

Toronto Seniors
Housing Corporation

Annual Report 2024



For the period ending **December 31, 2024**

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A Message From the Board Chair and CEO



Fareed Amin
Board Chair



Tom Hunter
Chief Executive
Officer (CEO)

Over the past two and a half years, Toronto Seniors Housing Corporation (TSHC) has worked diligently to deliver on our commitment to provide stable housing to over 15,000 tenants, aged 59 to over 100, who call TSHC home. While our core mandate is clean, safe, affordable housing, we also provide access to services and support so tenants can age at home in dignity and comfort.

The support of community and healthcare partners is vital to help seniors stay healthy and strong. Partners help tenants access services such as faith-based programs, food security, clinics, and care providers.

In 2024, we introduced a new funding model to support tenant-led social and recreational activities. The funding helped tenants connect through over 200 events of their choosing. Tenant-led events such as BBQs, holiday celebrations, movie nights, and more helped to increase socialization and decrease isolation, both of which contribute to healthy aging. The funding is part of our new tenant engagement approach, Community Connect+. This approach puts tenants at the centre of our work as we

consistently rely on their input and feedback about what they want and need to thrive.

We have also significantly reduced our vacancy rates, which means that more seniors are getting housed faster. Further, we created three teams focused on managing complex tenancies, eviction prevention, and pest management. Our low arrears, vacancy, and eviction rates reflect the positive impact of these changes.

For staff, we focused on capacity and engagement, and developed an Enterprise Risk Management Framework to support them with a structured approach to identify, assess, and mitigate risks.

In October of 2024, a TSHC report was presented to the City of Toronto's Economic and Community Development Committee, focusing on the strides made with our service delivery model. While showcasing the organization's achievements, the report also triggered a motion for increased support and partnerships from City divisions to further enhance our work in 2025 and beyond.

We remain dedicated to our goal of housing some of the city's most vulnerable seniors with care and kindness to enable them to age at home in dignity.

Sincerely,



Fareed Amin
Board Chair



Tom Hunter
Chief Executive Officer

Strategic Directions

Toronto Seniors Housing Corporation's (TSHC's) Strategic Directions 2023-2025, Key Performance Indicators, and Roadmap outline the key initiatives, milestones, and measures that will guide us towards achieving our goals.

Strategic Directions - At a Glance



Mandate

To enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.



Vision

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



Commitment

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

Values

Respect | Inclusion | Accountability | Innovation

Objectives



An excellent landlord

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



Tenant engagement

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



Partnerships

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



Innovation

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

Enablers



Organizational excellence

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



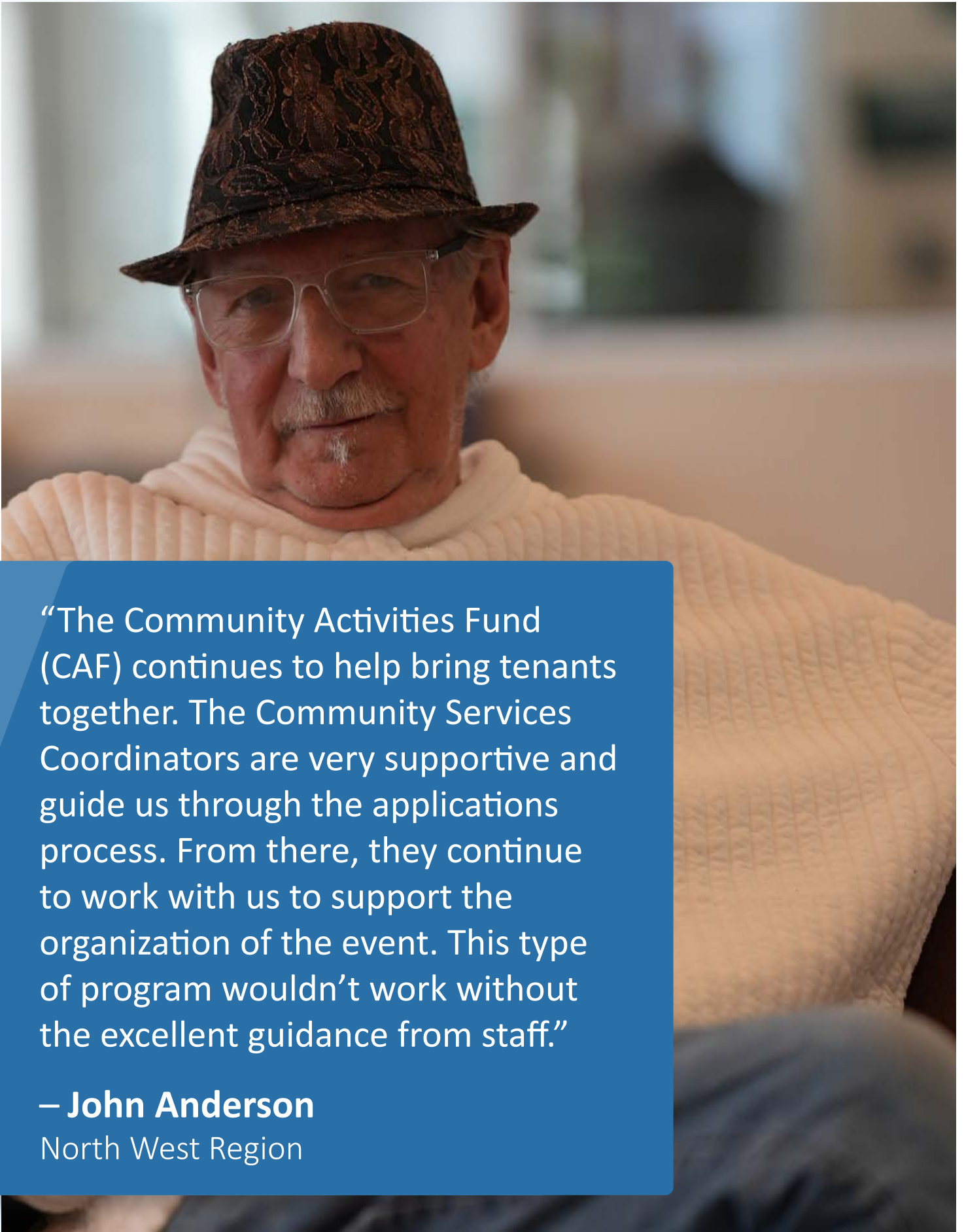
Employer of choice

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

The Roadmap translates the Strategic Directions into a plan for delivery. We continue to track and measure our progress using Key Performance Indicators linked to the Strategic Directions.

For more information about our Strategic Directions, Key Performance Indicators, and Roadmap, please visit:

[TorontoSeniorsHousing.ca/Strategic-Directions](https://torontoseniorshousing.ca/strategic-directions)



“The Community Activities Fund (CAF) continues to help bring tenants together. The Community Services Coordinators are very supportive and guide us through the applications process. From there, they continue to work with us to support the organization of the event. This type of program wouldn’t work without the excellent guidance from staff.”

— **John Anderson**
North West Region

An Excellent Landlord

Toronto Seniors Housing Corporation (TSHC) provides clean, safe, affordable housing to about 15,000 seniors in 83 buildings. We house vibrant communities where tenants have a sense of inclusion and well-being.

Integrated Service Model

Toronto Seniors Housing Corporation (TSHC) continues to deliver its work based on the [Integrated Service Model](#) (ISM), helping ensure tenants can age at home. On October 23, 2024, TSHC presented a [report to the City of Toronto's Economic and Community Development Committee](#) that outlined how the ISM is being reflected in the 83 TSHC-managed buildings, as described through individual building profiles, and how TSHC is learning and strengthening its service delivery model. The Committee's feedback on TSHC's progress was positive, resulting in a motion passing requiring several City divisions to report to the Committee in April of 2025. City Divisions will bring forward their work plans to increase support for tenants.

