

Toronto Seniors Housing Corporation
Corporate Governance and
Human Resources Committee Meeting (CGHRC)

Date: Thursday, March 19, 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 3 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:05 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:06 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:07 pm 1 min	Approval of Public Minutes of CGHR Committee Meeting of November 6, 2025	Approval	Minutes	Chair
6.	3:08 pm 1 min	Action Items Review	Information	List	Chair
7.	3:09 pm 1 min	CGHRC 2026 Work Plan	Approval	Work Plan	Grant Coffey
8.	3:10 pm 5 min	CEO Update	Information	Verbal	Tom Hunter
9.	3:15 pm 15 min	People and Culture Dashboard	Information	Report	Carol Francis

Item	Time	Description	Action	Type of Item	Presenter
10.	3:30pm 15 min	2025 Annual Report	Information	Report	Deanna Veltri
11.	3:45 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
12.	3:46 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	Agenda	Chair
13.	3:47 pm 15 min		Information	Report	Tom Hunter
14.	4:02 pm 15 min		Approval	Report	Carol Francis
15.	4:17 pm 10 min		Approval	Report	Carol Francis
16.	4:27 pm 10 min		Information	Report	Tom Hunter
17.	4:37 pm 5 min		Information	Report	Tom Hunter / Grant Coffey
18.	4:42 pm 1 min		Approval	N/A	Chair
19.	4:43 pm 2 min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
20.	4:45 pm 1 min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Corporate Governance and Human Resources Committee Meeting (CGHRC)

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

November 6, 2026 - Draft Minutes

The TSHC Corporate Governance and Human Resources Committee (CGHRC) held its meeting on Thursday, November 6, 2025, at 4:00 pm via WebEx video conference. This meeting was livestreamed on YouTube and can be viewed in above link.

Members in attendance:

Councillor Crisanti
Brenda Parris
Fareed Amin
Lawrence D'Souza
Jesse Cohoon
Kenza

TSHC staff present:

Tom Hunter, Chief Executive Officer
Grant Coffey, Director, Strategy and Business Management
Deanna Veltri, Director, Engagement, Partnership and Communications (I)
Brad Priggen, Director, Operations
Carol Francis, Director, People & Culture
Dave Slater, Strategic HR Consultant
Vince Truong, Interim Finance Lead
Rebecca Ihilchik, Senior Consultant, Corporate Communications
Simona Haller, Tenant Services Administrator
Umber Siddiqui, Tenant Services Administrator
Matthew Kinch, Senior Digital Communications Advisor
Ayushman Banerjee, Business Consultant
Karyn Bawden, Board Secretary and EA
Emma Francis and Fatima Mahmood, EAs

Item 1: Chair’s remarks

The Chair welcomed the Committee members, Board and staff and stated there were no deputations and that the meeting was being livestreamed on YouTube.

The Chair acknowledged that that November is Hindu Heritage Month, Albanian Heritage Month & Lebanese Heritage Month. He also acknowledged November 8th as National Aboriginal Veterans Day and November 11th as Remembrance Day

The Chair noted it was a busy agenda and there would be no closed session.

With that, the Chair continued 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 for a motion to approve the CGHRC Public meeting agenda of November 6, 2025 as presented.

Moved: Fareed Amin

Seconded: Brenda Parris

With All in favour, it was resolved that the CGHRC Public Agenda of November 6, 2025, was approved as presented **Carried**

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

The Chair asked the members of the Committee whether there were any conflicts of interest. With no conflicts of interest being declared, the Chair continued to next Agenda Item.

Item 5: Approval of public minutes of CGHRC meeting of September 17, 2025

The Chair asked if there were any edits or changes to the CGHRC Public meeting Minutes of September 17, 2025; being none, the Chair asked for a motion to approve the CGHRC Public meeting Minutes as presented.

Moved: Lawrence D’Souza

Seconded: Brenda Parris

With All in favour, it was resolved that the CGHRC Public meeting Minutes of September 17, 2025, were approved as presented**Carried**

Item 6: Approval of Closed Minutes of CGHRC meeting of September 17, 2025

The Chair asked if there were there any edits or changes to the CGHRC Closed session meeting Minutes of September 17, 2025, being none, the Chair asked for a motion to approve the CGHRC Closed session meeting Minutes as presented.

Moved: Brenda Parris

Seconded: Lawrence D’Souza

With all in favour, it was resolved that the CGHRC Closed session meeting Minutes September 17, 2025, were approved as presented**Carried**

Item 7: Action item review

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

Item 8: CEO Update

Through the Chair, Tom Hunter gave his CEO Update, highlighting:

- TSHC Long Service Awards
- IDEA Committee Co-Chairs
- TSHC Employee Intranet Demo

The Chair asked for any comments or questions. Brenda Parris inquired about the date for the TSHC Long Service Award and Mr. Hunter confirmed it was on November 20th.

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

Item 9: People and Culture Dashboard

Through the Chair, Carol Francis went through the People and Culture Dashboard.

The Chair opened up for any questions of comments. Brenda Parris inquired about the Non-Violent Crisis Training and how often it is. Ms. Francis noted that it was every 2 years. Jesse Cohoon inquired about the Dementia Model and whether that was through Alzheimer's Society. Ms. Francis noted she would look into that.

The Chair noted there were 6 job postings on the Dashboard and wanted to know the positions. Ms. Francis noted that going forward they would indicate the positions directly on the Dashboard.

Fareed Amin inquired about Health and Safety and whether we keep track of the contractors. Ms. Francis noted we would provide the Committee and Board with that information.

Action: Bring forward overview of how Health & Safety is addressed with contractors

With no further questions or comments, the Chair thanked the Committee and Ms. Francis for the presentation and proceeded to the next Agenda item.

Item 10: Tenant Human Rights Complaints Report

Through the Chair, Grant Coffey went through the Human Rights Complaints Report, highlighting:

- Policy and Procedure
- Staff Training and Tenant Communications
- Complaints Reporting

Once finished, Mr. Coffey noted that Ayushman Banerjee, Business Consultant was involved in the work and could answer any questions as well. There was a fulsome conversation among the Committee members discussing a streamlined process. The Chair thanked Mr. Coffey and the Committee and proceeded to the next agenda item.

Item 11: People and Culture Policies

Through the Chair, Carol Francis introduced Dave Slater to go through the Employee Code of Conduct or Employee Conflict of Interest Policies, noting recommendation is to recycle/review every 3 years.

The Chair noted these items were up for approval and asked for a motion to approve and recommend that the Board of Directors approve the Employee Code of Conduct or Employee Conflict of Interest Policies as presented.

Moved: Brenda Parris

Seconded: Lawrence D'Souza

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

Item 12: TSHC Intranet Update

Deanna Veltri introduced Matthew (Matt) Kinch who did a demonstration on the TSHC Employee Intranet.

There was a wholesome discussion among the Committee and it was noted that it is compliant with modern standards and worked with TCHC on cybersecurity features. It was also asked if the Intranet itself was AODA compliant and Ms. Veltri and Mr. Kinch said they would work with MangoApps (the application).

The Chair thanked Ms. Veltri and Mr. Kinch for their presentation and proceeded to the next agenda item.

