

Toronto Seniors Housing Corporation

Board of Directors Meeting Agenda

Date: Thursday, April 2, 2026

Time: 3:00 pm to 4:30 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1min	Approval of Public Session Board Minutes <ul style="list-style-type: none"> • December 11, 2025 • February 23, 2026 	Approval	Minutes	Chair
6.	3:07 pm 1min	Approval of Closed Session Board Minutes <ul style="list-style-type: none"> • December 11, 2025 	Approval	Minutes	Chair
7.	3:08 pm 2min	Action Items List	Information	Report	Chair
8.	3:10 pm 5 min	CEO's Report	Information	Verbal Report	Tom Hunter
9.	3:15 pm 1min	Motion to move into Closed Session	Approval	N/A	Chair
10.	3:16 pm 1 min	<i>Confidential report dealing with matters</i>	Approval	N/A	Chair

Item	Time	Description	Action	Type of Item	Presenter
11.	3:17 pm 15 min	<i>that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes.</i>	Approval	Report	Fareed Amin / Carol Francis
12.	3:32 pm 10 min		Approval	Report	Carol Francis
13.	3:42 pm 10 min		Approval	Report	Carol Francis
14.	3:52 pm 10 min		Information	Report	Tom Hunter
15.	4:02 pm 1 min		Approval	N/A	Chair
16.	4:03 pm 2 min	Motion to Approve Closed Session Items	Approval	N/A	Chair
17.	4:05 pm 1 min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Toronto Seniors Housing Corporation Board of Director's Meeting Public Minutes

The TSHC Board held its Board of Director's meeting on Thursday, December 11, 2025 at 3:00 pm via WebEx video conference. **Part of the meeting was livestreamed and can be viewed: [Part 1](#) and [Part 2](#)**

Members in attendance:

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

Regrets:

Councillor Matlow

TSHC staff:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and Business Management*
Carol Francis, *Director, People & Culture*
Brad Priggen, *Director, Operations*
Vince Truong, *Interim Finance Lead*
Deanna Veltri, *Director, Engagement, Partnerships & Communications*
Nina Phillips, *Business Consultant*
Lesley Rountree, *Manager, People & Culture*
Dave Slater, *Strategic HR Consultant*
Karyn Bawden, *Board Secretary*
Fatima Mahmood and Emma Francis, *EAs*

Item 1: Chair's remarks

The Chair noted it was the last Toronto Seniors Housing Board of Director's meeting of 2025 and thanked the Board and Staff for all the work accomplished over the year.

The Chair noted there was a full agenda, with no deputations. He also noted there were three Consent Agenda Items: Item 24 Business Continuity, Item 25 Strategic Directions Q3 2025 Progress Report and Item 26 Tenant Human Rights Complaints Report, which were brought forth at previous Committee meetings and are for

information only. The Chair stated there was an In-Camera portion of the meeting and would return to the Public Realm to approve items from the In-Camera session.

The Chair then proceeded to the next Agenda Item.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African Ancestral acknowledgements.

Item 3: Approval of Public meeting Agenda

The Chair asked if there were any amendments to the public meeting Agenda. Being none, the Chair asked for a motion to approve the Board Public Agenda of December 11, 2025, as presented.

Moved: Brenda Parris

Seconded: Linda Jackson

With All in favour, it was resolved that the Board Public Agenda of December 11, 2025, was approved as presented **Carried**

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

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

Item 5: Approval of Board Public minutes October 30, 2025

The Chair asked if there were any edits or changes to the public meeting minutes of October 30, 2025. Being none, the Chair asked for a motion to approve the public meeting minutes as presented.

Moved: Linda Jackson

Seconded: Brenda Parris

With All in favour, it was resolved that the public session minutes of October 30, 2025, were approved as presented **Carried**

Item 6: Approval of Board Closed session minutes of October 30, 2025

The Chair asked if there were any edits or changes to the Board closed session minutes of October 30, 2025. Being none, the Chair asked for a motion to approve the Board closed session minutes as presented.

