

Toronto Seniors Housing Corporation
Board of Directors Public Meeting Agenda

Date: Thursday, October 17, 2024

Time: 3:00 pm to 5:00 pm

Location: 423 Yonge Street, WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1 min	Approval of Public Session Board Minutes July 18, 2024	Approval	Minutes	Chair
6.	3:07 pm 1 min	Approval of Closed Session Board Minutes July 18, 2024	Approval	Minutes	Chair
7.	3:08 pm 2 min	Matters arising – Action Items	Information	Action Items List	Chair
8.	3:10 pm 10 min	CEO's Report	Information	Verbal Report	Tom Hunter
8.1	3:20 pm 5 min	TSHC Service Model	Approval	Report	Tom Hunter

9.	3:25 pm 2 min	<i>Corporate Governance and Human Resources Committee Report</i>	Information	Verbal Report	Councillor Crisanti
	3:27 pm 10 min	<ul style="list-style-type: none"> Board & Committee Governance Policies 	Approval	Report	Grant Coffey
	3:37 pm 10 min	<ul style="list-style-type: none"> People & Culture Policies 	Approval	Report	Carol Francis/ Dave Slater
10.	3:47 pm 2 min	<i>Quality and Tenant Engagement Committee Report</i>	Information	Verbal Report	Linda Jackson
	3:49 pm 10 min	<ul style="list-style-type: none"> OCHE Bi-Annual Report Jan 1-June 30, 2024 	Information	Report	Melanie Martin
	3:59 pm 15 min	<ul style="list-style-type: none"> Use of Community Space Policy 	Approval	Report	Arlene Howells
11.	4:14 pm 2 min	<i>Audit, Finance and Risk Committee Report</i>	Information	Verbal Report	Lawrence D'Souza
12.	4:16 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	4:17 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the</i>	Approval	N/A	Chair
14.	4:18 pm 30 min	<i>Municipal Freedom of Information and Protection of Privacy Act, including but not</i>	Information	Presentation	Tara Anderson
15.	4:48 pm 5 min	<i>limited to personal</i>	Approval	Report	Vince Truong

16.	4:53 pm 1 min	<i>matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of</i>	Approval	N/A	Chair
17.		<i>proposed policy or processes</i>	Information	N/A	Vince Truong
18.	4:54 pm 2 min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
Consent Agenda Items (items for Information only and will not be addressed during meeting, unless a Board/Committee member requests, or public deputation requested).					
14.		TSHC Cybersecurity Audit- Phase One and Phase Two (CVR)	Information		Tara Anderson
19.		August YTD 2024 Financial Results	Information		Vince Truong
20.		2025 Budget Update	Information		Vince Truong
21.		QIP One Year Update	Information		Grant Coffey
22.		Strategic Directions Q2 2024 Progress Report	Information		Grant Coffey
23.	4:56 pm	Adjournment of the Board Meeting	Approval	N/A	Chair

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

The TSHC Board held its Board of Director's meeting on Thursday, July 18, 2024 at 3:00 pm in person at 423 Yonge Street and via WebEx video conference. **Part of the meeting was livestreamed and can be viewed: [Part 1](#) and [Part 2](#)**

Members in attendance:

Fareed Amin, Chair
Linda Jackson
Brenda Parris
Jim Meeks
Maureen Clohessy
Andrea Austen
Warren Law
Lawrence D'Souza
Ashleigh Kong (Councillor
Crisanti's Office)

Presenters from Forum:

Winsome Stec, Senior Research
Director

TSHC staff:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and
Business Management*
Carol Francis, *Director, People & Culture*
Arlene Howells, *Director, Engagement,
Partnership and Communications (I)*
Brad Priggen, *Director, Operations*
Vince Truong, *Interim Finance Lead*
Dave Slater, *Strategic Consultant*
Ayushman Banerjee, *Business Consultant*
Karyn Bawden, *EA and Board Secretary*
Liz Dizig, *EA to CEO (I)*
Fatima Mahmood, *EA*

Item 1: Chair's remarks

The Chair welcomed the participating Board members, staff, as well as the virtual audience and thanked them for joining. He noted we had one deputation for Item 10 - Quality and Tenant Engagement Committee Report.

The Chair also noted that on the agenda we would focus on Committee Updates, the Budget and that we had Forum Research joining to give a presentation on the Tenant Experience Survey, which he noted we would have a deputation on. He then stated the meeting would be moving to a closed session after the Budget

timelines, but we would come back to the Public realm to approve items from the closed session.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African Ancestral acknowledgements.

Item 3: Approval of Public meeting Agenda

The Chair asked if there were any changes to the public meeting Agenda. Ms. Parris asked to be updated on the current flood. It was noted that the CEO would be addressing that in his CEO Update. Being no changes to the Agenda, the Chair asked for a motion to approve the Public Agenda of July 18,2024 as presented.

Moved: Linda Jackson

Seconded: Brenda Parris

With All in favour, it was resolved that the Public Agenda of July 18, 2024, was approved as presented **Carried**

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

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

Item 5: Approval of Board Public minutes of April 25, 2024 and May 2, 2024

The Chair asked if there were any edits or changes to the public meeting Minutes of April 25, 2024. Being none, the Chair asked for a motion to approve the public meeting Minutes of April 25, 2024 as presented.

Moved: Brenda Parris

Seconded: Maureen Clohessy

With All in favour, it was resolved that the public meeting Minutes of April 25, 2024, were approved as presented **CARRIED**

The Chair asked if there were any edits or changes to the public meeting Minutes of May 2, 2024. Being none, the Chair asked for a motion to approve the public meeting Minutes of May 2, 2024 as presented.

Moved: Linda Jackson

Seconded: Lawrence D 'Souza

With All in favour, it was resolved that the public meeting Minutes of May 2, 2024, were approved as presented CARRIED

Item 6: Approval of Board Closed session minutes of April 25, 2024 and May 2, 2024

The Chair asked if there were any edits or changes to the closed meeting Minutes of April 25, 2024. Being none, the Chair asked for a motion to approve the closed meeting Minutes of April 25, 2024 as presented.

Moved: Jim Meeks

Seconded: Brenda Parris

With All in favour, it was resolved that the closed meeting Minutes of April 25, 2024, were approved as presented CARRIED

The Chair asked if there were any edits or changes to the closed meeting Minutes of May 2, 2024. Being none, the Chair asked for a motion to approve the closed meeting Minutes of May 2, 2024 as presented.

Moved: Jim Meeks

Seconded: Maureen Clohessy

With All in favour, it was resolved that the closed meeting Minutes of May 2, 2024, were approved as presented CARRIED

Item 7: Action item review

The Board reviewed the action item list and the status of the items. Ms. Parris asked of the EDI Survey and the tracking. It was noted by the CEO that a Matrix will be done and vetted through the LT and Board Chair. With no further action items discussed, and the Board satisfied, the Chair proceeded to next Agenda Item.

Item 8: CEO Update

At the Chair's invitation, Mr. Hunter gave his CEO Update, first noting the sudden passing of longtime retiree and Local 416 Board member Ron Johnson, on July 12, 2024. Mr. Hunter, on behalf of TSHC extend our condolences to Ron's family, friends, colleagues, Local 416 and the staff of TSHC, TCHC.

Then, the CEO highlighted items such as:

- City Housing Secretariat brought forward a significant report to City Council in June 2024, entitled "launching the Rental Housing Supply Program" to address the urgent crisis for affordable and supportive housing in Toronto.
- Report on "Community Housing Sector Modernization and Growth Sector" aimed at protecting the existing stock and also supporting the expansion of housing and improving access to housing.
- Toronto Community Crisis Service and CSU Review/Convene Toronto at the upcoming QTE Committee

He also reminded Board members to complete their Cybersecurity training requirements.

With that, the Chair moved on to the next Agenda item.

Item 9: Corporate Governance and Human Resources Committee Report

In the absence of Councillor Crisanti, and through the Chair, Grant Coffey gave an update on the Corporate Governance and Human Resources Committee, highlighting:

- TSHC Policy Inventory and Policy Plan – There were 123 policies noted in the inventory, with 11 planned for retirement.
- a review of several specific policies in the Board/Governance and People and Culture

It was noted that the Policy Inventory and Policy Plan review was comprehensive. And would be brought back to the CGHR Committee in October, before coming back to the Board. With that, the Chair proceeded to the next Agenda Item.

Item 10: Quality and Tenant Engagement Committee Report

Through the Chair, Linda Jackson gave a verbal update on the Quality and Tenant Engagement Committee, highlighting items on the Agenda being:

- Strategic Directions Progress Update for Q1 2024
- Forum Research will be presenting the Tenant Experience Survey

She also noted that the Quality and Tenant Engagement Committee meeting is next week on Tuesday, July 23rd where we will have Denise Andrea Campbell, Executive Director, Social Development, Finance & Administration at the City of Toronto presenting on Toronto Community Crisis and CSU Review Project/ConveneToronto.

The Chair thanked Ms. Jackson for her update and moved on to the next agenda item being the Strategic Directions Progress Update Q1 2024.

Grant Coffey went through the Strategic Directions Progress Update Q1 2024, highlighting:

- on February 22, 2024 the Board approved the updated 2023-2025 Strategic Directions (SD) Roadmap, shifting from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a 2023-2025 Strategic Directions Roadmap
- the progress made on implementing the Strategic Directions in Q1 2024
- Q1 2024 KPI Dashboard, and
- SD Roadmap

With no comments, the Chair moved on to the next Agenda Item and welcomed Mr. Bill Lohman as deputant for Item 10c – Tenant Experience Survey.

Mr. Lohman noted he had provided the TSHC Staff a copy of his deputation provided to the City’s Executive Committee. He then highlighted:

- Issues, sticky points, like definitions
- Integrated Service Model
- Transparency and Accountability for tenant
- Accomplishments to strive for that would be beneficial to buildings:
 - having Pilots with organization such as Baycrest
 - bringing interprofessional teams and agencies in for recreational services and exercise programs, etc.

The Chair thanked Mr. Lohman for his note worthy comments. Ms. Jackson also thanked Mr. Lohman and stated that these themes will be the conversations in the coming months and with the presentation on the Tenant Survey at today’s meeting. Ms. Parris also noted that Parks and Recreation (New Horizons) may have grants/funding etc. Ms. Arlene Howells also thanked Mr. Lohamn and noted that across TSHC regional meetings, we’ve been sharing stories like Mr. Lohman’s and using that as our regional format. This helps build the cross sharing of buildings. With that, the Chair proceeded to the next agenda item – Tenant Experience Survey.

The Chair, introduced, Winsome Stec from Forum Research. Mr. Coffey gave a breakdown of the report and then passed it over to Forum Research. Win Stec went through the 2023-2024 Tenant Survey presentation.

The Board engaged in a wholesome conversation and the Chair thanked Ms. Stec for the presentation and data. With that, the Chair moved on to the next agenda item.

Item 11: Audit, Finance and Risk Committee Report

Through the Chair, Lawrence D'Souza gave a verbal update on the Audit, Finance and Risk Committee, highlighting:

- last AFRC meeting was held on June 12, 2024; discussing:
 - Q1 2024 and April 2024 Financial Results
 - 2024 Cash Flow
 - TSHC/TCHC Reconciliation

The Chair thanked Mr. D'Souza and then asked Vince Truong to present on the next items.

Through the Chair, Vince Truong presented the Q1 & April 2024 Financial Result, noting:

- Operating expenses of \$14,298,139 on total revenue of \$12,637,745 for an Excess of Revenue over Expenses of (-\$1,662,539), including amortization expense.
- Excess of revenue over expenses for the first 4 months included three major factors affecting the outcome of the result
- Revenue for the 4 months was \$12,637,745 composed of \$12,588,739 from Toronto Community Housing Corporation (TCHC) for TSHC's rental units (revenue less expense estimate per the Transition Agreement).
- TSHC incurred operating expense of \$14,300,284 including amortization expense.

- Salaries and benefits were higher than budget by \$778,054 as result of increasing additional staff health benefit reserve outlined by the benefit provider
- Shared services with TCHC were lower by \$608,034, noting the non-recoverable HST cost was not budgeted, and the overall cost was lower than budgeted of \$551,270.
- Professional and legal services were lower than budget by \$84,927
- Other miscellaneous costs were lower by \$81,477

The Chair thanked Mr. Truong and carried on to the next Agenda Item.

Item 12: 2025 Budget

Through the Chair, Vince Truong went through the 2025 Budget. He noted the timeline:

- June 26th : 2025 Budget Kick-Off – Distribution of Budget template
- July 19th : 2025 1st draft Budget template due back to Finance
- July 26th : Finance review and consolidation
- July 29th – Aug 9th : Leadership Team (LT) review, feedback, and adjustments
- Aug 7th & 8th : Tenants online Budget consultation
- Aug 12th – Aug 23rd : TCHC to provide budget allocation and shared services costs (TBD)
- Aug 12th – Aug 30th: Further update and consultation with budget holder, and LT
- Sept 3rd : AFRC 2025 Budget Draft Review
- **Sept 10th : Budget Submission to the City (Initial and 1st Draft)**

The Chair thanked Mr. Truong again, then moved on to the next agenda item.

Item 13: Approval to Move into Closed Session

The Chair asked for a motion to approve the meeting move into Closed Session

Moved: Linda Jackson

Seconded: Brenda Parris

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

The meeting went to Closed Session and upon return, the Chair went to next Public Agenda Item

Item 21: Motion to Approve Closed Session Items

The Chair asked for a motion for the Board of Directors to approve the following recommendation:

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

- A. Approve the amendment to the Transition Agreement substantially in the form as attached to this report; and
- B. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation.
- C. Authorize the Chief Executive Officer to execute the amendment to the Transition Agreement with such amendments as considered necessary and appropriate

Moved: Brenda Parris

Seconded: Linda Jackson

With all in favour, it was resolved that the Board of Directors adopt the said resolutions as presented **Carried**

The Chair asked for a motion for the Board of Directors to approve the following recommendation:

It is recommended that the Board of Directors adopt the 2024 Performance Management Process.

Moved: Linda Jackson
Seconded: Brenda Parris

With all in favour, it was resolved that the Board of Directors adopt the 2024 Performance Management Process as presented **Carried**

The Chair asked for a motion for the Board of Directors to approve the following recommendation:

The Board of Directors approve the 2024 CEO Performance Plan as outlined in Attachment 1, including Annual Cybersecurity update.

Moved: Linda Jackson
Seconded: Brenda Parris

With all in favour, it was resolved that the Board of Directors approve the 2024 CEO Performance Plan as outlined in Attachment 1, including Annual Cybersecurity update **Carried**

The Chair asked for a motion for the Board of Directors to approve the following recommendation:

The Board of Directors approve and authorize the Chief Executive Officer to implement adjustments to the group benefits plan for management/non-union employees

Moved: Linda Jackson
Seconded: Brenda Parris

With all in favour, it was resolved that the Board of Directors approve and authorize the Chief Executive Officer to implement adjustments to the group benefits plan for management/non-union employees as presented **Carried**

Item 12: Adjournment

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

Moved: Linda Jackson

Seconded: Brenda Parris

With all in favour, it was resolved that the TSHC Board meeting of July 18, 2024 terminate **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List July 2024

Open Action Items				
	Meeting Arising From	Description	Resp.	Status
	July 18, 2024	Cybersecurity Training	Board/Staff	Update
Completed Action Items				
	April 25, 2024	Issue ID Cards for ALL Board	Grant Coffey	Complete
	February 22, 2024	Ensure Operational Dashboard is visually easier to track	Brad Priggen	Complete
	February 22, 2024	Provide 2023 Town Hall Dates/Agenda to Board	Brad Priggen	Complete
	January 4, 2024	Determine if Budget discussions can be held in Public session	Grant Coffey	Complete

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: Thursday, October 17, 2024

Topic: TSHC Service Model

Item Number: 8.1

To: TSHC Board of Directors

From: Tom Hunter, CEO

Date of Report Tuesday, October 15, 2024

Purpose: For Approval

Recommendation:

The Chief Executive Officer recommends that the Board approves the report from the CEO dated, October 8, 2024, and directs that the report package be transmitted to Toronto City Council through the Economic and Community Development Committee on behalf of the board.

Reason for Recommendation:

This report was tabled to the Quality and Tenant Engagement Committee on September 30, 2024, in advance of staff's response to a City Council Motion raised during consideration of item EX16.28 Toronto Seniors Housing Corporation – Annual General Meeting and 2023 Audited Financial Statements brought forward on July 25, 2024.

The City Council Motion EX16.28 states:

City Council requests the Toronto Seniors Housing Corporation to report to the October 23, 2024, meeting of the Economic and Community Development Committee, on the model being used in each building in the delivery of the Integrated Service Model program in each of the 83 seniors buildings, and specifically the programs partners, including Public Health and Parks, Forestry, and Recreation.

In response to the motion, staff have prepared a report accompanied by three attachments and to be submitted to the Economic and Community Development Committee (ECDC) for the meeting scheduled with ECDC on October 23.

- Attachment 1: Report Response on Council Direction EX16.28 Sept 23-2024
- Attachment 2: Regional and Building Profile Example
- Attachment 3: KPI Dashboard – Q2 2024 and Community Connect+ Approach

The report speaks to the work TSHC has been doing to implement and embed the ISM into all buildings working with both City of Toronto partners and other health and service provider organizations. There is interest in the programs and partnership area along with other actions the organization is taking to help tenants age at home. The report notes how TSHC has worked with Toronto Public Health and how we intend to better leverage the services available through Parks, Forestry, and Recreation. Both organizations were explicitly named in the motion. Overarching, and complementary to the materials brought forward in the 2023 TSHC Annual Report, this report highlights several of the key achievements and positive outcomes that TSHC has focussed on in

continued delivery of the ISM operationally as now embedded in the TSHC service model.

TSHC has received input from the Housing Secretariat, the City Manager's office, Senior Services and Long-Term Care, and the Councillor's office to guide the response package. Staff and our Board Chair will present and take questions about the report at the ECDC on October 23, 2024.

Tom Hunter
Chief Executive Officer

List of Attachments:

1. Attachment 1 – TSHC Service Delivery Report in Response of Council Direction Ex16.28
2. Attachment 2 – 83 building profiles and four regional profiles
3. Attachment 3 – Key Performance Indicators

Toronto Seniors Housing Corporation's Service Model

Date: October 8, 2024

To: Economic and Community Development Committee

From: The Board of Directors of Toronto Seniors Housing Corporation

Wards: All

SUMMARY

This report is in response to City Council direction [EX16.28](#) made on July 24, 2024, which requested more information about Toronto Seniors Housing Corporation's (TSHC) work to deliver the Integrated Service Model (ISM). TSHC welcomes the opportunity to share highlights of its work over the past two years.

The report covers how the TSHC service model is reflected in the 83 buildings, described through individual building profiles, and regional profiles. It demonstrates how TSHC is learning and continuing to strengthen the ISM. It also outlines the range of programs and partnerships, with the health sector, City divisions/agencies, and community-based agencies, that help advance the ISM. The report highlights the work TSHC is doing with Toronto Public Health and Parks, Forestry, and Recreation, both also named in the motion.

Included in the report are two attachments: Attachment One is 83 building profiles and four regional summaries; Attachment Two is TSHC's Key Performance Indicators and a snapshot of TSHC's Community Connect+ Approach to tenant engagement. The report addresses each of the four key innovations set out in the original ISM.

With the introduction of the ISM, an **enhanced staffing model** was the most significant change for tenants. New roles such as 42 Seniors Services Coordinators (SSCs) and 26 Tenant Services Administrators (TSAs) were added. TSHC also introduced a dedicated Environmental Health Team, Complex Tenancies Team, and a Paralegal Team. All of this helps to stabilize tenancies and enable tenants to age at home with dignity and comfort. This also positions TSHC as an industry leader in arrears collection, eviction prevention, and housing occupancy rates.

At the time of transition TSHC essentially "lifted and shifted" policies, procedures, and people from TCHC. However, before the transition, tenants identified the need to **create more seniors-focused policies** and prioritized the policies they wanted to see changed. Since the transition, TSHC has been proactive in involving tenants and staff in all policy development work and bringing a senior tenants' lens to these. Tenants were actively involved in the co-development of a new Community Activities Fund policy which provides funding for tenant-

led programs within their buildings. Work is underway to deliver a new Tenant Human Rights Policy, a new Use of Community Space Policy, and a Translation and Interpretation Policy.

To **provide access to services and supports that tenants desire**, TSHC has done considerable work to strengthen programs and partnerships. As of the end of Q2 2024, TSHC has 55 partners, providing 155 programs tracked in five key areas: faith-based; food security; health and wellness; personal development; and social recreation. TSHC is undertaking a comprehensive review and update of all partnerships. Through that review, TSHC is seeking to expand partnerships to deliver programs requested by tenants in 2024. Partners provide programs such as food banks, exercise, fall prevention education, as well as capacity building programs to help tenants lead activities within their community. Of note, TSHC is currently implementing a pilot with the City's ConnectTO program to install Wi-Fi in common areas of select TSHC buildings.

The innovation related to **working with provincial health system Care Coordinators** is reliant on health system resources. Due to the pandemic, the launch of TSCH, as well as ongoing health system restructuring and alignment, TSHC has not been able to address this item. TSHC is actively working with Ontario Health and other Local Housing Corporations to reintroduce the role of Care Coordinators as a vital link in connecting housing and healthcare for tenants.

To further support the work of the ISM, TSHC developed its 2023-2025 Strategic Directions. One of the corporation's strategic objectives is ensuring tenants have a voice in what TSHC does. To deliver on that objective, TSHC has engaged tenants at the board level, with two board director seats for tenants, and through the Senior Tenants Advisory Committee (STAC), which has provided invaluable guidance since 2021. In 2024, TSHC introduced a tenant engagement approach focused on community development rather than a single tenant leader model in the buildings. With the new approach, there has been a significant uptake in tenant participation locally and regionally. TSHC's achievements and updates are actively shared with tenants and other stakeholders through ongoing and regular communications.

TSHC will continue to use data and listen and continue to develop programs and partnerships to help senior tenants age at home with dignity, respect, and comfort.

RECOMMENDATIONS

The Board of Directors of Toronto Seniors Housing Corporation recommends that:

1. The Economic and Community Development Committee receives this report for information.

FINANCIAL IMPACT

There are no identified financial impacts associated with the recommendations in this report. Delivery of the TSHC service model is funded through the existing budget and will be incorporated in future budgets.

DECISION HISTORY

At its meeting on July 24, 2024, City Council amended item [EX16.28](#) with a request for Toronto Seniors Housing Corporation to report to the Economic and Community Development Committee on October 23, 2024, on the model being used in each building in the delivery of the Integrated Service Model program in each of the 83 seniors buildings, and specifically the programs partners, including Public Health and Parks, Forestry and Recreation.

COMMENTS

Background

The Integrated Service Model (ISM) supports tenants living in Toronto Seniors Housing Corporation (TSHC) operated buildings to age at home with dignity, respect, comfort, and the services they need to remain engaged in their communities. Co-developed by the City of Toronto, Toronto Community Housing Corporation, and provincial health partners, the ISM was approved by City Council in 2020 and has been operational in all TSHC buildings since April 2022. When TSHC launched on June 1, 2022, the ISM laid the groundwork for how the new corporation would support senior tenants. TSHC continues to gather feedback from senior tenants and monitor performance to improve the model's effectiveness.

The objectives of the ISM are to:

1. Build relationships of trust between senior tenants and TSHC staff;
2. Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability; and
3. Increase access to health and community support services through enhanced integration of community services within the buildings.

The ISM brings four key innovations to TSHC service delivery:

1. An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support;
2. Revised seniors-specific policies to better respond to the unique challenges faced by seniors;

3. Providing access to a range of health, social, and wellness services to tenants in their building, where feasible and desired by the tenants; and
4. Designating care coordinators to each building to help connect tenants to the health and community support services they need.

Over the past two years, TSHC has forged ahead and implemented the ISM to help ensure tenants can age at home. This report outlines the work TSHC has undertaken to support senior tenants in having successful tenancies and improving their quality of life and sense of community. This report covers how the model is being reflected in the 83 buildings, as described through individual building profiles, and how TSHC is learning and strengthening the ISM. It also outlines the range of programs and partnerships, with the health sector, City divisions/agencies, and community-based agencies, that help advance the ISM.

Overview of the 83 building profiles | Applying the ISM

To illustrate how TSHC has been applying the ISM, building profiles have been developed for all 83 TSHC buildings, each of which highlights staffing, volunteerism, programs, and building demographics. The profiles, found in Attachment One, also speak specifically about tenant-led and provider-led programs and what types of programs are offered. Elements of the building profile that align with each of the ISM innovations will be highlighted and addressed below.

Innovation #1: An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support

With the introduction of the ISM, an enhanced staffing model was the most significant change for tenants. This included new roles, specifically the Seniors Services Coordinator and Tenant Services Administrator, as well as seniors-focused training for staff. As the ISM was implemented, the need for other staffing adjustments was identified to better support tenants, resulting in several new teams being created.

Introduction of Seniors Services Coordinators and Tenant Services Administrators

Through the ISM, 42 Seniors Services Coordinators (SSCs) and 26 Tenant Services Administrators (TSAs) were added through a combination of reallocation of headcount (33) and additional funding, with a focus on more tenant-supporting roles, and to increase staff presence and support for tenants in buildings.

Before implementing the ISM, tenants would have to travel to access staff and services. Since implementing the ISM, SSCs are in all buildings. This means that tenants have consistent and regular access to someone in their building to help them manage their tenancies and provide information on health and wellness supports available in their communities. This has been very important for tenant support.

The TSA provides vital support in stabilizing tenancies and helping reduce evictions and arrears working in teams in each of the four TSHC regions. Other resources, such as Community Services Coordinators (CSC) and Community Safety Advisors, were also added.

Environmental Health Team

Through a reallocation of the existing headcount, TSHC established the Environmental Health Team to support tenants and staff in promptly and effectively responding to pest issues to limit migration within TSHC communities. This team is comprised of a Supervisor, four Pest Control Technicians, one assigned to each of the four regions, and a Clerk. The team is responsible for:

- Monitoring and ensuring vendor compliance. Staff carry out quality control inspections of each TSHC community annually to ensure that public area treatments and preventative measures comply with the vendor's contract with TCHC (Toronto Community Housing Corporation). Year to date (YTD) this team has completed 10 audits of TSHC communities and has noted that in seven (7) of those communities, the vendor was not in compliance with their scope of work from TCHC.
- Unit preparation/bed replacement program to prepare units for pest control maximizing the effectiveness of the treatment and providing support to tenants who may not be able to properly prepare their units. Staff replace beds that have to be disposed of due to infestations, and supply tenants with preventative measures such as mattress encasements post-treatment. This program assists an average of seven (7) tenants per month in 2024 with an average monthly cost of \$6,195.30 per month. In those circumstances where tenants have significant health vulnerabilities, this work is done in collaboration with Toronto Public Health's Toronto Bed Bug Control Initiative.
- Preparing and delivering tenant/staff education materials and presentations on the prevention of pest infestations as well as redevelopment of all tenant communications regarding pest treatments. Results measured over the past year for the impact of this team have been noted below.

Table 1 - Pest treatment comparison Q1 2023 and Q1 2024

	Q1 2023	Q1 2024	Difference
Overall pest treatments	5606	3	-1223
Cancelled/missed treatments	702	443	-259
Pest block treatments	439	635	+196

In comparing Q1 data from 2024 to Q1 2023, the success of these efforts is clear:

Staff treated 196 (45%) more blocks (of units) than last year. They also treated 1,223 fewer individual units. This means that staff are getting the blocks done and preventing the migration of pests at a far higher rate.

There were 259 (37%) fewer tenants who had their treatments cancelled. This means that staff, especially Superintendents, SSCs, and the Environmental Health Team, were successfully educating seniors on how to prepare their units for treatment and getting them support for this when needed.

This team has also piloted new and innovative approaches to deliver and effectively integrate pest management within two communities in 2023, leveraging staff and tenant education and collaboration. This reduced the average treatments per month in a 148-unit community from 30 to nine (9) per month while showing comparable results in a 194-unit building that was averaging 94 treatments per month reducing to 26 units per month.

Complex Tenancies Team

The Complex Tenancies Team supports tenancies that are at an acutely elevated risk within each of the regions. The team is comprised of a Supervisor and four SSCs. The team focuses on tenants who are most at risk of losing their housing and require a heightened level of intervention to ensure the local SSC can provide support to other tenants in their portfolio.

The Complex Tenancies Supervisor is a member of the City of Toronto's SPIDER table (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability) as well as FOCUS (Furthering Our Community by Uniting Services), both of which are facilitated by the Social Development Finance and Administration Division to bring multiple City of Toronto resources together in a collaborative nature. FOCUS situation tables are responsive to their specific geographic locales, which include partners that sit at one or multiple tables that specialize in community health, social services, justice services, educational supports, and a plethora of other community-based organizations with a variety of comprehensive supports and services available to the tables. SPIDER takes an inter-divisional approach through a wrap-around approach. The focus is to reduce risk and vulnerability with x1 situation table for the entirety of the City of Toronto. There are approximately 45 partners, and growing which include predominantly city divisions, other government i.e. Provincial services, and at times, community services to fill in service gaps not available across divisions.

The TSHC Complex Tenancies team also collaborates with:

- Toronto Community Crisis Support Service (211-TCCS)
- Community Paramedicine Program
- Toronto Emergency Management Office
- Toronto Shelter and Support Services

In 2023 The Complex Tenancies Team supported 96 unique tenants, 56 of which were discharged back to the regional SSC. They also assisted tenants of the City of Toronto's Rapid Rehousing Initiative in the transition from shelter to housing, providing program participants with an average of 15 hours of transition support. The team also worked with City staff to identify and pilot opportunities to increase the success of the Rapid Rehousing Initiative. Due to the heightened level of case management, on average tenants remain referred to the Complex Tenancies Team for four (4) months.

Paralegal Support Team

Through a reallocation of resources, TSHC established an in-house Paralegal team to ensure that the seniors at risk of losing their housing receive fair and equitable treatment that aligns to TSHC's strategic plan and corporate values through TSHC eviction prevention polices. There are currently 41 tenants that have signed mediated agreements with TSHC paralegal staff to preserve their tenancies, and TSHC maintains an eviction rate of 1% (24 of

1662 tenants that have vacated TSHC units since Jan 1, 2023). TSHC has also decreased its tenant move-out rate over this period at a rate that exceeds other Local Housing Corporation (LHC) providers across Ontario and decreased the average tenant arrears.

Table 2 - Comparison of Tenant Move-out Rates and Arrears

	TSHC Q2 2023	TSHC Q2 2024	LHC Average Q2 2024
Tenant move-out rate	2.1%	1.8%	2.7%
Average amount of arrears	\$1,303	\$1,262	\$1,523

SSCs and Annual Unit Inspections

One of the ISM's key functions was that the SSCs' primary work locations are the buildings within their portfolio and to focus on the integration of services.

TSHC requires that the Integrated Building Team (Maintenance and SSCs) perform the annual unit inspections as a team. This integrated approach allows the SSCs to assess unit conditions and identify tenants for follow-up interventions and support referrals. During the 2023 units inspections of 13952 units, SSCs noted 1732 issues regarding unit conditions that required follow-up in these top categories:

- 583 clutter/housekeeping
- 309 fire safety concerns
- 164 pest issues

The data below shows how TSHC measures against other Local Housing Corporations (LHC) across Ontario in key tenancy performance indicators. The data shows how additional and reallocation of staff have contributed to improved outcomes for tenants and TSHC.

Table 3 - TSHC and LHC Data Comparison

	LHC Avg Q2 2023	TSHC Q2 2023	LHC Avg Q2 2024	TSHC Q2 2024
Housing occupancy rate	97.3%	98.0%	97.6%	98.5%
Unit turnover days	95 days	73 days	85 days	63 days
Households in good financial standing	76.7%	89.9%	76.0%	89.9%
Rent collection performance	95%	99.6%	94.4%	99.5%
Percentage of tenants with debt	18.2%	10.06%	15.5%	10.0%

Staff Training to Support Seniors

The ISM speaks of offering advanced training on seniors' issues for TSHC staff. That work has been undertaken and continues. TSHC's learning initiatives prioritize compliance, continuous improvement, inclusivity, and accessibility. These initiatives are closely aligned

with TSHC's strategic directions, including the application of a seniors lens, ensuring that training programs deliver education relevant to the daily lives and specific needs of seniors. Training is provided through various methods, including eLearning, in-class sessions, and instructor-led workshops. This approach fosters a comprehensive appreciation of the rich life experiences and diverse backgrounds of TSHC tenants.

Seniors-focused training has included:

- Accessibility for Ontarians with Disabilities – Working Together - The Code and the AODA: 219 (76%) staff completed as assigned
- Accessibility for Ontarians with Disabilities – AccessForward: Integrated Accessibility Standards Regulation: 249 (76%) staff completed as assigned
- Understanding Dementia: 207 (94%) staff completed as assigned
- Non-Violent Crisis Intervention: 124 (56%) staff (primarily front line) completed as assigned
- Mental Health First Aid for Seniors: 14 (100%) staff completed as assigned
- Alternative Dispute Resolution: 32 (100%) staff completed as assigned

TSHC is also actively working to develop partnerships aimed at expanding TSHC's seniors-focused training offerings, with upcoming programs such as:

- Hoarding Awareness and Intervention
- Aging in the Community, in partnership with NORC Innovation Centre
- The Regional Geriatric Program, in partnership with Unity and Sunnybrook Hospitals

Innovation #2: Revise seniors-specific policies to better respond to the unique challenges faced by seniors

This component of the ISM strives to better respond to the unique housing challenges faced by senior tenants. Over the past two years, TSHC has advanced work in improving its policies to be more seniors-specific.

Use of Community Space Policy

The Use of Community Space Policy enables tenants and agencies to use the communal spaces at TSHC buildings for programming activities and events. This policy is designed to improve the well-being, community engagement, friendship, and learning of the tenants. It also outlines the expectations and responsibilities for anyone organizing or participating in programs in the communal spaces, including tenants, staff, agencies, and guests.

The Use of Space Policy is currently undergoing review, and an enhanced version will be presented to the Quality, Tenant, and Engagement Committee, followed by consideration for approval at the Board in October 2024.

The proposed new policy includes several key changes based on recommendations from tenant consultations. Some of the proposed changes include holding building meetings with tenants to prioritize events and programming for each building, shortened forms for tenants, and developing overall policy and community space guidelines for tenants, staff, and agencies.

Community Activities Fund Policy

Implemented in April 2024, The Community Activities Fund (CAF) Policy provides tenants with the necessary 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 to tenants. The CAF Policy was developed through a co-design process with tenants and applies to all tenants. The input focused particularly on how to improve the previous policy (formerly known as the Tenant Action Fund - TAF). On each Building profile, the CAF reference shows the dollars allocated to support activities requested by the tenants within each building.

When TSHC introduced the new policy in April 2024, some key changes from the original TAF policy included:

- Policy name change based on tenant feedback;
- Each building has an annual budget for activities and events, which is based on the number of tenants living in that building; and
- Community Services Coordinators (CSCs) hold building planning meetings with tenants to prioritize events, programs, supplies, and equipment for each building.
- To date in 2024, TSHC has allocated approximately \$125,000 to support events, activities, and equipment that have been approved and supported through the CAF. Several events are planned for the remainder of 2024.

Tenant Human Rights Policy

The Tenant Human Rights Policy is currently being updated and is expected to go to TSHC's Board for approval in Q4 2024. The proposed 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. This includes making complaints internally through TSHC, for which the framework for the complaints procedure is noted in the proposed policy.

As part of the process to develop an internal mechanism to address complaints, TSHC recently conducted several regional tenant consultations to better understand tenants' needs and perspectives. The conversations will inform the development of a system accessible and responsive to tenants. Tenants will also be informed of the policy updates once approved by the Board.

Translation and Interpretation Policy

The Translation and Interpretation Policy plays a crucial role in fostering tenant participation by ensuring that 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. The Translation and Interpretation Policy is currently under review and will undergo consultations with tenants and stakeholders in Q4 2024, with plans for Board consideration in 2025.

Innovation #3 Provide access to a range of health, social, and wellness services to tenants in their building, where feasible and desired by the tenants

To provide access to services and supports that tenants desire to age at home in dignity, TSHC has been doing considerable work to strengthen programs and partnerships. As of the end of Q2 2024, TSHC has 55 partners, providing 155 programs tracked in five key areas: faith-based; food security; health and wellness; personal development, and social recreation. In Q2 2023, TSHC had 123 programs.

TSHC is undertaking a comprehensive review and update of all partnerships, and through that review, seeking to expand programs with existing partners as requested by tenants in 2024. Partners provide programs such as food banks, exercise, fall prevention education, as well as capacity building programs to strengthen tenant skills in leading activities within their community. TSHC also collaborates with many City divisions.

Partnership Table

In late 2023, a Partnership Table was created at TSHC as a natural progression from the ISM Implementation Table previously run by the City's Seniors Services and Long-Term Care Division. The new table meets six times per year and seeks to bring select partners together to forge an anchor agency approach to healthcare program service delivery. This means working through a health provider organization, such as a hospital, that has strong ties with Ontario Health Teams (OHTs). This helps TSHC to better align services, delivered by the OHTs and Community Health partners, to meet the needs of tenants in a more coordinated and intentional way, using already funded services. This table includes Seniors Services and Long-Term Care, Toronto Paramedics, other health service provider organizations, and four tenant volunteers, one from each region.

Partnerships with Health and Wellness Providers

As of Q2 2024, there are 195 programs underway, 155 provider-led and 40 tenant-led across 83 buildings. 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.

Currently, TSHC is undertaking a comprehensive review and update of all partnerships and through that review, seeking to expand partnerships with existing partners to deliver programs requested by tenants in 2024.

We are working with key partners such as Baycrest, other hospitals, and Ontario Health Teams for these agencies to provide more locally delivered health services to tenants in TSHC buildings. Baycrest has introduced Health Bay Kiosks in four buildings to offer tenants a self-service option to access health and care resources since April 2024. While this resource is English only currently, work is underway by Baycrest to add more languages, and more videos, and improve access for tenants. Health Bay Kiosks is a web platform designed specifically for TSHC tenants. It provides access to health information and education resources; self-assessments to learn about their well-being; access to useful resources and the ability to request support from the Neighbourhood Care Team members in their building.

Another key partner is the University Health Network and the Naturally Occurring Retirement Community (NORC) Innovation Centre. The NORC Ambassador Training Program helps tenants to become more active tenant volunteers. Since 2023, NORC has delivered training at four buildings to help strengthen tenant skills in capacity/community building within their buildings. Discussions are underway to expand the NORC Ambassador Training Program and make it more available to more tenants in Q2 2025.

Some partnerships develop outside of formal agreements with TSHC, at the direct request of a tenant. One such example is House Calls which services over 500 TSHC tenants in the west end of Toronto. Tenants can directly and independently access doctors, nurses, and therapists through this service. This type of access does align with independent living for those able and willing to make those relationships on their own. TSHC partnership work supports those who need help accessing services and support but don't know how to gain access on their own.

Housing Support Partners within City Divisions

We have noted some key partnerships, some underway and some in development, within the City of Toronto that contribute to tenant health and well-being.

Toronto Public Health

Toronto Public Health (TPH) recently presented a report on Healthy Aging in Toronto to the Board of Health, outlining that the number of older adults in Toronto is estimated to rise by over 50 percent by 2041. This demographic shift comes with anticipated poorer health outcomes among low-income older adults, including increased difficulty accessing health and social services, effects of social isolation and loneliness, and health impacts related to changing environments. To promote and protect the health of a growing population of older adults, in a manner that focuses on prevention and actions that work at a population level, TPH works closely with community and City partners to identify and implement interventions to enhance the social, natural, and built environments.

In addition to these broader initiatives, TPH engages in specific interventions for eligible older adults – including TSHC tenants. These efforts include providing dental care to low-income adults 65 years and older, services to enhance the protection of older adults against infectious diseases, and managing bed bug infestations through the Toronto Bed Bug Control Initiative (TBBCI). Between July 2023 and July 2024, TPH's Dental and Oral Health Services provided care to an estimated 1600 TSHC tenants, while TBBCI responded to approximately 120 bed bug-related calls and unit preparations. As an active participant in the Ontario Health Coordination and Transformation Table, TPH shares information with healthcare providers that is observed both from Toronto City services and from data. TPH will continue to work through multi-sectoral collaborations to advance a city that is increasingly age-friendly, age-inclusive, and age-equitable for older adults. TSHC and TPH will continue to collaborate to support older adults in Toronto.

Parks, Forestry, and Recreation (PFR)

Community Recreation plays an important role in supporting older adults in the City of Toronto. Recreation provides opportunities for physical activity, learning, and social engagement to enhance quality of life. TSHC has started the engagement process with PFR to explore opportunities for collaboration on programming, service planning, outreach, and

connection to services. This includes mapping of Community Recreation Centres in proximity to the 83 TSHC buildings which is found in Attachment One under Regional Profile. PFR will undertake focused outreach and promotion at the buildings to understand and respond to tenants' interests and needs. This work will continue and be ongoing.

The City of Toronto's Seniors Centres (also known as Older Adult Centres) are designated centres that offer a range of recreation, social, and educational programs for older adults. In addition to these designated locations, older adult opportunities are offered at Community Recreation Centres across the City of Toronto, with program offerings that span fitness, arts, sports, dance, and social programming. In addition to having registered and drop-in community recreational opportunities at centres, individuals can take out a permit to offer their programming and workshops. This could provide an opportunity for tenants at Toronto Seniors Housing to provide a gathering space at nearby community recreation centre locations for older adults to help reduce social isolation. To date, SSCs inform tenants about what City and other community resources are available close to home.

Toronto Public Library

In 2023, and in collaboration with tenants and staff, the Toronto Public Library continued to deliver library programs and services to senior tenants in eight buildings. Services included:

- 'Computers for Beginners' classes for seniors
- individualized help on a variety of topics
- programs for different age groups and interests
- distribution of laptops and Wi-Fi hotspots

The program has been widely successful. Approximately 80% of seniors were comfortable using a laptop after the classes, and 88 % said they gained basic computer skills. Before the program, 47% of tenants said they had never used a computer, and 27% were uncomfortable using one. A follow-up survey conducted six months after the classes showed 71% of participants continued to use computers. This partnership continues in 2024.

Seniors Supportive Housing Program

The City's Seniors Supportive Housing Program, operated by the Seniors Services and Long-Term Care (SSLTC) Division, is a community-based service promoting independent living to eligible tenants in six designated TSHC buildings. TSHC continues to partner with SSLTC to ensure this program enables tenants in designated buildings to live safely and independently through the provision of personal support services, housekeeping, laundry, care coordination, and health and wellness education. Services are provided to tenants by Personal Support Workers (PSWs), and through an on-going assessment process the tenant and on-site Registered Practical Nurse (RPN) mutually agree upon a service plan. Services are on-site and available 24/7 at scheduled or unscheduled times. Through this program, SSLTC staff also partner with other healthcare and community service agencies to better support tenant needs (e.g., OH@home, emergency medical services, local hospitals, and agencies that support specific needs).

ConnectTO

TSHC is working with the City's ConnectTO program to bring digital equity to City-owned properties. City staff are currently implementing a pilot to install Wi-Fi in common areas of select TSHC buildings. The program is targeting a total of 30 sites across both TSHC and TCHC by the end of 2025.

Piano City Initiative

The Piano City project is an initiative between TSHC, Community Music Schools of Toronto (CMST), and the Music Office, part of the Economic Development and Culture division of the City of Toronto. The Music Office has provided \$10,000 via CMST to fund repairs to existing pianos located in TSHC buildings, and to support costs for moving a limited number of privately donated pianos to TSHC facilities identified by TSHC staff. Targeting TSHC locations across the city, this partnership will ultimately lead to performances by CMST staff and students at TSHC buildings with the potential to partner with other organizations to provide additional live music. The Music Office's City Hall Live program may also add further live performances to the Piano City project in 2025.

Housing Eviction and Prevention collaborating with the Office of the Commissioner of Housing Equity (OCHE)

TSHC has revised its Arrears Collection Process (ACP) to focus on early staff intervention and moving files through the ACP to ensure that tenants receive the support that they require as quickly as possible to ensure positive housing outcomes. TSHC's ACP intervention is based on arrears as a percentage of a tenant's rent geared to income housing charge over the past year TSHC staff have reduced the average arrears of files not in the ACP as an indicator of early intervention

Table 4 - Average Unmanaged Arrears by Year

Date	Avg Unmanaged Arrears
Aug 31, 2022	\$384.57
Aug 31, 2023	\$233.96
Aug 31, 2024	\$201.23

TSHC staff have also worked with tenants to reduce the number of outstanding rent reviews to ensure that housing charges accurately reflect tenants' incomes, reducing the number of outstanding rent reviews to 1093 (August 31 TSHC staff average 1,163 reviews per month) with only seven (7) exceeding one year. These measures have reduced the outstanding rental balance from tenants to \$1,663,814.70 as of the end of August 2024, a reduction of \$101,465.71 from August 31, 2023.

In the past year, OCHE has established community partnerships with the Toronto Rent Bank and WoodGreen Community Services. These two partnerships have enabled OCHE to obtain funds for tenants to assist with arrears and to file taxes and collect Notices of Assessments, which are needed to complete Annual Reviews. These relationships have facilitated the collection of arrears through direct payments and the reversal or prevention of losses of subsidy for TSHC tenants.

In 2023, OCHE worked with 160 households from the TSHC portfolio, which accounted for \$534,742.43 in arrears and supported TSHC to collect \$414,800.44 in arrears through Local Repayment Agreements and received \$90,353.46 in direct payments. Through its collaboration with TSHC, 92% (147/160) of the households referred to OCHE avoided eviction and the need to be referred to the Landlord and Tenant Board (LTB).

Innovation #4: Designating care coordinators to each building to help connect tenants to the health and community support services they need.

TSHC provides access to health and support for tenants, in the context of tenants living independently. TSHC is not a healthcare provider; however, TSHC recognizes the important aspects of support that tenants require in this area.

Ontario Health Reallocation of Care Coordinators/System Navigators

Due to the pandemic, the launch of TSCH, as well as ongoing health system restructuring and alignment, TSHC has not been able to address this item which is reliant on health system resources. TSHC is actively working with Ontario Health and other Local Housing Corporations to reintroduce the role of Care Coordinators as a vital link in connecting housing and healthcare for tenants. There is a shared interest between Ontario Health and TSHC to increase access to care for tenants in their buildings. By delivering care and support to tenants in their home or community, healthcare, housing, and more importantly tenants stand to benefit. TSHC is currently working with local Ontario Health Teams with support from Ontario Health and other health and care organizations to strengthen health and care partnerships. An example of that work can be seen with Baycrest where they have two Ontario Health Teams working to support tenants through their partnership with TSHC. It is understood that having Care Coordinators/System Navigators who are within the “circle of care” can be a real benefit to tenants, as TSHC employees are not in that circle unless explicitly requested and consented to by the tenant. Having these resources available may reduce stress on other services such as EMS, Community Paramedics, emergency rooms, Alternate Level of Care beds in hospitals, and long-term care beds.

Connecting with Tenants

To ensure that tenants have a voice in the work of TSHC, a series of initiatives are underway. These include the introduction of a new approach to tenant engagement, receiving guidance from tenants through various tables, and reaching tenants through communications.

Community Connect+ Program

Throughout 2023, TSHC undertook considerable work to build out a new approach to tenant engagement. TSHC wanted to ensure that tenants had a voice in shaping engagement. TSHC’s goal was to support community building, strengthen tenant voices, reduce isolation, and improve staff-tenant relationships. A new approach called Community Connect+ was co-designed with tenants in 2023, approved by the Board on December 8, 2023, and implementation began early in 2024. A diagram depicting the approach is in Attachment Two.

Community Connect+ aligns with TSHC's Strategic Objective to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice. Input for Community Connect+ was gathered through extensive consultations with 312 participants which included tenants, community partners, and staff.

Community Connect+ draws on both the formal and informal elements of 'engagement' as one integrated approach. It forms connections between tenants, staff, service providers, and community partners. TSHC has worked diligently to embed tenant voices in all its work at the Board, STAC, regional, or building level.

Since introducing the program to tenants in January 2024, staff have conducted 68 Annual Building Planning meetings with approximately 1500 tenants to help them learn more about a key component of Community Connect+, the Community Activities Fund (CAF). The CAF supports tenants in engaging in programs and activities that matter to them in their buildings.

Through the 68 meetings, TSHC received requests for 351 tenant-led activities and 326 provider-led programs. By comparison, in 2023, TSHC had 31 recurring tenant-led programs, and 144 provider-led programs organized by 57 service providers. In 2023, TSHC funded 99 tenant-initiated community events including 40 Community Winter Celebrations in December. In 2023, TSHC spent \$134,686 on tenant events which was a 120% increase over 2022's total of \$61,250. In 2024, TSHC has budgeted \$310K to support tenant-led activities. Tenants are leading programs primarily in the social recreation area. As of September 2024, staff have supported tenant volunteers who have led 45 events, including 41 BBQs, that took place this summer across TSHC buildings where over 4,400 tenants attended. Of those who provided feedback, 95% of tenants would like to host another BBQ in the future, and the remaining 5% are interested in hosting a different type of event. Staff are planning to support tenants in delivering over 65+ celebrations between October and December 2024.

We also received over 300 requests for equipment for activities ranging from board games to ping-pong tables, indoor and outdoor furniture, TVs, and BBQs. In 2023, TSHC processed 91 requests. To date, TSHC has delivered equipment to support 35 completed CAF applications. TSHC is working to optimize the use of funds through capital expenditures for equipment.

There was also a considerable rise in tenants' desire to volunteer. Community Connect+ focuses on community development and does not include formally elected or appointed tenant leaders. The approach focuses on building circles where everyone who wants to participate can have a voice. In 2023, TSHC had 73 tenant leaders. By the end of Q1 2024, 467 tenants indicated an interest in becoming a tenant volunteer. Since April 2024, 58 tenant circles have been formed across many buildings. They meet regularly to plan events and activities with each other with support from the Community Services Coordinators as needed. TSHC is working on a Multidisciplinary Urban Capstone Research Project with the University of Toronto, to design a volunteer development program to support tenants who want to be active volunteers. Concurrently staff are working with the Implementation Table (more about that below) to develop a volunteer training/learning program to strengthen tenant skills in volunteering. Learning activities are expected to start later this year.

Community Connect+ Implementation Table

This table is made up of six tenants and two staff. Tenants advise on the Implementation of Community Connect+. Earlier this year, they drafted a Tenant Volunteer Code of Conduct, metrics for measuring the success of Community Connect+, and informed the future development of activities, policies, and processes related to Community Connect+. In 2025, they will also inform a new Volunteer Development Program. This table meets every six weeks, and its membership includes a TSHC Tenant Board Director.

Senior Tenants Advisory Committee (STAC) Meetings

In 2020, The Senior Tenants Advisory Committee (STAC) was established at Toronto Community Housing Corporation to inform the development of the ISM and later the work of TSHC pre- and post-transition to the present day. STAC members offer guidance and input that aid staff in better meeting the needs of tenants. In the past three years, STAC has guided key reports/resources such as the Health Commons report, Joy Connelly tenant engagement report, SSLTC ISM Evaluation report, and TSHC Strategic Directions and Key Performance Indicators, as well as several policy-related initiatives.

In late summer 2024, STAC passed a new Terms of Reference with the input of members. In 2024, they have advised on the Use of Community Space Policy, the Translation and Interpretation Policy, and the Tenant Human Rights Policy. They have also provided feedback on the Community Activities Fund and work related to Community Connect+.

Currently, STAC meets six times per year and has eight active members. A recruitment strategy is being developed in collaboration with the City's Housing Secretariat team, TSHC, and STAC members. STAC members will be asked to be actively involved in the recruitment process. The goal is to have 24 members to provide optimal representation across the four regions of 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.

Regional Meetings

These were introduced in 2023 to offer tenants more of a voice in what happens not just in their building but in buildings across the corporation. Regional meetings are held three times per year, one per each of the four regions, providing a place for tenants who want to engage with others outside of their buildings to learn, create new friendships, and grow their community network. In 2023, TSHC held 12 meetings and in 2024, eight have been completed. The next set of meetings will be held in October. These meetings offer tenants an opportunity to share their experience and knowledge, provide valuable input into corporate policies or programs, and learn more about how changes affect them.

Communications

Tenants continue to rely primarily on print and face-to-face communications to learn about what's happening in their communities. While TSHC has a social media and digital footprint, a great deal of effort goes into providing information to tenants in printed format.

Communication product highlights from 2023 include:

- Four Seniors Speak tenant newsletter issues, each featuring on average three tenant stories per issue, and a Community Letter with video to aid in accessibility. Seniors Speak is published in six languages based on historical tenant requests.
- 100+ posters on topics such as Pest Management, Rent Geared to Income (RGI) process changes, and events; posters are distributed in English and then the top language of each building
- Supported Community Connect+ and Community Activities Fund communications
- Mailed out over 150 volunteer appreciation letters from the CEO
- Supported Tenant Experience Survey Communications which were distributed to all TSHC tenants.
- Collaborated with R-PATH to improve tenant knowledge about accessibility resources and provided R-PATH's Accessibility Is for You Guide in 13 languages on the TSHC website.
- Translation of documents on demand
- Offered 59 interpreters at corporate and regional events; staff have access to two apps and live phone interpretation services for individual tenant support.

In 2024, the Communications Team is focusing on these activities:

- Introducing a tenant email subscription option
- Streamlining bulletin boards for consistency across buildings
- Relunched CEO visits with tenants
- Delivering an updated Tenant Welcome Package
- Supporting Regional Tenant Volunteer Meetings by providing timely summaries after each meeting and introducing a bi-monthly Tenant Volunteer newsletter
- Launching audio recordings of Seniors Speak

Informing TSHC's Path Forward

2023-2025 Strategic Directions

The TSHC Strategic Directions, Key Performance Indicators, and Roadmap were approved in April 2023 and subsequently extended to a 2023-2025 timeline in February 2024 by the Board. The 2023-2025 Strategic Directions outline the key initiatives, milestones, and measures that will guide progress within TSHC, including:

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

TSHC's 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.

The Strategic Directions and Roadmap include 137 time-limited activities across four Strategic Objectives and two Strategic Enabler categories:

Strategic 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 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.

Through Q2 2024, TSHC has completed 60 of the activities, or approximately 44% on the Roadmap, and quarterly progress reports are reported to the Quality and Tenant Engagement Committee and the Board. More information on the TSHC 2023-2025 Strategic Directions is available [here](#) on the TSHC website.

TSHC has also established a Key Performance Indicator (KPI) dashboard that is reported to the TSHC Board quarterly that highlights TSHC's achievements and performance. These KPIs are set against TSHC's 2023-2025 Strategic Directions, which address and expand all ISM innovations, and demonstrate how TSHC continues to add value to the City's investment in TSHC. TSHC's most recent KPI dashboard has been included in Attachment Two and the dashboard is also public on the TSHC website [here](#).

TSHC Quality Improvement Projects

To support continuous improvement, in 2023 TSHC completed three Quality Improvement Projects (QIPs) in 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. Over the last year, TSHC has been implementing the recommendations with 15 of 31 (48%) time-bound recommendations completed as of Q2 2024, and an additional 58 ongoing actions. Of the 16 time-bound recommendations in progress, the majority will be completed by the end of 2024 with a small remainder in 2025 and beyond. TSHC recently brought a one-year progress update on the QIPs to STAC and is also bringing this update forward to the Quality and Tenant Engagement Committee and Board in October 2024. TSHC is committed to continuing to support service improvements to tenants and will consider future QIP opportunities in 2025.

TSHC 2023/2024 Tenant Experience Survey

The 2023/2024 TSHC Tenant Experience Survey sought to build upon this earlier effort to understand the experiences of tenants at TSHC and to develop a baseline to measure progress on its Strategic Directions. All TSHC tenants were engaged and in total 3,223, or 24%, of tenants completed the survey, exceeding the target rate of 20%. The strong response rate also helped facilitate analysis at the regional level.

The following findings were found from the survey.

Overall, tenants feel positively about TSHC services:

- 80% of tenants are generally happy with services provided by TSHC, a sentiment that is generally equivalent across all regions.
- 82% are proud to be tenants at TSHC.

Tenants also feel positively about several other areas, including but not limited to:

- The level of maintenance (85%) and cleanliness (86%) in their buildings.
- How accessible their units and buildings are (90%).
- How safe they feel in their homes (83%).
- Staff being respectful (87%) and taking accountability for their work (80%).

A regression analysis was conducted to filter through areas where tenant satisfaction was low and to identify priority actions that would make the greatest impact on overall satisfaction.

These included:

- Improving the quality of program offerings in buildings.
- Improvements to how tenants are referred to/get information to access the various services they need.
- Working to create a more comfortable environment for tenants to share their complaints and concerns with staff.

TSHC is currently working with staff and tenants to evolve actions coming from these survey results and to inform future priorities and actions. TSHC intends to conduct this survey every two years.

Closing Remarks

TSHC is building on its foundational aspects of operating buildings in a way that brings more services to senior tenants to age at home with dignity, respect, comfort, and the services they need to remain engaged in their communities. TSHC has seen results in its approaches to minimize evictions, improve the quality of life for tenants, and offer tenants a voice in building their sense of community. TSHC will continue to work on strengthening partnerships to further improve the quality of life for tenants in the face of a rapidly aging population with ever-growing needs. TSHC will continue to value the voices of tenants and seek to learn from them and honour their lived experiences. TSHC will continue to highlight achievements through TSHC Board reports and TSHC's [Annual Report](#) to City Council.

CONTACT

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SIGNATURE

Tom Hunter

Chief Executive Officer, Toronto Seniors Housing Corporation

ATTACHMENTS

Attachment One: Regional and Building Profiles

Attachment Two: Key Performance Indicators (Q2 2024) and Community Connect+

End

Toronto Seniors Housing Corporation (TSHC)

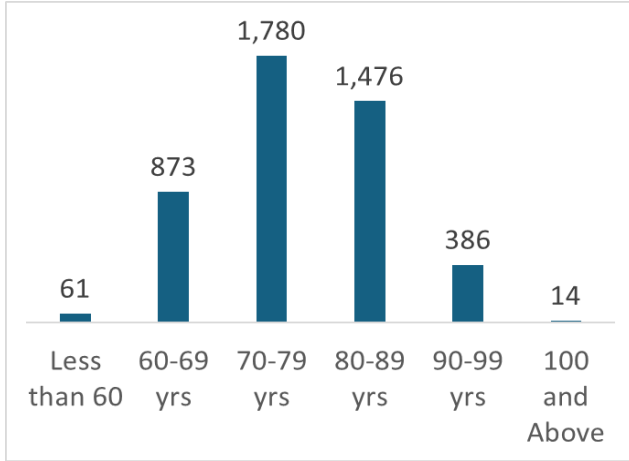
The regional and building profiles for the NORTHEAST region.

North East

Unit Types

Bachelor	2,517 units (62%)
1-bedroom	1,525 units (38%)
2-bedroom	4 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	39% of tenants
Cantonese	14%
Mandarin	8%
Farsi	2%
Tamil	2%
Other	35%

City of Toronto Wards

- 1 Don Valley East
- 2 Don Valley North
- 3 Don Valley West
- 4 Scarborough Centre
- 5 Scarborough Southwest
- 6 Scarborough-Agincourt
- 7 Scarborough-Guildwood
- 8 Scarborough-Rouge Park
- 9 Toronto-St. Paul's
- 10 Willowdale

TSHC Buildings within House Calls Postal Code(s)

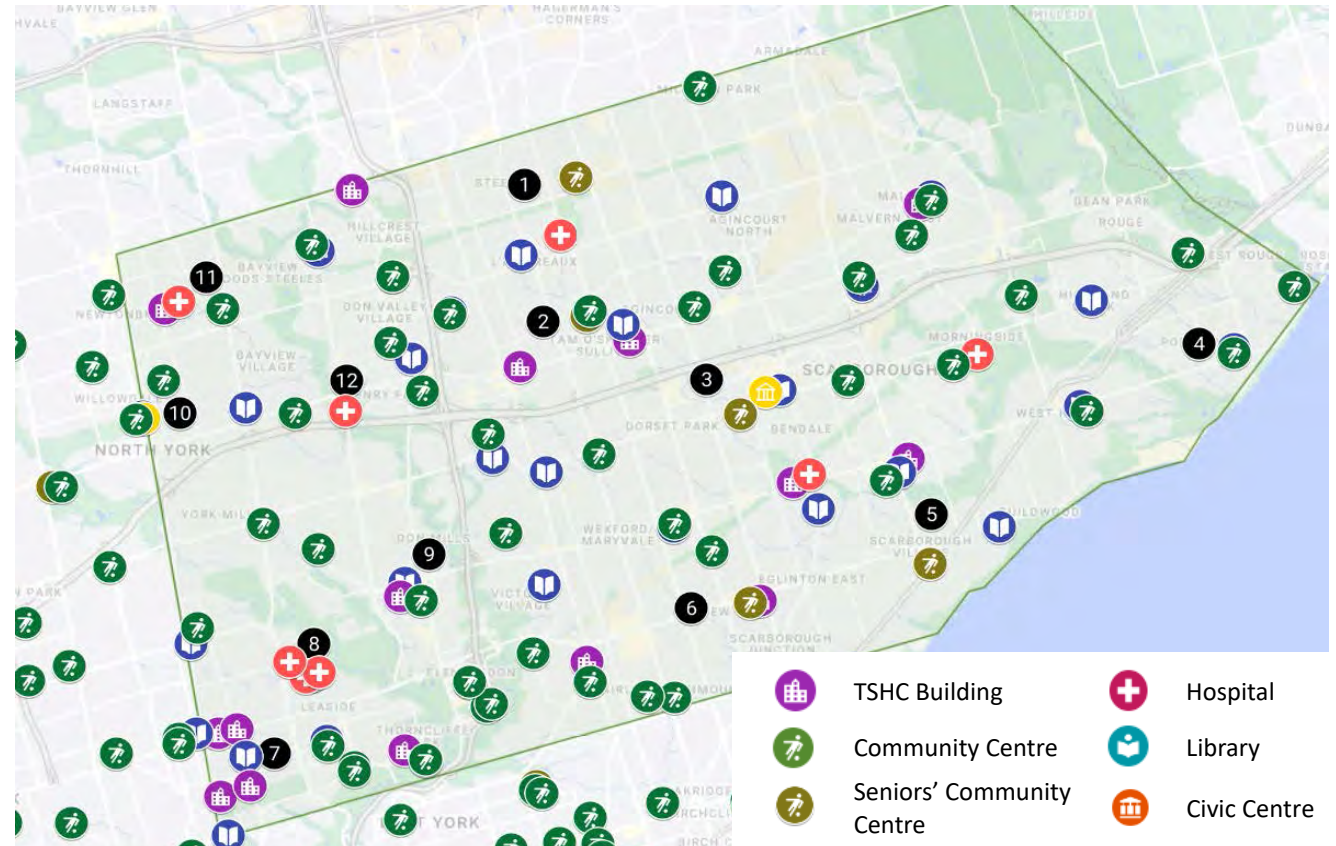
1. 71 Merton St.
2. 130 Eglinton Ave. E.
3. 801 Mount Pleasant Rd.
4. 384 Mount Pleasant Rd.

