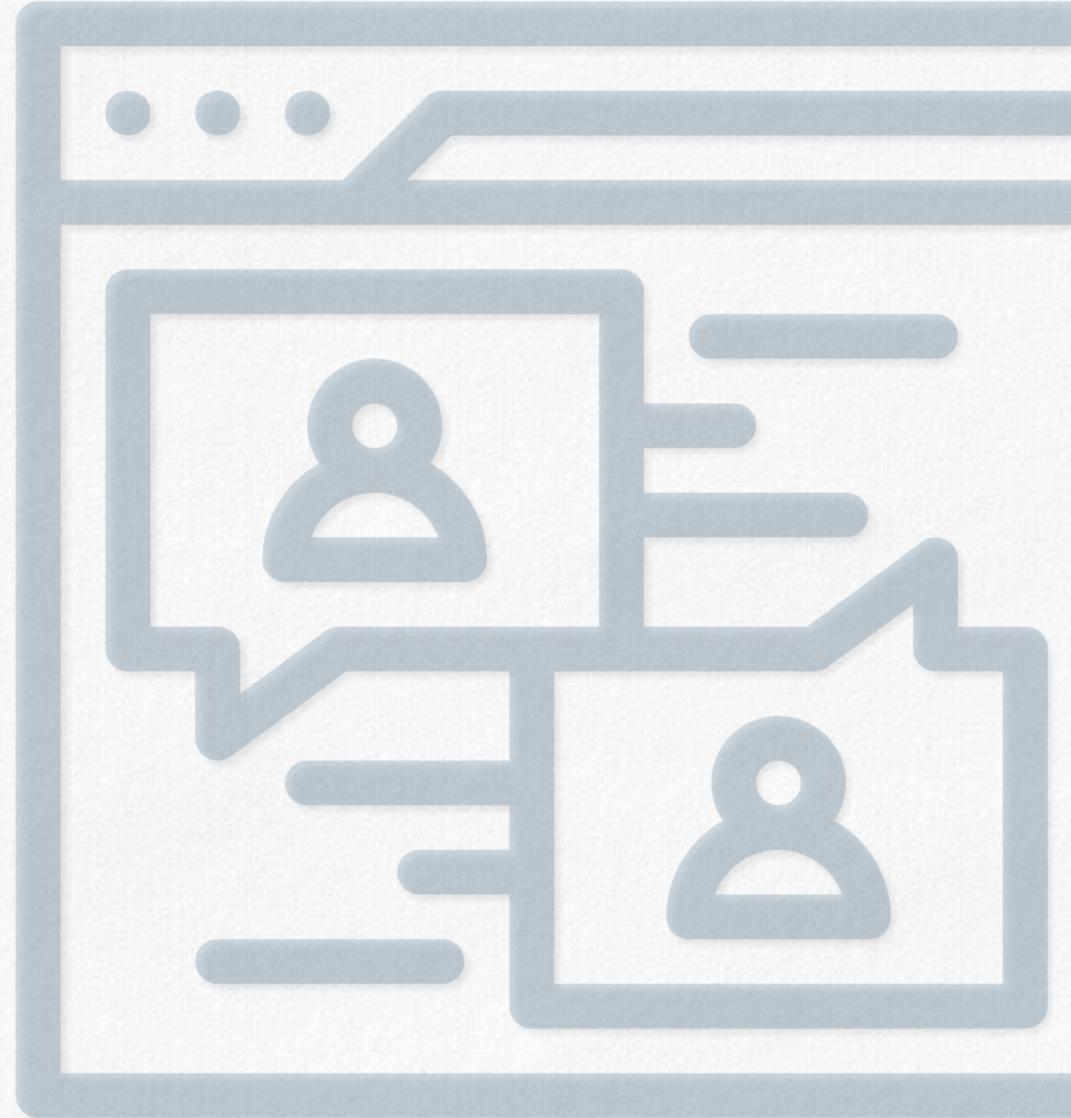
List of Attachments:

15b.1 Communications Update Presentation

Toronto Seniors
Housing Corporation

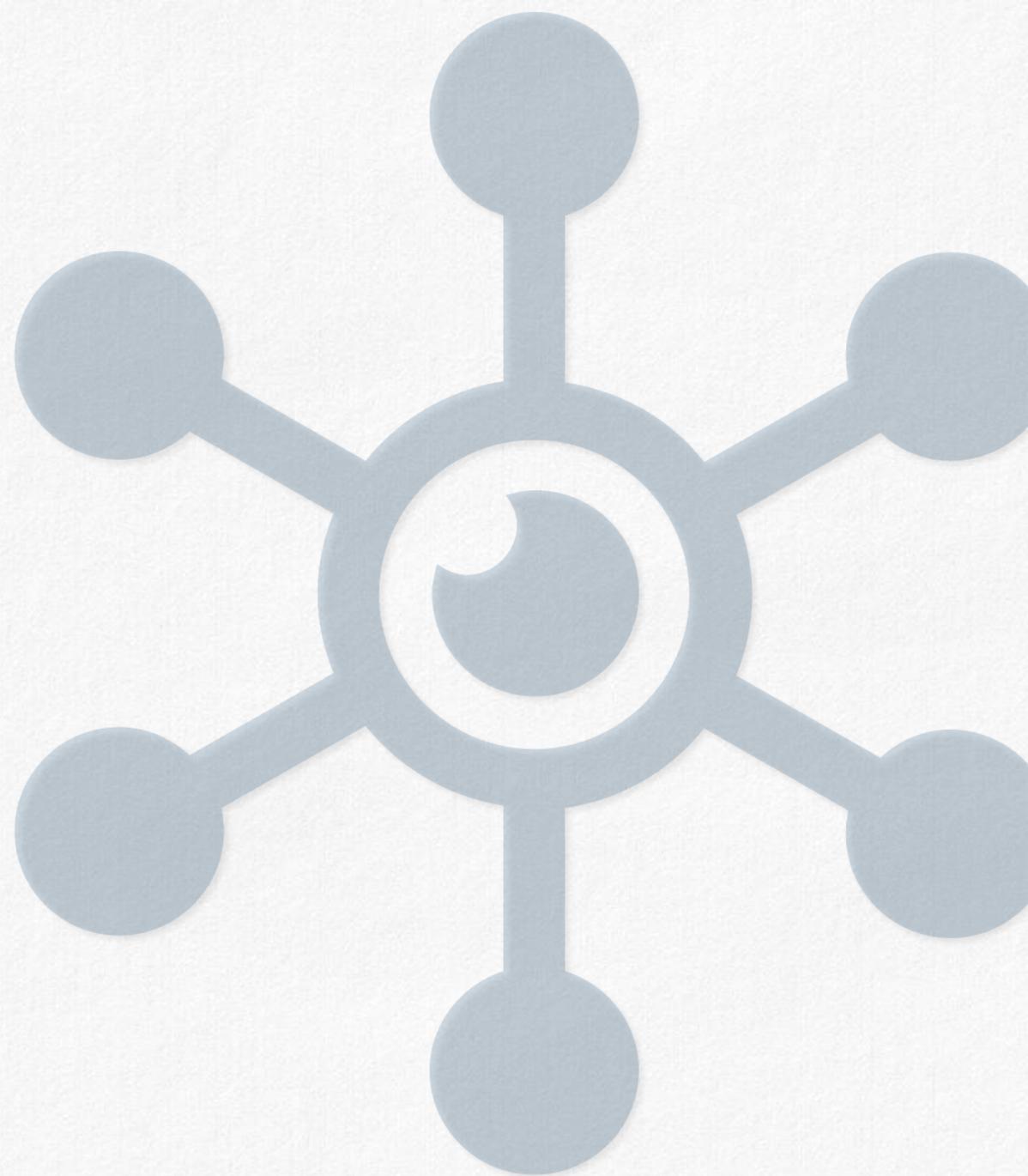
Communications Update

February 23, 2026



Overview

This presentation provides a summary of 2025 efforts at TSHC related to internal and external communications as well as a look at plans for 2026.



Strategic Directions and Enablers

The Communications Team supports all areas of Toronto Seniors Housing, but with a special focus on two areas of the Strategic Directions and Enablers:



Tenant Engagement

Tenant communications ensure tenants feel connected to their communities, stay informed, and feel respected, included, and celebrated.



Employer of Choice

Staff communications provides them with the right information at the right time and provides platforms for staff to engage, empower, and support each other.

2025 – Results Summary



In 2025 we...

- Advanced our storytelling, continuing our efforts to elevate tenant voices.
- Expanded our video and photo libraries to support more compelling narratives.
- Enhanced staff communications and connection with the help of a new and highly integrated intranet.



2025 – Tenant Highlights

Communications **Team**

- “Community in Colour” tenant art calendar
- 4 issues of Seniors Speak
- 62 new posters, 80+ distributed
- 30+ Tenant Volunteer emails, including 12 general updates
- Tenant information magnets

Communications **Support**

- Tenant Welcome Guide and updated lease package
- Tenant Survey
- Community Connect+; STAC recruitment
- Tenant Volunteer appreciation (two events with certificates, letters, and other items)
- Budget consultations (internal and external)

2025 – Staff Highlights



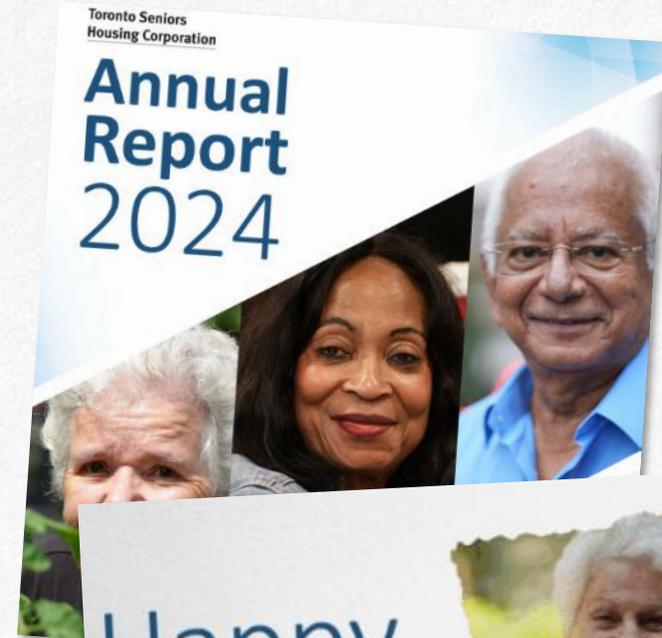
- New intranet
- 8 videos
- 3 Town Halls
- 9 monthly staff newsletters (up to October)
- Weekly Staff Bulletin, Monthly Staff Profiles (as of October launch of new intranet)



2025 – Public and External Partners



- 8 videos
- Included in 4 partner media stories
- Website accessibility project
- Over 13k website visits in Q4 alone
- Q4 Social media
 - 225 posts
 - 303 new social media followers



2025 - Translation and Interpretation



- Translation and Interpretation Policy approved
- Tools and training rolling out in 2026
- ~100 interpreters at corporate events
- 8 languages for posters
- 8 languages for Seniors Speak
- 13 languages for Tenant Welcome Guide
 - Includes information on requesting translation and interpretation services
- Information magnets in 8 languages
- Multilingual poster and cover letter (13 languages plus English) outlining how tenants can request translation and interpretation services





Continued partnership with R-PATH
Supported IDEA Strategy and Committee



**Black History
Month**



**Lunar New
Year**



**International
Women's Day**



**Filipino
Heritage Month**



**National Indigenous
History Month**



**National Day for Truth
and Reconciliation**



**Islamic Heritage
Month**



**Seniors Month/
Seniors Day**



Pride

2026 – Focus Areas



Improve the senior tenant experience:

Provide clear, respectful, and accessible communications that:

- Strengthen trust
- Amplify tenant voices
- Increase social connection and participation
- Build service awareness



Strengthen TSHC's reputation:

Deliver clear, inclusive communications and compelling storytelling that:

- Showcase tenant and staff experiences
- Highlight innovation and partnerships
- Position TSHC as a leader in tenant-centred seniors' housing



Improve the **Senior Tenant Experience**



Improve tenant communications through expanding email subscription program



Website accessibility and content refresh to focus on tenant needs and priorities



Communication, translation, and interpretation tools and training for staff



Enhanced poster designs



Increased proactive translation of critical documents

Strengthen TSHC's Reputation



Develop strategic plan for partner communications



Research additional thought leadership opportunities (e.g., conferences, podcasts)



Enhanced focus on storytelling and videos on website and social media, including a 'value proposition' video



Public storytelling to expand to include staff experiences



Share stories across formats, channels, and audiences

Data-informed Improvements

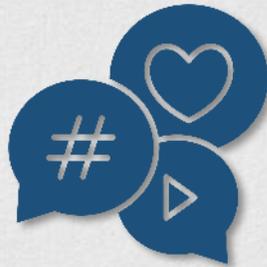
Improved data collection methods allowing for timely, data-driven adjustments:



Email
**tracking
tools**



**Intranet
KPIs**



**Social
media
tagging**



**Centralized
interpretation
request process**

Thank you!

