

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

Date: Tuesday, September 1, 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 4 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:06 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:07 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:08 pm 1 min	Action Items Review	Information	List	Chair
6.	3:09 pm 75 min	TSHC Future Strategic Directions Update	Information	Report	Grant Coffey / Beam Group
7.	4:24 pm	Adjournment	Approval	N/A	Chair

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

Action Items List as of September 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 and Tenant Engagement Committee

Meeting Date: September 1, 2026

Topic: TSHC Draft Strategic Directions 2027 – 2030

Item Number: 06

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director of Strategy and Business Management

Date of Report: August 26, 2026

Purpose: To consult with the QTEC on Toronto Seniors Housing Corporation's (TSHC's) draft Strategic Directions for 2027 – 2030. The proposed Strategic Directions were informed by consultations, survey findings, and key organizational plans and reports. QTEC's feedback and recommendations will further refine the Strategic Directions before it is presented to the Board of Directors for approval in October.

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee review the draft TSHC Strategic Directions 2027 – 2030 and provide feedback and recommendations to inform the final Strategic Directions that will be presented to the Board of Directors for approval in October 2026.

Reason for Recommendation:

After TSHC successfully concluded its first Strategic Directions from 2023 to 2025, TSHC's Board approved a new approach to updating its Strategic Directions that emphasized extensive stakeholder engagement, with tenants placed at the centre of the process.

To support this work, TSHC partnered with Beam Group to design and implement a comprehensive consultation process, which included 30 sessions and activities with a total attendance of 644 that represented tenants, staff, leadership, the Board, key partners including the City of Toronto, Toronto Community Housing Corporation (TCHC), the Office of the Commissioner of Housing Equity (OCHE), and community organizations. Following the consultations, a draft Strategic Directions 2027 – 2030 was developed and further refined through review and feedback from key stakeholders including the Senior Tenants Advisory Committee (STAC), the Strategy and Policy Team, the Leadership Team, and the Extended Leadership Team.

The draft Strategic Directions (Attachment 1) draw on input gathered through the structured consultation process, insights from the Tenant Experience Survey and Staff Engagement Survey, and other sources. The proposed initiatives and projects were further informed by various reports and organizational plans, including the [Integrated Service Model Progress Report](#), the [Research and Innovation Update Report](#), the [IDEA Strategy Workplan](#), and [the 2026 TSHC Annual Plan](#).

Key Themes Considered in Developing the Strategic Directions 2027 – 2030

- **Aging at Home:** Aging at home remains a central priority with the increasingly complex needs of seniors becoming more challenging to address with resource levels and institutional constraints. Enhanced coordination, expanded partnerships, and more effective referral pathways with community services will be important to supporting age at home.
- **Tenant Engagement:** Tenant engagement continues to strengthen, with more tenants volunteering, organizing and participating in programs, and contributing to policies and decision making at TSHC, but there is room to deepen engagement and continue to strengthen tenant voices.
- **Safety and Security:** Safety has become a more prominent concern for tenants and staff across TSHC that will continue to need focused attention and an integrated approach.
- **Property/Building Management:** Overall satisfaction with maintenance and building cleanliness remains high, but pest management and building specific issues such as delays with repairs continue to require attention.
- **Responsiveness and Communication:** Tenants are generally happy with the necessary updates about their buildings, but concerns remain about closing out complaints and general responsiveness to tenant requests. The quality of corporate communications matters too.

- **Accessibility:** Accessibility emerged as an important issue during tenant consultations and reflects the increasingly complex needs of TSHC's tenant population.
- **Staff Commitment:** Staff commitment, passion, and dedication to supporting TSHC's tenants were noted as major strengths. From the 2026 Tenant Experience Survey, most tenants still feel staff treat them with respect although score has dropped from the 2024 results. The Staff Engagement Survey results indicated that 90% of staff believed in TSHC services.
- **Organizational Capacity:** Staff are experiencing growing workload pressures due to increasingly complex tenant needs and limited resources. Additional training and clarification of roles and responsibilities may help address these challenges.
- **Innovation:** TSHC has established a foundation for innovation and can continue fostering a culture of innovation with a focus on transformational initiatives and establishing TSHC as a leader in shaping the seniors housing sector.

