Toronto Seniors Housing Corporation

Board of Directors Meeting Agenda

Date: Tuesday, November 10, 2026

Time: 3:00 pm to 5:30 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	**3:00 pm** 2 min	Chair's Remarks	N/A	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	Action Items List	Discussion	Report	Chair
6.	**3:08 pm** 5 min	CEO's Report	Discussion	Report	Tom Hunter

Item	Time	Description	Action	Type of Item	Presenter
7.	**3:13 pm**	***Committee Chair Updates***			
	2 min	Audit, Finance and Risk Committee Chair Update	Update	Verbal	Kosta Kostouros
	2 min	Corporate Governance and Human Resources Committee Chair Update	Update	Verbal	Brenda Parris
	3 min	Quality and Tenant Engagement Committee Chair Update	Update	Verbal	Linda Jackson
8.	**3:20 pm**	***Approval Items***			
8a	10 min	• Tenant Transfer Policy	Approval	Report	Brad Priggen
8b	10 min	• 2026-27 Insurance Renewal	Approval	Report	Vince Truong
8c	20 min	• Future Strategic Directions Roadmap and KPIs	Approval	Report	Grant Coffey

Item	Time	Description	Action	Type of Item	Presenter
9.	**4:00 pm** 25 min	***Discussion Items*** • Refined 2027 Budget Strategy and Re-submission Plan	Discussion	Report	Tom Hunter / Jonathan Dixon / Vince Truong
10.	**4:25 pm** 1 min	Motion to move into Closed Session	Approval	N/A	Chair
11.	**4:26 pm** 1 min	*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.*	Approval	N/A	Chair
12.	**4:27 pm** 10 min		Discussion	Verbal	Tom Hunter / Jonathan Dixon/ Vince Truong
13.	**4:37 pm** 20 min		Discussion	Report	Chair / Carol Francis
14.	**4:57 pm** 1 min		Approval	N/A	Chair
15.	**4:58 pm** 1 min	Approval of Closed Session Items	Approval	Report	Chair

Item	Time	Description	Action	Type of Item	Presenter
16.	**4:59 pm**	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair
Consent Agenda Items (Information only) unless a Board member requests, upon approval of Agenda to hold item, or public deputation requested.					
CA-P-01	Q1-Q2 Procurement Report		Information	Report	Vince Truong
CA-P-02	Q2 & August 2026 Financial Result		Information	Report	Vince Truong

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List
November 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: November 10, 2026

Item Number: 7

Report Name: CEO Update

To: Board of Directors

From: Tom Hunter

Date of Report: November 4, 2026

Summary:

This report provides an update on key organizational initiatives related to employee engagement, inclusion, community investment, and leadership transition planning. Highlights include the 2026 United Way Campaign, Long Service Awards, Islamic Heritage Month programming, and the initiation of the CEO recruitment process. These activities support a strong organizational culture while ensuring continuity and stability during a planned leadership transition.

Recommendation:

The Board of Directors receive this report for information only.

Financial Impact:

The initiatives outlined in this report support employee engagement, recognition, inclusion, and organizational culture objectives. Activities are funded through approved operating budgets and existing

fundraising initiatives. The CEO recruitment process will be managed through established Board governance and organizational processes.

Background:

Leadership Transition and CEO Recruitment

Last month, I announced my intention to retire as Chief Executive Officer of Toronto Seniors Housing Corporation. It has been an honour to lead the organization through its formative years, and I remain focused on supporting our strategic priorities and ensuring a successful transition.

The Board of Directors has initiated the recruitment process for TSHC's next Chief Executive Officer, led by Board Chair Fareed Amin. The recruitment process is being supported by the Director, People and Culture to help ensure leadership continuity and a seamless transition for the organization. This work will support the continued advancement of TSHC's strategic priorities and long-term organizational stability.

Long Service Awards

TSHC's annual Long Service Awards will take place on November 5, 2026, at North York Memorial Hall. The event recognizes employees who have reached significant service milestones and celebrates their dedication, contributions, and commitment to supporting seniors living in TSHC communities.

Recognizing employee service milestones reinforces TSHC's commitment to employee engagement and helps strengthen a culture of recognition, appreciation, and organizational continuity. Members of the Board of Directors are invited to join us in recognizing the achievements of our employees.

2026 United Way Campaign

TSHC's annual United Way Campaign will run from November 2 to November 30, 2026, with fundraising and employee engagement activities taking place across the organization. The campaign includes regional pancake breakfasts and employee participation in the CN Tower Climb.

This year's campaign is sponsored by Deanna Veltri, Director, Engagement, Partnerships and Communications. A team of 22 TSHC employees has registered to participate in the CN Tower Climb. The campaign reflects TSHC's commitment to community investment, employee engagement, and supporting organizations that contribute to stronger and healthier communities.

In addition to supporting an important community initiative, the campaign provides opportunities for employee engagement and collaboration across regions and departments.

Members of the Board of Directors are welcome to attend any of the regional pancake breakfasts:

- **South West**: Tuesday, November 10, 100 Cavell Avenue, 9:00 a.m. to 10:30 a.m.
- **North West**: Tuesday, November 17, 3036 Bathurst Street, 9:00 a.m. to 10:30 a.m.
- **North East**: Friday, November 20, 3825 Sheppard Avenue East, 9:00 a.m. to 10:30 a.m.
- **South East**: Thursday, November 26, 145 Strathmore Boulevard, 9:00 a.m. to 10:30 a.m.
- **Head Office**: Monday, November 30, 423 Yonge Street, 9:00 a.m. to 10:30 a.m.

Islamic Heritage Month Lunch and Learn

In October, TSHC recognized Islamic Heritage Month through a Lunch and Learn session featuring Fareed Amin, TSHC Board Chair. Through personal reflections on faith, culture, family traditions, and leadership, the session provided staff with an opportunity to learn about the diversity of Muslim communities and gain a deeper understanding of the experiences and perspectives that contribute to Canada's multicultural landscape.

The discussion encouraged meaningful dialogue about inclusion, belonging, and respect in the workplace, while highlighting the importance of creating environments where employees feel valued and supported. Initiatives such as this contribute to TSHC's ongoing efforts to foster an inclusive workplace culture and support learning opportunities that reflect the diversity of our employees, tenants, and communities.

Tom Hunter
Chief Executive Officer

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: November 10, 2026

Topic: Tenant Transfer Policy

Item Number: 8a

To: Board of Directors

From: Brad Priggen, Director, Operations

Date of Report: October 30, 2026

Purpose:

The purpose of this report is to obtain approval of the Tenant Transfer Policy by the Board of Directors. This report and the Tenant Transfer Policy were previously considered at the October 29, 2026 Quality and Tenant Engagement Committee meeting.

Recommendation:

It is recommended that the Board of Directors approve this Policy, as set out in Attachment 2 to this report.

Reason for Recommendation:

The City of Toronto's Rent Geared to Income Manual requires that Housing providers, including Toronto Seniors Housing Corporation, must have a board-approved internal transfer policy.

Background

When the operations of the 83 seniors' buildings transitioned from TCHC to TSHC mid-2022, TCHC was still supporting TSHC's Tenant Transfer Program. Following the transition, TSHC continued to use the transfer categories established under TCHC's policy.

In 2024, TSHC decided to develop an equivalent policy to TCHC's Policy, tailored to TSHC's purposes and context, the timing of which also aligned with TCHC's planned update to their Tenant Transfer Policy in late 2024. Concurrently, consultations with TSHC's Transfer Team on the current process and procedure began in 2024 to help inform future scoping for TSHC's Policy. TCHC's updated Tenant Transfer Policy was approved in 2025, and subsequently TSHC has developed a Tenant Transfer Policy tailoring with consideration to TSHC's seniors mandate, operation model, organizational structure, and capacity.

In the development of the Tenant Transfer Policy, TSHC has also reviewed previous consultation feedback[1] and engaged with Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, Senior Tenants Advisory Committee (STAC), TSHC's Leadership Team, TSHC's Transfer Team, the City of Toronto (as Service Manager), and Toronto Community Housing Corporation.

Based on feedback, tenants expressed a need for clearer understanding of when a transfer is supported, as well as priority order given to transfer categories. Feedback from staff supports clearer detail in eligibility criteria for priority transfers and staff procedures. As part of implementation planning for the new Policy, TSHC has worked with TSHC's

[1] Summary of Tenant Feedback from TSHC's Policy Prioritization project (2022-2023)

Communications Team to incorporate plain language into TSHC's Tenant Transfer Policy. TSHC has been working with the Transfer Team to develop a transfer process that is clear for staff and tenants and will ensure that updates to the Policy will be highlighted as part of change management and included in tenant and staff communications, as well as staff training.

Policy Overview

The purpose of the Policy is to set out the circumstances in which TSHC will transfer tenants and provide guidelines for when TSHC will approve a transfer so that the process is fair and consistent. The Policy applies to TSHC tenants who require a move to another TSHC unit for a priority reason in the policy:

- Special Priority Program (SPP)
- Threat to Health and Safety (formerly named Crisis Priority)
- Accommodation under the Human Rights Code (formerly named Accessibility/Accommodation)
- Over-housed

TSHC does not offer transfers for requests that fall outside of the priority transfer categories.

The policy includes brief definitions of the transfer categories, and outlines how TSHC will meet its obligations, including compliance with legislation, City By-Laws, guidelines and related policies, and opportunity for procedural review.

Policy highlights

- Special Priority Program transfer category remains unchanged – assessment done by City of Toronto (provincial legislation)

- Over-housed transfer category remains unchanged (governed by Rent-Geared-to-Income (RGI) Administration Manual – TSHC-City process)
- RGI, affordable-rent, market-rent tenants are eligible to apply for transfers related to Accommodation under the Human Rights Code and Threat to Health and Safety (excluding Severely Under-housed)
- Additional clarity to support tenants and staff to better understand the process related to accessible unit modifications requests
- Broader definitions within Threat to Health and Safety transfer eligibility criteria
- More flexible criteria for documentation accepted to support decision-making process under Threat to Health and Safety, including expanding TSHC's ability to confirm household's need to transfer based on assessment of threat to health and safety
- Allows for more time for tenants to apply for a transfer related to Intimidated Victim and Intimidated Witness
- Incorporated plain language
- Under-housed transfer category is not included in TSHC's new policy, however new sub-category under Threat to Health and Safety to address Severely Under-housed (only RGI tenants are eligible)

Changes to Under-housed Transfers

After much review, TSHC has decided to not include an Under-housed transfer priority category in TSHC's Tenant Transfer Policy. There is a very limited number of units that are larger than one bedroom available in TSHC's portfolio, which means tenants approved for Under-housed

transfer may be waiting for months, if not years at a time, to transfer as a larger unit becomes available.

Rationale includes:

- More than half of TSHC's portfolio consists of bachelor units, and the remaining are mostly one-bedroom units. There is a very small amount (less than 1%) of two-bedroom units in the portfolio. Therefore, tenants who also require larger unit sizes often face significant wait times outside of an already low vacancy rate due to the low availability of these unit sizes in the portfolio.
- Under-housed transfer priority is the lowest transfer priority[2] and so any two-bedroom units that become vacant would be offered to a household approved for a higher priority. Even with an Under-housed priority transfer category, included in the current process, staff still direct under-housed households to apply to the Centralized Waiting List for a larger unit size.
- Under the new policy, TSHC staff may identify Severely Under-housed households and forward to TSHC's Business Operations as a potential higher priority transfer.

