



**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.

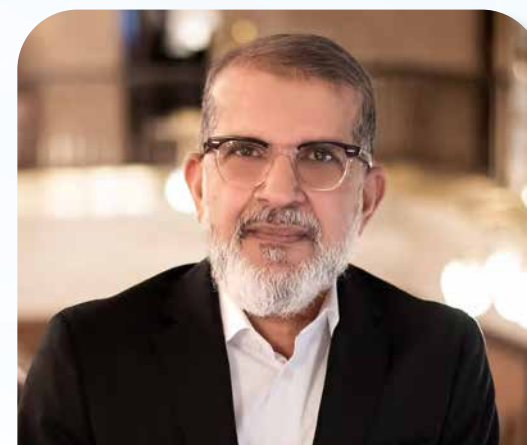
Sincerely,



Fareed Amin
Board Chair



Tom Hunter
Chief Executive Officer



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.

Strategic Directions - At a Glance



Mandate

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



Vision

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



Commitment

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

Values

Respect | Inclusion | Accountability | Innovation

Objectives



An excellent landlord

To provide safe, clean, and well-maintained buildings and to support stable tenancies.



Tenant engagement

To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice.



Partnerships

To facilitate access to services and programs that tenants need and want.



Innovation

To develop and promote innovation and leading practices which contribute to seniors' well-being.

Enablers



Organizational excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate.



Employer of choice

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.

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.

Community Stories

Marrita Abunda, Tenant

When Marrita Abunda moved to her new home at Toronto Seniors Housing, she was immediately struck by how friendly her neighbours were. It's this friendliness that allows tenants to form relationships through social and recreational activities.

The communal garden at Marrita's building is a true hub, a place where people connect and trade tips. Her neighbours generously shared their vegetables and flowers to help Marrita get her garden plot started last summer—even communicating across language barriers.

"I'm grateful and really proud of my building. It's clean and it's peaceful. The building staff are helpful and responsive. The people are really nice and friendly. I love the community."



An Excellent Landlord

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



15,000 seniors



83 buildings

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—**decreased from 1,564 in 2022 to 1,479 in 2025.**



units where work orders were required

decreased 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.



1,050 treatments
in 2025

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.

“This job isn’t just about fixing things, it’s about building relationships. **And that’s something I truly enjoy.**”

Ralston Nelson,
Custodial Maintenance Person 1 (CMP1)

Community Stories



Connie Vu, Tenant

Last year, a small group of tenants living in a Kensington Market building decided to revitalize social connections in their community, hosting the first event in the building since COVID. This was a challenge, as many tenants had become isolated or speak different languages.

Connie, a tenant volunteer, was determined to bridge these barriers. She worked with other volunteers, her Community Services Coordinator, and community organizations to communicate with tenants about Tenant Circle meetings and events in different languages. This has allowed everyone to take part. The Tenant Circle now has more than 10 members, speaking multiple languages.

Connie is inspired by her fellow tenant volunteers. **“Even in illness and old age, life is not without joy — if we know how to live with optimism, positivity, and actively engage in the community around us,”** she says.



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 garage repairs



\$11,461,327 - holistic (whole building) retrofits, such as building envelope, mechanical, electrical, plumbing, structural, etc.



\$1,245,630 - site improvements, such as landscaping and parking



\$1,919,532 - planned in-suite renovations and repairs



\$1,348,592 - cameras and access control

Toronto Seniors Housing Corporation

Safety and Security

TSHC relies on safety and security through the 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**





“It is my pleasure to be respectful and to deliver great service in any given situation. I enjoy chatting with seniors, whether for business or just to say hello in the hallway. Seniors have hearts full of life experiences. Their stories bring laughter and warmth to my day.”

Alexandra Williams,
Tenant Services Administrator (TSA)

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, created a 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

24 households who were referred to the CT Team in 2025

33

33 households that carried over from previous years

9

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.

Community Stories



Lucky Lee, Tenant

Lucky Lee jokes he's lucky because of his name. But it's Lucky's extraordinary resilience that took him from an adolescent in a Malaysian refugee camp to a thriving career in Toronto as a restaurateur.