Moved: Kosta Kostouros

Seconded: Brenda Parris

With All in favour, it was resolved that the Board closed session minutes October 30, 2025, were approved as presented **Carried**

Item 7: Action item review

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

Item 8: CEO Update

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

- 6250 Bathurst Update
- CUPE Local 79 Agreement
- TSHC Long Service Awards Ceremony
- Tenant Experience Survey
- Year-End Reflections
 - success is measured not just in metrics, but fundamentally, in the quality of life we provide for our tenants
 - successful launch of the Translation and Interpretation Policy
 - IDEA Strategy and Diversity Lens and the formation of the IDEA

- New Cost Allocation Model and advancing the new TSHC/TCHC Relationship Agreement
- successfully completed 80% of our current Strategic Directions, establishing a solid foundation for future growth.
- essential input from the Seniors Tenants' Advisory Committee (STAC), where our expanded membership has brought diverse tenant perspectives directly into the dialogue.
- new Intranet to better connect and support our staff
- 2026 Budget process

Mr. Hunter ended his update with recognizing the extraordinary efforts of the entire Toronto Seniors Housing Corporation staff. Noting the past year demanded agility, empathy, and unwavering dedication, and the team delivered on all counts.

The Chair thanked Mr. Hunter and reiterated his sentiments and moved on to the next Agenda item.

Item 9: 2026 Proposed Budget

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

The Chair thanked Mr. Truong, staff and the Board for the support on the Budget and asked for a motion to approve that the Board of Directors adopt the following resolutions:

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

Moved: Jesse Cohoon

Seconded: Brenda Parris

With All in favour, it was resolved that the 2026 Proposed Budget was approved as presented **Carried**

Item 10: Audit, Finance and Risk Committee Report

Through the Chair, Lawrence D’Souza gave a verbal update on the Audit, Finance and Risk Committee (AFRC) noting at the last Committee meeting of November 26, 2025 the Committee focused on:

- *2026 Proposed Budget Update*
- *October YTD 2025 Financial Result,*
- *Business Continuity Update*

Mr. D’Souza thanked the Committee members, Board and Staff for all their hard work and dedication throughout the year and acknowledged the work of the Committee through 2025, being:

- 2025 TSHC Budget
- Fraud Prevention Policy
- Whistleblower Policy
- 2024 Audit Report and Presentation
- Procurement Report and Change Orders
- As mentioned prior, 2026 Proposed Budget
- Cost Allocation Model
- Recommendation to the City of Toronto TSHC’s 2025 Auditor
- Emergency Risk Management Framework and Reporting
- Business Continuity Plan

The Chair thanked Mr. D’Souza for his work as AFRC Chair and the work of the Committee members as well and continued to the next agenda item.

Through the Chair, Vince Truong went through **Item 10a – Investment Policy**

There was a fulsome discussion among the board, with the Board Chair noting that the Policy was conservative and in the future to look a more robust policy.

With that, the Chair asked for a motion to approve the Investment Policy as presented

Moved: Councillor Crisanti

Seconded: Kosta Kostouros

With all in favour, it was resolved that the Investment Policy was approved as presented **Carried**

The Chair then proceeded to the next agenda Item.

Through the Chair, Vince Truong went through **Item 10b - YTD October 2025 TSHC Financial Result.**

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

Item 11: Quality and Tenant Engagement Committee Report

Through the Chair, Linda Jackson gave a verbal update noting at the last Committee meeting of November 18, 2025, the agenda focussed on:

- Community Safety Unit Q3 Report
- Operational Dashboard
- Pest Management Report/Workplan
- Strategic Directions Q3 2025 Progress Report
- Community Programs and Partnership Update
- Communications Update

Ms. Jackson noted there were no items being brought forth at the Board meeting, and then acknowledged the work the Quality and Tenant Engagement Committee had accomplished in 2025, highlighting:

- Rapid Re-Housing Report
- Strategic Directions 2025 Roadmap
- Community Safety Unit Quarterly Reports
- OCHE Bi-annual Reports
- Strategic Directions Quarterly Reports
- Reason to Move out Report
- Local Housing Corporation (Benchmark Report)
- TSHC Follow-up Support (FUS) Initiative
- As our CEO noted, our Translation and Interpretation Policy
- Future Strategic Directions
- Aging-in Place Presentation
- Pest Management Report/Workplan

Ms. Jackson then thanked the Committee members, Board and staff for all their hard work. The Board Chair reiterated Ms. Jackson's sentiments and thanked Ms. Jackson for chairing the QTE Committee and thanked the members of the Committee.