Any questions?



Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: February 23, 2026

Topic: Facility Condition Index (FCI)

Item Number: 16

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: February 13, 2026

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive the TSHC 2024 Year-End Review - Facility Condition Index (“FCI”) for information from Toronto Community Housing.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

16a – TSHC Building Asset Management 2024 FCI



TSHC

2024 Year-End Review

Facility Condition Index (“FCI”)

Toronto
Community
Housing



Agenda

- **Understanding the Portfolio**
- **Facility Condition Index**
- **2024 Year-End Review**
- **Towards a Renewed Investment Plan**



Understanding the Portfolio

TCHC has over **2,100 assets** including **buildings, parking structures** and **sites** classified as follows:

- Core capital assets: **1,728**
- Assets to be revitalized: **145**
- Non-reporting commercial spaces: **228**

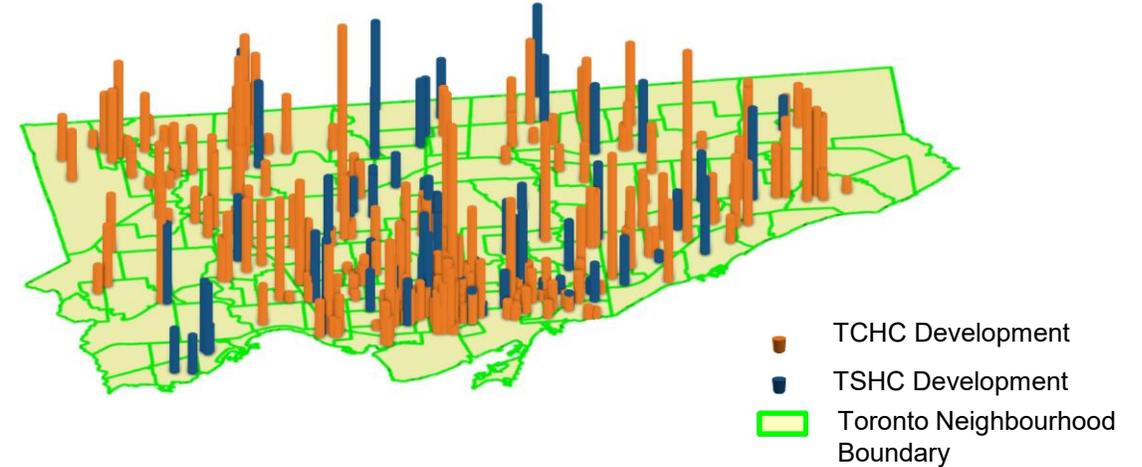
This includes 177 TSHC assets including:

- Core capital assets: **168**
- Assets to be revitalized: **9**

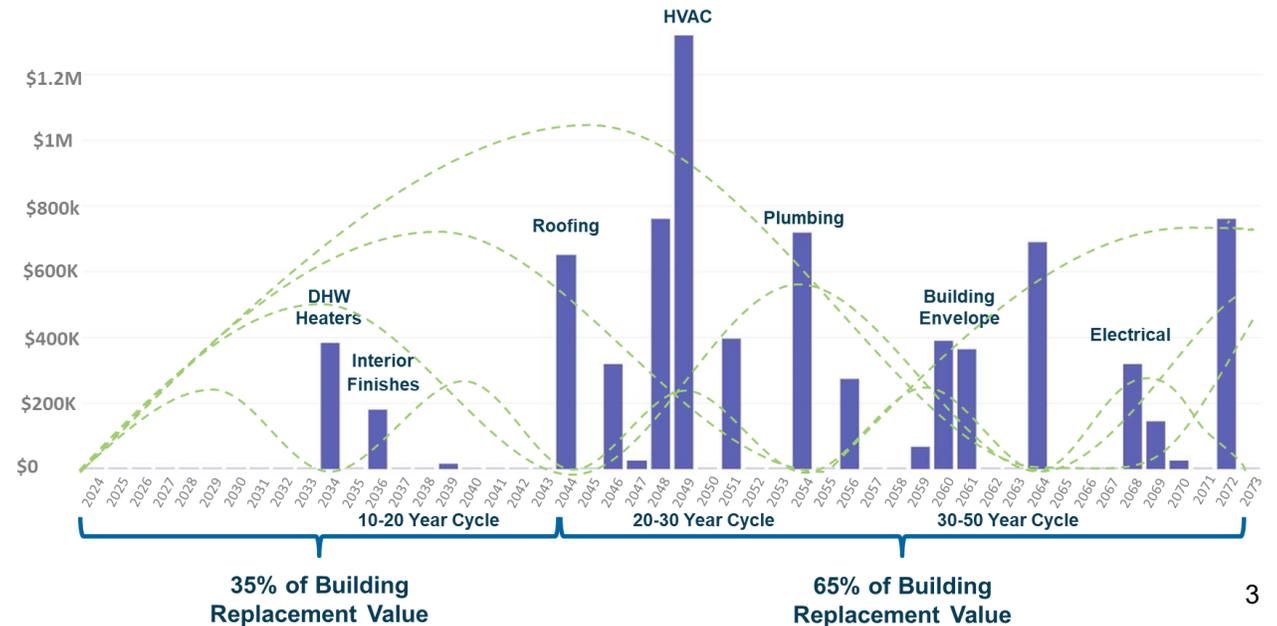
The average age of TSHC assets exceeds **50 years** with **60%** of the portfolio built between 1950 and 1980

As buildings reach 30 to 50 years, capital renewal needs rise significantly

Map of TCHC Capital Building Portfolio



Typical Building Life Cycle Costs



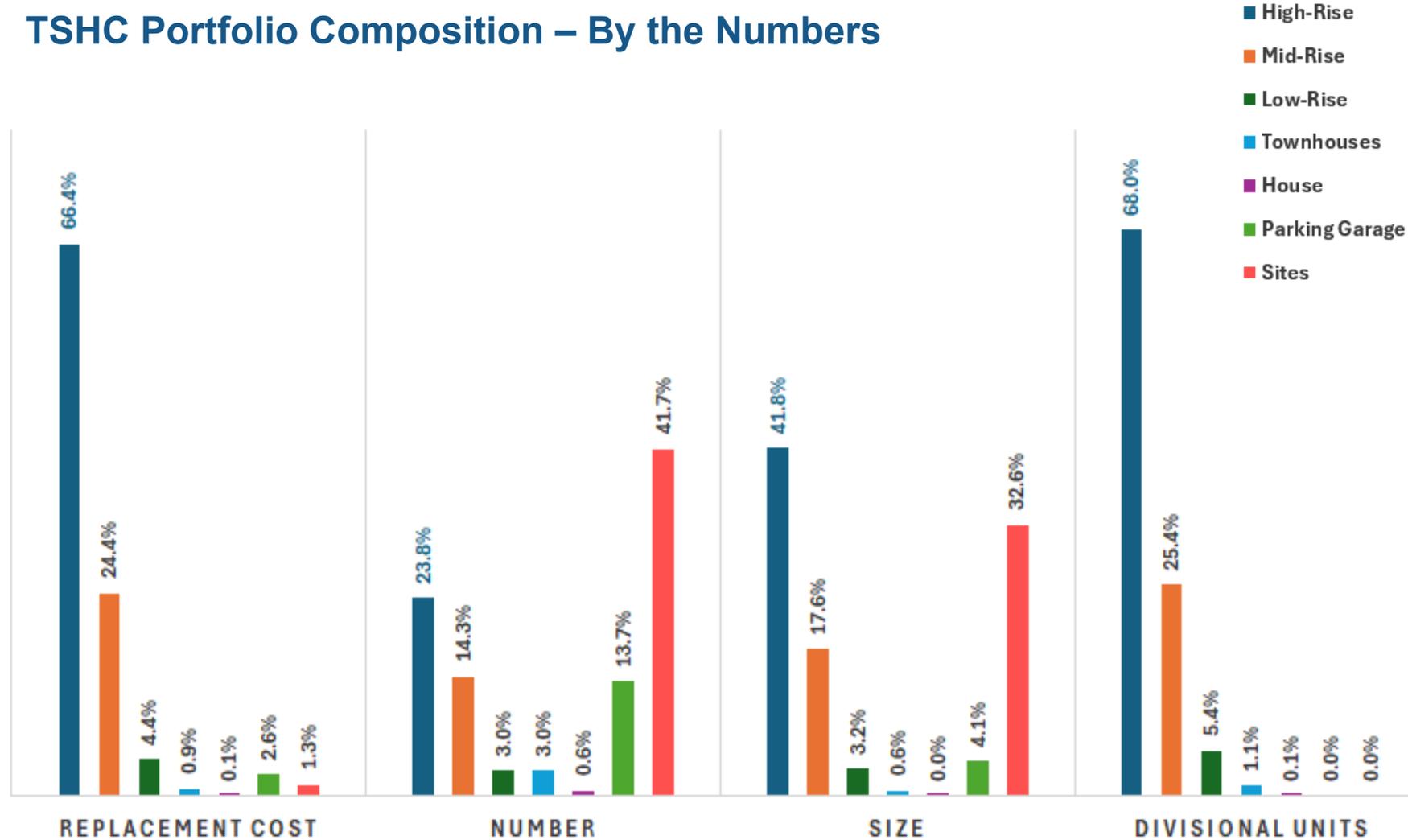
Understanding the Portfolio

High-rises make up approximately **24% of the asset count**, yet they contain **68% of all divisional units**, over **66% of total replacement value**, and **42% of total size**

Mid-rise, Low-rise, Townhouses and Walkups and **one house** represent **21% of the assets** but account for only **32% of units**, **30% of replacement value** and **22% of total size**

This disparity highlights the importance of strategic investment—targeting high-impact assets

TSHC Portfolio Composition – By the Numbers



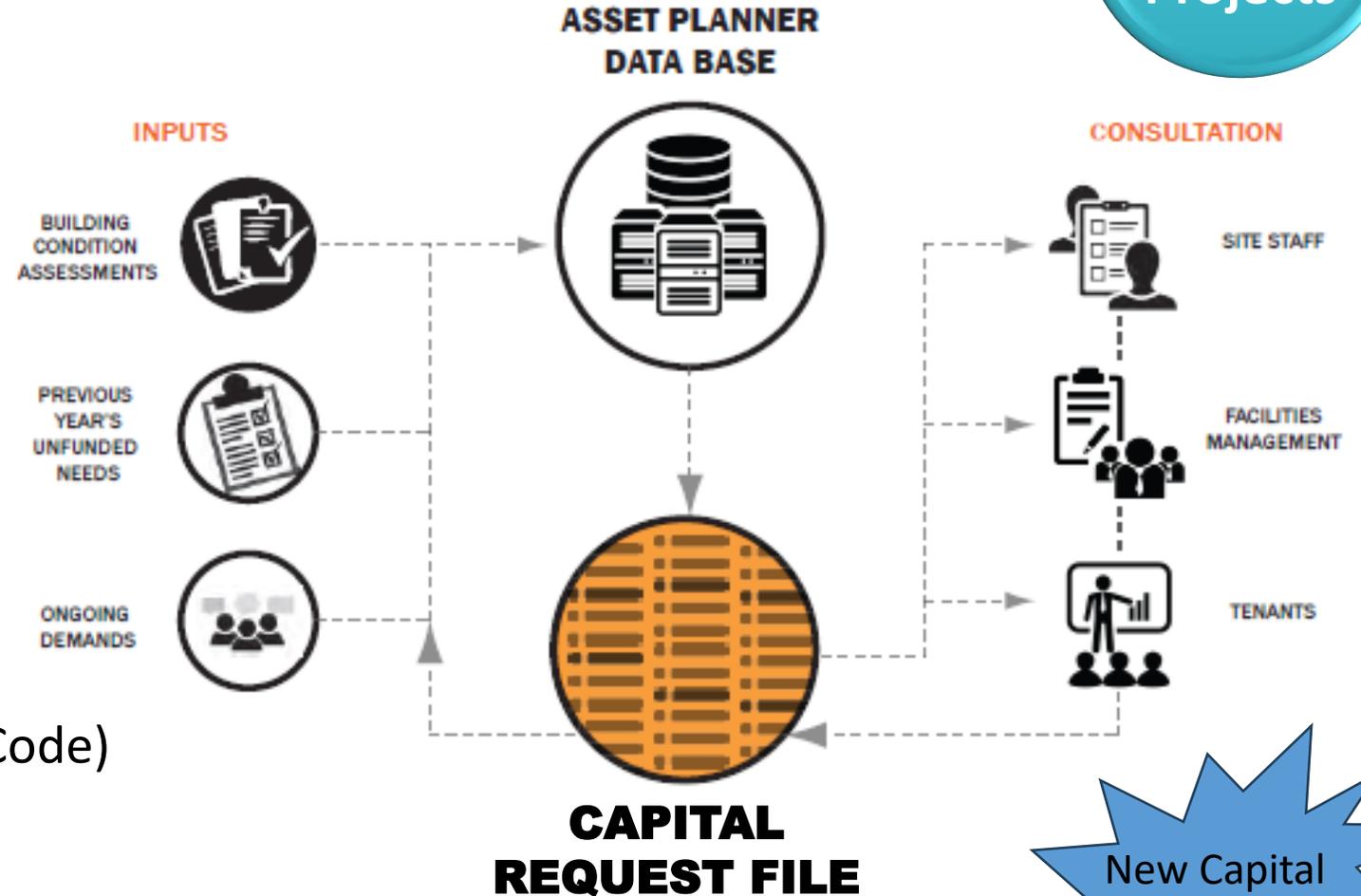
TCHC currently report on the following core measurements of asset condition, investment impact, and service outcomes:

- **Annual Report on the Facility Condition Index**
 - **FCI Target** – 10% Portfolio Wide (2019 - 2027)
- **Accumulated State of Good Repair Backlog**
- **Actual Spending Compared to Approved Budget through Quarterly Variance and Reallocation Reports**
 - **Capital Budget:** Annual Budget, Accessibility Program
 - **Operating Budget:** Preventative Maintenance
- **Prevention of Permit Unit Closure**
- **CMHC National Housing Co-Investment Fund Requirements by December 31, 2028:**
 - **Affordability** – Rents for a minimum of 30% of the Subject Units do not exceed 80% of the Median Market Rental Rate
 - **Accessibility** - a minimum of 20% of the Subject Units will meet the Portfolio Accessibility Requirements
 - **Energy Efficiency** – upgrade properties to achieve a 25% reduction in weather-normalized energy consumption
 - **Demographic Requirement** - at least 33% of the Subject Units must support the needs of women and children, with either a woman-led household or a women-led household with children relative to the total number of Subject Units

Capital Planning Framework – Project Prioritization

Projects are prioritized based on the following:

-  Facility Condition Index
-  Health and Life Safety
-  Accessibility
-  Energy Performance
-  Stakeholder Matters
-  Notice of Violation (MLS and Fire Code)



Plan & Prioritize Projects

New Capital Intake Tool!

Facility Condition Index

Among funding requirements, TCHC's current SOGR capital investment plan (2019-2027) is focused on achieving a portfolio-wide **Facility Condition Index (FCI)** of 10% by the end of 2027

The **Accumulated Backlog** for SOGR reflects the annual gap between identified capital needs (from condition assessments) and approved funding, added to the previous year's balance. As of **2024 year-end**, the actual backlog stands at **\$1.690B**

The **Replacement Value** used in FCI calculations is determined by multiplying the asset's total area (sq.ft.) by the estimated cost per sq.ft. For the 2024 FCI calculation, **\$14.295B*** was used as the portfolio replacement value

*Beginning in 2025, TCHC will align with the City of Toronto's Corporate Asset Management Plan for the calculation of portfolio Replacement Value. This includes soft costs, revitalized sites, commercial spaces, RPDES and IT equipment. This change will significantly increase the reported Replacement Value to **\$19.288B in 2025**.

FCI

Facility Condition Index =

$$\frac{\text{Cost of Accumulated Backlog}}{\text{Current Replacement Value}} \times 100\%$$



TCHC Calculated FCI for 2024:

11.8%

TSHC Calculated FCI for 2024:

11.3%

2024 Year-End Review

The 2024 Approved Capital Budget for Building Capital Repair (State of Good Repair) was \$350M, of which **\$317.8M was spent** *

*\$31M spent in advanced work during 2023

70.6% (\$224.5M) of this spending targeted capital work **addressing FCI needs and backlog**

The FCI started at **16.2% in 2017** and improved to **11.8% by the end of 2024**, outperforming the 2023 estimate of 13.4%

By 2033, the 2024 FCI is projected to **rise to 20.01%** compared to 14.79% under the 2023 forecast. Factors include updated building condition assessments at 483 sites (**20% of portfolio**) that identify rising future capital needs due to aging infrastructure

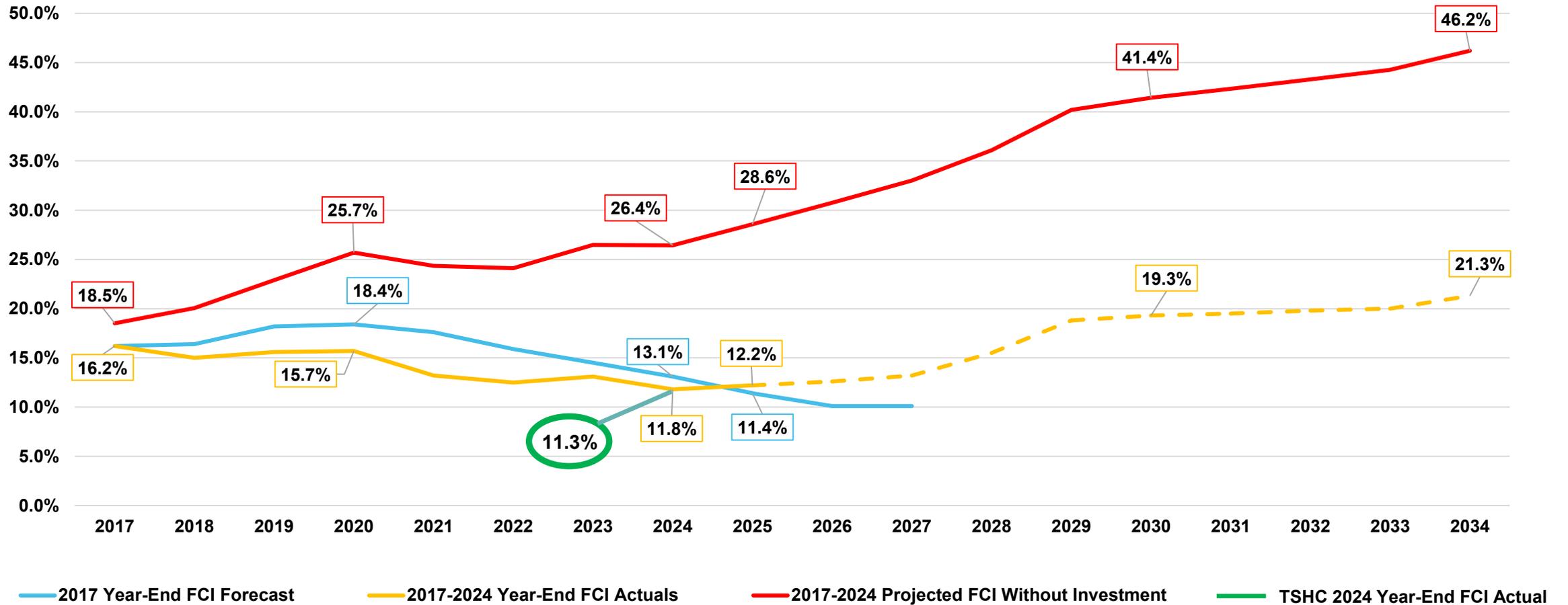
Comparison of the 2017 and 2023 Forecasts with 2024 Actual FCI

Year	Capital Plan	Original 2017 Forecasted FCI	2023 FCI	2024 FCI
2017	\$250M	16.20%	16.20%	16.20%
2018	\$300M	16.40%	15.00%	15.00%
2019	\$313M	18.20%	15.60%	15.60%
2020	\$350M	18.40%	15.70%	15.70%
2021	\$350M	17.60%	13.20%	13.20%
2022	\$350M	15.90%	12.50%	12.50%
2023	\$350M	14.50%	13.03%	13.03%
2024	\$350M	13.10%	13.43%	11.82%
2025	\$340M	11.40%	12.35%	12.16%*
2026	\$336M	10.10%	11.97%	12.61%*
2027	\$332M	10.10%	11.37%	13.19%*
2028	\$160M		12.39%	15.46%*
2029	\$153M		13.13%	18.81%*
2030	\$153M		13.36%	19.31%*
2031	\$153M		13.91%	19.50%*
2032	\$153M		14.24%	19.76%*
2033	\$160M		14.79%	20.01%*
2034	\$160M			21.34%*

*Estimated re-forecasted FCI based on 2024 actual results

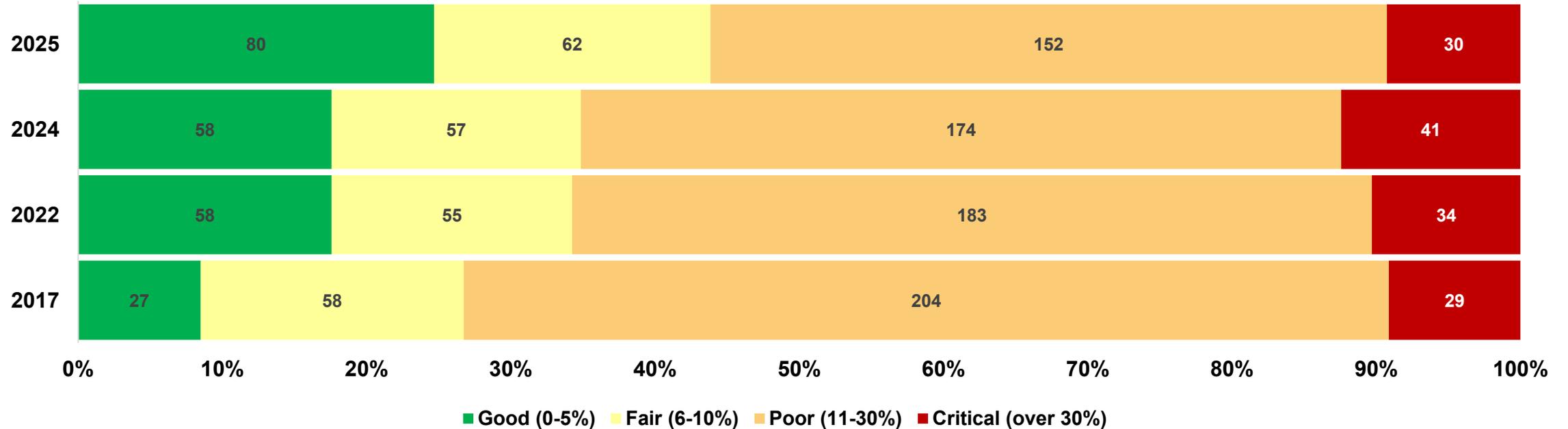
2024 Year-End Review

Without investment from 2017 onward, the FCI could have risen to **26.4%** by the end of **2024** and **46.2%** by the end of the 10-year plan in **2034**



Where We Have Seen Success

Change in FCI from 2017 to 2025 (by Number of Developments)

