

Toronto Seniors Housing Corporation

Board of Directors Meeting Agenda

Date: Wednesday, July 8, 2026

Time: 3:00 pm to 4:15 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1min	Approval of Public Session Board Minutes April 28, 2026	Approval	Minutes	Chair
6.	3:07 pm 1 min	Approval of Closed Session Board Minutes April 28, 2026	Approval	Minutes	Chair
7.	3:08 pm 2 min	Action Items List	Information	Report	Chair
8.	3:10 pm 5 min	CEO's Report	Information	Report	Tom Hunter
9.	3:15 pm 2min	<i>Audit, Finance and Risk Committee Report</i>	Update	Verbal Report	Kosta Kostouros
9a	3:17 pm 5 min	<ul style="list-style-type: none"> Procurement Change Order(s) 	Approval	Report	Vince Truong
9b	3:22 pm 10 min	<ul style="list-style-type: none"> 2027 Budget Timeline 	Information	Report	Vince Truong

Item	Time	Description	Action	Type of Item	Presenter
10.	3:32 pm 1 min	Corporate Governance and Human Resources Committee Report	Update	Verbal	Brenda Parris
11.	3:33 pm 2 min	Quality and Tenant Engagement Committee Report	Update	Verbal	Linda Jackson
11a	3:35 pm 35 min	<ul style="list-style-type: none"> Strategic Directions Consultation Findings 	Information	Report	Beam Group / Grant Coffey
12.	4:10 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	4:11 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	N/A	Chair
14.	4:12 pm 5 min		Information	Verbal	Tom Hunter
15.	4:17 pm 45 min		Discussion	Report	Beam Group / Grant Coffey
16.	5:02 pm 1 min		Approval	N/A	Chair
17.	5:03 pm 1 min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item	Time	Description	Action	Type of Item	Presenter
Consent Agenda Items (items for Information only and will not be addressed during meeting, unless a Board member requests, upon approval of Agenda, or public deputation requested).					
CA-P-01		Q1 & April 2026 Financial Result	Information	Report	Vince Truong
CA-P-02		Integrated Service Model Annual Report	Information	Report	Deanna Veltri
CA-P-03		Tenant Experience Survey Results	Information	Report	Grant Coffey
CA-P-04		2026 TSHC Annual Plan Progress Update	Information	Report	Grant Coffey

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

The TSHC Board held its Board of Director's meeting on Tuesday, April 28, 2026 at 3:00 pm via WebEx video conference. **Part of the meeting was livestreamed and can be viewed here: [Part 1](#) and [Part 2](#)**

Members in attendance:

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

TSHC staff:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and Business Management*
Brad Priggen, *Director, Operations*
Deanna Veltri, *Director Engagement, Partnerships & Communications*
Vince Truong, *Interim Finance Lead*
Karyn Bawden, *Board Secretary*
Fatima Mahmood and Emma Francis, *EAs*

Guests:

Melanie Martin, OCHE

Deputant:

Bill Lohman

Item 1: Chair's remarks

The Board Chair welcomed Board members and virtual attendees to the April 28, 2026 TSHC Board of Directors meeting. He acknowledged April is Genocide Awareness Month & Sikh Heritage Month, April 28th is Day of Mourning as well as World Day for Safety and Health at Work.

The Chair noted we were live streaming on YouTube and had one deputation. He informed the Board there were three Consent Agenda items, all of which were brought forth at previous Committee meetings and are for information only, unless a Board member would like to address one of the items. He stated there will be an In-Camera session for a portion of the meeting; which we would then return to Public Realm to approve items from the In-Camera session.

The Chair then proceeded to the next Agenda Item - Land and African Ancestral Acknowledgements.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African Ancestral acknowledgements.

Item 3: Approval of Public meeting Agenda

The Chair asked if there were any amendments to the public meeting Agenda. Tom Hunter noted he would like to add an announcement of the new appointment of Commissioner to the Office of the Commissioner of Housing Equity (OCHE). With that, the Chair asked if there were any other amendments and being none, the Chair asked for a motion to approve the Board Public Agenda of April 28, 2026, as amended.

Moved: Brenda Parris

Seconded: Linda Jackson

With All in favour, it was resolved that the Board Public Agenda of April 28, 2026, was approved as amended **Carried**

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

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

Item 5: Approval of Board Public minutes of April 2, 2026

The Chair asked if there were any edits or changes to the public session minutes April 2, 2026. Being none, the Chair asked for a motion to approve the public session minutes as presented.

Moved: Brenda Parris

Seconded: Jesse Cohoon

With All in favour, it was resolved that the public session minutes of April 2, 2026, were approved as presented **Carried**

Item 6: Approval of Board Closed session minutes of April 2, 2026

The Chair asked if there were any edits or changes to the Board closed session minutes of April 2, 2026. Being none, the Chair asked for a motion to approve the Board closed session minutes as presented.

Moved: Linda Jackson

Seconded: Lawrence D’Souza

With All in favour, it was resolved that the Board closed session minutes of April 2, 2026, were approved as presented **Carried**

Item 7: Action item review

The Board reviewed the action item list and the status of the items. Jesse Cohoon inquired about the overview of the revitalization plans in 2024 Budget including a net new potential housing for seniors. Grant Coffey noted that the item was already completed and provided previously. With no other questions or comments, the Chair proceeded to the next agenda item.

Item 8: CEO Update

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

- New Volunteer Handbook
- Refreshed Website
- Staff Connecting with the CEO sessions
- Head Office Staff Return to Office

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

Item 9: Audit, Finance and Risk Committee Report

Through the Chair, Kosta Kostouros gave a verbal update on the Audit, Finance and Risk Committee (AFRC) noting at the last Committee meeting of April 8, 2026 the Committee focused on:

- Procurement Change Orders
- 2025 Operating Surplus Settlement
- 2025 TSHC Financial Result
- 2026 Budget Notes
- TSHC 2025 Audit Report
- Recommendation to the City of Toronto TSHC's 2026 Auditor

Mr. Kostouros noted that the majority of the items were being brought forward to the Board meeting for approval, and that the next AFRC meeting will be held on June 3, 2026.

The Chair thanked Mr. Kostouros and then, through the Chair, Vince Truong went through **Item 9a – 2025 Audit - KPMG**

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

1. Approve the 2025 TSHC Audited Financial Statements and 2025 Audit Findings Report ; and

2. Authorize the Chief Executive Officer (CEO) and the Interim Finance Lead to sign the Management Representation Letter

Moved: Kosta Kostouros

Seconded: Linda Jackson

With all in favour, it was resolved that the 2025 Audited Financial Statements were approved as presented and the CEO and Interim Finance Lead are authorized to sign the Management Representation Letter **Carried**

Through the Chair, Vince Truong went through **Item 9b – 2026 Recommendation to the City of Toronto to approve TSHC’s 2026 Auditor**

The Chair thanked Mr. Truong and asked for a motion to approve that the Board of Directors adopt the following resolution:

Recommend that the City of Toronto appoint KPMG to be TSHC’s external auditor for the year ending December 31, 2026

Moved: Kosta Kostouros

Seconded: Jesse Cohoon

With all in favour, it was resolved that the TSHC External Auditor Recommendation to the City of Toronto was approved as presented **Carried**

Through the Chair, Vince Truong went through **Item 9c – 2025 TSHC Operating Surplus Settlement**

The Chair thanked Mr. Truong and asked for a motion to approve the that Board of Directors adopt the following resolution:

- a) Approve the 2025 TSHC Operating Surplus settlement with TCHC in the amount of \$1,154,565 as outlined.

Moved: Brenda Parris
Seconded: Lawrence D’Souza

With all in favour, it was resolved that the 2025 TSHC Operating Surplus Settlement was approved as presented **Carried**

Through the Chair, Vince Truong went through **Item 9d – Procurement Change Order(s)**

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

Approve and award the following change orders in which the cumulative change order value exceeds 20% of the original commitment value of the contract to:

- a) Multilingual Community Interpretation Services (MCIS Language Solutions) – Multilingual interpretation services for Operations and Community Partnerships and Programming to August 31, 2026, in the amount of \$19,600; and
- b) Calian Cyber Solutions Ltd. (formerly iSecurity) - Maintenance of TSHC website server and support services contract extension to November 30, 2027, in the amount of \$91,343.16

Moved: Kosta Kostouros
Seconded: Jim Meeks

With all in favour, it was resolved that the Procurement Change Orders were approved as presented **Carried**

The Chair thanked everyone and before proceeding to the next agenda item, the Chair welcomed and congratulated Melanie Martin with her new appointment of the permanent Commissioner of OCHE. The Chair also thanked Linda Jackson for representing TSHC through the recruitment process. With that, the Chair proceeded to the next agenda item.

Item 11: Quality and Tenant Engagement Committee Report

Through the Chair, Linda Jackson gave a verbal update, but first reiterated the congratulations to Ms. Martin and thanked the Chair. Ms. Jackson then noted at the last Committee meeting of February 23, 2025, the agenda focussed on:

- Committee 2026 Work Plan
- OCHE Bi-Annual Report (July-December 2025)
- OCHE TSHC 2026 Work Plan, which is being brought forward for approval today
- Rapid Re-Housing Annual Report
- 2026 TSHC Annual Plan, also being brought forward today for approval
- Community, Programs and Partnership Update
- Communications Update
- Facility Condition Index – 2024 Year End Review
- Community Safety Unit Q4 2025 Report

Ms. Jackson noted the next QTEC meeting will be on May 19th with another to follow on June 1, 2026. The Chair thanked Ms. Jackson and then turned it over to Melanie Martin, who thanked everyone for their kind words. Ms. Martin then went through **Item 10a OCHE Bi-Annual Report July – Dec 31, 2025**

The Chair thanked Ms. Martin and asked for her to continue to the next Agenda **Item 10b OCHE TSHC 2026 Workplan.**

There was a wholesome conversation among the Board and the Chair thanked Ms. Martin and asked for a motion to approve the OCHE 2026 Workplan as presented.

Moved: Jim Meeks
Seconded: Linda Jackson

With all in favour, it was resolved that the OCHE 2026 Workplan was approved as presented **Carried**

The Chair thanked and congratulated Ms. Martin again. Then, through the Chair, Grant Coffey went through Item **10c – 2026 Annual Plan**

The Chair thanked Mr. Coffey and asked for a motion to approve the Toronto Seniors Housing Corporation 2026 Annual Plan as presented

Moved: Linda Jackson
Seconded: Jim Meeks

With all in favour, it was resolved that the Toronto Seniors Housing Corporation 2026 Annual Plan was approved as presented **Carried**

The Chair then proceeded to the next Agenda item.

Item 12: Corporate Governance and Human Resources Committee Report

Through the Chair, Brenda Parris noted that at the last CGHRC meeting of March 19, 2026, the Agenda focused on:

- Committee’s 2026 Work Plan
- People and Culture Dashboard
- 2025 Annual Report, which is being brought forward today for approval
- 2025 TSHC Compensation
- 2026 Performance Management Process

Ms. Parris noted that we were looking to reschedule the June CGHRC meeting and would keep the committee posted as to the new date.

The Chair thanked Ms. Parris and before proceeding to the next agenda item, he noted we had a deputation from Bill Lohman and welcomed Mr. Lohman.

Through the Chair, Mr. Lohman also congratulated Ms. Martin on her appointment. He then discussed the 2025 Annual Report noting:

- Focus should be on tenant voices
- Tenants need to be involved in the process

The Chair thanked Mr. Lohman and opened up for comments from the Board. Jesse Cohoon asked Mr. Lohman if it would help if STAC members got more engaged with all tenants by going to buildings and engaging more? Mr. Lohman said yes, STAC could help collect voices from all tenants.

The Chair thanked Mr. Cohoon; and Mr. Lohman again and through the Chair, Deanna Veltri went through **Item 11a – 2025 Annual Report**

The Chair thanked Ms. Veltri. Many Board members commended the TSHC Team for the hard work and great report. The Chair then asked for a motion to approve the 2025 Annual Report as presented.

Moved: Linda Jackson

Seconded: Brenda Parris

With all in favour, it was resolved that the 2025 Annual Report was approved as presented **Carried**

The Chair then proceeded to the next agenda item.

12. TSHC Annual General Meeting and 2025 Audited Financial Statements

Through the Chair, Grant Coffey went through the TSHC AGM and 2025 Audited Financial Statements. The Chair thanked Mr. Coffey and then asked for a motion that the Board of Directors adopt the following resolutions:

1. The Board arrange with the City Clerk to call the Annual General Meeting of the Shareholder for Toronto Seniors Housing Corporation during the portion of the City Council meeting at which these recommendations are considered, and recommends that City Council:
 - a) receive the Board-approved "Toronto Seniors Housing Corporation 2025 Annual Report";
 - b) receive the Board-approved "Toronto Seniors Housing Corporation 2025 Audited Financial Statements";
 - c) appoint KPMG LLP as the Auditor of Toronto Seniors Housing Corporation for the fiscal year 2026, and authorize the Board of Directors of Toronto Seniors Housing Corporation to set the fee of the Auditor; as recommended by the Board;
 - d) receive the Toronto Seniors Housing Corporation's 2025 executive compensation disclosure;
2. The Board recommends that City Council receive the Financial Impact section regarding known and anticipated financial outlooks and impacts (current and future years) for Toronto Seniors Housing Corporation.
3. The Board authorizes the Chief Executive Officer, on behalf of the Board, to submit the Board's recommendations and materials identified in Recommendations 1 and 2, once approved by the Board at its meeting of April 28, 2026, to the City Clerk for consideration by Executive Committee and City Council

Moved: Councillor Crisanti

Seconded: Kosta Kostouros

With all in favour, it was resolved that the Board approved the TSHC Annual General Meeting and 2025 Audited Financial Statements as presented ... **Carried**

The Chair then proceeded to the next agenda item.

13 – TSHC Electric Mobility Device (E-Device) Policy

Through the Chair, Grant Coffey went through the TSHC Electric Mobility Device Policy.

The Chair thanked Mr. Coffey and noted concerns about e-bike being linked to assisted mobility. There was a fulsome conversation among the Board and it was agreed that the policy would be further reviewed and brought forward to the Board again in Q1 2027.

The Chair then asked for a motion to approve the current adoption of the Toronto Community Housing Corporation’s (TCHC) Electric Mobility Device (E-Device) Policy with a more in-depth review and come back to the Board in Q1 2027

Moved: Councillor Crisanti

Seconded: Brenda Parris

With all in favour, it was resolved that the current TCHC’s Electric Mobility Device Policy be adopted as noted **Carried**

The Chair then proceeded to the next agenda item.

Item 14: Approval to Move into Closed Session

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

Moved: Brenda Parris

Seconded: Jim Meeks

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

The meeting went to Closed Session.

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Upon the return to the Public Realm, the Chair welcomed back our virtual audience and noted we would be approving closed session items.

Item 19: Motion to Approve Closed Session Decisions

Item 16: OCHE Agreement

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

- a) Approve the amendment to the Services Delivery Agreement substantially in the form as attached to this report; and
- b) Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation; and
- c) Authorize the Chief Executive Officer to execute the amendment to the Services Delivery Agreement with such amendments as considered necessary and appropriate

Moved: Linda Jackson

Seconded: Lawrence D’Souza

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

The Chair then proceeded to the next decision item.

Item 17 - 2026 CEO Performance Planner

The Chair asked for a motion to approve the 2026 CEO Performance Plan as presented

Moved: Linda Jackson
Seconded: Brenda Parris

With all in favour, it was resolved that the 2026 CEO Performance Planner was approved as presented **Carried**

The Chair noted there were no other closed session decisions and so proceeded to the final agenda item.

Item 20: Adjournment

The Chair thanked the Board members, staff and all online attendees, then asked for a motion to adjourn the meeting.

Moved: Brenda Parris
Seconded: Councillor Crisanti

With all in favour, it was resolved that the TSHC Board meeting of April 28, 2026, adjourn **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Karyn Bawden
Board Secretary

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List July 2026

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

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8, 2026

Item Number: 9a

Report Name: Procurement Change Order

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: June 29, 2026

Purpose:

The purpose of this report is to provide a recommendation regarding the approval of a Procurement Change Order for TSHC's employee group benefits provider Medavie Blue Cross. Subject to the Procurement Method Delegation of Authority, the Board or Board Committee as appropriate shall approve all open competitive processes, where the cumulative change order value exceeds the greater of \$250K or 20% of the original commitment value, or to extend the term of the contract.

Recommendation:

It is recommended that the Board of Directors adopt the following resolution:

Approve and award the following change order in which the cumulative change order value exceeds 20% of the original commitment value of the contract to:

- a) Medavie Blue Cross – Increase the authorized spending limit for Group Benefits (Health, Dental and Insurance) for the period of July 1, 2026 to December 31, 2026, in the amount of \$1,580,000.

Reason for Recommendation:

In July 2023, TSHC and TCHC issued a joint Request for Proposal for the provision of its employee benefit carrier services program for a seven-year term, consisting of a three-year initial term plus two optional two-year terms (3+2+2).

An independent Insurance and Benefits Advisor (HUB International, formerly Morneau-Shepell) was jointly engaged by TCHC and TSHC to assist with the development of the RFP and provide expert advice and analysis of the financial components of the submissions.

The estimated cost for the initial three-year term (January 1, 2024 – December 31, 2026) was \$8,303,783. This estimate included assumptions for annual cost escalation, including inflation and service costs. However, the estimate was based on 2023 staffing levels and did not consider factors such as authorized increases to headcount, impacts of collective bargaining or higher inflation, and adjustments to the benefits plan. Additional reserves were needed to offset some of the higher usage, as the account was in a deficit position. As a result, the projected cost for this period will be \$9,883,783, resulting in a cumulative shortfall of \$1,580,000.

TSHC Headcount:

Costing assumptions were originally based on a 2023 average headcount of 301 FTEs enrolled in the benefits program. Part-time and temporary staff are not eligible to receive benefits and are generally excluded from participation in the program. Due to reduced staffing vacancies, improved employee retention, and the approval of additional corporate and front-line staffing positions, the average enrolled headcount is projected to reach 330 FTEs in 2026.

Reconciliation of Administrative Services Only (ASO) Health and Dental Accounts:

These accounts operate on a self-insured basis and are subject to annual audits to ensure that monthly deposits (premiums) are sufficient to cover claims and expenses. Deficits were incurred in both 2023 and 2024. In response, monthly deposits were increased to recover prior year shortfalls and to generate modest year-end surpluses in 2025 and 2026. Reserve funds held by the insurer also accrue interest and may be used to offset future deficits or refunded, as applicable.

Plan Improvements:

The benefits plan for management staff was reviewed in 2024, resulting in modest enhancements. Additionally, improvements were negotiated and implemented for bargaining unit employees through the collective bargaining processes at the end of 2025.

The shortfall is included in the annual budget and forecast, and this will be absorbed in 2026.

Please see the attached file for further information.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachments:

Attachment 1: Procurement Change Order

Attachment 1										
	Vendor	Goods/Services Description	Business Unit	Original Commitment Value	Individual Amount of Change Order	Cumulative Total of Change Order	Cumulative Change Order Value that exceeds the greater of \$250K of Original Commitment Value	Cumulative Change Order % of Original Commitment Value	Contract Term	Reasons for Change Order
1.	Medavie Blue Cross	Employee Benefits Carrier Services Program(RFP 23063)	People & Culture	\$8,303,783.00	\$1,580,000.00	\$9,883,733.00	\$1,580,000.00	19.03%	July 1, 2026 to December 31, 2026	<p>The original estimate did not contemplate several cost drivers that contributed to the shortfall, including:</p> <p>TSHC Headcount: The costing assumptions were originally based on a 2023 average headcount of 301 FTEs enrolled in the benefits program. Part-time and temporary staff are not eligible to receive benefits and are generally excluded from participation in the program. Due to reduced staffing vacancies, improved employee retention, and the approval of additional corporate and front-line staffing positions, the average enrolled headcount is projected to reach 330 FTEs in 2026.</p> <p>Reconciliation of Administrative Services Only (ASO) Health and Dental accounts: These accounts operate on a self-insured basis and are subject to annual audits to ensure that monthly deposits (premiums) are sufficient to cover claims and expenses. Deficits were incurred in both 2023 and 2024. In response, monthly deposits were increased to recover prior year shortfalls and to generate modest year-end surpluses in 2025 and 2026. Reserve funds held by the insurer also accrue interest and may be used to offset future deficits or refunded, as applicable.</p> <p>Plan Improvements: The benefits plan for management staff was reviewed in 2024, resulting in modest enhancements. Additionally, improvements were negotiated and implemented for bargaining unit employees through the collective bargaining processes at the end of 2025.</p>

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8, 2026

Topic: 2027 Budget Timeline

Item Number: 9b

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: June 30, 2026

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

Recommendation:

It is recommended that the Board of Directors receive this Report for information.

Reason for Recommendation:

The City of Toronto has announced **September 23, 2026** as the submission deadline for the 2027 Budget. Consistent with the previous two budget cycles, Toronto Seniors Housing Corporation (TSHC) will submit a separate stand-alone budget, supported by its own budget notes and disclosures.

A first draft of the 2027 Budget will be presented to the Board at a special meeting scheduled for **September 8, 2026**.

As outlined in the 2027 Budget Direction Letter from the Mayor and Budget Chief (Attachment 1), the City has made meaningful progress in stabilizing and improving its financial position through increased investments and other measures. However, ongoing financial pressures, limited revenue tools, constrained revenue growth, and increasing demand for services continue to present challenges.

In response, the City has directed TSHC to prioritize and protect key services while pursuing efficiencies and cost-saving measures. The key priorities for the 2027 Budget remain unchanged from previous budget cycles and continue to align with the priorities identified under Mayor Chow's mandate:

- Maintaining a strong focus on tenant services;
- Supporting long-term financial sustainability; and
- Identifying operational efficiencies and savings opportunities.

TSHC has been directed to prepare its 2027 Operating Budget based on a **\$0 (0%) net increase from the approved 2026 Operating Budget**, while recognizing existing service commitments and operational requirements.

TSHC will work closely with the City's Financial Planning Division to develop budget scenarios and evaluate potential requests for additional funding or service enhancements. Given the City's fiscal constraints, the 2027 budget process is expected to be particularly challenging. As part of scenario development, TSHC will also assess further savings opportunities, recognizing that the municipal election year may result in an extended budget timeline.

TSHC 2027 Budget Timeline

Activity	Date
Budget kick-off and distribution of budget templates	June 26, 2026
First draft budget templates due to Finance	July 22, 2026
Finance review and consolidation	July 29, 2026
Tenant budget consultations	August 4 & 7, 2026
Leadership Team review, feedback, and revisions	July 29 – August 25, 2026
TCHC budget allocation and shared service costs provided (TBD)	August 17–21, 2026
Seniors Tenants Advisory Committee (STAC) update	August 19, 2026
Special Board Meeting – First draft budget review	September 8, 2026
First draft budget submission to the City	September 23, 2026

Throughout the budget development process, TSHC will continue to engage with both the City and Toronto Community Housing Corporation (TCHC) regarding shared and allocated service costs.

City of Toronto 2027 Budget Process

Key milestones in the City's budget process include:

Activity	Date
Administrative reviews	October 20–30, 2026
Informal Budget Committee reviews	Mid-October to mid-November 2026
Target date for final 2027 budget decisions	Late November 2026
Final budget notes submission to City Financial Planning	TBD
2027 Budget launch	Early January 2027
Mayor's Budget release	Late January/Early February 2027
Special Council meeting	Mid-February 2027 (TBD)

Management will provide regular updates to the Board and the Audit, Finance and Risk Committee (AFRC) on significant developments and key budget matters. The Board is expected to provide final approval of the 2027 TSHC Budget at a special Board meeting scheduled for December 15, 2026.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachments:

Letter from the Mayor and Chair of Budget Committee – 2027 Budget Direction (Attachment 1)



OLIVIA CHOW
MAYOR

June 1, 2026

To: Paul Johnson, City Manager
Stephen Conforti, Chief Financial Officer and Treasurer

From: Mayor Olivia Chow
Councillor Shelley Carroll, Budget Chief

RE: 2027 Initial Budget Direction

We are writing to provide direction on the 2027 City budget.

Over our first three budgets as Mayor and Budget Chief, working with City officials, we have stabilized and improved Toronto's financial position while investing to make our city affordable, safe and caring.

The 2026 budget showed that the difficult decisions in 2024 and 2025, as well as the ongoing success of intergovernmental partnerships, paid off.

We've maintained and enhanced the service improvements of previous years - such as libraries open seven days per week, hiring more first responders, and building homes people can actually afford - while ensuring every dollar of public money is spent wisely.

We've worked alongside the provincial and federal government to reduce development charges, invest in infrastructure and build a new LRT. In just 3 years, we've secured over \$10 billion in intergovernmental investment for our city.

We've done all this while securing the City's first credit rating increase since 2001 to AA+.

Now, planning for the 2027 Budget process is now underway.

The City continues to face ongoing financial pressures, including rising costs, limited revenue tools and constrained revenue growth, at a time of

increasing demand for services. These financial pressures are not unique to the City; residents, businesses and other municipalities are also experiencing affordability challenges.

In this context, the 2027 Budget process will require a disciplined and proactive approach. Our shared objective remains delivering a balanced and sustainable budget that supports key services and Council priorities.

Through careful budgeting, we can continue to build a more affordable, safe and caring city for all Torontonians.

Budget Approach and Planning Framework

City Programs and Agencies are directed to begin budget development with a focus on prudent financial planning and scenario-based analysis as outlined in this memo and through further discussions with the Financial Planning Division.

In order for Divisions and Agencies to maintain investments that have been made in recent years, the Financial Planning Division shall undertake enhanced reviews to ensure that where substantial increases were received service levels and value for money have been successfully delivered to Torontonians.

The 2027 Operating and the 10-year Capital Budget and Plan will be guided by financial targets summarized below and communicated in more detail through your support in the Financial Planning Division.

Operating Budget

To manage ongoing budget pressures and support a balanced budget, City Programs and Agencies are expected to develop submissions that prioritize and protect key services and priorities while identifying operating efficiencies.

Divisions and Agencies are being directed to start developing their 2027 operating budget submissions based on a \$0 (0%) net increase scenario.

Recognizing operational realities and existing expenditure commitments like approved multi-year plans, certain Divisions and Agencies will be provided with alternative scenarios to be considered in the development of their 2027 operating budget submission. Financial Planning will be in contact with select Divisions and Agencies to provide additional guidance on applicable 2027 budget planning scenarios.

The expectation is that each City division, agency, board and commission consider the following direction (consistent with the multi-year approach that was initiated in 2024) as they form budget submissions:

- **A focus on service:** We expect every submission to have a focus on effective delivery of the services that matter most to residents. Achieving Council-approved Service Levels, particularly in frontline services is crucial and will be a focus of the 2027 Budget process. We share residents' expectation that the basic services we rely on work well and efficiently.
- **Maintaining financial sustainability:** Submissions should be conscious of the need to maintain their Council-approved Service Levels beyond the 2027 Budget and focus on effective delivery of service. Careful consideration and review should be given to any new or enhanced service being contemplated as part of the budget submissions.
- **Finding efficiencies and savings:** We encourage every division as part of their submission to leverage analysis from program reviews, including staffing and service delivery model reviews, to identify opportunities for ongoing savings, in line with City Council direction included in the updated Long-Term Financial Plan ([2023.EX7.1](#)) as well as subsequent direction during the 2026 Budget Process ([2026 CC38.1](#)). A reminder: efficiencies should not reduce the level of service to residents, but instead focus on opportunities to better deliver services while reducing costs.

Capital Budget

The 2027-2036 Capital Budget and Plan will continue to emphasize affordability, capital prioritization, and delivery, supported by defined capital targets by capital funding source.

City Programs and Agencies are expected to:

- Adhere to annual debt affordability targets as well as development charge revenue forecasts to be provided by the Chief Financial Officer and Treasurer;
- Align cash flows with demonstrated ability and capacity to advance capital projects, while maintaining capital affordability and

strengthening performance with a focus on delivering projects on time and on budget;

- Ensure project plans reflect realistic delivery timelines and available resources;
- Prioritize health and safety, legislated requirements, and state of good repair projects;
- Carefully assess new projects in the context of existing commitments and available funding; and
- Maximize non-debt funding sources, including intergovernmental funding.

Process and Next Steps

This direction is intended to support proactive planning as Divisions and Agencies begin developing their 2027 budget submissions. Further detailed timelines, submission requirements, and technical guidance will be provided as part of the formal budget process.

All Divisions and Agencies are expected to:

- Adhere to budget submission timelines once confirmed;
- Ensure initial submissions are complete, accurate, and aligned with this direction, and prepared in the form required by the City Manager and the Chief Financial Officer and Treasurer; and
- Clearly identify key pressures, offsets, risks, and service implications.

Thank you for your continued leadership and commitment to this important work.

Sincerely,



Mayor Olivia Chow



Councillor Shelley Carroll, Budget Chief

Cc: Senior Leadership Team
Althea Hutchinson, Executive Director, Financial Planning

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8, 2026

Topic: Strategic Planning Consultation Findings and Progress Update

Item Number: 11a

To: Board of Directors

From: Grant Coffey, Director of Strategy and Business Management

Date of Report: June 26, 2026

Purpose: To present the findings of the stakeholder consultations to inform the renewal of Toronto Seniors Housing Corporation's (TSHC's) Strategic Directions. TSHC conducted a wide range of consultations, interviews and surveys with diverse stakeholders to inform its updated Strategic Directions. The report synthesizes the stakeholder feedback and highlights key considerations for the Board as it renews the Strategic Directions.

Recommendation:

It is recommended that the Board of Directors receive this report for information and consider the consultation findings in the development of TSHC's renewed Strategic Directions.

Reason for Recommendation:

Background

Having successfully concluded its first Strategic Directions from 2023 to 2025, TSHC's Board approved an approach to updating its Strategic

Directions that emphasized extensive stakeholder engagement, with tenants placed at the centre of the process.

TSHC partnered with Beam Group to design and implement a comprehensive consultation process aimed at fostering meaningful consultation and a sense of ownership among stakeholders. TSHC's Leadership Team and the Senior Tenants Advisory Committee (STAC) also shaped the engagement approach. Overall, the engagement process included 30 sessions and activities (interviews, consultations, and surveys) with a total attendance of 644 that represented tenants, staff, leadership, Board and partner organizations.

The consultations sought to understand stakeholders' perspectives on what is working well, where challenges remain, and initiatives that should be prioritized over the coming years. Stakeholders also reflected on whether TSHC's current mandate, commitment, values, objectives, and initiatives continue to be relevant. Detailed findings from the engagement process are contained in the Engagement Insights Summary Report included as Attachment 2.

Consultation Findings

Overall, participants expressed a positive view of TSHC's progress since its establishment.

Key strengths identified by stakeholders included:

- TSHC has established a strong organizational foundation and continue to mature over time, performing well on key performance metrics of a landlord such as arrears prevention.
- Since its inception four years ago as a seniors focused organization, it has positioned itself as a leading voice in issues affecting seniors.

- The Integrated Service Model (ISM) provides a strong foundation with notable progress, including greater tenant engagement and the expanding partnerships to facilitate access to programs and services that seniors need.
- Staff commitment, passion, and dedication to supporting TSHC's tenants were noted as major strengths.

At the same time, participants noted several challenges:

- The increasing complex needs of seniors are becoming more difficult to address within existing resource levels and institutional constraints.
- Concerns were raised on issues regarding safety, accessibility, the timeliness of responses to tenant requests, etc.
- Many of these challenges stemmed from interdependencies with other organizations and staffing capacity pressures.

Despite the issues raised, stakeholders generally expressed support for TSHC's existing strategic priorities and identified opportunities for refinement:

- Stakeholders expressed strong support for TSHC's existing strategic directions, while emphasizing the need of greater clarity around TSHC's role and responsibilities within the broader seniors support system. The type and scope of services and supports required to enable seniors to age at home also need to be better defined.
- Core priorities remain relevant and stakeholders recommended TSHC should continue to focus on quality housing, safety, accessibility, service coordination, and community belonging.
- While existing values were broadly supported, innovation was viewed with some uncertainty.

The Engagement Summary Insights report points to several important considerations for the renewal of strategy:

- The Integrated Service Model remains a strong foundation for supporting aging at home; however, stakeholders emphasized the need to address existing service coordination gaps (e.g. the absence of provincially funded care coordinators) and to strengthen partnerships and service delivery models to improve access.
- Capacity, funding, and institutional constraints should be considered when establishing future priorities to ensure strategic ambitions remain achievable and sustainable.
- The increasing complex needs of senior tenants should remain central to help frame the strategy.

Next Steps:

- The Board will review and discuss the consultation findings on July 8 to inform revisions to the Strategic Directions.
- The draft Strategic Directions are expected to be brought forward to QTEC in September and to the Board of Directors for approval in October 2026. This is expedited from the original timeline.
- Work will be undertaken to develop the Strategic Directions Roadmap and Key Performance Indicators (KPIs) to come forward following approval of the Strategic Directions.

List of Attachments:

- 11a.1- Engagement Insights Presentation
- 11a.2 - Engagement Insights Summary Report

Toronto Seniors Housing Corporation

Engagement Insights Summary

Board Meeting

Beam Group

July 8, 2026

BEAM GROUP

**Toronto Seniors
Housing Corporation**

Agenda

	Item	Timing
1	Engagement approach	2 mins
2	What we heard	6 mins
3	Implications for strategy	6 mins
4	Next steps	1 min
5	Discussion	20 mins

Objectives



Share a consolidated picture of what we heard across engagement activities



Highlight cross-cutting themes and how findings may inform next Strategic Directions

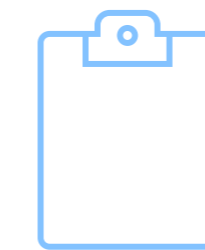


Answer any questions and discuss next steps

Summary of engagement activities

To inform TSHC's next Strategic Directions, Beam Group conducted a broad engagement process between February to May 2026 that included 30 engagement activities with a total attendance of 644, involving tenants, frontline and management staff, leadership, Board members, community partners, the Office of the Commissioner of Housing Equity (OCHE), Toronto Community Housing Corporation (TCHC), and the City of Toronto.

Virtual interviews, consisting of virtual, semi-structured interviews with the Leadership Team and the OCHE between February to April 2026.



A staff survey was conducted between April 23 and May 11, 2026. A total of 88 responses were received.

Interactive workshops were facilitated between February and May 2026 for Leadership Team, Executive Leadership Team, Board, and five staff groups – both in-person and virtually.



A virtual Partnership Table consultation with representatives from organizations across the health, housing, seniors, and community services sectors were facilitated using Mural.

Tenant engagement & pop-ups included in-person and virtual consultations with STAC, Regional Tenant Volunteers, the R-PATH Committee, and building-level pop-up sessions across Toronto.



Separate consultations with TCHC and the City of Toronto were facilitated to gather input on partnership effectiveness, shared service arrangements, and opportunities to strengthen coordination.

What we heard: overall framework

Vision, mandate, & commitment

Supported, but make it concrete.

Broad support for the direction; 93% of staff find the Strategic Directions clear, though "Landlord Plus" needs sharper definition.

Define aging at home and its boundaries.

Clarify what TSHC can directly provide versus coordinates, to manage tenant expectations.

Interpret safety broadly.

Common spaces, inclusion for diverse tenants, access for those with mobility needs, and incident responsiveness, for both tenants and staff.

Centre community, belonging, and tenant voice.

Wellbeing is shaped by relationships, social activities, and a real say in decisions.

Match commitment to tenants with commitment to staff.

Excellent service depends on staff being safe, supported, trained, equipped, and resourced.

Values

Respect, inclusion, accountability are working.

Supported and reflected in daily work; 92% of staff often or always apply them.

Innovation drew skepticism.

The only value some rarely or never apply and the only one suggested for removal; needs a clearer definition if retained.

Consider a few complementary values.

Empathy, care, partnership, collaboration, community-building, tenant leadership, kept to a small, defined set.

Values should be demonstrated, not just stated.

Stakeholders favoured a small number of clearly defined values that show up in everyday behaviour and day-to-day work with seniors.

Objectives & enablers

Excellent landlord stays foundational.

Clean, safe, well-maintained buildings; timely repairs; access to supports; follow-through.

Safety and security stay central.

Both physical safety and perception of safety, with clearer protocols and staff supports.

Sharpen the purpose of partnerships.

Better delineate their aims (aging at home, reducing isolation); success rests on coordination, quality, and identifying gaps.

Deepen tenant engagement.

More inclusive, representative participation that actively listens and acts on input.

Position accessibility as a core element.

Raised frequently, though many fixes fall under TCHC, limiting what TSHC can act on directly.

Strengthen enabling conditions.

Capacity and support, data and evaluation, and realistic expectations about what can be delivered.

What we heard: strengths

- 1 Growing organizational maturity**

TSHC has completed approximately 80% of its first Strategic Directions roadmap activities since 2023, and stakeholders across groups noted stronger governance structures, clearer reporting, and improved housing stability outcomes since the organization's start-up phase.
- 2 Clear seniors-focused mandate**

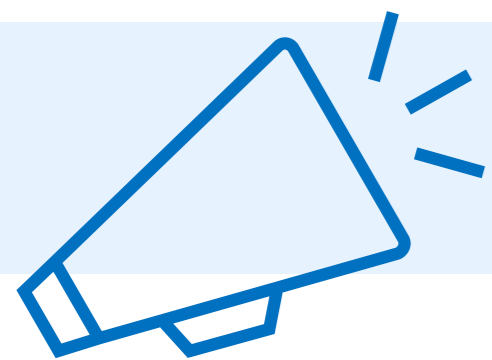
TSHC's mandate is widely seen as a key differentiator; the organization is designed specifically around the needs of older adults, with particular attention to aging at home, accessibility, and seniors' wellbeing.
- 3 Strong staff commitment & tenant relationships**

Across tenant, OCHE, and community partner feedback, staff were consistently described as caring, responsive, and solutions-oriented, with visible, familiar staff cited as central to building trust and helping tenants feel comfortable raising concerns early.
- 4 Elements of high tenant engagement**

Programs such as Community Connect+, tenant circles, building pop-ups, and STAC connections are creating meaningful pathways for tenant participation that extend well beyond traditional representative structures.
- 5 Integrated Service Model (ISM)**

The integrated service model is viewed as a foundational organizational strength. Its most visible element for tenants is the building-based Senior Services Coordinator support which helps navigate rent, arrears, services, and day-to-day challenges that extend beyond a traditional landlord role.
- 6 Growing sector voice**

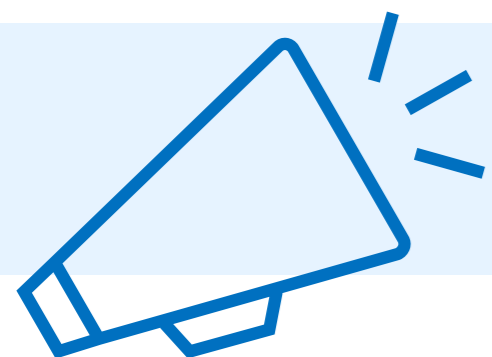
TSHC is increasingly recognized as an important contributor to broader conversations across Toronto about seniors housing, aging at home, and the potential for closer collaboration between housing and health systems.



Overall, TSHC was recognized across all groups as a more mature, stable, and distinctly seniors-focused organization than its start-up phase.

What we heard: challenges

- 1 Increasing tenant complexity**
As more seniors age at home, tenant needs are becoming increasingly complex, encompassing dementia, mental health, mobility limitations, food insecurity, and social isolation, placing growing pressure on tenants, staff, partners, and existing service models.
- 2 Safety & security gaps**
Tenants and staff across multiple buildings identified unauthorized building access, unit takeovers, substance use, and anti-social behaviour as ongoing concerns. Improvements to response times were widely reported by both staff and tenants, leaving buildings without reliable or timely intervention when incidents occur, with unclear escalation pathways adding to uncertainty about how and when to respond.
- 3 Communication gaps**
Tenants reported unanswered queries, unclear timelines, and inconsistent follow-up after complaints, a pattern that has potential to erode trust and confidence over time, particularly for seniors who may be anxious or dependent on timely information.
- 4 Maintenance & contractor accountability**
Delayed or incomplete repairs, elevator issues, pest management, and inconsistent contractor performance remain day-to-day challenges for tenants and staff.
- 5 Accessibility & building design**
Many TSHC buildings were not originally designed to support aging populations, and barriers such as heavy doors, laundry room access, elevator reliability, and unit design limitations are becoming increasingly urgent as the tenant population continues to age at home.
- 6 Staff capacity & role clarity**
Staff and leadership described teams managing increasingly complex tenant needs alongside growing operational demands, often without sufficient staffing levels, consistent onboarding, documented training pathways, or clarity on what falls within their role, creating significant workload pressure and burnout risk.



These pressures are interconnected, addressing them effectively will require focused priorities, adequate resourcing, and clarity about what TSHC can lead directly and where coordination with partners is essential.

Strategic Directions 2023-2025

Objectives

Vision Safe, diverse & vibrant communities where tenants have a sense of inclusion & 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 & collaborating with tenants, staff, and partners towards providing excellent service for the well-being of tenants.
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.	

Values
Respect | Inclusion | Accountability | Innovation



An Excellent Landlord

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



Tenant Engagement

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



Partnerships

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



Innovation

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

Enablers



Organizational Excellence

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



Employer of Choice

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

Implications for the refreshed Strategic Directions

- 1 Reflect on the Integrated Service Model**

A key ISM provision, care coordinators (a provincial responsibility), was never realized; rethink how to fill the gap (e.g., anchor agency models) while deepening existing partnerships and expanding new ones.
- 2 Strengthen staff capacity**

Staff capacity continues to be challenged by increasing tenant complexity and workload pressures; better training and clearer roles can position staff to deliver more effectively within constraints.
- 3 Recognize resource and institutional constraints**

Outcomes on security and accessibility depend on TCHC and the City; external stakeholders are supportive of TSHC's mandate, an opportunity worth cultivating.
- 4 Engage tenants in decision-making**

Broaden and deepen tenant participation in shaping solutions and help tenants understand the operational & system constraints TSHC works within.
- 5 Define aging at home**

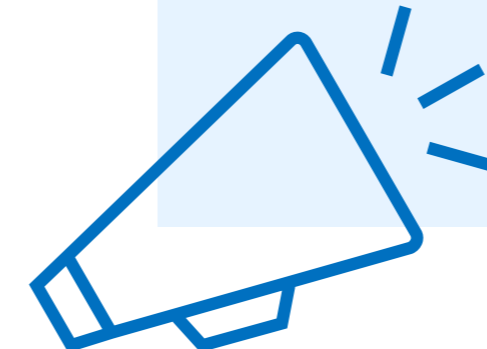
Aging at home viewed as encompassing health, safety, accessibility, social well-being, and independent living; clarify what it means within TSHC's mandate and what TSHC can directly support.
- 6 Lead in seniors' housing**

Use TSHC's distinct position to shape broader healthcare and housing conversations, such as better models, policy change, and funding for aging at home.
- 7 Use data to refine strategy**

Build on the Tenant Experience Survey and operational data to track tenant wellbeing, map the service ecosystem, and strengthen communication.
- 8 Separate strategic priorities from operational priorities**

Address building-level issues like safety and pest treatment through actionable initiatives rather than broad objectives.
- 9 Define innovation**

Feedback was mixed; establish a shared definition grounded in continuous improvement and problem-solving (noting the four ISM provisions were themselves framed as innovations).



The engagement findings suggest that TSHC has built a strong foundation and now need a more focused, practical, and implementation-oriented strategy.

Discussion Questions

The Board may wish to consider the following questions throughout this presentation, along with any others that may arise. They draw directly from what stakeholders shared; the purpose is to surface the Board's perspective, not to reach final decisions today.

1

Strategic focus

Do these themes and findings reflect what the Board is hearing? Are there perspectives or objectives missing, or that you would weight differently?

2

Tenant priorities

Of the priorities tenants raised (aging at home, safety, communication, accessibility, social connection), which most need to be visible in the next Strategic Directions?

3

Aging at home

How can the next Strategic Directions keep aging at home central while staying realistic about what TSHC delivers directly and what depends on partners?

From engagement findings to Strategic Directions: next steps

The next phase builds directly on what we heard. Phase 1 engagement is nearly complete, with the roadmap below outlining how findings will move from consultation to validated strategic directions, with leadership and Board input at each stage.

	Jun 2026	Jul 2026	Aug 2026	Sep 2026	Oct 2026
Phase 1	Finalize Engagement Insights Summary report Present Phase 1 findings to Board of Directors				
Phase 2		Confirm scope and approach for Strategic Directions. Facilitate LT sessions to set strategic priorities and language.			
Phase 3			Draft Strategic Directions, objectives, enablers with LT Validate draft with Board, LT, and stakeholders		
Phase 4				Finalize Strategic Directions document and roadmap Present final Strategic Directions to Board for approval	

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WIP – FOR REVIEW

ENGAGEMENT INSIGHTS SUMMARY

**TORONTO SENIORS
HOUSING
CORPORATION**

STRATEGIC DIRECTIONS

JUNE 2026

**Toronto Seniors
Housing Corporation**

BEAM GROUP

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Executive Summary

Four years after its inception in 2022, Toronto Seniors Housing Corporation (TSHC) is entering an important stage of organizational maturity as it develops its next Strategic Directions. To inform this work, Beam Group conducted a broad engagement process between February and May 2026 that included 30 engagement activities with a total attendance of 644, including tenants, staff, leadership, Board members, the City of Toronto, Toronto Community Housing Corporation (TCHC), the Office of the Commissioner of Housing Equity (OCHE), and community partners.

Overall, stakeholders recognized that TSHC has matured as an organization and distinguished itself as a housing provider serving seniors. The Integrated Service Model (ISM), the framework that initially shaped how TSHC would support seniors, was noted to provide a strong foundation particularly in enabling TSHC to expand its partnerships to facilitate access to programs and services. TSHC has also made considerable progress in engaging tenants in a range of initiatives from building programs and activities to shaping policy and programmatic decisions that impact them. On core housing measures, such as arrears preventions, TSHC has performed very well. Underpinning such successes is the commitment and passion of staff, an asset acknowledged by stakeholders across the board.

Nonetheless, stakeholders raised a variety of areas that TSHC must contend with, much of which stems from the increasingly complex needs of seniors and the range of organizations that TSHC must work with or facilitate access to meet these needs. There needs to be further clarity on the type and scope of supports that can be provided to tenants to best support aging at home. While tenants appreciated the dedication of staff, they also noted there could be better responsiveness on requests and complaints that they raised, an issue that stems from the capacity constraints and coordination gaps that staff raised as inhibiting them from effectively delivering service. Safety was one such example, where security concerns were not effectively addressed or were slowly resolved. Meanwhile, accessibility issues were highlighted in various settings as a key example of the increasingly complex needs of TSHC tenants.

Notwithstanding some of the issues raised, most stakeholders were broadly supportive of the way the strategic directions were framed. They reiterated the importance of having a responsive landlord, safe living conditions and called for deepening tenant voice and belonging in the strategy. While supportive of most values, some questioned the premise and necessity of incorporating innovation, instead recommending values such as empathy as better reflecting how TSHC ought to ground itself. Stakeholders also recommended specific, actionable initiatives to help realize the strategic directions,

examples of which ranged from exploring new partnership models to enhancing training for staff.

Taken together, there are number of considerations worth reflecting on when renewing the strategic directions. The merits and gaps in the ISM require reflection and an assessment of the extent to which it can shape TSHC's strategic directions. For example, key provisions of the ISM, such as the provision of care coordinators have not been realized, leaving open strategic questions around what the optimal alternatives may be. To this end, TSHC has continued to think creatively about the ways in which it provides or facilitates access to services and supports, such momentum being important in renewing the strategic directions. Capacity and institutional constraints also need to be kept in mind when framing ambitions while tenant perspectives on decisions that impact them must routinely be incorporated. Also, continued consideration on how tenants will and want to age at home should be a central question, its parameters requiring better demarcation to help frame the strategy.

Summary of Engagements

The findings presented in this document are informed by a broad engagement process completed between February and May 2026 to support the development of TSHC's next Strategic Directions. Overall, the engagement process included 30 sessions and activities (interviews, workshops, staff consultations, tenant engagement sessions, building-level pop-ups, and the staff survey), with a total attendance of 644 across all sessions.

Stakeholder Group	Consultation Activities	Status
Board of Directors	<ul style="list-style-type: none"> One Board consultation workshop 	Attendance: 9
Tenants	<ul style="list-style-type: none"> Three Senior Tenants Advisory Committee (STAC) meetings/ consultations Four regional tenant volunteer consultations Two pop-up sessions in TSHC buildings 	Total attendance of all tenant consultation activities: 238
Staff	<ul style="list-style-type: none"> Four regional staff consultations One corporate and program staff consultation One All People Leaders consultation Two Leadership Team discussions Six Leadership Team 1:1 interviews One online staff survey 	Staff consultations attendance: 282 Staff online survey participants: 88
Partners	<ul style="list-style-type: none"> Consultation sessions with the Partnership Table and the Office of the Commissioner of Housing Equity (OCHE) 	Attendance: 12
Toronto Community Housing Corporation (TCHC)	<ul style="list-style-type: none"> One virtual consultation 	Attendance: 9

City of Toronto	<ul style="list-style-type: none"> One virtual consultation 	Attendance: 4
Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee	<ul style="list-style-type: none"> One virtual consultation 	Attendance: 2
Total	30 consultation sessions/activities	Total consultation attendance: 644*

Note: The number of consultation attendance may include some duplication, as certain individuals may have participated in multiple sessions.*

Key Findings

This section synthesizes the main findings from the full engagement process across stakeholder groups and brings together common themes raised by stakeholders that are related to TSHC’s strengths, challenges, strategic directions and considerations for renewing the strategic directions. The findings reflect both shared priorities across groups and distinct perspectives from specific stakeholder groups, with particular attention given to tenant experiences.

Strengths Identified during the Consultations

The following findings summarize strengths that stakeholders identified as important considerations to shape TSHC’s future strategic directions.

The ISM and Establishing TSHC as a Leader in Seniors Housing

- Stakeholders across the board noted how TSHC has matured since its inception, establishing strong governance structures and clear reporting relationships. Community partners, leadership, staff and Board members noted how TSHC’s seniors focused mandate is unique, distinguishing it from the typical housing providers set up to serve a general population. This has positioned TSHC to play a leading role in issues affecting seniors with the potential to share best practices and contributing to conversations in the ecosystem, particularly on supporting seniors to age at home.
- Several stakeholders also appreciated the value of the Integrated Service Model (ISM) as an important foundation to help older adults age at home. Community partners, leadership and Office of the Commissioner of Housing Equity (OCHE)

noted how the provisions in the model have set up TSHC to take on functions beyond that of a typical landlord. The City of Toronto also encouraged TSHC to refer back to the ISM as the key reference when thinking about renewing the strategic directions. Some stakeholders such as select tenants and board members focussed more on the potential of aspects of the ISM that provided for increasing access to services and supports.¹

Partnerships and Tenant Engagement

- TSHC has cultivated several long-standing partnerships and brought on other services to TSHC buildings with a range of organizations to help tenants stay housed, build their awareness around the supports they can access, enhance their well-being, and reduce social isolation. For example, sessions from Service Canada help inform tenants about pensions while ongoing relationships with Baycrest and Loft Community Services provide a range of health and wellness services for tenants.
- Tenants have also taken the initiative to enhance engagement in their buildings and communities. Community Connect +, the model that helps promote engagement has enabled the formation of tenant circles to plan and organize building activities and events and allocate Community Activity Funds to fund many of these initiatives whether it be bingo nights or barbeques. Progress on engagement is also demonstrated in the increasing number of tenants volunteering to participate in or organize building events. In addition, TSHC works hard to reach tenants who speak languages other than English through disseminating communications in several languages and dedicating resources for translators. Coupled with the partner organization's contributions, 79% of tenants who participated in building programs were happy with them based on the Tenant Experience Survey.
- Stakeholders also pointed to the various opportunities that tenants had to contribute to decision making as a key strength. Whether it be through routine meetings at the Seniors Tenant Advisory Committee (STAC) or building consultations, pop up sessions, and regional volunteer meetings to provide input on policies and programs, tenants are continuously engaged to inform decisions that impact them.

¹ The ISM introduced four key innovations to TSHC's service delivery: (1) an enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support; (2) revised seniors-specific policies; (3) access to a range of health, social, and wellness services for tenants in their buildings, where feasible and desired; and (4) designated care coordinators in each building to connect tenants to the health and community supports they need.

Operational Performance Driven by Staff Commitment

- TSHC has also demonstrated significant progress in core housing measures over the last few years. Data points to improvements in key indicators like occupancy, arrears prevention, cleanliness and building maintenance, were also raised by stakeholders as measures of progress.
- Underpinning such successes is the dedication, compassion and commitment of TSHC staff. Across leadership, staff, tenant, OCHE, and community partner feedback, staff were described as a major asset. They are caring, responsive, solutions-oriented, and willing to support tenants even while managing increasing workload pressures and more complex tenant needs.

Challenges Identified during the Consultations

The following findings summarize challenges, pressures, and barriers that stakeholders identified. The challenges below should be read as areas requiring attention, clarification, or further exploration as TSHC develops its next Strategic Directions.

Meeting the Increasingly Complex Needs of Tenants

- Stakeholders across the board identified the growing complexity of tenant needs as a key challenge. Senior tenants living in TSHC buildings are facing a unique combination of challenges, including issues related to health and aging such as dementia, mental health and mobility challenges, as well as other challenges such as food insecurity.
- Addressing these needs is complicated by the broader service environment in which TSHC operates. While TSHC has made progress strengthening partnerships and facilitating access to supports, tenants at times still face difficulties navigating health and social service systems. In some cases, services are difficult to access due to long wait times, limited availability, or broader capacity pressures within the healthcare and community support sectors. As a result, TSHC is often required to respond to issues that extend beyond its traditional role as a housing provider.
- Stakeholders also pointed to challenges in defining the appropriate scope of services that TSHC can directly provide. For example, determining when an older adult's needs may be better supported in a long-term care setting can be complex. These discussions are closely connected to ongoing conversations about the scope of TSHC's "Landlord Plus" functions, and by extension the evolution of the ISM.

Strengthening Capacity, Coordination, and Responsiveness

- Staff, LT and ELT also noted the increasing complexity of tenant needs are getting harder to address within existing capacity. In addition to the challenges associated with navigating a fragmented service system, staff shared that workload pressures have increased, limiting their ability to respond to tenant needs proactively. Stakeholders also identified opportunities to strengthen formal onboarding process, standard operating procedures, and training related to both operational matters and emerging tenant needs.
- Communication remains an important factor affecting trust, confidence, and service responsiveness. While tenants frequently acknowledged the commitment and dedication of staff, some reported challenges related to unclear timelines for addressing requests, unanswered queries, limited updates on repairs and renovations, and inconsistent follow-up after concerns were raised.
- In addition to capacity constraints that may be affecting staff's ability to follow through, there are also challenges with coordination, stemming largely from the fragmented ecosystem in which TSHC operates; the City, for example, noted that things work well when departments communicate and less well when they do not. Staff, ELT, and Board members similarly observed that communication challenges affect service coordination, urgent responses, and internal follow-through. Related to both is the need for a better understanding of the alignment between tenant expectations of how quickly issues should be addressed in their buildings and the operational realities at TSHC.

Improving Accessibility, Safety, and Maintenance

- Safety and security remain common issues affecting the well-being of both tenant and staff. The Tenant Experience Survey shows that tenant perceptions of safety in the common spaces of their buildings matter significantly to overall levels of satisfaction. Tenants, staff, ELT members, and Board members raised a variety of persistent safety concerns ranging from anti-social behaviour to criminal acts like vandalism. Unit-takeovers, a phenomenon where individuals illegally take over the units of vulnerable seniors for purposes such as drug dealing, was noted as unique issue affecting seniors. Some tenants have concerns regarding the timeliness of the Community Safety Unit's (CSU's) response to address safety issues.
- Issues related to accessibility illustrate how tenant needs are becoming more complex. Many of the concerns raised were related to challenges tenants faced with navigating their physical environment, particularly given that many of the buildings were designed and built before contemporary accessibility standards were widely adopted. Examples ranged from tenants having difficulty opening and getting through doors to using bathrooms. At the same time, stakeholders emphasized that

accessibility extends beyond the physical environment to include how services are delivered and how staff engage tenants who may have physical, cognitive, or other disabilities.

- Maintenance was generally viewed positively, though concerns remained regarding repair delays, elevator outages, and ventilation and laundry issues, many of which are contingent on external service providers and contractors.

Stakeholder Feedback on the Strategic Priorities

Vision, Mandate, Commitment, and Values

The following findings summarize stakeholder reflections on TSHC’s existing strategic framework. Stakeholders generally viewed the current framework as relevant, but emphasized that language should be more concrete, and closely connected to tenant experience, staff realities, and TSHC’s role within the broader seniors housing and support system.

Strategic Directions 2023-2025

<p>Vision</p> <p>Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being.</p>	<p>Commitment</p> <p>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.</p>	 <p>An excellent landlord To provide safe, clean, & wellmaintained buildings & to support stable tenancies.</p>  <p>Tenant Engagement To enhance tenant engagement & inclusion in their communities & provide opportunities for tenants to have a voice.</p>  <p>Partnerships To facilitate access to services and programs that tenants need & want.</p>  <p>Innovation To develop & promote innovation & leading practices which contribute to seniors' wellbeing.</p>
<p>Mandate</p> <p>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.</p>		<p>Enablers</p>  <p>Organizational Excellence To strive for organizational excellence to ensure effective & efficient delivery of our mandate.</p>  <p>Employer of Choice To be an employer of choice by fostering a culture of innovation that engages, empowers & supports staff.</p>
<p>Values</p> <p>Respect Inclusion Accountability Innovation</p>		

Vision, Mandate and Commitment

- Stakeholders broadly supported the overall direction of the vision, mandate, and commitment, but emphasized they should remain realistic and be made more concrete. The staff survey results reinforced this, with at least 93% of respondents indicating the Strategic Directions are clear, although the “Landlord Plus” role could be more sharply defined.

- Stakeholders shared the need to better define TSHC’s role in supporting aging at home. Successful aging at home was linked to initiatives like accessibility improvements, healthcare connections, PSWs, food supports, dementia and mental health resources, social connection, hospital transitions and effective emergency response. Delivery of these supports depends heavily on service navigation and coordination with external partners. Clarifying what TSHC can directly provide or facilitate would give the vision and mandate concrete boundaries and help manage tenant expectations.
- Safety should be interpreted broadly within the vision and strategic framework. Stakeholders described safety as an encompassing concept. Examples included feeling safe in common spaces, ensuring tenants from diverse backgrounds are comfortable participating in community life, enabling tenants with mobility issues to access units and shared spaces, and responding effectively to security incidents. It was noted that safety is equally important for tenants and staff.
- Community, belonging, and tenant voice should be more central to the strategic framework. Tenants and other stakeholders emphasized that well-being is shaped not only by housing affordability and building conditions, but also by relationships with neighbours, the availability of quality social activities, and opportunities for tenants to shape decisions that affect their homes and communities.
- TSHC’s commitment in the Strategic Directions should remain grounded in providing quality, affordable housing, which continues to be viewed as the organization’s core responsibility.
- Commitment to tenants should be matched by commitment to staff. Staff and leadership emphasized that excellent tenant service depends on staff being safe, supported, trained, equipped, recognized, and adequately resourced, especially as responsibilities related to service navigation, crisis response, tenant engagement, and partnership coordination continue to grow.

Values

- Among the current values laid out in the Strategic Directions, stakeholders supported respect, inclusion, and accountability, and staff felt that they are reflected in their day-to-day work; 92% of staff who responded to survey questions asking about their alignment with these values reported that they apply them often or always.
- Innovation as a value received a mixed response. When asked whether staff applied this value, it was the only one for which some respondents selected “rarely” or never,” and the only current value that respondents suggested removing. If the value is to be retained, stakeholders recommended a clearer definition, for example

grounding it in concepts such as continuous improvement, creative problem-solving, or flexibility.

- In addition, some stakeholders suggested that we consider adding complementary values such as empathy, care, compassion, partnership, collaboration, community-building, and tenant leadership, all of which are seen as central to supporting tenants to live independently.
- Most favoured a small number of clearly defined core values over a longer list.

Objectives and Enablers

The following findings summarize the objectives, conditions, and organizational supports that stakeholders viewed as important to realizing TSHC's renewed vision, mandate and commitment.

- Being an excellent landlord should remain foundational. Stakeholders connected this objective to clean, safe, and well-maintained buildings, timely repairs, clear rent and RGI processes, vacancy management, arrears prevention, pest management, responsive communication, and consistent follow-through across buildings and regions.
- Safety and security should also remain central, with attention to both physical and perceived safety. Tenants highlighted concerns related to common areas, unauthorized building access, and security responsiveness, while staff and leadership emphasized the need for clearer protocols, stronger coordination, staff safety supports, and improved communication during safety incidents.
- Facilitating access to programs, supports and services through partnerships remain an important strategic objective, particularly in supporting aging at home and reducing social isolation. Furthermore, stakeholders premised the success of partnerships on continuously improving coordination between disparate partner organizations and reviewing the quality of services that they provide. They also recommended that TSHC continue to identify service gaps in meeting tenant needs where additional partnerships may be needed.
- Tenant engagement should continue evolving toward more inclusive, meaningful, and representative participation. While several opportunities exist for tenants to provide their input on decisions and policies that impact them, tenants, staff, Board members, and leadership emphasized the importance of actively listening and incorporating this input into tenant initiatives.
- Accessibility emerged as a significant theme during the consultations. Some stakeholders suggested more provisions be made in this section for accessibility. At the same, it was noted that many building-related accessibility improvements fall under TCHC's purview, limiting the extent to which TSHC can implement solutions.

- Consistent with feedback on values, innovation was viewed with ambivalence as an objective and would benefit from clearer definition before being positioned as a priority.

Additional Feedback on Implementing Objectives

- Stakeholders noted the enabling conditions that underpin strong service delivery include capacity and support, data and evaluation, and setting realistic expectations regarding what can be delivered with available resources.
- Objectives and enablers should be clearer, more measurable, and better aligned with implementation capacity. Stakeholders emphasized that existing objectives remain relevant, but should be refined so staff, tenants, partners, and leadership understand what success looks like, how priorities connect to daily work, and what resources and accountabilities are required to deliver them.

Potential Strategic Initiatives and Supporting Priorities

Stakeholders also suggested some initiative or project ideas that could support the achievement of TSHC's strategic objectives.

- **Excellent landlord and tenancy management:** Expand early intervention and housing stability supports, particularly for tenants facing arrears or experiencing other financial vulnerabilities, including supports for tenants approaching age 65 and transitioning from ODSP to pensions. Clarify service-responses, follow-up, and communication standards; and coordinated building-safety measures spanning prevention, response, and communications.
- **Partnerships:** Strengthen partnerships and explore service models for tenants with complex needs. For example, this could include looking into expanding the anchor agency model, home care and embedded care teams. Referral pathways also need to be strengthened as do coordination between partner organizations, all of which is contingent on clarifying the roles and responsibilities of partner organizations.
- **Aging at home:** Develop building-level accessibility and aging-at-home improvement plans informed by how tenants use their homes and buildings. These plans can help identify barriers in units as well as common areas such as laundry rooms, recreational rooms, and other spaces that influence seniors' daily routines and ability to remain at home.
- **Employer of choice:** Establish standardized role-specific staff training, onboarding, mentorship, and professional development frameworks. Staff identified opportunities for enhancing training in areas such as tenancy and property management (e.g. RGI Manual, vacant unit processes, pest management practices), supporting tenants with complex needs (e.g. dementia, mental health challenges, hoarding), and

navigating the broader seniors' services system. Staff also noted the importance of training related to communication and documentation.

Considerations for Renewing the Strategic Directions

The following considerations are intended to help TSHC interpret the engagement findings and translate them into clear priorities and actions.

- **Reflect on the Integrated Service Model (ISM):** The ISM was frequently discussed, primarily in its aspiration to connect seniors with health and community supports. To realize this objective, a key element – the provision of care coordinators – has not been realized, prompting the consideration of alternative approaches, such as the anchor agency models. There is also room to continue thinking strategically about how to improve access by deepening relationships with existing organizations and expanding partnerships to meet the diverse needs of TSHC's tenants.
- **Strengthen staff capacity:** Feedback suggests that increasing tenant complexity and workload pressures are affecting staff capacity. While resource constraints remain, improved training and clearer role definitions could better position staff to support tenants effectively.
- **Recognize resource and institutional constraints:** The various interdependencies with organizations such as TCHC and the City of Toronto also shape the way TSHC manages its resources and supports tenants. Improvements in areas such as security and accessibility are contingent on the performance of other organizations. Key external stakeholders are however aware of some the key challenges and supportive of TSHC's general mandate, a notable opportunity that requires sustained cultivation to ensure better outcomes.
- **Engage tenants in decision making:** Many of the concerns that tenants raised, such as issues with follow through on tenant requests, challenges with accessibility, and security issues, stem from interdependencies and resource constraints described above. While improved training and better coordination can help address some of these concerns, meaningful tenant engagement remains equally important. TSHC has already taken a deeply consultative approach to areas such as tenant policy and program development, there is an opportunity to further broaden participation and engagement. Continued engagement can help ensure key decisions around tenant services reflect tenant priorities, while also fostering a shared understanding of the operational and system constraints that impact TSHC's ability to respond to tenant needs.
- **Define aging at home:** Stakeholders viewed aging at home as encompassing health, safety, accessibility, social well-being, and independent living. Clarifying what

aging at home means within TSHC's mandate can help focus priorities and identify where additional resources and external partnerships may be required.

- **TSHC as a leader in seniors housing:** TSHC's unique position as a senior's housing provider sets it up well to navigate some of the challenges described above. There are opportunities to contribute to TSHC's experiences and expertise to broader conversations in the healthcare and housing ecosystem, for example to align on more optimal models that support tenants to age at home, recommend policy changes and highlight funding and resource supports to better support tenants.
- **Using data to refine the strategy:** There are several useful sources of data such as the Tenant Experience Survey and operational data that can be continually scrutinized to refine the strategy. Building on this data, TSHC can better understand the experiences of TSHC tenants and map out resources and services to help inform strategy.
- **Distinguish Strategic Priorities from Operational Priorities:** Many issues raised during the consultations fall within operational considerations. Whether it be building specific issues around safety or pest treatments to name a few examples, they collectively point to ongoing efforts to improve the quality of the living environment and access to services and supports. While these issues should not be discounted, they may be best addressed through actionable initiatives rather than board strategic objectives.
- **Clarify the meaning of Innovation:** Feedback on innovation was mixed across stakeholder groups. While many participants supported concepts related to innovation such as continuous improvement, creative problem-solving, better use of technology, and learning from best practices, others found the term difficult to interpret or apply in their day-to-day work. If innovation remains a priority, TSHC may benefit from establishing a clear and shared definition that aligns with its organizational context.