[2] "If a housing provider decides to allow and prioritize under-housed internal transfers, this priority cannot come before the SPP and over-housed priorities." Source: RGI Administration Manual

Table 1: Eligibility and Priority Comparison for Under-housed and Severely Under-housed Transfer Categories

	Under-housed	Severely Under-housed
Eligibility	Household's current unit has two fewer bedrooms (or fewer) than the City of Toronto's Local Occupancy Standards for RGI Households allows based on the minimum size Unit the Household is eligible for.	A situation when too many people live in a unit under City rules[3]. This means more than one person for every nine square metres of a habitable room floor area.
Priority	Lowest priority transfer category under current process	Second highest priority transfer category under new policy

Implications and Risks

All transfers must comply with the Housing Services Act, the Human Rights Code, City of Toronto By-Laws and other applicable legislation and guidelines. TSHC will follow the requirements under the *Housing Services Act*, *Human Rights Code*, and the Service Managers' local rules when making decisions to move tenants under this Policy.

Next steps

The policy is anticipated to take effect on May 1, 2027; however, the effective date remains subject to the development of implementation

[3] Toronto Municipal Code, Chapter 629, Property Standards

plans, including staff training, tenant communications, and operational readiness activities.

The related procedures for TSHC's Tenant Transfer Policy are currently being developed. Once complete, Business Operations will revise related checklists, forms, and letter templates. Staff training and communications for the Policy and procedure will be developed with a target roll out in Q2 2027. The objective of the Communications Plan, as well as staff training, will be to ensure that eligibility criteria and application process are clearly well-communicated to tenants and staff.

Brad Priggen

Director, Operations

List of Attachments

- Attachment 1 – Presentation – Summary of the Tenant Transfer Policy
- Attachment 2 – Tenant Transfer Policy





Toronto Seniors Housing Corporation

Tenant Transfer Policy

Attachment 1: Presentation - Summary of the Tenant Transfer Policy

November 10, 2026

Policy Development

Item	Status/Date
Policy review and scoping (including Inclusion, Diversity, Equity, and Accessibility (IDEA) lens review)	Complete
Stakeholder engagement with (R-PATH, STAC, TSHC Leadership, TSHC Transfer Team, Service Manager, and TCHC)	Complete
Finalize Policy	Complete
Present Policy to QTEC for approval	Complete
Present Policy to Board of Directors for approval	November 2026
Procedures developed	Target completion end of 2026
Development of Communications, Implementation and Training Plan	Targeted to start late 2026 (timelines to be finalized after policy and procedure approval)

Changes to Transfer Categories (1/3)

TSHC's Current Transfer Process	Tenant Transfer Policy (pending approval)
Accessibility/Accommodation	Accommodation under the Human Rights Code (formerly named Accessibility/Accommodation)
Crisis Priority Transfer, includes: • Intimidated Victim • Intimidated Witness • Traumatic Incident	Threat to Health and Safety (formerly named Crisis Priority), includes: • Intimidated Victim • Intimidated Witness • Traumatic Incident • Severely Under-housed – new sub-category
Over-housed	Over-housed – unchanged
Special Priority Program (SPP)	Special Priority Program (SPP) – unchanged
Under-housed	-

Note: TSHC does not offer transfers for requests that fall outside of the transfer categories listed above

Changes to Transfer Categories (2/3)

Transfer Category	Tenant Transfer Policy (pending approval)
Accommodation under the Human Rights Code (formerly named Accessibility/Accommodation)	• Market-rent and affordable-rent Tenants may apply to transfer for a reason related to Accommodation under the Human Rights Code. Currently only RGI tenants are eligible to apply • Additional clarity under this category to support tenants and staff to better understand the process related to accessible unit modifications

Changes to Transfer Categories (3/3)

Transfer Category	Tenant Transfer Policy (pending approval)
Threat to Health and Safety (formerly named Crisis Priority)	**Intimidated Victim/ Intimidated Witness:** • Market-rent and affordable-rent Tenants may apply. Currently only RGI tenants are eligible to apply • More flexible criteria and acceptable documentation accepted to support decision-making process • Expanding TSHC's ability to confirm household's need to transfer based on assessment of threat to health and safety • Allows for more time for tenants to apply for a transfer: Intimidation occurred no more than six months prior to application (currently no more than three months prior) **Traumatic Incident:** • Market-rent and affordable-rent Tenants may apply. Currently only RGI tenants are eligible to apply) • Broader definition

Changes to Under-housed Transfer Category

Eligibility and Priority Comparison for Under-housed and Severely Under-housed

	Current Transfer Process	Tenant Transfer Policy (pending approval)
Eligibility	Under-housed: Household's current unit has two fewer bedrooms (or fewer) than the City of Toronto's Local Occupancy Standards for RGI Households allows based on the minimum size Unit the Household is eligible for.	Severely Under-housed: A situation when too many people live in a unit under City rules*. This means more than one person for every nine square metres of habitable room floor area.
Priority	Lowest priority transfer category under current process	Second highest priority transfer category under proposed policy

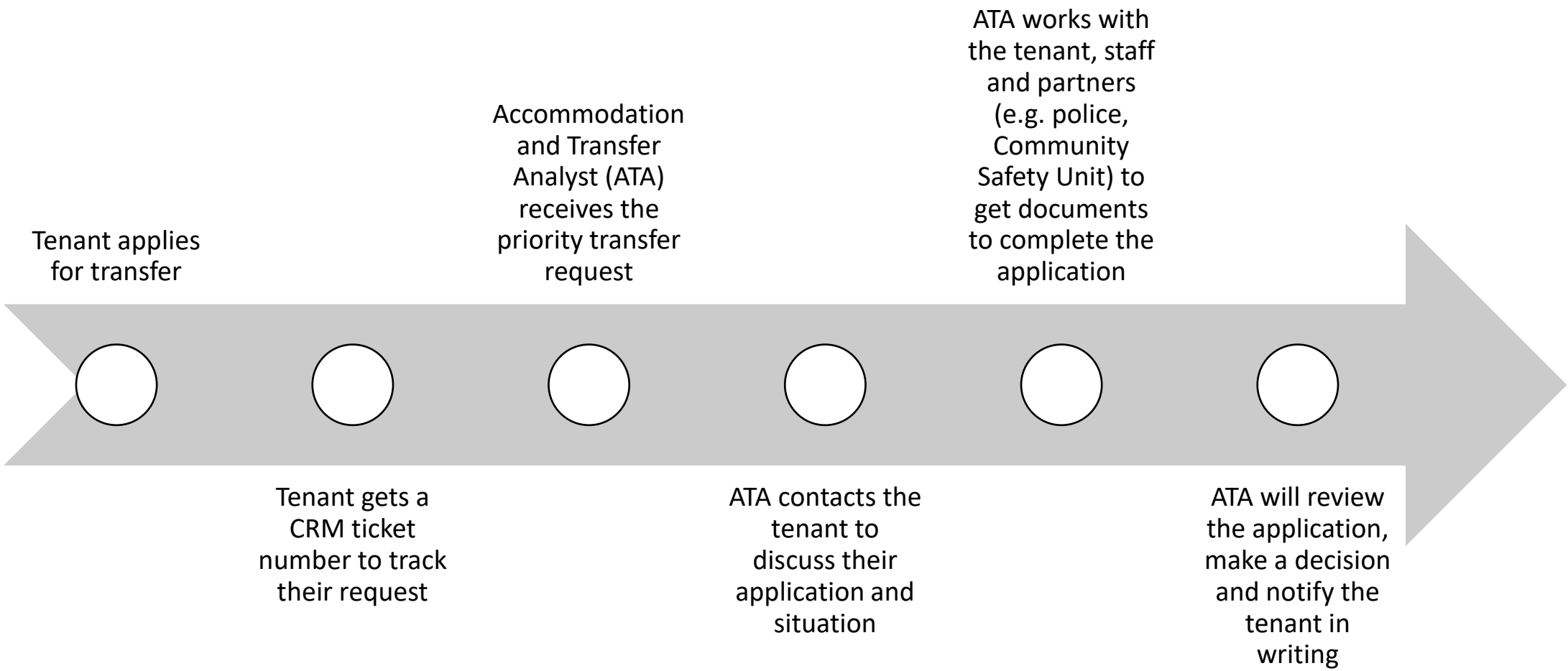
*Toronto Municipal Code, Chapter 629, Property Standards

Policy Roll-out and Implementation

- The policy is anticipated to take effect on May 1, 2027; however, the effective date remains subject to the development of implementation plans, including staff training, tenant communications, and operational readiness activities.
- Procedures for Tenant Transfer Policy are currently in development.
- Checklists, forms, and letter templates will also be revised.
- Staff training and communications for the Policy and procedure will be developed with a target roll out in Q2 2027.

Toronto Seniors Housing Corporation

Application Process: Threat to Health and Safety*



*Separate staff procedure for Severely Under-housed

ATA will get consent from tenant before contacting anyone on their behalf

If approved, TSHC will offer units to the household according to the procedure

Toronto Seniors Housing Corporation (TSHC)
Tenant Transfer Policy

Policy Sponsor: Director, Operations
Approver: Board of Directors
Initial Approval Date: [Date]
Effective Date: [Date]

Policy Statement

Toronto Seniors Housing Corporation (TSHC) is committed to providing safe and secure housing to tenants. To meet this goal and its legal requirements, TSHC may move tenants from one TSHC unit to another. When a TSHC tenant requests to move and follows this Policy and its procedures, their move to a new unit is called a transfer.

A transfer is one of the ways TSHC helps tenants live safely in a TSHC unit. A transfer is not always the best solution for every tenant situation. Tenants will only be transferred if they can no longer live in their current unit, as set out in this Policy. All transfers must comply with the *Housing Services Act*, the *Human Rights Code*, City of Toronto By-Laws, and other applicable legislation and guidelines.

Policy Objective

The purpose of this Policy is to set out when TSHC will approve a transfer so that the process is fair, consistent, and timely. This Policy should be read together with TSHC's Tenant Transfer Procedure.

Scope

This Policy applies to all TSHC tenants (as defined below) who require a move to another TSHC unit for one or more of the following priority reasons:

- Special Priority Program
- Accommodation under the Human Rights Code
- Threat to health and safety
- Over-housed

Out of Scope

This Policy does not apply to tenants relocating between TSHC units for renovation, repairs, or redevelopment of their current unit, unless the move is part of a transfer through the Accessibility Program.

This Policy does not apply to tenants wishing to transfer for non-priority reasons.

This Policy also does not apply to agencies, or their tenants, who are operating in

TSHC units under a Head Lease.

Definitions

Accessibility Program: A program designed to meet a tenants' physical mobility accommodation needs by making changes to a tenant's current unit to make it more physically accessible or recommending moving the tenant to another unit that meets their accessibility needs. These needs are identified in the TSHC Medical Questionnaire completed by a licensed healthcare professional. The Accessibility Program is managed by Toronto Community Housing Corporation (TCHC) as owner of the buildings managed by TSHC.

Affordable-rent tenant: A TSHC tenant who does not receive Rent-Geared-to-Income (RGI) but pays below market rent and lives in a designated affordable housing unit governed under the City of Toronto's Affordable Housing Program.

Current unit: The unit a tenant lives in.

Head lease: An agreement where TCHC, as owner of the building, rents units to an agency, and the agency rents those units to its own tenants. Tenants living in these units are tenants of the agency. They are not considered to be TCHC or TSHC tenants.

