

Toronto Seniors Housing Corporation

Board of Directors Meeting Agenda

Date: Tuesday, September 8, 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 1min	Approval of Public Session Board Minutes July 8, 2026	Approval	Minutes	Chair
6.	3:07 pm 1 min	Approval of Closed Session Board Minutes July 8, 2026	Approval	Minutes	Chair
7.	3:08 pm 2 min	Action Items List	Information	Report	Chair
8.	3:10 pm 5 min	CEO's Report	Information	Report	Tom Hunter
9.	3:15 pm 2 min	<i>Quality and Tenant Engagement Committee Report</i>	Update	Verbal	Linda Jackson
9a	3:17 pm 5 min	Rent-Geared-to-Income, Review Body Policy	Approval	Report	Brad Priggen

Item	Time	Description	Action	Type of Item	Presenter
10.	3:22 pm 1 min	<i>Corporate Governance and Human Resources Committee Report</i>	Update	Verbal	Brenda Parris
11.	3:23 pm 2min	<i>Audit, Finance and Risk Committee Report</i>			
11a	3:25 pm 30 min	2027 TSHC Budget	Information	Report	Vince Truong
12.	3:55 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	3:56 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes.</i>	Approval	N/A	Chair
14.	3:57 pm 15 min		Information	Report	Vince Truong
15.	4:12 pm 20 min		Information	Report	Tom Hunter
16.	4:32 pm 10 min		Information	Report	Tom Hunter / Grant Coffey
17.	4:42 pm 1 min		Approval	N/A	Chair
18.	4:43 pm 1 min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item	Time	Description	Action	Type of Item	Presenter
Consent Agenda Items (items for Information only and will not be addressed during meeting, unless a Board member requests, upon approval of Agenda, or public deputation requested).					
CA-P-01		2026 Q2 TSHC Annual Plan Progress Update	Information	Report	Grant Coffey

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

The TSHC Board held its Board of Director's meeting on Wednesday, July 8, 2026 at 3:00 pm via WebEx video conference. **Part of the meeting was livestreamed and can be viewed here: [Part 1](#) and [Part 2](#)**

Members in attendance:

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

TSHC staff:

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

Regrets:

Kosta Kostouros
Councillor Matlow

Guests:

Jerrett Myers, Beam Group
Lily Clark, Beam Group
Tasnia Reza, Beam Group

Item 1: Chair's remarks

The Board Chair welcomed Board members and virtual attendees to the July 8, 2026 TSHC Board of Directors meeting. He noted we were live streaming on YouTube and we had no deputations.

The Board Chair acknowledged July was Disability Pride Month, noted Canada Day and that July 11th marked the Responsible Personal Accessibility in Toronto Housing - R-PATH's Anniversary. He also noted July 14th was International

Nonbinary People's Day, July 16th was International Drag Day and July 18th was Nelson Mandela Day.

The Chair informed the Board there were five Consent Agenda items, all of which were brought forth at previous Committee meetings and are for information only, unless a Board member would like to address one of the items. He stated there was an In-Camera session for a portion of the meeting; and we would return to the Public Realm after.

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

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African Ancestral acknowledgements.

Item 3: Approval of Public meeting Agenda

The Chair asked if there were any amendments to the public meeting Agenda, and being none, the Chair asked for a motion to approve the Board Public Agenda of July 8, 2026, as amended.

Moved: Jesse Cohoon

Seconded: Linda Jackson

With All in favour, it was resolved that the Board Public Agenda of July 8, 2026, was approved as amended **Carried**

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

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

Item 5: Approval of Board Public minutes of April 28, 2026

The Chair asked if there were any edits or changes to the public session minutes April 28, 2026. Being none, the Chair asked for a motion to approve the public session minutes as presented.

Moved: Jesse Cohoon

Seconded: Linda Jackson

With All in favour, it was resolved that the public session minutes of April 28, 2026, were approved as presented **Carried**

Item 6: Approval of Board Closed session minutes of April 28, 2026

The Chair asked if there were any edits or changes to the Board closed session minutes of April 28, 2026. Being none, the Chair asked for a motion to approve the Board closed session minutes as presented.