Number of Calls for Service (Community Safety Unit)

Year	2021	2022	% Change (2022)	2023	% Change (2023)
Number of Calls	1,077	1,272	18%	1,667	31%

Note: The data shown represents the best available information as of September 2024.

Regional Map



Points of Interests

- | | |
|-----------------------------------|--------------------------------|
| 1 L'Amoreaux Community Centre | 7 Mount Pleasant Library |
| 2 Stephen Leacock Seniors' Centre | 8 Sunnybrook Hospital |
| 3 Birkdale Community Centre | 9 Don Mills Library |
| 4 Port Union Community Centre | 10 North York Civic Centre |
| 5 Scarborough Village Centre | 11 St. John's Rehab |
| 6 Don Montgomery Community Centre | 12 North York General Hospital |

175 Cummer Avenue – Willowdale Manor



Units	246
Description	4 - Storey Low Rise Apt Bldg
Building age	54 years
City Ward	Willowdale
Location	Bayview Ave. & Cummer Ave.

Program Requests (2024/25)

- 1 Fresh Food Markets
- 2 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 3 English Lessons
- 4 Knitting
- 5 Singing/Music Lessons

Preferred Spoken Language

English	37% of tenants
Cantonese	12%
Mandarin	9%
Farsi	7%
Korean	6%
Other	29%

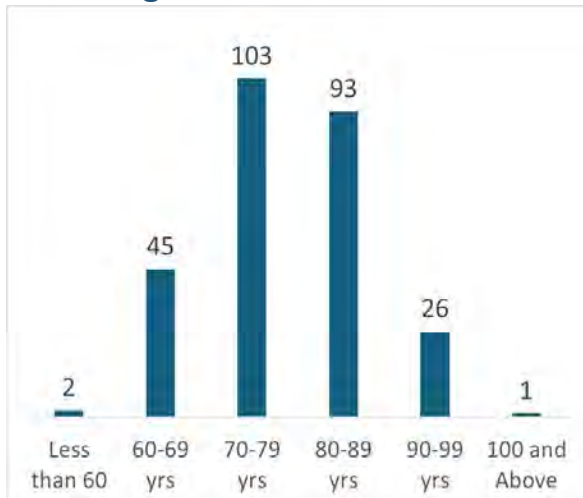
Community Activities Fund (CAF)

2024 budget	\$5,024.85
2024 spent to date	\$3,013.75

Unit Types

Bachelor	171 units (70%)
1-bedroom	75 units (30%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM	Tenant Led Tai Chi Weekly (8:30am-9am)	Tenant Led Tai Chi Weekly (8:30am-9am)	Tenant Led Tai Chi Weekly (8:30am-9am)	Tenant Led Tai Chi Weekly (8:30am-9am)	Tenant Led Tai Chi Weekly (8:30am-9am)	Tenant Led Tai Chi Weekly (8:30am-9am)	Tenant Led Tai Chi Weekly (8:30am-9am)
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM					NeighbourLink Social Activities Bi-Weekly (1:30pm-4:30pm)		
2:00 PM							
3:00 PM			Tenant Led Karaoke Weekly (2pm-3:30pm)				
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Seniors Services and Long-Term Care (City of Toronto) (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	40
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	N/A
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

4000 Don Mills Road – Cliffwood Manor



Units	397
Description	6 - Storey Mid Rise Apt Bldg
Building age	44 years
City Ward	Don Valley North
Location	Don Mills Rd. & Steeles Ave.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Computer Basics
- 3 English Lessons
- 4 Fire Prevention
- 5 Fraud Prevention and Safety

Preferred Spoken Language

Cantonese	25% of tenants
English	19%
Mandarin	15%
Farsi	7%
Romanian	2%
Other	32%

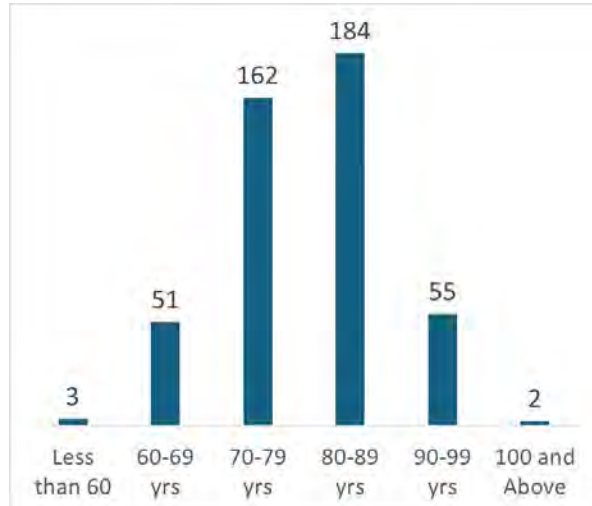
Community Activities Fund (CAF)

2024 budget	\$8,109.21
2024 spent to date	\$3,589.39

Unit Types

Bachelor	298 units (75%)
1-bedroom	99 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		 Triscare Community Support Services Exercise Weekly (9:30am-12:30pm)					
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM				 Tenant Led Bible Study Bi-Weekly (1pm-3pm)			
2:00 PM							
3:00 PM				 Tenant Led Happy Caring Program Bi-Weekly (2pm-4pm)			
4:00 PM							
5:00 PM						 Tenant Led Bingo Weekly (7pm-9pm)	

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

- Seniors Services and Long-Term Care (City of Toronto) (Supportive Housing)
- Reena (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	58
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:2
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

130 Eglinton Avenue East – Montgomery Place



Units	266
Description	15 - Storey High Rise Apt Bldg
Building age	43 years
City Ward	Toronto-St. Paul's
Location	Yonge St. & Eglinton Ave. E.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Walking Group
- 3 Fresh Food Markets
- 4 Singing/Music Lessons
- 5 Healthy Eating/Cooking Classes

Preferred Spoken Language

English	56% of tenants
Russian	6%
Korean	4%
Spanish	3%
Serbian	2%
Other	29%

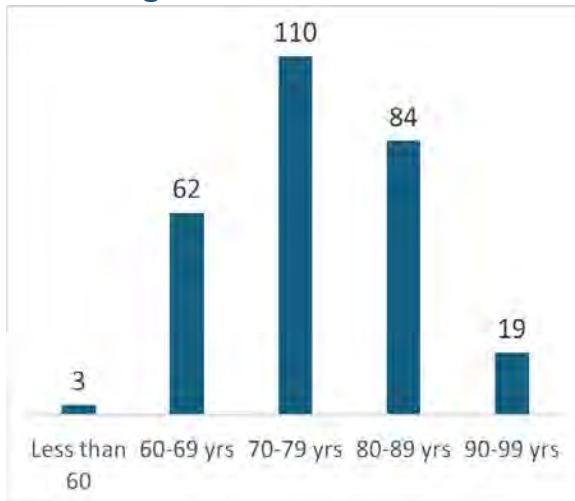
Community Activities Fund (CAF)

2024 budget	\$5,433.37
2024 spent to date	\$2,096.47

Unit Types



Bachelor	210 units (79%)
1-bedroom	56 units (21%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		 SPRINT Senior Care Gentle Exercise Weekly (9:30am-11:30am)					
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

SPRINT Senior Care
 (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	23
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

65 Greencrest Circuit – Cederbrae Manor



Units	400
Description	13 - Storey High Rise Apt Bldg
Building age	47 years
City Ward	Scarborough-Guildwood
Location	Lawrence Ave. E. & Markham Rd.

Program Requests (2024/25)

- 1 Computer Basics
- 2 Strength and Fall Prevention fitness
- 3 Singing/Music Lessons
- 4 English Lessons
- 5 Aerobic Activities/Dancing/ Zumba fitness

Preferred Spoken Language

English	48% of tenants
Tamil	11%
Cantonese	5%
Other	36%

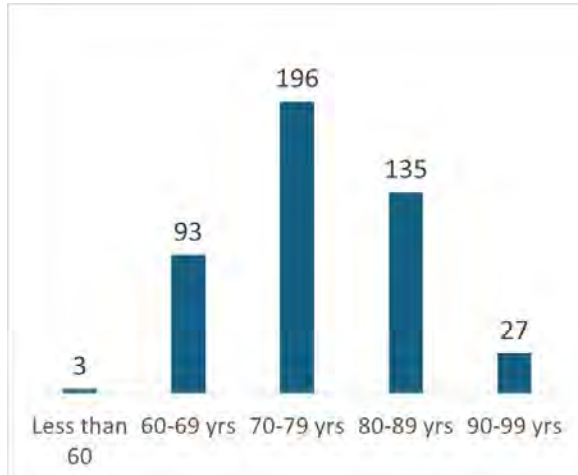
Community Activities Fund (CAF)

2024 budget	\$8,170.49
2024 spent to date	\$4,614.12

Unit Types

Bachelor	304 units (76%)
1-bedroom	96 units (24%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM						🙏	
9:00 AM					🙏	Scarborough Centre for Healthy Communities Gentle Yoga Weekly (9:30am-11am)	
10:00 AM					Toronto Paramedics Services Medical Clinic Bi-Weekly (8:30am-1:30pm)		
11:00 AM				🍰			🍰
12:00 PM				🍰			Sri Sathya Saibaba Food Delivery Monthly (11am-12pm)
1:00 PM				🙏			
2:00 PM				🙏		🙏	🙏
3:00 PM			🙏				🙏
4:00 PM			🙏				🙏
5:00 PM			🙏				🙏

🎓	Learning and Development	🍰	Food Security	🙏	Health and Wellness	👥	Social Recreation	🙏	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Transcare Community Support Services (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	36
Tenant volunteers	3
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	3:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

1700 Finch Avenue East – Seneca Towers



Units	275
Description	18 - Storey High Rise Apt Bldg
Building age	45 years
City Ward	Don Valley North
Location	Don Mills Rd. & Finch Ave. E.

Program Requests (2024/25)

- English Lessons
- Computer Basics
- Stretching, Yoga, Taichi
- Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- Singing/Music Lessons

Preferred Spoken Language

English	37% of tenants
Cantonese	19%
Mandarin	11%
Russian	3%
Other	30%

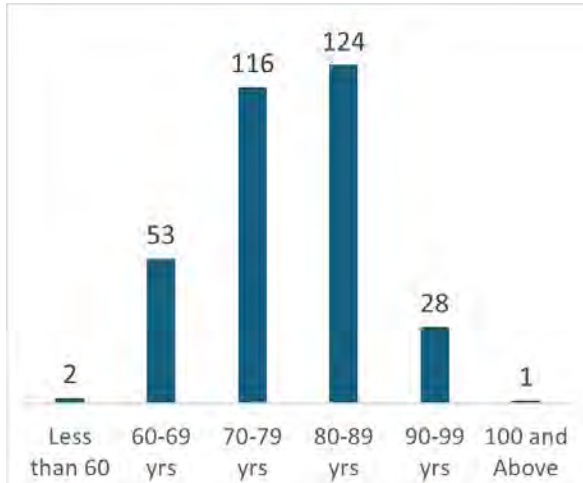
Community Activities Fund (CAF)

2024 budget	\$5,617.21
2024 spent to date	\$2,681.65

Unit Types

Bachelor	205 units (75%)
1-bedroom	70 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM			Chinese Evangelical Alliance Church of Toronto Bible Study Bi-Weekly (4pm-5:30pm)			Tenant Led Singing Weekly (7pm-8pm)	
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Yee Hong Centre
(Housing Services)

Tenant Volunteers

Engaged at building planning meeting	50
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

3825 Sheppard Avenue East – Tam O’Shanter Apartments



Units	300
Description	13 - Storey High Rise Apt Bldg
Building age	49 years
City Ward	Scarborough-Agincourt
Location	Sheppard Ave. E. & Kennedy Rd.

Program Requests (2024/25)

- 1 Stretching, Yoga, Taichi
- 2 Onsite health information (e.g., diabetes, mental health, heart health, medication management, addictions, dementia)
- 3 Meal Delivery
- 4 English Lessons
- 5 Computer Basics

Preferred Spoken Language

Cantonese	57% of tenants
Mandarin	14%
English	10%
Other	19%

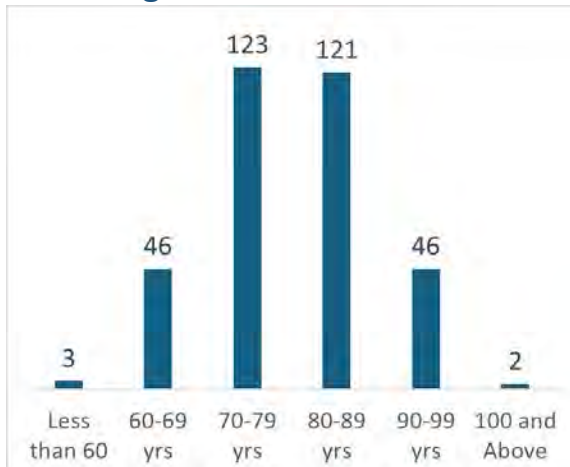
Community Activities Fund (CAF)

2024 budget	\$6,127.87
2024 spent to date	\$5,034.47

Unit Types

Bachelor	264 units (88%)
1-bedroom	36 units (12%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		🎓				👥	
10:00 AM		Carefirst Mandarin Sharing Group / English Learning Class Weekly (10am-11:15am)		🤝	Carefirst Adult Day Program Monthly (10am-2pm)		
11:00 AM				Mobility Matters Exercise and Falls Prevention Weekly - (1pm-2pm)			
12:00 PM		🤝					
1:00 PM		Mobility Matters Exercise and Falls Prevention Weekly - (1pm-2pm)	🎓	Toronto Swatow Baptist Church Bible Study Monthly (3pm-4:30pm)			
2:00 PM			Toronto Public Library Community Librarian Weekly (2pm-3:30pm)		Toronto Public Library Community Librarian Weekly (2pm-3:30pm)	🎓	
3:00 PM							
4:00 PM				👥	Tenant Led Mandarin Bible Study Weekly (3pm-5pm)	👥	
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	👥	Social Recreation	👤	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Carefirst Seniors and Community Services Association
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	55
Tenant volunteers	4
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	3:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

120 Town Haven Place – Gus Harris Place



Units	150
Description	17 - Storey High Rise Apt Bldg
Building age	35 years
City Ward	Scarborough Southwest
Location	Eglinton Ave. E. & Midland Ave.

Program Requests (2024/25)

- 1 Food Banks
- 2 English Lessons
- 3 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 4 Aerobic Activities/Dancing/ Zumba
- 5 Computer Basics

Preferred Spoken Language

English	55% of tenants
Cantonese	7%
Mandarin	4%
Tamil	3%
Other	31%

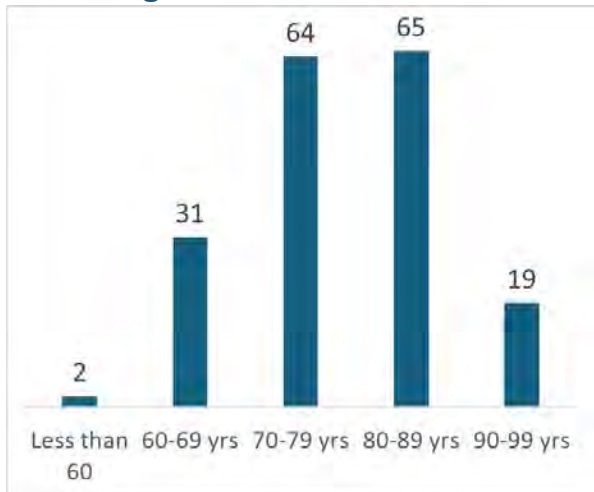
Community Activities Fund (CAF)

2024 budget	\$3,063.93
2024 spent to date	\$2,799.47

Unit Types

Bachelor	0 units (0%)
1-bedroom	150 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM				🤝			
9:00 AM		👥		🏥			
10:00 AM		*TIGP Fun and Games (Learn English through games) Weekly (10am-11am)	🍽️ Hope Kitchen Preparing and Providing Meals Weekly (10am-3pm)	🏥 Toronto Paramedic Services Medical Clinic Bi-Weekly (8:30am-1:30pm)			
11:00 AM							🍽️ Sri Sathya Saibaba Distribute Meals Bi-Weekly (11am-2pm)
12:00 PM				🏠 SOSO World Ministries Provide Food and Essential Items Bi-Weekly (11am-2pm)	🍽️		
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍽️	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Transcare Community Support Services
(Personal Care and Homemaking)

Tenant Volunteers

Engaged at building planning meeting	40
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

20 Sanderling Place – Sanderling Place



Units	90
Description	5 - Storey Mid Rise Apt Bldg
Building age	34 years
City Ward	Don Valley East
Location	Lawrence Ave. E. & The Donway W.

Program Requests (2024/25)

- 1 English Lessons
- 2 Stretching, Yoga, Taichi fitness
- 3 Computer Basics
- 4 Knitting
- 5 Drawing and Painting craft

Preferred Spoken Language

English	29% of tenants
Korean	17%
Farsi	7%
Romanian	5%
Mandarin	5%
Other	37%

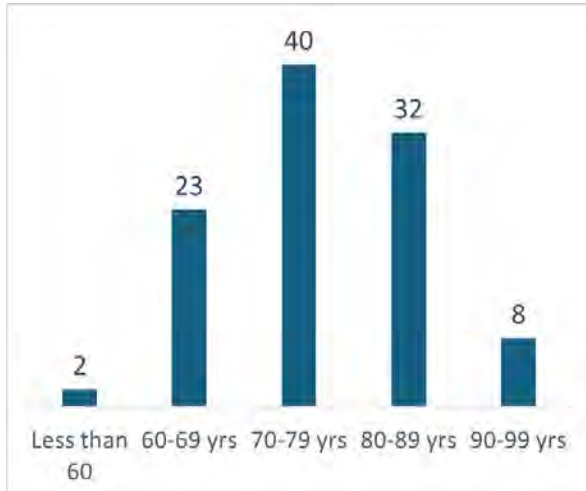
Community Activities Fund (CAF)

2024 budget	\$1,838.36
2024 spent to date	\$1,801.46

Unit Types

Bachelor	0 units (0%)
1-bedroom	90 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	12
Tenant volunteers	1
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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384 Mount Pleasant Road – George Barker Manor



Units	155
Description	8 - Storey High Rise Apt Bldg
Building age	31 years
City Ward	Toronto-St. Paul's
Location	Mt. Pleasant Rd. & Merton St.

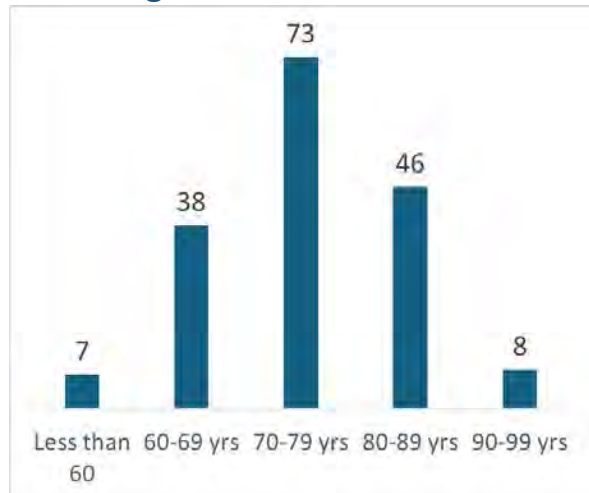
Program Requests (2024/25)

1	English Lessons
2	Food Banks
3	Community Meals
4	Healthy Eating/Cooking Classes
5	Tax Clinics

Unit Types

Bachelor	0 units (0%)
1-bedroom	155 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	49% of tenants
Russian	6%
Korean	3%
Spanish	2%
Farsi	2%
Other	38%

Community Activities Fund (CAF)

2024 budget	\$3,166.06
2024 spent to date	\$2,147.17

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM				SPRINT Senior Care Farmer's Market BI Weekly (1pm-2:30pm)			
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

SPRINT Senior Care (Supportive Housing)
Baycrest Hospital (Integrated Community Care Team)

Tenant Volunteers

Engaged at building planning meeting	12
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

71 Merton Street – Janet Magee Manor



Units	167
Description	10 - Storey High Rise Apt Bldg
Building age	44 years
City Ward	Toronto-St. Paul's
Location	Yonge St. & Davisville Ave.

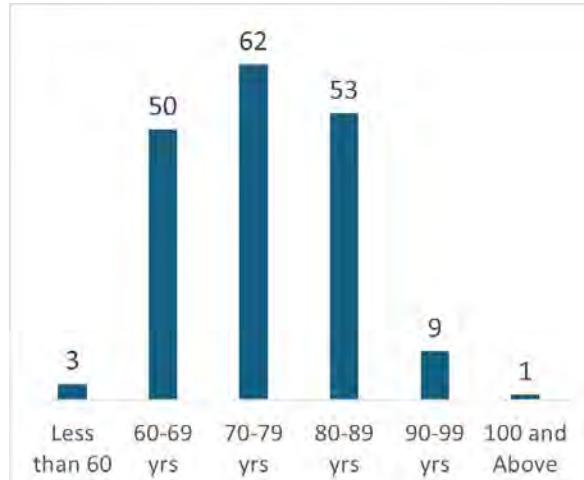
Program Requests (2024/25)

- 1 English Lessons
- 2 Computer Basics
- 3 Singing/Music Lessons
- 4 Fresh Food Markets
- 5 Drawing and Painting

Unit Types

Bachelor	120 units (72%)
1-bedroom	47 units (28%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	64% of tenants
Russian	5%
Korean	3%
Other	28%

Community Activities Fund (CAF)

2024 budget	\$3,411.18
2024 spent to date	\$2,773.47

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		Baycrest Digital Help (1:1) Weekly (10:30am-12pm)	SPRINT Senior Care Gentle Exercise Weekly (10:30am-11:30am)				
11:00 AM							
12:00 PM							
1:00 PM				SPRINT Senior Care Farmer's Market Monthly (1pm-2:30pm)	Tenant Led Arts and Crafts Weekly (1pm-3pm)	Tenant Led Arts Classes and Colour Meditation Weekly (2pm-4pm)	
2:00 PM		Toronto Public Library Community Librarian Weekly (2pm-4pm)		Toronto Public Library Community Librarian Weekly (2pm-4pm)			
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Baycrest Hospital
(Integrated Community Care Team)

Tenant Volunteers

Engaged at building planning meeting	29
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

1315 Neilson Road – Neilson Hall Apartments



Units	126
Description	5 - Storey Mid Rise Apt Bldg
Building age	33 years
City Ward	Scarborough-Rouge Park
Location	Neilson Rd. & Sewells Rd.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Stretching, Yoga, Taichi fitness
- 3 Food Banks
- 4 Singing/Music Lessons
- 5 Healthy Eating/Cooking Classes

Preferred Spoken Language

English	49% of tenants
Tamil	12%
Cantonese	10%
Mandarin	3%
Other	26%

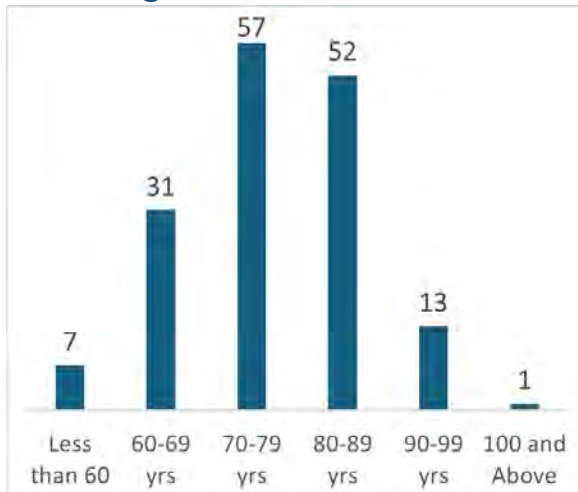
Community Activities Fund (CAF)

2024 budget	\$2,573.70
2024 spent to date	\$2,468.65

Unit Types

Bachelor	0 units (0%)
1-bedroom	122 units (97%)
2-bedroom	4 units (3%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM			👐		👐		
9:00 AM		Scarborough Senior Tamil's Association Cultural and Social Program Weekly (9am-5pm)	Mobility Matters Exercise and Falls Prevention Weekly (9am-10:30am)		Mobility Matters Exercise and Falls Prevention Weekly (9am-10:30am)		
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM		Tenant Led Bingo Weekly (6pm-9pm)					
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	👐	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	22
Tenant volunteers	1
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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2008 Pharmacy Avenue – Wishing Well Manor



Units	293
Description	13 - Storey High Rise Apt Bldg
Building age	49 years
City Ward	Scarborough-Agincourt
Location	Sheppard Ave. E. & Pharmacy

Program Requests (2024/25)

N/A

Preferred Spoken Language

Cantonese	38% of tenants
Mandarin	27%
English	11%
Arabic	2%
Farsi	2%
Other	20%

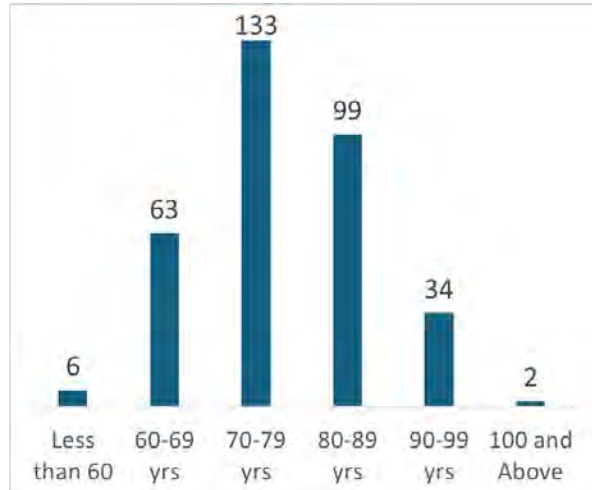
Community Activities Fund (CAF)

2024 budget	\$5,984.88
2024 spent to date	\$3,901.83

Unit Types

Bachelor	260 units (89%)
1-bedroom	33 units (11%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM		Tenant Led Exercise, Singing, and Dancing Weekly (3pm-4:30pm)	Mobility Matters Exercise and Falls Prevention Weekly (2pm-4pm)	Tenant Led Exercise, Singing, and Dancing Weekly (3pm-4:30pm)	Mobility Matters Exercise and Falls Prevention Weekly (2pm-4pm)		
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

St. Paul's L'Amoreaux Centre
 (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

801 Mount Pleasant Road – Moore Place



Units	185
Description	10 - Storey High Rise Apt Bldg
Building age	41 years
City Ward	Don Valley West
Location	Mt. Pleasant Rd. & Eglinton Ave. E.

Program Requests (2024/25)

- EXERCISE Aerobic Activities/Dancing/ Zumba
- Tax Clinics
- Stretching, Yoga, Taichi
- Fresh Food Markets
- Foot Care

Preferred Spoken Language

English	50% of tenants
Spanish	4%
Korean	4%
Romanian	4%
Russian	3%
Other	35%

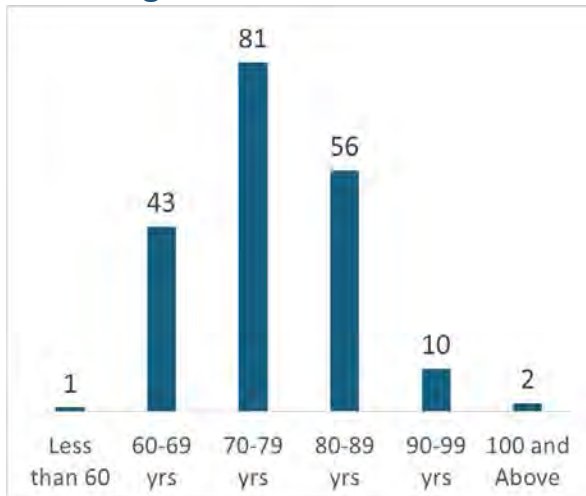
Community Activities Fund (CAF)

2024 budget	\$3,778.85
2024 spent to date	\$2,334.77

Unit Types

Bachelor	138 units (75%)
1-bedroom	47 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM				Tenant Led Bingo Weekly (10am-3:30pm)			
11:00 AM							
12:00 PM							
1:00 PM						SPRINT Senior Care Afternoon Social Weekly (1:30pm-3:30pm)	
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

SPRINT Senior Care
(Home Care)

Tenant Volunteers

Engaged at building planning meeting	18
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

2950 Lawrence Ave East – Brimley Acres



Units	200
Description	6 - Storey Mid Rise Apt Bldg
Building age	64 years
City Ward	Scarborough Centre
Location	Lawrence Ave. E. & Brimley Rd.

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	41% of tenants
Tamil	7%
Cantonese	5%
Mandarin	4%
Other	43%

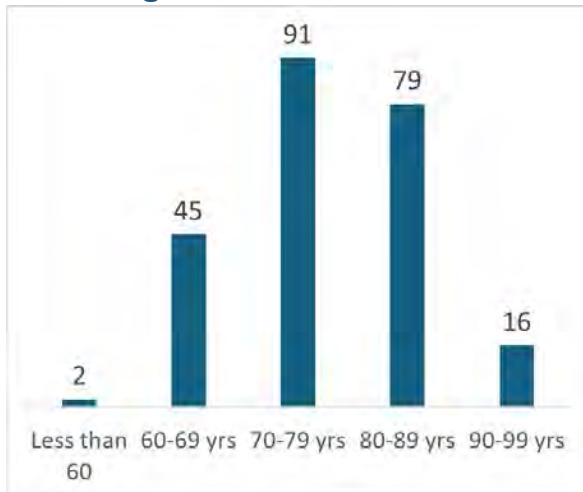
Community Activities Fund (CAF)

2024 budget	\$4,105.67
2024 spent to date	\$0.00

Unit Types

Bachelor	112 units (56%)
1-bedroom	88 units (44%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		Transcare Exercise and Falls Prevention Weekly (9:30am-12:30pm)					
10:00 AM							
11:00 AM				Senior Services and Long-Term Care Wellness Education Monthly (11am-12pm)			
12:00 PM						Daily Bread Food Bank Monthly (11:30am-3pm)	
1:00 PM			Second Harvest Food Bank Weekly (11:30am-3pm)				
2:00 PM							
3:00 PM				Transcare Exercise and Falls Prevention Weekly (1pm-4pm)			
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Senior Services and Long-Term Care
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	N/A
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

10 Deauville Lane – Glenyan Manor



Units	247
Description	7 - Storey High Rise Apt Bldg
Building age	43 years
City Ward	Don Valley East
Location	Don Mills Rd. & Eglinton Ave. E.

Program Requests (2024/25)

- 1 Healthy Eating/Cooking Classes
- 2 Onsite health information (e.g., diabetes, mental health, heart health, medication management, addictions, dementia)
- 3 Strength and Fall Prevention
- 4 Aerobic Activities/Dancing/ Zumba
- 5 Stretching, Yoga, Taichi

Preferred Spoken Language

English	44% of tenants
Mandarin	14%
Gujarati	5%
Russian	3%
Cantonese	2%
Other	32%

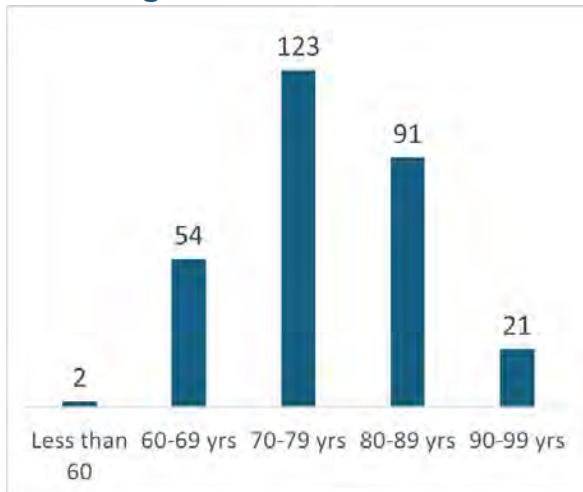
Community Activities Fund (CAF)

2024 budget	\$5,045.28
2024 spent to date	\$2,289.58

Unit Types

Bachelor	184 units (74%)
1-bedroom	63 units (26%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		*TIGP Fun and Games (Learn English through games) Weekly (10am-11am)		Flemington Park Ministries Food Delivery Weekly (9am-12pm)	The Neighbourhood Organization Social and Health Related Activities Weekly (10am-2pm)		
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM			Flemington Park Ministries Exercise Class Weekly (2pm-3pm)				
3:00 PM							
4:00 PM							
5:00 PM							

* TIGP - Toronto Intergenerational Partnerships in Community

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Woodgreen Community Services
(Personal Support Services and Care at Home)

Tenant Volunteers

Engaged at building planning meeting	35
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

12 Thorncliffe Park Drive – The Overlea



Units	219
Description	11 - Storey High Rise Apt Bldg
Building age	36 years
City Ward	Don Valley West
Location	Overlea Blvd. & Thorncliffe Park Dr.

Program Requests (2024/25)

- 1 Healthy Eating/Cooking Classes
- 2 Food Banks
- 3 Stretching, Yoga, Taichi
- 4 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 5 Walking Group

Preferred Spoken Language

English	45% of tenants
Gujarati	14%
Mandarin	5%
Farsi	4%
Greek	2%
Other	30%

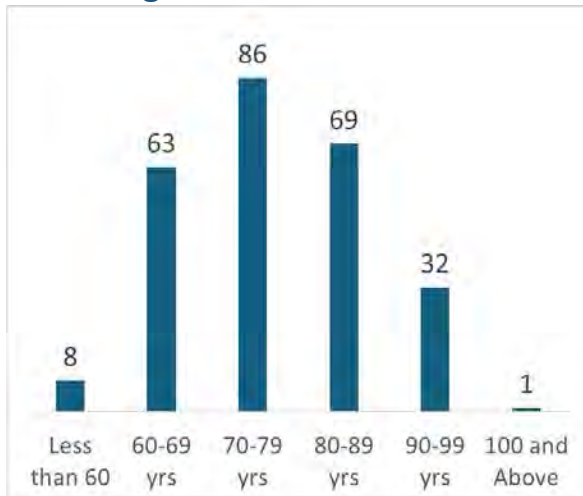
Community Activities Fund (CAF)

2024 budget	\$4,473.34
2024 spent to date	\$1,696.33

Unit Types

Bachelor	0 units (0%)
1-bedroom	219 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM				Tenant Led Breakfast Weekly (2pm-5pm)			
9:00 AM							
10:00 AM					Tenant Led Social Program (Fitness, Social Activities) Weekly (10am-11am)	The Neighbourhood Organization Social and Health Related Activities Weekly (10am-2pm)	
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM				Tenant Led Fitness and Yoga Weekly (2pm-5pm)			Tenant Led Volunteer Appreciation Monthly (6pm-10pm)
3:00 PM			Tenant Led Bingo Weekly (6pm-9pm)				
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Woodgreen Community Services
(Personal Support Services and Care at Home)

Tenant Volunteers

Engaged at building planning meeting	26
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

1420 Victoria Park Avenue – Sunrise Towers



Units	330
Description	10 - Storey High Rise Apt Bldg
Building age	47 years
City Ward	Don Valley East
Location	Victoria Park Ave. & Eglinton Ave. E.

Unit Types

Bachelor	251 units (76%)
1-bedroom	79 units (24%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Fire Prevention
- 3 Mental Health
- 4 English Lessons
- 5 Music Learning

Preferred Spoken Language

English	54% of tenants
Mandarin	10%
Cantonese	5%
Gujarati	3%
Other	28%

Community Activities Fund (CAF)

2024 budget	\$6,740.65
2024 spent to date	\$3,348.43

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM		Tenant Led Tai Chi Weekly (8:30am-9:30am)					
9:00 AM							
10:00 AM				Friends of Jesus Christ Church Food Bank Weekly (10am-5:30pm)			
11:00 AM		Tenant Led Sit and Stand (Exercise) Weekly (12pm-1pm)		Toronto Paramedic Services Medical Clinic (8:30am-1:30pm)			Tenant Led Sit and Stand (Exercise) Weekly (12pm-1pm)
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Woodgreen Community Services
(Personal Support Service and Care at Home)

Tenant Volunteers

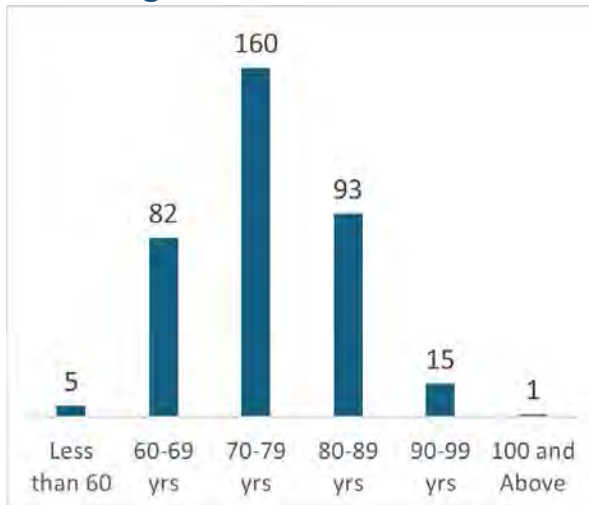
Engaged at building planning meeting	36
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

Tenant Age



Toronto Seniors Housing Corporation (TSHC)

The regional and building profiles for the NORTHWEST region.

North West

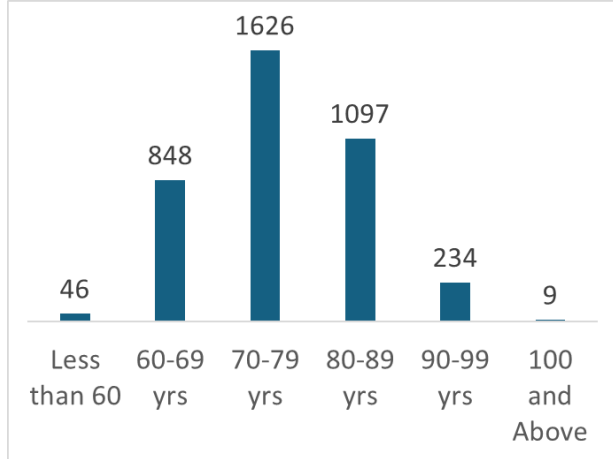
Unit Types

Bachelor	2,206 units (61%)
1-bedroom	1,429 units (39%)
2-bedroom	6 units (0%)
3-bedroom	0 units (0%)

City of Toronto Wards

1	Don Valley West
2	Eglinton-Lawrence
3	Humber River-Black Creek
4	Toronto-St. Paul's
5	Willowdale
6	York Centre
7	York South-Weston

Tenant Age



TSHC Buildings within House Calls Postal Code(s)

1.	130 Vaughan Rd.
2.	55 Outlook Ave.
3.	1775 Eglinton Ave. W.
4.	193 Wilson Ave.
5.	2567 Yonge St.
6.	3179 Yonge St.

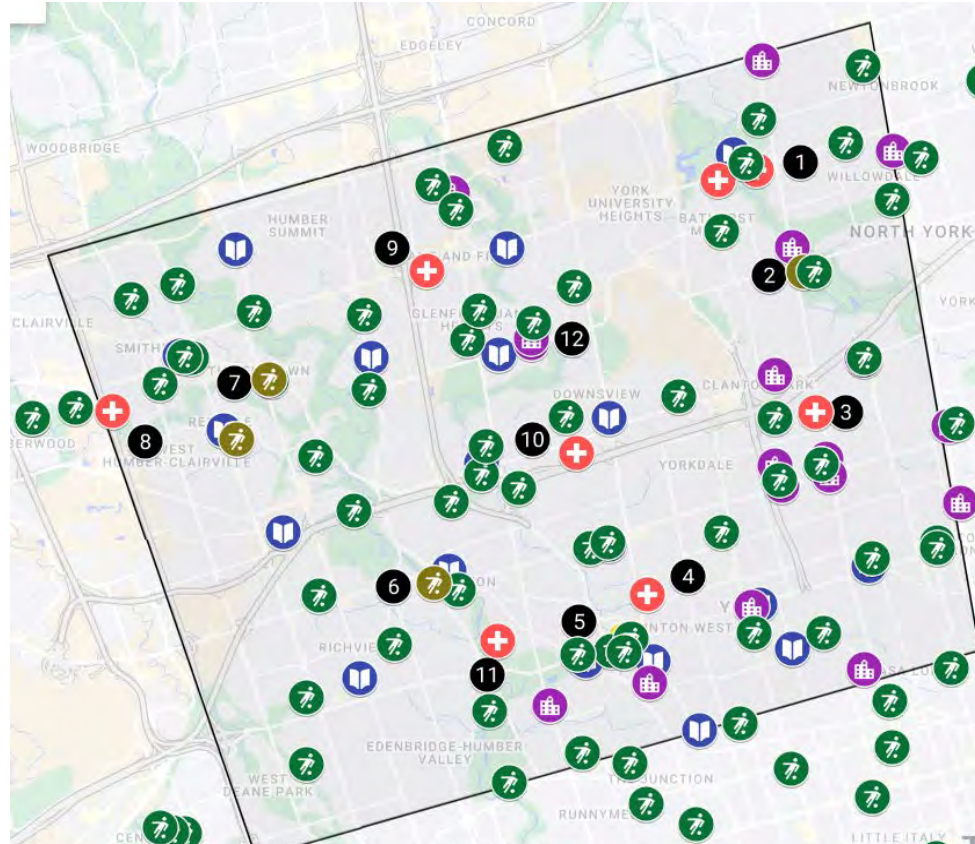
Preferred Spoken Language

English	39% of tenants
Russian	13%
Spanish	6%
Korean	3%
Farsi	2%
Other	37%

Number of Calls for Service (Community Safety Unit)

Year	2021	2022	% Change (2022)	2023	% Change (2023)
Number of Calls	1,389	1,413	2%	1,516	7%

Note: The data shown represents the best available information as of September 2024.



Regional Map

- TSHC Building
- Community Centre
- Seniors' Community Centre
- Hospital
- Library
- Civic Centre

Points of Interests

1 Edithvale Community Centre	7 Thistletown Seniors' Centre
2 Earl Bales Park Senior Centre	8 Etobicoke General Hospital
3 Baycrest Hospital	9 Humber River Hospital (Finch)
4 Humber River Hospital (Keele)	10 Humber River Hospital (Wilson)
5 York Civic Centre	11 West Park Healthcare Centre
6 Riverlea Italian Seniors' Centre	12 Northwood Community Centre

130 Vaughan Road – Louise Towers



Units	99
Description	9 - Storey High Rise Apt Bldg
Building age	47 years
City Ward	Toronto-St. Paul's
Location	St. Clair Ave. W. & Vaughan Rd.

Program Requests (2024/25)

- 1 Stretching, Yoga, Taichi
- 2 Food Bank/Freshfood Market
- 3 Cooking Class/Singing Lessons
- 4 Onsite health information (e.g., diabetes, mental health, heart health, medication management, addictions, dementia)
- 5 Fitness Classes

Preferred Spoken Language

English	48% of tenants
Russian	10%
Spanish	8%
Polish	3%
Amharic	3%
Other	28%

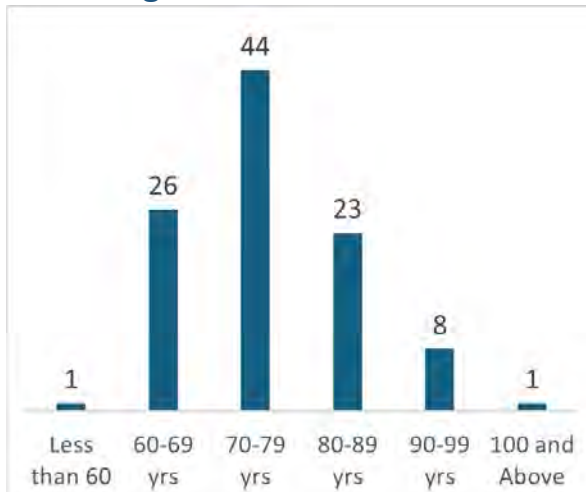
Community Activities Fund (CAF)

2024 budget	\$2,022.20
2024 spent to date	\$0.00

Unit Types

Bachelor	70 units (71%)
1-bedroom	29 units (29%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		Reconnect Community Health Services Exercise and Social Activities Bi-Weekly (10am-12pm)					
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Reconnect Community Health Services (Assisted Living Services)

Tenant Volunteers

Engaged at building planning meeting	18
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	N/A
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

4455 Bathurst Street – Sheppard Place



Units	301
Description	14 - Storey High Rise Apt Bldg
Building age	44 years
City Ward	York Centre
Location	Bathurst St. & Sheppard Ave. W.

Program Requests (2024/25)

- Food Bank/Fresh Food Market
- Health Care & Checkups
- Tax Clinics
- Information Session i.e government benefits, Seniors Safety
- Healthy Eating

Preferred Spoken Language

Russian	41% of tenants
English	19%
Korean	3%
Spanish	2%
Mandarin	2%
Other	33%

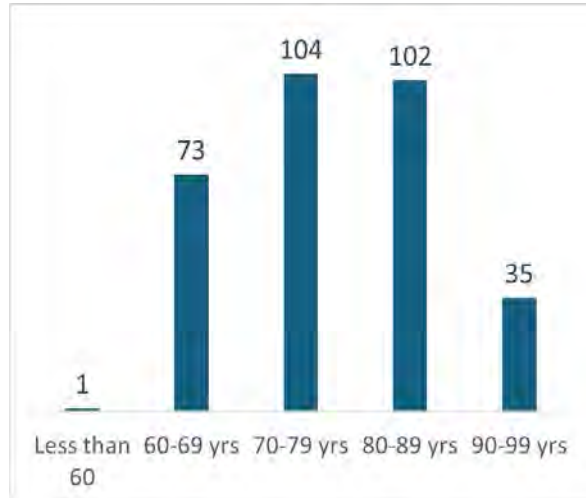
Community Activities Fund (CAF)

2024 budget	\$6,148.29
2024 spent to date	\$4,797.71

Unit Types

Bachelor	224 units (74%)
1-bedroom	77 units (26%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		🎓					
10:00 AM		Baycrest Digital Help 1:1 Weekly (10:30am-11:30am)		🤝			
11:00 AM				Lumacare Exercise and Fitness Weekly (11am-11:50am)			
12:00 PM					👥		
1:00 PM		🤝			Bernard Betel Centre Social and Cultural Program Bi-Weekly (1pm-2:30pm)		
2:00 PM		Lumacare Exercise and Fitness Weekly (2pm-2:50pm)					
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Reena (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	40
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:2
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

2567 Yonge Street – The Sherwood



Units	105
Description	6 - Storey Mid Rise Apt Bldg
Building age	37 years
City Ward	Don Valley West
Location	Yonge St. and Lawrence Ave.

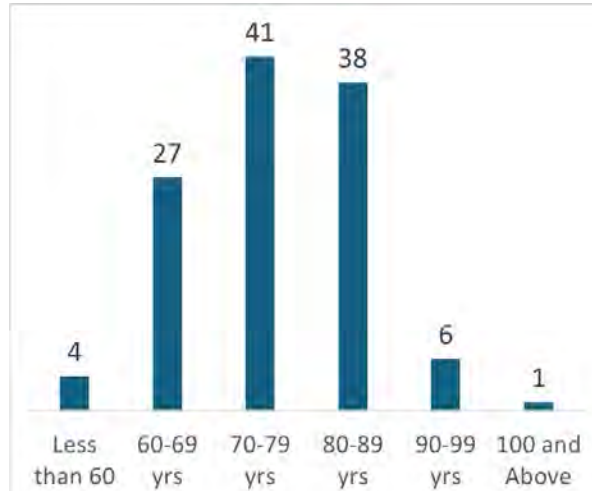
Program Requests (2024/25)

1	Healthy Eating Classes
2	Arts & Craft
3	Social & Health Services
4	Walking Group
5	ESL Classes

Unit Types

Bachelor	0 units (0%)
1-bedroom	105 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	42% of tenants
Korean	9%
Farsi	7%
Russian	4%
Spanish	4%
Other	34%

Community Activities Fund (CAF)

2024 budget	\$2,144.75
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		Reconnect Community Health Services Exercise and Social Activities Weekly (9am-12pm)					
10:00 AM						SPRINT Senior Care Morning Social Weekly (10:30am-11:30am)	
11:00 AM							
12:00 PM							
1:00 PM						Elsbeth Heyworth Centre Exercise, Workshops, Computer Training Weekly (1:30pm-3:30pm)	
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	35
Tenant volunteers	3
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:6
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:2
Superintendent	1:2

New	Enhanced
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3179 Yonge Street – Joseph Brown Manor



Units	110
Description	5 - Storey Mid Rise Apt Bldg
Building age	34 years
City Ward	Don Valley West
Location	Yonge St. & Lawrence Ave.

Program Requests (2024/25)

1	Computer Basics
2	English Lessons
3	Health Informations
4	Walking Group
5	Stretching, Yoga, Taichi

Preferred Spoken Language

English	40% of tenants
Russian	8%
Korean	6%
Spanish	4%
Farsi	3%
Other	39%

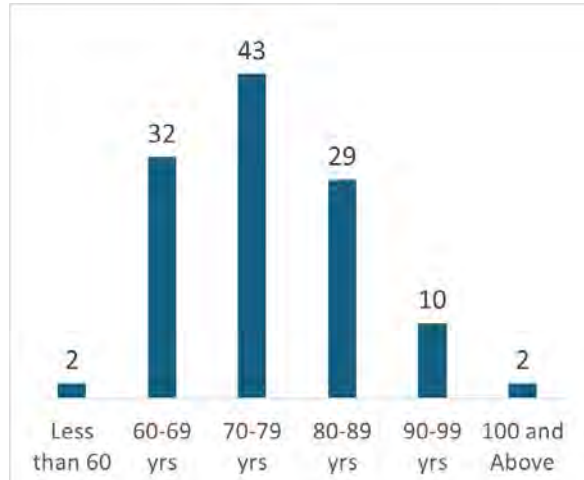
Community Activities Fund (CAF)

2024 budget	\$2,246.88
2024 spent to date	\$0.00

Unit Types

Bachelor	0 units (0%)
1-bedroom	110 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM			Reconnect Community Health Services				
10:00 AM			Exercise and Social Activities Weekly (9am-12pm)				
11:00 AM						Elsbeth Heyworth Centre Exercise, Workshops, Computer Training Weekly (11am-1pm)	
12:00 PM				SPRINT Senior Care Farmer's Market Monthly (12pm-3pm)			
1:00 PM							
2:00 PM			SPRINT Senior Care Afternoon Social Weekly (2pm-3pm)		SPRINT Senior Care Gentle Exercise Weekly (2pm-3pm)		
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	20
Tenant volunteers	4
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:6
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:2
Superintendent	1:2

New	Enhanced
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12 King High Avenue – King Acres



Units	31
Description	3 - Storey Low Rise Apt Bldg Walk-Up
Building age	62 years
City Ward	York Centre
Location	Bathurst St. & Wilson Ave.

Unit Types

Bachelor	31 units (100%)
1-bedroom	0 units (0%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	33% of tenants
Other	67%

Community Activities Fund (CAF)

2024 budget	\$633.21
2024 spent to date	\$0.00

Note: The data shown represents the best available information as of September 2024.

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM		Reconnect Community Health Services Exercise and Social Activities Weekly {1:30pm-4pm}					
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Reena (Supportive Housing)

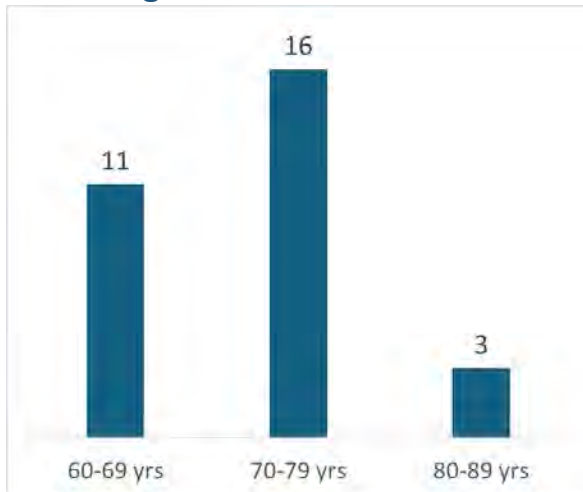
Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:6
Community Safety Advisor	1:39
Custodial Maintenance Person 1	N/A
Superintendent	1:2
New	Enhanced

Tenant Age



193 Wilson Avenue – Marjory Carton Apts.



Units	125
Description	5 - Storey Mid Rise Apt Bldg
Building age	42 years
City Ward	Eglinton-Lawrence
Location	Avenue Rd. & Wilson Ave.

Program Requests (2024/25)

- 1 English Lessons
- 2 Food Banks
- 3 Vaccine Clinics
- 4 Line Dancing
- 5 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)

Preferred Spoken Language

English	31% of tenants
Russian	21%
Spanish	7%
Romanian	3%
Other	38%

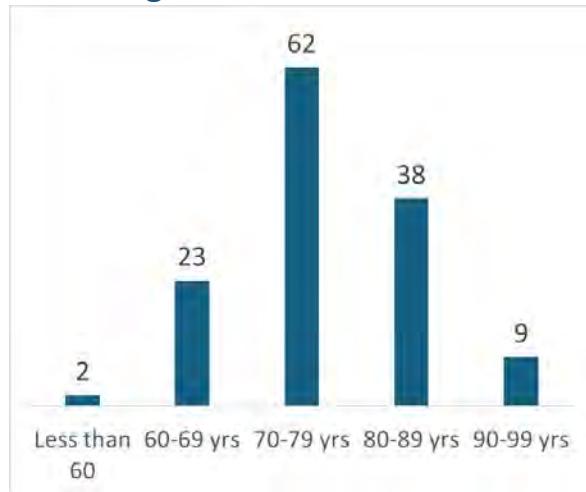
Community Activities Fund (CAF)

2024 budget	\$2,553.28
2024 spent to date	\$2,156.93

Unit Types

Bachelor	92 units (74%)
1-bedroom	33 units (26%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM			SPRINT Senior Care Farmer's Market Monthly (10:30am-12:30pm)			SPRINT Senior Care Morning Soical Weekly (10:30am-12:30pm)	
11:00 AM							
12:00 PM							
1:00 PM		Reconnect Community Health Services Exercise and Social Activities Weekly (1:30pm-4pm)					
2:00 PM							
3:00 PM							
4:00 PM						Tenant Led Karaoke Monthly (2pm-5pm)	
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Reena (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	32
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	N/A
Superintendent	1:2
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

55 Outlook Avenue – Outlook Manor



Units	275
Description	14 - Storey High Rise Apt Bldg
Building age	45 years
City Ward	York South-Weston
Location	Eglinton Ave. W. & Jane St.

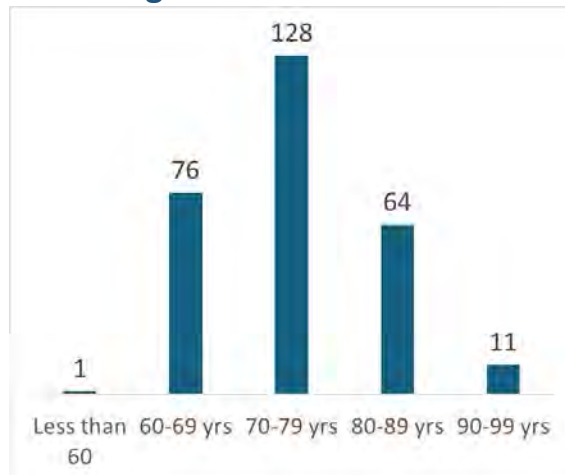
Program Requests (2024/25)

1	Computer Basics
2	Walking Group
3	Fresh Food Markets
4	Food Banks
5	Fraud Prevention and Safety

Unit Types

Bachelor	214 units (78%)
1-bedroom	61 units (22%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	57% of tenants
Spanish	10%
Polish	2%
Other	31%

Community Activities Fund (CAF)

2024 budget	\$5,617.21
2024 spent to date	\$3,716.86

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		🤝				👥	
11:00 AM		Tenant Led Exercise Weekly (11am-12pm)				Reconnect Community Health Services Exercise and Social Program Weekly (10am-3pm)	
12:00 PM		Tenant Led Games and Colouring Weekly (12:30pm-2pm)	👥	Tenant Led Knitting and Crochet Club Weekly (12pm-3pm)			
1:00 PM							
2:00 PM							
3:00 PM		Tenant Led Bingo Weekly (7pm-9pm)		Tenant Led Bingo Weekly (7pm-9pm)			
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Reconnect Community Health Services (Assisted Living Services)	
Reena (Supportive Housing)	

Tenant Volunteers

Engaged at building planning meeting	25
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

35 Park Home Avenue – Beecroft Manor



Units	283
Description	10 - Storey High Rise Apt Bldg
Building age	50 years
City Ward	Willowdale
Location	Sheppard Ave. & Yonge St.

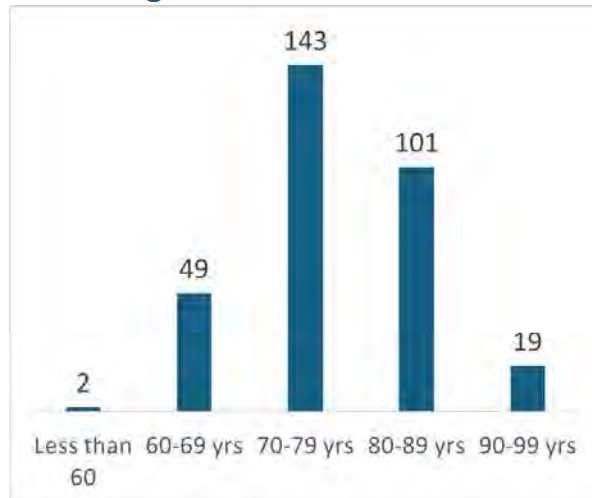
Program Requests (2024/25)

1	Exercise fitness
2	Food Banks
3	Fresh Food Markets
4	Computer Basics
5	Wifi

Unit Types

Bachelor	240 units (85%)
1-bedroom	43 units (15%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	23% of tenants
Russian	9%
Korean	9%
Cantonese	5%
Mandarin	5%
Other	49%

Community Activities Fund (CAF)

2024 budget	\$5,780.62
2024 spent to date	\$2,349.88

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM					Progress Place Rehabilitation Centre Stretches and Movements, Art Studio, and Bingo Games Weekly (10am-2pm)		
11:00 AM		North York Seniors Centre Exercise and Falls Prevention Weekly (11am-12pm)					
12:00 PM						North York Seniors Centre Exercise and Falls Prevention Weekly (12pm-1pm)	
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Carefirst Seniors and Community Services Assc. (Supportive Housing)	
North York Seniors Centre (Home Care)	
Progress Place (Supportive Housing)	

Tenant Volunteers

Engaged at building planning meeting	40
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:6
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

1775 Eglinton Avenue West – Doug Saunders Apts.



Units	300
Description	14 - Storey High Rise Apt Bldg
Building age	43 years
City Ward	Toronto-St. Paul's
Location	Eglinton Ave. W. & Dufferin Ave.

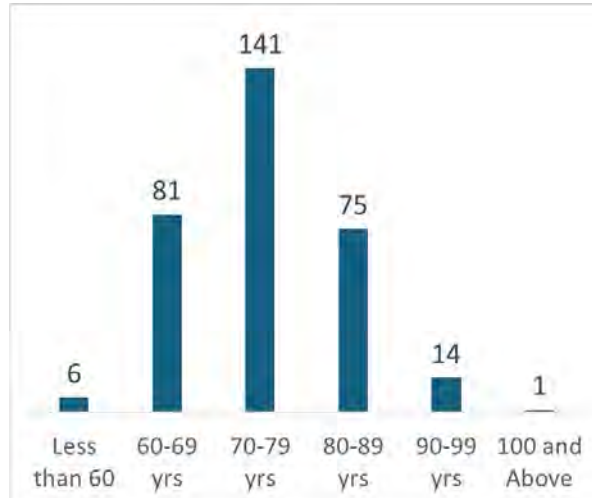
Program Requests (2024/25)

- 1 Fresh Food Markets
- 2 Food Banks
- 3 Social Activity; Games
- 4 Medical support onsite
- 5 Gardening Program

Unit Types

Bachelor	224 units (75%)
1-bedroom	76 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	47% of tenants
Spanish	10%
Other	43%

Community Activities Fund (CAF)

2024 budget	\$6,127.87
2024 spent to date	\$3,774.20

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM				🎓	🍰	🧑🏫	
10:00 AM			🤝	🎓			
11:00 AM			🤝	🎓	🍰	🧑🏫	
12:00 PM			🤝		🍰	🧑🏫	
1:00 PM			🤝	🎓	🍰	🧑🏫	
2:00 PM			🤝	🎓	🍰	🧑🏫	
3:00 PM			🤝	🎓	🍰	🧑🏫	
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	🧑🏫	Social Recreation	🏠	Faith Based
Green	Agency Led	Orange	Tenant Led						

In-Home Care Program

Reconnect Community Health Services (Assisted Living Services)

Tenant Volunteers

Engaged at building planning meeting	70
Tenant volunteers	7
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

600 Rogers Road – Silverthorn Place



Units	207
Description	9 - Storey High Rise Apt Bldg
Building age	34 years
City Ward	York South-Weston
Location	Keele St. and Rogers Rd.