***Housing Services Act*:** The Ontario law that sets the rules for social housing (*Housing Services Act*, 2011, SO 2011, c. 6, Sched. 1).

***Human Rights Code*:** The Ontario law that protects people from discrimination and supports the right to accommodation (*Human Rights Code*, RSO 1990 c. H.19).

Independent-living agency: An organization that provides services to help people with disabilities live independently.

Independent-living tenant: A TSHC tenant who lives in a unit covered by a referral agreement and receives services from an independent-living agency.

Intimidated victim: A tenant who:

- has experienced violence or intimidation that a law enforcement agency or the Crown confirms amounts to a breach of the Criminal Code; and
- TSHC confirms is under threat of death or serious injury where the threat would persist should the tenant stay in their current unit.

Intimidated witness: A tenant who:

- a law enforcement agency or the Crown confirms is a witness in active law enforcement proceedings or an active investigation; and
- who TSHC confirms is cooperating with a law enforcement agency or the Crown in the anticipated arrest or prosecution of a person accused of committing a crime in relation to the law enforcement proceedings or

investigation; and
- is at risk of death or serious injury because of this cooperation if they stay in their current unit.

Law enforcement agency: Refers to all municipal, provincial, and federal police services in Canada including Toronto Police Service, Ontario Provincial Police, Royal Canadian Mounted Police, Toronto Community Housing's Community Safety Unit, and other special constable or security organizations.

Live-in caregiver: A person who has an employment contract to provide overnight care with/to an RGI tenant who requires it related to a medical condition, and where the terms of the employment contract state that accommodation is required for the caregiver to provide related services to the tenant.

Market-rent tenant: A TSHC tenant in a TSHC unit who pays market rent or below market rent as set by the City of Toronto's Average Market Rent Allowances.

Referral agreement: A current contract between TCHC and an agency, (or TCHC, TSHC, and an agency), to fill selected RGI units with clients who receive services from that agency and are on its waitlist. The agency must have an individual service agreement with the tenant to provide ongoing services (TCHC and TSHC are not part of that service agreement). These tenants pay their rent to TCHC and are TSHC tenants (not tenants of the agency). Note: TSHC-managed buildings are owned by TCHC.

Residential complex: A building or group of buildings with one or more rental units, plus all common areas, facilities, and services tenants can use.

Rent-Geared-to-Income (RGI) tenant: A tenant who is receiving RGI assistance per the rules in the *Housing Services Act*.

Serious injury: An injury that is life-threatening or severe enough to require serious medical treatment, has an extended recovery, or cause long-term disability, for example, a serious head injury or multiple broken bones.

Severely under-housed: A situation when too many people live in a unit under City rules[1]. This means more than one person for every nine square metres of a habitable room floor area.

TSHC: Toronto Seniors Housing Corporation.

Tenant: A person who has signed the lease for a unit within a building operated by TSHC, and the authorized occupants of a unit, including children of the household and tenants who receive services from an independent-living agency.

This does not include:

[1] Toronto Municipal Code, Chapter 629, Property Standards

- guests
- an individual(s) living in a unit as an approved live-in caregiver to a tenant
- people living in units under a head lease

Traumatic incident: A violent incident that results in serious injury, a death, a suicide, or an attempted suicide where emergency medical intervention was required and provided, and where either:

- the incident occurred inside the current unit rented by the tenant requesting a transfer, or
- if the victim of the traumatic incident was the tenant requesting the transfer or another authorized tenant who occupied the current unit with the person requesting a transfer, the incident occurred anywhere on the residential complex.

TSHC unit: A unit in a building owned by TCHC that is managed by TSHC.

Reasons for Transfer

TSHC will only transfer tenants when they can no longer live in their current unit for the reasons listed below. No other reasons qualify, except in extraordinary circumstances where a tenant does not meet the criteria for a transfer, but a transfer is still needed to ensure their safety.

Tenants may qualify under more than one category but only need to submit one transfer request.

All tenants within a household must agree to the transfer. TSHC cannot split one lease (tenancy) into two leases (tenancies), unless the City of Toronto has approved this for a Special Priority Program transfer.

Special Priority Program (SPP)

A transfer may be approved when an RGI tenant is a current or recent victim of domestic violence or human trafficking and meets the rules under the *Housing Services Act*.

The City of Toronto decides eligibility. Market-rent tenants and affordable-rent tenants are not eligible for the Special Priority Program.

TSHC is responsible for making unit offers to current TSHC RGI tenants approved for SPP transfers. These transfers receive the highest priority.

Accommodation under the Human Rights Code

A transfer may be approved due to an accommodation need if a tenant needs to move related to medical reasons and/or other grounds protected by the *Human Rights Code.* The transfer only occurs if the need can be met in a new unit, the transfer does not cause undue hardship to TSHC, and the need cannot be met in

the current unit. For any accessibility or accommodation request, TSHC will always try to meet the need in the current unit before considering a transfer. This includes Accessibility Program transfers, which are approved based on the requirements outlined in the TSHC Medical Questionnaire. For more information, visit the Accessibility Program page on TSHC's website and the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee's 'Accessibility Is for You' package.

Threat to health and safety

A Tenant may be approved for a transfer when all the following criteria apply:

- they are facing a direct, immediate, elevated, and acute risk to their health and/or safety;
- they are facing that risk because they are an intimidated victim or intimidated witness, because of a traumatic incident, and/or due to being severely under-housed; and
- the risk can only be resolved by moving from their current unit.

Only RGI tenants may be eligible for a transfer due to being severely under-housed. Market-rent and affordable-rent tenants will not be eligible for this type of transfer.

Over-housed

A transfer may be required when an RGI household has more bedrooms than allowed for the number of authorized tenants living there. These transfers follow the City of Toronto's RGI rules in the RGI Administration Manual. These transfers are managed between TSHC and the City's Centralized Waiting List program. Over-housed transfer requirements do not apply to market-rent and affordable-rent tenants.

How TSHC Will Meet Its Obligations

TSHC will approve a transfer when a tenant(s) qualifies under this Policy, and moving to a different unit is the only way to address the issue(s) they are facing in their current unit. If a transfer is not approved because they do not meet the criteria or TSHC determines that the issue(s) can be resolved in their current unit, TSHC will continue to work with the tenant to explore other appropriate solutions.

TSHC will follow the related Tenant Transfer Procedure and the requirements under the *Housing Services Act* and *Human Rights Code* when making decisions to move tenants under this Policy. The **Tenant Transfer Procedure** explains the process, eligibility criteria, and requirements for when tenants request a transfer.

Because there are a limited number of empty TSHC units available at any time, TSHC cannot guarantee the tenant will move to another unit right away or within

a certain time period. TSHC cannot guarantee a specific unit, building, or area of the city, but will take the tenant's location preferences into consideration.

Note: Affordable-rent tenants that are approved for a transfer can only move to another affordable-rent TSHC unit. They may have to wait longer for a transfer than RGI tenants and market-rent tenants because there are fewer affordable-rent TSHC units available overall.

Tenants can ask for a review of a transfer decision if they think there was a procedural error in how their transfer application was handled. For example, they may think the process was biased or that important information was not considered.

Related Legislation, Regulations, and TSHC Policies:

- Residential Tenancies Act
- Housing Services Act
- Human Rights Code
- Accessibility for Ontarians with Disabilities Act
- City of Toronto by-laws, property standards, guidelines, and local rules
- TSHC's Accessibility Policy
- TSHC's Relocation Policy
- TSHC's Tenant Human Rights Policy
- TSHC's Tenant Human Rights Complaints Procedure
- TSHC's Visitor and Guest Policy

Amendments (Revision History):

Initial Policy approved by [approver] on [date].

Next Scheduled Review Date: 2031

TSHC will review this Policy regularly to ensure it remains effective and aligns with legal and best practice standards, and in alignment with the timelines set out in TSHC's Policy Management Framework.

The Manager, Business and Operations Compliance, is responsible for overseeing this Policy.

This Policy will be reviewed once every five years, or more frequently if needed.

Policy Contact

Manager, Business and Operations Compliance

Appendices

- TSHC's Tenant Transfer Procedure (in development)

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: November 10, 2026

Topic: 2026-27 Insurance Renewal

Item Number: 08b

To: Board of Directors

From: Vince Truong, Controller

Date of Report: November 2, 2026

Purpose: The purpose of this report is to provide a recommendation regarding the approval of the 2026-27 Insurance Renewal.

Recommendation:

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

1. Approve the 2026-27 core coverages insurance renewal with Housing Services Corporation Inc. (HSC), effective November 1, 2026 to October 31, 2027 at an annual premium of approximately $688,650.96 including applicable taxes.

2. Authorize the Chief Executive Officer (or designate) to take all actions and execute all necessary documents, on behalf of TSHC, to implement the above recommendation.

Reason for Recommendation:

TSHC's insurance is through HSC, which is a provincial requirement for all public housing service providers in Ontario, pursuant to the *Housing Services Act, 2011*. HSC is responsible for delivering a province-wide insurance program for its members, which includes all local housing corporations and prescribed non-profit housing providers. TSHC is required to participate in the HSC insurance program.

The 2026-27 insurance renewal cost came in at relatively flat to last year at a renewal rate of $688,650.96, including taxes and Directors and Officers insurance. For 2025-2026 this cost was $686,184.65. HSC provides insurance for main Core Coverages, including general liability, excess umbrella and 1st Excess Liability. Anything above Core Coverages, HSC uses Marsh to tender for additional and third-party coverages, such as Excess Crime and 2nd Excess Liability, which are expected to be renewed in the coming weeks, and the costs are expected to remain flat. Please see Attachment 1 with details on the renewal cost for the Core Coverages.

Please see Attachment 2 to the report, which has the overall summary of the coverages for TSHC with limits and deductibles, and the renewal costs with prior year comparison.

Toronto Community Housing Corporation (TCHC) holds coverage for property insurance, as they own the properties, and there is an expected premium decrease, however, TCHC has advised TSHC that an increase on the renewal is expected due to additional property value increase and repair costs, That part of the coverage is included in the agreement with TCHC through the Relationship Agreement and TCHC has included an estimate for the 2026-27 renewal as part of the 2027 Budget.

The Board of Directors is required to approve expenditures above the threshold of $500,000, as outlined in the Delegation of Authority.

The current policy will expire on October 31, 2026.