Moved: Jim Meeks

Seconded: Linda Jackson

With All in favour, it was resolved that the Board closed session minutes of April 28, 2026, were approved as presented **Carried**

Item 7: Action item review

The Board reviewed the action item list and the status of the items. With no questions or comments, the Chair proceeded to the next agenda item.

Item 8: CEO Update

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

- June Events (National Indigenous History Month, Filipino Heritage Month, Pride Month, and Seniors Month, TSHC's fourth anniversary)
- 2027 Budget

- LA Centres for Seniors
- Food for Now
- 1420 Victoria Park Fire

With no comments or questions, the Chair thanked Mr. Hunter and moved on to the next Agenda item.

Item 9: Audit, Finance and Risk Committee (AFRC) Report

Through the Chair, Lawrence D'Souza, AFRC Vice-Chair, gave a verbal update on the Audit, Finance and Risk Committee (AFRC) noting at the last Committee meeting of June 3, 2026 the Committee focused on:

- Bi-Annual Procurement Report
- Q1 and April 2026 Financial Results
- Enterprise Risk Management Reporting
- Q1 Reconciliation, and
- Procurement Change Order – noting this would be brought forward for the Board's approval

Mr. D'Souza noted the next AFRC meeting will be held on October 1, 2026.

The Chair thanked Mr. D'Souza and then, through the Chair, Vince Truong went through **Item 9a – Procurement Change Order**

The Chair thanked Mr. Truong and asked for a motion to approve and award the following change order in which the cumulative change order value exceeds 20% of the original commitment value of the contract to:

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

Moved: Councillor Crisanti

Seconded: Jim Meeks

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

Through the Chair, Vince Truong went through **Item 9b – 2027 Budget Timeline**

The Chair thanked Mr. Truong and asked for any questions. Jesse Cohoon inquired on how the 0% is workable with new hires and/or pay increases. Mr. Truong noted that the 0% is not included for staff.

The Chair thanked Mr. Truong and for the conversation and proceeded to the next agenda item.

**Item 10: Corporate Governance and Human Resources Committee (CGHRC)
Report**

Through the Chair, Grant Coffey on behalf of Brenda Parris gave an update on the last CGHRC meeting of July 7, 2026, noting the Agenda focused on:

- People and Culture Dashboard
- IDEA Strategy Workplan
- TSHC Policy Workplan; and
- Board Governance Workplan

Mr. Coffey noted there were no items being brought forward and the next CGHRC meeting is scheduled for August 26, 2026.

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

Item 11: Quality and Tenant Engagement Committee (QTEC) Report

Through the Chair, Linda Jackson noted two fulsome Quality and Tenant Engagement Committee meetings, being May 19th and June 1st of 2026. Agenda highlights were:

May 19, 2026, :

- Operational Dashboard
- Pest Management Report / Workplan
- Community Safety Strategy
- Community Safety Unit's Q1 2026 Report, and
- Community, Programs and Partnership Update

June 1, 2026

- Tenant Experience Survey Results
- Future Strategic Directions
- Integrated Service Model Annual Report

Ms. Jackson also noted there were differed, items that would be brought forth at future QTEC meetings, being:

- Innovation/Research Update - will go to next Quality and Tenant Engagement Committee meeting next month
- 2026 Q1 TSHC Annual Plan Progress Update (which is being brought forward as a Consent Agenda item at the Board of Directors meeting)
- Seniors Acknowledgement – will go to October QTEC meeting

In closing, Ms. Jackson noted the next QTEC meeting is scheduled for Monday, August 17, 2026.

The Chair thanked Ms. Jackson and then proceeded to the next Agenda item: **11a – Strategic Directions Consultations Findings.**

Through the Chair, Grant Coffey discussed the consultation findings and introduced Beam Group, Christine Yan and Ayushman Banerjee.

There was a thorough conversation among the Board with comments such as:

- Accountability – we need better definition
- Laser sharp on aging at home
- Disconnect with innovation value from tenant and staff
- Sharper emphasis on empathy (softer side)

The Board Chair thanked Mr. Coffey, staff and the Beam Group as well as the Board for the thoughtful conversation and input.

The Board Chair then proceeded to the next agenda item.

Item 12: Approval to Move into Closed Session

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

Moved: Linda Jackson

Seconded: Jesse Cohoon

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

The meeting went to Closed Session.