Appendix: Findings by Stakeholder Group

The following section summarizes key themes and insights shared by each stakeholder group, gathered through interviews, workshops, surveys, consultations, and pop-up sessions:

- Tenants
- Board Members
- Leadership Team (LT)
- Extended Leadership Team (ELT)
- Staff
- City of Toronto
- Toronto Community Housing Corporation (TCHC)
- Office of the Commissioner of Housing Equity (OCHE)
- Community Partners

While each group brought distinct experiences and priorities, several common themes emerged across engagements, including aging at home, tenant wellbeing, safety, accessibility, communication, operational pressures, partnerships, staff capacity, and the growing complexity of tenant needs.

Tenants

- Many tenants experience their buildings as welcoming, friendly, and supportive communities, staff are seen as supportive
- Programs, activities, and shared spaces are highly valued because they help reduce isolation and support wellbeing.
- Tenants valued opportunities to participate in volunteer groups, share opinions, support neighbours, and contribute to activities and community-building.
- Partnerships should focus more directly on health, wellbeing, and aging at home.
- Aging at home should include choice, especially when tenants may feel pressured to move into long-term care.
- Aging at home needs to be understood as a commitment, not only a broad aspiration.
- Strengthen the Integrated Service Model through building-based support, including easier access to PSWs, nurses, social workers, hospitals, community care coordinators, food supports, mental health supports, dementia resources, and health education.
- Create clearer recognition and support structures for tenant volunteers and tenant leaders.
- Community belonging should be central to the vision.

- Many tenants described non-residents entering buildings, people sleeping in stairwells or lobbies, vandalism, substance use, break-ins, tenant disputes, and long waits for security response, etc. affect their ability to feel safe in shared spaces.
- Safety and security should remain a central objective, with attention to both physical and perceived safety.
- Strengthen building safety through access controls, cameras where needed, clearer CSU and TPS escalation protocols, tenant education, and better communication during fire alarms and emergencies.
- Most tenants described unclear renovation timelines, unanswered emails, inconsistent follow-up after complaints, limited updates on repairs, and uncertainty about whether issues or queries had been received or acted upon.
- Establish clearer service response and follow-up standards for complaints, work orders, safety concerns, and service requests.
- Accessibility barriers affect daily routines in both units and shared spaces.
- Develop building-level accessibility and aging-at-home improvement plans.
- Building level differences should be reflected in planning and implementation.
- R-PATH emphasized the importance of centralized, easy-to-navigate information for both tenants and staff. Suggestions included developing a regularly updated resource directory that consolidates community supports, service contacts, accessibility resources, and referral information, while ensuring information remains available through non-digital formats that are accessible to seniors who may face technology, literacy, cognitive, or language barriers.

Board Members

- TSHC has become substantially more established and operationally mature since its creation.
- Tenant-centred planning and engagement have emerged as major organizational strengths as tenant engagement approaches have evolved beyond traditional representative structures toward circles and volunteer-based participation models.
- Aging at home remains central to organizational identity but would benefit from stronger operational definition.
- Performance measurement practices have strengthened organizational visibility into emerging issues and operational pressures.
- Organizational responsiveness and adaptability have been demonstrated despite fiscal pressures, shared service dependencies, and broader system challenges.
- Strengthen and clarify the Integrated Service Model so it more clearly reflects supports that help seniors remain safely housed, including healthcare connections, accessibility supports, food supports, partnerships, and social programming.

- Explore practices already working in comparable seniors housing contexts, including models incorporating PSW supports, healthcare connections, housekeeping supports, food services, active living centres, and integrated community supports that strengthen aging-at-home outcomes, while remaining distinct from Long-Term Care and retirement housing.
- Communication and information flow remain ongoing challenges affecting both tenant experience and operational responsiveness.
- Dependencies on TCHC systems continue to create operational constraints.
- Safety, security, maintenance quality, and pest management concerns affect quality of life.
- Accessibility pressures are becoming increasingly urgent as tenant demographics shift and aging needs become more complex.
- Opportunities exist to strengthen tenant voice mechanisms, so experiences across buildings more consistently inform organizational decision-making.
- Partnerships represent a significant opportunity to strengthen aging-at-home outcomes. Local partnership development may create opportunities for more responsive and place-based support.
- Emerging technologies, including AI and digital tools, may create opportunities to strengthen service delivery, operational efficiency, performance measurement, and organizational planning.
- Strengthen research, policy, and data capacity to improve understanding of demographic trends, demand, accessibility pressures, health needs, and evolving tenant populations.
- Strategic Directions may benefit from balancing ambition with operational feasibility and implementation realities.
- Existing vision and mandate statements remain strongly aligned overall but could more clearly connect organizational aspirations to realistic outcomes and support.
- Commitment statements may benefit from stronger emphasis on relationships, co-creation, and community-building alongside housing provision.
- Organizational values may benefit from stronger visibility of concepts such as empathy, partnership, co-creation, community-building, and tenant leadership.
- Existing objectives and enablers remain relevant but may benefit from refinement to reflect the organization's next stage of maturity and development.
- Partnerships function as a foundational organizational enabler given the interconnected nature of housing, health, accessibility, and community support.
- Becoming an employer of choice represents an important enabling condition for long-term success.

Leadership Team (LT)

- Many LT members viewed TSHC's seniors-focused mandate and organizational culture as major strengths.
- Tenant engagement has become a visible area of momentum. Community Connect+, tenant volunteering, building-level events, movie nights, community activities, and the Community Activities Fund were identified as helping tenants build connections, participate in building life, and move engagement beyond reliance on a small number of formal tenant representatives.
- The Integrated Service Model is viewed as one of TSHC's most important organizational foundations.
- Many LT members identified the next evolution of the Integrated Service Model as a major strategic opportunity.
- The relationship with TCHC remains one of the most significant strategic and operational challenges.
- Leadership emphasized that if TSHC does not clearly define its role, value proposition, and boundaries, external systems such as TCHC, the City, health partners, or the broader housing sector may define expectations for the organization.
- Financial sustainability is a major strategic risk. TSHC relies heavily on annual City funding approvals, faces rising costs such as unionized wage increases, has limited ability to generate alternative revenue, and does not own the buildings it operates.
- Staffing capacity and organizational resourcing remain major constraints.
- Training, onboarding, and service consistency are viewed as operational gaps.
- Partnerships represent a major opportunity, particularly if TSHC moves from many individual agreements toward more coordinated models of support.
- Several LT members felt the current strategic directions include too many initiatives or attempt to cover too much at once, making implementation more difficult for a young organization still building core systems.
- The effectiveness of TSHC's services should be measured through both organizational performance and tenant outcomes.
- Most LT members felt there is strong overall alignment around TSHC's mission, vision, commitment, and City-directed mandate.
- The mandate should continue to focus on supporting seniors to age at home while clearly defining the boundaries of TSHC's role.
- Values should be revisited to ensure they are memorable, behavioural, and relevant to day-to-day work with seniors.
- Innovation remains important but needs clearer definition and shared understanding.
- Collaboration may need stronger visibility as a value or principle.

- The commitment should remain grounded in quality affordable housing while recognizing the “landlord plus” nature of TSHC’s work.
- Existing objectives such as excellent landlord, tenant engagement, partnerships, and innovation remain broadly appropriate, but should be more focused, measurable, and connected to operational priorities.
- Being an excellent landlord should remain foundational.
- Tenant engagement should continue evolving through Community Connect+, tenant volunteering, the Community Activities Fund, STAC connections, and building-level participation.
- Partnerships should be treated as a core strategic objective and enabler, but with stronger coordination and accountability.
- Organizational excellence depends on stronger internal planning, business process improvement, and cross-departmental alignment.
- Technology, business systems, and data are critical enablers but remain constrained by TCHC ownership and prioritization.
- TSHC has an opportunity to strengthen its sector positioning and external narrative.
- Review and strengthen the TCHC relationship agreement and service delivery model.
- Establish or clarify an operating agreement with the City of Toronto.
- Evaluate and refine the Integrated Service Model.
- Develop a more coordinated partnership or anchor agency model.
- Build a formal training, onboarding, and quality assurance framework for frontline and corporate staff.

Extended Leadership Team (ELT)

- Staff were described as committed, responsive, and motivated to support tenants, even while working under significant pressure from complex tenant needs, urgent issues, operational demands, and shifting priorities.
- TSHC has made positive progress in several areas, including building improvements, pest management, tenant programming, volunteer-led activities, translation support, and digital capacity building.
- The Integrated Service Model was viewed by many ELT members as a stronger foundation for supporting seniors than what existed previously.
- Staff are often the first point of contact when tenants are in crisis or need help and may be expected to assist with issues that go beyond traditional landlord responsibilities, such as service navigation, forms and benefits, unsafe situations, crisis response, or connecting tenants with external agencies.
- Operational coordination remains uneven across teams, departments, and buildings.

- Some operational issues are shaped by factors outside TSHC's direct control, including TCHC shared services, City processes, external service providers, healthcare capacity, long-term care pressures, and broader system limitations.
- ELT members noted that increasing the number of programs is not enough if external partners operate in silos; communication is inconsistent, follow-up is unclear, or physical space limitations make it difficult to bring services into buildings.
- ELT members emphasized that innovation and ambition remain important, but priorities should be achievable, clearly defined, and connected to available staffing, funding, systems, and implementation capacity.
- Frontline and corporate staff need stronger training, clearer roles, better tools, adequate resources, and aligned leadership priorities to sustain high-quality service and avoid burnout.
- The vision could more clearly explain what makes TSHC distinct from a traditional landlord, especially given that many tenants need more than housing alone to remain safe, connected, and supported.
- TSHC's mandate should remain clear about the organization's role as a housing provider while recognizing the need to connect tenants with external supports. ELT members emphasized that TSHC should not directly become a health or social service provider but should help close access gaps where possible through partnerships, referrals, service coordination, and tenant-informed planning.
- Quality and affordable housing should remain central to TSHC's commitment.
- Respect, inclusion, and accountability remain important, while empathy, care, compassion, honesty, integrity, proactivity, and community-building may need stronger visibility.
- Innovation may also need to be framed more concretely as continuous improvement, creative problem-solving, and learning from effective models.
- Existing objectives remain broadly relevant, but they need to be clearer, more measurable, and more closely connected to operational priorities.
- Staffing and organizational capacity are critical enablers as without sufficient staffing, training, tools, role clarity, and support, TSHC may struggle to deliver on strategic priorities even where there are strong commitment and alignment.
- Technology, data, leadership alignment, and shared service arrangements are important factors, but only when they support staff and tenant-facing work effectively.
- Strengthen staff onboarding, training, mentorship, and leadership development.
- Develop more coordinated partnership approaches with healthcare providers, community agencies, and social service organizations.

- Pilot new approaches before scaling them across the portfolio. Pilots in high-need buildings could help test feasibility, manage risk, assess resource requirements, and identify what works before broader implementation.

Staff

- Across regions, staff emphasized the dedication, compassion, and commitment of frontline and support teams.
- Partnerships are working well in some buildings where community agencies, food banks, health units, Service Canada, LOFT Community Services, OCHE, Rent Bank, and local support organizations help tenants access benefits, food, programming, arrears support, and other services.
- Tenants are aging at home with greater needs related to cognitive decline, dementia, mental health, mobility, isolation, addictions, trauma, hoarding, food insecurity, arrears, accessibility, and difficulty navigating health and social service systems.
- Staff raised issues related to drug activity, loitering, anti-social behaviour, unit takeovers, illegal occupancies, subletting, violence, tailgating, working cameras, insufficient visible security presence, and slow CSU responses.
- Staff noted that engagement processes do not always reach quieter tenants, tenants with barriers, or those less comfortable speaking in group settings, while some voices may dominate.
- Staff noted that many tenants struggle with online forms, digital notices, applications, translation needs, and understanding formal letters, particularly where tenants have cognitive decline, language barriers, low health literacy, or limited access to technology.
- Many staff noted that key processes are often learned informally through peer mentoring rather than through standardized role-based training, documented procedures, or role-specific onboarding.
- Clearer operational procedures, checklists, and service standards would help reduce inconsistency across buildings and regions.
- Staff feedback should be incorporated earlier into policy, process, and initiative design. Many staff noted that frontline employees understand building-level realities and can help identify implementation risks before decisions are made. Earlier staff involvement could improve the usefulness, feasibility, and tenant impact of new initiatives.
- Role-specific training needs include RGI, mental health, trauma-informed practice, de-escalation, non-violent crisis intervention, pest management, safety, documentation, tenant engagement, dementia, hoarding, conflict resolution, group facilitation, and working with seniors.

- Staff suggested shared databases of best practices, resource tools, common procedures, open houses, lunch and learns, job shadowing, cross-training, and team-building opportunities to improve visibility across corporate and frontline roles.
- Staff survey findings suggest strong overall alignment with TSHC's current direction and values. 92% indicated that the Strategic Directions are clear, 85% reported that TSHC's current values resonate with them, and 64% indicated they are confident that TSHC is moving toward fulfilling its Strategic Directions.
- Safety should remain central to the vision because tenants cannot meaningfully experience inclusion, vibrancy, or wellbeing if they do not feel safe.
- The mandate should clarify TSHC's role as both a housing provider and a connector to services, programs, and community support. Many staff emphasized that TSHC should not become a healthcare or assisted living provider, but it is increasingly filling gaps between independent living and assisted living by helping tenants navigate services, access support, and remain housed safely.
- The commitment should continue to centre on quality, affordable housing while acknowledging limits, external dependencies, and staff capacity.
- Many staff emphasized that commitment to tenants must be matched with commitment to staff.
- Many staff suggested adding or strengthening empathy as a core value. Empathy was seen as central to working with seniors who may be experiencing isolation, trauma, poverty, health challenges, cognitive decline, grief, fear, or declining independence.
- Some staff viewed innovation positively when tied to improvements, while others felt it is vague, difficult to measure, or unrealistic in a municipal agency with limited resources. Many staff suggested framing innovation as continuous improvement, adaptability, problem-solving, streamlined processes, better communication, improved accessibility, and tools that make work easier for tenants and staff.
- Staff survey findings suggest that respect, accountability, and inclusion are strongly embedded in day-to-day work, while innovation is less consistently understood or applied. At least 93% of respondents reported often or always applying respect, accountability, and inclusion in their work, while innovation was the only value for which respondents selected "rarely" or "never." Innovation was also identified as the objective, enabler, and value with comparatively weaker alignment across several survey questions.
- Staff wanted objectives to reflect everyday priorities such as safety, maintenance, pest management, housing stability, accessibility, staffing, communication, and tenant support.
- Accessibility should be more visible within the objectives and enablers.
- Staffing, workload capacity, and operational support are essential enablers.

- Communication is a cross-cutting enabler impacting tenants, staff, partners, and leadership as staff identified the need for clearer communication between departments, regions, managers, frontline staff, tenants, external agencies, and TCHC, and clearer messaging about what TSHC can and cannot provide.
- Many staff cautioned that ambitious goals will only be credible if they are matched with staffing, training, funding, tools, clear processes, and realistic implementation timelines.
- Leadership visibility, responsiveness, and consistency were identified as important enablers because staff need timely direction, clarity on priorities, and confidence that their feedback is heard.
- Open-ended survey responses emphasized staffing capacity, clearer processes, stronger communication, staff supports, and expanded tenant supports as important priorities moving forward. Respondents frequently identified needs related to frontline staffing, training, workload management, standardized procedures, collaboration across teams, building safety, stronger partnerships, onsite supports, and additional services to help tenants age at home safely and successfully.
- Improve the Community Activities Fund process. Staff noted that procurement delays, unclear expectations, and public-sector requirements can frustrate tenants and undermine trust when tenant-led ideas take too long to implement.
- Staff suggested that some buildings face greater pressures related to safety, tenant complexity, isolation, mental health, and service access, and may benefit from targeted pilots that can be tested, refined, and expanded only where feasible.
- Building and regional differences should be reflected in implementation.

City of Toronto

- The City-TSHC relationship was generally described as positive, with a shared commitment to housing stability and maintaining stable tenancies.
- Building-level communication and relationships were identified as important strengths where they are working well.
- Participants noted that TSHC has tried and tested approaches in seniors housing and may be well positioned to share lessons related to integrated supports, aging at home, and service coordination.
- While there is strong support for helping tenants remain housed with dignity and independence, participants also noted that some tenants' needs may exceed what TSHC can reasonably support within an independent housing model.
- TSHC's role should continue to reflect the service delivery model that was designed to make it different from TCHC.
- Low-income seniors are facing increasing pressures that are amplified by poverty, aging, and limited access to supports.

- Coordination across the broader City structure can be difficult because TSHC operates within a broader City environment where expectations may come from different divisions, political stakeholders, and service partners.
- There is an opportunity to strengthen proactive communication between the City and TSHC, particularly during planned service disruptions, building issues, and critical incidents.
- The Integrated Service Model should remain a central enabler of TSHC's work.
- Continue strengthening and clearly articulating the Integrated Service Model as a defining feature of TSHC's work. This could help clarify what makes TSHC different, how tenants are supported, and where coordination with City divisions, TCHC, and other partners is needed.

TCHC

- Collaboration appears to be working well in several operational areas, particularly where staff know who to contact and have opportunities to troubleshoot issues together.
- TCHC recognized that TSHC tenants may be safer than they were several years ago, particularly where there has been stronger use of directed patrols, calls-for-service data, crimes-against-persons data, trespass data, and other safety indicators to understand and respond to building-level issues.
- TCHC acknowledged that TSHC's Integrated Service Model has promise, particularly because it creates opportunities to look at both housing and health needs and identify additional services that could be brought into buildings.
- Low-income seniors are facing increasing pressures related to social isolation, safety and security, food insecurity, access to services, digital inclusion, translation and interpretation, fraud and online risks, elevator failures, mass power outages, emergency management, cooling, and climate change.
- Role clarity between TCHC and TSHC remains an ongoing challenge, particularly as the two organizations continue to operate as separate entities with shared services, common technologies, and overlapping responsibilities.
- Data sharing and integration remain complicated because TCHC, TSHC, and related partners operate across multiple organizations with confidentiality considerations.
- New staff may find the TCHC-TSHC relationship difficult to navigate because the relationship relies partly on institutional knowledge and long-standing relationships.
- There is an opportunity to strengthen joint planning between TCHC and TSHC over the next three to five years, particularly around integrated services, shared services, IT, common technologies, facilities management, preventative maintenance, and emergency response.

- There may be opportunities to strengthen vendor deployment, inspections, vendor management, and service delivery standards.
- TCHC participants noted that TSHC's vision, mandate, and commitments resonate well, and that the two organizations should not diverge too much because they continue to share similar community housing responsibilities.
- TCHC participants cautioned against having too many objectives and emphasized the importance of feasible implementation, especially given the complexity of shared services and overlapping responsibilities.
- Clear governance, roles, responsibilities, and escalation pathways are important enablers of the TCHC-TSHC relationship.
- Data sharing and integration are important enablers but require careful attention to confidentiality and organizational separation.
- Clarify escalation pathways, roles, responsibilities, and communication protocols between TCHC and TSHC, particularly for emergency response, planned work, shared services, and areas where tenant-facing responsibilities overlap.

OCHE

- TSHC's arrears prevention and eviction prevention processes appear to be functioning well from OCHE's perspective.
- The Integrated Service Model appears to support earlier and more effective arrears intervention.
- The working relationship between TSHC and OCHE is strong, respectful, and collaborative.
- TSHC staff are generally engaged in the arrears review process and responsive to audit findings which suggest that staff are not simply following a compliance process, but using feedback, data, and case discussions to improve practice and support housing stability.
- Public Guardian and Trustee referrals are a growing concern, particularly for tenants who may lack capacity or may not fully understand what is happening with their arrears, housing, or finances.
- Unit takeover and financial exploitation issues can be difficult to resolve because each case depends on consent, capacity, safety, tenancy status, and the tenant's relationship with the person involved.
- OCHE's expanded mandate has increased workload without additional resources.
- Early intervention around income transitions is a strong opportunity to prevent arrears before they begin.
- OCHE data could help TSHC better understand the underlying causes of arrears.

- Stronger partnerships with Service Canada, ODSP, WoodGreen, Rent Bank, voluntary trustee services, and other financial or social support resources could help tenants maintain housing stability.
- Targeted pilots in higher-need buildings could help TSHC test new supports before scaling them more broadly.
- OCHE's independence is central to procedural fairness and accountability. Reporting directly to both boards, rather than to either Corporation's CEO, allows the Office to review arrears and subsidy-related processes independently before eviction applications proceed.
- The current strategic framework appears broadly appropriate, but could more clearly reflect care, support, empathy, and community from a tenant perspective. Language focused on caring, inclusion, connection, and building community may resonate more directly with seniors than language focused only on engagement or housing administration.
- TSHC's role should continue to support aging at home while remaining clear about the limits of its mandate.
- Early intervention should be treated as a key enabler of housing stability.
- Strengthening early intervention supports tenants approaching 65, particularly those transitioning from ODSP to pensions.
- Pilot health and support services in higher-need buildings. Potential pilots could include mobile health teams, doctors, case management, trustee-related support, or other on-site services in buildings where many tenants face complex health, capacity, or affordability challenges.
- Explore whether some high-needs buildings require a different support model.
- Staff training and onboarding remain important enablers. Quarterly case conferences are working well, but new staff may benefit from clearer onboarding materials or orientation to OCHE processes, arrears prevention, audit findings, and referral pathways.

Community Partners

- TSHC is seen by community partners as an important and emerging voice in seniors housing, particularly in conversations about aging at home, integrated supports, and housing-health collaboration.
- TSHC staff are viewed as caring, passionate, and deeply committed to supporting tenants. Community partners recognized that staff often work under significant workload pressures, but they continue to play an important role in building relationships, responding to tenant needs, and connecting residents to supports.
- TSHC's focus on aging at home is strongly aligned with broader system needs.

- Tenant needs are becoming significantly more complex as Toronto's senior population continues to age.
- Many TSHC buildings were not originally designed to support aging populations, accessibility needs, or integrated service delivery.
- Many seniors face challenges using technology, understanding digital systems, navigating online forms, identifying scams, accessing translated information, or understanding health-related instructions, which can affect service access and participation in community life.
- Partnership coordination can be fragmented when communication, accountability, and follow-up are unclear.
- On-site and building-based support could strengthen tenant trust and service access, whereas community-building, peer support, and volunteer programs are important opportunities to reduce isolation.
- TSHC has an opportunity to act as a convener and system leader across housing, health, and seniors' services.
- Tenants need to see visible improvements despite fiscal and system constraints.
- Community partners suggested that the vision could be strengthened by more explicitly naming safety, empowerment, and tenant leadership.
- TSHC's mandate should continue balancing the landlord role with its broader position in the senior's support system. Community partners emphasized that partnerships are essential to achieving the mandate and should be understood as coordinated systems of support rather than simply access to programs or services.
- Trust, transparency, accountability, and responsiveness are important commitments.
- Partnership should be more explicitly reflected as a core value. Community partners emphasized that TSHC cannot achieve its mandate alone, and that collaboration, flexibility, shared accountability, and community-informed approaches are essential to successful aging-at-home support.
- Innovation should be grounded in problem-solving rather than treated as an abstract value. Community partners suggested that innovation should mean flexibility, responsiveness, learning from promising models, using technology carefully, and allowing tenants and communities to help shape solutions.
- Partnerships are a core enabler of aging at home. Community partners emphasized that tenants increasingly need coordinated access to healthcare, primary care, home care, food support, social programs, community agencies, and culturally appropriate services that extend beyond what a housing provider can deliver alone.
- Communication and operational coordination are essential enablers of effective service delivery.
- Staff training and education are important enablers as tenant needs become more complex.

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8, 2026

Topic: April YTD 2026 TSHC Financial Result

Item Number: CA-P-01

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: June 30, 2026

Purpose: The purpose of this report is to provide an update on financial matters. Through April 30, 2026, TSHC reported operating expenses of \$17,558,255 against total revenue of \$19,136,404, resulting in an excess of revenues over expenses of \$1,578,148, inclusive of amortization.

Recommendation:

It is recommended that the Board of Directors receive this Report for information.

Reason for Recommendation:

Please see the Statement of Operations (Attachment 1).

For the first four months of 2026, TSHC reported a surplus of \$1,578,148 mainly due to:

- A year-to-date surplus from the TCHC–TSHC reconciliation, with a net positive impact of \$1,737,711.

- Salary and benefits costs were \$160,358 below budget, with additional details provided later in this report.
- Other expenditures-including legal and professional fees, as well as insurance costs were lower than budgeted.

Revenue for the first four months was \$19,136,404 including \$17,276,472 from TCHC for TSHC's rental units (revenue less expense estimate per the Relationship Agreement) and \$1,737,711 from the surplus revenue from the TCHC-TSHC reconciliation. Interest income contributed \$89,984, and \$32,237 in other income.

TSHC's operating expenses were \$17,558,255 including amortization expenses. Expenses were for staff compensation and benefits, legal and professional services, third-party vendors, insurance, miscellaneous costs, and shared services paid to TCHC as per the Services Delivery Agreement (SDA).

Salaries and benefits were below budget due to lower-than-expected post-retirement benefits offsetting with higher expense due to the following factors:

- Higher-than-expected costs in parental leave, WSIB, and long-term disability benefits.
- A low vacancy rate, resulting in a near full complement of staff.
- Impacts arising from the Collective Agreement terms.

Professional and legal services were lower than budget by \$5,411 mainly due to timing.

Insurance was lower due to timing and lower case settlement costs.

Other miscellaneous costs were lower by \$117,903 mainly in the areas of tenant translations, staff training and development, communication services, and office related expenses which were offset somewhat with costs for the back to the office mandate.

Please refer to the Statement of Financial Position (Attachment 2):

1. Cash – \$8,984,625 - represents the bank balance and petty cash as of April 30, 2026.
2. Accounts Receivable - \$111,004 - consisted of interest receivable from the bank and CRA on the GST/HST sales tax.
3. Due from TCHC (Short -Term) - \$4,610,673 - included the 2025 TCHC-TSHC Q4 reconciliation surplus and the first four months of 2026 reconciliation, and other receivables.
4. Prepaid expenses - \$407,744 - is the balance of the annual insurance paid in October 2025 with the monthly drawdown of expense to the end of October 2026 and the WSIB prepayment.
5. Due from TCHC (Long-Term) - \$ 3,968,019 - receivable for the Post-Retirement Obligations
6. Fixed Asset (Equipment), net - \$7,256
7. Accounts payable - \$6,168,800
 - Payroll, pension and benefits - \$4,444,074
 - Vendor Payables - \$570,161
 - Due to TCHC - \$1,154,565

8. Employee Benefits (Post-Retirement Benefits) - \$7,093,800

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

1. TSHC April YTD 2026 Financial Result - Statement of Operations
2. TSHC April YTD 2026 Financial Result - Statement of Financial Position

Toronto Seniors Housing Corporation
Statement of Operations (Draft - Unaudited)
Four Months to April 30, 2026

STATEMENT OF OPERATIONS	Current Year to Date Result			Annual		
	Actual	Budget	Variance Actual Vs Budget	2026 Forecast	2026 Budget	Variance Forecast Vs Budget
Revenue						
Revenue from TCHC	17,276,472	17,276,472	-	51,829,414	51,829,414	-
TCHC-TSHC Reconciliation	1,737,711	-	1,737,711	390,000	-	390,000
Interest income	89,984	67,000	22,984	221,218	150,000	71,218
Other Income	32,237	25,000	7,237	32,237	25,000	7,237
Total Revenue	19,136,404	17,368,472	1,767,932	52,472,869	52,004,414	468,455
Expenses						
Salaries and Benefits	12,592,297	12,752,654	160,358	38,191,079	38,253,548	62,469
Legal and Professional Services	175,488	180,899	5,411	778,064	805,003	26,939
Insurance	245,399	270,000	24,601	782,736	810,000	27,264
Other Miscellaneous Costs	193,219	311,122	117,903	1,361,233	1,246,468	(114,765)
SDA - Shared Services with TCHC	4,349,412	4,349,412	-	13,048,238	13,048,238	-
Total Expenses	17,555,814	17,864,087	308,273	54,161,351	54,163,257	1,906
Amortization charge	2,441	2,144	(297)	7,322	6,432	(890)
Excess of Revenue over Expenses	1,578,148	(497,759)	2,075,907	(1,695,804)	(2,165,275)	469,471

Toronto Seniors Housing Corporation
Statement of Financial Position (Draft - Unaudited)
Four Months to April 30, 2026

Assets

Current Assets:

Cash	8,984,625
Accounts receivable	111,004
Due from TCHC	4,610,673
Prepaid expenses	407,744
	<u>14,114,046</u>

Capital assets - Equipment	29,297
Less: Depreciation	(22,041)
Capital assets	<u>7,256</u>

Due from TCHC	3,968,019
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Total Assets	<u><u>18,089,320</u></u>
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Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	5,014,235
Due to TCHC	1,154,565
	<u>6,168,800</u>

Employee Benefits	7,093,800
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Net Assets

Unrestricted (Deficit)/Surplus	4,826,720
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Total Liabilities & Net Assets	<u><u>18,089,320</u></u>
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Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8, 2026

Topic: Integrated Service Model (ISM) Report

Item Number: CA-P-02

To: Board of Directors

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

Date of Report: May 25, 2026

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors receive the 2025 Integrated Service Model (ISM) Report for information.

Reason for Recommendation:

This report has been prepared to provide the City of Toronto's Senior Services and Long-Term Care (SSLTC) division with an update on the implementation of the ISM. The report outlines progress made to date, reflecting both the outcomes being achieved for tenants and the way the ISM is being delivered in practice.

The report represents a combination of the qualitative and quantitative measures that TSHC already reports to the Board and Committees throughout the calendar year. It was developed with the support of SSLTC leaders and staff.

In accordance with City Council direction, this report will be submitted to the General Manager, Senior Services and Long-Term Care and the Deputy City Manager, Community Development and Social Services.

Deanna Veltri

Director, Engagement, Partnerships & Communications

List of Attachments:

- Attachment 1: 2025 TSHC Integrated Service Model Report
- Attachment 2: Presentation



2025

Integrated Service Model Progress Report

**Toronto Seniors
Housing Corporation**

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Executive Summary

Toronto Seniors Housing Corporation (TSHC) has prepared this report to provide the City of Toronto's Senior Services and Long-Term Care (SSLTC) Division with an update on the implementation of the Integrated Service Model (ISM), which is in alignment with the Accountability Framework established at the time of TSHC's creation. The report outlines progress made to date, reflecting both the outcomes being achieved for tenants and the way the Model is being delivered in practice.

The creation ISM was designed to support seniors to age independently in their homes by strengthening housing stability, improving access to community and health supports, and building relationships of trust between tenants and staff. This report is organized around these objectives, using a set of progress statements that translate them into observable outcomes.

For each progress statement, the report describes what has been achieved, how those results have been supported through organizational structures, partnerships, and service delivery approaches, and the challenges that continue to shape implementation. The key takeaways for the report are below.

Progress Statement 1: Tenants are Living Stably in Well-Maintained and Safe Homes

This stability is demonstrated through a range of operational and financial indicators. Buildings remain close to fully occupied, with occupancy levels consistently between 98–99% and vacancy rates below the City's 2% benchmark. Units are also turned over more quickly than sector averages, supporting access to housing while maintaining continuity for existing tenants. Financially, most tenants are maintaining their tenancies, with rent collection rates consistently near 99% and most households in good financial standing. Arrears are typically addressed early, with most cases resolved before escalation, with evictions being treated as a last resort.

The condition of housing further reinforces these outcomes. Sustained investment in capital repairs and accessibility upgrades has supported safe, functional living environments across the portfolio. Tenant-reported satisfaction remains high in areas such as maintenance, cleanliness, and accessibility,

indicating that building conditions are supporting both day-to-day comfort and longer-term independence.

These results are achieved through deliberate, ongoing improvements to how services are delivered, including increased frontline staffing, the introduction of specialized teams to address complex tenancy issues and environmental health concerns, and more consistent maintenance and service processes. At the same time, maintaining this level of stability requires ongoing effort and resources. Pest management remains a persistent operational pressure, and tenant perceptions of safety continue to be shaped by frequent, lower-level issues within communities. As tenant needs become more complex over time, sustaining stability will continue to require coordinated and responsive service delivery.

Progress Statement 2: Seniors are Connected to Community, Health and Wellness Supports

Access to community-based programs and services has expanded significantly, supported by a growing network of partnerships with external organizations. As of 2025, TSHC has established over 60 formal partnership agreements, resulting in a broad range of programs delivered across buildings and regions. On average, more than 200 unique programs are delivered each quarter, spanning health, wellness, social connection, learning, and recreation. The scale and diversity of programming reflect both tenant demand and the organization's increasing capacity to facilitate partnerships.

Programming is informed through structured engagement with tenants, including annual planning processes that identify building-level priorities. This approach ensures that program offerings align with tenant interests and preferences, while also supporting consistency across the portfolio. For tenants, this means more consistent and convenient access to services that support daily living, reduce isolation, and promote overall well-being in their own community.

TSHC's role in this area continues to be shaped by its position within a broader service system. While staff actively support referrals and connections to external services, coordination remains dependent on relationship-based collaboration with health and social service providers. The absence of embedded health system roles within buildings continues to limit formal integration, and efforts to reintroduce coordinated support remain ongoing.

Additional considerations include the physical capacity of buildings to host programming, and the evolving needs of tenants as they age. Limitations in available space and accessibility requirements, for example, influence how programs can be delivered. The digital divide also continues to affect tenant access to services and information, particularly as systems and supports become increasingly digitized. Efforts to expand connectivity and digital literacy are underway but remain an ongoing area of focus.

Progress Statement 3: Tenant Voice is Actively Shaping Services, Policies, and Priorities

Tenant engagement has become a defining feature of how TSHC operates, with tenant voice playing an increasingly central role in shaping programs, policies, and community life. At TSHC, we work to ensure tenants are active participants rather than service recipients.

Participation has grown steadily across the organization. More than 300 tenants are now engaged as volunteers, contributing through Tenant Circles, advisory committees, regional meetings, and direct engagement with leadership. This expanded network of participation has created multiple pathways for tenants to provide input and influence decisions at all levels of the organization.

This shift is also visible in the growth of tenant-led activities. There has been a marked increase in the number of events and initiatives organized by tenants themselves, supported through staff facilitation and the resources available through the Community Activities Fund (CAF). Tenant input is also embedded in policy development processes, where feedback is incorporated at multiple stages to ensure policies reflect the tenant experience.

As engagement deepens, it is strengthening connections within communities and contributing to a greater sense of ownership among tenants. At the same time, this level of engagement it introduces new pressures. Increased participation brings higher expectations for responsiveness, follow-through, and implementation. Ensuring that tenant input is meaningfully acted upon requires time, coordination, and organizational capacity.

Balancing the depth of engagement with the pace of operational decision-making remains an ongoing consideration. Sustaining this approach will require continued

alignment between resources, processes, and expectations to ensure that tenant voice remains both influential and sustainable.

Key Takeaways

Across all three progress statements, the Integrated Service Model is operating as an established and embedded approach to service delivery within TSHC. Housing stability remains strong, providing a consistent foundation for tenants to age in place. Access to community, health, and wellness supports continues to expand, supported by an increasing number of partnerships and programs. At the same time, tenant engagement has deepened, with tenant voice playing a more direct role in shaping services, policies, and community life.

These outcomes reflect sustained organizational focus, targeted investments in staffing and partnerships, and an approach to service delivery that continues to evolve in response to tenant needs. They also demonstrate that the ISM is functioning not as a standalone initiative, but as an integrated way of working across the organization.

At the same time, progress continues to be shaped by broader system conditions. Fragmentation across health and social service systems, limited access to data on tenant needs, and growing demands on organizational capacity all influence how the model is implemented in practice. Addressing these factors will be important to sustaining current outcomes and advancing further opportunities to support tenants aging at home. This will require intentional and deliberate collaboration across the provincial and local seniors' services system.

Conclusion

Three years into implementation, the Integrated Service Model is no longer being tested. It is being lived. The work has moved from building the foundation to understanding what it takes to sustain and strengthen it over time. This report reflects that transition: a model that is performing, evolving, and continuing to learn from the lived experience of tenants, staff, and partners.

Context and Background

About This Document

This document is designed to provide the City of Toronto's Senior Services and Long-Term Care (SSLTC) division with a description of the progress TSHC has made in terms of the implementation of the Integrated Service Model (ISM, the Model), including the learnings along the way.

TSHC has several statutory, operational and financial accountabilities as a Local Housing Corporation within the City of Toronto that reports to an independent Board of Directors. To maintain these responsibilities, TSHC produces several strategic and operational reports for the Board of Directors and the City's Housing Secretariat.^{1,2} This document is part of that suite of organizational reporting.³

About the ISM and Toronto Seniors Housing Corporation

Origins of the ISM

The ISM was jointly developed by Toronto Community Housing Corporation, the City of Toronto, and provincial health partners with efforts beginning in 2017.

Following foundational pilots and implementation, Toronto Seniors Housing Corporation (TSHC) was established via [City Council direction](#) in 2021 with a mandate to introduce the ISM as a new way of supporting 15,000 tenants to age-in-place with dignity, comfort, respect and support across 83 buildings.

¹ An Operating Agreement between the City and TSHC defines how TSHC will meet the requirements legislated under the Housing Services Act and any other Service Manager direction, and how social housing programs under which TSHC operates will be administered.

² Reports to the TSHC Board and Committees are available on our [website](#) along with current and past [Annual Reports](#).

³ When TSHC was created, City Council approved an Accountability Framework which outlines the accountability relationship between the City (as represented by its Seniors Services and Long-Term Care Division) and the TSHC for the delivery and evaluation of Integrated Service Model.

The objectives of the ISM are: (1) to build trusting relationships between tenants and staff; (2) to improve the delivery of housing services with an increased focus on housing stability; and (3) to increase tenants' access to health and community support services. TSHC continues to infuse these objectives into all aspects of strategy and operations.

About TSHC

TSHC is a non-profit municipal corporation providing subsidized rental housing in a state of good repair across 83 buildings that are owned by Toronto Community Housing Corporation. Tenants live independently and their relationship with TSHC is primarily governed by the Residential Tenancies Act.

The Integrated Service Model guides the service and support approach that TSHC takes to enable senior tenants to age independently, and at home. The implementation of the ISM reflects a significant and sustained investment by the City of Toronto and a deliberate transformation in how seniors housing services are structured and delivered.

As the first and only seniors-focused Local Housing Corporation in the province, the blend of TSHC's community housing and ISM responsibilities create a host of opportunities, but also novel and unique challenges TSHC staff must work together with tenants and other sector partners to navigate. To navigate these opportunities and challenges as we deliver service, TSHC leaders work with the Board of Directors to set out [Strategic Directions](#) for the organization's operations and service delivery.

How to read this report

The purpose of this report is to demonstrate TSHC's progress in terms of implementation of the ISM. As described above, the ISM is guided by three (3) objectives, which have been reframed as progress statements in the remainder of this document.⁴ Using progress statements allows us to clearly translate the ISM's objectives into specific, outcome-oriented indicators that help demonstrate tangible advancement over time.

⁴ The ISM also included four innovations to support implementation of the objectives. More information about progress against those innovations is included in Appendix 1.

1. TSHC Tenants are Living Stably in Well-Maintained and Safe Homes⁵
2. TSHC Seniors are Connected to Community, Health and Wellness Supports⁶
3. The Tenant Voice is Actively Shaping Services, Policies, and Priorities⁷

For each progress statement, this report describes (1) what progress has been made so far (using quantitative and qualitative information); (2) how we achieved those results; and (3) the challenges we've faced as an organization along the way. Wherever possible, multi-year trends and averages are provided to help demonstrate progression over time. The report also includes indicators where TSHC can indicate progress in comparison to Ontario's other large Local Housing Providers.⁸

This document also has a standalone executive summary, and five (5) appendices which provide supplementary information about the information shared in this report. These appendices include additional data points and links to other useful documents and information that sit outside of this report.

Next steps for this report

In alignment with TSHC's internal governance protocols, this report will be presented to the TSHC Quality and Tenant Engagement Committee of the Board for information and review. In alignment with City Council direction the report will subsequently be submitted to the General Manager, Senior Services and Long-Term Care and the Deputy City Manager, Community Development and Social Services.

⁵ ISM Objective: Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability

⁶ ISM Objective: Increase access to health and community support services through enhanced integration of community services within the buildings

⁷ ISM Objective: Build relationships of trust between senior tenants and TSHC staff

⁸ TSHC is part of a network of Local Housing Corporations that share operational metrics with each other to support comparative analysis and benchmarking.

ISM Progress Statements & Learnings

This section describes how TSHC has progressed towards the Objectives of the Integrated Service Model, and what has been learned along the way.

1. TSHC Tenants are Living Stably in Well-Maintained and Safe Homes.

Housing stability is a critical foundation for seniors' ability to safely and successfully age at home. Research consistently shows that older adults who can remain in stable, safe, and well-maintained housing experience better physical and mental health outcomes, lower rates of hospitalization and institutionalization, and stronger social connections compared to those facing housing disruption or instability.⁹ Without housing stability, seniors can experience accelerated health decline, increased emergency service use, and social isolation. Enabling housing stability is not just an operational responsibility, it acts as a key determinant of tenant health, wellbeing, and long-term outcomes.¹⁰

At TSHC, housing stability is maintained across several different dimensions. It includes, and extends beyond, tenancy retention to encompass the overall continuity, predictability, and quality of the tenant experience. This includes timely access to services, reliable building maintenance, and the ability to prevent and resolve issues before they escalate into disruption or tenancy risk.

Where and how we've progressed

Seniors are remaining housed and accessing TSHC homes efficiently

⁹ <https://jamanetwork.com/journals/jama-health-forum/fullarticle/2847326>

¹⁰ <https://www.sciencedirect.com/science/article/pii/S2352827326000017?via%3Dihub>

- Occupancy is consistently high at approximately 98–99%, signaling that most tenants are remaining in their homes and are continuing to age-in-place.¹¹¹²
- Vacancy rates have been significantly reduced over time and remain sustainably below the 2% city target, at approximately 1.7%.¹³ By keeping more units consistently occupied, this supports housing stability and ensures more seniors have reliable access to housing.
- TSHC’s average unit turnover timeline (64–75 days) reflects deliberate processes designed to minimize vacancy and prioritize timely occupancy.¹⁴ This approach focuses on filling units as efficiently as possible within established operational and regulatory requirements, while maximizing opportunities for seniors to access and age in TSHC units.

Senior tenants are maintaining financially secure tenancies

- Rent collection is consistently at or around 99%, and on average 91% of households were in good financial standing over the past three years. Together, this shows that tenants are keeping up with their rent, supported by strong relationships with TSHC staff and systems that help sustain financial stability.¹⁵
- Arrears are increasingly resolved at earlier and lower thresholds, with over 90% of cases are resolved without referral to the Landlord and Tenant Board (LTB). This is achieved through strong tenant engagement with OCHE Early Resolution Officers, as well as tools such as Local Repayment Agreements (LRAs), Rent Bank, and OPGT. Evictions are considered only after all possible interventions and supports have been exhausted.

TSHC is focused on buildings and units being well-maintained

¹¹ Average occupancy for the 2023-2025 period. A visualization of the year-over-year trend is included in Appendix 2.

¹² The average length of tenancy is 9.72 years, representing the average number of years current tenants have lived in their building.

¹³ TSHC’s vacancy rate was over 5% when the corporation was formed in 2021.

¹⁴ LHC average unit turnover time for 2023-2025 was 83.73 days.

¹⁵ TSHC’s proportion of households in good financial standing is higher than the average amongst other LHC’s (2023-2025 average for other LHC’s was 77%).

- \$100.3 M in Capital Repair work has been completed/planned at TSHC properties between 2023 - 2025, which helps ensure TSHC tenants live in units that remain in good condition over time – a critical element of maintaining seniors’ housing stability.¹⁶
- \$8.3M in in-unit Accessibility Retrofits between 2023 – 2025, signaling a continued investment in ensuring TSHC units remain accessible places to live as Seniors age-at-home. 90% of Tenant Experience Survey respondents are happy with how accessible their buildings are.
- Completion of over 37,098 pest treatment work orders since 2024 with 6,204 units declared pest-free (2024 – 2025). Progress toward pest-free units supports stable and healthy living conditions, while continued effort is required to maintain these outcomes.
- Approximately 86% of tenants report satisfaction with cleanliness of their building, 85% report satisfaction with maintenance. Approximately 75% are happy with how well maintenance work is done, and with how TSHC staff respond.^{17,18}

How this has been achieved

Intentional staffing and structure decisions

- Deploying 42 Senior Services Coordinators (SSCs) to support tenant well-being, health navigation, and early intervention.
- Introduction of the Tenant Service Administrators (TSAs) role to improve service coordination, intake and responsiveness.
- Creation of the Complex Tenancies Team to support tenants with higher needs through active case management. Staff now identify arrears earlier, engage tenants sooner, and coordinate supports to prevent escalation.

¹⁶ TSHC buildings are included within TCHC’s overall capital repair plan, through which capital work and accessibility upgrades are delivered in coordination with TSHC.

¹⁷ Detailed maintenance metrics are tracked and reported through Board of Directors governance and reporting processes.

¹⁸ Data derived from the 2023–2024 Tenant Experience Survey.

- Reallocating resources to establish a centralized Environmental Health Unit (EHU) to manage pest and environmental issues in a coordination. This unit supports the implementation of building-wide treatment strategies, enhanced tracking of pest activity, and more structured oversight of treatment cycles.
- Building increased collaborative approaches with the Community Safety Unit and partners like the Toronto Police Service to focus efforts on practices that align with senior needs and expectations when it relates to safety and security.

Staff training and capacity building

- TSHC has prioritized building staff's capacity to support tenants to age-in-place successfully, including training in dementia care, crisis response, and accessibility. These investments strengthen staff capacity to respond to increasingly complex tenant needs and support consistent service delivery. *More information about the modules and participation rates is included in Appendix 2.*

Service delivery innovation

- TSHC has embedded financial stability into routine service delivery by integrating financial check-ins into tenant interactions, strengthening collaboration with support programs like the Office of the Public Trustee, and facilitating access to external supports such as the Toronto Rent Bank.
- Introducing improved workflows (i.e. Annual Unit Inspections), clearer role definitions, and enhanced tracking systems for maintenance to help ensure quality and consistency.
- Working collaboratively with the Office of the Commissioner of Housing Equity (OCHE) to support TSHC tenants who are facing eviction due to unpaid rent, with an average tenant engagement rate of 99%¹⁹ over the past two years for all referred cases.

¹⁹ OCHE engagement rates are calculated based on cases referred to OCHE and represent engagement within that subset only, not all TSHC tenants.

- Operationally, TSHC staff and OCHE staff work together every day to have Early Resolution Officers get involved in avoiding eviction for arrears for eligible households.
- OCHE and TSHC also work together on opportunities to avoid eviction and support tenants further upstream in their journey. So far, this includes new partnerships with WoodGreen Community Service’s Tax Link program, and the introduction of Case Conferencing monthly to address important [files](#).²⁰

Challenges we have faced

Pest management need and complexity

Pests are a reality of urban living, and Toronto is no exception. Due to high population density, shared infrastructure (pipes, walls), and available food sources, pest infestations are common challenges in a city environment. TSHC, like many other housing providers in Toronto, are grappling with infestation that requires consistent and focused intervention. Seniors often need this assistance because physical limitations, health conditions, and fixed incomes can make it difficult to identify early infestations, prepare units safely, or complete required treatment steps without support.

Over the past three years, TSHC has focused on improved pest control outcomes and has implemented a number of operational initiatives including an extensive Quality Improvement Project²¹ that helped identify a path to a more proactive approach, including early identification of trends, coordinated interventions across units, and increased tenant engagement to support treatment effectiveness via the EHU. Despite these efforts, pest control remains a considerable tenant concern that affects their quality of life.²²

²⁰ OCHE provides bi-annual reporting to TSHC’s QTE Committee.

²¹ Three Quality Improvement Projects (QIPs) were initiated in December 2022. The three QIPs were focused on: Pest Management, Safety and Security, and Staff and Tenant Relations. The [QIP Final Report](#) was presented to the Board of Directors in August 2023, and in 2024 a [one-year progress report](#) was presented.

²² 60% of Tenant Experience Survey respondents were happy with the outcome of pest treatments in their unit.

In November 2025, the QTE Committee approved a [Pest Management Workplan](#) for 2026 focused on achieving the following outcomes: (1) decrease the number of units that receive treatment from 2,578 unique units treated or 18.4% of units to 2,100 unique units or 15%; (2) reduce the number of units that require multiple treatment cycles from 30% of the units treated to 10% of units requiring multiple treatments; and (3) have no buildings that have a treatment rate of over 20%.²³

Feeling a sense of security in their TSHC community

In communities housing seniors, we have learned that safety and security are defined by some unique dimensions. Feelings of safety are defined less by the occurrence of high-severity incidents, and more by the frequency, complexity, and visibility of day-to-day issues that affect tenants' lives. Tenants report concerns related to neighbour disputes, noise, disruptive behaviour, and incidents connected to mental health and physical health needs of themselves and their neighbours.

These situations are often lower in severity but higher in frequency, and they can accumulate over time to shape those overall perceptions of safety. On a broad scale, TSHC tenants feel safe in their community²⁴. That said, in our engagement efforts, TSHC tenants continue to put security and safety at the top of their list in terms of areas of concern and improvement.

Over the last three years, TSHC has made focused efforts to continue to improve tenants' feelings of safety and security in our communities. This includes an extensive Quality Improvement Project in 2023 and investing resources and time in deepening our partnership with TCHC's Community Safety Unit and Toronto Police Services.^{25,26}

²³ QTE Committee, November 18, 2025. Item #13 Pest Management Report.

²⁴ 83% of respondents to the Tenant Experience Survey say they feel safe in their community.

²⁵ TCHC's Community Safety Unit reports to the TSHC Quality and Tenant Engagement Committee on a quarterly basis.

²⁶ In summer 2025, Toronto Police and TSHC partnered to deliver elder abuse and fraud prevention training to over 100 tenant volunteers.

More insights related to this progress statement are included in Appendix 2.

2. Seniors are More Connected to Community, Health, and Wellness Supports

Successfully aging-at-home depends on seniors accessing the people, services, and programs that support their needs as it relates to independence, wellbeing, and quality of life. Research consistently shows that social isolation among older adults is strongly associated with poorer physical and mental health outcomes, including increased risk of depression, cognitive decline, chronic disease progression, and premature mortality.²⁷ Seniors who lack regular social connection are also more likely to experience functional decline and greater reliance on emergency services or institutional care, even when they are otherwise healthy and capable of independent living.²⁸

While TSHC staff maximize current tools, policies, and procedures to support aging in place, the broader aging sector is evolving rapidly as Canada responds to the growing needs of an older population.²⁹ TSHC is uniquely positioned to be part of this shift. Through the ISM, TSHC is not only responding to change but actively aligning its services and partnerships to support how seniors want to age at home, keeping pace with — and contributing to — emerging models of senior living.

Where and how we've progressed

The past several years has been dedicated to strengthening the foundational capacity that enables TSHC to engage in increasingly integrated, cross-sector collaboration needed to enable aging-at-home.

Continued growth in partnerships and programs that tenants want in their buildings

²⁷ <https://nap.nationalacademies.org/catalog/25663/social-isolation-and-loneliness-in-older-adults-opportunities-for-the-health-care-system>

²⁸ <https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2821456>

²⁹ <https://www.policyalternatives.ca/news-research/a-grey-tsunami-canadas-great-retirement-wave/>

- As of 2025, TSHC has signed 62 Partnership Agreements with third-party agencies and organizations that provide group programs that tenants desire in their community spaces.
- There is an average of 239 unique programs delivered by agencies every quarter.³⁰ These hundreds of unique programs represent thousands of weekly, bi-weekly, monthly recurring sessions of programming. Programs are organized into five categories, and quarterly programming consistently cuts across all categories demonstrating variation and diversity.³¹
- In 2025, based on [direction](#) from the City’s Economic and Community Development Committee of Council, TSHC expanded programs provided by City of Toronto agencies, including new initiatives launched with Parks and Recreation, Toronto Public Health, Toronto Paramedic Services, and Toronto Police Services, which are described below:
 - Parks and Recreation: piloted nine-week fitness sessions at three (3) buildings between October – December 2025 that were designed and tailored for seniors well-being. Over 200 tenants attended, and 91% of surveyed participants rated the program as ‘excellent’ or ‘good’. Respondents reported improved physical health, better balance and new social connections.
 - Toronto Public Health: launched a “Healthy Eating, Healthy Aging” nutrition program in September. There were eighteen (18) workshops with 260+ tenants participating in the program. Tenant feedback has been similarly positive – respondents report feeling like they learned new information and felt motivated by the tips they received in the session.
 - Toronto Paramedic Services and Toronto Police Services: introduced new education initiatives on topics identified by seniors including heat safety (Paramedics) and avoiding scams and elder abuse

³⁰ Average number of agency-led program delivered per quarter in 2025.

³¹ Program Categories: Food Security and Nutrition, Personal Development and Learning, Faith-based, Health and Wellness, and Social Recreation.

(Police). Approximately 215 tenant volunteers received these trainings in Spring/Summer 2025.

In 2025, this expansion and deepening of TSHC – City of Toronto partnerships has demonstrably unlocked new on-the-ground program opportunities for tenants. In 2026, TSHC is committed to continuing to work with SSLTC and other City teams to maintain momentum both through the potential expansion of these pilots, and/or identifying additional opportunities to collaborate.

Driving research, investigation and testing of aging-at-home best practices

- [Led jurisdictional research](#) and prepared a report on seven different Ontario-based models for aging-at-home. This informs our ongoing efforts to implement the ISM by identifying leading practices, strengthening evidence-based program design, and supporting continuous improvement in service delivery for tenants.
- Partnered with the Ontario Non-Profit Housing Association (ONPHA) to [publish research](#) on global aging-in-place models and practices, and in what ways they can apply to TSHC’s operating context. This resulted in a report and a complementary episode of the [ONPHA Opening Doors](#) podcast live recorded at the 2025 Conference.

How this has been achieved

Identifying program priorities with tenants to focus our pursuits.

- Since 2024, TSHC has hosted annual planning meetings at the buildings to hear directly from tenants about the types of programs they wish to see in their community. The results of this building-wide meeting are then used to (1) guide the Tenant Circle to launch events and initiatives they want to see; and (2) focus the efforts of Community Services Coordinators to identify partners that deliver programs in the local areas they support.
- This approach helps ensure TSHC staff are pursuing the highest value partnership opportunities for their buildings. We have heard anecdotally from tenants that focusing on tenant priorities has helped deepen feelings of trust for staff because there is a feeling that TSHC is listening and reacting meaningfully to tenant wants.

- In 2025, 60% of top priorities are being met through services and initiatives.³² In 2026 and beyond, TSHC is targeting 65 – 75% of top priorities being met through agency-led programs.

Intentional staffing and structure decisions

- Reallocation of existing headcount to introduce Community Service Coordinator (CSC) roles with a core focus of working in each of the four regions to introduce health, social and wellness programs into the community. These resources were introduced over time with six (6) FTE's now in place.
- CSC roles were not contemplated in the original ISM but have since become a critical element in our ability to enable tenants to age-in-place and achieve the ISM's objectives. While Senior Services Coordinators (SSC's) support individual tenants to thrive in their tenancy and in their community, CSC's complement these efforts by working with Tenant Circles and local agency partners to deliver initiatives and events in the common areas of the building whether it's the recreation room, the craft room, the library, or the garden space.³³

Engaging with our peers and partners to innovate and ideate

- Maintaining the Partnership Table, a cross-sector advisory group made up of some of the largest health and social service providers in the city and the province that are working with seniors every day. There are also two (2) tenant members of the Partnership Table.
 - TSHC leaders bring forward strategic areas of interest and inquiry and work closely with Table members to identify solutions. This ranges from identification of best practices to utilize in TSHC scenarios, all the way to identifying actual program opportunities through connections made in the room.

³² At the annual planning meetings, TSHC staff gather the top 4 priorities for each building in order of their desirability/importance. In this case, 'top priorities' refers to the top two (2).

³³ Responsibilities include facilitating Tenant Circle meetings, supporting applications for Community Activities Fund, supporting tenant-led events in the building, identifying and signing agreements with agency partners, supporting the booking of common space to avoid scheduling conflicts.

- TSHC leaders participate in several tables, committees and advisory groups in the realm of aging, housing and homelessness. This broadens our reach and deepens our ability to adopt leading practices.
 - Examples: Ontario Non-Profit Housing Association (ONPHA) Board of Directors, ONPHA Housing Think Tank, Seniors Housing Provider Table, Rapid Rehousing Steering Committee, LHC CEO Forum, LHC Tenant Safety and Security Working Group, City of Toronto TSSS Interdivisional and Agency Shelter Committee and Infrastructure Steering Committee, Toronto Seniors Strategy Accountability Table, Toronto Dementia Research Alliance (TDRA) Integration of Primary and Specialty Care Pathways Working Group.

Challenges we've faced

Understanding tenant needs, informed by lived experience *and* data

TSHC has a strong, established tenant engagement model that effectively captures tenant voice and priorities (*more information provided in Progress Statement #3 below*). Through regular engagement forums and annual meetings, tenants are explicitly asked to identify what matters most to them, which drives TSHC staff efforts to identify program opportunities and tenant volunteers to identify events and initiatives they themselves want to launch in their community. This approach ensures that tenant wants are visible and meaningfully inform organizational decision-making.

While tenant engagement is effective in surfacing priorities and preferences, it does not always provide a complete picture of underlying or emerging needs, particularly as tenants age-at-home. Unlike health, social, or clinical systems, TSHC has limited access to data that would help articulate tenants' health, wellness, and functional profiles. As a housing provider, available information is largely household and tenancy-based, like other landlords, rather than needs-based indicators commonly used in other sectors to understand client or patient populations.

In 2025, TSHC committed to addressing this challenge directly. The organization engaged Dr. Agarwal, a researcher from McMaster University, to develop an initial health and wellness profile of the TSHC tenant population based on a cross-section of available datasets. This work was intentionally designed to expand

insight into tenant needs while remaining within appropriate data, privacy, and role boundaries.

In 2026, the focus will shift to absorbing these findings and determining how the insights can meaningfully inform service design, partnership approaches, and building-level support strategies to better align with the evolving needs of tenants aging at home. We are hopeful about the potential that will be unlocked because of this new, deeper view of tenant needs. Our hope is that this will allow us to be increasingly precise about the programs and partnerships we pursue on behalf of tenants. Our intention is to share our learnings with other Local Housing Corporations to help drive their efforts to understand their own tenant base.

Deepening coordination and breaking down silos across systems

Successfully aging at home depends not only on the quality and safety of the dwelling, but also on timely access to information, navigation support, and connection to health, social, and community-based services available in the home, within shared spaces, and across the surrounding neighbourhood.³⁴ It is well known that a key challenge is that the aged-care system seniors must navigate is highly fragmented, with services delivered across multiple organizations and sectors. In the TSHC context, many of these organizations do not typically or naturally intersect with housing operations.³⁵

While TSHC has staff who work to facilitate referrals and connections, these staff are not part of a tenant's formal circle of care. On the ground, this means that TSHC must primarily rely on relationship-driven collaboration with health and community partners, sharing information that is appropriate and permitted, and operating within clear privacy, consent, and role boundaries. Survey results show that tenants are moderately satisfied³⁶ with the information they receive from TSHC staff about available services, further highlighting the opportunity to ramp up efforts in this area.

³⁴ <https://mahealthyagingcollaborative.org/jchs-at-harvard-releases-new-report-housing-americas-older-adults-2023/>

³⁵ <https://rednwhite.ca/2025/05/29/canadas-aging-population-elder-care-challenges-and-solutions/>

³⁶ 61% of Tenant Experience Survey respondents feel that TSHC helps them get information to access the service(s) they need.

These challenges are not new³⁷ to TSHC or the ISM. One of the original ‘innovations’ within the Integrated Service Model involved the introduction of designated care coordinators in each TSHC building³⁸ to help connect tenants to the health and community support services they need. Though over 60 coordinators were assigned in the early years of the ISM, the COVID-19 pandemic created unprecedented pressures and coordinator resources were withdrawn from TSHC buildings by Ontario Health to be reintegrated into the broader provincial healthcare system.

While challenges have emerged, pursuing coordination and collaboration with the broader aged-care system remains at the core of what we do:

- TSHC’s Leadership Team continues to advocate to Ontario Health leaders for the reintroduction of coordination resources in TSHC communities.
- We continue to test new and different models for coordination – often used in other jurisdictions – that are applicable in the TSHC context. To do this, we work closely with sector-leading partners like the University Health Network’s NORC Innovation Centre, Baycrest Health Sciences, and a range of City divisions who offer programs and services for seniors.^{39,40,41}
- TSHC leadership and the Board of Directors have also identified deepening coordination with other levels of government, other sectors, and other peers, as a key priority to reflect in TSHC’s upcoming refreshed Strategic Directions, which are being developed in 2026 for launch in 2027.

³⁷ <https://www.harvardmagazine.com/2023/02/right-now-senior-housing-options>

³⁸ Care Coordinator: Provincial staff that act as the contact between clients and various community agencies and providers.

³⁹ The [NORC Innovation Centre](#) is a first-of-its-kind centre advancing new models of social connection and accessible care for older adults living in the community. They are working in four TSHC buildings to bolster our efforts to create social connection.

⁴⁰ The North Toronto Ontario Health Team’s (with Baycrest acting as a leading agency) integrated geriatric outreach care model (NCT) delivers primary care and social services in tenants living in eleven (11) buildings.

⁴¹ In 2025, TSHC and City partners—Toronto Public Health, Toronto Police Service, Parks and Recreation, Toronto Paramedic Services, and Toronto Fire Services—expanded and sustained programs supporting tenants.

The ‘Digital Divide’

Digital access and literacy are increasingly central to seniors’ ability to remain socially connected, access health and community support, and age independently at home. However, older adults, particularly those living on fixed or low incomes, are more likely to experience a persistent digital divide driven by affordability, limited digital literacy, accessibility barriers, and the rapid pace of technological change.⁴²

For seniors, particularly those living independently, the implications extend beyond convenience. Research links digital exclusion to increased social isolation, reduced access to virtual health and social services, and diminished opportunities for participation in community life.⁴³ Studies also show that older adults who develop digital skills experience improved social connection, mental wellbeing, and greater ability to navigate increasingly digitized systems of care and support.⁴⁴ At the same time, closing the digital divide is complex. As technology continues to advance, the gap can widen for those without adequate infrastructure, ongoing learning opportunities, or appropriate support.

At TSHC, digital access is shaped by our role as landlord. Most tenants are responsible for securing their own internet services and devices, placing digital inclusion within our influence but not necessarily our control. Tenant feedback consistently reinforces the importance of our involvement, wherever possible, in closing the digital divide. They are often expressing a desire for more opportunities to learn, access, and use technology—not only to connect socially, but to better navigate services and supports.⁴⁵

To date, TSHC has focused on several opportunities to close the digital divide in our communities:

- TSHC continues to collaborate with the City’s [ConnectTO](#) program to provide free public Wi-Fi in TSHC communities. To date, Wi-Fi has been installed in 17 TSHC buildings, representing 5,758 units, with most sites

⁴² <https://www.emerald.com/dts/article/4/2/111/1246345/Dimensions-and-barriers-for-digital-in-equity-and>

⁴³ <https://link.springer.com/article/10.1186/s12889-025-23377-w>

⁴⁴ <https://www.nature.com/articles/s41599-024-04312-7>

⁴⁵ <https://link.springer.com/article/10.1186/s12877-024-05612-y>

online and actively in use in 2025. Efforts in 2026 will focus on engaging tenants in ConnectTO buildings to help them confidently access and use the internet service available to them, and when feasible working with ConnectTO to identify another tranche of TSHC buildings for installation.

- In 2025, TSHC worked alongside TCHC to launch a new partnership with Rogers Communications to bring cable TV service into building common area TVs, supporting shared programming, group activities, and social connection within community spaces.
- Continued implementation of Toronto Public Library’s digital literacy program in TSHC communities, which is highly valued and enjoyed by tenants. The focus thus far has been on running this multi-month program in buildings with ConnectTO Wi-Fi (to maximize the impact of building-wide, free internet access). In 2026, TSHC and TPL will continue to rotate this program into buildings beyond those with ConnectTO Wi-Fi access.

Space constraints

Many TSHC buildings include dedicated community spaces such as recreation rooms, craft rooms, small libraries built through book sharing among neighbours, and communal kitchens. These are rich, well-used spaces, with consistent interest from tenants, partners, and community groups who want to bring programming and activities into buildings. The level of demand reflects both the value of these spaces and their central role in daily building life, requiring thoughtful stewardship to ensure they continue to support a wide range of social, cultural, and community uses.

We are learning that as tenant needs and wants to evolve, TSHC community spaces are sometimes – but not always – well suited for program delivery. There may be size limitations, accessibility retrofits required, or a lack of private spaces that support one-on-one conversations or case coordination tenants often need once trust is built.

In keeping with the spirit of the ISM objectives, this has resulted in TSHC moving towards a more flexible and outward-looking approach to providing tenants with access to services and support. Moving forward, we understand that we must increasingly (1) identify and share community-based opportunities in the surrounding neighborhoods that tenants can access beyond the building, and (2)

create opportunities for tenants from nearby TSHC buildings to come together to participate in programming, particularly where their own building spaces are limited or unsuitable. In parallel, TSHC will also continue to work with TCHC to assess and advance appropriate accessibility retrofits where feasible, recognizing that there remain common spaces that require modernization to meet current standards of inclusion and use.⁴⁶

Legislative Considerations

Tenants are living independently in TSHC units. Legislatively, TSHC does not operate within the regulatory frameworks governing retirement or long-term care homes in Ontario. Legal advice obtained by TSHC has clearly identified significant cost, compliance, and governance risks associated with inadvertently triggering obligations under legislation like the Residential Homes for the Aged Act (RHRA) and the Ontario Fire Code.⁴⁷

As the Integrated Service Model continues to evolve, TSHC must balance innovation and service integration with the need to maintain a clear distinction between housing and regulated care delivery, ensuring alignment with its mandate, funding model, and legislative responsibilities.