Now retired and a Toronto Seniors Housing tenant, Lucky is an active member of his building's Tenant Circle. He volunteers at the monthly coffee social, helps fellow tenants with translation needs, and acts as a friendly connector to many in the community. Lucky's life experiences inform his passion for helping others. "I was a refugee. You don't forget where you come from," he says.

"I want to help make people happy. That's why I volunteer," says Lucky. "I'm not alone."



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.

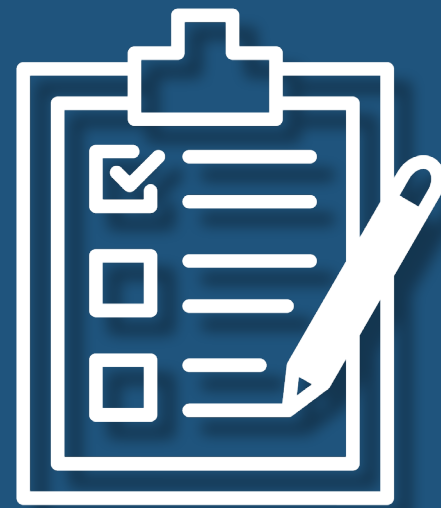
Tenant Experience Survey

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 barriers 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.



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.

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.

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.



“I am truly honoured to serve as a tenant member of the Senior Tenants Advisory Committee (STAC). This role allows me to represent the diverse perspectives of tenants within TSHC and advocate for their needs. Personally, my experience as a tenant has been positive, benefiting not only from affordable housing but also from the support offered through TSHC’s Integrated Service Model. I strongly encourage TSHC to continue enhancing its initiatives and to foster innovative approaches that promote broader tenant engagement and inclusivity.”

Sheila Farr, Tenant

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.



219 recurring programs



91 one-time events

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



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.



“Work hard, stay organized, and be patient. The work we do here is meaningful, and you’ll learn so much from the tenants. **If you approach it with an open heart, you’ll love working here as much as I do.**”

Seraphine Mukamana, Cleaner

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 the Ontario Non-Profit Housing Association (ONPHA) Conference as part of the 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.

ONPHA



“ONPHA values our collaborative relationship with Toronto Seniors Housing Corporation, a long-standing member organization and respected sector leader. Together, we have partnered on research exploring aging-in-place innovations, and TSHC’s team regularly shares its expertise through presentations and panel discussions at ONPHA’s annual conference. This collaboration supports sector learning and strengthens outcomes for seniors and community housing providers across Ontario.”

Marlene Coffey, CEO, Ontario Non-Profit Housing Association (ONPHA)

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

“Thank you for the care and support that TSHC has consistently provided to its senior tenants.

I fully support expanding programs that encourage seniors to stay engaged—using our minds, voices, hands, and feet. These activities help us remain active, healthy, and joyful, and they allow us to enjoy our later years with dignity and a strong sense of purpose.

Being a tenant in such a caring and harmonious senior community is a great honour, and one that I deeply cherish.”

Ru Song Wang, Tenant

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.

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
LAMP Community Health Centre
LOFT Community Services
Lumacare
Mobility Matters
Moza 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



Thank you
for **your support.**

“Toronto Public Health is proud to collaborate with Toronto Seniors Housing Corporation (TSHC) on the Healthy Eating, Healthy Aging pilot, a project informed by tenants’ interests. Guided by TSHC’s 2023 needs assessment across 70 buildings, eight sites in seven neighbourhoods were selected where tenants identified healthy eating as a key priority. Through co-creating culturally responsive, multilingual nutrition workshops shaped by tenants’ voices, we nurtured social connection, encouraged learning, and supported healthy aging across TSHC communities. **This collaboration continues to demonstrate the strength of partnership in promoting the health and well-being of TSHC tenants.**”

Toronto Public Health

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 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!