Pest Management

Toronto Seniors Housing Corporation's (TSHC's) Environmental Health Unit (EHU) works to support tenants and staff in promptly and effectively responding to pest issues to limit migration within TSHC communities. The EHU Team runs pest prevention education for staff and tenants, supports tenants in preparing for – and maximizing the effectiveness of – pest control, offers a bed replacement program, and monitors vendor performance and compliance.

In 2024, the EHU:



addressed **654** requests for assistance related to pest situations



made **82** referrals to Toronto Public Health for unit preparation assistance for bedbug treatment



funded preparation and extreme cleaning to **50** tenants to overcome a pest-related situation



provided **60** beds to tenants requiring a replacement to overcome bed bug challenges

In 2024, TSHC saw a 17 per cent increase in treatments over 2023, due mainly to staff education, which increased proactive preventative treatments and block inspections, helping to identify and address unreported pest issues.

In November 2024, the EHU began a pilot project to test a newer non-toxic bedbug biopesticide treatment. The treatment requires less unit preparation and fewer treatments and is less invasive to tenants. The pilot looks promising. At the writing of this report, one building in the pilot had seen a 30 per cent reduction in overall pest treatments from November 2024 to February 2025.

In 2025, the team will use the data collected from the pilot to expand use of the biopesticide, as well as delivering new tenant pest education sessions.

Keeping Vulnerable Tenants Housed

Toronto Seniors Housing Corporation (TSHC) is committed to addressing the unique challenges faced by tenants. TSHC's Complex Tenancies (CT) Team works with tenants experiencing acute challenges in maintaining their tenancies. The CT Team provides critical individualized support services to improve housing stability, resolve tenancy concerns, and facilitate transitional housing support.



257 tenants received individualized support.



34 households successfully transitioned out of support from the Complex Tenancies Team and returned to tenancy support from regional staff.



107 households received help to resolve tenancy-related issues and ensure housing stability.



150 tenants entered TSHC housing through the Rapid Rehousing initiative with three months of transitional support from CT Seniors Services Coordinators, in partnership with the City of Toronto's Coordinated Access Team. These tenants also receive further support from follow-up support case managers funded through the Housing Secretariat's Housing Focused Client Support portfolio, with a minimum of one year of follow-up support provided.

Innovation with impact

The Complex Tenancies Team develops innovative partnerships to meet its mandate to support new and current tenants in finding and maintaining stable housing.



Alternative dispute resolution (ADR) program

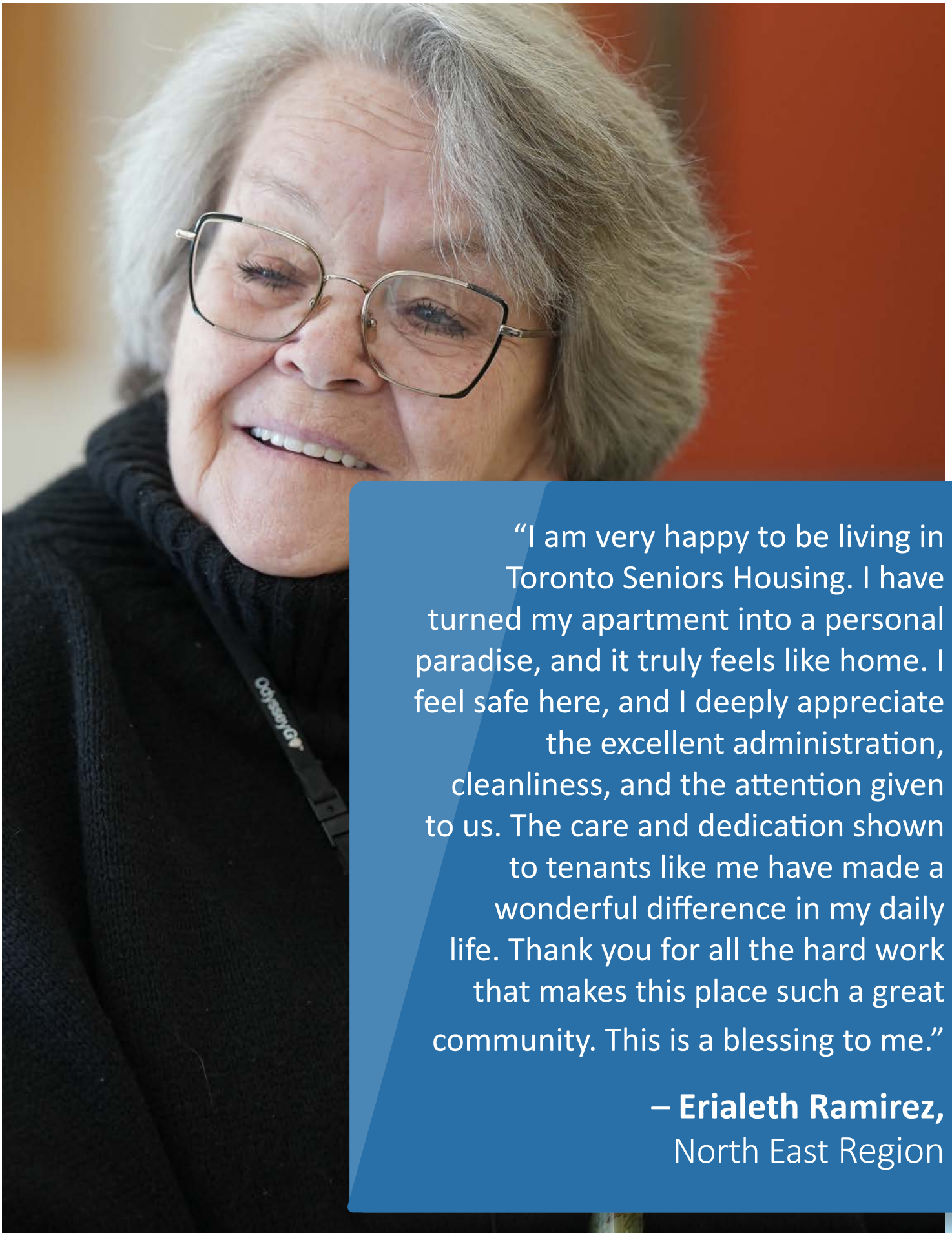
collaboration: In partnership with Humber College's ADR Program, the Complex Tenancies Team developed enhanced conflict management skills training for Community Services Coordinators, as well as resources to help tenants address inter-tenant conflicts.



Pilot program for enhanced supports: In collaboration with the City of Toronto's Toronto Shelter and Support Services and Housing Secretariat Divisions, the Complex Tenancies Team began planning a pilot program to provide enhanced support to tenants entering housing from homelessness to improve their housing outcomes. The pilot will match tenants with unmet needs with a community-based follow-up support case manager. The pilot will have 10 dedicated case management spaces to support identified tenancies and is expected to launch in spring 2025.

