

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

Date: Monday, August 17, 2026

Time: 3:00 pm to 5:00 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 2 min	Approval of QTE Public Committee meeting minutes of June 1, 2026	Approval	Minutes	Chair
6.	3:08 pm 1 min	Action Items Review	Information	List	Chair
7.	3:09 pm 5 min	CEO Update	Information	Report	Tom Hunter
8.	3:14 pm 30 min	Innovation/Research Update (deferred from June 1, 2026 meeting)	Information	Report	Tom Hunter / Arlene Howells / Deanna Veltri
9.	3:44 pm 10 min	Rent-geared-to-income, Review Body Policy	Approval	Report	Brad Priggen

Item	Time	Description	Action	Type of Item	Presenter
10.	3:54 pm 15 min	Operational Dashboard	Information	Report	Brad Priggen
11.	4:09 pm 15 min	Community Programs and Partnership Update	Information	Report	Deanna Veltri
12.	4:24 pm 10 min	Communications Update	Information	Report	Deanna Veltri / Wendy Dobson
13.	4:34 pm 15 min	Community Safety Unit Q2 Report 2026 TSHC	Information	Report	Grant Coffey
14.	4:49 pm 10 min	Annual Plan Progress Update	Information	Report	Grant Coffey
15.	4:59 pm	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Monday, June 1, 2026

Time: 2:30pm to 5:00pm

Location: WebEx and Livestream

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, June 1, 2026, at 2:30pm via WebEx video conference. **This meeting was livestreamed and can be viewed in its entirety [Here](#).**

Members in attendance:

Fareed Amin, Board Chair
Lawrence D'Souza
Jim Meeks
Jesse Cohoon
Brenda Parris
Councillor Crisanti
Andrea Austen

Regrets:

Linda Jackson, Chair

Guests:

Sarah Lam, Forum
Paolo Leynes, Forum

TSHC staff present:

Tom Hunter, Chief Executive Officer
Grant Coffey, Director, Strategy and
Business Management
Deanna Veltri, Director, Engagement,
Partnership and Communications
Carol Francis, Director, People and Culture
Vince Truong, Interim Finance Lead
Brad Priggen, Director, Operations
Fatima Mahmood and Emma Francis, EAs

Deputants

Arnold Margulis
Bill Lohman

Item 1: Chair's remarks

The Board Chair, Fareed Amin, welcomed Committee members, Board, Staff and online participants to the Quality and Tenant Engagement Committee meeting of June 1, 2026. He noted that he would be chairing the meeting on behalf of the Committee Chair, Linda Jackson.

The Board Chair acknowledged that June was Seniors Awareness Month, Italian Heritage Month, National Indigenous History Month, Portuguese Heritage Month, PRIDE Month & Filipino Heritage Month; and noted that the CEO would speak more to these events during his update

The Board Chair noted there was a full and exciting agenda, with two deputations.

With that, the Board Chair proceeded to the next agenda item.

Item 2: Land and African ancestral acknowledgements

The Board Chair began with Land and African ancestral acknowledgements.

Item 3: New Business and Approval of public meeting agenda

The Board Chair asked if there were any New Business or any amendments to the Agenda. With no amendments or new business, he asked for a motion to approve the Public Agenda of June 1, 2026 as presented.

Moved: Councillor Crisanti

Seconded: Jesse Cohoon

With All in favour, it was resolved that the QTEC Public Agenda of June 1, 2026 was approved as presented**Carried**

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

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

Item 5: Approval of QTEC public minutes of May 19, 2026

With respect to the QTEC Public meeting Minutes of May 19, 2026, the Board Chair noted that a sentence was added to the minutes at Item 12, Page 7, being: "The Board Secretary noted to the Chair that there was no longer a deputation for this item". With that, the Board Chair asked if there were any other edits, with none, the Board Chair asked for a motion to approve the minutes as amended.

Moved: Jim Meeks

Seconded: Jesse Cohoon

With All in favour, it was resolved that the QTEC Public meeting Minutes of May 19, 2026, as amended were approved **Carried**

Item 6: Action items review

The Board Chair noted that the Action Items were reviewed at the May 19, 2026 meeting and whether any committee member wanted to discuss again. With no comments, the Board Chair proceeded to the next agenda item.

Item 7: CEO Update

At the Chair's invitation, Tom Hunter went through his CEO update, highlighting:

- Pride Month
- Filipino Heritage Month

- National Indigenous History Month (honouring Elder Blu Waters)
- Seniors Month and TSHC's four-year anniversary

The Board Chair thanked Mr. Hunter and proceeded to the next agenda item.

Item 8: Tenant Experience Survey Results

The Chair noted we had a deputation and welcomed Mr. Margulis. Mr. Margulis thanked the Chair and noted two concerns of:

- ongoing issues for two years related to alterations in the unit above, resulting in contamination concerns and harassment.
- unit transfer has been stalled for two years with no resolution.

Mr. Margulis also alleged that false complaints were made against him, leading to an eviction application and damage to their tenant file. He asked that his case be removed from current operations oversight and reviewed independently.

The Board Chair thanked Mr. Margulis and noted there would be a discussion at the Board and a response would be provided in the future.

The Board Chair then welcomed Sarah Lam and Paolo Leyes from Forum Research to present the Tenant Experience Survey Results but first handed to Grant Coffey. Mr. Coffey thanked the Chair and gave a brief overview of what will be presented and acknowledged the work of Ayushman Banerjee, Business Consultant, with the Survey. Mr. Coffey then welcomed Forum presenters.

Once the presentation was complete, the Board Chair opened up for comments and questions. There was a fulsome discussion among the Committee and Board members with highlights of:

- Participation is the lever: Tenants in programs feel a stronger sense of

community (67% vs 37%).

- Southeast region needs attention: Satisfaction, pride, pest-treatment help and staff respect all softened here.
- Language outreach is not enough: Only 3% completed the survey in a non-English language despite 13 offered.
- Three repeat priority areas: Complaints handling, staff acting on requests, and access-to-services info are still primary improvement zones.
- ISM report signals a next chapter: First annual submission to Senior Services & Long-Term Care, framing what comes after four years of build-out.

The Board Chair thanked everyone for their input and discussion and thanked Forum Research for the presentation and then proceed to the next Agenda Item.

Item 9: Future Strategic Directions

At the invitation of the Chair, Grant Coffey went through the Future Strategic Directions, highlighting the Strategic Planning Cycle Progress Updates and noted at the July 8, 2026 Board of Directors meeting a summary report and presentation will be brought forth.

The Board Chair thanked Mr. Coffey and there was a wholesome conversation among the Committee and Board members. He then proceeded to the next agenda item.

Item 10: Integrated Service Model Annual Report

The Chair noted we had two deputations and first welcomed Mr. Margulis. Mr. Margulis thanked the Chair and noted a few concerns, being:

- Unfair Penalization before haring (selective Policy Enforcement)
- Barring active residents from local volunteer work
- Suppression of Community participation

The Chair thanked Mr. Margulis and welcomed our next deputant, Mr. Lohman. Mr. Lohman thanked the Chair and noted:

- support for the Integrated Service Model and appreciated the discussion on needs of an aging population, particularly tenants living with dementia.
- Highlighted concerns about how tenants and communities can support residents experiencing dementia and other age-related challenges.
- Emphasized the importance of engagement, volunteerism, community connection, and leadership in building healthy tenant communities.
- questions about tenant participation and volunteer recruitment have existed for years but acknowledged positive progress and enthusiasm among volunteers.
- Raised longstanding concerns about aspects of the Integrated Service Model and Community Connect Plus, while noting that management has begun discussing potential improvements.
- Suggested measures to strengthen trust and engagement, including having a staff member serve as co-chair of committees.
- Questioned the current role and visibility of SSC staff, noting that they are spread across multiple buildings and are not consistently present.
- Recommended increasing SSC presence in buildings to improve tenant engagement, morale, and community support.

The Board Chair thanked Mr. Lohman and asked Mr. Hunter to go through the ISM Annual Report. Mr. Hunter thanked the Board Chair and gave a brief description of the upcoming ISM Report and handed over to Deanna Veltri to go through the presentation.

Ms. Veltri thanked Mr. Hunter and highlighted:

- Purpose of Report
- How the Report is Organized
- Overall Report Takeaways
- Summary of Progress Statements
- Next Steps

The Board Chair thanked Ms. Veltri for the presentation and noted that with time restraints, that deferring the a few next agenda items, would be best. Staff agreed and with that the Board Chair noted the deferrals.

Item 11: Innovation/Research Update

With time constrained, the Board Chair noted this item would be deferred to an August 2026 QTEC meeting.

Item 12: 2026 Q1 TSHC Annual Plan Progress Update

With time constrained, the Board Chair noted this item would be deferred to the next Board of Directors meeting in July 2026.

Item 13: Seniors Acknowledgement

With time constrained, the Board Chair noted this item would be deferred to a future Board or QTEC meeting with City input.

Item 14: Adjournment

The Board Chair thanked the Committee members, Board, Staff, guests and the online attendees to the TSHC QTEC June 1, 2026, meeting and asked for a motion to adjourn the meeting.

Moved: Jesse Cohoon

Seconded: Jim Meeks

With All in favour, it was resolved that the TSHC QTEC June 1, 2026, meeting terminate **Carried**

Fareed Amin, Board Chair
Quality and Tenant Engagement Committee

Karyn Bawden
Board Secretary

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

Action Items List as of August 2026

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

Completed Action items				
	Meeting arising from	Description	Resp.	Status
1.	September 30, 2025	Bring to Committee budgeted amount of CAF to Buildings	Deanna Veltri	Completed

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

Meeting Date: August 17, 2026

Item Number: 7

Report Name: CEO Update

To: Quality Tenant and Engagement Committee

From: Tom Hunter

Date of Report: August 10, 2026

Summary:

This report provides the Quality Tenant and Engagement Committee with an update on several key areas of work underway at Toronto Seniors Housing Corporation. Progress continues on the development of TSHC's strategic directions, preparation of the 2027 budget submission, and delivery of summer tenant regional meetings. Community programming continues to expand through new and enhanced partnerships at Rankin and 1775 Eglinton, including recreational, educational, food security, and adult day programs. Planning for the distribution of portable air conditioning units provided by the City of Toronto is ongoing, with priority being given to tenants with higher accessibility needs. TSHC also continues to engage in early planning discussions regarding a proposed seniors' building at Lawrence Heights Phase Two, with a focus on accessibility, sustainability, community amenities, and future housing opportunities for seniors.

These activities collectively support improved tenant experience, strengthened operational planning, and alignment with City priorities.

Recommendation:

The Quality Tenant and Engagement Committee receive this report for information only.

Financial/Stakeholder Impact:

The 2027 budget development process is underway and includes consideration of operating pressures, service requirements, and staffing resources required to support organizational priorities. Budget planning is being guided by the City's direction to maintain a net-zero increase. This strategy may have an impact on service delivery, and the Board will be updated as the development of the 2027 moves forward.

Comments:

Additional A/C Units from City of Toronto

In early July, the City of Toronto confirmed that approximately 1,400 to 1,500 portable air conditioning units were available for TSHC tenants. Units will be prioritized for tenants with high accessibility needs, such as those requiring assistance during an evacuation and who do not already have an air conditioner, and then by age, prioritizing older tenants. This approach is intended to support tenants with a higher likelihood of being homebound and more vulnerable to extreme heat. TSHC and TCHC are currently coordinating delivery logistics and distribution plans for the units.

Strategic Directions

Development of TSHC's new strategic directions continues to progress. The Leadership Team has been working closely with the Beam Group to refine the draft strategic framework and roadmap, while the Extended Leadership Team has provided input on priority initiatives and organizational enablers. This work will help establish TSHC's future direction and guide implementation planning.

2027 Budget

Preparation of the first submission for the 2027 budget is underway. The budget submission includes consideration of staffing and service requirements needed to support organizational priorities and tenant services, while aligning with the City's direction to achieve a net-zero budget increase. Conversations with TCHC are ongoing to ensure alignment on shared financial considerations.

Summer Tenant Regional Meetings

Summer tenant regional meetings have seen strong turnout across all regions, with approximately 50 to 60 tenant volunteers attending each session. The meetings included an open forum with the CEO, and a program focused discussion led by Community Service Coordinators. The City of Toronto also participated, providing information on community programming and registration processes to support improved access to services for seniors.

Community Programming Updates

Renovation work is underway to prepare two office spaces at Rankin for use by Parkdale Golden Age Foundation. Once settled, Parkdale Golden Age Foundation plans to expand its programming to include bingo, tenant socials, arts and crafts, and potentially baking activities.

Davenport Perth will begin a six-month trial program in September, offering weekly classes in computer literacy, phone literacy, and English communication. Fitness programming, including gentle yoga and line dancing, continues to be offered four times per week through Parkdale Golden Age Foundation and Davenport Perth, supporting wellness and social engagement for tenants.

At 1775 Eglinton, a new food bank program was launched on August 10, 2026, to support tenants experiencing food insecurity. In addition, Baycrest is scheduled to begin offering an Adult Day Program on September 9, 2026, providing seniors with access to programming, social engagement, and additional supports that promote well-being and independent living. These new partnerships continue to strengthen community-based services available to tenants.

Lawrence Heights Development

TSHC continues to engage in early planning discussions with TCHC regarding the proposed seniors' building at Lawrence Heights Phase Two, Block 22. The project represents an opportunity to deliver purpose-built seniors' housing as part of the Lawrence Heights revitalization, with a focus on three priorities: supporting aging-in-place, fostering community connections, and reducing long-term environmental impacts and operating costs.

The current plans propose a six-storey building containing 171 one-bedroom homes for seniors, including a mix of replacement Rent-Geared-to-Income (RGI) units and new affordable housing units. The final number of each unit type will be determined through ongoing funding and approval discussions.

Accessibility and aging-in-place are central considerations in the proposed design. Current plans include 17 fully modified units that

meet TCHC accessibility standards, as well as accessible features throughout the building, including step-in showers, wider doorways, universal washrooms, dedicated scooter storage and charging facilities, fitness amenities, and interior walking loops to support mobility and independent living.

Sustainability measures are also being incorporated into the design process to meet the Toronto Green Standard. These measures are intended to reduce energy consumption, lower greenhouse gas emissions, improve tenant comfort, and support long-term building performance.

The proposed building will feature an interior courtyard to provide outdoor gathering and amenity space for tenants and will be located adjacent to the future community recreation centre, public park, and transit connections. Current planning also includes consideration of a ground-floor health clinic that could serve both residents and the surrounding community. Seniors currently residing in the North Acres buildings are expected to be prioritized for occupancy to support direct moves wherever possible and minimize disruption.

The current target completion date is the fourth quarter of 2029, subject to funding approvals, municipal approvals, procurement processes, and construction factors.

Tom Hunter
Chief Executive Officer

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

Meeting Date: August 17, 2026

Item Number: 08

Report Name: Office of the CEO Innovations Update

To: Quality and Tenant Engagement Committee

From: Tom Hunter

Date of Report: August 10, 2026

Summary:

This report provides an overview of innovation activities undertaken by Toronto Seniors Housing Corporation (TSHC) from 2023 to 2025 and outlines the planned Innovation Agenda for 2026. The attached presentation highlights TSHC's innovation mandate, working definitions of innovation, completed initiatives, and key considerations that will shape innovation work moving forward. It also describes planned initiatives across core, adjacent, and transformational innovation streams, including coordinated wellness models, accessibility policy development, partnership frameworks, health and housing data integration, and expanded collaboration with City and sector partners. These activities support improved tenant experience, strengthened service delivery, and system-level collaboration to advance seniors' housing and wellness.

Recommendation:

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

Financial/Stakeholder Impact:

Innovation initiatives outlined in the attached presentation have implications for staff capacity, partnership development, and future resource planning. Several planned activities, such as the development of a Health and Housing Dashboard, coordinated wellness models, and expanded collaboration with Ontario Health and City partners—may require additional data integration, cross-sector coordination, and potential resource alignment. Stakeholder impacts include strengthened tenant engagement, improved access to services, enhanced evidence-informed decision-making, and increased collaboration across housing, health, and social care sectors. These initiatives collectively support tenant wellness, aging at home, and organizational advancement.

Comments:

Innovation Mandate and Approach

TSHC's innovation mandate focuses on enabling tenants to age at home with comfort and dignity, improving tenant experience, co-designing solutions 'with' not 'for' tenants, and developing partnerships that support wellness and healthy aging. The presentation emphasizes collaboration across sectors and advocacy to strengthen seniors' housing and wellness.

Innovation Achievements (2023–2025)

Between 2023 and 2025, TSHC embedded 13 innovation initiatives in its Strategic Directions, completing 8 (62%). Completed initiatives included development of an Alternative Dispute Resolution program with Humber College, co-design of the Community Activities Fund and related policy, implementation of the Translation and Interpretation Policy, and re-engineering of the arrears process with OCHE. Adjacent innovations included research partnerships, anti-bullying programming with Sheridan College, expanded access to services, and piloting a Complex Tenancy Team approach with TCHC. Transformational innovations included co-designing Community Connect+, contributing to provincial housing and health data work, and advancing sector thought leadership through Aging at Home reviews and ONPHA publications.

2026 Innovation Considerations

Key considerations for 2026 include strengthening evidence-based decision-making through integration of health data, balancing organizational capacity, increasing advocacy related to aging at home, and navigating legislative and legal barriers that affect service access within buildings. These considerations will guide prioritization and implementation of innovation initiatives.

2026 Innovation Agenda

The planned Innovation Agenda includes initiatives across core, adjacent, and transformational innovation streams. Adjacent innovations include pursuing coordinated wellness models, developing accessibility and customer service policies, deepening collaboration with City partners, and expanding building-specific safety and wellness plans. Transformational initiatives include developing a Health and

Housing Dashboard, planning a partnership management framework, advocating for system navigators, and using Dr. Agarwal's TSHC-specific Social Housing Report to set building priorities. Core innovations include using tenant and employee survey data to inform program development and developing the Tenant Transfer Policy. Additional initiatives include inter-generational activities, health literacy programming, and an interprofessional primary care team project with CommunitiCare.