Program Requests (2024/25)

- 1 Computer Basics
- 2 Healthy Eating/Cooking Classes
- 3 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 4 Walking Group
- 5 Fraud Prevention and Safety

Preferred Spoken Language

English	52% of tenants
Spanish	11%
Vietnamese	6%
Portuguese	2%
Other	29%

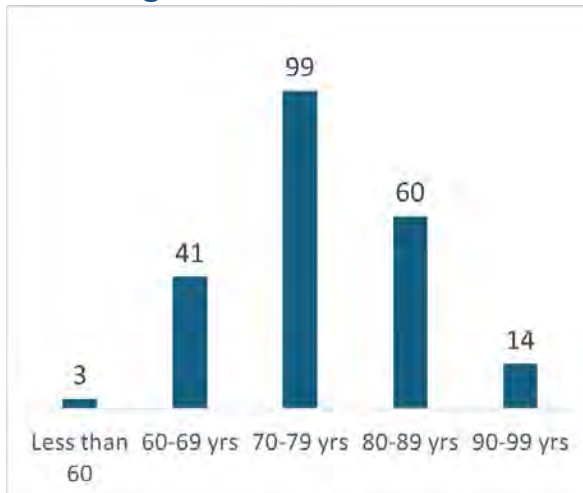
Community Activities Fund (CAF)

2024 budget	\$4,085.24
2024 spent to date	\$2,232.24

Unit Types

Bachelor	0 units (0%)
1-bedroom	201 units (97%)
2-bedroom	6 units (3%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM				Reconnect Community Health Centre Social and Recreation Weekly (11:30am-2:30pm)			
1:00 PM							
2:00 PM							
3:00 PM			Tenant Led Bingo and Dominos Weekly (7pm-10pm)		Tenant Led Bingo and Dominos Weekly (7pm-10pm)		
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

- Reconnect Community Health Services (Assisted Living Services)
- Community Living (Supported Living)

Tenant Volunteers

Engaged at building planning meeting	36
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

3174 Bathurst Street – Saranac Apts



Units	181
Description	12 - Storey High Rise Apt Bldg
Building age	41 years
City Ward	Eglinton-Lawrence
Location	Bathurst Ave. & Lawrence Ave. W.

Program Requests (2024/25)

- 1 Computer Training
- 2 Fitness/Yoga/Stretching/Taichi
- 3 Food Security/Fresh Food Market
- 4 Dancing
- 5 Information Sessions/Topics related to seniors workshop

Preferred Spoken Language

English	40% of tenants
Russian	25%
Spanish	3%
Other	32%

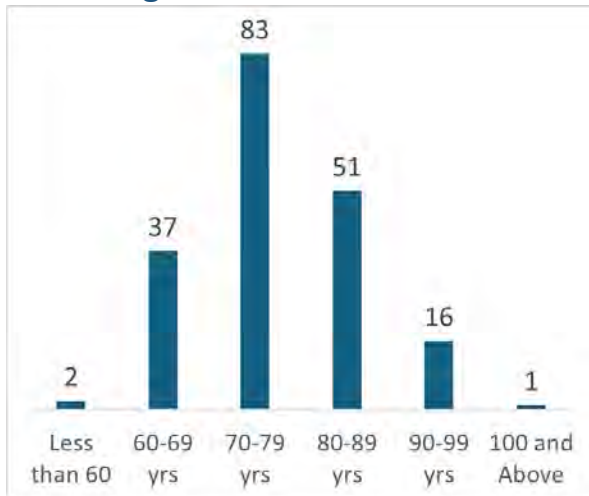
Community Activities Fund (CAF)

2024 budget	\$3,697.15
2024 spent to date	\$674.48

Unit Types

Bachelor	135 units (75%)
1-bedroom	46 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		🙌				🙌	🙌
10:00 AM		🙌 Baycrest Exercise and Fitness Weekly (10am-10:40am)	🙌	🙌	🙌	🙌 Baycrest Exercise and Fitness Weekly (1:30pm-3pm)	🙌 Jewish Russian Community Centre Religious Service Weekly (9:30am-1pm)
11:00 AM			🙌 Lumacare Exercise and Fitness Weekly (10:30am-11:30am)	🙌 Dancing with Parkinson's Dance and Movement Bi-Weekly (11:15am-12pm)	🙌 Lumacare Exercise and Fitness Weekly (11am-12pm)		
12:00 PM	🙌 Benard Betel Centre Social and Cultural Bi-Weekly (11:30am-1pm)						
1:00 PM			🙌	🙌 Canadian Red Cross Drop In Program Bi-Weekly (1pm-2:30pm)	🙌 Baycrest Exercise and Fitness Weekly (1:30pm-3pm)	🙌	
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🙌	Health and Wellness	🙌	Social Recreation	🙌	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Reena (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	29
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	N/A
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

35 Shoreham Drive – Edgeley Apts.



Units	323
Description	11 - Storey High Rise Apt Bldg & attached 2 - Storey wing
Building age	55 years
City Ward	Humber River-Black Creek
Location	Jane St. & Steeles Ave.

Unit Types

Bachelor	265 units (82%)
1-bedroom	58 units (18%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- Tea & Coffee Socials
- Health & Social Services
- Outreach Welcome Group/Welcoming New Tenants
- English Lessons
- Aerobic Activities/Dancing/ Zumba fitness

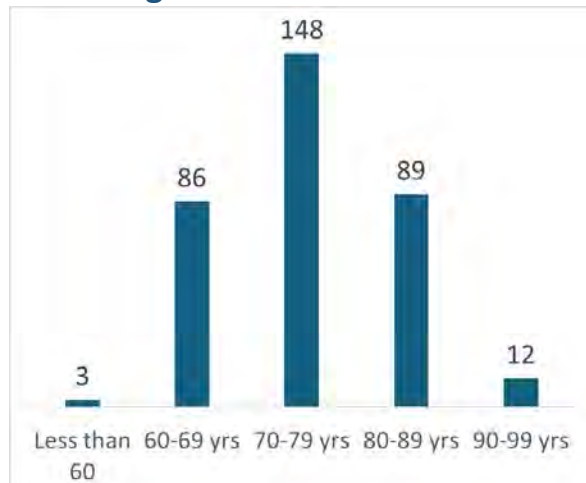
Preferred Spoken Language

English	55% of tenants
Spanish	8%
Vietnamese	3%
Other	34%

Community Activities Fund (CAF)

2024 budget	\$6,597.67
2024 spent to date	\$2,773.63

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM	North York Vedic Sabha Religious Service Weekly (10am-2pm)		LOFT Community Services Social Recreation Weekly (10am-5pm)		LOFT Community Services Social Recreation Weekly (10am-5pm)	Destiny Pavilion Church Food Bank Weekly (10am-1pm)	
11:00 AM							
12:00 PM		Elsbeth Heyworth Centre Exercise Class Weekly (12pm-2pm)		Tenant Led Social and Recreation Bi Weekly (12pm-4pm)			
1:00 PM							
2:00 PM						Black Creek Community Health Centre Social Recreation Weekly (2pm-5pm)	
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

LOFT Community Services (Housing Services)	
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Tenant Volunteers

Engaged at building planning meeting	13
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

7- 11 Arleta Avenue – Arleta Manor



Units	372
Description	4 - Storey Low Rise Apt. Bldg.
Building age	52 years
City Ward	Humber River-Black Creek
Location	Keele St. W. & Sheppard Ave.

Unit Types

Bachelor	313 units (84%)
1-bedroom	59 units (16%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Senior Abuse Workshop
- 2 Fresh Food Market
- 3 Health Checkup and Information
- 4 English lesson
- 5 Arts and Crafts

Preferred Spoken Language

English	45% of tenants
Spanish	14%
Vietnamese	4%
Russian	2%
Korean	2%
Other	33%

Community Activities Fund (CAF)

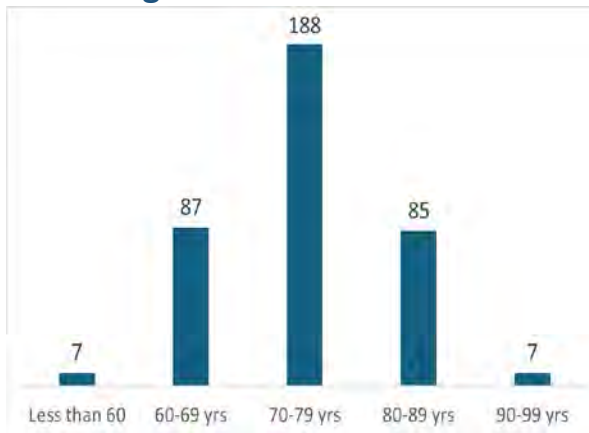
2024 budget	\$7,598.55
2024 spent to date	\$5,361.65

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM				LOFT Community Services Social Recreation Weekly (10am-5pm)		LOFT Community Services Social Recreation Weekly (10am-5pm)	
11:00 AM					Northwood Neighbourhood Services Social Recreation Weekly (12pm-3pm)		
12:00 PM							Tenant Led Bingo Weekly (12pm-3pm)
1:00 PM		Mozia Women's Network Society Educational Activities Weekly (2pm-4pm)					
2:00 PM							Mozia Women's Network Society Food Bank Delivery Weekly (4pm-9pm)
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



In-Home Care Program

LOFT Community Services
(Housing Services)

Tenant Volunteers

Engaged at building planning meeting	20
Tenant volunteers	3
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:16
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

6250 Bathurst Street – West Don Apts.



Units	389
Description	14 - Storey High Rise Apt Bldg
Building age	52 years
City Ward	York Centre
Location	Bathurst Ave. & Lawrence Ave. W.

Program Requests (2024/25)

- 1 Computer Basics
- 2 Dancing/Zumba
- 3 Healthy Eating/Cooking Classes
- 4 Craft/Knitting
- 5 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)

Preferred Spoken Language

Russian	31% of tenants
English	31%
Korean	4%
Farsi	2%
Other	32%

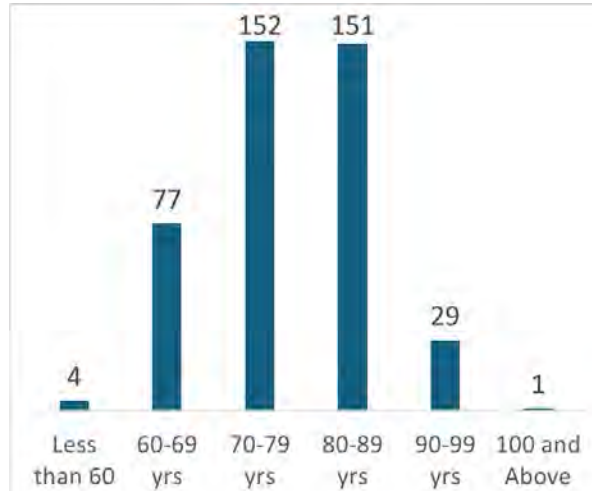
Community Activities Fund (CAF)

2024 budget	\$7,945.80
2024 spent to date	\$3,282.13

Unit Types

Bachelor	335 units (86%)
1-bedroom	54 units (14%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM	🕍						🕍
9:00 AM							
10:00 AM	Ohalei Yoseph Yitzchak Religious Programming Weekly (8am-2pm)		Bernard Betel Centre Social and Cultural Weekly (10am-11am)				Ohalei Yoseph Yitzchak Religious Programming Weekly (8am-2pm)
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	👥	Social Recreation	🕍	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Senior Services and Long-Term Care
(Supportive Housing)
Reena (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	37
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

3036 Bathurst Street – Bathurst Place



Units	160
Description	7 - Storey High Rise Apt Bldg
Building age	32 years
City Ward	Eglinton-Lawrence
Location	Bathurst St. & Lawrence Ave. W.

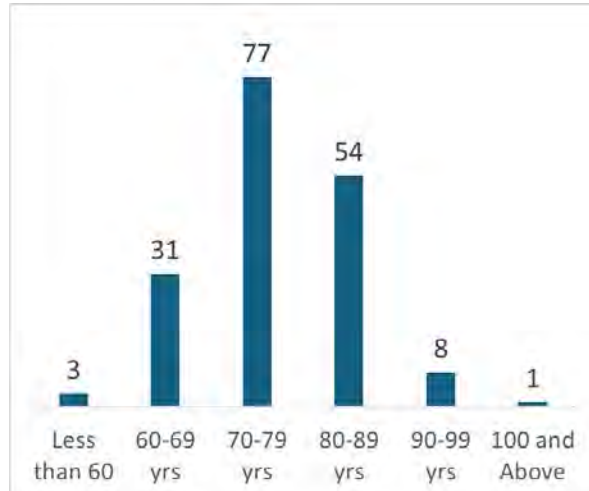
Program Requests (2024/25)

- 1 Computer Basics
- 2 Healthy Eating/Cooking Classes
- 3 English Lessons
- 4 Tax Clinics
- 5 Stretching, Yoga, Taichi

Unit Types

Bachelor	0 units (0%)
1-bedroom	160 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	41% of tenants
Russian	21%
Spanish	6%
Polish	3%
Other	29%

Community Activities Fund (CAF)

2024 budget	\$3,268.20
2024 spent to date	\$2,183.73

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM					👐		
10:00 AM		👐	🎓		Lumacare Exercise and Fitness Weekly (10am-10:50am)	👐	
11:00 AM		Baycrest Exercise Class Weekly (10:45am-11:30am)	Baycrest Digital Help 1:1 Weekly (10:30am-12pm)	👥		Baycrest Exercise Class Weekly (10:45am-11:30am)	
12:00 PM				Bernard Betel Centre Social and Cultural Monthly (12pm-1:30pm)	👐		
1:00 PM			👐		Dancing with Parkinson's Dance and Movement Class Bi-Weekly (1pm-2pm)		
2:00 PM			Lumacare Exercise and Fitness Weekly (2pm-2:50pm)				
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	👐	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	30
Tenant volunteers	3
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:6
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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5430 Yonge Street – The Kempford



Units	239
Description	14 - Storey High Rise Apt Bldg
Building age	38 years
City Ward	Willowdale
Location	Yonge St. & Finch Ave.

Program Requests (2024/25)

- 1 Onsite health information (e.g., diabetes, mental health, heart health, medication management, addictions, dementia)
- 2 Food Banks
- 3 Fitness
- 4 English Lessons
- 5 Healthy Eating Classes

Preferred Spoken Language

English	24% of tenants
Russian	23%
Farsi	12%
Korean	10%
Cantonese	2%
Other	29%

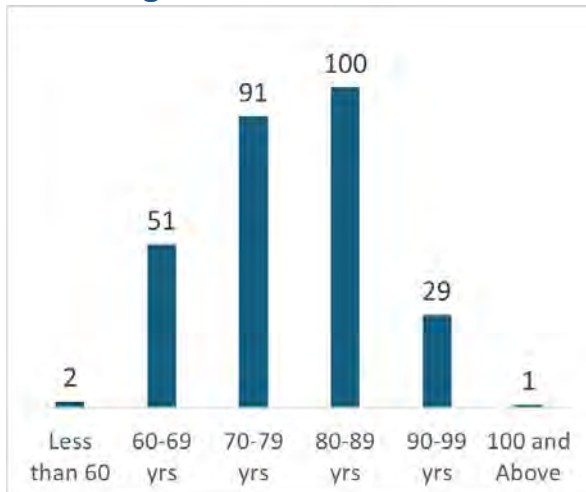
Community Activities Fund (CAF)

2024 budget	\$4,881.87
2024 spent to date	\$2,248.70

Unit Types

Bachelor	0 units (0%)
1-bedroom	239 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM	🤝					🤝	
11:00 AM	North York Seniors Centre Exercise and Falls Prevention Weekly (11am-12pm)					North York Seniors Centre Exercise and Falls Prevention Weekly (11am-12pm)	
12:00 PM					Bernard Betel Centre Social and Cultural Program Monthly (2pm-4pm)		
1:00 PM							
2:00 PM							
3:00 PM				Tenant Led Social Group Bi-Weekly (3pm-6:30pm)	Jewish Russian Community Centre Religious Service Weekly (7:30pm-9:30pm)		
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍷	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

- Carefirst Seniors and Community Services Association (Supportive Housing)
- North York Seniors Centre (Home Care)

Tenant Volunteers

Engaged at building planning meeting	42
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

650 Lawrence Avenue West – Lawrence Ave



Units	14
Description	8 - Storey High Rise Apt Bldg
Building age	N/A
City Ward	Eglinton-Lawrence
Location	Lawrence Ave. W. & Allen Rd.

Unit Types

Bachelor	0 units (0%)
1-bedroom	14 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

N/A

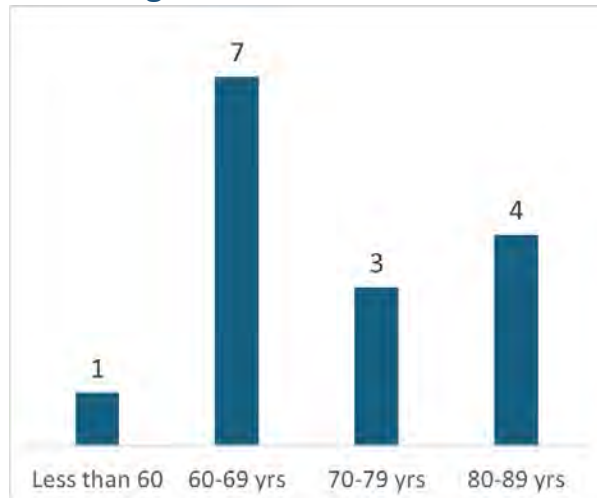
Preferred Spoken Language

English	60% of tenants
Other	40%

Community Activities Fund (CAF)

2024 budget	\$306.39
2024 spent to date	\$0.00

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:6
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:2
Superintendent	1:2
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

2, 4, 6, 8, 14, 16, 18, 20 Flemington Road – Northacres Apts



Units	127
Description	2 - Storey Walk-Up Apt Bldg
Building age	66 years
City Ward	Eglinton-Lawrence
Location	Lawrence Ave. W. & Allen Rd.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Exercise Fitness Class
- 3 Food Banks and Nutrition
- 4 English lesson and Computer Basic
- 5 Meditation and Mindfulness

Preferred Spoken Language

English	47% of tenants
Russian	4%
Spanish	4%
Farsi	3%
Mandarin	3%
Other	39%

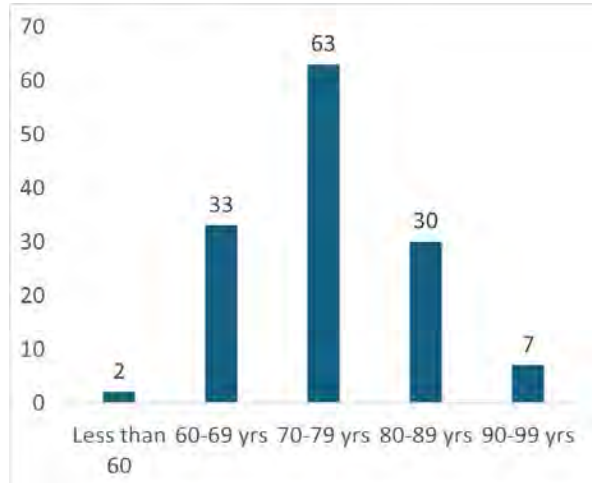
Community Activities Fund (CAF)

2024 budget	\$2,594.13
2024 spent to date	\$0.00

Unit Types

Bachelor	63 units (50%)
1-bedroom	64 units (50%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		 Tenant Led Arts and Crafts, Knitting, Music, and Hot Meals Weekly (Space: 10 Old Meadow Lane) (9am-5pm)					
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	4
Tenant volunteers	0
Tenant Circles	0

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:2
Superintendent	1:2
New	Enhanced

Toronto Seniors Housing Corporation (TSHC)

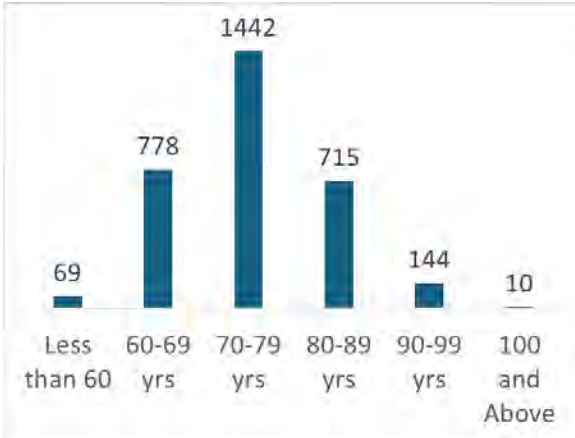
The regional and building profiles for the SOUTHEAST region.

South East

Unit Types

Bachelor	1,588 units (55%)
1-bedroom	1,274 units (44%)
2-bedroom	29 units (1%)
3-bedroom	2 units (0%)

Tenant Age



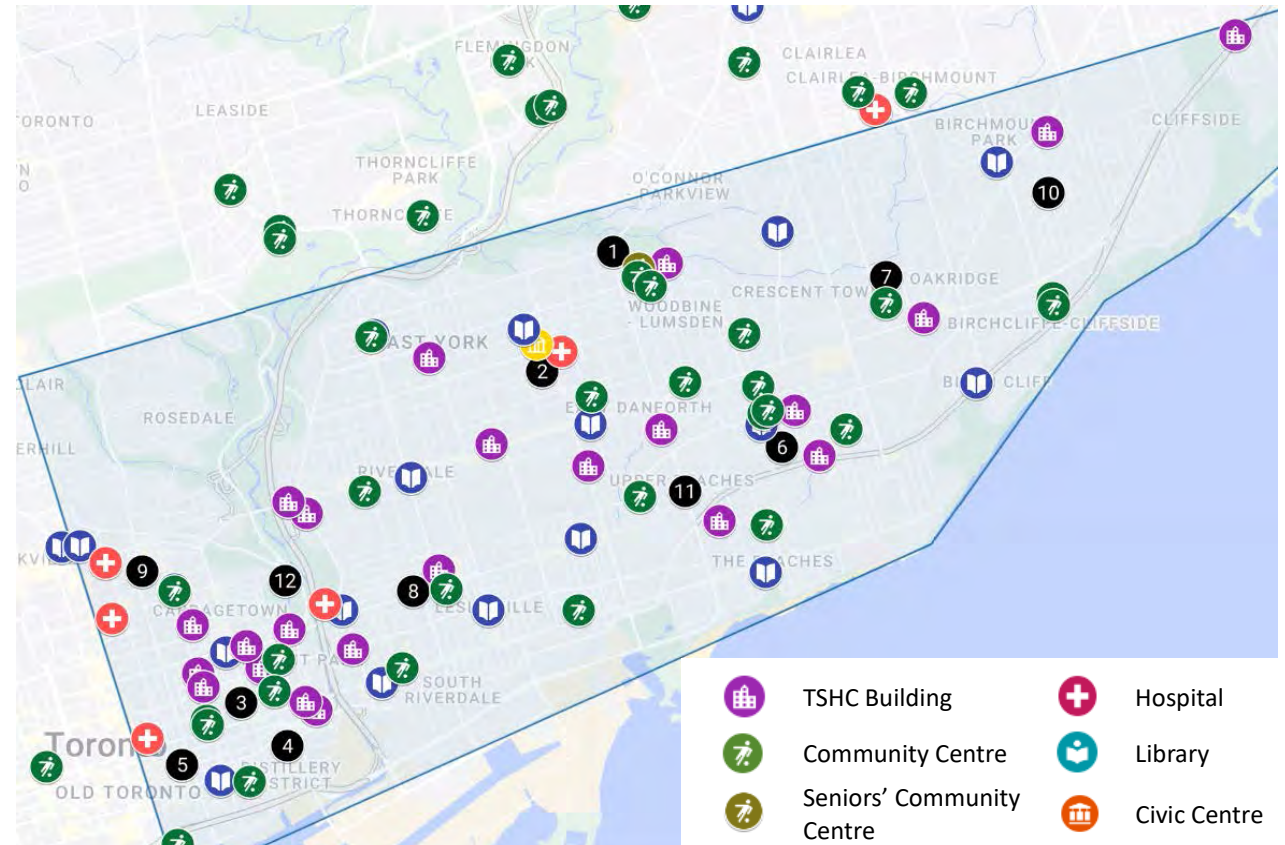
City of Toronto Wards

- 1 Beaches-East York
- 2 Scarborough Southwest
- 3 Toronto Centre
- 4 Toronto-Danforth

TSHC Buildings within House Calls Postal Code

1. 55 Bleecker St.

Regional Map



Preferred Spoken Language

English	49% of tenants
Cantonese	6%
Mandarin	5%
Vietnamese	2%
Greek	1%
Other	37%

Number of Calls for Service (Community Safety Unit)

Year	2021	2022	% Change (2022)	2023	% Change (2023)
Number of Calls	1,524	1,657	9%	1,722	4%

Note: The data shown represents the best available information as of September 2024.

Points of Interests

- | | |
|---------------------------------|--|
| 1 Stan Wadlow Clubhouse | 7 Oakridge Community Centre |
| 2 Toronto East General Hospital | 8 Matty Eckler Recreation Centre |
| 3 Parliament Street Library | 9 The Salvation Army Toronto Grace Health Centre |
| 4 Regent Park Community Centre | 10 Albert Campbell Library |
| 5 St. Michael's Hospital | 11 Fairmount Park Community Centre |
| 6 Main Street Library | 12 Bridgepoint Health |

3330 Danforth Avenue – Byng Towers



Units	194
Description	10 - Storey High Rise Apt Bldg
Building age	46 years
City Ward	Scarborough Southwest
Location	Danforth Ave. & Warden Ave.

Program Requests (2024/25)

1	Dancing/fitness
2	walking Club
3	Health Checks
4	Advanced Care Planning/wills workshop
5	lonliness/Grief workshop

Preferred Spoken Language

English	58% of tenants
Russian	2%
Mandarin	2%
Other	38%

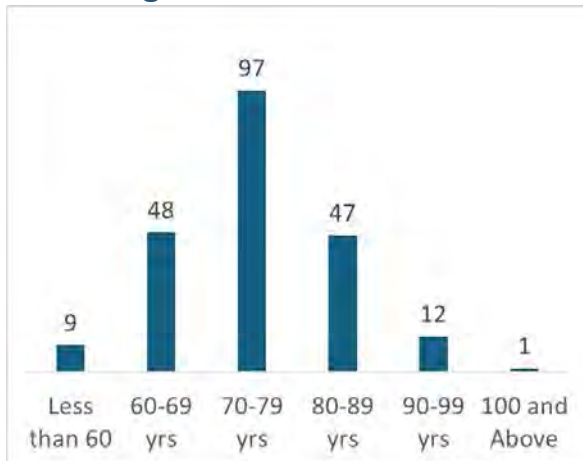
Community Activities Fund (CAF)

2024 budget	\$3,963
2024 spent to date	\$1,930.18

Unit Types

Bachelor	146 units (75%)
1-bedroom	48 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM				Scarborough Food Security Food Bank Weekly (11am-4pm)			
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Warden Woods Community Centre
 (Assisted Living and Home Help)

Tenant Volunteers

Engaged at building planning meeting	14
Tenant volunteers	3
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:4
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:2
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

2287 Gerrard Street East – Kinsmen Manor



Units	38
Description	5 - Storey Mid Rise Apt Bldg
Building age	57 years
City Ward	Beaches-East York
Location	Gerrard St. E. & Main St.

Unit Types

Bachelor	12 units (32%)
1-bedroom	20 units (53%)
2-bedroom	4 units (11%)
3-bedroom	2 units (5%)

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	54% of tenants
Cantonese	4%
Mandarin	3%
Bengali	2%
Arabic	1%
Other	36%

Community Activities Fund (CAF)

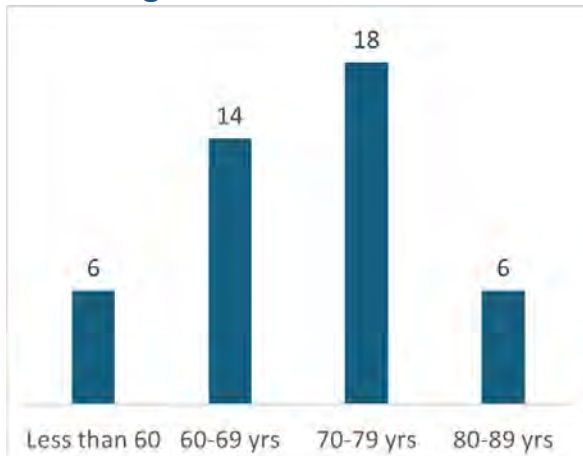
2024 budget	\$776
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	1
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:4
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:2

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

266 Donlands Avenue – Blair Court



Units	254
Description	8 - Storey High Rise Apt Bldg & 6 - Storey Mid Rise Apt Bldg
Building age	38 years
City Ward	Toronto-Danforth
Location	Cosburn Ave. & Donlands Ave.

Program Requests (2024/25)

- 1 Bingo
- 2 Community Bus
- 3 English as a Second Language
- 4 Pot Luck (monthly) meal
- 5 Social Night

Preferred Spoken Language

English	46% of tenants
Greek	5%
Cantonese	3%
Albanian	2%
Mandarin	2%
Other	42%

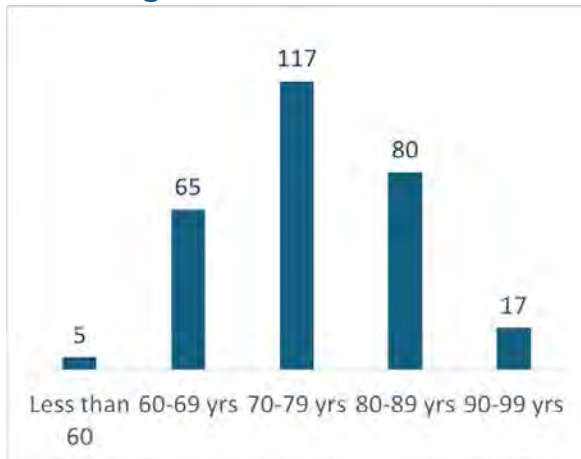
Community Activities Fund (CAF)

2024 budget	\$5,188.26
2024 spent to date	\$0.00

Unit Types

Bachelor	0 units (0%)
1-bedroom	248 units (98%)
2-bedroom	6 units (2%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM					TIGP Exercise and Social Activities Weekly (9am-11am)		
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM					Woodgreen Low Impact Exercise Weekly (1:30pm-2:30pm)		
2:00 PM							
3:00 PM	Tenant Led Bible Study (Space: Craft Room) Weekly (3pm-6pm)						
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Woodgreen Community Services
(Personal Support Service and Care at Home)

Tenant Volunteers

Engaged at building planning meeting	40
Tenant volunteers	5
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

145 Strathmore Boulevard – Greenwood Towers



Units	350
Description	14 - Storey High Rise Apt Bldg
Building age	50 years
City Ward	Toronto-Danforth
Location	Danforth Ave. & Greenwood Ave.

Unit Types

Bachelor	302 units (86%)
1-bedroom	48 units (14%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

1	Weekly Coffee Club Social
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Preferred Spoken Language

English	50% of tenants
Vietnamese	3%
Greek	3%
Cantonese	3%
Mandarin	3%
Other	38%

Community Activities Fund (CAF)

2024 budget	\$7,128.75
2024 spent to date	\$1,266.76

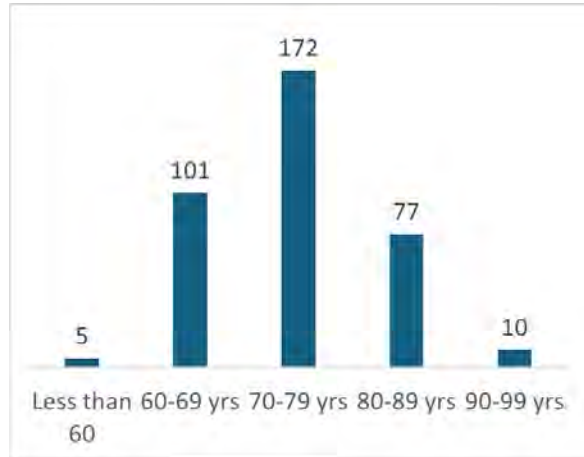
Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM						Sunshine Centres for Seniors Arts and Crafts, Gentle Exercise, and Games Weekly (9:30am-2:30pm)	
11:00 AM							
12:00 PM					*TIGP Exercise and Social Activities Weekly (11:30am-2pm)		
1:00 PM							
2:00 PM							
3:00 PM			Eastview Community Centre Social Recreation Weekly (3pm-5:30pm)				
4:00 PM					Tenant Led Bingo Weekly (6:30pm-9pm)		
5:00 PM							

*TIGP - Toronto Intergenerational Partnerships in Community

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



In-Home Care Program

LOFT Community Services (Housing Services)

Tenant Volunteers

Engaged at building planning meeting	3
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

7 Coatsworth Crescent – Hanson House



Units	48
Description	6 - Storey Mid Rise Apt Bldg
Building age	31 years
City Ward	Beaches-East York
Location	Hanson St. & Coxwell Ave.

Unit Types

Bachelor	0 units (0%)
1-bedroom	48 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

1	Gentle Fitness
2	Tai-Chi fitness
3	Health Checks
4	Speaker - Police/safety
5	Card Games

Preferred Spoken Language

English	62% of tenants
Cantonese	12%
Korean	4%
Mandarin	2%
Other	20%

Community Activities Fund (CAF)

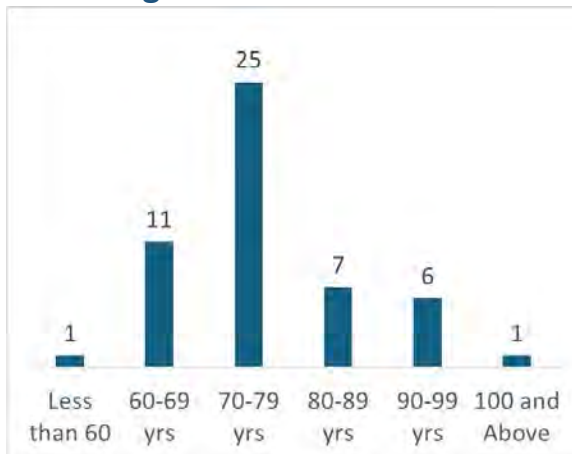
2024 budget	\$980.46
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	6
Tenant volunteers	0
Tenant Circles	0

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	3:4
Superintendent	1:4
New	Enhanced

828 Kingston Road – Glen Stewart Acres



Units	147
Description	7 - Storey High Rise Apt Bldg
Building age	62 years
City Ward	Beaches-East York
Location	Kingston Rd. & Main St.

Program Requests (2024/25)

1	Gentle Fitness
2	Health Checks
3	Computer Literacy
4	Bingo
5	Movie Nights

Preferred Spoken Language

English	64% of tenants
Mandarin	3%
Farsi	2%
Polish	1%
Cantonese	1%
Other	29%

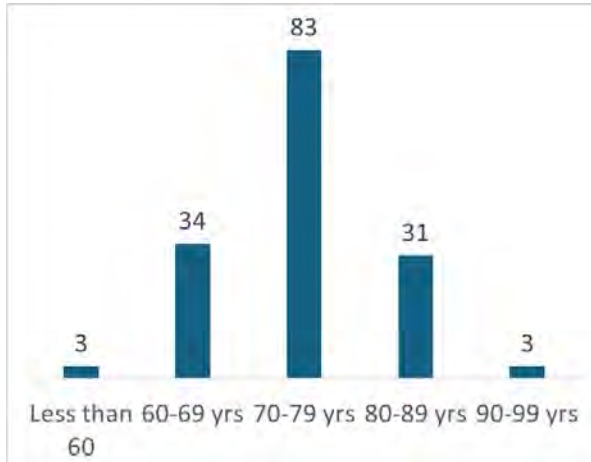
Community Activities Fund (CAF)

2024 budget	\$3,002.65
2024 spent to date	\$1,771.70

Unit Types

Bachelor	94 units (64%)
1-bedroom	53 units (36%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	17
Tenant volunteers	4
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	3:4
Superintendent	1:4
New	Enhanced

133 Merrill Avenue – Woodbine Acres



Units	42
Description	3 - Storey Low Rise Apt Bldg Walk-Up
Building age	64 years
City Ward	Beaches-East York
Location	Danforth Ave. & Woodbine Ave.

Unit Types

Bachelor	25 units (60%)
1-bedroom	17 units (40%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

1	Morning Coffee Club social
2	Book Exchange/Club
3	Nail Care
4	Pet Therapy
5	Gentle Fitness

Preferred Spoken Language

English	60% of tenants
Cantonese	2%
Korean	2%
Other	36%

Community Activities Fund (CAF)

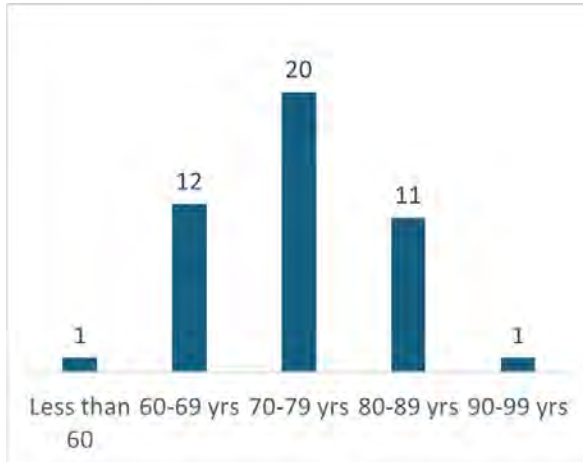
2024 budget	\$857.90
2024 spent to date	\$153.43

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	8
Tenant volunteers	3
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:4
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	3:4
Superintendent	1:4
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

50 Norway Avenue – Beaches Lions Centennial Apartments



Units	43
Description	2 - Storey Walk-Up Apt Bldg
Building age	57 years
City Ward	Beaches-East York
Location	Kingston Rd. & Woodbine Ave.

Unit Types

Bachelor	30 units (70%)
1-bedroom	13 units (30%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	70% of tenants
Mandarin	2%
Serbian	2%
Russian	2%
Other	24%

Community Activities Fund (CAF)

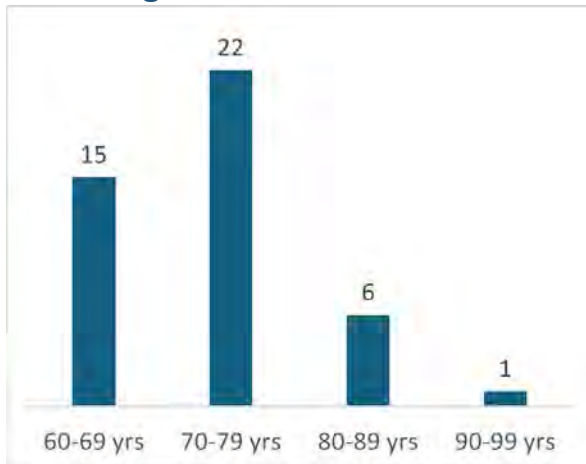
2024 budget	\$878.33
2024 spent to date	\$150.99

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	3
Tenant volunteers	0
Tenant Circles	0

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:4
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	3:4
Superintendent	1:4
New	Enhanced

575 Danforth Road – Scarborough Acres



Units	16
Description	2 - Storey Walk-Up Apt Bldg
Building age	66 years
City Ward	Scarborough Southwest
Location	Danforth Rd. & Birchmount Ave.

Unit Types

Bachelor	8 units (50%)
1-bedroom	8 units (50%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	56% of tenants
Mandarin	6%
Japanese	6%
Armenian	6%
Greek	6%
Other	20%

Community Activities Fund (CAF)

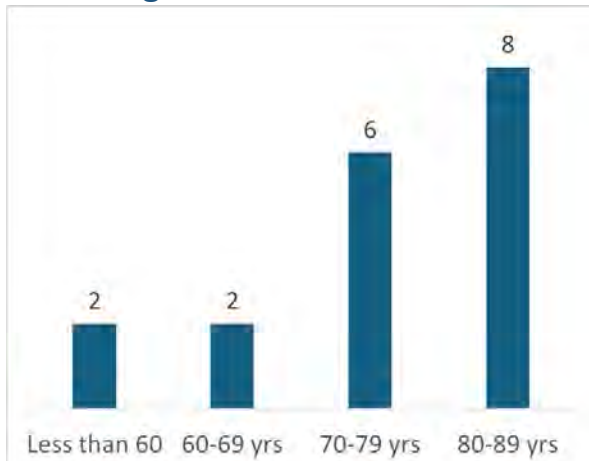
2024 budget	\$326.82
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

17 Brimley Road – St. Georges Manor



Units	330
Description	11 - Storey High Rise Apt Bldg
Building age	45 years
City Ward	Scarborough Southwest
Location	Kingston Rd. & Brimley Ave.

Unit Types

Bachelor	248 units (75%)
1-bedroom	82 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Movie Night
- 2 Computer Basics
- 3 Gentle Fitness
- 4 Senior Talent Show
- 5 Dancing/DJ

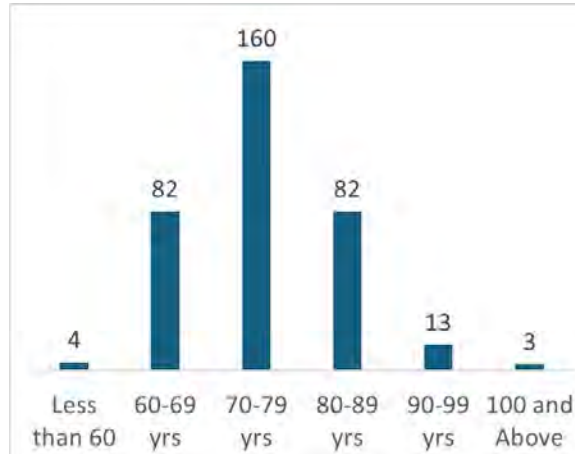
Preferred Spoken Language

English	59% of tenants
Cantonese	2%
Mandarin	2%
Tamil	2%
Greek	2%
Other	33%

Community Activities Fund (CAF)

2024 budget	\$6,740.65
2024 spent to date	\$2,323.11

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM	South Scarborough Chinese Alliance Drop In Social Weekly (10am-12pm)	Tenant Led Cake Decorating Weekly (10am-12pm)	Toronto Paramedics Services Medical Clinic Bi-Weekly (8:30am-1:30pm)				
11:00 AM						Transcare Community Support Services Exercise and Falls Prevention Weekly (11am-2pm)	
12:00 PM							
1:00 PM		Tenant Led Bible Study Weekly (1pm-3pm)	Transcare Community Support Services Exercise and Falls Prevention Weekly (11am-2pm)				
2:00 PM							
3:00 PM							
4:00 PM			Tenant Led Bingo Weekly (6pm-11pm)			Tenant Led Bingo Weekly (6pm-11pm)	Tenant Led Dancing Monthly (6pm-11pm) / Bingo Weekly (7pm-10pm)
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Transcare Community Support Services (Personal Care and Homemaking)

Tenant Volunteers

Engaged at building planning meeting	35
Tenant volunteers	3
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

717 Broadview Avenue – 717 Broadview



Units	69
Description	8 - Storey High Rise Apt Bldg
Building age	13 years
City Ward	Toronto-Danforth
Location	Danforth Ave. & Broadview Ave.

Unit Types

Bachelor	0 units (0%)
1-bedroom	62 units (90%)
2-bedroom	7 units (10%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Speaker - Aging in Place workshop
- 2 Falls Prevention fitness
- 3 Remote Care Monitoring
- 4 Crafts
- 5 Speaker: Elder Abuse/Bullying workshop

Preferred Spoken Language

English	66% of tenants
Cantonese	3%
Korean	1%
Other	30%

Community Activities Fund (CAF)

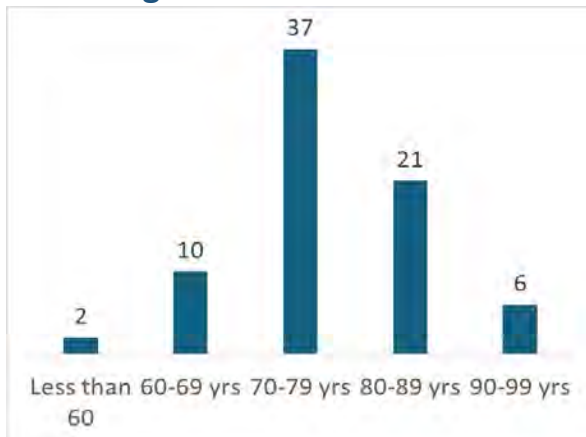
2024 budget	\$1,409.41
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM		One Health Partners Pet Therapy Monthly Date/Time: Based on the Availability of the Animals					
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	16
Tenant volunteers	3
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

80 Danforth Avenue – Broadview Manor



Units	131
Description	5 - Storey Mid Rise Apt Bldg
Building age	46 years
City Ward	Toronto-Danforth
Location	Danforth Ave. & Broadview Ave.

Unit Types

Bachelor	95 units (73%)
1-bedroom	36 units (27%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- Dental Clinic/Presentation gov program
- Foot/Nail Care
- Advance Care PLanning
- Remote Care Monitoring
- Fitness Program

Preferred Spoken Language

English	50% of tenants
Cantonese	11%
Mandarin	8%
Greek	4%
Farsi	2%
Other	25%

Community Activities Fund (CAF)

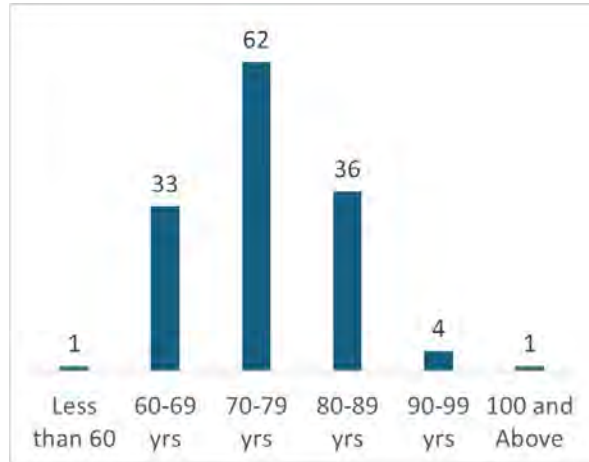
2024 budget	\$2,675.83
2024 spent to date	\$2,175.61

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM				Sunshine Centres for Seniors Social Recreation Weekly (9am-1pm)			
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM		Tenant Led Bingo Weekly (1pm-4pm)			Senior Services Long-Term Care Wellness Education Monthly (2pm-3:30pm)	Tenant Led Bingo Weekly (1pm-4pm)	
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



In-Home Care Program

Senior Services and Long-Term Care
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	15
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

230 River Street – Riverdale Acres



Units	25
Description	3 - Storey Low Rise Apt Bldg Walk-Up
Building age	63 years
City Ward	Toronto Centre
Location	Gerrard St. E. & River St.

Unit Types

Bachelor	25 units (100%)
1-bedroom	0 units (0%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Games Night
- 2 Computer Basics
- 3 Bingo
- 4 Arts/Crafts
- 5 Movie Night

Preferred Spoken Language

English	80% of tenants
Cantonese	8%
Russian	4%
Other	8%

Community Activities Fund (CAF)

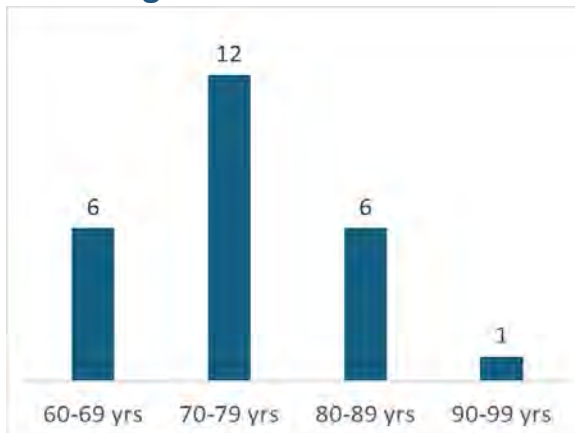
2024 budget	\$510.66
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	8
Tenant volunteers	0
Tenant Circles	0

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

330 Gerrard Street East – Donvale Manor



Units	81
Description	7 - Storey High Rise Apt Bldg
Building age	48 years
City Ward	Toronto Centre
Location	Gerrard St. E. & Parliament St.

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	36% of tenants
Cantonese	13%
Vietnamese	4%
Mandarin	4%
Tamil	1%
Other	42%

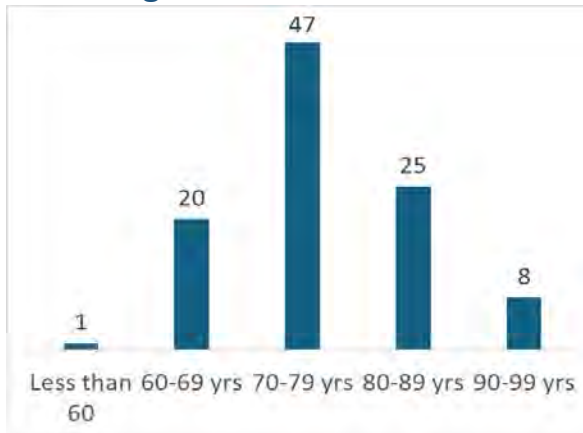
Community Activities Fund (CAF)

2024 budget	\$1,654.52
2024 spent to date	\$950.76

Unit Types

Bachelor	0 units (0%)
1-bedroom	81 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	0
Tenant Circles	0

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

9 Haldon Avenue – East York Acres



Units	200
Description	6 - Storey Mid Rise Apt Bldg
Building age	62 years
City Ward	Beaches-East York
Location	Woodbine Ave. & Cosburn Ave.

Unit Types

Bachelor	112 units (56%)
1-bedroom	88 units (44%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

1	Pot Luck
2	Diabetes Education
3	Gentle Exercise
4	Paramedicine
5	Food Share

Preferred Spoken Language

English	55% of tenants
Mandarin	3%
Farsi	3%
Spanish	2%
Bengali	1%
Other	36%

Community Activities Fund (CAF)

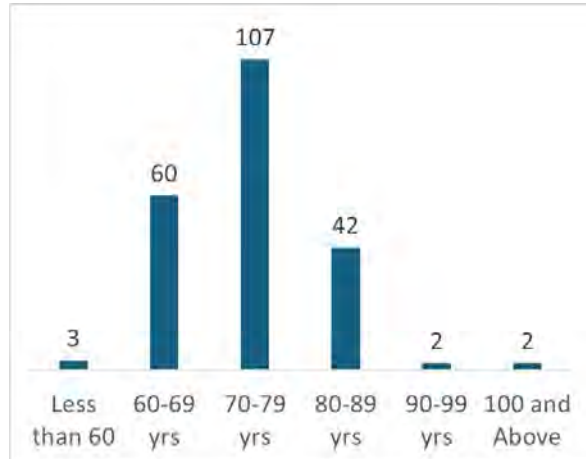
2024 budget	\$4,085.24
2024 spent to date	\$769.86

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



In-Home Care Program

Woodgreen Community Services
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	15
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

310 Dundas Street East – William Dennison Apts



Units	155
Description	7 - Storey High Rise Apt Bldg
Building age	44 years
City Ward	Toronto Centre
Location	Dundas St. E. & Sherbourne St.

Unit Types

Bachelor	125 units (81%)
1-bedroom	30 units (19%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	31% of tenants
Cantonese	16%
Mandarin	10%
Vietnamese	5%
Other	38%

Community Activities Fund (CAF)

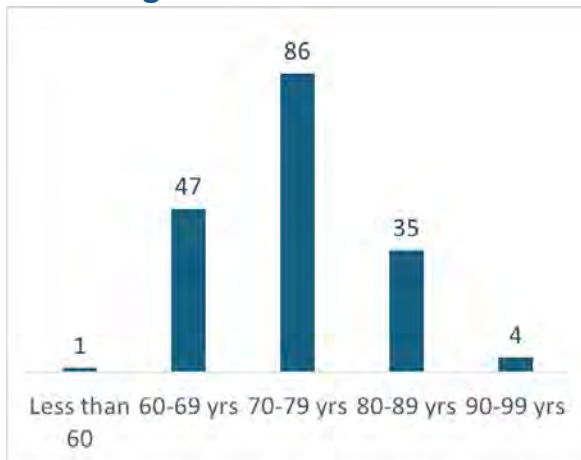
2024 budget	\$3,390.75
2024 spent to date	\$948.45

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM				🤝			
12:00 PM				Progress Place - Integrated Health Services			
1:00 PM				Social, Lifeskills, and Mental Health Weekly (12pm-2pm)			
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍲	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏛️	Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	2
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

55 Bleecker Street – Winchester Square



Units	260
Description	14 - Storey High Rise Apt Bldg
Building age	44 years
City Ward	Toronto Centre
Location	Sherbourne Ave. & Carlton St.

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	37% of tenants
Mandarin	17%
Cantonese	6%
Korean	2%
Tamil	1%
Other	37%

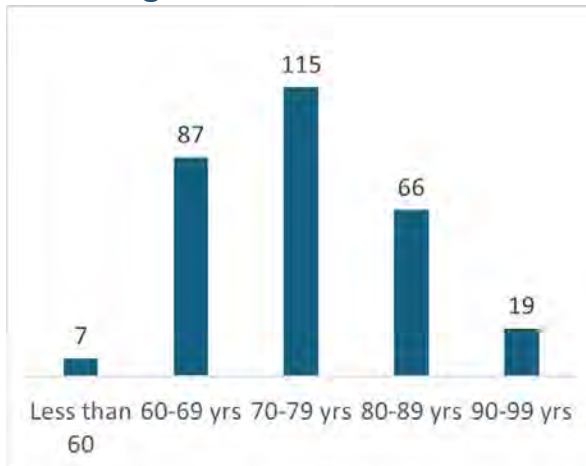
Community Activities Fund (CAF)

2024 budget	\$5,310.82
2024 spent to date	\$3,403.69

Unit Types

Bachelor	195 units (75%)
1-bedroom	65 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM					🤝		
10:00 AM			🤝		👤 Novo Peak Health Exercise and Falls Prevention Weekly (10am-11am)		
11:00 AM			👤 Novo Peak Health Exercise and Falls Prevention Weekly (11:30am-12:30pm)				
12:00 PM		🤝			👤 Dixon Hall Bingo, Educational Sessions Weekly (11am-3pm)		
1:00 PM		👤 Novo Peak Health Exercise and Falls Prevention Weekly (1pm-2pm)					
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	👤	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Senior Services and Long-Term Care
(Supportive Housing)

Progress Place (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	0
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:3
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

859 Dundas Street East – May Birchard Apartments



Units	29
Description	4 - Storey Low Rise Apt Bldg
Building age	51 years
City Ward	Toronto-Danforth
Location	Dundas St. E. & Broadview Ave.

Unit Types

Bachelor	26 units (90%)
1-bedroom	3 units (10%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

1	Meaningful day program
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Preferred Spoken Language

Cantonese	27% of tenants
English	22%
Mandarin	22%
Other	29%

Community Activities Fund (CAF)

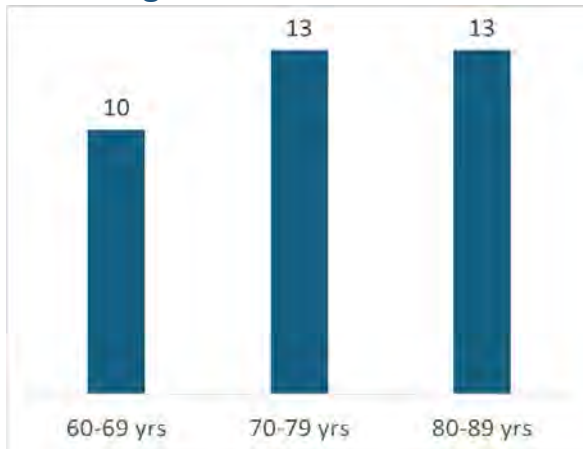
2024 budget	\$592.36
2024 spent to date	\$0.00

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Tenant Volunteers

Engaged at building planning meeting	5
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:2
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

369 Pape Avenue – Frances Beavis Manor



Units	139
Description	8 - Storey High Rise Apt Bldg
Building age	43 years
City Ward	Toronto-Danforth
Location	Gerrard St. E. & Pape Ave.

Program Requests (2024/25)

- 1 Remote Care Monitoring health
- 2 Mobile - Nail Care
- 3 Onsite health checkups and screenings
- 4 Meeting with Metrolink to review impact on building
- 5 'Birthday' month Celebrations

Preferred Spoken Language

English	27% of tenants
Cantonese	22%
Mandarin	6%
Korean	3%
Greek	3%
Other	39%

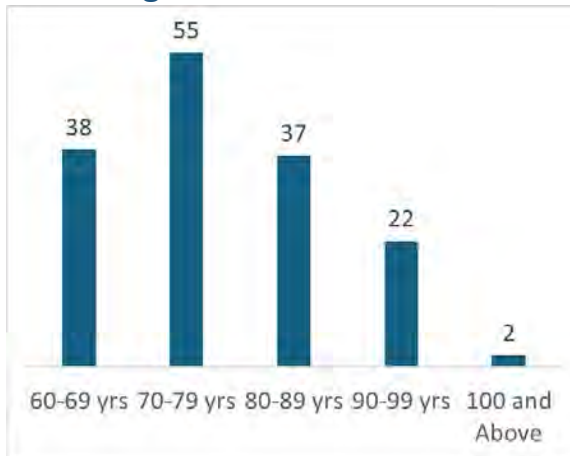
Community Activities Fund (CAF)

2024 budget	\$2,839.24
2024 spent to date	\$1,423.43

Unit Types

Bachelor	105 units (76%)
1-bedroom	34 units (24%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		Eastview Community Centre Social Recreation Programs Weekly (8:30am-12:30pm)					
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM				Eastview Community Centre Social Recreation Program Weekly (2:30pm-4:30pm)			
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	24
Tenant volunteers	1
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:2

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

252 Sackville Street – 252 Sackville St (Senior)



Units	159
Description	22 - Storey High Rise Apt Bldg
Building age	15 years
City Ward	Toronto Centre
Location	Dundas St. & Parliament St.

Program Requests (2024/25)

1	Weekly Coffe club social
2	Mobile Dental
3	Nail Care
4	Walking Group
5	Knitting group

Preferred Spoken Language

English	37% of tenants
Vietnamese	10%
Cantonese	9%
Mandarin	7%
Other	37%

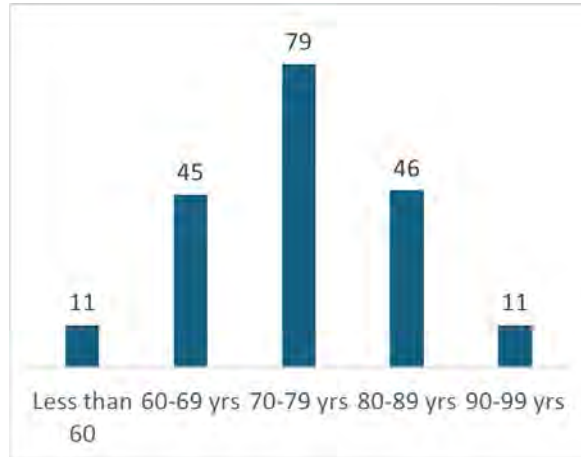
Community Activities Fund (CAF)

2024 budget	\$3,247.77
2024 spent to date	\$181.48

Unit Types

Bachelor	0 units (0%)
1-bedroom	147 units (92%)
2-bedroom	12 units (8%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		Sunshine Centres for Seniors Arts and Crafts, Games, and Exercise Weekly (10am-12pm)					
11:00 AM							
12:00 PM							
1:00 PM			Novo Peak Health Exercise / Falls Prevention Weekly (1pm-2pm)				
2:00 PM							Neighbourhood Group Bingo Weekly (1pm-3pm)
3:00 PM				Sunshine Centres for Seniors Arts/crafts, Games, and Exercise Weekly - (3pm-4pm)			
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	10
Tenant volunteers	2
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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540 Queen Street East – Edna Dixon Apartments



Units	44
Description	6 - Storey Mid Rise Apt Bldg
Building age	40 years
City Ward	Toronto Centre
Location	Queen St. E. & River St.

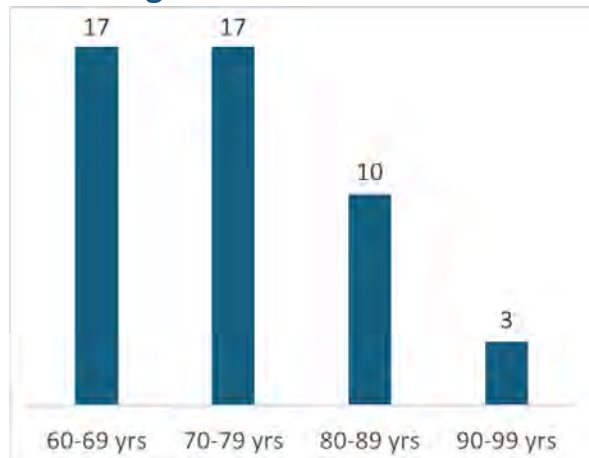
Program Requests (2024/25)

- 1 Cognitive Impairment Health Workshop
- 2 Gentle Fitness
- 3 Yoga/Tai Chi Fitness
- 4 Choir/Singing group
- 5 Buddy System

Unit Types

Bachelor	33 units (75%)
1-bedroom	11 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	49% of tenants
Mandarin	8%
Cantonese	6%
Other	37%

Community Activities Fund (CAF)

2024 budget	\$898.75
2024 spent to date	\$474.60

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	5
Tenant volunteers	3
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:4
Tenant Services Administrator	1:3
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:2
Superintendent	1:2
New	Enhanced

585 King Street East – 585 King Street East



Units	128
Description	8 - Storey High Rise Apt Bldg
Building age	10 years
City Ward	Toronto Centre
Location	King St. E. & River St.