Item 13: Inclusion, Diversity, Equity, Accessibility (IDEA) Update

Through the Chair, Carol Francis introduced the IDEA Co-Leads:

Rebecca Ihilchik, Senior Consultant, Corporate Communications

Simona Haller, Tenant Services Administrator

Umber Siddiqui, Tenant Services Administrator

The CGRH Committee was impressed with the work being done on the IDEA Strategy and inquired how they (IDEA Committee) will interact with Tenants. It was noted by Ms. Francis that the IDEA Committee is to support staff, but Mr. Hunter noted that the Committee Co-Leads and Committee will be brought to a future STAC meeting.

The Chair thanked the IDEA Co-Leads and Ms. Francis and proceeded to the last agenda item.

Item 14: Adjournment

The Chair thanked the Board, Committee members, staff and online attendees who attended the TSHC CGHRC November 6, 2025, meeting and asked for a motion to adjourn the meeting.

Moved: Jesse Cohoon

Seconded: Fareed Amin

With All in favour, it was resolved that the meeting terminate **Carried**

Councillor Crisanti
Corporate Governance and Human
Resources Committee Meeting

**TORONTO SENIOR HOUSING CORPORATION (TSHC)
Corporate Governance and Human Resources Committee**

Action Item List as of March 2026

Action items				
	Meeting Arising From	Description	Resp	Status
	November 6, 2025	Bring forward overview of how Health & Safety is addressed with contractors	Vince Truong	In progress

Completed Action items				
	Meeting Arising From	Description	Resp	Status
1.	Oct 7, 2024	Bring semi-annual report to Board/Committee on incidences/trends on tenant management process and efficacy on Tenant Human Rights Policy	Grant Coffey	Completed
2.	June 12, 2024	Whistleblower Protection policy to go to AFRC Committee for review	Carol Francis	Completed
3.	June 12, 2024	Bring Board, Governance and People and Culture Policies back to Board for review/editing and bring back to Board Committee for approval	Grant Coffey/ Carol Francis	Completed

Toronto Seniors Housing Corporation

Corporate Governance and Human Resources Committee (CGHRC) Proposed Work Plan 2026

Q1	Q2
March 19, 2026	June 23, 2026
<ul style="list-style-type: none"> - CGHRC 2025 Work Plan - People and Culture Dashboard - 2025 Annual Report* - CEO 2025 Performance Evaluation* - 2025 TSHC Compensation* - 2026 Performance Management Process* - Legal Agreements Update* 	<ul style="list-style-type: none"> - Board Governance Work Plan Update* - People and Culture Dashboard - IDEA Strategy Update - TSHC Policy Work Plan Update - Legal Agreements Update*

Q3	Q4
August 26 2026	October 21, 2026
<ul style="list-style-type: none"> - People & Culture Dashboard - CEO In-Year Performance Planner Update* - Committees (CGHRC, QTEC and AFRC) Terms of Reference* - Legal Agreements Update* 	<ul style="list-style-type: none"> - People and Culture Dashboard - Board Governance Work Plan Update - Employee and Workplace Policies - TSHC Employee Engagement Survey - Legal Agreements Update* - IDEA Strategy Update

* indicates items that will proceed to Board subsequently after Committee

Emerging items to bring to Committee will be considered throughout the year.

March 2026

Toronto Seniors Housing Corporation
Corporate Governance and Human Resources Committee
Meeting

Meeting Date: March 19, 2026

Topic: TSHC People and Culture Dashboard

Item Number: 09

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture

Date of Report: March 12, 2026

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive the TSHC People and Culture Dashboard for information.

Carol Francis
Director, People and Culture

List of Attachments:

09.1 TSHC People and Culture Dashboard

Enabler 2: Employer of Choice

Highlights:

People & Culture continued to advance the organization's Employer of Choice priorities in Q4, with strong performance across staffing stability, workforce capability, and health and safety. Overall, the quarter reflects a highly stable workforce, sustained operational readiness, and a continued commitment to developing a safe, equitable, and high-performing organization.

Workforce stability remained a key strength this quarter, demonstrated by low turnover and vacancy rates, ensuring continuity in service delivery across all departments. Recruitment activity was steady, supporting ongoing operational requirements and strategic staffing needs.

WSIB activity remained manageable. Absenteeism levels remained consistent. Continued monitoring supports proactive workforce planning and ensures appropriate staffing coverage across operations.

Training this quarter included operational modules such as Rent Café Refresher, Human Rights and Lift Truck, alongside targeted programs such as Mitigating Unconscious Bias, and the OMERS Pension Sessions. These sessions support both frontline excellence and the organization's broader equity, diversity, and inclusion commitments.

Key Metrics Year-end Review

Absenteeism has increased, rising from 8,528 hours in Q1 to just over 10,199 hours by Q4 the organization will be undertaking a review to determine the root cause. Despite normal seasonal fluctuations, overall turnover remained exceptionally low, with only a brief mid-year uptick to 1.83% in Q3 before returning to near-zero levels in Q4, demonstrating a highly stable and committed workforce with strong retention reinforced throughout the year.

Looking Ahead:

The four deferred corporate positions that were approved as part of the 2026 budget cycle have now moved into active recruitment. These roles include Manager, Organizational Development and Effectiveness; IDEA Policy and Program Advisor; Financial Analyst; and Business Consultant, Strategy and Business Management.

Progress on Open Action Items:

Key initiatives advanced across training, leadership development, and tenant engagement. Alzheimer's training was delivered to tenants by the Alzheimer's Society, and TCHC also developed its own Understanding Dementia training. Progress continued on the Leadership Training Framework, including the Leading with Impact program, IDI Assessments, 360 Evaluations, and a needs-assessment process to identify recruitment and development priorities, supported by the employee engagement survey and PMP self-identified development goals.

Conversation is ongoing to determine how best to engage with tenants. These discussions will be brought to STAC for further input, and with the onboarding of the IDEA Programs and Policy Advisor, additional opportunities for collaboration with tenants and staff will continue to be identified.

Recruitment

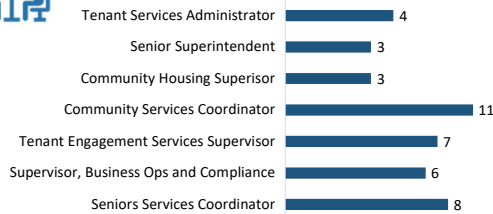


Positions Posted: 13

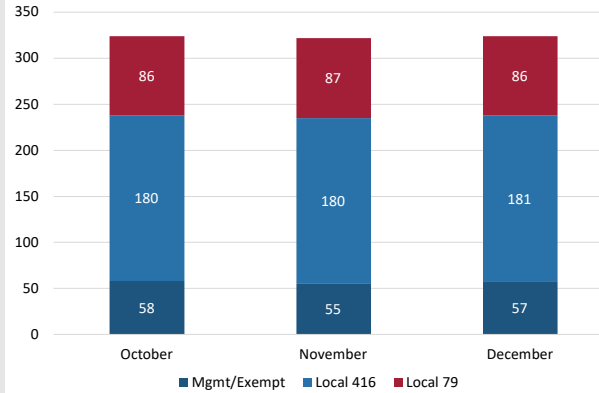
Tenant Engagement Services Supervisor (1), Community Housing Supervisors (2), Superintendent (1), Sr. Superintendent (1), Tenant Services Administrator (1), Senior Services Coordinators (7)



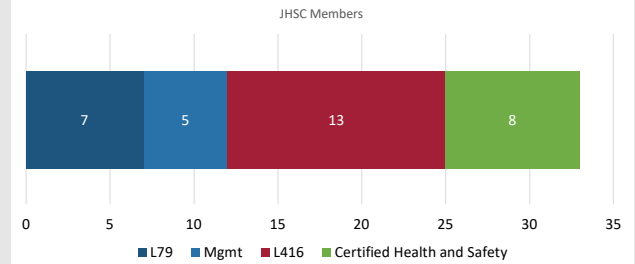
Interviews Conducted: 42



Average Head Count



Joint Health and Safety Committee Updates



The Joint Health and Safety Committee (JHSC) convened for three in-person meetings during Q4. Continued efforts are underway to update JHSC boards and ensure ongoing familiarization with the new inspection application. Notably, no Ministry of Labour visits occurred.