Name: Vince Truong
Title: Controller

List of Attachments:
Attachment 1: 2026-27 HSC Insurance Renewal – Core Coverages
Attachment 2: TSHC Insurance Overview and Renewal Summary

HSC Insurance Inc.
20 Dundas Street West, Suite 1030
Toronto, Ontario M5G 2C2
Tel: 416-360-0761
Toll Free: 1-866-440-2492

Insurance Invoice

(for the period ending November 1, 2027)

Bill To:

423 Yonge Street
2nd floor
Toronto, ON M5B 1T2

For enquiries, please provide the following:

Invoice #:	[redacted]
Account #:	[redacted]
Billing Date:	
Due Date:	October 24, 2026

PAYMENT OPTIONS	**Total Amount Due: $688,650.96**
Electronic Funds Transfer (EFT):	The Bank of Nova Scotia 4715 Tahoe Blvd. 3rd Fl, Mississauga, ON L4W 0B4 Account Information: • [redacted] Please email remittance advice to finance@hscorp.ca. Ensure that remittance advice contains reference to the payment date, payment amount, invoice number, invoice date, account number and payer's contact information.
Wire Transfer:	HSC INSURANCE INC. Suite 1030-20 Dundas St W Toronto Ontario M5G2C2 Canada [redacted]
Online Banking:	Available at BMO; CIBC; HSBC; National Bank; Scotia Bank; RBC; and TD Bank. Please select HSC Insurance Inc. as payee and reference your account number located on the top right corner of your invoice.
Credit Card:	To make a payment by credit card please call 437-242-5772.
Interac e-Transfer (e-Mail Money Transfer):	Please send the payment to finance@hscorp.ca and reference the invoice number and account number.
Cheque:	Cheque to be made payable to HSC Insurance Inc. and mail to: HSC Insurance Inc. 20 Dundas Street West, Suite 1030 Toronto, ON M5G 2C2

HSC Insurance Inc.
20 Dundas Street West, Suite 1030
Toronto, Ontario M5G 2C2
Tel: 416-360-0761
Toll Free: 1-866-440-2492

Toronto Seniors Housing Corporation
Invoice #: INS26-41731174
Account #: [redacted]
Billing Date: September 24, 2026

Financing:	Annual premiums can be paid in monthly instalments if premium financing is elected through FIRST Insurance Funding of Canada. Please send your completed FIRST Insurance forms and a VOID cheque to clientservices@firstinsurancefunding.ca or mail forms to FIRST Insurance Funding of Canada, 20 Toronto St., Suite 700, Toronto, ON M5C 2B8. Note that if you have used the premium financing option in prior years, you are still required to complete and return the FIRST Insurance forms to proceed with the premium financing option. For more information, please refer to the FIRST Insurance forms or contact FIRST Insurance at 1-888-232-2238.
Refunds:	If your invoice indicates a refund is due to you, payment will follow via ETF.
Inquiries:	If you have questions regarding these payment options, please contact us at finance@hscorp.ca

PREMIUM DETAILS

Effective Date	Expiry Date	Coverage Type / Description	Cost
November 1, 2026	November 1, 2027	Property & 1st Excess Property	Not Insured
November 1, 2026	November 1, 2027	2nd Excess Property	Not Insured
November 1, 2026	November 1, 2027	3rd Excess Property	Not Insured
November 1, 2026	November 1, 2027	4th Excess Property	Not Insured
November 1, 2026	November 1, 2027	Equipment Breakdown	Not Insured
November 1, 2026	November 1, 2027	Commercial General Liability	$186,916.36
November 1, 2026	November 1, 2027	Non Municipal Water Supply	Not Insured
November 1, 2026	November 1, 2027	Tenant Support Services Errors & Omissions	$3,228.39
November 1, 2026	November 1, 2027	Property Managers Errors & Omissions	$15,589.54
November 1, 2026	November 1, 2027	Abuse Liability	Included
November 1, 2026	November 1, 2027	Crime	$31,255.06
November 1, 2026	November 1, 2027	Excess Umbrella Liability	$112,874.42
November 1, 2026	November 1, 2027	Excess Property Managers Errors & Omissions	$53,900.34
November 1, 2026	November 1, 2027	Directors & Officers Liability	$44,282.31
November 1, 2026	November 1, 2027	Cyber Extension	Not Insured
November 1, 2026	November 1, 2027	Excess Directors & Officers	Not Insured

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Invoice #: INS26-41731174
Account #: [redacted]
Billing Date: September 24, 2026

November 1, 2026	November 1, 2027	Automobile	Not Insured
November 1, 2026	November 1, 2027	Automobile – Client Transportation	Not Insured
November 1, 2026	November 1, 2027	AD&D – Board Members	Not Insured
November 1, 2026	November 1, 2027	AD&D – Board Volunteers	Not Insured
November 1, 2026	November 1, 2027	Storage Tank	Not Insured

RISK CREDITS

Effective Date	Expiry Date	Coverage Type / Description	Cost
November 1, 2026	November 1, 2027	Monitoring Tenant Insurance Credit	($0.00)
November 1, 2026	November 1, 2027	Mandatory Tenant Insurance Credit	($0.00)
November 1, 2026	November 1, 2027	Smart Burner Credit	($0.00)
November 1, 2026	November 1, 2027	Smoke Free Credit	($0.00)

SUMMARY

POLICY PREMIUM	$448,046.42
Contribution to Property Claims Trust Fund *	Not Insured
Contribution to Commercial General Liability Claims Trust Fund *	$172,899.10
Contribution to Directors & Officers Claims Trust Fund *	$16,694.26
Total Risk Credits	
SUB-TOTAL	$637,639.78
RST on Sub-Total (not applicable on AUTO) RST - IP BN #830182945TR0002	$51,011.18
HSC Administration Fee (Inclusive of HST):	$0.00
TOTAL AMOUNT DUE	$688,650.96

HSC Insurance Inc.
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Toronto, Ontario M5G 2C2
Tel: 416-360-0761
Toll Free: 1-866-440-2492

Toronto Seniors Housing Corporation
Invoice #: INS26-41731174
Account #: [redacted]
Billing Date: September 24, 2026

Non-Core Coverages (if applicable) are not included in this invoice and will be billed separately at a later date.
***All contributions to the Claims Trust Funds are non-refundable**

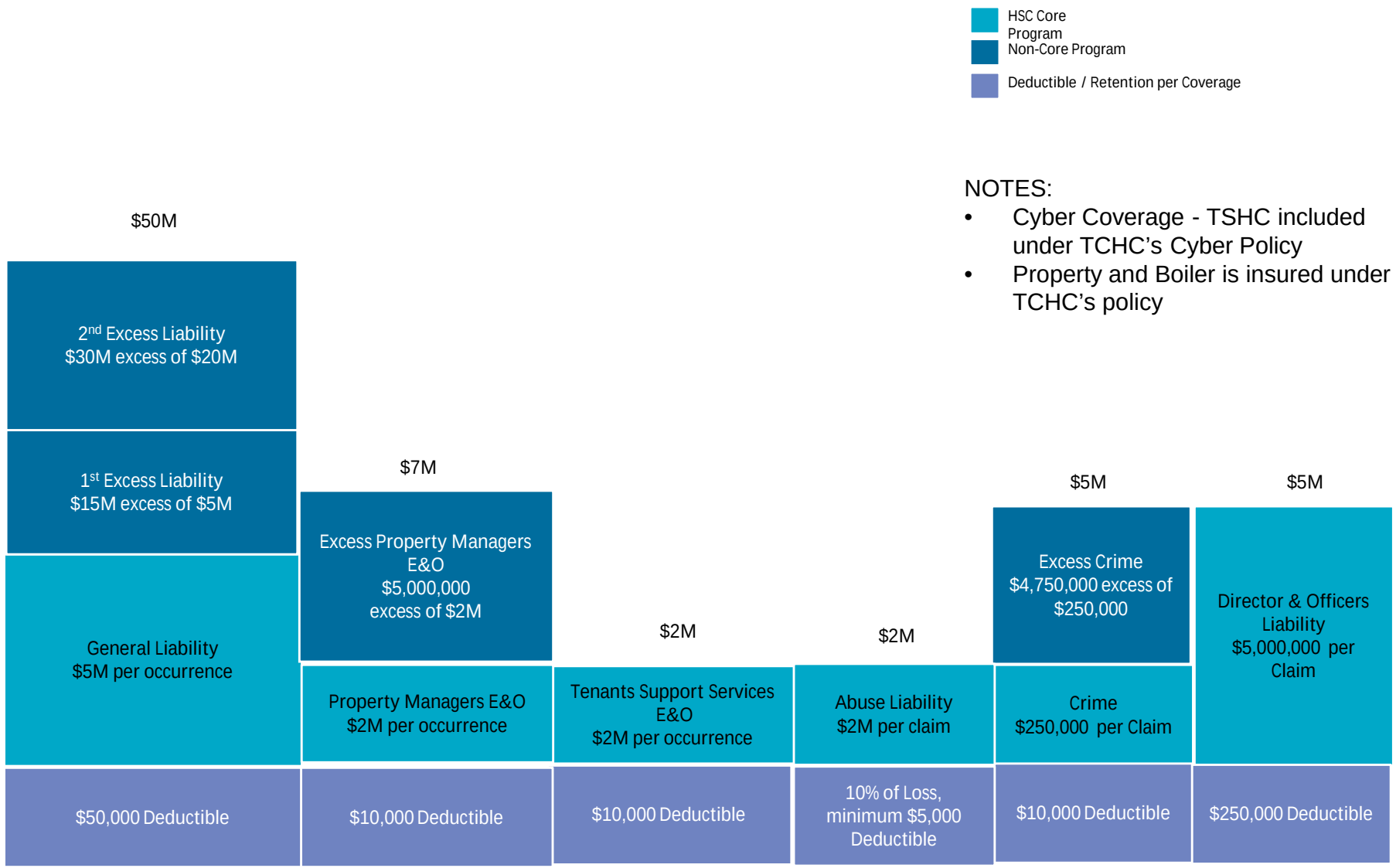
Premium is calculated based on data provided to HSC Insurance Inc. through Marsh Canada Limited. Amounts may differ from your original quote if coverage, limits, deductibles, or information provided to Marsh Canada Limited were changed following the generation of the original quote.

By making any payment on account of this invoice, you confirm your consent to Housing Services Corporation and HSC Insurance Inc.'s privacy terms as described in the most recent Transparency and Privacy Compliance Consent Form provided to you in connection with the HSC Group Insurance Program.

Any balance not paid by the due date will be subject to a late payment charge of 2% per month compounded monthly until paid in full. Unpaid accounts are subject to cancellation of insurance.For More information regarding payments, Please contact HSC Finance at Tel: 437-242-5772. You may also email us at finance@hscorp.ca.

At Marsh, we hold ourselves to the highest professional standards and are committed to ensuring our customers are treated fairly. Visit our website at www.marsh.ca to learn more about how we comply with our industry's codes of conduct.

TSHC Overview – Limits and Deductibles
November 1, 2026 – November 1, 2027



NOTES:

- Cyber Coverage - TSHC included under TCHC's Cyber Policy
- Property and Boiler is insured under TCHC's policy

Toronto Seniors Housing Corporation
Annual Premium Breakdown and Year Over Year Comparison

Coverage	Limits	2025 Policy Term November 1, 2025- November 1, 2026	2026 Policy Term November 1, 2026- November 1, 2027	Change	Comments / Options
Core Coverages					
Total Insurable Values		N/A	N/A		
Number of Units		13,959	13,959	0.00%	
Commercial General Liability Claims Trust Fund		$170,615.46	$172,899.10	1.34%	
General Liability (incl Abuse $2M)	$5,000,000	$186,916.38	$186,916.36	0.00%	
Property Managers Errors & Ommissions	$2,000,000	$15,589.54	$15,589.54	0.00%	
Tenant Support Services Errors & Ommissions	$2,000,000	$3,228.39	$3,228.39	0.00%	
1st Excess Liability	$15,000,000 excess of $5,000,000	$112,874.42	$112,874.42	0.00%	
Excess Property Managers Errors & Ommissions	$5,000,000 excess of $2,000,000	$53,900.34	$53,900.34	0.00%	
Crime	$250,000	$31,255.06	$31,255.06	0.00%	
Directors & Officers Liability	$5,000,000	$44,282.31	$44,282.31	0.00%	
Directors & Officers Claims Trust Fund		$16,694.26	$16,694.26	0.00%	
Subtotal Core Coverages		**$635,356.16**	**$637,639.78**	**0.36%**	
Non-Core Coverages					
Excess Crime	$4,750,000 excess of $250,000	$10,000.00	$10,000.00	0.00%	
2nd Excess Liability	$30,000,0000 excess of $20,000,000	$31,500.00	$31,500.00	0.00%	Indication - formal terms to follow
Subtotal Non-Core Coverages		**$41,500.00**	**$41,500.00**	**0.00%**	
Overall Insurance Premium		**$676,856.16**	**$679,139.78**	**0.34%**	

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: November 10, 2026

Topic: TSHC Proposed Strategic Directions 2027 – 2030

Item Number: 08c

To: Board of Directors

From: Grant Coffey, Director of Strategy and Business Management

Date of Report: November 3, 2026

Purpose: To seek Board approval to adopt the TSHC Strategic Directions 2027 – 2030, Strategic Roadmap 2027 – 2030, and Key Performance Indicator (KPI) Framework. The proposed Strategic Directions were informed by extensive stakeholder consultations, survey findings, key organizational plans and reports, and feedback received from QTEC.