Value of 2026 Innovations

The presentation highlights that 2026 innovations will support more evidence-informed decision-making, strengthen access to services and supports for tenants, and drive collaboration across organizational and sector boundaries to support system change.

Research Partnership with Dr. Agarwal

The research project with Dr. Agarwal supports tenant engagement, staff, housing stability, and seniors aging at home through an integrated service model. The presentation outlines how staff connect tenants with agencies, support tenant-led activities, and strengthen relationships with the City of Toronto to enhance service delivery.

Tom Hunter
Chief Executive Officer

List of Attachments:

1. CEO's Report on Innovations at TSHC

**Toronto Seniors
Housing Corporation**

Quality and Tenant Engagement Committee

**Research and Innovation
Update**

August 17, 2026



Why We Innovate | What Guides Us

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.

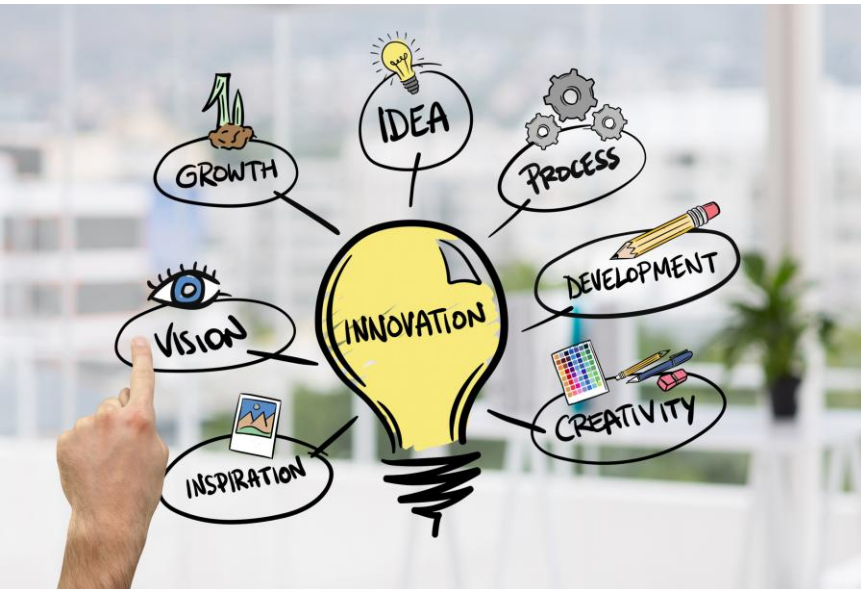
Improve the tenant experience

- Offer clean, safe affordable social housing
- Co-design solutions with tenants and have their voices represented throughout the organization
- Develop partnerships to deliver programs that support wellness and healthy aging

Collaborate To Improve Social Housing

- Advocate with other sectors to continue to support wellness and healthy aging

Our Working Definition of Innovation



Core Innovation

- Continuous Improvement on operational, business processes or key policy change

Adjacent Innovation

- Something we are doing well and would like to **Spread and Scale** within the next year or two where we have capacity to deliver

Transformational Innovation

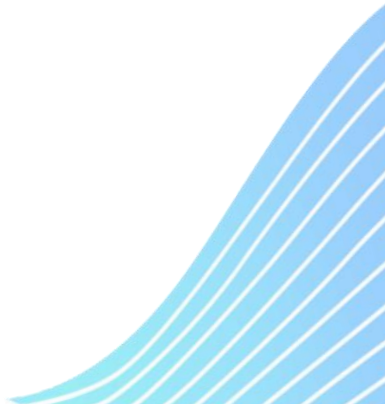
- A change in approach to matters that positions us for **Strategic Advancement**, and it may also require additional resources and/or collaboration with another sector

Delivering Innovation from 2023 - 2025

- **Innovation Objective**
 - To develop and promote innovation and leading practices which contribute to seniors' well-being
- **Innovation Activities and Accountabilities**
 - 13 innovation initiatives were embedded in last Strategic Directions
 - 8 or 62% were completed
 - Accountability fell primarily under the areas of Operations, Engagement Partnership and Communications and Strategy and Business Management
- **Other innovations were undertaken that did not fall specifically under the Innovation objective**

Delivering Innovation from 2023 - 2025

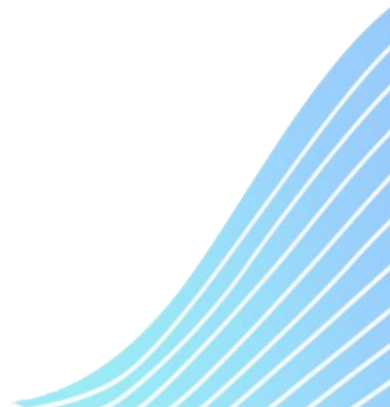
Core Innovation | Continuous Improvement

1. Partnered with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants
 2. Co-designed Community Activities Funds program and related policy
 3. Development and implementation of the Translation and Interpretation Policy
 4. Re-engineered arrears process with OCHE
- 

Delivering Innovation from 2023 - 2025

Adjacent Innovation | Spread and Scale

1. Research partnerships to expand knowledge and skills across housing
 - Women's College partnership - “Reimagining NORCs for 21st Century Cities” study project
 - Sheridan College – Seniors anti-bullying program developed with tenant and staff inputs
2. Expanding the access to services in more buildings
3. Pilot Complex Tenancy Team approach with TCHC

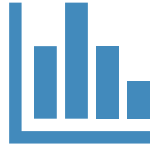


Delivering Innovation from 2023 - 2025

Transformational Innovation | Strategic Advancement

1. Co-designed new tenant engagement model Community Connect+
2. Collaborate with other housing providers and Ontario Health with Dr. Agarwal on a provincial atlas reflecting the profile and needs of tenants and their communities
3. CEO Chairs Safety and Community Wellness Project for Local Housing Corporations (LHC) and supported the development of baseline housing data across LHC providers
4. Staff and leader voices are influencing system change at a variety of tables including ONPHA, LHC, Seniors Housing Provider Table, Toronto Seniors Strategy Accountability Table
5. Release of *Aging at Home Service Delivery Model Review* and ONPHA's *Summary of Aging in Place Innovations and Best Practices* offered thought leadership to the sector on managing the intersections of housing and healthcare

2026 Innovation Considerations



Evidence Based / Data Informed Decision Making

- Limited to housing data only in the past – adding health data



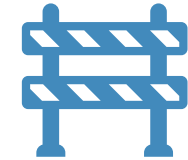
Balancing Capacity

- Improve health and social care system collaboration while all are facing pressures
- Improve access to space to deliver programs – currently very limited
- Build alignment across the organization on innovation



Aging at Home Advocacy

- Strategically increase government relation activities to improve awareness of TSHC with decision makers and key opinion leaders



Legislative and Legal Barriers

- Balance access to services within buildings against other legislative and legal barriers

2026 Innovation Agenda

Planned	Core Continuous Improvement	Adjacent Spread and Scale	Transformational Strategic Advancement
Continue to pursue the coordinated wellness model for implementation in TSHC buildings		X	
Develop a Health and Housing Dashboard			X
Develop the Accessibility and Accessible Customer Service Policy and alignment policy between TSHC/TCHC		X	
Plan and develop the Partnership Management and Support Framework			X
Deepen collaboration with City of Toronto agencies, teams and departments to provide support to tenants		X	

2026 Innovation Agenda

Planned	Core Continuous Improvement	Adjacent Spread and Scale	Transformational Strategic Advancement
Use tenant and employee survey data to inform program development	X		
Develop building-specific Community Safety and Wellness Plans		X	
Develop the Tenant Transfer Policy	X		
Continue advocating with Ontario Health for system navigators			X
Pursue discussions with TCHC to improve equitable access to services for their seniors		X	

2026 Innovation Agenda

Planned	Core Continuous Improvement	Adjacent Spread and Scale	Transformational Strategic Advancement
Introduce inter-generational activities at targeted buildings		X	
Focus on developing health literacy with partners who can support this activity			X
Use Dr. Gina Agarwal's TSHC specific Social Housing Report to set building specific priorities to improve service delivery within buildings based on data			X
Interprofessional Primary Care Team project with CommunitiCare		X	

Value of 2026 Innovations



**More evidence informed
decision-making to support
both tenants and staff**



**Continues to strengthen access
to services and supports for
tenants**



**Seeking and driving
collaboration across
organizational and sector
boundaries to drive system
change**

Research Project with Dr. Agarwal

Chronic Diseases

Prevalence of:



Diabetes

Toronto Seniors
Housing Corporation



38.0%

Ontario



20.4%



Hypertension

68.4%

33.3%



Chronic Obstructive
Pulmonary Disease

22.1%

13.7%



Asthma

18.2%

20.9%



Congestive Heart Failure

9.3%

4.4%



Cardiovascular Disease

5.1%

3.0%

Frailty



14.9%
TSHC

7.4%
Ontario

Dementia



8.7%
TSHC

3.0%
Ontario

Research Project with Dr. Agarwal

Visits in 12 months

Mean number of:

	Toronto Seniors Housing Corporation	Ontario
		
	Mean (Standard Deviation)	
 Primary Care	6.06 (1.34)	4.29 (1.60)
 Specialist	3.80 (0.74)	2.50 (1.10)
 Emergency Department	0.67 (0.25)	0.74 (0.40)
 Emergency Department via Ambulance	0.34 (0.20)	0.25 (0.21)

Admissions in 12 months

	Mean (Standard Deviation)	
 Hospital	0.19 (0.07)	0.13 (0.11)
 Intensive Care Unit	0.03 (0.02)	0.02 (0.02)
 For Mental Health	0.01 (0.01)	0.02 (0.03)
 Length of Hospital Stay (in days)	0.96 (0.01)	1.38 (1.71)

Seniors Aging at Home with Supports: Integrated Service Model

**Toronto Seniors
Housing Corporation**

Housing Stability

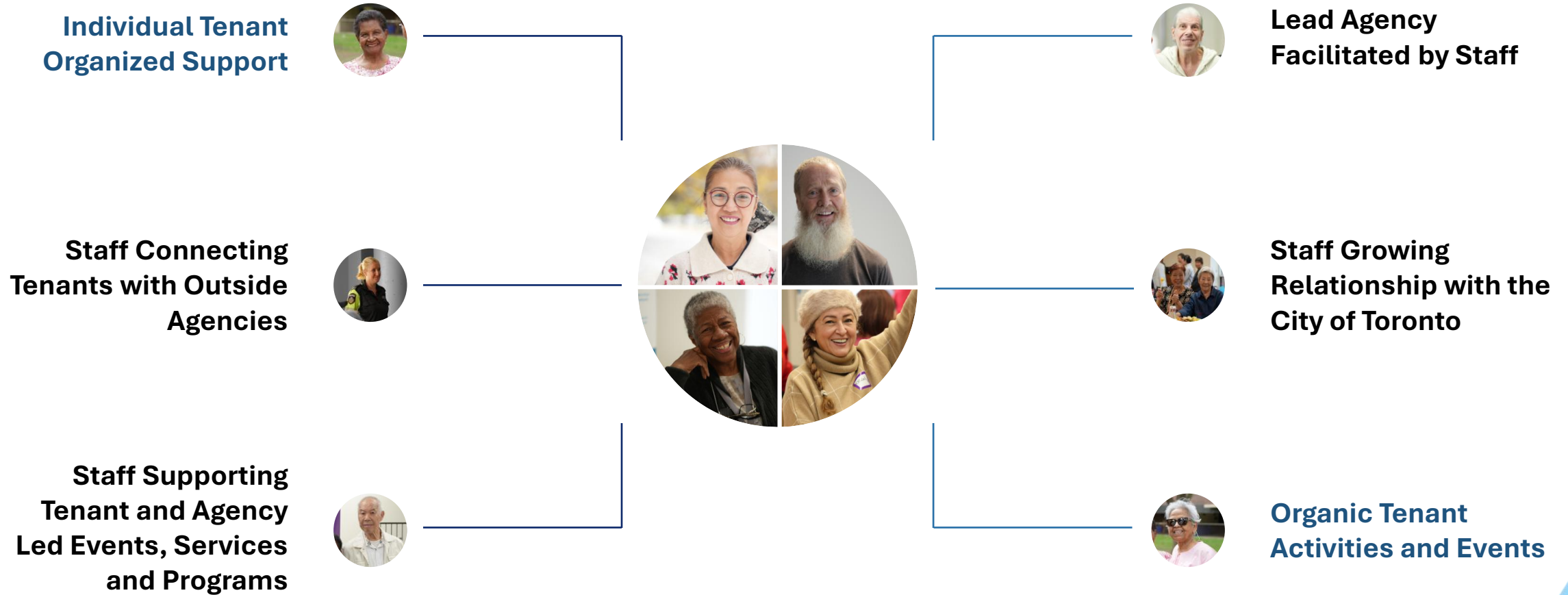
Supports



Tenant Engagement

Staff

Seniors Aging at Home with Supports



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

Meeting Date: August 17, 2026

Topic: Rent-Geared-to-Income (RGI) Review Body Policy

Item Number: 09

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director of Operations

Date of Report: August 11, 2026

Purpose: To obtain approval of the Rent-Geared-to-Income (RGI) Review Body Policy which includes provisions to establish a fair, transparent, and consistent process for reviewing eligible RGI administration decisions.

Recommendation: It is recommended that the Quality Tenant Engagement Committee (QTEC) endorse this Policy and forward it to the TSHC Board of Directors for approval.

Reason for Recommendation: The City of Toronto's Rent Geared to Income Manual requires that Housing providers, including Toronto Seniors Housing Corporation, must establish board-approved

procedural rules for conducting reviews of RGI decisions. The proposed policy provides the framework necessary to meet these requirements and support compliance with the Housing Services Act, 2011.

The proposed policy includes provisions that establish an independent review process, define procedural rules and decision-making requirements, promotes consistency in the administration of RGI reviews, and ensures compliance with applicable legislative and City Requirements.

Brad Priggen
Director of Operations

List of Attachments:

1. TSHC Rent Geared to Income (RGI) Review Body Policy

**Toronto Seniors Housing Corporation (TSHC)
Rent-Geared-to-Income (RGI) Internal Review Policy**

Policy Sponsor: Director, Operations

Approver: Board of Directors

Initial Approval Date: [Date]

Date of Last Revision, if applicable: [Date]

Effective Date: [Date]

Policy Statement

Toronto Seniors Housing Corporation (TSHC) shall conduct RGI reviews in accordance with principles of procedural fairness, and compliant with applicable legislation and the City of Toronto RGI Administration Manual.

A Review Body shall be established to conduct reviews independently of the original decision maker. The Review Body shall consider all relevant information and issue decisions that are reasonable, evidence-based, and supported by clear written reasons.

Households shall be provided with meaningful opportunity to understand and respond to decisions that affect their RGI assistance.

Policy Objective(s)

The objective of the procedural review is to ensure that decisions related to Rent-Geared-to-Income (RGI) assistance are reviewed in a manner that upholds the principles of procedural fairness, transparency, consistency, and accountability.

This Policy provides households with meaningful opportunity to understand and respond to decisions that affect their tenancy and ensures that such decisions are made in compliance with applicable legislation, the City of Toronto RGI Administration Manual, and TSHC Board-approved policies.

Scope

This Policy applies to:

- All decisions related to the administration of RGI assistance made by TSHC
- Households receiving or applying for RGI assistance; and
- TSHC staff and decision-making bodies involved in RGI administration and reviews

Out of Scope (Optional)

This Policy does not apply to:

- Non-RGI tenancies
- Appeals or processes governed by external bodies (e.g., Landlord and Tenant Board)
- Loss of Eligibility (LOE) Reviews
- Eligibility decisions related to the Centralized Waitlist (CWL)
- Complaints addressed through TSHC’s Tenant Complaint Procedure
- Human Rights complaints

Definitions

Household: The people who live permanently in a housing unit. A household can refer to one person who lives alone or to a group of people who live together in the unit. A household could also be made up of multiple benefit and family units.

Rent-Geared-to-Income (RGI) assistance: Financial assistance given to a housing provider so that a qualified household can pay rent based on their income.

Review Body: A designated, impartial decision making body responsible for conducting procedural reviews of RGI decisions.

Procedural Review: A formal process that examines whether the housing provider correctly followed established legislation, policies, and internal procedures when making a decision related to a household’s RGI assistance.

Roles and Responsibilities

- **TSHC Board of Directors:** Responsible for approving this Policy.
- **Manager, Business Operations and Compliance:** Responsible for implementing and operationalizing the Policy and establishing and maintaining procedures to support the review process. Responsible for ensuring staff are trained and to monitor compliance.
- **Review Body:** Responsible for conducting procedural reviews in accordance with this Policy and issuing written decisions with clear reasons.

Policy Content

Right to Request a Review

TSHC households have the right to request a review of eligible RGI decisions, as provided by the City of Toronto’s Rent Geared to Income Manual.