Turnover and Vacancy Rate



Turnover Rate

0.02%

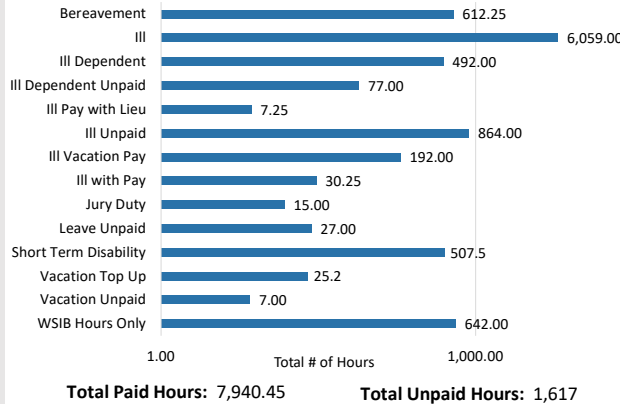


Vacancy Rate

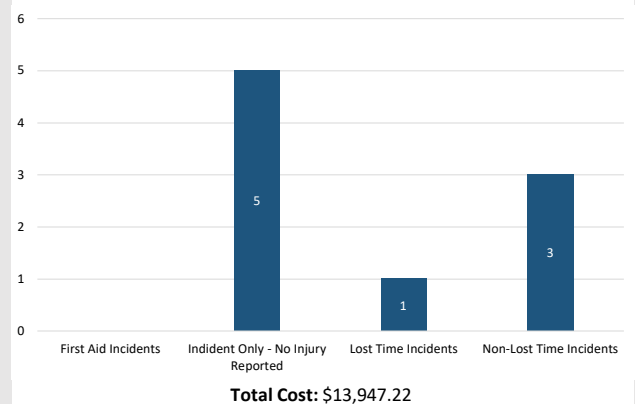
2.4%

Note: Turnover is based on Voluntary (i.e. Retirement, Resignation) and Involuntary Terminations

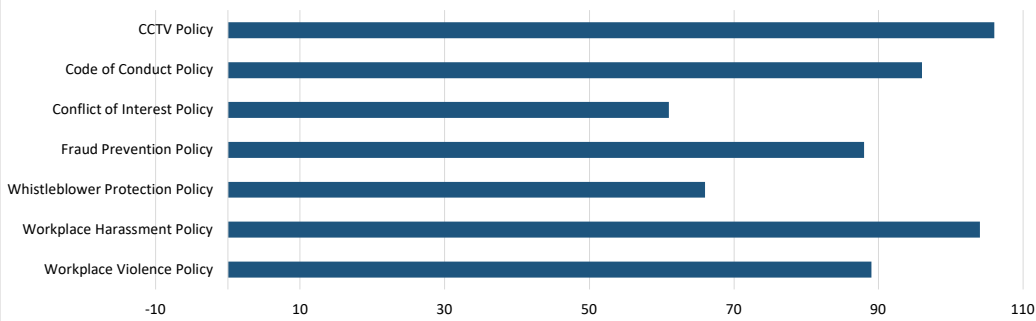
Absenteeism Rate



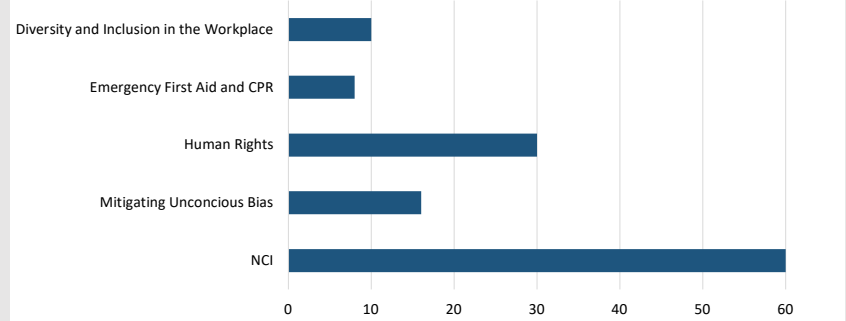
Lost-Time Claims Costs



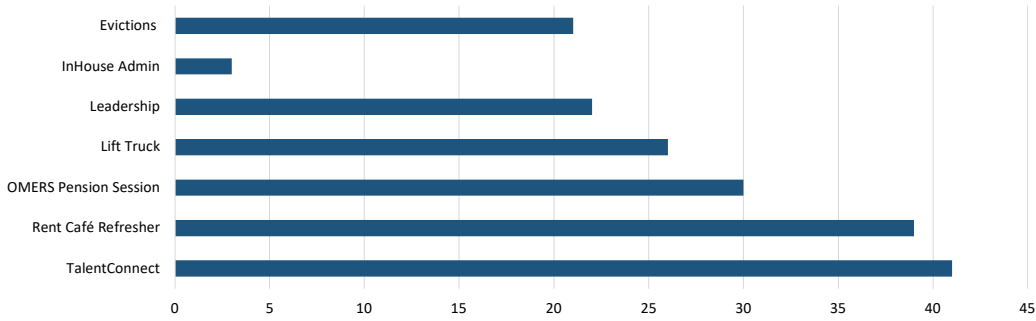
Policies Review and Training Opportunities



Training Opportunities



Training Opportunities



Training

Note: Historically, the dashboard included descriptions for all training courses. To streamline reporting, only new training courses introduced this quarter will have descriptions included.

Training Course: Mitigating Unconscious Bias
Target Audience: IDEA Committee
Frequency: One-Time

Description: This interactive virtual session is designed to provide a deep dive into how unconscious bias operates, how it affects every one of us, and most importantly, how we can manage it. Staff will be equipped with practical tools to limit the damaging power of stereotyping and actively disrupt bias in their daily work interactions.

Training Course: Diversity and Inclusion in the Workplace
Target Audience: IDEA Committee
Frequency: One-Time

Description: This session provides a brief, practical introduction to diversity, equity, and inclusion, highlighting factors that lead to exclusion and key behaviours that foster an inclusive workplace. Through short videos, guided reflection, and scenario-based discussion, participants learned how to recognize unconscious bias, practice inclusive communication, and take simple actions that build a culture of respect, belonging, and psychological safety.

Training

Training Course: Leadership - Leading with Impact

Target Audience: P&C Business Partner, ROMs, CHSs, Business Consultant, Procurement and Tenant Supervisor

Frequency: One-time

Description: This training consists of seven modules; how to coach and use BRAVE communication tool; starting with setting the purpose fact finding and verification; asking open ended questions explore solutions and discuss barriers, develop your brand, how to lead for success, create high performance teams, develop talent, how to right, cultivate healthy and collaborative cultures.

Training Course: InHouse Admin

Target Audience: Intranet Administrators

Frequency: One-Time

Description: This session provided staff with the fundamentals on how to edit, view, upload and monitor content for their assigned departments.