The Chair proceeded to the next Agenda Item.

Item 12: Corporate Governance and Human Resources Committee Report

Through the Chair, Councillor Crisanti noted that at the last CGHRC meeting of November 6, 2025, the Agenda focused on:

- People and Culture Dashboard
- Tenant Human Rights Complaints Report
- Employee Code of Conduct Policy and Employee Conflict of Interest Policy
- TSHC Employee Intranet Update
- Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy Update.

The Councillor also acknowledged the work of the Corporate Governance and Human Resources Committee that was accomplished in 2025, highlighting:

- 2024 Annual Report
- IDEA Strategy/Diversity Lens
- IDEA Committee Terms of Reference
- 2025 Performance Planner and Management Process
- TSHC Employee Onboarding
- Successful Collective Bargaining
- Review and update of all Committee Terms of Reference
- TSHC Employee Engagement Survey
- Governance Work Plan Update
- Employee and Workplace Policies

The Councillor thanked Committee Members, Board members and staff. The Board Chair thanked Councillor Crisanti for chairing the Committee over the year and then proceeded to the next agenda item.

Through the Chair, Carol Francis went through **Item 12a – People and Culture Policies**

With no comments or questions, the Chair asked for a motion to approve the Employee Code of Conduct Policy and Employee Conflict of Interest Policy as presented

Moved: Councillor Crisanti

Seconded: Linda Jackson

With all in favour, it was resolved that the Employee Code of Conduct Policy and Employee Conflict of Interest Policy were approved as presented **Carried**

The Chair proceeded to the next agenda item.

Item 13: Approval to Move into Closed Session

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

Moved: Linda Jackson

Seconded: Jesse Cohoon

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

The meeting went to Closed Session.

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Upon return to the Public Realm, the Chair welcomed back our virtual audience and noted we will proceed to the next agenda item, being approval of Closed Session Items.

Item 22: Motion to Approve Closed Session Items

Item 15 – TCHC/TSHC Legal Agreement

The Chair asked for a motion to approve that the Board of Directors adopt the following resolutions:

- A. Approve the new Relationship Agreement substantially in the form as attached to this report as Attachment 1;
- B. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation;
- C. Authorize the Chief Executive Officer (CEO) to execute the new Legal Agreement.

Moved: Brenda Parris

Seconded: Jim Meeks

With all in favour, it was resolved that the TCHC/TSHC Legal Agreement were approved as presented **Carried**

The Chair then proceeded to the next Item:

Item 18 – CUPE Local 79 Agreement

The Chair asked for a motion to approve that the Board of Directors adopt the following resolutions:

1. Ratify and approve the tentative Collective Agreement between TSHC and CUPE Local 79; and
2. Authorize the appropriate staff to take all necessary actions identified as agreed in the Collective Agreement. This includes the notification of ratification by the Board of Directors of the Collective Agreement to CUPE Local 79, and executing all necessary documents to implement the above recommendation.

Moved: Jesse Cohoon

Seconded: Brenda Parris

With all in favour, it was resolved that the CUPE Local 79 Agreement was approved as presented **Carried**

The Chair then proceeded to the next Item:

Item 19 – Line of Credit

The Chair asked for a motion to approve that the Board of Directors adopt the following resolutions:

1. Approve the RBC Credit Agreement as outlined in Attachment 1
2. Authorize the Chief Executive Officer (or designate) to take all actions and execute all necessary documents, on behalf of TSHC, to implement the above recommendation.