TSHC shall:

- Inform household in writing of their right to request a review at the time a decision is issued;
- Provide clear written instructions on how to request a review;
- Establish timelines for submitting review requests in accordance with applicable requirements;

- Schedule and complete its internal review within 30 calendar days of receiving the request; and
- Provide written notice of the decision within seven business days after completing the review

Procedural Fairness Requirements

All procedural reviews must, at minimum include:

1. Notice and Reasons
 - a clear and complete explanation of:
 - the original decision;
 - the reasons for the decision; and
 - the information and evidence relied upon
2. Opportunity to Participate
 - the household shall have meaningful opportunity to:
 - attend a review meeting (in person, by telephone, or virtually); present information and submissions (e.g., Request for Review, Notice of Decision, Notice of Assessment, and new information); and
 - respond to the evidence
3. Right to Support
 - the household may:
 - request for an interpreter
 - bring a support person, including a family member, friend, advocate, or support worker
4. Impartial Decision-Making
 - the Review Body must:
 - be independent of the original decision maker
 - act without bias or conflict of interest
5. Reasoned Decision
 - the Review Body shall issue a written decision that includes the outcome (upheld, overturned)
 - a clear explanation of the reasons for the decision

Review Body Structure and Authority

TSHC shall establish a Review Body with the authority to:

- Review RGI decisions in accordance with the RGI Administration Manual and this Policy
- Consider all relevant evidence, including new information
- Make final determinations to:
 - Uphold the original decision
 - Overturn the decision and where appropriate, substitute a new decision

Decision Making Principles

Decisions must be:

- Based on evidence and facts;
- Consistent with legislation, the RGI Administration Manual, and TSHC Policies; and
- Documented and justified

Decisions of the Review Body are final.

Related Legislation, Regulations, and TSHC Policies:

- *Housing Services Act, 2011*
- City of Toronto Rent Geared to Income Administration Manual

Next Scheduled Review Date: [Date]

This policy will be reviewed once every 5 years.

Policy Contact

Manager, Business Operations and Compliance

Appendices

[TBD]

Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: August 17, 2026

Topic: TSHC Operational Dashboard

Item Number: 10

To: Quality and Tenant Engagement Committee (QTEC)

From: Brad Priggen, Director of Operations

Date of Report: June, 2026

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive the TSHC June 2026 Operational Dashboard for information.

Brad Priggen
Director of Operations

List of Attachments:

10.1 - TSHC QTEC June 2026 Ops Dashboard

Toronto Seniors
Housing Corporation

Operational Performance Monthly Dashboard

June 2026

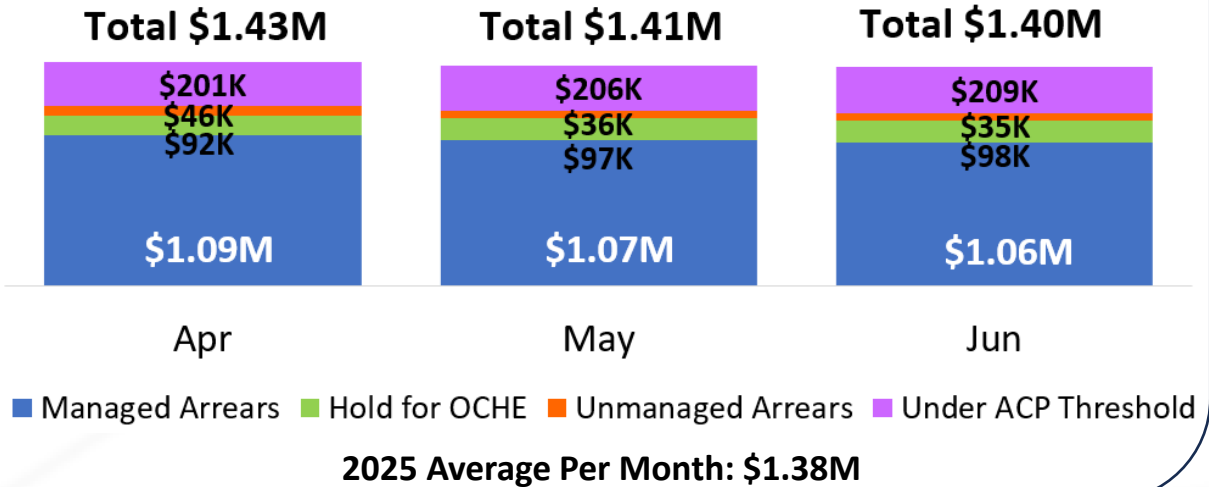
Quality and Tenant Engagement Committee Meeting



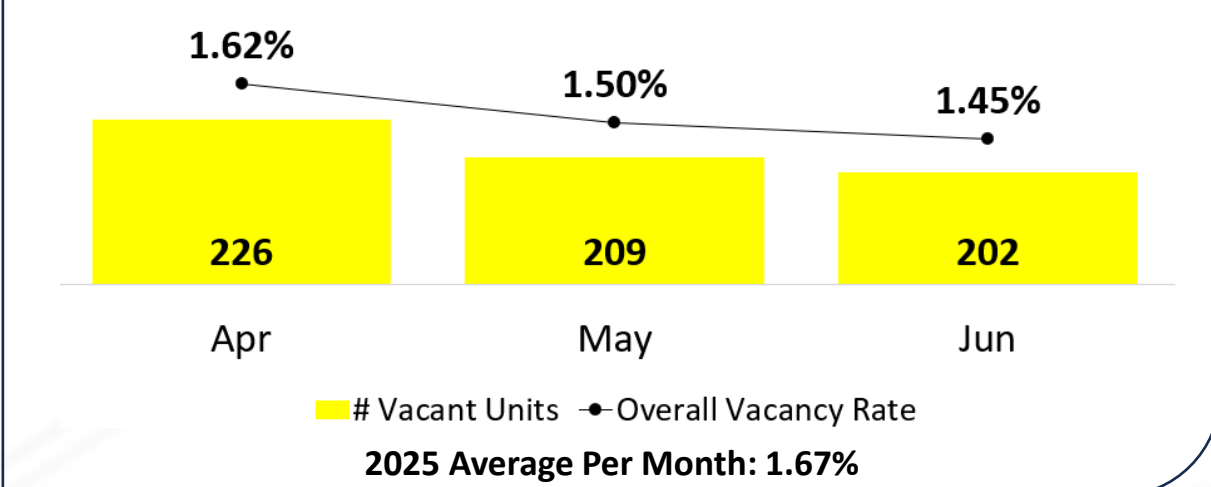
Monthly Summary: TSHC

June 2026

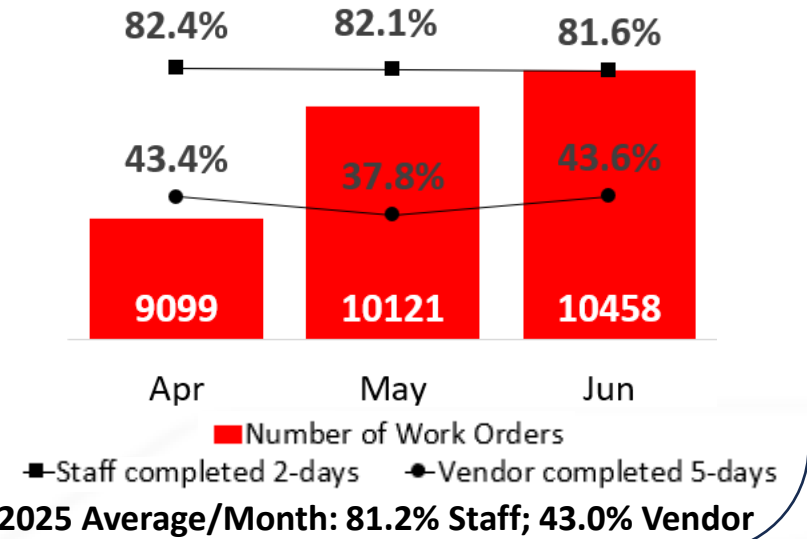
ARREARS



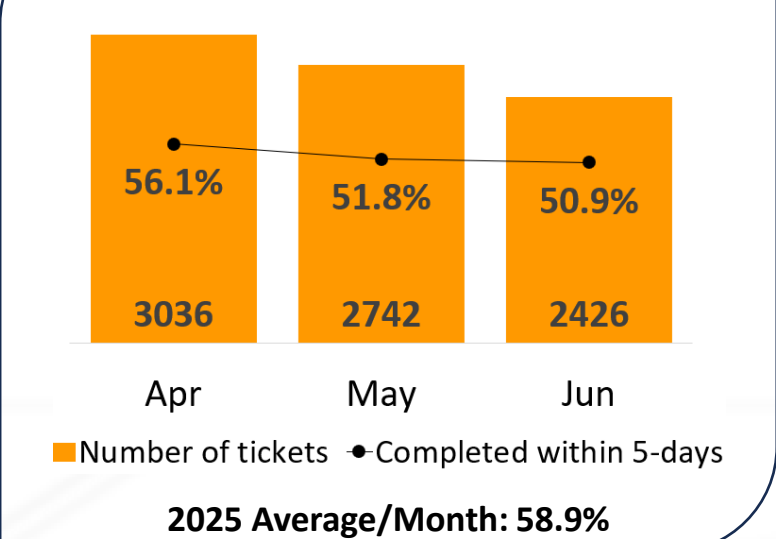
VACANCIES



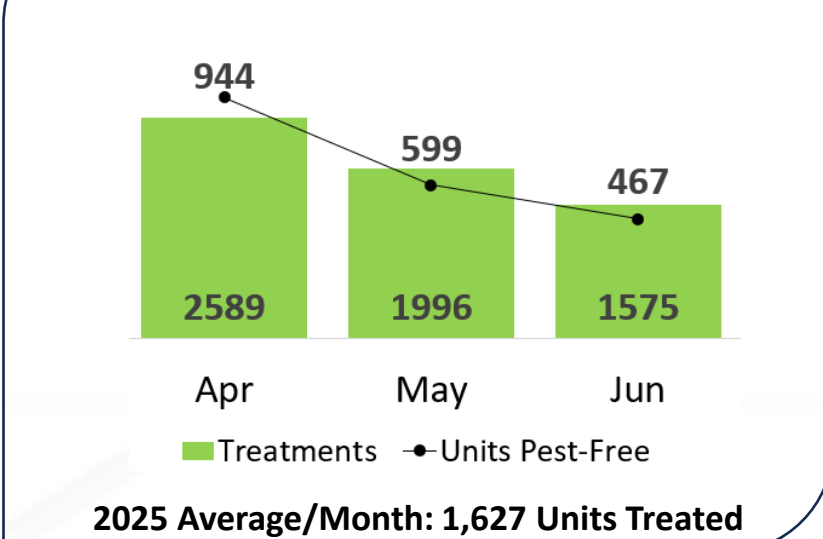
MAINTENANCE WORK ORDERS



ADMINISTRATIVE TICKETS

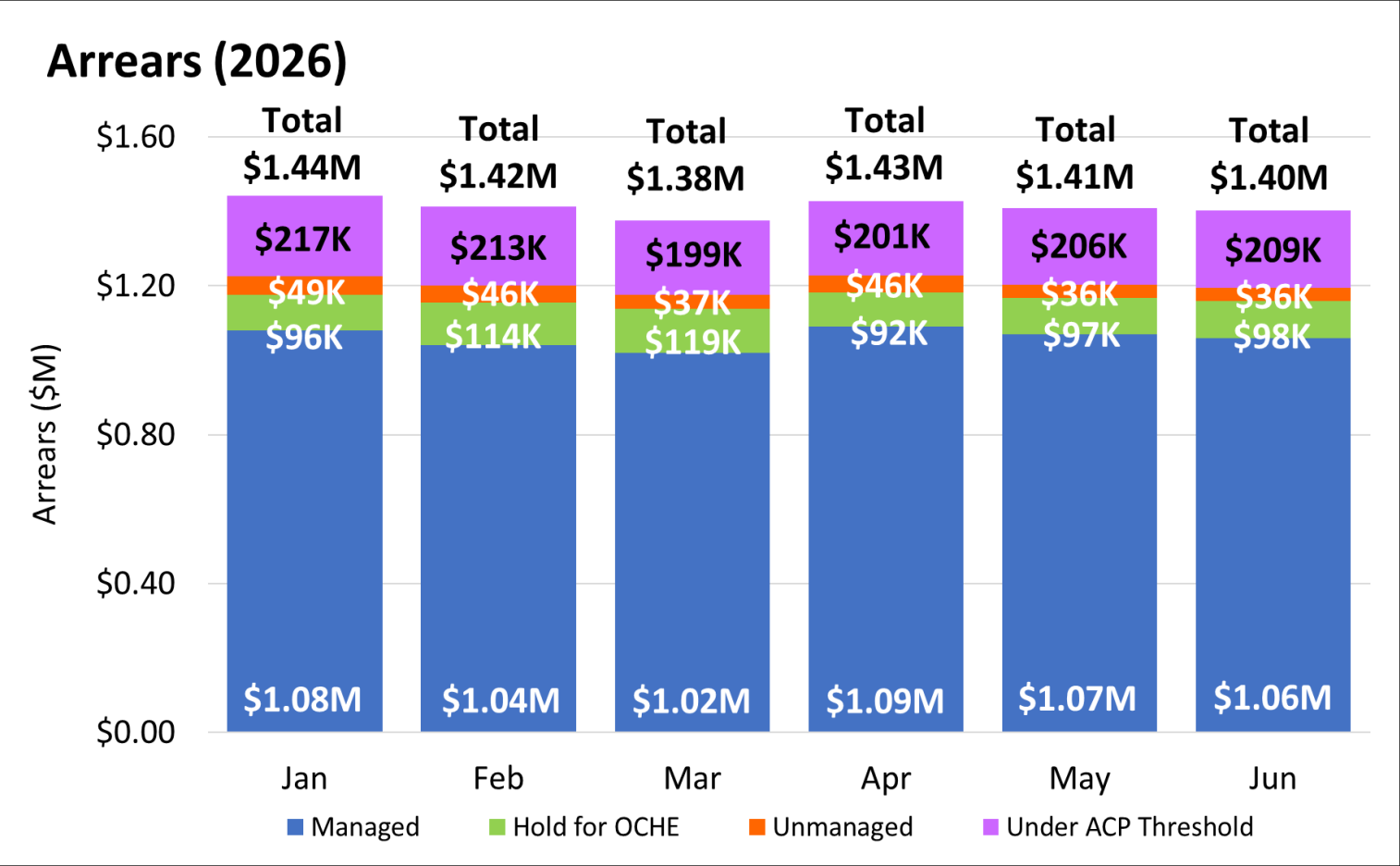


PEST MANAGEMENT



Arrears

June 2026



Arrears	Jan	Feb	Mar	Apr	May	Jun
Managed and Unmanaged	\$1.13M	\$1.09M	\$1.06M	\$1.14M	\$1.10M	\$1.09M
Hold for OCHE	\$96K	\$114K	\$119K	\$92K	\$97K	\$98K
Under Arrears Collection Policy threshold	\$217K	\$213K	\$199K	\$201K	\$206K	\$209K
Total	\$1.44M	\$1.42M	\$1.38M	\$1.43M	\$1.41M	\$1.40M

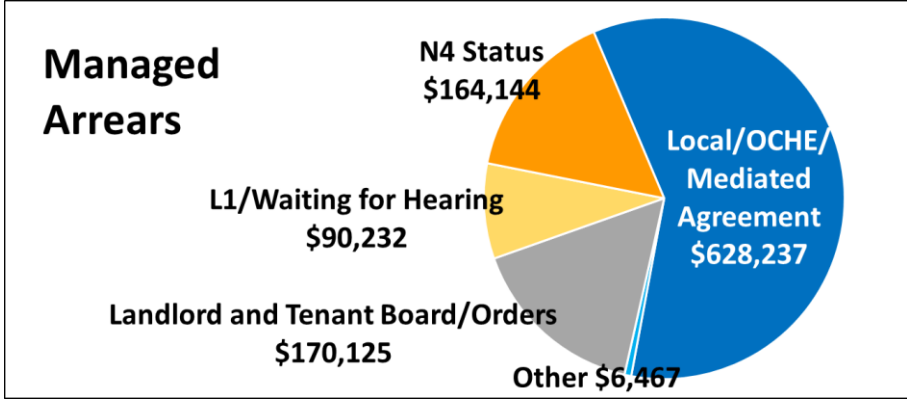
\$4K decrease in total arrears from May 2026

Managed arrears: \$9K decrease from May 2026

Hold for OCHE: \$2K increase from May 2026

Unmanaged arrears: \$17 increase from May 2026

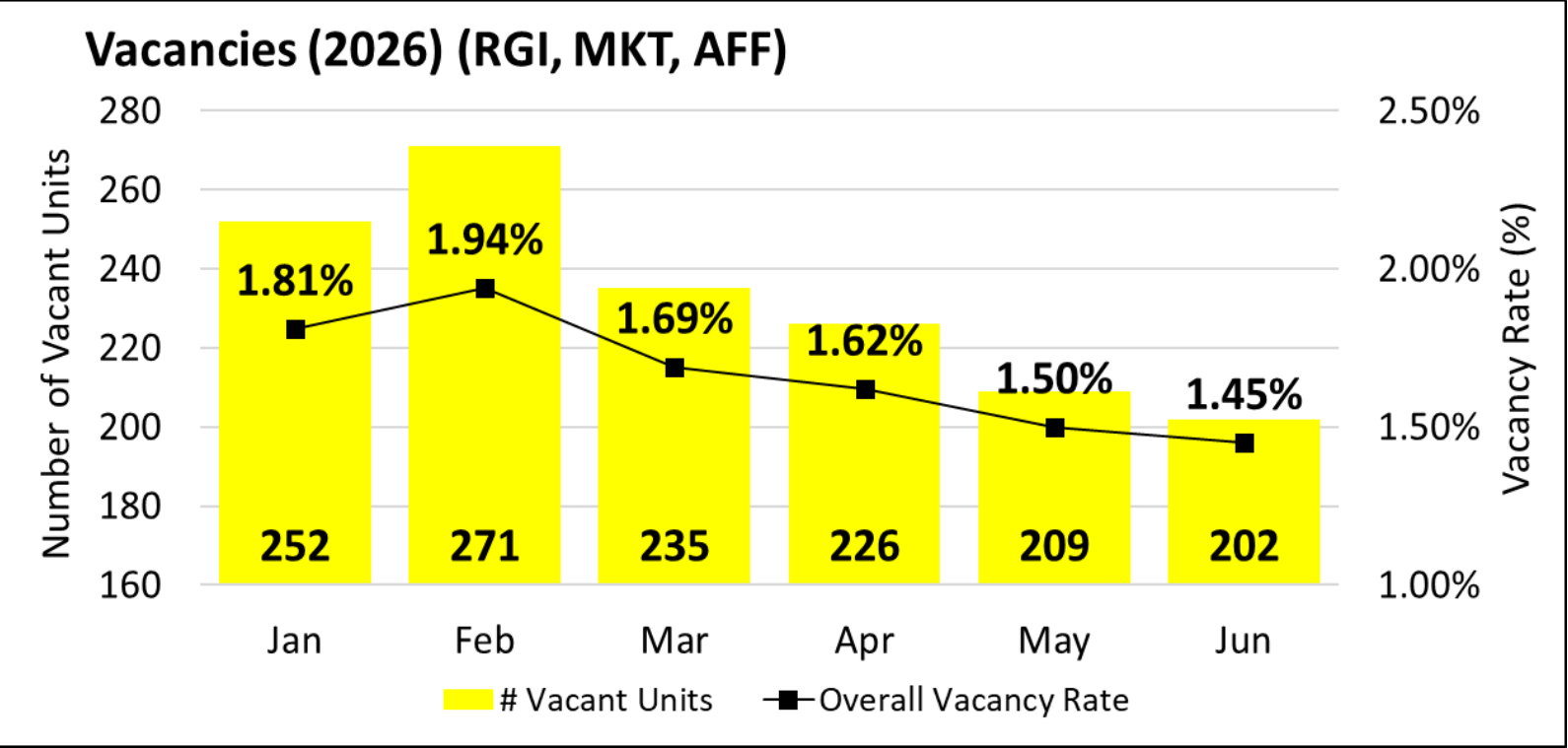
Under ACP threshold: \$3K increase from May 2026