Unit Types

Bachelor	0 units (0%)
1-bedroom	128 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

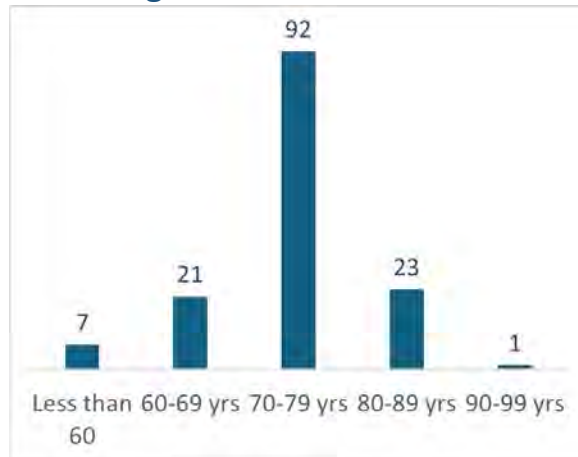
1	Gentle Fitness
2	Advanced Care Planning workshop
3	Health Checks
4	Choir sing

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Age



Preferred Spoken Language

English	74% of tenants
Other	26%

Community Activities Fund (CAF)

2024 budget	\$2,614.56
2024 spent to date	\$156.96

In-Home Care Program

Community Living (Supported Living)	
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Tenant Volunteers

Engaged at building planning meeting	8
Tenant volunteers	5
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:14
Seniors Services Coordinator	1:4
Tenant Services Administrator	1:4
Community Safety Advisor	1:39
Custodial Maintenance Person 1	1:2
Superintendent	1:2
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

Toronto Seniors Housing Corporation (TSHC)

The regional and building profiles for the SOUTHWEST region.

South West

Regional Map

Unit Types

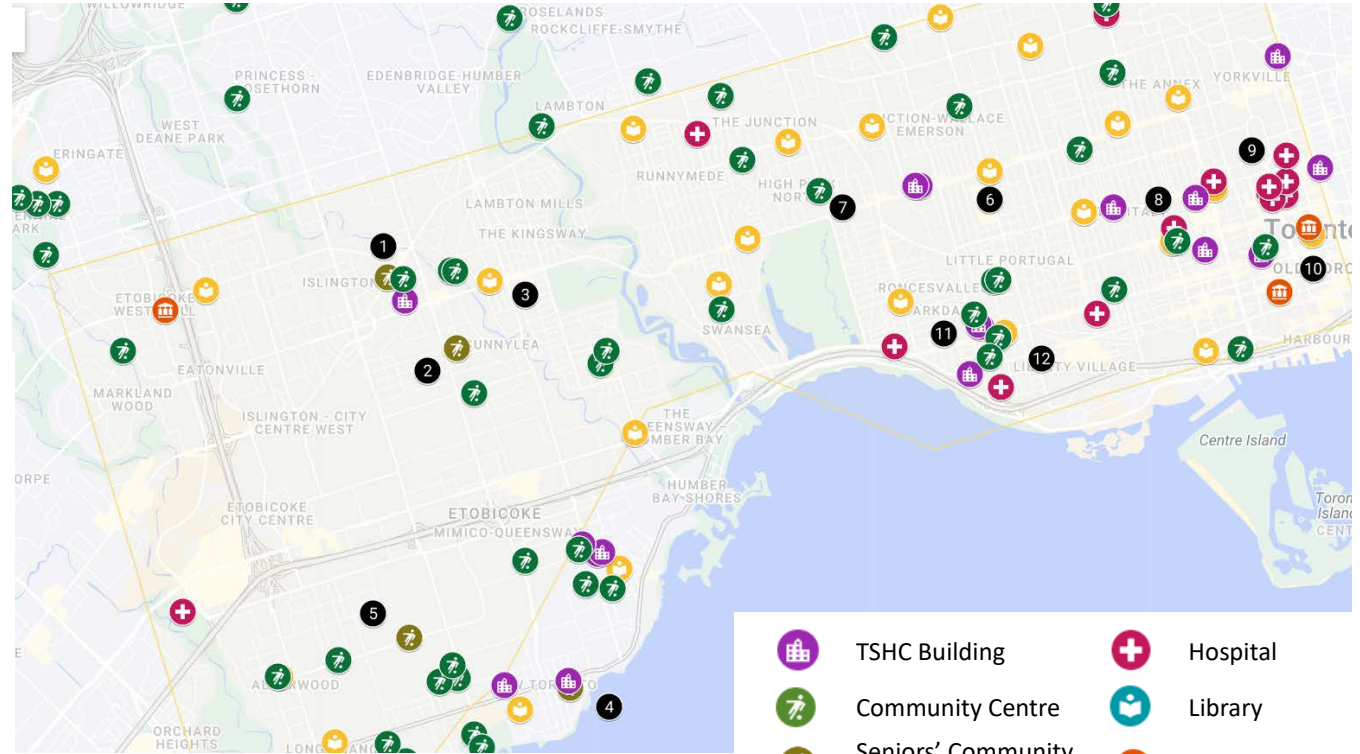
Bachelor	1,755 units (52%)
1-bedroom	1,624 units (48%)
2-bedroom	8 units (0%)
3-bedroom	0 units (0%)

City of Toronto Wards

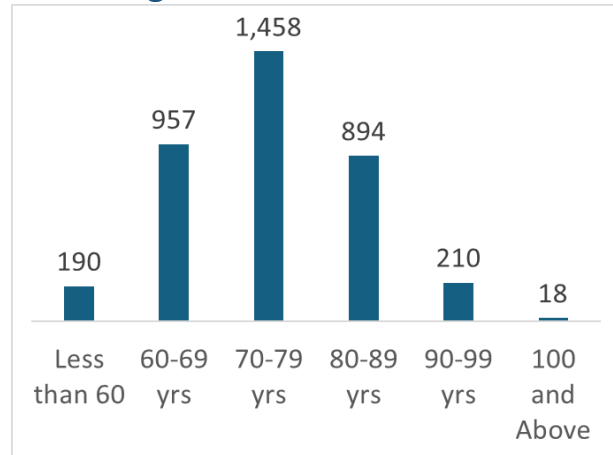
- 1 Davenport
- 2 Etobicoke-Lakeshore
- 3 Parkdale-High Park
- 4 Spadina-Fort York
- 5 Toronto Centre
- 6 University-Rosedale

TSHC Buildings within House Calls Postal Code(s)

1. 91 Augusta Ave.
2. 423 Yonge St.
3. 18 Davenport Rd.
4. 34 Oxford St.
5. 168 John St.
6. 72 Clinton St.
7. 55-77 Rankin Cres.



Tenant Age



Preferred Spoken Language

English	35% of tenants
Cantonese	7%
Mandarin	5%
Polish	4%
Korean	3%
Other	46%

Number of Calls for Service (Community Safety Unit)

Year	2021	2022	% Change (2022)	2023	% Change (2023)
Number of Calls	1,773	2,156	22%	2,279	6%

Note: The data shown represents the best available information as of September 2024.

Points of Interests

- | | |
|---------------------------------|-------------------------------|
| 1 Islington Seniors' Centre | 7 Kelle Community Centre |
| 2 Fairfield Seniors' Centre | 8 Toronto Western Hospital |
| 3 Brentwood Library | 9 Toronto General Hospital |
| 4 New Toronto Seniors' Centre | 10 City Hall / Metro Hall |
| 5 Horner Avenue Seniors' Centre | 11 St. Joseph's Health Centre |
| 6 Bloor-Gladstone Library | 12 Parkdale Library |

168 John Street – Beverley Manor



Units	180
Description	7 - Storey High Rise Apt Bldg
Building age	45 years
City Ward	Spadina-Fort York
Location	Queen St. W. & Spadina Ave.

Program Requests (2024/25)

- 1 Strength and Fall Prevention health
- 2 Fraud Prevention and Safety
- 3 Food Banks
- 4 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 5 Vaccine Clinics

Preferred Spoken Language

English	18% of tenants
Cantonese	17%
Mandarin	14%
Vietnamese	2%
Other	49%

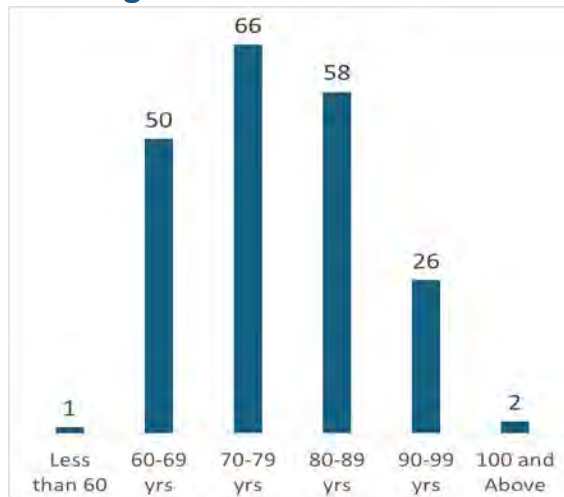
Community Activities Fund (CAF)

2024 budget	\$3,676.72
2024 spent to date	\$0.00

Unit Types

Bachelor	138 units (77%)
1-bedroom	42 units (23%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	26
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:33
Custodial Maintenance Person 1	N/A
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

423 Yonge Street – College View Apartments



Units	340
Description	20 - Storey High Rise Apt Bldg
Building age	54 years
City Ward	Toronto Centre
Location	Carlton St. & Yonge St.

Unit Types

Bachelor	272 units (80%)
1-bedroom	68 units (20%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Computer Basics
- 2 Stretching, Yoga, Taichi fitness
- 3 Fraud Prevention and Safety
- 4 Food Banks
- 5 Healthy Eating/Cooking Classes

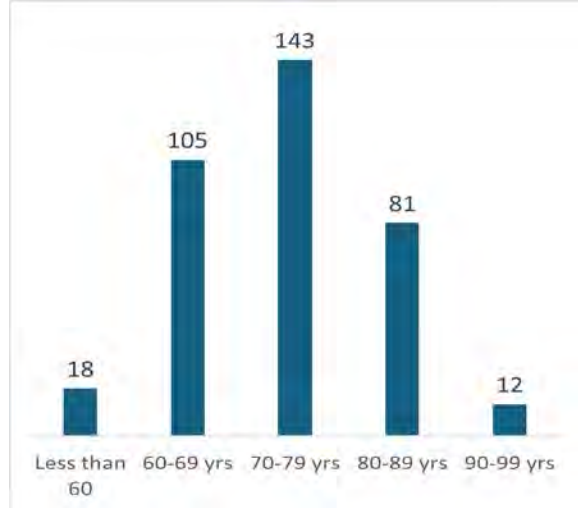
Preferred Spoken Language

English	42% of tenants
Cantonese	4%
Mandarin	4%
Spanish	2%
Russian	2%
Other	46%

Community Activities Fund (CAF)

2024 budget	\$6,944.91
2024 spent to date	\$0.00

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM		Toronto Paramedics Services Medical Clinic	🤝				
9:00 AM		Bi-Weekly (8:30am-1:30pm)					
10:00 AM			👥	👥	👥	👥	
11:00 AM	👥	LOFT - Social-Rec Programs - Weekly (11am-12pm)	LOFT - Social-Rec Programs - Weekly (11am-12pm)	LOFT - Social-Rec Programs - Weekly (11am-12pm)	LOFT - Social-Rec Programs - Weekly (11am-12pm)	LOFT - Social-Rec Programs - Weekly (11am-12pm)	
12:00 PM		Toronto Paramedics Services - Medical Clinic (8:30am-1:30pm)			Tenant Led Spiritual Teachings Weekly (12:30pm-1:30pm)	🏛️	
1:00 PM			👥				
2:00 PM			Society of Sharing Tenant Socialization Weekly (2pm-4pm)				
3:00 PM		👥		👥	👥	👥	
4:00 PM		LOFT Community Service - Social Recreation Programs Weekly (4:30pm-5:30pm)	LOFT Community Service - Social Recreation Programs Weekly (4:30pm-5:30pm)	LOFT Community Service - Social Recreation Programs Weekly (4:30pm-5:30pm)	LOFT Community Service - Social Recreation Programs Weekly (4:30pm-5:30pm)	LOFT Community Service - Social Recreation Programs Weekly (4:30pm-5:30pm)	
5:00 PM							

🎓	Learning and Development	🍷	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏛️	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

COTA Health (Supportive Housing)	
LOFT Community Services (Supportive Housing)	

Tenant Volunteers

Engaged at building planning meeting	19
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

41 Mabelle Street – Islington Manor



Units	350
Description	19 - Storey High Rise Apt Bldg
Building age	45 years
City Ward	Etobicoke-Lakeshore
Location	Bloor St. W. & Islington Ave.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Walking Group
- 3 Strength and Fall Prevention
- 4 Seniors Abuse workshop
- 5 Healthy Eating/Cooking Classes

Preferred Spoken Language

English	36% of tenants
Korean	11%
Russian	5%
Serbian	5%
Polish	4%
Other	39%

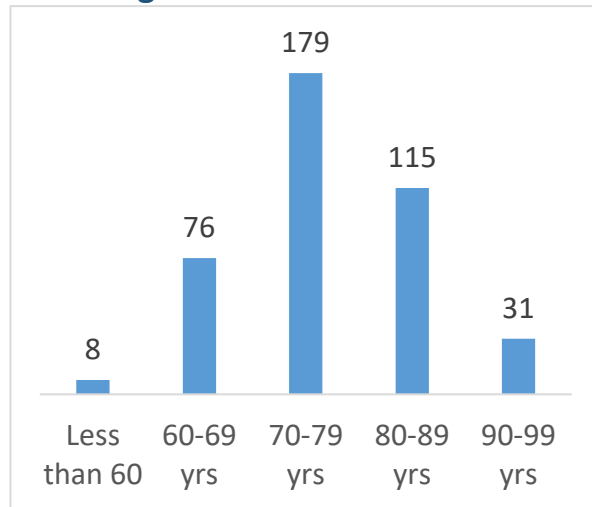
Community Activities Fund (CAF)

2024 budget	\$7,149.18
2024 spent to date	\$4,149.91

Unit Types

Bachelor	38 units (11%)
1-bedroom	312 units (89%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM			MABELLEarts - Seniors on the Move: Expressive Movement Weekly (9am-1pm)				
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM			MABELLEarts - Elder Dance Program - Weekly (1pm-5pm)		Reconnect - Exercise and Socialization Weekly - (1:30pm-4pm)		
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Storefront Humber (Supportive Housing)	
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Tenant Volunteers

Engaged at building planning meeting	25
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:12
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

20-25 West Lodge Avenue – May Robinson Apts



Units	397
Description	11 - Storey High Rise Apt Bldg & 1 - Storey wing connected to 2 - Storey Low-Rise Wing
Building age	65 years
City Ward	Parkdale-High Park

Program Requests (2024/25)

- 1 Computer Basics
- 2 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 3 Seniors Abuse
- 4 Managing Money workshop
- 5 Healthy Eating Classes

Preferred Spoken Language

English	41% of tenants
Polish	3%
Spanish	3%
Vietnamese	3%
portuguese	2%
Other	48%

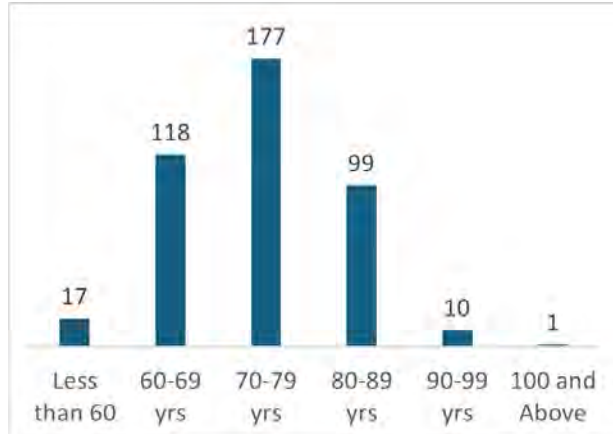
Community Activities Fund (CAF)

2024 budget	\$8,109.21
2024 spent to date	\$2,993.33

Unit Types

Bachelor	244 units (61%)
1-bedroom	153 units (39%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 AM						
9:00 AM						
10:00 AM		*WNH - Chair Yoga - Bi-Weekly (10am-12pm)	Toronto Paramedic Services - Medical Clinics - Bi-Weekly (8:30am-1:30pm)	*WNH - New Horizons for Seniors - Weekly Space: Blue Room (9am-11am)	Parkdale Golden Age Foundation - Tai Chi, Arts and Crafts, Presentations - Weekly (9am-4pm)	
11:00 AM						
12:00 PM						
1:00 PM		*WNH - Discussion: Aging in Place - Weekly (1pm-3pm)				
2:00 PM			*WNH - West Active Living Learning Centre - Bi-Weekly (1pm-7pm)	Parkdale Golden Age Foundation - Bingo (and other games) and Tai Chi - Weekly (9am-4pm)		
3:00 PM						
4:00 PM						*WNH - West Active Living Learning Centre - Bi-Weekly (1pm-7pm)
5:00 PM						

*WNH - West Neighbourhood House;

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

West Neighbourhood House
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	17
Tenant volunteers	6
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:11
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

18 Davenport Road – McMurrich Place



Units	128
Description	16 - Storey High Rise Apt Bldg
Building age	44 years
City Ward	University-Rosedale
Location	Yonge St. & Davenport Rd.

Program Requests (2024/25)

- 1 Computer Basics
- 2 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 3 Food Banks
- 4 Fraud Prevention and Safety
- 5 Walking Group

Preferred Spoken Language

English	44% of tenants
Mandarin	8%
Korean	6%
Russian	5%
Serbian	4%
Other	33%

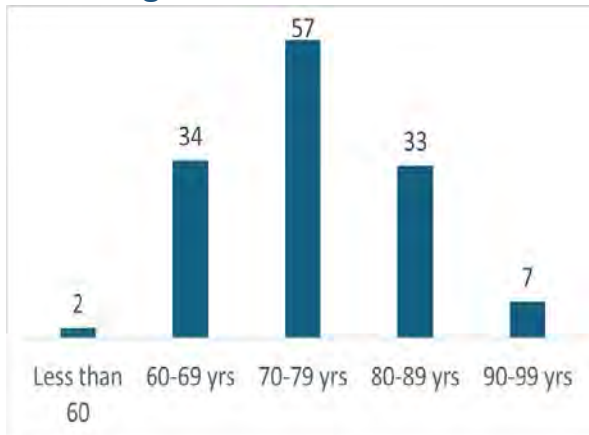
Community Activities Fund (CAF)

2024 budget	\$2,614.56
2024 spent to date	\$0.00

Unit Types

Bachelor	98 units (77%)
1-bedroom	30 units (23%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	9
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:33
Custodial Maintenance Person 1	N/A
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

55-77 Rankin Avenue – Rankin Apartments



Units	297
Description	9 - Storey High Rise Apt Bldg
Building age	32 years
City Ward	Davenport
Location	Bloor St. W. & Lansdowne Ave.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Food Banks
- 3 Walking Group
- 4 Community Meals
- 5 Tax Clinics

Preferred Spoken Language

English	57% of tenants
Korean	5%
Spanish	3%
Portuguese	3%
Vietnamese	2%
Other	32%

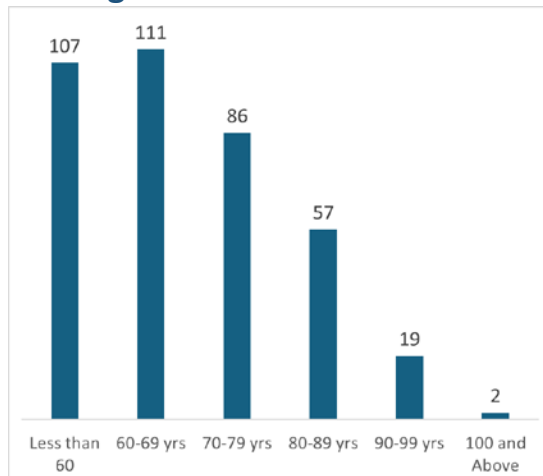
Community Activities Fund (CAF)

2024 budget	\$6,046.16
2024 spent to date	\$2,591.43

Unit Types

Bachelor	0 units (0%)
1-bedroom	297 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 AM						
9:00 AM						
10:00 AM						
11:00 AM		LA Centre for Seniors Food Drive - Weekly (9am-2pm)	LA Centre for Seniors Workshops/ Movie Screenings - Weekly (11am-1pm)			LA Centre - Zumba - Weekly (11am-12pm)
12:00 PM						LA Centre - Chair Yoga - Weekly (12pm-1pm)
1:00 PM						LA Centre - Community Lunch - Weekly (1pm-2pm)
2:00 PM		LA Centre for Seniors Exercise Program - Weekly (2pm-4pm)	LA Centre for Seniors Bingo - Weekly (2:30pm-4pm)	LA Centre for Seniors Exercise Program Weekly (2pm-4pm)		
3:00 PM						
4:00 PM						Tenant Led - Family Movie Nights Bi-Weekly (6pm-8pm)
5:00 PM						

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

LA Centre for Seniors (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	19
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

1447 King St West – Springhurst Manor



Units	59
Description	6 - Storey Mid Rise Apt Bldg
Building age	32 years
City Ward	Parkdale-High Park
Location	King St. W. & Springhurst Ave.

Program Requests (2024/25)

- 1 Stretching, Yoga, Taichi
- 2 Aerobic Activities/Dancing/ Zumba
- 3 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 4 Food Banks
- 5 Community Meals

Preferred Spoken Language

English	50% of tenants
Polish	12%
Spanish	3%
Other	35%

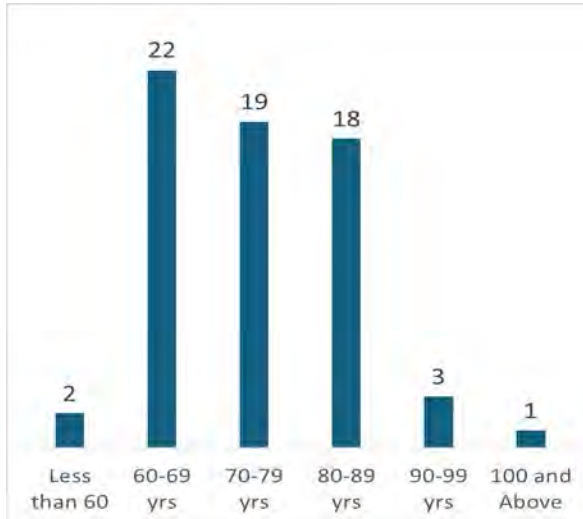
Community Activities Fund (CAF)

2024 budget	\$1,205.15
2024 spent to date	\$153.43

Unit Types

Bachelor	0 units (0%)
1-bedroom	59 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM					 West Neighbourhood House - West Active Living Learning Centre - Weekly (1pm-7pm)		
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	2
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:33
Custodial Maintenance Person 1	N/A
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

91 Augusta Street – Alexandra Park Apts.



Units	257
Description	14 - Storey High Rise Apt Bldg
Building age	56 years
City Ward	Spadina-Fort York
Location	Queen St. W. & Spadina Ave.

Program Requests (2024/25)

- 1 Healthy Eating/Cooking Classes
- 2 Computer Basics
- 3 Fraud Prevention and Safety
- 4 Onsite health information (e.g., diabetes, mental health, heart health, medication management, addictions, dementia)
- 5 Seniors Abuse

Preferred Spoken Language

Cantonese	40% of tenants
Mandarin	21%
English	8%
Vietnamese	6%
Spanish	3%
Other	22%

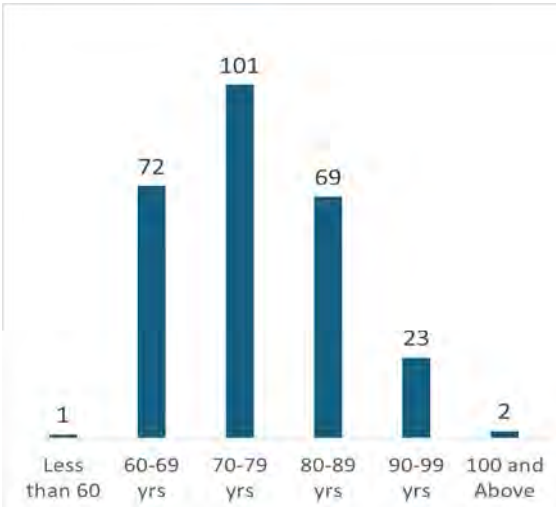
Community Activities Fund (CAF)

2024 budget	\$5,249.54
2024 spent to date	\$3,048.88

Unit Types

Bachelor	204 units (79%)
1-bedroom	53 units (21%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		Fort York Food Bank - Food Delivery Service - Bi-Weekly (9:30am-1:30pm)	Tenant Led Walking Group Weekly (10:30am-11:30am)				
10:00 AM							
11:00 AM					Tenant Led Mandarin Reading Group Weekly (12pm-2pm)		
12:00 PM							
1:00 PM						Toronto Chinese Baptist Church Spiritual Teaching Monthly (2pm-3:30pm)	
2:00 PM							
3:00 PM							
4:00 PM		Novo Peak Health Exercise Class Weekly (4pm-5pm)		Novo Peak Health Falls Prevention Weekly (4pm-5pm)		Novo Peak Health Exercise Class / Falls Prevention Weekly (3:30pm-5:30pm)	
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Carefirst Seniors and Community Services Association (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	13
Tenant volunteers	2
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

340 Royal York Avenue – Edwards Manor



Units	307
Description	16 - Storey High Rise Apt Bldg
Building age	52 years
City Ward	Etobicoke-Lakeshore
Location	Royal York Rd. & Newcastle St.

Program Requests (2024/25)

- 1 Fraud Prevention and Safety workshop
- 2 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 3 Tax Clinics
- 4 Community Meals
- 5 Strength and Fall Prevention

Preferred Spoken Language

English	42% of tenants
Polish	7%
Russian	4%
Ukrainian	3%
Spanish	2%
Other	42%

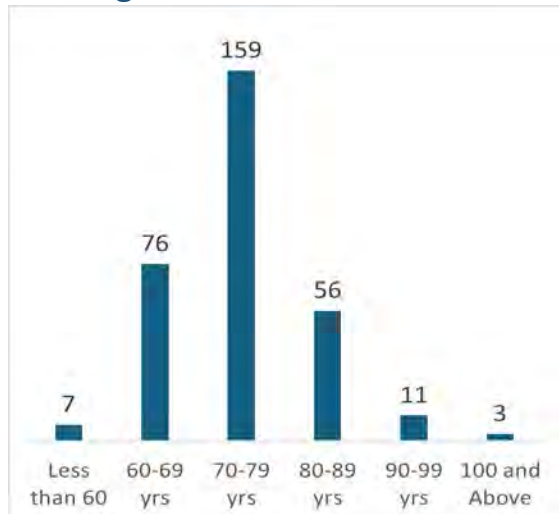
Community Activities Fund (CAF)

2024 budget	\$6,270.85
2024 spent to date	\$2,536.84

Unit Types

Bachelor	281 units (92%)
1-bedroom	26 units (8%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM		Reconnect - Exercise and Socialization Weekly (9:30am-12pm)					
10:00 AM							
11:00 AM							
12:00 PM							Hope Church - Food Delivery Monthly (11am-2pm)
1:00 PM							
2:00 PM			Tenant Led Crochet Group Weekly (2pm-4pm)				
3:00 PM							
4:00 PM			PACE Exercise Class Weekly (4:30pm-5:30pm)				
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

- ABI Possibilities Inc.** (Supportive Housing)
- PACE Independent Living** (Supportive Housing)
- Storefront Humber** (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	30
Tenant volunteers	5
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:1

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

98-100 Cavell Avenue – Griggs Manor



Units	400
Description	7 & 6 - Storey High Rise Apt. Bldg.
Building age	47 years
City Ward	Etobicoke-Lakeshore
Location	Royal York & Cavell

Unit Types

Bachelor	229 units (57%)
1-bedroom	165 units (41%)
2-bedroom	6 units (2%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Seniors Abuse workshop
- 3 Tax Clinics
- 4 Computer Basics
- 5 Fraud Prevention and Safety

Preferred Spoken Language

English	38% of tenants
Polish	12%
Russian	6%
Ukrainian	4%
Spanish	3%
Other	37%

Community Activities Fund (CAF)

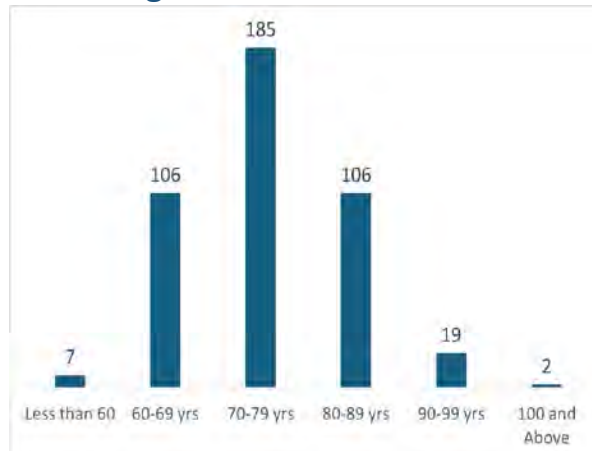
2024 budget	\$8,170.49
2024 spent to date	\$2,519.82

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM					🤝		
10:00 AM			🤝		Reconnect - Cognitive Behaviour Therapy Class Weekly		
11:00 AM			Reconnect - Mindfulness Class Weekly		Library Room (11am-12pm)		🍰
12:00 PM		🤝	Library Room (11am-12pm)				🍰
1:00 PM		Reconnect Exercise and Socialization Weekly (1:30pm-4:30pm)		👥	🤝		
2:00 PM	👥			Tenant Led Games and Craft Weekly (2pm-4pm)	Tenant Led Weights Class Weekly (2pm-3:30pm)		
3:00 PM	Tenant Led Billiard Lessons (4pm-6pm) and Piano (7:30pm-8:30pm) Weekly	Tenant Led Piano Lesson Weekly (7pm-8pm)	🤝			👥	👥
4:00 PM			Tenant Led Weights Class Weekly (6pm-7pm)			Tenant Led Bingo Weekly (7pm-9pm)	Tenant Led Movie Night Monthly (7:30pm-10pm)
5:00 PM							

🎓	Learning and Development	🍰	Food Security	🤝	Health and Wellness	👥	Social Recreation	🕯️	Faith Based
	Agency Led		Tenant Led						

Tenant Age



In-Home Care Program

Stormfront Humber
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	26
Tenant volunteers	6
Tenant Circles	1

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:3
Community Safety Advisor	1:33
Custodial Maintenance Person 1	2:1
Superintendent	1:1
New	Enhanced

Note: The data shown represents the best available information as of September 2024.

34 Oxford Street – Kensington Manor



Units	189
Description	7 - Storey High Rise Apt Bldg
Building age	45 years
City Ward	University-Rosedale
Location	College St. & Spadina Ave.

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Healthy Eating Classes
- 3 English Lessons
- 4 Fraud Prevention and Safety
- 5 Tax Clinics

Preferred Spoken Language

Cantonese	39% of tenants
Mandarin	20%
English	12%
Vietnamese	4%
portuguese	4%
Other	21%

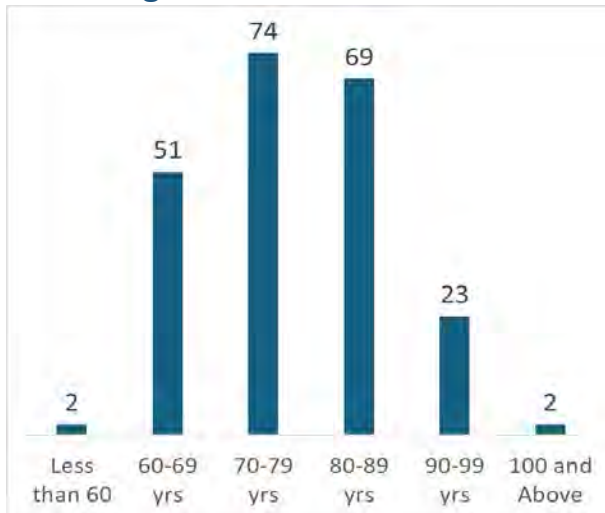
Community Activities Fund (CAF)

2024 budget	\$3,860.56
2024 spent to date	\$0.00

Unit Types

Bachelor	141 units (75%)
1-bedroom	48 units (25%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM		Toronto Evergreen Alliance Church Spiritual Teaching Weekly (12pm-2:30pm)		Novo Peak Health Exercise (1:30pm-2:30pm) and Falls Prevention (2:30pm-3:30pm) Weekly			
1:00 PM							Novo Peak Health Falls Prevention (1:30pm-2:30pm) Weekly
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

Tenant Volunteers

Engaged at building planning meeting	32
Tenant volunteers	0
Tenant Circles	0

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:3
Community Safety Advisor	1:33
Custodial Maintenance Person 1	N/A
Superintendent	1:2

New	Enhanced
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72 Clinton Street – Leonardo Court



Units	157
Description	7 - Storey High Rise Apt Bldg
Building age	35 years
City Ward	University-Rosedale
Location	College St. & Bathurst St.

Program Requests (2024/25)

- 1 Computer Basics
- 2 Strength and Fall Prevention
- 3 Healthy Eating Classes
- 4 Community Meals
- 5 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)

Preferred Spoken Language

English	28% of tenants
Mandarin	14%
Cantonese	12%
Portuguese	9%
Vietnamese	6%
Other	31%

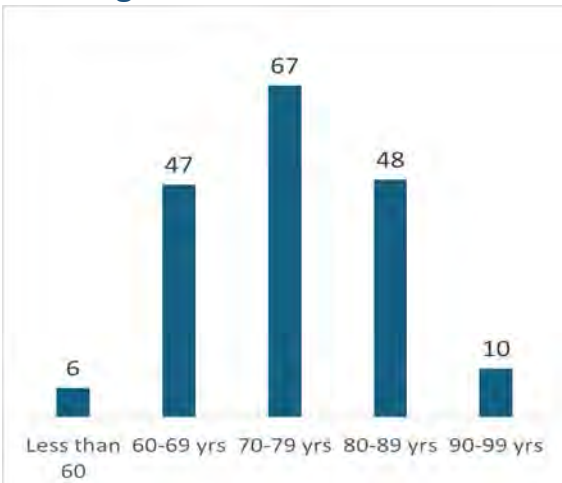
Community Activities Fund (CAF)

2024 budget	\$3,206.92
2024 spent to date	\$2,443.78

Unit Types

Bachelor	0 units (0%)
1-bedroom	157 units (100%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM		🤝		🤝		🤝	
11:00 AM		Novo Peak Health Exercise Class / Falls Prevention Weekly (11am-1pm)		Novo Peak Health Falls Prevention Weekly (11am-12pm)		Novo Peak Health Falls Prevention Weekly (11am-12pm)	
12:00 PM							
1:00 PM		👥		👥			
2:00 PM		Society of Sharing Tenant Socialization Weekly (2pm-4pm)	Tenant Led Karaoke Weekly (2pm-5pm)	Tenant Led Puzzle and Board Games Weekly (2pm-4pm)	Tenant Led Karaoke Weekly (2pm-5pm)		
3:00 PM							
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍷	Food Security	🤝	Health and Wellness	👥	Social Recreation	🏠	Faith Based
🟢	Agency Led	🟠	Tenant Led						

Tenant Volunteers

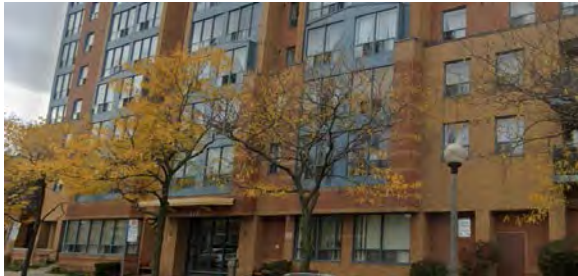
Engaged at building planning meeting	19
Tenant volunteers	3
Tenant Circles	1

Note: The data shown represents the best available information as of September 2024.

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:2
New	Enhanced

250 Twelfth Avenue – Lurette Manor



Units	178
Description	14 - Storey High Rise Apt Bldg
Building age	31 years
City Ward	Etobicoke-Lakeshore
Location	Lakeshore Blvd. W. & Islington Ave.

Program Requests (2024/25)

N/A

Preferred Spoken Language

English	26% of tenants
Polish	18%
Korean	8%
Spanish	5%
Ukrainian	4%
Other	39%

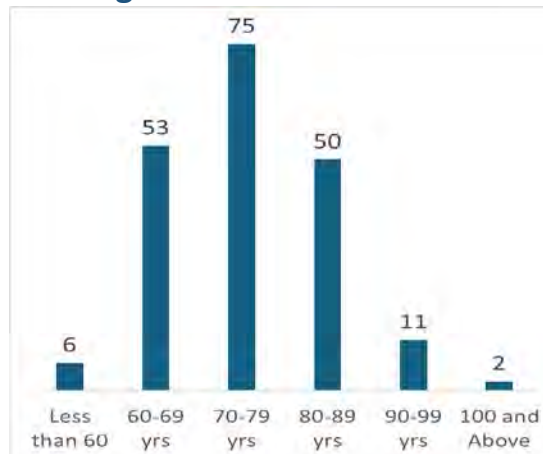
Community Activities Fund (CAF)

2024 budget	\$3,635.87
2024 spent to date	\$0.00

Unit Types

Bachelor	0 units (0%)
1-bedroom	176 units (99%)
2-bedroom	2 units (1%)
3-bedroom	0 units (0%)

Tenant Age



Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM			 Parkdale Golden Age Foundation Social Hour, Games, and Board Games Weekly (9am-4pm)				
10:00 AM							
11:00 AM							 Hope Church Food Delivery Monthly (11am-2pm)
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							

	Learning and Development		Food Security		Health and Wellness		Social Recreation		Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

Canadian Mental Health
(Supportive Housing)

Supportive Housing in Peel
(Supportive Housing)

Storefront Humber
(Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	11
Tenant volunteers	0
Tenant Circles	0

Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:2
Tenant Services Administrator	1:4
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:2

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

2835 Lakeshore Boulevard West – Woods Manor



Units	148
Description	9 - Storey High Rise Apt Bldg & 5 - Storey Wing
Building age	44 years
City Ward	Etobicoke-Lakeshore
Location	Fourth Ave. & Lakeshore Blvd. W.

Unit Types

Bachelor	110 units (74%)
1-bedroom	38 units (26%)
2-bedroom	0 units (0%)
3-bedroom	0 units (0%)

Program Requests (2024/25)

- 1 Computer Basics
- 2 Stretching, Yoga, Taichi fitness
- 3 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 4 Healthy Eating/Cooking Classes
- 5 Tax Clinics

Preferred Spoken Language

English	47% of tenants
Polish	8%
Spanish	4%
Ukrainian	4%
Russian	2%
Other	35%

Community Activities Fund (CAF)

2024 budget	\$3,023.08
2024 spent to date	\$434.53

Recurring Agency-Led and Tenant-Led Programs

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM					👏		
12:00 PM			👥		Dancing with Parkinsons Chair Exercise Weekly (11am-12pm)		
1:00 PM			Parkdale Golden Age Foundation Social Hour (Games, Crafts) Weekly (1:30pm-3pm)				
2:00 PM							👥
3:00 PM							Tenant Led Movie Nights Weekly (7pm-9pm)
4:00 PM							
5:00 PM							

🎓	Learning and Development	🍰	Food Security	👏	Health and Wellness	👥	Social Recreation	🏠	Faith Based
	Agency Led		Tenant Led						

In-Home Care Program

- Canadian Mental Health Association (Supportive Housing)
- Storefront Humber (Supportive Housing)
- Supportive Housing in Peel (Supportive Housing)

Tenant Volunteers

Engaged at building planning meeting	11
Tenant volunteers	3
Tenant Circles	1

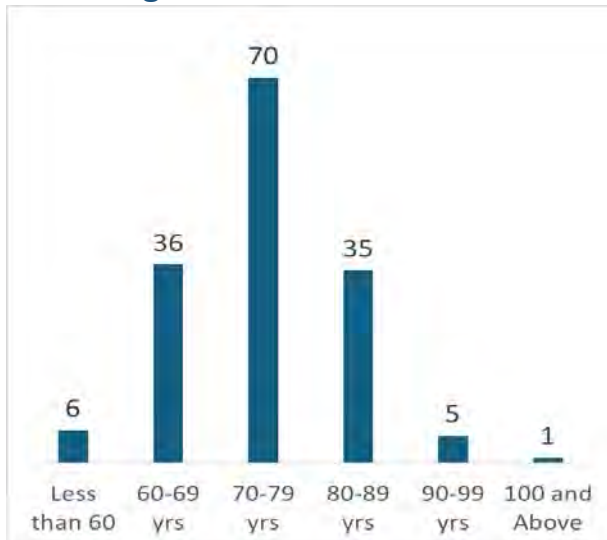
Staff to Building Ratio for Support

Community Services Coordinator	1:15
Seniors Services Coordinator	1:1
Tenant Services Administrator	1:2
Community Safety Advisor	1:33
Custodial Maintenance Person 1	1:1
Superintendent	1:2

New	Enhanced
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Note: The data shown represents the best available information as of September 2024.

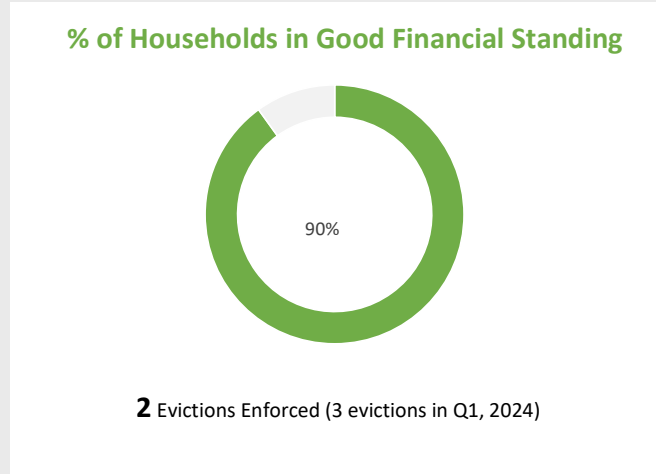
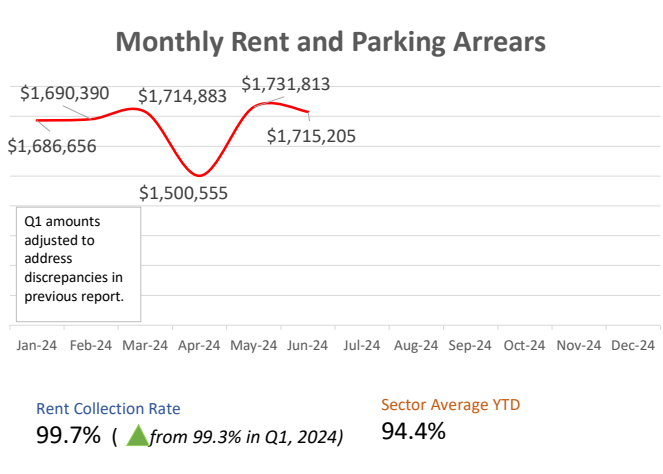
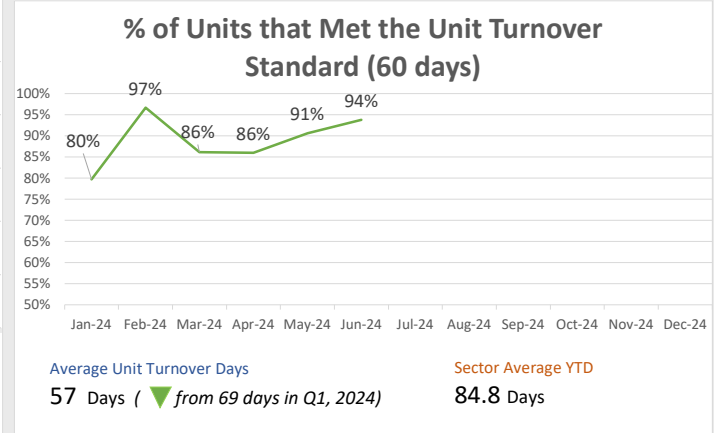
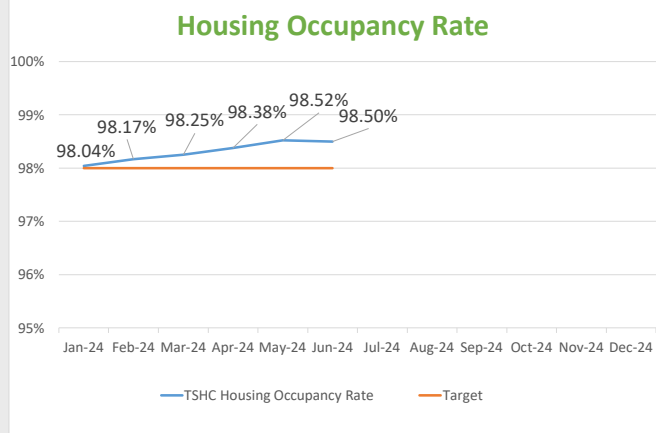
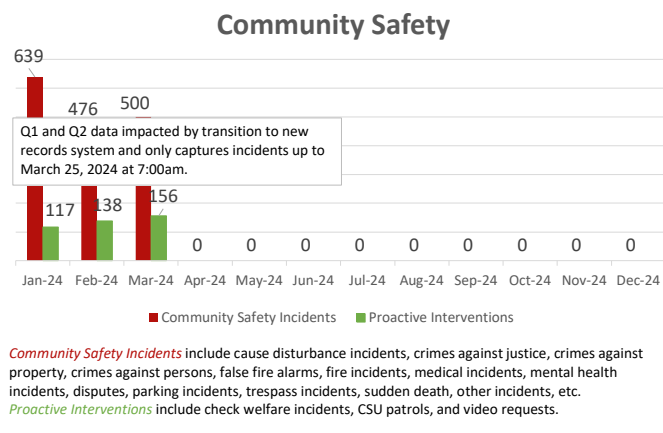
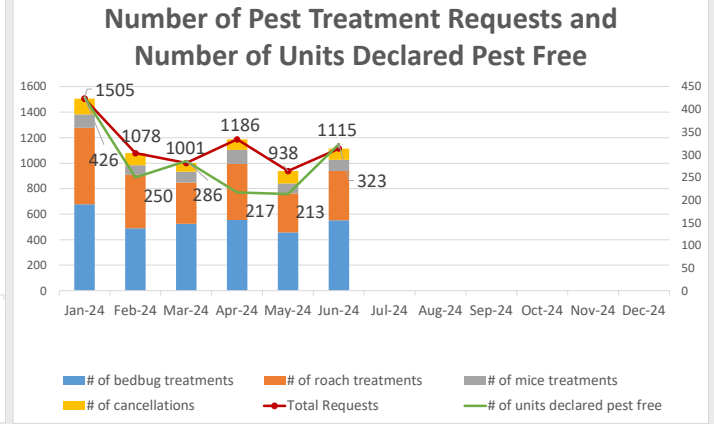
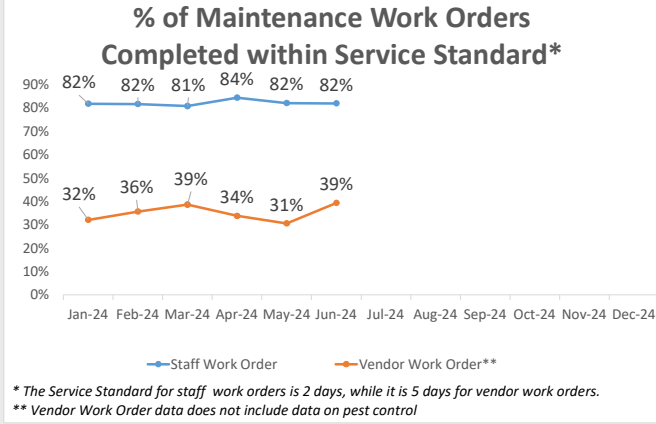
Tenant Age



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

Highlights:

- **Work Orders:** the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 82% compliance and vendors achieved 39% compliance in June.
- **Pest Management:** In Q2, a total of 753 units were declared pest free. Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 13 units with Toronto Public Health.
- **The housing occupancy rate** at the end of June stood at 98.5%, reaching the target of 98%. The average unit turnover days in Q2 were at 57 days, decreasing from 69 days in the previous quarter.
- **Arrears:** TSHC achieved almost 100% rent collection rate in Q2. The arrears level has remained stable during Q2, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1142
\$2,001-\$4,000	102
\$4,001-\$6,000	49
\$6,001-\$8,000	29
\$8,001-\$10,000	16
\$10,001 and above	30
Grand Total	1368

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

Highlights:

- Two-year anniversary of TSHC: celebrated and featured in all-staff emails, the staff bulletin, as well as TSHC's website and social media.
- Mental Health Awareness week: issues of Staff Bulletin and Seniors Speak included features, and Seniors Speak also highlighted partnerships related to mental health awareness.
- Tenant Complaints process: TSHC website updated to include information, and posters about the process were put up in buildings.
- Tenant Experience Survey: an update on the results of the Survey was shared to tenants in Seniors Speak.
- CEO participated in On the Way Home podcast, joining industry leaders to explore pressing issues, innovative solutions, and their outlook for seniors housing in Canada.
- Q1 dashboard correction-number of equipment requests: 321

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter: **\$22,364**

\$ Tenant Action Fund Distributed in the same quarter last year: **\$17,796 reported in Q2 2023**

Number of Community Activities Fund Applications Approved: **207**

Communications with Tenants:

1 issue of Seniors Speak and **1** Community Letter with Video
27 posters translated into top 8 languages and distributed

Tenant Engagement Activities

- 7** CEO Tours
- 4** Regional Tenant Meetings
- 1** Senior Tenants Advisory Committee Meeting
- 2** Community Connect+ Implementation Table Meetings
- 140** tenants participated

Online Engagement

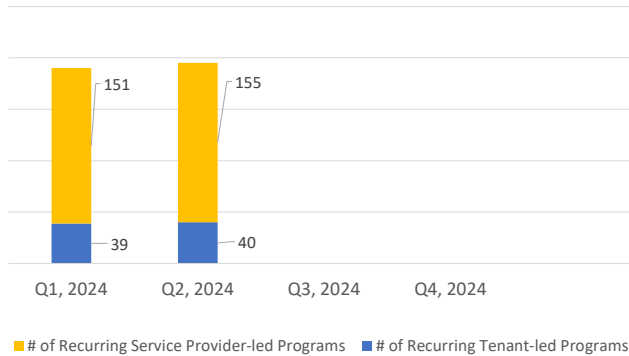
Website Users: **12,235**
Social Media Audience: **1,921**
Social Media Audience Growth: **192**

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

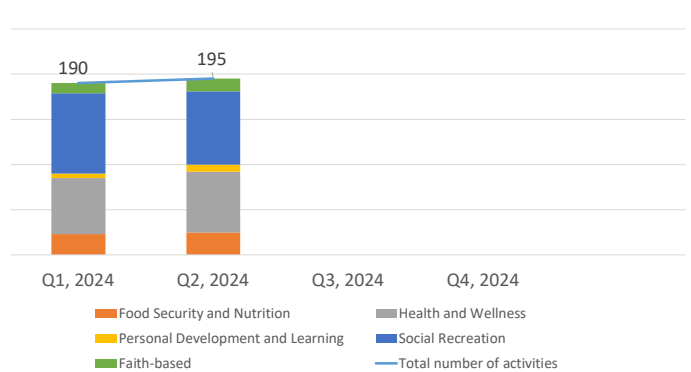
Highlights:

- Community Connect+ Implementation Table: drafted Tenant Volunteers Code of Conduct; published four regional updates post April Regional Meetings; initiated planning for four Regional Meetings in July
- One STAC meeting with updates on CAF and Community Connect+ and inputs on draft STAC Terms of Reference
- Three temporary staff hired: two Community Services Coordinators and one Contracts Management Specialist
- Coordinated 44 tenant led luncheons/BBQ events and four Dragon Boat Festival through CAF
- Partnerships Table meeting held with tenant volunteers
- 20 TSHC sites will receive internet in community rooms this year, ConnectTO to deliver access to 80 sites over four years.
- Coordinating with City of Toronto Piano City initiative to repair existing pianos and source possible donations

Recurring Programs



Building Activities

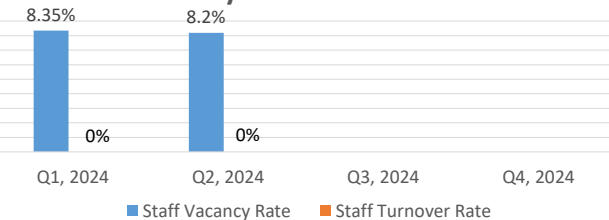


Strategic Objective 4: To promote innovation

1 innovation implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

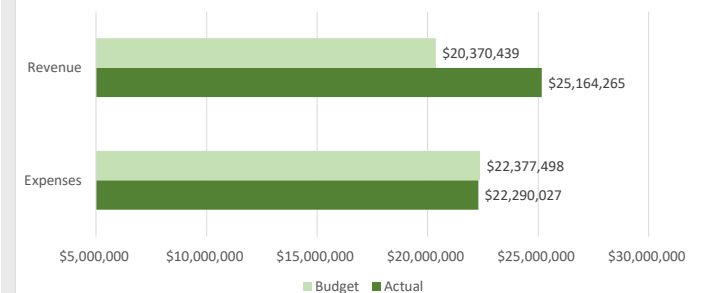
Highlights:

- 2023 Performance Management Program closed.
- Joint Health and Safety Committee awards in partnership with TCHC, where one committee member from each of the region was recognized for their work and dedication to health and safety.
- Inclusion, Diversity, Equity, and Accessibility (IDEA) Committees celebrated days of significance in June, including Filipino Heritage month, Pride Monday and National Indigenous History Month.
- Mental Health First Aid for Seniors Training completed. Training offered on Conflict Management/Alternative Dispute Resolution in partnership with Humber College. AODA training rolled out for all staff.
- Three issues of Staff Bulletins were published.
- Two staff town halls were held virtually.

Enabler: Organizational Excellence

Statement of Operations

As of June 30, 2024



Community Connect+

Our Approach

Community Connect+ is an approach to develop closer collaboration between tenants, staff, service providers, and community partners at Toronto Seniors Housing buildings, in the regions, and across the city.



Our Collaboration

The Community Connect+ approach describes what strategies and actions are critical at different levels for implementing new ways of working together, encouraging participation, and building on the strengths of all collaborators.

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Item Number: 9.1

Report Name: Review of Governance Policies

To: TSHC Board of Directors

From: Director, Strategy and Business Management

Date of Report: October 9, 2024

Purpose: For Approval

Recommendation:

It is recommended that the Board of Directors (the “Board”) the following recommendations:

1. Approve the Board of Directors Code of Ethics and Conduct, as set out in Attachment 3 to this report.
2. Approve the Board of Directors Conflict of Interest Policy, as set out in Attachment 5 to this report.
3. Approve the Board and Board Committee Meeting Procedures, as set out in Attachment 7 to this report.
4. Approve the Board of Directors Reimbursement Policy, as set out in Attachment 9 to this report.
5. Approve the Director Education and Board Development Policy, as set out in Attachment 11 to this report.
6. Retire the Interim Deputation Policy, effective October 24, 2024.

7. Retire the Board of Directors Closed Meeting Session Policy, effective October 24, 2024.
8. Retire the Interim Board Reimbursement Policy, effective October 24, 2024.
9. Retire the External Directorship Policy, effective October 24, 2024.

Reason for Recommendation:

This report and Governance policies were previously considered at the June 12, 2024, CGHRC meeting. At that meeting, the Committee requested several policy updates and an opportunity for further review. Subsequently, additional input was provided by the Board Chair, and an opportunity for feedback was provided via email for all Board members. Further to this additional feedback cycle, a summary of further updates to the policies has been reflected in Attachment 1 of this report, and the revised policies are attached to this report for consideration.

The Toronto Seniors Housing Corporation (TSHC) Policy Management Framework (the Framework) was approved on January 12, 2024, which has guided the ongoing policy clean-up initiative to build a policy inventory accessible to all staff on the TSHC intranet and to the public on the TSHC external website.

In this process, each policy undergoes assessment to determine the policy owner, appropriate approval level, approval status, and policy review cycle in accordance with the Framework. Based on the assessment outcomes, recommendations are made for each policy, including actions required.

As part of this initiative, a review was conducted on all Board of Directors policies to ensure alignment with regulatory requirements, organizational objectives, and best practices in governance.

The review encompassed all existing policies governing the functions and responsibilities of the Board of Directors, including:

- The Board of Directors Code of Ethics and Conduct
- The Board of Directors Conflict of Interest Policy
- The Board and Board Committee Meeting Procedures
- The Board of Directors Reimbursement Policy
- The Director Education and Board Development Policy
- The Interim Deputation Policy
- The Board of Directors Closed Meeting Session Policy
- The Interim Board Reimbursement Policy
- The External Directorship Policy

The review process involved assessing each policy against relevant regulatory requirements, legislation, and organizational needs, consulting with the governance team, internal departments, and subject matter experts, identifying gaps, inconsistencies, or areas for improvement, and updating, revising, and integrating existing policies.

The review of Board of Directors policies has provided valuable insights into areas of strength and opportunities for improvement in governance practices. By adopting the recommended revisions, the Board can further enhance its effectiveness in fulfilling its fiduciary duties and governance responsibilities.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Presentation – Summary of Policy Revisions
2. Board of Directors Code of Ethics and Conduct (track-changes)
3. Board of Directors Code of Ethics and Conduct (clean)

4. Board of Directors Conflict of Interest Policy (track-changes)
5. Board of Directors Conflict of Interest Policy (clean)
6. Board and Board Committee Meeting Procedures (track-changes)
7. Board and Board Committee Meeting Procedures (clean)
8. Board of Directors Reimbursement Policy (track-changes)
9. Board of Directors Reimbursement Policy (clean)
10. Director Education and Board Development Policy (track-changes)
11. Director Education and Board Development Policy (clean)



Toronto Seniors Housing Corporation

Presentation - Summary of Policy Revisions

Attachment 1

October 17, 2024

1. Code of Ethics and Conduct

Key Recommended Revisions (based on internal review process)

- Minor edits and formatting changes were recommended.

Feedback from CGHRC and Board Chair	TSHC Response
The “friends and relatives” reference in the “Maintaining Confidentiality” section should be expanded to “anyone.”	<ul style="list-style-type: none">• Language has been updated.
Correct the typo regarding the removal of the Direction under “Board-level Discipline.”	<ul style="list-style-type: none">• Corrected.

2. Conflict of Interest Policy

Key Recommended Revisions (based on internal review process)

- Minor edits and formatting changes were recommended.

Feedback from CGHRC and Board Chair	TSHC Response
Under the “Handling of Complaints” section, specify the position that the complaints should be forwarded to.	<ul style="list-style-type: none">• The policy has been revised to specify that the complaints should be forwarded to the CEO.• Checked the whole document to specify positions in other similar circumstances.
In the “Leave of Absence” section, remove language around the impact of the Board Director’s performance/duties.	<ul style="list-style-type: none">• Language is removed.

3. Board and Board Committee Meeting Procedures (1/2)

Key Recommended Revisions (based on internal review process)

- Edits recommended to align with Toronto Seniors Housing Corporation By-law #1.
- Integration of the Board Meeting Closed Session Policy so that the Board and Board Committee Meeting Procedures will be a unified document that governs Board and Committee meeting rules.
- Update of the Deputation section to align with current practice.
- Additional content included in relation to hybrid meetings.
- Additional content included to enhance clarity regarding conduct in the meeting.
- Review cycle identified as once every five years.
- Included Board Committee Meeting Procedures.

3. Board and Board Committee Meeting Procedures (2/2)

Feedback from CGHRC and Board Chair	TSHC Response
<p>The paragraph describing how Directors/Members can attend meetings should be streamlined.</p>	<ul style="list-style-type: none"> The language has been reviewed and revised to be more concise.
<p>The formal notice for Special Meetings was changed from 48 hours to 24 hours, which may not be sufficient.</p>	<ul style="list-style-type: none"> This change was made to align with the Toronto Seniors Housing Corporation By-law #1, however, TSHC will strive to provide the notice and distribute materials well in advance of the meeting whenever possible.
<p>A Director/Member must declare any conflict of interest at the beginning of the meeting, on arrival at the meeting, or if not present at the meeting, at the next meeting attended. The procedure does not address the scenario where a conflict of interest occurs during the meeting.</p>	<ul style="list-style-type: none"> Content added to specify that during the meeting, a Director/Member shall declare a conflict of interest following the moment where they realize they have a conflict of interest.
<p>As a best practice, Directors/Members should address the Board, Board Committee, other Directors/Members or staff through the Chair.</p>	<ul style="list-style-type: none"> This can be discussed as part of the Board Chair/Committee Chair briefing to enhance meeting best practices.

4. Reimbursement Policy

Key Recommended Revisions (based on internal review process)

- Additional content included to enhance clarity.
- Additional content and edits included to align with the City of Toronto Expense and Travel Reimbursement Policy for City Agencies, Boards, Commissions and Corporations and the TSHC Expense Reimbursement Policy.
- Review cycle identified as once every five years, or as required.

Feedback from CGHRC and Board Chair

The policy shall specify who will authorize conference attendance by Board members.

TSHC Response

- The policy has been revised to specify that the Board Chair, in conjunction with the CEO, will authorize conference attendance.

5. Director Education & Board Development Policy (1/2)

Key Recommended Revisions (based on internal review process)

- Minor edits and formatting were recommended. The review cycle was updated from every year to once every 5 years.