Training Course: Lift Truck Operator Training

Target Audience: Any Staff Required to Operate Lift Trucks

Frequency: As Required

Description: This session provided the practical hands-on training on how to safely use and operate a lift truck in alignment with OSHA standards.

Training

Training Course: Omers Pension Session

Target Audience: All Staff

Frequency: Annual

Description: This session provides an overview of staff retirement benefits and the OMERS pension plan, including pension eligibility, recent updates, and practical strategies to support effective retirement planning.

Training Course: Rent Cafe Refresher

Target Audience: Tenant Service Administrators

Frequency: One-Time

Description: This session provided guidance on key RentCafe best practices, including understanding the workflow, entering units into the cycle, offering units, processing withdrawals and refusals, and updating unit status to "occupied."

Training Course: Talent Connect

Target Audience: All Staff

Frequency: One-Time

Description: Participants received a live walkthrough of how to access Talent Connect, navigate their training transcript, identify what learning is due, and review completed courses. It also covered how to search for and enroll in additional training modules.

Toronto Seniors Housing Corporation
Corporate Governance and Human Resources Committee
(CGHRC) Meeting

Meeting Date: March 19, 2026

Topic: 2025 Annual Report

Item Number: 10

To: Corporate Governance and Human Resources Committee

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

Date of Report: March 19, 2026

Purpose: For Information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive this report and the draft 2025 Toronto Seniors Housing Annual Report for information.

Reason for Recommendation:

In compliance with our Shareholder Direction, Toronto Seniors Housing is required to file its Annual Report by April 30 each year. The report provides both qualitative and quantitative information about our performance and highlights progress made on key initiatives throughout 2025 to advance our priorities.

Attachment 1 of this report includes a draft of the 2025 Annual Report. The final version will incorporate feedback from the Committee and will be fully designed featuring photos, quotes, and short stories from tenants, staff, and partners. The final version will also include a summary of the 2025 audited Financial Statements, which are being brought forward to the Audit, Finance, and Risk Committee on April 8, 2026. The Financial Statements and final designed Annual Report will go to the Toronto Seniors Housing Board meeting on April 28, 2026, for approval.

Following Board approval, the final report will be submitted to the City of Toronto. It will also be published on our website, accompanied by a two-page visual summary, which will also be shared in our tenant newsletter.

Deanna Veltri

Director, Engagement, Partnerships, and Communications

List of Attachments:

Attachment 1: 2025 Toronto Seniors Housing Corporation Annual Report (DRAFT)

Toronto Seniors Housing Corporation

Annual Report

2025

For the period ending December 31, 2025

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A Message From the Board Chair and CEO

In our third full year, we continued strengthening the supports that help seniors live with dignity, comfort, and connection. Our focus on well-maintained homes and responsive service delivered strong results. A new Relationship Agreement and Cost Allocation Model with Toronto Community Housing was signed in 2025, which reaffirms our joint commitment to providing quality homes. Improved outcomes during annual unit inspections reflect staff commitment to maintaining high standards across our buildings. Our occupancy rate also remained high, at **98.33 per cent**. Through staff and partner support, tenants continued to resolve arrears effectively, with **96.86 per cent** of households in good standing.

The continued work of the Integrated Service Model has positioned us as a leader in ensuring tenants have access to the supports they need to thrive in their homes. We partnered with community and health service organizations to provide **310 agency-led programs** in TSHC buildings in 2025. Collaboration with the City of Toronto continued, building on existing commitments and partnerships with TSHC to support tenant-facing programs and services in 2025, including initiatives in nutrition, digital literacy, fitness, fire prevention, and fraud awareness.

Recognizing the complexity of health and social systems across Toronto, we conducted research with sector partners to identify best practices in aging at home, both across Canada and internationally. These findings will further guide our work. We also acknowledged the diversity of our tenants and staff by launching our first Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy.

Tenants remained at the heart of our progress. More than **300 Tenant Volunteers** helped deliver over **240 tenant-led initiatives** through the Community Activities Fund, building strong, connected communities. We also expanded the Senior Tenants Advisory Committee and launched our second Tenant Experience Survey to further strengthen tenant voices and insights.

Our achievements reflect the dedication of our staff. This year, we reached an important milestone with the signing of our inaugural collective agreements with both unions, and we continued to invest in training, leadership development, and staff recognition.

As governments at all levels continue to recognize the importance of housing and seniors' well-being, we remain grateful for the strong partnerships that help us navigate ongoing change and explore future opportunities. Above all, we are thankful for the unwavering commitment of our tenants, staff, partners, and communities whose contributions continue to guide and strengthen our work.

Fareed Amin
Board Chair
Toronto Seniors Housing Corporation

Tom Hunter
Chief Executive Officer
Toronto Seniors Housing Corporation

Strategic Directions

The [Toronto Seniors Housing Strategic Directions](#), 2023-2025, outlined our objectives as a newly independent organization with the mandate to enable Toronto Seniors Housing Corporation (TSHC) tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.

<<Images from 2023-2025 Strategic Directions Report>>

This plan concluded in 2025, with **80 per cent** of [Roadmap](#) activities completed. This marks an important milestone in TSHC's evolution as a dedicated seniors housing provider, implementing meaningful improvements while navigating an environment of growing demand and operational complexity.

Building on this progress, TSHC will develop renewed Strategic Directions in 2026 to guide the organization for the next three to five years.

To maintain continuity during this transition, a 2026 Annual Plan will sustain current progress and align ongoing work with the refreshed strategy.

An Excellent Landlord

Toronto Seniors Housing Corporation (TSHC) provides clean, safe, affordable housing to approximately 15,000 seniors in 83 buildings. We house vibrant communities where tenants have a sense of inclusion and well-being.

Integrated Service Model

TSHC continues to deliver its work based on the Integrated Service Model (ISM), learning and strengthening our service delivery model and helping ensure tenants can age at home.

In April 2025, the Seniors Services and Long-Term Care (SSLTC) Division at the City of Toronto (the City) prepared a report to the Economic and Community Development Committee ([2025.EC19.2](#)) in response to a motion from Council to assist TSHC to respond to unmet program and service needs of tenants. This report highlighted plans to build on the City of Toronto's existing commitments and partnerships with TSHC and to supplement its current tenant-facing programs and services in 2025 and beyond.

More details on the City's continued commitment to support TSHC and its ability to support tenants can be found in the Partnering With the City of Toronto section of this report.

Annual Unit Inspections

In 2025, TSHC continued to strengthen the quality and safety of its housing portfolio through annual unit inspections. The results show **notable improvements since we launched in 2022:**

- **units with violations**—including clutter, poor housekeeping, and unauthorized tenant-installed items such as BBQs or dishwashers—declined from **1,564 in 2022 to 1,479 in 2025.**
- **units where work orders were required** similarly decreased, dropping from **2,303 in 2022 to 1,816 in 2025.**

These improvements reflect TSHC's ongoing tenant support and education efforts as well as our continued commitment to provide well-maintained homes.

Pest Management

TSHC's Environmental Health Unit (EHU) works to support tenants and staff in promptly and effectively responding to pest issues to limit migration within TSHC communities. The EHU Team runs pest prevention education for staff and tenants, supports tenants in preparing for – and maximizing the effectiveness of – pest control, runs a bed replacement program, and monitors vendor performance and compliance.