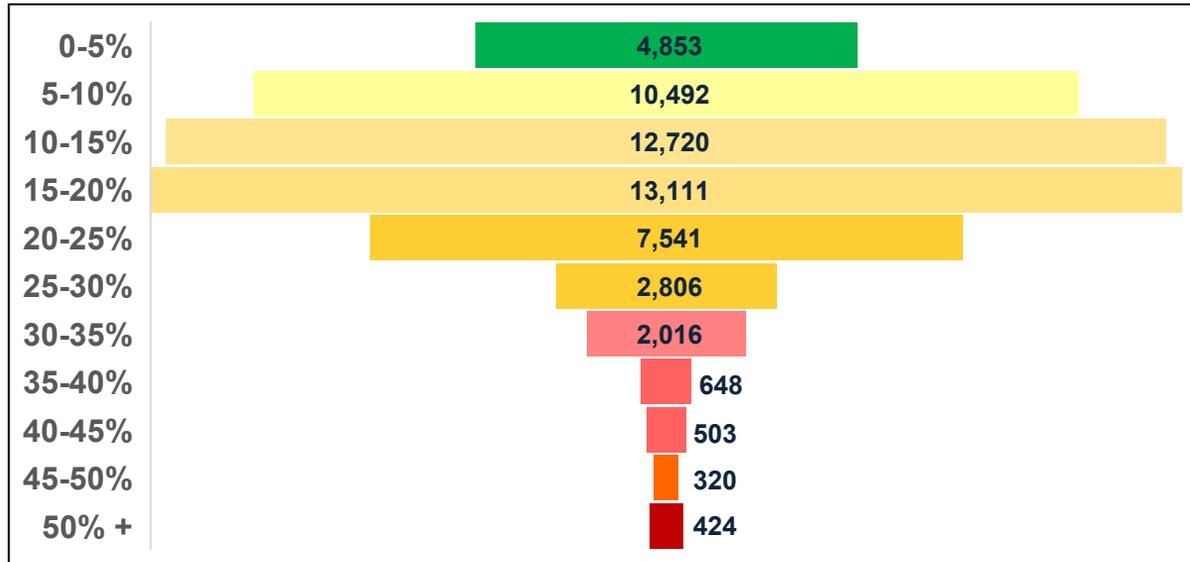


Overview

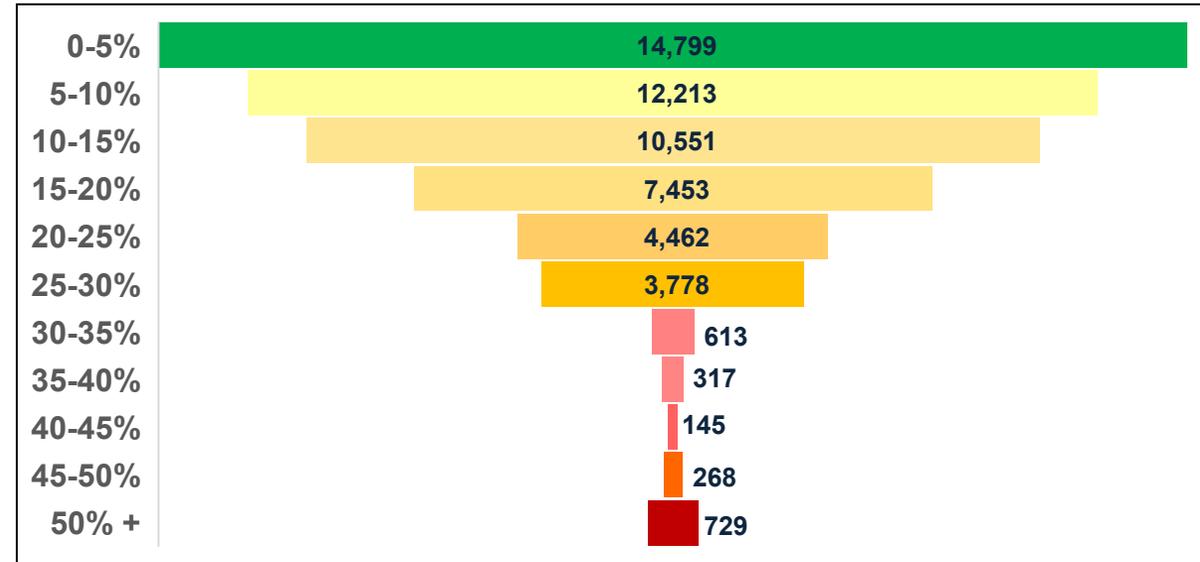
- TCHC has seen success over the past 10 years in improving unit and building conditions for tenants through the delivery of our capital plan

Where We Have Seen Success

2017 – # of Units in 5% Increment FCI Intervals



2025 – # of Units in 5% Increment FCI Intervals



■ Good (0-5%) ■ Fair (6-10%) ■ Poor (11-30%) ■ Critical (over 30%)

- The distribution of units by FCI score improves significantly from 2017 to 2025:
 - **2017 – Umbrella Shape:** middle heavy, reflecting a majority of units rated in fair or poor condition
 - **2025 – Martini Glass Shape:** top heavy, with most units rated in good condition
- 2017 to 2025 Change:
 - **200% increase** in the number of units rated **good** – from 4,853 to 14,799
 - **16% increase** in the number of units rated as **fair** – from 10,492 to 12,213
 - **28% decrease** in the number of units rated as **poor** – from 36,178 to 26,244

2024 Year-End Review

By the end of 2024, over 43% of the portfolio is in **good to fair condition**. These assets account for approximately 44% of the portfolio by size (6,163,744 sq.ft.), 49% by replacement value (\$1,259.7M) and **close to 48% of unit count** (6,607)

Conversely, approximately **57%** of assets (95) are in **poor to critical** condition representing 56% of the portfolio by size (7,728,699 sq.ft.), 51% by replacement value (\$1,320.1M), and 52% by units (7,233)

Asset Typology		Totals	Number	Good	Fair	Poor	Critical
High-Rise	Qty	40	9,417	17	8	15	0
	%			42.5%	20.0%	37.5%	0.0%
Mid-Rise	Qty	24	3,510	1	3	19	1
	%			4.2%	12.5%	79.2%	4.2%
Low-Rise	Qty	5	745	-	1	3	1
	%			0.0%	20.0%	60.0%	20.0%
Townhouses & Walkups	Qty	5	157	3	-	2	-
	%			60.0%	0.0%	40.0%	0.0%
House	Qty	1	11	-	-	-	1
	%			0.0%	0.0%	0.0%	100.0%
Parking Garage	Qty	23	-	9	4	5	5
	%			39.1%	17.4%	21.7%	21.7%
Sites	Qty	70	-	23	4	12	31
	%			32.9%	5.7%	17.1%	44.3%
Total	Qty	168	13,840	53	20	56	39
	%			31.5%	11.9%	33.3%	23.2%
	Size in Sq.ft.			4,163,744	1,997,550	5,447,516	2,281,183
	Capital			\$765,242,696	\$494,483,935	\$1,270,001,199	\$50,097,438

Qty - Quantity
% - Percentage

Good		%
Number of Assets	53	31.5%
Sum of Size (Sq.ft.)	4,163,744	30.0%
Sum of CRV (\$)	\$765,242,696	29.7%
Number of Units	3,944	28.5%
Fair		%
Number of Assets	20	11.9%
Sum of Size (Sq.ft.)	1,997,550	14.4%
Sum of CRV (\$)	\$494,483,935	19.2%
Number of Units	2,663	19.2%
Poor		%
Number of Assets	56	33.3%
Sum of Size (Sq.ft.)	5,447,516	39.2%
Sum of CRV (\$)	\$1,270,001,199	49.2%
Number of Units	7,068	51.1%
Critical		%
Number of Assets	39	23.2%
Sum of Size (Sq.ft.)	2,281,183	16.4%
Sum of CRV (\$)	\$50,097,438	1.9%
Number of Units	165	1.2%

2024 Year-End Review

Facility Condition Index by Asset Typology – Detailed View

FCI Score	High-Rise	Mid-Rise	Low-Rise	Townhouses	Houses	Parking Garage	Site	Grand Total
Good								
Number of Assets	17	1	-	3	-	9	23	53
Sum of Size (Sq.Ft.)	2,313,804	73,367	-	49,514	-	254,820	1,472,239.00	4,163,744
Number of Units	3,774	81	-	89	-	-	-	3,944
Sum of CRV	\$689,421,993	\$19,575,211	-	\$12,288,947	-	\$32,538,116	\$11,418,429	\$765,242,696
Fair								
Number of Assets	8	3	1	-	-	4	4	20
Sum of Size (Sq.Ft.)	1,289,464	314,501	97,920	-	-	110,390	185,275.00	1,997,550
Number of Units	2,127	365	171	-	-	-	-	2,663
Sum of CRV	\$374,846,804	\$81,543,721	\$24,455,148	-	-	\$12,166,512	\$1,471,750	\$494,483,935
Poor								
Number of Assets	15	19	3	2	-	5	12	56
Sum of Size (Sq.Ft.)	2,204,736	1,966,217	336,322	37,599	-	150,880	751,762.00	5,447,516
Number of Units	3,516	2,939	545	68	-	-	-	7,068
Sum of CRV	\$648,725,596	\$504,934,876	\$83,966,258	\$9,773,699	-	\$16,629,073	\$5,971,697	\$1,270,001,199
Critical								
Number of Assets	-	1	1	-	1	5	31	39
Sum of Size (Sq.Ft.)	-	85,251	16,211	-	5,550	53,610	2,120,561.00	2,281,183
Number of Units	-	125	29	-	11	-	-	165
Sum of CRV	-	\$22,746,007	\$4,624,703	-	\$1,355,713	\$5,908,567	\$15,462,448	\$50,097,438
Total								
Number of Assets	40	24	5	5	1	23	70	168
Sum of Size (Sq.Ft.)	5,808,004	2,439,336	450,453	87,113	5,550	569,700	4,529,837.00	13,889,993
Number of Units	9,417	3,510	745	157	11	-	-	13,840
Sum of CRV	\$1,712,994,392	\$628,799,815	\$113,046,109	\$22,062,646	\$1,355,713	\$67,242,269	\$34,324,325	\$2,579,825,269

2024 Year-End Review

In 2024, **\$225 million** in completed work was allocated directly to addressing the TCHC’s backlog of capital needs, with **\$35.4M spent on TSHC assets**

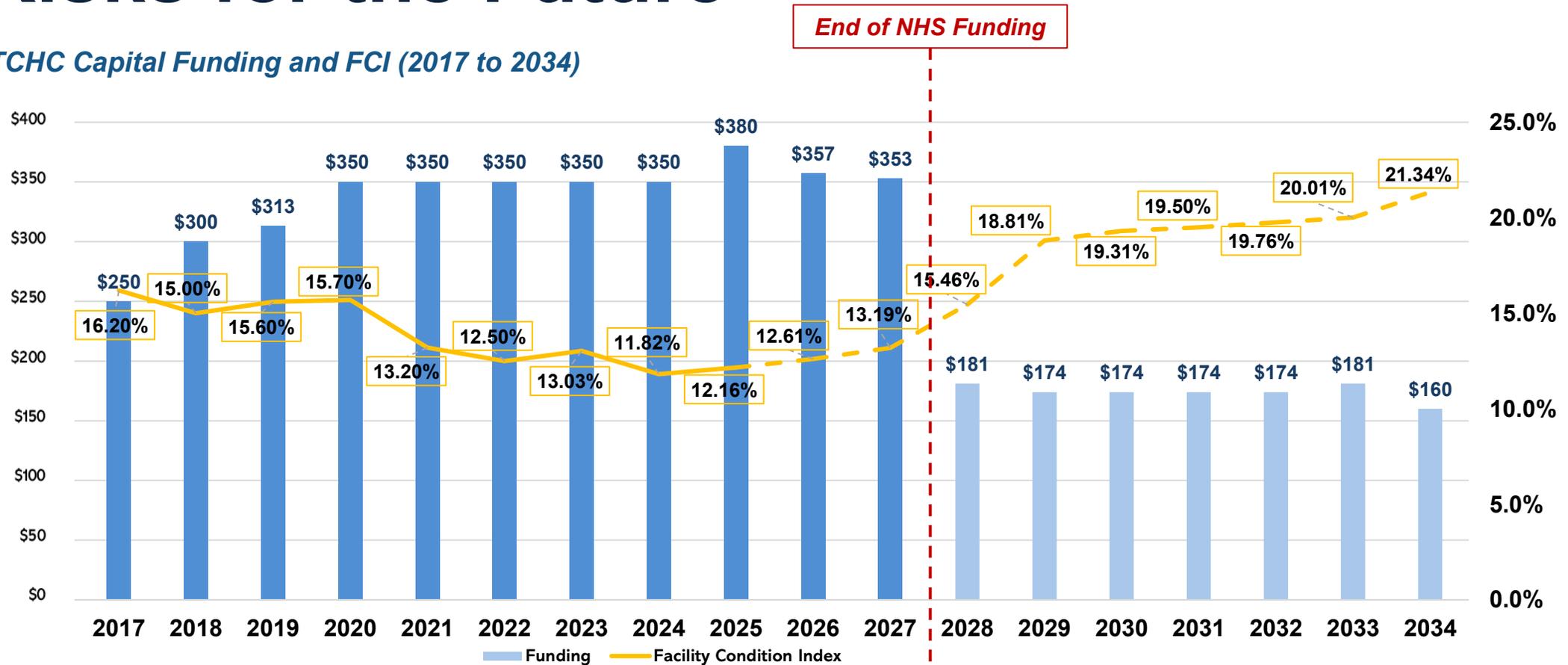
The 2024 spend illustrates project selection in **close alignment** with the backlog of needs, notably within the top categories of spend: interiors, building envelope and mechanical

TCHC 2024 Capital Spend Against Backlog

Component Category	TCHC		TSHC		TCHC		TSHC	
	Completed Projects (2024)	% of Total Spend	Completed Projects (2024)	% of Total Spend	Capital Backlog (2025)	% of Total Needs	Capital Backlog (2025)	% of Total Needs
Structural	\$17,208,228	7.7%	\$ 4,982,366	14.1%	\$75,526,180	4.3%	\$ 10,227,881	3.4%
Building Envelope	\$32,458,590	14.5%	\$ 3,959,373	11.2%	\$325,536,813	18.6%	\$ 67,999,013	22.5%
Roofing	\$8,662,659	3.9%	\$ 1,850,660	5.2%	\$43,753,135	2.5%	\$ 4,840,180	1.6%
Interior	\$63,257,606	28.2%	\$ 15,207,914	43.0%	\$466,860,041	26.6%	\$ 94,336,866	31.2%
Elevators	\$2,177,936	1.0%	\$ 378,674	1.1%	\$23,628,216	1.3%	\$ 3,209,200	1.1%
Mechanical	\$37,462,988	16.7%	\$ 5,147,221	14.5%	\$342,587,259	19.6%	\$ 54,047,164	17.9%
Electrical	\$12,590,473	5.6%	\$ 823,019	2.3%	\$159,819,136	9.1%	\$ 26,847,145	8.9%
Life Safety	\$9,384,613	4.2%	\$ 796,662	2.3%	\$81,057,239	4.6%	\$ 12,990,765	4.3%
Equipment	\$4,375,256	1.9%	\$ 766,237	2.2%	\$44,938,540	2.6%	\$ 5,613,351	1.9%
Grounds/Site	\$11,933,016	5.3%	\$ 1,020,195	2.9%	\$81,359,454	4.6%	\$ 14,716,612	4.9%
Parking Garage	\$24,997,251	11.1%	\$ 468,357	1.3%	\$107,157,476	6.1%	\$ 7,398,732	2.4%
Totals	\$224,508,617	100.0%	\$ 35,400,679	100.0%	\$1,752,223,488	100.0%	\$302,226,910	100.0%