It is important to note that these considerations are not static. As tenant needs, sector practices, and system expectations continue to evolve, TSHC remains thoughtful and deliberate in exploring our role in integration and supporting aging-at-home while maintaining clear boundaries that preserve our organizational scope (as independent living), and legislative responsibilities.

More insights related to this progress statement are included in Appendix 3.

3. Tenant Voice is Actively Shaping Services, Policy, and Priorities

⁴⁶ There have been 63 Common Area Accessibility capital projects in TSHC buildings that have been completed (57 projects) or are in progress as of 2025 (6 projects). These projects lead to a range of accessibility upgrades from door upgrades, ramp installation, and the introduction of accessible seating areas.

⁴⁷ The Ontario Fire Code has specific regulatory requirements for facilities that are providing certain types of care to residents with cognitive or physical disabilities. Retirement and long-term care homes must meet these requirements.

Seniors have a wealth of lived experience. TSHC tenants are no different. Our communities are home to a rich multicultural and demographic profile that is a true reflection of the city. With 55 different languages spoken and a large population of individuals born outside Canada, the tenant voice at TSHC is diverse and far-ranging.

Since inception, TSHC staff and leaders have focused heavily on capturing and acting on the tenant voice when making decisions we are accountable for in relation to services, policies and programs. This includes significant co-design efforts with tenants on our journey to implement the ISM.

Where and how we've progressed

Design and Implementation of the sector-leading Community Connect+ (CC+) Tenant Engagement Approach

Throughout 2023, TSHC worked with over 300 tenants, staff, service providers, and community partners to develop Community Connect Plus+, TSHC's own Tenant Engagement Approach.⁴⁸ This included a robust consultation and co-design approach to ensure the key elements of the approach resonated with the experiences of our tenants and partners.

Since Board approval in 2023, implementation of Community Connect+ has been evolving and continuing with several notable areas of progress:

- Continued support for 59 Tenant Circles that make decisions about the types of programs that tenants want to lead in their building. In most cases, the ideas developed at the tenant circle lead to decisions about how Community Activities Fund (CAF) building budgets will be spent.
- Since 2022, the total value of this fund has grown 502%⁴⁹, representing more opportunities for tenants to lead initiatives in their community. For comparison, there were 18 tenant-led events in Q1-2023 that were facilitated through building budgets. In the most recent quarter (Q4-2025),

⁴⁸ This work was also informed by the Interim Strategic Directions, the Quality Improvement Projects, the CEO Listening and Connecting tours, and other tenant consultations and meetings that occurred over the first year and a half of TSHC's existence.

⁴⁹ Community Activities Fund total budget by year: \$61,250 (2022), \$134,686 (2023), \$240,055 (2024), and \$368,545 (2025).

there were 74 tenant led events. This 311% increase is a strong signal of the work TSHC has done to deepen tenant engagement.⁵⁰

- Initial launch, and progressive growth of the Senior Tenants Advisory Committee (STAC) from eight (8) to twenty-four (24) members in 2025 with equal representation amongst regions to ensure a balanced tenant voice in key policy and procedure decisions being brought to the Committee for feedback.
- Continued work with the Implementation Table. This is a smaller group of 4 to 6 tenant volunteers who meet regularly with TSCH to work through operational, policy and process topics in a co-design style way.
- Introduction of Regional Tenant Volunteer Meetings three times a year to gather volunteers from across buildings to share ideas, consult on key topics, and share their own lessons learned with each other to support their own growth. Each year since they've begun, participation has increased. Approximately 300 tenant volunteers participated in the three Regional Meeting sessions in 2025 alone. These meetings are facilitated by TSHC staff, but conversations are driven by the volunteers who attend, and sometimes partners are invited to make presentations about topics important to seniors.⁵¹
- As described above, the introduction of annual priority planning meetings which play an important role in establishing what initiatives and events that tenant volunteers will develop and launch (with the support of TSHC staff) in the year ahead.

Building up a rich network of tenant volunteers working together via Tenant Circles

[Community Connect+](#) is grounded in many of the core practices of asset-based community development, which starts from the premise that the strength of a community lies first and foremost in the people who live there.

⁵⁰ The entire Community Activities Fund budget allocation has been spent (on tenant-led initiatives/equipment purchases) every year since 2022.

⁵¹ In 2025, Community Paramedics and the TCHC Energy Conservation team provided presentations to tenants on health, safety, and energy efficiency topics.

In the TSHC context, rather than viewing tenants as service recipients, the CC+ approach recognizes that residents bring skills, relationships, experience, and leadership qualities that are already embedded within buildings. Community Connect+ intentionally builds on these existing assets by prioritizing volunteerism, peer leadership, and tenant-led decision-making.

Tenant volunteerism is central to this approach because it mobilizes the knowledge, capabilities, and social networks that already exist within TSHC communities. Through Tenant Circles, tenants with skills, interests, and local insight take active roles in shaping engagement, planning activities, and fostering connection in ways that reflect the character and needs of their own buildings.

This way of working shifts the focus from delivering engagement to tenants toward enabling connection and community life with and through tenants. Strengthening these social bonds and reducing isolation has local impact in ways that external programming alone cannot achieve.

The number of TSHC tenant volunteers has grown markedly, from dozens in 2022 to more than 300 active volunteers by 2025 and continues to expand.⁵² This growth reflects deliberate investment by TSHC in recruiting, onboarding, and supporting tenants to step into these volunteer roles. As more tenants are enabled to contribute their skills, knowledge, and lived experience, the depth and resilience of building-level community life continue to strengthen, reinforcing tenant-led connection as a core pillar of engagement and wellbeing across the portfolio.

As the number of tenant volunteers has grown, TSHC has also become more intentional and structured in how volunteer contributions are supported and developed. In 2025, TSHC launched a Volunteer Development Project to strengthen its volunteer engagement approach. The project focuses on a skills-building approach and the development of clearer tools and guidance to help tenant volunteers succeed, grow in confidence, and thrive in their roles. We are focusing on these areas because tenant volunteers themselves established those areas as priorities.

⁵² Number of Tenant Volunteers: 78 (2023), 172 (2024), 300 (2025)

The work on this project will continue in 2026 with the piloting of a Volunteer Skills Development Event in Q1, and the launch of an all-encompassing Volunteer Handbook that acts as a single reference guide for all things volunteering at TSHC.

Focusing on communication methods and tools that are meaningful to seniors

The Integrated Service Model includes a requirement that communication with tenants is clear, consistent and helpful. Communication involves several modes including paper, online and email communications. Below are some highlights of the work that has been underway at TSHC to support effective communications, and some quantitative information to help indicate the reach of those communications.

- Fully launching the “Connecting with the CEO Tour” in 2024 to build direct lines of two-way communication between tenants and TSHC leadership. The CEO has now completed two full rounds, having visited every TSHC building twice, with over 350 attendees participating in 2025 alone.
- TSHC releases four (4) Seniors Speak newsletters every year, maintains an up-to-date website, is active on social media (200+ posts in 2025), and posts dozens of posters in our communities to ensure tenants know what is going on around them.
- TSHC also maintains building profiles for all 83 communities so that staff, tenants and stakeholders have a one-stop shop to understand the buildings and the services within and surrounding them.
- TSHC honored over 150 requests for translation and interpretation from tenants for a range of documents and events, helping ensure tenants can meaningfully engage and understand. According to the Tenant Experience Survey, 75% of tenants receive communications in their preferred language.

Designing and implementing key organizational policies alongside tenants

TSHC develops tenant-facing policies through a staged and iterative approval process with extensive tenant input. Consultations typically begin with the Seniors and Tenants Advisory Committee (STAC) at the early stages of policy development. Further tenant engagement varies depending on the nature of the policy; TSHC may conduct broader engagement through dedicated feedback

sessions, online engagements, or Regional Tenant Volunteer Meetings, and may sometimes return to STAC for additional feedback. Other stakeholders, such as R-Path ⁵³ or the Ombudsman, may also be involved to provide specific expertise (e.g. accessibility needs for seniors).

Below are some of the most recent and impactful tenant-facing policies and procedures that have been approved and implemented.

- **Community Activities Fund Policy (2024):** This policy outlines how funds for tenant-led initiatives are allocated by the Toronto Seniors Housing Corporation (TSHC), with appropriate controls in place for oversight and accountability.
- **Tenant Human Rights Policy (2024):** This policy creates the framework for a system that will proactively address any human rights inquiries, requests, or complaints raised by tenants.
- **Tenant Volunteer Code of Conduct (2024):** This code of conduct is a list of agreed terms and conditions between Tenant Volunteers and the TSHC regarding conduct and behaviour.
- **Use of Space Policy (2025):** The purpose of this policy is to establish clear guidelines, procedures, and standards for anyone wishing to use community space in TSHC-managed buildings.
- **Translation and Interpretation Policy (2025):** This Policy explains Toronto Seniors Housing Corporation's (TSHC) commitment to communicating with tenants in ways everyone can understand. The Policy also explains how we provide translation and interpretation services, including communication support and accessible formats.

TSHC will similarly work with tenants during the scheduled review of existing policies and procedures and will continue to use our iterative approach to involve tenants in future policy development. In 2026, TSHC is initiating the development

⁵³ The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee is a tenant-led group established in 2013 to improve quality of life for people with physical disabilities and support TSHC and TCHC in advancing accessible housing.

of several tenant-facing policies of importance including an Accessibility Policy, an Electric Mobility Device (E-Device) Policy, and a Tenant Transfer Policy.

Challenges we face

Capacity Pressures

As tenant engagement has deepened and participation has expanded across buildings, committees, and initiatives, the volume of work required to meaningfully listen, respond, and follow through has grown significantly. More tenants are actively using their voice, more ideas are being generated, and more co-design processes are underway. At the same time, the core team supporting this work has remained largely unchanged.

TSHC continues to advocate for additional resources through annual budgeting processes and has made targeted reallocations where possible, including the addition of a Community Services Coordinator (CSC) position. However, the pace at which tenant interest and expectations for engagement are growing is, at times, outstripping available capacity. This creates a real tension: sustaining trust and momentum depends not just on creating opportunities for input, but on having the organizational capacity to close feedback loops, support tenant-led work, and visibly act on what is heard.

Maintaining Momentum and Finding Balance

Tenant-centered engagement takes time. Building trust, co-designing solutions, and ensuring that diverse voices are meaningfully included cannot be rushed without undermining the very outcomes this approach is meant to achieve. As the organization continues to mature and pursue multiple strategic priorities in parallel, there is an ongoing need to balance ambition with the realities of meaningful engagement.

If TSHC wants to move quickly to implement policies, processes and programs that enable the ISM, it can do so by acting alone; but if it wants to move forward together with tenants, it must intentionally slow the pace to bring people along. This requires clarity and discipline across the organization to ensure that tenant engagement is not treated as an add-on, but as core work that must be adequately resourced and built into timelines from the outset. Maintaining this balance between momentum and inclusion, action and co-creation, will remain a

central challenge as TSHC continues to strengthen how tenant voice shapes services, policies, and priorities.

While capacity and momentum is positioned here as a challenge, it is not one that TSHC will shy away from. The ISM sets a clear direction to move at a pace that sustains trust and keeps tenants meaningfully engaged over time. This means the challenge does not lie in whether tenant voice matters, but in how this commitment is translated into realistic pathways for action.

As engagement deepens, the work increasingly centres on managing expectations, setting clear and achievable trajectories for continuous improvement and new initiatives, and carefully scoping what is required to engage tenants to the high standard TSHC has now established. This discipline is essential to ensuring momentum is maintained without compromising the quality, inclusiveness, or integrity of tenant participation.

More insights related to this progress statement are included in Appendix 4.

Conclusion

This report is intended to provide a clear, outcomes-focused account of how the Integrated Service Model is operating in practice at Toronto Seniors Housing Corporation. It describes what has changed since implementation began, what those changes have meant for senior tenants, and how the ISM now functions as a core way of working across the organization rather than as a time-limited initiative or set of pilots.

Together, the evidence is designed to demonstrate that ISM implementation has been dynamic, deliberate, and impactful. TSHC has strengthened housing stability, expanded access to community, health, and wellness supports, and embedded tenant voice more deeply into service delivery, policy development, and organizational decision-making. These outcomes have been achieved through sustained changes in structure, staffing, partnerships, engagement approaches, and day-to-day practice, and often in response to tenant insight, emerging needs, and evolving system conditions.

At the same time, this report makes clear that the work is not finished. Aging in place is not a static goal. It is a lived, evolving experience shaped by health,

mobility, social connection, technology, housing quality, and system responsiveness. In many respects, supporting seniors to age independently at home at this scale remains a collective learning process. It is one that no jurisdiction, sector, or institution has fully mastered. TSHC sits at the heart of many of these conversations in Toronto, and increasingly across the broader aging sector.

The ISM has, and continues to, serve as the compass for this work. Its objectives define our true north, anchoring priorities and shaping expectations for how services evolve and improve. Advancing this work will require the same discipline, openness, and collaboration that have carried TSHC to this point, grounded in evidence, guided by tenant voice, and focused on enabling seniors to live well at home for as long as possible.

Appendices

- Appendix 1: Progress against ISM Innovations
- Appendix 2: Data points to support Progress Statement #1
- Appendix 3: Data points to support Progress Statement #2
- Appendix 4: Data points to support Progress Statement #3
- Appendix 5: Other Useful Links

Appendix 1 – Progress against ISM Innovations

When first designed, the ISM also included reference to four (4) service delivery innovations that, once implemented as part of the launch of the ISM, would enable TSHC to deliver on the overall goals and objectives of the Model. These innovations have played an important role in TSHC’s ability to focus our initial efforts to implement the ISM in a real and tangible way. Now five (5) years since implementation began, TSHC’s focus areas in terms of innovation have evolved.

The table below provides a summary of the implementation results of each of the four initial ISM innovations.

Results against ISM Innovations

No.	Innovation Description	Results Summary
1	An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support	<p>The ISM specifically introduced two new roles: Seniors Services Coordinators (SSCs) and Tenant Services Administrators (TSAs) to provide tailored support.</p> <p>Between these resources and other planned positions for TSHC, a net total of forty-seven (47) staff across various positions, including those mentioned above, were hired between the launch of the Integrated Service Model in December 2020 and the end of 2021, increasing staff-to-tenant ratios.</p> <p>TSHC has itself made additional investments and resource reallocations to enhance our staffing model to support tenants more effectively. This includes the creation of an Environmental Health Unit, a Complex Tenancies team, and new frontline community engagement roles.</p> <p><i>More details are provided in Progress Statements #1 and #2.</i></p>

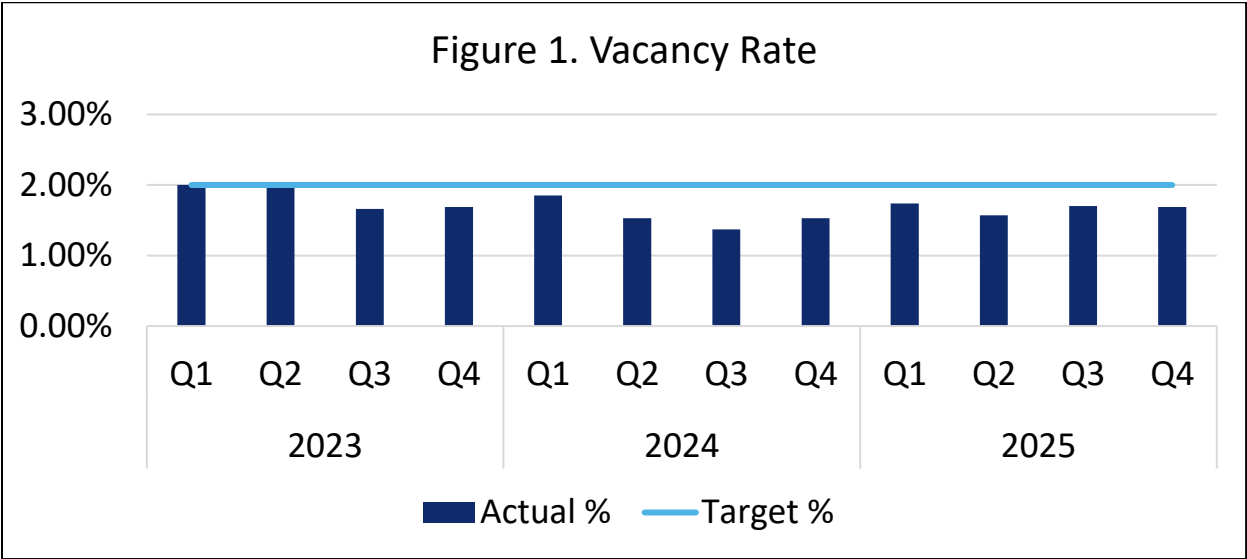
No.	Innovation Description	Results Summary
2	Seniors-specific policies to better respond to the unique challenges faced by seniors	<p>Since inception, TSHC has developed several critical policies through a senior’s lens. Through this work, a comprehensive, iterative approach to policy development has been established and is now an embedded part of TSHC operations.</p> <p><i>More information about policy development at TSHC, and progress to-date, is included within Progress Statement #3.</i></p>
3	Access to a range of health, social and wellness services to tenants in their building, where feasible and desired by the tenants	<p>Identifying and implementing partnerships, programming, and community connection have evolved into a core way of working across TSHC.</p> <p><i>Progress Statement #2 describes how TSHC gathers tenant priorities and desires and introduces programs to address them.</i></p>
4	Designated care coordinators for each building to help connect tenants to the health and community support services they need.	<p>In the early years of the ISM, 62 provincial Care Coordinators were assigned to TSHC buildings, and significant progress was being made towards building the operational integrations that would enable coordination.</p> <p>The COVID-19 pandemic created unprecedented pressures on the broader healthcare system and coordinator resources were reintegrated back into the provincial health system by Ontario Health. TSHC continues to advocate for care coordination resources in buildings but in the meantime, we continue to push ahead with coordination in other ways.</p> <p><i>Progress Statements #1 and #2 provide more insight into what steps we have taken to make those connections.</i></p>

This next three appendices provide detailed quantitative data points to further indicate progress in terms of the ISM. *Please note that the information provided here is typically reported to the Board of Directors on a quarterly basis to maintain organizational performance and oversight.*

Appendix 2 – Data Points to Support Statement #1

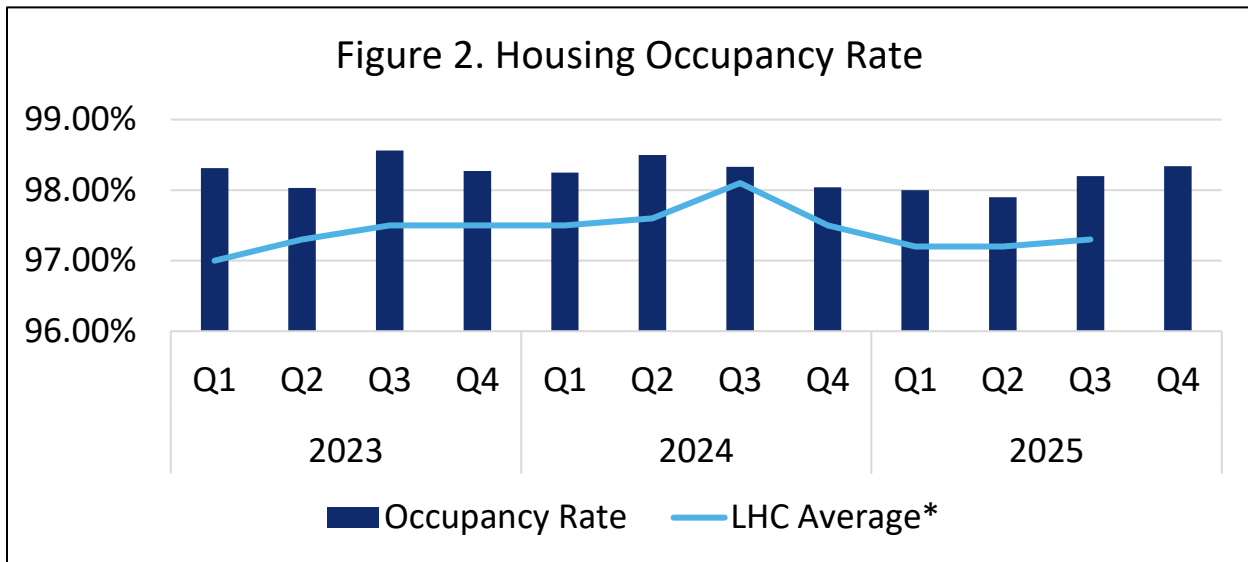
TSHC Tenants are Living More Stably in Well-Maintained and Safe Homes.

Figure 1: Trend in Vacancy Rate



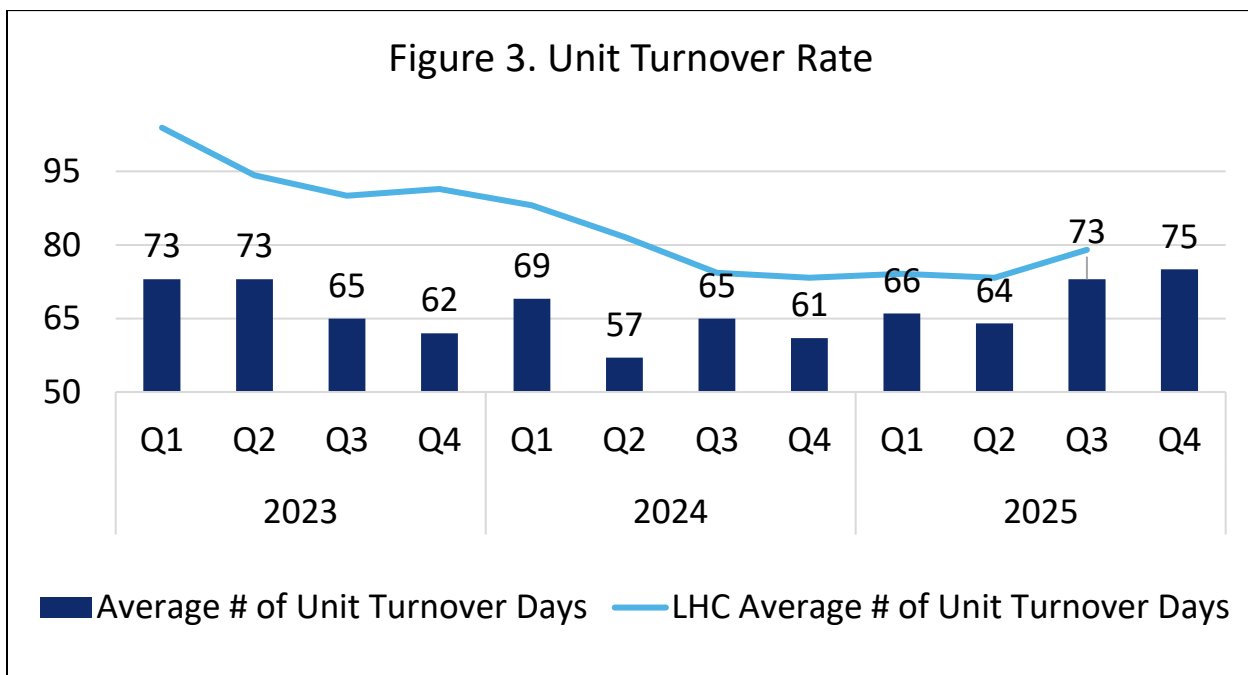
Key Takeaway: TSHC has remained at or below the Service Manager’s target for vacancies for Toronto housing providers.

Figure 2: Housing Occupancy Rate



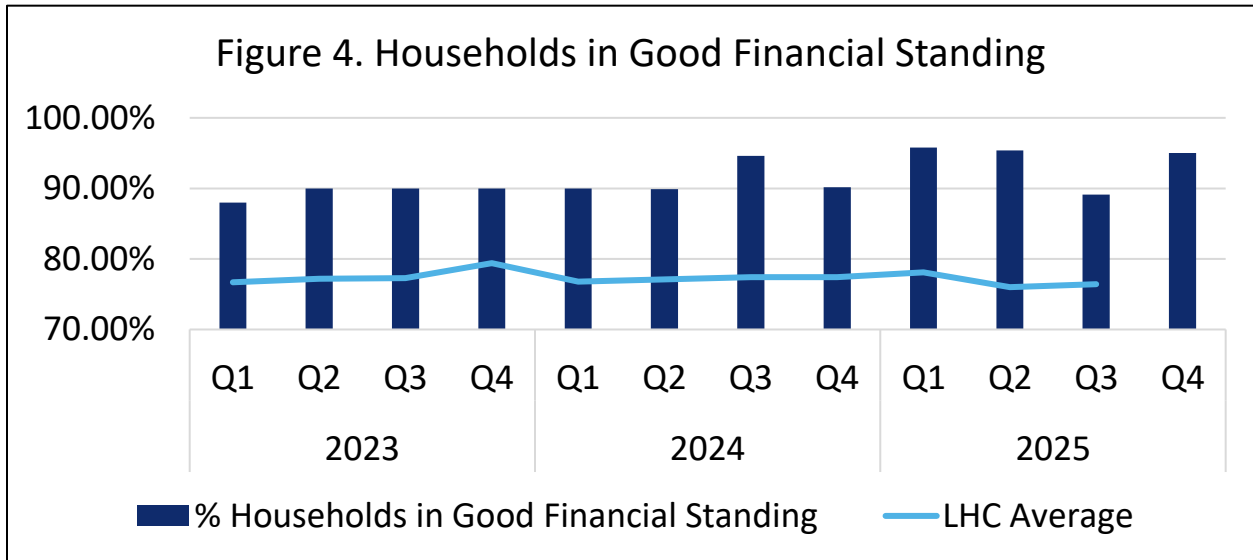
Key Takeaway: TSHC has consistently maintained an occupancy rate at or above the average amongst other Local Housing Corporations in Ontario.

Figure 3: Quarterly Unit Turnover Rate



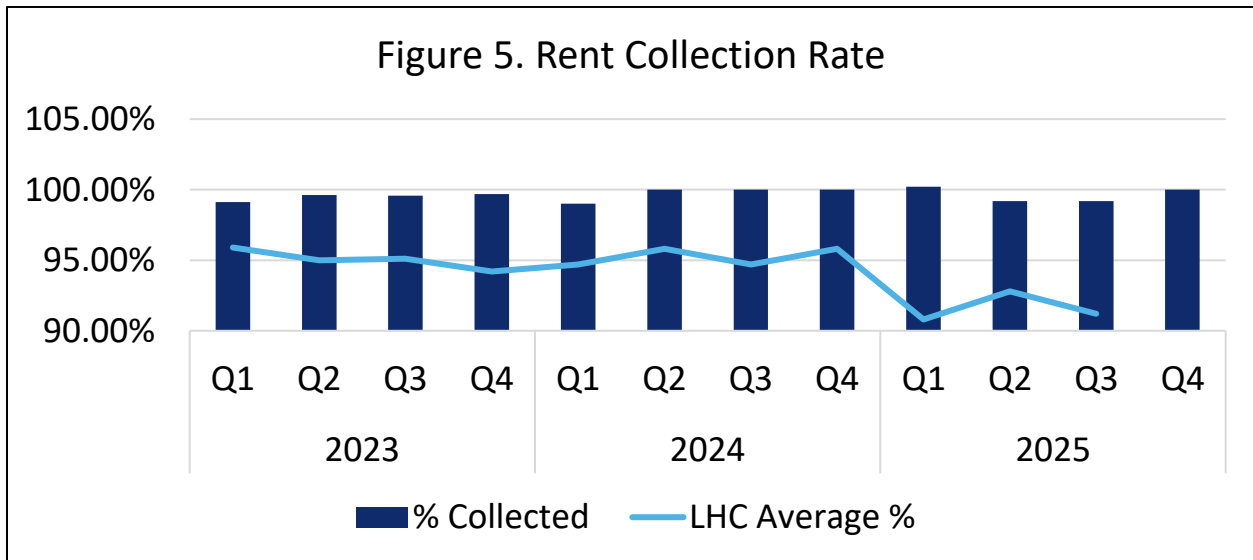
Key Takeaway: TSHC’s unit turnover timelines are below the average amongst other Local Housing Corporations in Ontario.

Figure 4: Households in Good Financial Standing



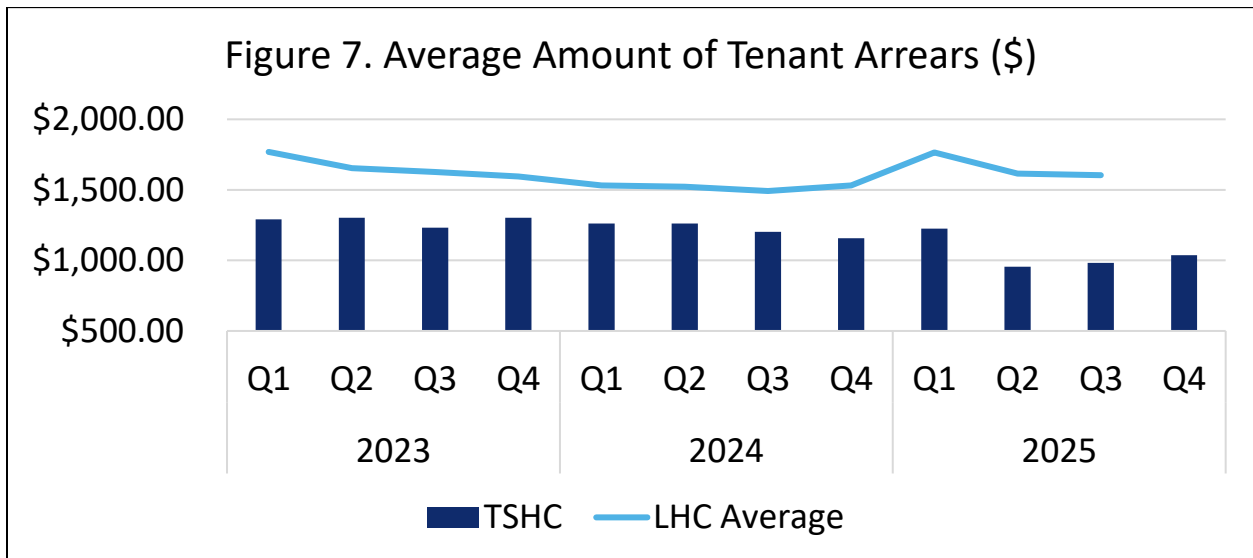
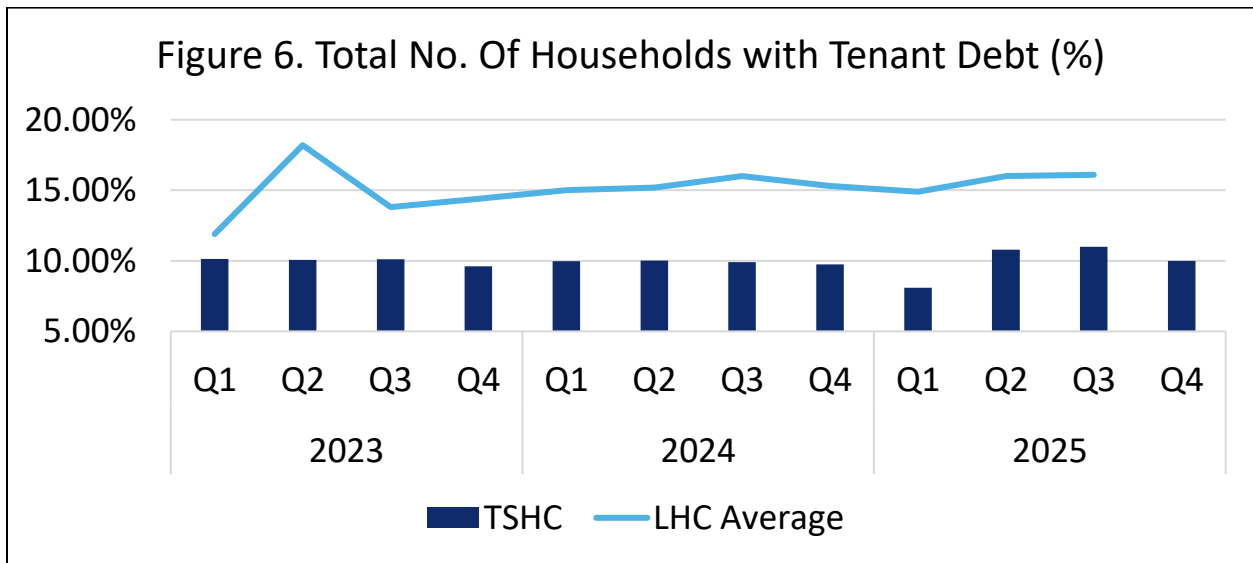
Key Takeaway: TSHC consistently maintains a higher share of households in good financial standing than the LHC average, with stable performance across all quarters.

Figure 5: Rent Collection Rate



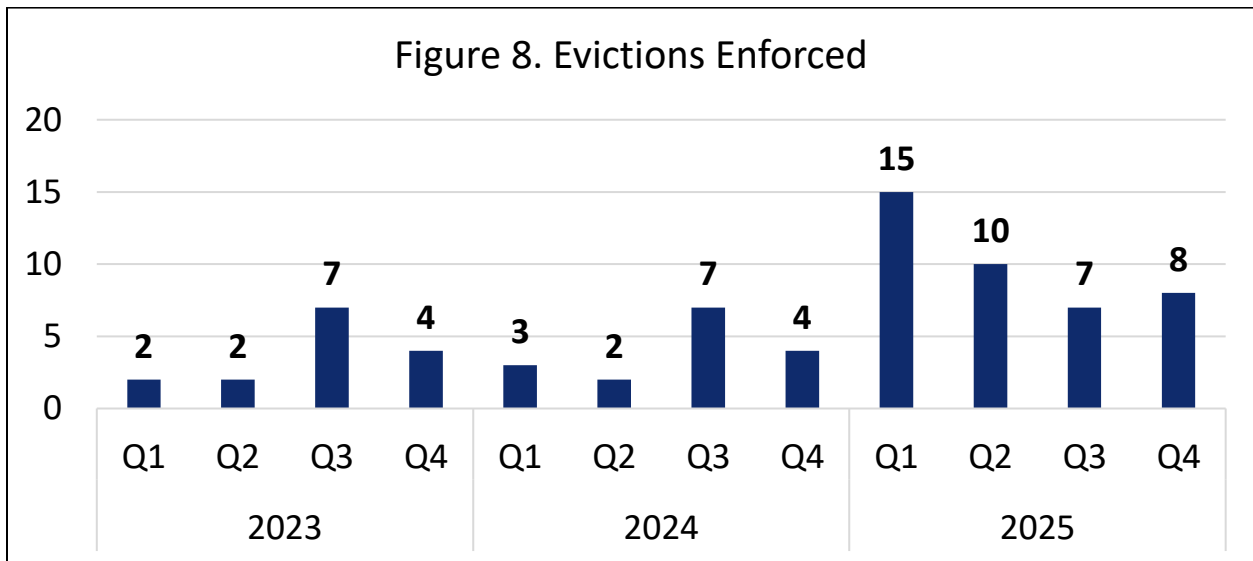
Key Takeaway: TSHC consistently achieves near-perfect rent collection rates, outperforming the LHC average across all quarters.

Figure 6 and 7: Arrears Management



Key Takeaway: TSHC maintains lower levels of tenant debt and arrears than the LHC average, demonstrating stronger overall financial stability among tenant households.

Figure 8: Evictions Enforced



Key Takeaway: Overall, eviction enforcement remains a tool of last resort. *Note: The increase in Q1 2025 reflects the Landlord and Tenant Board working through COVID-19–related backlogs, as well as the typical seasonal rise following a pause in enforcement during the holiday period.*

Figure 9: Staff Training and Education Sessions (2023 – 2025)

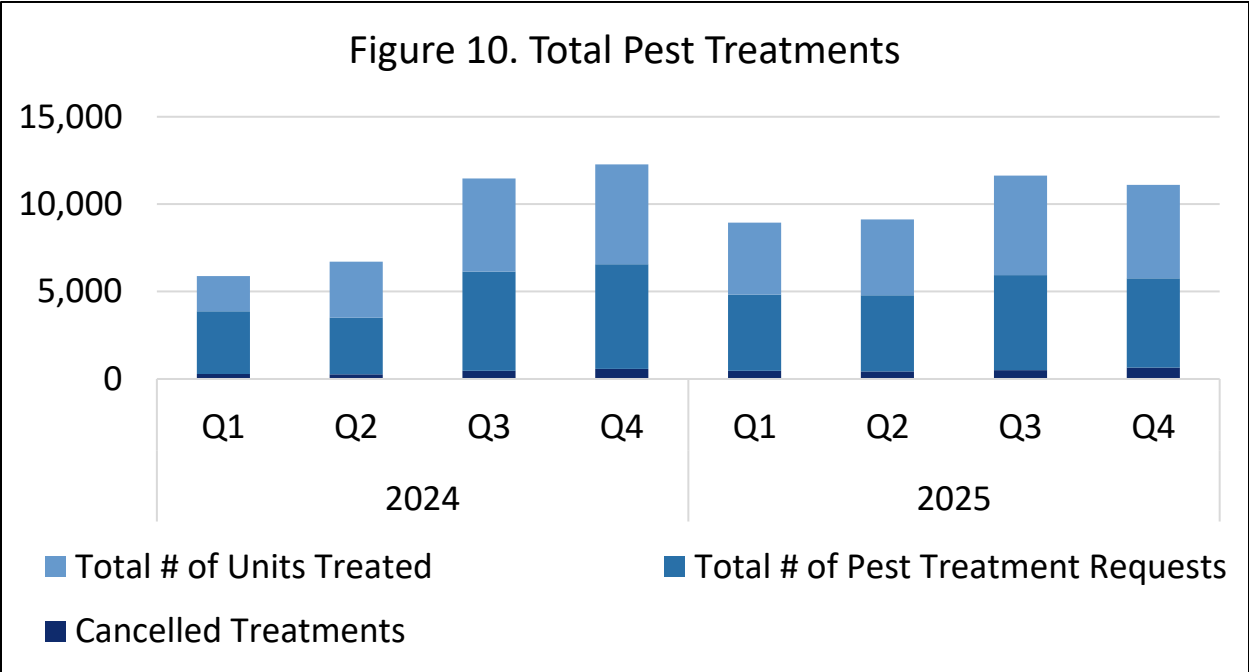
Training Name	# Participants
Access Forward: Integrated Accessibility Standards Regulation	254
Annual Unit Inspections	122
AODA (Accessibility Standards and The Code and AODA)	851 ⁵⁴
Confronting Anti-Black Racism	313
Evictions for Cause	149
Generational Diversity and Ageism	14
IDEA: Inclusion, Diversity, Equity and Accessibility	18

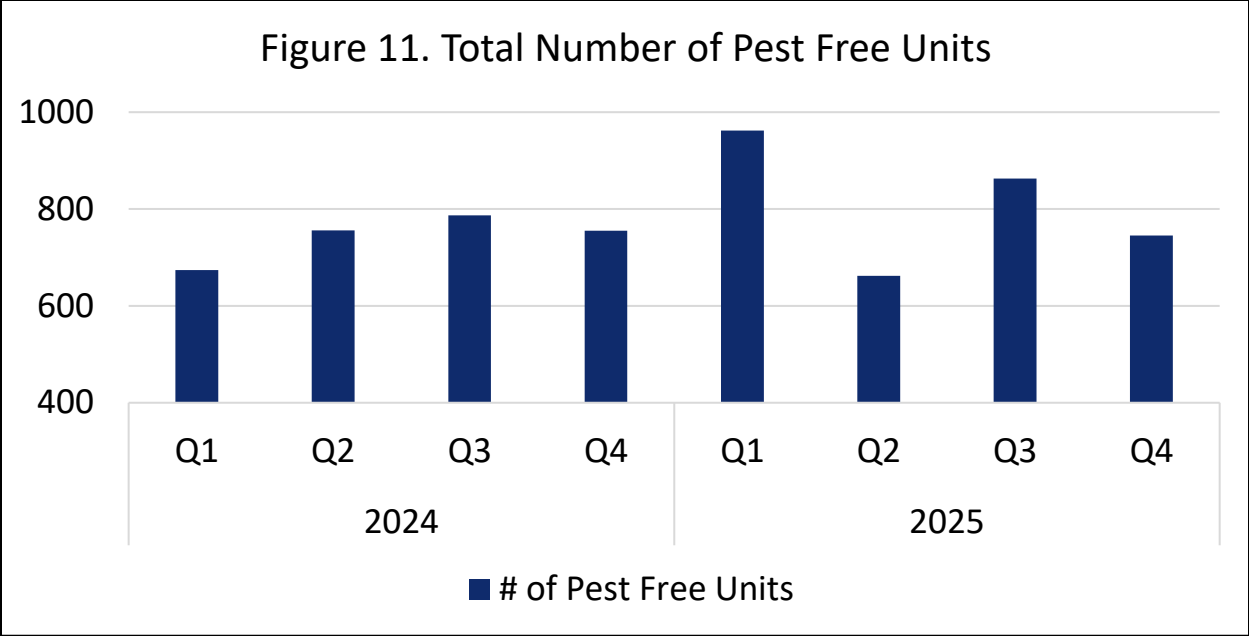
⁵⁴ Staff complete AODA training annually; as a mandatory yearly course, the reported figure reflects cumulative participation across all staff each year.

Training Name	# Participants
Various Lunch and Learns	255
Non-Violent Crisis Intervention	377
Understanding Dementia	229
Workplace Harassment	248
Workplace Violence	252

Key Takeaway: TSHC is prioritizing providing staff with training modules that are tailored to support seniors aging-at-home. Across the three-year period there have been a total of 3,082 training participations, as some employees attended more than one course.

Figure 10 and 11: Pest Management



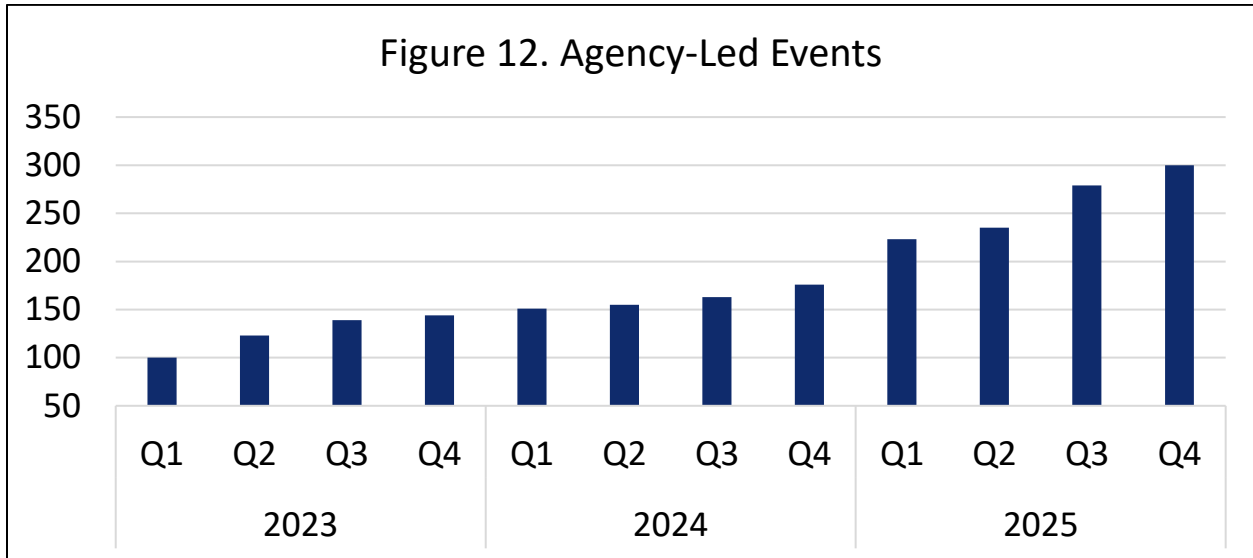


Key Takeaway: Pest treatment volumes remained elevated across 2024–2025. In response, TSHC has consistently high numbers of units treated, and pest-free units maintained over time.

Appendix 3 – Data Points to Support Statement #2

Seniors are Connected to Community, Health and Wellness Supports

Figure 12: Trend in Agency-Led Events

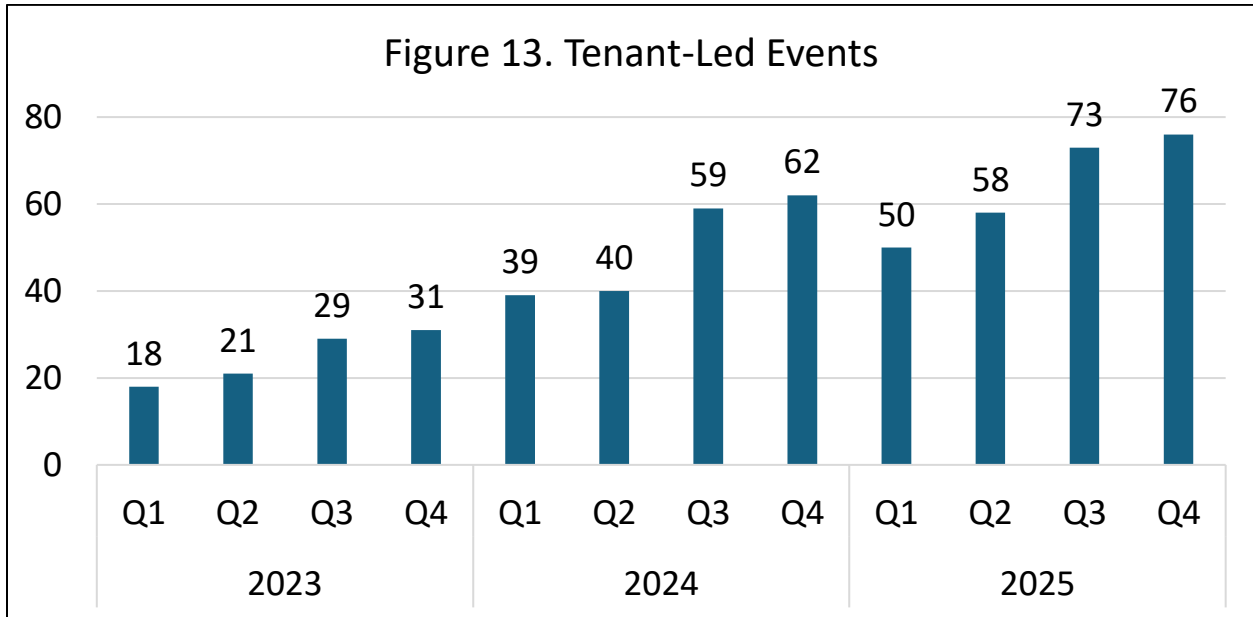


Key Takeaway: Agency-led events have steadily increased year over year, with significant growth in 2025, reflecting expanded tenant engagement and partnership activity across TSHC buildings.

Appendix 4 - Data Points to Support Statement #3

Tenant Voice is Actively Shaping Services, Policy, and Priorities

Figure 13: Trend in Tenant-Led Events



Key Takeaway: Steady growth in participation is a strong indicator of tenant involvement and engagement within their community, as these activities are led by tenant volunteers and supported by TSHC staff and resources.

Figure 14: Key Tenant Consultation / Collaboration Forums

Forum	Number		
	2023	2024	2025
Senior Tenants Advisory Committee (STAC) Meetings	12	6	6
Implementation Table Meetings	3	8	4
Annual Priority Planning Meetings	68	72	70
Regional Tenant Volunteer Meetings	12	12	10

Key Takeaway: TSHC engages with the tenant voice in a number of formal, organized forums, and has done so on a consistent basis since 2023.

Figure 15: Tenant Communications Highlights

	2024	2025
Number of Translation and Interpretation Requests Honored	150+	150+
Number of Seniors Speak Issues Released	4	4
Number of Tenant Volunteer E-Newsletters	6	12
Number of Social Media Posts across all platforms	405	225
Number of Posters distributed at the building level	80+	62

Key Takeaway: TSHC maintains a high volume of communications products. These play an important role in communicating key information to tenants, encouraging their involvement in projects/initiatives, and engaging them for feedback.

Appendix 5

Other Useful Links

- **Integrated Service Model for Toronto Seniors Housing:** [Link](#)
- **Integrated Service Model 2021 Evaluation Report:** [Link](#)
- **Integrated Service Model 2021 Annual Program Report:** [Link](#)
- **TSHC Tenant Experience Survey Results (2023/2024 Survey):** [Link](#)
- **TSHC Annual Reports:** [2021](#), [2022](#), [2023](#), [2024](#), [2025](#)
- **Aging in Place – Innovations & Best Practices Report:** [Link](#)
- **TSHC Aging at Home – Service Delivery Models Review Report:** [Link](#)
- **Toronto Seniors Housing Website:** [Link](#)
- **Toronto Seniors Housing Facebook:** [Link](#)
- **Toronto Seniors Housing LinkedIn:** [Link](#)
- **Toronto Seniors Housing YouTube:** [Link](#)
- **Toronto Community Housing Corporation Website:** [Link](#)
- **City of Toronto Implementing Tenants First:** [Link](#)
- **City of Toronto Senior Services and Long-Term Care Website:** [Link](#)
- **City of Toronto Housing Secretariat Website:** [Link](#)

**Toronto Seniors
Housing Corporation**

Board of Directors

Integrated Service Model (ISM) Report

July 8, 2026



About the Report

The purpose of the report is to provide an update on implementation of the Integrated Service Model (ISM). The primary audience of the report is the Senior Services and Long-Term Care (SSLTC) division at the City.

- Aligns with the reporting requirements in the Shareholder Direction.
- Focuses on outcomes achieved, delivery approach, and lessons learned.
- Not designed to reiterate or reshare information contained in other reports submitted to the Board, the Housing Secretariat, etc. The report provides several references to these reports where applicable.
- Developed through an iterative process with SSLTC staff including DCM Office.
- Uses trend data wherever possible to describe to the City multi-year progress against the ISM objectives.

How the Report is Organized

The report uses three (3) progress statements to demonstrate how TSHC has pursued implementation of the goal and objectives of the ISM.

For each progress statement, the report defines:

- **What has been achieved:** demonstrated with qualitative and quantitative data where applicable
- **How it was achieved:** a description of what service delivery and strategic decisions TSHC has made to realize that progress
- **Challenges faced along the way:** the roadblocks that have emerged along the way and how TSHC has navigated, and will continue to navigate, them in the way we work.

There is an executive summary and several (5) appendices which are designed to provide more specific data points and links to supporting documents.

Overall Report Takeaways

- **What should the reader take away?:** The ISM is now embedded in how TSHC operates. Strong outcomes across housing stability, service access, and tenant engagement reflect a coordinated approach to service delivery, supported by sustained investment in staffing, partnerships, and operational practices.
- **What has changed for seniors so far?:** Seniors are experiencing stable housing, improved access to community, health, and wellness supports, and more opportunities to shape services and community life. These changes are supporting greater independence and the ability to age in place.
- **What comes next?:** Sustaining these outcomes will require continued attention to system-level pressures, including service fragmentation, limited data, and increasing tenant complexity. Strengthened coordination with provincial and community partners will be essential to maintain progress.

Summary of the Progress Statements

1. TSHC Tenants are Living Stably in Well-Maintained and Safe Homes

- **Where we've progressed:** High occupancy and low vacancy, fast unit turnover, strong rent collection and financial stability, early arrears resolution with rare evictions, major capital and accessibility investments, improving pest outcomes and high tenant satisfaction
- **How progress was achieved:** deliberate investments in frontline staffing and specialized teams, stronger early intervention and financial support processes, more coordinated approaches to maintenance and environmental health, and ongoing staff training to respond to increasingly complex tenant needs.
- **Challenges we've faced:** Sustaining strong housing stability is becoming more resource-intensive due to increasing tenant complexity, persistent pest pressures, and safety perceptions shaped by frequent lower-level issues rather than major incidents.

Summary of the Progress Statements

2. TSHC Seniors are Connected to Community, Health and Wellness Supports

- **Where we've progressed:** expanding partnerships and a high volume of programs, growing participation and program impact, increasing alignment with tenant priorities, expanding digital access alongside space and system constraints
- **How progress was achieved:** building a broad and active partnership network, embedding dedicated roles to drive program coordination, aligning programming with tenant-identified priorities, and actively engaging with system partners to expand service access and test new models of care and connection.
- **Challenges we've faced:** expanding access to services continues to be constrained by system fragmentation, limited integration with health partners, space and accessibility limitations in buildings, and ongoing digital access and literacy gaps among tenants.

Summary of the Progress Statements

3. The Tenant Voice is Actively Shaping Services, Policies, and Priorities

- **Where we've progressed:** rapid growth in tenant engagement (through CC+), volunteerism, tenant-led activity, and influence on decisions (including the design of key organizational policies).
- **How progress was achieved:** establishing structured engagement mechanisms, investing in tenant leadership and volunteer development, embedding tenant input into decision-making processes, and creating multiple consistent channels for two-way communication across the organization.
- **Challenges we've faced:** As tenant engagement deepens, the organization faces growing pressure to keep pace with rising expectations and participation levels, requiring sufficient capacity to respond, follow through, and balance meaningful co-design with timely decision-making.

Next Steps after QTEC

- Submission to the General Manager, Senior Services and Long-Term Care and the Deputy City Manager, Community Development and Social Services.
- Support efforts to further socialize the report.



Thank you.
Questions?



Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8th, 2026

Topic: TSHC Second Tenant Experience Survey Results

Item Number: CA-P-03

To: Board of Directors

From: Grant Coffey, Director of Strategy and Business Management

Date of Report: June 15th, 2026

Purpose: Further to the discussion of this item at the Quality and Tenant Engagement Committee on June 1st, 2026, this report presents the results of the TSHC Tenant Experience Survey, conducted across all TSHC buildings from December 2025 to February 2026. It provides a representative picture of tenants' satisfaction levels with their living environment, programs and services at TSHC and a sense of whether these sentiments have changed over the last two years. According to the results, overall tenant satisfaction has remained about the same as the last survey while other areas marked as opportunities for improvement will help prioritize actions and inform the renewal of TSHC's Strategic Directions.

Recommendation: It is recommended that TSHC's Board receive this report and for staff to bring back recommendations to the Quality and Tenant Engagement Committee on actions to address the priority areas identified for improvement.

Background

TSHC partnered with Forum Research to conduct its second Tenant Experience Survey from December 1, 2025, to February 6, 2026 (Attachments 1 and 2). It provided an opportunity to compare results to the first survey, conducted in 2023/2024.

Like the first time, this year's survey was offered to tenants in English and 13 other languages. A flyer in these 13 languages was also inserted into the survey package disseminated to tenants to make them aware of the availability of these options if they wished to make use of them. Posters promoting the survey also went out in these languages. To ensure access, the survey was once again made available to tenants to complete via paper format, online or by phone. To track progress from two years ago, most of the questions remained the same although some adjustments were made to improve clarity and get a better understanding of areas previously flagged for further scrutiny, such as community participation (Attachment 3).

22% of tenants completed the survey, compared to 24% in 2024 (Note that the 22% of tenants who completed the survey this year are not necessarily part of the same cohort of the 24% who completed the survey in 2024). While the response rates were slightly lower this time, more than enough data was collected to generate insights that are representative of tenant sentiments across all buildings; the data can also be used to conduct analysis at the regional level. Staff and tenant volunteers played an important role in promoting the survey particularly after the Canada Post strike slowed the completion rates at the early stages of the survey being disseminated. Like in 2024, most tenants continued to rely on the paper option to complete the survey while the portion of those who chose to complete the survey in a language other than English remained low even as staff made efforts to

promote this option (3% compared to 2.5% in 2024). That said, more language options were used this time (ten compared to seven in 2024).

Survey Findings

Scores that have changed by 4% or more between 2024 and 2026 are considered a meaningful change in sentiment.

Overall, tenants still feel positively about TSHC services:

- 79% of tenants are generally happy with services provided by TSHC, compared to 80% in 2024.
- 79% are proud to be tenants at TSHC compared to 82% in 2024.
- New data shows that 59% of tenants are likely to promote TSHC to other seniors who are considering joining a waitlist. Compared to 17% of detractors, the results generate a Net Promoter Score of 42 which, as per industry standards, is a good score.

Tenants feel about the same in areas such as:

- Satisfaction with maintenance (83% compared to 85% in 2024).
- Satisfaction with cleanliness (85% compared to 86% in 2024).
- Feeling safe in their units (81% compared to 83% in 2024) and in the common spaces of their buildings (76% compared to 78% in 2024).
- Understanding of lease and responsibilities as a tenant (89% compared to 88% in 2024).

Priority Areas

A few areas that were previously identified for improvement continue to require scrutiny while new insights have also emerged.

Access to Services and Supports:

65% of tenants were satisfied with the information they received to access services and supports compared to 61% in 2024. While this is a notable improvement, further regression (drivers) analysis which analyzes how measures compare to each other and impact overall levels of satisfaction, indicates that this area scores relatively low and matters significantly to overall levels of satisfaction. The low scores may partly be because many tenants don't know who to contact at TSHC to access services and supports.

Staff Responsiveness and Interactions with Tenants:

Tenant satisfaction with staff responsiveness and performance on service requests and pest treatments remained about the same as 2024. For example, 76% of tenants felt the work in response to a service request was done quickly compared to 74% in 2024. Meanwhile, 63% of tenants were happy with the outcome of a pest treatment compared to 60% in 2024.

When asked broadly about whether tenants feel like building staff act on issues that they have, 76% responded positively, 5% less than the 81% of tenants who responded positively to similar questions in 2024. The driver's analysis supplemented these insights to show that staff responsiveness scores relatively lower than other measures and matters greatly to overall levels of satisfaction.

Meanwhile, 82% of tenants felt that staff treat them with respect. While this is a noted drop from 87% in 2024, further analysis shows that this is still a relatively high score. However, the fact that it matters considerably to overall levels of satisfaction indicates that efforts should be made to ensure the score doesn't drop any further.

Community Participation:

This year, questions were adjusted to first ask whether tenants participated in building programs before they were asked whether they think they find them helpful. The results show that half of tenants participate in building programs. Among them, 79% are happy with the building programs. While the score is higher than 57% in 2024 when nonparticipants were also included as respondents, the drivers' analysis shows that sustained efforts to enhance building programming can still make a meaningful difference to overall satisfaction beyond what is currently being provided.

Among those tenants who don't participate in programs and activities, 48% attributed this to being happy without participating in them while 17% indicated that the building programs and activities they want are not available to them. Another 15% are not aware of what is on offer in their buildings or who to ask about them. These results suggest that there is room to engage a substantial portion of tenants who are not yet participating. Further analysis shows that building programming has a positive impact on tenants' perceptions of sense of community and their neighbours thus reinforcing the need to improve engagement.

Other Areas That Can Make a Difference:

- While tenants feel about as safe in their common spaces (76%) as they did in 2024 (78%), the driver analysis shows that this matters more to tenant satisfaction in 2026 and requires attention.
- Efforts to provide platforms for tenants to share their concerns and complaints remain an important driver of satisfaction.
- Improving the quality of corporate communications, for example, TSHC's website and Seniors Speak, provides a new opportunity to drive overall levels of satisfaction.

Reflections on the findings

The survey results have been presented to the Senior Tenants Advisory Committee and used to inform the renewal of TSHC's Strategic Directions. Preliminary insights that have come out of this include:

- Validating safety and security as an important area of focus.
- The importance of access to services and supports through boosting the Integrated Service Model.
- Validating the importance of staff responsiveness and communications as an important area of focus.

Next Steps:

- The extended leadership team is in the process of reviewing the results including building level data to take more targeted actions wherever applicable.
- The survey results and priority areas identified in this report will be reviewed to develop more specific actions and help inform the renewal of the Strategic Directions.
- The results will be communicated out more broadly to tenants through Seniors Speak and the TSHC website in July/August.
- The results will also be communicated out more broadly to staff through a Town Hall, the Intranet and team meetings.
- Future opportunities to review the data in more detail, including demographic data, will be considered in the context of upcoming initiatives such as research projects and strategic initiatives that require data to inform them.
- A follow up survey will be conducted in 2027/2028.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. 2026 Tenant Experience Survey Board Presentation
2. 2026 Tenant Experience Survey Findings
3. 2025/26 Tenant Experience Survey Questionnaire

2025/26 Tenant Experience Survey Presentation

Presentation to TSHC's Board

July 8th , 2026



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The Second Tenant Experience Survey

- TSHC first collaborated with a market research firm, Forum Research, to conduct a comprehensive survey from December 2023 to February 2024, to gain insights into tenants' experiences living in TSHC buildings. The results of that survey helped identify areas for improvement which were later incorporated into TSHC's Strategic Directions.
- The second Tenant Experience Survey was conducted between December 2025 and February 2026 to see whether tenants' perceptions have changed and how TSHC has been doing over the last couple of years.
- To ensure the survey was accessible to tenants and to maximize participation, Forum made the survey available to tenants via phone, online and mail, and in English and 13 different languages.

Research Methodology



Process

Forum Research Inc. mailed one survey and return envelope to each Toronto Seniors Housing Corporation household across all 82 buildings, with information included for phone-in and online response options.



Timeline

Surveys were mailed in November 2025. Responses were received from December 1, 2025 – February 13, 2026.



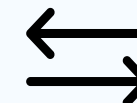
Participation

A total of 13,625 surveys were mailed, and 2,952 responses were received. The survey achieved a response rate of 22%, exceeding the target of 20%.

Margin of error: ±1.60% at a 95% confidence level

Responses Received	
Total	2,952
Mail	93.5% (2,761)
Online	6.3% (185)
Phone	0.2% (6)
Completed in Another Language	3.0% (90)

Completed in Another Language (90)	
Mail	47.8% (43)
Online	52.2% (47)



Trending Comparisons

The survey questions were based on the 2024 Tenant Experience Survey conducted across 82 TSHC buildings. Some 2026 questions have been updated for clarity and to understand tenant experiences in more detail. Comparisons to 2024 results are limited to the questions that were asked in both 2024 and 2026 surveys.

Reporting Considerations

TOP2/BTM2: Top 2 (TOP2) and Bottom 2 (BTM2) reference the collected TOP2 positive and BTM2 negative responses, where applicable. For example, for the following scale: “Strongly Disagree, Somewhat Disagree, Neither Agree nor Disagree, Somewhat Agree, Strongly Agree,” TOP2 would be the percentage of tenants who selected either Somewhat Agree or Strongly Agree while BTM2 would be the percentage of tenants who selected either Somewhat Disagree or Strongly Disagree.

Interpreting Changes in Scores: When reviewing changes in scores between survey waves, it is important to assess whether the difference is large enough to be meaningful. In survey research, small changes may occur due to normal sampling variation. As a practical guideline, we may use the margin of error (MOE) as a rule of thumb when interpreting changes. For this report, the calculated margin of error is ± 1.6 percentage points. For ease of interpretation, this is rounded to ± 2 points.

- Difference < 2 points (MOE): Likely not meaningful and may reflect normal sampling variation.
- Difference ≈ 1 to $2 \times$ MOE (about 2 to 4 points): Uncertain and should be interpreted with caution.
- Difference $> \sim 2 \times$ MOE (greater than about 4 points): More likely to represent a meaningful change.

This guideline helps contextualize score movements in reporting, alongside other analyses and statistical testing where appropriate.

Key Insights

High level findings from the survey are based on frequency analysis. Differences between survey waves should be interpreted with caution, as small changes may reflect normal sampling variation. As a guideline, only changes greater than ± 4 percentage points are considered meaningful.

The Big Picture

Overall, tenants still feel positively about TSHC services and the majority remain proud to be tenants at TSHC. This year, we also asked whether tenants would be likely to recommend TSHC to others seeking social housing, and the majority indicated they would support the idea.



**4 in 5 tenants are happy
with TSHC services**

2026: 79% | 2024: 80%



**4 in 5 tenants are proud to
be a tenant at TSHC**

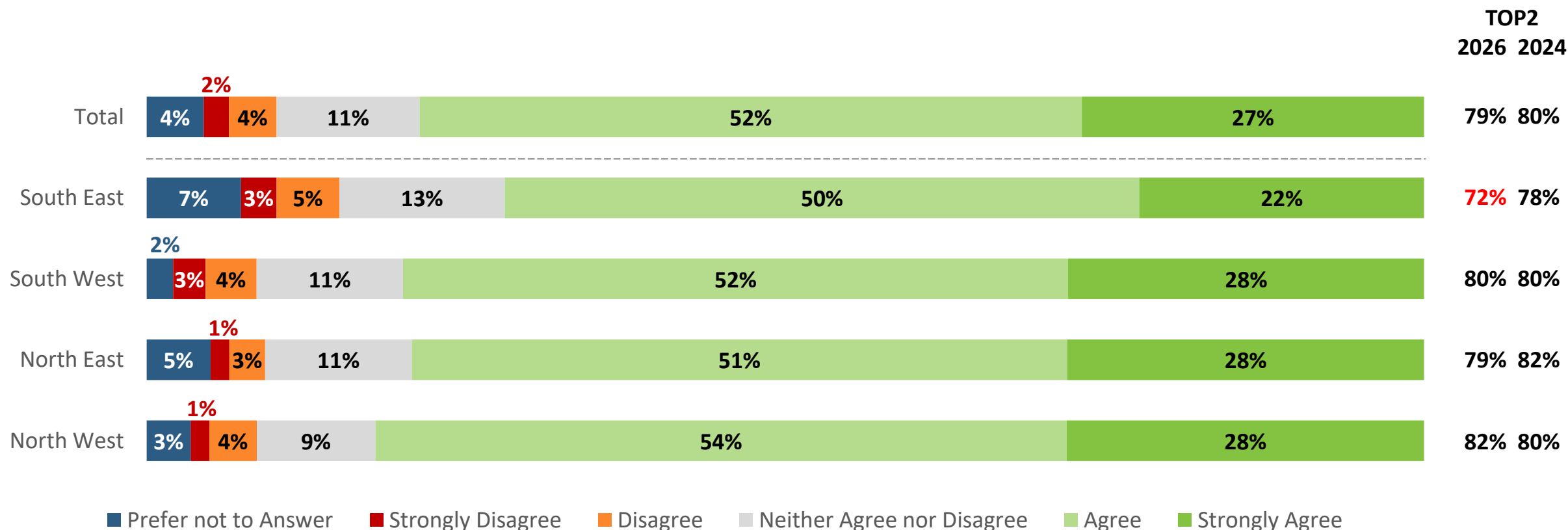
2026: 79% | 2024: 82%



**An NPS of +42 reflects
strong tenant willingness
to recommend TSHC to
other seniors.**

Satisfaction with Toronto Seniors Housing Services

- Nearly 4 in 5 (TOP2: 79%) tenants generally remain happy with the services that TSHC provides.