Moved: Jim Meeks

Seconded: Lawrence D’Souza

With all in favour, it was resolved that Line of Credit was approved as presented
..... **Carried**

The Chair proceed to the final agenda item.

Item 23: Adjournment

The Chair thanked the Board members, staff and all online attendees and wished everyone a nice holiday season. He then asked for a motion to adjourn the meeting.

Moved: Brenda Parris

Seconded: Lawrence D’Souza

With all in favour, it was resolved that the TSHC Board meeting of December 11, 2025, terminate **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Toronto Seniors Housing Corporation Board of Director's Meeting Public Minutes

The TSHC Board held its Board of Director's meeting on Monday, February 23, 2026 at 2:30 pm via WebEx video conference. **This meeting was livestreamed and can be viewed [here](#).**

Members in attendance:

Fareed Amin, Chair
Lawrence D'Souza, Vice Chair
Kosta Kostouros
Brenda Parris
Linda Jackson
Jesse Cohoon
Jim Meeks

TSHC staff:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and Business Management*
Carol Francis, *Director, People & Culture*
Vince Truong, *Interim Finance Lead*
Gurpreet Kaur-Sodhi, *IDEA Specialist*
Karyn Bawden, *EA and Board Secretary*
Fatima Mahmood and Emma Francis, *EAs*

Regrets:

Councillor Matlow
Councillor Crisanti – Kenza Mirza attended from Councillor's Office

Item 1: Chair's remarks

The Chair welcomed Board members, staff and virtual attendees to the TSHC Special Board of Directors meeting of February 23, 2026. He acknowledged that February is Black History month, and week prior marked Maha Shivaratri and the beginning of Lunar New Year, Ramadan and Lent.

The Chair noted the meeting will be short discussing the TSHC Committee Chairs and Memberships and a Procurement Change order . He stated there were no deputations and that following the meeting, at 3:00 pm will be the TSHC Quality and Tenant Engagement Committee meeting.

The Chair proceeded to the next agenda item.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African Ancestral acknowledgements.

Item 3: Approval of Public meeting Agenda

The Chair asked if there were any amendments to the public meeting Agenda of February 23, 2026. Being none, the Chair asked for a motion to approve the Board Public Agenda as presented.

Moved: Brenda Parris

Seconded: Linda Jackson

With All in favour, it was resolved that the Board Public Agenda of February 23, 2026, was approved as presented **Carried**

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

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

Item 5: TSHC Committee Membership and Chairs

The Chair presented to the Board the proposed TSHC Committee Membership and Committee Chairs, being:

Audit, Finance and Risk Committee (AFRC):

- Kosta Kostouros, Chair
- Lawrence D’Souza (Vice Chair)
- Jesse Cohoon
- Brenda Parris

Corporate Governance and Human Resources Committee (CGHRC):

Brenda Parris, Chair
Councillor Crisanti (Vice Chair)
Kosta Kostouros

Quality and Tenant Engagement Committee (QTEC):

Linda Jackson, Chair
Councillor Crisanti (Vice-Chair)
Jesse Cohoon
Jim Meeks

The Chair asked for a motion to approve the TSHC Committee Membership and Committee Chairs as presented.

Moved: Brenda Parris
Seconded: Jim Meeks

With All in favour, it was resolved that the TSHC Committee Membership and Committee Chairs were approved as presented **Carried**

Item 6: Procurement Change Order

Through the Chair, Vince Truong presented the Procurement Change Order.

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

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

Moved: Kosta Kostouros

Seconded: Councillor Crisanti

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

Item 7: Adjournment

The Chair thanked the Board members, staff and all online attendees, and reminded of the TSHC Quality and Tenant Engagement Committee following the meeting, then asked for a motion to adjourn the Board meeting.

Moved: Councillor Crisanti

Seconded: Linda Jackson

With all in favour, it was resolved that the TSHC Board meeting of February 23, 2026, terminate **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List April 2026

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

Completed Action Items				
1.	AFRC January 31, 2024	Bring forward an overview of revitalization plans in the 2024 budget including net new potential housing for seniors.	Grant Coffey	Complete