Recommendation:

It is recommended that the Board of Directors approve:

- TSHC Strategic Directions 2027 – 2030 (Attachment 1);
- Strategic Roadmap 2027 – 2030 (Attachment 2); and
- KPI Framework (Attachment 3).

Reason for Recommendation:

TSHC successfully concluded its first Strategic Directions from 2023 to 2025 and initiated the renewal of its next Strategic Directions in 2026.

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 of 644 attendants representing tenants, staff, leadership, the Board, and partner organizations.

Following the consultations, a draft Strategic Directions 2027 – 2030 was developed, informed by the consultation findings, survey findings, key organizational plans and reports, and further refined through review and feedback from key stakeholders including the Senior Tenants Advisory Committee (STAC), the Leadership Team, and the Extended Leadership Team.

The draft Strategic Directions were presented to the QTEC on September 1, 2026 and October 29, 2026, and feedback received from QTEC has been incorporated into the final proposed Strategic Directions.

Proposed Strategic Directions 2027 – 2030

The proposed Strategic Directions 2027 – 2030, Strategic Roadmap, and KPI Framework provide TSHC with a clear and focused blueprint for advancing its vision over the next four years. The proposed Strategic Directions 2027 – 2030 build on the initial Strategic Directions and reflect the key themes identified through stakeholder consultations and the broader organizational reports and discussions, through a series of strategic objectives, initiatives, and strategic projects. The proposed

directions respond to stakeholder feedback while considering operational realities, organizational capacity, resource availability, and implementation feasibility.

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

Strategic Roadmap

The Strategic Roadmap translates the proposed Strategic Directions into an actionable implementation plan and outlines the path from TSHC's current state toward achieving its strategic objectives by 2030. Please see Attachment 2 for the proposed Strategic Roadmap 2027 – 2030.

A total of 55 strategic projects has been identified over the 2027 – 2030 period:

Objective	**# of Projects**
Objective 1: An excellent landlord	8
Objective 2: Tenant engagement and community building	5
Objective 3: Aging at home with access to services and support	9
Objective 4: Organizational excellence	19
Objective 5: Organizational capacity and staff wellbeing	14
Total	**55**

The distribution of project start and end dates has been sequenced so that resources can be allocated to effectively implement the projects and the majority are planned in 2027/2028, with fewer projects identified for 2029/2030 at this stage.

During the development of the Roadmap, the Leadership Team reviewed and assessed each proposed project's strategic impact, ownership, timelines, feasibility, and resource/funding requirements. This process ensured that identified projects are strategic, high-impact, align with organizational priorities, and contribute meaningfully to the success of the TSHC's vision and strategic objectives. The Roadmap also serves as a high-level planning tool to align shared priorities across departments, support cross-functional collaboration, and guide organizational resource allocation.

Recognizing that organizational priorities and external factors may evolve over time, the Roadmap will be reviewed annually and updated as required to reflect emerging priorities and maintain alignment with the approved Strategic Directions. As part of this annual planning process, each year an updated version is planned to be brought forward for QTEC and Board approval.

Please see Attachment 2 for the proposed Strategic Roadmap 2027 – 2030.

The KPI Framework

To support implementation and accountability, a Key Performance Indicator (KPI) Framework has been developed to measure and monitor progress made toward achieving the Strategic Directions.

The KPI's are a set of qualitative and quantitative indicators that measure progress on both strategic projects and ongoing work listed under each initiative. TSHC's Leadership Team reviewed the existing set of measures and aligned on additional KPI's to form a comprehensive tracking of progress on all initiatives. As a result of this process,

approximately 130 KPIs have currently been identified in the Framework. KPI's are measured at various frequencies through surveys, dashboards and reports. How the new KPI's will be measured is being finalized. In addition, Leadership Team continue to align on benchmarks/targets and tangible outcomes envisioned as a result of delivering on the initiatives.

The City of Toronto's Integrated Service Model (ISM) also remains an important reference for the KPI's and has been taken into consideration, which will also be ongoing in collaboration with the City.

Please refer to Attachment 3 for the proposed KPI Framework.

Next Steps:

- Upon approval, TSHC will implement a communications plan to support the rollout of the Strategic Directions 2027 – 2030. An accessible, designed version of the Strategic Directions, along with the Strategic Roadmap and KPI Framework, will be shared with key stakeholders including tenants, staff, partners and the public.
- TSHC will prepare for quarterly reporting of the Strategic Directions 2027-2030 for QTEC and Board starting in 2027.

Conclusion:

The proposed Strategic Directions 2027 – 2030, Strategic Roadmap, and KPI Framework position TSHC to deliver excellent housing services, support tenants to age at home, and strengthen organizational excellence as the organization continues to mature.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:

10.1 TSHC Proposed Strategic Directions 2027 – 2030
10.2 TSHC Proposed Strategic Roadmap 2027 – 2030
10.3 Proposed Key Performance Indicator (KPI) Framework

Toronto Seniors Housing Corporation (TSHC)
Proposed Strategic Directions 2027 – 2030

November 10, 2026

BEAM GROUP

Toronto Seniors Housing Corporation

Background

Toronto Seniors Housing Corporation (TSHC) successfully concluded its first Strategic Directions from 2023 to 2025 and initiated the renewal of its next Strategic Directions in 2026. 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 representing tenants, staff, leadership, the Board, and partner 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 TSHC Leadership, and the Quality and Tenant Engagement Committee (QTEC).

The proposed Strategic Directions 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.

The proposed directions respond to stakeholder feedback while considering operational realities, organizational capacity, resource availability, and implementation feasibility.

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?	The main areas of work under each objective 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.

Proposed 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 with 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 encourage tenants to participate, share their voices, and build inclusive communities.

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:

1 Strengthen Safety and Security

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

KPIs

- # of safety incidents
- Tenant Survey - % tenants who feel safe in units and common spaces
- # of safety (CPTED) audits

Strategic Projects

- ▶ Develop building-specific Community Safety and Wellness Plans
- Enhance security liaison partnership with TCHC's Community Safety Unit

2 Ensure Clean and Well-maintained Buildings

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

KPIs

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

Strategic Projects

- Implement the Pest Management Workplan and transformative delivery model
- Establish building maintenance service standard through a quality improvement project

3 Promote Stable Tenancies

Help tenants stay safely and successfully housed, particularly during financial or personal challenges.

KPIs

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

Strategic Projects

- Review and update Arrears Collection Process
- Evaluate effectiveness of the new tenant onboarding process
- Pilot the Pre-authorized Payment process for arrears repayment with the OCHE
- Continue working with tenants on pension transition with Service Canada

Objective 2: Tenant engagement and community building

To encourage tenants to participate, share their voices, and build inclusive communities.

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.

KPIs

- # of tenant volunteers
- % of buildings with tenant volunteers and/or a Tenant Circle
- % of CAF budget spent
- # of tenant-led events per quarter
- Tenant Survey - % of tenants who feel there is a sense of community in their buildings

Strategic Projects

- ▶ Develop and implement a targeted engagement approach for buildings with lower participation
- ▶ Develop a tenant-facing Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy
- ▶ Launch intergenerational engagement initiatives

2 Amplify Tenant Voice

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

KPIs

- Senior Tenants Advisory Committee (STAC) Attendance Rate
- # of STAC Advisory Topics and Initiatives supported
- Regional Tenant Volunteer Meeting Attendance Rate
- Tenant Survey - % of who feel comfortable sharing their complaints and concerns with TSHC

Strategic Projects

- Evaluate and evolve the Community Connect+ Tenant Engagement Approach
- Enhance the tenant complaints process and reporting

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 Deepen Collaboration with Partners

Expand and strengthen sector partnerships to enhance services and supports available to tenants to age at home.

KPIs

- # of agency-led programs per quarter (by program type)
- # tenant interactions through agency-led programs
- # initiatives with City of Toronto programs and services

Strategic Projects

- ▶ Implement the Partnership Management and Support Framework
- ▶ Expand innovative coordination and integration models to strengthen support delivery
- Review the Use of Space Policy and Procedure

2 Enable Access to Health and Community Supports

Help tenants navigate the seniors' care system and connect with the services and supports they need and want.

KPIs

- Tenant Survey - % of tenants who are satisfied with the information they receive to access services and supports
- # Referrals to complex tenancies team

Strategic Projects

- ▶ Develop a staff and tenant-facing seniors' system navigation toolkit
- ▶ Deepen building and regional profiles insights available on the TSHC website

3 Foster Innovation

Lead initiatives that embed a culture of innovation to position TSHC at the forefront of the seniors housing sector.

KPIs

- # innovation initiatives completed
- # of thought leadership activities (e.g. conference presentation)
- Approval of Research Framework and Plan

Strategic Projects

- ▶ Thought Leadership Strategy and Plan
- ▶ Leverage health, social and housing data to understand tenant needs and inform building-specific priorities
- Develop a TSHC Research Framework and Plan
- ▶ Share best practices of supporting seniors with other housing providers including TCHC

Objective 4: Organizational excellence

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

How we will achieve our objective:

1 Focus on Continuous Improvement and Innovation

Consistently track performance and use data and tenant feedback to drive ongoing improvement and innovation.

KPIs

- Streamlined KPI Dashboard
- KPI's with documented definitions
- # of service standards
- Tenant satisfaction with staff response to requests and inquiries

Strategic Projects

- Rebuild the KPI Dashboard
- ▶ Scope data collection and analysis capabilities
- Complete Accessibility QIP
- ▶ Explore use Artificial Intelligence
- Develop customer service standards and accountability framework
- Strengthen Board strategic role
- Advance the TSHC brand and identity

2 Strengthen Financial Sustainability and Risk Management

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

KPIs

- Sustainability Milestone: % of the financial sustainability plan milestones vs. timeline
- Procurement Cycle Time

Strategic Projects

- Develop a Financial Sustainability Plan
- Future cost-allocation model review
- Implement the procurement transformation
- 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.

KPIs

- Updated agreement with TCHC
- Updated agreement with OCHE
- Updated framework for agreements with the City

Strategic Projects

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

Objective 5: Organizational capacity and staff wellbeing

To foster an inclusive culture where people 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.

KPIs

- Staff turnover/vacancy rate
- Talent acquisition timeline
- Completion of Employer of Choice designation application

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

2 Embrace Inclusion and Wellbeing

Build a workplace culture that incorporates Inclusion, Diversity, Equity and Accessibility (IDEA).