The EHU Team began a pilot project in 2024 to test a newer non-toxic bedbug biopesticide treatment that is less invasive for tenants and more effective than other treatments. Building on the initial pilot in two buildings, the Team expanded the use of the biopesticide treatment in 2025 to include **10** TSHC-managed buildings in total, performing approximately **1,050** treatments over the year.

As part of its core work in 2025, the EHU Team:

- addressed **680** pest-related inquiries
- partnered with Toronto Public Health on unit preparation for bed bug treatment for **98** units
- funded preparation and extreme cleaning to 64 tenants to overcome a pest-related situation
- provided **62** beds to tenants requiring a replacement to overcome bed bug challenges
- conducted **72** Building Quality Audits to assess vendors and support building staff in addressing pest challenges

In 2026, the EHU Team will provide increased training for staff, offer tenant education sessions, and focus on building cleanouts to support prevention efforts.

Filling Vacant Units

The City of Toronto manages applications to the Centralized Waiting List for Rent-Geared-to-Income (RGI) housing through its RENTCafé system. In collaboration with the City of Toronto, TSHC continues to use this system to manage vacancies. Through 2025, TSHC maintained a housing occupancy rate of **98.33 per cent** and saw average unit turnover timing of **69.08 days**, helping to ensure more seniors were able to secure quality, affordable housing.

Capital Plan Update

The 83 buildings managed by TSHC are owned by Toronto Community Housing Corporation (TCHC).

TSHC works with TCHC's Facilities Management to ensure the success of our capital projects, helping us to enhance living conditions for tenants within the buildings we manage.

In 2025, **188 capital projects** worth **\$44,327,184** were worked on and/or completed, plus hundreds of work orders.

- **\$ 1,001,261** - common area and in-suite accessibility upgrades
- **\$ 766,593** - in-suite water conservation initiatives
- **\$ 1,270,484** - laundry rooms and interior common area upgrades
- **\$ 7,207,037** - electrical, heating, and plumbing upgrades
- **\$ 13,671,213** - exterior envelope, windows, roofs, structural, and parking garages repairs

- **\$ 11,461,327** - holistic (whole building) retrofits, such as building envelope, mechanical, electrical, plumbing, structural, etc.
- **\$1,245,630** - site improvements (e.g., landscaping, parking)
- **\$1,919,532** - planned in-suite renovations and repairs
- **\$1,348,592** - cameras and access control

Safety and Security

TSHC relies on safety and security through a Community Safety Unit (CSU) managed by TCHC. The CSU provides 24/7 assistance to tenants and staff, 365 days a year.

In 2025, at TSHC-managed buildings, the CSU:

- helped to resolve **1,041** disputes between neighbours
- answered **1,007** calls for disturbance incidents
- conducted **922** welfare checks
- reported **898** incidents of parking bylaw violations

A Dedicated Seniors' Call Centre

As a TCHC-provided service, the Tenant Support Centre gives seniors 24/7 support, 365 days a year. Tenants can call or email the Tenant Support Centre to request translated documents or interpretation services, submit maintenance requests, and seek support for their tenancy.

- **47,247** total calls received from TSHC tenants
- **3,937** calls received from tenants monthly on average
- **2,440** total emails received from tenants

**24/7 support, 365 days a year Tenant Support Centre:
416-945-0800 or email Support@TorontoSeniorsHousing.ca**

Eviction Prevention

Eviction is always a last resort, and Toronto Seniors Housing Corporation (TSHC) works with tenants to help them avoid eviction and stay in their homes.

In 2025, we saw **39** evictions enforced, **17** for arrears, and **22** for cause. This represents **3.76 per cent** of move-outs and **0.28 per cent** of all TSHC households. We had **96.86 per cent** of households in good standing. We continue to work with the Office of the Commissioner of Housing Equity (OCHE) to support tenants who face possible eviction due to rent arrears.

Office of the Commissioner of Housing Equity (OCHE)

The Office of the Commissioner of Housing Equity (OCHE) is an arm's length accountability office that exists to support tenants of TSHC who have lost their subsidy or who face possible eviction due to arrears of rent.

In 2025, the OCHE issued reports for **206** households from TSHC, which accounted for **\$837,317** in arrears. The OCHE avoided the need for an L1 Application in **92 per cent** of cases, brokered **\$188,222** in repayment agreements, and collected **\$481,444** in direct payments from tenants and external funding sources, including **\$439,515** from the Toronto Rent Bank. The OCHE also facilitated **167 referrals** to external community partners to address underlying tenant needs and to support long-term housing stability.

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.

Collectively, these accomplishments reflect the OCHE's continued role in supporting TSHC's commitment to maintaining stable, successful tenancies.

Read more on the OCHE website: [OCHE.ca](https://www.OCHE.ca)

Strengthening RGI Success

TSHC advanced several Rent-Geared-to-Income (RGI) compliance initiatives aimed at supporting tenants, improving staff capabilities, and strengthening our work with key partners.

City Talks:

- Bi-monthly RGI administrator training sessions delivered in partnership with the City, creating space for front-line staff to ask questions and navigate complex tenant situations more effectively.

OCHE Case Conferencing:

- Collaborative case conferencing with the OCHE offered tailored guidance for staff working with households facing arrears or complex rent-related challenges.
- Sessions featured guest speakers from the City and Service Canada, and covered topics such as budgeting tools, effective tenant engagement, and housing stabilization supports.

WoodGreen TaxLink Pilot:

- Through a partnership with OCHE and WoodGreen, TSHC was better able to support tenants at risk of losing their subsidy due to tax filing or documentation barriers.
- The program assists households at risk of losing housing or tax subsidies due to missing documents or unfiled taxes.
- Since August 2025, **137 referrals** have been made, helping tenants maintain their RGI status and avoid arrears.

Paralegal training initiatives:

- TSHC's Paralegal Team delivered training to strengthen staff understanding of legal and human rights responsibilities, including Evictions for Cause and Human Rights training.
- New training modules are being developed for 2026 to further equip staff to support tenants and promote successful tenancies.

Keeping Vulnerable Tenants Housed

TSHC is committed to addressing the unique challenges faced by tenants. TSHC's Complex Tenancies (CT) Team works with tenants experiencing acute challenges in maintaining their tenancies. The Team provides more focused individualized support services for these tenants to improve housing stability, resolve tenancy concerns, and facilitate transitional support.

In 2025, **292** households received individualized support from the CT Team, often with the help of community and health partners.

A total of **66** households received help from the CT Team through internal referrals, including:

- **24** households who were referred to the CT Team in 2025
- **33** households that carried over from previous years
- **9** households who were part of a one-year pilot with the City, which included community-based case management

Out of these internal referrals, **28** households successfully transitioned out of support from the CT Team.

The CT Team also supports tenants entering TSHC through the Rapid Rehousing Initiative (RRHI). The RRHI connects applicants from the City's shelter and homelessness system with a furnished unit and provides up to 12 months of follow-up supports from a community agency, along with three months of support from the CT Team, to support their transition into permanent TSHC housing. In 2025, the CT Team supported:

- **150** new RRHI households to transition into TSHC
- **44** households whose three-month support period began in late 2024
- **32** households who were still engaged from previous years

Out of the **226** households receiving supports through the RRHI, **136** households successfully transitioned out of support from the CT Team after the initial three months and resumed receiving the regular supports offered to the broader tenant community.

In addition to the regular work of the CT Team, 11 tenants needing additional supports were referred to the STAR (Situation Table for Housing-at-Risk) and FOCUS (Furthering Our Communities Uniting Services) situation tables at the City.