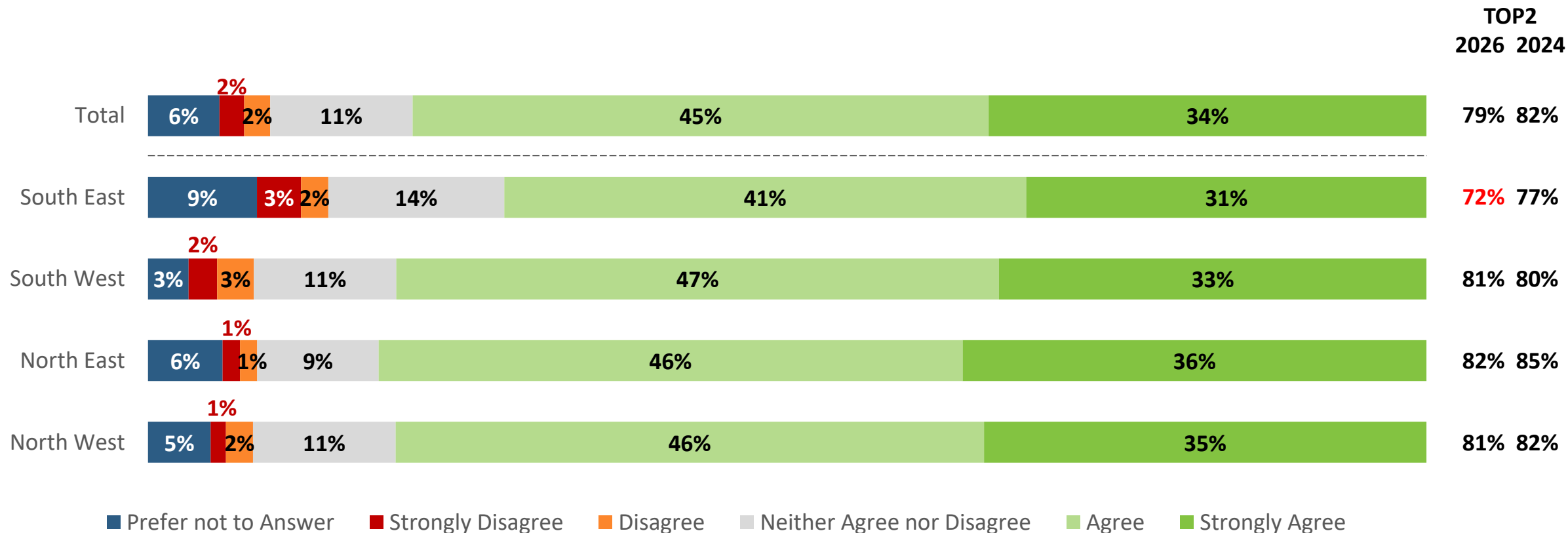
33. How much do you disagree or agree with the following statement: I am happy with the services Toronto Seniors Housing provides.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Tenant Pride at Toronto Seniors Housing

- Similarly, nearly 4 in 5 tenants (TOP2: 79%) still feel pride in being a tenant at Toronto Seniors Housing.



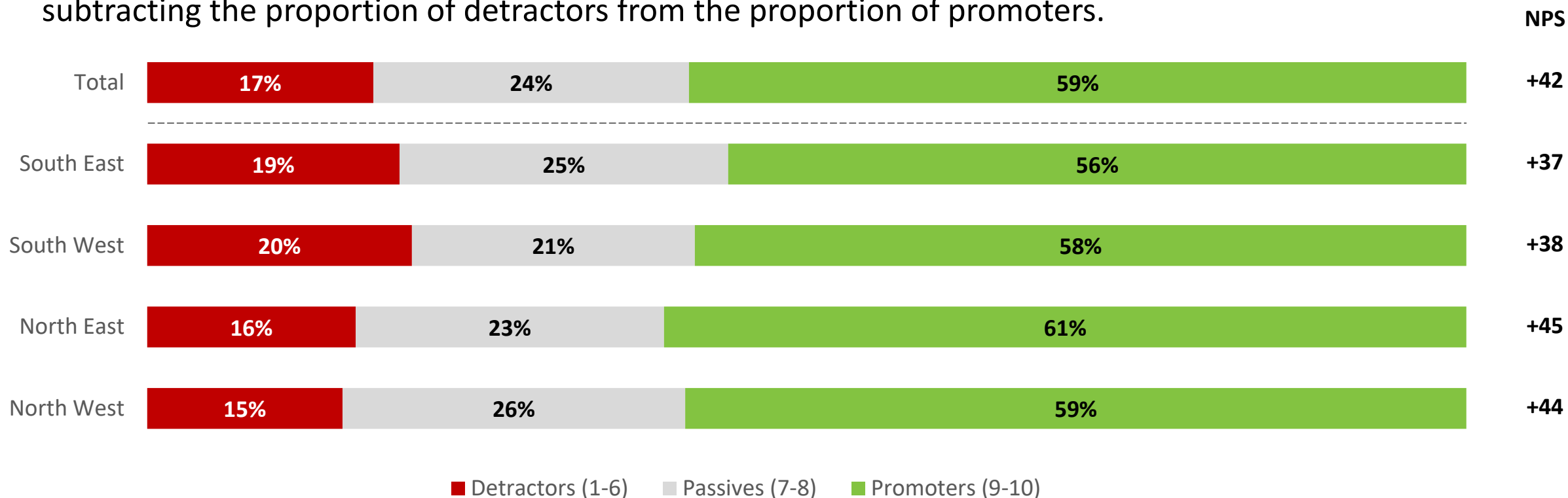
34. How much do you disagree or agree with the following statement: I am proud to be a tenant at Toronto Seniors Housing.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Likelihood to Recommend TSHC

- An overall Net Promoter Score (NPS) of +42 suggests that more TSHC tenants (59%) are highly likely to recommend other seniors to join the waitlist to get a place at a TSHC apartment (Promoters) compared to those who are least likely (17%) to provide this recommendation (Detractors). The NPS was calculated by subtracting the proportion of detractors from the proportion of promoters.



Note: New question asked in 2026 survey.

35. How likely are you to recommend other seniors to join the waitlist to get a place at a TSHC apartment? With 1 being not likely and 10 being very likely.

Sample size: Total (n=2700) / South East (n=554) / South West (n=583) / North East (n=873) / North West (n=689)

Base: Total sample excluding "Prefer not to answer" responses

The Big Picture

Tenants remain satisfied with the quality of maintenance and cleanliness in their buildings. Most tenants also feel well informed about major building updates, understand policies clearly, and are aware of their rights and responsibilities as tenants.

Areas that remain consistent	2026	2024
Building is well-maintained	83%	85%
Building is clean	85%	86%
I get updates about necessary work in my building	89%	90%
Policies are clear and easy to understand	77%	79%
I understand my rights as a tenant	84%	83%
I understand my lease and responsibilities as a tenant	89%	88%

The Big Picture

Opportunities for Improvement



Some areas that were identified for improvement in 2024 have shown some gains while other areas remain steady.

Access to Services and Supports

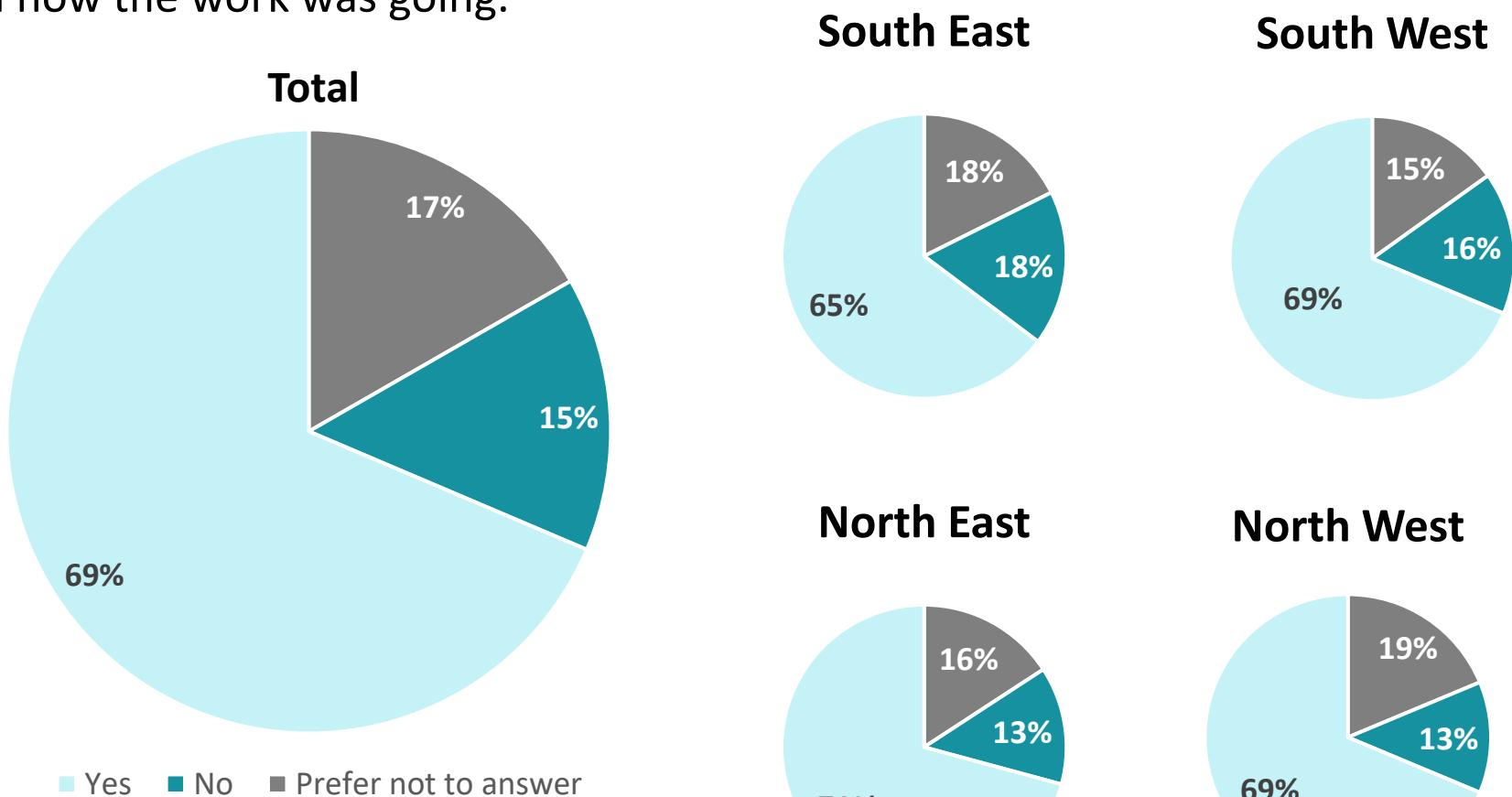
Tenant satisfaction with the information provided to access services and supports **increased by 4 percentage points from 2024 (61% to 65%)**. However, compared to other measures, this remains an area with room for improvement.

Service Requests and Pest Management

Experiences with service requests remain largely unchanged. Meanwhile, **satisfaction with pest treatment outcomes has increased slightly from 60% in 2024 to 63% today**, though many tenants still need help preparing for treatments.

Remained Informed During Repairs or Maintenance

- Nearly 7 in 10 (69%) tenants who requested a repair or maintenance service reported that they were kept up to date on how the work was going.



	YES - 2026	TOP2 (AGREE) - 2024
Total	69%	66%
South East	65%	63%
South West	69%	67%
North East	71%	68%
North West	69%	66%

Yes No Prefer not to answer

Note: Question methodology shifted from a 5-point agreement scale in 2024 to a yes/no question in 2026.

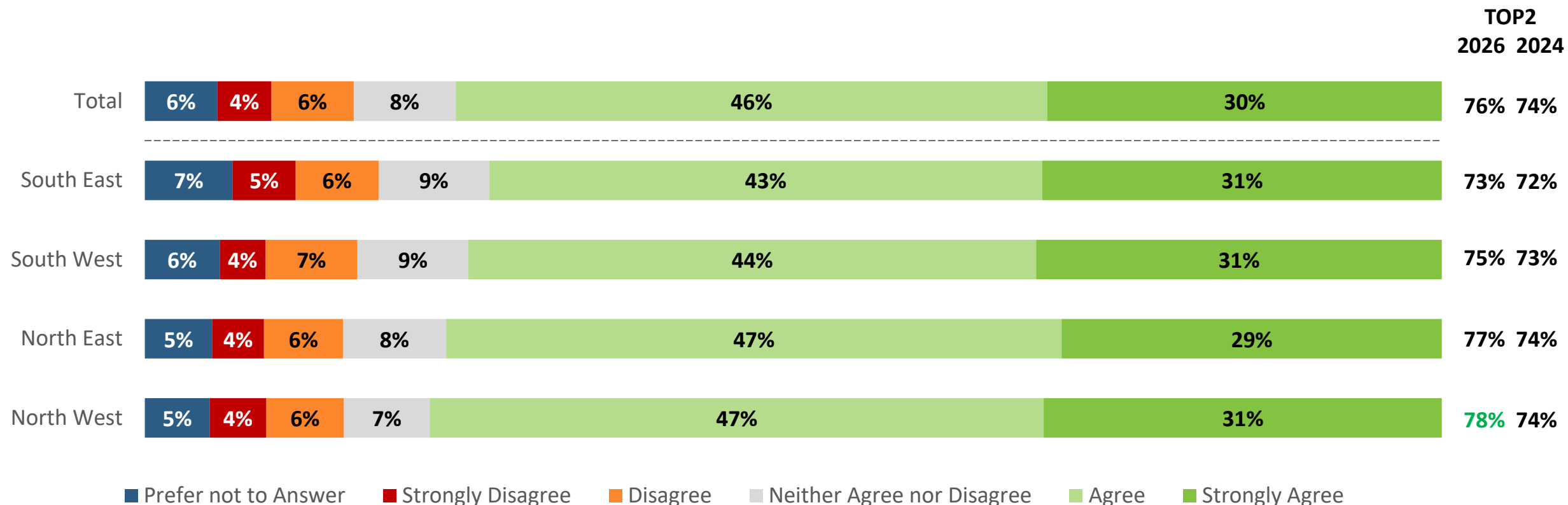
7. I was kept up to date with information on how the work was going.

Sample size: Total (n=2478) / South East (n=516) / South West (n=537) / North East (n=805) / North West (n=619)

Base: Tenants who have requested a repair or maintenance service

Timely Repair and Maintenance

- Around 3 in 4 (TOP2: 76%) tenants who requested a repair or maintenance service still felt that the work was done quickly.



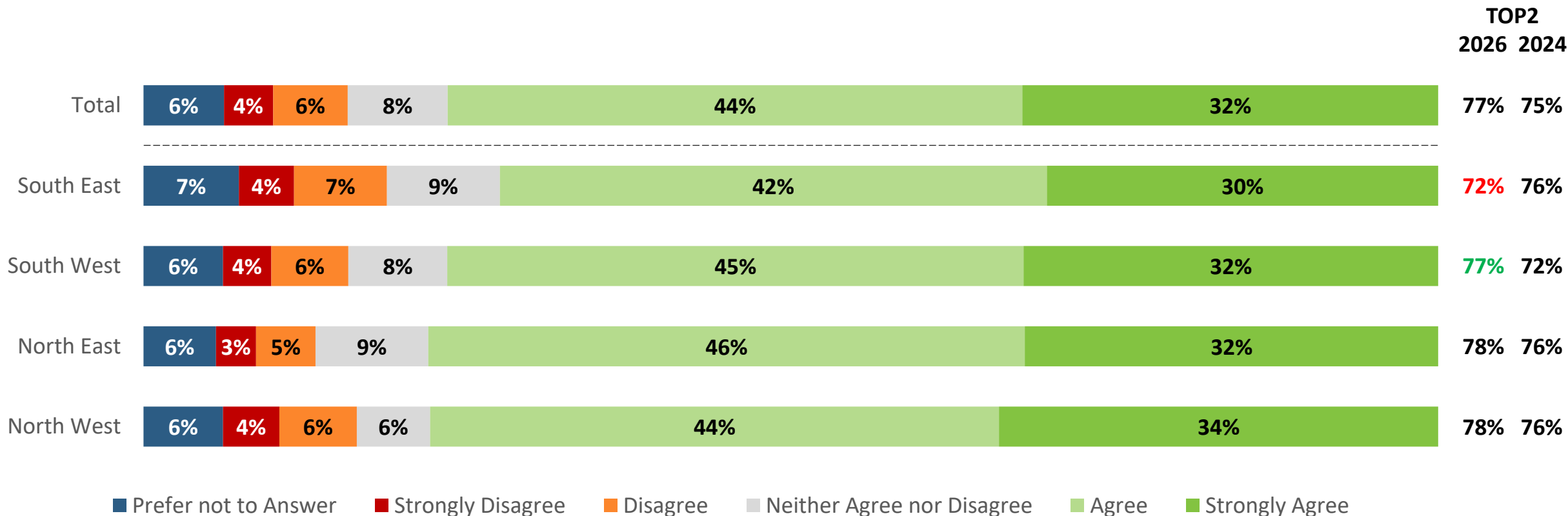
5. How much do you agree or disagree with the following statement: The work was done quickly.

Sample size: Total (n=2478) / South East (n=516) / South West (n=537) / North East (n=805) / North West (n=619)

Base: Tenants who have requested a repair or maintenance service

Satisfaction With Repair and Maintenance

- Around 3 in 4 (TOP2: 77%) tenants who requested a repair or maintenance service are happy with how well the work was done.



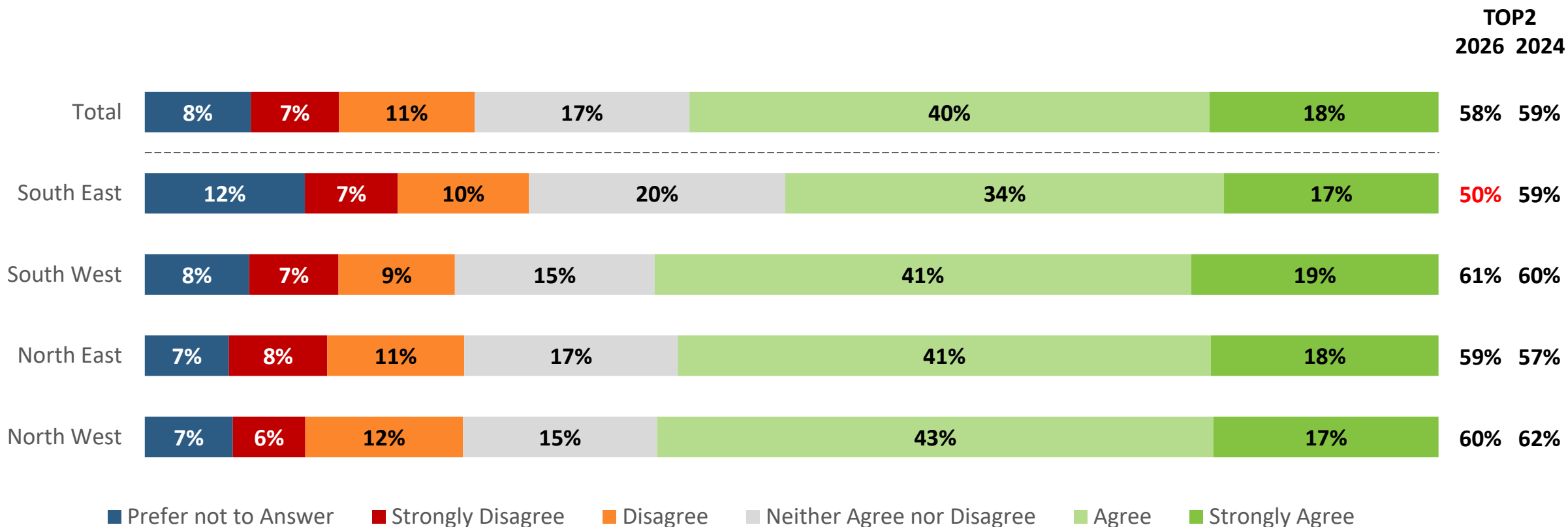
6. How much do you agree or disagree with the following statement: I was happy with how well the work was done.

Sample size: Total (n=2478) / South East (n=516) / South West (n=537) / North East (n=805) / North West (n=619)

Base: Tenants who have requested a repair or maintenance service

Getting Ready for Pest Treatment

- Of the tenants who had their units treated for pests, nearly 3 in 5 (TOP2: 58%) felt that they received enough help getting ready for pest treatment.



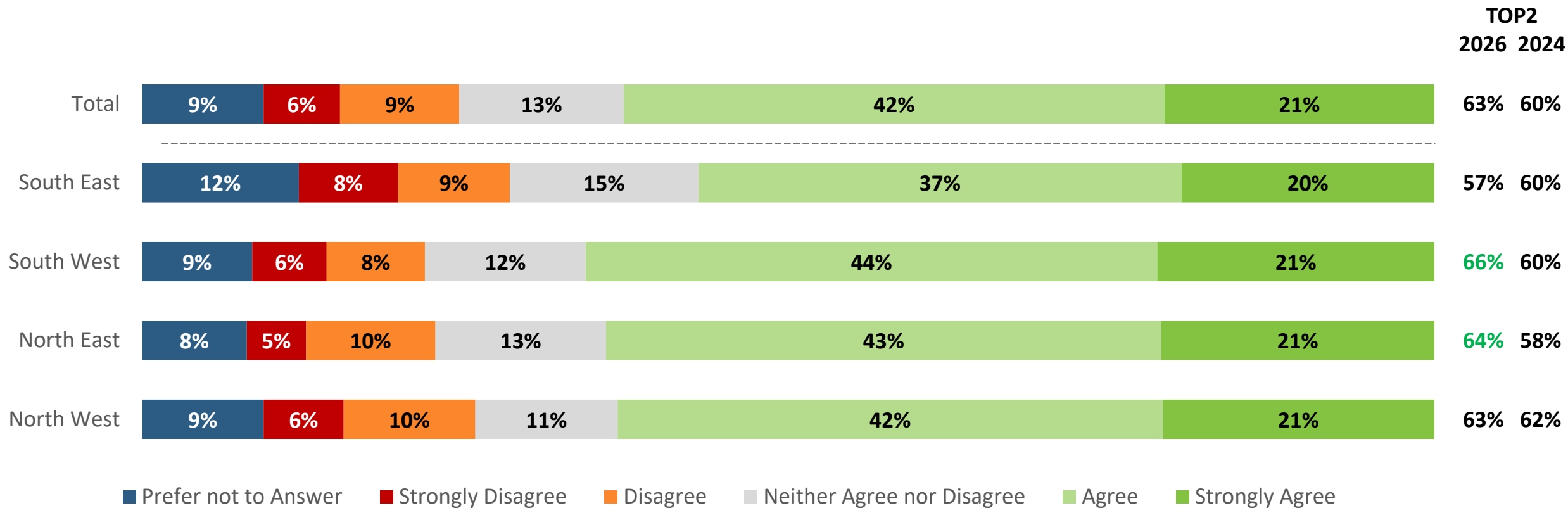
9. How much do you agree or disagree with the following statement: I received enough help getting ready for pest treatment.

Sample size: Total (n=1907) / South East (n=404) / South West (n=434) / North East (n=568) / North West (n=500)

Base: Tenants who had their units treated for pests

Outcome of Pest Treatment

- Of those who had their units treated for pests, around 3 in 5 (TOP2: 63%) remain happy with the outcome of the pest treatment.



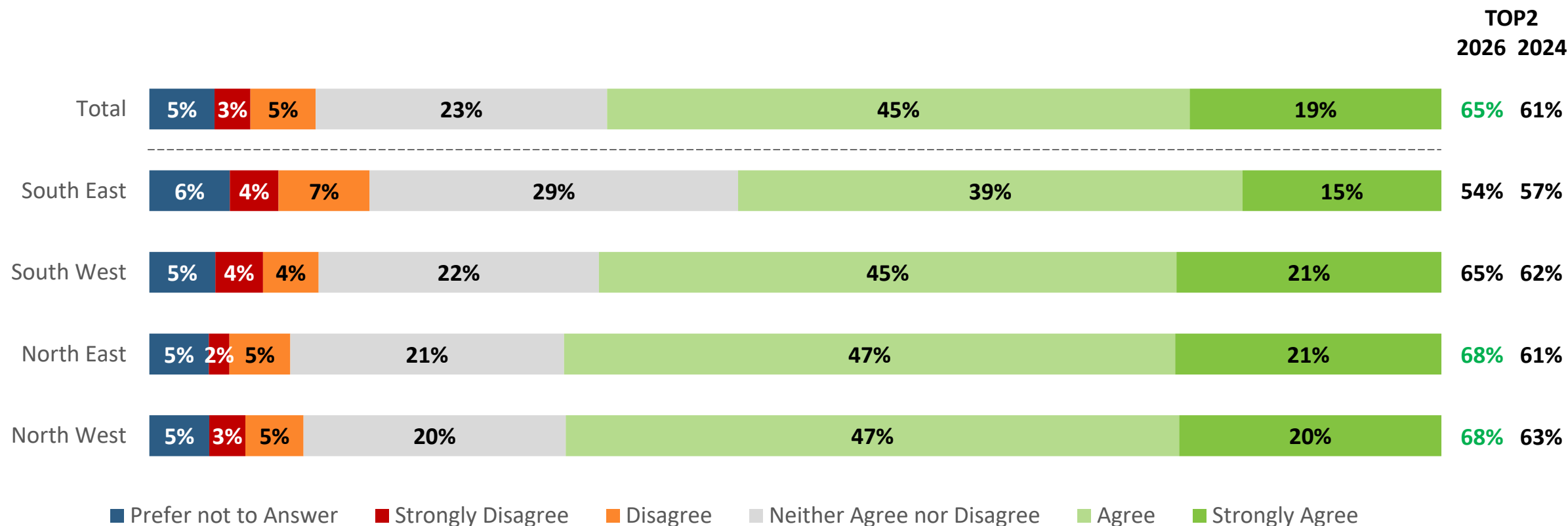
10. How much do you agree or disagree with the following statement: I was happy with the outcome of the pest treatment.

Sample size: Total (n=1907) / South East (n=404) / South West (n=434) / North East (n=568) / North West (n=500)

Base: Tenants who had their units treated for pests

Access to Services

- Nearly 2 in 3 (TOP2: 65%) tenants feel that TSHC helps them get information to access the service(s) they need, a notable improvement in sentiment from 2024.



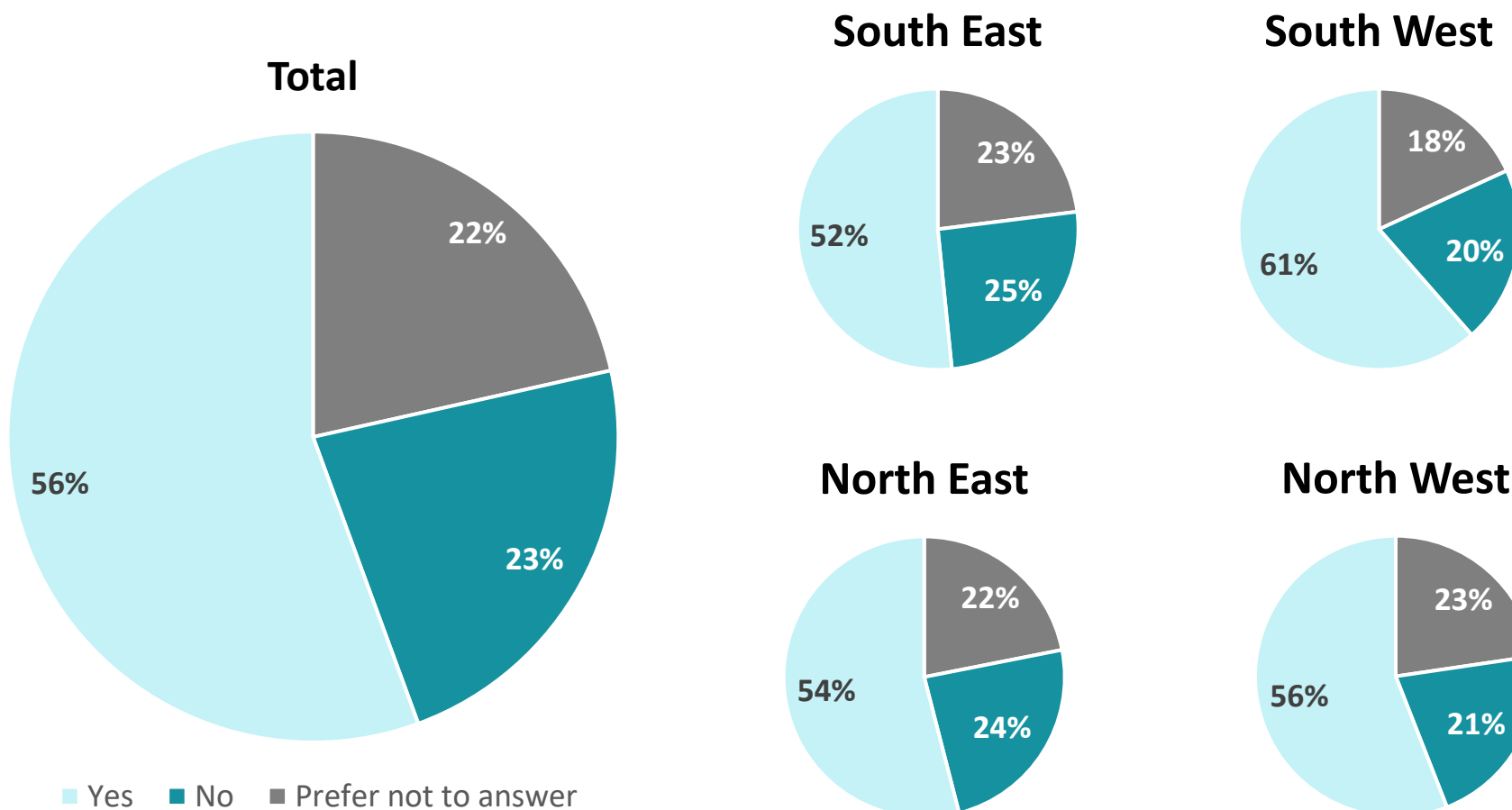
23. How much do you disagree or agree with the following statement: Toronto Seniors Housing helps me get information to access the service(s) I need.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Accessing Support at Toronto Seniors Housing

- More than half (TOP2: 56%) of tenants say they know who to contact at TSHC if they need help accessing well-being and support services, a decrease since 2024 (TOP2: 61%).



	YES	
	2026	2024
Total	56%	61%
South East	52%	58%
South West	61%	65%
North East	54%	61%
North West	56%	62%

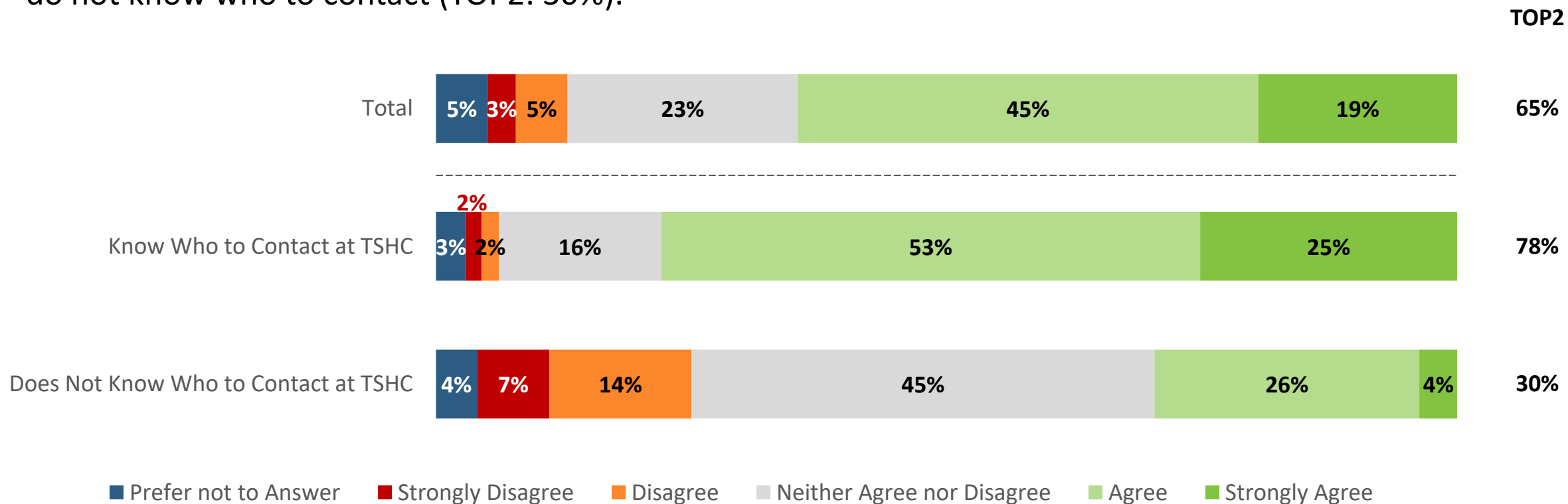
24. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Access to Services

- Tenants who know who to contact at TSHC for help accessing well-being and support services (TOP2: 78%) are more likely to agree that they get information to access the services they need than those who do not know who to contact (TOP2: 30%).



23. How much do you disagree or agree with the following statement: Toronto Seniors Housing helps me get information to access the service(s) I need.

Sample size: Total (n=2952)

Base: Total sample

The Big Picture

Other Key Insights



This year, new insights have emerged about community participation while there is an opportunity to improve the way staff interact with tenants.

Tenant and Staff Interactions

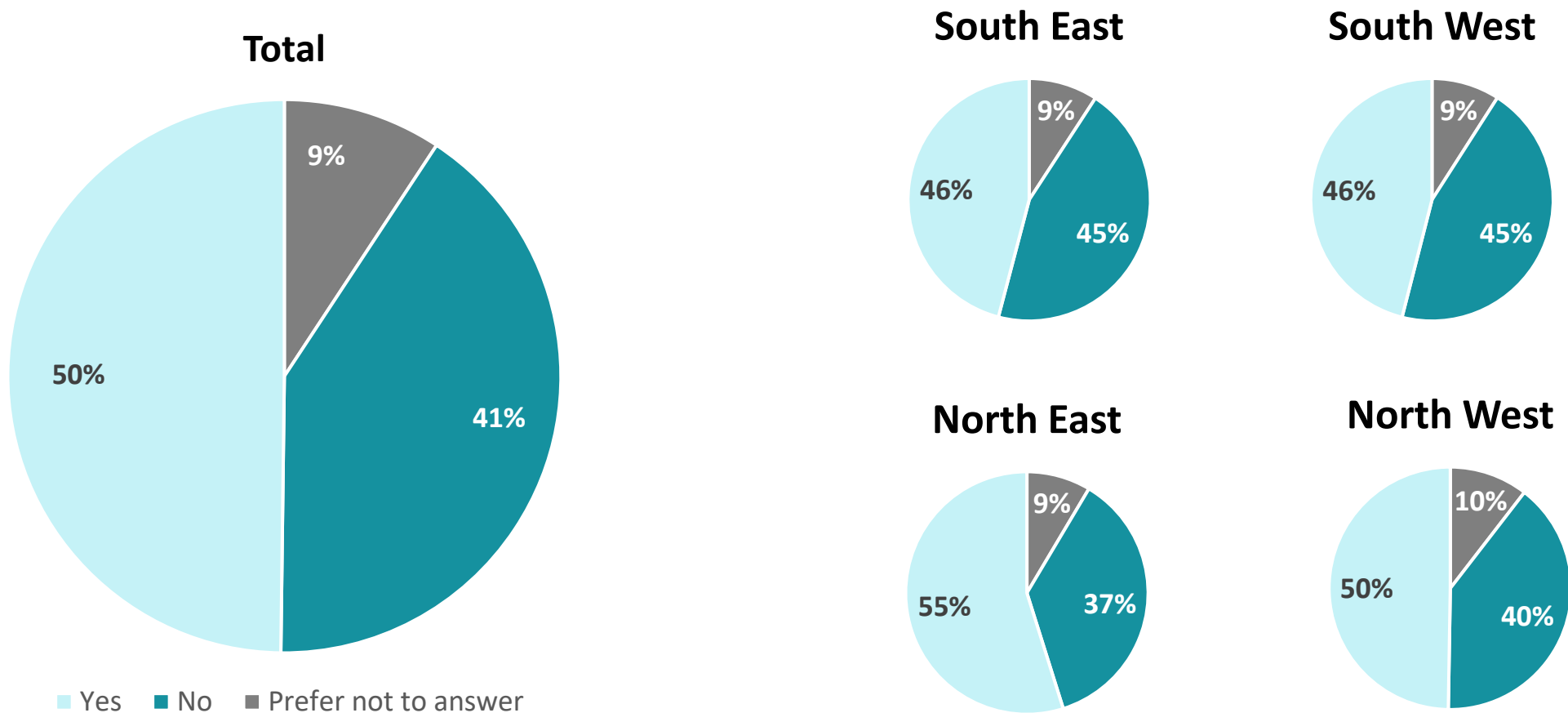
Although overall scores remain high, tenant **satisfaction with staff responsiveness (81% in 2024 to 76% in 2026) and respectful treatment (87% in 2024 to 82% in 2026) has declined.**

Community Participation

Half of TSHC tenants do not participate in community programs, mainly because they are satisfied without them. Among those who participate, **79% are happy with the programs**, but there is room to engage some more tenants who do not currently participate.

Participation in Activities and Programs

- Half (50%) of tenants reported that they participate in activities and programs offered in their buildings.



Note: New question asked in 2026 survey.

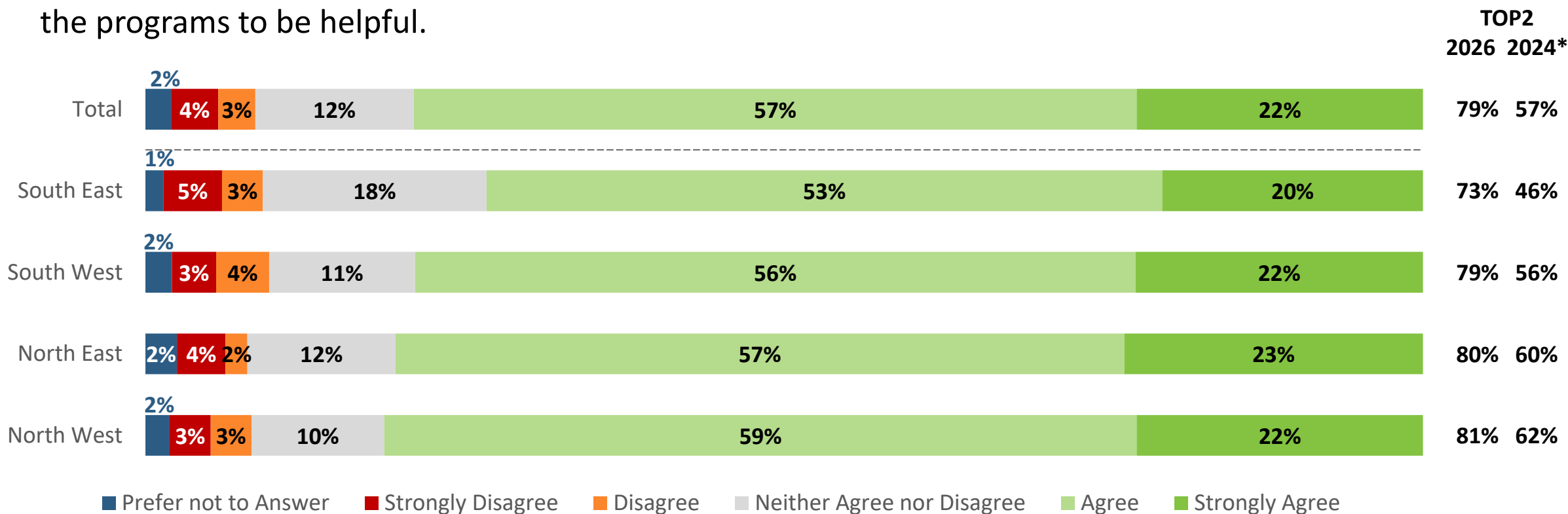
28. Do you participate in activities and programs offered in your building?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Program Offerings

- While showing significant improvement from 2024, the 2026 results exclude tenants who do not participate in building activities; among those who participate in building activities, nearly 4 in 5 (79%) find the programs to be helpful.



*Question phrasing and sample base are different between 2024 and 2026. In 2024, the question “How much do you disagree or agree with the following statement: My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes) was asked to all respondents, whereas in 2026, the question phrasing below was asked to tenants who said they participate in activities and programs offered in the building. Caution must be exercised when interpreting results.

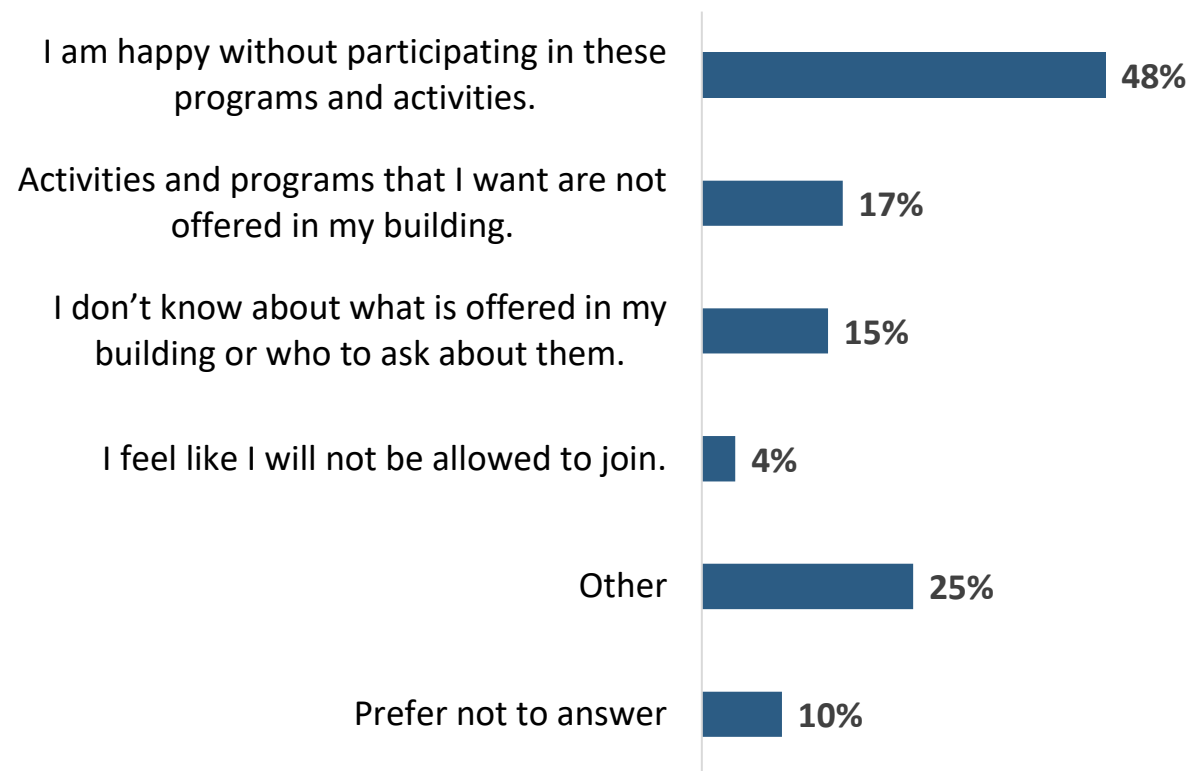
29a. How much do you disagree or agree with the following statement: My building offers programs and activities that I find helpful

Sample size: Total (n=1470) / South East (n=280) / South West (n=289) / North East (n=526) / North West (n=375)

Base: Tenants who participate in activities and programs offered in building

Reason for Not Participating

- Among tenants who are not participating in activities and programs offered in the building, nearly half (48%) said they are happy without taking part in these activities and programs. 86% of these tenants selected this as their only reason.



Note: New question asked in 2026 survey.

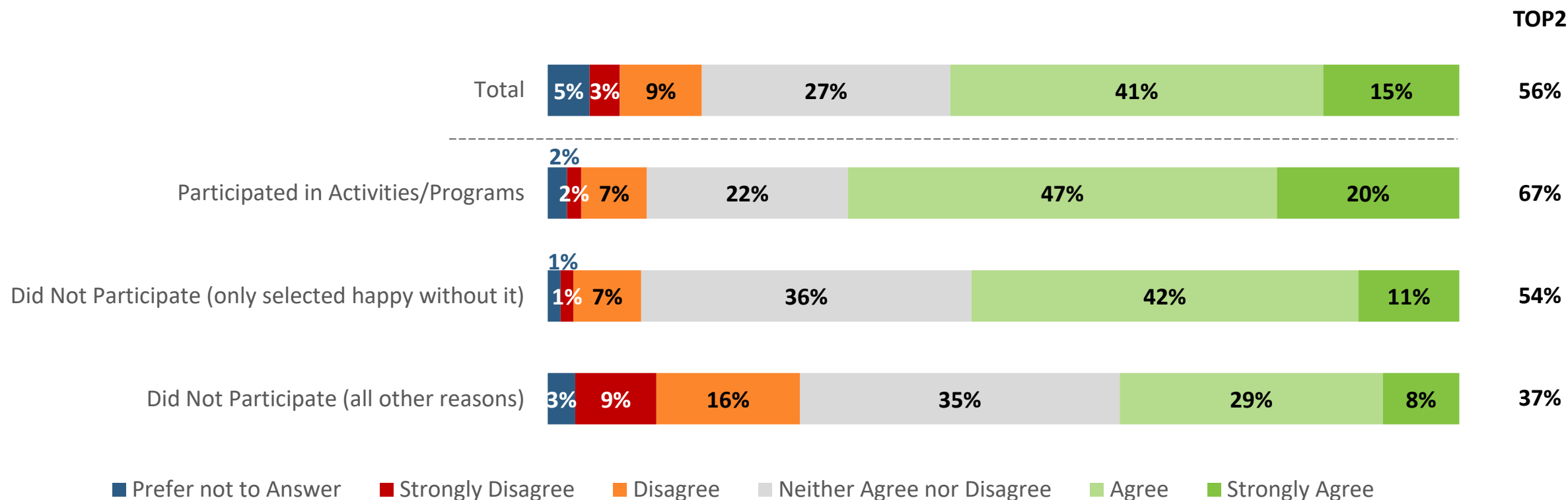
29b. I don't participate in activities and programs because... (Multi-Select)

Sample size: Total (n=1208)

Base: Tenants who are not participating in activities and programs offered in building.

Impact of Participating in Building Programs

- Tenants who participated in activities/programs are more likely to feel that there is a strong sense of community in their building (TOP2: 67%) compared to those who did not (TOP2: 37%-54%).



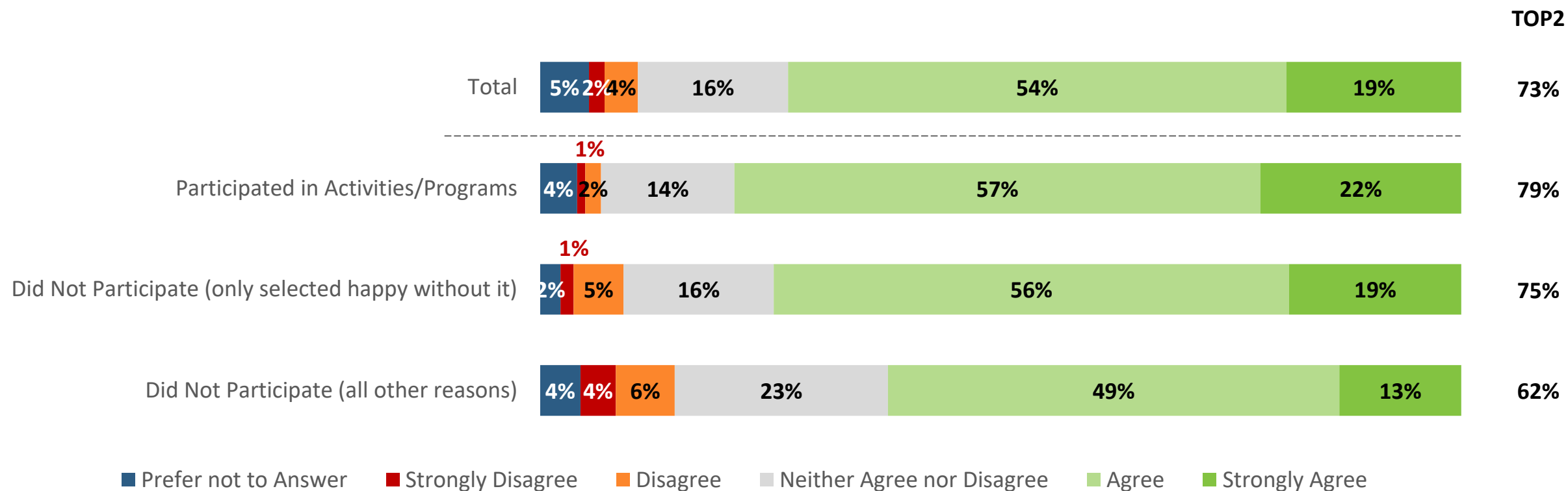
30. How much do you disagree or agree with the following statement: I feel there is a strong sense of community in my building.

Sample size: Total (n=2952)

Base: Total sample

Impact of Participating in Building Programs

- Similarly, tenants who participated in activities/programs (TOP2: 79%) are more likely to feel respected by other tenants compared to those who did not (TOP2: 62%-75%).



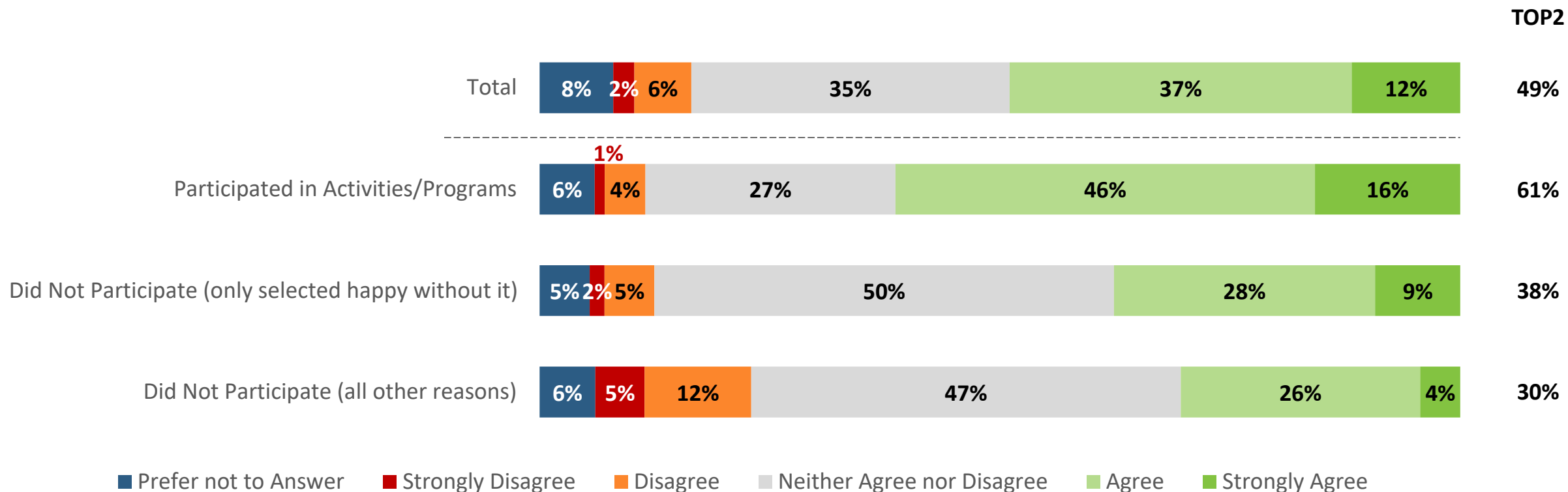
31. How much do you disagree or agree with the following statement: I feel respected by other tenants.

Sample size: Total (n=2952)

Base: Total sample

Impact of Participating in Building Programs

- Tenants who have participated in activities/programs (TOP2: 61%) are more likely to say that they can share their ideas about organizing social activities in their building compared to those who have not (TOP2: 30%-38%).



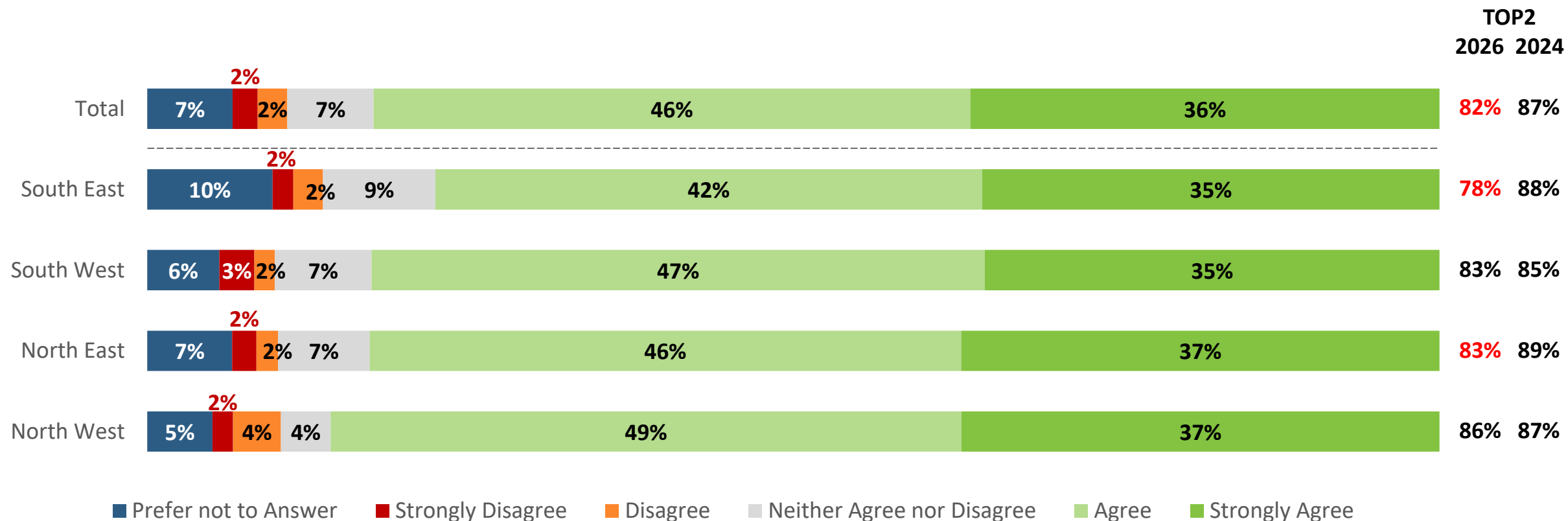
32. How much do you disagree or agree with the following statement: I can share my ideas about organizing social activities in my building.

Sample size: Total (n=2952)

Base: Total sample

Respect

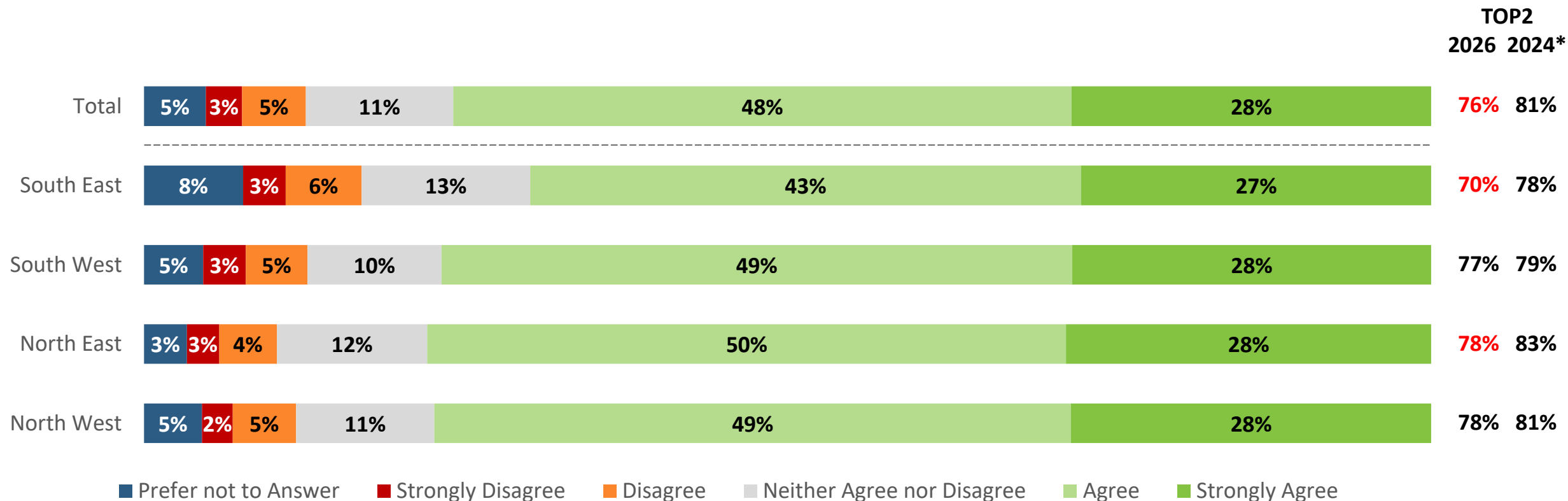
- Around 4 in 5 (TOP2: 82%) tenants feel that TSHC staff treat them with respect. These results are notably lower than those reported in 2024.



16. How much do you disagree or agree with the following statement: Staff treat me with respect.
 Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)
 Base: Total sample

Building Staff Responsiveness

- Around 3 in 4 tenants (TOP2: 76%) feel that TSHC building staff act on issues whenever they make requests on issues they have. This is a general decline from what was reported in 2024.



*This metric represents the average of the 2024 results for the following statements: “Staff take accountability for their work” and “I am happy with how staff respond when I ask for help or make a request.”

21. How much do you disagree or agree with the following statement: If I make a request to my building staff about an issue that I have, I feel they act on it.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

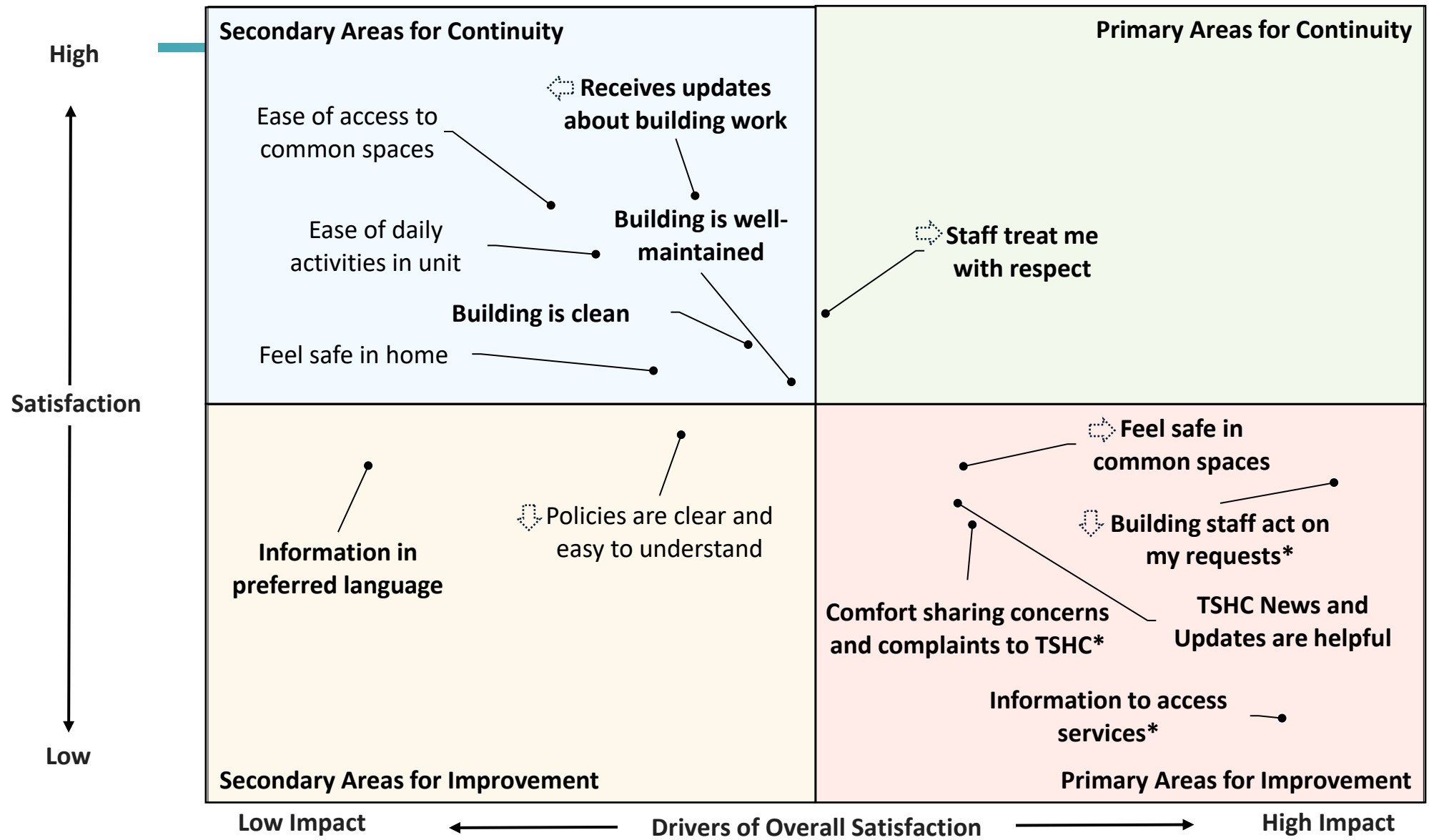
Base: Total sample

Drivers Analysis

Regression analysis helps identify priority areas for future action by exploring which areas matter most to tenants.

4	3
2	1

Drivers Analysis for All Tenants Overall Satisfaction with Services

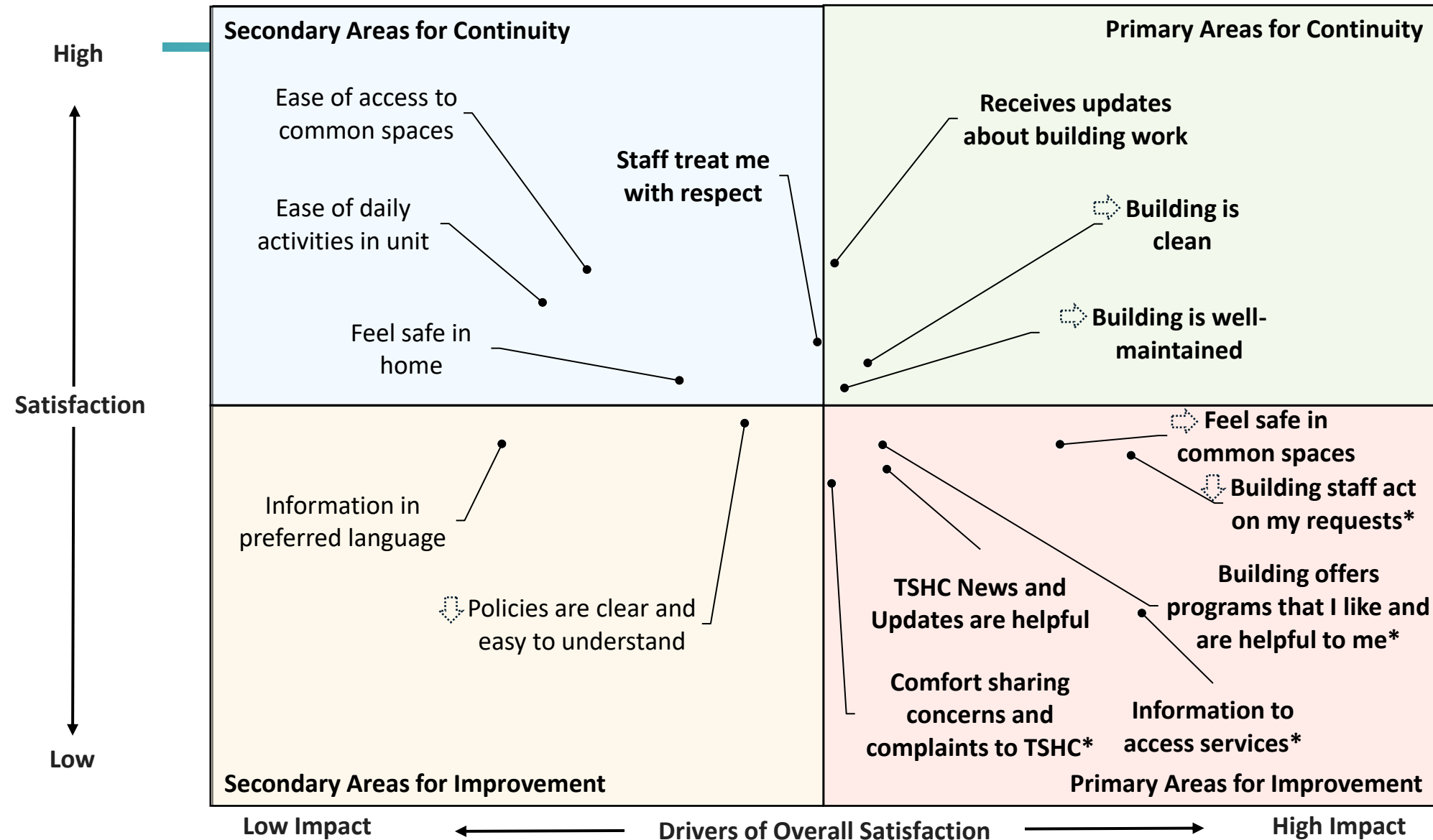


Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.