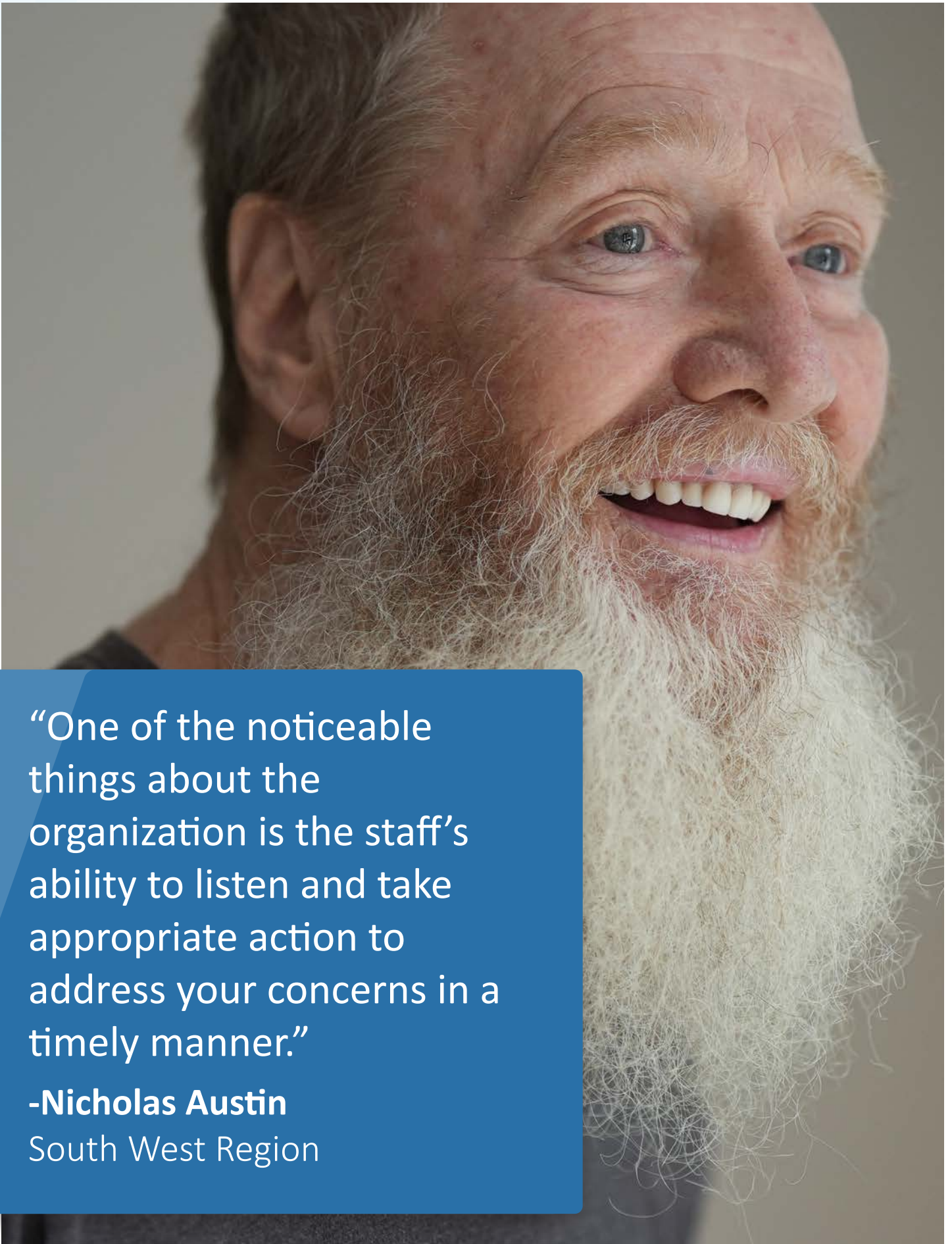


Best practices for eviction prevention: The Team participates in a working group with the City of Toronto's Community Safety and Well-being Unit and Toronto Community Housing Corporation (TCHC). The group is currently developing Best Practices in Eviction Prevention to promote housing stability.



“I am very happy to be living in Toronto Seniors Housing. I have turned my apartment into a personal paradise, and it truly feels like home. I feel safe here, and I deeply appreciate the excellent administration, cleanliness, and the attention given to us. The care and dedication shown to tenants like me have made a wonderful difference in my daily life. Thank you for all the hard work that makes this place such a great community. This is a blessing to me.”

– **Erialeth Ramirez,**
North East Region



“One of the noticeable things about the organization is the staff’s ability to listen and take appropriate action to address your concerns in a timely manner.”

-Nicholas Austin
South West Region

Eviction Prevention

Eviction is always a last resort and Toronto Seniors Housing Corporation (TSHC) works with tenants to help them avoid eviction and stay in their homes.

In 2024, we continued to strengthen the support available for seniors at risk of losing their housing. TSHC established an in-house Paralegal Team to ensure that vulnerable tenants receive fair and equitable treatment that aligns with TSHC's strategic plan, corporate values, and eviction prevention policies.

Through 2024, we saw 26 evictions enforced, which represents 2.75 per cent of move-outs and less than 0.2 per cent of all TSHC households. We had 91 per cent of households in good standing. We continue to work with the Office of the Commissioner of Housing Equity (OCHE) to support tenants who face possible eviction due to rent arrears.

Filling Vacant Units

Toronto Seniors Housing Corporation (TSHC), in collaboration with the City of Toronto, continued to use the City's RENTCafé system to manage vacancies. Through 2024, TSHC maintained a housing occupancy rate of 98.43 per cent and saw average unit turnover timing of 63 days. This was better than the average for the Local Housing Corporations across Ontario and maximized the efficient use of our resources. Most importantly, it ensured more seniors were able to secure quality, affordable housing.

“Being the senior superintendent means that I have a lot of responsibility to make sure the building is kept clean, runs smoothly, and that the tenants have what they need. It is a lot of work but to me, I know that I help the seniors in a real way to have a safe home. That means a lot.”

Bao Hen Chao

Senior Superintendent, South West Region

Capital Plan Update

The 83 buildings managed by Toronto Seniors Housing Corporation (TSHC) are owned by Toronto Community Housing Corporation (TCHC).

TSHC works with TCHC's Facilities Management Team to ensure the success of our capital projects, helping us to enhance living conditions for tenants within the buildings we manage. In 2024, 123 capital projects worth \$24.3 million dollars were worked on and/or completed, plus hundreds of work orders.

Major areas of capital work included:



\$2.6M of common area and in-suite accessibility upgrades



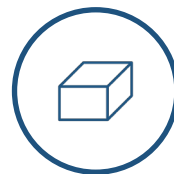
\$1.0M of in-suite water conservation initiatives



\$2.3M of laundry rooms and interior common area upgrades



\$4.5M of electrical, heating, and plumbing upgrades



\$5.2M of exterior envelope, windows, roofs, structural, and parking garages repairs



\$6.7M of holistic building (whole building) retrofits, such as building envelope, mechanical, electrical, plumbing, structural, etc.

Around-the-Clock Safety and Security

Toronto Seniors Housing Corporation (TSHC) relies on safety and security through a Community Safety Unit (CSU) managed by Toronto Community Housing Corporation (TCHC.) The CSU provides 24/7 assistance to tenants and staff, 365 days a year.

The CSU staff work directly in communities to:

- conduct patrols, site visits, and periodic safety audits of TSHC-managed properties, making safety recommendations where necessary
- respond to calls at TSHC-managed properties
- help resolve complaints and disputes
- assist victims and apprehend offenders
- build relationships within the communities
- partner with other law enforcement, fire, and social service agencies

In 2024, at TSHC-managed buildings, the CSU:



helped to resolve **980** disputes
between neighbours



answered **1026** calls for
disturbance incidents



conducted **759** welfare checks



reported **778** incidents of
parking bylaw violations

A Seniors-Focused Call Centre

As a Toronto Community Housing Corporation (TCHC)-provided service, the Tenant Support Centre gives seniors 24/7 support, 365 days a year. Tenants can call or email the Tenant Support Centre to request translated documents or interpretation services, submit maintenance requests, and seek support for their tenancy.