Draft Strategic Directions 2026 – 2030

Vision, Mandate, Commitment, and Values

Stakeholders broadly supported the current vision, mandate, commitment, and values, though views on innovation as a value was mixed. The draft Strategic Directions largely retain the original vision, mission, and commitment, while refining the language for greater clarity and focus. Reflecting consultation feedback, innovation has been replaced by empathy as a value.

Strategic Objectives

The draft Strategic Directions reflect the key themes considered above through a series of strategic objectives, initiatives, key performance indicators and projects. The two former enablers have been reframed as objectives to recognize their strategic significance and emphasize their role as intended outcomes that drive organizational success.

The proposed directions seek to respond to stakeholder feedback while balancing operational realities, organizational capacity, resource availability, and implementation feasibility. The key performance indicators and projects included in this draft of the Strategic Directions will be further refined based on feedback and input as the 2027-2030 Roadmap is developed.

Please see Attachment 1 for the proposed draft Strategic Directions 2027-2030.

Next Steps:

- Staff will incorporate feedback and recommendations from the QTEC and further refine the Strategic Directions for consideration by the Board of Directors in October 2026. This will include seeking approval for the vision, mandate, commitment, values, strategic objectives, and initiatives.
- Work on the development of the Strategic Directions Roadmap and Key Performance Indicators (KPIs) will continue following approval of the Strategic Directions. The Roadmap will identify the projects aligned to the Strategic Directions for the 2027-2030 period. The Roadmap and KPIs will be brought back to

QTEC for review before being brought forward to the Board for consideration.

Toronto Seniors Housing Corporation has matured over the past four years and is well positioned to build on its original mandate with a continued focus on supporting tenants to age at home in comfort and dignity. We look forward to setting these future strategic directions with an emphasis on continued improved services and outcomes for tenants while further strengthening TSHC as an organization.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. TSHC Draft Strategic Directions 2027 – 2030

DRAFT

Toronto Seniors Housing Corporation (TSHC)

Draft Strategic Directions 2027 – 2030

September 1, 2026

BEAM GROUP

**Toronto Seniors
Housing Corporation**

Context and Purpose

This document is intended to inform the development of Toronto Seniors Housing Corporation's (TSHC's) next Strategic Directions. It consolidates stakeholder engagement findings and provides an outline of a proposed straw model intended to guide discussion and refinement.

The draft Strategic Directions draw on input gathered through a structured engagement process, including consultations with tenants and staff, leadership and Board discussions, and engagement with key partners including the City of Toronto, Toronto Community Housing Corporation (TCHC), the Office of the Commissioner of Housing Equity (OCHE), and community partners. Insights from the Tenant Experience Survey and Staff Engagement Survey also helped shape the draft Strategic Directions. Proposed projects were further informed by various reports and organizational plans, including the Integrated Service Model Progress Report, the Research and Innovation Update Report, the IDEA Strategy Workplan, and the 2026 TSHC Annual Plan.

This document is intended to support discussion rather than be treated as the final plan. The proposed statements, objectives, enablers, and projects are offered as a starting point and are expected to evolve as feedback is received.

Any feedback on this document would be welcome and will help refine the analysis and strengthen the strategic planning process.

Strategic directions framework



Vision

What is our aspiration as an organization?

The future we are working toward for seniors and the communities we serve.



Mandate

What is our role, and where are its boundaries?

What TSHC is here to do as a housing provider for seniors.



Commitment

What do we promise to our tenants?

Our statement of how we approach quality, service, and well-being, matched by our commitment to staff.



Values

How will we behave in pursuing our vision?

The principles that guide our culture, decisions, and relationships with tenants, staff, and partners everyday.



Objectives

What will we focus on, and what makes it possible?

A small set of proposed priorities for the plan period.



Initiatives

How will we pursue each objective or enabler?

The main areas of work under each objective or enabler that translates a priority into focused effort.



Proposed KPIs

How will we know it is working?

Indicative measures aligned to each initiative that would help track progress into outcomes overtime.