KPIs

- Absenteeism Rate
- Leadership Diversity Stats
- Staff survey - feelings of inclusion and belonging

Strategic Projects

- Expand health, safety, and wellness programs and resources
- 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

3 Improve Learning and Performance Management

Enable staff to effectively support seniors through continuous learning and development, while fostering a culture of high performance and innovation.

KPIs

- # of senior-specific training modules
- % of staff completing training
- # Employee Engagement actions implemented

Strategic Projects

- Deliver role-based and seniors-specific training
- Enhance 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
- ▶ Introduce a staff Innovation Community of Practice

BEAM GROUP

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) Strategic Roadmap 2027 – 2030

Updated November 3, 2026

The Strategic Roadmap translates Strategic Directions into an actionable implementation plan and outlines the path from TSHC's current state toward achieving its strategic objectives by 2030.

Objective	Initiative	Strategic Project	Lead	Start	End
Objective 1: An excellent landlord	Initiative 1.1: Strengthen Safety and Security	Develop building-specific Community Safety and Wellness Plans	CEO Office	Q2 2026	Q4 2027
		Enhance security liaison partnership with TCHC's Community Safety Unit	CEO Office	Q2 2026	Q2 2027
	Initiative 1.2: Ensure Clean and Well-maintained Buildings	Implement the Pest Management Workplan and transformative delivery model	Director, Operations	Q1 2027	Q4 2030
		Establish building maintenance service standard through a quality improvement project	Director, Operations	Q2 2027	Q2 2028
	Initiative 1.3: Promote Stable Tenancies	Review and update the Arrears Collection Process	Director, Operations	Q2 2026	Q3 2027
		Evaluate the effectiveness of the new tenant onboarding process	Director, Operations	2028	2028
		Pilot the Pre-Authorized Payment process for arrears repayment with the OCHE	Director, Operations	2028	2028

Objective	Initiative	Strategic Project	Lead	Start	End
		Continue working with tenants on pension transition process with Service Canada	Director, Operations	Q1 2027	Q4 2030
Objective 2: Tenant engagement and community building	Initiative 2.1: Empower Tenants to Thrive in Their Community	Develop and implement a targeted engagement approach for buildings with lower participation	Director, Engagement, Partnerships & Communications	Q2 2027	Q4 2028
		Develop a tenant-facing Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy	Director, Engagement, Partnerships & Communications	Q2 2027	Q1 2029
		Launch intergenerational engagement initiatives	Director, Engagement, Partnerships & Communications	Q3 2027	Q4 2028
	Initiative 2.2: Amplify Tenant Voice	Evaluate and evolve the Community Connect+ Tenant Engagement Approach	Director, Engagement, Partnerships & Communications	Q1 2028	Q4 2028
		Enhance the tenant complaints process and reporting	CEO Office	Q1 2028	Q4 2028

Objective	Initiative	Strategic Project	Lead	Start	End
Objective 3: Aging at home with access to services and support	Initiative 3.1: Deepen Collaboration with Partners	Develop and implement the Partnership Management and Support Framework	Director, Engagement, Partnerships & Communications	Q1 2026	Q4 2027
		Expand innovative coordination and integration models to strengthen support delivery	Director, Engagement, Partnerships & Communications	Q2 2026	Q4 2028
		Review the Use of Space Policy and Procedure	Director, Engagement, Partnerships & Communications	Q4 2027	Q4 2028
	Initiative 3.2: Enable Access to Health and Community Supports	Develop a staff and tenant-facing seniors' system navigation toolkit	Director, Engagement, Partnerships & Communications	Q1 2028	Q3 2028
		Deepen building and regional profiles insights available on the TSHC website	Director, Engagement, Partnerships & Communications	Q2 2028	Q2 2029
	Initiative 3.3: Foster Innovation	Thought Leadership Strategy and Plan	Director, Engagement, Partnerships & Communications	Q1 2028	Q3 2028

Objective	Initiative	Strategic Project	Lead	Start	End
	Initiative 3.3: Foster Innovation	Leverage health, social and housing data to understand tenant needs and inform building-specific priorities	Director, Engagement, Partnerships & Communications	Q2 2027	2030
		Develop a TSHC Research Framework and Plan	Director, Strategy and Business Management	Q4 2026	Q4 2027
		Share best practices of supporting seniors with other housing providers including TCHC	Director, Strategy and Business Management	Q2 2027	Q4 2027
Objective 4: Organizational excellence	Initiative 4.1: Focus on Continuous Improvement and Innovation	Rebuild the KPI Dashboard	Director, Strategy and Business Management	Q1 2027	Q3 2027
		Enhance seniors-specific policies	Director, Strategy and Business Management	Q1 2027	Q4 2030
		Review and update the Accessibility Policy	Director, Strategy and Business Management	Q1 2026	Q1 2027
		Review the Policy Management Framework and develop a comprehensive Policy Assessment Tool (consolidating the seniors lens, IDEA lens, etc.)	Director, Strategy and Business Management	2028	2028

Objective	Initiative	Strategic Project	Lead	Start	End
	Initiative 4.1: Focus on Continuous Improvement and Innovation	Scope data collection and analysis capabilities	Director, Strategy and Business Management	2028	2028
		Complete Accessibility quality improvement project	Director, Strategy and Business Management	Q4 2027	2028
		Explore use of Artificial Intelligence	Director, Strategy and Business Management	Q2 2027	Q4 2029
		Develop customer service standards and accountability framework	Director, Strategy and Business Management	2028	2029
		Renew the Strategic Directions	Director, Strategy and Business Management	Q3 2029	Q3 2030
		Strengthen Board strategic role	Director, Strategy and Business Management	Q4 2026	Q4 2027
		Advance the TSHC brand and identity	Director, Engagement, Partnerships & Communications	Q1 2027	Q3 2027

Objective	Initiative	Strategic Project	Lead	Start	End
	Initiative 4.2: Strengthen Financial Sustainability and Risk Management	Develop a Financial Sustainability Plan	Director, Finance	Q2 2027	2028
		Future cost-allocation model review	Director, Finance	2029	2030
		Implement the procurement transformation	Director, Finance	Q3 2027	2028
		Review Enterprise Risk Management Framework	Director, Strategy and Business Management	2028	2028
		Update Emergency Response Plan	Director, Strategy and Business Management	Q1 2026	Q2 2027
	Initiative 4.3: Strengthen Operational Sustainability	Renew, review and set future directions for service delivery agreement with TCHC	Director, Strategy and Business Management	Q3 2026	Q4 2027
		Renew the OCHE Agreement considering City input	Director, Strategy and Business Management	Q1 2027	Q2 2027
		Clarify terms with the City of Toronto for operating accountability	Director, Strategy and Business Management	Q3 2026	Q1 2027

Objective	Initiative	Strategic Project	Lead	Start	End
Objective 5: Organizational capacity and staff wellbeing	Initiative 5.1: Enhance Talent Acquisition, Retention, and Career Pathways	Review and improve the talent acquisition and retention strategies and processes, incorporating the diversity lens	Director, People & Culture	Q2 2027	Q4 2027
		Develop staff recognition, mentorship and support programs	Director, People & Culture	Q3 2027	Q4 2028
		Achieve an Employer of Choice designation	Director, People & Culture	Q2 2027	Q4 2027
	Initiative 5.2: Embrace Inclusion and Wellbeing	Expand health, safety, and wellness programs and resources	Director, People & Culture	Q4 2027	2030
		Develop targeted strategies to address representation gaps and remove barriers to workforce diversity	Director, People & Culture	Q3 2027	Q4 2028
		Ensure IDEA principles are consistently integrated into TSHC processes	Director, People & Culture	Q2 2027	2029
		Deliver IDEA training	Director, People & Culture	Q3 2027	2030

Objective	Initiative	Strategic Project	Lead	Start	End
	Initiative 5.3: Improve Learning and Performance Management	Deliver role-based training and senior-specific training	Director, People & Culture	Q2 2027	2030
		Enhance performance management program	Director, People & Culture	Q3 2027	Q3 2028
		Implement succession planning framework	Director, People & Culture	Q3 2027	Q2 2028
		Establish a leadership development program	Director, People & Culture	Q3 2027	2030
		Foster strong labour partner relationships	Director, People & Culture	Q1 2027	2030
		Enhance the Employee Engagement Survey feedback and action planning process	Director, People & Culture	Q3 2027	Q4 2029
		Introduce a staff Innovation Community of Practice	Director, People & Culture	Q2 2028	2030

Roadmap Overview by Year:

Project Start Time	# of Projects	Project End Time	# of Projects
2026	11	2026	0
2027	30	2027	16
2028	12	2028	21
2029	2	2029	6
2030	0	2030	12
Total	**55**	**Total**	**55**

Toronto Seniors Housing Corporation

TSHC Key Performance Indicator (KPI) Framework

TSHC Proposed Strategic Directions 2027 - 2030



TSHC KPI's

- The following KPI's are a set of indicators that measure the impact of initiatives under the strategic directions.
- Many of the KPI's measure the performance of the strategic projects listed under each initiative while a variety capture ongoing operational work and/or a combination of projects that also contribute to the initiatives.
- KPI's are both quantitative and qualitative, most tracked at different frequencies, such as on a quarterly, biennial or one time basis, through different mechanisms such as operational dashboards, surveys and reports. Others are yet to be measured.
- Those KPI's that are not yet measured and require further detailing, for example in refining the definition and aligning on measurement approach, are asterisked (*).
- Approximately 130 KPI's are listed out of which approximately 22% are measured through surveys, 32% tracked through operational dashboards, 20% are one-time measures indicating the completion, approval or implementation of an initiative, and about 29% that require further detailing.
- The indicators also inform the intended outcome of the initiatives, the details of which are to be finalized.

Objective 1: An excellent landlord

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

Initiative 1.1: Strengthen Safety and Security	
Strategic Project/Ongoing Work	**KPI**
Develop building-specific Community Safety and Wellness Plans.	- Tenant Experience Survey - Tenant knowledge of who to contact when there's a security incident.
Enhance security liaison partnership with TCHC's Community Safety Unit.	- # of safety (CPTED) audits. - Community Safety and Wellbeing Action Plans for top 2 High Needs Buildings in each region. - Response time to incidents.*
Ongoing work/Multiple projects	- # of safety incidents. - Tenant Experience Survey - Satisfaction with safety in units and common spaces.

Objective 1: An excellent landlord

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

Initiative 1.2: Ensure Clean and Well-maintained Buildings	
Strategic Project/Ongoing Work	**KPI**
Implement the Pest Management Workplan and transformative delivery model.	- # of pest treatments. - Pest Infestation Rate. - Tenant Experience Survey - Satisfaction w/ Outcome of Pest treatment.
Establish building maintenance service standard through a quality improvement project.	- Tenant Experience survey - satisfaction with outcome of service requests.
Ongoing work/Multiple projects.	- # Service Requests completed within service standard (staff/vendor work orders). - Tenant Experience survey - satisfaction with maintenance and cleanliness. - # of clean building inspections completed/ Average clean score. - Facility Condition Index. - Tenant Experience Survey – Accessibility of units and buildings.