5. Director Education & Board Development Policy (2/2)

Feedback from CGHRC and Board Chair	TSHC Response
<p>New Board members are offered an orientation program to get an understanding of the formal governance structure, policies, procedures, roles and responsibilities and compliance requirements of Board members. It is suggested that current Board members also be refreshed on this knowledge and requirements, for example, to declare any conflict of interest they may have since they have become a Board member.</p>	<ul style="list-style-type: none">• TSHC will establish a board development program based on input from Board members. This program will cover topics such as board policies, procedures, roles, responsibilities, and compliance requirements.• The Conflict of Interest Policy requires Directors to submit a written statement about conflicts of interest when joining the board. Any conflicts of interest identified after joining must be disclosed no later than the first Board meeting following the realization of the conflict. A formal documentation process can be established to support this requirement.
<p>Reference of “written briefing materials” should be updated as “written and electronic briefing materials”.</p>	<ul style="list-style-type: none">• Language has been updated.

6. Interim Deputation Policy

Key Recommended Revisions (based on internal review process)

- Upon review, it is recommended that the Interim Deputation Policy be retired as relevant content has been included in the Board and Board Committee Meeting Procedures.

Note: There was no further feedback from the CGHRC and Board Chair on this item.

7. Closed Meeting Session Policy

Key Recommended Revisions (based on internal review process)

- Upon review, it is recommended that the Board of Directors Closed Meeting Session Policy be integrated into the Board and Board Committee Meeting Procedures. Consequently, the Closed Meeting Session Policy is to be retired.

Note: There was no further feedback from the CGHRC and Board Chair on this item.

8. Interim Board Reimbursement Policy

Key Recommended Revisions (based on internal review process)

- The Interim Board Reimbursement Policy is replaced by the Board of Directors Reimbursement Policy and, therefore, is recommended for retirement.

Note: There was no further feedback from the CGHRC and Board Chair on this item.

9. External Directorship Policy

Key Recommended Revisions (based on internal review process)

- The External Directorship Policy guides the process of Leadership Team members sitting as directors on external boards. Upon assessment, the relevant requirements listed in the External Directorship Policy have been adequately addressed in the Employee Conflict of Interest Policy. As such, it is recommended that the External Directorship Policy be retired.

Note: There was no further feedback from the CGHRC and Board Chair on this item.

Other

Feedback from CGHRC and Board Chair	TSHC Response
<p>A formal Inclusion, Diversity, Equity and Accessibility (IDEA) lens should be applied in the next review of these BoD policies.</p>	<ul style="list-style-type: none">• A formal IDEA policy assessment tool will be identified to conduct such an assessment. The IDEA strategy that is currently under development in TSHC may inform the IDEA lens in policy development/review.

Toronto Seniors Housing Corporation (TSHC) Board of Directors Code of Ethics and Conduct

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: March 31, 2022

Date of Last Revision: [Date], 2024

Effective Date: [Date]

Policy Statement

The Board of Directors (the “Board”, or individually, the “Director(s)”) of the Toronto Seniors Housing Corporation (the “Corporation” or “TSHC”) has adopted this Code of Ethics and Conduct (the “Code”). ~~for itself, and for the boards of its subsidiaries.~~ Tenants, city residents and the City of Toronto, as both service manager under the *Housing Services Act, 2011*, and as shareholder of the Corporation, are entitled to expect the highest standards of ethics and conduct from the Directors appointed to the Board. When these standards are not met, this policy sets out how deficiencies in conduct should be managed.

Scope

The Code applies to all members of the Board of Directors of TSHC ~~and of all board members of subsidiary corporations of TSHC.~~

Guiding Principles

The following principles shall be adhered to in the governance of the Corporation:

- Directors shall serve and be seen to serve the Corporation honestly and in good faith with a view to the best interests of the Corporation in a conscientious and diligent manner.
- Directors shall serve the interests of the Corporation by upholding both the letter and the spirit of all applicable federal and provincial legislation and regulations, the articles and by-laws of the Corporation, the Shareholder’s

Direction and approved policies of the Board.

- The Board is expected to model and promote an inclusive culture, while ensuring the best interests of the Corporation are always served.

While the above principles govern Directors in the performance of their responsibilities, the Board shall also take into account the viewpoints of tenants, city residents, the service manager and shareholder in all of its deliberations and in the decisions it makes.

Requirements of Individual Directors

Directors must be familiar with and adhere to the requirements set out in the Code of Ethics and Conduct.

Directors have a responsibility to be familiar with any legislation or regulations that apply to their Directorship and to be able to recognize potential requirements.

Directors must exercise good judgment in applying the standards of conduct to any particular situation in the spirit intended.

Administration of the Code

The Corporate Governance and Human Resources Committee (the “CGHRC”) is responsible for the proper administration of this Code. The CGHRC Chair shall be responsible for applying the Code consistently and fairly to all Directors.

I. Legal Standards of Conduct

Statutory and Other Provisions Regulating Directors’ Conduct

While many statutes impose specific requirements on directors of corporations, the principal statutes governing the activities of TSHC Directors are as follows:

- The Ontario *Business Corporations Act*;
- The *Housing Services Act, 2011*; and
- The *Municipal Freedom of Information and Protection of Privacy Act*.

The corporate documents that generally regulate the activities of the Directors of

TSHC are:

- The Articles of Incorporation;
- By-law No. 1 as may be amended or replaced from time to time;
- This Code; and
- The general policies of the Corporation, with all necessary changes read thereto to be applicable to the Board of Directors, as may be amended from time to time.

Duty of Loyalty

As part of their legal duty of loyalty, Directors must:

- Act honestly and in good faith with a view to the best interests of the Corporation.
- Maintain Board and corporate confidences.
- Act independently when carrying out their duties as Directors of TSHC.

Acting Honestly and in Good Faith

- Directors must be honest in dealing with other Directors and with the Corporation and must disclose all relevant information to the Board.

Maintaining Confidentiality

- Directors shall maintain, at all times, the confidentiality of all confidential information (unless it is required by law to disclose) and records of the Corporation and must not make use of or reveal such information or records, except in the course of performance of their duties or unless the documents or information become a matter of general public knowledge.
- Directors shall not use confidential information obtained through their association with the Corporation to further their private interests or the private interests of ~~their friends or relatives~~anyone (please refer to TSHC's Board of Directors Conflict of Interest Policy for additional requirements and guidance on managing personal conflicts of interest while serving as a TSHC Board member).

- Directors shall comply with any and all Corporation policies and procedures that guide the storage, use and transmission of any information of the Corporation, including the use of computer databases or email systems.
- Directors shall treat all Closed Session Board discussions in the strictest of confidence so that the opportunity for the Board to deliberate matters serves as a “safe haven” for the benefit of their peers and the Corporation’s executive. As such, Directors shall not repeat any Closed Session discussions concerning the Corporation’s business and practices, or any discussions of a personal nature of their peers and the Corporation’s executive, in a public setting unless required by law.

Acting Independently

- Directors must promote the best interests of the Corporation through the exercise of their independent judgment, even if it requires them to disagree with the views of the Management, other Directors, the Service Manager or the Shareholder.

Duty of Care

The legal duty of care requires Directors to exercise the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances.

II. Other Standards of Conduct

Attendance and Participation

Membership on the Board of Directors requires that all Directors:

- Shall demonstrate their commitment to the Corporation by giving high priority to the Corporation’s business and their attendance at and participation in Board and Committee meetings.
- Shall be prepared to participate actively and as knowledgeably as possible at all Board and Committee meetings by familiarizing themselves in advance with the meeting’s agenda and background information with a view to making a productive contribution to the Board’s consideration of the issues

and business addressed at the meetings.

- Shall focus on the discussions at hand and be prepared to deal with issues that may not be easily solvable.
- Shall be members of at least one Committee of the Board.
- Shall make best efforts to attend:
 - Strategic planning and orientation workshops;
 - Board development workshops;
 - Seminars and other educational events that enhance their skills as Board members; and
 - Other special events.
- Must notify the CGHRC Chair and Board Chair to request a leave of absence from the Board. Directors must be on an approved leave of absence to:
 - Participate as a candidate in a municipal election
 - Apply for employment within TSHC

Respect for other Directors, management and others

Membership on the Board of Directors requires that all Directors:

- Shall express their opinions freely and always with the goals of flexibility and compromise whenever achievable.
- Shall work with, respect and remain open to the opinions and viewpoints of their peers and leave personal prejudices out of all Board and Committee discussions.
- Shall observe agreed-upon meeting protocol, displaying courteous and respectful conduct in all Board and Committee meetings toward each other and toward Staff.
- Shall uphold and model TSHC's commitment to providing a safe and healthy work environment free from violence, threats of violence, discrimination, harassment, intimidation and any other misconduct for every TSHC employee, contractor, temporary employee, and other Directors.

Support of TSHC Executive Leadership Team

Membership on the Board of Directors requires that all Directors:

- Shall actively support the Corporation's ~~executives~~ Leadership Team members by providing overall direction, resources and time frames to achieve the identified vision and ends of the Corporation.
- Shall publicly support actions taken by the Corporation's executives to implement programs and achieve the objectives contained in the Corporation's plans and budgets as approved by the Board.
- Shall recognize the difference between the role of the Board to set policies and strategic objectives, and the role of the staff to implement the same.
- Shall not direct Staff in any way. The Board can request that additional work be undertaken with the concurrence of the Corporation's Chief Executive Officer (CEO).

Media/Public Comment

Membership on the Board of Directors requires that all Directors:

- ~~Shall shall~~ not, in the context of the Corporation's business and practices, make comments to the media or make themselves available for interviews by the media on behalf of the Corporation without prior approval and briefing by the ~~Corporation's executive~~ CEO.
- ~~The shall be aware that the~~ CEO, along with the Board Chair when deemed appropriate, typically performs the role of spokesperson on behalf of the Corporation. All Board members' communication with the media must be approved by the Board Chair in advance and be undertaken in consultation with the CEO.
- ~~Directors~~ shall ensure that any comments attributed to them by or in the media or on social media in any context are solely in their personal capacity and not in their capacity as a Director of the Corporation, and do not speak to the Corporation's business and practices. ~~is outside of the context of the Corporation's business and practices. Any comments made to the media, or on social media in any context is to be solely in their personal capacity and not in their capacity as a Director of the Corporation.~~

TSHC Property

- Directors shall not misappropriate the Corporation's assets for personal use.
- Directors are entrusted with the care, management and cost-effective use of the Corporation's property and resources, including the use of the Corporation's name, and should not make use of these resources for their own personal benefit or purposes.
- Directors shall ensure that all property assigned to them by the Corporation is maintained in good condition and shall be accountable for such property.

Political Participation

- Directors are encouraged to participate fully as private citizens in the democratic process at any level, including campaigning in elections and running for or holding public office, however, Directors engaging in such political activity shall take care to separate these activities from their association with the Corporation.
- Directors shall ensure that any views they express in the context of their political participation is clearly and unequivocally stated to be that of the Director's personal views and not the views of the Corporation.

III. Managing Breaches of This Code

Management by Board Chair

All alleged breaches of this Code by a Director, regardless of where it is initiated, must be directed to the Board Chair provided that, where the Board Chair is the subject of the breach or alleged breach, it shall be managed by the Board Vice-Chair.

Informal Resolution

The Board Chair should, wherever possible and as appropriate, first seek to resolve all allegations of breaches by using an informal process.

A one-on-one meeting between the Board Chair and Director in question should be held. This one-on-one approach minimizes the need for the dissemination of sensitive personal and confidential information, minimizes impact on the Director's

reputation and will, in most cases, resolve the issue without recourse to a formal process.

Where the Board Chair has not been successful in resolving the matter through an informal resolution process, the Board Chair may strike an ad hoc committee (the “Conduct Committee”) that, once struck, is authorized by this Code to consider next steps. The members of the Conduct Committee shall be the Board Chair, the CGHRC Chair and Board Vice-Chair. Should the allegation or issue involve any of the foregoing persons, the other two shall designate an alternative Director to serve as a member of the Conduct Committee.

Investigation of Alleged Breach

Where deemed appropriate by the Conduct Committee, a decision may be made to conduct an internal investigation. An investigation must be conducted in a manner that ensures due process and confidentiality, and that respects the privacy of all persons involved to the greatest extent possible. Investigations can be a costly, potentially time-consuming and distracting process and a decision to launch an investigation should not be made lightly.

The Conduct Committee shall:

- Conduct an initial review to determine whether the allegations have merit.
- Determine if the involvement of legal counsel or other experts is required.
- Determine if an individual is required to be relocated or recused, and issue a letter to the affected party.
- Determine the scope of the investigation.
- Determine who will conduct the investigation and how the investigation will proceed.
- Ensure complainant(s) and Director(s) in question are provided with due process, respect, confidentiality and privacy during any investigation, as appropriate.
- Implement the appropriate action(s) to resolve the situation.
- Monitor the situation to ensure the resolution is maintained.

Committee-Level Discipline

The Conduct Committee shall be authorized to apply the following corrective measures and/or discipline without full Board involvement, as deemed appropriate by the Conduct Committee:

- A dismissal of the complaint.
- A warning to the offending Director and required corrective action.
- Offer the offending Director to resign without further action by the Conduct Committee.

Board-Level Discipline

If the Conduct Committee believes the matter is of such importance as to warrant the full Board involvement, or the Director in question refuses to accept the findings or direction of the Conduct Committee with respect to a particular matter, then the Conduct Committee shall refer the matter to the full Board for consideration. Disciplinary measures that can only be imposed by the Board are as follows:

- Contacting the City Manager of the Shareholder for the purposes of requesting the ~~removing~~ removal of the Director in question as a Director of the Corporation; or
- Such other recommendation(s) as the Conduct Committee shall consider advisable having regard to the facts and the gravity of the violation(s) of the Code, as applicable.

Confidentiality, Protection of Privacy, And Due Process

All parties involved in addressing an alleged breach of this Code, including complainants, respondents, support persons, witnesses, management (including Directors and officers), union/association representatives, and investigators are expected to treat the matter as confidential.

During an investigation, identifying information about any individuals should not be disclosed unless disclosure is necessary for the purpose of investigation, taking corrective action, or as is otherwise required by law. Parties to a complaint must not advise anyone about the investigation, any involvement in the investigation and/or the contents of an investigation interview and/or report.

Every Director that is the subject of a complaint under this Code is entitled to due process as set out in the Code.

IV. Enforcing and Maintaining the Code

Initial Briefing and Disclosure

The ~~Corporate Board~~ Secretary shall brief ~~and counsel~~ new Directors on the Code and its interpretation.

Before a Director begins ~~his or her~~their duties, the ~~Corporate Board~~ Secretary shall ask them to complete a formal acknowledgement that they have read and understand the Code and will comply with it in a form acceptable to the CGHRC Committee.

All completed forms shall be shared with the Board Chair for the Board Chair's review and, as appropriate, action. Forms shall also be stored and maintained in accordance with TSHC's ~~document retention~~Records Management Policy.

Annual Update to Disclosure Form

Once per calendar year, the ~~Corporate Board~~ Secretary will send a request to Directors to certify that they have read, understood and complied with the Code during the specified reporting period.

Post-Directorship/Departure Briefing

The ~~Corporate Board~~ Secretary ~~or Corporate Lawyer~~ in conjunction with the Board Chair shall brief ~~and counsel~~ departing Directors on their post-Directorship obligations including, but not limited to, the obligation to adhere to the Code, to the extent applicable, after leaving office.

Questions of Interpretation

During their tenure, Directors shall raise any questions relating to how the Code should be interpreted or applied with the CGHRC Chair. A Director who is unsure of whether a situation violates this Code should discuss the situation with the CGHRC Chair.

Decisions

Any decision on behalf of TSHC with respect to the application or interpretation of the Code will be made by the CGHRC Chair in consultation with the Chair of the Board.

Where the matter relates to the Board Chair, the decision will be made by the CGHRC Chair in consultation with the Vice-Chair of the Board.

Where the matter relates to the CGHRC Chair, the decision will be made by the Board Chair and the Vice-Chair of the Board.

V. Reviews and Amendments

The CGHRC Committee shall review the Code at least once every ~~three (3) years~~year and recommend to the Board any appropriate changes.

Related Legislation, Regulations, and TSHC Policies:

- The Ontario *Business Corporations Act*;
- The *Housing Services Act, 2011*; and
- The *Municipal Freedom of Information and Protection of Privacy Act*.
- The Articles of Incorporation;
- By-law No. 1 as may be amended or replaced from time to time;
- This Code; and
- The general policies of the Corporation, with all necessary changes read thereto to be applicable to the Board of Directors, as may be amended from time to time.

Amendments (Revision History)

Initial policy approved by the Board on March 31, 2022.

Policy reviewed on [date], 2024 with minor revisions.

Next Scheduled Review Date: 2025

This policy will be reviewed once every year.

Policy Contact

Director, Strategy and Business Management

Toronto Seniors Housing Corporation (TSHC) Board of Directors Code of Ethics and Conduct

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: March 31, 2022

Date of Last Revision: [Date], 2024

Effective Date: [Date]

Policy Statement

The Board of Directors (the “Board”, or individually, the “Director(s)”) of the Toronto Seniors Housing Corporation (the “Corporation” or “TSHC”) has adopted this Code of Ethics and Conduct (the “Code”). Tenants, city residents and the City of Toronto, as both service manager under the *Housing Services Act, 2011*, and as shareholder of the Corporation, are entitled to expect the highest standards of ethics and conduct from the Directors appointed to the Board. When these standards are not met, this policy sets out how deficiencies in conduct should be managed.

Scope

The Code applies to all members of the Board of Directors of TSHC.

Guiding Principles

The following principles shall be adhered to in the governance of the Corporation:

- Directors shall serve and be seen to serve the Corporation honestly and in good faith with a view to the best interests of the Corporation in a conscientious and diligent manner.
- Directors shall serve the interests of the Corporation by upholding both the letter and the spirit of all applicable federal and provincial legislation and regulations, the articles and by-laws of the Corporation, the Shareholder’s Direction and approved policies of the Board.
- The Board is expected to model and promote an inclusive culture, while

ensuring the best interests of the Corporation are always served.

While the above principles govern Directors in the performance of their responsibilities, the Board shall also take into account the viewpoints of tenants, city residents, the service manager and shareholder in all of its deliberations and in the decisions it makes.

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Directors must be familiar with and adhere to the requirements set out in the Code of Ethics and Conduct.

Directors have a responsibility to be familiar with any legislation or regulations that apply to their Directorship and to be able to recognize potential requirements.

Directors must exercise good judgment in applying the standards of conduct to any particular situation in the spirit intended.

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The Corporate Governance and Human Resources Committee (the “CGHRC”) is responsible for the proper administration of this Code. The CGHRC Chair shall be responsible for applying the Code consistently and fairly to all Directors.

I. Legal Standards of Conduct

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- The *Municipal Freedom of Information and Protection of Privacy Act*.

The corporate documents that generally regulate the activities of the Directors of TSHC are:

- The Articles of Incorporation;
- By-law No. 1 as may be amended or replaced from time to time;
- This Code; and
- The general policies of the Corporation, with all necessary changes read thereto to be applicable to the Board of Directors, as may be amended from time to time.

Duty of Loyalty

As part of their legal duty of loyalty, Directors must:

- Act honestly and in good faith with a view to the best interests of the Corporation.
- Maintain Board and corporate confidences.
- Act independently when carrying out their duties as Directors of TSHC.

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- Shall focus on the discussions at hand and be prepared to deal with issues that may not be easily solvable.

- Shall be members of at least one Committee of the Board.
- Shall make best efforts to attend:
 - Strategic planning and orientation workshops;
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 - Other special events.
- Must notify the CGHRC Chair and Board Chair to request a leave of absence from the Board. Directors must be on an approved leave of absence to:
 - Participate as a candidate in a municipal election
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Membership on the Board of Directors requires that all Directors:

- shall not, in the context of the Corporation's business and practices, make comments to the media or make themselves available for interviews by the media on behalf of the Corporation without prior approval and briefing by the CEO.
- shall be aware that the CEO, along with the Board Chair when deemed appropriate, typically performs the role of spokesperson on behalf of the Corporation. All Board members' communication with the media must be approved by the Board Chair in advance and be undertaken in consultation with the CEO.
- shall ensure that any comments attributed to them by or in the media or on social media in any context are solely in their personal capacity and not in their capacity as a Director of the Corporation, and do not speak to the Corporation's business and practices.

TSHC Property

- Directors shall not misappropriate the Corporation's assets for personal use.
- Directors are entrusted with the care, management and cost-effective use of the Corporation's property and resources, including the use of the Corporation's name, and should not make use of these resources for their

own personal benefit or purposes.

- Directors shall ensure that all property assigned to them by the Corporation is maintained in good condition and shall be accountable for such property.

Political Participation

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- Directors shall ensure that any views they express in the context of their political participation is clearly and unequivocally stated to be that of the Director's personal views and not the views of the Corporation.

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Management by Board Chair

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Informal Resolution

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steps. The members of the Conduct Committee shall be the Board Chair, the CGHRC Chair and Board Vice-Chair. Should the allegation or issue involve any of the foregoing persons, the other two shall designate an alternative Director to serve as a member of the Conduct Committee.

Investigation of Alleged Breach

Where deemed appropriate by the Conduct Committee, a decision may be made to conduct an internal investigation. An investigation must be conducted in a manner that ensures due process and confidentiality, and that respects the privacy of all persons involved to the greatest extent possible. Investigations can be a costly, potentially time-consuming and distracting process and a decision to launch an investigation should not be made lightly.

The Conduct Committee shall:

- Conduct an initial review to determine whether the allegations have merit.
- Determine if the involvement of legal counsel or other experts is required.
- Determine if an individual is required to be relocated or recused, and issue a letter to the affected party.
- Determine the scope of the investigation.
- Determine who will conduct the investigation and how the investigation will proceed.
- Ensure complainant(s) and Director(s) in question are provided with due process, respect, confidentiality and privacy during any investigation, as appropriate.
- Implement the appropriate action(s) to resolve the situation.
- Monitor the situation to ensure the resolution is maintained.

Committee-Level Discipline

The Conduct Committee shall be authorized to apply the following corrective measures and/or discipline without full Board involvement, as deemed appropriate by the Conduct Committee:

- A dismissal of the complaint.

- A warning to the offending Director and required corrective action.
- Offer the offending Director to resign without further action by the Conduct Committee.

Board-Level Discipline

If the Conduct Committee believes the matter is of such importance as to warrant the full Board involvement, or the Director in question refuses to accept the findings or direction of the Conduct Committee with respect to a particular matter, then the Conduct Committee shall refer the matter to the full Board for consideration. Disciplinary measures that can only be imposed by the Board are as follows:

- Contacting the City Manager of the Shareholder for the purposes of requesting the removal of the Director in question as a Director of the Corporation; or
- Such other recommendation(s) as the Conduct Committee shall consider advisable having regard to the facts and the gravity of the violation(s) of the Code, as applicable.

Confidentiality, Protection of Privacy, And Due Process

All parties involved in addressing an alleged breach of this Code, including complainants, respondents, support persons, witnesses, management (including Directors and officers), union/association representatives, and investigators are expected to treat the matter as confidential.

During an investigation, identifying information about any individuals should not be disclosed unless disclosure is necessary for the purpose of investigation, taking corrective action, or as is otherwise required by law. Parties to a complaint must not advise anyone about the investigation, any involvement in the investigation and/or the contents of an investigation interview and/or report.

Every Director that is the subject of a complaint under this Code is entitled to due process as set out in the Code.

IV. Enforcing and Maintaining the Code

Initial Briefing and Disclosure

The Board Secretary shall brief new Directors on the Code and its interpretation.

Before a Director begins their duties, the Board Secretary shall ask them to complete a formal acknowledgement that they have read and understand the Code and will comply with it in a form acceptable to the CGHRC Committee.

All completed forms shall be shared with the Board Chair for the Board Chair's review and, as appropriate, action. Forms shall also be stored and maintained in accordance with TSHC's Records Management Policy.

Annual Update to Disclosure Form

Once per calendar year, the Board Secretary will send a request to Directors to certify that they have read, understood and complied with the Code during the specified reporting period.

Post-Directorship/Departure Briefing

The Board Secretary in conjunction with the Board Chair shall brief departing Directors on their post-Directorship obligations including, but not limited to, the obligation to adhere to the Code, to the extent applicable, after leaving office.

Questions of Interpretation

During their tenure, Directors shall raise any questions relating to how the Code should be interpreted or applied with the CGHRC Chair. A Director who is unsure of whether a situation violates this Code should discuss the situation with the CGHRC Chair.

Decisions

Any decision on behalf of TSHC with respect to the application or interpretation of the Code will be made by the CGHRC Chair in consultation with the Chair of the Board.

Where the matter relates to the Board Chair, the decision will be made by the CGHRC

Chair in consultation with the Vice-Chair of the Board.

Where the matter relates to the CGHRC Chair, the decision will be made by the Board Chair and the Vice-Chair of the Board.

V. Reviews and Amendments

The CGHRC Committee shall review the Code at least once every year and recommend to the Board any appropriate changes.

Related Legislation, Regulations, and TSHC Policies:

- The Ontario *Business Corporations Act*;
- The *Housing Services Act, 2011*; and
- The *Municipal Freedom of Information and Protection of Privacy Act*.
- The Articles of Incorporation;
- By-law No. 1 as may be amended or replaced from time to time;
- This Code; and
- The general policies of the Corporation, with all necessary changes read thereto to be applicable to the Board of Directors, as may be amended from time to time.

Amendments (Revision History)

Initial policy approved by the Board on March 31, 2022.

Policy reviewed on [date], 2024 with minor revisions.

Next Scheduled Review Date: 2025

This policy will be reviewed once every year.

Policy Contact

Director, Strategy and Business Management

Toronto Seniors Housing Corporation (TSHC)
Board of Directors Conflict of Interest Policy

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: Date, 2024

Effective Date: Date, 2024

In this Document:

~~“Board” or “Board of Directors” means the board of directors of the Toronto Seniors Housing Corporation;~~

~~“CGHRC” means the Corporate Governance and Human Resources Committee of the Board;~~

~~“Director” or “Directors” means a director or directors of the Toronto Seniors Housing Corporation;~~

~~“Policy” means the Conflict of Interest Policy for the Board of Directors of the Toronto Housing Seniors Corporation;~~

~~“Stakeholders” include the tenants, suppliers, employees, the City of Toronto and other individuals, groups and entities that may from time to time interact with the Toronto Seniors Housing Corporation;~~
~~and,~~

~~“TSHC” means the Toronto Seniors Housing Corporation.~~

Policy Statement

Promoting public confidence in the Toronto Seniors Housing Corporation ([TSHC](#)) is the responsibility of every [Board](#) Director. All [Board](#) Directors must understand that their individual decisions could have an impact on ~~the~~ TSHC's success and reputation. It follows that in carrying out their duties, [Board](#) Directors are expected to promote ~~the~~ TSHC's core values and to observe a high standard of honesty, integrity, accountability and ethics.

TSHC Stakeholders have placed their trust in the TSHC. The business decisions of the TSHC Board of Directors must therefore withstand rigorous scrutiny by TSHC Stakeholders. [Board](#) Directors shall act accordingly and shall avoid even the appearance of improper behaviour.

This [TSHC Board of Directors Conflict of Interest Policy \(the Policy\)](#) sets out the expectations placed on [Board](#) Directors related to conflicts of interest, including how to identify and resolve a conflict of interest. ~~The~~ TSHC wishes to establish clear standards to address real, potential and perceived conflicts of interest, to protect the integrity of ~~the~~ TSHC's decision-making processes and to provide a means to identify and resolve such conflicts of interest in favour of ~~the~~ TSHC's best interests.

Although this Policy does not address every issue that could possibly arise, it does set out basic expectations for the Directors [of the Board](#) and offers guiding principles to achieve these expectations whenever [Board](#) Directors interact with Stakeholders and other [Board](#) Directors.

Conflicts of interest can sometimes be subtle. [Board](#) Directors must therefore act as soon as a situation arises that raises any doubts whatsoever.

Should [Board](#) Directors have any questions or need any clarification about this Policy and its interpretation, they should consult with the Chair of the [Corporate Governance and Human Resources Committee \(CGHRC\)](#).

Scope

This Policy applies to all members of the Board of Directors of the TSHC, as well as

to non-Director members of any TSHC Committee or ~~Subcommittee~~.

Definitions

In this Document:

~~“Board” or “Board of Directors” means the board of directors of the Toronto Seniors Housing Corporation;~~

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~~“TSHC” means the Toronto Seniors Housing Corporation.~~

~~“Conflict of Interest”~~ means any situation in which a Board Director’s personal or business interests may compete or appear to compete with her or his duties as a Director of the Board of ~~the~~ TSHC, or may cause the Board Director to act contrary or appear to act contrary to, the best interests of the TSHC.

A conflict of interest can be one or more of the following types:

- **Actual Conflict:** a conflict of interest that the Board Director has, or may have, at the present time;
- **Potential Conflict:** any situation which may lead or have the potential to lead to a conflict of interest in the future; or,

- **Apparent Conflict:** any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

Personal or Business Interest includes any personal gain, benefit, privilege, or advancement that the Board Director, and/or the Board Director's family, friends or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary.

Policy Details

Board Directors shall not enter into any situation, arrangement or agreement (collectively referred to in this Policy as "matters and transactions") that results or could result in a conflict of interest (actual, potential, or apparent) and Board Directors shall arrange their personal and business affairs to ensure that conflicts of interest are avoided.

Board Directors should consider any advantage that their position as TSHC Board Directors may give them, whether it be the power to influence decisions, their ability to use the organization's resources or their access to information about the TSHC and others.

In deciding whether their actions could result in a conflict of interest, Board Directors are expected to consider how their actions will be seen by their colleagues on the Board or by Stakeholders including the general public.

In general, a Board Director shall not participate in decision-making with respect to a matter or transaction if that Director is in a ~~conflict of interest~~conflict-of-interest position. Examples of conflicts of interests are (but are not limited to):

- Board Directors, or their family or friends, who transact business (funding or contractual arrangements) directly with ~~the~~ TSHC.
- Hiring a Board Director's family member or personal friend.
- Board Directors who accept gifts, entertainment or other personal benefits from an existing or potential TSHC Stakeholder such as a supplier, tenant, or

business partner. This also includes family members of Board Directors who accept such benefits.

- Working for a supplier while continuing to be a Board Director of the TSHC.
- Board Directors who have a financial interest in a supplier or other Stakeholder;stakeholders.
- Board Directors who give preferential treatment to any person or entity in which the Board Director has a personal interest.
- Using confidential information to benefit the Board Director or his/her family or friends.
- ~~Being involved~~Being –withinvolved with or employed by, an entity other than the TSHC if such involvement or employment would conflict with or detrimentally affect the Board Director’s performance of ~~his or her~~their duties as a TSHC Board Director.
- Board Directors who use ~~the~~ TSHC’s property, equipment or resources, other than for TSHC business.
- Board Directors who divert, directly or indirectly, to their own use an opportunity or advantage that belongs to the TSHC.

1. Financial and Business Transactions

Directors of the Board shall avoid financial transactions between themselves and ~~the~~ TSHC, between themselves and a third party, or between ~~the~~ TSHC and a third party that may adversely affect the performance of their duties as Directors of the Board or confer a personal or business advantage on them. This includes transactions involving entities in which a Board Director, ~~his or her~~their family member or friend, is a director, trustee, officer, committee member, or has a substantial financial interest through ownership or control.

Directors of the Board shall avoid investing, directly or indirectly, in any property managed by the TSHC. A Board Director shall use special caution to avoid purchases and sales of any property that may be interpreted as attempting to

profit from special knowledge of ~~the~~ TSHC's operations, or other confidential information obtained by reason of the Board Director's TSHC duties.

If a Board Director is, or seeks to be, a director, officer, or employee of a company (or if the Director has a financial interest in such company) that has business dealings with the TSHC, this could be a conflict of interest.

If a Board Director (or a family member, friend or business associate of the Board Director) has a financial interest in a company that has business dealings with the TSHC, and the Board Director is involved in any process related to ~~a business a – transaction~~ business transaction involving the TSHC, this could be a conflict of interest.

2. Gifts or Donations

Subject to the other provisions in this Policy, Directors of the Board shall not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a ~~resident,~~ tenant or any other person or entity that has, or might have, business dealings with the TSHC for the purposes of, or that may be perceived to be for the purposes of, influencing an act or decision of the Board Directors.

The exceptions are gifts of a nominal value, which do not influence or would not be perceived as influencing, the performance of the Board Director's duties.

In determining "nominal value", consideration should be given to if the gift could reasonably be seen as an attempt to influence a decision on any matter or transaction. In this regard, consideration should be given, in turn, to the circumstances, nature, and timing of the gift. For example, a Board Director should not accept:

- any meals;
- offers to make a donation to a charitable cause on the Board Director's behalf; or
- an invitation to an event at the expense of another individual.

3. Personal Relationships

Directors of the Board should always maintain a professional relationship with their colleagues on the Board and with Stakeholders, such as individuals, groups and entities with whom the TSHC has dealings including (but not limited to) tenants, contractors, suppliers and vendors. However, the TSHC acknowledges that Directors of the Board may have personal relationships with individuals with whom the TSHC has dealings from time to time.-

Tenant Directors of TSHC ~~will~~may have ongoing personal relationships with other tenants and with staff as ~~residents~~tenants of TSHC buildings which do not constitute conflict of interest except as specified in this Policy.

Directors of the Board shall take all reasonable steps to manage these relationships so as to avoid conflict-of-interest situations (whether actual, potential, or apparent).

An example is if a Board Director were to have access to a TSHC-operated building and has direct contact with a friend or family member who is a tenant ~~or resident~~ in the building or has access to the information of friends or family because of their position as a TSHC Board Director, as this could result in a conflict of interest.

As another example, if a Board Director were to be involved in the TSHC hiring process for, or will supervise, family, friends, or business associates (past or current), this could give rise to a conflict of interest.

4. Handling of Complaints

The Board of Directors recognizes the value, commitment and support of Stakeholders and it follows that they should welcome Stakeholder comments, suggestions, and complaints provided by them and made in good faith with a view to improving the TSHC.

If a Director of the Board receives a Stakeholder complaint or comment, the following steps shall apply:

- For complaints or comments about the operations or policies of the TSHC:
 - The complaint shall be forwarded to ~~a senior TSHC executive officer~~the Chief Executive Officer of TSHC for appropriate- handling-and-response.-

The Board –Director –may –notify- the complainant of such forwarding and the ~~senior Chief Executive Officer TSHC executive officer~~ will inform the Board Director of the disposition of the complaint.

- Board Directors shall not communicate with TSHC staff for the purpose of influencing or interfering in the equal and fair administration of TSHC repairs, programs or operations. ;
- For complaints or comments relating to the integrity of a TSHC staff member, the complaint shall be forwarded to ~~a senior TSHC executive officer~~ the Chief Executive Officer of TSHC. ; and,
- For complaints or comments relating to the integrity of a Board Director, the complaint shall be forwarded to the Board Chair.

5. Outside Activity

Reference is also made to ~~paragraph Section 7 dealing with~~ “Reporting and Resolving a Conflict of Interest”.

- Other Board/Committee Positions

If a Board Director accepts a position on a board or committee of a commercial or ~~non-profit~~ non-profit entity, timely disclosure of this involvement must be made to the Chief Executive Officer of TSHC, in order to assist the TSHC in preventing any conflicts of interest between the two entities. For example, accepting a board position with a TSHC supplier would be a conflict. Reference is made in this regard to ~~paragraph Section~~ 7 below as to how such matters should be reported.

- Political Involvement and Charitable Activity

The TSHC respects a Board Director's right to ~~be involved~~be involved ~~in~~ ~~the~~ ~~political~~ ~~process~~ and community activity, subject to the possible requirement of taking a leave ~~of~~ absence from the Board as outlined in ~~paragraph~~ Section 10 below. ~~When a~~ When a Board Director engages in political or civic affairs, the Director's views and actions are ~~his or her~~ their own, not those of the TSHC and any statements made by the Board Director must not be attributed to the TSHC. ~~Reference is made in this regard to~~ Section 7 below as to how such matters should be reported.

6. Exclusivity and Business Opportunities

During the course of ~~his or her~~ their tenure on the Board of Directors, a Board Director may come across business opportunities that have potential for exploitation. However, over the course of her or his tenure on the Board, these opportunities belong to the TSHC and not to the Board Director personally.

Any business opportunities of any kind whatsoever and howsoever arising and relating to the business of the TSHC that become known to the Board Director during ~~his or her~~ their tenure on the Board shall be pursued for the benefit of the TSHC only.

7. Reporting and Resolving a Conflict of Interest

What should a Board Director with a conflict of interest do?

Reporting the Conflict. A Board Director shall make a timely and full disclosure of any actual, potential or apparent conflict of interest.

The Board Director shall report in writing the facts and circumstances of the matter or transaction to the Board Chair and the Board Director shall govern ~~himself or herself~~ themselves in accordance with the instructions received from the Board Chair.

Refraining ~~Refrain~~ **from participation.** The Board Director shall not participate in any formal or informal discussion of, any decision or vote on, or any attempt to exert influence over the contract, relationship, person or organization with respect to which the conflict may relate. A Board Director in this case, though, may be ~~be~~

counted to establish a quorum for meetings.

Recusal/Recuse. The Board Director shall temporarily recuse ~~himself or herself/themselves~~ from meetings in order to allow the remaining members of the Board or a Committee of the Board to engage in a full discussion regarding the impugned matter or transaction.

Refraining from voting. If a vote is taken in respect of the impugned matter or transaction, ~~such~~this Board Director shall abstain from voting and the minutes of the Board or Committee meeting shall record this fact if it has occurred.

When must Board Directors disclose conflicts of interest?

When they join the Board of Directors, Directors shall submit a written statement (in paper or digital form) concerning conflicts of interest. The Board Directors shall disclose in such statement all conflicts of interest that they know about and the nature and extent of such conflicts of interest.

For conflicts of interest after that time, Board Directors shall disclose them no later than the first Board of Directors meeting following the moment where they realized they had a conflict of interest.

What information do Board Directors have to disclose?

Board Directors shall disclose the nature, value of and any relevant details of the conflict of interest.

Do these requirements apply to all Conflicts of Interest?

Subject to the following, the requirements outlined in ~~this paragraph~~Section 7 apply whenever there is an actual, potential or apparent conflict of interest unless the matter or transaction giving rise to the conflict of interest is one with an “affiliate”.

In the case of a matter or transaction with an affiliate, the reporting requirement for a conflict of interest that is outlined in ~~this paragraph~~Section 7 continues to apply; however, the other requirements (namely, Refraining from Participation, Recusal and Refraining from Voting) do not apply to conflict ~~of~~ interest matters or transactions

with an “affiliate”¹. To satisfy the requirement for reporting in the case of a conflict of interest with an “affiliate”, a Board Director should declare their interest in the “affiliate” immediately and then annually thereafter, in writing, to the Board Chair.

TSHC, through its Shareholder Direction includes Board Directors who are tenants of TSHC. In general, tenant Directors are not expected to declare their interests with other tenants and can participate in all discussions and voting at the TSHC Board meetings unless there is an item that is specific to the interests of the tenant Director, or friends or family who are tenants as outlined in ~~paragraph~~ Section 3. Director~~The Director~~ should declare their conflict of interest to the Board Chair.

8. Documentation of Conflicts

The minutes of any meeting at which a transaction or matter involving a conflict of interest or an appearance of a conflict of interest is considered shall reflect whether the Board Director (as the case may be) made disclosure, withdrew ~~himself or herself~~ themselves from the consideration of the transaction or matter, recused ~~him or herself~~ themselves from the meeting ~~room~~ itself and abstained from voting on the impugned transaction or matter.

9. Failure to Disclose a Conflict and Remedies

If any member of the Board~~Director~~ has reasonable cause to believe that a Board Director has failed to disclose a conflict of interest, the member~~Director~~ shall inform the Board Chair of the basis for such a belief. The Board Chair shall then afford ~~such the Board~~ Director in question an opportunity to explain the reported,

¹ The Toronto Seniors Housing Corporation is a corporation organized under and subject to the provisions in the Business Corporations Act of Ontario. Paragraph (c) of sub-section 132(5) of this legislation provides in part, that a director of a corporation who is party to a material contract or transaction with the corporation or who has a material interest in a material contract of transaction with the corporation shall not attend a meeting of directors during which the impugned contract or transaction is discussed and shall not vote on any resolution to approve the impugned contract or transaction unless the contract or transaction is one with an affiliate. For these purposes and as applied to the Toronto Seniors Housing Corporation, “affiliate” refers to any City corporation or agency, including Toronto Community Housing Corporation (TCHC).

alleged failure to disclose. If the Board Chair determines, after hearing any response given and making such further investigation as may be warranted by the circumstances, that ~~such the Board~~ Director has in fact failed to disclose a conflict of interest, the Board Chair shall take appropriate action, which may include a recommendation to the Board that the Board- request the City of Toronto to remove ~~such this~~ Director from the Board of Directors, as well as the reconsideration of whether the matter or transaction was in the best interests of and fair and reasonable to, the TSHC at the time it was undertaken.

10. Leave of Absence

Directors of the Board shall notify the Board Chair in order to request a leave of absence. By way of example, Board Directors must be on an approved leave of absence in order to:

- Seek a provincial or federal candidacy nomination or participate as a candidate in a municipal, provincial or federal election campaign, where the nomination process or the candidacy may conflict with the interests of the TSHC ~~or may adversely affect the performance of the Director's duties.~~
- Apply for a position with the TSHC.
- Any other event that may conflict with the interests of the TSHC ~~or may adversely affect the performance of the Director's duties.~~

Compliance and Monitoring

Directors of the Board must comply with this Policy at all times. Directors of the Board should use proper judgment and act in the spirit of this Policy at all times.

Contravention ~~of this of Policy~~ this Policy is a serious matter. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by TSHC.

Related Legislation, Regulations, and TSHC Policies:

- Business Corporations Act, R.S.O. 1990, c.B.16
- By-Law 1-2021

- TSHC Board of Directors Code of Ethics and Conduct Policy

Amendments:

Initial policy approved by the Board on April 28, 2022.

Policy reviewed on [date], 2024 with minor revisions and formatting.

Next Scheduled Review Date: 2025

This policy will be reviewed annually.–

Policy Contact:

Director, Strategy and Business Management

Toronto Seniors Housing Corporation (TSHC) Board of Directors Conflict of Interest Policy

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: Date, 2024

Effective Date: Date, 2024

Policy Statement

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This TSHC Board of Directors Conflict of Interest Policy (the Policy) sets out the expectations placed on Board Directors related to conflicts of interest, including how to identify and resolve a conflict of interest. TSHC wishes to establish clear standards to address real, potential and perceived conflicts of interest, to protect the integrity of TSHC's decision-making processes and to provide a means to identify and resolve such conflicts of interest in favour of TSHC's best interests.

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- Working for a supplier while continuing to be a Board Director of the TSHC.
- Board Directors who have a financial interest in a supplier or other stakeholders.
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which the Board Director has a personal interest.

- Using confidential information to benefit the Board Director or his/her family or friends.
- Being involved with or employed by, an entity other than the TSHC if such involvement or employment would conflict with or detrimentally affect the Board Director's performance of their duties as a TSHC Board Director.
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If a Board Director is, or seeks to be, a director, officer, or employee of a company (or if the Director has a financial interest in such company) that has business dealings with the TSHC, this could be a conflict of interest.

If a Board Director (or a family member, friend or business associate of the Board Director) has a financial interest in a company that has business dealings with the TSHC, and the Board Director is involved in any process related to a business

transaction involving the TSHC, this could be a conflict of interest.

2. Gifts or Donations

Subject to the other provisions in this Policy, Directors of the Board shall not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a tenant or any other person or entity that has, or might have, business dealings with the TSHC for the purposes of, or that may be perceived to be for the purposes of, influencing an act or decision of the Board Directors.

The exceptions are gifts of a nominal value, which do not influence or would not be perceived as influencing, the performance of the Board Director's duties.

In determining "nominal value", consideration should be given to if the gift could reasonably be seen as an attempt to influence a decision on any matter or transaction. In this regard, consideration should be given, in turn, to the circumstances, nature, and timing of the gift. For example, a Board Director should not accept:

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Tenant Directors of TSHC may have ongoing personal relationships with other tenants and with staff as tenants of TSHC buildings which do not constitute conflict of interest except as specified in this Policy.

Directors of the Board shall take all reasonable steps to manage these relationships so as to avoid conflict of interest situations (whether actual, potential, or apparent).

An example is if a Board Director were to have access to a TSHC operated building and has direct contact with a friend or family member who is a tenant in the building or has access to the information of friends or family because of their position as a TSHC Board Director, as this could result in a conflict of interest.

As another example, if a Board Director were to be involved in the TSHC hiring process for, or will supervise, family, friends, or business associates (past or current), this could give rise to a conflict of interest.

4. Handling of Complaints

The Board of Directors recognizes the value, commitment and support of Stakeholders and it follows that they should welcome Stakeholder comments, suggestions, and complaints provided by them and made in good faith with a view to improving the TSHC.

If a Director of the Board receives a Stakeholder complaint or comment, the following steps shall apply:

- For complaints or comments about the operations or policies of the TSHC:
 - The complaint shall be forwarded to the Chief Executive Officer of TSHC for appropriate handling and response. The Board Director may notify the complainant of such forwarding and the Chief Executive Officer will inform the Board Director of the disposition of the complaint.
 - Board Directors shall not communicate with TSHC staff for the purpose of influencing or interfering in the equal and fair administration of TSHC repairs, programs or operations.
- For complaints or comments relating to the integrity of a TSHC staff member, the complaint shall be forwarded to the Chief Executive Officer of TSHC.
- For complaints or comments relating to the integrity of a Board Director, the

complaint shall be forwarded to the Board Chair.

5. Outside Activity

Reference is also made to Section 7 “Reporting and Resolving a Conflict of Interest”.

- Other Board/Committee Positions

If a Board Director accepts a position on a board or committee of a commercial or non-profit entity, timely disclosure of this involvement must be made to the Chief Executive Officer of TSHC, in order to assist the TSHC in preventing any conflicts of interest between the two entities. For example, accepting a board position with a TSHC supplier would be a conflict. Reference is made in this regard to Section 7 below as to how such matters should be reported.

- Political Involvement and Charitable Activity

The TSHC respects a Board Director’s right to be involved in the political process and community activity, subject to the possible requirement of taking a leave of absence from the Board as outlined in Section 10 below. When a Board Director engages in political or civic affairs, the Director’s views and actions are their own, not those of the TSHC and any statements made by the Board Director must not be attributed to the TSHC. Reference is made in this regard to Section 7 below as to how such matters should be reported.

6. Exclusivity and Business Opportunities

During the course of their tenure on the Board of Directors, a Board Director may come across business opportunities that have potential for exploitation. However, over the course of her or his tenure on the Board, these opportunities belong to the TSHC and not to the Board Director personally.

Any business opportunities of any kind whatsoever and howsoever arising and relating to the business of the TSHC that become known to the Board Director during their tenure on the Board shall be pursued for the benefit of the TSHC only.

7. Reporting and Resolving a Conflict of Interest

What should a Board Director with a conflict of interest do?

Report the Conflict. A Board Director shall make a timely and full disclosure of any actual, potential or apparent conflict of interest.

The Board Director shall report in writing the facts and circumstances of the matter or transaction to the Board Chair and the Board Director shall govern themselves in accordance with the instructions received from the Board Chair.

Refrain from participation. The Board Director shall not participate in any formal or informal discussion of, any decision or vote on, or any attempt to exert influence over the contract, relationship, person or organization with respect to which the conflict may relate. A Board Director in this case, though, may be counted to establish a quorum for meetings.

Recuse. The Board Director shall temporarily recuse themselves from meetings in order to allow the remaining members of the Board or a Committee of the Board to engage in a full discussion regarding the impugned matter or transaction.

Refrain from voting. If a vote is taken in respect of the impugned matter or transaction, this Board Director shall abstain from voting and the minutes of the Board or Committee meeting shall record this fact if it has occurred.

When must Board Directors disclose conflicts of interest?

When they join the Board of Directors, Directors shall submit a written statement (in paper or digital form) concerning conflicts of interest. The Board Directors shall disclose in such statement all conflicts of interest that they know about and the nature and extent of such conflicts of interest.

For conflicts of interest after that time, Board Directors shall disclose them no later than the first Board of Directors meeting following the moment where they realized they had a conflict of interest.

What information do Board Directors have to disclose?

Board Directors shall disclose the nature, value of and any relevant details of the conflict of interest.

Do these requirements apply to all Conflicts of Interest?

Subject to the following, the requirements outlined in Section 7 apply whenever there is an actual, potential or apparent conflict of interest unless the matter or transaction giving rise to the conflict of interest is one with an “affiliate”.

In the case of a matter or transaction with an affiliate, the reporting requirement for a conflict of interest that is outlined in Section 7 continues to apply; however, the other requirements (namely, Refraining from Participation, Recusal and Refraining from Voting) do not apply to conflict of interest matters or transactions with an “affiliate”¹. To satisfy the requirement for reporting in the case of a conflict of interest with an “affiliate”, a Board Director should declare their interest in the “affiliate” immediately and then annually thereafter, in writing, to the Board Chair.

TSHC, through its Shareholder Direction includes Board Directors who are tenants of TSHC. In general, tenant Directors are not expected to declare their interests with other tenants and can participate in all discussions and voting at the TSHC Board meetings unless there is an item that is specific to the interests of the tenant Director, or friends or family who are tenants as outlined in Section 3. The Director should declare their conflict of interest to the Board Chair.

8. Documentation of Conflicts

The minutes of any meeting at which a transaction or matter involving a conflict of interest or an appearance of a conflict of interest is considered shall reflect whether the Board Director (as the case may be) made disclosure, withdrew

¹ The Toronto Seniors Housing Corporation is a corporation organized under and subject to the provisions in the Business Corporations Act of Ontario. Paragraph (c) of sub-section 132(5) of this legislation provides in part, that a director of a corporation who is party to a material contract or transaction with the corporation or who has a material interest in a material contract of transaction with the corporation shall not attend a meeting of directors during which the impugned contract or transaction is discussed and shall not vote on any resolution to approve the impugned contract or transaction unless the contract or transaction is one with an affiliate. For these purposes and as applied to the Toronto Seniors Housing Corporation, “affiliate” refers to any City corporation or agency, including Toronto Community Housing Corporation (TCHC).

themselves from the consideration of the transaction or matter, recused themselves from the meeting itself and abstained from voting on the impugned transaction or matter.

9. Failure to Disclose a Conflict and Remedies

If any member of the Board has reasonable cause to believe that a Board Director has failed to disclose a conflict of interest, the member shall inform the Board Chair of the basis for such a belief. The Board Chair shall then afford the Board Director in question an opportunity to explain the reported, alleged failure to disclose. If the Board Chair determines, after hearing any response given and making such further investigation as may be warranted by the circumstances, that the Board Director has in fact failed to disclose a conflict of interest, the Board Chair shall take appropriate action, which may include a recommendation to the Board that the Board request the City of Toronto to remove this Director from the Board of Directors, as well as the reconsideration of whether the matter or transaction was in the best interests of and fair and reasonable to, the TSHC at the time it was undertaken.

10. Leave of Absence

Directors of the Board shall notify the Board Chair in order to request a leave of absence. By way of example, Board Directors must be on an approved leave of absence in order to:

- Seek a provincial or federal candidacy nomination or participate as a candidate in a municipal, provincial or federal election campaign, where the nomination process or the candidacy may conflict with the interests of the TSHC.
- Apply for a position with the TSHC.
- Any other event that may conflict with the interests of the TSHC.

Compliance and Monitoring

Directors of the Board must comply with this Policy at all times. Directors of the

Board should use proper judgment and act in the spirit of this Policy at all times.

Contravention of this Policy is a serious matter. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by TSHC.

Related Legislation, Regulations, and TSHC Policies:

- Business Corporations Act, R.S.O. 1990, c.B.16
- By-Law 1-2021
- TSHC Board of Directors Code of Ethics and Conduct Policy

Amendments:

Initial policy approved by the Board on April 28, 2022.

Policy reviewed on [date], 2024 with minor revisions and formatting.

Next Scheduled Review Date: 2025

This policy will be reviewed annually.

Policy Contact:

Director, Strategy and Business Management

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) Board and Board Committee ~~of Directors~~ Meeting Procedures

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: March 31, 2022

Date of Last Revision: [date], 2024

Effective Date: [date], 2024

Rules of Order

All points of order or procedure for which rules have not been provided in this policy will be decided by the Chair of the Board of Directors as far as is reasonably possible first, in accordance with the rules of parliamentary procedure as contained in the current edition of Robert's Rules of Order.

Schedule of Regular Board and Board Committee Meetings

At the beginning of each calendar year, the Board of Directors (the "Board") will set a schedule of regular meetings for the year for the Board and for Committees of the Board.

Board ~~members of Directors or Board Committee Members~~ are encouraged to attend meetings in person ~~but can join by web conference, videoconference or telephone if in-person attendance is not possible or electronically.~~ When ~~m~~Meetings/Meetings of the Board of Directors or of a Committee of the Board can be held in person, electronically or in a hybrid mode. A Hybrid Meeting may be scheduled where the meeting takes place in a physical setting, but some ~~members~~Directors/Members attend using technology instead of being physically present.

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Any Director/~~Member/Member~~ participating in such a meeting by such means is deemed to be present at the meeting.

Directors/~~Members will be notified ahead of time of any changes to the schedule, time and members will be notified ahead of time of any changes to the schedule, time,~~ and/or location of the meeting.

Cancellation and Rescheduling of Meetings

Meetings may be rescheduled or cancelled in the event there is not quorum or for any reason necessitating the meeting change. The Board Secretary ~~shall~~, in consultation with the Chief Executive Officer (CEO) and the Board/~~Board Committee~~-Chair, ~~may~~ take appropriate steps to advise all Directors/~~Members~~ of the cancellation and/or rescheduling of meetings. Notice of change is also to be posted on the Toronto Seniors Housing Corporation website and in ~~Operating Unit~~~~Regional~~ offices.

If a regularly scheduled meeting of the Board/~~Board Committee~~ is cancelled without ~~being rescheduled, the next regularly scheduled meeting cannot be cancelled without being rescheduled~~~~rescheduling, the next regularly scheduled meeting cannot be cancelled.~~

Special Meetings

The Board_~~Chair~~ or any two Directors may convene a special meeting of the Board_~~at any time by giving formal notice not less than 48 24 hours to all Directors before the time of the meeting. Notice must be delivered or sent electronically or in another form of written transmission to each Director. Notice, along with any agenda material~~to all Directors not less than 24 hours before the meeting. Notice must be delivered or sent electronically or in another form of written transmission to each Director. Notice, along with any agenda material, must indicate the time, place, and matter to be dealt with.

Special Board Committee meetings will be referenced in the Committee's

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Terms of Reference. TSHC will strive to provide the notice and distribute materials well in advance of the meeting whenever possible.

Board Workshops

Throughout the year, orientation sessions, workshops or training sessions for the Board may be called. No formal business of the Board will be carried out at these sessions. These sessions will not be open to the public.

Attendance

Each Director/Member shall make reasonable efforts to advise the Board Secretary as far in advance as possible of any Board/Board Committee meeting which such Director/Member expects not to attend.

Directors/Members will notify the Board Secretary if they:

- will not be attending;
- will be arriving late for; or
- will be leaving early from any meeting of the Board/Board or a Committee/Board/Board Committee meeting.

The Board Secretary will advise the Board/Board Committee Chair of any member-Director/Member who has been or will be absent from meetings of the Board/Board Committee for three consecutive months and advise the Board/Board Committee Chair of the explanation provided by the member-Director/Member, if any. The Board/Board Committee Chair will then decide whether to authorize the member's-Director's/Member's absence by a Board/Board Committee resolution.

The Board Secretary will notify City Council of a vacancy if any member-Director is absent from any Board meetings for three consecutive months without authorization of the Board.

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Quorum

The quorum for a meeting of the Board/Board Committee meetings is shall be a majority of the ~~Members~~total number of all voting Directors/Members presently sitting on the Board/Board Committee, not including any vacancies that have yet to be filled.

A meeting will be cancelled if:

- no quorum is present within thirty-fifteen (15) minutes after the time fixed for a meeting, or the continuation of a meeting after a recess; or
- if quorum is lost for thirty-fifteen (15) consecutive minutes.

If a meeting is cancelled due to lack of quorum:

- the Board Secretary will record the names of the ~~members~~ Directors/Members present; and
- the meeting will be considered adjourned until the next scheduled meeting or until the Board/Board Committee Chair calls a special meeting.

If a quorum is not possible because of declared conflicts of interest the remaining Directors/Members will constitute a quorum provided that quorum is never less than two Directors/Mmembers.:-

Board of Director Meetings

In the absence of both the Chair and the Vice-Chair for a period of fifteen (15) minutes after the appointed time of the meeting, if a quorum is present, the Board Secretary shall call the meeting to order and preside over the appointment of one of the other Directors as Acting Chair to preside and discharge the duties of the Chair during the meeting, and until

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the arrival of the Chair or Vice-Chair.

Board Committee Meetings

In the absence of the Chair for a period of fifteen (15) minutes after the appointed time of the meeting, if a quorum is present, the Board Secretary shall call the meeting to order and preside over the appointment of one of the other Committee Members as Acting Chair to preside and discharge the duties of the Chair during the meeting, until the arrival of the Chair.

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Chair of Board of Directors Meeting

The Chair of any meeting of the Board of Directors shall be the Board Chair. If the Board Chair is not available, the Vice-Chair, if available, will assume the Chair of the meeting. If neither the Board Chair nor the Vice-Chair are available, another Director who is present at the meeting and selected by the Directors who are present, may assume the Chair of the meeting.

Chair of Board Committee Meeting

The Chair of any Board Committee meeting shall be the Committee Chair. If the Committee Chair is not available, another Committee Member who is present at the meeting and selected by the Committee Members who are present, may assume the Committee Chair of the meeting.

Agendas and Minutes

The agenda and any other agenda material such as minutes and reports shall be delivered ~~to members of~~ the Board of Directors or ~~members of the Committee of the Board~~ the Board Committee Members no less than 24 hours before the meeting.

Toronto Seniors Housing Corporation has a standard practice of sending

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agenda materials out to Directors/~~Members~~ one week/seven (7) calendar days prior to the meeting. Meeting notices are posted in tenant buildings and the agenda materials are posted on the Toronto Seniors Housing Corporation website five-seven (7) calendar days in advance of the meeting.

While the standard is to have all agenda items available in advance of the meeting, there are times where this is not always possible (for example, items are not available or come up after the agenda has been issued). At the ~~Board~~Board/Board Committee Chair's discretion, reports may be tabled at the meeting.

The Board Secretary will keep minutes of all Board ~~and~~/Board Committee meetings.

The minutes will record:

- the place, time and date of the meeting;
- the name of the Chair, the Directors/Mmembers present, and the members absent;
- any correction to, and the adoption of, the minutes of the previous meeting;
- all resolutions;
- any declarations of a conflict of interest, including the ~~member's~~ Director's/Member's name and the reason for the conflict of interest.

Reference will be made in the minutes to an agenda item discussed in a closed meeting and the reason why the discussion was closed to the public.

The minutes will record that a ~~m~~Motion was carried or defeated, with no count of the vote, unless the vote was recorded. For recorded votes, the members' names and corresponding votes will be recorded in the minutes after the Board/Board Committee Chair has announced the results.

The minutes of the previous meeting will be considered at the next meeting and, after the minutes have received approval, or approval as amended, by

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the majority of the ~~members~~ Directors/Members present, they will be signed by the Board Chair or the appropriate Committee ~~chair~~ Chair.

Review of Agenda

Upon calling the meeting to order, the Board ~~or~~ Board Committee Chair will request ~~directors~~ Directors/Members to identify any conflicts of interest with any item on the agenda.

Declaration of Conflict of Interest

Directors/Members must observe the requirements of the Conflict of Interest Policy by declaring any conflict of interest they have, directly or indirectly, in any matter before the Board Board Committee.

A Director/Mmember must declare any conflict of interest at the beginning of the meeting, on arrival at the meeting, or if not present at the meeting, at the next meeting attended. During the meeting, a Director/Mmember shall declare a conflict of interest following the moment where they realize they have a conflict of interest.

A Director/Mmember who has declared a conflict of interest in a matter must not take part in the discussion, must not vote, and must not try to influence the voting, on the matter.

If the discussion takes place in a closed meeting, the Director/Mmember must leave the room or by electronic means if attending by telephone or videoconference.

All declarations of conflict of interest are recorded in the public minutes. Declarations of conflict of interest made in public must also specify the general nature of the interest declared.

Voting on Motions

All matters will be decided by a majority vote of the Directors/Mmembers

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present.

A Director/Member must be present when the mMotion is put in order to vote.

All Directors/Members present when the motion is put to the vote must vote, unless prohibited by statute, in which case it shall be so recorded. Any Director/Member who refuses to vote is deemed to have voted against the mMotion except where prohibited from voting by statute.

During a Board of Directors meeting, any Director may propose a motion and/or second the motion. However, during a Board Committee meeting only a Board Committee Member is allowed to propose a motion and/or second the motion, with the exception of the Board Chair who serves as an Ex-Officio. Voting on all motions will be by a show of hands.

The Board/Board Committee Chair or Acting Chair must vote with the other Directors/Members on all questions.

~~Voting on all Motions will be by a show of hands.~~

~~In the case of an equality of votes on any question at a meeting of the Board/Board Committee, the Board/Board Committee Chair of the meeting shall be entitled to a second or casting vote. In the event of a tie vote the Motion is defeated.~~

A mMotion to reconsider is required to reopen a matter once the result of the vote is announced.

Recorded Vote

The Board/Board Committee Chair will conduct a recorded vote if requested by any member.

The request must be made immediately before or after the taking of the vote.