46,401 total calls received from TSHC tenants



3,867 calls received from tenants monthly on average



2,765 total emails received from tenants

Our Tenant Support Centre phone number is also teletypewriter (TTY)-compatible to help tenants with hearing and speech impairments to communicate. In addition, we acknowledge the linguistic diversity of tenants and offer tenant support in many languages.

**24/7 support, 365 days a year Tenant Support Centre:
416-945-0800 or email support@torontoseniorshousing.ca**



“I feel happy coming to work because I am part of an organization that truly values and supports seniors. In my role, I handle important documents that assist seniors with their tenant agreements. Making sure everything is done correctly the first time is essential to ensuring they have everything they need to feel comfortable and secure in their home.”

- Samera Islam
Tenant Services Administrator
North East Region

Making Tenant-Guided Improvements

Tenant input is critical to Toronto Seniors Housing Corporation's (TSHC's) success as a landlord and informs many of our projects and policies.

Tenant Town Halls

In 2024, Toronto Seniors Housing Corporation (TSHC) continued Tenant Town Halls, giving us an opportunity to share information about how tenants get support, what services are available, and what is new or changing, all while giving voice to tenants' concerns and ideas.



TSHC hosted town halls for all tenants in **70** locations



1,600 tenants attended

The town halls gave tenants a chance to meet staff, and to receive information, ask questions, or share thoughts on a range of topics, including:

- work orders and other requests
- work going on in their building, such as major repairs
- unit modifications to meet accessibility needs
- pest prevention
- the results of the Tenant Experience Survey

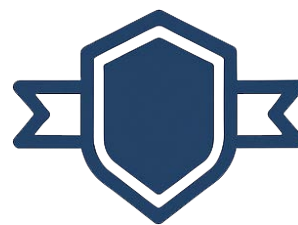
These town halls are a vital means of gathering input from tenants on where TSHC should be focusing our work.

2023/2024 Teant Experience Survey

Between December 2023 and January 2024, Toronto Seniors Housing Corporation (TSHC) conducted its first [Tenant Experience Survey](#) to better understand how tenants feel about their living environment and the services at TSHC. The survey results will also help TSHC track its progress on future goals. The survey was created with input from TSHC staff, tenants, and Board members. To ensure it was accessible, the survey was offered in 13 languages, and could be completed on paper, online, or by phone. In total, 24 per cent of tenants participated in the survey.



4 in 5 tenants are happy
with TSHC services



82% are proud to be a
tenant at TSHC



83% feel safe in their
home



87% feel staff treat them
with respect

Quality Improvement Projects

To support continuous improvement, Toronto Seniors Housing Corporation (TSHC) completed three Quality Improvement Projects (QIPs) in 2023. These QIPs focused on key priority areas identified by tenants, including:

Pest Management

**Safety and
Security**

**Staff and Tenant
Relations**

Joint tenant-staff project teams were formed to review the issues, assess opportunities for improvement, and provide recommendations. Throughout 2024, TSHC implemented these recommendations, with 89 per cent of actions completed. Most of the remaining actions will be completed in 2025.

Connection Through Communication

As part of Community Connect+, Toronto Seniors Housing Corporation (TSHC) launched bi-monthly updates for Tenant Volunteers, which include corporate information, resources, and opportunities for participation, such as surveys and committees. Tenant Volunteers can now also connect across regions to share ideas and support each other.

In 2024, we further improved our bulletin board process, including providing two boards where tenants can share content. A new Tenant Welcome Guide was developed and will be launched in early 2025 to provide important information to new and current tenants.

Tenants, R-PATH, and staff were consulted on the current website, providing input on the navigation, accessibility, and identifying priority content. Improvements resulting from this feedback are planned for 2025.

In 2024, TSHC tenants continued to enjoy Seniors Speak, the quarterly newsletter available in print, online, or by email. We are looking to expand our tenant email subscription base in 2025.

You can read past issues of Seniors Speak online at:

[TorontoSeniorsHousing.ca/Seniors-Speak](https://torontoseniorshousing.ca/seniors-speak)



“Toronto Seniors Housing staff have been very productive in helping with bringing our community together. Many seniors were left in isolation after years dealing with COVID-19 and now are able to have a safe space to help with loneliness, anxiety, and depression.”

-Rick Arsenault
South East Region



Supporting a Diverse Population

Tenants at Toronto Seniors Housing Corporation (TSHC) represent a rich multicultural landscape. With over 55 languages spoken, we look for ways to break down communications barriers and better support equitable access.

To support diverse tenant participation, TSHC provided over 150 interpreters for corporate events, such as the CEO Tour, Annual Building Planning Meetings, and Tenant Town Halls. Over 80 posters were translated into eight or more languages.



Tenants were consulted on the Translation and Interpretation Policy, including eight interpreter-supported sessions with tenants who have limited or no knowledge of English. While the final updated Policy will not be in place until mid-2025, improvements are already being implemented, including information in the Tenant Welcome Guide on how to get support and information in other languages, and translated magnets and posters.

“My role is not just about supporting staff but about creating an environment where both my team and tenants thrive. The fulfillment I find in this work comes from knowing that my efforts help empower others, fostering a sense of community, care, and growth for all.”

Carrie Topham,

Operations Unit Clerk, Corporate Office

Tenant-Focused Service and Engagement

A new approach to tenant engagement, called **Community Connect+**, was implemented in **2024** with the goal of strengthening tenant voices, reducing isolation, and improving staff-tenant relationships.

Community Connect+ Program

The Community Connect+ program was introduced in January, with Toronto Seniors Housing Corporation (TSHC) staff conducting 68 Annual Building Planning meetings with tenants. At these meetings, staff shared information about Community Connect+ and helped tenants plan their priorities for tenant-led activities and identify agency-led programming wanted for their building.

Through the new Community Connect+ program, TSHC has seen a considerable increase in tenant desire to volunteer.

172 Tenant Volunteers stepped forward to help organize activities and events in their building, a 136% increase from 2023.

58 Tenant Circles were created, well over the original goal of four. Tenant Circles meet regularly to plan events and activities with support from TSHC Community Services Coordinators.

There were **206** tenant-led activities and **176** agency-led recurring programs in the building – a **78%** year-over-year increase from 2023.

Just over **\$240,000** was spent (through the Community Activities Fund - CAF) on tenant-led initiatives, a **78%** increase compared to 2023, with **95%** of funds spent on social activities, and **5%** on small equipment purchases.

89% of all developments participated in CAF events.

There were 12 Regional Tenant Volunteer meetings with approximately 370 attendees. At these meetings, tenants provide valuable input into corporate policies and programs and learn more about how changes affect them. A new Volunteer Development Program will be launched in 2025. The program is intended to take a more deliberate approach to community development by offering tenants support in skills development and capacity building.

Community Connect+ Implementation Table

The Community Connect+ Implementation Table is made up of five tenants and two staff, including a TSHC Tenant Board Director. Eight meetings were held in 2024, with tenant members providing guidance on the implementation of the Community Connect+ program.

Through 2024, this Table:



drafted a Tenant Volunteer Code of Conduct



developed metrics for measuring the success of Community Connect+ in creating engagement



provided input into the future development of activities, policies, and processes related to Community Connect+

In 2025, input from this Table will inform a new Volunteer Development Program.

Community Connect+ is an important component in the TSHC's goal of building stronger, healthier senior tenant communities. To learn more about Community Connect+, visit:

[TorontoSeniorsHousing.ca/Community-Connect-Plus](https://torontoseniorshousing.ca/community-connect-plus)

Senior Tenants Advisory Committee

The Senior Tenants Advisory Committee (STAC) is an advisory body to Toronto Seniors Housing Corporation (TSHC). With the new Community Connect+ approach, STAC represents the Citywide Circle whose membership informs policy, procedures, and programs to better meet the needs of tenants.