Objective 1: An excellent landlord

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

Initiative 1.3: Promote Stable Tenancies	
Strategic Project/Ongoing Work	**KPI**
Review and update the Arrears Collection Process.	- % households in good financial standing (not in arrears). - # of loss of eligibility. - # of outstanding rent reviews. - Tenant Experience Survey - Tenant Knowledge of who to contact on issues related to paying or owing rent.
Evaluate the effectiveness of the new tenant onboarding process.	- Completion of evaluation.
Pilot the Pre-authorized Payment process for arrears repayment with the OCHE.	- See metrics in relation to the Arrears Collection Process.
Continue working with tenants on pension transition with Service Canada.	- # of tenants engaged.*
Ongoing work/Multiple projects.	- # of evictions (for cause, arrears etc.). - Tenant Experience Survey - Tenant understanding of their rights and responsibilities as tenants. - # units with moderate/excessive clutter. - % of Units that met turnover standard (60 day turnover). - Occupancy rate.

Objective 2: Tenant engagement and community building

To encourage tenants to participate, share their voices, and build inclusive communities.

Initiative 2.1: Empower Tenants to Thrive in Their Community	
Strategic Project/Ongoing Work	**KPI**
Develop and implement a targeted engagement approach for buildings with low participation.	- Tenant Experience Survey - % of tenants who don't participate in building programs but want to.
Develop a tenant-facing Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy.	- Finalization of strategy with tenant input.
Launch intergenerational engagement initiatives.	- Implementation and evaluation of intergenerational program.* - # seniors engaged in initiative.*
Ongoing work/Multiple projects.	- Tenant Experience Survey - Satisfaction with quality of building programs. - # of tenant volunteers. - % of buildings with tenant volunteers and/or Tenant Circles. - # Tenant-led events per quarter. - % of CAF Budget Spent. - Tenant Experience Survey - Satisfaction with sense of community.

Objective 2: Tenant engagement and community building

To encourage tenants to participate, share their voices, and build inclusive communities.

Initiative 2.2: Amplify Tenant Voice	
Strategic Project/Ongoing Work	**KPI**
Evaluate and evolve the Community Connect + Tenant Engagement Approach.	- Timely completion of community connect + review with co-design principles.*
Enhance the tenant complaints process and reporting.	- Tenant Experience Survey - % of tenants who feel comfortable sharing complaints and concerns with TSHC. - Complaints responded to in line with standard.*
Ongoing work/Multiple projects.	- Survey measure - % of tenants who feel they can share their ideas to organize activities. - Regional Tenant Volunteer Meeting Attendee Rate. - Senior Tenant Advisory Committee (STAC) Attendance Rate. - # of STAC Advisory Topics and Initiatives supported.*

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.

Initiative 3.1: Deepen Collaboration with Partners	
Strategic Project/Ongoing Work	**KPI**
Implement the Partnership Management and Support Framework.	- Effective completion and rollout of framework.*
Expand innovative coordination and integration models to strengthen support delivery.	- # of initiatives.*
Review the Use of Space Policy and Procedure.	- Board approval of policy. - Updated procedure and measures.*
Ongoing work/Multiple projects.	- Tenant Experience Survey - Satisfaction with quality of building programs. - # of agency-led programs per quarter (by program type). - # tenant interactions through agency - led programs. - # initiatives with the City of Toronto programs and services.*

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.

Initiative 3.2: Enable Access to Health and Community Supports	
Strategic Project/Ongoing Work	**KPI**
Develop a staff and tenant-facing seniors' system navigation toolkit.	- Tenant Experience Survey - Satisfaction with information to access services and supports.
Deepen building and regional profiles insights available on the TSHC website.	- Tenant Experience Survey - Satisfaction with information to access services and supports. - Tenant Experience Survey - Knowledge of who to contact to access services and supports.
Ongoing work/Multiple projects.	- Referrals to complex tenancies team. - Referrals to Toronto Public Health.

Toronto Seniors Housing Corporation

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.

Initiative 3.3: Foster Innovation	
Strategic Project/Ongoing Work	**KPI**
Thought Leadership Strategy and Plan.	- # of thought leadership activities (e.g. conference presentations).*
Leverage health, social and housing data to understand tenant needs and inform building-specific priorities.	- # of priorities identified.*
Develop a TSHC Research Framework and Plan.	- # of research partnerships/initiatives established.* - Approval of Research Framework and Plan.
Share best practices of supporting seniors with other housing providers including TCHC.	- # of organizations engaged.*
Ongoing work/ Multiple projects.	- # of innovation initiatives completed.*

Toronto Seniors Housing Corporation

Objective 4: Organizational excellence

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

Initiative 4.1: Focus on Continuous Improvement and Innovation	
Strategic Project/Ongoing Work	**KPI**
Rebuild the KPI Dashboard.	- Streamlined dashboard.
Enhance seniors-specific policies.	- # of policy reviews. - Tenant Experience Survey – Understanding of policies.
Review and update the Accessibility Policy.	- Integrated accessibility policy framework - Board approval of policy.
Review the Policy Management Framework and develop a comprehensive Policy Assessment Tool (a combination of the seniors lens, IDEA lens, etc.).	- Updated framework. - Finalized tool.
Scope data collection and analysis capabilities.	- # KPIs with documented definitions.* - # of departments with standardized dashboards.*

Toronto Seniors Housing Corporation

Objective 4: Organizational excellence

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

Initiative 4.1: Focus on Continuous Improvement and Innovation	
Strategic Project/Ongoing Work	**KPI**
Complete Accessibility quality improvement project (QIP).	- QIP Recommendations Implemented.*
Explore use of Artificial Intelligence.	- # of use cases developed and validated.*
Develop customer service standards and accountability framework.	- Tenant Experience Survey – General satisfaction with services at TSHC. - Tenant Experience Survey - Likelihood to recommend TSHC. - Tenant Experience Survey – Satisfaction with staff response to requests and inquiries. - # of service standards.*
Renew the Strategic Directions.	- Approved Strategic Directions.

Objective 4: Organizational excellence

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

Initiative 4.1: Focus on Continuous Improvement and Innovation	
Strategic Project/Ongoing Work	**KPI**
Strengthen Board strategic role.	- # Board skills matrix completed. - # Board development and training activities. - Board evaluation results.
Advance the TSHC Brand and Identity.	- Launch of Brand.
Ongoing work/Multiple projects.	- Tenant Experience Survey – Satisfaction with staff respect. - Tenant Experience Survey – Satisfaction with Quality of Corporate Communications.

Objective 4: Organizational excellence

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

Initiative 4.2: Strengthen Financial Sustainability and Risk Management	
Strategic Project/Ongoing Work	**KPI**
Develop a Financial Sustainability Plan.	- Sustainability Milestone: % completion of the financial sustainability plan milestones vs. timeline.* - Funding Predictability Index: Ratio of secured long-term multi-year funding vs. short-term discretionary subsidies.* - Operating Independence Ratio: Percentage of total operating costs covered by self-generated or non-city-dependent revenue.*
Future cost-allocation model review.	- Cost Realignment Accuracy: Variance between service usage and shared cost allocations between entities (TCHC/TSHC).*
Implement the procurement transformation.	- Procurement Cycle Time: Average days from requisition to contract award for corporate-related products or services.*
Ongoing Finance Work.	- Monthly forecast variance. - Year-end adjustment value. - # reports to Board seeking approval for variance adjustments.

Objective 4: Organizational excellence

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

Initiative 4.2: Strengthen Financial Sustainability and Risk Management	
Strategic Project/Ongoing Work	**KPI**
Review Enterprise Risk Management Framework.	- # high risks with mitigation plans.*
Update Emergency Response Plan.	- Plan updated on schedule. - # emergency procedures reviewed/updated.

Objective 4: Organizational excellence

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

Initiative 4.3: Strengthen Operational Sustainability	
Strategic Project/Ongoing Work	**KPI**
Renew, review, and set future directions for service delivery agreement with TCHC.	- Updated agreement with TCHC.
Renew the OCHE Agreement considering City input.	- Updated agreement with OCHE.
Clarify terms with the City of Toronto for operating accountability.	- Updated framework for agreements with the City.

Objective 5: Organizational capacity and staff wellbeing

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

Toronto Seniors Housing Corporation

Initiative 5.1: Enhance Talent Acquisition, Retention, and Career Pathways	
Strategic Project/Ongoing Work	**KPI**
Review and improve the talent acquisition and retention strategies and processes, incorporating the diversity lens.	- Staff turnover. - Vacancy rate. - Internal mobility.* - Talent acquisition timeline.* - Staff Survey - Net Promoter Score (Likelihood to recommend TSHC). - Staff survey - Plan on continuing career at TSHC. - Total interviews conducted and people recruited.
Develop staff recognition, mentorship and support programs.	- Staff survey - Feeling valued and recognized. - # Staff recognized through Annual Service Awards.
Achieve an Employer of Choice designation.	- Completion of Employer of Choice designation application.

Objective 5: Organizational capacity and staff wellbeing

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

Toronto Seniors Housing Corporation

Initiative 5.2: Embrace Inclusion and Wellbeing	
Strategic Project/Ongoing Work	**KPI**
Expand health, safety, and wellness programs and resources.	- Absenteeism Rate. - # of programs and resources.* - Program utilization rate.*
Develop targeted strategies to address representation gaps and remove barriers to workforce diversity.	- Partnerships for outreach. - Leadership Diversity stats.*
Ensure IDEA principles are consistently integrated into TSHC processes.	- Staff survey - pride in working at TSHC. - Staff survey - opportunity to share thoughts and ideas. - Staff survey – feelings of inclusion and belonging.
Deliver IDEA training.	- # of trainings delivered. - participation rate.

Objective 5: Organizational capacity and staff wellbeing

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

Toronto Seniors Housing Corporation

Initiative 5.3: Improve Learning and Performance Management	
Strategic Project/Ongoing Work	**KPI**
Deliver role-based training and senior-specific training.	- % of staff completing training. - # of senior specific training modules. - # of role specific trainings to support stable tenancies.
Enhance performance management program.	- # trainings for managers.
Implement succession planning framework.	- Framework Implemented.*
Establish a leadership development program	- # of Participants
Foster strong labour partner relationships.	- Trainings and supports delivered to staff on collective agreement.
Enhance the Employee Engagement Survey feedback and action planning process.	- ELT review of feedback. - # Employee Engagement actions implemented.
Introduce a staff Innovation Community of Practice.	- # of staff/departments participating in communities of practice.*

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: November 10, 2026

Item Number: 09

Report Name: Refined 2027 Budget Strategy and Re-submission Plan

To: Board of Directors

From: Jonathan Dixon, Director, Finance

Date of Report: November 6, 2026

Purpose: This report updates the Board on the revised 2027 Toronto Seniors Housing Corporation (TSHC) budget process following City of Toronto instructions to target a $0 net increase baseline while preserving tenant services.

Recommendation:

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

Reasons for Recommendations:

The draft budget has been restructured to meet municipal fiscal guidelines while safeguarding resident care and aging-in-place mandates. Key adjustments include:

- **Mayor and City Budget Direction:** In response to the City's directive targeting a 0% net increase baseline, TSHC has narrowed its strategic investment gap to approximately $1.6M.

Note on Budget Comparison: This $1.6M strategic investment gap represents a substantial reduction from the previous status budget submission, which carried an initial projected outlook deficit of $4.2M. This improvement demonstrates significant progression toward the municipal target while preserving operational viability. While TSHC will still present a preliminary deficit position, this refined model maintains critical operational flexibility to accommodate ongoing adjustments and negotiations with the City throughout the remainder of the budget process.