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Upon the return to the Public Realm, the Chair welcomed back our virtual audience and noted there were no items to approve from the Closed Session and proceeded to the final public agenda item.

Item 17: Adjournment

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

Moved: Jim Meeks

Seconded: Linda Jackson

With all in favour, it was resolved that the TSHC Board meeting of July 8, 2026, adjourn **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Karyn Bawden
Board Secretary

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List September 2026

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

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: September 8, 2026

Item Number: 8

Report Name: CEO Update

To: Board of Directors

From: Tom Hunter

Date of Report: September 2, 2026

Summary:

This report provides the Board of Directors with an update on several upcoming staff engagement, recognition, and fundraising initiatives at Toronto Seniors Housing Corporation. Planning is underway for the annual All-Staff Event, which will celebrate the diversity of TSHC staff and promote employee engagement across the organization.

Preparations are also underway for TSHC's annual United Way Campaign, including participation in the CN Tower Climb and the return of fundraising activities that support community impact and staff involvement. In addition, planning is progressing for the annual Long Service Awards, which recognize employees reaching significant service milestones. These initiatives support employee engagement, staff recognition, organizational culture, and community involvement while providing opportunities for Board members to connect with staff and participate in key organizational events.

Recommendation:

The Board of Directors receive this report for information only.

Financial/Stakeholder Impact:

The activities outlined in this report support employee engagement, workforce recognition, and corporate social responsibility objectives. These initiatives are funded through approved operational budgets and fundraising activities as applicable. Participation by Board members strengthens engagement with staff and demonstrates support for employee recognition and organizational culture initiatives.

Comments:

All-Staff Event

Planning is underway for TSHC's annual All-Staff Event, which will take place on Tuesday, October 6, 2026, at Fort York. This year's theme, Around the World in One Day, will celebrate the diverse backgrounds and cultures represented across TSHC's workforce and provide an opportunity for staff to learn from and celebrate one another. The event supports employee engagement, inclusion, and organizational culture by recognizing and celebrating the diversity that strengthens the organization.

As in previous years, Board members are welcome to attend the event. Karyn Bawden, Board Secretary, will circulate a calendar invitation and event details to Board members in the coming weeks.

United Way Campaign

Planning is underway for TSHC's annual United Way Campaign, with the campaign planning kickoff meeting scheduled for Thursday, October 10, 2026. The campaign provides an opportunity for staff to come together in support of community-based initiatives that address poverty, housing instability, food insecurity, and other social challenges affecting residents across Toronto. This year's campaign will be led by Deanna Veltri, who will serve as Executive Sponsor.

As part of this year's campaign, TSHC staff will participate in the CN Tower Climb for United Way on Saturday, November 14, 2026. To date, eight staff members have registered and have collectively raised approximately \$300 in support of the campaign. TSHC will also continue its annual pancake breakfast fundraising events. Dates for the breakfasts are currently being finalized and will be shared with Board members once confirmed.

Building on the success of last year's campaign, which raised \$20,757.81, TSHC's goal is to surpass this total through increased participation, fundraising activities, and staff engagement throughout the campaign period. Board members are encouraged to attend campaign events where their schedules permit and to join staff in supporting this important fundraising initiative.

Long Service Awards

Preparations are underway for TSHC's annual Long Service Awards event, which recognizes employees who have reached significant service milestones with the organization.

The event is scheduled for Friday, November 5, 2026, and will be held at North York Memorial Hall. The Long Service Awards provide an opportunity to formally recognize employees for their dedication,

contributions, and ongoing commitment to supporting seniors living in TSHC communities.

Board members are invited to attend and join management in recognizing the achievements and years of service of TSHC employees. Karyn Bawden will circulate a hold-the-date calendar invitation shortly.

Name: Tom Hunter

Title: Chief Executive Officer

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: September 8, 2026

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

Item Number: 09a

To: Board of Directors

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 Board of Directors approve the Rent-Geared-to-Income (RGI) Review Body Policy.

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
Board of Directors Meeting

Meeting Date: September 8, 2026

Item Number: 11a

Report Name: 2027 Budget Update

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: August 27, 2026

Purpose: The purpose of this report is to provide an update on the status and process in developing the 2027 Toronto Seniors Housing Corporation (TSHC) budget. The 2027 Budget - 1st draft will be submitted to the City of Toronto on September 23, 2026.