Drivers Analysis for Tenants who only Participated in Programs

Overall Satisfaction with Services

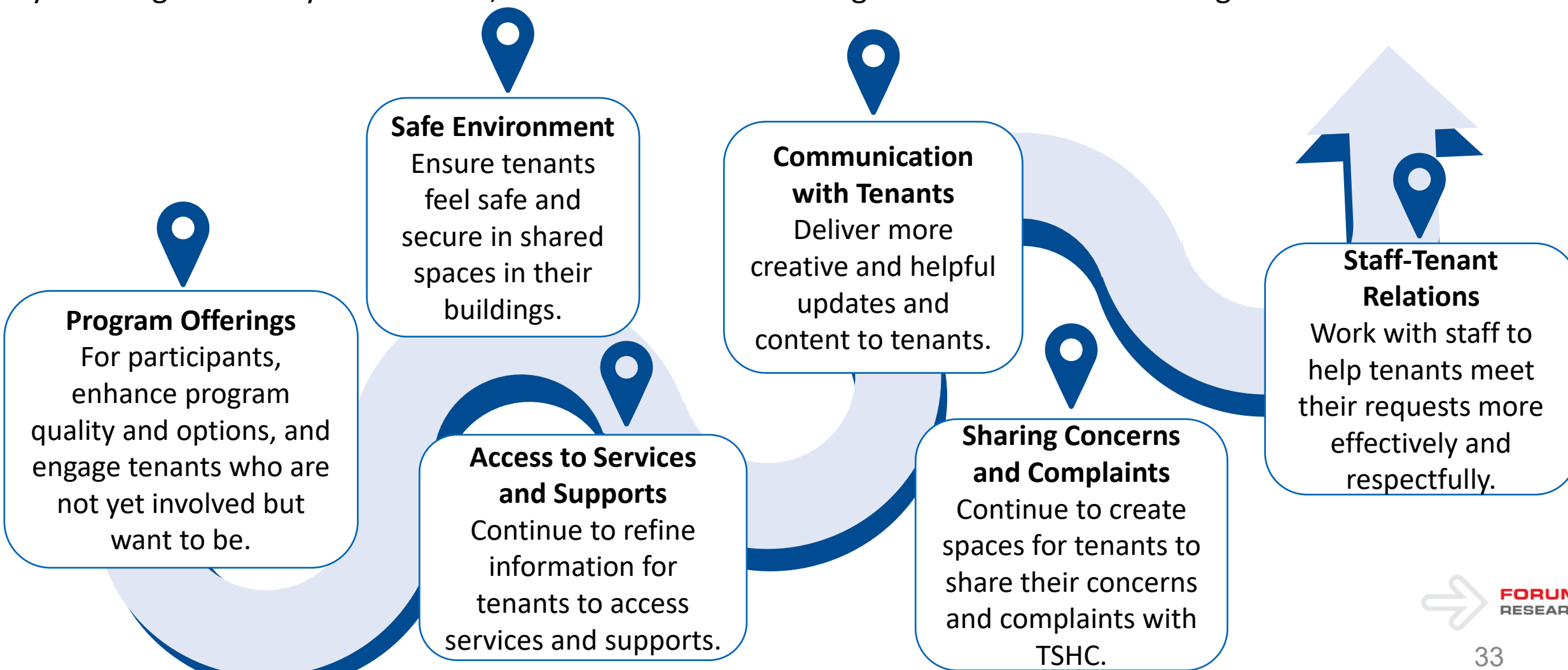


Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.

What Can Make A Difference?

Tenants' responses were analyzed to identify key actions that may have a significant impact on overall satisfaction. By focusing on the key areas below, TSHC can make a meaningful difference to tenants' general sense of satisfaction.



Who Lives at TSHC?



Most tenants are women

Of those who replied to the survey, 59% were women. 32% were men, 1% indicated other gender identities, and 8% preferred not to answer.



Many tenants have disabilities

51% of tenants reported having one or more disabilities, including issues with pain and mobility. 35% indicated having no disabilities, while 15% preferred not to answer.



Tenants are diverse

A majority were born outside of Canada (77%) and many prefer speaking a language other than English (33%). Tenants most commonly identified as White (30%), East Asian (22%), Black (11%), and South Asian or Indo-Caribbean (11%).



Tenants have typically resided at TSHC for a long time

When asked how long they have lived with Toronto Seniors Housing (previously Toronto Community Housing), 40% indicated 10 years or longer.

Tenant Segmentation Overview



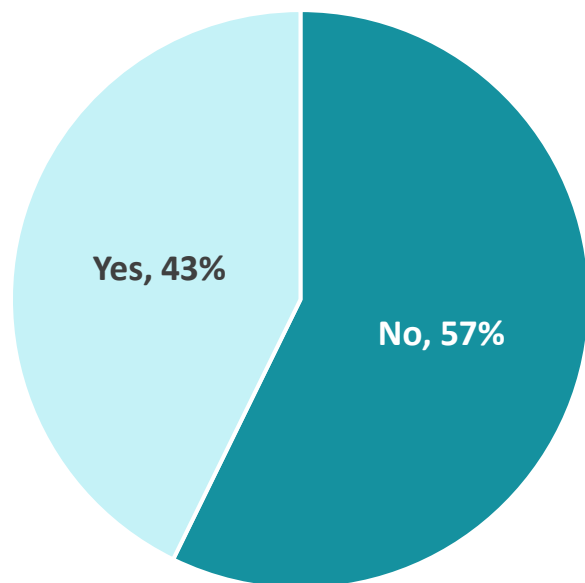
The analysis identified three distinct tenant segments based on community engagement, satisfaction with building conditions, and understanding of policies. Overall, most tenants fall into a **generally satisfied and engaged group**, while two smaller segments highlight opportunities to improve building conditions, engagement, and communication.

- ❑ **Generally Satisfied Tenants** represent the largest segment. They report strong community engagement and very high satisfaction with TSHC services (**98% satisfaction, NPS +63**). Men (38% vs. 32% overall) and individuals who reported having no disabilities (45% vs. 35% overall) are slightly overrepresented in this group.
- ❑ **Concerned but Informed Tenants** understand policies well but report lower satisfaction with building conditions and limited community engagement (**56% satisfaction, NPS +2**). Women (66% vs. 59% overall), individuals who prefer to speak English (61% vs. 57% overall), and are born in Canada (22% vs. 15% overall) are slightly overrepresented in this group.
- ❑ **Satisfied but Disconnected Tenants** are satisfied with building conditions but show lower engagement and less understanding of policies (**66% satisfaction, NPS +21**). Women (64% vs. 59% overall), individuals who prefer to speak English (62% vs. 57% overall), and are born in Canada (25% vs. 15% overall) are slightly overrepresented in this group.

Additional Thoughts to Improve Toronto Senior Housing

- Tenants were asked to share any thoughts that they had that could make Toronto Seniors Housing better for tenants like them.
- The majority of tenants (57%) did not provide any suggestion.

Provided Suggestions



Number of tenants who provided suggestions	1,262
Total number of identified suggestions	2,883
Average suggestion per tenant	2

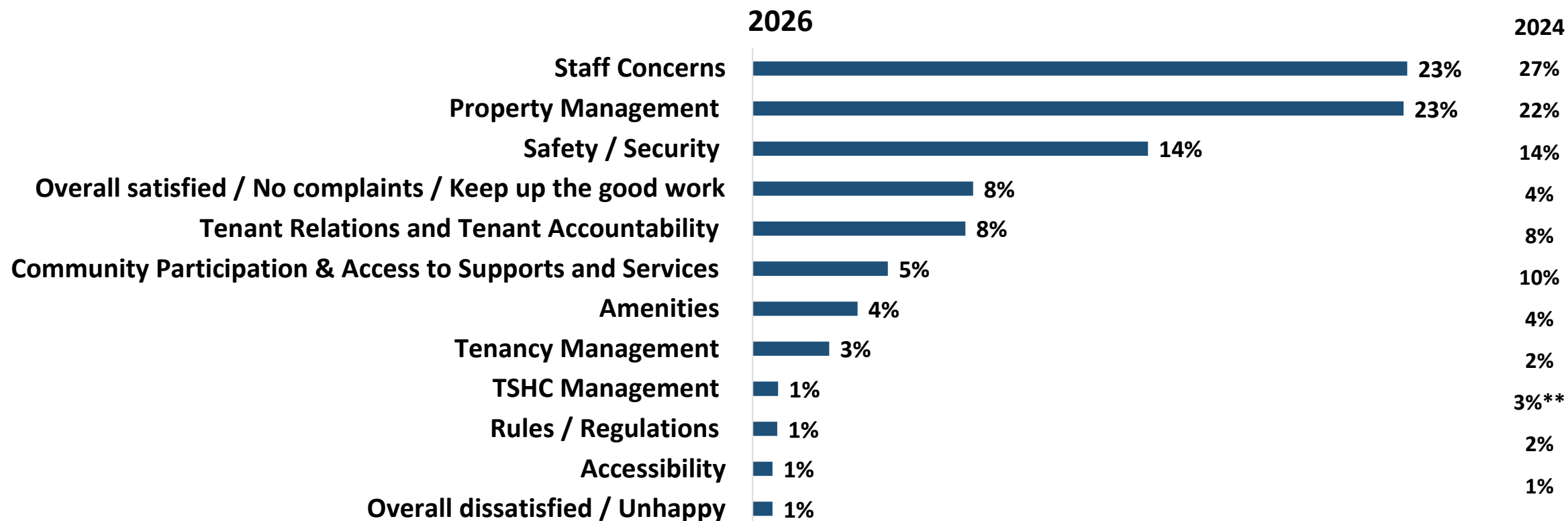
36. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=2952)

Base: Total sample

Additional Thoughts to Improve Toronto Senior Housing

- All answers were reviewed, coded and grouped into 12 categories to summarize the comments. The most common topics that tenants shared their thoughts on were around staff concerns (23%) and property management (23%).



*"Other", "No/ None / No suggestions for improvement" and Prefer not to Answer responses are hidden from chart display.

** In 2024, this was "Tenancy management / General".

36. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=2952)

Base: Total sample

Thank you!

Questions and comments?

2025/26 Tenant Survey Findings Report

Toronto Seniors Housing Corporation

June 2026



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The Second Tenant Experience Survey

- TSHC first collaborated with a market research firm, Forum Research, to conduct a comprehensive survey from December 2023 to February 2024, to gain insights into tenants' experiences living in TSHC buildings. The results of that survey helped identify areas for improvement which were later incorporated into TSHC's Strategic Directions.
- The second Tenant Experience Survey was conducted between December 2025 and February 2026 to see whether tenants' perceptions have changed and how TSHC has been doing over the last couple of years.
- To ensure the survey was accessible to tenants and to maximize participation, Forum made the survey available to tenants via phone, online and mail, and in English and 13 different languages.

Research Objectives

Measure tenant satisfaction and understand tenant experiences in more detail

Assess TSHC's current performance relative to the results of past surveys

Accurately measure the demographic make-up of tenants to inform program service delivery

Key Findings

Executive Summary and Recommendations

The Big Picture

Overall, tenants still feel positively about TSHC services and the majority remain proud to be tenants at TSHC. This year, we also asked whether tenants would be likely to recommend TSHC to others seeking social housing, and the majority indicated they would support the idea.



**4 in 5 tenants are happy
with TSHC services**

2026: 79% | 2024: 80%



**4 in 5 tenants are proud to
be a tenant at TSHC**

2026: 79% | 2024: 82%



**An NPS of +42 reflects
strong tenant willingness
to recommend TSHC to
other seniors.**

The Big Picture

Tenants remain satisfied with the quality of maintenance and cleanliness in their buildings. Most tenants also feel well informed about major building updates, understand policies clearly, and are aware of their rights and responsibilities as tenants.

Areas that remain consistent	2026	2024
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Some areas that were identified for improvement in 2024 have shown some gains while other areas remain steady.

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Experiences with service requests remain largely unchanged. Meanwhile, **satisfaction with pest treatment outcomes has increased slightly from 60% in 2024 to 63% today**, though many tenants still need help preparing for treatments.

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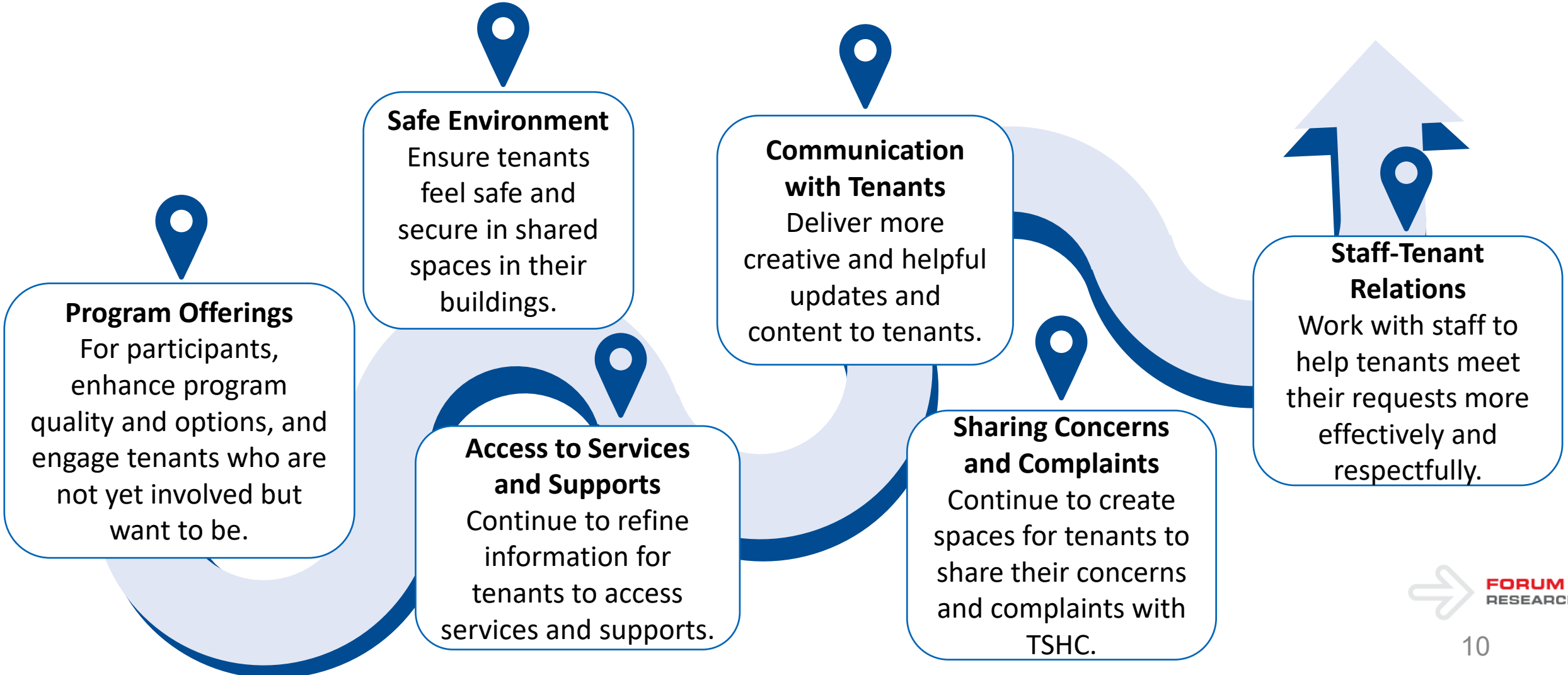
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Methodology



Process

Forum Research Inc. mailed one survey and return envelope to each Toronto Seniors Housing Corporation household across all 82 buildings, with information included for phone-in and online response options.



Timeline

Surveys were mailed in November 2025. Responses were received from December 1, 2025 – February 13, 2026.



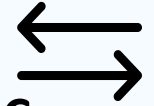
Participation

A total of 13,625 surveys were mailed, and 2,952 responses were received. The survey achieved a response rate of 22%, exceeding the target of 20%.

Margin of error: ±1.60% at a 95% confidence level

Responses Received	
Total	2,952
Mail	93.5% (2,761)
Online	6.3% (185)
Phone	0.2% (6)
Completed in Another Language	3.0% (90)

Completed in Another Language (90)	
Mail	47.8% (43)
Online	52.2% (47)



Trending Comparisons

The survey questions were based on the 2024 Tenant Experience Survey conducted across 82 TSHC buildings. Some 2026 questions have been updated for clarity and to understand tenant experiences in more detail. Comparisons to 2024 results are limited to the questions that were asked in both 2024 and 2026 surveys.

TOP2/BTM2: Top 2 (TOP2) and Bottom 2 (BTM2) reference the collected TOP2 positive and BTM2 negative responses, where applicable.

For example, for the following scale: “Strongly Disagree, Somewhat Disagree, Neither Agree nor Disagree, Somewhat Agree, Strongly Agree,” TOP2 would be the percentage of tenants who selected either Somewhat Agree or Strongly Agree while BTM2 would be the percentage of tenants who selected either Somewhat Disagree or Strongly Disagree.

Rounding: Due to rounding, numbers presented throughout this document may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 and BTM2 groupings.

Footnotes: The footnote on each page identifies the corresponding question from the survey, the sample size of the data, and the sample framework used in the analysis.

Significance Testing: In Drivers Analysis, variables shown in bold indicate statistical significance based on the regression analysis of having a p-value of less than 0.05.

Handling of Missing and Non-Response Data: “Prefer not to answer” includes both explicitly selected responses and missing data for paper-based surveys, as unanswered questions cannot be distinguished from intentional non-response.

Multi Mentions: Multiple mention questions allow tenants to select more than one answer category for a question. For questions that allow multiple mentions (e.g., “I don’t participate in activities and programs because...”) it is important to note that the percentages typically add to over 100%. This is because the total number of answers provided for a question can be greater than the number of tenants who answered the question. For example, tenants were able to select “Activities and programs that I want are not offered in my building.” and “I feel like I will not be allowed to join.” as their answers.

Net Promoter Score: The Net Promoter Score (NPS) assesses the willingness of tenants to recommend TSHC. The NPS was measured by asking tenants to rate their likelihood of recommending other seniors to join the waitlist to get a place at a TSHC apartment, on a scale from 1 to 10, with 1 being not likely and 10 being very likely. Based on the score provided, tenants were classified as Promoters, Passives, or Detractors. A Net Promoter Score (NPS) is calculated by subtracting the detractors from the promoters, which provides a net score for the proportion of tenants promoting TSHC apartments.

Interpreting Changes in Scores: When reviewing changes in scores between survey waves, it is important to assess whether the difference is large enough to be meaningful. In survey research, small changes may occur due to normal sampling variation. As a practical guideline, we may use the margin of error (MOE) as a rule of thumb when interpreting changes. For this report, the calculated margin of error is ± 1.6 percentage points. For ease of interpretation, this is rounded to ± 2 points.

- Difference < 2 points (MOE): Likely not meaningful and may reflect normal sampling variation.
- Difference ≈ 1 to $2 \times$ MOE (about 2 to 4 points): Uncertain and should be interpreted with caution.
- Difference $> \sim 2 \times$ MOE (greater than about 4 points): More likely to represent a meaningful change.

This guideline helps contextualize score movements in reporting, alongside other analyses and statistical testing where appropriate.

Measures of Satisfaction

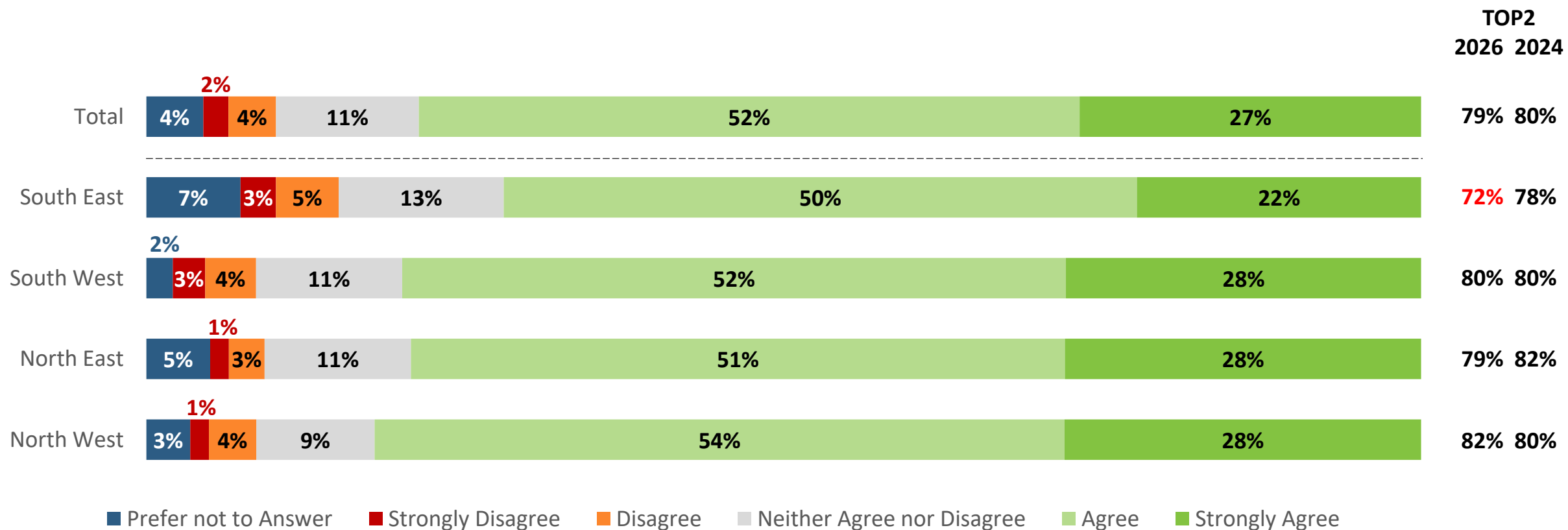
Most questions in the survey asked tenants the extent to which they agreed or disagreed with a statement either on a five-point scale (Strongly Disagree to Strongly Agree) or in a binary, Yes/No format. A frequency analysis was conducted to understand trends in tenants' responses. The results from this survey as well as those from 2023/24 survey are shown wherever applicable.

Tenants were also given the opportunity to share additional feedback through an open-ended question. Sample quotations are presented throughout the report. Tenants' own words help add context and nuance to the frequency analysis.

Overall Satisfaction and Net Promoter Score

Satisfaction with Toronto Seniors Housing Services

- Nearly 4 in 5 (TOP2: 79%) tenants generally remain happy with the services that TSHC provides.



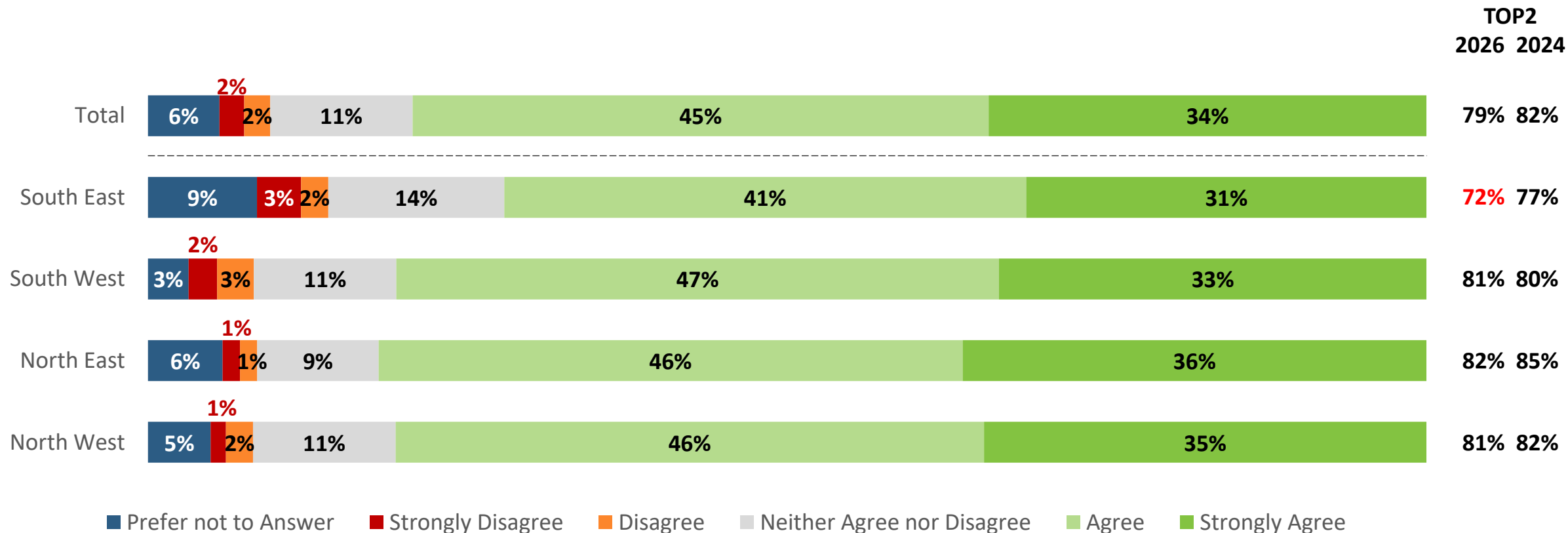
33. How much do you disagree or agree with the following statement: I am happy with the services Toronto Seniors Housing provides.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Tenant Pride at Toronto Seniors Housing

- Similarly, nearly 4 in 5 tenants (TOP2: 79%) still feel pride in being a tenant at Toronto Seniors Housing.



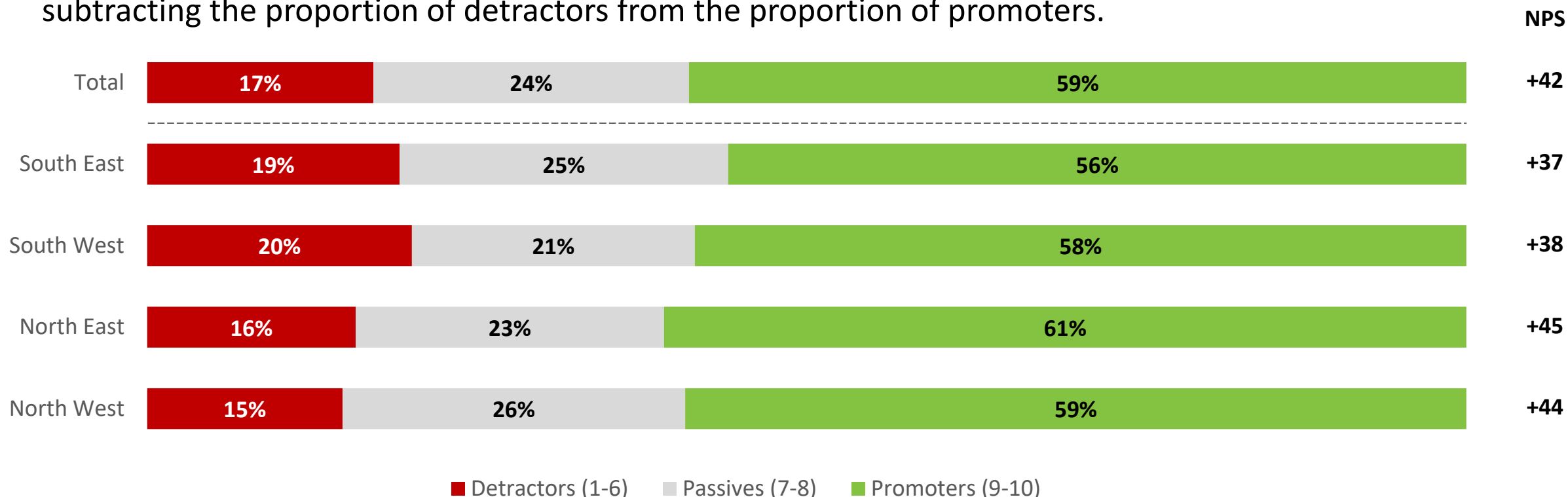
34. How much do you disagree or agree with the following statement: I am proud to be a tenant at Toronto Seniors Housing.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Likelihood to Recommend TSHC

- An overall Net Promoter Score (NPS) of +42 suggests that more TSHC tenants (59%) are highly likely to recommend other seniors to join the waitlist to get a place at a TSHC apartment (Promoters) compared to those who are least likely (17%) to provide this recommendation (Detractors). The NPS was calculated by subtracting the proportion of detractors from the proportion of promoters.



Note: New question asked in 2026 survey.

35. How likely are you to recommend other seniors to join the waitlist to get a place at a TSHC apartment? With 1 being not likely and 10 being very likely.

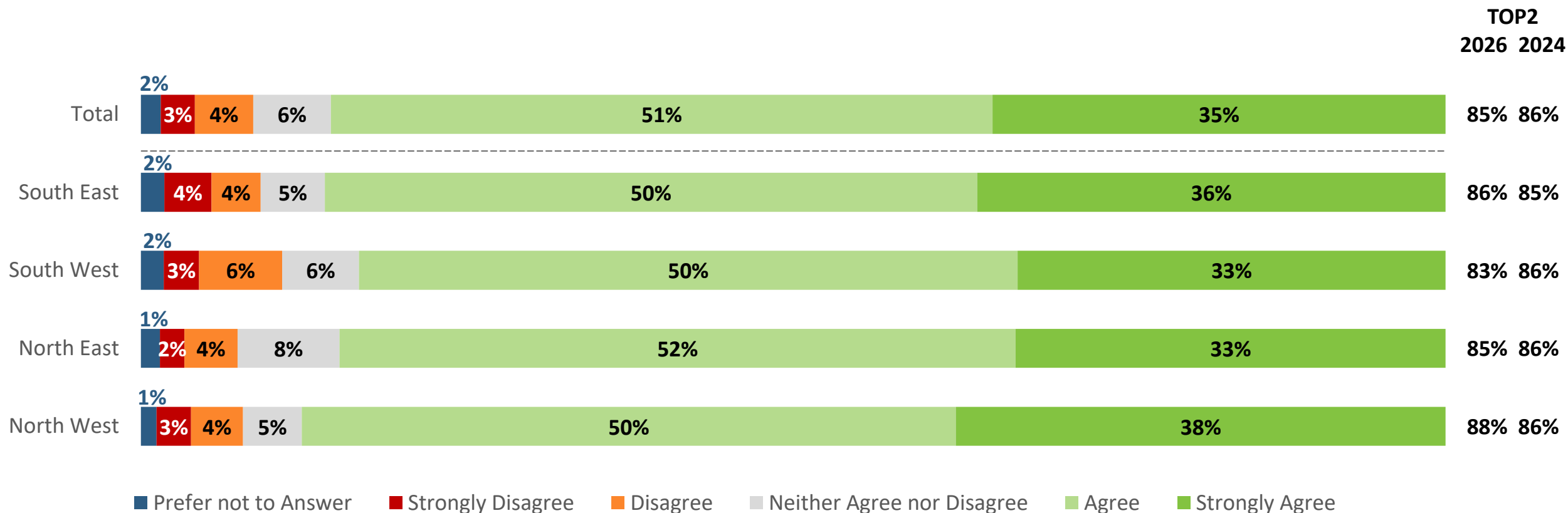
Sample size: Total (n=2700) / South East (n=554) / South West (n=583) / North East (n=873) / North West (n=689)

Base: Total sample excluding "Prefer not to answer" responses

Property Management

Building Cleanliness

- Tenant satisfaction with building cleanliness remain high. More than 4 in 5 (TOP2: 85%) tenants feel that their entire building is generally clean.



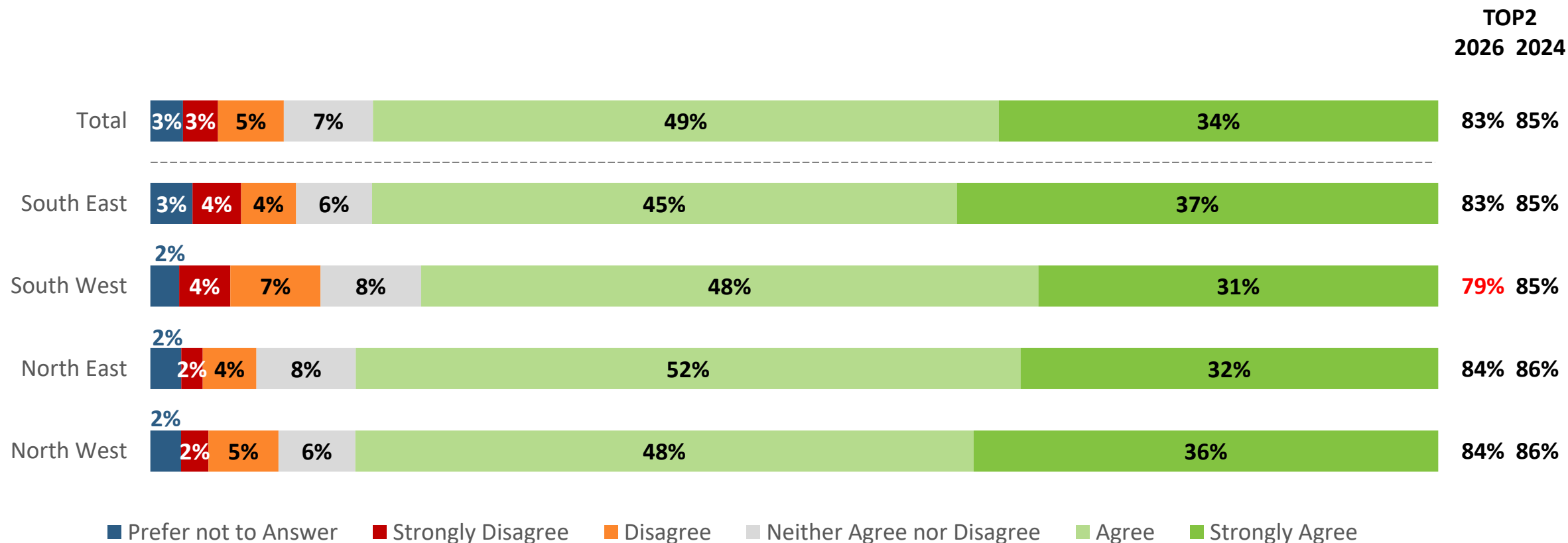
1. How much do you agree or disagree with the following statement: Generally, my entire building is clean (example: lobby, hallways, laundry room).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Building Maintenance

- More than 4 in 5 (TOP2: 83%) tenants also still feel that their building is generally well-maintained.



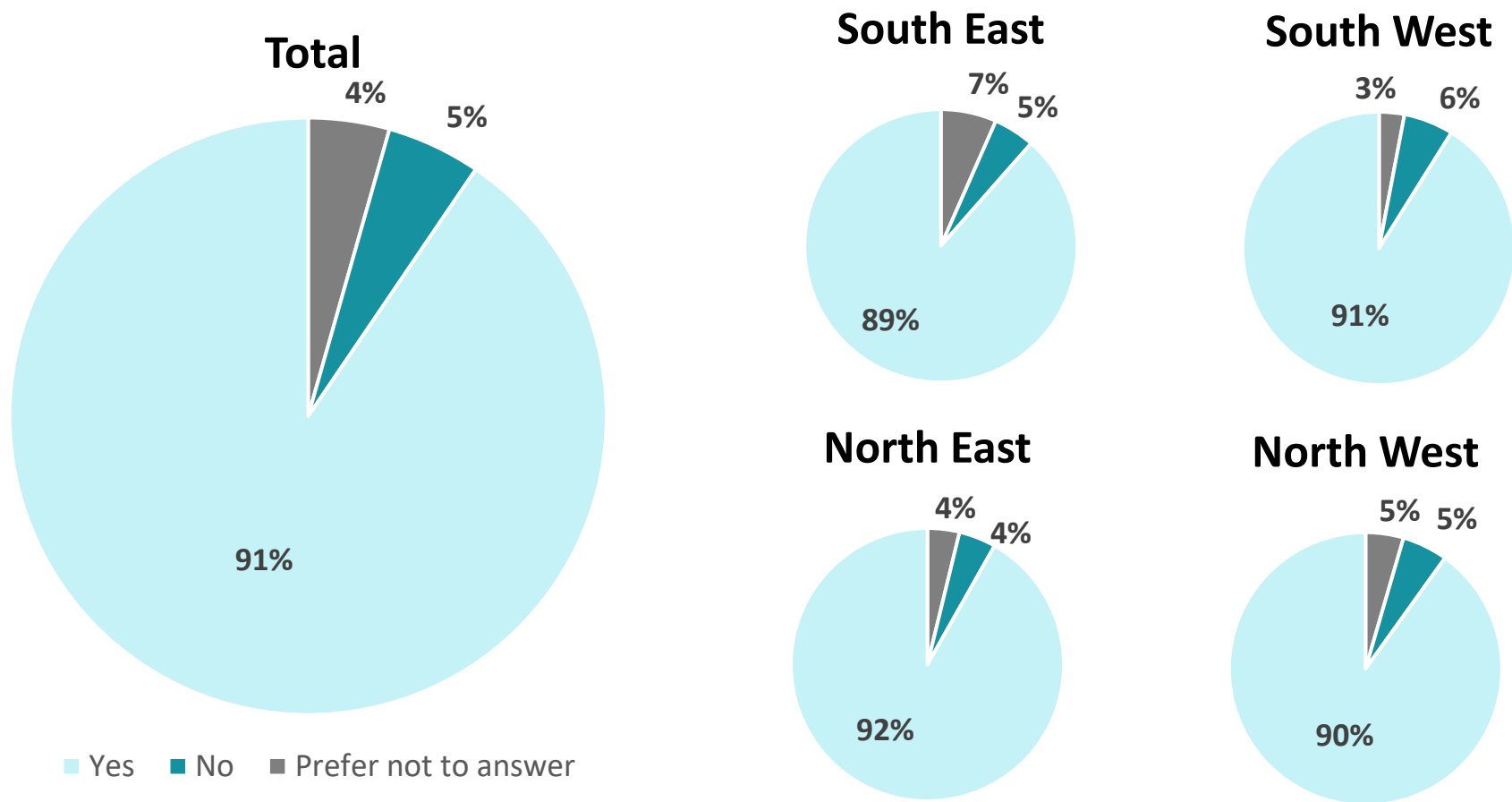
2. How much do you agree or disagree with the following statement: Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Repairs and Maintenance Contact

- Around 9 in 10 (91%) tenants know who to contact to get help with repairs or maintenance issues, remaining unchanged since 2024 (91%).



	YES	
	2026	2024
Total	91%	91%
South East	89%	91%
South West	91%	91%
North East	92%	91%
North West	90%	91%

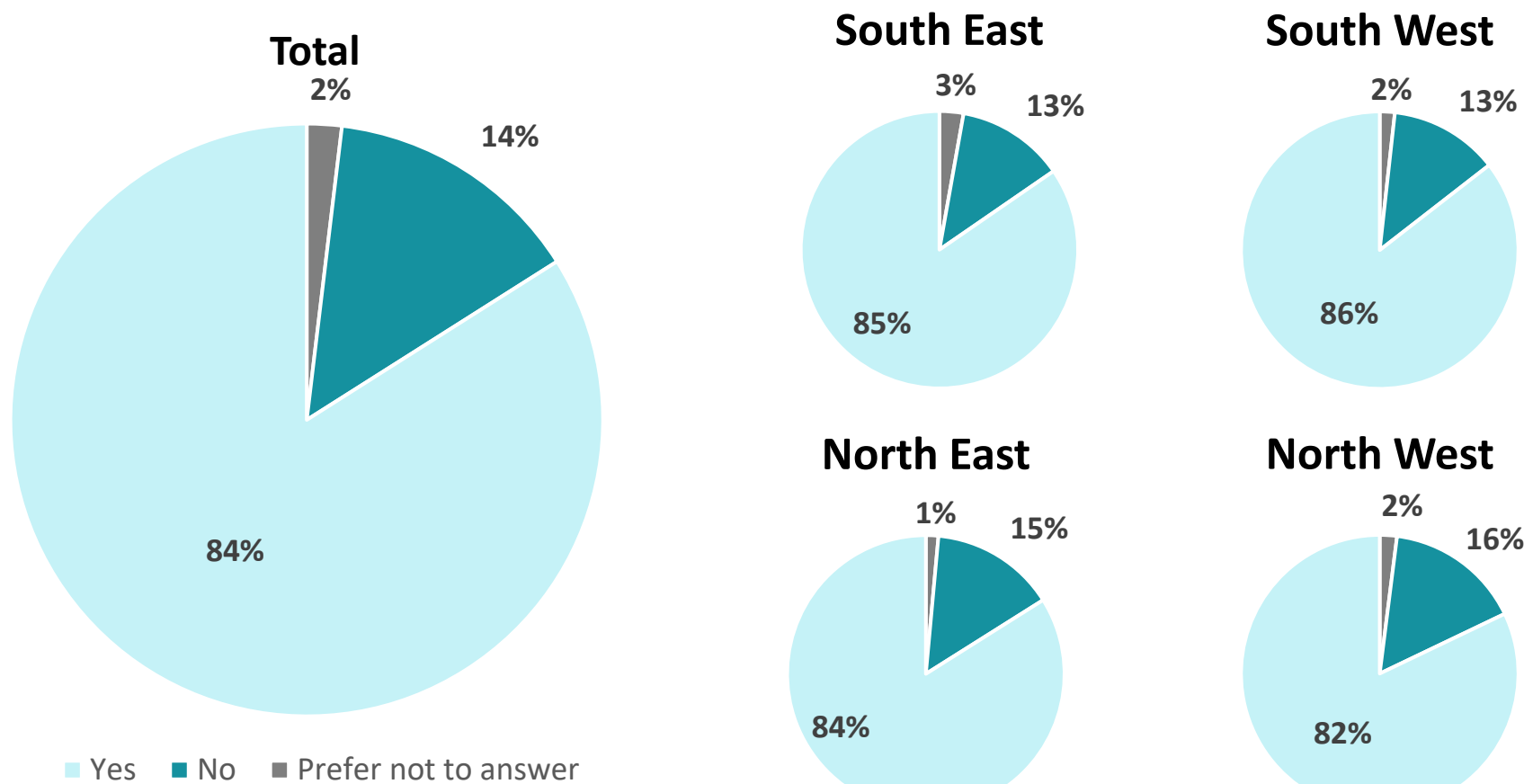
3. Do you know who to contact to get help with repairs or maintenance issues?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Request Repair or Maintenance

- More than 4 in 5 (84%) tenants have requested a repair or maintenance service, also remaining unchanged since 2024.



	YES	
	2026	2024
Total	84%	84%
South East	85%	85%
South West	86%	85%
North East	84%	85%
North West	82%	84%

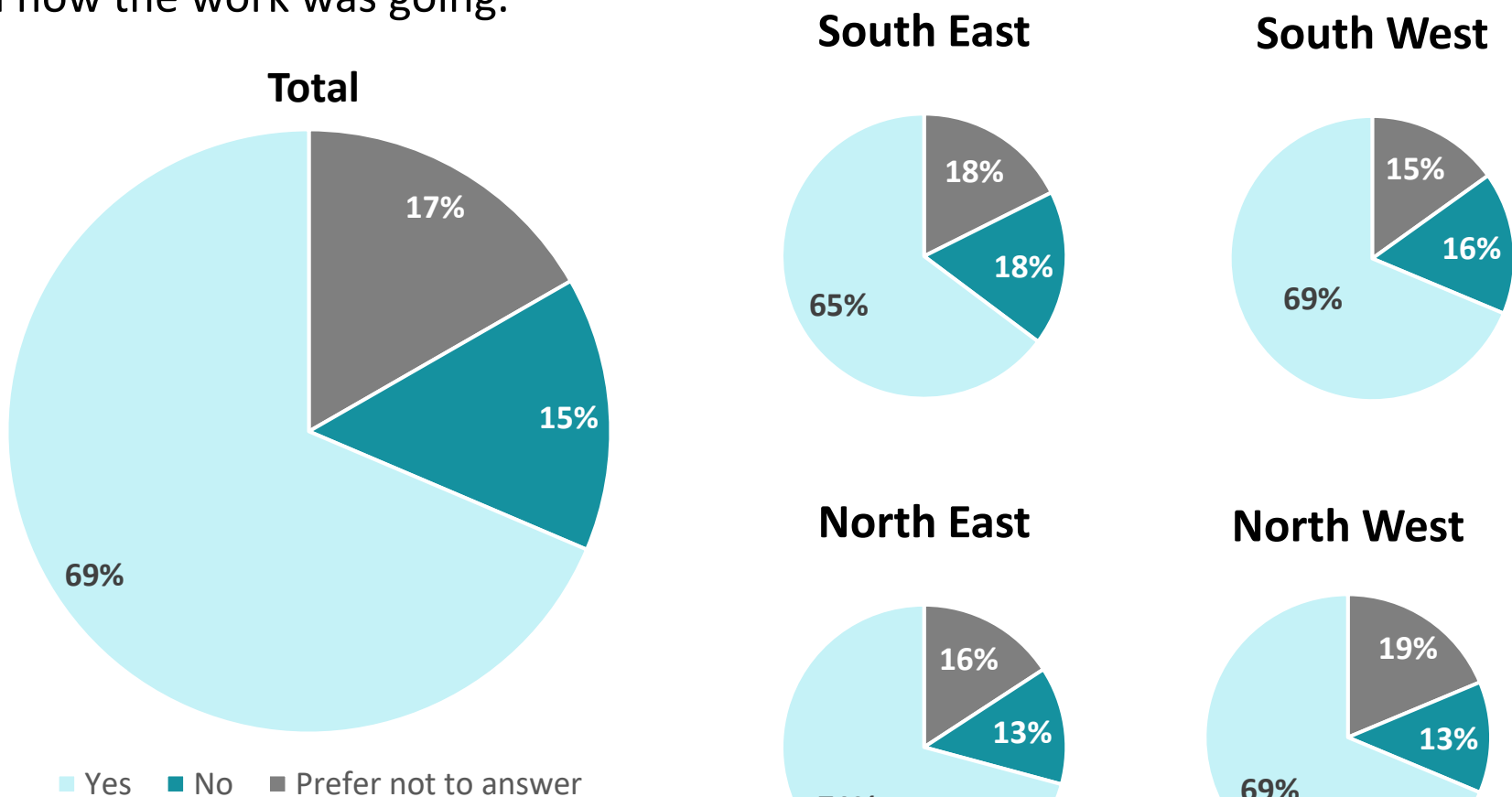
4. Have you ever requested a repair or maintenance service?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Remained Informed During Repairs or Maintenance

- Nearly 7 in 10 (69%) tenants who requested a repair or maintenance service reported that they were kept up to date on how the work was going.



	YES - 2026	TOP2 (AGREE) - 2024
Total	69%	66%
South East	65%	63%
South West	69%	67%
North East	71%	68%
North West	69%	66%

Yes No Prefer not to answer

Note: Question methodology shifted from a 5-point agreement scale in 2024 to a yes/no question in 2026.

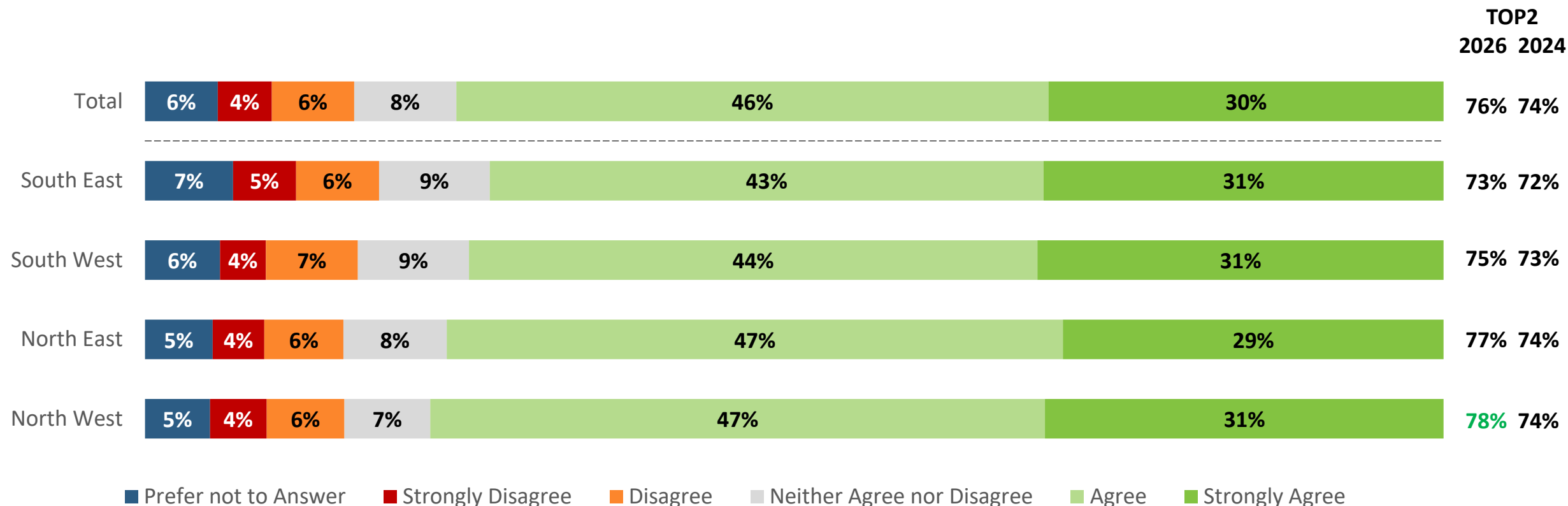
7. I was kept up to date with information on how the work was going.

Sample size: Total (n=2478) / South East (n=516) / South West (n=537) / North East (n=805) / North West (n=619)

Base: Tenants who have requested a repair or maintenance service

Timely Repair and Maintenance

- Around 3 in 4 (TOP2: 76%) tenants who requested a repair or maintenance service still felt that the work was done quickly.



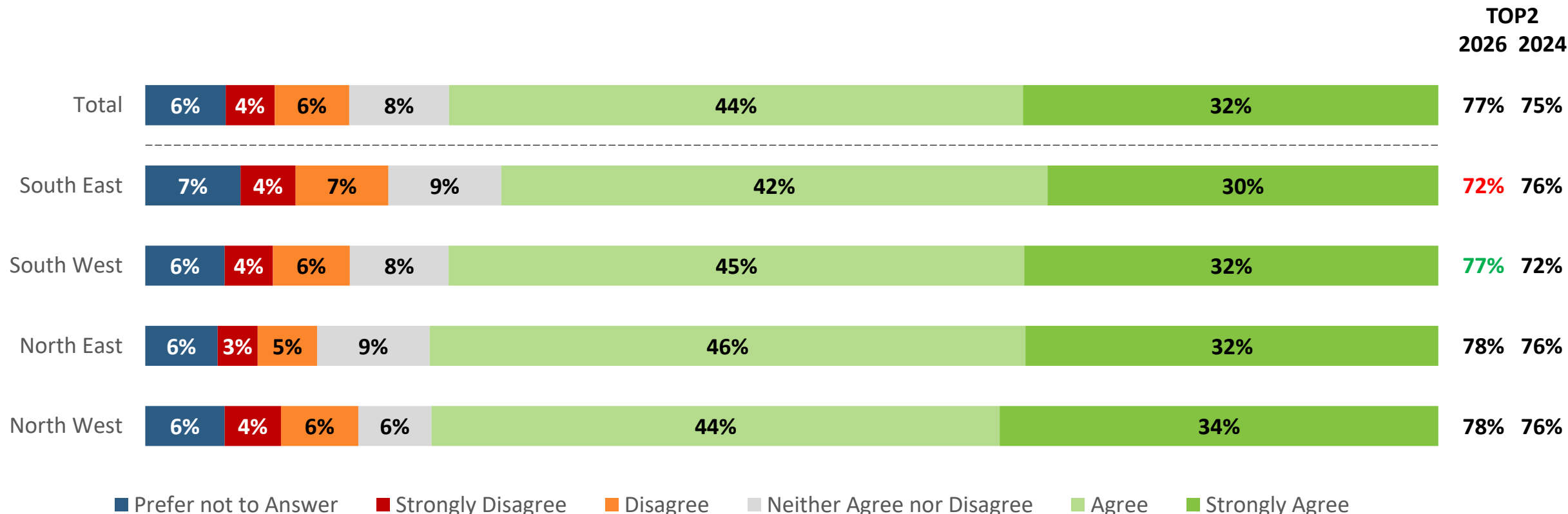
5. How much do you agree or disagree with the following statement: The work was done quickly.

Sample size: Total (n=2478) / South East (n=516) / South West (n=537) / North East (n=805) / North West (n=619)

Base: Tenants who have requested a repair or maintenance service

Satisfaction With Repair and Maintenance

- Around 3 in 4 (TOP2: 77%) tenants who requested a repair or maintenance service are happy with how well the work was done.



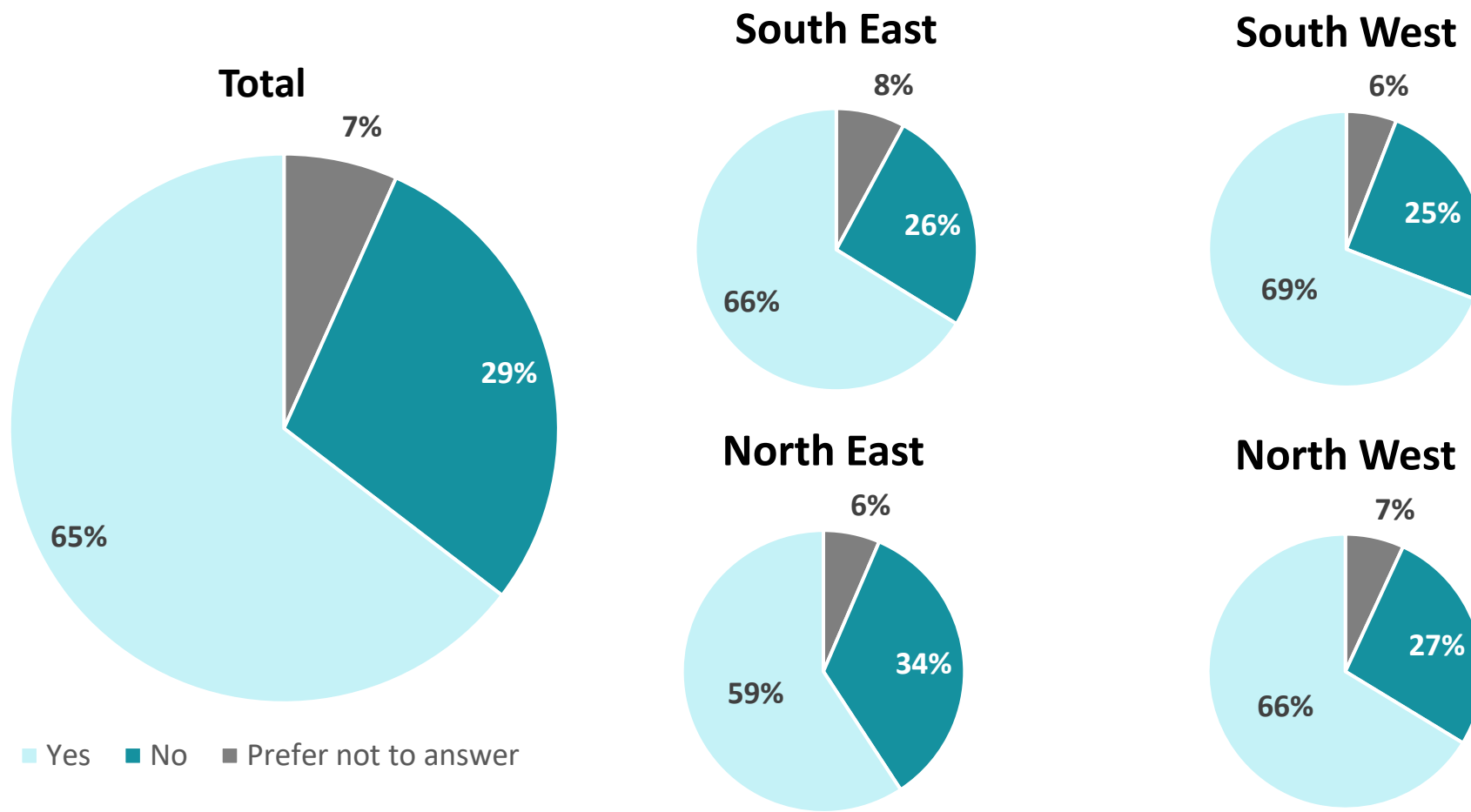
6. How much do you agree or disagree with the following statement: I was happy with how well the work was done.

Sample size: Total (n=2478) / South East (n=516) / South West (n=537) / North East (n=805) / North West (n=619)

Base: Tenants who have requested a repair or maintenance service

Pest Treatment

- Nearly 2 in 3 (65%) tenants say their units have been treated for pests, consistent with 2024 (65%).



	YES	
	2026	2024
Total	65%	65%
South East	66%	67%
South West	69%	73%
North East	59%	59%
North West	66%	66%

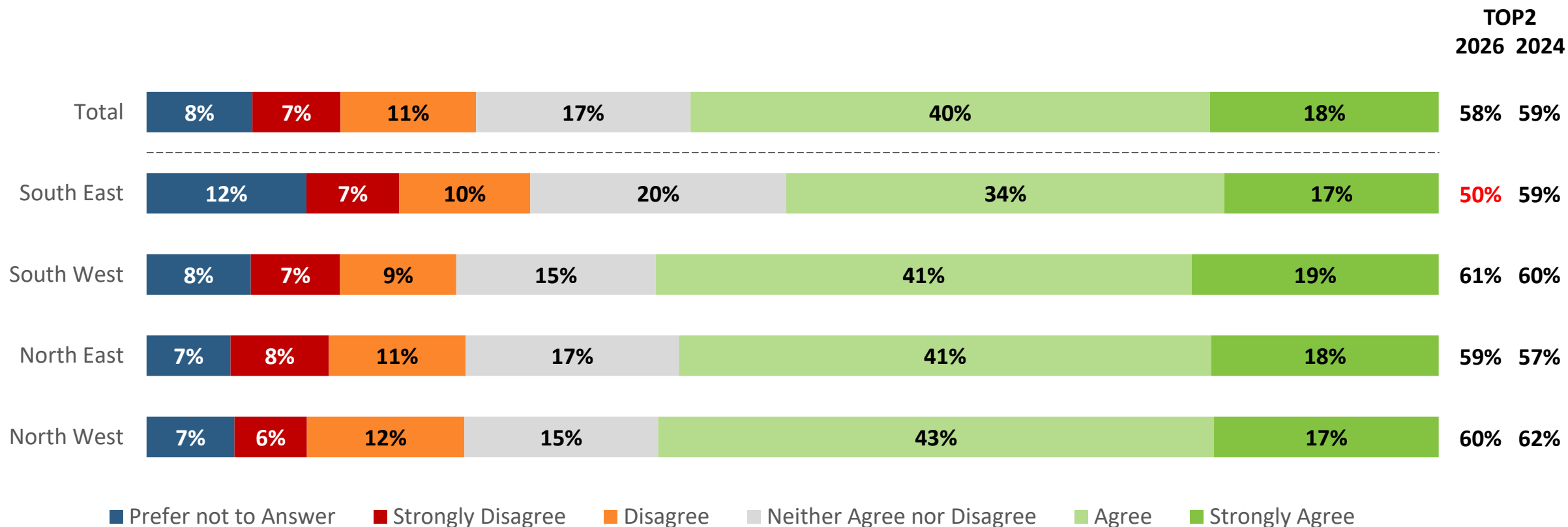
8. Has your unit ever been treated for pests (example: cockroaches, bedbugs, mice)?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Getting Ready for Pest Treatment

- Of the tenants who had their units treated for pests, nearly 3 in 5 (TOP2: 58%) felt that they received enough help getting ready for pest treatment.



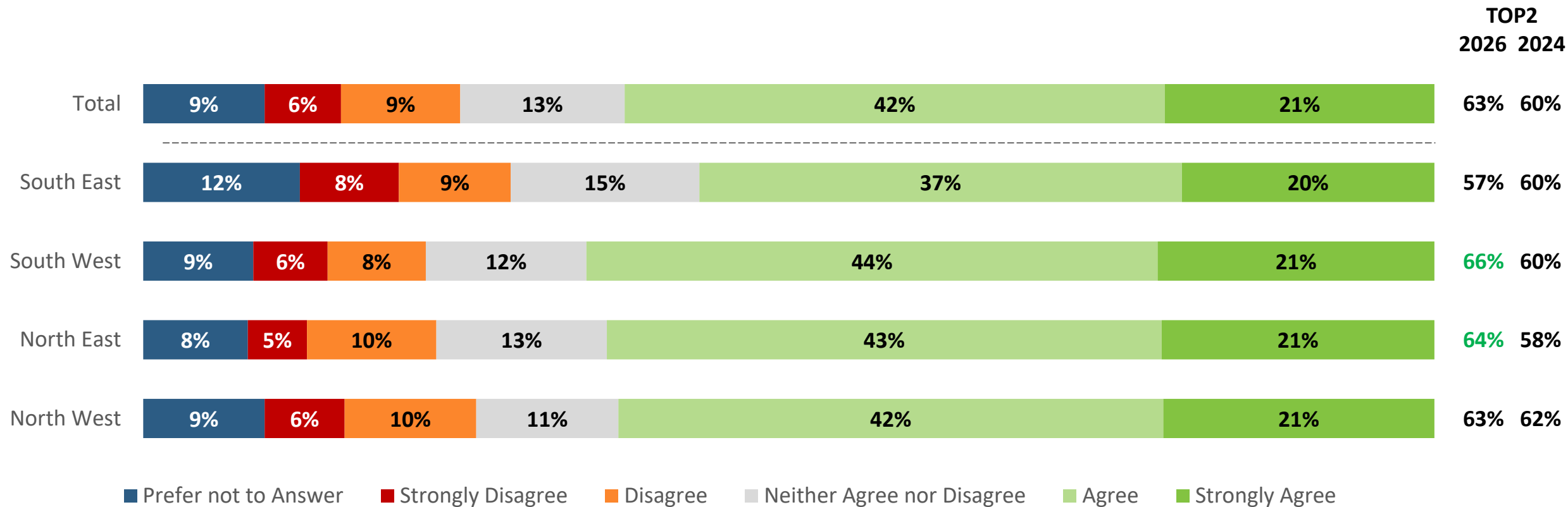
9. How much do you agree or disagree with the following statement: I received enough help getting ready for pest treatment.

Sample size: Total (n=1907) / South East (n=404) / South West (n=434) / North East (n=568) / North West (n=500)

Base: Tenants who had their units treated for pests

Outcome of Pest Treatment

- Of those who had their units treated for pests, around 3 in 5 (TOP2: 63%) remain happy with the outcome of the pest treatment.



10. How much do you agree or disagree with the following statement: I was happy with the outcome of the pest treatment.

Sample size: Total (n=1907) / South East (n=404) / South West (n=434) / North East (n=568) / North West (n=500)

Base: Tenants who had their units treated for pests

In Their Own Words: Suggestions from Tenants

“Lots of roaches and no help getting rid of them even after spraying. The leak in the washroom is still leaking.”

“My particular building seems to be in disrepair... issues around plumbing, pests, and laundry room problems... I am not enjoying my home at all and it is affecting my physical and mental health.”

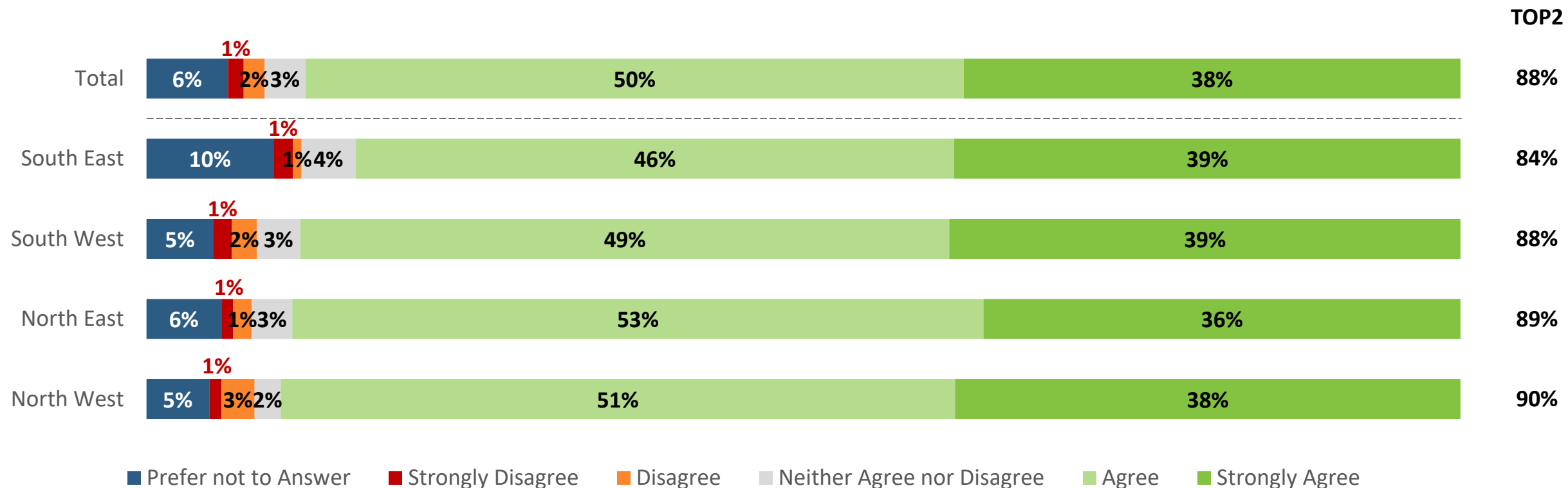
“Delay on repairs or pest control is strong... their method did not work... my fridge has loud noise but they didn't change or repair it.”

“Cockroaches is a big problem. It is infested in the entire building... perhaps the entire building needs treatment.”

Building and Unit Accessibility

Accessibility in Shared Spaces

- Nearly 9 of 10 (TOP2: 88%) tenants find it easy to get to their buildings' common spaces.



Note: New question asked in 2026 survey.