Managed and Unmanaged Arrears	Total	Tenants
N4 Status	\$164,144	95
L1/Waiting for Hearing	\$90,232	13
Local/OCHE/Mediated Agreement	\$628,237	260
Landlord & Tenant Board/Orders	\$170,125	29
Other	\$6,467	3
Total Managed	\$1,059,205	400
Hold for OCHE	\$98,494	4
Unmanaged	\$35,762	33
Total Managed and Unmanaged	\$1,193,461	437

Vacancies

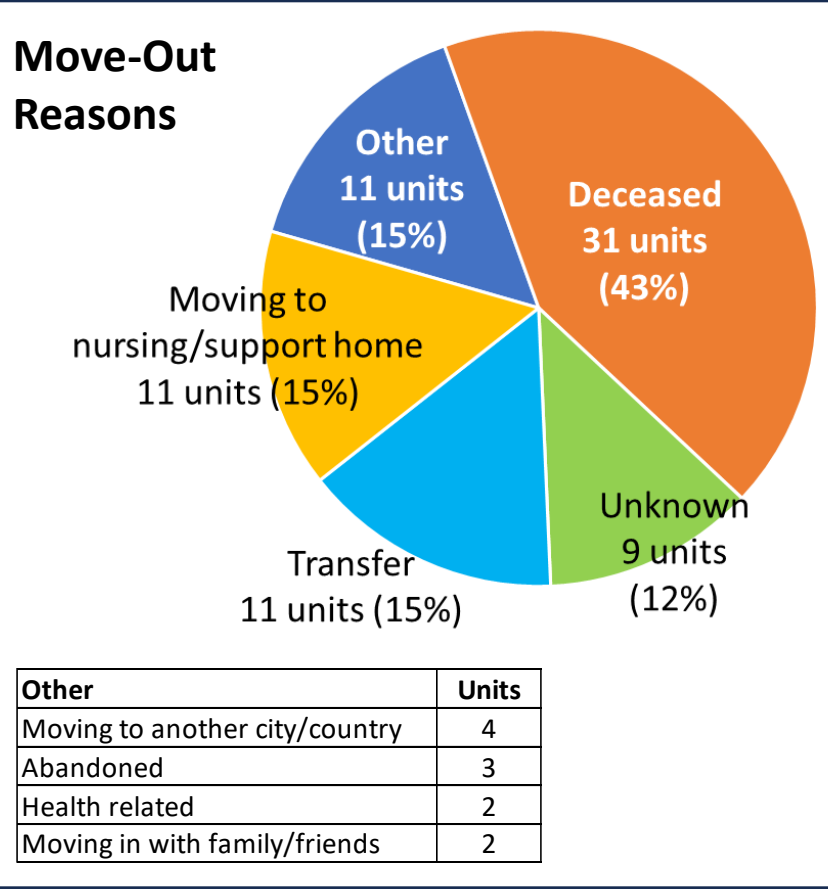
June 2026



1.46% RGI + MKT vacancy rate is below the Service Manager target of 2.00%

1.03% AFF (affordable housing) vacancy rate

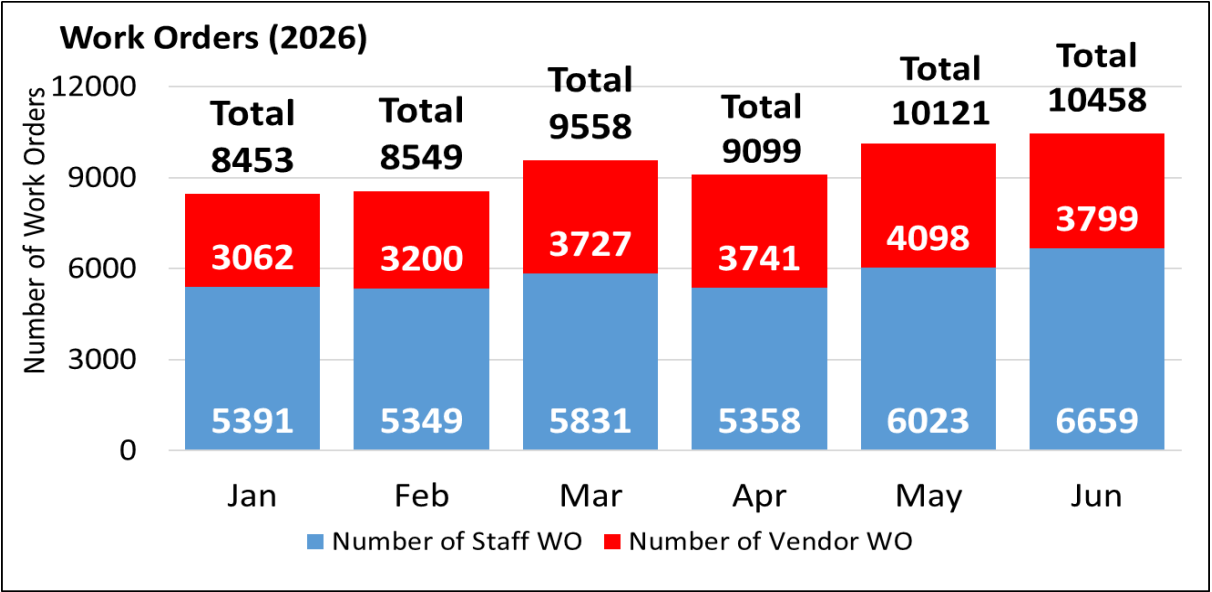
86 move-ins and 73 move-outs



Vacant Unit Status	Jan	Feb	Mar	Apr	May	Jun
Vacant and Ready	1	0	1	0	0	0
Central Wait List	96	125	79	86	49	50
Rapid ReHousing	38	28	28	17	13	17
Agency	1	0	7	12	13	15
Transfer	35	31	33	32	38	30
On Offer	9	13	19	8	7	2
Accepted	19	16	24	15	24	13
Maintenance	53	58	44	56	65	75
Total	252	271	235	226	209	202

Maintenance Work Orders (WO)

June 2026



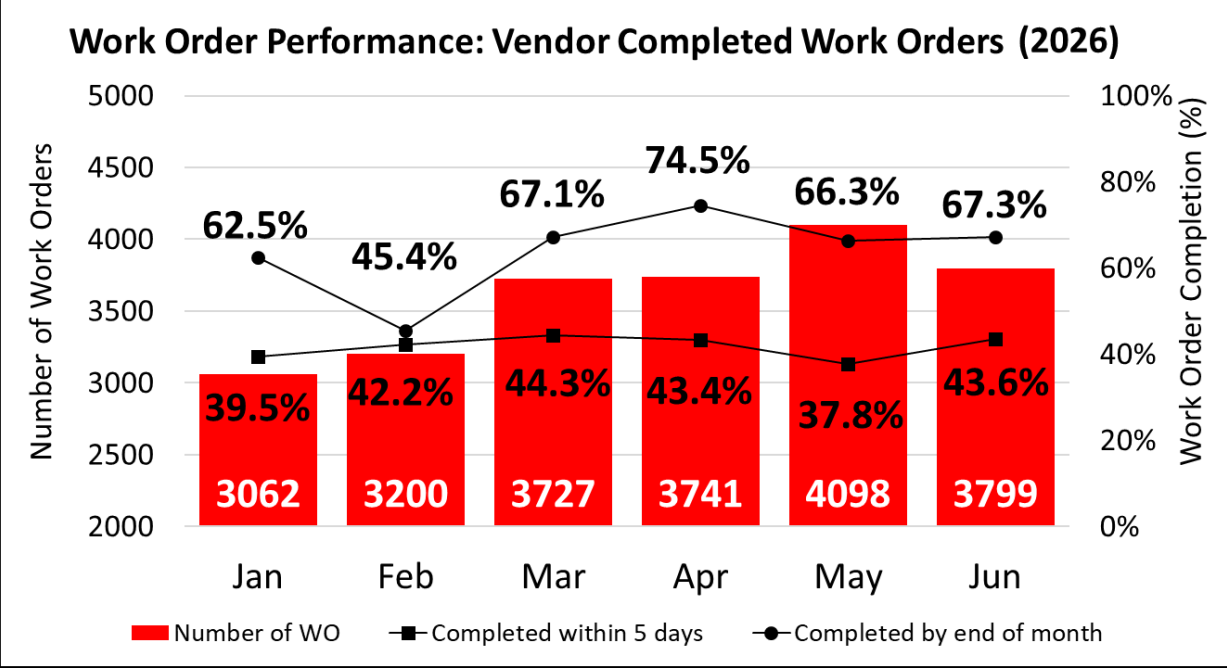
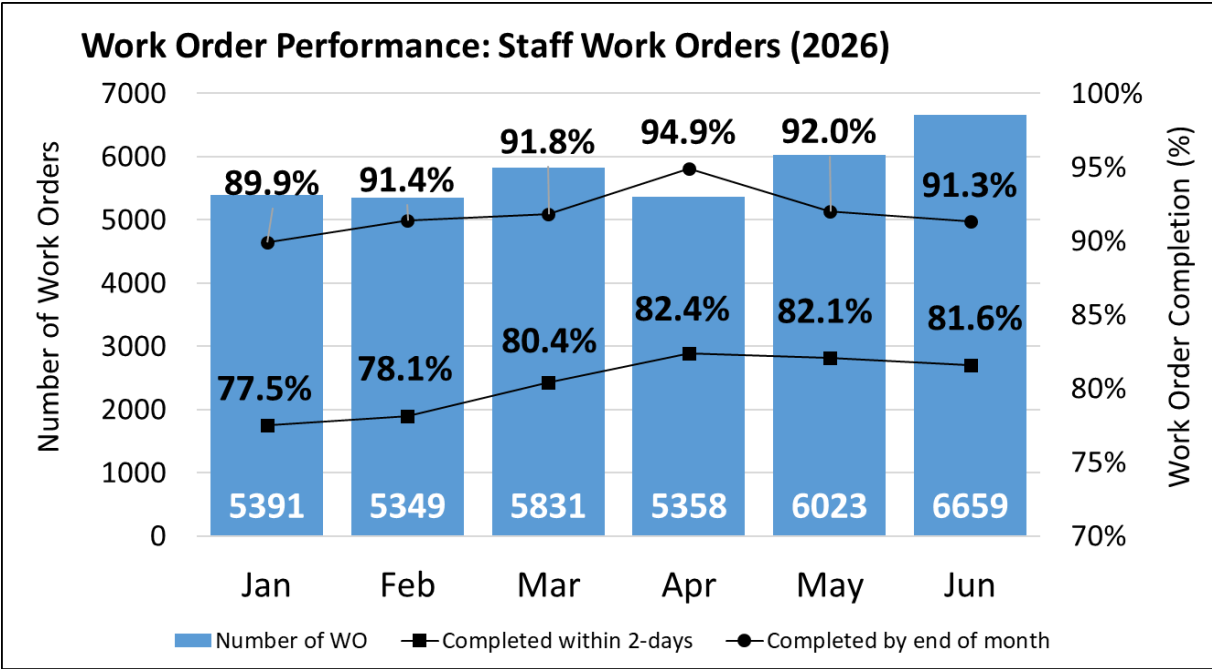
10,458 WO (work orders)

6,659 staff WO: 81.6% completed within 2 business days
(64%) 91.3% completed by end of the month

3,799 vendor WO: 43.6% completed within 5 business days
(36%) 67.3% completed by end of the month

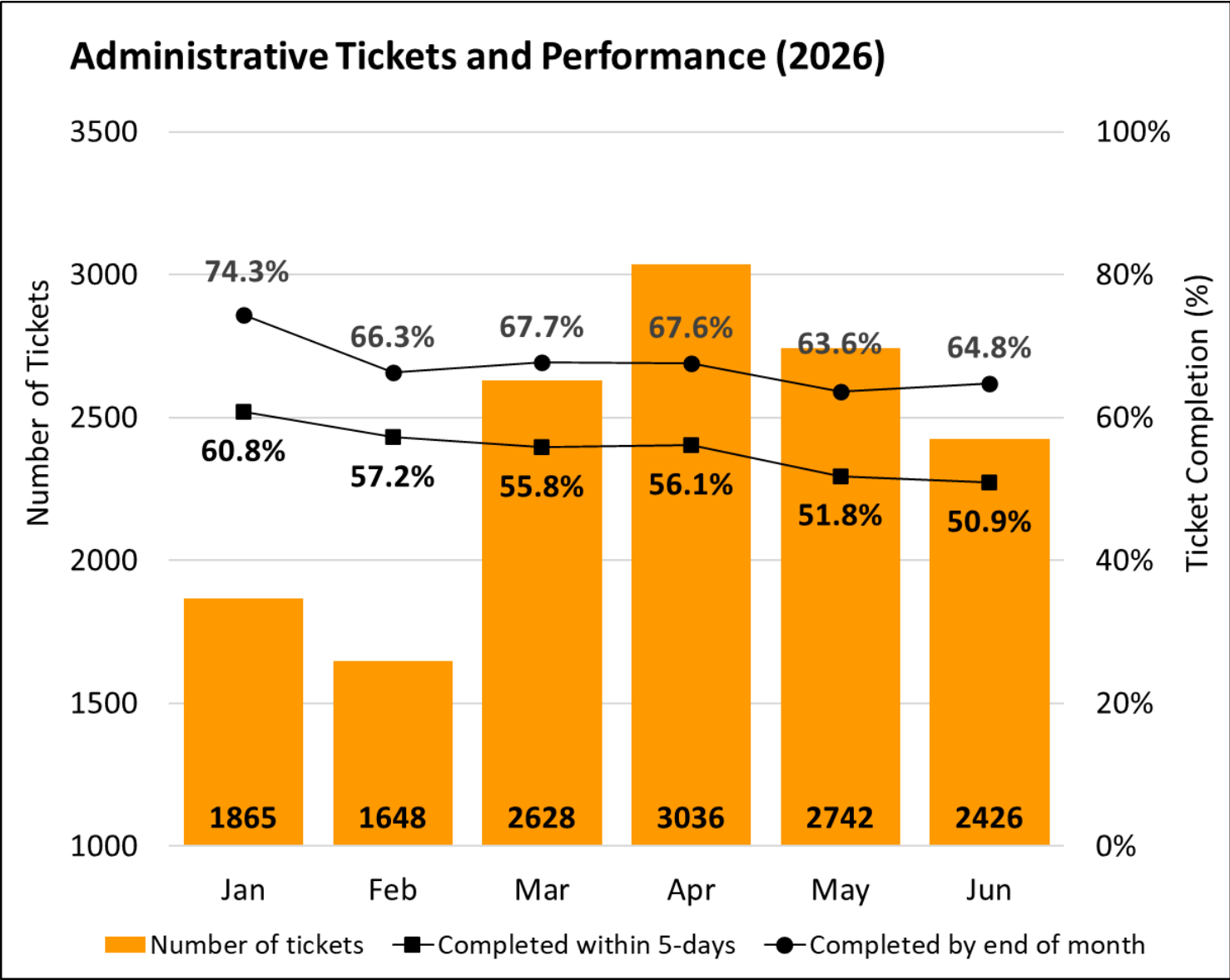
Top 5 Staff Work Order Categories		
Janitorial	15%	57% of WO
Alarm Monitoring	13%	
Plumbing	13%	
Doors	8%	
Elevator	8%	

Top 5 Vendor Work Order Categories		
Pest Control	66%	85% of WO
Plumbing	7%	
Elevators	4%	
Doors	4%	
Appliance	4%	



Administrative Requests (Tickets)