Proposed Strategic Projects

What concrete work would deliver this?

Potential actions to support each initiative.

Current strategic directions

Vision

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

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.

Commitment

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

Values

Respect | Inclusion | Accountability | Innovation



Objectives

An Excellent Landlord

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

Tenant Engagement

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

Partnerships

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

Innovation

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

Enablers

Organizational Excellence

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

Employer of Choice

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

Key Themes Considered in Developing the Strategic Directions 2027 – 2030

- Aging at Home
- Tenant Engagement
- Safety and Security
- Property/Building Management
- Responsiveness and Communication
- Accessibility
- Staff Commitment
- Organizational Capacity
- Innovation

Draft Strategic Directions

Vision

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

Mandate

To enable tenants to age at home in comfort and dignity, **connecting them to the supports they need and want, and ensuring they have a voice in their community.**

Commitment

To lead in excellent housing service delivery, with motivated staff who focus on the unique needs and well-being of seniors, in collaboration with tenants and partners.

Values

Respect | Inclusion | Accountability | **Empathy**

Objectives



An excellent landlord

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



Tenant engagement **and community building**

To promote inclusive participation and support community building.



Aging at home with access to services and support

To connect tenants to health and social supports they need and want to age at home through needs-based partnerships.



Organizational excellence

To ensure effective, efficient and innovative delivery of our mandate.



Organizational capacity and staff wellbeing

To foster an inclusive culture where people thrive and are engaged, supported, and empowered to grow.

Objective 1: An excellent landlord

KPIs and Strategic Projects are for reference, and will be refined based on stakeholder feedback
* proposed transformational innovation projects

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

How we will achieve our objective:

KPIs

Strategic Projects

Strengthen Safety and Security

- 1
- Ensure tenants feel safe and secure in their homes and buildings, through strong security partnerships and timely response to safety concerns.

- # of safety incidents
- % of tenant safety satisfaction
- Response time to incidents?

- Develop building-specific Community Safety and Wellness Plans*
- Enhance security liaison partnership with the Community Safety Unit of TCHC

Ensure Clean and Well-maintained Buildings

- 2
- Keep buildings clean and well functioning and respond to repairs, pest and other issues in a timely and effective manner.

- Service requests completed within service standard
- Pest infestation rate
- # of pest treatments
- Tenant satisfaction with outcome of service request

- Implement and review the Pest Management Workplan and delivery model
- Conduct a building maintenance service standard quality improvement project

Promote Stable Tenancies

- 3
- Help tenants stay safely and successfully housed, particularly through periods of financial or personal vulnerability.

- Occupancy rate
- % of households in good financial standing (not in arrears)
- # of evictions

- Deliver role-specific training to support stable tenancies
- Enhance tenant on-boarding
- Continued process improvements with the OCHE
- Continue Service Canada pension clinic pilot helping tenants transition to pension

Objective 2: Tenant engagement and community building

To promote inclusive participation and support community-building.

How we will achieve our objective:

1 Empower Tenants to Thrive in Their Community

Proactively engage and empower tenants from all backgrounds to share their insights, skills, and experience in their own community.

- # of tenant volunteers
- % of buildings with tenant volunteers and/or a Tenant Circle
- % of CAF budget spent
- # of tenant-led events per quarter (by program type)
- Tenant Survey Measure(s)

2 Amplify Tenant Voice

Engage tenants meaningfully so they can see how their input shapes decisions that impact their communities.

- Senior Tenants Advisory Committee Attendance Rate
- Regional Tenant Volunteer Meeting Attendance Rate
- % of buildings that have Tenant Townhall Meetings
- Tenant Survey Measure(s)

KPIs

Strategic Projects

- Develop a strategy for under-engaged buildings
- Develop a tenant-facing Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy
- Introduce inter-generational activities at targeted buildings*

- Review Community Connect+ Tenant Engagement Approach
- Enhance the tenant complaints process

Objective 3: Aging at home with access to services and support

To connect tenants to health and social supports they need and want to age at home through needs-based partnerships.