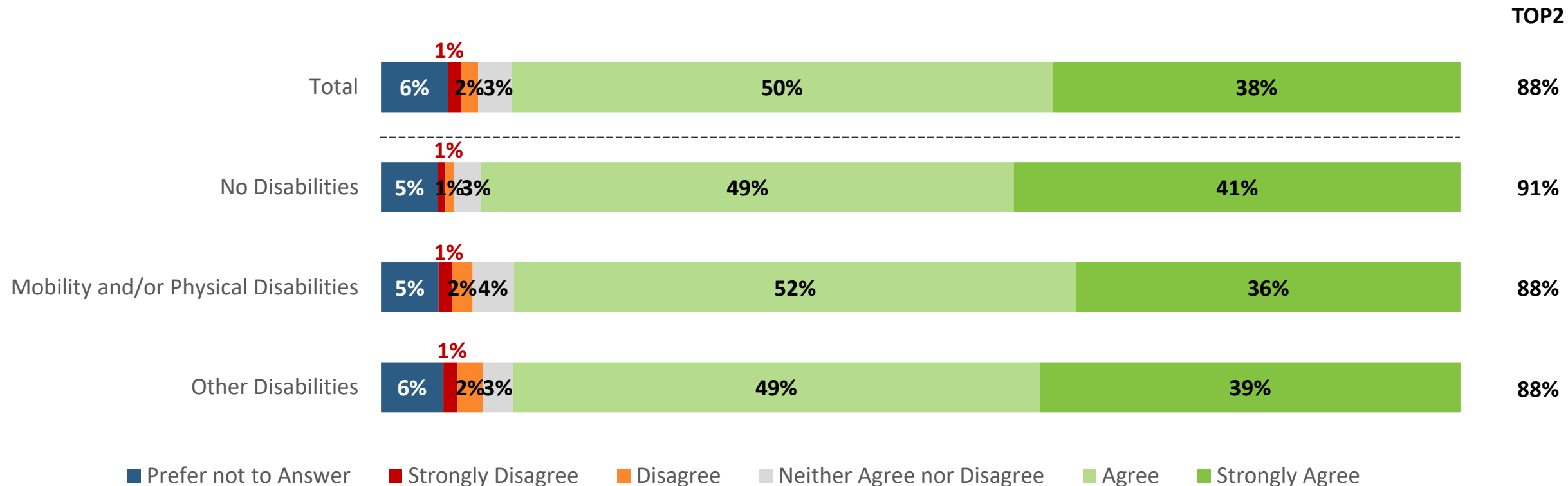
11. How much do you disagree or agree with the following statements: It is easy for me to get to my building's common spaces (example: laundry room, lobby, community room).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Accessibility in Shared Spaces (con't)

- Nearly 9 of 10 (TOP2: 88%) tenants find it easy to get to their buildings' common spaces. This experience is about the same for tenants with or without disabilities.



Note: New question asked in 2026 survey.

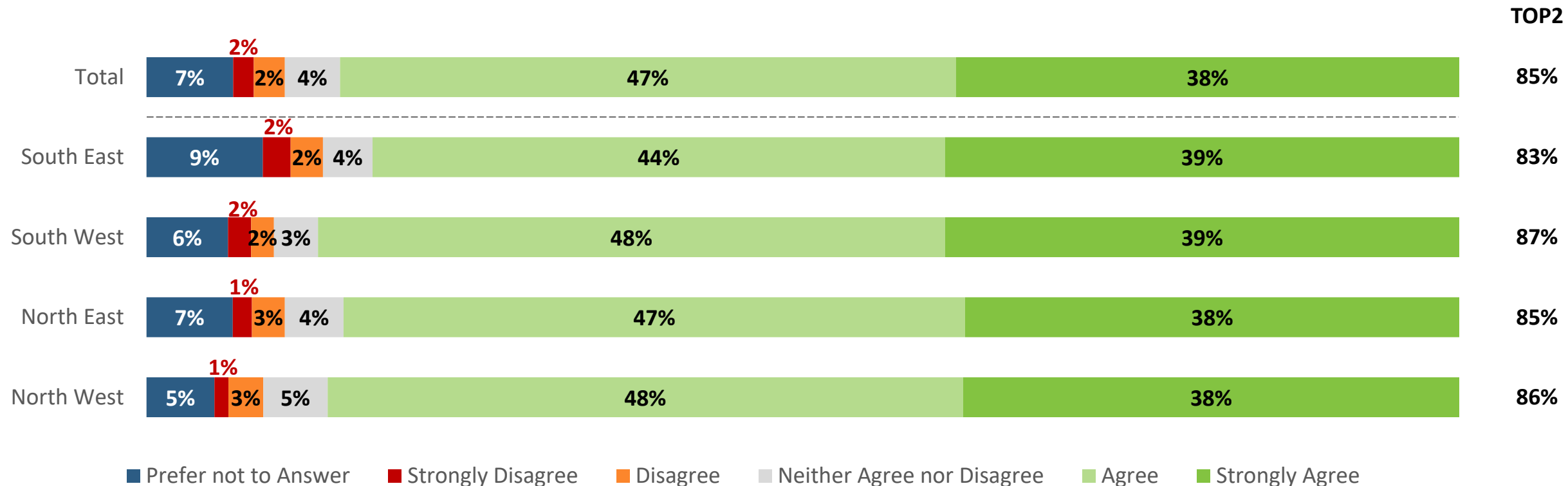
11. How much do you disagree or agree with the following statements: It is easy for me to get to my building's common spaces (example: laundry room, lobby, community room).

Sample size: Total (n=2952) / No Disabilities (n=1022) / Mobility and/or Physical Disabilities (n=730) / Other Disabilities(n=762)

Base: Total sample

Accessibility of the Housing Unit

- More than 4 in 5 tenants (TOP2: 85%) feel they can carry out day-to-day activities in their units with ease.



Note: New question asked in 2026 survey.

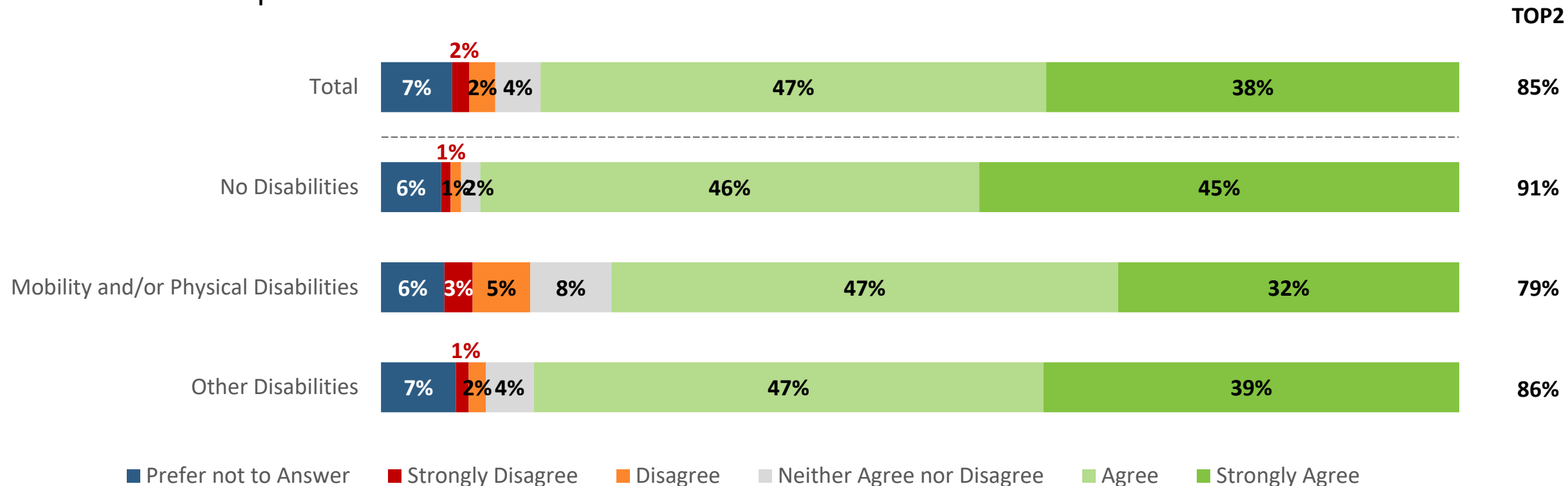
12. How much do you disagree or agree with the following statements: I can carry out day-to-day activities in my unit with ease (example: cooking, cleaning, using the bathroom).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Accessibility of the Housing Unit (con't)

- More than 4 in 5 tenants (TOP2: 85%) feel they can carry out day-to-day activities in their units with ease. However, tenants with mobility and/or physical disabilities (TOP2: 79%) are less likely to share the same sentiment compared to those tenants without disabilities.



Note: New question asked in 2026 survey.

12. How much do you disagree or agree with the following statements: I can carry out day-to-day activities in my unit with ease (example: cooking, cleaning, using the bathroom).

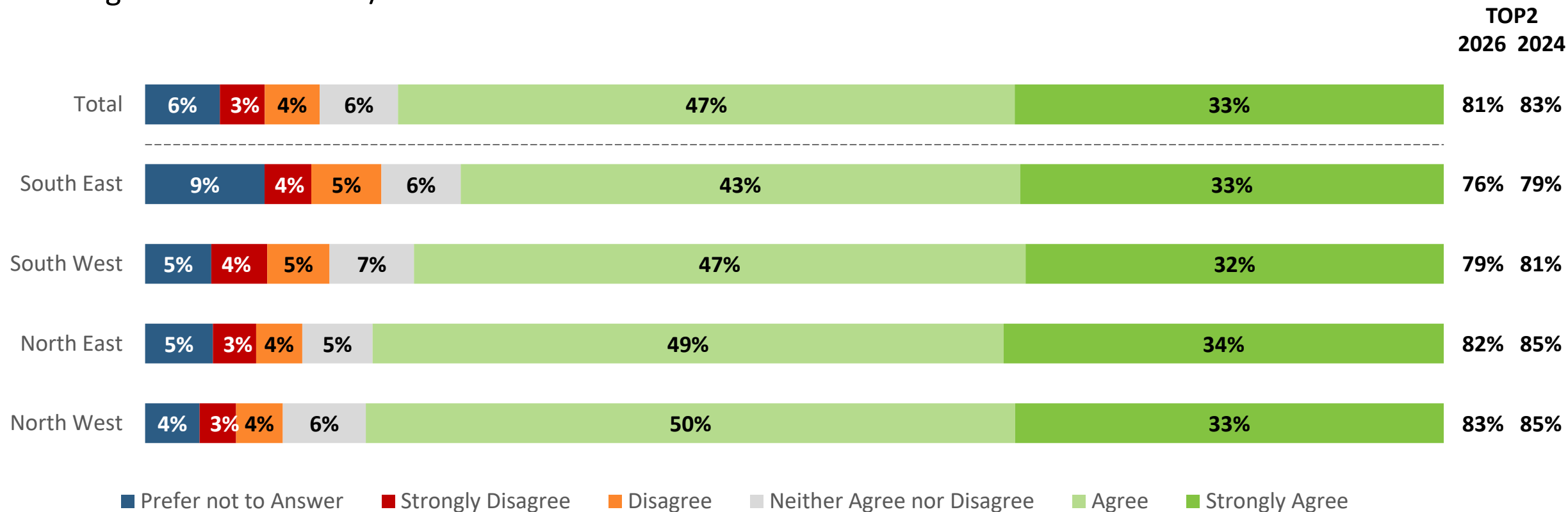
Sample size: Total (n=2952) / No Disabilities (n=1022) / Mobility and/or Physical Disabilities (n=730) / Other Disabilities(n=762)

Base: Total sample

Safety and Security

Safety in Their Home

- Tenant perceptions of safety remain about the same as 2024. Around 4 in 5 (TOP2: 81%) tenants reported feeling safe in their units/homes.



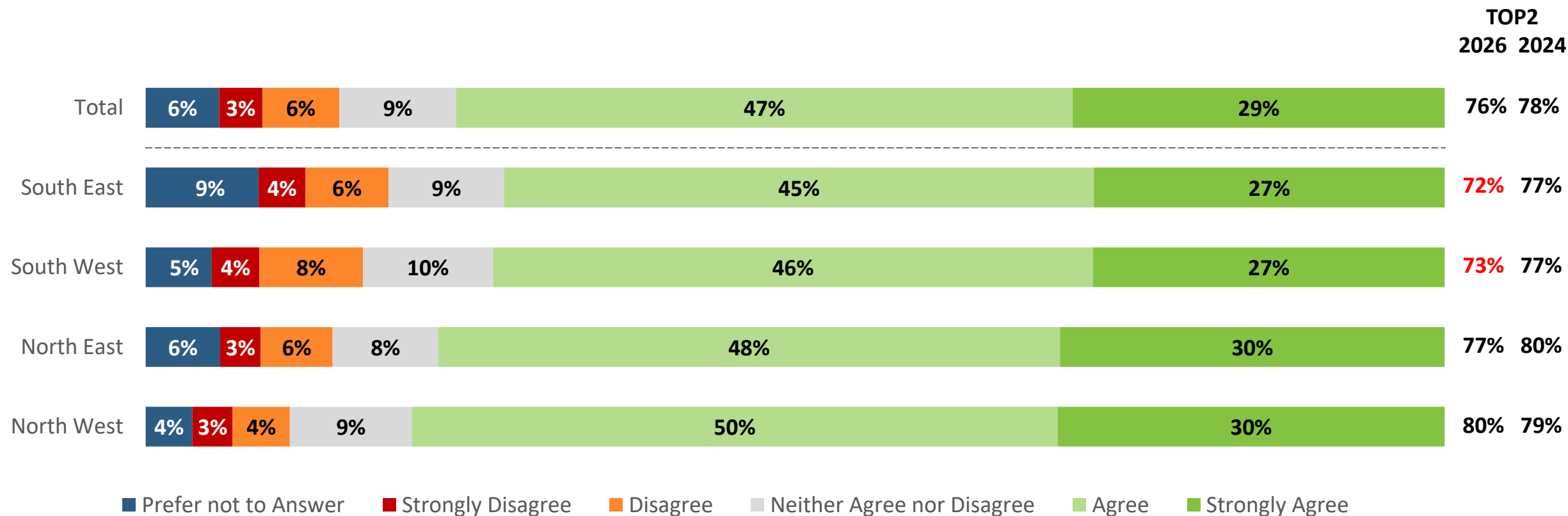
13. How much do you disagree or agree with the following statement: I feel safe in my unit/home.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Safety in Common Spaces

- Around 3 in 4 (TOP2: 76%) tenants continue to feel safe in the common spaces of their building.



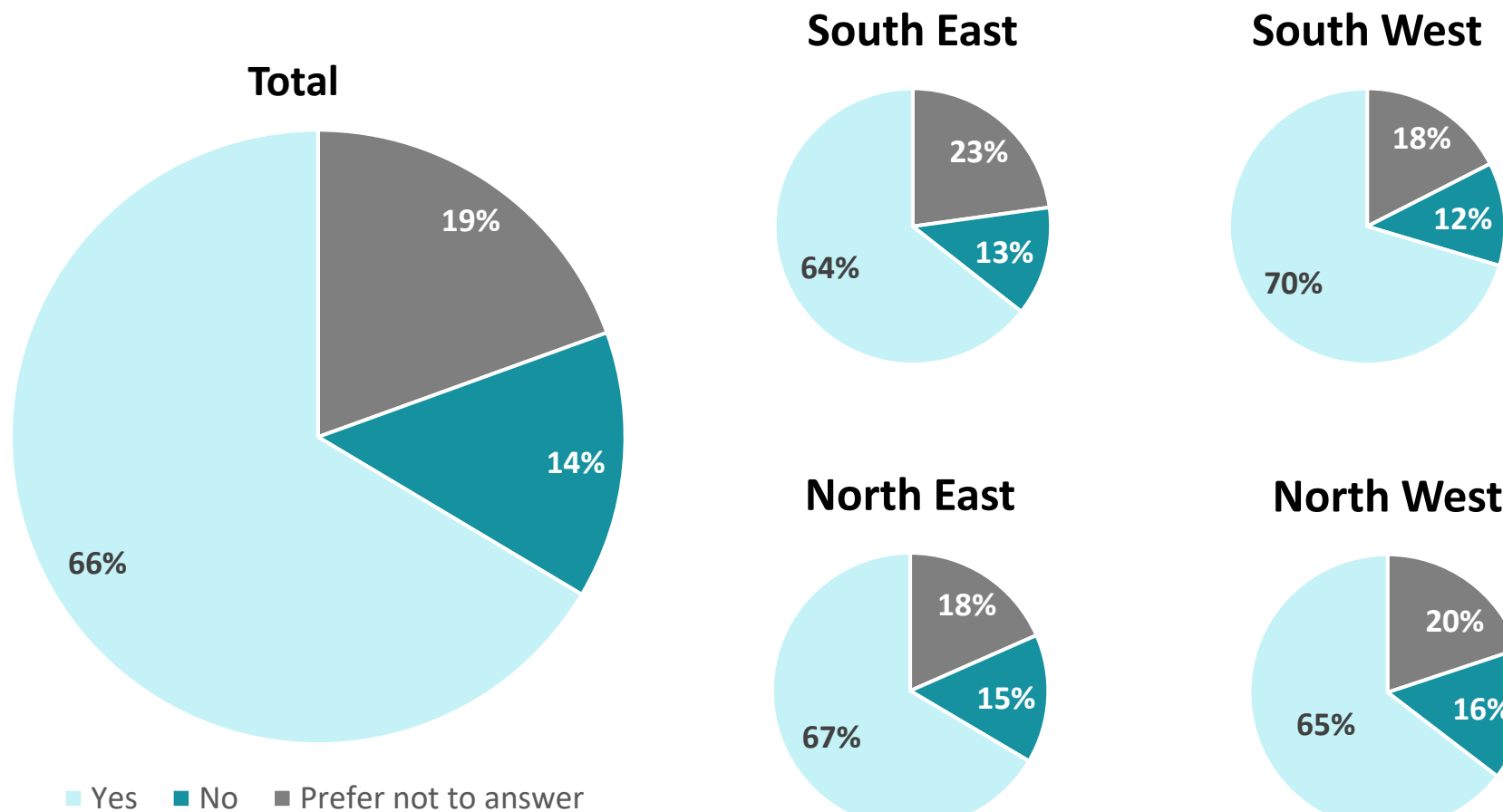
14. How much do you disagree or agree with the following statement: I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Reporting Security Incidents

- 2 in 3 (66%) tenants still say they know who to contact if they want to report a security incident.



	YES	
	2026	2024
Total	66%	66%
South East	64%	64%
South West	70%	69%
North East	67%	62%
North West	65%	68%

15. Do you know who to contact if you want to report a security incident?

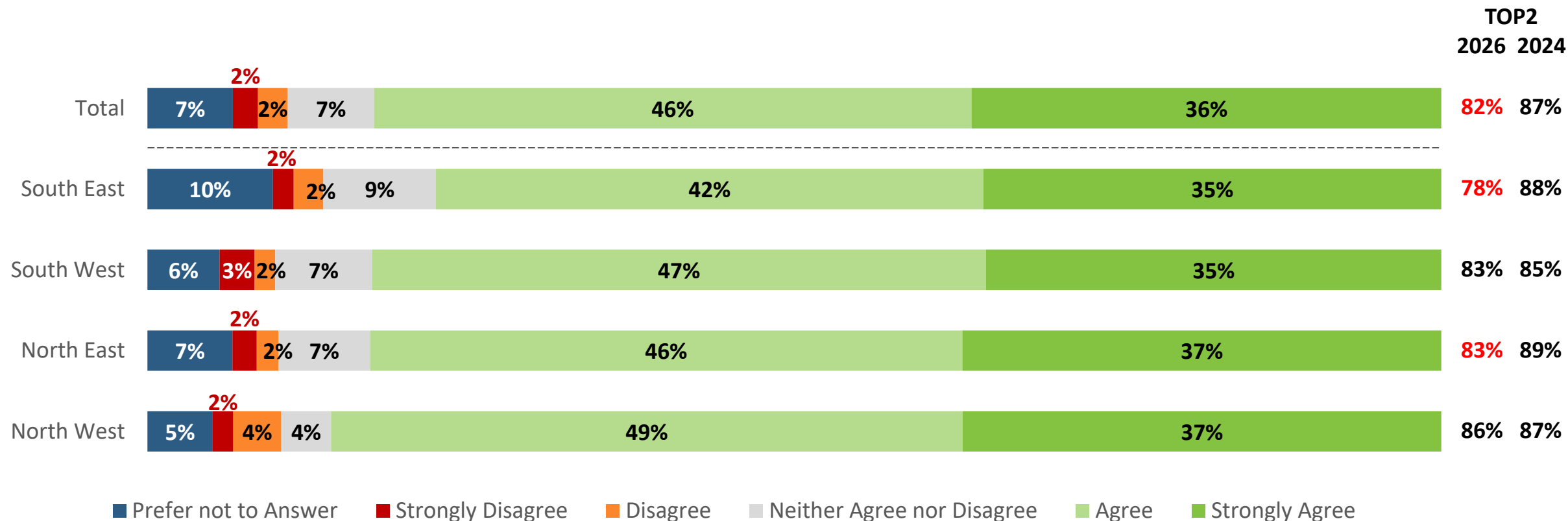
Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Communication and Interactions With Staff

Respect

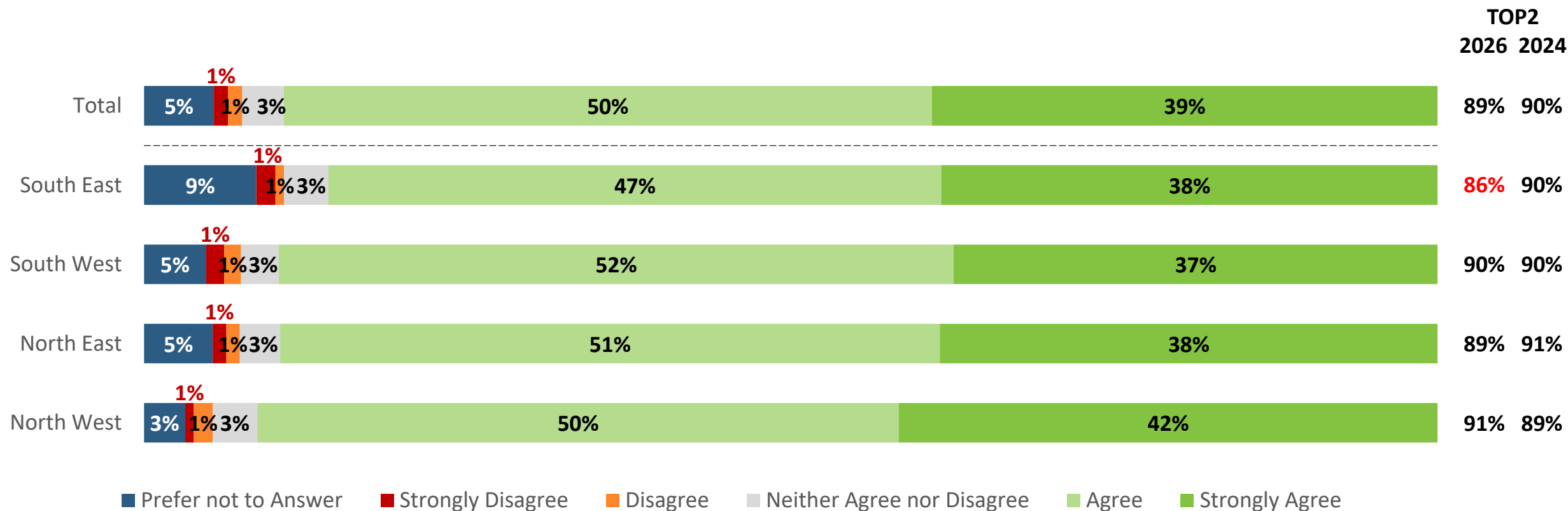
- Around 4 in 5 (TOP2: 82%) tenants feel that TSHC staff treat them with respect. These results are notably lower than those reported in 2024.



16. How much do you disagree or agree with the following statement: Staff treat me with respect.
 Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)
 Base: Total sample

Building Updates

- Nearly 9 in 10 (TOP2: 89%) tenants still say they get updates about necessary work in their building through posters/notices.



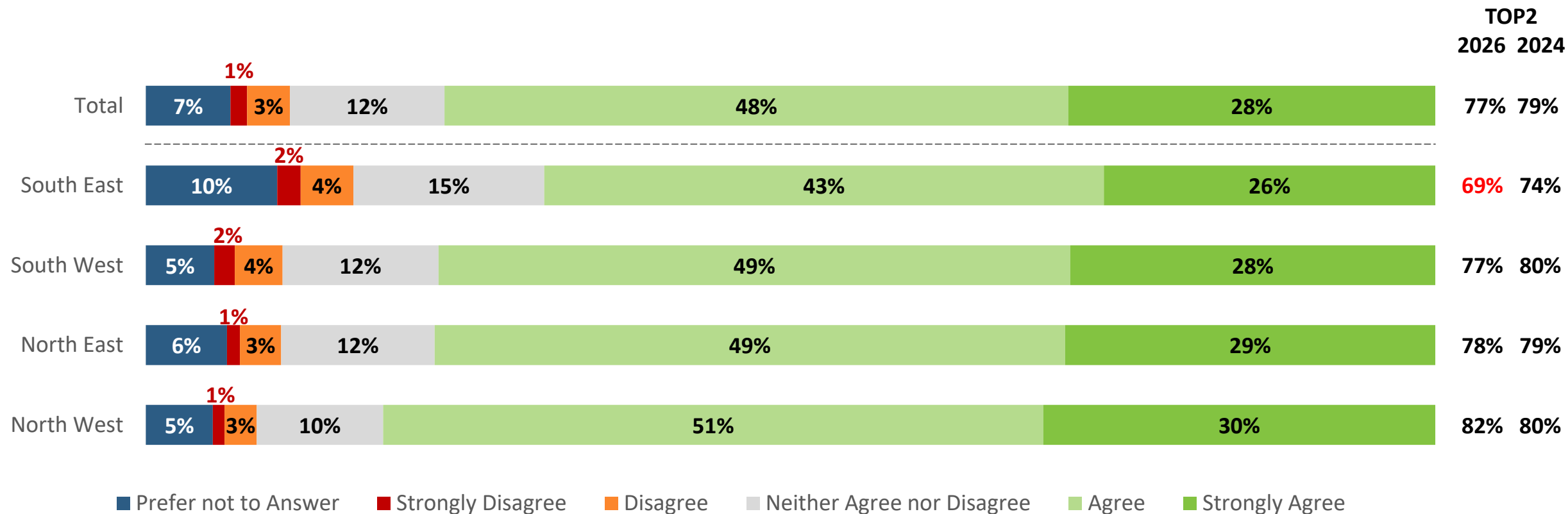
17. How much do you disagree or agree with the following statement: I get updates through posters/notices about necessary work in my building (example: water shutoffs, fire testing, elevator outages).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Tenant Policies

- Around 3 in 4 (TOP2: 77%) tenants still find tenant policies to be clear and easy to understand.



18. How much do you disagree or agree with the following statement: Tenant policies are clear and easy to understand (example: Guest and Visitor Policy, Absence from Unit Policy, Use of Space Policy).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“I feel the staff doesn't like me and are very short and unpleasant when I need to speak with them.”

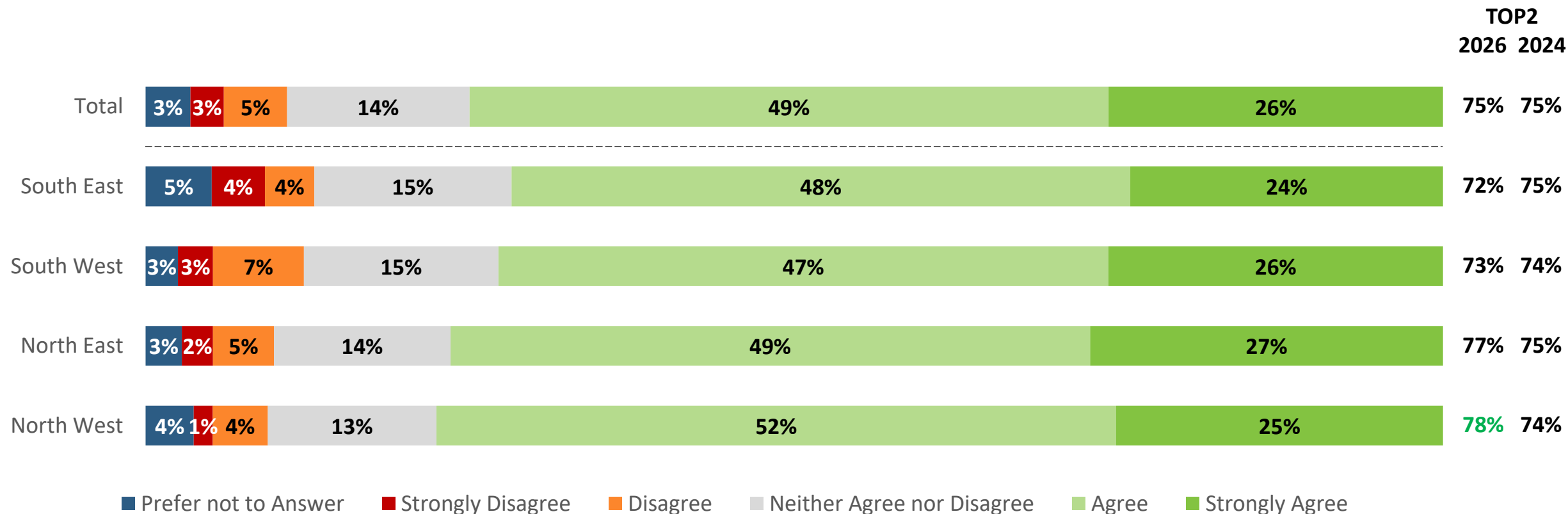
“The lady who does yearly assessment... is rude and doesn't answer any calls.”

“Newer staff are polite but not proactive... attitudes are more clinical and lack empathy.”

“The superintendent and assistant super are very helpful and very responsible.”

Sharing Concerns and Complaints

- 3 in 4 (TOP2: 75%) tenants continue to feel comfortable sharing their concerns and making complaints to TSHC.



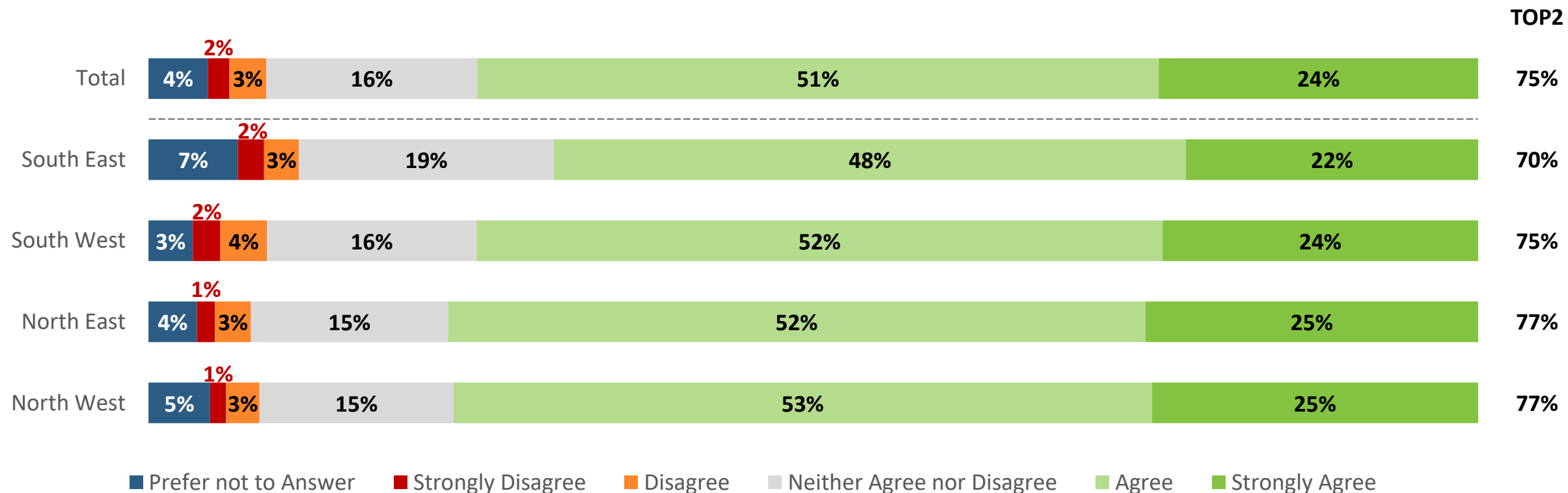
19. How much do you disagree or agree with the following statement: I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

TSHC News and Updates

- 3 in 4 (TOP2: 75%) tenants find the news and updates TSHC sends them to be helpful.



Note: New question asked in 2026 survey.

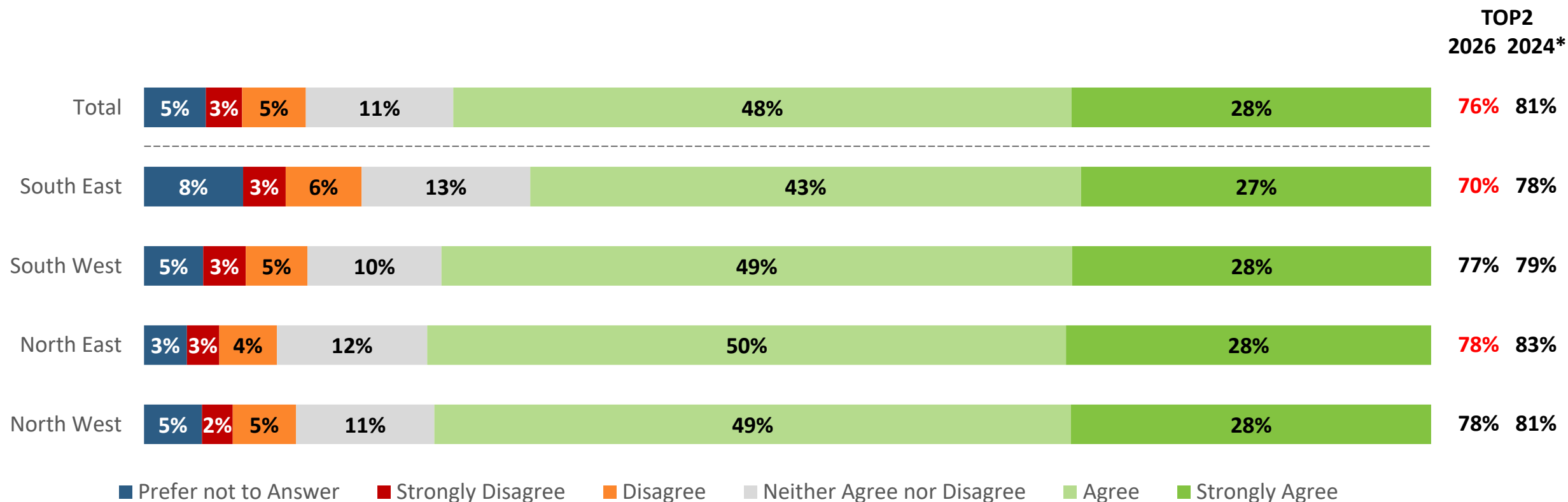
20. How much do you disagree or agree with the following statement: I find the news and updates that Toronto Seniors Housing Corporation (TSHC) sends me to be helpful (example: Seniors Speak, Posters, TSHC Website).

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Building Staff Responsiveness

- Around 3 in 4 tenants (TOP2: 76%) feel that TSHC building staff act on issues whenever they make requests on issues they have. This is a general decline from what was reported in 2024.



*This metric represents the average of the 2024 results for the following statements: “Staff take accountability for their work” and “I am happy with how staff respond when I ask for help or make a request.”

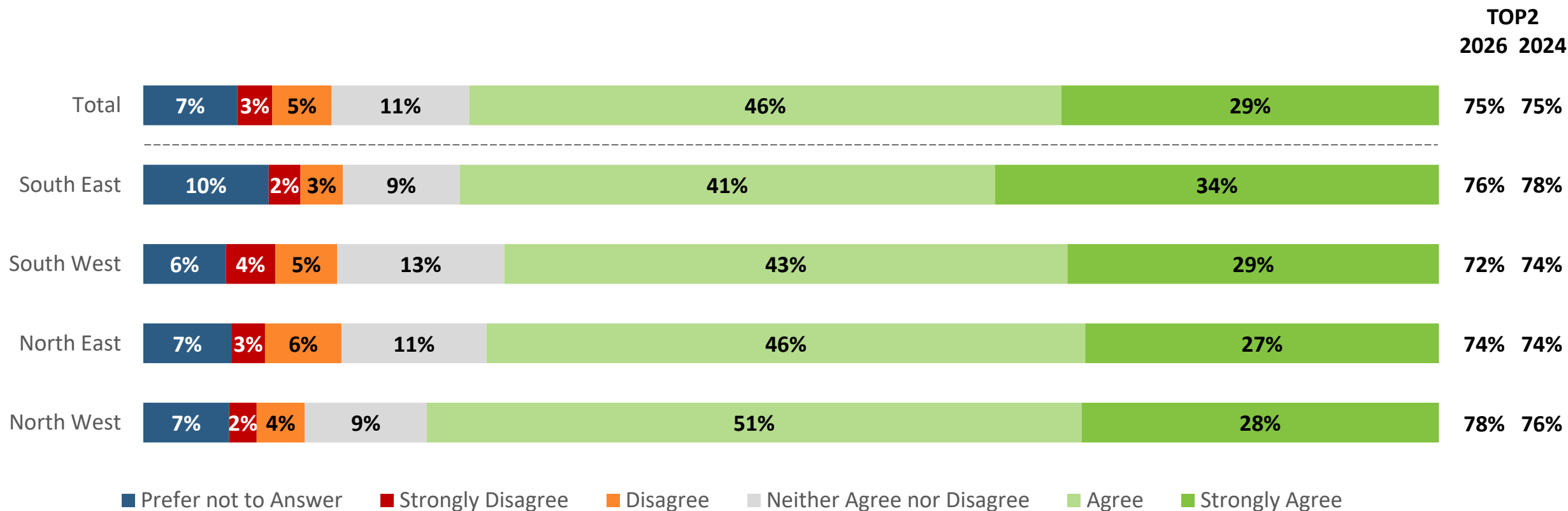
21. How much do you disagree or agree with the following statement: If I make a request to my building staff about an issue that I have, I feel they act on it.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Information in Preferred Language

- 3 in 4 (TOP2: 75%) tenants still feel that they can receive information in their preferred language.



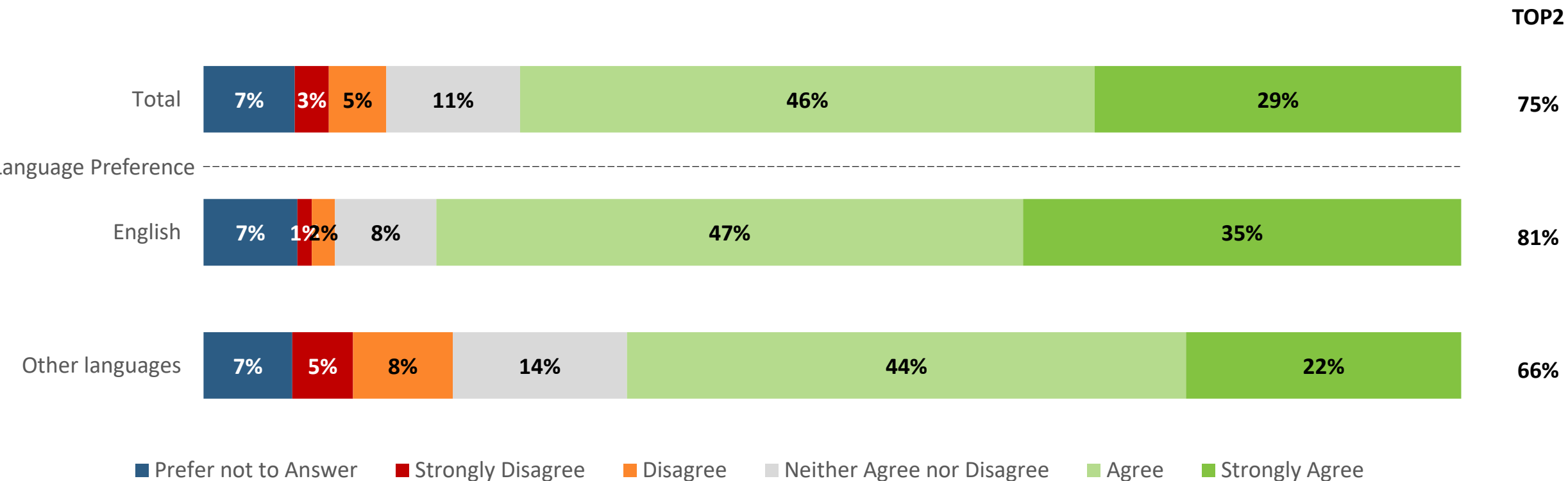
22. How much do you disagree or agree with the following statement: I can receive information in my preferred language.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Information in Preferred Language

- Tenants who prefer speaking in English (TOP2: 81%) are more likely to feel that they receive information in their preferred language than those who prefer speaking in other languages (TOP2: 66%).



22. How much do you disagree or agree with the following statement: I can receive information in my preferred language.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“

“When notices are put at my door... if it is cancelled, no one advises me... why can't management use the intercom to advise of the cancellations.”

”

“

“Use digital communications (such as) text, email, social media. I often miss building notices on paper.”

”

“

“I don't speak and understand English language. Any announcements through the speaker... I don't understand.”

”

“

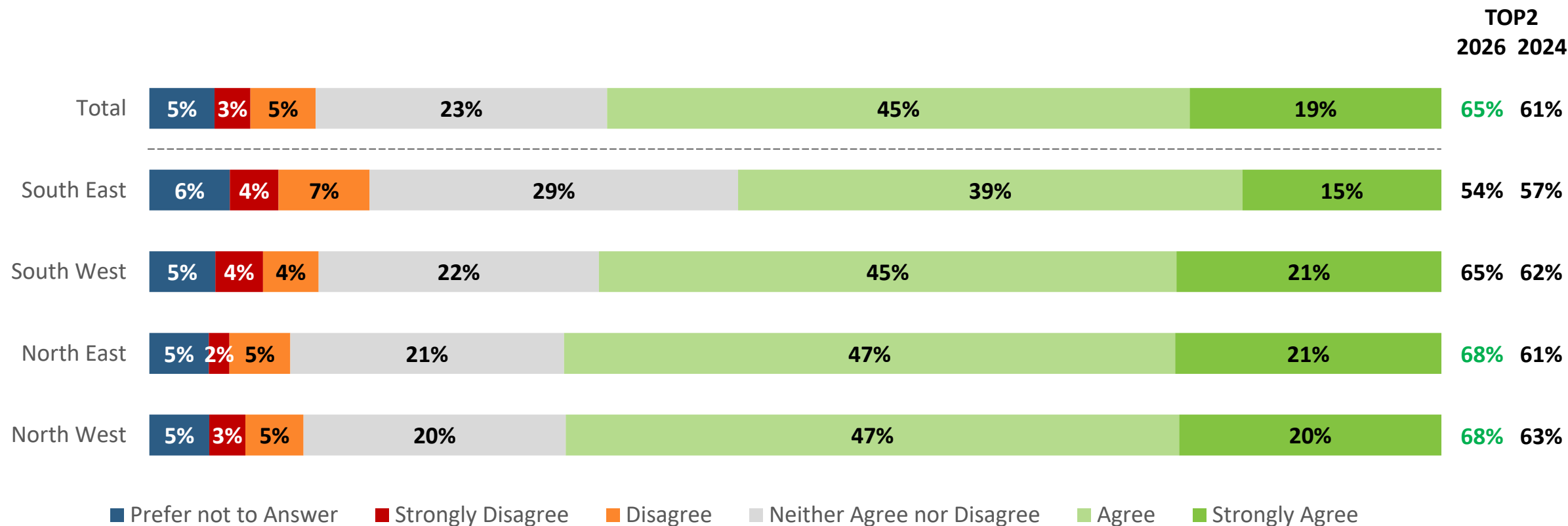
“My rent suddenly tripled... due to my English language difficulties I can't find anyone who can explain the cause.”

”

Access to Supports and Services Outside of Toronto Seniors Housing

Access to Services

- Nearly 2 in 3 (TOP2: 65%) tenants feel that TSHC helps them get information to access the service(s) they need, a notable improvement in sentiment from 2024.



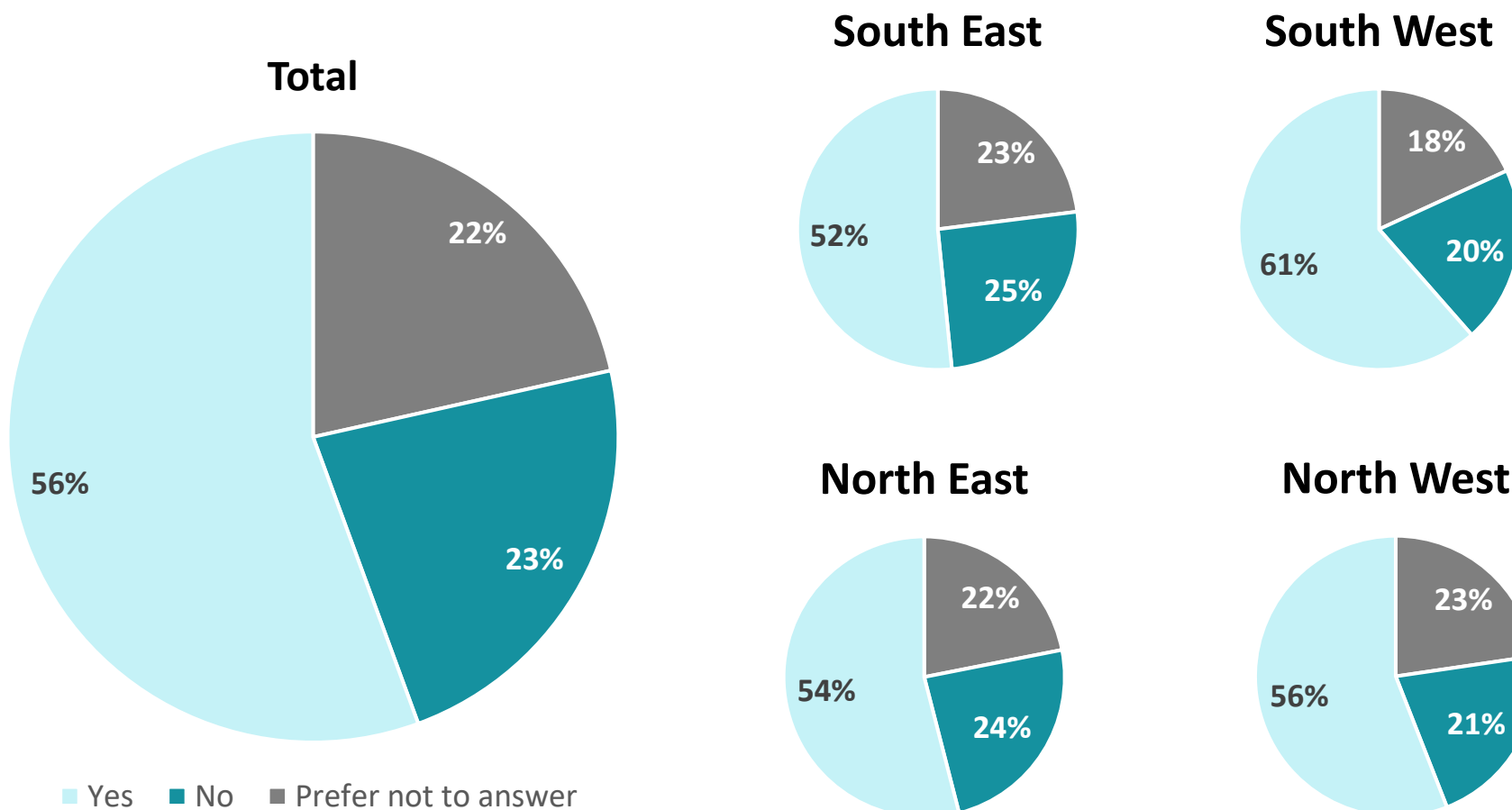
23. How much do you disagree or agree with the following statement: Toronto Seniors Housing helps me get information to access the service(s) I need.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Accessing Support at Toronto Seniors Housing

- More than half (TOP2: 56%) of tenants say they know who to contact at TSHC if they need help accessing well-being and support services, a decrease since 2024 (TOP2: 61%).



	YES	
	2026	2024
Total	56%	61%
South East	52%	58%
South West	61%	65%
North East	54%	61%
North West	56%	62%

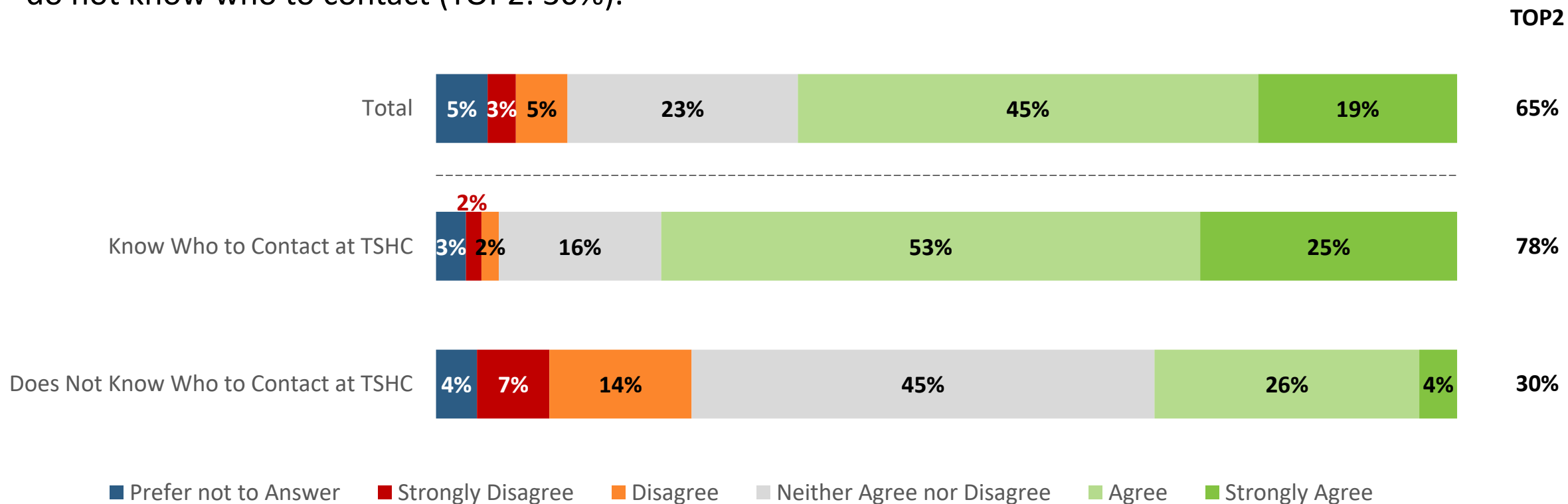
24. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Access to Services

- Tenants who know who to contact at TSHC for help accessing well-being and support services (TOP2: 78%) are more likely to agree that they get information to access the services they need than those who do not know who to contact (TOP2: 30%).



23. How much do you disagree or agree with the following statement: Toronto Seniors Housing helps me get information to access the service(s) I need.

Sample size: Total (n=2952)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“Nursing and support staff are necessary for seniors... who to call to come help seniors? The phone number should allow leaving a message.”

“I didn't know the obligations of staff... all help I need I ask from other organizations... I don't know who I can ask.”

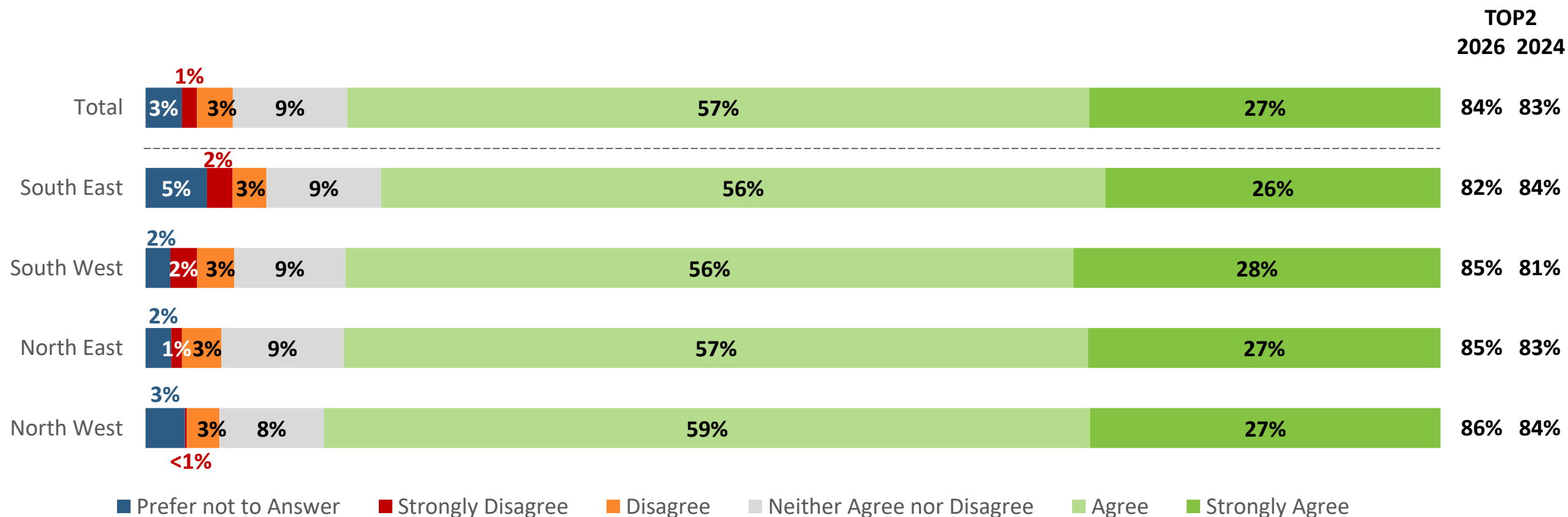
“In my building, we cannot find somebody to talk to if we need something like the Senior Service Coordinator.”

“TSHC should send a copy of different department phone numbers to each building... so tenants know who to call for services.”

Tenancy Management

Understanding Rights as Tenants

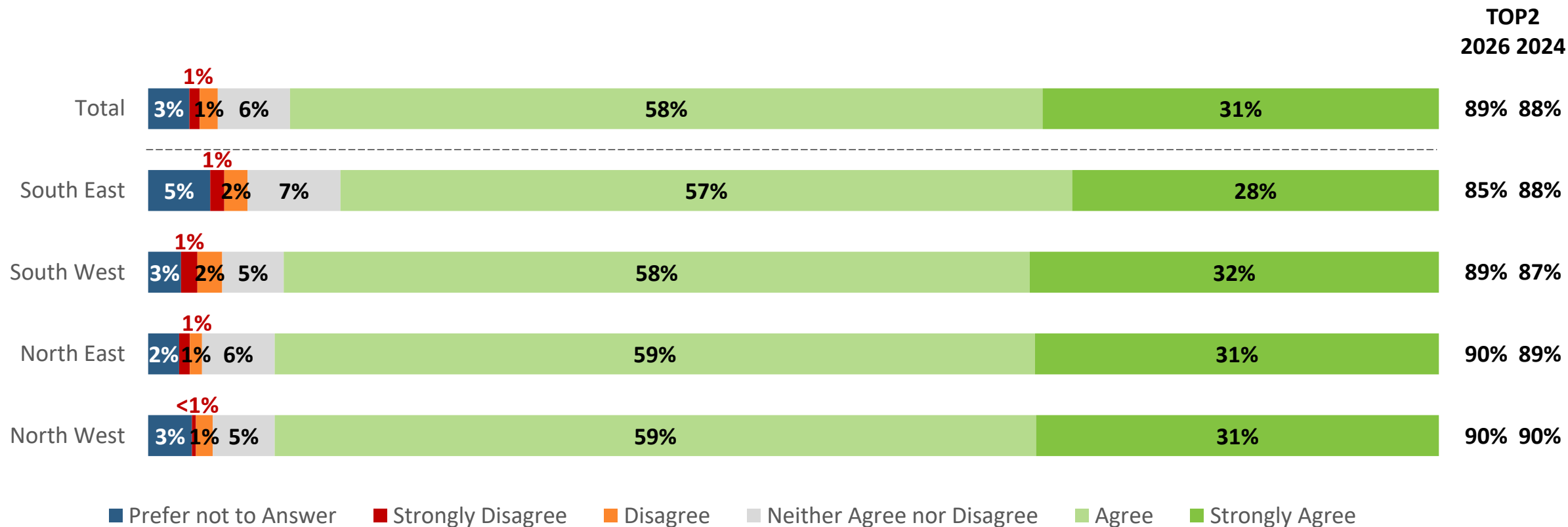
- More than 4 in 5 (TOP2: 84%) tenants still say they understand their rights as a tenant.



25. How much do you disagree or agree with the following statement: I understand my rights as a tenant.
 Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)
 Base: Total sample

Tenant Responsibilities

- Nearly 9 in 10 (TOP2: 89%) tenants still say they understand their leases and responsibilities as a tenant.



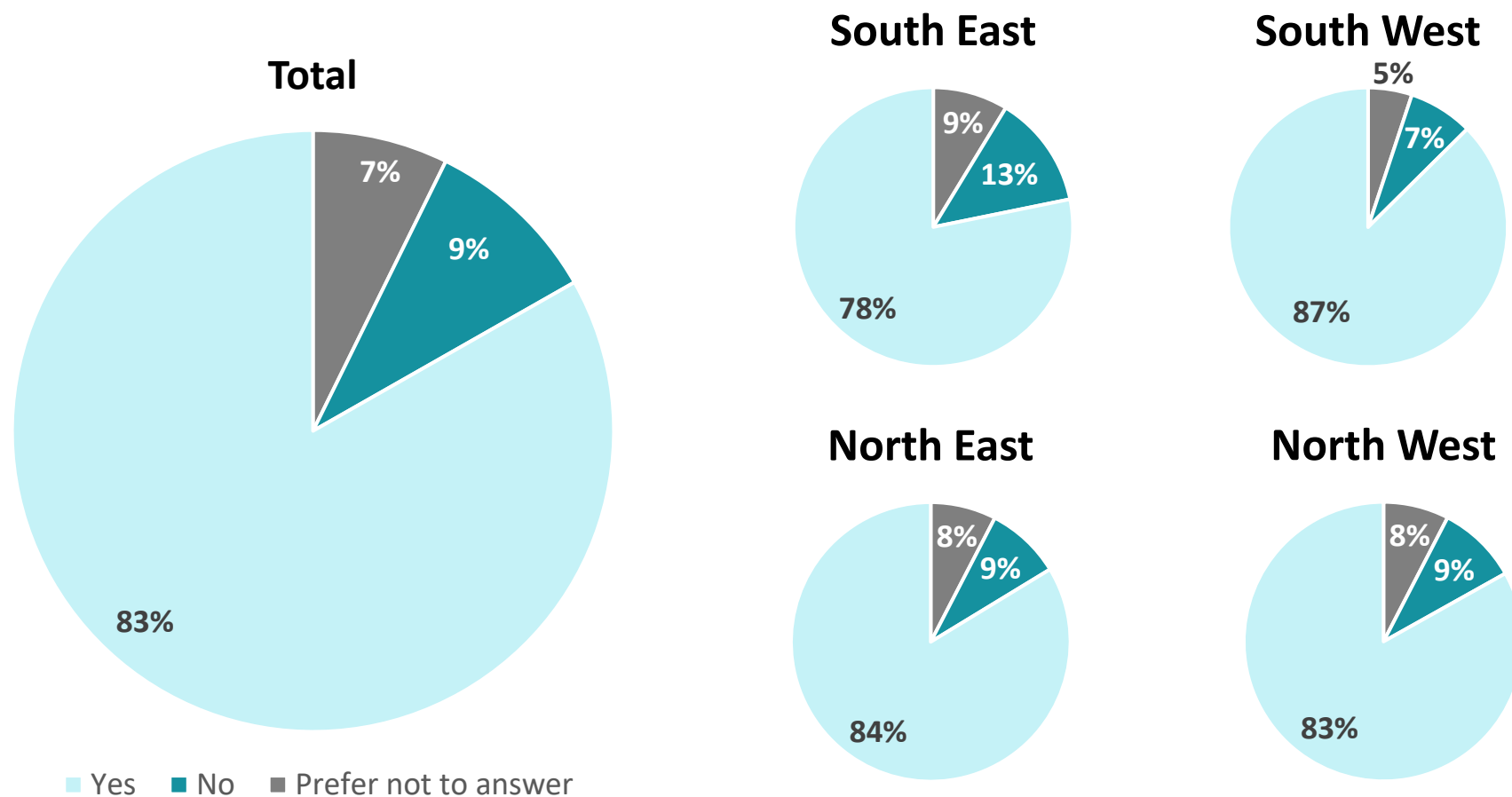
26. How much do you disagree or agree with the following statement: I understand my lease and responsibilities as a tenant.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Navigating Rent-Related Inquiries

- More tenants, at around 4 in 5 (83%), now say they know which staff to talk to if they need help with things related to their place, like paying or owing rent compared to 2024 (72%).



	YES	
	2026	2024
Total	83%	72%
South East	78%	68%
South West	87%	74%
North East	84%	74%
North West	83%	72%

27. Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“I think it is impossible to change the unit even after 15 years living in it.”

“You could give us a list of numbers of people to call so that we can get answers. The staff could be more friendly and excited to answer phone calls.”

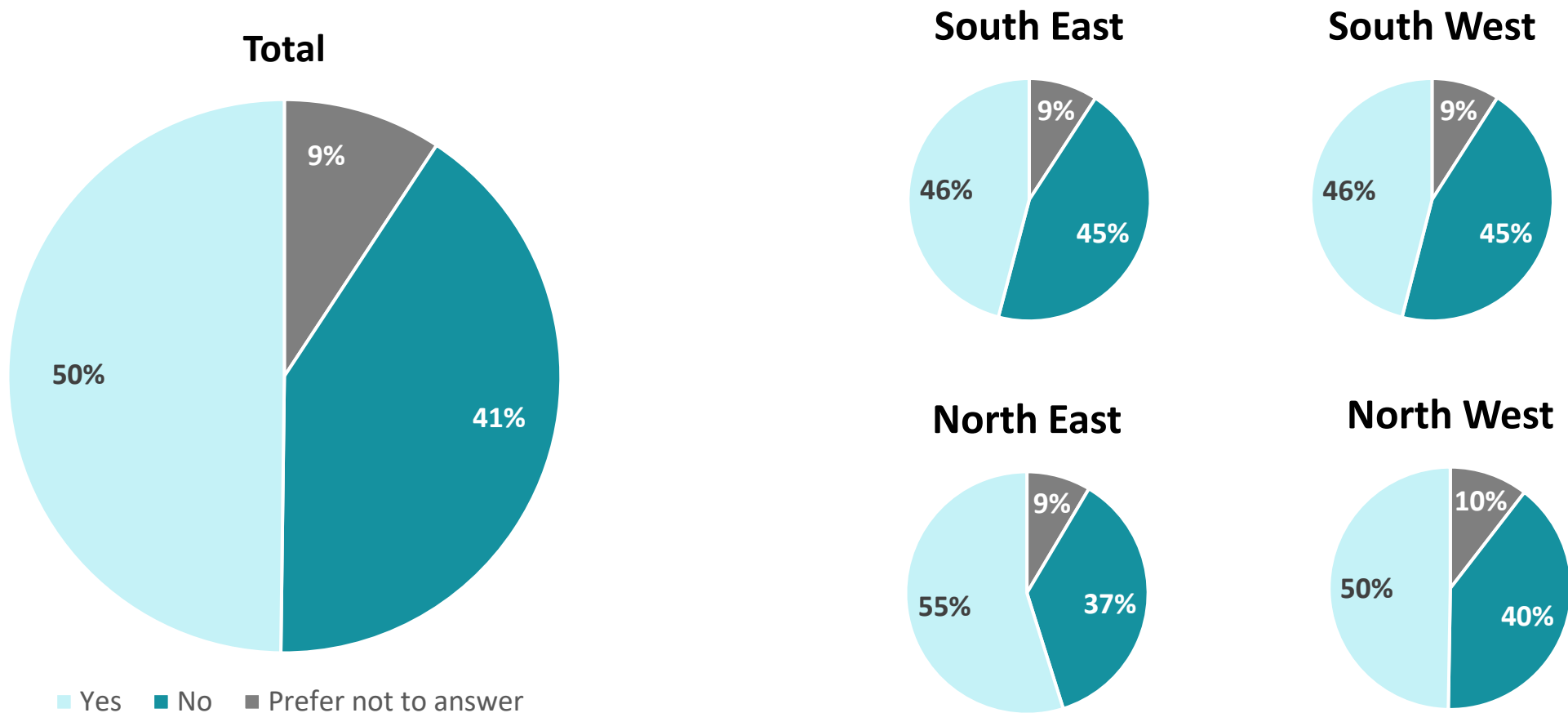
“My wife came to live with me... I would like to have a larger place than the one I have.”

“Thank you for the opportunity. I had a serious noise problem with a fellow tenant. It took a while since it was addressed. I am very happy to go to bed without interrupted.”

Community Participation

Participation in Activities and Programs

- Half (50%) of tenants reported that they participate in activities and programs offered in their buildings.



Note: New question asked in 2026 survey.

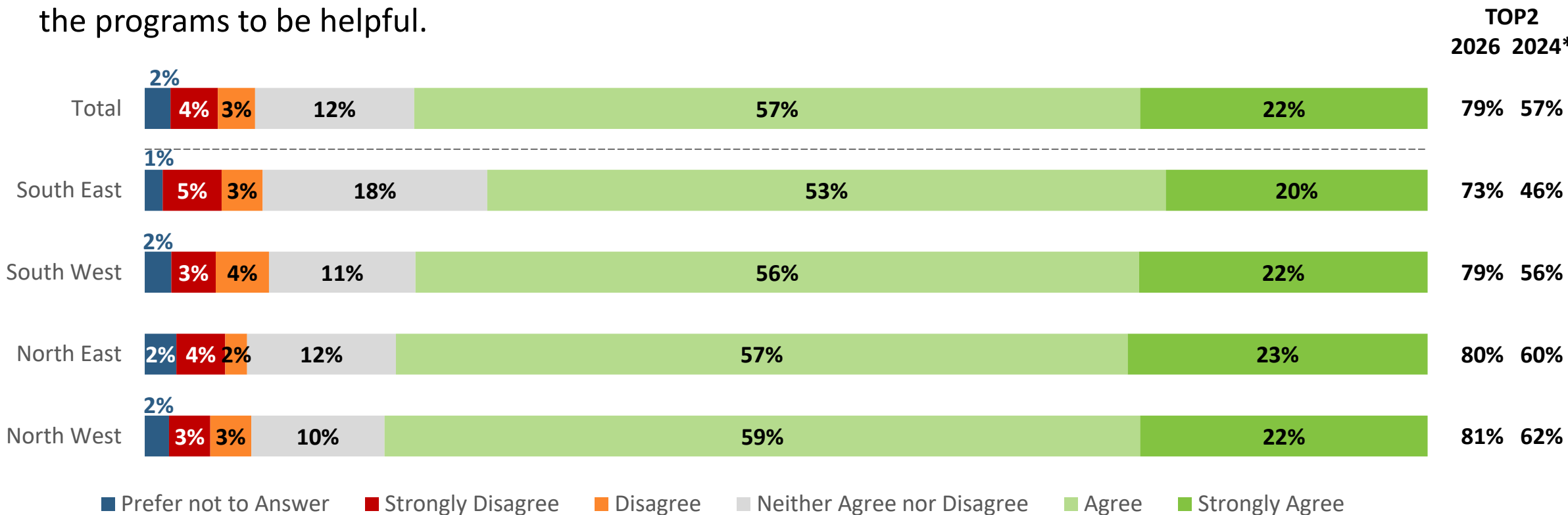
28. Do you participate in activities and programs offered in your building?