June 2026



2,426 administrative tickets

50.9% completed within 5 business days

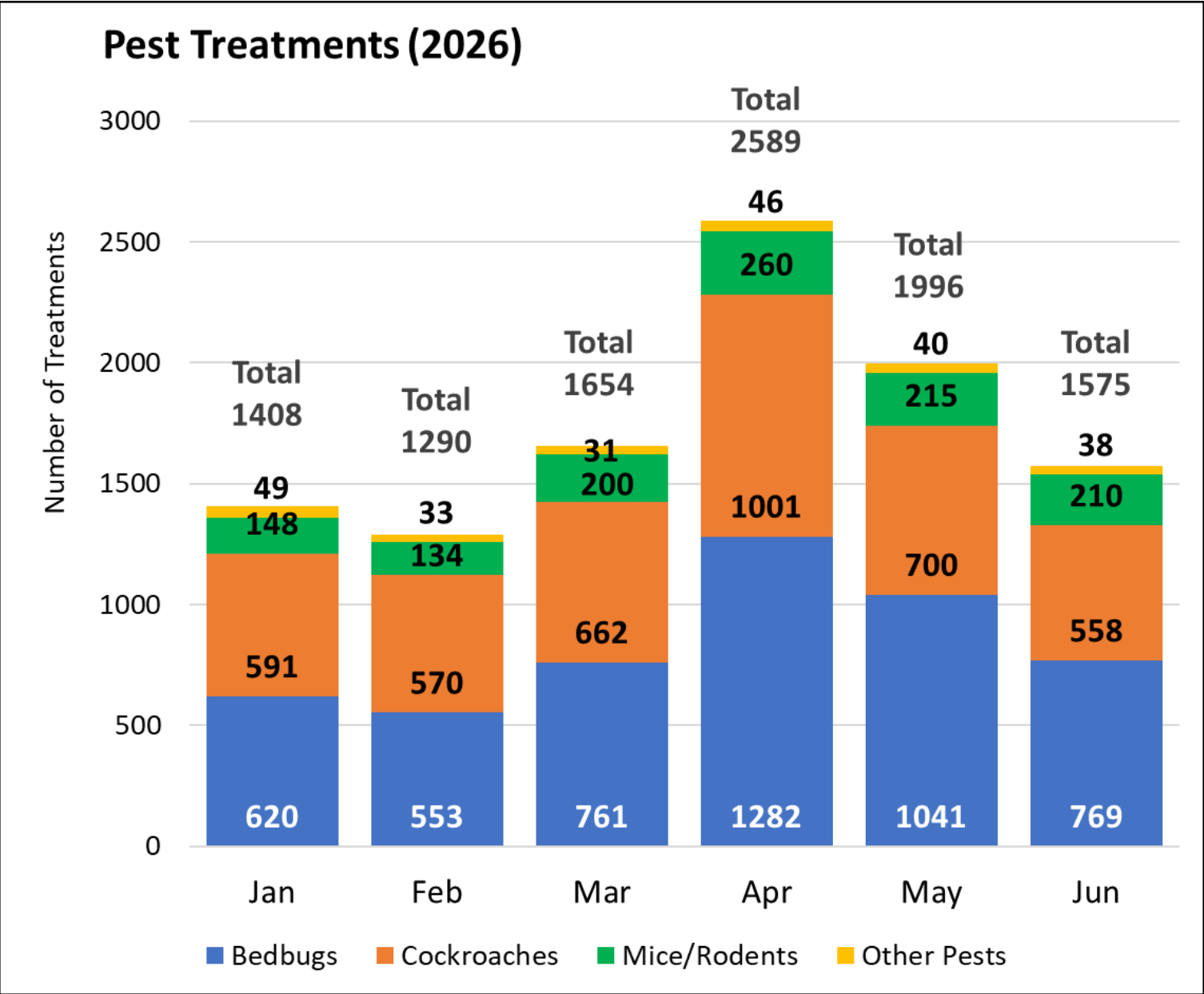
64.8% completed by end of the month

Top 5 Administrative Ticket Categories		
Annual Rent Review	30%	70% of Tickets
Document Requests/Support	18%	
Complaints	8%	
Information Requests	8%	
Concerning Behaviour	6%	

Administrative Ticket Assignments	
Senior Services Coordinator	52%
Tenant Services Administrator	34%
Call Centre Agent	5%
Seniors Intake	2%
Other	7%

Pest Management

June 2026

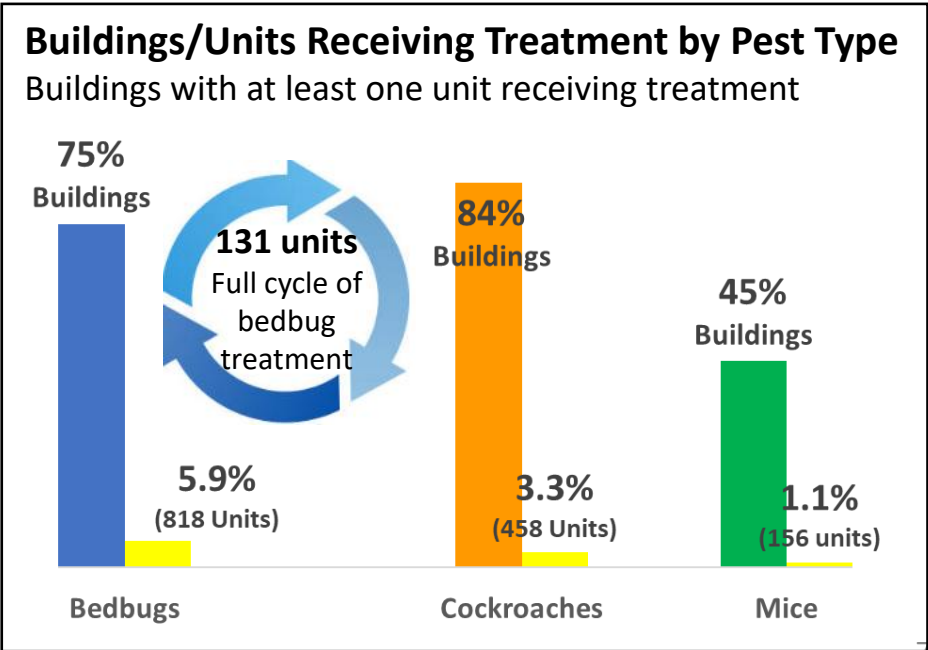


1,575 units treated for bedbugs, cockroaches, rodents, other (flies, ants)

467 units declared pest-free

23 units received TSHC staff assistance with preparation and bed replacement

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



Glossary/Definitions

ARREARS

- Arrears Collection Process (ACP):** the process by which staff collect outstanding payments from tenants
- Unmanaged arrears:** arrears that are not in the collection process
- Managed arrears:** arrears that are in the collection process (N4 issued, repayment agreement, Order, etc.)
- Under ACP threshold:** arrears that are outside of the ACP
- N4 issued:** a legal notice to end tenancy for non-payment of rent
- Repayment agreement:** arrears for which an agreement has been negotiated for repayment; Local Agreements (negotiated by staff), OCHE Agreements (negotiated by OCHE) and Mediated Agreements (imposed by the Landlord and Tenant Board)
- Order:** an Order received from the Landlord and Tenant Board

VACANCIES

- Vacancy rate:** the percentage of rentable units that are vacant
- Rapid ReHousing:** an initiative to identify vacancies to be made available immediately to people experiencing homelessness in Toronto
- Transfer:** vacant unit to be used for overhoused or crisis transfers (household that is facing direct, immediate, elevated and acute risks to their health and/or safety)
- On offer:** vacant unit for which an offer has been made to an applicant
- Offer accepted:** vacant unit for which an applicant has accepted and is in the process of signing a lease
- Maintenance required:** vacant unit that requires minor maintenance

MAINTENANCE WORK ORDERS

- Staff work orders:** work orders assigned to staff and no vendor assigned
- Staff work orders completed:** work orders where staff have updated the status to “Work Completed”
- Vendor work orders:** work orders assigned to vendors (includes pest control vendors)
- Vendor work orders completed:** work orders where the vendor has updated the status to “Vendor Completed”

ADMINISTRATIVE REQUESTS (TICKETS)

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

PEST MANAGEMENT

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

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

Meeting Date: August 17, 2026

Topic: Engagement, Partnerships & Communications Update

Item Number: 11

To: Quality and Tenant Engagement Committee

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

Date of Report: August 10, 2026

Purpose: For information

Recommendation:

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

Reason for Recommendation:

The materials contained in the attached presentation provide QTEC with an overview of work completed in Q2-2026 by the Community Programs and Partnerships team.

List of Attachments:

1. Community Programs & Partnerships Update Presentation

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee

Community Programs and Partnerships Update

August 17, 2026



Overview



This presentation provides updates on the efforts within the Community Programs and Partnerships (CPP) portfolio at TSHC.

CPP and TSHC Strategic Directions

Community Programs and Partnerships (CPP) provides services and supports that specifically help drive three Strategic Directions.

- **Tenant Engagement:** Implementing the Community Connect Plus+ tenant engagement model so tenants are included in their communities and have an opportunity to share their voice.
- **Partnerships:** Supporting partner agencies to access TSHC common spaces to realize wellness programs that align with tenants' wants and needs.
- **Innovation:** Researching, collaborating, and leading the launch of unique models, programs, and projects related to aging at home.

Q2 2026 Highlights

Tenant Engagement:

Senior Tenants Advisory Committee (STAC)

- ✓ Two (2) STAC Meetings During Q2 (April, June). Topics: Tenant Forum, Senior Acknowledgement, Tenant Experience Survey Results, Introducing the Accessibility Policy Review, Garden Policy/Procedure Pilot, Strategic Directions, Pest Management.

Other Notable Engagement Results in Q2

- ✓ 25% increase in tenant-led programs between Q1 (44) and Q2-2026 (55).
- ✓ Hosted spring Regional Tenant Volunteer Meetings with 165 participants.
- ✓ Official launch of the Tenant Volunteer Handbook (*more information on page 7*).

Q2 2026 Highlights

Partnerships:

- ✓ Agency-led program volumes steady quarter-over-quarter.
- ✓ Partners reported over 15,000 tenant interactions in Q2.*
- ✓ In Q2 more than 2,400 sessions were delivered across the agency-led programs, spanning weekly exercise classes, health clinics, faith-based services, and social gatherings.

**These interactions vary and can include participation in social gatherings, attendance at a recurring class or education session, receiving food through a food security program, etc. Interactions may include multiple touchpoints with the same tenant.*

Q2 2026 – Partnership Impact Stories

Every quarter, TSHC gathers information from dozens of partners about their programs. Below are some snapshots of ‘Impact Stories’ partners have shared.

A key impact of these programs has been watching tenants support and encourage one another to stay involved. Participants regularly check in on neighbours and invite them to activities. The popularity of the Monday yoga class and the Making Art Making Change art series shows how much tenants value staying active and connected. Residents consistently attend, recommend programs, and explore topics that matter to them. – Partner in Southwest Region

A tenant first attended the Social Circle mainly for a meal and interacted very little. With consistent participation in games, chair yoga, arts activities, and shared meals, they became more comfortable, joined conversations, and formed connections. They shared that the program gave them something meaningful to anticipate and reduced their sense of isolation. – Partner in the Southeast Region

Tenant Volunteer Handbook Launch

- Developed between Q4 – 2025 to Q1 – 2026.
- Collaboration with the Implementation Table to confirm the content and make sure the language is welcoming and effective.
- Written in plain language, draws on volunteer support best practices, follows TSHC Accessibility standards.
- Distributed at spring Regional Tenant Volunteer Meetings. Uploaded on website and available for translation.
- Provides information about important processes and procedures like Community Connect+, CAF, Use of Space, etc.

Welcome
and Thank You
for Volunteering!

NOTE: This is a working edition of the Tenant Volunteer Handbook version to evolve into a final draft as we gather further feedback from staff. If you have feedback on this version, please share your thoughts with the TSHC team at Communities@TorontoSeniorsHousing.ca.

Toronto Seniors Housing Corporation (TSHC) Tenant Volunteer Handbook



Welcome to the Toronto Seniors Housing Corporation (TSHC) Tenant Volunteer Handbook. Thank you for the time, skills, and experience you bring to our community. To anyone thinking about getting involved, we hope you will join us in creating a place where neighbours feel supported and connected.



Tom Hunter
Chief Executive Officer

Because of volunteers, our buildings feel more like home for the seniors who live in them. You help bring people together and make our buildings more welcoming, and we are grateful for all you do.

As we work together to build stronger connections in our communities, this handbook marks an important step forward. It reflects our shared goal of supporting tenant engagement and making sure your voice is part of what shapes life in your building.

This handbook is here to support you in your volunteer role, whether you are just getting started or have been involved for some time.

As you read the handbook, I hope you'll reflect on what matters most to you in your home and how you can help support that.

Thank you for helping make TSHC not just a place to live, but a place to belong.

Tom Hunter
Chief Executive Officer
Toronto Seniors Housing Corporation

Programs and Partnerships

Q2 Snapshots





Spring Regional Meetings



Thank You.

Questions?



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

Meeting Date: August 17, 2026

Topic: Communications Update

Item Number: 12

To: Quality and Tenant Engagement Committee

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

Date of Report: August 10, 2026

Purpose: For information

Recommendation:

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

Reason for Recommendation:

The materials contained in the attached presentation provide QTEC with an overview of communications efforts completed in the first half of 2026.

List of Attachments:

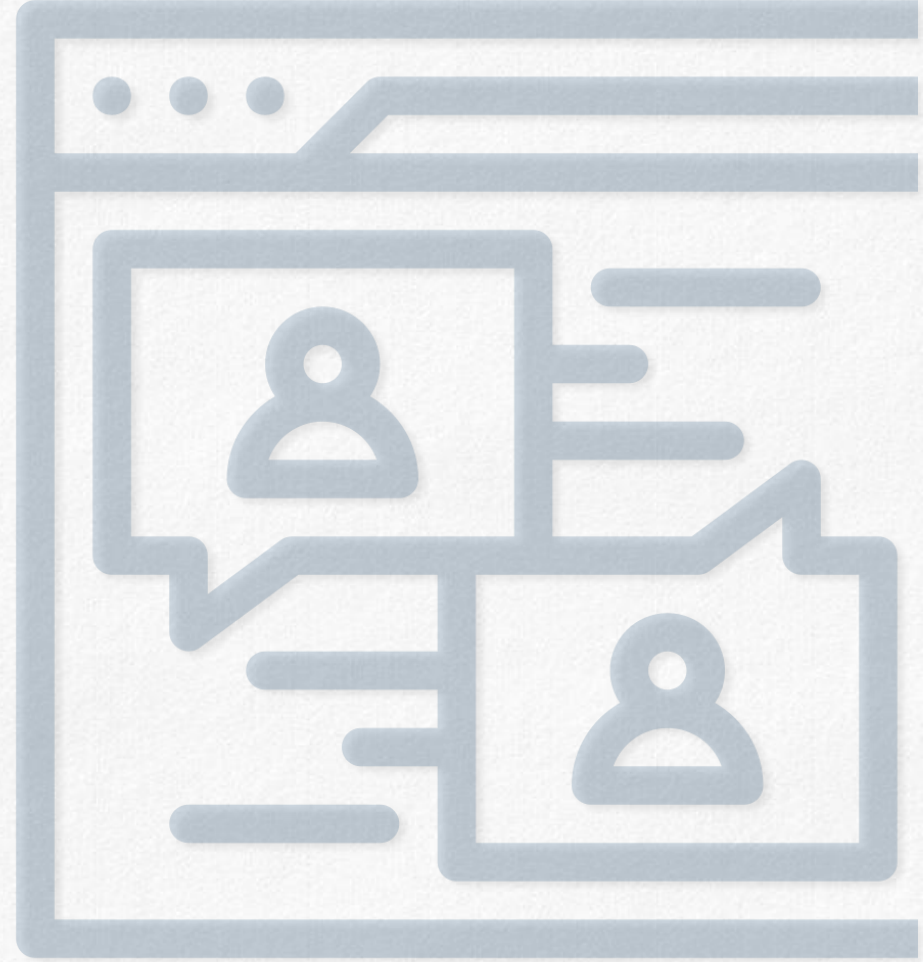
1. Communications Update Presentation

**Toronto Seniors
Housing Corporation**

Quality and Tenant Engagement Committee

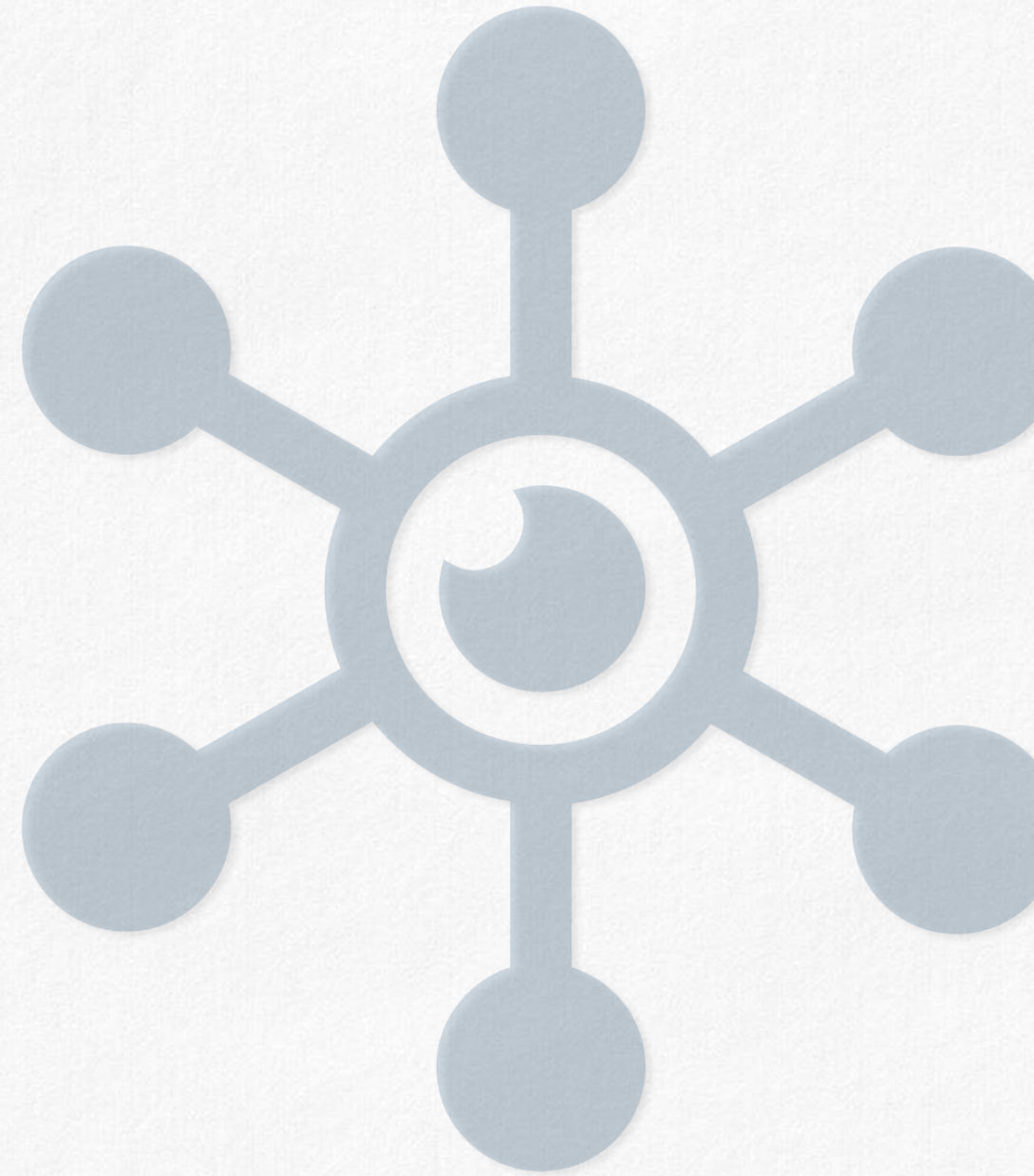
Communications Update

August 17, 2026



Overview

This presentation summarizes the internal and external communications activities, projects and efforts that have taken place so far in 2026 (up to and including July 2026).