“This role has provided me the opportunity to use my skills and knowledge to ensure TSHC assets and funds are utilized to **provide the best possible services to the tenants we support**”

Tolu Solebo, Manager,
Financial Reporting and Compliance

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

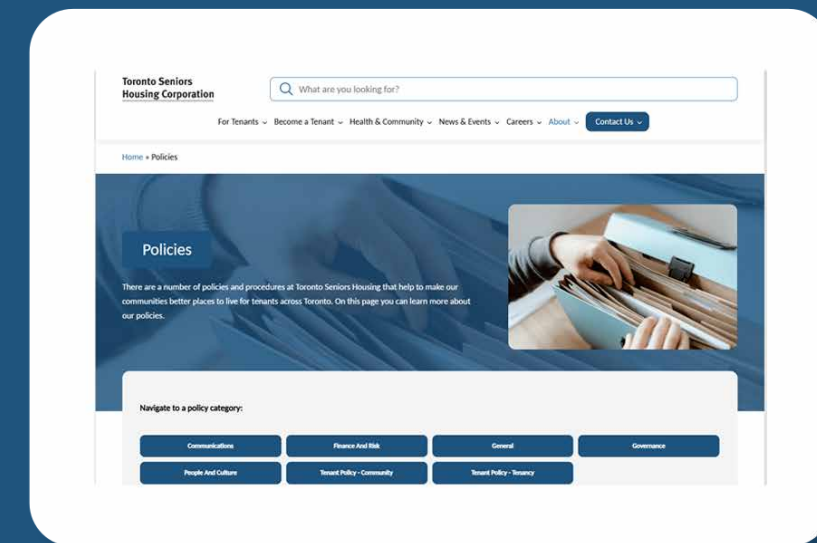
Crucial to fostering tenant participation, the Translation and Interpretation Policy ensures tenants have access to information in a language they understand. The policy was developed with input from staff and tenants, STAC, R-PATH, and The Centre. The Board of Directors approved the policy in July 2025. 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.

\$20,000 raised
25 per cent 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.



“Being part of an organization that reflects the cultural mosaic of Toronto is inspiring. It’s all about collaboration, and every day, I get to contribute to a work environment that values diversity.”

Carolyn Masinde,
Seniors Services Coordinator (SSC)

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:

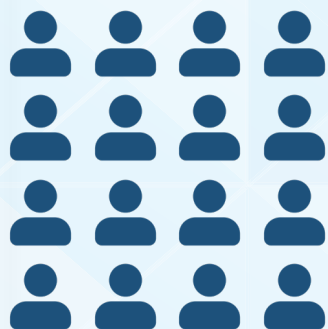
45 years
2 awardees



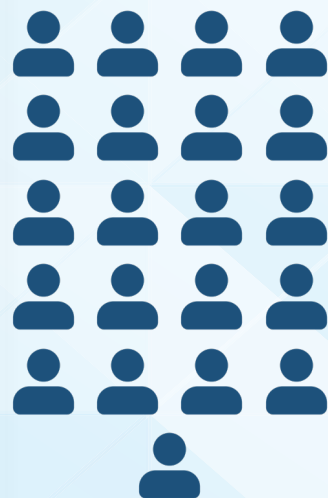
25 years
3 awardees



10 years
16 awardees

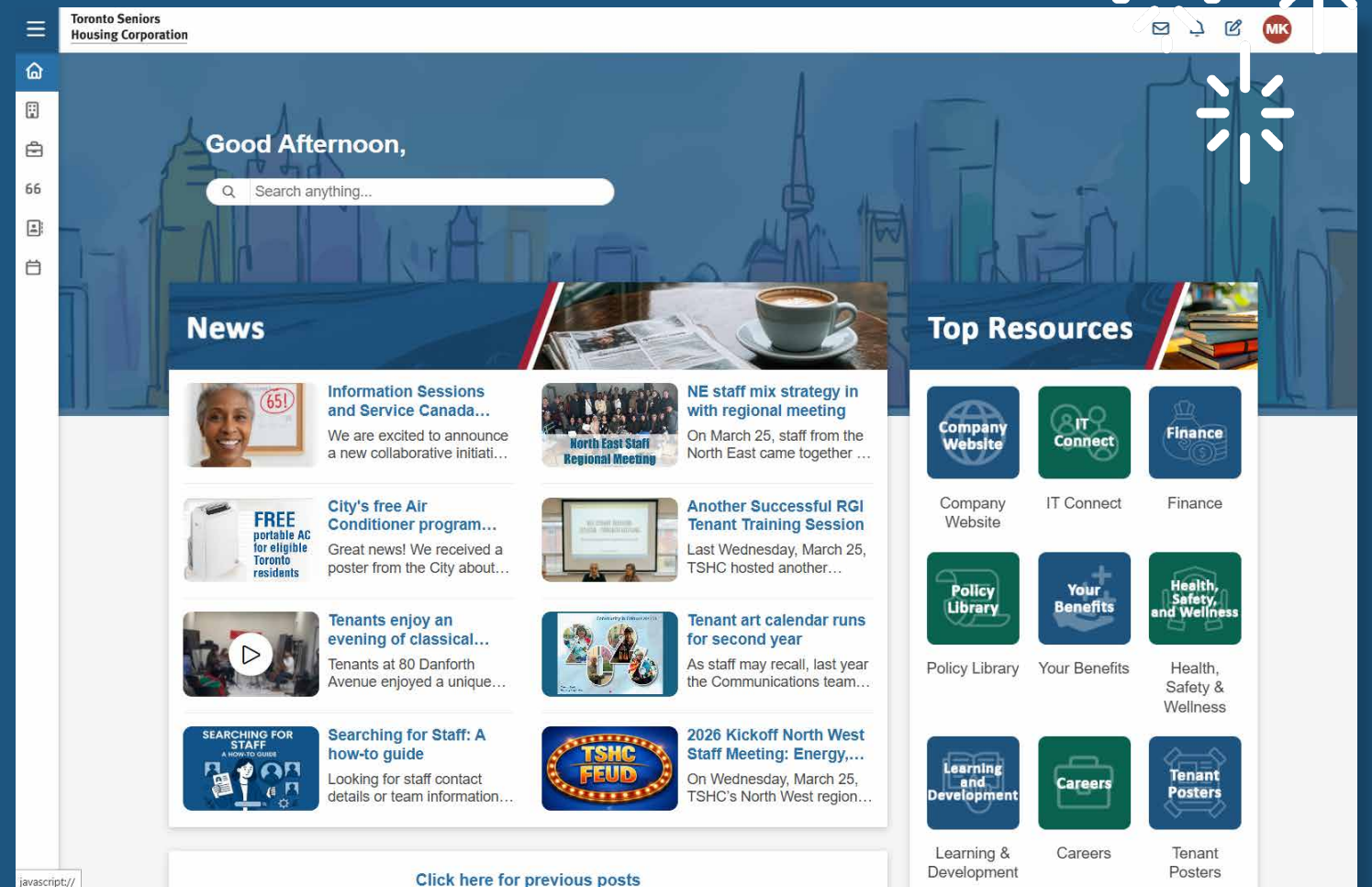


5 years
21 awardees



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.

“The size of TSHC is perfect — big enough to be exciting but small enough to feel like a close-knit family. I felt welcome from day one.”

Jason White,
Health and Safety Specialist

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 Board members included:



Fareed Amin,
Board Chair



Lawrence D'Souza,
Vice-Chair



Denise Andrea Campbell,
Member



Jesse Cohoon,
Tenant Director



Councillor Vincent Crisanti,
Member



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:



Grant Coffey
Director, Strategy and
Business Management



Carol Francis
Director, People
and Culture



Tom Hunter
Chief Executive
Officer (CEO)