The 2024 STAC membership was made up of eight passionate tenant advocates. STAC meets six times a year to provide insights into key decisions for the corporation. TSHC supported STAC under the leadership of the City of Toronto.

In 2024, STAC was consulted on all new tenant-facing policies, such as the new Use of Community Space policy. They co-designed their new Terms of Reference and the Tenant Volunteer Code of Conduct. STAC members are strong allies in ensuring that staff listen to, and deliver on, tenants' requests.

STAC provided input into — and will actively participate in — the STAC recruitment process. This process began late in 2024 through a collaboration with TSHC staff and the City's Housing Secretariat. The intent is to grow the membership to 24 in 2025, to provide optimal representation across the four regions of TSHC.



“Guided by the voices and lived experiences of older adults, University Health Network’s (UHN) NORC Innovation Centre is creating new possibilities for aging in place. We are proud to partner with Toronto Seniors Housing to foster stronger social connection and access to services and supports so that older adults can live independently. Our early experience working alongside older adults in TSHC buildings has been extremely positive and provides a more seamless experience that improves satisfaction for both tenants and care providers.”

Melissa Chang

Sr. Director- Integrated Care & Partnerships
NORC Innovation Centre at UHN



Collaborating for Positive Change

We rely on community organizations that provide health, wellness, and social service support to seniors so tenants can continue to live vibrant and independent lives.

Joining Forces for Greater Impact

In late 2023, Toronto Seniors Housing Corporation (TSHC) launched a new Partnership Table to bring together tenants and providers of health, social support, and housing services. The Table includes Seniors Services and Long-Term Care, Toronto Paramedics, other health service provider organizations, and four tenant volunteers, one from each region.

In 2024, this Table helped to deliver learning opportunities for tenant volunteers on how to navigate common health challenges facing seniors. They also agreed to work on pilot projects, to begin in late 2025, to better coordinate access to services and support for seniors in TSHC-managed buildings.



Partnering With City Divisions

Toronto Seniors Housing Corporation (TSHC) has built many key partnerships within the City of Toronto – some underway and some in development through 2024 and into 2025 – that contribute to tenant health and well-being.

These City partnerships include:

- Seniors Services and Long-Term Care
- Toronto Public Health
- Parks, Forestry, and Recreation
- Toronto Public Library
- Toronto Paramedics
- ConnectTO
- Piano City Initiative

Partnering for Tenant Health and Well-being

At the end of 2024, there were 206 tenant-led activities (one-time and recurring) and 176 agency-led recurring programs. These are tracked in five key areas: faith-based; food security; health and wellness; personal development; and social recreation. While providers lead a range of programs, tenants generally focus on social recreation and faith-based activities.



206

tenant-led activities



176

agency-led recurring
programs

In 2024, Toronto Seniors Housing Corporation (TSHC) did considerable work to strengthen programs and partnerships, conducting a comprehensive review of all partnerships with the goal of expanding programs with existing partners to meet tenants' needs and provide more locally-delivered health services to tenants. Here are highlights from several partnerships in 2024:



Baycrest: In 2024, Baycrest introduced Health Bay Kiosks in four TSHC-managed buildings to offer TSHC tenants a web-based self-service option to access health and care resources. These kiosks provide access to health information, education resources, and wellness self-assessments.



Naturally Occurring Retirement Community (NORC) Innovation Centre and the University Health Network: The NORC Ambassadors program is part of a larger Naturally Occurring Retirement Communities (NORC) program being developed at the University Health Network (UHN) to support social connection and accessible care for older adults living in the community. The NORC Ambassador Training Program helped strengthen skills in capacity/community building for 264 tenants, in four buildings, which house 635 tenants in total.

TSHC partnership work supports tenants who need services and support but do not know how to access them on their own.



Thank You to Our Partners

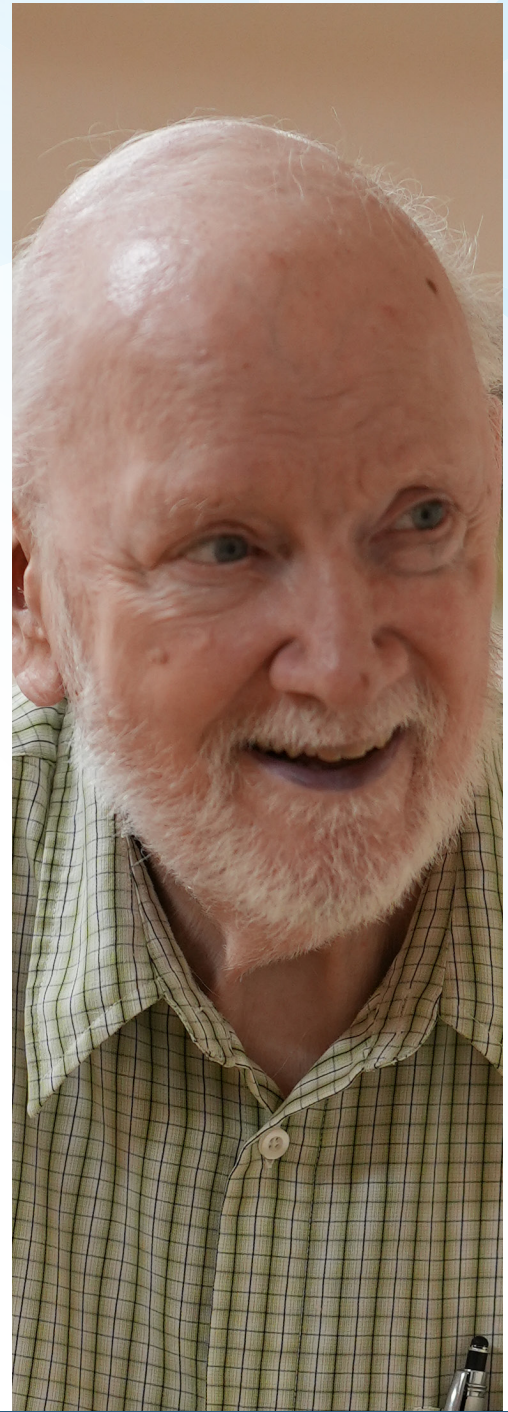
To the community organizations that have partnered with us throughout the year, we would like to extend our gratitude for your contributions to our communities. Our work to date would not have been possible without your support. Each organization helps us gain a better understanding of what tenants truly need and want to comfortably age at home and retain their independence.

Thank you for your support and efforts.

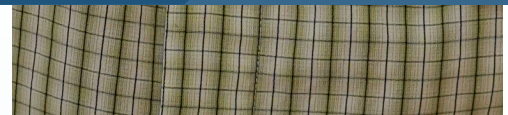
Baycrest Hospital
Bernard Betel Centre
Black Creek Community Health Centre
Canadian Chinese Alliance Church
Canadian Mental Health Association (Toronto Branch)
Canadian Red Cross
Carefirst Seniors and Community Services Association
Chinese Evangelical Alliance Church of Toronto
City of Toronto - Seniors Services and Long-Term Care
City of Toronto
CommunitiCare
Community Living (formerly Metropolitan Toronto Association of Community Living)
COTA Health
Dancing with Parkinson's
Destiny Pavilion Church
Dixon Hall Neighbourhood Services
Dr. Berton Ung
Eastview Neighbourhood Community Centre
Elspeth Heyworth Centre
Flemingdon Park Ministry
Fort York Food Bank
Friends of Jesus Christ Church
Hope Church



Hope Kitchen
Jewish Russian Community Centre
LA Centre for Active Seniors
LOFT Community Services
Lumacare
Mozia Women's Network Society
North York Seniors Centre
North York Vedic Cultural Sabha Inc.
Northwood Neighbourhood Services
Novo Peak Health
Ohalei Yoseph Yitzchak
PACE Independent Living
Parkdale Golden Age Foundation
Progress Place
Reconnect Community Health Services
Reena
Scarborough Centre for Healthy Communities
Scarborough Seniors Tamil Association
Services and Housing in the Province (Supportive Housing in Peel)
Society of Sharing
Soso World Ministries
South Scarborough Chinese Alliance Church
SPRINT Senior Care
Sri Sathya Sai Baba Centre
St. Jamestown Community Group
St. Paul's L'Amoreaux Centre
Sunshine Centres for Seniors
The Neighbourhood Group Community Services
TNO - The Neighbourhood Organization
Toronto Chinese Baptist Church
Toronto Intergenerational Partnerships in Community (TIGP)
Toronto Paramedic Services
Toronto Public Library
Toronto Swatow Baptist Church
TransCare Community Support Services
West Neighbourhood House
WoodGreen Community Services



Thank you
for your support.