Communications Team Purpose and Focus



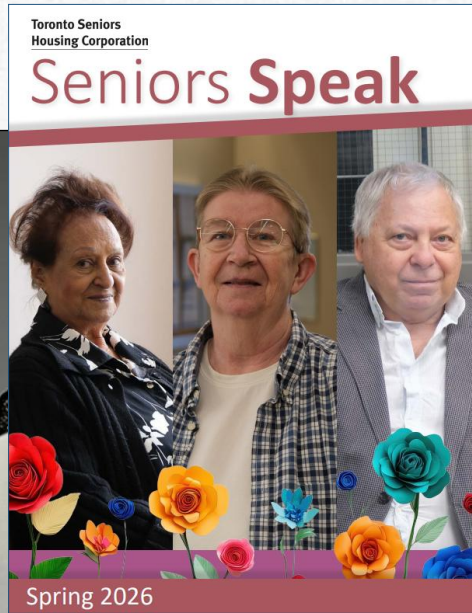
Shared Purpose: The Engagement, Partnerships, and Communications bridges connections and builds thriving communities through clear communication, meaningful engagement, and innovative partnerships that empower every tenant to flourish.



Communications Team Identity and Focus: We focus on empowering tenants, staff, and partners to thrive by delivering clear and engaging information and constantly seeking innovative ways to connect and support our community.

Tenant Communications Highlights

- Seniors Speak
- 36 new posters for monthly distribution, 32 posters translated, and 18 special posters
- Community in Colour 2027 Calendar campaign launch
- Seniors Month tenant video series



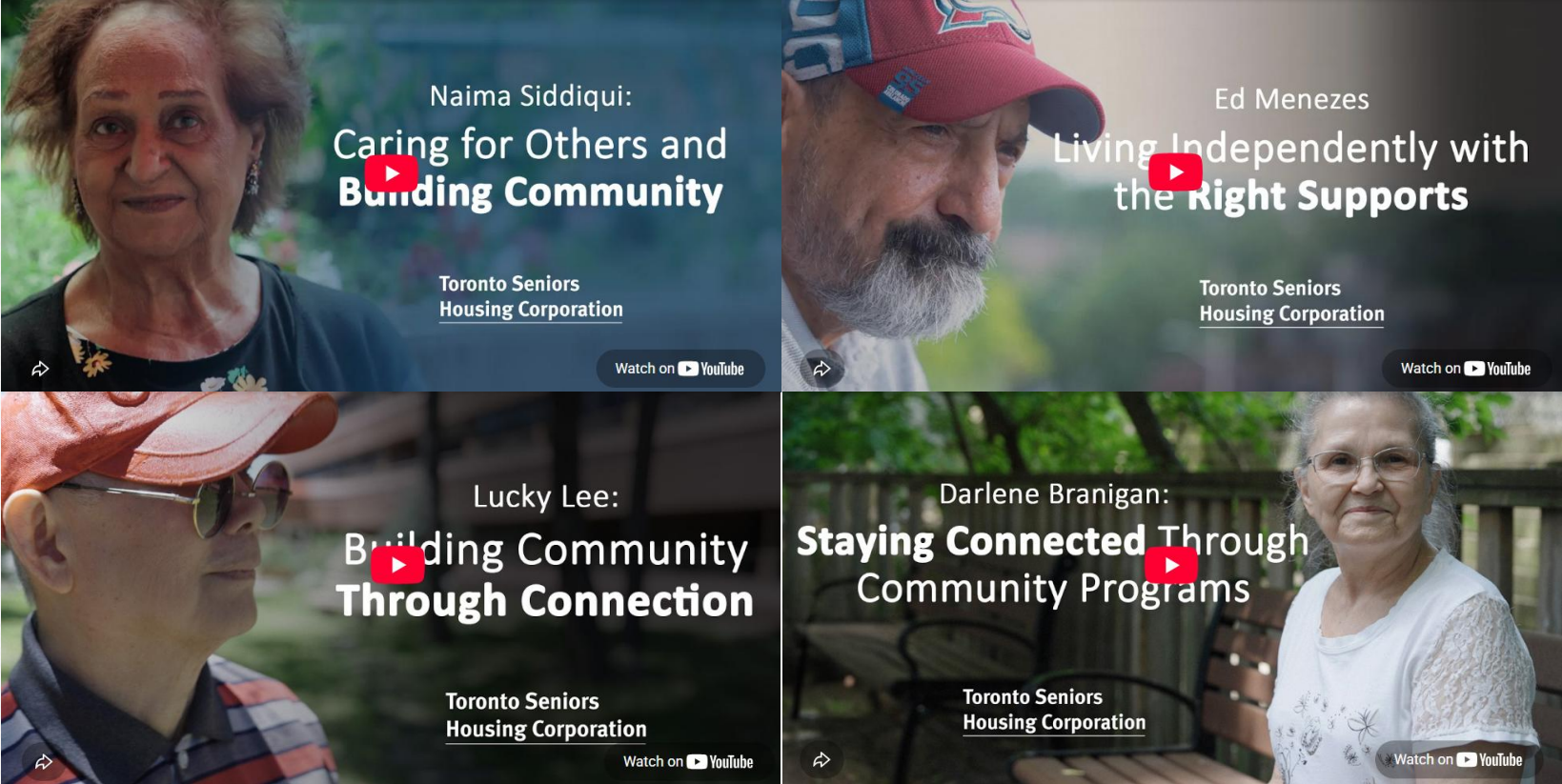
Social Media and Seniors Month

4 years, 4 regions, 4 tenants

Website traffic:

Q1 – 13,421

Q2 – 14,983



Social Media:

Quarter	Impressions	Engagements	Engagement Rate	Total Audience	Audience Growth
Q1	8,841	839	7.9%	2,430	55
Q2	20,092	1,876	9.3%	2,703	273

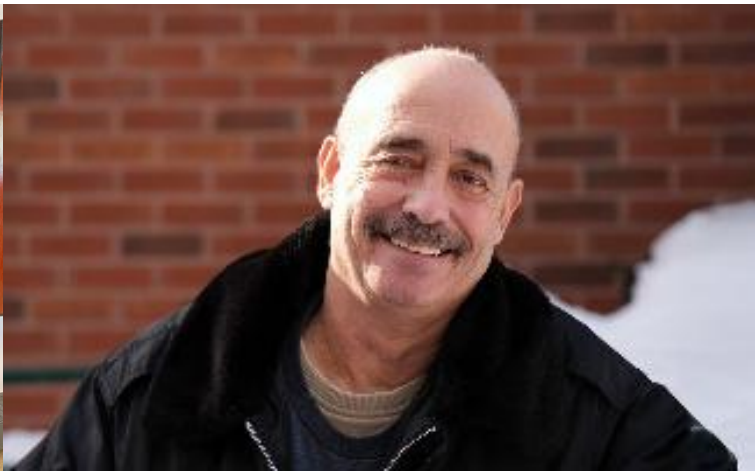
Staff Communication Highlights

Delivered

- Weekly staff bulletin, monthly staff profiles, 2 all-staff Town Halls
- Periods/Days of Significance: Black History Month, Ramadan and Eid al-Fitr, International Women's Day, Seniors Month, Pride Month, Indigenous History Month, Filipino Heritage Month

Upcoming

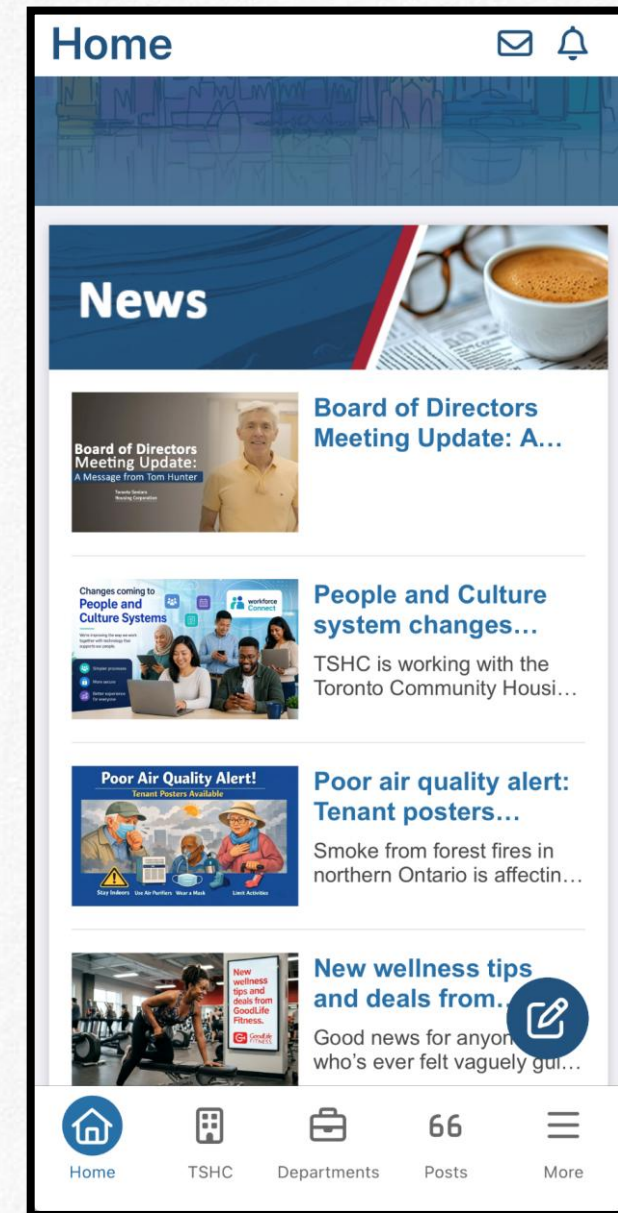
- Communications training for staff
- December Town Hall
- All-staff Event and Long Service Awards
- Employee Engagement survey launch
- Periods/Days of Significance: National Day for Truth and Reconciliation, Seniors Day, Islamic Heritage Month



Staff Communication Highlights

Intranet

- Averaging ~300 active users monthly out of possible 329
- Mobile app launched in May
- 87 stories
 - Total Unique Views: 3,033
 - Total Reactions: 142
 - Total Comments: 253
- Most viewed content January to June:
 - Information about Ramadan
 - Black History Month educational series
 - New TSHC career opportunities
 - Workplace culture: staff profiles, training and event recaps, and staff recognition





Thank you!

Any questions?



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

Meeting Date: August 17, 2026

Item Number: 13

Report Name: Q2 2026 CSU Report on TSHC Safety Activity - CSU

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: August 7, 2026

Purpose: To provide the Committee more details on Community Safety Activity and performance for TSHC.

Recommendation:

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

Reason for Recommendation:

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

Security remain a key priority identified by tenants and staff to continue to work on addressing.

Enclosed is the CSU report for Q2 2026. This report indicates in Q2 2026 that there was a 6% decrease in calls compared to Q2 2025, primarily driven by fewer trespassing incidents and alarms. Reported crimes against people increased slightly, while reported crimes against property decreased slightly, as compared to Q1 2026 and Q2 2025. Proactive activities such as patrols, engagement activities/meetings with tenants, audits, remain consistent across reporting periods. The report also notes that high-needs TSHC buildings continue to represent concentrated areas of safety demand.

TSHC has worked with the CSU to validate data by building around security incidents and vulnerabilities to further inform measures and address security and safety for tenants and staff in buildings. This will inform CSU service offerings to support TSHC communities including provision of security resources, security actions and 3rd party security coverage. Going forward, the CSU will also work with TSHC to align patrols, engagement, data analysis and building-specific safety planning as part of the CSU Community Safety and Well-Being Strategy implementation.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

Q2 2026 CSU Report on TSHC Safety Activity

Quarterly Safety Report:

To: Toronto Seniors Housing Corporation

From: Community Safety Unit, Toronto Community Housing

Date: August 6, 2026

PURPOSE:

The purpose of this report is to provide a quarterly update on Community Safety Unit activity within Toronto Seniors Housing Corporation buildings. This report includes Q2 2026 data for TSHC buildings across the city.

EXECUTIVE SUMMARY:

In Q2 2026, the Community Safety Unit received 2,495 calls for service related to TSHC buildings. This represents a decrease of 81 calls compared to Q1 2026 and a decrease of 146 calls, or approximately 6%, compared to Q2 2025. The decrease from Q1 was primarily driven by trespassing incidents and alarms.

Reported crimes against persons increased by 1 incident compared to Q1 2026 and increased by 3 incidents compared to the same quarter last year. The increase year over year was primarily driven by an increase in reported assaults and sexual assaults in the SSW region. Reported crimes against property decreased compared to both Q1 2026 and Q2 2025, primarily due to a decrease in reported break and enters in the SNE and SSE regions.

High-needs TSHC buildings continue to represent a concentrated area of safety demand. CSU will continue to work with TSHC to align patrols, engagement, data analysis, and building-specific safety planning with the Community Safety and Well-Being Strategy ("CSWB").

COMMUNITY SAFETY RELATED ACTIVITY WITHIN TSHC

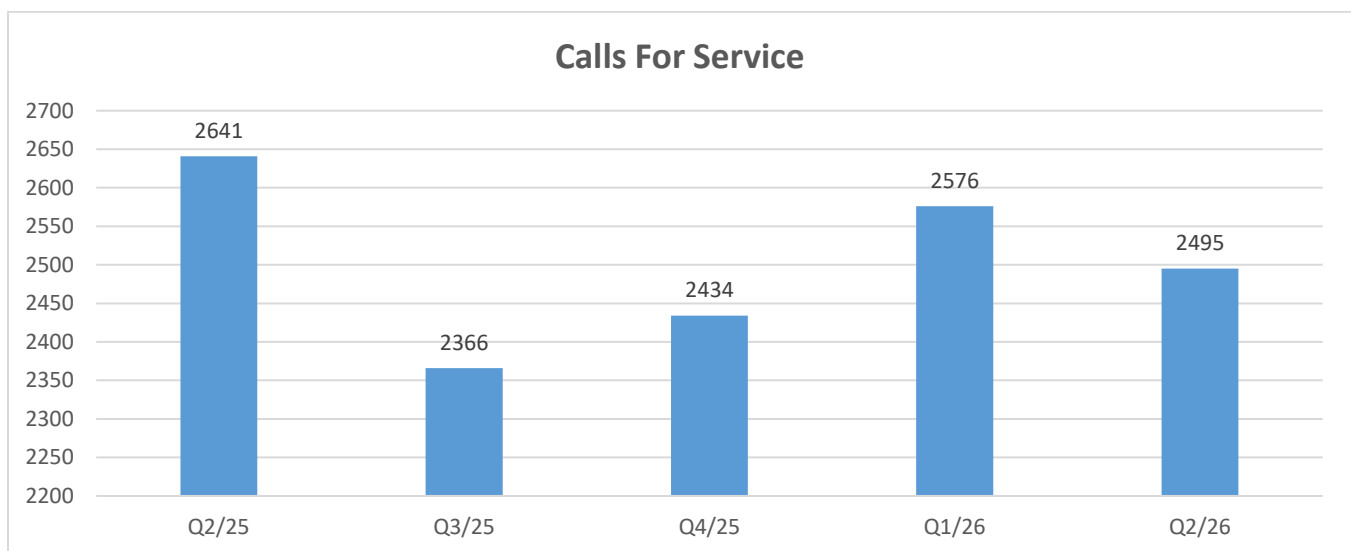
CSU Officers respond to calls for service for both TCHC and TSHC communities throughout the city. Their work includes conducting various proactive patrols and crime prevention work to help deter antisocial behaviour ('ASB') and criminal activity. Below are the number of calls for service received and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

CALLS FOR SERVICE (CFS)

	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Calls For Service *	2641	2366	2434	2576	2495

SOURCE: Dispatch Application

*Excludes CSU Patrols and Meetings Attended



In Q2 2026, CSU received 2,495 calls for service related to TSHC buildings across the city. This represents a decrease of 81 calls compared to Q1 2026, primarily due to decreases in trespassing incidents and alarms. Compared to Q2 2025, calls for service decreased by 146 calls, or approximately 6%, primarily due to decreases in trespassing and parking calls for service.