Risks for the Future

TCHC Capital Funding and FCI (2017 to 2034)

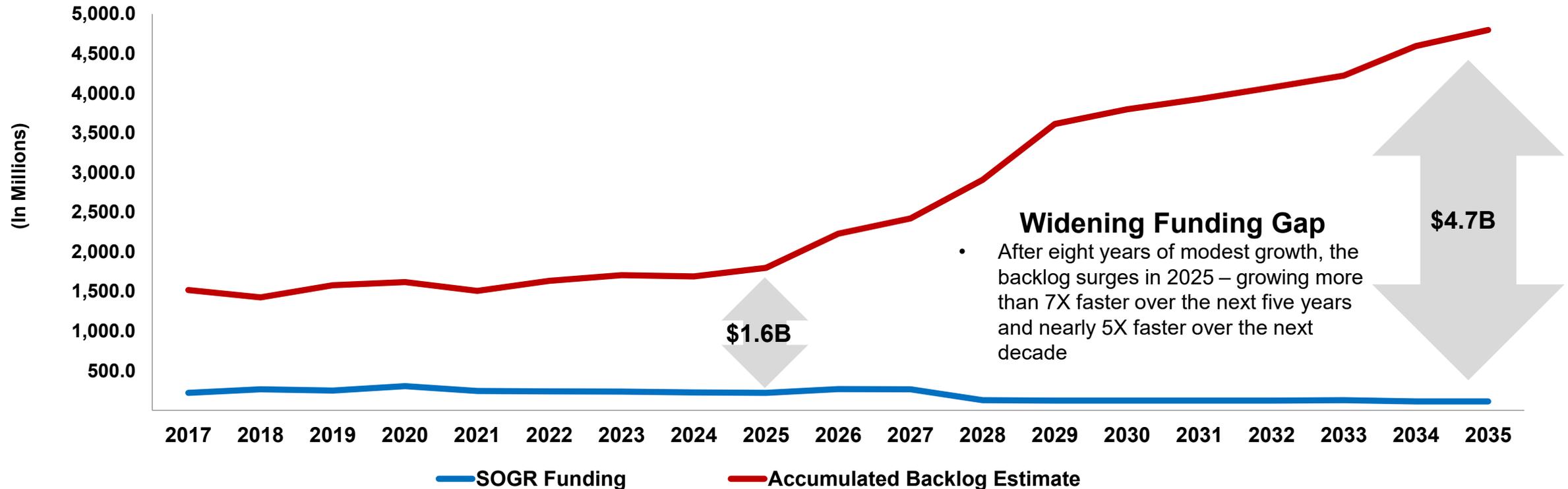


Funding Cliff Edge and Risks to FCI

- TCHC’s National Housing Strategy (NHS) Co-Investment Funding concludes in 2027, with annual SOGR funding projected to decline by nearly 49% beginning in 2028
- Given constrained funding, we are directing capital renewal toward the highest-need areas to protect tenants and avoid unit closures

Risks for the Future – Increasing Funding Gap

Funding Backlog – Confirmed Funding X Backlog of Repairs



The Widening Gap between Funding and Backlog of Capital Needs

- The Accumulated Backlog of capital needs for SOGR is estimated at **\$1.8B in 2025**
- Between 2026 and 2035, there is **\$4.5B in required investments** but only **\$1.5B in planned funding**, causing the backlog to rise to **\$4.8B by 2035**

Risks for the Future – Deteriorating Assets

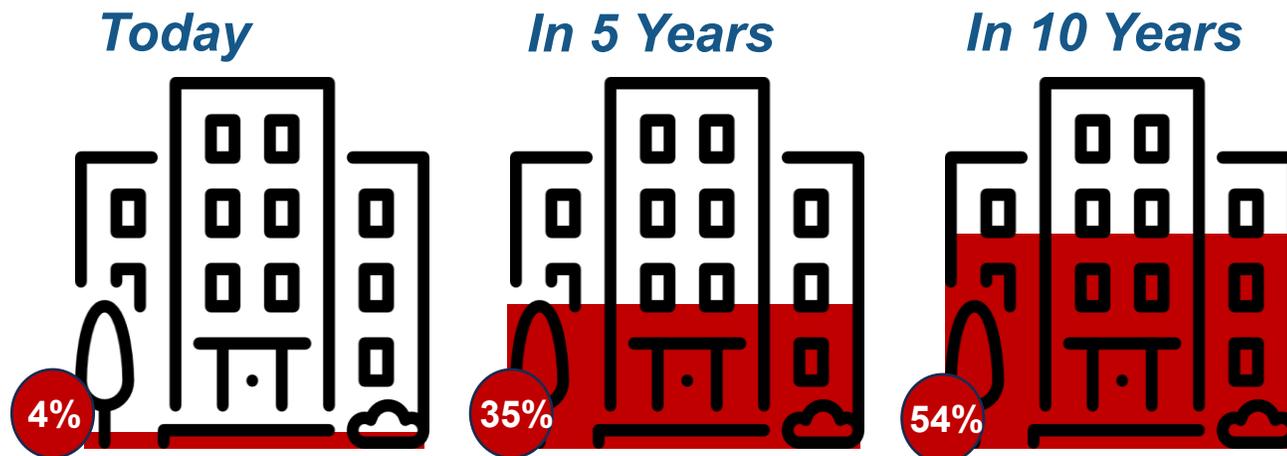
Unfunded Facility Condition Index (FCI) Forecast by Asset Typology

Asset Typology	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
High-Rise	10.3%	12.4%	14.5%	16.4%	20.3%	24.2%	25.4%	26.1%	27.0%	28.1%
Mid-Rise	14.5%	17.1%	19.8%	22.6%	24.4%	31.0%	33.0%	35.6%	36.8%	37.9%
Low-Rise	12.6%	14.4%	16.2%	19.3%	21.3%	25.3%	26.8%	29.2%	30.2%	31.6%
Townhouses	14.9%	17.2%	20.4%	24.4%	27.2%	31.9%	33.6%	35.0%	36.5%	37.8%
Houses	45.9%	48.2%	51.0%	54.9%	59.8%	65.2%	66.2%	67.8%	68.3%	69.4%
Commercial	7.2%	13.1%	13.1%	13.1%	47.9%	57.1%	57.1%	57.1%	57.1%	57.1%
Parking Garage	11.3%	13.1%	15.2%	17.2%	20.2%	27.0%	28.2%	28.8%	30.6%	32.1%
Sites	30.0%	34.3%	37.9%	43.7%	50.7%	64.5%	69.9%	72.9%	75.7%	79.3%

Increasing FCI without New Funding

- As capital repair needs accumulate every year, the FCI will continue to rise in all asset typologies unless investments – including any additional funding secured – are carefully prioritized
- Assets in poor to critical condition require a targeted renewal plan that considers their size, number of units, and replacement value

Risks for the Future – Deteriorating Assets



Today just **4%** of TCHC's portfolio is in **critical condition**

By **2030**, 147 developments including 19,294 units or **35%** of TCHC's portfolio are projected to enter **critical condition**

By **2035**, this increases to 210 developments including 29,686 units or **54%** of TCHC's portfolio entering **critical condition**

Toronto Seniors Housing Corporation
Quality and Tenant Engagement (QTEC) Meeting

Meeting Date: February 23, 2026

Item Number: 17

Report Name: Q4 2025 CSU Report on TSHC Safety Activity - CSU

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: February 13, 2026

Purpose: For Information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) receive this report for information.

Reason for Recommendation:

The Community Safety Unit (CSU) at Toronto Community Housing Corporation (TCHC) provides services tied to the buildings owned by TCHC, including buildings managed by Toronto Seniors Housing Corporation (TSHC). As recommended in the Safety and Security Quality Improvement Projects activity, with regards to more granular data to be provided to TSHC to inform tenancy management and integrated team meetings, CSU has been providing quarterly reports on Community Safety related activity and performance.

Enclosed is their report for Q4 2025.

TSHC has also been working with the CSU to validate data by building around security incidents and vulnerabilities to further inform measures and address security and safety for tenants and staff in buildings. This process involves validating datasets the CSU has prepared to supplement with operational input on building priorities. The outcome will inform CSU service offerings to support TSHC communities including provision of security resources, security actions and 3rd party security coverage. In 2026, TSHC will also be looking to develop more specific Community Safety and Wellness Plans in higher priority buildings and will be engaged with TCHC on their broader Community Safety Strategy implementation which will also apply to TSHC.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

17a - Q4 2025 CSU Report on TSHC Safety Activity

Quarterly Safety Report:

To: Toronto Seniors Housing Corporation
From: Community Safety Unit, Toronto Community Housing
Date: February 11, 2026

PURPOSE:

To report on Community Safety related activity with Toronto Seniors Housing Corporation (TSHC) staff on a quarterly basis. This report includes quarterly data for all TSHC including the Violence Reduction Program ('VRP') in the Seniors communities.

COMMUNITY SAFETY RELATED ACTIVITY WITHIN TSHC

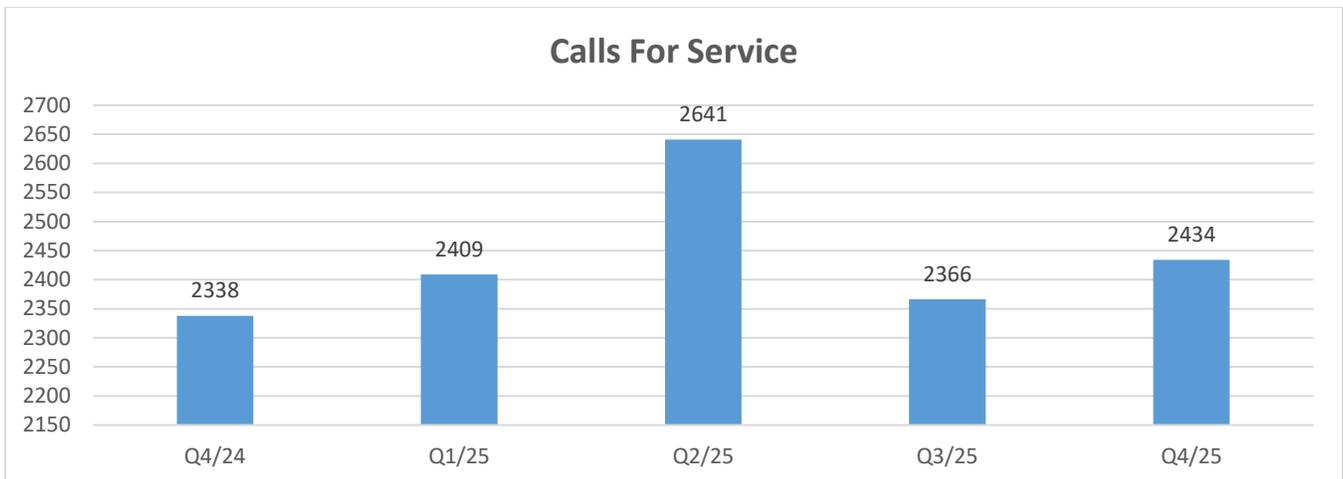
CSU Officers respond to calls for service for both TCHC and TSHC communities throughout the city. Their work includes conducting various proactive patrols and crime prevention work to help deter antisocial behaviour ('ASB') and criminal activity. Below are the number of calls for service received and attended at TSHC buildings.

Calls For Service (CFS)

	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Calls For Service *	2338	2409	2641	2366	2434

SOURCE: Dispatch Application

*Excludes CSU Patrols and Meetings Attended



In Q4 2025, CSU received 2,434 calls for service to seniors' buildings across the TSHC portfolio, an increase of 68 calls compared to Q3 2025. The increase was primarily driven by higher volumes of noise complaints, trespassing incidents, and alarm incidents.

Compared to Q4 2024, calls for service increased by 96 incidents (4%). Improved communication and familiarity between CSU staff and TSHC tenants may be contributing to increased reporting of incidents.

PROACTIVE WORK IN TSHC BUILDINGS (CSU)

Proactive work refers to activities undertaken by CSU staff to support safety, deter anti-social behaviour (ASB), and address emerging issues within TSHC buildings. This work is delivered through both Special Constables and Community Safety Advisors (CSAs). Special Constables primarily conduct proactive and directed patrols and attend community events, while CSAs lead engagement activities, tenant visits, safety meetings, referrals, and Crime Prevention Through Environmental Design (CPTED) audits. Definitions can be found in the glossary in Appendix A.

Community Safety Unit Patrols

	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
CSU Patrols	301	256	179	84	94
Buildings Patrolled	34	35	35	22	24

SOURCE: Niche RMS

Engagement Activity

	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Engagement Activity*	44	18	24	13	34

SOURCE: CSA Activity Tracker and Niche RMS (Special Constable Community Events).