Making Tenant-Guided Improvements

Tenant input is critical to Toronto Seniors Housing Corporation's (TSHC's) success as a landlord and informs many of our projects and policies. TSHC works to give voice to tenants' concerns and ideas in many ways, including surveys, Tenant Town Halls, Regional Tenant Volunteer meetings, the Senior Tenants Advisory Committee, and more.

Tenant Experience Survey

In 2025, TSHC staff and tenants developed an action plan to strengthen areas that mattered most to tenants, as identified in TSHC's first Tenant Experience Survey in 2024. Areas of focus included improving the quality of in-building programs and providing better information about accessing services and support. In 2025, TSHC expanded tenant-led and agency-led programming, improved tenant-facing resources, such as the updated Tenant Welcome Guide, and strengthened staff training. This action plan was incorporated into TSHC's Strategic Directions in February 2025.

In November 2025, we distributed our second Tenant Experience Survey to understand our progress against the action plan and to identify any new areas that require focus. The survey was created with input from TSHC tenants, staff, and Board members. To ensure it was accessible, the survey was offered in 13 languages in addition to English, and could be completed on paper, online, or by phone.

Survey results will be available in spring 2026 and will help guide our plans for 2026 and 2027.

Supporting a Diverse Population

Tenants at TSHC represent a rich multicultural landscape. With over 55 languages spoken, we work to break down communication to ensure equitable access to information, services, and supports.

We continue to provide proactive interpretation services at corporate events and translate information such as posters, the tenant newsletter *Seniors Speak*, and other resources into multiple languages.

Two additional projects, an updated Tenant Welcome Guide and a tenant art calendar, were completed in 2025 to support and celebrate tenants.

Tenant Welcome Guide

TSHC's new and improved Tenant Welcome Guide was released in June as part of an updated lease package. The guide, which is available in 14 languages, covers many topics that are helpful for tenants, including tenants' rights and duties, paying rent and managing the financial aspects of tenancy, asking for repairs and help with accessibility, and much more.

Community in Colour

In 2025, TSHC launched a pilot project called *Community in Colour*, a 2026 wall calendar featuring original works of art by tenants, for tenants. More than 170 works of art were submitted highlighting the talent and creativity of TSHC tenants. The final calendar includes 12 beautiful pieces of art, including paintings, quilts, bead work, paper cuttings, and more.

Tenant-Focused Service and Engagement

Toronto Seniors Housing Corporation (TSHC) works to empower tenants with the goal of strengthening tenant voices, reducing isolation, and improving staff-tenant relationships.

Community Connect+ Program

The Community Connect+ tenant engagement approach is an important component in TSHC's goal of building stronger, healthier senior tenant communities.

In 2025, **over 300 Tenant Volunteers** collaborated with their community and building staff to help organize activities and events that fight social isolation and enable aging at home.

- There were **243 recurring and one-time events** facilitated by Tenant Volunteers in their communities with financial support from TSHC's Community Activities Fund (CAF). Events included recurring coffee socials, monthly pizza lunches, weekly movie nights, conversation clubs, summer BBQ celebrations, Lunar New Year celebrations, Dragon Boat festivals, holiday celebrations, and more.
- **\$368,565** was spent on tenant-led initiatives through the Community Activities Fund (CAF), a **53.57 per cent** increase over 2024, with 95 per cent of funds spent on social activities, and 5 per cent on small equipment purchases.
- There were **356 successful applications** for CAF support throughout the year.

- **96 per cent** of all TSHC developments¹ participated in CAF events.

TSHC hosted Regional Tenant Volunteer meetings three times throughout the year, with an average attendance of more than 100 tenants. At these meetings, tenants provided valuable input into corporate policies and programs and learned more about how changes affect them. Attendees also heard about seniors-focused health, wellness, and safety topics from Toronto Community Housing Corporation's Conservation Team, Toronto Police Services, and Toronto Paramedic Services, and participated in Seniors' Strategy consultations led by the City of Toronto's Seniors Services and Long-Term Care Division.

The Community Connect+ Implementation Table continues to provide support to TSHC staff on policy development and process improvements.

In 2026, we will continue to empower Tenant Volunteers with tools and skills that allow them to thrive.

Senior Tenants Advisory Committee

The Senior Tenants Advisory Committee (STAC) is an advisory body to TSHC. STAC represents the Citywide Circle of Community Connect+. STAC consults on and informs policy, procedures, and programs to better meet the needs of tenants.

¹ A development is either a single building or a group of buildings that are physically connected and/or share common community spaces. Developments are treated as one community for the purposes of programming.

In 2025, the STAC membership was expanded to 24 tenant members through an extensive recruitment process to allow for more diverse and balanced representation across the regions. STAC meets six times a year to provide insights into key decisions for the corporation. In 2025, STAC meetings moved to a hybrid approach, allowing members to attend online as well as in person.

In 2025, STAC was consulted on updates to the Use of Space Policy, the Tenant Experience Survey, TSHC partnerships, and Community Connect+.

STAC members are passionate tenant advocates and strong allies in ensuring that staff listen to, and deliver on, tenants' requests.

Collaborating for Positive Change

We rely on community organizations that provide health, wellness, and social service support to seniors so tenants can continue to live vibrant and independent lives.

In 2025, agencies provided **219 recurring programs** and **91 one-time events** across Toronto Seniors Housing Corporation (TSHC) community spaces, bringing even more tenant-focused activity and opportunities for social connection. This represents a **24 per cent increase** in recurring agency-led programs compared to 2024. These programs and events covered a broad range of interests, including faith-based activities, food security, health and wellness, personal development, and social recreation.

Partnering With the City of Toronto

In April, TSHC and Seniors Services and Long-Term Care (SSLTC) continued our commitment to having City services and programs

available to support tenants to age at home. This commitment resulted in the launch of several new pilot programs and initiatives for TSHC tenants and continuing key existing programs:

- **Toronto Public Health:** new Healthy Eating, Healthy Aging nutrition program and food security program communications campaign
- **Toronto Police Services:** new elder abuse and fraud prevention training for Tenant Volunteers
- **Parks and Recreation:** new Gentle Fitness and Fall Prevention program
- **Toronto Paramedic Services:** new education sessions for Tenant Volunteers
- **Toronto Fire Services:** targeted Fire Prevention Month campaign
- **ConnectTO:** brought the public Wi-Fi project to 16 developments¹
- **Toronto Public Library:** continued to roll out its digital literacy programming at 10 new TSHC locations

Thank you to the City for the integrated collaboration, which has allowed us to bring new and novel programs to tenants. In 2026, we will evaluate the success of these programs to help us determine how our partnership with the City can further advance opportunities for tenants.

Research and Innovation

With our unique mandate to enable seniors to age at home, TSHC conducted research, alongside some of our sector partners, to understand what aging at home best practices look like across Canada and around the globe. Two reports were produced as a result:

- Presented at Ontario Non-Profit Housing Association (ONPHA) Conference as part of Opening Doors Podcast, **Innovating Aging in Place: Integrated Models for Supporting Seniors** represents the culmination of a global study that identifies unique practices and models in Canada, Europe, and Asia, and provides tailored analysis regarding how TSHC's Integrated Service Model (ISM) is aligned, and can further align, with the rest of the globe.
- Presented at the Integrated Care Action Summit in November, the **Aging at Home Service Delivery Models Review** shares research conducted by TSHC alongside sector partners. The research captures best practices and models in place in Ontario that rely on the multi-system integration of health, social, and housing providers to support older adults.