Brad Priggen
Director, Operations

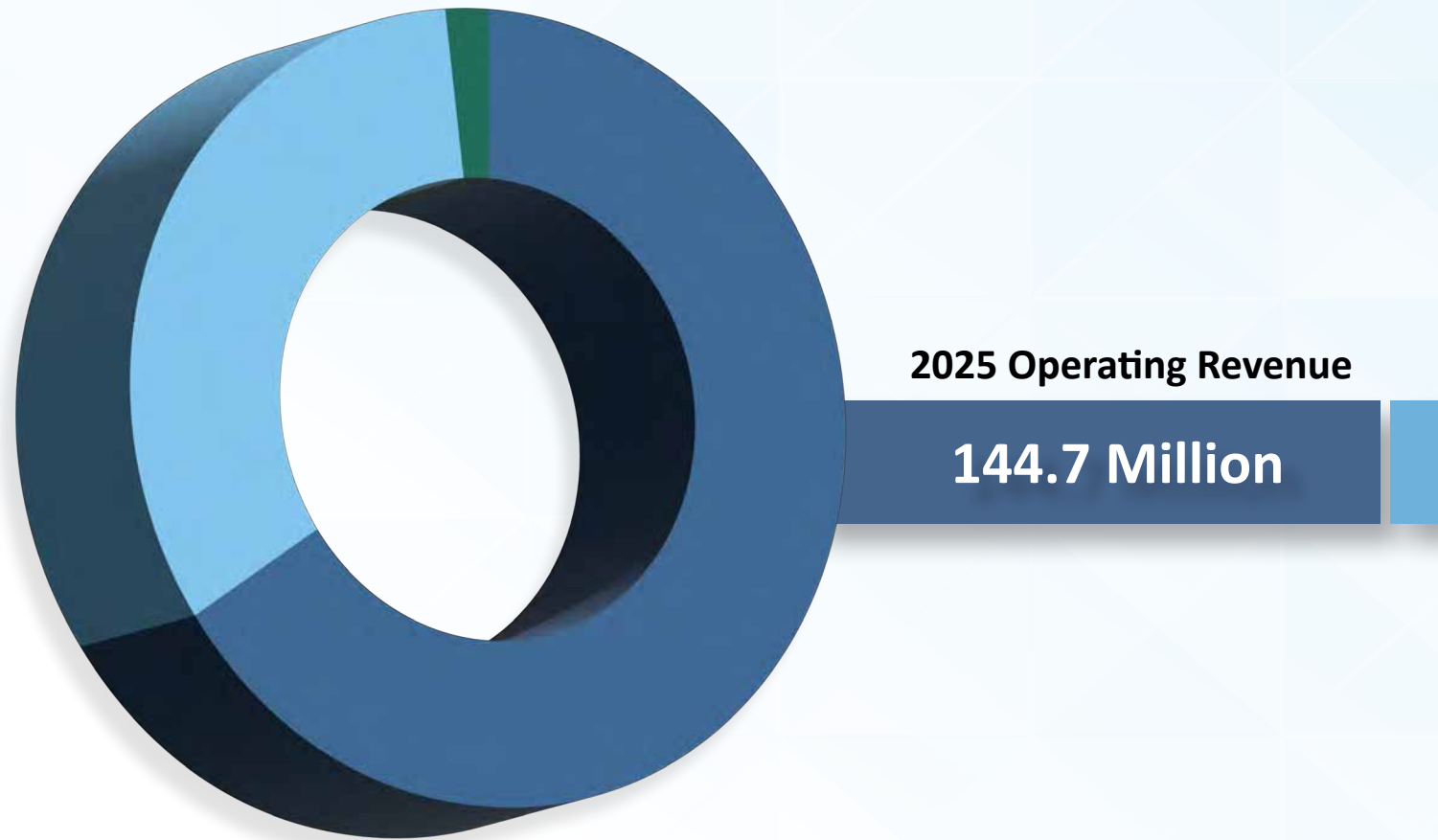


Deanna Veltri
Director, Engagement,
Partnerships, and
Communications

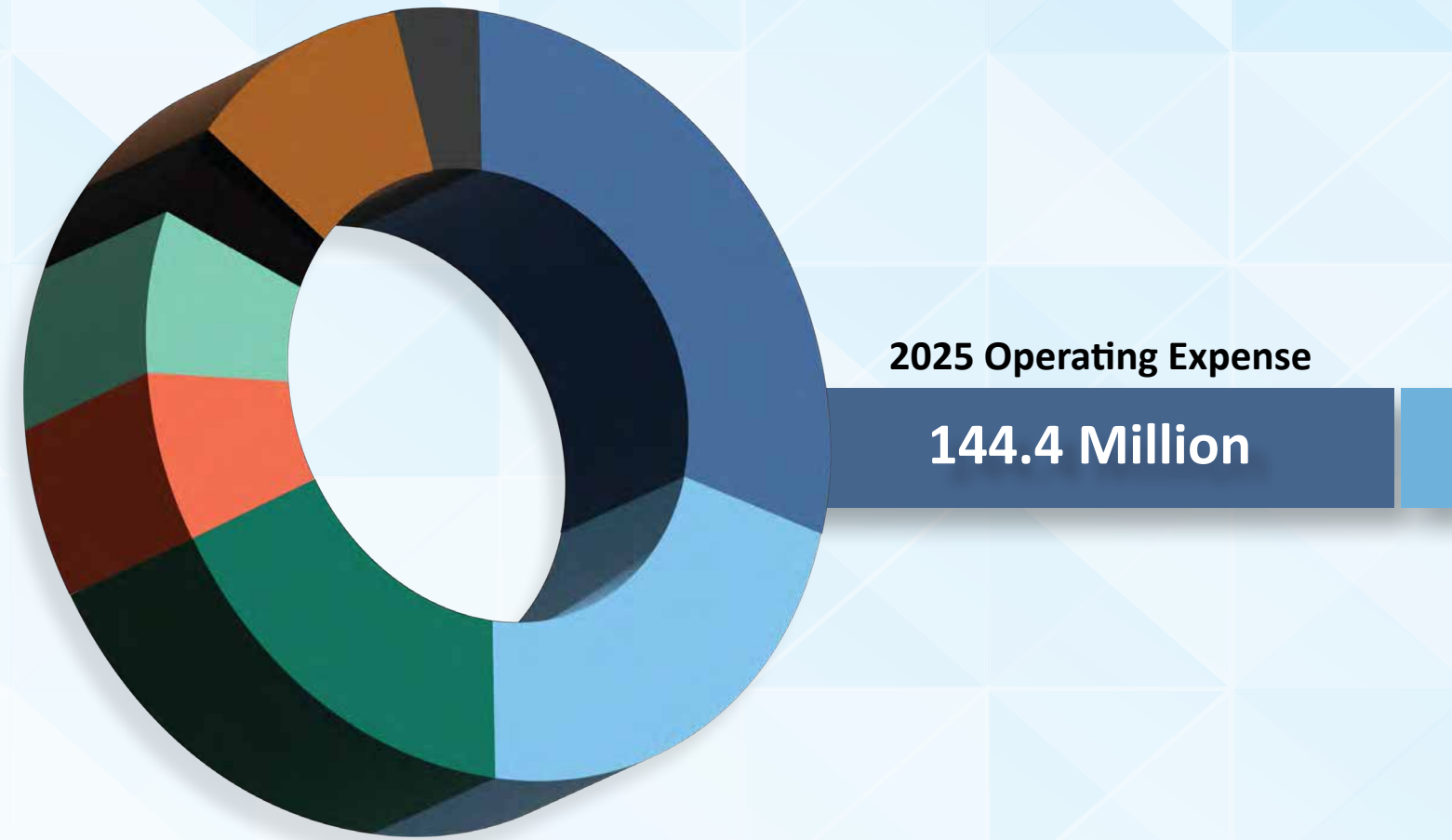
Financial Performance

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

[TorontoSeniorsHousing.ca/Annual-Reports](https://torontoseniorshousing.ca/Annual-Reports)



- 65% Rent-Geared-to-Income and Market Rent
- 33% City Subsidy
- 2% Other Revenue



- 30% Operations and Maintenance
- 21% Mortgage, Interest, and Taxes*
- 16% Utilities
- 7% Safety and Security*
- 7% Facility Management*
- 4% Insurance and Other Operating Costs*
- 11% Shared Services and Admin Fee*
- 4% Corporate Cost

Toronto Seniors Housing Corporation

Please drop us an email at:

info@TorontoSeniorsHousing.ca