The following call types are driving the demand for services equally this quarter similar previous quarters; they are Noise Complaints, Welfare Checks, Parking related incidents and Trespass to Property Incidents. These calls for service are

attended to by our officers to help resolve the immediate issues, however in some cases the underlying drivers remain unchanged. The data shows the need to better connect the CSU response with Tenancy Management and Community-Based services.

PROACTIVE WORK IN TSHC BUILDINGS (CSU)

Proactive work refers to CSU activities intended to reduce anti-social behaviour (“ASB”), prevent criminal activity, strengthen tenant engagement, and support safer TSHC communities.

Proactive work is conducted by Special Constables through on-site patrols and by Community Safety Advisors (“CSAs”) through engagement activities, tenant visits, tenant management meetings, referrals, safety meetings, critical incident responses, presentations, Crime Stoppers presentations, community events, and Crime Prevention Through Environmental Design (“CPTED”) audits. Definitions are provided in Appendix A.

We saw a spike in tenant visits this quarter compared to previous quarters with the return of our second Senior’s CSA along with the CSA’s improved recording of these visits.

Community Safety Unit Patrols

	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
CSU Patrols	179	84	94	123	123
Buildings Patrolled	35	22	24	29	25

SOURCE: Niche RMS

Engagement Activity

	Q2/25	Q2/25	Q4/24	Q1/26	Q2/26
Engagement Activity*	24	13	34	33	30

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

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

Tenant Visits and Tenant Management Meetings

	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Tenant Management Meeting	12	4	4	6	6
Tenant Visit	27	30	20	21	58

SOURCE: CSA Activity Tracker

Referrals

It has come to our attention that this stat had been under-reported in our previous reports. There had been some confusion regarding the purpose and interpretation within the referral section of the CSA tracker. The CSA team is working on clarifying the definition of different 'referral' sub-sections and establishing an improved process to ensure referral statistics are captured both accurately and consistently. These changes will be reflected in the Q4/2026 report.

Crime Prevention through Environmental Design (CPTED) Audits

	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
CPTED Audits	5	3	3	6	6

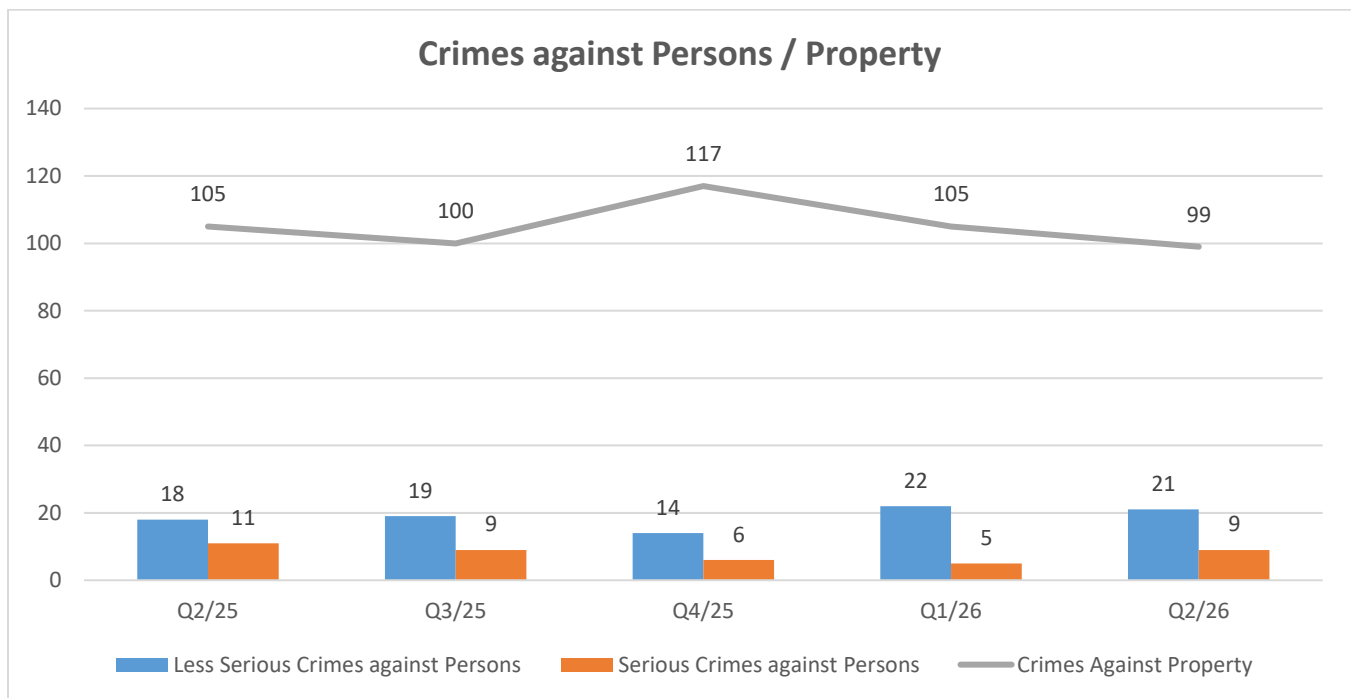
SOURCE: CPTED Audit DB – Senior

CRIMINAL AND ILLEGAL ACTIVITY ON TSHC PROPERTY

Reported criminal activity on TSHC property is grouped into two primary categories: crimes against persons and crimes against property. Quarterly data for these categories is provided below.

Stat Category	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Total Crimes against Persons	29	28	20	27	30
Less Serious Crimes against Persons	18	19	14	22	21
Serious Crimes against Persons	11	9	6	5	9
Crimes Against Property	105	100	117	105	99

SOURCE: Niche RMS



SOURCE: CORA and Niche RMS

Crimes against Persons

Crimes against persons include assault, sexual assault, attempted homicide, homicide, manslaughter, robbery, criminal harassment, indecent exposure, uttering threats, and incidents involving the discharge of a firearm.

In Q2 2026, reported crimes against persons increased by 3 incidents, or 10%, compared to Q1 2026:

- Serious crimes against persons increased by 4 incidents, or 80%, compared to Q1 2026. This increase was related to higher reported sexual assault incidents in the SSW, SSE and SNE regions.
- Less serious crimes against persons decreased by 1 incident, or 5%, compared to Q1 2026. This decrease was primarily due to less reported assault incidents in the SSW region.

Compared to Q2 2025, reported crimes against persons increased by 1 incident, or 3%:

- Serious crimes against persons decreased by 2 incidents, or 18%, compared to Q2 2025. This decrease was related to reported assault-with-a-weapon incidents in SSE and SSW regions.
- Less serious crimes against persons increased by 3 incidents, or 17%, compared to Q2 2025. This increase was primarily related to reported assault incidents in the SSW region.

Crimes against Property

Crimes against property include break and enter, theft, mischief, arson, vehicle theft, and other unlawful acts involving property.

In Q2 2026, reported crimes against property decreased by 6 incidents, or 6%, compared to Q1 2026. This was primarily caused by a decrease in reported break and enters in SNE and SSE regions.

Year over year, reported crimes against property decreased by 6 incidents, or approximately 6%, compared to Q2 2025. This decrease was primarily due to a decrease in reported break and enters in the SNE region and reported mischiefs in SNE and SSW regions.

CSU will continue to mitigate crimes against property through proactive patrols, tenant engagement, CPTED audits, referrals, and coordination with TSHC staff and external partners. Property crime is not only an enforcement issue, it is also an access control, intelligence-sharing and prevention issue. This work will be aligned with the Community Safety and Well-Being Strategy and will emphasize a community-based approach to safety.

TSHC HIGH-NEEDS BUILDINGS

For the purposes of this report, “high-needs buildings” refers to TSHC buildings that demonstrate a combination of higher safety-related demand, repeated calls for service, tenant vulnerability, or complex safety issues requiring more coordinated support. These buildings were identified as Category 3 “Communities with Chronic Vulnerability” in the TSHC portfolio.

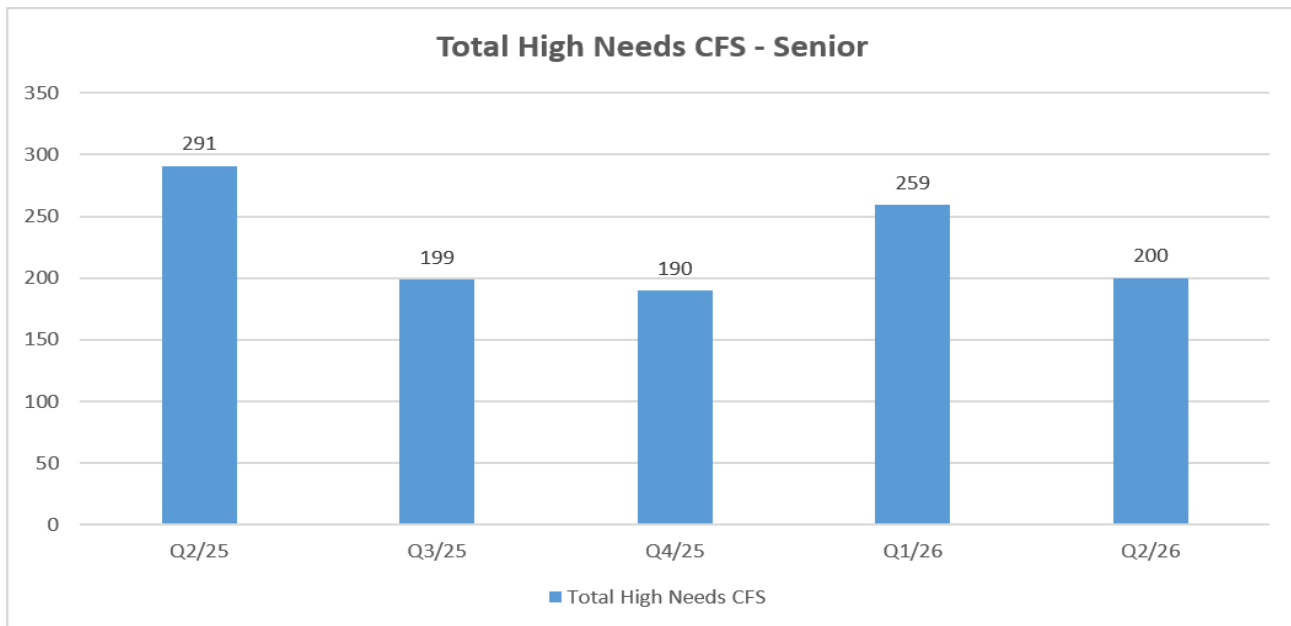
CSU and TSHC worked together to categorize TSHC buildings based on overall stability, level of need, safety-related demand, and community vulnerability. Buildings ranged from relatively stable to those experiencing repeated safety concerns, complex tenant needs, or ongoing vulnerability. Buildings identified as “high needs” require a more intensive and coordinated approach across CSU, TSHC staff, tenants, and external partners.

These buildings will be reviewed through the Community Safety and Well-Being Strategy to support more targeted planning, engagement, and intervention. CSU is working with TSHC to establish a working group and begin consultations for the CSWB Implementation Plan.

Calls for Service - TSHC – High-Needs Buildings (note one call can have multiple incidents)

Dev Name	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
College View Apartments (423 Yonge St)	182	110	108	140	114
Edwards Manor (340 Royal York Rd)	56	61	48	70	60
Woods Manor (2835 Lake Shore Blvd W)	53	28	34	49	26

SOURCE: Dispatch Application



SOURCE: Dispatch Application

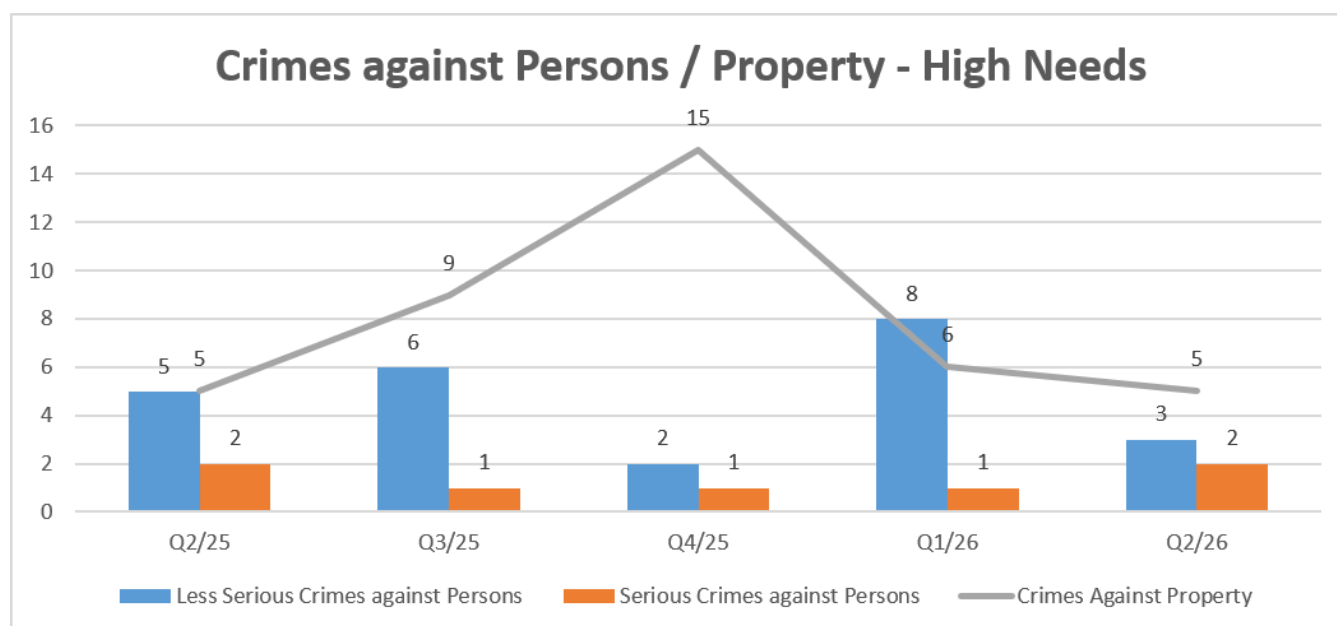
In Q2 2026, the identified high-needs buildings accounted for 200 calls for service, a decrease of 59 calls compared to Q1 2026 and 91 calls compared to Q2 2025. This represents an approximately 31% year-over-year decrease, compared to an approximately 6% year-over-year decrease across all TSHC buildings. The significant drop in calls this quarter was seen in the Trespass related calls and in welfare checks.

The following call types were driving the demand for service in the high-needs buildings this quarter; Trespass to property, Welfare Checks, Noise complaints and Escort Requests.

Crimes against persons / Crimes against property (High Needs)

Stat Category	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Total Crimes against Persons	7	7	3	9	5
Less Serious Crimes against Persons	5	6	2	8	3
Serious Crimes against Persons	2	1	1	1	2
Crimes Against Property	5	9	15	6	5

SOURCE: Niche RMS



SOURCE: Niche RMS

In Q2 2026, reported crimes against persons in high-needs buildings decreased by 44% (5 incidents) compared to Q1 2026. Reported incidents of assaults and uttering threats decreased at 423 Yonge St and assaults increased at 340 Royal York.

Reported crimes against property in high-needs buildings decreased by 1 incident or 17%, compared to Q1 2026. There were increases in mischiefs and thefts in Lake Shore and Royal York causing the uptick in Q4 2025. Most of the crimes against property occur consistently at 423 Yonge.

OTHER STATISTICAL CATEGORIES (All TSHC)

Stat Category	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
Cause Disturbance Incidents	292	215	236	259	282
Check Welfare Incidents	249	246	211	235	203
Crimes Against Justice	7	3	2	7	12
Medical Incidents	76	75	114	81	75
Mental Health Incidents	15	19	23	21	20
Neighbour Disputes	244	257	243	166	186
Noise Complaints	136	148	210	192	195
Parking Incidents	242	217	226	276	252

Trespass Incidents	135	70	87	140	85
Video Requests	88	87	90	96	93

SOURCE: Niche RMS

** Trespass incidents include situations where a person is cautioned under the Trespass to Property Act, identified by the officer, and issued a notice advising that they are not to return to the property for a period of one year. In some cases, a person may leave the property before being identified or before a notice can be issued. In those cases, a trespass notice may not be recorded.*

Several other statistical categories changed in Q2 2026. Parking incidents are still high but have decreased from 276 in Q1 2026 to 252 in Q2 2026. Trespass incidents decreased from 140 to 85 compared to the first quarter, it should be noted that Q1 usually has higher incidents due to the colder weather. Neighbour disputes increased 20 incidents from Q1, and medical incidents have decreased over the last 2 quarters. Reported cause disturbance incidents have been increasing over the last 4 quarters but are still lower than reported incidents in Q2 2025.

CONCLUSION

CSU will continue to work with TSHC to strengthen safety planning and coordinated response in TSHC buildings. Next steps include; examining the drivers of increased trespass to property calls and noise complaints, reviewing any increases in reported crimes, and developing more focused safety plans for the identified high-needs buildings.

DATA NOTES

This report draws on data from the Dispatch Application, Niche RMS, CORA, the CSA Activity Tracker, and the CPTED Audit Database. Calls for service reflect reported demand and CSU activity; they should not be interpreted as a direct measure of harm or community safety outcomes. Changes in calls for service may reflect changes in incident activity, reporting behaviour, tenant awareness, CSU presence, data entry practices, or communication between tenants, TSHC staff, and CSU. Percentages should be interpreted cautiously where incident

counts are low, as small changes in the number of incidents can result in large percentage changes.