R-PATH

In 2024, the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee continued their accessibility work with Toronto Seniors Housing Corporation (TSHC). TSHC is proud to share highlights of R-PATH's ongoing projects:

- R-PATH recruited for a TSHC tenant with physical disabilities to join the R-PATH Committee.
- They continued their work with TSHC's Communications Team on accessibility in digital and printed content. This included consulting on social media content, planning and strategy, and tenant guides. They also wrote articles for the Seniors Speak newsletter.
- They shared recommendations for updating policies. They advocated for using plain language to make policies clear and readable for all tenants. They shared information to include all relevant aspects of accessibility in policy reviews.
- They worked on TSHC accessibility projects for unit modifications. These projects use improved build standards so tenants can live safely and longer in their homes. They partnered with the Facilities Management Department at Toronto Community Housing Corporation (TCHC), which is responsible for these projects. R-PATH assessed completed unit modifications, and made sure tenants were satisfied.
- They also worked with TCHC Facilities Management to set priorities for accessible common space projects. This included planning budgets for the work, co-hosting community meetings on common space projects, and guiding them to completion.
- They took part in Grand Openings (2950 Lawrence Ave E, 2008 Pharmacy Ave) to celebrate the projects and invite tenants to enjoy the upgraded accessible spaces.

R-PATH and TSHC are looking forward to a very productive 2025!



Office of the Commissioner of Housing Equity (OCHE)

The Office of the Commissioner of Housing Equity (OCHE) is an arm's length accountability office that exists to provide protection for tenants of Toronto Seniors Housing Corporation (TSHC) who have lost their subsidy or who face possible eviction due to arrears of rent.

In 2024, OCHE worked with 193 households from TSHC which accounted for \$658,310.37 in arrears. OCHE avoided eviction in 90 per cent of cases, brokered \$306,019.69 in repayment arrangements, and collected \$199,221.20 in direct payments from tenants and external funding sources.

OCHE worked with TSHC management to deliver monthly auditing Dashboards that identified arrears collection process issues by region. In this way, OCHE was able to provide real time statistics and trends, which were used to address issues directly with the regions in real time.

In 2024, OCHE established partnerships with WoodGreen's Tax Link Service and the Toronto Rent Bank. Both initiatives assisted OCHE to reduce the arrears owed to TSHC and to stabilize tenancies.

OCHE is independent of TSHC and is guided by the principles of integrity, impartiality, and independence. The Commissioner of Housing Equity reports to TSHC's Board of Directors.

Read more on the OCHE website: oche.ca

Policy Updates

In 2024, Toronto Seniors Housing Corporation (TSHC) reviewed and updated a number of policies with the goal of improving tenant engagement and quality of life. Consultation was a key element of the tenant-facing policy review and development process, to better understand their needs and perspectives.

Community Activities Fund Policy

Implemented in April 2024, the new Community Activities Fund (CAF) Policy provides tenants with the necessary financial resources to support events, activities, and equipment within their communities. It outlines the activities and items that can be financed and sets out how the funds will be allocated.

- Each building has an annual budget for activities and events, which is based on the number of tenants living in that building.
- Community Services Coordinators (CSCs) hold building planning meetings with tenants to prioritize events, programs, supplies, and equipment for each building.

Under the new Policy, Toronto Seniors Housing Corporation (TSHC) spent over \$240,000 in 2024 to support over 200 approved events and activities, such as movie nights and BBQs, as well as small equipment purchases, such as games tables.

Use of Community Space Policy

The updated Use of Community Space Policy enables tenants and agencies to use the communal spaces at Toronto Seniors Housing Corporation (TSHC)-managed buildings for programming activities and events with the aim of improving the well-being, community engagement, friendship, and learning of tenants.

In effect as of January 1, 2025, the Policy provides guidelines for the use of community spaces and outlines the expectations and responsibilities for anyone organizing or participating in programs in the communal spaces. Changes to the Policy include holding meetings with tenants to prioritize programming and events for each building and shortened request forms.

Tenant Human Rights Policy

Toronto Seniors Housing Corporation (TSHC) adopted a new Tenant Human Rights Policy in 2024. Developed through regional tenant consultations, the Policy articulates TSHC's commitment to protecting tenants' human rights by creating an environment that is supportive of seniors' needs, includes tenants of all backgrounds in all aspects of life at TSHC, and is free from harassment and discrimination. The Policy also lays out the key conditions to make a complaint of discrimination and the various options available to tenants.

Translation and Interpretation Policy

Crucial to fostering tenant participation, the Translation and Interpretation Policy ensures tenants have access to information in a language they understand. This facilitates their comprehension of issues related to their tenancy and their everyday lives as tenants. Tenant and staff consultations were held in 2024 and focused on tenants with limited or no knowledge of English and how to best support them. In early 2025, a draft of the Policy will be presented to the Senior Tenants Advisory Committee (STAC), the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, and The Centre for Advancing the Interests of Black People for additional input before being presented for Board consideration later in the year.

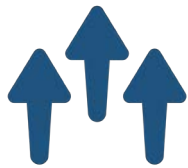
Enterprise Risk Management Policy

In 2024, Toronto Seniors Housing Corporation (TSHC) developed an Enterprise Risk Management (ERM) Policy and Framework to support a structured approach to identify, assess, and mitigate risk for the organization. The Policy outlines the responsibilities of different interested parties, articulates the Corporation's approach to ERM and details the structure and processes contained within the Framework and reporting.



Uniting to End Poverty and Inspiring Hope

The 2024 Toronto Seniors Housing Corporation (TSHC) United Way Campaign exceeded expectations, raising over \$15,000 – a 50 per cent increase over 2023. Staff participation soared, with a 100 per cent increase in Payroll Deduction and one-time contributions. Engaging events, including several regional fundraisers, encouraged strong support. TSHC was acknowledged as a Local Leader by the United Way Greater Toronto and was awarded the Outstanding Employee Engagement award for agencies from the City of Toronto 2024 United Way Campaign. These contributions will significantly impact those in need within our community.



\$15,000 raised
(50% increase over 2023)



100% increase
in staff Payroll deduction





“For decades TNO - The Neighbourhood Organization and Toronto Community Housing have maintained strong and collaborative partnerships, ensuring housing, health, and social services come together to support the unique needs of the communities that we serve in the GTA. Together with EHP - East Toronto Health Partners, we are excited to be on this journey with Toronto Seniors Housing to support our communities to age gracefully at home while providing integrated care.”