How we will achieve our objective:

	1 Enable Access to Health and Community Supports	2 Deepen Collaboration with Our Partners	3 Foster Innovation
	Help tenants find and navigate seniors care system to help them access the services and supports.	Expand and strengthen sector partnerships to enhance services and supports available to tenants to age at home.	Promote a culture of innovation to establish TSHC as a leader in shaping the seniors housing sector.
KPIs	• Tenant Experience Survey Measure(s) • Identify access KPIs	• # of agency-led programs per quarter (by program type) • # tenant interactions through agency-led programs • More initiatives with City of Toronto programs and services	• # innovation initiatives completed • # of thought leadership activities (e.g. conference presentation) • Identify staff-related KPIs
Strategic Projects	• Develop tenant health literacy program* • Evolve TSHC Building and Regional profiles to better demonstrate tenant needs, wants, and programming available	• Develop and implement the Partnership Management Framework* • Expand innovative coordination and integration models to strengthen support delivery* • Use of Space Review and Update (policy and process)	• Thought Leadership Strategy and Plan* • Develop the Health and Housing Dashboard* • Develop a TSHC Research Framework and Plan • Leverage findings from TSHC Social Housing Report to establish building-specific, data-informed priorities* • Share best practices of supporting seniors with TCHC and other housing providers*

Objective 4: Organizational excellence

To ensure public service excellence and effective, efficient, and innovative delivery of our mandate.

How we will achieve our objective:

1 Focus on Continuous Improvement and Service Consistency

Track performance consistently and use data and tenant feedback to drive ongoing improvement and innovation.

KPIs

- # of quality improvement projects
- Tenant experience survey completion

Strategic Projects

- Rebuild the KPI Dashboard
- Enhance seniors-specific policy
- Enhance data collection and analysis capabilities
- Complete Accessibility QIP*
- Explore Use of Artificial Intelligence*
- Develop organizational service standards
- Strengthen Board strategic role

2 Strengthen Financial Sustainability and Risk Management

Plan for TSHC's long-term financial sustainability and manage organizational risk proactively.

- Financial sustainability indicator(s)

- Develop a Strategic Financial Plan
- Future cost-allocation model review
- Review Enterprise Risk Management framework
- Update emergency response plan

3 Strengthen Operational Sustainability

Strengthen and formalize TSHC's agreements, collaboration and working relationships with the City and TCHC.

- Improved agreements with the City and TCHC

- Renew, review and set future directions for service delivery agreement with TCHC
- Renew the OCHE Agreement considering City input
- Clarify terms of the City of Toronto for an Operating Agreement

Objective 5: Organizational capacity and staff wellbeing

To foster an inclusive culture where people thrive and are engaged, supported, and empowered to grow.

How we will achieve our objective:

	1 Enhance Talent Acquisition, Retention, and Career Pathways Attract and retain top talent while providing clear pathways and opportunities to thrive in their roles.	2 Embrace Inclusion and Wellbeing Build a workplace culture that incorporates principles of Inclusion, Diversity, Equity and Accessibility (IDEA) to ensure staff from all backgrounds feel supported and engaged.	3 Improve Learning and Performance Management Provide meaningful learning and development opportunities to equip staff with the knowledge, skills, and tools to effectively support seniors, and foster consistently high performance.
KPIs	• Staff turnover/vacancy rate • Improved talent acquisition timeline • Employer of Choice designation	• Staff Engagement Survey Measure(s) – demographic information analysis • Identify IDEA-related KPIs	• # of senior-specific training modules • % of staff completing training • Staff Engagement Survey Measure(s) • Improved support to performance management practices
Strategic Projects	• Review and improve the talent acquisition and retention strategies and processes, incorporating the diversity lens • Develop staff recognition, mentorship and support programs • Achieve an Employer of Choice designation	• Expand health, safety, and wellness programs and resources accessible to staff • Develop targeted strategies to address representation gaps and remove barriers to workforce diversity • Ensure IDEA principles are consistently integrated into TSHC processes • Deliver IDEA training	• Develop role-based training framework • Deliver senior-specific training • Enhance the performance management program • Implement succession planning framework • Establish a leadership development program • Foster strong labour partner relationships • Enhance the Employee Engagement Survey feedback and action planning process

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