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Program Offerings

- While showing significant improvement from 2024, the 2026 results exclude tenants who do not participate in building activities; among those who participate in building activities, nearly 4 in 5 (79%) find the programs to be helpful.



*Question phrasing and sample base are different between 2024 and 2026. In 2024, the question “How much do you disagree or agree with the following statement: My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes) was asked to all respondents, whereas in 2026, the question phrasing below was asked to tenants who said they participate in activities and programs offered in the building. Caution must be exercised when interpreting results.

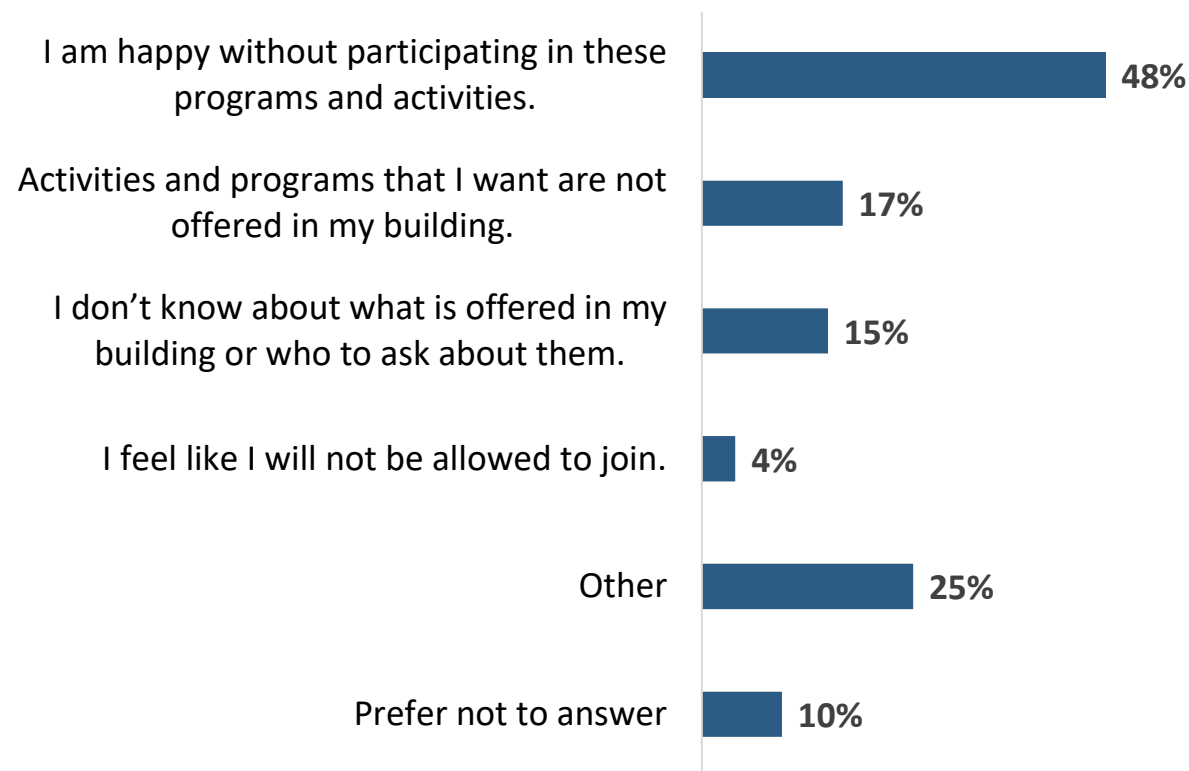
29a. How much do you disagree or agree with the following statement: My building offers programs and activities that I find helpful

Sample size: Total (n=1470) / South East (n=280) / South West (n=289) / North East (n=526) / North West (n=375)

Base: Tenants who participate in activities and programs offered in building

Reason for Not Participating

- Among tenants who are not participating in activities and programs offered in the building, nearly half (48%) said they are happy without taking part in these activities and programs. 86% of these tenants selected this as their only reason.



Note: New question asked in 2026 survey.

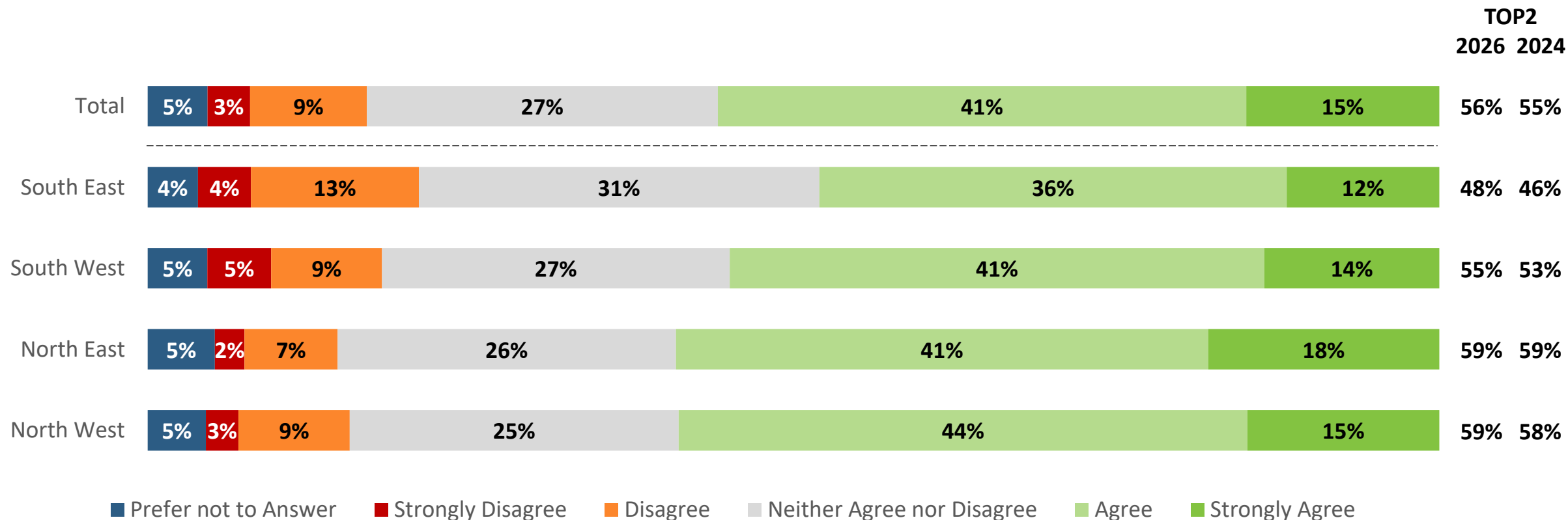
29b. I don't participate in activities and programs because... (Multi-Select)

Sample size: Total (n=1208)

Base: Tenants who are not participating in activities and programs offered in building.

Building Bonds – Sense of Community

- Perceptions around sense of community remain about the same. More than half (TOP2: 56%) of tenants feel that there is a strong sense of community in their building.



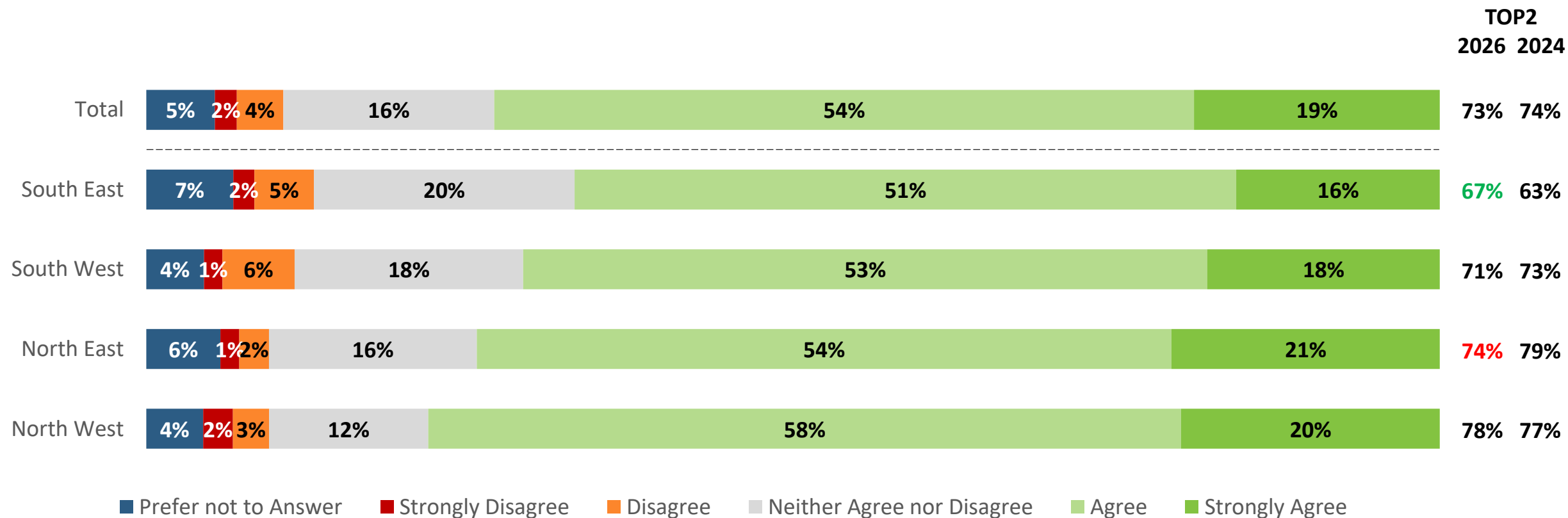
30. How much do you disagree or agree with the following statement: I feel there is a strong sense of community in my building.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Mutual Respect Among Tenants

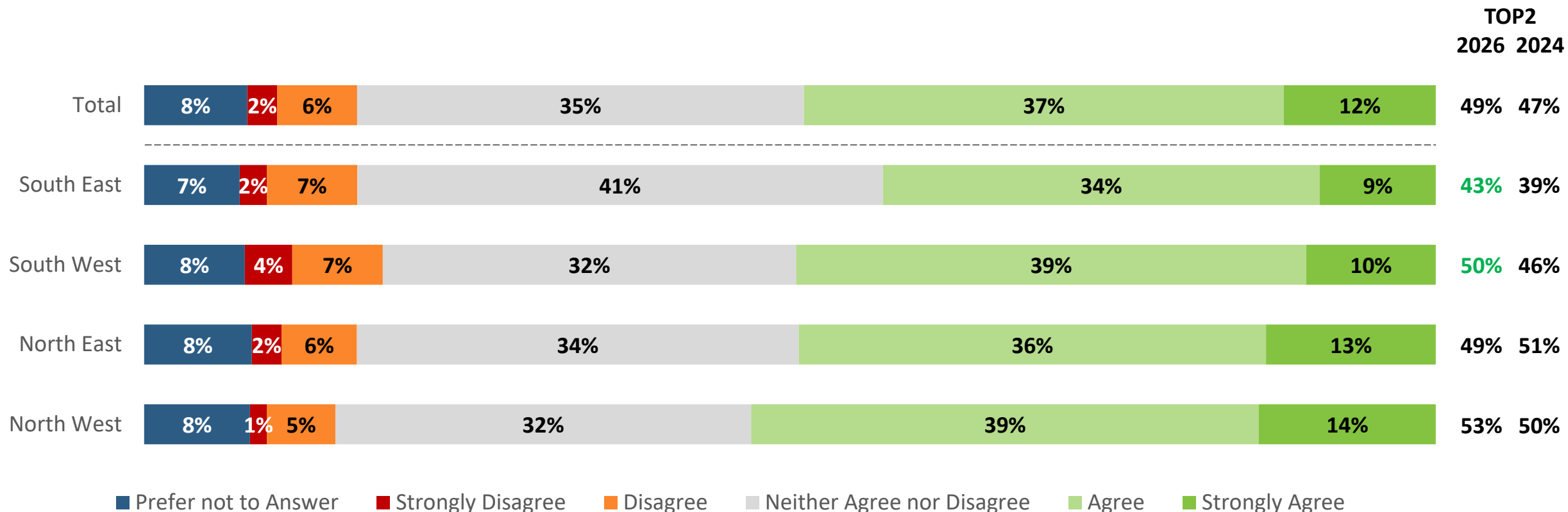
- Nearly 3 in 4 (TOP2: 73%) tenants feel respected by other tenants, similar compared to 2024.



31. How much do you disagree or agree with the following statement: I feel respected by other tenants.
 Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)
 Base: Total sample

Contributing Ideas for Social Activities

- Nearly half (TOP2: 49%) of tenants continue to feel that they can share their ideas about organizing social activities in their building.



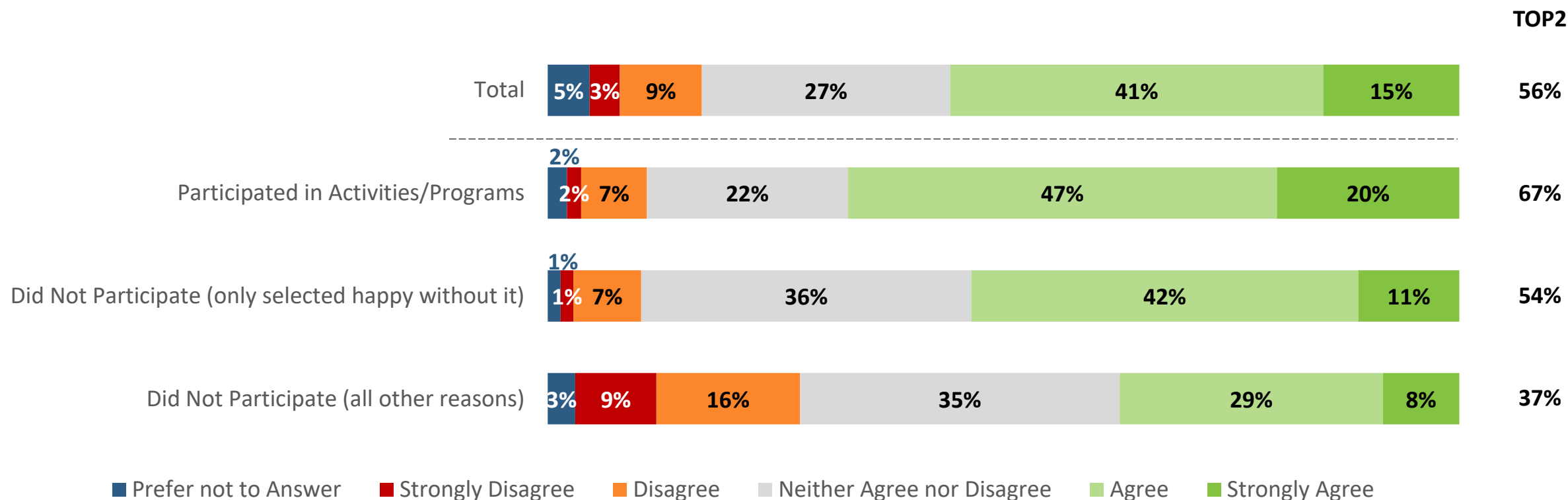
32. How much do you disagree or agree with the following statement: I can share my ideas about organizing social activities in my building.

Sample size: Total (n=2952) / South East (n=610) / South West (n=628) / North East (n=959) / North West (n=754)

Base: Total sample

Impact of Participating in Building Programs

- Tenants who participated in activities/programs are more likely to feel that there is a strong sense of community in their building (TOP2: 67%) compared to those who did not (TOP2: 37%-54%).



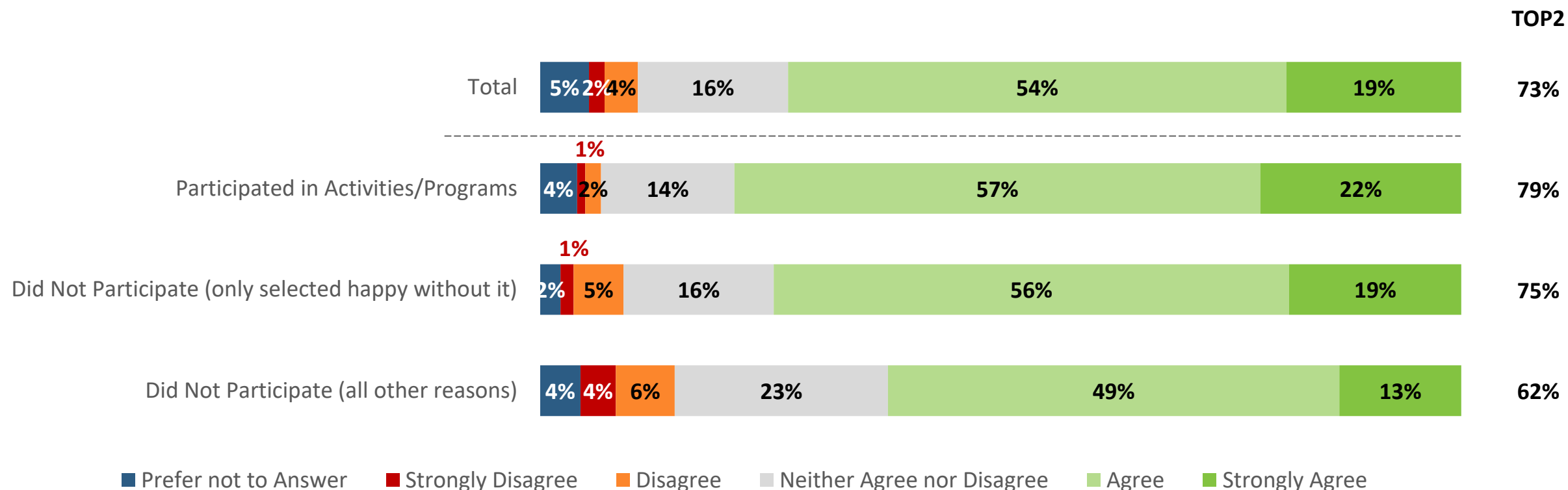
30. How much do you disagree or agree with the following statement: I feel there is a strong sense of community in my building.

Sample size: Total (n=2952)

Base: Total sample

Impact of Participating in Building Programs

- Similarly, tenants who participated in activities/programs (TOP2: 79%) are more likely to feel respected by other tenants compared to those who did not (TOP2: 62%-75%).



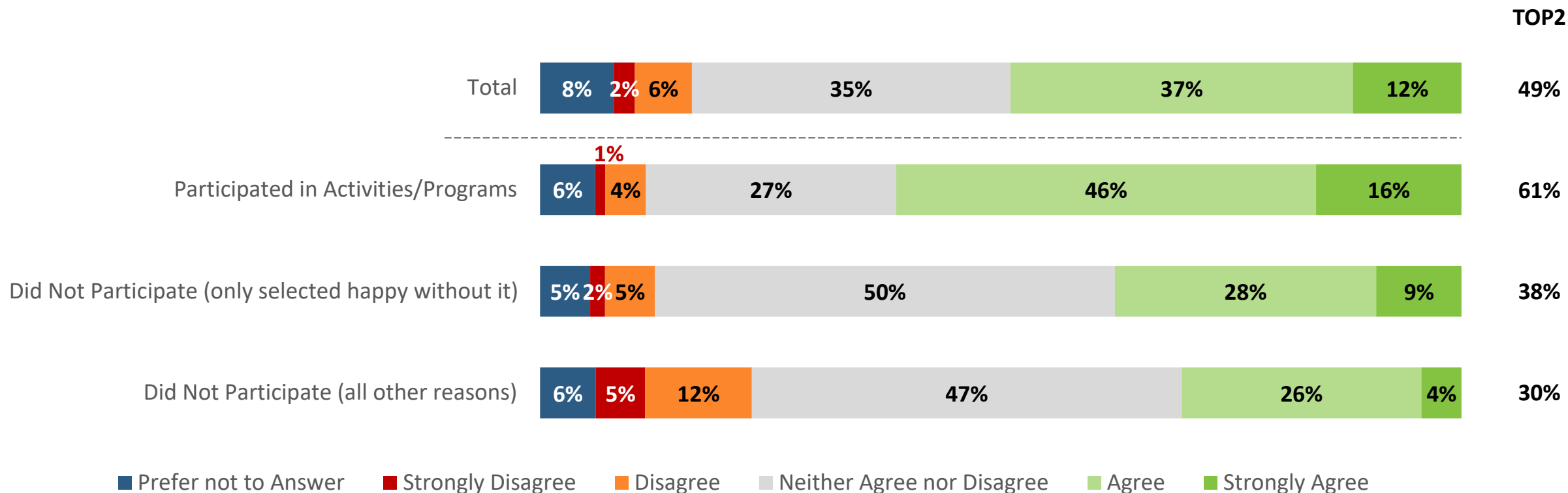
31. How much do you disagree or agree with the following statement: I feel respected by other tenants.

Sample size: Total (n=2952)

Base: Total sample

Impact of Participating in Building Programs

- Tenants who have participated in activities/programs (TOP2: 61%) are more likely to say that they can share their ideas about organizing social activities in their building compared to those who have not (TOP2: 30%-38%).



32. How much do you disagree or agree with the following statement: I can share my ideas about organizing social activities in my building.

Sample size: Total (n=2952)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“We play music, karaoke, dance... please help us to support the program.”

“It would be necessary to have more activities in the building such as music, dance, bingo, seniors fitness exercises.”

“We used to have monthly meet and greet programs... people not friendly with each other now.”

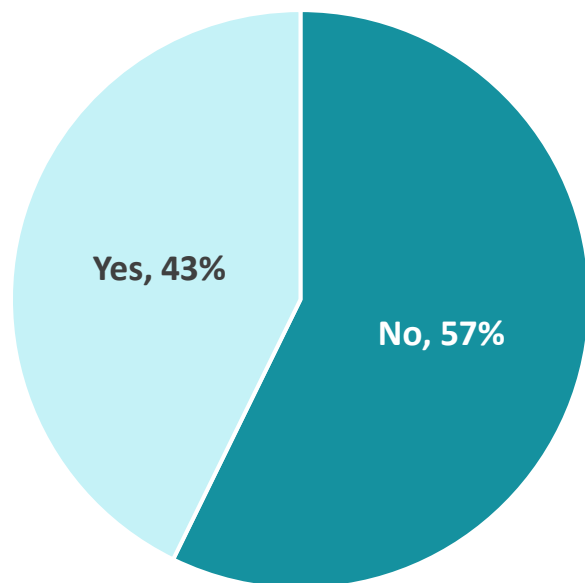
“More community among tenants and staff.”

Suggestions

Additional Thoughts to Improve Toronto Senior Housing

- Tenants were asked to share any thoughts that they had that could make Toronto Seniors Housing better for tenants like them.
- The majority of tenants (57%) did not provide any suggestion.

Provided Suggestions



Number of tenants who provided suggestions	1,262
Total number of identified suggestions	2,883
Average suggestion per tenant	2

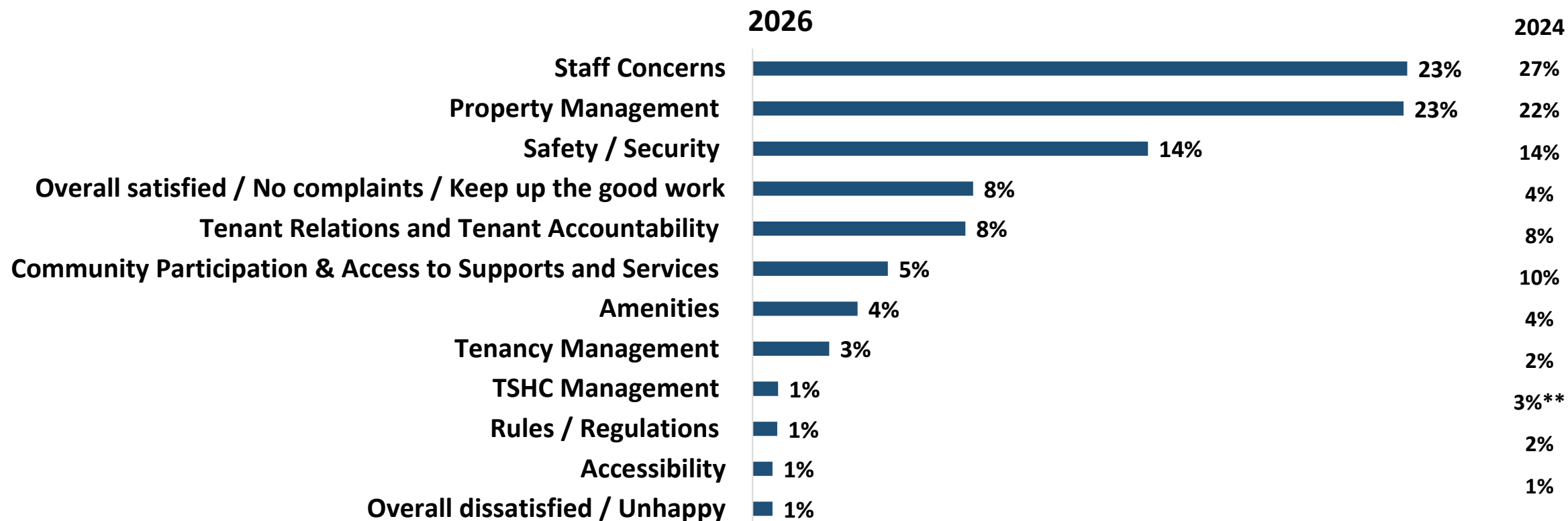
36. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=2952)

Base: Total sample

Additional Thoughts to Improve Toronto Senior Housing

- All answers were reviewed, coded and grouped into 12 categories to summarize the comments. The most common topics that tenants shared their thoughts on were around staff concerns (23%) and property management (23%).



*"Other", "No/ None / No suggestions for improvement" and Prefer not to Answer responses are hidden from chart display.

** In 2024, this was "Tenancy management / General".

36. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=2952)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“

“I am happy to live in this building... they fix issues quickly and keep the building very clean.”

”

“

“I am so happy to be here. Thank you Toronto Seniors Housing.”

”

“

“I love living here. This is my home and I am proud to be here.”

”

“

“Uninvited people enter and roam our common areas, which makes it unsafe for us.”

”

36. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=2952)

Base: Total sample

Drivers Analysis

Using statistical regression, the drivers analysis helps identify the aspects of tenant experiences that significantly influence overall satisfaction with TSHC services. By identifying the areas that have the greatest impact on satisfaction, insights can be gained on specific actions that may need to be accordingly prioritized. Results are provided at both the overall and regional level, presented visually on a quadrant chart. The chart shows the difference between how satisfied tenants are with each service, and the impact of that service on tenants' overall satisfaction.

Understanding the Drivers Analysis

Satisfaction scores are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual services.

Impact on overall satisfaction is plotted horizontally across the bottom of the chart (along the X-axis).

Secondary Areas for Continuity:

Services that have a lower impact on overall satisfaction but high individual satisfaction scores. The focus here should be to continue current levels of service.

Primary Areas for Continuity:

Services that have a relatively high impact on overall satisfaction and high individual satisfaction scores. The implication here is to continue the current level of service to maintain the high levels of satisfaction.

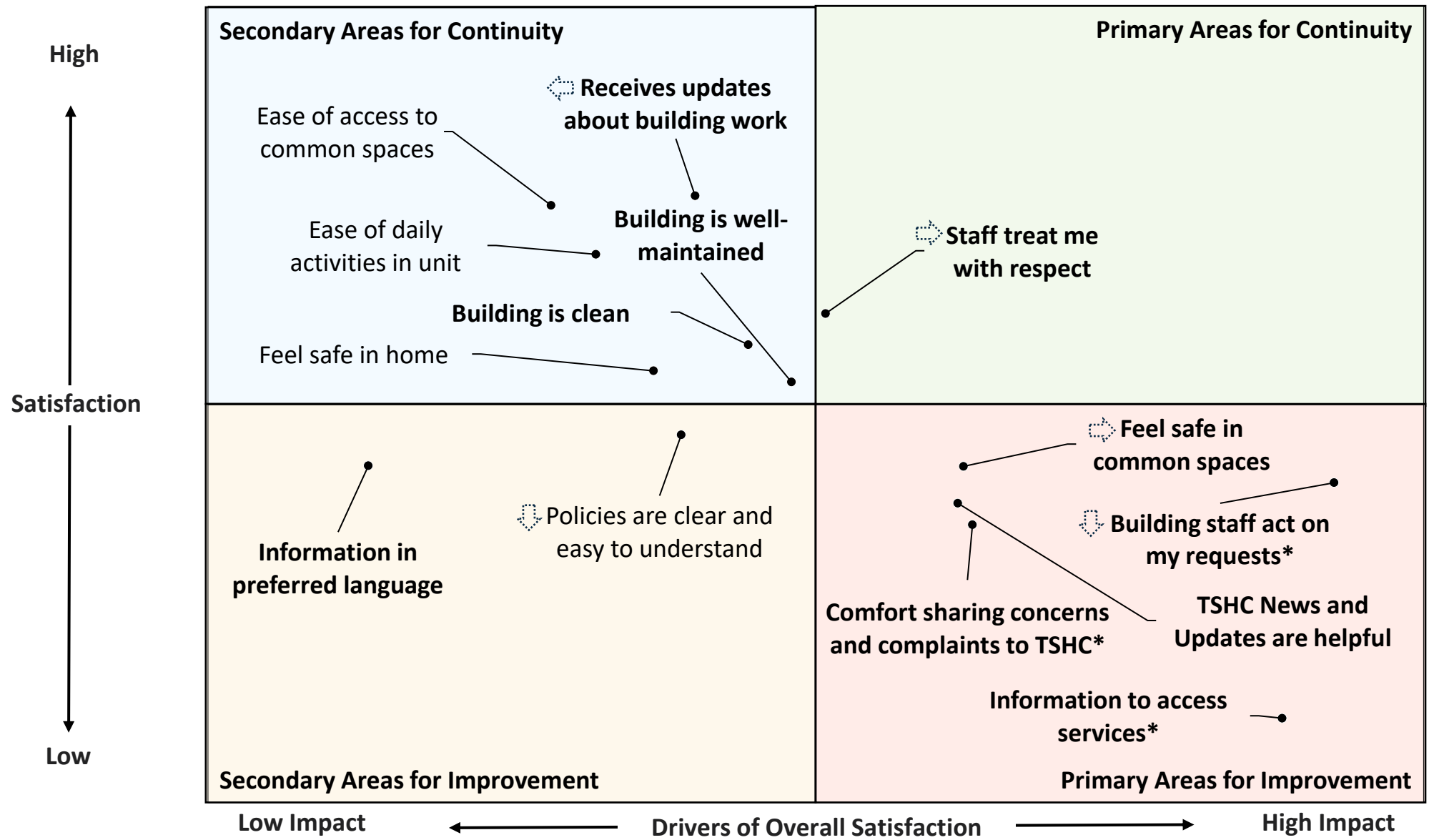
Secondary Areas for Improvement:

Services that have lower impact on overall satisfaction and have lower individual satisfaction scores. This is a secondary area of focus to improve overall tenant satisfaction.

Primary Areas for Improvement:

Services that have the highest impact on overall satisfaction, but with lower individual satisfaction scores. The regression analysis identifies these services as the strongest drivers of satisfaction. If TSHC can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with services.

Drivers Analysis for All Tenants Overall Satisfaction with Services



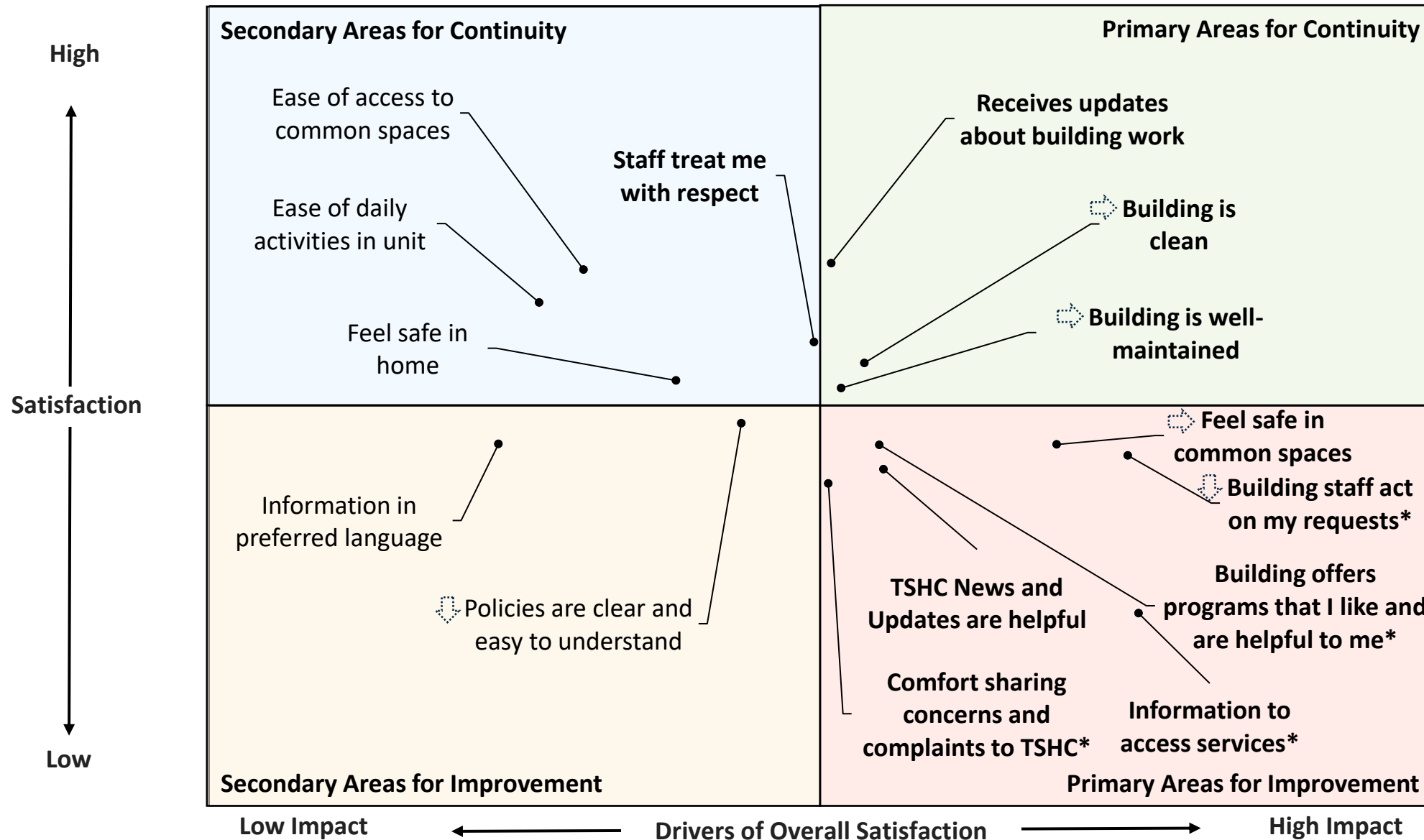
Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.



Drivers Analysis for Tenants who only Participated in Programs

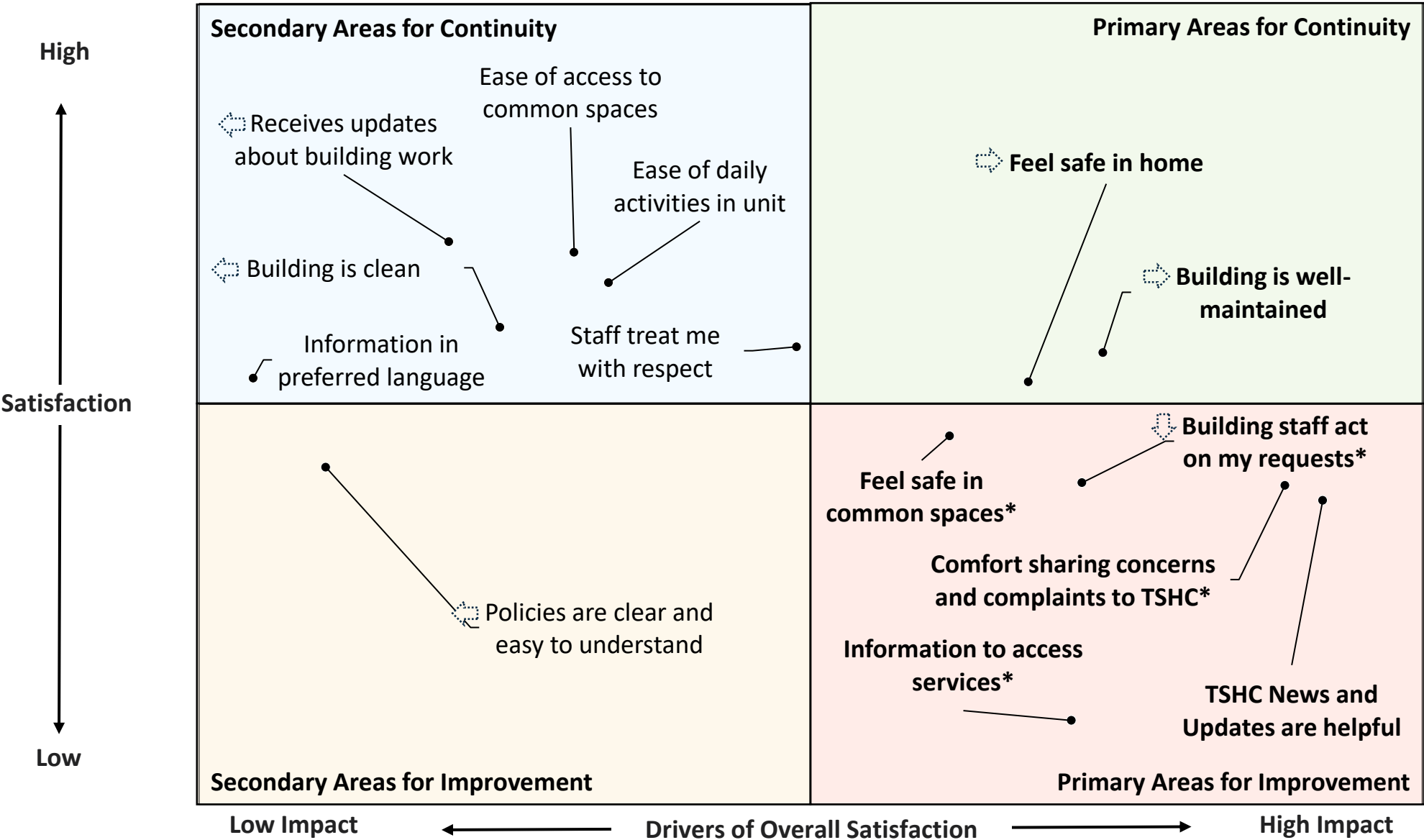
Overall Satisfaction with Services



Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.

Drivers Analysis Overall Satisfaction with Services - Southeast

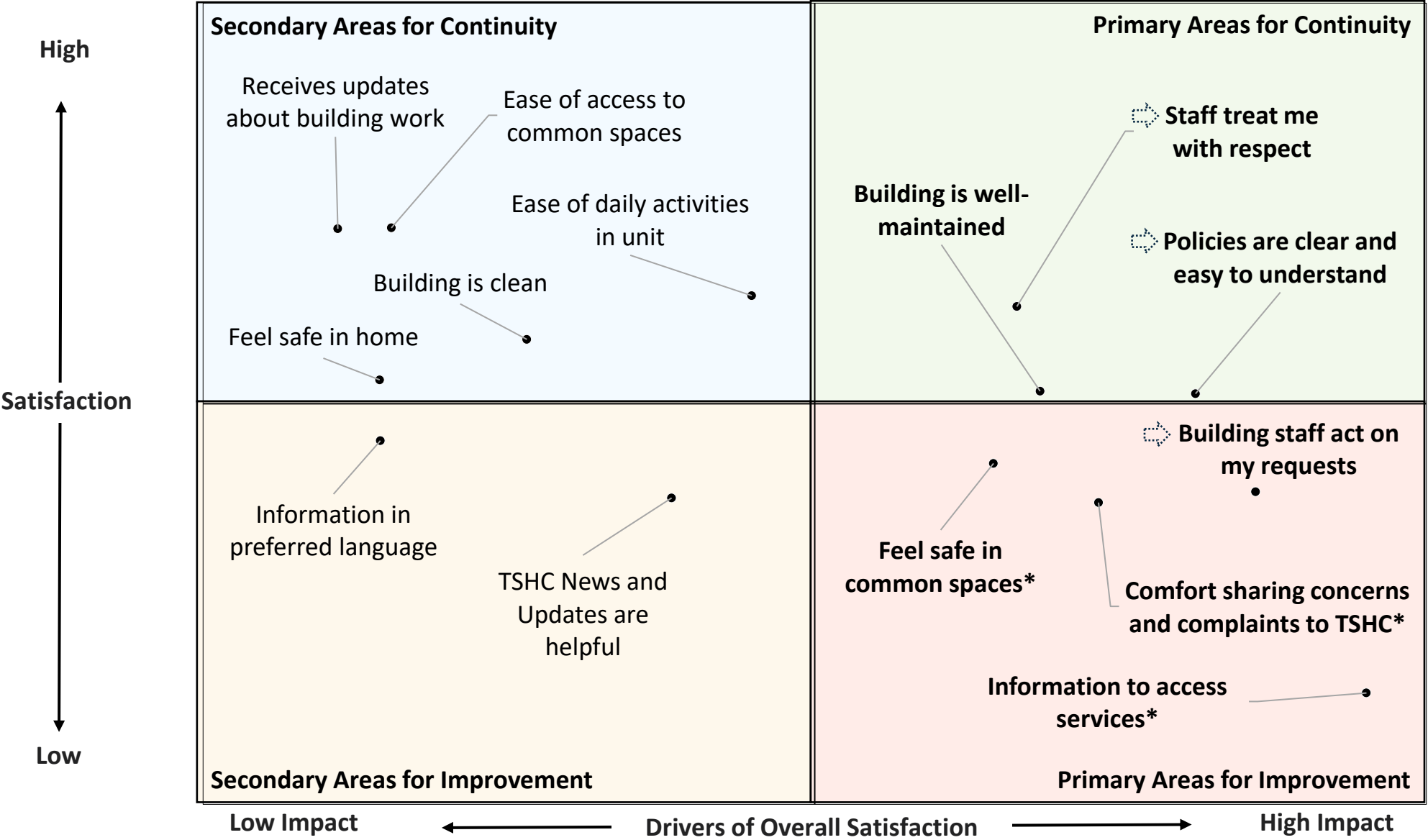


Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.



Drivers Analysis Overall Satisfaction with Services - Northwest

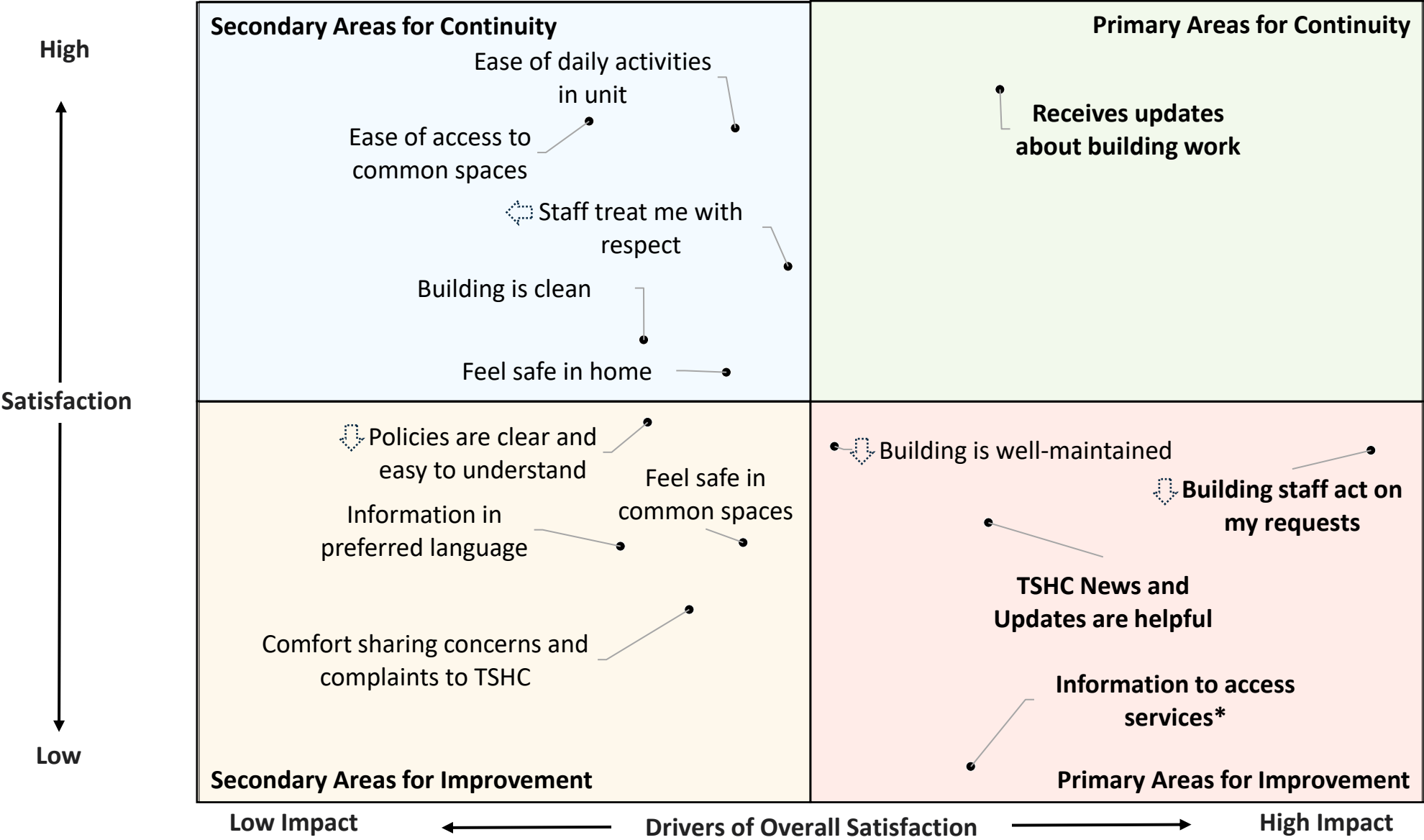


Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.



Drivers Analysis Overall Satisfaction with Services - Southwest

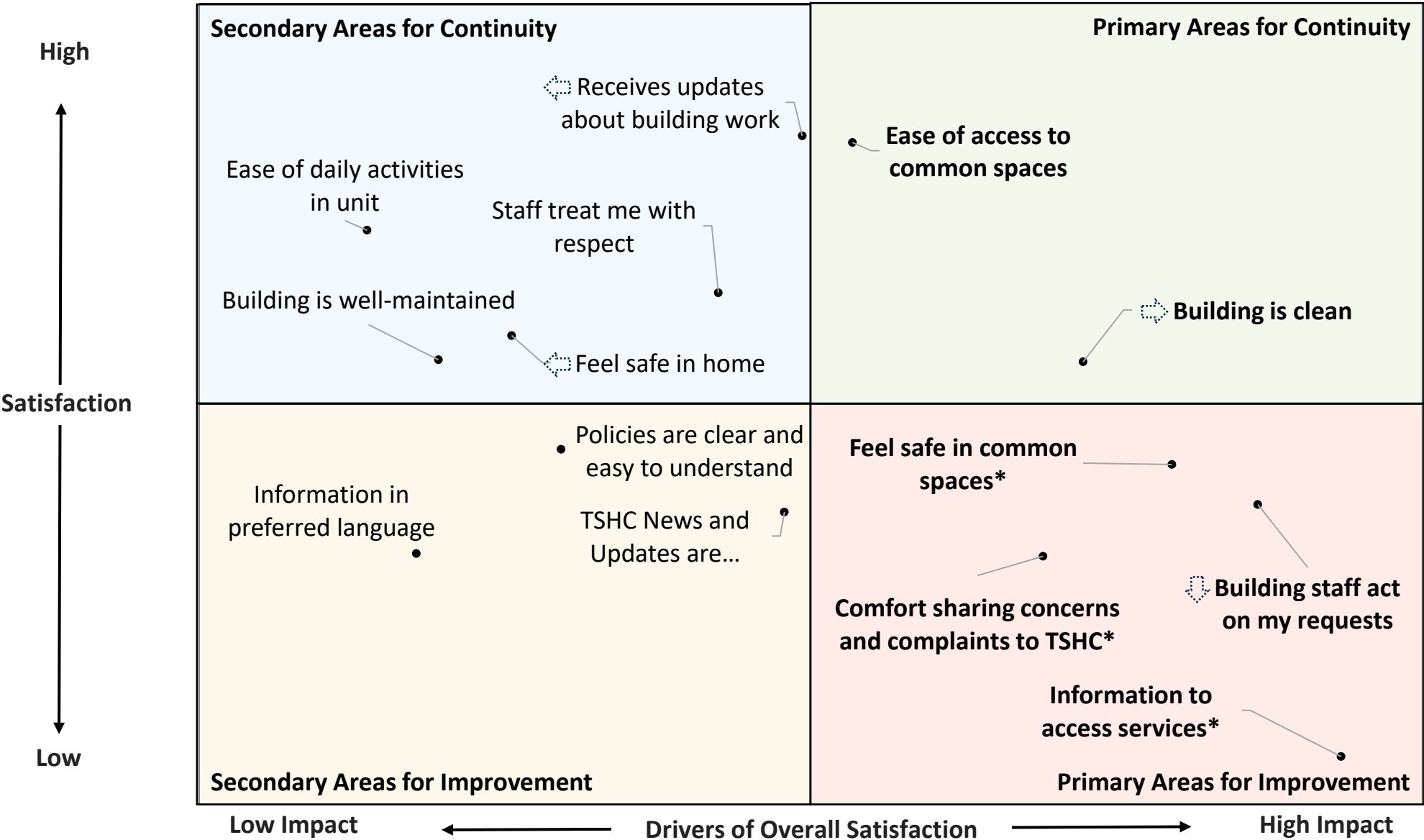


Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.



Drivers Analysis Overall Satisfaction with Services - Northeast



Note: Variables shown in **bold** indicate statistical significance based on the regression analysis. Arrows beside the variables indicate the direction of change in the quadrant positioning compared with the previous survey wave.

*These drivers have been identified as primary areas for improvement in 2024.

Sentiment Analysis

Like the drivers analysis, the sentiment analysis uses statistical regression. The sentiment analysis focuses on identifying which areas impact a tenant's likelihood to recommend TSHC. By identifying what most impacts a tenant's likelihood to recommend TSHC, insights can be gained on specific actions that may need to be accordingly prioritized. Results are provided at both the overall and regional level, presented visually on a quadrant chart.

Understanding the Sentiment Analysis

Satisfaction scores are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual service.

Impact on likelihood to recommend TSHC is plotted horizontally across the bottom of the chart (along the X-axis).

Secondary Areas for Continuity:

Services that have a lower impact on likelihood to recommend TSHC but high individual satisfaction scores. The focus here should be to continue current levels of service.

Primary Areas for Continuity:

Services that have a relatively high impact on likelihood to recommend TSHC and high individual satisfaction scores. The implication here is to continue the current level of service to maintain tenants' likelihood to recommend TSHC.

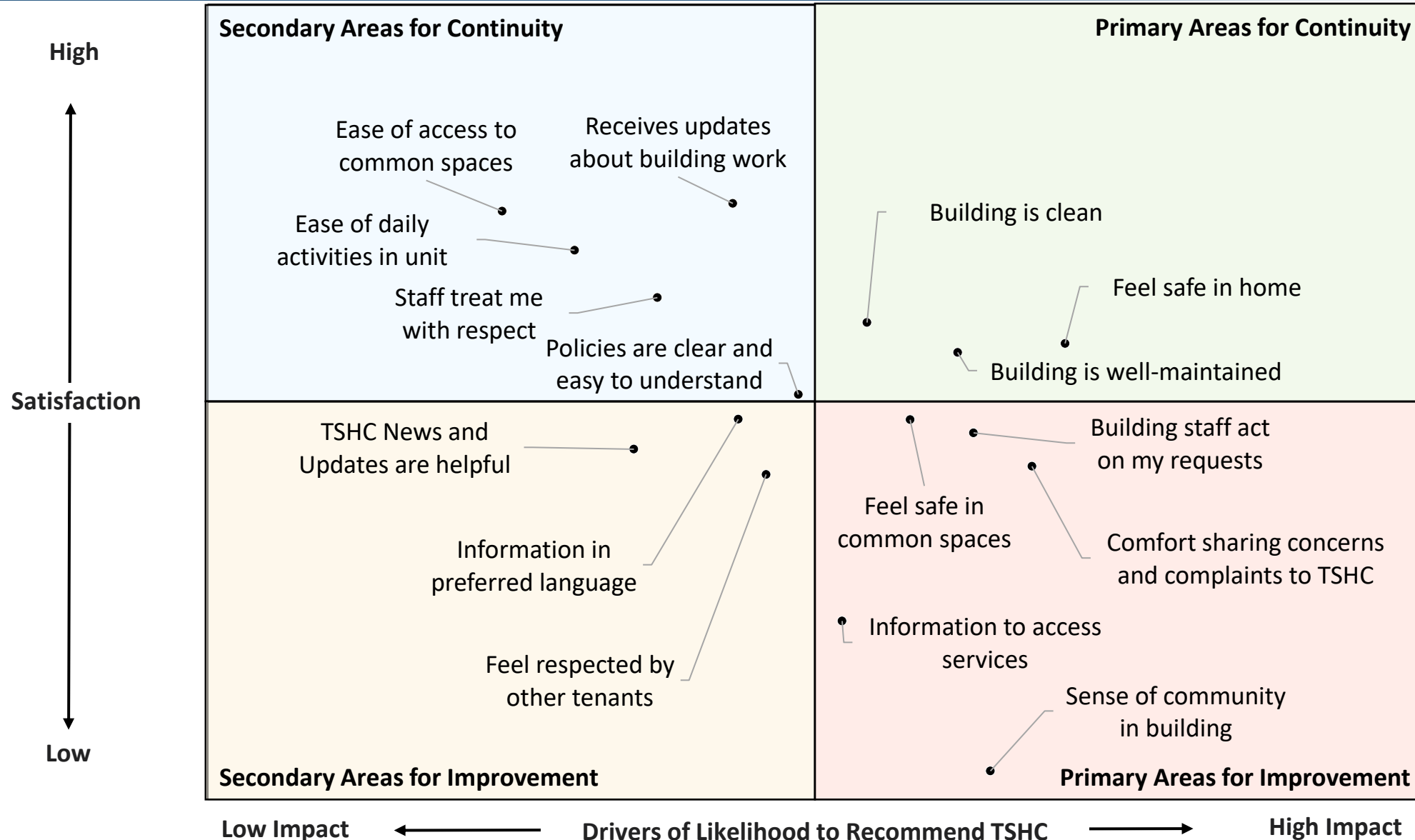
Secondary Areas for Improvement:

Services that have lower impact on likelihood to recommend TSHC and have lower individual satisfaction scores. This is a secondary area of focus to improve likelihood to recommend TSHC.

Primary Areas for Improvement:

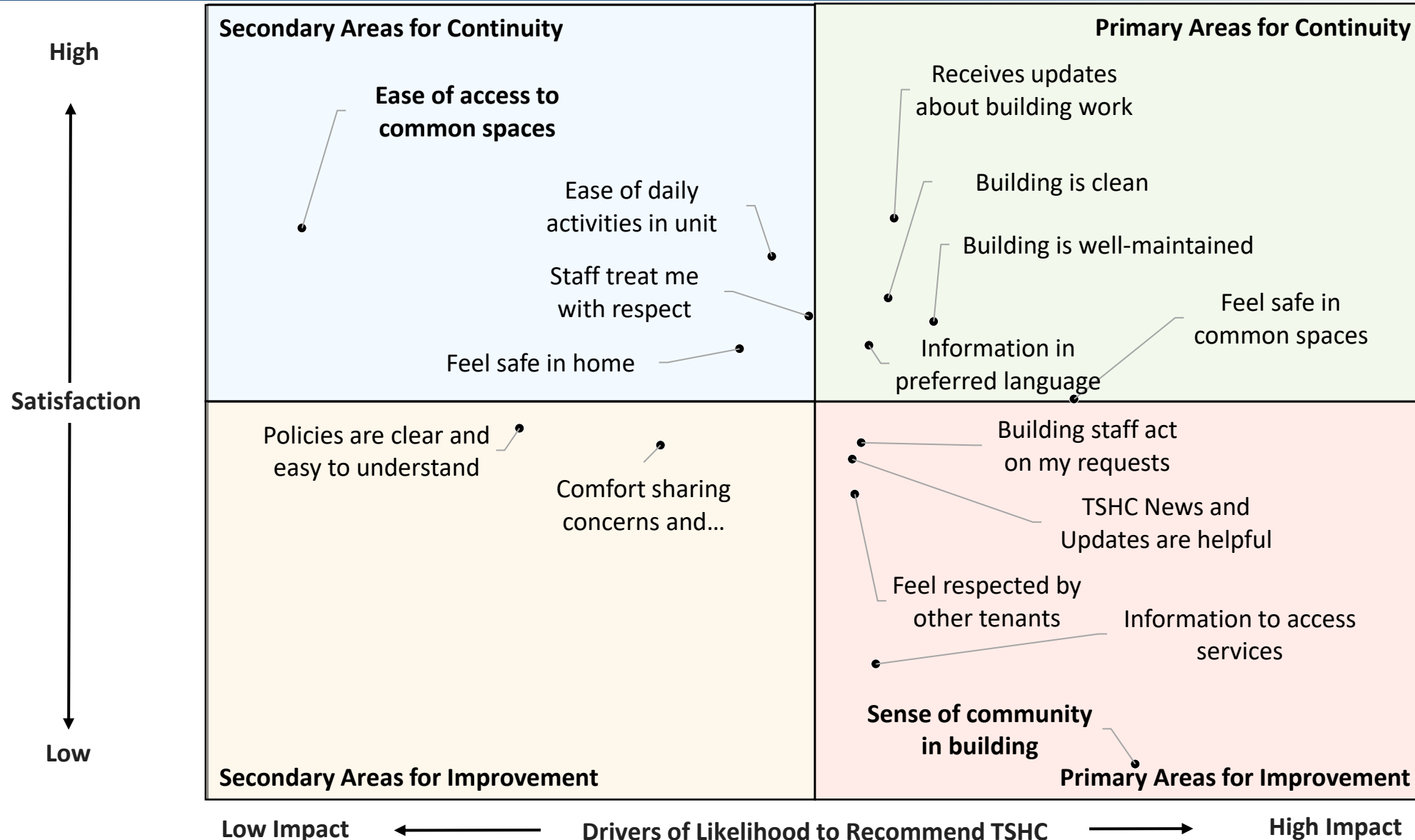
Services that have the highest impact on likelihood to recommend TSHC, but with lower individual satisfaction scores. The regression analysis identifies that these services are the strongest drivers of likelihood to recommend TSHC. If TSHC can increase satisfaction in these areas, this will have the largest impact on tenants' likelihood to recommend TSHC.

Sentiment Analysis Likelihood to Recommend TSHC



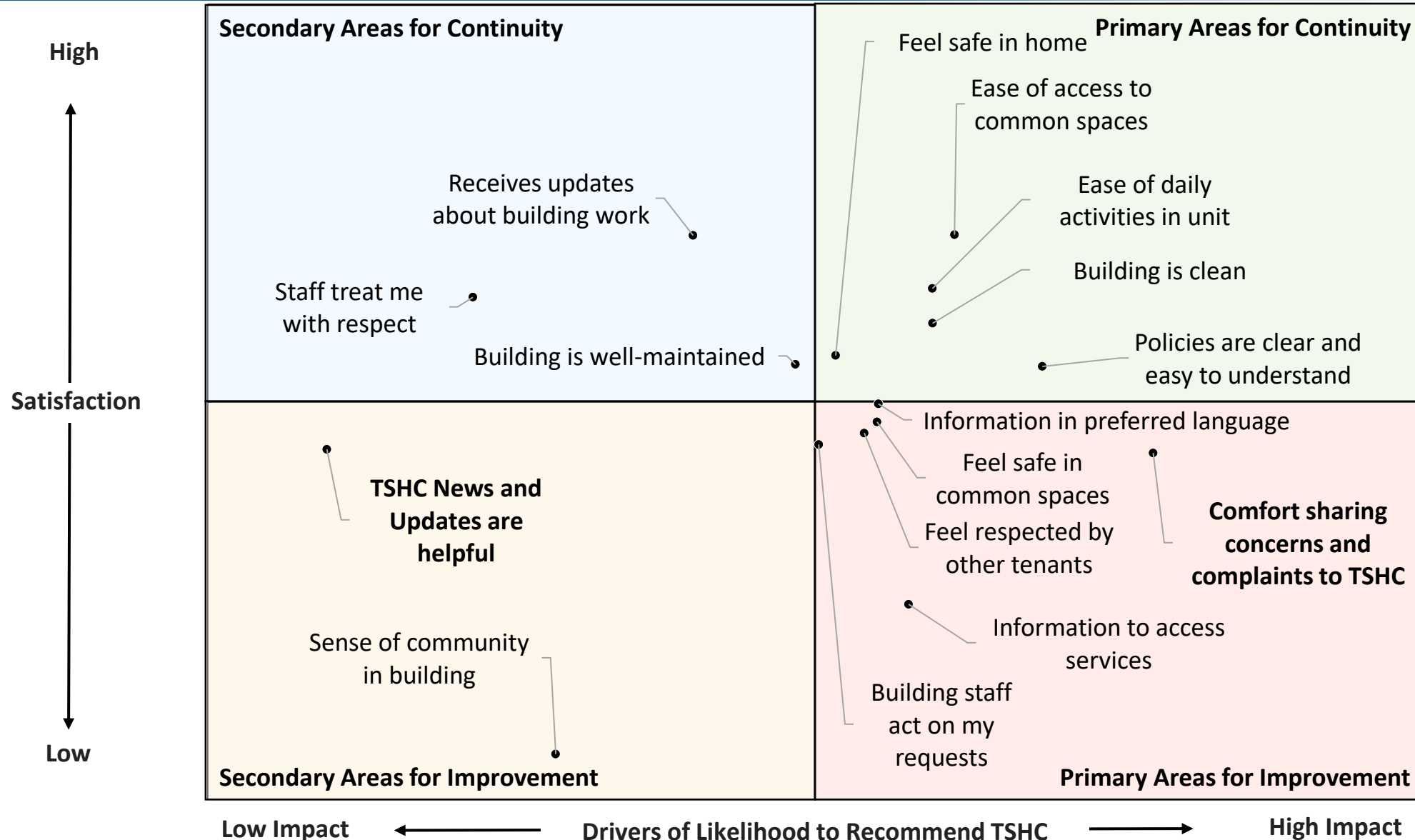
Note: Variables shown in **bold** indicate statistical significance based on the regression analysis.

Sentiment Analysis Likelihood to Recommend TSHC - Southeast



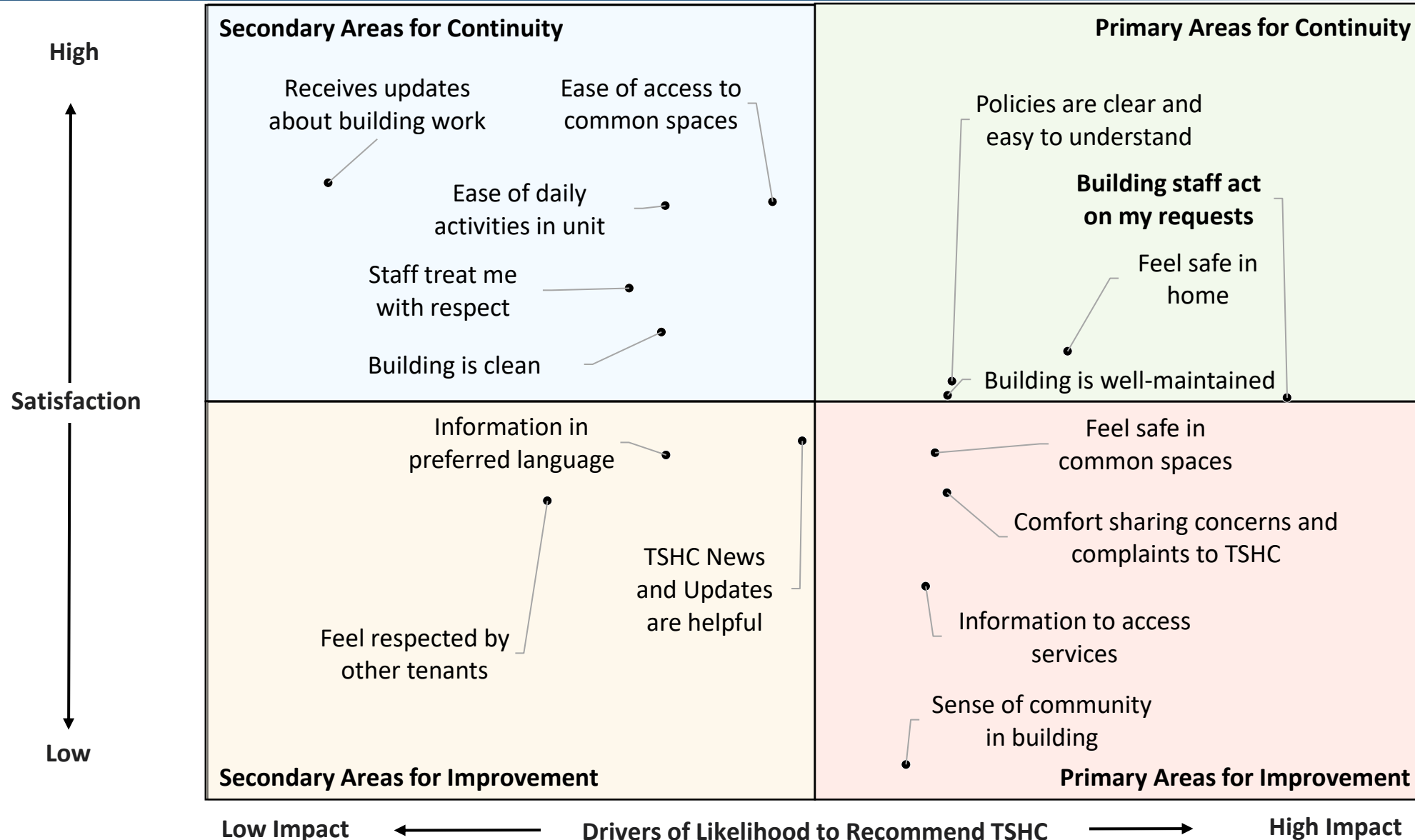
Note: Variables shown in bold indicate statistical significance based on the regression analysis.