*Community Events, Crime Stoppers Presentations, Critical Incident Responses, Presentations and Safety Meetings.

Tenant Visits and Tenant Management Meetings

	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Tenant Management Meeting	7	6	12	4	4
Tenant Visit	13	45	27	30	20

SOURCE: CSA Activity Tracker

Referrals

	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Referrals	13	4	3	0	1

SOURCE: CSA Activity Tracker

Crime Prevention through Environmental Design (CPTED) Audits

	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
CPTED Audits	5	6	5	3	3

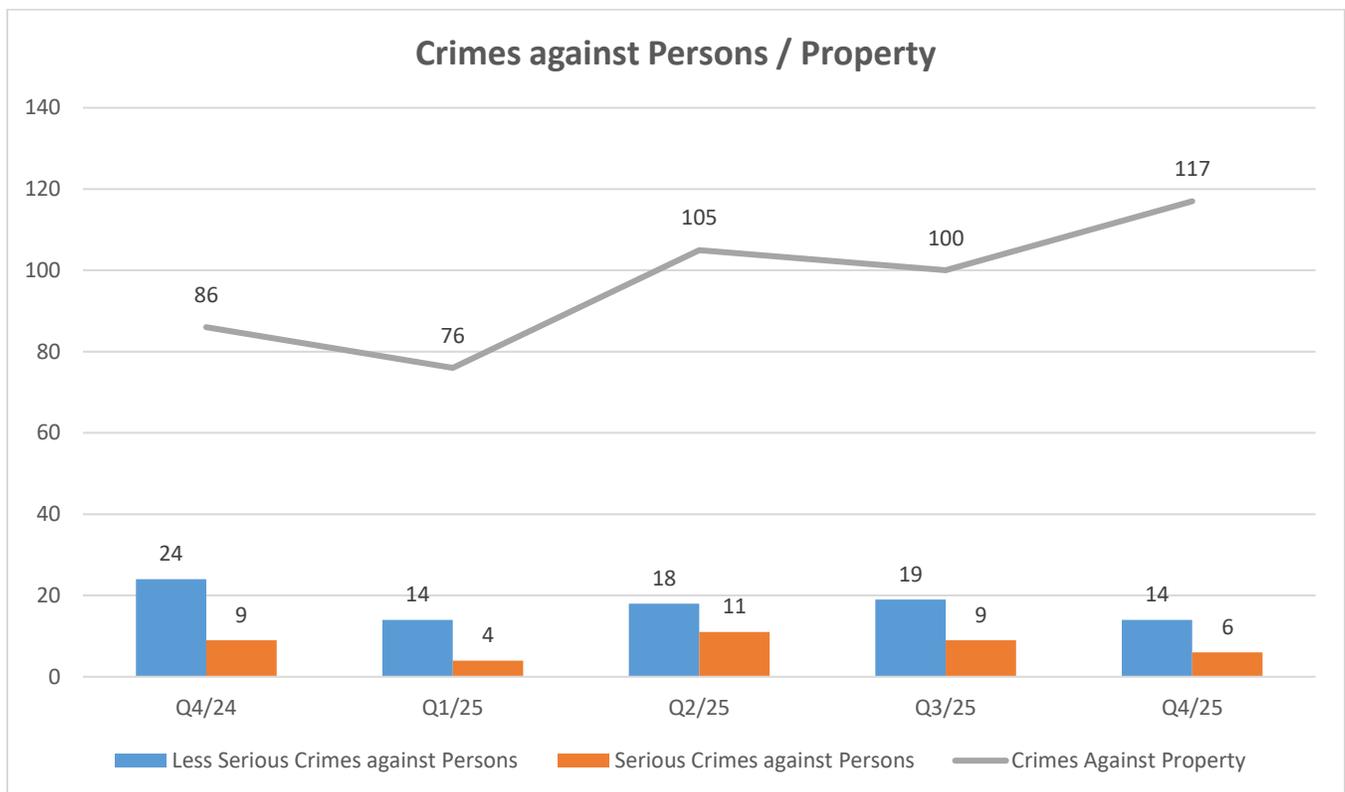
SOURCE: CPTED Audit DB – Senior

CRIMINAL AND ILLEGAL ACTIVITY ON TSHC PROPERTY

Crimes committed on TSHC properties are grouped into two categories, those against persons and those against property. Quarterly data is shown below.

Stat Category	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Total Crimes against Persons	33	18	29	28	20
Less Serious Crimes against Persons	24	14	18	19	14
Serious Crimes against Persons	9	4	11	9	6
Crimes Against Property	86	76	105	100	117

SOURCE: Niche RMS



SOURCE: CORA and Niche RMS

Crimes against Persons

These crimes include assault, sexual assault, attempted homicide, discharge firearm, homicide, manslaughter, robbery, criminal harassment, indecent exposure, threatening etc.

In Q4 2025, reported crimes against persons decreased by 29% (8 incidents) compared to Q3 2025.

- Serious crimes against persons decreased by 33% (3 incidents), including decreases in assault with a weapon incidents in the SSE and SSW regions.
- Less serious crimes against persons decreased by 26% (5 incidents), including decreases in reported assault and elder abuse incidents in the SSW region.

Compared to same time last year Q4 2024, reported crimes against persons decreased by 40% (13 incidents):

- Serious crimes against persons decreased by 33% (3 incidents). There was an increase in reported assault peace officer incidents in SSW and SSE regions and reported assault with a weapon incidents in SSW region.
- Less serious crimes against persons decreased by 42% (10 incidents). There was a decrease in reported assault incidents in SNE and SSW regions and a decrease in threatening incidents in SNE, SNW and SSW regions.

Crimes against Property

These crimes include break-and-enters, theft, mischief, arson, vehicle thefts, etc.

In Q4 2025, reported crimes against property increased by 17% (17 incidents). There was an increase in reported thefts in SNW and SSW regions, an increase in reported mischiefs in SNW and SSE regions and an increase in Graffiti incidents in SNE region.

Year over year, in Q4 2025, reported crimes against property increased by 36% (31 incidents) compared to Q4 2024, primarily due to an increase in reported thefts in all regions.

CSU actively works to mitigate crimes against property on TSHC property through the proactive work outlined above. CSU continues to support a community-based approach to safety within TSHC buildings by working with tenants, Toronto Police Service, local safety organizations, and internal partners to support prevention, education, and environmental safety initiatives.

VIOLENCE REDUCTION PROGRAM (VRP)

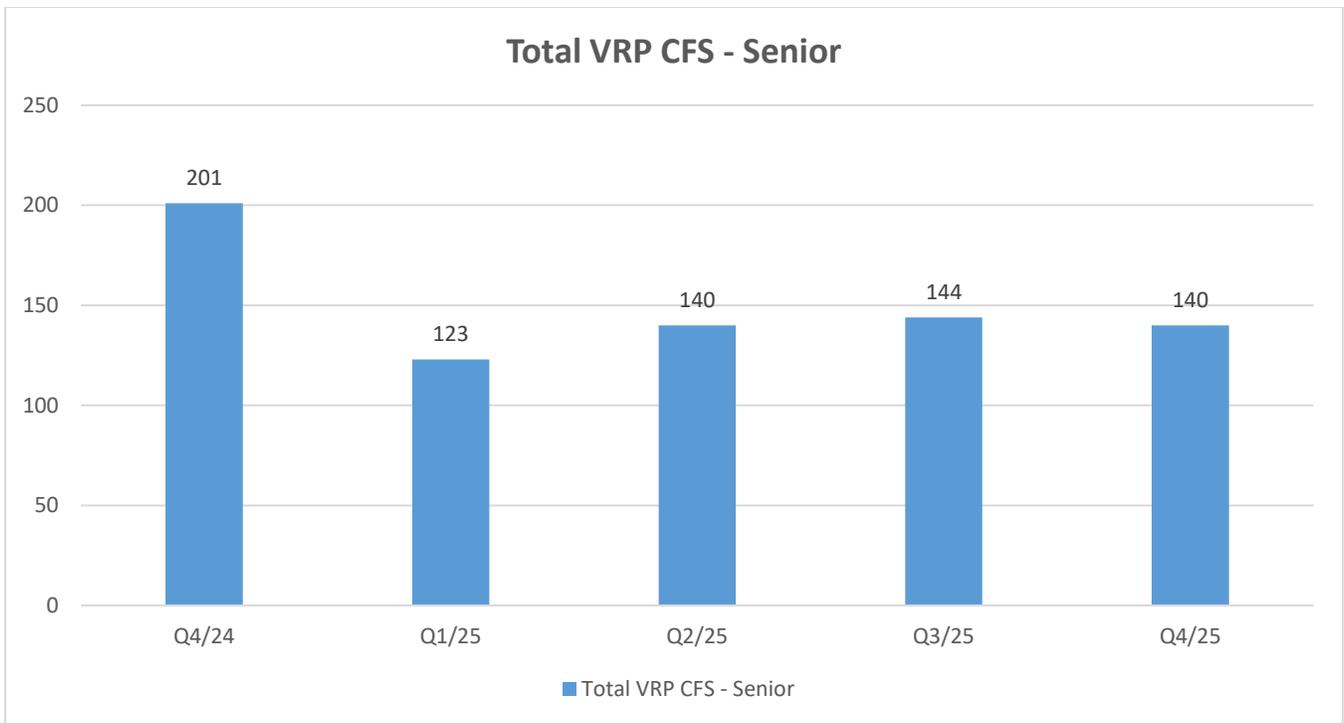
The Violence Reduction Program (VRP) began in Q3 2019 to reduce violent activities in the high risk communities. This program has been operational for more than six years and is wrapping up as we transition the work of violence reduction in alignment with the new Community Safety and Well-Being Strategy. VRP activity and outcomes will continue to be monitored through CSU operational reporting as sites transition into standard service delivery under the Community Safety and Well-Being Strategy.

Calls for Service - TSHC - VRP Sites

(note one call can have multiple incidents)

Dev Name	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
William Dennison Apartments (310 Dundas St E, 237 Sherbourne St)	81	57	46	51	44
Edgeley Apartments (35 Shoreham Dr)	60	30	29	38	32
Glenyan Manor (10 Deauville Lane)	26	14	28	24	32
Northacres Apartments (2 – 20 Flemington Rd)	14	8	19	10	21
Sackville St (252) (252 Sackville St)	20	14	18	24	11

SOURCE: Dispatch Application



SOURCE: Dispatch Application

Crimes against persons / Crimes against property (VRP)

Stat Category	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Total Crimes against Persons	3	3	5	7	5
Less Serious Crimes against Persons	3	2	0	3	4
Serious Crimes against Persons	0	1	5	4	1
Crimes Against Property	12	5	6	7	10

SOURCE: Niche RMS



SOURCE: Niche RMS

Crimes against Persons decreased in Q4 by 29% (2 incidents). There was a decrease in assault with a weapon (1), assault peace officer (1) and an offensive weapon incident (1) at William Dennison. There was an increase in assaults (3) and utter threats (1) at William Dennison and decreases in assaults (2) at Edgeley Apts and threats incidents (1) at Sackville.

Crimes against property incidents in Q4 increased 43% (3 incidents) compared to Q3. There was an increase in reported thefts at Glenyan Manor (1) and William Dennison (4) and an increase in reported mischiefs at Northacres Apts (1) and an increase in reported break and enters at William Dennison (1). There was a decrease in reported thefts at Sackville St (3) and Edgeley Apts (1).

Other Statistical Categories (TSHC)

Stat Category	Q4/24	Q1/25	Q2/25	Q3/25	Q4/25
Cause Disturbance Incidents	275	264	292	215	236
Check Welfare Incidents	223	216	249	246	211
Crimes Against Justice	8	10	7	3	2
Medical Incidents	80	97	76	75	114
Mental Health Incidents	13	12	15	19	23

Neighbour Disputes	253	297	244	257	243
Noise Complaints	155	158	136	148	210
Not Counted	5	9	7	6	5
Parking Incidents	184	213	242	217	226
Trespass Incidents	185	160	135	70	87
Video Requests	72	72	87	87	90

SOURCE: Niche RMS

Trespass incidents include situations in which an officer issues a notice under the Trespass to Property Act and the individual is identified and formally advised not to return to the property for a period of one year.

In cases where an individual leaves prior to officer arrival or does not provide identification, a trespass notice cannot be issued and is therefore not recorded.

COMMUNITY SAFETY AND WELL-BEING STRATEGY

The TCHC Board of Directors Approved the TCHC Safety and Well-Being Strategy (2026-2030) at its December 11th board meeting. The Strategy establishes an updated mandate for the Community Safety Unit and introduces a unified, resident-focused approach to safety, moving beyond enforcement. The Strategy aligns TCHC's community safety efforts with the City of Toronto's SafeTO framework, prioritizing prevention, wellbeing, and social development.

ATTACHMENT: Appendix A – Glossary of Terms

APPENDIX A

GLOSSARY OF TERMS

Community Safety Unit Patrols

Patrols of the community by special constables. Patrols may be self-initiated, directed by a supervisor due to ongoing identified issues or patrols joint with Toronto Police officers.