Thank You to Our Partners

We would like to extend our gratitude to the community organizations that have partnered with us throughout the year. Our work would not be possible without your contributions and support. Each organization helps us gain a better understanding of what tenants truly need and want to comfortably age at home and retain their independence.

Thank you for your support and efforts.

A1 Dental Hygiene

Baycrest Hospital

Bernard Betel Centre

Bethany Covenant Alive Ministries

Black Creek Community Health Centre

Canadian Chinese Alliance Churches Association

Canadian Mental Health Association (Toronto Branch)²
Carefirst Seniors and Community Services Association
Chinese Evangelical Alliance Church of Toronto
Circle of Care
City of Toronto - Seniors Services and Long-Term Care
CommunitiCare²
Community Arts Guild
Community Centre 55
COTA Health²
Dancing with Parkinson's
Destiny Pavilion Church
Dixon Hall Neighbourhood Services
Dr. Berton Ung Medicine Professional Corporation
Ear Solutions Hearing Services
Eastview Neighbourhood Community Centre
Elspeth Heyworth Centre
Etobicoke Centennial Choir
Flemingdon Park Ministry
Fort York Food Bank
Friends of Jesus Christ Church
HENS Toronto (Home Essential Newcomer Support)
Hope Church
Jewish Russian Community Centre
LA Centre for Active Seniors
Lakeside Pharmacy

² These partners have a Head Lease Agreement. The partner agencies sublease individual units in the building and refer their clients to become tenants in those units. The partner agency is the landlord for those tenants.

LAMP Community Health Centre
LOFT Community Services
Lumacare
Mobility Matters
Mozaia Women's Network Society
NeighbourLink North York
NORC Innovation Centre at UHN
North Toronto Chinese Baptist Church
North York Community House
North York Seniors Centre (NYSC)
North York Vedic Cultural Sabha Inc.
Northwood Neighbourhood Services²
Ohalei Yoseph Yitzchak
PACE Independent Living
Parkdale Golden Age Foundation
Progress Place Rehabilitation Centre
Reconnect Community Health Services
Reena²
Scarborough Centre for Healthy Communities
Scarborough Food Security Initiative
Scarborough Seniors Tamil Association
Services and Housing in the Province (Supportive Housing in Peel)²
Sheridan College
Society of Sharing
SOSO World Ministries
South Scarborough Chinese Alliance Church
SPRINT Senior Care
Sri Sathya Sai Baba Centre
Street Health Toronto
St. Jamestown Community Group²

St. Paul's L'Amoreaux Centre²
Sunnybrook Health Sciences Centre
Sunshine Centres for Seniors
The Neighbourhood Group Community Services
The Neighbourhood Organization (TNO)
Toronto Chinese Baptist Church
Toronto Evergreen Alliance
Toronto Intergenerational Partnerships in Community (TIGP)
Toronto Paramedic Services
Toronto Public Health
Toronto Public Library
Toronto Swatow Baptist Church
TransCare Community Support Services
West Neighbourhood House
Women's College Research Institute
WoodGreen Community Services
Working Skills Centre

R-PATH: Planning for Our Accessible Future

In 2025, the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee continued their accessibility work with TSHC. TSHC is proud to share highlights of R-PATH's ongoing projects:

- Ella Jeans was welcomed as a new member of the Committee.
- R-PATH recruited for new TSHC members to join the Committee.
- Committee members continued their work with the Communications Team on accessibility in digital and printed content. This included consulting on social media content, tenant guides, writing articles for the Seniors Speak newsletter, and sharing feedback on the website updates.

- R-PATH continued to advocate for using plain language in all TSHC communications.
- R-PATH continues to share recommendations for creating and updating policies, focusing on the Translation and Interpretation Policy in 2025 and connecting on plans for the Accessibility Policy in 2026.
- As part of the TCHC and TSHC shared Accessibility Program, R-PATH partnered with the TCHC Facilities Management and Development Departments to update the Accessibility Build Standards.
- R-PATH worked on accessibility projects for unit modifications and common space projects. This included Design and Engineering drawing reviews using current TCHC Accessibility Build Standards and participating in engagement meetings. This improves the quality of life for current tenants and improves the inventory of accessible units for future tenants.
- R-PATH worked with staff to set priorities for major accessibility projects at multiple locations.

R-PATH and TSHC are looking forward to a very productive 2026!

Policy Updates

Throughout 2025, senior tenants played an important role in reviewing and shaping the policies that affect their daily lives. Their feedback helped ensure each policy reflected their needs and supported a safe, respectful place to call home. We also used senior-friendly communication methods and provided staff training to ensure policies were understood and applied consistently.

Tenant Human Rights Policy

Toronto Seniors Housing Corporation (TSHC) adopted a new Tenant Human Rights Policy. The Policy articulates TSHC's commitment to protecting tenants' human rights, laying out the key conditions to make a complaint of discrimination and the various options available to tenants.

In 2025, we finalized a procedure for tenants to make any human rights complaints to TSHC. The policy and procedure were developed in collaboration with tenants, the Senior Tenants Advisory Committee (STAC), the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, the City of Toronto's Human Rights Office, the Ombudsman, and the Centre for Advancing the Interests of Black People (The Centre).

The policy and procedure help to ensure TSHC maintains an environment that is free from harassment and discrimination, one that is compliant with the Ontario Human Rights Code.

In the summer, we began training staff on the policy, the Human Rights Code, and how to apply a human rights lens in day-to-day practices. This training will be completed in early 2026. To ensure transparency, staff will report on complaints (received and addressed) to the Corporate Governance and Human Resources Committee.

Whistleblower Protection Policy

In February 2025, TSHC updated our Whistleblower Protection Policy. The updated policy reinforces TSHC's shared values and demonstrates our commitment to fostering a culture of integrity, accountability, and transparency by encouraging employees and tenants to report

suspected wrongdoing without fear of reprisal. It also helps us to safeguard people who report misconduct and maintains public trust in our management and decision-making.

Fraud Prevention Policy

TSHC developed a new Fraud Prevention Policy in February 2025 with the goal of safeguarding the organization's financial, physical, and information assets and ensuring organizational integrity. The policy outlines TSHC's commitment to preventing, detecting, and addressing fraud, establishing clear responsibilities for reporting suspected fraud, providing guidelines for conducting investigations, and reinforcing expectations that all employees, Board members, contractors, volunteers, and partners act with honesty, ethics, and diligence.

Translation and Interpretation Policy

Crucial to fostering tenant participation, the Translation and Interpretation Policy ensures tenants have access to information in a language they understand. The policy was developed with input from staff and tenants, STAC, R-PATH, and The Centre. The Board of Directors approved the policy in July 2025. Training and tools for staff were developed in the second half of 2025 and will be implemented through the first half of 2026.

Enterprise Risk Management Policy

In 2025, TSHC worked to strengthen how we manage risk. Our new Enterprise Risk Management (ERM) framework explains how risks are identified, assessed, and managed across the organization. The ERM Policy, which sets the foundation for consistent risk practices, was approved by the Board. New quarterly risk register reporting gives

leadership better insight into key risks and trends to ensure they can make fully informed decisions.

In 2025, we also developed a Business Continuity Plan and Policy to ensure critical services can continue in the event of a business disruption. The plan and policy map out essential functions, identify potential vulnerabilities, and provide practical response strategies. The Business Continuity Plan and Policy will help TSHC respond quickly and effectively to unexpected events, keeping tenants and staff feeling safe and supported.