Sentiment Analysis Likelihood to Recommend TSHC - Northwest



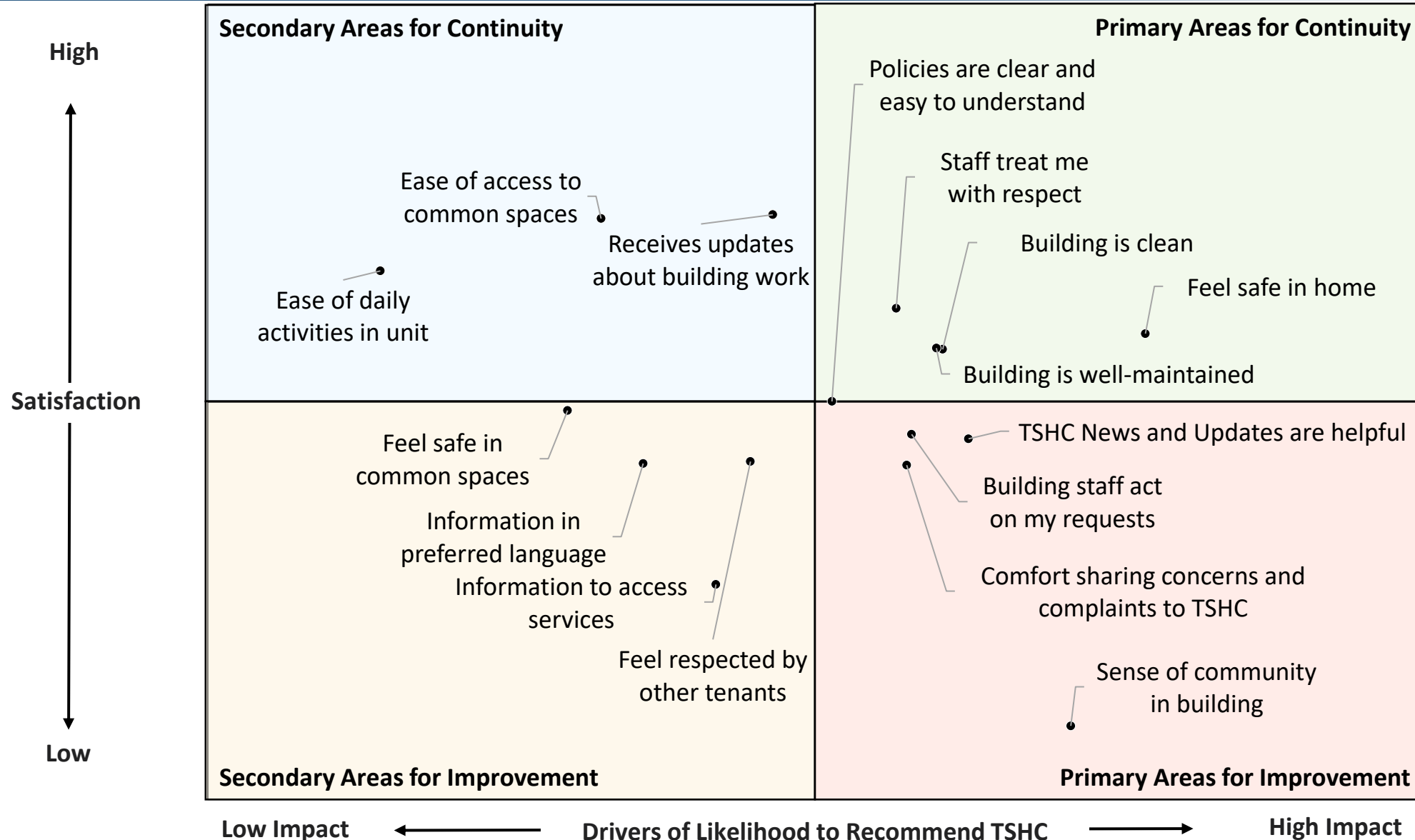
Note: Variables shown in bold indicate statistical significance based on the regression analysis.

Sentiment Analysis Likelihood to Recommend TSHC - Southwest



Note: Variables shown in **bold** indicate statistical significance based on the regression analysis.

Sentiment Analysis Likelihood to Recommend TSHC - Northeast



Note: Variables shown in **bold** indicate statistical significance based on the regression analysis.

2021 Trending

In 2021, a similar survey was conducted across 18 buildings, 15 from the South-East and three from the North-East region. At the time, these buildings were managed by the Seniors Housing Unit of Toronto Community Housing Corporation (TCHC). Questions that were asked in the 2021, 2024, and 2026 surveys have been compared to understand trends in levels of satisfaction during this period in these 18 buildings. The details are provided in the following tables.

Trending

- Tenants' overall level of satisfaction has decreased over time, although their perceptions of issues related to safety and security have remained consistent since 2024.

Overall		2021 results	2024 results	2026 results
Q32 (2024/26)	I am happy with the services Toronto Seniors Housing provides.	82% n=1043	80% n=641	75% n=561
Q21 (2021)	Overall I am satisfied with the services provided by Toronto Community Housing.			
Safety and Security		2021 results	2024 results	2026 results
Q12 (2026)	I feel safe in my unit/home.	87% n=1060	83% n=648	83% n=560
Q12 (2024)	I feel safe in my home.			
Q7 (2021)	I feel safe in my unit.			
Q13 (2024/26)	I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).	85% n=1058	81% n=647	79% n=563
Q8 (2021)	I feel safe in the common areas of my building such as the elevators, lobby and laundry room			

All 2026 values are for the same group of buildings included in the 2021/24 surveys.
All 2024/26 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- Tenants' levels of satisfaction on measures related to property management and response to service requests have generally dropped from 2021 to 2026.

Property Management		2021 results	2024 results	2026 results
Q1 (2024/26)	Generally, my entire building is clean (example: lobby, hallways, laundry room).	89%	88%	85%
Q1 (2021)	My building (e.g., lobby, hallway, and laundry room) is clean.	n=1069	n=650	n=585
Q2 (2024/26)	Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).	87%	89%	83%
Q2 (2021)	My building is well-maintained (e.g., elevators work, lights work, common areas like lobby and hallways are welcoming).	n=1044	n=653	n=575
Q6 (2024/26)	The work was done quickly.	80%	76%	77%
Q4 (2021)	The service was completed in a timely manner.	n=911	n=505	n=463
Q7 (2024/26)	I was kept up to date with information on how the work was going.	77%	71%	68%
Q5 (2021)	I was informed about the progress of the work.	n=875	n=496	n=597
Q8 (2024/26)	I was happy with how well the work was done.	81%	79%	76%
Q6 (2021)	I was satisfied with the quality of the service.	n=894	n=501	n=462

All 2026 values are for the same group of buildings included in the 2021/24 surveys.
All 2024/26 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- Fewer tenants feel staff treat them with respect and are less satisfied with how staff respond to their requests in 2026 compared to prior years.

Communications and Interactions with Staff		2021 results	2024 results	2026 results
Q15 (2024/26) Q9 (2021)	Staff treat me with respect.	91% n=1047	87% n=650	84% n=555
Q17 (2024/26) Q10 (2021)	I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages). I am informed about ongoing changes in my building such as water shutoffs, fire testing or staffing changes.	93% n=1051	92% n=648	93% n=559
Q19 (2024/26) Q11 (2021)	I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing. I feel comfortable sharing my feedback and/or complaints with staff.	83% n=1025	74% n=641	75% n=578
Q20 (2026) Q20 (2024) Q12 (2021)	If I make a request to my building staff about an issue that I have, I feel they act on it. I am happy with how staff respond when I ask for help or make a request. I am satisfied with how staff follow up with me when I make a request/need help	80% n=1043	80% n=645	74% n=565

All 2026 values are for the same group of buildings included in the 2021/24 surveys.
All 2024/26 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- Since 2024, a slightly greater share of tenants know who to contact to access well-being and support services or if they need help with tenancy matters.

Access to Support and Services		2021 results	2024 results	2026 results
Q23 (2024/26)	Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?	56%	65%	64%
Q15 (2021)	I know who in Toronto Community Housing can help me if I need access to health and support services.	n=961	n=584	n=455
Tenancy Management		2021 results	2024 results	2026 results
Q26 (2024/26)	Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?	80%	85%	86%
Q16 (2021)	I know who to go to if I need help with tenancy matters (paying rent, arrears, etc.).	n=1012	n=536	n=542

All 2026 values are for the same group of buildings included in the 2021/24 surveys.
All 2024/26 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- Tenants’ levels of satisfaction with issues related to community participation remain low compared to other categories.

Community Participation		2021 results	2024 results	2026 results
Q27 (2023/26)	My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).	60% n=not available	52% n=632	75%* n=262
Q18 (2021)	My building has programs that meet my needs and interests (e.g., exercise and fitness programs, arts and crafts, language classes, community gardens, etc.).			
Q28 (2023/26)		58% n=not available	54% n=632	50% n=563
Q19 (2021)	I feel there is a strong sense of community in my building.			
Q29 (2026)	I can share ideas about organizing social activities in my building with TSHC staff and other tenants.		46% n=621	44% n=543
Q29 (2023)	I can share my ideas about organizing social activities in my building.	60% n=not available		
Q30 (2023/26)	I can participate in social activities that are organized in my building.		63% n=630	Question not asked
Q20 (2021)	I have opportunities to share ideas and participate in tenant-led activities (e.g., elections, tenant social and recreational events).			

All 2026 values are for the same group of buildings included in the 2021/24 surveys.

All 2024/26 values exclude prefer not to answer, don't know, or no answer provided.

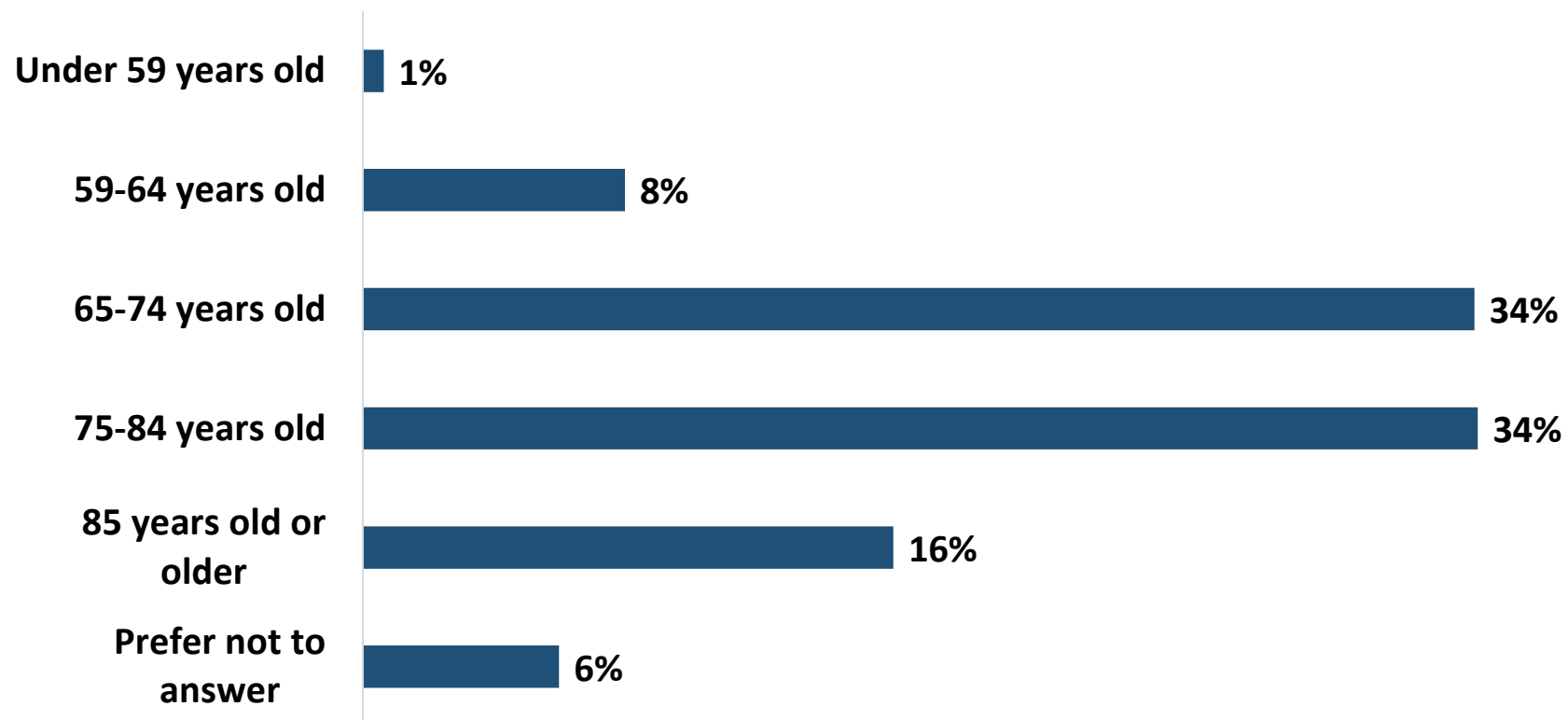
**In 2026, this question was asked only to tenants who participated in building programs and activities.*

Demographics

Asking tenants demographic questions is one way of understanding who completed the survey. Responses provide a snapshot of who lives at TSHC. Differences in how demographic groups respond to the survey questions can provide valuable insights into potential differences in their experiences and needs.

Demographics – Age

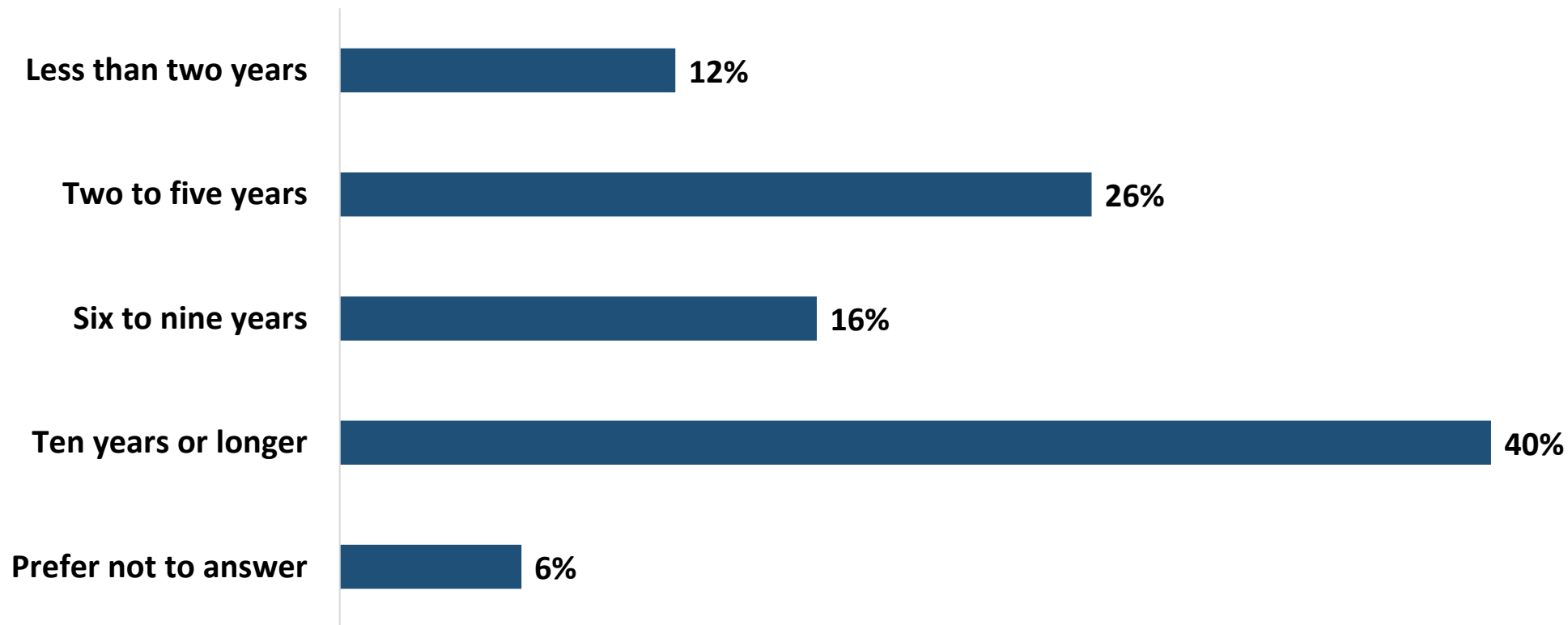
- Nearly 7 in 10 (69%) tenants are between 65 to 84 years old.



37. How old are you?
Sample size: Total (n=2952)
Base: Total sample

Demographics – Years at TSHC

- The plurality (40%) of tenants have lived in Toronto Seniors Housing for 10 years or longer.



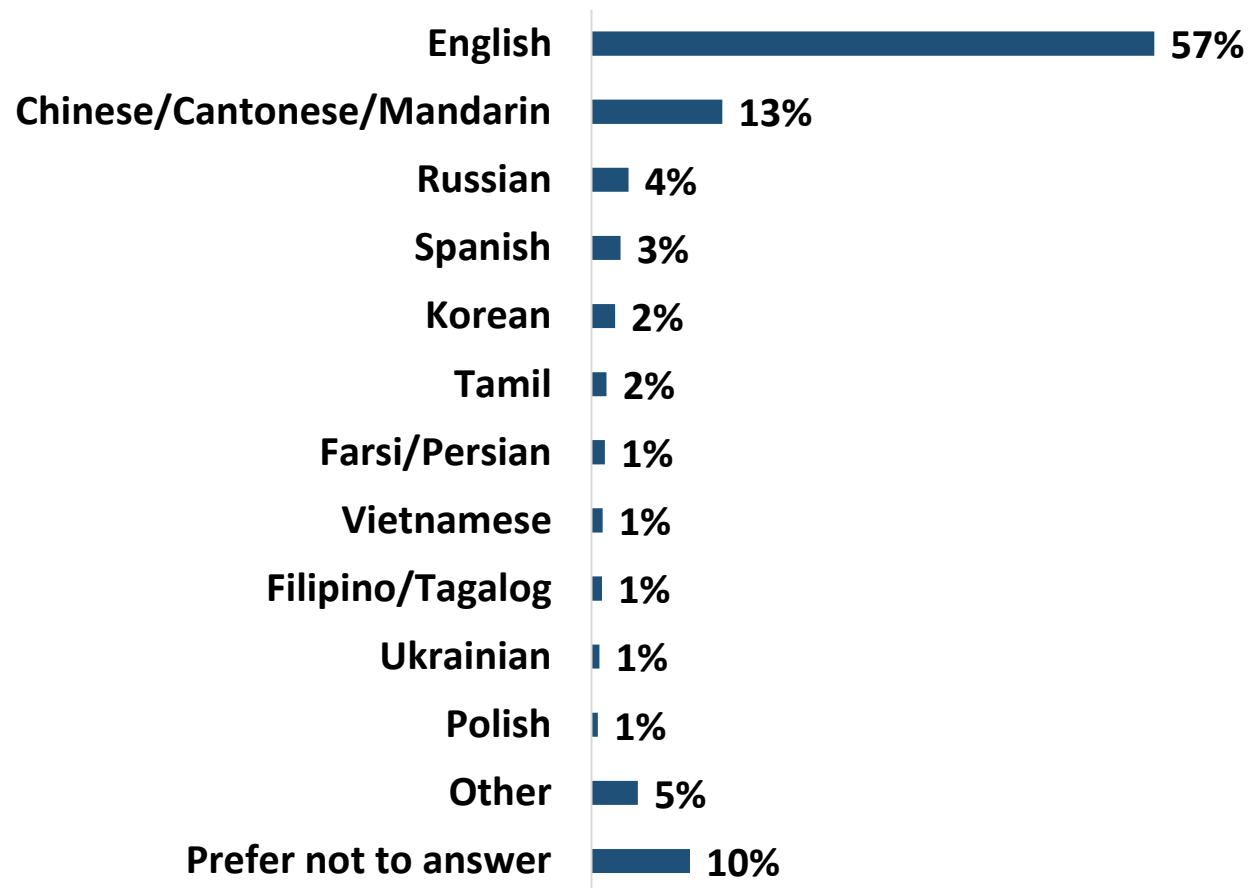
38. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

Sample size: Total (n=2952)

Base: Total sample

Demographics – Language Preference

- The majority (57%) of tenants prefer to speak in English.



Note: "Other" combines languages mentioned by <0.6% and those who selected "Other (Final)".

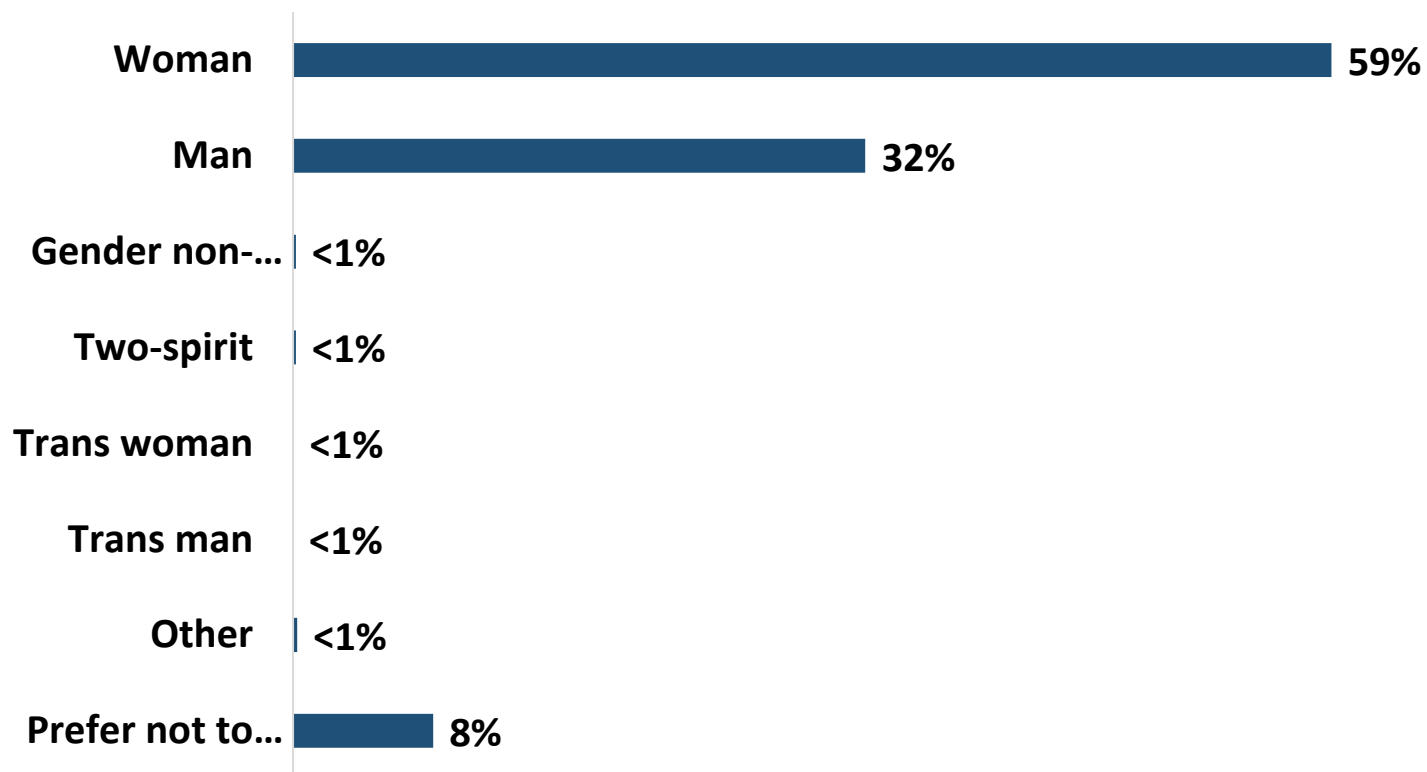
39. What language do you prefer speaking?

Sample size: Total (n=2952)

Base: Total sample

Demographics – Gender

- Nearly 3 in 5 (59%) tenants describe themselves as women.



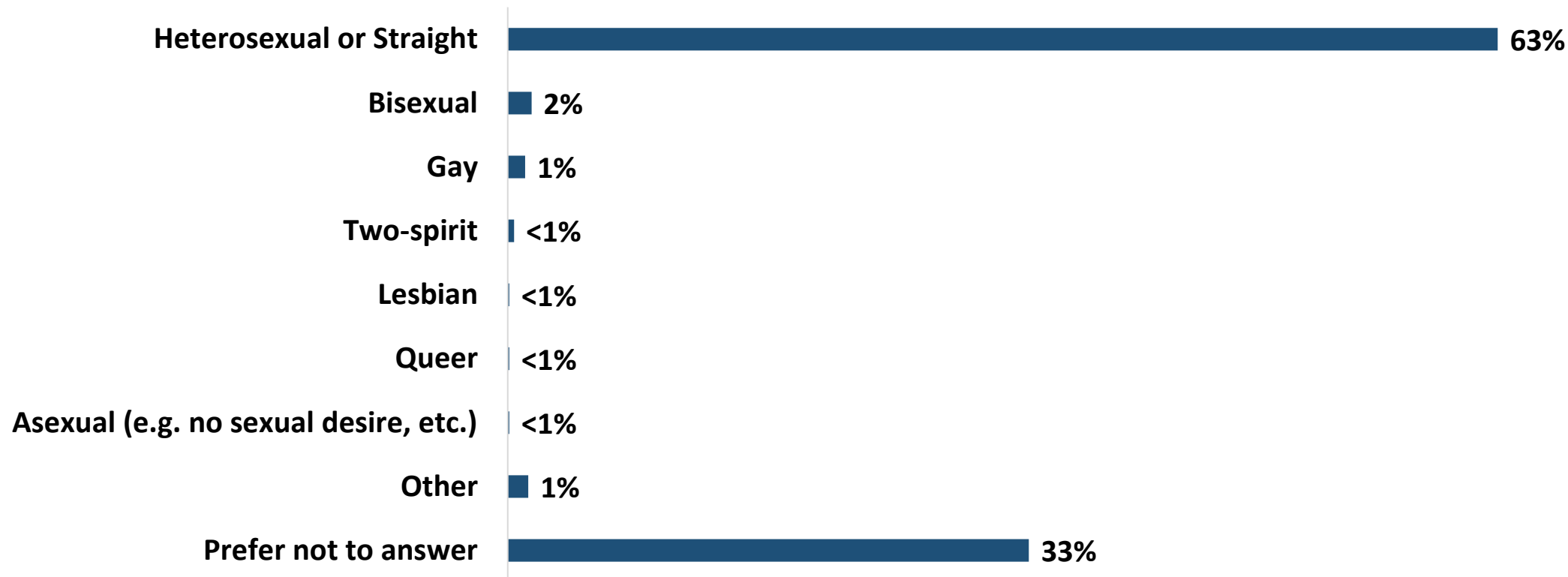
40. Which gender best describes you?

Sample size: Total (n=2952)

Base: Total sample

Demographics – Sexual Orientation

- Nearly 2 in 3 (63%) tenants describe their sexual orientation as heterosexual or straight.



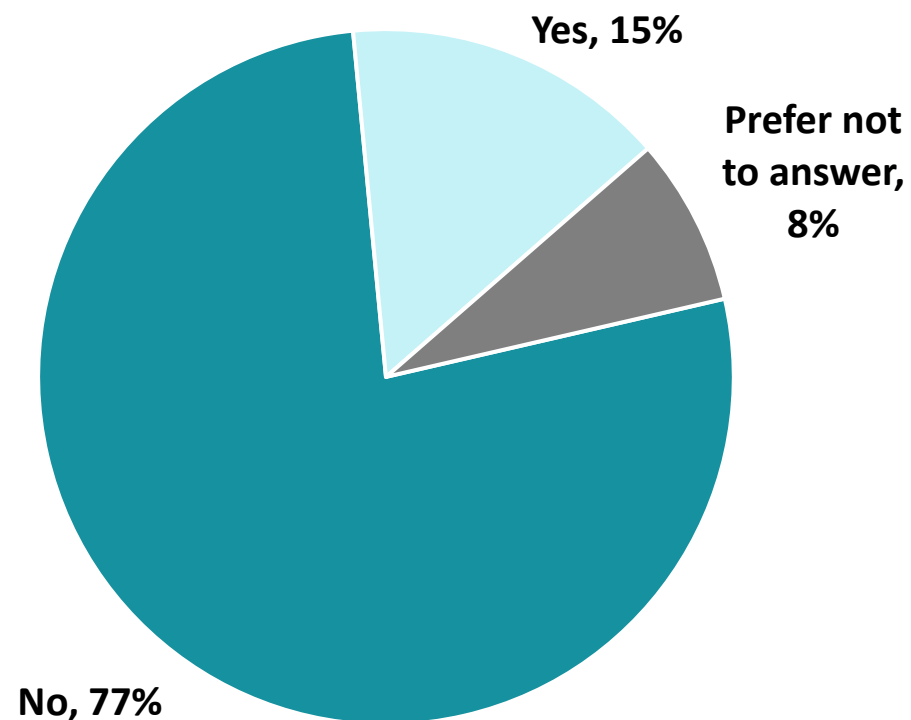
41. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

Sample size: Total (n=2952)

Base: Total sample

Demographics – Born in Canada

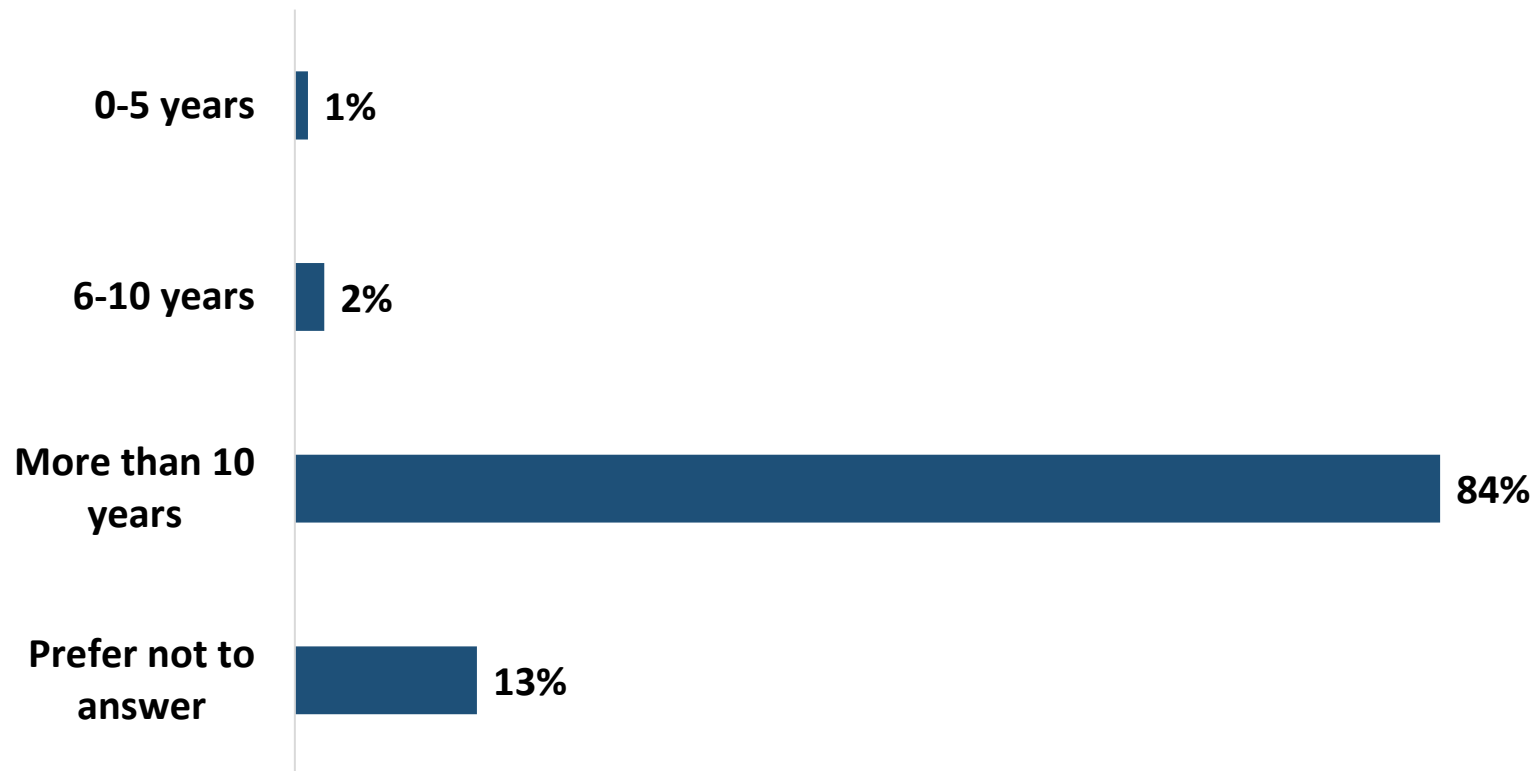
- Nearly 4 in 5 (77%) tenants were not born in Canada.



42. Were you born in Canada?
Sample size: Total (n=2952)
Base: Total sample

Demographics – Years Lived in Canada

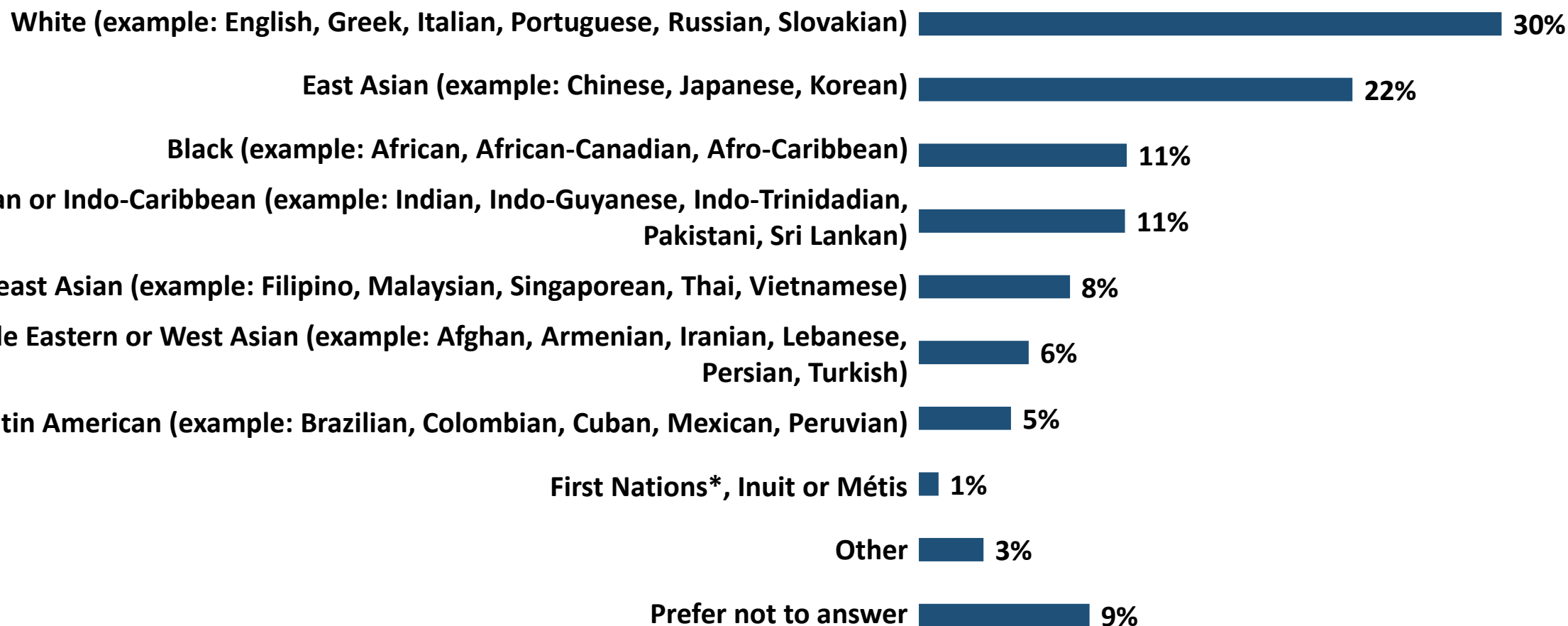
- The vast majority (84%) of tenants who were not born in Canada have lived in Canada for more than 10 years.



43. How long have you lived in Canada?
Sample size: Total (n=2506)
Base: Tenants born outside of Canada

Demographics – Racial Background

- Around 3 in 10 (30%) tenants describe their racial background as White.



*First Nations (status, non-status, treaty or non-treaty), Inuit or Métis

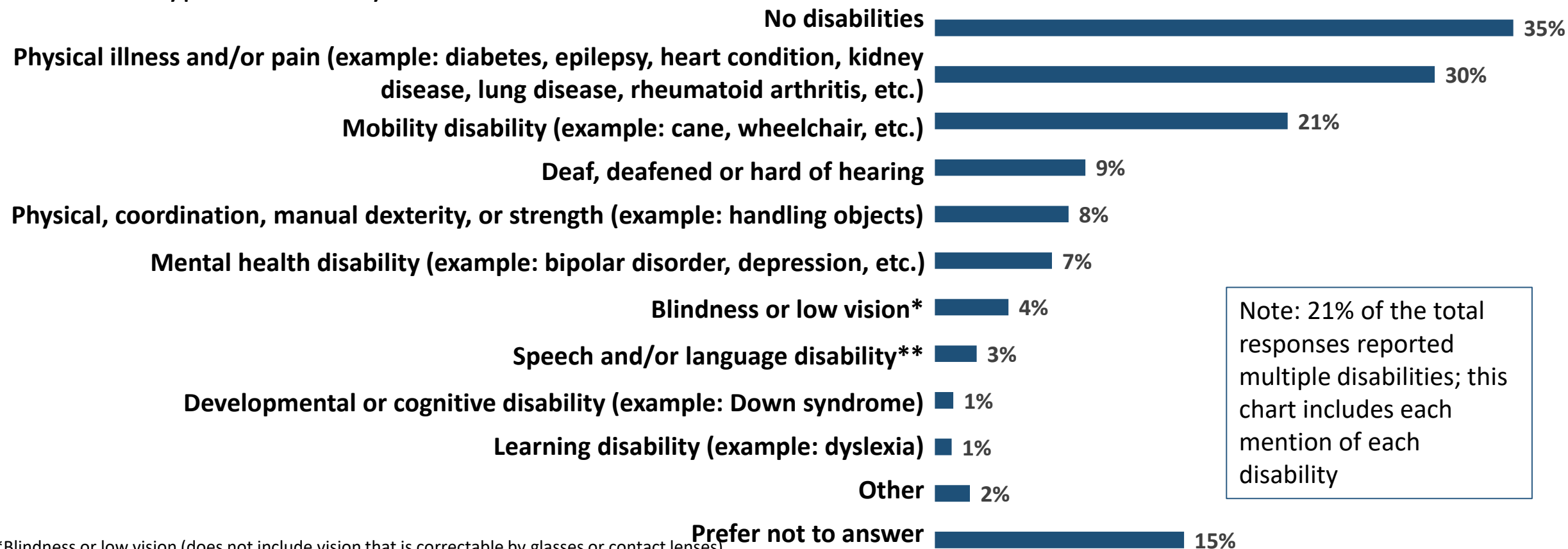
44. People often describe themselves by their race or racial background. How would you describe yourself? (Multi-Select)

Sample size: Total (n=2952)

Base: Total sample

Demographics – Disabilities

- 51% of tenants have reported one or more disabilities, with physical illness and/or pain being the most common type of disability.



Note: 21% of the total responses reported multiple disabilities; this chart includes each mention of each disability

*Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)

**Speech and/or language disability (not caused by hearing loss)

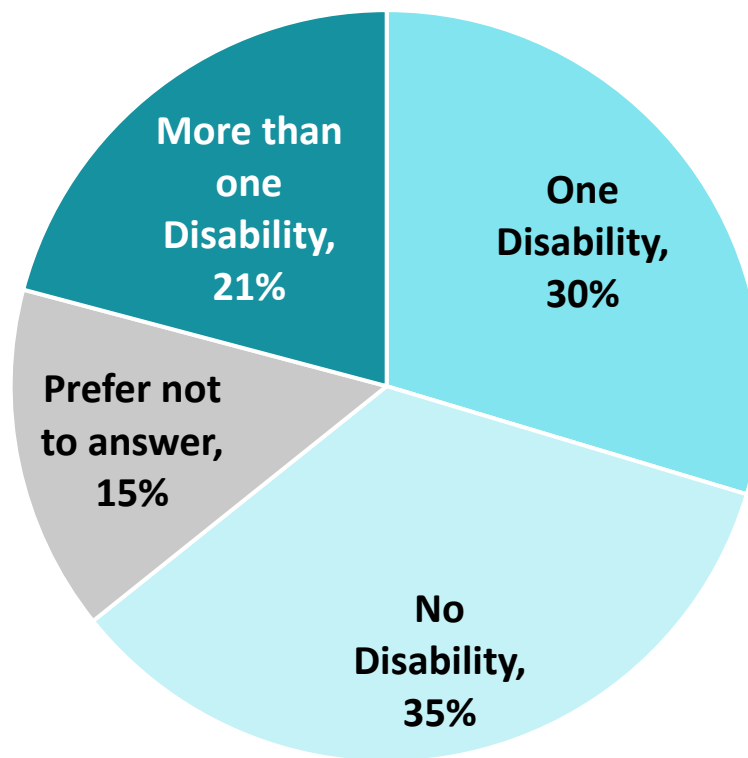
45. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=2952)

Base: Total sample

Demographics – Disabilities

- 51% of tenants have reported one or more disabilities.



44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=2952)

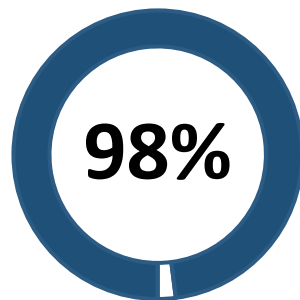
Base: Total sample

Cluster Analysis

The cluster analysis identifies groups of tenants with similar response patterns across key experience measures. Factor scores derived from the survey items were used as inputs to group respondents based on similarities in their views on community engagement, building conditions and safety, and tenant information and policy clarity. The analysis resulted in three distinct tenant segments, each reflecting different patterns of experiences and perceptions. Cluster profiles are interpreted by comparing the average factor scores across clusters to understand how tenant experiences vary between segments.

Cluster 1: Generally Satisfied Tenants

- High community engagement
- Average satisfaction on building conditions
- Average understanding of policies
- N=1334



Satisfaction with
Services Provided by
TSHC (TOP2)

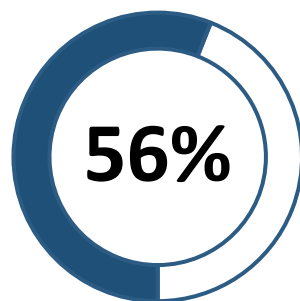
+63 NPS

This cluster represents tenants who report positive engagement with their community and the housing provider, including feeling respected, supported, and connected with staff and other tenants. Their views on building conditions and information clarity are generally moderate and stable, indicating an overall balanced experience. These tenants appear to be generally satisfied residents who feel part of their community and maintain a steady relationship with the housing provider.

People who reported having no disabilities (45% vs. 35% overall) and men (38% vs. 32% overall) tend to be slightly overrepresented in this group.

Cluster 2: Concerned but Informed Tenants

- Low community engagement
- Low satisfaction on building conditions
- High understanding of policies
- N=405



Satisfaction with
Services Provided by
TSHC (TOP2)

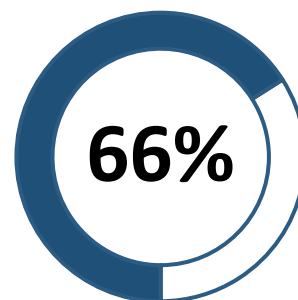
+2 NPS

This cluster consists of tenants who report lower engagement with their building community and less satisfaction with building conditions, particularly related to maintenance and safety. However, they demonstrate a strong understanding of tenant policies, rights, and responsibilities. These tenants may be aware of how the housing system works but remain dissatisfied with the physical environment or building experience.

People who reported having a preference to speak English (61% vs. 57% overall), women (66% vs. 59% overall), and those born in Canada (22% vs. 15% overall) are slightly more overrepresented in this group.

Cluster 3: Satisfied but Disconnected Tenants

- Low community engagement
- High satisfaction on building conditions
- Low understanding of policies
- N=488



Satisfaction with
Services Provided by
TSHC (TOP2)

+21 NPS

This cluster consists of tenants who report positive perceptions of building conditions and safety, suggesting that their housing environment generally meets their day-to-day needs. However, they indicate lower engagement with the tenant community and are less clear about policies, and their rights. These tenants may be content with the physical aspects of their housing but feel less connected to building activities or less informed about organizational information and procedures.

People who reported having a preference to speak English (62% vs. 57% overall), women (64% vs. 59% overall), and those born in Canada (25% vs. 15% overall) are slightly more overrepresented in this group.

**Please choose one answer per question, unless otherwise specified.
Mark your choice by putting an 'X' in the box.**

How much do you disagree or agree with the following statements:

Property Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. Generally, my entire building is clean (example: lobby, hallways, laundry room).					
2. Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).					

3. Do you know who to contact to get help with repairs or maintenance issues?

Yes No

4. Have you ever requested a repair or maintenance service?

Yes No - > Go to Question 8

Skip questions 5, 6, and 7 if you said "No" in Question 4.

Think about the last time you requested a repair or maintenance service:

Property Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
5. The work was done quickly.					
6. I was happy with how well the work was done.					

Unique Access Code:

Please turn the page to continue.

7. I was kept up to date with information on how the work was going.

- Yes No

8. Has your unit ever been treated for pests (example: cockroaches, bedbugs, mice)?

- Yes No - > Go to Question 11

Skip questions 9 and 10 if you said “No” in Question 8.

Think about the last time your unit was treated for pests:

Property Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
9. I received enough help getting ready for pest treatment if I needed it (example: moving furniture, clearing floors).					
10. I was happy with the outcome of the pest treatment.					

How much do you disagree or agree with the following statements:

Accessibility	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
11. It is easy for me to get to my building’s common spaces (example: laundry room, lobby, community room).					
12. I can carry out day-to-day activities in my unit with ease (example: cooking, cleaning, using the bathroom).					

How much do you disagree or agree with the following statements:

Safety and Security	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
13. I feel safe in my unit/home.					
14. I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).					

15. Do you know who to contact if you want to report a security incident?

Yes

No

How much do you disagree or agree with the following statements:

Communication and Interactions with Staff	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
16. Staff treat me with respect.					
17. I get updates through posters/notices about necessary work in my building (example: water shutoffs, fire testing, elevator outages).					
18. Tenant policies are clear and easy to understand (example: Visitor and Guest Policy, Use of Community Space Policy, Community Activities Fund Policy).					

Communication and Interactions with Staff	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
19. I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.					
20. I find the news and updates that Toronto Seniors Housing Corporation (TSHC) sends me to be helpful (example: Seniors Speak, Posters, TSHC Website).					
21. If I make a request to my building staff about an issue that I have, I feel they act on it.					
22. I can receive information in my preferred language.					

Access to support and services outside of Toronto Seniors Housing

Toronto Seniors Housing can help tenants connect to the services they need, such as having someone to accompany them to appointments, getting housekeeping service, and personal care. Based on this information, please answer the following questions.

How much do you disagree or agree with the following statements:

Access to Support and Services	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
23. Toronto Seniors Housing helps me get information to access the service(s) I need.					

24. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

Yes **No**

How much do you disagree or agree with the following statements:

Tenancy Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
25. I understand my rights as a tenant.					
26. I understand my lease and responsibilities as a tenant.					

27. Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?

- Yes No

Community Participation

28. Do you participate in activities and programs offered in your building?

- Yes -> Answer Question 29a. No -> Answer Question 29b.

29a. My building offers programs and activities that I find helpful.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

29b. I don't participate in activities and programs because (select any that apply):

- Activities and programs that I want are not offered in my building.
- I don't know about what is offered in my building or who to ask about them.
- I am happy without participating in these programs and activities.
- I feel like I will not be allowed to join.
- Other

How much do you disagree or agree with the following statements:

Community Participation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
30. I feel there is a strong sense of community in my building.					

Community Participation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
31. I feel respected by other tenants.					
32. I can share ideas about organizing social activities in my building with TSHC staff and other tenants.					

How much do you disagree or agree with the following statements:

General	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
33. I am happy with the services Toronto Seniors Housing provides.					
34. I am proud to be a tenant at Toronto Seniors Housing.					

35. How likely are you to recommend other seniors to join the waitlist to get a place at a TSHC apartment? With 1 being not likely and 10 being very likely, please circle your response below.

1 2 3 4 5 6 7 8 9 10
Not Likely **Very Likely**

36. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

About You

Things like age, race, gender, sexuality, and ability can change how people experience services. By answering the questions below, you can help us learn more about your experience.

Answering these questions is optional. Your answers are anonymous.

37. How old are you?

- | | |
|---|--|
| <input type="checkbox"/> Under 59 years old | <input type="checkbox"/> 75 – 84 years old |
| <input type="checkbox"/> 59 – 64 years old | <input type="checkbox"/> 85 years old or older |
| <input type="checkbox"/> 65 – 74 years old | |

38. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

- | | |
|--|--|
| <input type="checkbox"/> Less than two years | <input type="checkbox"/> Six to nine years |
| <input type="checkbox"/> Two to five years | <input type="checkbox"/> Ten years or longer |

39. What language do you prefer speaking?

- | | |
|----------------------------------|---|
| <input type="checkbox"/> English | <input type="checkbox"/> Other (please describe: _____) |
|----------------------------------|---|

40. Which gender best describes you?

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Woman | <input type="checkbox"/> Gender non-binary |
| <input type="checkbox"/> Man | <input type="checkbox"/> Two-Spirit |
| <input type="checkbox"/> Trans woman | <input type="checkbox"/> Not listed (please describe: _____) |
| <input type="checkbox"/> Trans man | |

41. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

- | | |
|---|--|
| <input type="checkbox"/> Heterosexual or Straight | <input type="checkbox"/> Queer |
| <input type="checkbox"/> Bisexual | <input type="checkbox"/> Two-Spirit |
| <input type="checkbox"/> Gay | <input type="checkbox"/> Not listed (please describe: _____) |
| <input type="checkbox"/> Lesbian | |

42. Were you born in Canada?

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Yes - > Go to Question 44 | <input type="checkbox"/> No |
|--|------------------------------------|

Skip question 43 if you said “Yes” in Question 42.

43. How long have you lived in Canada?

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> 0-5 years | <input type="checkbox"/> More than 10 years |
| <input type="checkbox"/> 6-10 years | |

44. People often describe themselves by their race or racial background. How would you describe yourself? (You can choose more than one answer)

- | | |
|--|---|
| <input type="checkbox"/> Arab, Middle Eastern or West Asian
(example: Afghan, Armenian, Iranian,
Lebanese, Persian, Turkish) | <input type="checkbox"/> South Asian or Indo-Caribbean
(example: Indian, Indo-Guyanese, Indo-
Trinidadian, Pakistani, Sri Lankan) |
| <input type="checkbox"/> Black (example: African, African-
Canadian, Afro-Caribbean) | <input type="checkbox"/> Southeast Asian (example: Filipino,
Malaysian, Singaporean, Thai,
Vietnamese) |
| <input type="checkbox"/> East Asian (example: Chinese,
Japanese, Korean) | <input type="checkbox"/> White (example: English, Greek, Italian,
Portuguese, Russian, Slovakian) |
| <input type="checkbox"/> First Nations (status, non-status,
treaty or non-treaty), Inuit or Métis | <input type="checkbox"/> Not listed (please describe:
_____) |
| <input type="checkbox"/> Latin American (example: Brazilian,
Colombian, Cuban, Mexican,
Peruvian) | |

45. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

- | | |
|---|---|
| <input type="checkbox"/> No disabilities | |
| <input type="checkbox"/> Blindness or low vision (does not
include vision that is correctable by
glasses or contact lenses) | <input type="checkbox"/> Physical, coordination, manual
dexterity, or strength (example:
handling objects) |
| <input type="checkbox"/> Deaf, deafened or hard of hearing | <input type="checkbox"/> Physical illness and/or pain (example:
diabetes, epilepsy, heart condition,
kidney disease, lung disease,
rheumatoid arthritis) |
| <input type="checkbox"/> Developmental or cognitive disability
(example: Down syndrome) | <input type="checkbox"/> Speech and/or language disability
(not caused by hearing loss) |
| <input type="checkbox"/> Learning disability (example: dyslexia) | <input type="checkbox"/> Not listed (please describe:
_____) |
| <input type="checkbox"/> Mental health disability (example:
bipolar disorder, depression) | |
| <input type="checkbox"/> Mobility disability (example: cane,
wheelchair) | |

End of Survey

Thank you for taking the time to fill out the TSHC Tenant Experience Survey. Your feedback will help us improve services for you.

If you have any questions or comments about completing this survey, please contact Forum Research at (416) 613-8225 or TSHCsurvey@forumresearch.com.

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 8, 2026

Item Number: CA-P-04

Report Name: 2026 Annual Plan – Q1 Progress Report

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: June 26, 2026

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors receive this report for information. The Quality and Tenant Engagement Committee (QTEC) reviewed this report at its June 1, 2026 meeting.

Reason for Recommendation:

Toronto Seniors Housing Corporation (TSHC) successfully concluded its first Strategic Directions 2023 – 2025. A renewed set of Strategic Directions are being developed in 2026 to guide the organization over the next three to five years. To ensure continuity during this transition, a 2026 Annual Plan was developed as an interim framework while the next multi-year strategic directions are finalized. The 2026 Annual Plan was approved by the Board of Directors on April 28, 2026.

This report highlights progress made in implementing the 2026 Annual Plan in Q1.

Q1 2026 Key Performance Indicators Dashboard

As indicated in the Dashboard, the first quarter of 2026 reflects continued progress across all objectives and enablers. For more comprehensive details, please refer to Attachment 1.

- **Excellent Landlord:** The housing occupancy rate reached 98.32% at the end of March 2026, exceeding the target of 98%. TSHC achieved a 100% rent collection rate in Q1, consistent with Q4 2025. Overall arrears levels declined during Q1, with 90% of households maintaining good financial standing. Operations and Environmental Health Unit teams continued to work actively with tenants to address pest issues, resulting in 1,070 units being declared pest free in Q1.
- **Tenant Engagement:** A total of 88 Community Activities Fund applications were approved, distributing \$3,633. A total of 145 tenant engagement activities were delivered in Q1, engaging 504 tenants. These activities included 108 building meetings focused on Community Activities Fund planning, 33 tenant-led events, and two Regional Tenant Volunteer Training Sessions.
- **Programs and Partnerships:** In Q1, a total of 265 recurring programs were offered to tenants across the buildings. Of these 265 programs, 221 (83%) were led by community partners, while 44 (17%) were tenant-led.
- **Organizational Excellence:** A Board Governance Workshop was held on February 9 for Board members to review Board policies and procedures, Committee Chairs and membership, Board Committee Terms of Reference, and to discuss Board priorities for 2026. The new Relationship Agreement between TSHC and Toronto

Community Housing (TCHC) came into effect on January 1, 2026. A training session was delivered to all People Leaders to provide an overview of the new agreement, including new terms and areas of compliance. TSHC's Second stand-alone budget was approved by the City Council in Q1.

- **Employer of Choice:** A Staff Town Hall was held on March 24 with 131 staff in attendance. The Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee hosted a Women in Leadership Panel Discussion in recognition of International Women's Day, engaging 45 staff in a meaningful conversation. More than 10 training sessions were organized in Q1, reaching over 325 participants.

Q1 2026 Annual Plan Tracker

Under the 2026 Annual Plan, all projects progressed as planned in Q1, with no projects slated for completion during this period. Reporting on project completions is expected to begin in Q2 2026.

TSHC will continue to advance Annual Plan initiatives and incorporate insights from ongoing consultations to inform the development of the next Strategic Directions. Progress updates will be reported to the QTEC and the Board in subsequent quarters.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

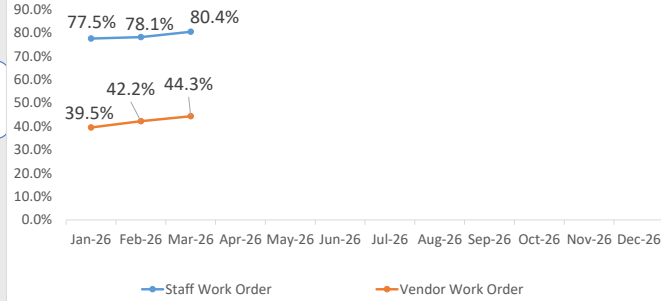
CA-P-04.1 – 2026 Annual Plan Key Performance Indicator Dashboard – Q1 2026

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

Highlights:

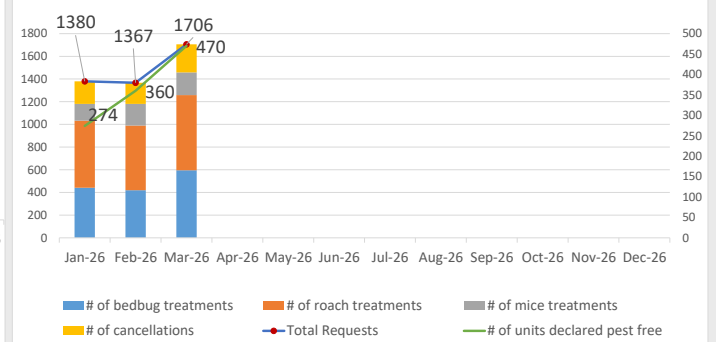
- **Work Orders:** In March, 80.4% of staff work orders and 44.3% of vendor work orders were completed within the Service Standards.
- **Pest Management:** In Q1, a total of 1,104 units were declared pest free. Staff assisted 33 units preparing for treatment and coordinated preparation for an additional 30 units with Toronto Public Health.
- **The housing occupancy rate** at the end of March stood at 98.32%, exceeding the target of 98%. The average unit turnover days in Q1 was at 78 days, an increase from 75 days in Q4 2025.
- **Arrears:** TSHC achieved a 100% rent collection rate in Q1, consistent with Q4 2025. Overall arrears levels declined during Q1, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.

% of Maintenance Work Orders Completed within Service Standard*

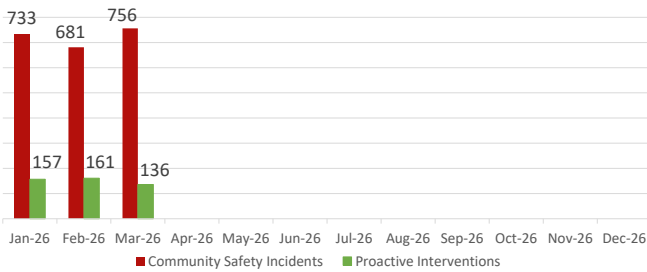


* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.
** Vendor Work Order data has been updated to include pest control data.

Number of Pest Treatment Requests and Number of Units Declared Pest Free

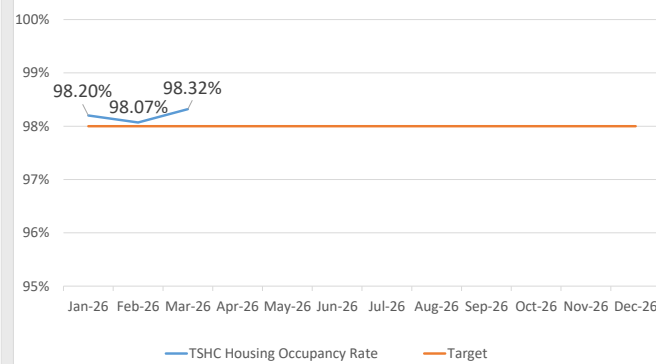


Community Safety

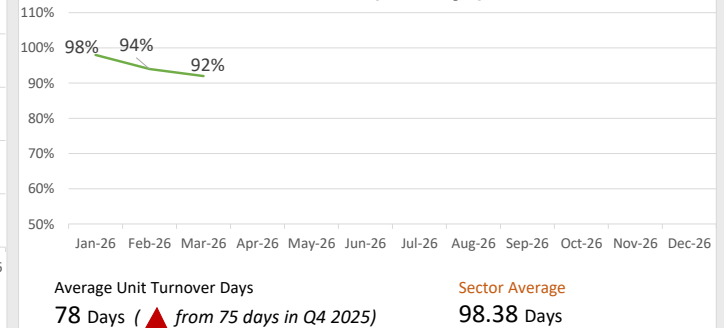


Community Safety Incidents include cause disturbance incidents, crimes against justice, crimes against property, crimes against persons, false fire alarms, fire incidents, medical incidents, mental health incidents, disputes, noise complaints, parking incidents, trespass incidents, sudden death, other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

Housing Occupancy Rate



% of Units that Met the Unit Turnover Standard (60 days)



Average Unit Turnover Days
78 Days (▲ from 75 days in Q4 2025)
Sector Average: **98.38 Days**

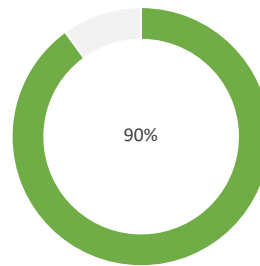
Monthly Rent and Parking Arrears



Rent Collection Rate
100% (Same as Q4 2025)

Sector Average
90.9%

% of Households in Good Financial Standing



5 Evictions Enforced (8 evictions in Q4 2025)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1212
\$2,001-\$4,000	91
\$4,001-\$6,000	48
\$6,001-\$8,000	14
\$8,001-\$10,000	6
\$10,001 and above	16
Grand Total	1387

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

Highlights:

- In Q1, 88 Community Activities Fund Applications were approved, distributing a total of \$3,633.
- In Q1, 33 one-time, tenant-led events were organized, primarily private celebrations, along with select community programming such as a painting class at 55 Outlook Avenue and a "Lunch and Learn" session at 130 Eglinton Avenue East.
- Two regional tenant volunteer training sessions were delivered in Q1, led by a tenant engagement expert, with a total of 94 tenant volunteers participating.
- Mayoral Lunar New Year visits were held in 12 TSHC buildings to celebrate Lunar New Year with tenants.
- TSHC launched new enhancements to its website, including updated menus, layout, and a tenant poster section, to improve accessibility and strengthen tenant-facing features.

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter:
\$3,633 in Q1 2026

\$ Community Activities Fund Distributed in the same quarter last year:
\$3,304 in Q1 2025

Number of Community Activities Fund Applications Approved:
88 in Q1 2026

Communications with Tenants:

1 issue of Seniors Speak and **1** Community Letter with Video
17 posters translated into top **8** languages and distributed

Tenant Engagement Activities

- 1** Senior Tenants Advisory Committee Meeting
- 1** Tenant Consultation Meeting
- 108** Building Meetings
- 2** Regional Tenant Meetings
- 33** Tenant-led Events
- 504** tenants participated

Online Engagement

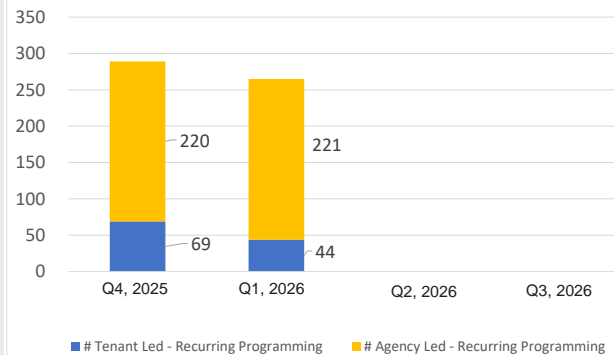
Website Users: **13,421**
Social Media Audience: **2,430**
Social Media Audience Growth: **55**

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

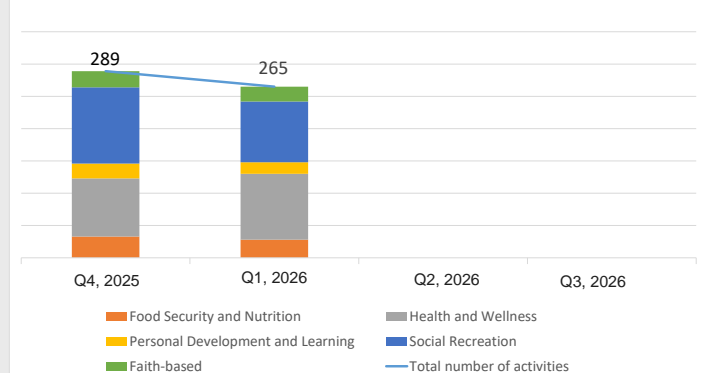
Highlights:

- In Q1, a total of 265 recurring programs were offered to tenants across the buildings. Of these 265 programs, 221 (83%) were led by community partners, while 44 (17%) were tenant-led.
- 108 meetings were held across the portfolio with Tenant Circles to plan annual activities aligned with established priorities. These included CAF application preparation sessions, event planning meetings, and discussion sessions with Circle members.
- Partners reported over 11,000 tenant interactions in Q1. (These interactions vary and may include participation in social gatherings, attendance at recurring classes or educational sessions, and receipt of food through food security programs. Interactions may also reflect multiple touchpoints with the same tenant.)
- In Q1, more than 2,200 sessions were delivered through agency-led programs, including weekly exercise classes, health clinics, faith-based services, and social gatherings.

Recurring Programs



Building Programs



Strategic Objective 4: To promote innovation

N/A

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

Highlights:

- A Staff Town Hall was held on March 24 with 131 staff in attendance.
- Throughout the Black History Month, the IDEA Committee shared weekly educational communications to learn from the past, celebrate Black heritage and achievements, and act on our continued commitment to build a just and equitable society.
- A total of 36 stories were published in the Staff Bulletin.
- The IDEA Committee organized a special Women in Leadership Panel Discussion in recognition of International Women's Day, engaging 45 staff in a meaningful conversation about the experiences, choices, and insights that have shaped their career journeys.
- More than 10 training sessions were delivered in Q1, reaching over 325 participants. Key training topics included Pest Management, Transition to Pension, Early Resolutions, and the Annual Review Process.

Enabler: Organizational Excellence

Statement of Operations

As of March 31, 2026