- **Position Re-Categorization:** The two deferred corporate positions (originally dating from 2022) are being removed from the core operational baseline. Instead, they are being repositioned as part of an incremental/new and enhanced budget ask for clarity.

- **Optimized Revenues:** We have adjusted and increased our 2027 rent forecast based on recent economic indicators and pensionable income alignment. This is not a rent increase, but rather a technical alignment with legislated annual cost-of-living adjustments to fluctuations in tenancies and CPP and other pensionable incomes.

- **Maintaining Current Services:** Preservation of frontline services is of utmost importance in any budget re-submission.

- **Timelines:** The revised submission was slated for Friday, November 6, 2026, launching an iterative period of collaborative reviews and negotiations with the City. This administrative review process will continue through mid-November, with the final budget submission expected on or around November 30, 2026, leading to final TSHC Board approval on December 15, 2026.

- **Committee Oversight & Approvals:** As in previous years, prior to final consideration by the Board on December 15, 2026, the completed 2027 Operating Budget will be routed through the Audit, Finance and Risk Committee (AFRC). The AFRC will conduct a detailed validation of the final numbers, verify identified operational baseline adjustments, and review risk-mitigation metrics before endorsing the package for formal Board sign-off.

Conclusion:

The refined 2027 budget helps to position TSHC to meet the City's stringent fiscal pressures without compromising the essential services of our tenants. By optimizing internal revenue projections to reflect pensionable income alignments and eliminating the TCHC enhanced positions cross-charges, management has proactively minimized the strategic investment gap.

While TSHC will navigate a temporary deficit position during the iterative negotiations through late November, this collaborative strategy directly safeguards our core mandate—enabling senior residents to age at home with comfort, safety, and dignity.

Name: Jonathan Dixon

Title: Director, Finance

List of Attachment:

None

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: November 10, 2026

Topic: Q1-Q2 2026 Procurement Report

Item Number: CA-P-01

To: Board of Directors

From: Vince Truong, Controller

Date of Report: November 2, 2026

Purpose: The Procurement Report summarizes purchases made in Q1 and Q2 2026, in accordance with Procurement Methods and Delegation of Authority requirements.

Recommendation:

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

Reason for Recommendation:

Please see a summary in the table below of the procurement activity for Q1-Q2 2026.

Section	Description	Volume	Spend
A.	Pricing Threshold - $200 to $9,999	39	$78,049
B.	Pricing Threshold - $10,000 to $99,999	4	$181,972
C.	Pricing Threshold $100,000 & Above	2	$85,245
D.	Direct Award	6	$159,725
E.	TSHC and TCHC Joint Procurement	1	$85,800
F.	Approved Change Order	14	$13,430,794
G.	Post Purchase Approval Request (PPAR)	6	$10,282
Grand Total		**72**	**$14,031,867**

A. Pricing Threshold (Direct Award) - $200 – $9,999

A total of 39 direct awards were issued during the period. This included 29 within Community Programs and Partnerships (primarily for Community Activity Fund [CAF] events), 5 for the CEO Office to support return-to-office requirements, 4 for People and Culture (training and professional services), and 1 for Communications for media consulting services.

B. Pricing Threshold (Invitational Competition) – $10,000 to $99,999

A total of 4 invitational competitions were conducted. These include office cleaning at 423 Yonge Street related to return-to-office preparations, recruitment services, strategic direction consulting services, and a Community Programs and Partnerships contract for materials and supplies.

C. Pricing Threshold (Open Competition) - Above $100,000

A total of 2 open competitive procurements were undertaken. These were both from Community Programs and Partnerships for meals and catered events relating to the Community Activities Funds (CAF).

D. Direct Award

There were 6 direct awards issued for specialized services, including 4 from People and Culture relating to legal employment services, recruitment advertisement, temporary support, and other workplace related services. The remaining 2 are for developing the volunteer guide, and business continuity training and awareness session. These procurements reflect the complexity and specific nature of the assignments, requiring vendors with demonstrated technical expertise and familiarity with TSHC operations. These vendors have

either previously worked with TSHC or are currently engaged on related work.

E. Joint Procurement

TSHC participated in a joint procurement with Toronto Community Housing Corporation (TCHC) for year-end actuarial work on post retirement valuation.

F. Approved Change Order

A total of 14 change orders were processed during the reporting period. Of these, 3 were related to interpretation and translation services, 2 for catering services, website maintenance, and shared services with TCHC. These change orders were presented to the Audit, Finance and Risk Committee (AFRC) and the Board for approval. The remaining 7 change orders were below the reporting threshold, where the cumulative change order value was below the $250K or 20% of the original commitment value.

G. Post Purchase Approval Request (PPAR) Q1 & Q2 2026

As outlined in the Accounts Payable Policy, all Post Purchase Approval Requests (PPARs) must be reported to the Audit, Finance and Risk Committee. PPARs represent purchases exceeding $200 that were made without a corresponding purchase order (PO).

During Q1 and Q2 2026, a total of 6 PPARs were recorded. These consisted of:

- 2 transactions related to tenant entertainment and tenant volunteer training through the Community Programs and Partnerships.
- The remaining transactions related to year-end actuarial work for Supplemental Employee Retirement Plan (SERP),

HSC portal licence, legal, and materials for community building activity.

Name: Vince Truong
Title: Controller

List of Attachment:
None

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: November 10, 2026

Topic: August YTD 2026 TSHC Financial Result

Item Number: CA-P-02

To: Board of Directors

From: Vince Truong, Controller

Date of Report: November 2, 2026

Purpose: The purpose of this report is to provide an update on financial matters. Through August 31, 2026, TSHC reported operating expenses of $35,157,813 against total revenue of $ 37,417,530, resulting in an excess of revenues over expenses of $2,259,717, inclusive of amortization.

Recommendation:

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

Reason for Recommendation:

Please see the Statement of Operations (Attachment 1).

For the first eight months of 2026, TSHC reported a surplus of $2,259,717 mainly due to:

- A year-to-date surplus from the TCHC–TSHC reconciliation, with a net positive impact of $2,655,813.
- Salary and benefits costs were $410,041 below budget, with additional details provided later in this report.
- Other expenditures-including legal and professional fees, as well as insurance costs were lower than budget.

Revenue for the eight months was $37,417,530 including $34,552,944 from TCHC for TSHC's rental units (revenue less expense estimate per the Relationship Agreement) and $2,655,813 from the surplus revenue from the TCHC-TSHC reconciliation. Interest income contributed $175,180, and $33,593 in other income.

TSHC's operating expenses were $35,157,813 including amortization expenses. Expenses were for staff compensation and benefits, legal and professional services, third-party vendors, insurance, miscellaneous costs, and shared services paid to TCHC as per the Services Delivery Agreement (SDA).

Salaries and benefits were below budget due to lower-than-expected post-retirement benefits and savings arising from delayed hiring, which partially offset higher expenses due to the following factors:

- Higher-than-expected costs in parental leave, WSIB, and long-term disability benefits.

- A low vacancy rate, resulting in a near full complement of staff.
- Impacts arising from the Collective Agreement terms.

Professional and legal services were lower than budget by $119,680 mainly due to timing, and lower legal costs due to deferred activities and projects.

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

Other miscellaneous costs were lower by $295,214 mainly in the areas of staff training and development, tenant translations, communication services, and office related expenses which were offset with higher costs for the back to the office mandate.

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

1. Cash – $11,832,661 **-** represents the bank balance and petty cash as of August 31, 2026.

2. Accounts Receivable - $98,670 - consisted of interest receivable from the bank and CRA on the GST/HST sales tax.

3. Due from TCHC (Short -Term) - $2,434,422 - included the Q2 YTD TCHC Reconciliation and other receivables.

4. Prepaid expenses - $175,953 - is the balance of the annual insurance paid in October 2025 with the monthly drawdown of expense and the WSIB prepayment.

5. Due from TCHC (Long-Term) - $ 3,968,019 - receivable for the Post-Retirement Obligations

6. Fixed Asset (Equipment), net - $38,216

7. Accounts payable - $5,816,051

   - Payroll, pension and benefits - $4,281,686
   - Vendor Payables - $379,800
   - Due to TCHC - $1,154,565

8. Employee Benefits (Post-Retirement Benefits) - $7,223,600

Name: Vince Truong

Title: Controller

List of Attachments:

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

Toronto Seniors Housing Corporation
Statement of Operations (Draft - Unaudited)
Eight Months to August 31, 2026

	Current Year to Date Result			Prior Year to Date Result			Annual		
STATEMENT OF OPERATIONS	**Actual**	**Budget**	**Variance Actual Vs Budget**	**Actual**	**Budget**	**Variance Actual Vs Budget**	**2026 Forecast**	**2026 Budget**	**Variance Forecast Vs Budget**
Revenue									
Revenue from TCHC	34,552,944	34,552,944	-	30,888,337	30,888,337	-	51,829,414	51,829,414	-
TCHC-TSHC Reconciliation	2,655,813	-	2,655,813	6,285,332	-	6,285,332	2,655,813	-	2,655,813
Interest income	175,180	103,000	72,180	120,376	110,400	9,976	279,180	150,000	129,180
Other Income	33,593	25,000	8,593	45,655	-	45,655	38,593	25,000	13,593
Total Revenue	**37,417,530**	**34,680,944**	**2,736,586**	**37,339,700**	**30,998,737**	**6,340,963**	**54,803,000**	**52,004,414**	**2,798,586**
Expenses									
Salaries and Benefits	25,098,824	25,508,865	410,041	25,118,775	23,644,644	(1,474,131)	38,241,138	38,253,548	12,410
Legal and Professional Services	405,019	524,699	119,680	248,900	463,172	214,272	722,550	805,003	82,453
Insurance	489,068	540,000	50,932	535,156	509,800	(25,356)	786,736	810,000	23,264
Other Miscellaneous Costs	459,743	754,957	295,214	428,910	625,399	196,489	1,170,488	1,246,468	75,980
SDA - Shared Services with TCHC	8,698,824	8,698,824	-	7,850,626	7,850,627	1	13,048,238	13,048,238	-
Total Expenses	**35,151,478**	**36,027,345**	**875,867**	**34,182,367**	**33,093,642**	**(1,088,725)**	**53,969,149**	**54,163,257**	**194,108**
Amortization charge	6,335	4,288	(2,047)	4,290	4,272	(18)	11,677	6,432	(5,245)
Excess of Revenue over Expenses	**2,259,717**	**(1,350,689)**	**3,610,406**	**3,153,043**	**(2,099,177)**	**5,252,220**	**822,173**	**(2,165,275)**	**2,987,448**

Toronto Seniors Housing Corporation
Statement of Financial Position (Draft - Unaudited)
Eight Months to August 31, 2026

Assets	
Current Assets:	
Cash	11,832,661
Accounts receivable	98,670
Due from TCHC	2,434,422
Prepaid expenses	175,953
	14,541,706
Capital assets - Equipment	64,151
Less: Depreciation	(25,935)
Capital assets	**38,216**
Due from TCHC	3,968,019
Total Assets	**18,547,941**
Liabilities & Net Assets	
Current Liabilities:	
Accounts payable and accrued liabilities	4,661,486
Due to TCHC	1,154,565
	5,816,051
Employee Benefits	7,223,600
Net Assets	
Unrestricted (Deficit)/Surplus	5,508,290
Total Liabilities & Net Assets	**18,547,941**