The Board Secretary will record the name and vote of every

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[Director/Member](#) for the minutes and announce the results to the [Board/Board Committee](#) Chair.

Results of the vote, including the name and vote of every [Director/Member](#), will be announced by the [Board/Board Committee](#) Chair immediately after the recorded vote has taken place.

Resolution in Lieu of Meeting

A resolution in writing signed by all the [Directors/Members](#) entitled to vote on that resolution at a meeting of the [Board/~~or~~ Board Committee](#), is as valid as if it had been passed at a meeting of the [Board/~~or~~ Board Committee](#), provided that a copy of every such resolution shall be kept with the minutes of the proceedings of the [Board/Board Committee](#).

Public Proceedings

Public proceedings of the [Board/Board Committee](#) are open to members of the public. As such, the public ~~are~~ is notified of all public meetings. Reports and other items which are part of the public proceedings and any debate and voting of such items are open to the public.

Conduct of Public at Meetings

Members of the public will be courteous and will not engage in any action which disturbs the meeting.

Members of the public should observe agreed-upon meeting protocol, ~~display courteous and respectful conduct in all Board and Committee meetings toward each other, Board members, and staff~~ and display courteous and respectful conduct toward each other, Board Directors/Committee Members, and staff in all Board and Board Committee meetings.

Members of the public will not:

- make any noise or disturbance that prevents members from being able to

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participate in the meeting;

- address the Board without permission;
- use unparliamentary or offensive language; or
- display signs or placards.

The [Board/Board Committee](#) Chair may exclude any person from the meeting for improper conduct.

“In Camera” and Closed Proceedings

~~Board/meetings and Board Committee meetings of TSHC are required to be open to the public except for items that satisfy specific criteria as indicated in Toronto Seniors Housing Corporation By-law #1 Sections 4.18 and 4.19. “In camera” and closed proceedings (meetings that are not open to the public) may take place to discuss matters specified in Section 4.19 of the Toronto Seniors Housing Corporation By-law #1. according to the Toronto Seniors Housing Corporation (TSHC) Board Meeting Closed Session Policy.~~

This section establishes the process by which items can be confirmed for discussion in closed session according to By-Law criteria.

Normally, items to be considered in Closed session are determined by the Board Chair/Board Committee Chair and Chief Executive Officer (CEO) or delegate in the process of developing the ~~Board/Committee~~Board/Board Committee agenda.

From time to time, an individual ~~Board member~~Director/Committee Member may request items for consideration in closed session, in which case the request must be made at least three (3) business days prior to the ~~Board/Board Committee -materials being sent out to Board~~ Directors/Mmembers. During this time period, the Board/Board Committee -Chair will determine whether the item fits the specified criteria. If the item is determined by the Board/Board Committee -Chair not to fit the specified criteria and the ~~Director/MBoard member~~ bringing the item forward disagrees with the assessment, the whole Board/Board Committee shall vote

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on whether to include the item in the closed session at the time of closed session agenda approval at the Board/Board Committee -meeting.

If during a Board/Board Committee -meeting a Director/MemberBoard-member wishes to have a discussion of an additional issue in closed session not previously identified and not on the meeting agenda, this must be declared at the time of the open session agenda approval. At that time the Board-memberDirector/Member will identify the issue. The Board/Board Committee will go into closed session and the Board member Director/Member will make the case for the item to be discussed there including why it satisfies the specified criteria and why it should be discussed at the current meeting. The Board/Board Committee will then vote as to its inclusion on the agenda for the closed session. After a positive vote the item can be discussed in closed session. As with all closed session agenda items, any motions stemming from the discussion shall be voted on in the public proceedings.

Prior to the commencement of an “in camera” or closed meeting, a motion must be made to move “in camera” or to closed ~~meeting~~meeting, stating the reason(s) the matter requires a closed meeting under Section 4.19, Subsections (1) and (2) of the By-law. At the conclusion of the “in camera” or closed meeting, the Board/Board Committee-Chair, if applicable, will announce the time of the resumption of the public meeting.

Public PresentationDeputations

Any member of the public may ask to make a deputation at a Board or Board Committee meeting. A deputation is a way for people to speak at a Board or Board Committee meeting about a specific subject on the public agenda. Deputations can be spoken or in writing, however they need to be about items that are on the public meeting agenda.

Any person wishing to make a ~~presentation-deputation~~ to the Board or Board Committee regarding items for action or information on the agenda will be heard by the Board/Board Committee provided:

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- A request to ~~make a presentation~~ speaking at a meeting or to submit a written deputation is made to the Board Secretary, in writing by 12:00 p.m. on the business day prior to the Board/Board Committee meeting.
- Include the name, address, telephone number and electronic mail address of the person or organization wishing to address the Board.
- Include an outline of the submission to be made, and any relevant documentation.
- The Board/Board Committee Chair ~~in consultation with the Board Secretary~~, in consultation with the Board Secretary, may waive the above requirements if, in the Chair's opinion, there were extenuating circumstances or the ~~presentation-deputation~~ would no longer be relevant if made at another meeting.

The Board/Board Committee may hear a ~~presentation-deputation~~ about a matter not on the agenda with the approval of the Board/Board Committee Chair in consultation with the Board Secretary. Any request to present to the Board on a matter not on the agenda must:

- pertain to matters within the Board's jurisdiction;
- be received prior to the ~~Agenda-deputation Deadline~~deadline;
- be in writing and sent to the Board Secretary;
- include the name, address, telephone number and electronic mail address of the person or organization wishing to address the Board or Board Committee;
- include an outline of the submission to be made, and any relevant documentation.

The Board/Board Committee Chair and the Board Secretary may agree to schedule the ~~presentation-deputation~~ on the agenda of the ~~next following Board/Board meeting~~Committee meeting or another future ~~meeting of the Board or a Committee~~Board or a Committee meeting of the Board. The Board/Board Committee Chair and the Board Secretary may refer matters ~~of~~ to the CEO or a TSHC administration or operations to the CEO department.

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While it is preferred that deputants inform the Board Secretary of their intention to depute it is not a requirement, however ~~stakeholders-deputants~~ who wish to ensure that their concerns can be adequately addressed by ~~Directors/Members~~ at the meeting may submit a written or alternate format¹ copy of their deputation at least three (3) business days ahead of the meeting in order to allow enough time for:

- the distribution of deputation materials to Board/Board Committee - members for their review prior to the meeting;
- information-gathering by the Board/Board Committee -Chair and/or Board/Board Committee -members;
- briefing of Board/Board Committee -members on the issues raised; and
- clarification of issues/concerns raised. -

~~Deputants may only depute once on the same item.~~ Each ~~presentation-deputation~~ is limited to five minutes ~~per item regardless of the number of items or matters a presenter wishes to speak to~~ (excluding questions from Board/Board Committee members). This time may be reduced or extended at the discretion of the Board or Board Committee Chair.

Presentations from groups or organizations shall have no more than three speakers. The number of speakers does not affect the total time limit for a presentation (5 minutes).

Any person making a presentation to the Board/Board Committee shall:

- only speak on the subject(s) for which they have received approval;
- obey the rules of procedure and any decision of the Board/Board Committee Chair;
- refrain from using offensive or disrespectful language;
- refrain from speaking disrespectfully of another person;
- refrain from displaying signs or placards, applauding debating participants,

¹ Alternative formats will be accepted in cases where accommodation for a disability is required.

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or engaging in conversation or other behaviour that may disrupt the meeting.

Failure to abide by these rules is grounds for the [Board/Board Committee](#) Chair to conclude or curtail a ~~presentation~~[deputation](#). If the [Board/Board Committee](#) Chair rules that the ~~presentation~~[deputation](#) is concluded, the person or persons appearing before the Board/[Board Committee](#) shall immediately withdraw.

Conduct of [Directors/Members](#) at Meetings

A ~~member~~[Director/Member](#) will be courteous and will not engage in actions which disturb the meeting.

~~[Directors/Members should observe agreed-upon meeting protocol, display courteous and respectful conduct in all Board and Committee meetings toward each other and staff and display courteous and respectful conduct toward each other and staff in all board/board committee meetings.](#)~~

~~[Directors/Members are to refrain from any behaviours that may not be appropriate in a work environment.](#)~~

[Directors/Members](#) will inform the [Board/Board Committee](#) Chair each time they leave or re-enter the meeting.

A [Director/Mmember will not:](#)

- use unparliamentary or offensive language;
- make any noise or disturbance that prevents members from being able to participate in the meeting;
- interrupt another member who is speaking, except to raise a Matter of Privilege or a Point of Order;
- disobey the rules of the ~~Board, or Board or~~ [Board/Board Committee](#) Chair or the ~~Directors/Members~~[Board](#) on questions of order, practice, or ~~on~~ the interpretation of the rules of the Board.

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The Board/Board Committee Chair may exclude a Director/Mmember from the meeting who has been given a warning but continues to disregard the Board/Board Committee Chair's rulings. ~~by the following process:~~

~~the Chair shall without debate put the question, "Should the member be ordered to leave his or her seat for the duration of the meeting?"~~

~~If the Board votes in the affirmative, the Chair will order the member to leave his or her seat for the duration of the meeting;~~

~~If the member apologizes, the Chair, with the approval of the Board, may permit him or her to resume his or her seat.~~

The same expectations and etiquette for Directors and Mmembers apply to virtual meetings and hybrid meetings. Directors and MMembers are expected to have the same level of participation and conduct regardless of the methods of how they participate in the meeting. Remote participants are to use video to increase their presence in the meeting and raise a hand (or virtual hand) before responding to questions or offering feedback.

New Business from Board Directors/Committee Members

A Director/Mmember who wishes to add new business to a meeting agenda brings a mMain mMotion before the Board/Board Committee and will provide the Board/Board Committee with ~~notice as follows:~~the following:

Notice of Motion during a Board/Board Committee Meeting:

Notices of MMotion by Board-Directors/Mmembers submitted before the aAgenda dDeadline must be in writing and in a form that the Board Secretary approves and be signed by the Board memberDirector/Member moving it and the Board memberDirector/Member who seconds it. No signatures are required for notices received via email, but the seconder's name must be included in the correspondence and the seconder must be copied on the email.

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Notice of ~~M~~Motion by ~~Board Members~~Directors/Members after the ~~a~~Agenda deadline, but before the Board/Board Committee -meeting:

- must be in writing and in a form that the Board Secretary approves and be signed by the ~~Board member~~Director/Member moving it and the ~~Board member~~Director/Member who seconds it. No signatures are required for notices received via email, but the seconder's name must be included in the correspondence and the seconder must be copied on the email;
- must relate to an urgent matter as determined by the Board/Board Committee Chair and the Board Secretary.

If the Board Secretary and Board/Board Committee Chair do not agree that the ~~m~~Motion deals with an ~~Urgent-urgent Matter~~matter, the Board Secretary will refer it to the next Board/Board Committee meeting and present a list of these ~~m~~Motions to the Board/Board Committee for information only.

A ~~m~~Motion/Motion that fails to comply with the notice requirements ~~in subsections (b) (i) and (ii)~~ may be considered by the Board/Board Committee if a two-thirds majority of the Directors/Mmembers present vote in favour of its introduction.

Motion ~~W~~without Notice during a Board/Board Committee M- meeting:

A ~~member~~Director/Member may make a ~~m~~Motion without notice during a meeting if it complies with the requirements outlined here;

- the Board/Board Committee Chair reviews it in advance and ~~the~~Chair agrees that it concerns an urgent matter and allows the ~~member~~Director/Member to ask the Board/Board Committee's permission to introduce the ~~m~~Motion/motion

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without notice; and

- ~~two thirds~~two-thirds of all ~~Directors/~~Board members~~Members~~ vote in favour of its introduction.

Communications

Communications may be made in writing addressed to the Board/Board Committee, to the Board/Board Committee Chair, or to the Board Secretary.

Communications must:

- pertain to matters over which the Board has jurisdiction;
- be in a legible hand-written or printed form;
- contain a name, address and/or telephone number, and an electronic mail address if delivered by electronic mail;
- contain a signature unless delivered by electronic mail;
- not contain offensive language.

All communications, including personal information and opinions contained in a communication, that the Board/Board Committee receives about a matter on the agenda becomes part of the public record, unless the Board Secretary determines the disclosure of personal information would contravene the Municipal Freedom of Information and Protection of Privacy Act.

Communications that form part of the public record are available to the Board and to the public and may be distributed prior to, or during, the Board/Board Committee ~~or Committee~~ meeting.

Communications that the Board/Board Committee receives about a matter on the agenda may be provided to the Board/Board Committee if received by the Board Secretary by 12:00 p.m. on the business day prior to the Board/Board Committee meeting. The Board/Board Committee Chair in consultation with the Board Secretary may waive these requirements if, in

Toronto Seniors Housing Corporation

the [Board/Board Committee](#) Chair's opinion, there were extenuating circumstances.

For communications about matters not on the agenda the [Board/Board Committee](#) Chair, with the recommendation of the [Board](#) Secretary may:

- put the communication before the Board/[Board Committee](#);
- allow the Chief Executive Officer to consider the communication and to report to the Board,~~or to a~~/[Board Committee](#), in response to the communication; or
- allow the Chief Executive Officer to respond to the communication as the Chief Executive Officer deems appropriate.

Related Legislation, Regulations, and TSHC Policies:

- [Toronto Seniors Housing Corporation By-Law #1](#)
- [Municipal Freedom of Information and Protection of Privacy Act](#)
- ~~[Board Meeting Closed Session Policy](#)~~
- [Conflict of Interest Policy – Board of Directors](#)
- [Board of Directors Code of Ethics and Conduct Policy](#)

Amendments:

[Initial policy approved by the Board of Directors on March 31, 2022.](#)

[Policy reviewed in ~~June~~September 2024 with the following revisions, approved by the Board of Directors on \[date\], 2024:](#)

- [Edits made to align with Toronto Seniors Housing Corporation By-Law #1;](#)
- [Integration of the Board Meeting Closed Session Policy;](#)
- [Review and update of the Deputation section to align with current practice;](#)
- [Additional content included in relation to hybrid meetings;](#)

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Toronto Seniors Housing Corporation

- Additional content included to enhance clarity regarding conducts in the meeting;
- Review cycle of this procedure identified as once every five years.
- Additional content added to include Board Committees.

This policy replaces the former Interim Deputation Policy and the former Board Meeting Closed Session Policy, both retired on [date of the approval of this Policy].

Next Scheduled Review Date: 2029

This policy will be reviewed once every 5 years.

Policy Contact

Director, Strategy and Business Management

Toronto Seniors Housing Corporation (TSHC) Board and Board Committee Meeting Procedures

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: March 31, 2022

Date of Last Revision: [date], 2024

Effective Date: [date], 2024

Rules of Order

All points of order or procedure for which rules have not been provided in this policy will be decided by the Chair of the Board of Directors as far as is reasonably possible first, in accordance with the rules of parliamentary procedure as contained in the current edition of Robert's Rules of Order.

Schedule of Regular Board and Board Committee Meetings

At the beginning of each calendar year, the Board of Directors (the "Board") will set a schedule of regular meetings for the year for the Board and for Committees of the Board.

Board of Directors or Board Committee Members are encouraged to attend meetings in person or electronically. Meetings of the Board of Directors or of a Committee of the Board can be held in person, electronically or in a hybrid mode. A Hybrid Meeting may be scheduled where the meeting takes place in a physical setting, but some Directors/Members attend using technology instead of being physically present.

Any Director/Member participating in such a meeting by such means is deemed to be present at the meeting.

Directors and members will be notified ahead of time of any changes to the schedule, time, and/or location of the meeting.

Cancellation and Rescheduling of Meetings

Meetings may be rescheduled or cancelled in the event there is not quorum or for any reason necessitating the meeting change. The Board Secretary shall, in consultation with the Chief Executive Officer (CEO) and the Board/Board Committee Chair, take appropriate steps to advise all Directors/Members of the cancellation and/or rescheduling of meetings. Notice of change is also to be posted on the Toronto Seniors Housing Corporation website and in Regional offices.

If a regularly scheduled meeting of the Board/Board Committee is cancelled without rescheduling, the next regularly scheduled meeting cannot be cancelled.

Special Meetings

The Board Chair or any two Directors may convene a special meeting of the Board at any time by giving formal notice to all Directors not less than 24 hours before the meeting. Notice must be delivered or sent electronically or in another form of written transmission to each Director. Notice, along with any agenda material, must indicate the time, place, and matter to be dealt with.

Special Board Committee meetings will be referenced in the Committee's Terms of Reference. TSHC will strive to provide the notice and distribute materials well in advance of the meeting whenever possible.

Board Workshops

Throughout the year, orientation sessions, workshops or training sessions for the Board may be called. No formal business of the Board will be carried out at these sessions. These sessions will not be open to the public.

Attendance

Each Director/Member shall make reasonable efforts to advise the Board Secretary as far in advance as possible of any Board/Board Committee meeting which such Director/Member expects not to attend.

Directors/Members will notify the Board Secretary if they:

- will not be attending;
- will be arriving late for; or
- will be leaving early from any Board/Board Committee meeting.

The Board Secretary will advise the Board/Board Committee Chair of any Director/Member who has been or will be absent from meetings of the Board/Board Committee for three consecutive months and advise the Board/Board Committee Chair of the explanation provided by the Director/Member, if any. The Board/Board Committee Chair will then decide whether to authorize the Director's/Member's absence by a Board/Board Committee resolution.

The Board Secretary will notify City Council of a vacancy if any Director is absent from any Board meetings for three consecutive months without authorization of the Board.

Quorum

The quorum for a meeting of the Board/Board Committee shall be a majority of the total number of all voting Directors/Members presently sitting on the Board/Board Committee, not including any vacancies that have yet to be filled.

A meeting will be cancelled if:

- no quorum is present within fifteen (15) minutes after the time fixed for a meeting, or the continuation of a meeting after a recess; or
- if quorum is lost for fifteen (15) consecutive minutes.

If a meeting is cancelled due to lack of quorum:

- the Board Secretary will record the names of the Directors/Members present; and
- the meeting will be considered adjourned until the next scheduled meeting or until the Board/Board Committee Chair calls a special meeting.

If a quorum is not possible because of declared conflicts of interest the remaining Directors/Members will constitute a quorum provided that quorum is never less than two Directors/Members.

Board of Director Meetings

In the absence of both the Chair and the Vice-Chair for a period of fifteen (15) minutes after the appointed time of the meeting, if a quorum is present, the Board Secretary shall call the meeting to order and preside over the appointment of one of the other Directors as Acting Chair to preside and discharge the duties of the Chair during the meeting, and until the arrival of the Chair or Vice-Chair.

Board Committee Meetings

In the absence of the Chair for a period of fifteen (15) minutes after the appointed time of the meeting, if a quorum is present, the Board Secretary shall call the meeting to order and preside over the appointment of one of the other Committee Members as Acting Chair to preside and discharge the duties of the Chair during the meeting, until the arrival of the Chair.

Chair of Board of Directors Meeting

The Chair of any meeting of the Board of Directors shall be the Board Chair. If the Board Chair is not available, the Vice-Chair, if available, will assume the Chair of the meeting. If neither the Board Chair nor the Vice-Chair are available, another Director who is present at the meeting and selected by the

Directors who are present, may assume the Chair of the meeting.

Chair of Board Committee Meeting

The Chair of any Board Committee meeting shall be the Committee Chair. If the Committee Chair is not available, another Committee Member who is present at the meeting and selected by the Committee Members who are present, may assume the Committee Chair of the meeting.

Agendas and Minutes

The agenda and any other agenda material such as minutes and reports shall be delivered to the Board of Directors or the Board Committee Members no less than 24 hours before the meeting.

Toronto Seniors Housing Corporation has a standard practice of sending agenda materials out to Directors/Members seven (7) calendar days prior to the meeting. Meeting notices are posted in tenant buildings and the agenda materials are posted on the Toronto Seniors Housing Corporation website seven (7) calendar days in advance of the meeting.

While the standard is to have all agenda items available in advance of the meeting, there are times where this is not always possible (for example, items are not available or come up after the agenda has been issued). At the Board/Board Committee Chair's discretion, reports may be tabled at the meeting.

The Board Secretary will keep minutes of all Board/Board Committee meetings.

The minutes will record:

- the place, time and date of the meeting;
- the name of the Chair, the Directors/Members present, and the members absent;
- any correction to, and the adoption of, the minutes of the previous

- meeting;
- all resolutions;
 - any declarations of a conflict of interest, including the Director's/Member's name and the reason for the conflict of interest.

Reference will be made in the minutes to an agenda item discussed in a closed meeting and the reason why the discussion was closed to the public.

The minutes will record that a motion was carried or defeated, with no count of the vote, unless the vote was recorded. For recorded votes, the members' names and corresponding votes will be recorded in the minutes after the Board/Board Committee Chair has announced the results.

The minutes of the previous meeting will be considered at the next meeting and, after the minutes have received approval, or approval as amended, by the majority of the Directors/Members present, they will be signed by the Board Chair or the appropriate Committee Chair.

Review of Agenda

Upon calling the meeting to order, the Board/Board Committee Chair will request Directors/Members to identify any conflicts of interest with any item on the agenda.

Declaration of Conflict of Interest

Directors/Members must observe the requirements of the Conflict of Interest Policy by declaring any conflict of interest they have, directly or indirectly, in any matter before the Board/Board Committee.

A Director/Member must declare any conflict of interest at the beginning of the meeting, on arrival at the meeting, or if not present at the meeting, at the next meeting attended. During the meeting, a Director/Member shall declare a conflict of interest following the moment where they realize they have a conflict of interest.

A Director/Member who has declared a conflict of interest in a matter must not take part in the discussion, must not vote, and must not try to influence the voting, on the matter.

If the discussion takes place in a closed meeting, the Director/Member must leave the room or by electronic means if attending by telephone or videoconference.

All declarations of conflict of interest are recorded in the public minutes. Declarations of conflict of interest made in public must also specify the general nature of the interest declared.

Voting on Motions

All matters will be decided by a majority vote of the Directors/Members present.

A Director/Member must be present when the motion is put in order to vote.

All Directors/Members present when the motion is put to the vote must vote, unless prohibited by statute, in which case it shall be so recorded. Any Director/Member who refuses to vote is deemed to have voted against the motion except where prohibited from voting by statute.

During a Board of Directors meeting, any Director may propose a motion and/or second the motion. However, during a Board Committee meeting only a Board Committee Member is allowed to propose a motion and/or second the motion, with the exception of the Board Chair who serves as an Ex-Officio. Voting on all motions will be by a show of hands. The Board/Board Committee Chair or Acting Chair must vote with the other Directors/Members on all questions.

In the case of an equality of votes on any question at a meeting of the Board/Board Committee, the Board/Board Committee Chair of the meeting shall be entitled to a second or casting vote. A motion to reconsider is required to reopen a matter once the result of the vote is announced.

Recorded Vote

The Board/Board Committee Chair will conduct a recorded vote if requested by any member.

The request must be made immediately before or after the taking of the vote.

The Board Secretary will record the name and vote of every Director/Member for the minutes and announce the results to the Board/Board Committee Chair.

Results of the vote, including the name and vote of every Director/Member, will be announced by the Board/Board Committee Chair immediately after the recorded vote has taken place.

Resolution in Lieu of Meeting

A resolution in writing signed by all the Directors/Members entitled to vote on that resolution at a meeting of the Board/Board Committee, is as valid as if it had been passed at a meeting of the Board/Board Committee, provided that a copy of every such resolution shall be kept with the minutes of the proceedings of the Board/Board Committee.

Public Proceedings

Public proceedings of the Board/Board Committee are open to members of the public. As such, the public is notified of all public meetings. Reports and other items which are part of the public proceedings and any debate and voting of such items are open to the public.

Conduct of Public at Meetings

Members of the public will be courteous and will not engage in any action which disturbs the meeting.

Members of the public should observe agreed-upon meeting protocol and

display courteous and respectful conduct toward each other, Board Directors/Committee Members, and staff in all Board and Board Committee meetings.

Members of the public will not:

- make any noise or disturbance that prevents members from being able to participate in the meeting;
- address the Board without permission;
- use unparliamentary or offensive language; or
- display signs or placards.

The Board/Board Committee Chair may exclude any person from the meeting for improper conduct.

“In Camera” and Closed Proceedings

Board/Board Committee meetings of TSHC are required to be open to the public except for items that satisfy specific criteria as indicated in Toronto Seniors Housing Corporation By-law #1 Section 4.19. “In camera” and closed proceedings (meetings that are not open to the public) may take place to discuss matters specified in Section 4.19 of the Toronto Seniors Housing Corporation By-law #1. This section establishes the process by which items can be confirmed for discussion in closed session according to By-Law criteria.

Normally, items to be considered in Closed session are determined by the Board Chair/Board Committee Chair and Chief Executive Officer (CEO) or delegate in the process of developing the Board/Board Committee agenda.

From time to time, an individual Board Director/Committee Member may request items for consideration in closed session, in which case the request must be made at least three (3) business days prior to the Board/Board Committee materials being sent out to Directors/Members. During this time period, the Board/Board Committee Chair will determine whether the item

fits the specified criteria. If the item is determined by the Board/Board Committee Chair not to fit the specified criteria and the Director/Member bringing the item forward disagrees with the assessment, the whole Board/Board Committee shall vote on whether to include the item in the closed session at the time of closed session agenda approval at the Board/Board Committee meeting.

If during a Board/Board Committee meeting a Director/Member wishes to have a discussion of an additional issue in closed session not previously identified and not on the meeting agenda, this must be declared at the time of the open session agenda approval. At that time the Director/Member will identify the issue. The Board/Board Committee will go into closed session and the Director/Member will make the case for the item to be discussed there including why it satisfies the specified criteria and why it should be discussed at the current meeting. The Board/Board Committee will then vote as to its inclusion on the agenda for the closed session. After a positive vote the item can be discussed in closed session. As with all closed session agenda items, any motions stemming from the discussion shall be voted on in the public proceedings.

Prior to the commencement of an “in camera” or closed meeting, a motion must be made to move “in camera” or to closed meeting, stating the reason(s) the matter requires a closed meeting under Section 4.19, Subsections (1) and (2) of the By-law. At the conclusion of the “in camera” or closed meeting, the Board/Board Committee Chair, if applicable, will announce the time of the resumption of the public meeting.

Deputations

Any member of the public may ask to make a deputation at a Board or Board Committee meeting. A deputation is a way for people to speak at a Board or Board Committee meeting about a specific subject on the public agenda. Deputations can be spoken or in writing, however they need to be about items that are on the public meeting agenda.

Any person wishing to make a deputation to the Board or Board Committee regarding items for action or information on the agenda will be heard by the Board/Board Committee provided:

- A request to speak at a meeting or to submit a written deputation is made to the Board Secretary in writing by 12:00 p.m. on the business day prior to the Board/Board Committee meeting.
- Include the name, address, telephone number and electronic mail address of the person or organization wishing to address the Board.
- Include an outline of the submission to be made, and any relevant documentation.
- The Board/Board Committee Chair, in consultation with the Board Secretary, may waive the above requirements if, in the Chair's opinion, there were extenuating circumstances or the deputation would no longer be relevant if made at another meeting.

The Board/Board Committee may hear a deputation about a matter not on the agenda with the approval of the Board/Board Committee Chair in consultation with the Board Secretary. Any request to present to the Board on a matter not on the agenda must:

- pertain to matters within the Board's jurisdiction;
- be received prior to the deputation deadline;
- be in writing and sent to the Board Secretary;
- include the name, address, telephone number and electronic mail address of the person or organization wishing to address the Board or Board Committee;
- include an outline of the submission to be made and any relevant documentation.

The Board/Board Committee Chair and the Board Secretary may agree to schedule the deputation on the agenda of the following Board/Board Committee meeting or another future Board or a Committee meeting. The Board/Board Committee Chair and the Board Secretary may refer matters to

the CEO or a TSHC department.

While it is preferred that deputants inform the Board Secretary of their intention to depute it is not a requirement, however deputants who wish to ensure that their concerns can be adequately addressed by Directors/Members at the meeting may submit a written or alternate format¹ copy of their deputation at least three (3) business days ahead of the meeting in order to allow enough time for:

- the distribution of deputation materials to Board/Board Committee members for their review prior to the meeting;
- information-gathering by the Board/Board Committee Chair and/or Board/Board Committee members;
- briefing of Board/Board Committee members on the issues raised; and
- clarification of issues/concerns raised.

Deputants may only depute once on the same item. Each deputation is limited to five minutes per item (excluding questions from Board/Board Committee members). This time may be reduced or extended at the discretion of the Board or Board Committee Chair.

Presentations from groups or organizations shall have no more than three speakers. The number of speakers does not affect the total time limit for a presentation (5 minutes).

Any person making a presentation to the Board/Board Committee shall:

- only speak on the subject(s) for which they have received approval;
- obey the rules of procedure and any decision of the Board/Board Committee Chair;
- refrain from using offensive or disrespectful language;
- refrain from speaking disrespectfully of another person;
- refrain from displaying signs or placards, applauding debating participants,

¹ Alternative formats will be accepted in cases where accommodation for a disability is required.

or engaging in conversation or other behaviour that may disrupt the meeting.

Failure to abide by these rules is grounds for the Board/Board Committee Chair to conclude or curtail a deputation. If the Board/Board Committee Chair rules that the deputation is concluded, the person or persons appearing before the Board/Board Committee shall immediately withdraw.

Conduct of Directors/Members at Meetings

A Director/Member will be courteous and will not engage in actions which disturb the meeting.

Directors/Members should observe agreed-upon meeting protocol and display courteous and respectful conduct toward each other and staff in all board/board committee meetings.

Directors/Members are to refrain from any behaviours that may not be appropriate in a work environment.

Directors/Members will inform the Board/Board Committee Chair each time they leave or re-enter the meeting.

A Director/Member will not:

- use unparliamentary or offensive language;
- make any noise or disturbance that prevents members from being able to participate in the meeting;
- interrupt another member who is speaking, except to raise a Matter of Privilege or a Point of Order;
- disobey the rules of the Board or disobey a decision of the Board/Board Committee Chair or the Directors/Members on questions of order, practice, or the interpretation of the rules of the Board.

The Board/Board Committee Chair may exclude a Director/Member from the meeting who has been given a warning but continues to disregard the

Board/Board Committee Chair's rulings.

The same expectations and etiquette for Directors and Members apply to virtual meetings and hybrid meetings. Directors and Members are expected to have the same level of participation and conduct regardless of the methods of how they participate in the meeting. Remote participants are to use video to increase their presence in the meeting and raise a hand (or virtual hand) before responding to questions or offering feedback.

New Business from Board Directors/Committee Members

A Director/Member who wishes to add new business to a meeting agenda brings a main motion before the Board/Board Committee and will provide the Board/Board Committee with the following:

Notice of Motion during a Board/Board Committee Meeting:

Notices of Motion by Directors/Members submitted before the agenda deadline must be in writing and in a form that the Board Secretary approves and be signed by the Director/Member moving it and the Director/Member who seconds it. No signatures are required for notices received via email, but the seconder's name must be included in the correspondence and the seconder must be copied on the email.

Notice of Motion by Directors/Members after the agenda deadline, but before the Board/Board Committee meeting:

- must be in writing and in a form that the Board Secretary approves and be signed by the Director/Member moving it and the Director/Member who seconds it. No signatures are required for notices received via email, but the seconder's name must be included in the correspondence and the seconder must be copied on the email;
- must relate to an urgent matter as determined by the Board/Board Committee Chair and the Board Secretary.

If the Board Secretary and Board/Board Committee Chair do not agree that the motion deals with an urgent matter, the Board Secretary will refer it to the next Board/Board Committee meeting and present a list of these motions to the Board/Board Committee for information only.

A Motion that fails to comply with the notice requirements may be considered by the Board/Board Committee if a two-thirds majority of the Directors/Members present vote in favour of its introduction.

Motion Without Notice during a Board/Board Committee Meeting:

A Director/Member may make a motion without notice during a meeting if it complies with the requirements outlined here;

- the Board/Board Committee Chair reviews it in advance and agrees that it concerns an urgent matter and allows the Director/Member to ask the Board/Board Committee's permission to introduce the motion without notice; and
- two-thirds of all Directors/Members vote in favour of its introduction.

Communications

Communications may be made in writing addressed to the Board/Board Committee, to the Board/Board Committee Chair, or to the Board Secretary.

Communications must:

- pertain to matters over which the Board has jurisdiction;
- be in a legible hand-written or printed form;
- contain a name, address and/or telephone number, and an electronic mail address if delivered by electronic mail;
- contain a signature unless delivered by electronic mail;
- not contain offensive language.

All communications, including personal information and opinions contained in

a communication, that the Board/Board Committee receives about a matter on the agenda becomes part of the public record, unless the Board Secretary determines the disclosure of personal information would contravene the Municipal Freedom of Information and Protection of Privacy Act.

Communications that form part of the public record are available to the Board and to the public and may be distributed prior to, or during, the Board/Board Committee meeting.

Communications that the Board/Board Committee receives about a matter on the agenda may be provided to the Board/Board Committee if received by the Board Secretary by 12:00 p.m. on the business day prior to the Board/Board Committee meeting. The Board/Board Committee Chair in consultation with the Board Secretary may waive these requirements if, in the Board/Board Committee Chair's opinion, there were extenuating circumstances.

For communications about matters not on the agenda the Board/Board Committee Chair, with the recommendation of the Board Secretary may:

- put the communication before the Board/Board Committee;
- allow the Chief Executive Officer to consider the communication and to report to the Board/Board Committee, in response to the communication; or
- allow the Chief Executive Officer to respond to the communication as the Chief Executive Officer deems appropriate.

Related Legislation, Regulations, and TSHC Policies:

- Toronto Seniors Housing Corporation By-Law #1
- Municipal Freedom of Information and Protection of Privacy Act
- Conflict of Interest Policy – Board of Directors

- Board of Directors Code of Ethics and Conduct Policy

Amendments:

Initial policy approved by the Board of Directors on March 31, 2022.

Policy reviewed in September 2024 with the following revisions, approved by the Board of Directors on [date], 2024:

- Edits made to align with Toronto Seniors Housing Corporation By-Law #1;
- Integration of the Board Meeting Closed Session Policy;
- Review and update of the Deputation section to align with current practice;
- Additional content included in relation to hybrid meetings;
- Additional content included to enhance clarity regarding conducts in the meeting;
- Review cycle of this procedure identified as once every five years.
- Additional content added to include Board Committees.

This policy replaces the former Interim Deputation Policy and the former Board Meeting Closed Session Policy, both retired on [date of the approval of this Policy].

Next Scheduled Review Date: 2029

This policy will be reviewed once every 5 years.

Policy Contact

Director, Strategy and Business Management

Toronto Seniors Housing Corporation (TSHC) Board of Directors Reimbursement Policy

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: [date], 2024

Effective Date: [date], 2024

Policy Statement

This policy sets out the guidelines for ~~directors~~Directors of the Board to be reimbursed for ~~reasoned~~reasonable expenses incurred in exercising their responsibilities as a Board director~~Director~~. This policy will ensure that reimbursement is done in an accountable and transparent manner.

~~This policy is designed to be consistent and compliant with the Shareholder Direction from the City of Toronto to Toronto Seniors Housing Corporation, as well as the City of Toronto's Expense and Travel Reimbursement Policy For City Agencies, Boards, Commissions and Corporations.~~

Introduction

~~It is expected that in the course of exercising duties, expenses may be incurred by members of the Board of Directors. Pursuant to Section 5.5 of the Shareholder Direction between the City of Toronto and the Toronto Seniors Housing Corporation (TSHC), TSHC will reimburse Directors for reasonable expenses.~~

Policy Statement

~~Toronto Seniors Housing Corporation will reimburse Board members for all reasonable expenses incurred in exercising their responsibilities as a Director. This policy will ensure that reimbursement is done in an accountable and transparent manner.~~

Scope

It is expected that in the course of exercising duties, expenses may be incurred by members of the Board of Directors. Pursuant to Section 5.5 of the Shareholder Direction between the City of Toronto and the Toronto Seniors Housing Corporation (TSHC), TSHC will reimburse Board Directors for reasonable expenses.

This policy applies to all expenses incurred by a director in performing their duties and responsibilities as a member of the Board and/or on behalf of the Board such as:

- Representing TSHC at conferences, gatherings, meetings;
- Being asked to undertake certain specified activities for the Board; and
- Participation in TSHC corporate and community events to which they have been formally asked to attend on behalf of TSHC in their capacity as a Board Director.

Policy Guidelines

General Expenses Eligible for Reimbursement

A Board Director may be reimbursed for ~~all Board related activities~~ reasonable expenses incurred in the execution of their duties, including such expenses as:

- Meals (related expenditures that are incurred in the course of conducting the business of the Board or where the Board Director is entertaining a guest of the Board). Receipts must be provided.;
- Parking when attending meetings and events for the express purpose of fulfilling duties or expectations as a Board Director of TSHC; ~~and~~. Receipts must be provided.
- Upon request by a Board Director, travel costs to and from Board meetings may be reimbursed. Travel mode should be the most economical conveniently available. Receipts must be provided (except for TTC fares).
- Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.

- Any other expenses resulting from activities that are appropriate to fulfilling their role as a Board Director of TSHC.

Conference Expenses Eligible for Reimbursement

All TSHC travel by a Board Director must be approved by the Board Chair and the Chief Executive Officer in advance. Directors of the Board who are authorized to attend conferences on behalf of TSHC shall be reimbursed for related expenses including but not limited to the examples below. :

Travel Expenses

- Travel costs must be based on economy fare rates, unless otherwise authorized by the Board. Directors of the Board may not use travel agents who charge service fees.
- Board Directors who use a personal car must claim the current per kilometer rate, as determined from time to time by TSHC to be consistent with City of Toronto rates and practices.
- Board members who use their own vehicle instead of traveling by air will be reimbursed at the rate of economy class airfare or the current approved mileage rate, whichever is less, unless specific rationale and authorization has been given for reimbursement at a higher rate.
- Reimbursement for TTC costs will be provided whenever a Board member is required and authorized to travel on Board business.
- Other allowable expenses include taxis, shuttles, local transportation and parking, related to their role at the conference as a representative of TSHC. Receipts must be provided.
- ~~Reimbursement for TTC costs will be provided whenever a board member is required and authorized to travel on board business.~~

Accommodation Expenses

- ~~Eligible accommodation will be a single room at government rates, if available.~~ Board members who travel from their point of departure to their destination and are required to stay overnight in their destination area in order to tend to Board business outside of Board meetings, shall be reimbursed for their accommodation costs. Accommodation at a hotel

must be a single standard room convenient to the event being attended at the most economical price – the lesser of the actual costs or government rate, where available. Receipts must be provided.

Meal Sundry Expenses

Sundry expenses such as meals not covered in the conference fees, reasonable incidental and business expenses, including faxes, photocopies, courier charges, telephone calls, and mail services will be reimbursed when those expenses are in support of TSHC business.

- ~~Meals not covered in the conference fees will be reimbursed~~ Expenses will be ~~reimbursed at~~ actual cost or up to \$65 Canadian funds and up to \$65 U.S. funds per day outside Canada. No receipts are required. Where some or all meals are included in the conference/seminar, the per diem must be reduced accordingly.
- Alcohol charges will not be reimbursed.

Other Business Expenses

- ~~Reasonable incidental and business expenses, including faxes, photocopies, courier charges, telephone calls, and mail services will be reimbursed when those expenses are in support of TSHC business.~~
- ~~Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.~~

Submission of Expenses for Reimbursement

- All expenses must be reasonable and necessary to the business of the TSHC Board and must be within the budgetary parameters established by the Board of Directors.
- All expenses by Board Directors must be properly documented and retained in a format which may be reviewed by the Board, or a delegation thereof, from time to time.
- Acceptable proof of payment (e.g., receipts) must be submitted with any request for reimbursement.
- The acceptability of proof of payment will be determined by the Chief

Executive Officer or delegate.

- Claim forms must be signed, both by the member making the claim and the Chair of the Board certifying that the expenses claimed were incurred in performance of the claimant's TSHC duties and authorizing the claim, before submitting it to TSHC Finance Staff for processing. Another Board Member must sign the claim form for the Board Chair. (This can be submitted electronically and not necessarily in paper format).
- It is within the responsibility of the claimant to submit all expense claims for reimbursement within ten (10) business days of the end of each month to get reimbursement within 30 days of the expenses being incurred.
- If TSHC is reimbursing the claimant for only a portion of an expense and the claimant requires the proof of payment to make another claim, the proof of payment will be returned to the claimant with the notation on it of the portion reimbursed by TSHC.

Accountability

- The Chief Executive Officer or delegate will determine acceptable forms of proof of payment.
- Expense claims must be signed by the claimant and countersigned by the Chief Executive Officer or designate Chair of the Board certifying that the expenses claimed were incurred in performance of the claimant's TSHC duties. Another Board Member must sign the claim form for the Board Chair.
- TSHC will monitor expense claims to ensure that budgetary parameters established by the Board of Directors are not exceeded.
- TSHC will report to the Board Chair on all expenses claimed on a yearly basis.
- The Board shall report annually to the Shareholder the total expenses paid to each Board Director using the protocols established by the City's Chief Financial Officer and Treasurer.
- TSHC will retain all expense claim forms and submitted receipts which may be reviewed by the Board, or a delegation thereof, from time to time.

Related Legislation, Regulations, and Policies:

- [Shareholder Direction from the City of Toronto to Toronto Seniors Housing Corporation](#)
- [City of Toronto Expense and Travel Reimbursement Policy For City Agencies, Boards, Commissions and Corporations](#)
- [City of Toronto Remuneration Policy For City Agencies, Boards, Commissions and Corporations](#)
- [Board of Directors Conflict of Interest Policy](#)
- [Board of Directors Payment Process](#)
- [TSHC Expense Reimbursement Policy](#)

Amendments:

[Initial policy approved by the Board of Directors on April 28, 2022.](#)

[Policy reviewed in June 2024 with the following revisions, approved by the Board of Directors on \[date\], 2024:](#)

- [Additional content included to enhance clarity.](#)
- [Additional content and edits included to align with the City of Toronto Expense and Travel Reimbursement Policy for City Agencies, Boards, Commissions and Corporations and the TSHC Expense Reimbursement Policy.](#)
- [Review cycle of this policy identified as once every five years, or as required.](#)

[This Policy replaces the former Interim Board of Directors Expense Reimbursement Policy, retired on \[date of the approval of this Policy\].](#)

Next Scheduled Review Date: 2029

[This policy will be reviewed once every five years, or as required.](#)

Policy Contact

[Director, Strategy and Business Management](#)

Toronto Seniors Housing Corporation (TSHC)

Board of Directors Reimbursement Policy

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: [date], 2024

Effective Date: [date], 2024

Policy Statement

This policy sets out the guidelines for Directors of the Board to be reimbursed for reasonable expenses incurred in exercising their responsibilities as a Board Director. This policy will ensure that reimbursement is done in an accountable and transparent manner.

Scope

It is expected that in the course of exercising duties, expenses may be incurred by members of the Board of Directors. Pursuant to Section 5.5 of the Shareholder Direction between the City of Toronto and the Toronto Seniors Housing Corporation (TSHC), TSHC will reimburse Board Directors for reasonable expenses.

This policy applies to all expenses incurred by a director in performing their duties and responsibilities as a member of the Board and/or on behalf of the Board such as:

- Representing TSHC at conferences, gatherings, meetings;
- Being asked to undertake certain specified activities for the Board; and
- Participation in TSHC corporate and community events to which they have been formally asked to attend on behalf of TSHC in their capacity as a Board Director.

Policy Guidelines

General Expenses Eligible for Reimbursement

A Board Director may be reimbursed for reasonable expenses incurred in the execution of their duties, including such expenses as:

- Meals (related expenditures that are incurred in the course of conducting the business of the Board or where the Board Director is entertaining a guest of the Board). Receipts must be provided.
- Parking when attending meetings and events for the express purpose of fulfilling duties or expectations as a Board Director of TSHC. Receipts must be provided.
- Upon request by a Board Director, travel costs to and from Board meetings may be reimbursed. Travel mode should be the most economical conveniently available. Receipts must be provided (except for TTC fares).
- Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.
- Any other expenses resulting from activities that are appropriate to fulfilling their role as a Board Director of TSHC.

Conference Expenses Eligible for Reimbursement

All TSHC travel by a Board Director must be approved by the Board Chair and the Chief Executive Officer in advance. Directors of the Board who are authorized to attend conferences on behalf of TSHC shall be reimbursed for related expenses including but not limited to the examples below.

Travel Expenses

- Travel costs must be based on economy fare rates, unless otherwise authorized by the Board. Directors of the Board may not use travel agents who charge service fees.
- Board Directors who use a personal car must claim the current per kilometer rate, as determined from time to time by TSHC to be consistent with City of Toronto rates and practices.
- Board members who use their own vehicle instead of traveling by air will be reimbursed at the rate of economy class airfare or the current approved

mileage rate, whichever is less, unless specific rationale and authorization has been given for reimbursement at a higher rate.

- Reimbursement for TTC costs will be provided whenever a Board member is required and authorized to travel on Board business.
- Other allowable expenses include taxis, shuttles, local transportation and parking, related to their role at the conference as a representative of TSHC. Receipts must be provided.

Accommodation Expenses

- Board members who travel from their point of departure to their destination and are required to stay overnight in their destination area in order to tend to Board business outside of Board meetings, shall be reimbursed for their accommodation costs. Accommodation at a hotel must be a single standard room convenient to the event being attended at the most economical price – the lesser of the actual costs or government rate, where available. Receipts must be provided.

Sundry Expenses

- Sundry expenses such as meals not covered in the conference fees, reasonable incidental and business expenses, including photocopies, courier charges, telephone calls, and mail services will be reimbursed when those expenses are in support of TSHC business. Expenses will be reimbursed at actual cost or up to \$65 Canadian funds and up to \$65 U.S. funds per day outside Canada. No receipts are required. Where some or all meals are included in the conference/seminar, the per diem must be reduced accordingly.
- Alcohol charges will not be reimbursed.

Submission of Expenses for Reimbursement

- All expenses must be reasonable and necessary to the business of the TSHC Board and must be within the budgetary parameters established by the Board of Directors.
- All expenses by Board Directors must be properly documented and retained in a format which may be reviewed by the Board, or a delegation thereof,

from time to time.

- Acceptable proof of payment (e.g., receipts) must be submitted with any request for reimbursement.
- The acceptability of proof of payment will be determined by the Chief Executive Officer or delegate.
- Claim forms must be signed, both by the member making the claim and the Chair of the Board certifying that the expenses claimed were incurred in performance of the claimant's TSHC duties and authorizing the claim, before submitting it to TSHC Finance staff for processing. Another Board Member must sign the claim form for the Board Chair. This can be submitted electronically and not necessarily in paper format.
- It is within the responsibility of the claimant to submit all expense claims within ten (10) business days of the end of each month to get reimbursement.
- If TSHC is reimbursing the claimant for only a portion of an expense and the claimant requires the proof of payment to make another claim, the proof of payment will be returned to the claimant with the notation on it of the portion reimbursed by TSHC.

Accountability

- The Chief Executive Officer or delegate will determine acceptable forms of proof of payment.
- Expense claims must be signed by the claimant and countersigned by the Chair of the Board certifying that the expenses claimed were incurred in performance of the claimant's TSHC duties. Another Board Member must sign the claim form for the Board Chair.
- TSHC will monitor expense claims to ensure that budgetary parameters established by the Board of Directors are not exceeded.
- TSHC will report to the Board Chair on all expenses claimed on a yearly basis.
- The Board shall report annually to the Shareholder the total expenses paid to each Board Director using the protocols established by the City's Chief Financial Officer and Treasurer.
- TSHC will retain all expense claim forms and submitted receipts which may be reviewed by the Board, or a delegation thereof, from time to time.

Related Legislation, Regulations, and Policies:

- Shareholder Direction from the City of Toronto to Toronto Seniors Housing Corporation
- City of Toronto Expense and Travel Reimbursement Policy For City Agencies, Boards, Commissions and Corporations
- City of Toronto Remuneration Policy For City Agencies, Boards, Commissions and Corporations
- Board of Directors Conflict of Interest Policy
- Board of Directors Payment Process
- TSHC Expense Reimbursement Policy

Amendments:

Initial policy approved by the Board of Directors on April 28, 2022.

Policy reviewed in June 2024 with the following revisions, approved by the Board of Directors on [date], 2024:

- Additional content included to enhance clarity.
- Additional content and edits included to align with the City of Toronto Expense and Travel Reimbursement Policy for City Agencies, Boards, Commissions and Corporations and the TSHC Expense Reimbursement Policy.
- Review cycle of this policy identified as once every five years, or as required.

This Policy replaces the former Interim Board of Directors Expense Reimbursement Policy, retired on [date of the approval of this Policy].

Next Scheduled Review Date: 2029

This policy will be reviewed once every five years, or as required.

Policy Contact

Director, Strategy and Business Management

**Toronto Seniors
Housing Corporation**

Toronto Seniors Housing Corporation (TSHC) Director Education and Board Development Policy

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: [date], 2024

Effective Date: [date], 2024

Policy Summary

~~Members of the Board of Toronto Seniors Housing Corporation (TSHC), as fiduciaries, have both a duty of loyalty and good faith, and a duty of care, diligence and skill. A Board member's conduct is measured against an objective standard that requires informed decision-making and the discharging of duties responsibly.~~

~~While it is expected that Board members will possess sufficient knowledge, experience and expertise at the time of their appointment to serve in such capacity, it is also recognized that they will not necessarily be experts in all disciplines, in all aspects of governance, or in all business area within TSHC. As such, education and learning is a key driver of continued Director and Board effectiveness and is an ongoing responsibility of individual Board members, the Board, Management and the Corporation.~~

~~The Director Education and Board Development Policy lays out the responsibilities and expectations of the Corporation, the Board and individual Board members with respect to developing the knowledge and abilities to govern effectively.~~

Policy Statement

Toronto Seniors Housing Corporation's (TSHC's) Board of Directors and individual Board members are committed to Director education and Board development.

The Board will balance the important need for education with financial prudence as stewards of the Corporation.

Policy Objective

The objective of the Director Education and Board Development Policy is to equip Board members to add value to the Corporation, provide effective oversight and fulfill their fiduciary responsibilities to the corporation.

To fulfill the objective, the policy sets out the responsibilities and expectations of TSHC, the Board and individual Board members regarding:

- Orientation;
- Director education;
- Board development; and
- Administration and reporting of Board-related education and development activities

Policy Scope

This policy applies to all current and new Board members and to the Board of Directors in general.

Members of the Board of Toronto Seniors Housing Corporation (TSHC) TSHC, as fiduciaries, have both a duty of loyalty and good faith, and a duty of care, diligence and skill. A Board member's conduct is measured against an objective standard that requires informed decision-making and the discharging of duties responsibly.

While it is expected that Board members will possess sufficient knowledge, experience and expertise at the time of their appointment to serve in such capacity, it is also recognized that they will not necessarily be experts in all disciplines, in all aspects of governance, or in all business area within TSHC. As such, education and learning is a key driver of continued Director and Board effectiveness and is an ongoing responsibility of individual Board members, the Board, the Leadership Team, management and the Corporation TSHC.

The Director Education and Board Development Policy lays out the responsibilities and expectations of the Corporation TSHC, the Board and individual Board members with respect to developing the knowledge and abilities to govern effectively.

Policy Details

A. Board Orientation

Toronto Seniors Housing Corporation and its Board believe that properly oriented Board members are more effective directors; that more effective directors make for more engaged and effective boards; and that more engaged and effective boards provide greater strategic value to TSHC, its Shareholder (City of Toronto), its tenants, and to the ~~Chief Executive Officer and Management~~TSHC Leadership Team.

As such, ~~Toronto Seniors Housing Corporation~~TSHC will design and maintain an in-depth orientation program for new Board members. The Board Chair, Chief Executive Officer (CEO) and ~~Corporate Secretary~~Board Secretary will ensure that the orientation program is designed to provide baseline knowledge to enable:

- New Board members to actively contribute to the work of the Board in a timely manner; and
- Productive and effective boardroom participation and understanding of the TSHC and the industry and environment within which it operates.

~~Toronto Seniors Housing Corporation~~TSHC and its Board believe that some aspects of orientation should be standardized to ensure consistency among Board Directors. However, to be most effective, the onboarding process should also be tailored to each new Board member. As such, ~~TSHC Toronto Seniors Housing Corporation~~TSHC will tailor the orientation program as appropriate and feasible for each new Board member, taking into account their unique mix of skills, experience, education, and knowledge.

~~Toronto Seniors Housing Corporation~~TSHC and its Board believe that the orientation of new Board members should not be viewed simply as a single orientation meeting. Instead, orientation will deliver information over a period of time to minimize the likelihood of overload and maximize lasting impact.

At a minimum, the compulsory orientation program should:

- Provide each new Board member with an understanding of the formal

Toronto Seniors Housing Corporation

governance structure, the constitution, the bylaws and other ~~constituting~~ relating documents, the role of the Board, its supporting committees, and the expectations with respect to individual Board member's performance;

- Build an understanding of the Corporation's nature; its operations and working environment, including the Corporation's programs and services and summary details of the Corporation's principal assets, liabilities, major contracts and major stakeholders; the Corporation's structure; the Corporation's major risks and its risk management strategy; key performance indicators; operational or regulatory constraints; and requirements for reporting and public disclosure;
- Build a link with the individuals who make up the Corporation, including opportunities to meet and get to know fellow Board members, meetings with ~~Senior Management~~ the Leadership Team and site visits to view the Corporation's operations and meet employees and tenants;
- Build an understanding of the Corporation's main relationships, including key government representatives who deal with the Corporation, and people served by the Corporation;
- Foster an understanding of the public housing sector and the environment in which ~~TSHC~~ Toronto Seniors Housing Corporation conducts its business; and
- Provide a comprehensive set of written or electronic briefing materials that Board members may use as reference materials. These materials should include biographical and contact information for all board members and the executive team; the corporation's governing Acts, regulations, by-laws;
- the Corporation's governance policies; the current strategic plan; the current annual work-plan; the most recent annual and/or quarterly financial and accountability reports; an explanation of the Corporation's key performance indicators; a summary of Board member's and officer's liability insurance and indemnity; details of any major litigation involving the Corporation; minutes of the last year's Board meetings; details of Board committees and copies of the minutes from the last ~~three (3) to six (6)~~ three (3) to six (6) meetings if a new Board member will be joining a specific committee; a schedule of dates for upcoming board meetings; and website references.

All new Board members are expected to receive orientation materials and attend an initial board orientation meeting within the first two months of

appointment to the Board or a new Board being constituted. A second, follow-up session will be scheduled after several meetings have been held to round out the orientation process.

Individual ~~board~~ Board members may inform the Board Chair, Corporate Governance and Human Resources Committee Chair and/or the Corporate Board Secretary of additional information or education needs to supplement the compulsory orientation program received.

B. Director Education

~~Toronto Seniors Housing Corporation~~ TSHC and its Board believe in the professionalism of directors and recognize the importance of ongoing director education as a means of strengthening the effectiveness of individual Board Directors.

TSHC and its Board believe that each Board member is responsible for their ongoing director education and that the corporation should support Board Directors in their pursuit.

The Corporate Governance and Human Resources Committee and Corporate Board Secretary are available to make learning recommendations to Board members who believe they need to be better equipped in order to fulfill their responsibilities.

Ongoing director education includes both formal and informal learning opportunities.

Formal Director Education

~~Toronto Seniors Housing Corporation~~ TSHC and its Board recognize the value of formalized learning environments for Board Directors such as classroom-based and online courses.

As such, Board members are encouraged to seek out external formal learning opportunities. ~~Because As the Corporation~~ TSHC recognizes that financial competency is a key skill for all Board members, Board members who do not have a strong financial background are encouraged to seek out opportunities for financial essentials training to develop a certain level of comfort and competence with financial statements and the financial discussions and decision-making relevant to the Board of Directors.

Board members, and particularly the Chair of the Board, who may not already possess a director post-nominal designation, are encouraged to obtain such from a recognized Canadian or international accrediting body.

The Corporate Board Secretary shall make Board members aware annually and from time to time about relevant courses and other external formal educational opportunities.

Informal Director Education

Toronto Seniors Housing Corporation TSHC and its Board recognize the value of informal learning achieved through such external sources as membership in relevant professional organizations, subscriptions to relevant journals and attendance at relevant seminars or conferences.

TSHC shall support in the most cost-effective arrangement, memberships for each director in an organization committed to corporate governance and director professionalism.

The Corporate Board Secretary shall make Board members aware annually and from time to time about relevant external informal learning opportunities.

The Corporate Board Secretary shall from time to time provide relevant governance articles, magazines, websites or book summaries accompanied by management commentary on the implications for TSHC as part of board and committee packages to enable self-study by board members.

C. Board Development

Toronto Seniors Housing Corporation TSHC and its Board recognize the value of group learning. Team-based development is intended to improve the Board's decision-making by providing equal information to all Board members on important subjects, enabling Board members to interact on key issues that can often be critical to pending decisions and reinforcing key issues the Board faces in the context of its role and responsibilities as a board.

Toronto Seniors Housing Corporation TSHC will establish a board development program ~~annually~~. In developing this program, the Corporate Governance and Human Resources Committee and the Corporate Board

Secretary shall:

- Undertake a process of polling Board members as a means of identifying issues or topics for which Board members believe they need to update their skills and knowledge of the Corporation, its business and key executives and to address ongoing and emerging issues in the functional areas of the Board (i.e. corporate governance, audit, risk management, real estate and development, tenant services);
- Reflect upon key strategic directions of the Corporation, major decisions on the horizon, appropriate and significant risk management themes and the landscape within which TSHC operates; and
- Prioritize topics for focused education sessions at regular Board meetings, special meetings or retreats devoted to education, or other suitable events.

The Board development program will reflect the needs and interests of the Board by including:

- Regular presentations by Management the Leadership Team and Staff staff to the Board and Committees to educate them and keep them informed of changes within TSHC and in the legal, regulatory and industry requirements and standards;
- Trips to various operating sites; and
- Drawing upon external resources where appropriate, including presentations by outside experts to the Board or committees on matters of particular importance or emerging significance.

Policy Administration

The Board will receive from the Corporate Governance and Human Resources Committee annual recommendations for budget allocations to support effective director education and board development.

Course, seminar and conference attendance is specifically discouraged where costs of attendance are high and/or extensive travel is required.

Research, fact-finding, study and related trips abroad are discouraged where there are more cost-effective means of gathering information and knowledge.

Course, seminar and conference attendance, and other educational costs by

individual directors may be reimbursed from the Board education and development budget only as follows:

- Where the expenditure is pre-approved by the Chair of the Board or the Chair of the Corporate Governance and Human Resources Committee, and the TSHC CEO;
- Where the expenditure is directly related to organizational governance, board effectiveness, or the business and operations of the corporation Corporation;
- Where the board member seeking reimbursement provides a written report to the Corporate Governance and, Risk and Human Resources Committee on the results of and their view on the value of the expenditure; and
- Where all requirements are met from Toronto Seniors Housing Corporation's the approved Board of Directors Reimbursement of Expense Policy.

Policy Compliance and Reporting

Board members shall annually report on their formal and informal director education activities to the Corporate Governance and Human Resources Committee.

The Corporate Governance and Human Resources Committee will provide the Board with an annual report setting out the educational and development activities completed by the Board and each board member.

Consistent with high standards of governance transparency and the objectives of the corporation's Corporation's shareholder to ensure highly qualified and effective board members, the Corporate Governance and Human Resources Committee will annually and publicly disclose the steps taken by the Board and its members to comply with this policy.

Related Legislation, Regulations, and Policies:

- Board of Directors Reimbursement of Expense Policy
- Board of Directors Code of Ethics and Conduct for Board of Directors Policy
- Board of Directors Conflict of Interest Policy

Amendments:

Initial policy approved by the Board of Directors on April 28, 2022.

Policy reviewed on [date], 2024 with minor revisions and reformatting. The review cycle was updated from every year to once every 5 years.

Next Scheduled Review Date: 2029

~~The Corporate Governance and Human Resources Committee will review this policy, including the orientation program, annually. This policy will be reviewed once every 5 years.~~

Policy Contact

Director, Strategy and Business Management

Toronto Seniors Housing Corporation (TSHC) Director Education and Board Development Policy

Policy Sponsor: Director, Strategy and Business Management

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision: [date], 2024

Effective Date: [date], 2024

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At a minimum, the compulsory orientation program should:

- Provide each new Board member with an understanding of the formal governance structure, the constitution, the bylaws and other relating documents, the role of the Board, its supporting committees, and the expectations with respect to individual Board member's performance;
- Build an understanding of the Corporation's nature; its operations and working environment, including the Corporation's programs and services and summary details of the Corporation's principal assets, liabilities, major contracts and major stakeholders; the Corporation's structure; the Corporation's major risks and its risk management strategy; key performance indicators; operational or regulatory constraints; and requirements for reporting and public disclosure;
- Build a link with the individuals who make up the Corporation, including opportunities to meet and get to know fellow Board members, meetings with the Leadership Team and site visits to view the Corporation's operations and meet employees and tenants;
- Build an understanding of the Corporation's main relationships, including key government representatives who deal with the Corporation, and people served by the Corporation;
- Foster an understanding of the public housing sector and the environment in which Toronto Seniors Housing Corporation conducts its business; and
- Provide a comprehensive set of written or electronic briefing materials that Board members may use as reference materials. These materials should include biographical and contact information for all board members and the executive team; the corporation's governing Acts, regulations, by- laws;
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to pending decisions and reinforcing key issues the Board faces in the context of its role and responsibilities as a board.

TSHC will establish a board development program. In developing this program, the Corporate Governance and Human Resources Committee and the Board Secretary shall:

- Undertake a process of polling Board members as a means of identifying issues or topics for which Board members believe they need to update their skills and knowledge of the Corporation, its business and key executives and to address ongoing and emerging issues in the functional areas of the Board (i.e. corporate governance, audit, risk management, real estate and development, tenant services);
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The Board development program will reflect the needs and interests of the Board by including:

- Regular presentations by the Leadership Team and staff to the Board and Committees to educate them and keep them informed of changes within TSHC and in the legal, regulatory and industry requirements and standards;
- Trips to various operating sites; and
- Drawing upon external resources where appropriate, including presentations by outside experts to the Board or committees on matters of particular importance or emerging significance.