Deniese Masters-McKenney

Director of Health & Wellness, TNO – The Neighbourhood Organization, East Toronto Health Partners, Ontario Health Team

People and Culture

Building Our Workforce

Toronto Seniors Housing Corporation (TSHC) continued to grow in 2024, recruiting new permanent roles as well as temporary fixed-term contract resources to support both day-to-day operations and strategic projects. These hires, including several specialists and advisors in key areas, ensured that we had the necessary support in place to better balance workloads, drive priority projects forward, and meet our strategic goals.

Maintaining Positive Employee and Labour Relations

Collaborative relationships with union partners continue to be the foundation of our ongoing success. To ensure we were addressing concerns as they arose, staff representatives held regular monthly meetings with union leadership from the Canadian Union of Public Employees (CUPE) Local 79 and Toronto Civic Employees Union (TCEU) Local 416 to discuss issues and concerns, share information, and maintain open communications to proactively address and resolve employee matters.

The Collective Agreements with CUPE 79 and TCEU 416 expired on December 31, 2024. The collective bargaining process will begin in early 2025 for TSHC's first Collective Agreements directly with CUPE 79 and TCEU 416.

Fostering Equity, Diversity, and Inclusion

We continue to expand our efforts to create an equitable, diverse, and inclusive workplace, and foster a sense of belonging within our organization.

Our staff working group, created in 2023, was empowered to lead Toronto Seniors Housing Corporation's (TSHC's) inclusion, diversity, equity, and accessibility (IDEA) work as we built a formal strategy. The group collaborated on a Diversity Calendar, identifying and implementing key areas of programming to acknowledge and build awareness of various groups, issues, commemorations, and celebrations, including:

- Black History Month
- Seniors Month
- National Indigenous History Month, National Indigenous Peoples Day, and National Day for Truth and Reconciliation
- Mental Health Awareness
- Filipino Heritage Month
- Pride Season

This working group will continue to support TSHC's ongoing IDEA work, as we prepare to launch our first corporate IDEA Strategy in 2025.

The information gathered in our company-wide Employee Engagement Survey and Equity, Diversity, and Inclusion (EDI) Survey from late 2023 informed the 2024 departmental and corporate action plans and staff development plans for the year. In late 2024, we began preparations for a Pulse Survey to check in with staff in early 2025, to ensure our efforts are on track.

Our Leadership Goals incorporated key elements of the Corporate Action Plans, and included:

- assessing TSHC priorities with respect to organizational capacity and providing quarterly updates, workload balancing support, tools, and training resources
- developing a diverse TSHC Employee Recognition program to acknowledge and reward outstanding employee contributions

Enhancing Training

Enabling employees with the skills and resources they need to do their best is integral to who we are and what we stand for.

In 2024, Toronto Seniors Housing Corporation (TSHC) continued to provide a range of training designed to foster a comprehensive appreciation of the rich life experiences and diverse backgrounds of tenants. We delivered enhanced seniors-focused training, such as Understanding Dementia and Mental Health First Aid for Seniors, using a variety of methods, including eLearning, in-class sessions, and instructor-led workshops. TSHC is actively developing training partnerships to deliver new programs.

We continued the ongoing work of confronting anti-Black racism, building on our efforts from 2023 to educate employees on how they can apply an anti-racism lens to our work.

Cybersecurity awareness continues to be an important focus for us. Staff were required to increase their skills in cybersecurity awareness, creating strong passwords, along with how to recognize common attacks such as email spoofing and phishing. The goals were to help staff avoid cyber incidents and strengthen the overall cybersecurity culture in the workplace. By the end of 2024, 97 per cent of staff had completed cybersecurity awareness training.

Celebrating Staff

Toronto Seniors Housing Corporation (TSHC) staff work hard every day to create the best environment for tenants. We continue to look for ways to recognize and show appreciation for their efforts and commitment. This year we held two special events, engaging and celebrating our staff:

- An all-staff event at Fort York, with approximately 200 staff attending
- The inaugural TSHC Long Service Awards (LSA) Ceremony where we recognized 100 staff members who reached service anniversaries since the launch of TSHC in 2022:

2022
25 LSA Award
recipients

2023
41 LSA Award
recipients

2024
34 LSA Award
recipients

Board members, leadership, and management team members attended both events to honour the hard work of staff. There were 100 staff who celebrated five or more years of working with TSHC and Toronto Community Housing Corporation (TCHC) combined, demonstrating the incredible commitment and passion our staff have to work with and support tenants.



Governance and Management

Toronto Community Housing Corporation (TCHC)

We continue our close relationship with TCHC to deliver services to tenants while maintaining a strong accountability relationship with the City of Toronto. TCHC maintains ownership of Toronto Seniors Housing (TSHC) - managed buildings, and we still share some services with TCHC in the support of tenants.

City of Toronto

Toronto Seniors Housing Corporation (TSHC) was created in 2021 as part of the City of Toronto's [Tenants First plan](#). We began operating in June 2022. TSHC is incorporated under the Ontario Business Corporations Act, with the City of Toronto as its sole shareholder. TSHC reports regularly to the City of Toronto on progress and the work of TSHC.



Board of Directors and Board Committees

Our Board consists of members appointed by City Council. We have three Board Committees that oversee the Corporation's strategic plan, operational, and financial performance.

For more information about our Board of Directors, please visit:
[TorontoSeniorsHousing.ca/About/Board-of-Directors](https://torontoseniorshousing.ca/About/Board-of-Directors)

To learn more about our Board Committees, visit:
[TorontoSeniorsHousing.ca/About/Board-Committees](https://torontoseniorshousing.ca/About/Board-Committees)

“I love what I do as I connect tenants to the programs and services that enhance their lives. It's not always easy to ask for help so I do my best to look for ways to help them; this requires being resourceful and making connections with community partners. Working at TSHC makes it easy as everyone is very approachable and it's a team approach; this team approach extends to external partners who support the work we do.”

Bibi Chattergoon,
Seniors Services Coordinator, South East Region

Meet Our Board

As of December 31, 2024, Toronto Seniors Housing Corporation (TSHC) Board members included:



Fareed Amin,
Board Chair



Lawrence D'Souza,
Vice-Chair



**Deputy Mayor
Morley, Member**



Councillor Crisanti,
Member



Linda Jackson,
Member



Warren Law,
Member



Brenda Parris,
Member



Jim Meeks,
Tenant Director

TSHC would like to acknowledge the contributions made by former Tenant Director, Maureen Clohessy, who passed away in 2024.

Leadership Team

The Toronto Seniors Housing Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. As of December 31, 2024, our Team included:



Tom Hunter
Chief Executive
Officer (CEO)



Brad Priggen
Director, Operations



Grant Coffey
Director, Strategy and
Business Management



Carol Francis
Director, People
and Culture



Arlene Howells
Interim Director, Engagement,
Partnerships, and Communications

“I take a lot of pride in keeping the building clean and safe for the seniors, as do all the staff. We know this is their home and we want to make it as nice as possible. I am proud of the work we do as a team at Toronto Seniors Housing every day.”