Recommendation:

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

Reasons for Recommendations:

The preliminary 2027 TSHC budget has been drafted to reflect a continued focus on TSHC's mandate for tenants to age at home in comfort and dignity and with access to programs and supports and a voice in their community.

Please see Attachment 1 which includes a presentation outlining the following items:

- TSHC Strategic Priority Actions
- Mayor and City budget direction and how TSHC is addressing
- What we heard from Tenant budget consultations and consultations with the Senior Tenants Advisory Committee
- 2027 TSHC Budget Priorities
- 2027 Budget Process and timelines including key dates

Over the past months, there have been ongoing conversations with TCHC and the City in preparation for the 2027 TSHC Budget. The Board of Directors will be presented with preliminary financial details confidentially in-camera of the initial draft 2027 TSHC budget to further inform the initial submission to the City on September 23, 2026. The Board and Audit Finance and Risk Committee will be updated regularly on major and material items being discussed in these meetings. The Board is expected to approve the 2027 Budget on December 15, 2026.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachment:

1. 2027 Draft Budget Update– Board Presentation Public

2027 Budget Update - Public

Board of Directors

September 8, 2026



2027 TSHC Budget - Agenda

- Mayor and City Budget Direction
- What we heard: Tenant and STAC consultations
- 2027 TSHC Budget Priorities
- Budget process and next steps



TSHC Strategic Priority Actions

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

TSHC 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

TSHC's priority Strategic Directions:

- Provide safe, clean, and well-maintained buildings and to provide stable tenancies;
- Enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice;
- Facilitate access to services and programs that tenants need and want;
- Develop and promote innovation and leading practices which contribute to seniors' well-being;
- Strive for organizational excellence to ensure effective and efficient delivery of our mandate; and
- Be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.

TSHC's continues with the ongoing work relating to the Integrated Service Model (ISM) and expanded innovation with partners.

TSHC is currently renewing its Strategic Directions for 2027-2030.

Mayor and City Budget Direction

As a City of Toronto funded corporation, we are required to follow operational budget guidelines outlined by the City. These include:

Mayor's Priorities:

- Focus on service
- Maintaining financial sustainability
- Finding efficiencies and savings

Further City Direction:

- 2027 Budget process in a continued environment of fiscal constraint and uncertainty
- Develop Operating Budget using a scenario-based approach beginning from a \$0 (0%) net increase baseline, requiring pressures to be addressed from within existing resources
- Emphasis on disciplined planning and flexibility to respond to evolving fiscal and service direction
- Focus on prioritizing core service

Addressing City Direction

Focus on Service

- Maintaining current services with no service reductions.
- Areas of importance to our tenants:
 - Clean, and well-maintained buildings
 - Safety and security is on top of mind for most residents
 - Ongoing pest management and removal
 - Supporting activities and engaging tenants including the Community Action Funds (CAF)
 - Additional services and support for seniors

Maintaining Financial Sustainability

- The 2025 MNP Cost Allocation work significantly lowered costs for TSHC and improved cost-sharing clarity between TCHC and TSHC.
- TSHC rent geared to income (RGI) revenue is consistent with the annual adjustment to Canada Pension Plan (CPP) and other pensionable income, and through subsidy provided by the City of Toronto.

Finding Efficiencies and Savings

- TCHC and TSHC are working to identify cost efficiency and savings opportunities, submitting results to the City by Sept. 23.

What we heard: Tenant and STAC consultations

TSHC held two Tenant Budget Consultation Meetings on August 4 and 7, 2026 and an update went to the Senior Tenants Advisory Committee (STAC) on August 19, 2026. The outcome of those meetings resulted in valuable information that helped improve and refine TSHC's 2027 Budget.

- Safety and security continue to be of high importance to our tenants at the 83 buildings and was a primary area of input. TSHC continues to work with the TCHC Community Safety Unit on safety and security.
- Ensuring effective use of the Community Activity Funds for tenant-led activities, events and equipment requests.
- Improving visibility to City supports for tenants (i.e. application for air conditioning units).
- Funding opportunities from levels of government to help support with delivering services.