ATTACHMENT: Appendix A – Glossary of Terms

STAFF CONTACT:

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vidal.chavannes@torontohousing.ca

APPENDIX A – Glossary of Terms

Community Safety Unit Patrols

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

Crimes against Property

Incidents involving unlawful acts related to property that do not involve the use or threat of violence against a person. Examples include theft, break and enter, trespass, mischief, arson, and vehicle theft.

Serious Crimes against Persons

Incidents involving the intentional use of force that results in serious injury or bodily harm, or the use of a weapon against a person. Examples include sexual assault, aggravated assault, assaulting a peace officer, assault with a weapon, robbery, homicide, and discharging a firearm.

Less Serious Crimes against Persons

Incidents involving the application or threat of force to a person that are less serious in nature. Examples include assault, criminal harassment, and uttering threats.

Tenant Visits

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

Engagement Activities

Engagement activity numbers are collected from RMS systems, including CORA and Niche, where community events are captured by Special Constables, and from the CSA Activity Tracker, where Community Safety Advisors record community events, Crime Stoppers presentations, critical incident responses, presentations, and safety meetings.

CPTED

A Crime Prevention Through Environmental Design (CPTED), audit is conducted by a Community Safety Advisor to identify environmental conditions that may affect safety. Recommendations may relate to issues such as poor lighting, broken fencing, overgrown hedges, graffiti, or other physical conditions. Addressing these issues can help improve safety and reduce opportunities for crime or anti-social behaviour.

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee

Meeting Date: August 17, 2026

Item Number: 14

Report Name: 2026 Annual Plan – Q2 Progress Report

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: August 6, 2026

Purpose: This report highlights progress made in implementing the 2026 TSHC Annual Plan. The Dashboard indicates continued progress across all indicators with key highlights in areas detailed in the report. The Q2 Annual Plan Tracker had 5 projects planned for Q2, two of which were completed and three have revised timelines.

Recommendation:

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

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.

Q2 2026 Key Performance Indicators Dashboard

As indicated in the Dashboard, the second 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 98.54% at the end of June 2026, which continued to exceed the target of 98%. TSHC achieved a 100% rent collection rate in Q2, marking the third consecutive quarter of 100% performance since Q4 2025. The arrears level remained stable during Q2, 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 2,019 units being declared pest free in Q2.
- **Tenant Engagement:** A total of 72 Community Activities Fund applications were approved, distributing \$10,984. A total of 136 tenant engagement activities were delivered in Q2, engaging 989 tenants. These activities included 130 building meetings, 4 Regional Tenant Volunteer meetings, and 2 Senior Tenants Advisory Committee meetings. To celebrate Seniors Month, TSHC shared a video series featuring 4 tenants, one from each region, highlighting community programs, friendship, volunteerism, and supports that help seniors age at home.
- **Programs and Partnerships:** In Q2, a total of 263 recurring programs were offered to tenants across the buildings. Of these, 208 (79%) were led by community partners, while 55 (21%) were tenant-led.

TSHC piloted a new community garden policy and procedures in 8 buildings which reflect the wide range of community garden spaces and experiences across our portfolio.

- **Organizational Excellence:** Between March and May, TSHC held 30 strategic directions consultation sessions with 644 participants including staff, tenants, partner organizations, and TSHC's Board of Directors. Overall, participants felt positive about TSHC's progress to date, and the conversations identified key strengths, challenges and opportunities to guide our Strategic Directions for the future. The Board Governance Workplan was approved at the July 7, 2026 Corporate Governance and Human Resources Committee meeting.
- **Employer of Choice:** TSHC featured a staff profile series of several colleagues of Filipino heritage to celebrate the Filipino Heritage Month. On June 28, TSHC staff, family members, and friends came together for the annual Pride Parade Watch Party, hosted in partnership with the TCHC Pride Network. The IDEA Committee hosted a virtual lunch and learn event in honour of National Indigenous History Month and Seniors Month, where a local Elder shared teachings on a variety of subjects based on staff interest.

Q2 2026 Annual Plan Tracker

The Q2 2026 Annual Plan Tracker demonstrates progress across various initiatives. In the second quarter of 2026, 5 projects were planned, with 2 completed on time, and 3 with revised timelines. Project teams are committed to completing activities according to the updated timelines. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

TSHC will continue to advance Annual Plan initiatives and incorporate insights from ongoing consultations to inform the development of the next 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 has been undertaken to develop the Strategic Directions Roadmap and Key Performance Indicators (KPIs) to come forward following approval of the Strategic Directions.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

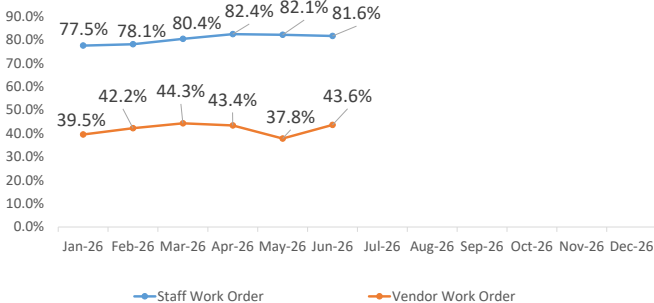
1. Attachment 1 – 2026 Annual Plan Key Performance Indicator Dashboard – Q2 2026
2. Attachment 2 – 2026 Annual Plan Update – Q2 2026

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

Highlights:

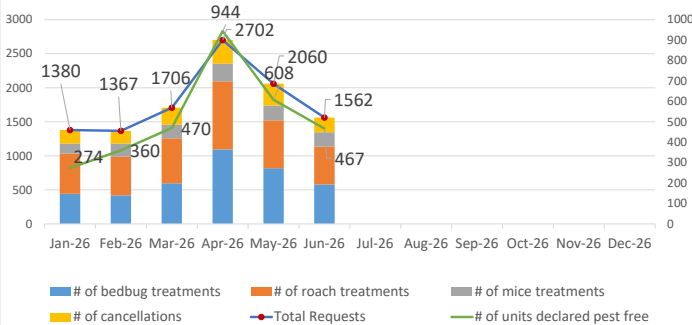
- **Work Orders:** In June, 81.6% of staff work orders and 43.6% of vendor work orders were completed within the Service Standards.
- **Pest Management:** In Q2, a total of 2,019 units were declared pest free. Staff assisted 48 units preparing for treatment and coordinated preparation for an additional 25 units with Toronto Public Health.
- **The housing occupancy rate** at the end of June stood at 98.54%, exceeding the target of 98%. The average unit turnover days in Q2 was at 61 days, showing a 28% of decrease from 78 days in Q1 2026.
- **Arrears:** TSHC achieved a 100% rent collection rate in Q2, consistent with Q1 2026. Arrears level remained stable during Q2, 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*

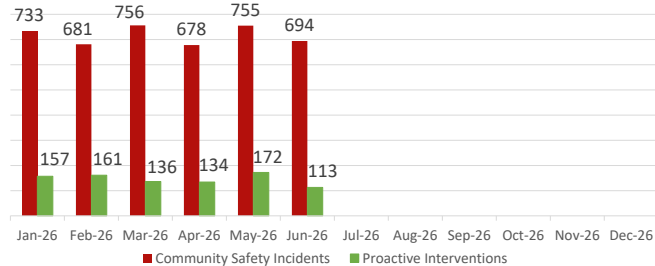


* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.
** Vendor Work Order data has been updated to include pest control data.

Number of Pest Treatment Requests and
Number of Units Declared Pest Free



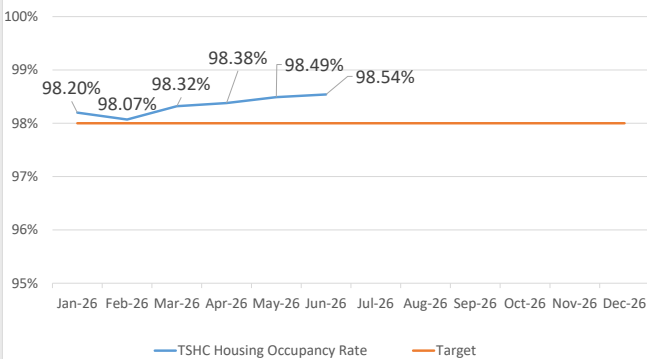
Community Safety



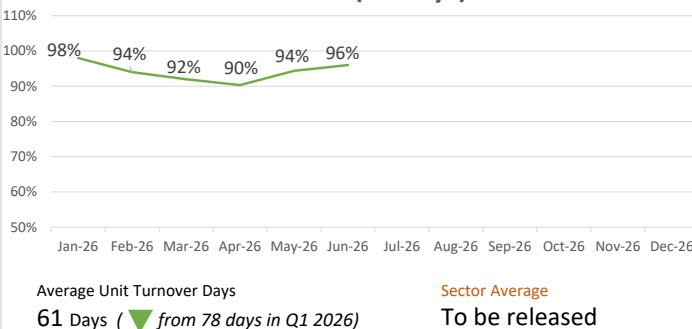
Community Safety Incidents include cause disturbance incidents, crimes against justice, crimes against property, crimes against persons, false fire alarms, fire incidents, medical incidents, mental health incidents, disputes, noise complaints, parking incidents, trespass incidents, sudden death, other 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
61 Days (▼ from 78 days in Q1 2026)

Sector Average
To be released

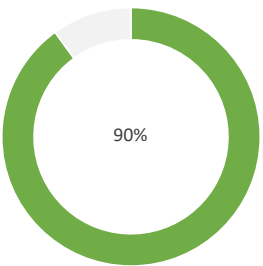
Monthly Rent and Parking Arrears



Rent Collection Rate
100% (Same as Q1 2026)

Sector Average
To be released

% of Households in Good Financial Standing



4 Evictions Enforced (5 evictions in Q1 2026)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1230
\$2,001-\$4,000	83
\$4,001-\$6,000	38
\$6,001-\$8,000	16
\$8,001-\$10,000	8
\$10,001 and above	20
Grand Total	1395

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

Highlights:

- In Q2, 72 Community Activities Fund applications were approved, distributing a total of \$10,984.
- Four regional tenant volunteer meetings were held on May 5, 6, 12, and 13, with 165 tenants participating across the four sessions. The agenda covered a Strategic Directions consultation led by the Strategy and Policy Team, a presentation from the City of Toronto on seniors' recreation program registration, and the introduction of the Tenant Volunteer Handbook.
- To celebrate Seniors Month, TSHC shared a video series featuring 4 tenants, one from each region, highlighting community programs, friendship, volunteerism, and supports that help age at home.
- TSHC implemented the Tenant Volunteer Development Program which include skills training and a new Tenant Volunteer Handbook rolled out in May.

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter:

\$10,984 in Q2 2026

\$ Community Activities Fund Distributed in the same quarter last year:

\$36,754 in Q2 2025

Number of Community Activities Fund Applications Approved:

72 in Q2 2026

Communications with Tenants:

1 issue of Seniors Speak and 1 Community Letter with Video

19 posters distributed, 12 posters translated, and 7 special request posters created

Tenant Engagement Activities

2 Senior Tenants Advisory

Committee Meetings

130 Building Meetings

4 Regional Tenant Meetings

989 tenants participated

Online Engagement

Website Users: 14,983

Social Media Audience:

2,703

Social Media Audience

Growth:

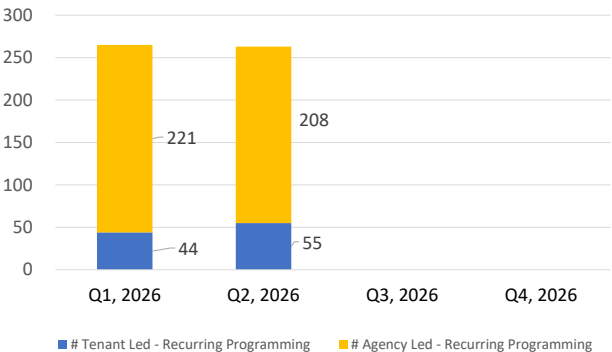
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Strategic Objective 3: To facilitate access to services and programs that tenants need and want

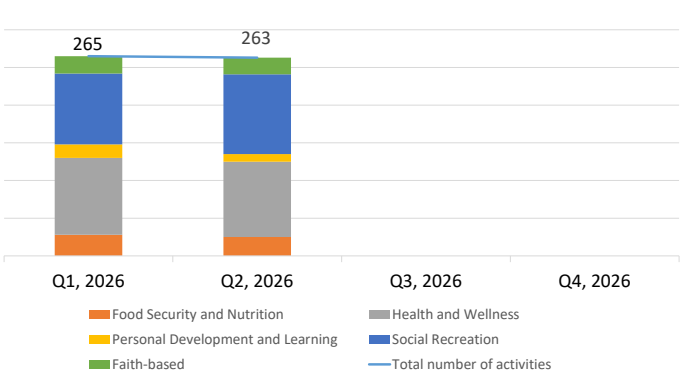
Highlights:

- In Q2, a total of 263 recurring programs were offered to tenants across the buildings. Of these, 208 (79%) were led by community partners, while 55 (21%) were tenant-led.
- Two new programs were launched in Q2 in partnership with Family Inter-Generation Link and University Settlement. They introduced a Chinese seniors' group to 168 John St and an arts program to 10 Deauville Ln.
- In Q2, more than 2,400 sessions were delivered through agency-led programs, including weekly exercise classes, health clinics, faith-based services, and social gatherings, with over 15,000 tenant interactions reported.
- TSHC piloted a new community garden policy and procedures in 8 buildings which reflect the wide range of community garden spaces and experiences across our portfolio.

Recurring Programs



Building Programs

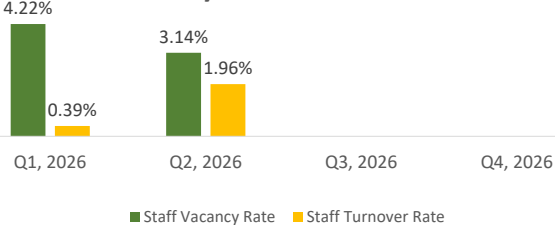


Strategic Objective 4: To promote innovation

N/A

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

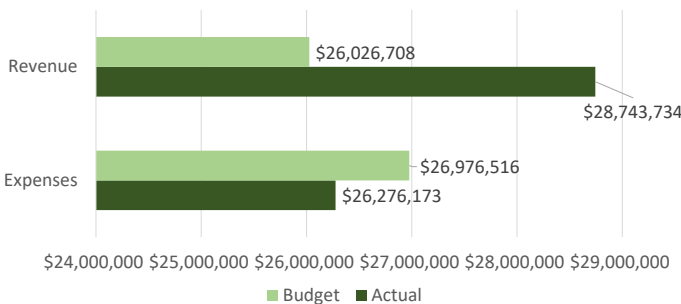
Highlights:

- TSHC featured a staff profile series of several colleagues of Filipino heritage to celebrate the Filipino Heritage Month.
- On June 28, TSHC staff, family members, and friends came together for the annual Pride Parade Watch Party, hosted in partnership with the TCHC Pride Network.
- The IDEA Committee hosted a virtual lunch and learn event in honour of National Indigenous History Month and Seniors Month, where a local Elder shared teachings on a variety of subjects based on staff interest.
- A total of 51 stories were published on the staff intranet site.

Enabler: Organizational Excellence

Statement of Operations

As of June 30, 2026



Objective/Enabler	Lead	Project	Timeline	New Timeline	Status	Highlights/Comments
Objective 1: Excellent Landlord – to provide safe, clean, and well-maintained buildings and support stable tenancies.	Director, Operations	Develop RGI policies and procedures	Q2 2026	Q4 2026	Revised Timeline	The Decline to Offer a Unit Policy and Addition to Household Composition Procedure are with the City of Toronto for review. One RGI Policy (Tenant Absent from Unit Policy) has been reviewed by the City of Toronto and is being prepared for Director approval. Two policies (Insitu Subsidies Policy and Repayment Plan Policy) and one procedure (Insitu Subsidy Procedure) are currently under review. The RGI Review Body Policy is being brought forward to the next QTEC and Board meeting for endorsement and approval.
Objective 2: Tenant Engagement – to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice.	Director, Engagement, Partnerships & Communications	Continue implementation of the Volunteer Development Program	Q2 2026		Completed	TSHC implemented the Tenant Volunteer Development Program which include skills training and a new Tenant Volunteer Handbook rolled out in May. The new handbook brings together all existing corporate information relevant to Tenant Volunteers, and outlines what volunteering looks like across our communities. This new resource explains processes and policies in a plain-language way for new, existing, and potential Tenant Volunteers.
Enabler 1: Organizational Excellence – to strive for organizational excellence to ensure effective and efficient delivery of our mandate.	Director, Strategy and Business Management	Develop the Board Governance Workplan	Q2 2026		Completed	The Board Governance Workplan was approved at the July 7, 2026 CGHRC meeting and forwarded to the Board.
Enabler 1: Organizational Excellence – to strive for organizational excellence to ensure effective and efficient delivery of our mandate.	Director, Strategy and Business Management	Develop the Board Governance Framework	Q2 2026	Q3 2026	Revised Timeline	Staff conducted a jurisdictional scan of governance frameworks from comparable organizations and developed a first draft of a Governance Framework aligned with TSHC's Shareholder Direction. TSHC is planning to add components of the Board Governance Framework as a 'digital playbook' in the future Board Portal.
Enabler 1: Organizational Excellence – to strive for organizational excellence to ensure effective and efficient delivery of our mandate.	Director, Strategy and Business Management	Review the Emergency Response Plan	Q2 2026	Q4 2026	Revised Timeline	TSHC has reviewed the draft Emergency Response Plan and provided feedback to TCHC for review and will continue to collaborate on alignment and updates.