Uniting to End Poverty and Inspiring Hope

The 2025 Toronto Seniors Housing Corporation (TSHC) United Way Campaign once again exceeded expectations, raising more than **\$20,000 – a 25 per cent increase** over 2024! Engaging events, including several regional fundraisers, encouraged strong staff support. These contributions will significantly impact individuals and communities in need across the Greater Toronto Area.

<<Image: \$20,000 raised (25% increase over 2024)>>

Growing Talent With Care and Inclusion

Building Our Workforce

Toronto Seniors Housing Corporation (TSHC) continued to grow in 2025, recruiting three new permanent roles as well as temporary contract resources to support both day-to-day operations and strategic projects.

Maintaining Positive Employee and Labour Relations

Collaborative relationships with union partners continue to be the foundation of our ongoing success. To ensure we were addressing concerns as they arose, staff representatives held regular meetings with union leadership from the Toronto Civic Employees Union (TCEU) Local 416 and with the Canadian Union of Public Employees (CUPE) Local 79 to discuss issues and concerns, share information, and maintain open communications to proactively address and resolve employee matters.

The following inaugural TSHC Collective Agreements were signed in 2025, and are effective January 1, 2025, to December 31, 2028:

- TCEU 416 – this agreement covers 187 staff members and was signed in July 2025
- CUPE 79 – this agreement covers 88 staff members and was signed in December 2025

Fostering Inclusion, Diversity, Equity, and Accessibility

TSHC continues to make meaningful progress in advancing its Inclusion, Diversity, Equity, and Accessibility (IDEA) priorities, with a focus on ensuring an equitable, diverse, and inclusive workplace, and fostering a sense of belonging within our organization.

In 2025, the Board of Directors approved the IDEA Strategy, Diversity Lens, and updated Land and African Ancestral Acknowledgements.

People and Culture and the IDEA Committee collaborated across departments to advance the implementation of the IDEA Strategy. They embraced a comprehensive approach that included two staff trainings

led by TELUS Health Training, lunch and learns, guest speakers, newsletters, and other communications and engagement activities.

In September, we moved to a new staff-led model for the IDEA Committee, with three existing committee members taking on the role of Committee co-leads. The new Committee supported communications for Orange Shirt Day / National Day for Truth and Reconciliation and led the work for Islamic Heritage Month. Committee members also further enhanced the diversity calendar and began planning for 2026 communications and events.

Expanding Skills to Support Seniors

At TSHC, enabling employees with the skills and resources they need to do their best is integral to who we are and what we stand for.

In 2025, TSHC continued to provide training designed to foster a comprehensive appreciation of the rich life experiences and diverse backgrounds of tenants. Staff attended seniors-focused training to address issues of dementia, non-violent crisis intervention, and more. We added access to **Aging in Community (AIC)**, a program offered by the NORC (Naturally Occurring Retirement Communities) Innovation Centre at University Health Network (UHN) that explores topics and issues that can impact quality of life for seniors. TSHC is actively developing training partnerships to deliver new programs.

We continued the ongoing work of confronting anti-Black racism, building on our efforts to educate employees on how they can apply an anti-racism lens to our work.

Also in 2025, staff participated in leadership training covering topics such as cultivating a healthy organization, preparing others to succeed, and creating engaged high-performance teams.

Celebrating Staff

TSHC staff work hard every day to create the best environment for tenants. We continue to look for ways to recognize and show appreciation for their efforts and commitment. This year we held two special events to celebrate and acknowledge the work our staff do every day:

- An all-staff event at Fort York, with approximately **200 staff** attending
- The TSHC Long Service Awards (LSA) Ceremony where we recognized **42 staff** members who reached service anniversaries in 2025:
 - 45 years - 2 awardees
 - 25 years - 3 awardees
 - 10 years - 16 awardees
 - 5 years - 21 awardees

A New Place for Staff Connection

In 2025, we moved to a more interactive and flexible intranet platform to bring staff resources together in one place. The new platform offers a single source for daily and weekly organizational news updates, important dates, and access to documents and other essential staff resources. It also provides a space for staff to connect and share ideas and compliments with their colleagues.

Governance and Management

Toronto Community Housing Corporation (TCHC)

Toronto Seniors Housing Corporation (TSHC) continues our close relationship with TCHC to deliver services to tenants while maintaining a strong accountability relationship with the City of Toronto. TCHC maintains ownership of TSHC-managed buildings, and we still share some services with TCHC in the support of tenants.

In 2025, TSHC and TCHC worked collaboratively to replace the original Transition Agreement between the corporations set in 2022. A new Relationship Agreement was developed, and will be in effect from January 1, 2026, through December 31, 2030. This work included a new Cost Allocation Model between the two organizations.

Reinforcing the strong partnership and collaborative relationship between TSHC and TCHC, the Relationship Agreement incorporates several opportunities that build on the original agreement for a longer term and better position TSHC to fulfill its mandate to support senior tenants to age at home in comfort and dignity.

Board of Directors and Board Committees

TSHC is a corporation of the City of Toronto, with the City also serving as the Service Manager under the [Housing Services Act, 2011](#). The Board of Directors consists of members appointed by Toronto City Council, and includes:

- the Mayor (or a designate from City Council)
- a City Council member from the Planning and Housing Committee or the Board of Health

- seven public members, including two senior tenants
- the City Manager or designate (ex-officio)

In October 2025, the City updated the TSHC Board membership. The updated Board includes returning members Fareed Amin (chair), Lawrence D’Souza, Linda Jackson, Jim Meeks (Tenant Director), and Brenda Parris, as well as new members Jesse Cohoon (Tenant Director) and Konstantinos Kostouros. At that time, the Board also extended gratitude to outgoing Board member Warren Law for his leadership, collaborative approach, and dedication. Warren served on the Board for four and a half years.

We have three Board Committees that oversee the Corporation’s strategic plan, operational, and financial performance.

For more information about our Board of Directors, please visit:

[TorontoSeniorsHousing.ca/About/Board-of-Directors](https://torontoseniorshousing.ca/About/Board-of-Directors)

To learn more about our Board Committees, visit:

[TorontoSeniorsHousing.ca/About/Board-Committees](https://torontoseniorshousing.ca/About/Board-Committees)

Meet Our Board

As of December 31, 2025, Toronto Seniors Housing Corporation (TSHC) Board members included:

<<Images / names>>

- Fareed Amin, Board Chair
- Denise Andrea Campbell, Member
- Jesse Cohoon, Tenant Director
- Councillor Vincent Crisanti, Member
- Lawrence D’Souza, Vice-Chair

- Linda Jackson, Member
- Konstantinos Kostouros, Member
- Councillor Josh Matlow, Member
- Jim Meeks, Tenant Director
- Brenda Parris, Member

Leadership Team

The Toronto Seniors Housing Corporation Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. As of December 31, 2025, our Team included:

<<Images / names >>

- Tom Hunter, Chief Executive Officer
- Grant Coffey, Director, Strategy and Business Management
- Carol Francis, Director, People and Culture
- Brad Priggen, Director, Operations
- Deanna Veltri, Director, Engagement, Partnerships, and Communications

Financial Performance

The following financial information is derived from the audited financial statements, a copy of which can be obtained on our website at:

TorontoSeniorsHousing.ca

<<to be added in final version>>