2027 TSHC Budget Priorities

TSHC's Budget Priorities for 2027 are to:

- Maintain current services with no service reductions or interruptions.
- Align with what we heard from tenants and Seniors Tenant Advisory Committee (STAC).
- Include non-discretionary Collective Bargaining Agreements, Cost of Living annual increase, and merit increase to salary.
- For non-salary budget items retained as flat with limited strategic investment to support and focus on tenant priorities in maintenance and community activities.
- Additional new staff positions to support tenant facing engagement functions and deferred corporate positions from 2022.
- TSHC is expected to be in a deficit position and will require funding support from the City to bridge the gap.

The Board of Directors will be presented with preliminary financial details confidentially in-camera of the initial draft 2027 TSHC budget to further inform the initial submission to the City on September 23, 2026.

2027 Budget Process/Timelines

Activity	Timeline	
2027 Budget process launch – City of Toronto	June 1, 2026	✓
TSHC Budget preparation – initial drafts	June 2026 – Aug 2026	✓
TSHC Tenant Budget Consultations	Aug 4, 2026 & Aug 7, 2026	✓
STAC Consultation	Aug 19, 2026	✓
TSHC Board	Sept 8, 2026	
Preliminary 2027 Budget submission to City	Sept 23, 2026	
Administrative reviews with City	Oct 20-30, 2026	Audit, Finance and Risk Committee updates – Oct 1, 2026, November 30, 2026
Informal Budget Committee reviews with City	Mid-Oct – mid Nov 2026	
Target for final 2027 budget decisions with City	November 10	
TSHC Board Budget approval	Dec 15, 2026	Board updates - Sept 8, 2026, Nov 10, 2026, Dec 15, 2026 Special Board meeting for Budget Approval
Final Budget Notes submission to City	Dec 2026 - Jan 2027	
2027 City Budget Committee	Jan 2027	
Mayor's Budget Release	Late Jan, early Feb 2027	
City Council consideration/approval	Mid Feb 2027 (TBD)	

Thank You

Toronto Seniors Housing Corporation
Board of Directors

Meeting Date: September 8, 2026

Item Number: CA-P-01

Report Name: 2026 Annual Plan – Q2 Progress Report

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: August 31, 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 Board of Directors receive this report for information. This report was reviewed by the Quality and Tenant Engagement Committee (QTEC) at its August 17, 2026 meeting.

Reason for Recommendation:

Toronto Seniors Housing Corporation (TSHC) successfully concluded its first Strategic Directions 2023 – 2025. A renewed set of Strategic Directions are being developed in 2026 to guide the organization over the next three to five years. To ensure continuity during this transition, a 2026 Annual Plan was developed as an interim framework while the

next multi-year strategic directions are finalized. The 2026 Annual Plan was approved by the Board of Directors on April 28, 2026.