Policy Administration

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Research, fact-finding, study and related trips abroad are discouraged where there are more cost-effective means of gathering information and knowledge.

Course, seminar and conference attendance, and other educational costs by individual directors may be reimbursed from the Board education and development budget only as follows:

- Where the expenditure is pre-approved by the Chair of the Board or the Chair of the Corporate Governance and Human Resources Committee, and the TSHC CEO;
- Where the expenditure is directly related to organizational governance, board effectiveness, or the business and operations of the Corporation;
- Where the board member seeking reimbursement provides a written report to the Corporate Governance and Human Resources Committee on the results of and their view on the value of the expenditure; and
- Where all requirements are met from Toronto Seniors Housing Corporation's approved Board of Directors Reimbursement Policy.

Policy Compliance and Reporting

Board members shall annually report on their formal and informal director education activities to the Corporate Governance and Human Resources Committee.

The Corporate Governance and Human Resources Committee will provide the Board with an annual report setting out the educational and development activities completed by the Board and each board member.

Consistent with high standards of governance transparency and the objectives of the Corporation's shareholder to ensure highly qualified and effective board members, the Corporate Governance and Human Resources Committee will annually and publicly disclose the steps taken by the Board and its members to comply with this policy.

Related Legislation, Regulations, and Policies:

- Board of Directors Reimbursement Policy
- Board of Directors Code of Ethics and Conduct Policy
- Board of Directors Conflict of Interest Policy

Amendments:

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Policy reviewed on [date], 2024 with minor revisions and reformatting. The review cycle was updated from every year to once every 5 years.

Next Scheduled Review Date: 2029

This policy will be reviewed once every 5 years.

Policy Contact

Director, Strategy and Business Management

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Topic: Review of People and Culture Policies

Item Number: 9.2

To: Board of Directors

From: Director, People and Culture

Date of Report: October 7, 2024

Purpose: For Approval

Recommendation:

It is recommended that the Board approve the policies listed as follows and appended to this Report:

- Employee Code of Conduct Policy
- Employee Conflict of Interest Policy

Reason for Recommendation:

The Toronto Seniors Housing Corporation (TSHC) Policy Management Framework was approved on January 12, 2024. This framework includes an on-going policy review and clean-up initiative which will result in a comprehensive policy inventory that will be accessible to all staff on the TSHC internal web site and to the public on the TSHC external website.

As part of this initiative, each policy undergoes assessment to determine policy owner, appropriate approval level, current state and approval status, and policy review cycle.

People and Culture is undertaking a systematic review of its policies or procedures to ensure relevance and currency, with a target completion date by December 31, 2024.

The following policies were reviewed by CGHRC on June 12, 2024:

- Employee Code of Conduct
- Employee Conflict of Interest
- Whistleblower Protection Policy

Based on discussion and feedback received at this meeting and subsequent opportunity for input, these policies have been updated. It should be noted that the Whistleblower Protection Policy has been referred to AFRC for review to ensure alignment with the corporate Fraud Prevention policy.

This report includes two policies that require Board approval. The following is a high-level summary of each:

This report was reviewed and approved by the Corporate Governance and Human Resources Committee on October 7, 2024.

Employee Code of Conduct

The objective of the Code of Conduct is to identify the standards Toronto Seniors Housing Corporation expects from employees in all dealings with tenants, work colleagues, visitors, contractors, suppliers, vendors, and members of the public. It applies to all employees of TSHC and students on academic placements. This code was initially adopted from TCHC and approved by the TSHC Board of Directors on April 28, 2022.

Revisions include:

- Conversion to standard TSHC format.
- Change title from “Code of Conduct” to “Employee Code of Conduct.”
- Addition of TSHC commitment and shared values.
- Incorporation of examples relating to inappropriate behaviour (respectful workplace and sexual harassment).
- Further elaboration on the Gifts and Gratuities section, including the establishment of a threshold value for disclosing receipt of gifts.

- Incorporate behavioral expectations for employees attending virtual or on-site meetings, workshops, conferences, or training events.
- Assignment of Next Review Date

Employee Conflict of Interest Policy

The objective of the Conflict of Interest Policy to define expectations to promote Toronto Seniors Housing Corporation’s shared values and to observe a high standard of honesty, integrity, accountability, and ethics. This policy also provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest. It applies to all employees of TSHC and students on academic placements. This policy was initially adopted from TCHC and approved by the TSHC Board of Directors on April 28, 2022.

Revisions include:

- Conversion to standard TSHC format.
- Change title from “Conflict of Interest” to “Employee Conflict of Interest.”
- Addition of TSHC commitment and shared values.
- Minor revisions to clarify roles and responsibilities employees and managers.
- Incorporation of Questions and Answers into policy.
- Review to ensure consistent identification of specific positions of accountability e.g. CEO or Department Director.
- Assignment of Next Review Date

It was also recommended that a formal Inclusion, Diversity, Equity and Accessibility (IDEA) lens should be applied to all TSHC policies. An assessment tool will be developed as part of our IDEA strategy.

Carol Francis
Director, People and Culture

List of Attachments:

Attachment 1 – Summary of Policy Revisions

Attachment 2 – Employee Conflict of Interest Policy (Track Changes Version)

Attachment 3 – Employee Conflict of Interest Policy (Clean Copy Version)

Attachment 4 – Employee Code of Conduct Policy (Track Changes Version)

Attachment 5 – Employee Code of Conduct Policy Track Changes Version)



Toronto Seniors Housing Corporation

Presentation - Summary of Policy Revisions

Attachment 1

October 17, 2024

1. Employee Code of Conduct

Key Recommended Revisions (based on internal review process)

- Minor edits and formatting changes were recommended.
- Additional content added include updated values and examples of inappropriate conduct.

Feedback from CGHRC and Board Chair	TSHC Response
Incorporate behavioral expectations when TSHC employees are attending virtual or on-site meetings, workshops, conferences or training events.	<ul style="list-style-type: none">• Policy has been updated to include expectations.
How do employees disclose the receipt of gifts that exceed a certain value? What is the threshold of value of a gift that needs to be disclosed?	<ul style="list-style-type: none">• Policy has been updated to include \$5.00 nominal value for gifts and disclosure requirements.

2. Employee Conflict of Interest Policy

Key Recommended Revisions (based on internal review process)

- Minor edits and formatting changes were recommended.

Feedback from CGHRC and Board Chair	TSHC Response
Review policy to ensure consistent identification of specific positions of accountability e.g. CEO or Department Director instead of Senior Leadership Team.	<ul style="list-style-type: none">• The policy has been reviewed for consistency.• Policy has been updated to include a \$5.00 nominal value for gifts and disclosure requirements.

Other

Feedback from CGHRC and Board Chair	TSHC Response
<p>A formal Inclusion, Diversity, Equity and Accessibility (IDEA) lens should be applied in the next review of these BoD policies.</p>	<ul style="list-style-type: none">• A formal IDEA policy assessment tool is being developed as part of a corporate IDEA strategy.• Once completed, the IDEA lens will be applied to all TSHC policies.

Toronto Seniors Housing Corporation (TSHC)

Employee Code of Conduct

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision, if applicable: September 20, 2024~~June 12, 2024~~

Effective Date: ~~July 18, 2024~~

Policy Statement

Toronto Seniors Housing Corporation ([TSHC](#)) is committed to enhancing public confidence in what we do. In performing their duties and responsibilities, employees are expected to promote [shared](#) values and observe the highest possible standards of professionalism and service.

Our 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 our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, **staff**, and service providers. We respect each tenant's independence and

[privacy. We will assist tenants to find the services they prefer.](#)

[Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.](#)

[Accountability – We are accountable to our tenants, our shareholder \(the City of Toronto\), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.](#)

[Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate.](#)

Policy Objective

The purpose of this [code](#) is to identify the standards Toronto Seniors Housing Corporation expects from employees in all dealings with tenants, work colleagues, visitors, contractors, suppliers, vendors, and members of the public.

Scope

This [code](#) applies to every employee of Toronto Seniors Housing Corporation and students on academic placements.

Any employee who is in a position to make or influence decisions of the organization, such as a management or senior leadership role, will be held to a higher standard under this code.

This code shall be interpreted in a manner that is consistent with governing legislation, including but not limited to [the Ontario Human Rights Code](#).

[This code is intended to provide general guidelines and is a companion to other Toronto Seniors Housing Corporation policies, procedures, or directives. It is not intended to conflict with Toronto Seniors Housing Corporation's obligations to its employees under collective agreements or employment contracts. It does not replace any policy, procedure or directive unless specifically identified by the employer.](#)

[Employees with professional designations may also have obligations and may be subject to more than one code of conduct. If a situation arises that may cause conflict or confusion between the applicable codes, seek clarification from your manager and your professional organization.](#)

Roles and Responsibilities

While performing job duties, employees of Toronto Seniors Housing Corporation are expected to:

- Promote the best interests of Toronto Seniors Housing Corporation.
- Become familiar with and abide by all policies, procedures, and directives.
- Follow any legislation that applies to your work.
- Be accountable: if an issue comes your way, take ownership of the problem, try to deal with it as best as you can, and ask for help when needed.
- Follow lawful directions of management.
- Refrain from condoning acts which are against the law or contrary to company policies, procedures, or directives.
- Be at work (unless on vacation or an authorized leave).
- Strive for customer service excellence.
- Act in a professional manner when interacting with others.
- Show care, diligence, and attention to detail in all aspects of your work.
- Treat everyone with whom they have dealings with respect.
- Be helpful, professional, and courteous at all times.

This list is not exhaustive of the standards expected by Toronto Seniors Housing Corporation. Employees should also be mindful that Toronto Seniors Housing Corporation is a public sector employer and your actions, both during working hours and in your off-duty time, can impact the reputation of Toronto Seniors Housing Corporation within the community.

The Code of Conduct does not specifically address every situation or question that may arise. It is intended to promote ethical decision-making and behaviour, to make us think how ethics and integrity guide us in doing our jobs. Ethical behaviour is not about finding the right answers – it is about asking all the right questions, like:

- **Am I putting my own interests before those of Toronto Seniors Housing Corporation?**

- Would I make the same decision if my supervisor, manager, the public or the media were watching me?
- Would I be embarrassed if my decision, comments, or actions were on the front page of a newspaper?
- Would I hesitate to take this action or allow my employees to take this action if this were my own company?
- Will I owe someone a favour if I do this?
- Would I be offered this if I were not an employee of Toronto Seniors Housing Corporation?
- Could my comments on social media or in a public forum be considered negative, derogatory, or taken as a criticism of Toronto Seniors Housing Corporation or a work colleague?

For advice or guidance related to this policy, speak to your manager or [department director](#).

Policy Content

Interactions with Tenants, Vendors, Community Partners, and the Public

Tenants, and members of the public can form impressions of Toronto Seniors Housing Corporation based on their interactions with employees of the organization. An employee's individual actions [reflect on](#) Toronto Seniors Housing Corporation as an organization. Employees of Toronto Seniors Housing Corporation must work together to build and maintain relationships within the organization and in the community. Remember, when wearing TSHC uniform or workwear, you are representing [Toronto Seniors Housing Corporation](#) to tenants, **vendors, community partners**, and the public.

Tenants, and all others who contact Toronto Seniors Housing Corporation may depend on us for information and the services we provide. **Tenants, vendors, community partners** and members of the public deserve to be treated with empathy, dignity, and respect. In all dealings with tenants, **vendors, community partners** or the public, employees are expected to be professional, helpful, and courteous at all times, especially when dealing with a difficult individual or situation. Staff should not engage **in arguments with tenants, vendors, community partners or members of the public.** They are expected to attempt to de-escalate situations in a calm, courteous manner, reaching out to their supervisor for support and guidance when needed. The issues

being faced by tenants are important, and we must demonstrate through our words and actions that we take these issues seriously.

Toronto Seniors Housing Corporation is committed to providing a safe work environment for employees and will not tolerate violence or harassment in accordance with the *Occupational Health and Safety Act* and the Workplace Violence Policy and the Workplace Harassment Policy. This includes when employees are interacting with tenants, **vendors, community partners** and the public on behalf of the company during their working hours.

Respectful Workplace

Toronto Seniors Housing Corporation is committed to fostering a **respectful workplace, one that is free of inappropriate behaviour, where employees are entitled to be free of discrimination, harassment, and violence. All employees are to be treated fairly, differences are acknowledged and valued, communication is open and civil, conflict is addressed early and there is a culture of empowerment and cooperation.** Employees will treat each other with courtesy, respect, and dignity. At Toronto Seniors Housing Corporation we must maintain professionalism in the workplace and try to be as helpful as possible in all dealings with each other.

Civility is expected by all employees, who should work collegially and resolve conflicts with each other in a constructive and professional manner during their working hours. Harassment, discrimination, or bullying under the *Ontario Human Rights Code*, *Occupational Health and Safety Act*, or [Toronto Seniors Housing Corporation](#) policy, are prohibited **and will not be tolerated.**

Employees are also expected to avoid behaviors which a reasonable person would find inappropriate in a professional and productive workplace. This includes, but is not limited to the following:

- [Behaviour which is disruptive or intimidating.](#)
- [Inappropriate banter that isolates, excludes, or centres out someone.](#)
- [Inappropriate non-verbal communication \(eye rolling, huffing, or sighing during conversations, smirking, or sneering, leering, shrugging shoulders etc.\).](#)
- [Insulting or derogatory comments, particularly as it relates to a protected ground such as gender, gender orientation, sexual identity, race, religion, country of](#)

origin etc.

- Jokes, gestures, or statements that could have an impact of being offensive.
- Making up or circulating rumours which could be harmful or hurtful to another person.
- Name calling, including in a joking manner.
- Profane or vulgar language.
- Sexual comments or innuendo.
- Statements or other actions designed to be harmful, hurtful, or demeaning to another person.
- Threats, or veiled threats, included those made in a joking manner.
- Withdrawal of work, favouritism, or the unnecessary exclusion of others for an improper reason (i.e., a non-work-related reason or a reason that is not justified by law.

For further information on workplace violence please see the Workplace Violence Policy

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A respectful workplace is one that is free from sexual harassment. Sexual harassment defined under the *Ontario Human Rights Act* is “engaging in a course of vexatious comment or conduct that is known or ought to be known to be unwelcome.” In some cases, one incident can be serious enough to meet the threshold for sexual harassment. Sexual harassment can include, but is not limited to:

- Asking for dates and not taking “no” for an answer.
- Asking for sex in exchange for something, like offering to improve a test score, offering to a raise or promotion at work, or withholding something.
- Bragging about sexual ability.
- Bullying based on sex or gender.
- Calling people unkind names that relate to sex or gender.
- Demanding hugs.
- Making comments about a person’s physical appearance (for example whether or not they are attractive).
- Making sexual jokes.
- Making unnecessary physical contact, including unwanted touching.
- Posting or sharing pornography, sexual pictures, cartoons, graffiti, or images of a sexual nature (including online).
- Saying or doing something because you think a person does not fit sex-role

[stereotypes.](#)

- [Spreading rumours of gossip of a sexual nature \(including online\).](#)

For further information on sexual harassment please see the [Workplace Harassment Policy.](#)

Reasonable direction by supervisors and managers relating to the management and direction of workers or the workplace or conducting performance reviews is not workplace harassment. If [employees believe](#) they are the victim of harassment, discrimination, or bullying under TSHC policy or the law they should seek assistance from their [manager or departmental director.](#)

Attendance at Meetings, Conferences, Workshops or Training

[This Code of Conduct applies when attending in-person, off-site or virtual meetings, conferences, workshops or training. As representatives of Toronto Seniors Housing Corporation, employees are expected to:](#)

- [Behave in a courteous and professional manner at all times.](#)
- [Treat all participants with respect, dignity and consideration, in the spirit of recognizing and valuing a diversity of opinions and views.](#)
- [Be considerate, respectful and collaborative in your communications and actions.](#)
- [Discuss differences of opinion in a non-confrontational manner with due regard for the viewpoint of others.](#)
- [Refrain from engaging in demeaning, discriminatory, or harassing behaviour, speech or actions.](#)

Toronto Seniors Housing Corporation Property

Toronto Seniors Housing Corporation owns, controls, leases, or operates facilities, materials, resources, and assets, which includes (but is not limited to) buildings, land, money, vehicles, phones, phone system, records, files, documentation, office equipment, cell phones, pass cards, computers, computer tools and network, supplies, cheques, and equipment. (TSHC "Property").

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Employees are expected to use Toronto Seniors Housing Corporation Property reasonably and responsibly and take all possible steps to protect such property from misuse, loss, or damage. This includes safeguarding property that has been entrusted to their care, such as cell phones, money, or company files. Deliberately causing damage to such property (or deliberately allowing someone else to cause damage) is prohibited.

Employees are also expected to use Toronto Seniors Housing Corporation Property lawfully, and only for a purpose directly associated with their job at Toronto Seniors Housing Corporation. For example, employees should **not access, communicate, distribute, or display racial or ethnic slurs, threats, insults, obscenities, abuse, defamation or lewd or sexually explicit material on [Toronto Seniors Housing Corporation](#) computers, cell phones or other assets. Staff should also not use an electronic key /pass card to access areas for personal reasons which are not related to their work.**

The exception to personal use is limited and occasional use of company computers, networks, internet, e-mail, and phones, as permitted by the Acceptable Use of Information Technology Policy (Note: communications over Toronto Seniors Housing Corporation Property are not private and may be monitored by the company). For further information, please see **the [Acceptable Use of Information Technology policy](#).**

Fraud and Theft

Employees are prohibited from engaging in any type of fraud as defined in the Fraud Prevention Policy, or any action by an employee intended to conceal or avoid detection of activity prohibited by this policy. Employees are expected to immediately report, in writing and in accordance with company policy, instances of suspected fraud and any knowledge of activity which is prohibited by this clause. All confirmed incidents may be viewed as acts of a criminal nature and may be treated accordingly.

Property of Others

Employees are expected to respect and treat with care the property of other employees, tenants, former tenants, co-workers, guests, visitors, vendors, volunteers, contractors, and suppliers, which are brought onto the premises of Toronto Seniors Housing Corporation owned, controlled, leased, or operated buildings.

Employees cannot ask to borrow or use the property of a [tenant](#). Employees cannot borrow, use, or take the property of a tenant after they move out or the tenant disposes of the property, unless the employee is authorized as part of their job to do so. If the property of a visitor to a Toronto Seniors Housing Corporation building is left behind, the employee must tell their supervisor or manager and return the property.

Gifts and Gratuities

Employees may not accept [any gift](#), benefit, or favour in exchange for special consideration, or where it [may be perceived to be an exchange for special treatment](#). [This includes \(but is not limited to\) cash tips, loans, gifts that could be perceived as an exchange for a favour, gifts from current or potential vendors or interested parties in anticipation of a procurement or tendering process. If you are offered a gift, politely explain that you appreciate the gesture, but you are already compensated by TSHC. All gifts, benefits or favour offered or received shall be immediately reported to your manager or department director.](#)

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TSHC employees may accept:

[Small holiday gifts showing appreciation such as cards, cookies, candy, or chocolates with a nominal value of less than Five Dollars.](#)

Commented [DS3]: Nominal value added at the request of CGHRC.

[Advertising promotional materials such as calendars, scratch pads, pens are also acceptable.](#)

[If in doubt about a specific situation, discuss it with your supervisor or manager.](#)

Licenses and Professional Designations

When an employee is required to have a license or professional designation for their job, the employee must immediately report any loss or potential loss of that license or professional designation to their supervisor or manager. For example, employees who drive company vehicles as part of their job must immediately report any suspensions of their [driver's](#) license to their supervisor or manager.

Alcohol and Drugs

It is prohibited for an employee to be under the influence of alcohol or drugs during working hours. The phrase “under the influence” refers to impairment, to any degree, of an individual's ability to safely perform the activity in question as a result of the use of alcohol, drugs, or a combination of both. The exception is over the counter or physician-prescribed medication and drugs unless the use results in impairment that will risk the health and safety of the employee or any other person. Impairment is a state of reduced physical or mental ability.

An employee must disclose to their supervisor or a manager if they are under the influence of any alcohol or drugs during working hours (or expect to be under the influence during working hours in the case of over the counter or physician-prescribed medication and drugs) where there could be any risk to the health and safety of the employee or any other person.

If a situation covered by this clause is brought to the attention of an employee's direct supervisor or manager, the employee's direct supervisor or manager (or other management) will review the circumstances and take appropriate action **after consultation with People and Culture**. The appropriate action shall include reasonable accommodation as required by the Ontario *Human Rights Code*. Toronto Seniors Housing Corporation has the right to request reasonable information or documentation to support accommodation under this clause.

Confidentiality

In performing their duties and responsibilities for the organization, employees will learn information about Toronto Seniors Housing Corporation and its operations. This includes information in verbal conversations and information in writing, formal documents, files, e-mails, computers, data records, etc. In most cases, this information is not known to the public. Examples include, but not limited to, information related to our financial affairs, marketing plans, tenants, resources, contractors, proposed initiatives, strategy, members of the public, employees, etc.

This information is confidential and is Toronto Seniors Housing Corporation's property. Employees must take all reasonable steps to ensure this information is not used or

disclosed without proper authorization, and in accordance with company policy and the *Municipal Freedom of Information and Protection of Privacy Act*.

This includes securing and safeguarding information which has been entrusted to the employee's care, such as locking cabinets and securing documents when not in use. Employees must also be mindful of what information can be overheard in conversations or seen on their phone, both during working hours and when they are in public during their private time. Employees must not deliberately try to access such information when the information is not associated with their work. Employees are also expected not to use or disclose such information for their own personal gain or for any purpose that is not associated with their work (unless authorized by their division head or when required by law). For more information, please see the Acceptable Use of Information Technology Policy, Records Management Policy, and Conflict of Interest Policy.

These rules concerning using or disclosing information do not apply where the employee is reporting wrongdoing under company policy or participating in an internal investigation. Employees should use proper internal channels, rather than a public setting, to address any concerns they have about Toronto Seniors Housing Corporation.

For more information about how to report wrongdoing and the protections available to employees who report wrongdoing, please see the Fraud Prevention Policy.

Media Inquiries

Communications with the media must be conducted so that all information originates from a qualified, informed, and **approved** spokesperson of Toronto Seniors Housing Corporation. All media requests for interviews or information must be referred to the Communications [team](#). For more information, please see the Social Media Policy and the Media and Issues Protocol.

Relationships with Tenants

Employees may not enter the home of tenant, unless authorized by law and/or without authorization from Toronto Seniors Housing Corporation, unless they are

invited by the tenant, the visit takes place outside of the employee's working hours, and the visit does not otherwise violate this [code](#). Employees must also comply with the [Toronto Seniors Housing Corporation](#) Conflict of Interest Policy.

Annual Review of Obligations

[Toronto Seniors Housing Corporation employees and managers shall review their obligations under this policy on an annual basis.](#)

Related Legislation, Regulations, and TSHC Policies:

- *Employment Standards Act*
- *Ontario Human Rights Code*
- *Occupational Health and Safety Act*
- *Municipal Freedom of Information and Protection of Privacy Act*

Related Policies and Procedures

- TSHC Employee Conflict of Interest Policy
- TSHC Use of Information Technology Policy (TCHC)
- TSHC Fraud Prevention Policy
- TSHC Social Media Policy
- TSHC Records Management Policy
- TSHC Media and Issues Protocol
- TSHC Workplace Violence Policy
- TSHC Workplace Harassment Policy

Toronto Seniors Housing Corporation

Amendments (Revision History):

Initial policy approved by [Toronto Seniors Housing Corporation](#) Board of Directors on April 28, 2022.

Policy reviewed on [June 12, 2024](#), [with](#) the following [revisions](#), approved by the Board of Directors on :

- Commitment and Shared Value sections added.
- Incorporation of examples illustrating inappropriate behavior.
- [Further elaboration on the Gifts and Gratuities section including nominal value threshold-](#)
- [Further elaboration of behavioral expectations for employees attending virtual or on-site meetings, workshops, conferences or training events.](#)

Next Scheduled Review Date: [June 30, 2025](#)

This policy will be reviewed once every [year](#).

Policy Contact

Director, People and Culture

Toronto Seniors Housing Corporation (TSHC) Employee Code of Conduct

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision, if applicable: September 20, 2024, 2024

Effective Date:

Policy Statement

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Respectful Workplace

Toronto Seniors Housing Corporation is committed to fostering a respectful workplace, one that is free of inappropriate behaviour, where employees are entitled to be free of discrimination, harassment, and violence. All employees are to be treated fairly, differences are acknowledged and valued, communication is open and civil, conflict is addressed early and there is a culture of empowerment and cooperation. Employees will treat each other with courtesy, respect, and dignity. At Toronto Seniors Housing Corporation we must maintain professionalism in the workplace and try to be as helpful as possible in all dealings with each other.

Civility is expected by all employees, who should work collegially and resolve conflicts with each other in a constructive and professional manner during their working hours. Harassment, discrimination, or bullying under the *Ontario Human Rights Code*, *Occupational Health and Safety Act*, or Toronto Seniors Housing Corporation policy, are prohibited and will not be tolerated.

Employees are also expected to avoid behaviors which a reasonable person would

find inappropriate in a professional and productive workplace. This includes, but is not limited to the following:

- Behaviour which is disruptive or intimidating.
- Inappropriate banter that isolates, excludes, or centres out someone.
- Inappropriate non-verbal communication (eye rolling, huffing, or sighing during conversations, smirking, or sneering, leering, shrugging shoulders etc.).
- Insulting or derogatory comments, particularly as it relates to a protected ground such as gender, gender orientation, sexual identity, race, religion, country of origin etc.
- Jokes, gestures, or statements that could have an impact of being offensive.
- Making up or circulating rumours which could be harmful or hurtful to another person.
- Name calling, including in a joking manner.
- Profane or vulgar language.
- Sexual comments or innuendo.
- Statements or other actions designed to be harmful, hurtful, or demeaning to another person.
- Threats, or veiled threats, included those made in a joking manner.
- Withdrawal of work, favouritism, or the unnecessary exclusion of others for an improper reason (i.e., a non-work-related reason or a reason that is not justified by law).

For further information on Workplace Violence please see the Workplace Violence Policy

A respectful workplace is one that is free from sexual harassment. Sexual harassment defined under the *Ontario Human Rights Act* is “engaging in a course of vexatious comment or conduct that is known or ought to be known to be unwelcome.” In some cases, one incident can be serious enough to meet the threshold for sexual harassment. Sexual harassment can include, but is not limited to:

- Asking for dates and not taking “no” for an answer.
- Asking for sex in exchange for something, like offering to improve a test score, offering to a raise of promotion at work, or withholding something.
- Bragging about sexual ability.

- Bullying based on sex or gender.
- Calling people unkind names that relate to sex or gender.
- Demanding hugs.
- Making comments about a person's physical appearance (for example whether or not they are attractive).
- Making sexual jokes.
- Making unnecessary physical contact, including unwanted touching.
- Posting or sharing pornography, sexual pictures, cartoons, graffiti, or images of a sexual nature (including online).
- Saying or doing something because you think a person does not fit sex-role stereotypes.
- Spreading rumours of gossip of a sexual nature (including online).

For further information on sexual harassment please see the Workplace Harassment Policy.

Reasonable direction by supervisors and managers relating to the management and direction of workers or the workplace or conducting performance reviews is not workplace harassment. If employees believe they are the victim of harassment, discrimination, or bullying under TSHC policy or the law they should seek assistance from their manager or department director.

Attendance at Meetings, Conferences, Workshops or Training

This Code of Conduct applies when attending in-person, off-site or virtual meetings, conferences, workshops or training. As representatives of Toronto Seniors Housing Corporation, employees are expected to:

- Behave in a courteous and professional manner at all times.
- Treat all participants with respect, dignity and consideration, in the spirit of recognizing and valuing a diversity of opinions and views.
- Be considerate, respectful and collaborative in your communications and actions.
- Discuss differences of opinion in a non-confrontational manner with due regard for the viewpoint of others.
- Refrain from engaging in demeaning, discriminatory, or harassing behaviour, speech or actions.

Toronto Seniors Housing Corporation Property

Toronto Seniors Housing Corporation owns, controls, leases, or operates facilities, materials, resources, and assets, which includes (but is not limited to) buildings, land, money, vehicles, phones, phone system, records, files, documentation, office equipment, cell phones, pass cards, computers, computer tools and network, supplies, cheques, and equipment. (TSHC “Property”).

Employees are expected to use Toronto Seniors Housing Corporation Property reasonably and responsibly and take all possible steps to protect such property from misuse, loss, or damage. This includes safeguarding property that has been entrusted to their care, such as cell phones, money, or company files. Deliberately causing damage to such property (or deliberately allowing someone else to cause damage) is prohibited.

Employees are also expected to use Toronto Seniors Housing Corporation Property lawfully, and only for a purpose directly associated with their job at Toronto Seniors Housing Corporation. For example, employees should not access, communicate, distribute, or display racial or ethnic slurs, threats, insults, obscenities, abuse, defamation or lewd or sexually explicit material on Toronto Seniors Housing Corporation computers, cell phones or other assets. Staff should also not use an electronic key /pass card to access areas for personal reasons which are not related to their work.

The exception to personal use is limited and occasional use of company computers, networks, internet, e-mail, and phones, as permitted by the Acceptable Use of Information Technology Policy (Note: communications over Toronto Seniors Housing Corporation Property are not private and may be monitored by the company). For further information, please see the Acceptable Use of Information Technology policy.

Fraud and Theft

Employees are prohibited from engaging in any type of fraud as defined in the Fraud Prevention Policy, or any action by an employee intended to conceal or avoid detection of activity prohibited by this policy. Employees are expected to immediately report, in writing and in accordance with company policy, instances of suspected fraud and any knowledge of activity which is prohibited by this clause. All

confirmed incidents may be viewed as acts of a criminal nature and may be treated accordingly.

Property of Others

Employees are expected to respect and treat with care the property of other employees, tenants, former tenants, co-workers, guests, visitors, vendors, volunteers, contractors, and suppliers, which are brought onto the premises of Toronto Seniors Housing Corporation owned, controlled, leased, or operated buildings.

Employees cannot ask to borrow or use the property of a tenant. Employees cannot borrow, use, or take the property of a tenant after they move out or the tenant disposes of the property, unless the employee is authorized as part of their job to do so. If the property of a visitor to a Toronto Seniors Housing Corporation building is left behind, the employee must tell their supervisor or manager and return the property.

Gifts and Gratuities

Employees may not accept any gift, benefit, or favour in exchange for special consideration, or where it may be perceived to be an exchange for special treatment. This includes (but is not limited to) cash tips, loans, gifts that could be perceived as an exchange for a favour, gifts from current or potential vendors or interested parties in anticipation of a procurement or tendering process. If you are offered a gift, politely explain that you appreciate the gesture, but you are already compensated by TSHC. All gifts, benefits or favour offered or received shall be immediately reported to your manager or departmental director.

TSHC employees may accept:

Small holiday gifts showing appreciation such as cards, cookies, candy, or chocolates with a nominal value of less than Five Dollars.

Advertising promotional materials such as calendars, scratch pads, pens are also acceptable.

If in doubt about a specific situation, discuss it with your supervisor or manager.

Licenses and Professional Designations

When an employee is required to have a license or professional designation for their job, the employee must immediately report any loss or potential loss of that license or professional designation to their supervisor or manager. For example, employees who drive company vehicles as part of their job must immediately report any suspensions of their driver's license to their supervisor or manager.

Alcohol and Drugs

It is prohibited for an employee to be under the influence of alcohol or drugs during working hours. The phrase "under the influence" refers to impairment, to any degree, of an individual's ability to safely perform the activity in question as a result of the use of alcohol, drugs, or a combination of both. The exception is over the counter or physician-prescribed medication and drugs unless the use results in impairment that will risk the health and safety of the employee or any other person. Impairment is a state of reduced physical or mental ability.

An employee must disclose to their supervisor or a manager if they are under the influence of any alcohol or drugs during working hours (or expect to be under the influence during working hours in the case of over the counter or physician-prescribed medication and drugs) where there could be any risk to the health and safety of the employee or any other person.

If a situation covered by this clause is brought to the attention of an employee's direct supervisor or manager, the employee's direct supervisor or manager (or other management) will review the circumstances and take appropriate action after consultation with People and Culture. The appropriate action shall include reasonable accommodation as required by the Ontario *Human Rights Code*. Toronto Seniors Housing Corporation has the right to request reasonable information or documentation to support accommodation under this clause.

Confidentiality

In performing their duties and responsibilities for the organization, employees will learn information about Toronto Seniors Housing Corporation and its operations. This includes information in verbal conversations and information in writing, formal documents, files, e-mails, computers, data records, *etc.* In most cases, this

information is not known to the public. Examples include, but not limited to, information related to our financial affairs, marketing plans, tenants, resources, contractors, proposed initiatives, strategy, members of the public, employees, etc.

This information is confidential and is Toronto Seniors Housing Corporation's property. Employees must take all reasonable steps to ensure this information is not used or disclosed without proper authorization, and in accordance with company policy and the *Municipal Freedom of Information and Protection of Privacy Act*.

This includes securing and safeguarding information which has been entrusted to the employee's care, such as locking cabinets and securing documents when not in use. Employees must also be mindful of what information can be overheard in conversations or seen on their phone, both during working hours and when they are in public during their private time. Employees must not deliberately try to access such information when the information is not associated with their work. Employees are also expected not to use or disclose such information for their own personal gain or for any purpose that is not associated with their work (unless authorized by their division head or when required by law). For more information, please see the Acceptable Use of Information Technology Policy, Records Management Policy, and Conflict of Interest Policy.

These rules concerning using or disclosing information do not apply where the employee is reporting wrongdoing under company policy or participating in an internal investigation. Employees should use proper internal channels, rather than a public setting, to address any concerns they have about Toronto Seniors Housing Corporation.

For more information about how to report wrongdoing and the protections available to employees who report wrongdoing, please see the Fraud Prevention Policy.

Media Inquiries

Communications with the media must be conducted so that all information originates from a qualified, informed, and **approved** spokesperson of Toronto Seniors Housing Corporation. All media requests for interviews or information must be referred to the Communications team. For more information, please see the Social Media Policy and the Media and Issues Protocol.

Relationships with Tenants

Employees may not enter the home of tenant, unless authorized by law and/or without authorization from Toronto Seniors Housing Corporation, unless they are invited by the tenant, the visit takes place outside of the employee's working hours, and the visit does not otherwise violate this code. Employees must also comply with the Toronto Seniors Housing Corporation Conflict of Interest Policy.

Annual Review of Obligations

Toronto Seniors Housing Corporation employees and managers shall review their obligations under this policy on an annual basis.

Related Legislation, Regulations, and TSHC Policies:

- *Employment Standards Act*
- *Ontario Human Rights Code*
- *Occupational Health and Safety Act*
- *Municipal Freedom of Information and Protection of Privacy Act*

Related Policies and Procedures

- TSHC Employee Conflict of Interest Policy
- TSHC Use of Information Technology Policy (TCHC)
- TSHC Fraud Prevention Policy
- TSHC Social Media Policy
- TSHC Records Management Policy
- TSHC Media and Issues Protocol
- TSHC Workplace Violence Policy
- TSHC Workplace Harassment Policy

Amendments (Revision History):

Initial policy approved by Toronto Seniors Housing Corporation Board of Directors on April 28, 2022.

Policy reviewed on October 7, 2024, with the following revisions, approved by the Board of Directors on :

- Commitment and Shared Value sections added.
- Incorporation of examples illustrating inappropriate behavior.
- Further elaboration on the Gifts and Gratuities section including nominal value threshold
- Further elaboration of behavioral expectations for employees attending virtual or on-site meetings, workshops, conferences or training events.

Next Scheduled Review Date: June 30, 2025

This policy will be reviewed once every year.

Policy Contact

Director, People and Culture

Toronto Seniors Housing Corporation (TSHC)

Employee Conflict of Interest Policy

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision, if applicable: June,12 2024

Effective Date: ~~July 18, 2024~~

Policy Statement

Toronto Seniors Housing Corporation (TSHC) is committed to enhancing public confidence in what we do. In performing their duties and responsibilities, employees are expected to promote shared values and observe the highest possible standards of professionalism and service.

Our 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 our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant’s independence and privacy. We will assist tenants to find the services

[they prefer.](#)

[Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.](#)

[Accountability – We are accountable to our tenants, our shareholder \(the City of Toronto\), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.](#)

[Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate.](#)

Toronto Seniors Housing Corporation (TSHC) employees are expected to conduct themselves with personal integrity, honesty, and diligence in performing their duties. TSHC employees are required to support and advance the interests of the Corporation and avoid placing themselves in situations where their personal or private interests may be in conflict with or perceived to be in conflict with the interests of TSHC.

[We take pride in conducting ourselves with personal integrity, ethics, honesty, and diligence in performing our duties and ensuring we are protecting the public trust and confidence in TSHC.](#)

Policy Objective

Promoting public confidence in Toronto Seniors Housing [Corporation](#) is the responsibility of every employee. Therefore, in [performing](#) their job duties, employees are expected to promote Toronto Seniors Housing Corporation's **shared** values and to observe a high standard of honesty, integrity, accountability, and ethics. This policy provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest.

Scope

This policy applies to every employee of Toronto Seniors Housing Corporation **and students on academic placements.**

The standards outlined in this policy are of particular importance to employees who are in a position to make or influence decisions of the organization (managers and senior leaders).

Out of Scope

Third parties who have business dealings with Toronto Seniors Housing Corporation, including contractors and vendors of Toronto Seniors Housing Corporation, are expected to comply with provisions of their contracts related to conflicts of interest. [The Board of Directors Conflict of Interest Policy governs Members of the Board of Directors.](#) [Tenant volunteers must follow the](#) Code of Conduct specified in the [Tenant Volunteer](#) Guidelines.

Definitions

Conflict of interest: Any situation in which an employee's personal or business interests may compete or appear to compete with their duties as an employee of Toronto Seniors Housing Corporation or may cause the employee to act contrary or appear to act contrary to the best interests of Toronto Seniors Housing Corporation.

A conflict of interest can also be a situation where an employee can use their position for private or personal gain or expectation of private or personal gain, non-monetary or otherwise. A conflict may also occur when the private or personal interest benefits an employee's family, friends, or organizations in which the employee's family or friends have a financial interest.

A conflict of interest can be one or more of the following types:

Actual conflict: a conflict of interest that the employee has, or [may](#) have, at the present time.

Potential conflict: any situation which may lead or have the potential to lead to a conflict of interest in the future.

Apparent conflict: any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

An apparent conflict of interest may arise where the employee (or the employee's family, friends, or business associates) stands to benefit personally from their own actions, or from a decision of Toronto Seniors Housing Corporation that they are able to influence.

Personal or Business Interest: Includes any personal gain, benefit, privilege, or advancement the employee, and/or the employee's family, friends, or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary. Examples of conflicts of interest include, but are not limited to:

- Using information learned during the course of an employee's employment for personal benefit.
- Making a decision that may result in a benefit for a personal business partner.
- Being on the hiring panel for a close friend or family member.
- Being the employee, owner, or shareholder of, or having a financial interest in a company submitting a 'bid' application to Toronto Seniors Housing Corporation.
- Accessing the information of a friend or family member who is a tenant of Toronto Seniors Housing Corporation.
- An employee 'exchanging hospitality' with a contractor or supplier, in which the employee uses their position to benefit the contractor or supplier in exchange for something that may personally benefit the employee or the employee's family, friends or business associates (past or present).
- Entering into a business or legal relationship with a [tenant](#), such as agreeing to be the executor of a tenant's will.

Roles and Responsibilities

It is the responsibility of all Toronto Seniors Housing Corporation employees to be familiar with and understand the provisions of the Conflict of Interest policy and avoid placing themselves in situations where their private or personal interests may be in conflict with or perceived to be in conflict with the interests of TSHC.

All employees must disclose any actual or perceived conflicts of interest to their manager or department director.

It is the responsibility of managers and department directors to engage with People and Culture to determine how employees are able to continue to perform their duties in a way that does not contravene this policy. Recommendations will be reviewed and approved by department directors.

Compliance with this Policy

The rules which follow do not cover all possible situations of a conflict of interest. Employees should use proper judgment and act in the spirit of this policy at all times. If employees have any questions about this policy or need any clarification about what is expected of them, they are expected to consult with their manager or department director for guidance.

Contravention of this policy is a serious matter. Non-compliance with this policy may lead to discipline, up to and including dismissal for cause. Non-compliance includes failing to declare a conflict of interest in accordance with this policy. In some cases, non-compliance can also lead to legal action by Toronto Seniors Housing Corporation.

Policy Details

Avoiding a Conflict of Interest

- Employees must not enter into any situation, arrangement or agreement that results or could result in a conflict of interest (actual, potential, or apparent) and should arrange their personal affairs to ensure that any conflicts of interest are avoided.
- Employees should consider any advantage their position at Toronto Seniors Housing Corporation may give them, whether it be the power to influence decisions, their ability to use company resources, or their access to information about others.
- In deciding whether their actions could result in a conflict of interest, employees are expected to consider how their actions will be seen by their colleagues or the public.
- Should an employee have any questions or need any clarification about this policy, they are expected to consult with their [manager or department director](#).

Gifts or donations

Employees may not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a [tenant](#) or any other person or entity that has, or might have, business dealings with Toronto Seniors Housing Corporation where it could result in a conflict of interest.

The exceptions are gifts of a nominal value [of less than \\$5.00](#), such as a greeting card, hat, token, memento, fridge magnet, or occasional coffee, which do not influence or would not be perceived as influencing the performance of the employee's duties. Other exceptions are accepting money where doing so is required as part of the employee's job ([e.g.](#), collecting rent or a fee established by Toronto Seniors Housing Corporation).

For example (but not intended to be a complete list), this means that an employee should never accept:

- A cash tip or in-kind gifts.
- A gift that could be viewed as an exchange for a favour.
- Any meals unless the employee pays their own expenses.
- Offers to donate to a charitable cause on the employee's behalf.
- An invitation to an event at the expense of the other person.
- Tickets to a sporting event or concert from a vendor or supplier.

If you are unsure, decline the gift and consult with your manager.

An employee should never solicit donations for a charitable cause on behalf of a contractor or supplier, unless it is for a program/initiative established by Toronto Seniors Housing Corporation.

Outside Activities and 'Moonlighting'

Employees are not [permitted to](#) engage in outside work (which includes being self-employed) or other similar activities outside of working hours unless the outside work or activity is not in conflict with their work for Toronto Seniors Housing Corporation. This includes having another job if the work demands will conflict with the employee's position at Toronto Seniors Housing Corporation or if the employee could use information they learn while working at Toronto Seniors Housing Corporation for the benefit of the other company or themselves.

If an employee:

- (a) wishes to engage in outside work, or
- (b) be a director for any board or committee which may deal with issues affecting Toronto Seniors Housing Corporation,

the employee must first declare a potential conflict to their [manager or department director in](#) writing and receive authorization for the engagement or appointment.

[It is the responsibility of managers and department directors to engage with People and Culture to ensure that the outside work or activity is not in conflict with their responsibilities with Toronto Seniors Housing Corporation. Recommendations will](#)

[be reviewed and approved by department directors.](#)

Business Interests (Examples)

If the employee is, or seeks to be, an employee, director, or officer of a company (or the employee has a financial interest in the company) that has business dealings with Toronto Seniors Housing Corporation, this is a conflict of interest.

If an employee (or a family member, [friend](#), or business associate of the employee) has a financial interest in a company that has business dealings with Toronto Seniors Housing Corporation, and the employee [engages in](#) any process related to a business transaction involving the company, this will be a conflict of interest.

The employee must declare the conflict or potential conflict of interest to their [manager or department director in](#) writing and seek advice on their role in such circumstances. The [manager or department director](#), in consultation with [People and Culture](#), will review the circumstances to determine what other actions, if any, should be taken to resolve the conflict.

Personal Relationships

Employees should always maintain a professional relationship with other employees and all persons with whom Toronto Seniors Housing Corporation has dealings. This includes tenants, commercial tenants ('tenants'), contractors, suppliers, and vendors.

However, Toronto Seniors Housing Corporation acknowledges that some employees will develop or have existing relationships with such individuals.

Employees must take all reasonable steps to manage these relationships, so the employee is not placed in a conflict-of-interest position (actual, potential, or apparent).

An example is if an employee works at, or has access to, a Toronto Seniors Housing Corporation-owned or operated building and has direct contact with a friend or family member who is a tenant at that building (or access to the

information of friends or family because of their job at Toronto Seniors Housing Corporation) as this will usually result in a conflict of interest. A friend includes someone the employee is dating or has a relationship with.

If an employee is involved in the hiring process for, or will supervise, family, friends, or business associates (past/current) this will also be a conflict of interest.

Employees must declare any conflicts or potential conflicts of interest to their [manager or department director](#). The [manager or department director](#), in consultation with [People and Culture](#), will review the circumstances to determine what actions, if any, should be taken to resolve the conflict, such as making changes to a reporting relationship or work location. Recommendations [will be reviewed and approved by](#) department [directors](#).

[Confidentiality of Information](#)

In performing their duties and responsibilities for the organization, employees will learn information about Toronto Seniors Housing Corporation and its operations which is not known to the public. Employees are prohibited from trying to access such information if it is not associated with their work. Employees are also expected not to use or disclose such information for any purpose that is not associated with their work (unless authorized by their divisional head or when required by law).

For more information regarding the responsibilities that employees have to protect the property and information of Toronto Seniors Housing Corporation, please see the Code of Conduct.

Reporting and Resolving a Conflict of Interest

All employees shall receive a copy of this policy. Employees are required to declare any conflict of interest (real, potential, or apparent) they may have under this policy upon hire. If, during the course of their employment, an employee is in or will be in a conflict of interest situation, the employee must immediately report/declare the conflict of interest in writing to their [manager or department director](#).

Employees are expected to fully cooperate in any discussion or investigation related

to the resolution of a conflict of interest. The [manager or department director](#), in consultation with [People and Culture](#), will review the circumstances to determine what actions, if any, should be taken to resolve the conflict. [Recommendations will be reviewed and approved by](#) department [directors](#).

Annual Review of Obligations

Toronto Seniors Housing Corporation [employees and managers and executives shall review their obligations under this policy on an annual basis, including the requirement to declare a conflict of interest.](#)

Related Legislation, Regulations, and TSHC Policies:

- Employment Standards Act
- Ontario Human Rights Code
- Municipal Freedom of Information and Protection of Privacy Act
- Employee Code of Conduct Policy
- Acceptable Use of Information Technology Policy
- Fraud Prevention Policy
- Media and Issues Protocol
- Elections Policy

Amendments (Revision History):

Initial policy approved by Board of Directors on April 28, 2022.

Policy reviewed on [[June 12, 2024](#)] with minor revisions further clarifying the roles and responsibilities of employees, [managers](#), and directors regarding the disclosure, [review](#), and approval of conflicts of [interest, with approval by the Board of Directors on](#)

Effective Date:

Next Scheduled Review Date: June 30, 2025

This policy will be reviewed once every year.

Policy Contact

Director, People and Culture

Appendices

Appendix - Conflict of Interest Policy Questions and Answers

Why do we have a Conflict of Interest Policy?

The [Conflict of Interest policy](#) is important to us as a public sector organization. Promoting public confidence in Toronto Seniors Housing Corporation (TSHC) is the responsibility of every employee. We are all expected to promote Toronto Seniors Housing Corporation's shared values and to follow a high standard of honesty, integrity, accountability, and ethics. The Conflict of Interest Policy makes these expectations clear and consistent across the organization.

This policy is also intended to protect you by setting out steps that you can take to protect yourself against allegations of a conflict of interest. Most conflicts can be reasonably resolved to the satisfaction of both the employee and Toronto Seniors Housing Corporation.

What is a conflict of interest?

A conflict of interest is any situation where an employee's personal or business interests compete or appear to compete against their duties as an employee and against the best interests of Toronto Seniors Housing Corporation. A conflict of interest can be one or more of the following types:

- **Actual conflict:** a conflict of interest that the employee has, or may have, at the present time.

- **Potential conflict:** any situation which may lead to or have the potential to lead to a conflict of interest in the future.
- **Apparent conflict:** any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

Example of a business interest conflict

Employee A works at Toronto Seniors Housing Corporation and has responsibilities for procurement activities. Employee A's close relative (a family member) is a co-owner of XYZ Roofing Company Ltd. and sometimes does work repairing Toronto Seniors Housing Corporation roofs. Employee A oversaw the procurement process through which XYZ Roofing Company Ltd. was hired to complete a roofing contract.

This is a conflict of interest because Employee A's close relative (a family member) stands to benefit personally from a decision of Toronto Seniors Housing Corporation that Employee A was able to influence.

Example of a personal relationship conflict

Employee B is a manager at Toronto Seniors Housing Corporation. Employee B is hiring a new team member and recommends that their niece apply. Employee B interviews their niece in the hiring process.

This is a conflict of interest because Employee B is involved in the hiring process for their niece.

How do I declare a conflict of interest?

You must complete the [Declaration of Conflict of Interest Form](#) and send it to your manager [or department director](#). Instructions on how to submit the form confidentially are set out on the form.

When should I report that I have a conflict of interest?

You must declare all conflicts of interest when you become aware of them. If you have any doubt about whether you have a conflict of interest, you should

declare the conflict [immediately. Each](#) year, Toronto Seniors Housing Corporation will [review obligations with employees and managers](#) under the policy, including requirements to declare any conflicts of interest and to complete the Declaration of Interest form.

[Do I have to tell my manager?](#)

[If you are not comfortable declaring your conflict of interest to your manager, you may declare it to your](#) department [director.](#)

Who does this policy apply to?

The Conflict of Interest Policy applies to every employee of Toronto Seniors Housing Corporation, [and students on academic placements](#). The policy is especially important to employees who are in a position to make or influence decisions of the organization.

Who is not covered by this policy?

- [Third-party contractors and vendors](#), Tenant [Volunteers](#) [and TSHC](#) Board members are not covered by this policy. Contractors and vendors must follow any conflict of interest guidelines in their [contracts](#). TSHC Board members must [follow the Conflict of Interest policy for the Board of Directors](#). [Tenant Volunteers must follow the Code of Conduct in the Tenant Volunteer Guidelines](#).

Can I work at another job outside of Toronto Seniors Housing Corporation?

Employees may engage in outside work or be appointed to a board (paid or volunteer) as long as the work is not in conflict with their duties at Toronto Seniors Housing Corporation. If you plan to work a second job or join a board of directors, you must first complete the Declaration of Interest Form and receive approval before you accept the position.

What if I already have another job outside of Toronto Seniors Housing Corporation?

If you already have another job, or an appointment to a board, you must still consider whether the second job places you in a conflict of interest with your job at Toronto Seniors Housing Corporation and submit a Declaration of Interest form.

Example of a conflict of interest that could exist when you work at a second job:

Employee C works at a second job outside of Toronto Seniors Housing Corporation. Their shift at Toronto Seniors Housing Corporation ends at 4 p.m., but her second job starts at 4:15 p.m. To make it to their second job on time, Employee C leaves their Toronto Seniors Housing Corporation job at 3:30 p.m.

This is a conflict of interest because the work demands of Employee C's second job conflict with their responsibilities at Toronto Seniors Housing Corporation.

What will happen when I declare a conflict of interest?

Your situation will be reviewed to determine if there is a conflict of interest under the policy. The purpose of the Conflict of Interest Policy is not to punish employees for declaring a conflict of interest. The policy is meant to help employees resolve conflicts of interest by encouraging them to declare any situation that may be an actual, [potential](#), or apparent conflict of interest.

Can I declare a conflict of interest on behalf of someone else?

No, but if you think there is wrongdoing that needs to be reported, we encourage you to make a report under the [Whistleblower Protection Policy](#) or our [Fraud Prevention Policy](#).

Does the Conflict of Interest Policy apply to how I use Toronto Seniors Housing Corporation property?

The Conflict of Interest Policy has some guidelines for the use of Toronto Seniors Housing Corporation property, but the [Code of Conduct](#) covers the use of Toronto Seniors Housing Corporation property in more detail. If you use Toronto Seniors Housing Corporation property for anything other than its intended use as a Toronto Seniors Housing Corporation employee, or you use or try to access information that is unrelated to your duties and responsibilities, the Conflict of Interest Policy may apply.

If you are unsure if you have a conflict of interest, please reach out to your manager [or](#) department [director for guidance](#). [Employees must always follow the Acceptable Use of Information Technology Policy when](#) using Toronto Seniors Housing Corporation cell phones, computers, email, [Internet](#), and other information technology.

Example of a conflict of interest that could exist if you try to access information that is unrelated to your duties and responsibilities as an employee:

Employee D knows someone who lives in a Toronto Seniors Housing Corporation owned or operated building. Employee D uses his position at Toronto Seniors Housing Corporation to access the information of tenants in the company database and uses this information for personal reasons. Employee D does not need to access this information for a purpose associated with their duties and responsibilities while at work.

This is a conflict of interest because Employee D has accessed or used information that they learned while working at Toronto Seniors Housing Corporation for their own personal benefit and not his job.

As an employee and a tenant of TSHC who is living in an RGI unit, do I have to declare my TSHC income and report any changes to my salary, and am I required to report if someone else is living in my unit?

Yes. Under the RGI program, you are required to report who is living in your unit and you must also accurately report your income at all times. This includes your salary as TSHC employee and any changes to your salary during the year (i.e. if you are promoted or receive a pay increase). This information is used to determine if you are eligible to be an RGI tenant and in the calculation of your rent. There could be an impact on your tenancy if you do not accurately report this information, and you may be required to repay amounts if your rent is recalculated. As a TSHC employee, you would actually be in violation of both the [Employee Code of Conduct](#) and [Employee Conflict of Interest Policy](#) if you do not accurately report your income and who is living in your RGI unit. TSHC will the income being reported by TSHC employees who are also tenants under the RGI program.

Toronto Seniors Housing Corporation (TSHC) Employee Conflict of Interest Policy

Policy Sponsor: Director, People and Culture

Approver: Board of Directors

Initial Approval Date: April 28, 2022

Date of Last Revision, if applicable: June,12 2024

Effective Date:

Policy Statement

Toronto Seniors Housing Corporation (TSHC) is committed to enhancing public confidence in what we do. In performing their duties and responsibilities, employees are expected to promote shared values and observe the highest possible standards of professionalism and service.

Our 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 our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant’s independence and privacy. We will assist tenants to find the services they prefer.

Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.

Accountability – We are accountable to our tenants, our shareholder (the City of Toronto), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.

Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change,

energizing communities, and partners to join us to achieve our mandate.

Toronto Seniors Housing Corporation (TSHC) employees are expected to conduct themselves with personal integrity, honesty, and diligence in performing their duties. TSHC employees are required to support and advance the interests of the Corporation and avoid placing themselves in situations where their personal or private interests may be in conflict with or perceived to be in conflict with the interests of TSHC.

We take pride in conducting ourselves with personal integrity, ethics, honesty, and diligence in performing our duties and ensuring we are protecting the public trust and confidence in TSHC.

Policy Objective

Promoting public confidence in Toronto Seniors Housing Corporation is the responsibility of every employee. Therefore, in performing their job duties, employees are expected to promote Toronto Seniors Housing Corporation's shared values and to observe a high standard of honesty, integrity, accountability, and ethics. This policy provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest.

Scope

This policy applies to every employee of Toronto Seniors Housing Corporation and students on academic placements.

The standards outlined in this policy are of particular importance to employees who are in a position to make or influence decisions of the organization (managers and senior leaders).

Out of Scope

Third parties who have business dealings with Toronto Seniors Housing Corporation, including contractors and vendors of Toronto Seniors Housing Corporation, are expected to comply with provisions of their contracts related to conflicts of interest. The Board of Directors Conflict of Interest Policy governs Members of the Board of Directors. Tenant volunteers must follow the Code of Conduct specified in the Tenant Volunteer Guidelines.

Definitions

Conflict of interest: Any situation in which an employee's personal or business interests may compete or appear to compete with their duties as an employee of Toronto Seniors Housing Corporation or may cause the employee to act contrary or appear to act contrary to the best interests of Toronto Seniors Housing Corporation.

A conflict of interest can also be a situation where an employee can use their position for private or personal gain or expectation of private or personal gain, non-monetary or otherwise. A conflict may also occur when the private or personal interest benefits an employee's family, friends, or organizations in which the employee's family or friends have a financial interest.

A conflict of interest can be one or more of the following types:

Actual conflict: a conflict of interest that the employee has, or may have, at the present time.

Potential conflict: any situation which may lead or have the potential to lead to a conflict of interest in the future.

Apparent conflict: any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

An apparent conflict of interest may arise where the employee (or the employee's family, friends, or business associates) stands to benefit personally from their own actions, or from a decision of Toronto Seniors Housing Corporation that they are able to influence.

Personal or Business Interest: Includes any personal gain, benefit, privilege, or advancement the employee, and/or the employee's family, friends, or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary. Examples of conflicts of interest include, but are not limited to:

- Using information learned during the course of an employee's employment for personal benefit.
- Making a decision that may result in a benefit for a personal business partner.
- Being on the hiring panel for a close friend or family member.
- Being the employee, owner, or shareholder of, or having a financial interest in a company submitting a 'bid' application to Toronto Seniors Housing Corporation.
- Accessing the information of a friend or family member who is a tenant of Toronto Seniors Housing Corporation.
- An employee 'exchanging hospitality' with a contractor or supplier, in which the employee uses their position to benefit the contractor or supplier in exchange for something that may personally benefit the employee or the employee's family, friends or business associates (past or present).
- Entering into a business or legal relationship with a tenant, such as agreeing to be the executor of a tenant's will.

Roles and Responsibilities

It is the responsibility of all Toronto Seniors Housing Corporation employees to be familiar with and understand the provisions of the Conflict of Interest policy and avoid placing themselves in situations where their private or personal interests may be in conflict with or perceived to be in conflict with the interests of TSHC.

All employees must disclose any actual or perceived conflicts of interest to their manager or department director.

It is the responsibility of managers and department directors to engage with People and Culture to determine how employees are able to continue to perform their duties in a way that does not contravene this policy. Recommendations will be reviewed and approved by department directors.

Compliance with this Policy

The rules which follow do not cover all possible situations of a conflict of interest. Employees should use proper judgment and act in the spirit of this policy at all times. If employees have any questions about this policy or need any clarification about what is expected of them, they are expected to consult with their manager or department director for guidance.

Contravention of this policy is a serious matter. Non-compliance with this policy may lead to discipline, up to and including dismissal for cause. Non-compliance includes failing to declare a conflict of interest in accordance with this policy. In some cases, non-compliance can also lead to legal action by Toronto Seniors Housing Corporation.

Policy Details

Avoiding a Conflict of Interest

- Employees must not enter into any situation, arrangement or agreement that results or could result in a conflict of interest (actual, potential, or apparent) and should arrange their personal affairs to ensure that any conflicts of interest are avoided.
- Employees should consider any advantage their position at Toronto Seniors Housing Corporation may give them, whether it be the power to influence decisions, their ability to use company resources, or their access to information about others.
- In deciding whether their actions could result in a conflict of interest, employees are expected to consider how their actions will be seen by their colleagues or the public.
- Should an employee have any questions or need any clarification about this policy, they are expected to consult with their manager or department director.

Gifts or donations

Employees may not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a tenant or any other person or entity that has, or might have, business dealings with Toronto Seniors Housing Corporation where it could result in a conflict of interest.

The exceptions are gifts of a nominal value of less than \$5.00 such as a greeting card, hat, token, memento, fridge magnet, or occasional coffee, which do not influence or would not be perceived as influencing the performance of the employee's duties. Other exceptions are accepting money where doing so is required as part of the employee's job (e.g., collecting rent or a fee established by Toronto Seniors Housing Corporation).

For example (but not intended to be a complete list), this means that an employee should never accept:

- A cash tip or in-kind gifts.
- A gift that could be viewed as an exchange for a favour.
- Any meals unless the employee pays their own expenses.
- Offers to donate to a charitable cause on the employee's behalf.
- An invitation to an event at the expense of the other person.
- Tickets to a sporting event or concert from a vendor or supplier.
- If you are unsure, decline the gift and consult with your manager.

An employee should never solicit donations for a charitable cause on behalf of a contractor or supplier, unless it is for a program/initiative established by Toronto Seniors Housing Corporation.

Outside Activities and 'Moonlighting'

Employees are not permitted to engage in outside work (which includes being self-employed) or other similar activities outside of working hours unless the outside work or activity is not in conflict with their work for Toronto Seniors Housing Corporation. This includes having another job if the work demands will conflict with the employee's position at Toronto Seniors Housing Corporation or if the employee could use information they learn while working at Toronto Seniors Housing Corporation for the benefit of the other company or themselves.

If an employee:

- (a) wishes to engage in outside work, or
- (b) be a director for any board or committee which may deal with issues affecting Toronto Seniors Housing Corporation, the employee must first declare a potential conflict to their manager or department director in writing and receive authorization for the engagement or appointment.

It is the responsibility of managers and department directors to engage with

People and Culture to ensure that the outside work or activity is not in conflict with their responsibilities with Toronto Seniors Housing Corporation.

Recommendations will be reviewed and approved by department directors.

Business Interests (Examples)

If the employee is, or seeks to be, an employee, director, or officer of a company (or the employee has a financial interest in the company) that has business dealings with Toronto Seniors Housing Corporation, this is a conflict of interest.

If an employee (or a family member, friend, or business associate of the employee) has a financial interest in a company that has business dealings with Toronto Seniors Housing Corporation, and the employee engages in any process related to a business transaction involving the company, this will be a conflict of interest.

The employee must declare the conflict or potential conflict of interest to their manager or department director in writing and seek advice on their role in such circumstances. The manager or department director, in consultation with People and Culture, will review the circumstances to determine what other actions, if any, should be taken to resolve the conflict.