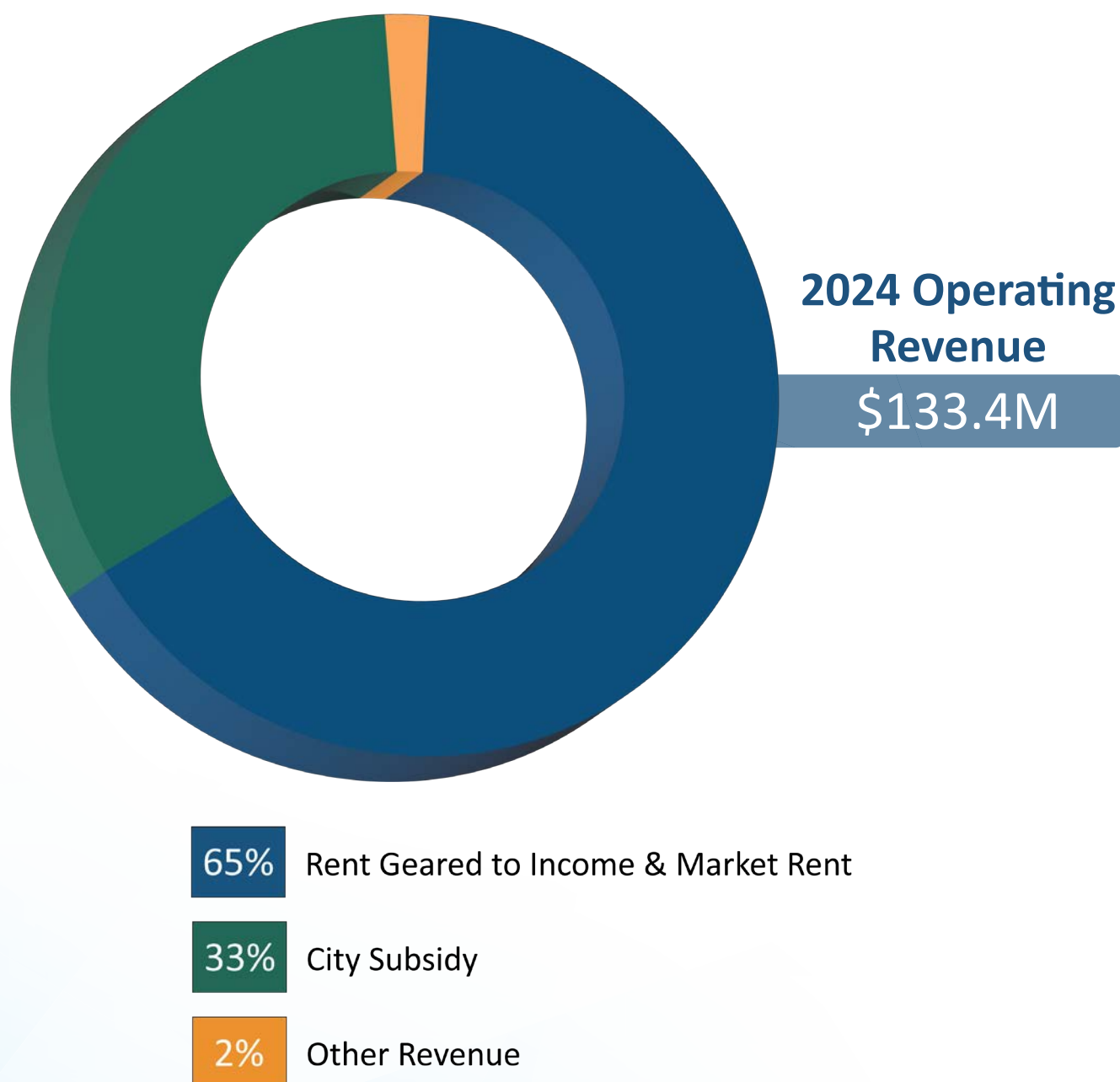
Nathanial Lafleur

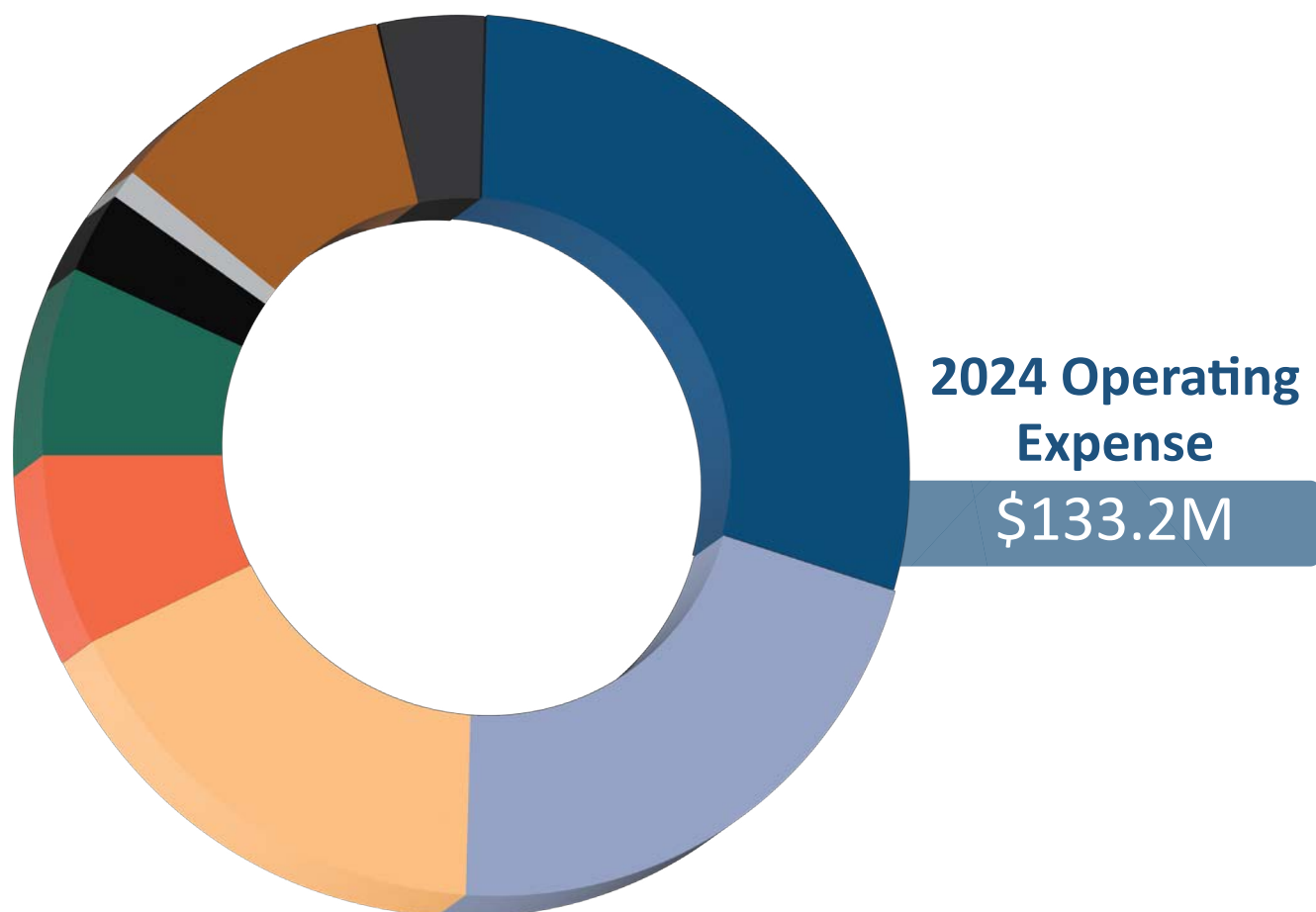
Custodial Maintenance Person, South West Region

Financial Performance

The following financial information is derived from the audited financial statements, a copy of which can be obtained on our website at:

[TorontoSeniorsHousing.ca](https://torontoseniorshousing.ca)





| | | | |
|-----|------------------------------------|-----|--------------------------------|
| 29% | Operations and Maintenance | 7% | Facility Management* |
| 22% | Mortgage, interest and taxes* | 3% | Insurance* |
| 17% | Utilities | 11% | Shared Services and Admin Fee* |
| 7% | Safety and Security* | 4% | Corporate Cost |
| 1% | Other Operating Costs & Bad Debts* | | |

* Shared Costs with TCHC

Toronto Seniors Housing Corporation

Please drop us an email at:

info@torontoseniorshousing.ca