Crimes against Property

The number of incidents involving unlawful acts with respect to property but do not involve the use or threat of violence against a person (Included are; theft, break and enter, trespass, mischief, arson, etc.)

Serious Crimes against Persons

Intentional use of force which results in serious injury or bodily harm, or use of an offensive weapon against a person. (included are: sexual assault, aggravated assaults, assault peace officer, assault with weapon, robbery, homicide, discharging a firearm, etc.)

Less Serious Crimes against Persons

The number of incidents involving the application and/or threat of force to a person that are less serious in nature (included are: assault, criminal harassment, utter threats, etc.)

Referrals

Community Safety Advisors (CSA) refer tenants to various agencies or business units and record this referral into HoMES and into the CSA Activity tracker. Numbers are calculated using the CSA Activity tracker.

Tenant Visits

Community Safety Advisors (CSA) visit or contact tenants for various reasons and record this activity into the CSA Activity tracker. Numbers are calculated using the CSA Activity tracker.

Engagement Activities

These numbers are collected from both the RMS systems (CORA and Niche) where a community event was captured by a special constable and from the CSA Activity tracker where Community Events, Crime Stoppers Presentations, Critical Incident Responses, Presentations and Safety Meetings were recorded by the community safety advisors.

CPTED

An audit conducted by the community safety advisor in relation to crime prevention through environmental design (CPTED). Recommendations are recorded to enhance the safety of a community. For example, lighting may be poor in an area, a fence may be broken, hedges may be overgrown, graffiti may be present. Fixing these types of issues contributes to the safety of the community.

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting

Meeting Date: February 23, 2026

Item Number: CA-1

Report Name: Strategic Directions: Q4 2025 Progress and 2023 – 2025
Conclusion

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: February 12, 2026

Purpose: For Information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) receive this report for information.

Reason for Recommendation:

The Toronto Seniors Housing Corporation's (TSHC) first Strategic Directions, Roadmap, and Key Performance Indicators (KPIs) were approved at the April 27, 2023 Board meeting, which outline the key initiatives, milestones, and measures that guided the organization towards achieving its goals. In February 2024, the Board approved the transition of the 2023-2024 Interim Strategic Directions to the full 2023-2025 Strategic Directions. Three years into implementation, TSHC has made substantial progress in advancing its strategic priorities and strengthening service delivery to tenants.

This report highlights the progress made on implementing the Strategic Directions in Q4 2025 and presents an overall summary of the organization's performance in delivering the commitments set out in the Strategic Directions.

Q4 2025 Key Performance Indicators Dashboard

As indicated in the Dashboard, the fourth quarter of 2025 reflects steady progress across all objectives and enablers. For more comprehensive details, please refer to Attachment 1.

- **Excellent Landlord:** Housing occupancy rate at the end of December 2025 reached 98.31%, exceeding the target of 98%. TSHC achieved a 100% rent collection rate in Q4, with 95% households in good financial standing. The Operations and Environmental Health Unit teams continue to work actively with tenants to address pest issues, resulting in 775 units being declared pest free in the fourth quarter.
- **Tenant Engagement:** A total of 144 Community Activities Fund applications were approved, distributing \$233,703. The fourth quarter saw the highest number of tenant-led events of the year, with over 52 gatherings and events held to celebrate the holiday season and build social connections among the tenants. These activities were supported by strong internal engagement, with 27 TSHC staff from other teams volunteering at the events.
- **Programs and Partnerships:** In Q4, 376 recurring programs were offered to tenants across the buildings, up from 352 programs in Q3 and demonstrating a continued positive upward trend in program offerings.

- **Organizational Excellence:** A new Relationship Agreement between TSHC and Toronto Community Housing (TCHC) was developed and came into effect on January 1, 2026, replacing the previous Transition Agreement. The TSHC 2026 Budget was approved by the Board in December 2025 and will be considered through the City Budget Committee and Council in Q1 2026.
- **Employer of Choice:** The 2025 Long-Service Awards Ceremony was held on November 20, celebrating the remarkable milestones of 42 recipients, including three employees who achieved 45 years of service. TSHC successfully concluded its United Way Campaign, raising over \$20,000 through a series of events and payroll deductions, a 25% increase from last year. TSHC and CUPE Local 79 have finalized and ratified a new collective agreement.

Q4 2025 Strategic Directions Roadmap Tracker

The Strategic Directions Roadmap translates the Strategic Directions into a plan for delivery. The Q4 2025 Roadmap Tracker demonstrates progress across various strategic initiatives. In the fourth quarter of 2025, 15 of the 32 planned projects/activities were completed. Attachment 2 provides the overview and highlights of the completed items and outlines the next steps for the remaining projects/activities.

2023 – 2025 Strategic Directions Conclusion

TSHC has concluded its first Strategic Directions 2023 – 2025, marking the completion of a transformative three-year period with several significant accomplishments. These accomplishments were made possible through the strategic leadership of the Board, the dedication of staff, and the ongoing support from tenants and partners.

The following table provides a consolidated overview of TSHC’s performance in completing the time-limited activities outlined in the 2023 – 2025 Strategic Directions Roadmap:

Objective/Enabler	Completion Status		Included in 2026 Plan	Deferred for Future Strategy
Objective 1: An Excellent Landlord	20 of 23 time-limited activities completed	87%	0	3
Objective 2: Tenant Engagement	19 of 20 time-limited activities completed	95%	0	1
Objective 3: Partnerships	3 of 4 time-limited activities completed	75%	0	1
Objective 4: Innovation	8 of 13 time-limited activities completed	62%	0	5
Enabler 1: Organizational Excellence	50 of 63 time-limited activities completed	79%	10	3
Enabler 2: Employer of Choice	18 of 25 time-limited activities completed	72%	5	2
Overall	118 of 148 time-limited activities completed	80%	15	15

Overall, TSHC successfully completed 118 of 148 planned activities, achieving an 80% completion rate across the six objectives and enablers. The Leadership Team conducted two review and planning sessions to assess the remaining activities. As a result, 15 remaining

activities have been incorporated into the 2026 Annual Plan to ensure continuity where work is underway or strategically important to maintain. A further 15 activities have been deferred to the upcoming strategic planning cycle to allow for more deliberate planning and sequencing. These outcomes demonstrate strong organizational commitment while setting a solid foundation for the next phase of strategic planning.

As the current TSHC Strategic Directions (2023 – 2025) conclude, a renewed set of Strategic Directions will be developed to guide the organization over the next three to five years. The 2026 Annual Plan has been developed as a transitional framework to maintain strategic continuity while the next multi-year strategic directions are finalized.

Grant Coffey

Director, Strategy and Business Management

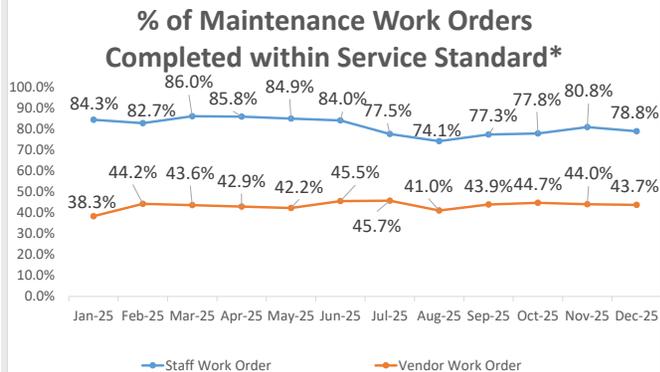
List of Attachments:

1. CA-1a – SD Key Performance Indicator Dashboard – Q4 2025
2. CA-1b – SD Roadmap Update – Q4 2025

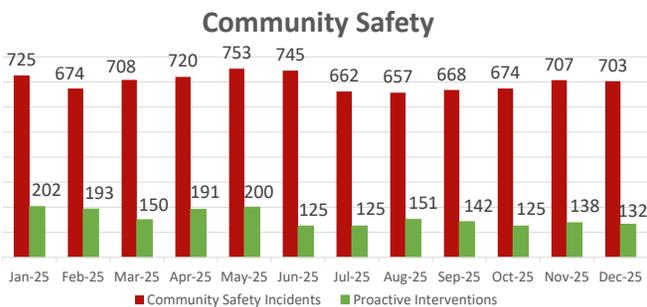
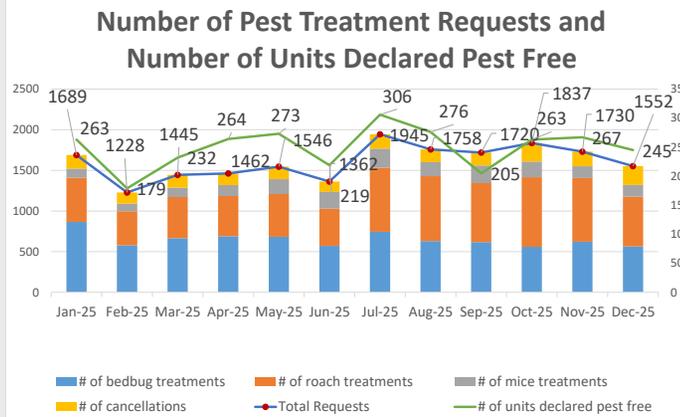
Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Highlights:

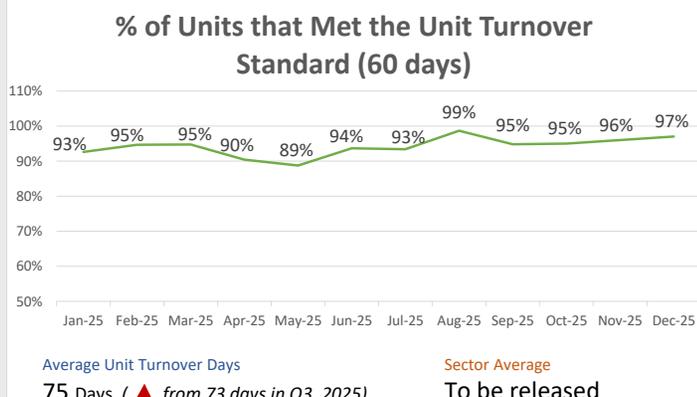
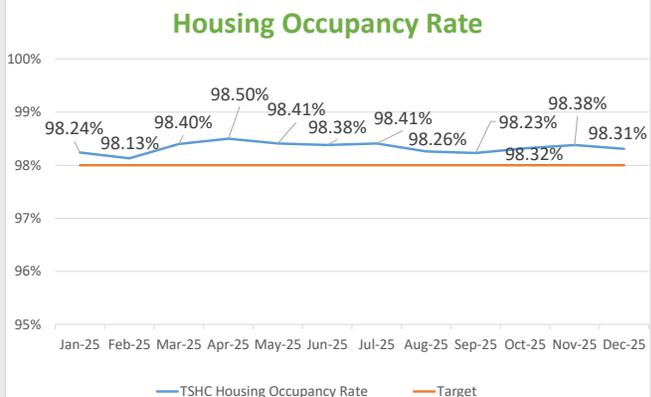
- **Work Orders:** In December, 78.8% of staff work orders and 43.7% of vendor work orders were completed within the Service Standards.
- **Pest Management:** In Q4, a total of 775 units were declared pest free. Staff assisted 28 tenants in preparation for treatment and coordinated the preparation of 25 units with Toronto Public Health.
- **The housing occupancy rate** at the end of December stood at 98.31%, exceeding the target of 98%. The average unit turnover days in Q4 was at 75 days, increasing from 73 days in Q3.
- **Arrears:** TSHC achieved 100% rent collection rate in Q4, up from 99.2% in Q3. The arrears level has remained stable during Q4, with 95% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



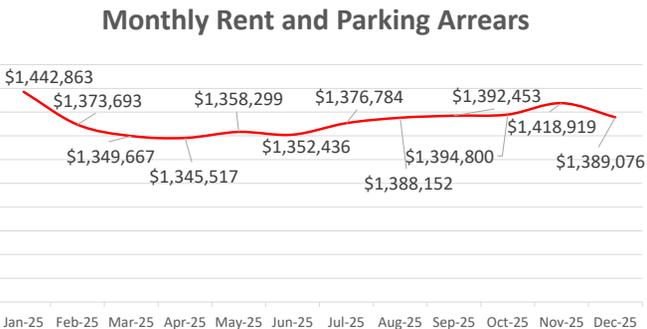
* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.
 ** Vendor Work Order data has been updated to include pest control data.