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

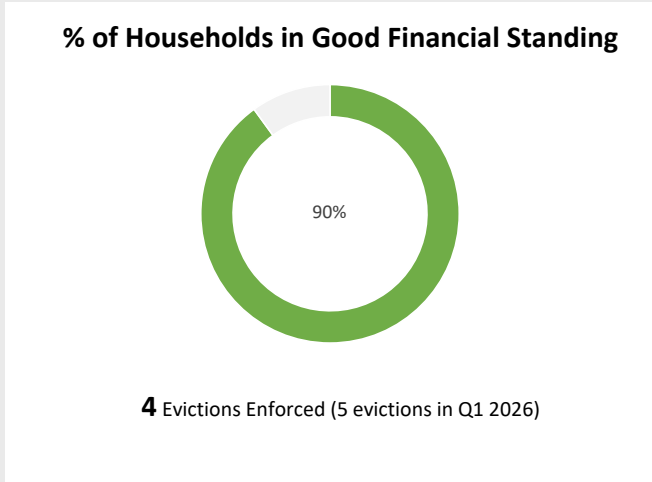
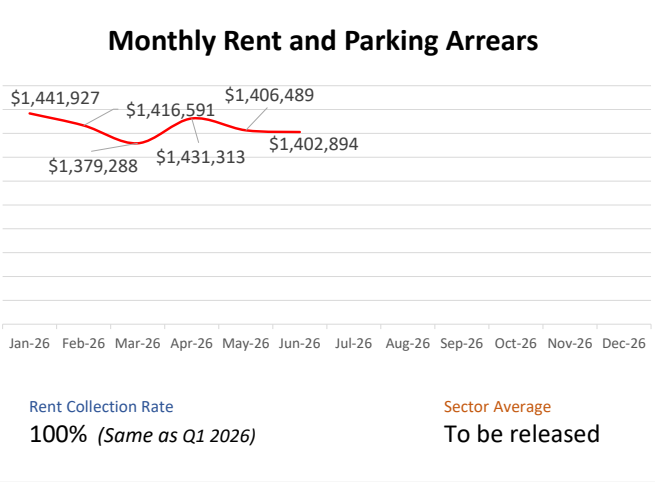
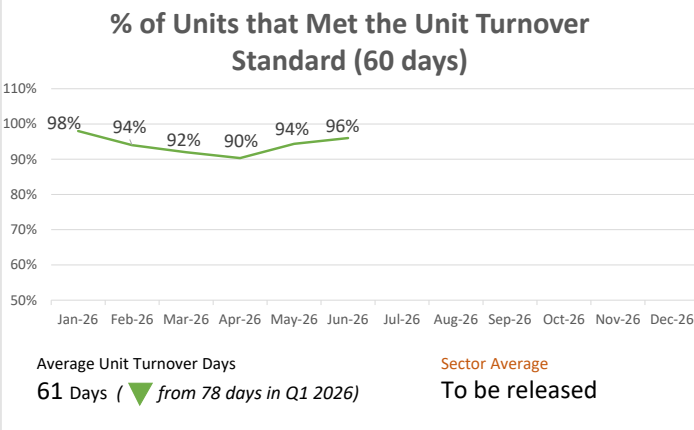
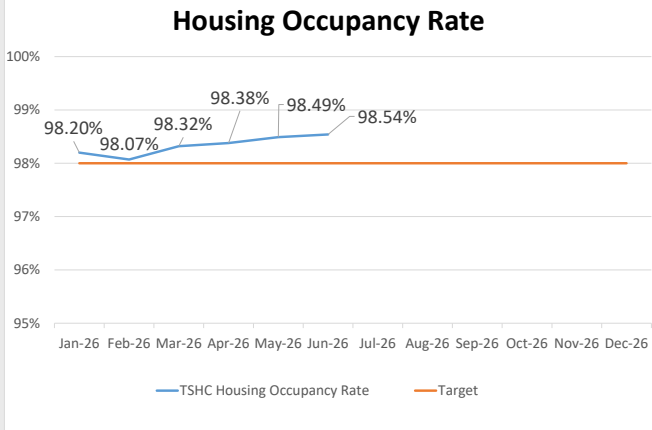
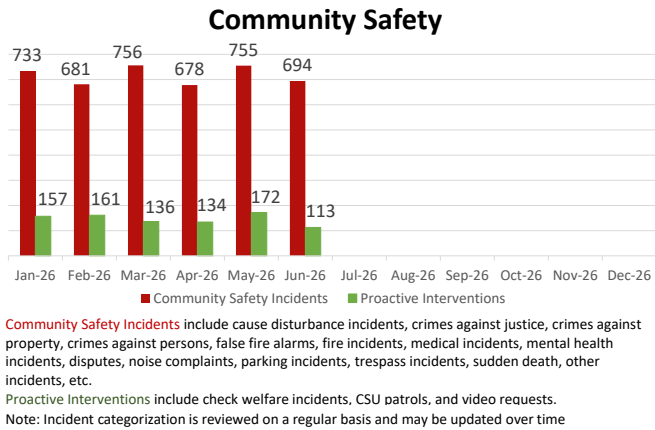
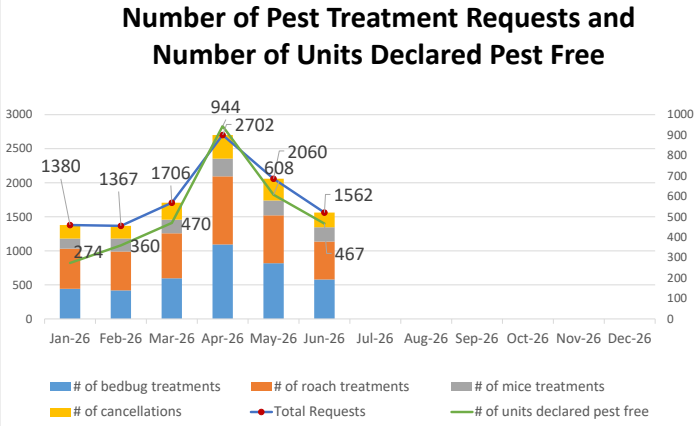
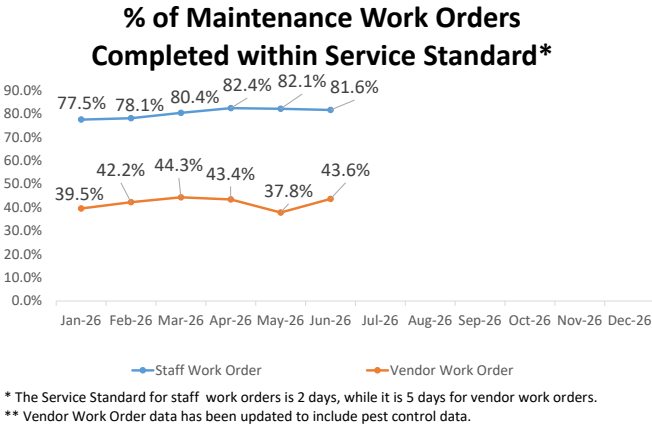
List of Attachments:

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.



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:

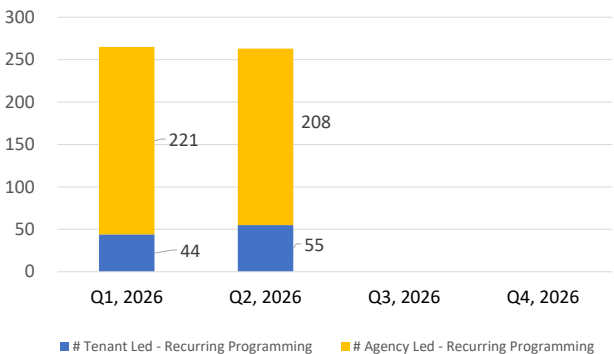
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Strategic Objective 3: To facilitate access to services and programs that tenants need and want

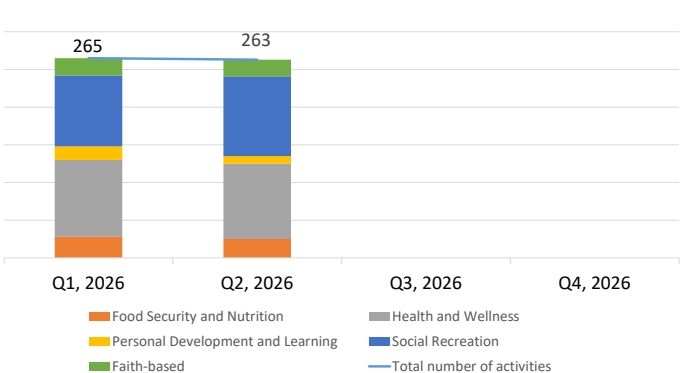
Highlights:

- 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

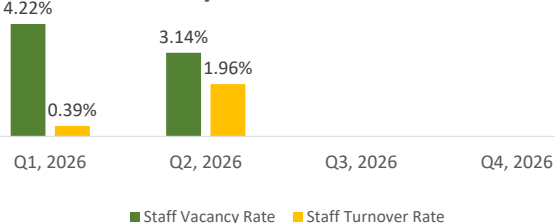


Strategic Objective 4: To promote innovation

N/A

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

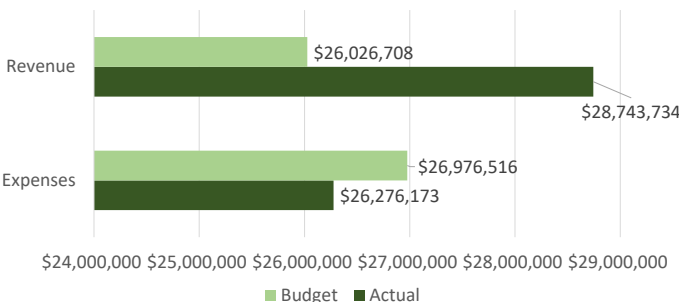
Highlights:

- 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.