Community Safety Incidents include cause disturbance incidents, crimes against justice, crimes against property, crimes against persons, false fire alarms, fire incidents, medical incidents, mental health incidents, disputes, noise complaints, parking incidents, trespass incidents, sudden death, other incidents, etc.
Proactive Interventions include check welfare incidents, CSU patrols, and video requests.
 Note: Incident categorization is reviewed on a regular basis and may be updated over time

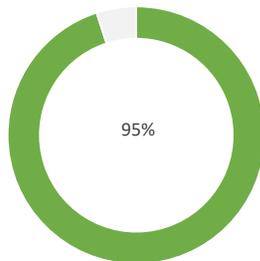


Average Unit Turnover Days: **75 Days** (▲ from 73 days in Q3, 2025)
 Sector Average: **To be released**



Rent Collection Rate: **100%** (▲ from 99.2% in Q3, 2025)
 Sector Average: **To be released**

% of Households in Good Financial Standing



8 Evictions Enforced (7 evictions in Q3, 2025)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1138
\$2,001-\$4,000	76
\$4,001-\$6,000	41
\$6,001-\$8,000	17
\$8,001-\$10,000	10
\$10,001 and above	16
Grand Total	1298

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

Highlights:

- In Q4, 144 Community Activities Fund Applications were approved, distributing a total of \$233,703.
- The fourth quarter saw the highest number of tenant-led events of the year, with over 52 gatherings and events held to celebrate the holiday season and build social connections among the tenants. These activities were supported by strong internal engagement, with 27 TSHC staff from other teams volunteering at the events.
- Two regional tenant meetings were held during Q4, with a total of 119 tenant volunteers participating.
- A "Community in Colour" pilot project was launched to build a 2026 wall calendar featuring original artwork created by tenants, for tenants. Over 170 submissions were received.
- Internal and external updates were shared with Tenant Volunteers and STAC members through monthly emails.

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter:
\$233,703 in Q4 2025

\$ Community Activities Fund Distributed in the same quarter last year:
\$117,524 in Q4 2024

Number of Community Activities Fund Applications Approved:
144 in Q4 2025

Communications with Tenants:

- 1** issue of Seniors Speak and **1** Community Letter with Video
- 10** new posters translated into top **8** languages and **24** distributed

Tenant Engagement Activities

- 7** CEO Tours
- 2** Senior Tenants Advisory Committee Meetings
- 2** Regional Tenant Meetings
- 52** Tenant-led Events
- 266** tenants participated (including tenants attending CEO Tours)

Online Engagement

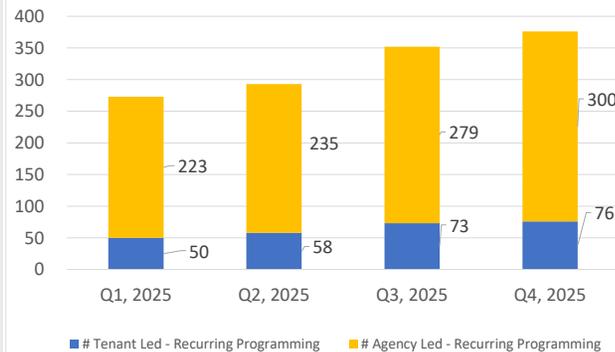
- Website Users: **13,251**
- Social Media Audience: **2,375**
- Social Media Audience Growth: **82**

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

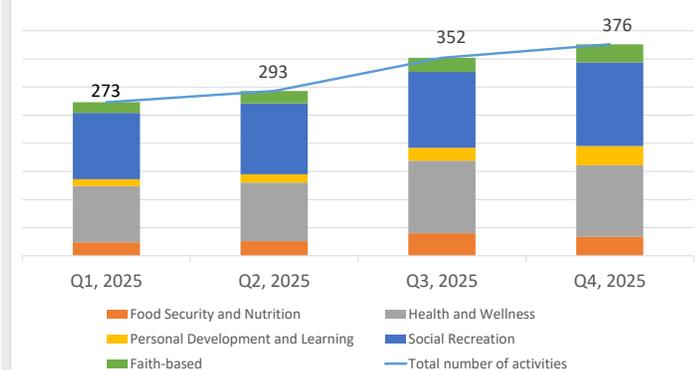
Highlights:

- In Q4, a total of 376 recurring programs were offered to tenants across the buildings, up from 352 programs in Q3 and demonstrating a positive upward trend in program offerings. Of these 376 programs, 300 (80%) were led by community partners, while 76 (20%) were tenant-led.
- A new report, "Aging at Home Service Delivery Models Review", was released. Conducted by TSHC in collaboration with sector partners, the research highlights best practices and emerging models across Ontario. Findings from the report were also presented at the Integrated Care Action Summit in November.
- TSHC presented "Innovating Aging in Place: Integrated Models for Supporting Seniors" at the Ontario Non-Profit Housing Association (ONPHA) Conference, featured as part of the Opening Door Podcast.

Recurring Programs



Building Programs

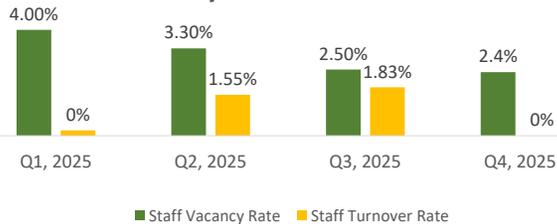


Strategic Objective 4: To promote innovation

One research partnership established with Dr. Agarwal to develop a provincial atlas reflecting the profile and needs of tenants.

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

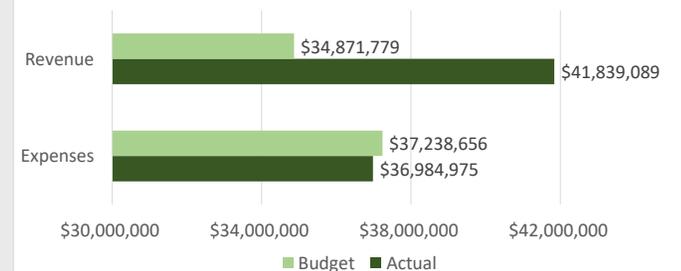
Highlights:

- TSHC successfully concluded its United Way Campaign, raising over \$20,000 through a series of events and payroll deductions, a 25% increase from last year.
- The 2025 Long-Service Awards Ceremony was held on November 20, celebrating the remarkable milestones of 42 recipients, including the three employees who achieved 45 years of service.
- TSHC and CUPE Local 79 have finalized and ratified a new collective agreement.
- More than 20 training sessions on key topics were delivered in Q4, including eight Leadership Training Sessions for 22 leaders, four regional Risk Mitigation Training sessions attended by 56 participants, a Human Rights training session for 19 staff, and a range of job skills-related trainings for over 130 staff members.

Enabler: Organizational Excellence

Statement of Operations

As of September 30, 2025
(Q4 2025 data to be released)



Objective/Enabler_	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Status	Highlights/Comments
O1. 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	Provide timely response to maintenance requests	Building Maintenance Service Standard QIP	Q4 2025	Deferred for future strategic planning process	
O1. 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	Conduct annual unit inspections	Annual Unit Inspections, including pests and balcony clutter	Q4 2025	Completed	The 2025 Annual Unit Inspections (AUIs) were successfully completed with 13,950 units inspected. These inspections generated 2,024 work orders, of which 90% have been addressed, and 1,477 service tickets, with 62% completed to date. Through the AUIs, the team identified life safety, fire safety, and house keeping issues, helping to prevent hazardous and unhealthy conditions. It ensures tenant safety and maintains buildings in good condition.
O2. 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	Engage tenants in their communities and create opportunities for tenant voices	Build ability for tenants to develop and lead programming in their communities	Introduce Volunteer Development Program	Q4 2025	Completed	The Volunteer Development Program was launched in 2025, with implementation continuing through 2026 to focus on volunteer training and handbook development.
O2. 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	Promote an environment of respect, trust and inclusiveness	Implement recommendations of the staff and tenant relations quality improvement project	Introduce City Led Wi-Fi Pilot Project in 19 selected common rooms across sites	Q4 2025	Completed	The 19 selected sites have access to public WIFI offered by the City of Toronto. TSHC is working with the ConnectTO to plan the next wave of installation.
O3. Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Support service provider-led programs and initiatives	Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	Select and introduce three health and wellness pilot sites (through the Partnership Table)	Q4 2025	Completed	A Health and Wellness Integrated Model was identified through recent best practices research ('Aging at Home' Pilot), which was presented to the Board in Q4. TSHC is in the process of finalizing the implementation site(s).
O4. Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Engagement, Partnerships and Communications	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Target research partnership 4	Q4 2025	Completed	TSHC has joined other housing providers and Ontario Health to collaborate with Dr. Agarwal to develop a provincial atlas reflecting the profile and needs of tenants and their communities.
O4. Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Engagement, Partnerships and Communications	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Target research partnership 5	Q4 2025	Deferred for future strategic planning process	

Objective/Enabler_	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Status	Highlights/Comments
E1. 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	Skills matrix for Board members	Q4 2025	Included in the 2026 Annual Plan	Included in the 2026 Annual Plan as part of the Board Governance Framework development and as part of the Board Governance workplan.
E1. 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	Full strategic planning process	Q4 2025	Included in the 2026 Annual Plan	Board approved approach for the renewal of the TSHC Strategic Directions and project planning and resourcing in process. Included in the 2026 Annual Plan.
E1. 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	Assess agenda and materials and review committee processes	Q4 2025	Included in the 2026 Annual Plan	Included in the 2026 Annual Plan as part of the Board Governance Framework development and as part of the Board Governance workplan.
E1. 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	Q4 2025	Included in the 2026 Annual Plan	Included in the 2026 Annual Plan as part of the Board Governance Framework development and as part of the Board Governance workplan.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Update to existing legal relationship	Q4 2025	Completed	New Relationship Agreement between TSHC and TCHC developed and came into effect on Jan 1, 2026, replacing the Transition Agreement.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Clarify future legal relationship	Q4 2025	Completed	Legal Relationship clarified through Relationship Agreement between TSHC and TCHC in effect as of Jan 1, 2026, replacing the Transition Agreement.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Update financial arrangement with TCHC	Q4 2025	Completed	New Cost Allocation Model developed with TCHC and TSHC and updated terms included in new Relationship Agreement between TSHC and TCHC in effect as of Jan 1, 2026 replacing the Transition Agreement.

Objective/Enabler_	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Status	Highlights/Comments
E1. 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	Present draft budget to the Board – 2026	Q4 2025	Completed	TSHC 2026 Budget approved by TSHC Board in Dec 2025 and being considered through the City Budget Committee and Council in Jan-Feb 2026.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Identify and reduce risk	Ensure effective business continuity and emergency response	Develop business continuity plan	Q4 2025	Completed	Business Continuity Plan developed.
E1. 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	Develop data analytics plan including new data management	Q4 2025	Deferred for future strategic planning process	
E1. 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	Q4 2025	Completed	KPI review completed with final presentation delivered to the Leadership Team in January 2026.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop the Tenant Transfer Policy	Q4 2025	Included in the 2026 Annual Plan	Tenant Transfer Policy Plan drafted and to be confirmed while work continues concurrently on supporting procedures.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Review and update the Accessibility Policy	Q4 2025	Included in the 2026 Annual Plan	Policy review plan for the Accessibility Policy and Accessible Customer Service Policy has been developed.
E1. Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Review and update the Accessible Customer Service Policy	Q4 2025	Included in the 2026 Annual Plan	Policy review plan for the Accessibility Policy and Accessible Customer Service Policy has been developed.
E1. 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	Q4 2025	Completed	SharePoint reorganization completed in Q4 with training provided to users.
E1. 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	Identify TSHC technology opportunities	Q4 2025	Deferred for future strategic planning process	
E1. 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 End-User Device Refresh	Q4 2025	Completed	New computers equipped with Windows 11 were deployed to TSHC in Q4 2025.
E2. 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 employment offer letters	Q4 2025	Included in the 2026 Annual Plan	Employment offer letters under legal review now, will conclude in 2026.

Objective/Enabler_	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Status	Highlights/Comments
E2. 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 Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Q4 2025	Included in the 2026 Annual Plan	Included in the 2026 Annual Plan as part of the talent acquisition process review.
E2. 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	Q4 2025	Included in the 2026 Annual Plan	Included in the 2026 Annual Plan as part of the talent acquisition process review.
E2. 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	Embrace equity, diversity and inclusion	Review and refine all People and Culture policies and programs to eliminate barriers and create an inclusive workplace	Ensure policies are Accessibility for Ontarians with Disabilities Act (AODA) compliant	Q4 2025	Completed	Policies approved and uploaded to the TSHC website have been reformatted and assessed to ensure they meet AODA requirements.
E2. 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	Embrace equity, diversity and inclusion	Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	Develop (Q1 2025) and implement (Q4 2025) the IDEA (Inclusion, Diversity, Equity and Accessibility) strategy	Q4 2025	Included in the 2026 Annual Plan	Implementation of the IDEA Strategy will continue through 2026 and the new strategic plan.
E2. 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	Foster continuous learning and improvement	Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	Train staff with translation and technology/app	Q4 2025	Deferred for future strategic planning process	This initiative will not move forward as TSHC will not be purchasing a separate application given the on-demand options already available to staff.
E2. 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	Innovation to respond to a changing workplace	Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture	Review and update of Health and Safety policies	Q4 2025	Included in the 2026 Annual Plan	
E2. 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	Innovation to respond to a changing workplace	Develop and implement programs and initiatives to support employee health and well-being	Review of respectful workplace policies	Q4 2025	Completed	The Workplace Harassment Policy and Workplace Violence Policy were reviewed and released via TalentConnect in August 2025.