Personal Relationships

Employees should always maintain a professional relationship with other employees and all persons with whom Toronto Seniors Housing Corporation has dealings. This includes tenants, commercial tenants ('tenants'), contractors, suppliers, and vendors.

However, Toronto Seniors Housing Corporation acknowledges that some employees will develop or have existing relationships with such individuals.

Employees must take all reasonable steps to manage these relationships, so the employee is not placed in a conflict-of-interest position (actual, potential, or apparent).

An example is if an employee works at, or has access to, a Toronto Seniors Housing Corporation-owned or operated building and has direct contact with a friend or family member who is a tenant at that building (or access to the information of friends or family because of their job at Toronto Seniors Housing Corporation) as this will usually result in a conflict of interest. A friend includes someone the employee is dating or has a relationship with.

If an employee is involved in the hiring process for, or will supervise, family, friends, or business associates (past/current) this will also be a conflict of interest.

Employees must declare any conflicts or potential conflicts of interest to their manager or department director. The manager or department director, in consultation with People and Culture, will review the circumstances to determine what actions, if any, should be taken to resolve the conflict, such as

making changes to a reporting relationship or work location. Recommendations will be reviewed and approved by department directors.

Confidentiality of Information

In performing their duties and responsibilities for the organization, employees will learn information about Toronto Seniors Housing Corporation and its operations which is not known to the public. Employees are prohibited from trying to access such information if it is not associated with their work. Employees are also expected not to use or disclose such information for any purpose that is not associated with their work (unless authorized by their divisional head or when required by law).

For more information regarding the responsibilities that employees have to protect the property and information of Toronto Seniors Housing Corporation, please see the Code of Conduct.

Reporting and Resolving a Conflict of Interest

All employees shall receive a copy of this policy. Employees are required to declare any conflict of interest (real, potential, or apparent) they may have under this policy upon hire. If, during the course of their employment, an employee is in or will be in a conflict of interest situation, the employee must immediately report/declare the conflict of interest in writing to their manager or department director.

Employees are expected to fully cooperate in any discussion or investigation related to the resolution of a conflict of interest. The manager or department director, in consultation with People and Culture, will review the circumstances to determine what actions, if any, should be taken to resolve the conflict. Recommendations will be reviewed and approved by department directors.

Annual Review of Obligations

Toronto Seniors Housing Corporation employees and managers and executives shall review their obligations under this policy on an annual basis, including the requirement to declare a conflict of interest.

Related Legislation, Regulations, and TSHC Policies:

- Employment Standards Act
- Ontario Human Rights Code
- Municipal Freedom of Information and Protection of Privacy Act
- Employee Code of Conduct Policy
- Acceptable Use of Information Technology Policy
- Fraud Prevention Policy
- Media and Issues Protocol
- Elections Policy

Amendments (Revision History):

Initial policy approved by Board of Directors on April 28, 2022.

Policy reviewed on [June 12, 2024] with minor revisions further clarifying the roles and responsibilities of employees, managers, and directors regarding the disclosure, review, and approval of conflicts of interest, with approval by the Board of Directors on

Effective Date:

Next Scheduled Review Date: June 30, 2025

This policy will be reviewed once every year.

Policy Contact

Director, People and Culture

Appendices

Appendix - Conflict of Interest Policy Questions and Answers

Why do we have a Conflict of Interest Policy?

The Conflict of Interest policy is important to us as a public sector organization. Promoting public confidence in Toronto Seniors Housing Corporation (TSHC) is the responsibility of every employee. We are all expected to promote Toronto Seniors Housing Corporation's shared values and to follow a high standard of honesty, integrity, accountability, and ethics. The Conflict of Interest Policy makes these expectations clear and consistent across the organization.

This policy is also intended to protect you by setting out steps that you can take to protect yourself against allegations of a conflict of interest. Most conflicts can be reasonably resolved to the satisfaction of both the employee and Toronto Seniors Housing Corporation.

What is a conflict of interest?

A conflict of interest is any situation where an employee's personal or business interests compete or appear to compete against their duties as an employee and against the best interests of Toronto Seniors Housing Corporation. A conflict of interest can be one or more of the following types:

- **Actual conflict:** a conflict of interest that the employee has, or may have, at the present time.
- **Potential conflict:** any situation which may lead to or have the potential to lead to a conflict of interest in the future.
- **Apparent conflict:** any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

Example of a business interest conflict

Employee A works at Toronto Seniors Housing Corporation and has responsibilities for procurement activities. Employee A's close relative (a family member) is a co-owner of XYZ Roofing Company Ltd. and sometimes does work repairing Toronto Seniors Housing Corporation roofs. Employee A oversaw the procurement process through which XYZ Roofing Company Ltd. was hired to complete a roofing contract.

This is a conflict of interest because Employee A's close relative (a family member) stands to benefit personally from a decision of Toronto Seniors Housing Corporation that Employee A was able to influence.

Example of a personal relationship conflict

Employee B is a manager at Toronto Seniors Housing Corporation. Employee B is hiring a new team member and recommends that their niece apply. Employee B interviews their niece in the hiring process.

This is a conflict of interest because Employee B is involved in the hiring process for their niece.

How do I declare a conflict of interest?

You must complete the [Declaration of Conflict of Interest Form](#) and send it to your manager or department director. Instructions on how to submit the form confidentially are set out on the form.

When should I report that I have a conflict of interest?

You must declare all conflicts of interest when you become aware of them. If you have any doubt about whether you have a conflict of interest, you should declare the conflict immediately. Each year, Toronto Seniors Housing Corporation will review obligations with employees and managers under the policy, including requirements to declare any conflicts of interest and to complete the Declaration of Interest form.

Do I have to tell my manager?

If you are not comfortable declaring your conflict of interest to your manager, you may declare it to your department director.

Who does this policy apply to?

The Conflict of Interest Policy applies to every employee of Toronto Seniors Housing Corporation, and students on academic placements. The policy is especially important to employees who are in a position to make or influence decisions of the organization.

Who is not covered by this policy?

- Third-party contractors and vendors, Tenant Volunteers and TSHC Board members are not covered by this policy. Contractors and vendors must follow any conflict of interest guidelines in their contracts. TSHC Board members must [follow the Conflict of Interest policy for the Board of Directors](#). [Tenant Volunteers must follow the Code of Conduct in the Tenant Volunteer Guidelines](#).

Can I work at another job outside of Toronto Seniors Housing Corporation?

Employees may engage in outside work or be appointed to a board (paid or volunteer) as long as the work is not in conflict with their duties at Toronto Seniors Housing Corporation. If you plan to work a second job or join a board of directors, you must first complete the Declaration of Interest Form and receive approval before you accept the position.

What if I already have another job outside of Toronto Seniors Housing Corporation?

If you already have another job, or an appointment to a board, you must still consider whether the second job places you in a conflict of interest with your

job at Toronto Seniors Housing Corporation and submit a Declaration of Interest form.

Example of a conflict of interest that could exist when you work at a second job:

Employee C works at a second job outside of Toronto Seniors Housing Corporation. Their shift at Toronto Seniors Housing Corporation ends at 4 p.m., but her second job starts at 4:15 p.m. To make it to their second job on time, Employee C leaves their Toronto Seniors Housing Corporation job at 3:30 p.m.

This is a conflict of interest because the work demands of Employee C's second job conflict with their responsibilities at Toronto Seniors Housing Corporation.

What will happen when I declare a conflict of interest?

Your situation will be reviewed to determine if there is a conflict of interest under the policy. The purpose of the Conflict of Interest Policy is not to punish employees for declaring a conflict of interest. The policy is meant to help employees resolve conflicts of interest by encouraging them to declare any situation that may be an actual, potential, or apparent conflict of interest.

Can I declare a conflict of interest on behalf of someone else?

No, but if you think there is wrongdoing that needs to be reported, we encourage you to make a report under the [Whistleblower Protection Policy](#) or our [Fraud Prevention Policy](#).

Does the Conflict of Interest Policy apply to how I use Toronto Seniors Housing Corporation property?

The Conflict of Interest Policy has some guidelines for the use of Toronto Seniors Housing Corporation property, but the Code of Conduct covers the use of Toronto Seniors Housing Corporation property in more detail. If you use Toronto Seniors Housing Corporation property for anything other than its intended use as a Toronto Seniors Housing Corporation employee, or you use or try to access information that is unrelated to your duties and responsibilities, the Conflict of Interest Policy may apply.

If you are unsure if you have a conflict of interest, please reach out to your manager or department director for guidance. Employees must always follow the Acceptable [Use of Information Technology Policy](#) when using Toronto Seniors Housing Corporation cell phones, computers, email, Internet, and other information technology.

Example of a conflict of interest that could exist if you try to access information that is unrelated to your duties and responsibilities as an employee:

Employee D knows someone who lives in a Toronto Seniors Housing Corporation

owned or operated building. Employee D uses his position at Toronto Seniors Housing Corporation to access the information of tenants in the company database and uses this information for personal reasons. Employee D does not need to access this information for a purpose associated with their duties and responsibilities while at work.

This is a conflict of interest because Employee D has accessed or used information that they learned while working at Toronto Seniors Housing Corporation for their own personal benefit and not his job.

As an employee and a tenant of TSHC who is living in an RGI unit, do I have to declare my TSHC income and report any changes to my salary, and am I required to report if someone else is living in my unit?

Yes. Under the RGI program, you are required to report who is living in your unit and you must also accurately report your income at all times. This includes your salary as TSHC employee and any changes to your salary during the year (i.e. if you are promoted or receive a pay increase). This information is used to determine if you are eligible to be an RGI tenant and in the calculation of your rent. There could be an impact on your tenancy if you do not accurately report this information, and you may be required to repay amounts if your rent is recalculated. As a TSHC employee, you would actually be in violation of both the Employee Code of Conduct and Employee Conflict of Interest Policy if you do not accurately report your income and who is living in your RGI unit. TSHC will the income being reported by TSHC employees who are also tenants under the RGI program.

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Topic: OCHE Update – January 1 to June 30, 2024

Item Number: 10.1

To: TSHC Board of Directors

From: Interim Commissioner of Housing Equity

Date of Report: September 30, 2024

Purpose:

To provide the TSHC Board of Directors with the Office of the Commissioner of Housing Equity's ("OCHE") update for the period of January 1 to June 30, 2024.

Recommendation:

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

Reason for Recommendation:

This Report highlights the OCHE's case management, audit, and policy work through the period of January 1 to June 30, 2024, and focuses on the work metrics as outlined in the TCHC Board-approved 2024 OCHE Work Plan.

This report is the sixth OCHE Report that has been reviewed by the TSHC QTE Committee and forwarded to the TSHC Board of Directors for information. Data for the reporting period has been compared to the data reported on in 2023.

Introduction:

This Report contains a summary of the referrals received and the audit findings which were obtained through the audit of individual files. It also describes the nature of the arrears at the time of the referral and differentiates between older and newer arrears.

This Report also describes the positive results of the OCHE monthly meetings with TSHC Management to review the audit findings to address issues more quickly.

In this period, the OCHE succeeded in collecting more direct payments than previous periods thanks in part to a new community partnership with the Toronto Rent Bank. This relationship and another community partnership with WoodGreen Community Services, are described in section 6.0. With these two partners, the OCHE has been successful in addressing arrears without the need for a Local Repayment Agreement (“LRA”), or with a shorter one.

Finally, this Report provides an update on the Recommendations made in the OCHE’s last Bi-Annual Report.

1.0 Referrals by Region

The following chart shows the number of referrals to the OCHE. These numbers represent all referrals. In this period, 57 files were returned to TSHC without an OCHE intervention.

Region	January 1 – June 30, 2023	July 1– December 31, 2023	January 1 – June 30, 2024
OU O (NW)	9	20	53
OU N (SE)	42	35	58
OU Q (SW)	31	34	28
OU P (NE)	31	18	31
Seniors Housing Unit Total	113	107	170

1.2 Referrals Sent Back to TSHC

In early 2023, the Stage 1 Checklist was implemented with TCHC, which changed the way the OCHE reviews files from TCHC. In early 2024, the OCHE began applying the same screening to TSHC files. Instead of reviewing any file referred to the OCHE and outlining the errors found in the application of the ACP upon completion of the file, the OCHE began sending back any file where the ACP was not followed properly in lieu of assigning it to an ERO.

57 files were returned to TSHC for the following reasons:

Reasons for sending files back to TSHC	57 files
Tenant currently engaged with Tenant Service Administrator (“TSA”)/Senior Services Coordinator (“SSC”) to resolve arrears; Tenant brokered a Local Repayment Agreement (“LRA”) with TSHC which remains in good standing, Sent in Error.	46% (26)
Arrears were paid in full, Tenant provided ‘move out notice’ to TSHC, Tenant passed away.	21% (12)
Non-Compliance with the Arrears Collection Process (“ACP”): Did not apply to the Housing Stabilization Fund (“HSF”) to address the arrears of rent	19% (11)
Non-Compliance with the ACP: Requires SSC intervention prior to OCHE referral; Non-Compliance with the ACP: Local Repayment Agreement not offered; or Insufficient contact with the Tenant prior to the OCHE referral	10% (6)
The OCHE previously worked with Tenant and recommended that TSHC proceed with an L1 Application	4% (2)

The most common reason to return files to TSHC was the sending of files prematurely to the OCHE, while the tenant was actively engaged with TSHC staff to address the arrears.

The second most common reason was the failure to access the Housing Stabilization Fund (HSF), for Tenants who were in receipt of social assistance. The expectation is that TSHC

submits an application for funds to the HSF and obtains an outcome (approval or denial) in advance of referring the file to the OCHE.

Files were also returned when the Tenant was not offered an LRA or there was insufficient contact made with the Tenant by the Regions to determine the cause of the arrears or to attempt to address them.

This has shifted the responsibility to the Regions to resolve arrears files and ensures the OCHE is utilized as an office of last resort for files which could not be resolved within the Regions. It should be noted that of the 57 Stage 1 files which were returned to the Regions to do more work, only 12 were re-referred to the OCHE due to TSHC not being able to resolve the arrears.

In May 2024, the OCHE and TCHC rolled out a new Stage 1 Checklist into HoMES, with the expectation that this would increase efficiency for the OCHE and TCHC in the referral screening process. TSHC also decided to adopt this process for referring cases to the OCHE or sending them back to TSHC. Testing of the process and TSHC staff training was completed in late Q2 and referrals began being received through HoMES in early Q3. This streamlined referral process is likely to decrease the number of referrals sent back to TSHC, creating efficiencies for staff at OCHE and TSHC.

1.1 Arrears at the Time of Referral

From January to June 2024 the OCHE assigned 113 cases to an Early Resolution Officer (“ERO”) to address the arrears. These represented a total of \$306,517.57 in arrears owing. Of these, there were three cases where the arrears exceeded \$10,000.00. It is important to note that most of the referrals to the OCHE were files where the arrears were under \$2,000.00. The greatest number of referrals are files where the arrears are newer, and the 2021 ACP was followed. This is positive as it demonstrates arrears are being addressed earlier, and the process is being followed. The significance of this is explained below under, “Arrears at time of Referral old ACP vs. New ACP.”

Arrears owing at time of referral	Total of arrears	Number of Households
\$20k and over	-	-
\$10k – \$19.9k	\$41,424.00	3
\$5k – \$9.9k	\$73,439.93	10
\$2k – \$4.9k	\$118,949.96	38
\$186.00 – \$1.9k	\$72,703.68	62

Arrears at time of Referral Old ACP vs. New ACP:

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the variance between the new and old ACP. Arrears which began to accumulate prior to June 28, 2021 fell under the 2014 ACP for auditing purposes. Arrears which began to accumulate after this date fell under the 2021 ACP for auditing purposes.

	January 1 to June 30, 2023	July 1 to December 31, 2023	January 1 to June 30, 2024
Average Arrears at Time of First N4	\$1,646.05 <i>2014 ACP: \$2,639.86</i> <i>2021 ACP: \$1,463.11</i>	\$2,060.52 <i>2014 ACP: \$4,054.35</i> <i>2021 ACP: \$1,836.18</i>	\$1,881.46 <i>2014 ACP: \$2,186.60</i> <i>2021 ACP: \$1,847.56</i>
Average Arrears at Time of Referral	\$2,699.45 <i>2014 ACP: \$4,572.50</i> <i>2021 ACP: \$1,971.17</i>	\$2,698.52 <i>2014 ACP: \$1,832.25</i> <i>2021 ACP: \$2,432.66</i>	\$2,833.58 <i>2014 ACP: \$4,981.10</i> <i>2021 ACP: \$2,594.97</i>
Average Month of Referral to OCHE After Arrears Started Accumulating	11.3 Months <i>2014 ACP: 24.2 months</i> <i>2021 ACP: 8.69 months</i>	11.1 Months <i>2014 ACP: 36 months</i> <i>2021 ACP: 8.5 months</i>	12 Months <i>2014 ACP: 45 months</i> <i>2021 ACP: 8.2 months</i>

At the time of closing a file, the OCHE captures data related to the amount of arrears at the time of referral, and the number of months the tenant was in arrears prior to the OCHE referral. In this period, the OCHE has seen a decline in the amount of arrears at the time of referral from almost \$5,000.00 down to \$2,500.00. Additionally, only 10 files were referred with arrears which started under the 2014 ACP. For this reason, this will be the last report where we compare the difference between the 2014 and 2021 ACP.

2.0 Arrears Collection Process Compliance

While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with the ACP, Eviction Prevention Policy and applicable legislation. At the conclusion of this work, the Commissioner issues a report containing recommendations to TSHC and the Tenant.

From January to June 30, 2024, the OCHE issued a total of 100 reports with a total of 8 unique recommendations. It should be noted that in 13% (13/100) of cases, the ACP was followed perfectly. In this period, we noted decrease in the use of the N4 Cover Letter, which contributed to the increased number of findings of missing documentation (Documentation Standards). This was attributed to the fact that the N4 Cover letter was missing when the N4 was served or that important information related to an appointment with the Tenant was missing from it. This occurred in 79% (79/100) reports.

This trend was identified through the monthly Audit Reports the OCHE has been providing to TSHC management and we expect the next Bi-Annual Report to demonstrate far fewer findings related to Documentation Standards. With this finding removed, the number of files where the ACP was followed perfectly was 31% (31/100).

The following chart shows the number of reports issued and the number of recommendations made.

	January 1 to June 30, 2023	July 1 to December 31, 2024	January 1 to June 30, 2024
Recommendation Reports Issued	81	78	100
Number of Recommendations	153	82	184

Of the 8 of unique recommendations made to TSHC, only 4 were significant. These are described in the chart below:

Commissioner’s Recommendations regarding Administrative Delays and Inefficient Use of Resources	January 1 to June 30, 2023	July 1 to December 31, 2023	January 1 to June 30, 2024
Documentation Standards not met: N4 Cover letter not sent or incomplete, Legal Card not updated as per ACP	6% (5/81)	12% (9/78)	79% (79/100)
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	58% (47/81)	36% (28/78)	41% (41/100)
Make direct contact with the tenant in the first month of arrears exceeding once month’s rent plus \$1.00 or \$700.00 in arrears.	57% (46/81)	38% (30/78)	38% (38/100)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	12% (10/81)	12% (9/78)	16% (16/100)

3.0 OCHE Case Management Highlights

The OCHE captures data related to the EROs’ engagement rate. The engagement rate is determined based on the number of tenants who elect to work with the ERO.

The chart below demonstrates the number of tenants willing to work with the EROs and the number of those tenants who were able to avoid a referral to the Landlord Tenant Board (“LTB”) because of that work.

	January 1 to Jun 30, 2023	July 1 to December 31, 2023	January 1 to June 30, 2024
Engagement Rate	99% (80/81)	99% (77/78)	98% (98/100)
Avoided the need for eviction	88% (71/81)	94% (73/78)	83% (83/100)

4.0 Arrears Managed by the OCHE

In this reporting period, the OCHE issued 100 reports, which accounted for \$329,712.69 in arrears. Through two new partnerships the OCHE has made with the Toronto Rent Bank and WoodGreen Community Services, the OCHE was able to collect more direct payments than in previous reporting periods. These partnerships are discussed in section 6.0.

(a) Total arrears directly paid to TSHC totaled \$86,871.00 as follows:

- Direct payments totaled \$42,933.00 from the following sources:
 - \$17,071.00 directly from tenants (10 cases)
 - \$1,120.00 Housing Stabilization Fund (HSF) (1 case)
 - \$24,742.00 Toronto Rent Bank Pilot (9 cases)
- Resolving Losses of Subsidy: \$13,150.00 (4 cases)
- Completing Annual or an 'In Year' Reviews: \$30,788.00 (7 cases)

(b) Arrears managed through Local Repayment Agreements

- \$181,494.21 (61 cases) in arrears were managed through Local Repayment Agreements and will be paid back to TSHC over time (see section 4.1) and have not yet been collected in full.

(c) Arrears approved to be forwarded to the Landlord and Tenant Board

- \$61,347.48 (17 cases) in arrears were not resolved by the OCHE and it was instead recommended that TSHC file an L1 Application at the LTB, where the Tenant would have an opportunity to enter into a Mediated Agreement.

4.1 Arrears Managed Through Local Repayment Agreements

In this period, the OCHE brokered a total of 61 LRAs representing \$181,494.21 of arrears. In considering tenants' income and expenses when brokering LRAs, the monthly repayment amounts averaged \$96.35 per arrears repayment. The new partnership with the Toronto Rent Bank (see section 6.0) had a positive impact on the LRAs brokered in the period. In many cases they were avoided altogether, and in some cases the length of the LRA was decreased due to lump sum payments made by the Toronto Rent Bank. Of the 9 cases where funds were received from the Toronto Rent Bank, only 3 required an LRA due to a balance still owing.

The OCHE organized the size of the arrears at the time of signing the LRAs into categories based on the size of the balance owing. Below is a summary of the LRAs brokered by OCHE based on these categories:

Arrears owing	Total of arrears	Number of Cases	Average repayment amount	Average length of LRA (months)
\$20k and over	-	-	-	-
\$10k – \$19.9k	\$21,561.00	2	\$99.82	108
\$5k – \$9.9k	\$71,135.00	11	\$119.36	60
\$2k – \$4.9k	\$56,227.66	18	\$111.42	38
\$186.00 – \$1.9k	\$32,489.55	29 ¹	\$78.56	17
TOTAL:	\$181,413.21	60	\$102.29	56

¹ One LRA was brokered for a balance less than \$186.00 and was excluded from this analysis.

5.0 Breached OCHE Brokered Local Repayment Agreements

When the OCHE receives a Breach File, the EROs are tasked with determining whether exceptional circumstances existed warranting a new LRA. If there are no exceptional circumstances, the OCHE reports back to TSHC and recommends that they proceed to file an L1 Application at the LTB.

The following chart describes the breach referrals received.

Breach Files	January 1 to June 30, 2023	July 1 to December 31, 2023	January 1 to June 30, 2024
Total Breach Referrals	38	36	56
No Exceptional Circumstances	22	20	21 ²
Breach Reports issued	14	14	15
Average month of referral to OCHE after breach	13.63 months	5.15 months	4 months
Average month of actual breach	4.39 months	7.82 months	5 months

It is important that when Tenants breach their OCHE brokered agreements, they are notified by TSHC staff in the first instance, and if they cannot catch up, are re-referred to the OCHE by the following month. This is one area with room for improvement. Based on our work with TSHC, we have learned that entering LRAs into the HoMES Database can assist with tracking and avoiding the need to manually check that payments were made, resulting in earlier OCHE referrals.

² An additional 11 breach files were returned to TSHC for the following reasons: Caught up with LRA (6), No Contact with tenant prior to referral of breach to OCHE (4); OCHE previously recommended L1 (1)

6.0 Community Partnerships (Toronto Rent Bank and Woodgreen)

Toronto Rent Bank

In early 2024, the OCHE met with the City of Toronto Housing Secretariat, Neighborhood Information Post (“NIP”) TCHC and TSCH to discuss a Pilot program. The Pilot was to determine whether it was feasible for the Rent Bank Program to be extended to TCHC and TSHC Rent Geared to Income (“RGI”) tenants to support them to address arrears of rent and avoid eviction and ensure successful tenancies. Traditionally, the Rent Bank program was only available to market rent tenants across the City of Toronto to support them with addressing rental arrears. It was a loan of 3 months’ rent to be repaid over time. However, during Covid, the loan became a grant—but it remained available only to market rent tenants.

The Pilot was developed in collaboration with the Housing Secretariat, NIP, TSHC and TCHC and it was determined that OCHE would be the administrator of the RGI Rent Bank Pilot and the only organization who can refer RGI Tenants to the Rent Bank for funding. The funding covers up to 4 months RGI rent to a maximum of \$5,000.00 per tenant, every 12 months. As of June 2024, the OCHE has been referring cases to the Toronto Rent Bank for assistance with RGI Tenants’ arrears of rent.

Due to this partnership, the OCHE has been able to decrease the length of LRAs, and in many cases eliminate a tenant’s arrears in full. This has been especially helpful for tenants whose underlying issue is poor budgeting. EROs will still work with tenants to reflect on their spending, refer to Voluntary Trustees or financial experts, but it can take the pressure off tenants whose budgets are tight, and choices are being made between necessities and arrears repayments.

WoodGreen Community Services, Tax Link Service

In September 2023, the OCHE piloted a partnership with WoodGreen’s Financial Empowerment Services program, which provided OCHE Tenants with quick access to a free income tax filing service, in addition to a rapid retrieval of Tenants’ Notices of Assessment (“NOA”)s via WoodGreen’s Tax Link service. With the Tenants’ consent, accessing the Tax Link services allowed the OCHE to expedite tax filing and NOA retrievals from the Canada Revenue Agency, thus reversing or avoiding an upcoming Loss of Subsidy.

Since the RGI Guide was simplified in July 2021, Tenants are required to file their income tax returns every year as part of their AR. This is beneficial to tenants as it ensures they receive all the income supports they are entitled to, including the Child Tax Benefit, Guaranteed Income Supplement, GST credits and Carbon Rebates. However, filing taxes remains a barrier for some tenants.

Collecting Notices of Assessments (“NOA”)s has also been a barrier. Prior to formalizing our partnership with WoodGreen, EROs would have to call the Canada Revenue Agency with Tenants and request a hard-copy NOA be mailed to the Tenant. This would take at least 20 business days. EROs would then have to ensure Tenants let them know when the NOA came in the mail and schedule another time to pick it up. This was not only time-consuming but often frustrating. In some cases, EROs would have to request more than one copy and wait another 20 business days due to the mail not arriving, or a Tenant misplacing it once it arrived.

Currently, the OCHE is able to refer to WoodGreen to file taxes without an in-person meeting with the Tenant, and to obtain a copy of the NOA within 3-5 business days of tax filing. Due to this relationship, the OCHE has been able to quickly reverse losses of subsidies in 4 cases resulting in credits of \$13,150.00 and completed Annual or In-Year reviews in 7 cases resulting in credits of \$30,788.00.

Conclusion:

This report provided an analysis of the referrals received from TSHC between January 1 and June 30, 2024 and includes a discussion related to the case management of files.

In presenting our findings we hope that the Board will find this information useful and that it will continue to ensure streamlined service from OCHE to TSHC staff and tenants.

In this period, the OCHE was successful in reducing the total arrears owing to TSHC through the partnerships made with the Toronto Rent Bank and WoodGreen Community Services. The Toronto Rent Bank provided funding to TSHC Tenants eliminating the need for an LRA in 6/9 (63%) of cases. This trend is expected to continue ensuring that arrears are recovered more quickly and the results will be reported on in the next Bi-Annual Report.

In addition, in the next Bi-Annual Report, the OCHE will report to the Board on the training which is planned to be provided to TSHC front line staff in the second part of 2024. Training topics include: Effective Tenant Engagement, Applying to the HSF, and an Overview of OCHE processes.

Implications and Risks:

The OCHE provides the Board with oversight of TSHC’s operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TSHC’s performance in the areas within OCHE’s jurisdiction. This regular reporting by the OCHE ensures the Board is aware of the activities the OCHE has undertaken on behalf of TSHC and that these activities continue to align with the goals of the Board and TSHC.

Signature:

“Melanie Martin”

Melanie Martin
Interim Commissioner of Housing Equity

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Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Topic: Use of Community Space Policy

Item Number: 10.2

To: Board of Directors

From: Arlene Howells, Director, Engagement, Partnerships, and Communications (I)

Date of Report: October 8, 2024

Purpose: For approval

Recommendation:

It is recommended that the Board of Directors (the “Board”) approve the following recommendations:

- To approve the Use of Community Space Policy, as set out in Attachment 1 of this report, with a Policy effective date of January 1, 2025; and
- Retire the Non-Residential Use of Space Policy for Tenants Policy (commonly called the Use of Space Policy), effective January 1, 2025.

Reason for Recommendation:

Toronto Seniors Housing Corporation (TSHC) has been carefully reviewing its tenant-facing policies to ensure that they align with the needs and expectations of its valued tenants. In 2022, TSHC initiated a

project to gather feedback directly from tenants to help inform policy updates that impact them. This project began after interim approaches were taken during the transition period post-June 1, 2022.

As a part of this project, TSHC is now revising its policies for how tenants and agencies can utilize community space for events, programming, and casual use. The goals of these changes are to serve the needs of our tenants better and ensure they have access to the resources they need to thrive in our communities. It is also to ensure alignment with the new approach to engaging with tenants. As part of the process to get tenant input, Health Commons was retained to undertake tenant consultation by holding focus groups to review TSHC tenant-facing policies. Over ninety (90) tenants from thirty-six (36) buildings participated in these focus groups between November 2022 and April 2023. The Health Commons report outlined tenant feedback in four sections: The purpose of a “Use of Space” Policy, A Policy for all TSHC buildings, A process for using space within buildings, and Roles, responsibilities, and collaboration. Tenants suggested that:

- There needs to be clearer expectations and obligations for those hosting and attending activities in community spaces, including tenants, TSHC staff, and agencies.
- Programming should be aligned to tenant-identified priorities.
- The application process needs to be simplified for both tenants and agencies.

This feedback was also discussed with the Senior Tenant Advisory Committee (STAC), over 125 tenants at regional tenant volunteer meetings, and the Implementation Table for additional input.

The Use of Community Space Policy was presented for endorsement at the Quality, Tenant, and Engagement Committee (QTEC) meeting on September 30, 2024. After a detailed discussion, TSHC management is

actively working on implementing the feedback received. This includes defining the permitted types of usage. Furthermore, TSHC management has carefully reviewed existing documents from the City to determine their guidelines for permitting types of usage for their rental spaces.

In line with this, TSHC will be modeling after the [City's Parks and Recreation Facility Booking Terms & Conditions Page](#) and creating a similar webpage, along with a summary of the conditions on each tenant form. This will also be included in staff training in Q1 2025. The website and forms will include references to TSHC Policies and Guidelines, including the Tenant Human Rights Policy and the Tenant Code of Conduct.

The Use of Community Space Policy is designed to significantly enhance tenants' well-being, community building, friendship, and learning. It also clearly outlines the expectations and obligations for anyone hosting or attending programs in community spaces, including tenants, staff, agencies, and guests. The proposed changes have been carefully considered based on feedback from the tenant consultations, ensuring that the Policy is in the best interest of our tenants.

New Use of Community Space Policy

The new Use of Community Space Policy applies to all tenants, agencies, and staff. It was developed based on feedback from tenants and stakeholders to improve upon the previous Policy. The Policy outlines the booking process and criteria for different events and programs (e.g., one-time event use, or ongoing programming), addressing requirements for both tenants and agencies.

Key Policy Elements

TSHC staff met with the Senior Tenant Advisory Committee, the Implementation Group, and over 125 tenants from all four regions to review the proposed policy changes.

- The policy name has changed from “Non-Residential Use of Space Policy for Tenants” to “Use of Community Space Policy” based on tenant and stakeholder feedback.
- The Policy includes all tenant-facing activities (i.e. tenant and agency programming and events).
- Community Service Coordinators (CSCs) will hold building meetings with tenants to prioritize events and programming for their buildings.
- There will be overall Policy and community room guidelines based on tenant feedback.
- Agencies are required to complete a Vulnerable Sector Check before their building program starts.

Procedures and Oversight

To support the new Use of Community Space Policy, supporting procedures are being updated and will include:

- The removal of the \$75 deposit fee for private events.
- A simplified booking process for tenant-led programming and tenant-led events.
- Quarterly building calendars that outline current events and programs at each building.
- Simplified application forms. Forms are no longer than two pages.

In addition, process controls will be put in place to ensure a more structured approach to conducting planning meetings and managing the agreement components of the Policy.

- Applications will be closely monitored and supported by the Programs and Partnerships team, which thoroughly reviews applications and ensures alignment with building priorities.
- TSHC has built-in reporting metrics and quarterly reporting timelines for agencies.
- Agency agreements will be closely monitored and evaluated after each term.

Implications and Risks

As TSHC rolls out this new Policy, additional resources may be identified that would support implementation. This will need to be reviewed to manage resource availability (e.g., additional staffing support). TSHC will continuously monitor the budget and adjust the implementation plan accordingly to avoid any negative impact on the Policy's success and outcomes for tenants.

Failure to implement this policy may result in further isolation of individuals who rely on their participation in these activities and events for social networking and well-being.

Next Steps

Upon approval of this new Policy, the existing Non-Residential Use of Space Policy for Tenants will be retired as of January 1, 2025. It is important to note that all guidelines outlined in this new Policy will supersede those of the previous Policy.

The Use of Community Space Policy will begin on January 1, 2025.

Management will train staff on the new Policy after the board approves it in Q4 2024. Tenants will be informed about the new Policy through

their Regional Tenant Meetings, the bi-monthly Tenant updates, Seniors Speak, and the TSHC website.

Arlene Howells

Director, Engagement, Partnerships, and Communications (I)

List of Attachments:

1. Use of Community Space Policy
2. Use of Community Space Policy - Presentation

Toronto Seniors Housing Corporation (TSHC)

Use of Community Space

Policy Sponsor: Director of Engagement, Partnerships and Communications

Approver: Board of Directors

Initial Approval Date: June 2022

Date of Last Revision, if applicable: June 2022

Effective Date: January 1, 2025

Policy Statement

Eligible tenants and agencies may use Toronto Seniors Housing Corporation's (TSHC) community spaces for events and programming activities. The objective of this policy is to govern the use of community space by tenants and agencies providing programs and services to tenants. The proper allocation and use of these community spaces help the Toronto Seniors Housing Corporation meet the community's needs.

Policy Objective(s)

The purpose of this policy is to establish clear guidelines, procedures, and standards for anyone wishing to use community space in TSHC-managed buildings.

Our Commitment

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

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Community Use of Space Policy, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant's independence and privacy. We will assist tenants to find the services they prefer.

Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.

Accountability – We are accountable to our tenants, our shareholder (the City of Toronto), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.

Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate

Scope

This Policy applies to:

- TSHC Tenants;
- Agencies providing programming;
- Toronto Seniors Housing Corporation employees;
- Community space operated by Toronto Seniors Housing Corporation.

Out of Scope

- Agencies leasing space (For more information, please refer to Exclusive Use of Space Policy for Agencies);
- Commercial Space; and
- Residential space.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act, 1991, SO 1991, c 18*, a City of Toronto department or subsidiary. In this Policy, in order to be considered an agency at TSHC, they must have an approved *Agency-led Community Event*, or *Recurring Use of Community Space agreement* and the appropriate insurance in place.

Commercial Space: Space within a Toronto Seniors Housing Corporation building designated by Toronto Seniors Housing Corporation for commercial, retail or industrial use permits commercial or mercantile activity and can be leased out in exchange for rental revenue. Commercial space is not available for tenants to use under this Policy.

Community Event: A one-time event:

- that is open to all tenants;
- that is free for tenants; and
- where the activities and purpose of the event are to improve the health and well-being of tenants.

Community Space: Shared use of space by tenants, guests, and agencies at various times of the day or week on a recurring basis to provide programs, services, and activities that benefit tenants, such as a community room, library or recreation room. For example, an agency that provides a weekly Exercise and Falls Prevention class on a recurring basis in the recreation room at a building. These spaces are not intended for commercial, retail, or industrial use.

Casual Use: The availability of a room for drop-in use by tenants during opening hours when the room is not pre-booked for any activity or event.

Exclusive Use of Space: An agreement exists with a service provider for use of the space by a sole occupant for a defined time period, when programs, services and activities are provided.

Nominal Fee: This is a small charge for participating in a program or service. This is a recovery cost associated with providing a program or service. In this Policy, only agencies can charge a nominal fee.

Non-Residential Space: Space within a Toronto Seniors Housing Corporation-managed building used for purposes other than providing residential housing. All non-residential space is further designated into one of the following categories:

- community space; or
- commercial space.

One-Time Use of Community Space: Use of the community space by a tenant, tenants, or an agency for a defined, non-recurring time for a:

- private event; or
- community event.

Private Event: A one-time event that is not open to all tenants or the public, such as a birthday party or a wedding. Only tenants can use community space for private events. Agencies are not allowed to book space for private events.

Residential Space: Space that is used for residential housing pursuant to the *Residential Tenancies Act, 2006, SO 2006 c 17* (the “RTA”), as amended from time to time.

Tenant: A person who, pursuant to a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord, lives in a Toronto Seniors Housing Corporation-managed building.

Roles and Responsibilities

Community Programs and Partnerships Team (CPP)

- Responsible for reserving space for one-time and recurring events in community spaces. In consultation with Regional Operations, Community Programs and Partnerships, staff are responsible for monitoring activity to ensure compliance with this policy and related procedures.
- Responsible for organizing building meetings to determine tenant priorities for programming at their buildings.

Regional Operations Manager(s)

- Responsible for reviewing and approving Use of Community Space applications.

Tenant Engagement and Services Supervisor (TESS):

- Responsible for assisting staff with submitting the Use of Community Space application and coordinating the space by supporting the process for key access.

Senior Services Coordinator (SSC):

- Responsible for assisting tenants in applying for the Use of Community Space and coordinating the space by allowing key access. The SSC can also print flyers for any community events.
- Responsible for collecting fees from tenants hosting a private event and sending them to their Programs and Partnerships Clerk for processing.

Policy Content

Equity Impact Statement

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the Ontario Human Rights Code (“Code”), and the Accessibility for Ontarians with Disabilities Act (“AODA”).

Use of community space must not conflict with Toronto Seniors Housing Corporation’s policies, including but not limited to Toronto Seniors Housing Corporation’s Human Rights, Harassment and Fair Access Policy or applicable legislation, including but not limited to the Code and AODA.

Guiding Principles

Having a set of guiding principles is crucial for making well-informed decisions. These principles act as a compass, helping us navigate complex situations and ensuring our decisions are fair and just.

- **Limited Time** – Private bookings and community events should not exceed five (5) hours. All other agency and tenant-led programming should not exceed three (3) hours per program. Additional hours require approval from the Regional Operations Manager. Attendees must exit at least 15 minutes earlier than their allocated time to allow for the next event set-up.
- **Notify All** – Signage in buildings is essential to convey what is happening and who is welcome (casual use, community event, community program, or private event).
- **Event Clean-up**—Those hosting and/or participating in activities are responsible for cleaning the room promptly after use and leaving it in a condition suitable for the next group by following the community room and kitchen guidelines.
- **Triaging requests** – Tenant-led and recurring activities should be prioritized over others. Larger inclusive events have priority over private events.
- **First-come, first-booked**—Those who book first should be favoured (though there may be instances when conversations about rescheduling are necessary).
- **Watching the numbers** – Clear capacity limits for each room should be established and communicated during planning.
- **Link to Tenant Priorities** – The activity or program should be tied to an identified need or interest expressed by the tenant community in a building. This does not apply to private events.
- **Addressing Access**—If tenants have ongoing difficulty accessing a program or activity in their building, the situation should be reviewed, and solutions should be explored with the hosts.

A. Criteria for Use of Community Space

Toronto Seniors Housing Corporation oversees allocation and decision-making for community space. Regional Operations, in partnership with the Community Programs and Partnerships team, assesses and approves Use of Community Space agreements. To remain compliant with applicable laws, TSHC has the sole discretion to restrict agencies in any particular residential complex and/or restrict services agencies are allowed to provide.

Tenants and agencies must satisfy all eligibility criteria to be considered for use of community space.

1. One-time Community events led by Tenants and Agencies

To be eligible for community events and non-exclusive use of community space, tenants and agencies must:

- 1.1. Primarily serve and benefit tenants by meeting a community need or priority.
- 1.2. Have a mandate and conduct activities that do not conflict with Toronto Seniors Housing's Vision, Policies, or applicable legislation, including but not limited to the *Code*, *AODA*, and the *RTA*.
- 1.3. Tenants wanting to hold a community event must complete a "*Tenant-Led Recurring Programming or Community Event Reservation Form*."
- 1.4. Agencies wanting to hold a community event must complete an "*Agency-led Community Event*" form.

2. One-Time Private Events for Tenants

To be eligible for private events, tenants must:

- 2.1. Conduct activities that do not conflict with Toronto Seniors Housing's Vision, Policies or applicable legislation, including but not limited to the *Code*, *AODA*, and the *RTA*.
- 2.2. Complete an application form (*One Time Use of Community Space Application Form*) and Insurance form and submit it to TSHC's Community Programs and Partnerships team at least 30 days before a private event or as otherwise advised by TSHC. Insurance requirements can be found in section B2.
- 2.3. Leave the room in the same condition it was given. If tenants fail to leave the room in the same condition it was given, they will lose the privilege of applying to use the space for up to two (2) years from the event in question.
- 2.4. Follow the *Guiding Principles* listed in this policy and the Community Room and Kitchen guidelines. Guests attending an event must also follow these guidelines.

3. Agency-led Recurring Programming (Non-Exclusive Use of Community Space)

To be eligible for recurring programming, agencies must:

- 3.1. Primarily serve and benefit tenants by meeting a community need or priority.
- 3.2. Submit a completed *Recurring Use of Community Space Agreement* form to useofspace@torontoseniorshousing.ca at least thirty (30) days before the first date of a recurring event or as otherwise stated by TSHC.
- 3.3. Have at least 75% of program attendees be TSHC tenants.
- 3.4. Ensure that all program marketing materials, such as posters in buildings, are available in the top three (3) languages spoken by the building's residents.
- 3.5. Ensure that any supplies or items brought to the building are returned with them at the end of the program.

4. Tenant-led Recurring Programming

To be eligible for tenant-led recurring programming, tenants must:

- 4.1. Primarily serve and benefit tenants by meeting a community need or priority.
- 4.2. Complete a *Tenant-Led Recurring Programming or Community Event Reservation Form* and email it to useofspace@torontoseniorshousing.ca to book Community Space for recurring programming.
- 4.3. Not charge a fee to attendees for any tenant-led recurring programming.
- 4.4. Be inclusive to all tenants in the building. If tenants would like to book the room exclusively for their own private use, please refer to section A2 of this Policy.

Bookings will be on a first-come-first-served basis. All bookings must align with the building's tenant priorities. TSHC has the right to stop any programming that does not adhere to its guidelines and policies.

Bookings can last up to one year. At the end of their term, tenants must renew their bookings with a new reservation form. Tenants are not required to obtain separate insurance for low-risk tenant-led recurring programming such as hiring an entertainer to perform, dancing, crafting, and playing indoor games.

Tenants are responsible for running programming independently or with other tenants. If agencies are involved in programming with a tenant, they must adhere to the guidelines in Section A3 (Agency-led Recurring Programming).

Although the room is reserved for recurring programming led by tenants, other tenants can still access the space and not participate in the program. For example, if a tenant would like to host a game night every Thursday, other

tenants can still access the Community Space and read their books. Tenants are required to be respectful and considerate of the reservation booking.

5. Casual Use

- 5.1. All building tenants can use community spaces for casual use when no events or programs are scheduled. Tenants cannot exclude other tenants from using this space.
- 5.2. If tenants would like exclusive use of community space for themselves and their guests, please refer to section A2 of this Policy.
- 5.3. If tenants fail to comply with sections A5.1 and A5.2, they may be prohibited from using community spaces for a maximum of two (2) years.

B. Fees Deposit and Insurance, and Additional Requirements

The following outlines fees and costs for the use of community space:

1. One-time Community events led by Tenants and Agencies

- 1.1. Tenants or agencies holding a community event will not be subject to a deposit to occupy the agreed-upon community space for the community event.
 - 1.1.1. TSHC's liability insurance covers community events held by tenants, which may eliminate the requirement for tenants to purchase separate insurance (unless otherwise stated by TSHC). However, tenants may purchase their own insurance to protect their own interests.
 - 1.1.2. Include Toronto Seniors Housing Corporation *and* Toronto Community Housing Corporation as additional named insured on the general liability Policy for liability arising from the insured's operations.
 - 1.1.3. Provide Toronto Seniors Housing Corporation with a *Certificate of Insurance* at least fourteen (14) days before the event.
 - 1.1.4. Maintain the insurance coverage for the entire duration of the event.

2. One-time Private Events for Tenants

- 2.1. All tenants using community space must obtain valid and appropriate insurance as required by Toronto Seniors Housing Corporation and provide proof of coverage for the duration of the event as listed in the *One Time Use of Community Space* application form. Tenants are required to have insurance coverage before submitting their application.

- 2.2. All tenants submitting a *One-Time Use of Community Space* application form must:
 - 2.2.1. Obtain \$5,000,000 general liability insurance coverage for the event.
 - 2.2.2. Include Toronto Seniors Housing Corporation *and* Toronto Community Housing Corporation as additional named insured on the general liability Policy for liability arising from the insured's operations.
 - 2.2.3. Provide Toronto Seniors Housing Corporation with a *Certificate of Insurance* at least fourteen (14) days before the event.
 - 2.2.4. Maintain the insurance coverage for the entire duration of the event.
- 2.3. Tenants must pay a \$75 non-refundable fee to book a private event. Tenants can coordinate payments with their local Senior Services Coordinator (SSC).

3. Agency-Led Recurring Programming (Non-exclusive Use of Community Space)

- 3.1. Agencies entering a non-exclusive use of community space agreement will not be charged a deposit to occupy the community space for prescribed programs and activities.
- 3.2. Agency Program Leads that will be visiting TSHC buildings must conduct a [Vulnerable Sector Check](#) through the Toronto Police Services before the program start date.
- 3.3. All agencies submitting a *Use of Community Space for Recurring Programming* application must:
 - 3.3.1. Obtain \$5,000,000 general liability insurance coverage for the event.
 - 3.3.2. Include Toronto Seniors Housing Corporation *and* Toronto Community Housing Corporation as additional named insured on the general liability Policy for liability arising from the insured's operations.
 - 3.3.3. Provide Toronto Seniors Housing Corporation with a *Certificate of Insurance* when submitting the agreement
 - 3.3.4. Maintain the insurance coverage for the full duration of the event.
- 3.4. Agencies may charge a nominal fee for programming with prior permission from TSHC management.

4. Tenant-Led Recurring Programming (Non-Exclusive Use of Community Space)

- 4.1. Tenants holding a recurring program will not be subject to a deposit to occupy the agreed-upon community space.
- 4.2. TSHC's liability insurance covers tenant-led programming, which may eliminate the requirement for tenants to purchase separate insurance (unless otherwise stated by TSHC). However, tenants may purchase their own insurance to protect their own interests. For clarity, tenants are not fully covered under TSHC's liability policy.
- 4.3. Tenants cannot charge a nominal fee for their programming.

5. Casual Use

- 5.1. Tenants using Community Space for casual use will not be subject to a deposit to occupy the space.
- 5.2. Tenants may not be required to purchase separate insurance for casual use (unless otherwise stated by TSHC). However, tenants may purchase their own insurance to protect their own interests. For clarity, tenants are not covered under TSHC's liability policy.

Vulnerable Sector Check

Before providing programs and services to tenants, all agencies providing a program or service must complete a Toronto Police Service Vulnerable Sector Check for each individual providing such programs and services. Tenants are not required to complete a Vulnerable Sector Check.

Toronto Seniors Housing Corporation, at any time and in its sole discretion, shall be entitled to inspect all documentation and records relating to any agency's completion of [Vulnerable Sector Check](#) and to verify that all Vulnerable Sector Checks have been completed.

Related Legislation, Regulations, and TSHC Policies:

Includes, but is not limited to:

- Visitor and Guest Policy
- Community Activities Fund Policy
- Translation and Interpretation Policy (under review)
- *Accessibility for Ontarians with Disabilities Act, 2005, SO 2005 c11*
- *Human Rights Code, RSO 1990, c H19; and*
- *Residential Tenancies Act, 2006, SO 2006, c 17.*

Amendments (Revision History):

New Policy

This Policy replaces the former *Non-Residential Use of Space for Tenants Policy, and Non-Residential Use of Space for Agencies Policy*, retired on January 1, 2025.

Next Scheduled Review Date: January 2028

This policy will be reviewed once every three years.

Policy Contact

Manager, Community Programs and Partnership Appendices

- Procedure – One-Time or Recurring Use of Community Space for Tenants
- Procedure – Recurring Use of Community Space for Agencies
- Procedure – One-Time or Recurring Use of Community Space for Agencies



Toronto Seniors Housing Corporation

Presentation - Use of Community Space

Attachment 2

October 17, 2024

Use of Community Space Policy

- Please consider the following recommendations for approval by the Board of Directors:
 - Approve the Use of Community Space Policy outlined in Attachment 1 of this report, with an effective date of January 1, 2025.
 - Retire the Non-Residential Use of Space Policy for Tenants (commonly known as the Use of Space Policy), effective January 1, 2025.

This policy was presented at the September 30, 2024 QTEC meeting for Committee Endorsement. The Committee Members provided valuable feedback regarding the criteria for approving the types of events and activities that can be held in the space. TSHC staff have thoroughly reviewed existing documents from the City to determine their guidelines for permitting types of usage for their rental spaces. TSHC will be modelling its process for renting space after the City's guidelines.

Policy Structure

Feedback from Tenants and Staff	TSHC Response
<p>The Policy needs to be more tenant-facing.</p>	<ul style="list-style-type: none">• We have consolidated all tenant-facing programming and events into a single policy, regardless of whether they are provided by an agency or tenant.

Guidelines

Feedback from Tenants and Staff	TSHC Response
<p>Additional guidance from staff regarding expectations and obligations for using the community spaces in their buildings.</p>	<ul style="list-style-type: none">• TSHC has developed Guiding Principles in the Policy for staff, tenants and agencies• There will also be a separate set of community space guidelines for tenants and guests using community spaces.
Feedback from QTEC	TSHC Response
<p>Define the permitted types of usage for community spaces.</p>	<ul style="list-style-type: none">• TSHC will have a “terms and conditions” page on their Use of Community Space webpage.

Forms and Fees

Feedback from Tenants and Staff	TSHC Response
<p>The fee, deposit fee, and insurance is too expensive to book a room for private use.</p>	<ul style="list-style-type: none">• TSHC will be eliminating the \$75 deposit fee
<p>Simplify the forms and booking process.</p>	<ul style="list-style-type: none">• Forms have been simplified and shortened to 1-2 pages for tenants• The process for booking tenant-led recurring programming has been simplified

Building Event and Program Calendars

Feedback from Tenants and Staff	TSHC Response
Tenants are unaware of what programming has been booked in the community spaces	<ul style="list-style-type: none">TSHC is rolling out quarterly building calendars that outline current events and programs at the building

Consent Agenda Items

(items for Information only and will not be addressed during meeting, unless a Board/Committee member requests, or public deputation requested).

Cybersecurity Audit of Toronto Community Housing and Toronto Seniors Housing Corporations– Phase One: Overall Network Security and Cybersecurity Assessment of Select Critical Systems

Date: July 10, 2024

To: Toronto Seniors Housing Corporation Board of Directors

From: Auditor General

Wards: All

SUMMARY

The Auditor General's 2024 Work Plan included a cybersecurity audit of the Toronto Community Housing Corporation (TCHC). TCHC also provides information technology services to Toronto Seniors Housing Corporation (TSHC) which is integrated with TCHC's enterprise information technology environment. As such, we also included TSHC's systems in our audit scope.

Toronto Seniors Housing Corporation (TSHC) provides subsidized rental housing for approximately 15,000 low and moderate-income seniors in 83 buildings across the city. TSHC began operating in June 2022 after the City's Tenants First plan and partnered closely with TCHC which owns the buildings.¹ Technology plays a vital role in all aspects of TSHC's operations. Since June 2022, TCHC has been providing technology services to TSHC.

The confidential report that includes findings covering both TCHC and TSHC, with recommendations to the TCHC, has been provided to TCHC, as their Information and Technology Services Division manages TSHC's network, systems, and applications. The Auditor General has also issued a public report to TCHC that included three administrative recommendations as follows:

1. The Board adopt the confidential instructions to staff in Confidential Attachment 1 to this report from the Auditor General.
2. The Board forward this report including the Confidential Attachment 1 to City Council for information through the City's Audit Committee.

¹ <https://www.torontoseniorshousing.ca/about/about-us/>

3. The Board recommend City Council authorize the public release of Confidential Attachment 1 to the report from the Auditor General at the discretion of the Auditor General, after discussions with the appropriate Toronto Community Housing Corporation and City Officials.

This separate cover report is provided to the TSHC's Board of Directors for information. In addition, the Auditor General will be making a confidential presentation to the TSHC's Board at its July 18, 2024, meeting.

Cybersecurity threats are constantly evolving and becoming more sophisticated

Cybersecurity threats are constantly evolving and becoming more sophisticated. The 2023-2024 National Cyber Threat Assessment from the Canadian Centre for Cyber Security provided an overview of cyber threats and notes that:

“...Due to its impact on an organization’s ability to function, ransomware is almost certainly the most disruptive form of cybercrime facing Canadians. Cybercriminals deploying ransomware have evolved in a growing and sophisticated cybercrime ecosystem and will continue to adapt to maximize profits.”

and warns that:

“The cyber threat landscape will almost certainly evolve further over the next two years as technologies such as digital assets, machine learning, and quantum computing bring new opportunities and new threats.”²

Since 2015, the Auditor General has been proactive in her audits of cybersecurity and has completed several vulnerability assessments and penetration testing of critical systems at the City, and its agencies and corporations.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Board receives this report for information.

FINANCIAL IMPACT

Implementing the audit recommendations will strengthen cybersecurity controls at TCHC and TSHC. The extent of costs and resources needed to implement the recommendations is not determinable at this time. The investment needed to improve controls to manage and respond to cyber threats offsets the potentially significant costs that could result from security breaches, which could include data recovery/cleanup, financial loss, reputational damage, fines, or litigation.

² National Cyber Threat Assessment 2023-2024 - Canadian Centre for Cyber Security

DECISION HISTORY

The Auditor General's 2024 Work Plan included TCHC's cybersecurity audit and is available at:

[Auditor General's Office 2024 Work Plan and Budget Highlights \(toronto.ca\)](#)

Given that TSHC's technology environment is integrated with TCHC's enterprise information technology environment, we also included TSHC's systems in our audit scope.

COMMENTS

What is a cyberattack?

The National Institute of Standards and Technology (NIST) defines a cyberattack as:

*"Any kind of malicious activity that attempts to collect, disrupt, deny, degrade, or destroy information system resources or the information itself"*³

Rising Cyber Threats on Government Services

According to the Report of the Standing Committee on National Defence published in June 2023, cyberspace has emerged as a new domain of warfare, competition, and confrontation between and among countries.⁴

Examples of high-profile cyber incidents include Canada's national anti-money laundering agency Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), the Royal Canadian Mounted Police (RCMP), and Global Affairs Canada.⁵

Recent cyberattacks on City agencies

- Toronto Transit Commission (TTC) – in late 2021, the TTC became a victim of a ransomware cyberattack that disrupted several computer systems and critical services.⁶
- Toronto Public Library – the library experienced a significant cyberattack in October 2023 that disrupted systems and online services across its library branches.⁷
- Toronto Zoo – in an early 2024 cyber incident, current, former, and retired employees had some personal information stolen.⁸

3 https://csrc.nist.gov/glossary/term/Cyber_Attack

4 The Cyber Defence of Canada (ourcommons.ca)

5 Cyber attacks are getting easier, experts warn after 3rd federal incident - National | Globalnews.ca

6 TTC provides update on cyber security incident

7 Toronto Public Library Recovers from Ransomware Attack | Library Journal

8 Toronto Zoo | Ransomware/ Cyber Incident

As cybersecurity threats expand and evolve, it is important that the Auditor General continues her audits of cybersecurity so that she can make recommendations to improve security controls across the City and its agencies and corporations.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

CONTACT

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SIGNATURE



Tara Anderson
Auditor General

Cybersecurity Audit of Toronto Community Housing and Toronto Seniors Housing Corporations – Phase Two: User Access Management and Event Logging

Date: October 4, 2024

To: Toronto Seniors Housing Corporation Board of Directors

From: Auditor General

Wards: All

SUMMARY

The Auditor General's 2024 Work Plan included a cybersecurity audit of the Toronto Community Housing Corporation (TCHC). TCHC also provides information technology services to Toronto Seniors Housing Corporation (TSHC) which is integrated with TCHC's enterprise information technology infrastructure and environment. As such, we also included TSHC's systems in our audit scope.

Phase One of this cybersecurity audit, focused on an assessment of the overall network security and select critical systems, was presented at TSHC's July 18, 2024, Board meeting and TCHC's July 30, 2024, Board meeting. The Phase One public report is available at:

[Cybersecurity Audit of Toronto Community Housing and Toronto Seniors Housing Corporations – Phase One: Overall Network Security and Cybersecurity Assessment of Select Critical Systems](#)

This Phase Two audit focused on the assessment of user access management and network and system event logging across the technology environment.

Toronto Seniors Housing Corporation (TSHC) provides subsidized rental housing for approximately 15,000 low and moderate-income seniors in 83 buildings across the city. TSHC began operating in June 2022 after the City's Tenants First plan and partnered closely with TCHC which owns the buildings.¹ Technology plays a vital role in all aspects of TSHC's operations. Since June 2022, TCHC has been providing technology services to TSHC.

The confidential report that includes findings covering both TCHC and TSHC, with recommendations to the TCHC, has been provided to TCHC, as their Information and Technology Services Division manages TSHC's network, systems, and applications.

¹ <https://www.torontoseniorshousing.ca/about/about-us/>

The Auditor General has also issued a public report to TCHC that included three administrative recommendations as follows:

1. The Board adopt the confidential instructions to staff in Confidential Attachment 1 to this report from the Auditor General.
2. The Board forward this report including the Confidential Attachment 1 to City Council for information through the City's Audit Committee.
3. The Board recommend City Council authorize the public release of Confidential Attachment 1 to the report from the Auditor General at the discretion of the Auditor General, after discussions with the appropriate Toronto Community Housing Corporation, Toronto Seniors Housing Corporation, and City Officials.

This separate cover report is provided to the TSHC's Board of Directors for information. In addition, the Auditor General will be making a confidential presentation to the TSHC's Board at its October 17, 2024, meeting.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Board receives this report for information.

FINANCIAL IMPACT

Implementing the audit recommendations will strengthen cybersecurity controls at TCHC and TSHC. The extent of costs and resources needed to implement the recommendations is not determinable at this time. The investment needed to improve controls to manage and respond to cyber threats offsets the potentially significant costs that could result from security breaches, which could include data recovery/cleanup, financial loss, reputational damage, fines, or litigation.

DECISION HISTORY

The Auditor General's 2024 Work Plan included TCHC's cybersecurity audit and is available at:

[Auditor General's Office 2024 Work Plan and Budget Highlights \(toronto.ca\)](#)

COMMENTS

Cybersecurity is a critical risk for all organizations. Within the past few years, there has been an increase of cyberattacks on the City's agencies, such as the Toronto Zoo,

Toronto Public Library, and Toronto Transit Commission. The Auditor General has been conducting cybersecurity audits of the City and its agencies and corporations since 2015 and included a cybersecurity audit of TCHC in her 2024 Work Plan.

This Phase Two cybersecurity audit of TCHC and TSHC focused on the assessment of user access management and network and system event logging across the technology environment.

User Access Management

User access controls are important in the overall management of cybersecurity. The Active Directory provides centralized authentication and authorization for network resources, manages users and network permissions, such as creating and deleting user accounts and providing access permissions to network resources.

An example that demonstrates the importance of user access management is the well-known and sophisticated “SolarWinds” attack. Active Directory played a part in this large-scale cyberattack. The attack was initiated through a malware inserted into a software update which affected multiple U.S. government agencies, critical infrastructure entities, and private sector organizations in 2020.² Research from industry experts found that attackers used the Active Directory to move laterally within the organization.

Event Logging

The Canadian Centre for Cyber Security in its December 2022 publication described the logging of computer activities and events as:

“Logging is the process of collecting data that represents specific activities, events, error conditions, or the general status of an information system or network. The goal is to capture security-relevant data for system administrators to gain insight on how systems are behaving, and to support investigations of potential or actual breaches.”³

Proper event logging will help an organization identify indicators of compromise and take corrective actions in a timely manner to minimize the impact of a security incident. Logging records are also important to investigate a potential or actual breach once it has occurred and identify the cause of the breach.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

² Eviction Guidance for Networks Affected by the SolarWinds and Active Directory/M365 Compromise | CISA

³ Network security logging and monitoring - ITSAP.80.085 - Canadian Centre for Cyber Security

The Auditor General will re-test cybersecurity controls at TCHC and TSHC after management has fully implemented the recommendations.

CONTACT

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SIGNATURE



Tara Anderson
Auditor General

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Item Number: 19

Report Name: YTD August 2024 Financial Result

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: October 17, 2024

Purpose: The purpose of this report is to provide an update on financial matters.

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).

Through August 31, 2024, TSHC incurred operating expenses of \$30,487,419 on total revenue of \$31,965,642 for an excess of revenue over expenses of \$1,473,933 including amortization expense.

The excess of revenue over expenses for the first eight months included these factors:

- Q2 surplus arising from the TCHC-TSHC reconciliation, which had a net positive effect of \$5,548,299 (revenue of \$4,723,668 and Service Delivery Agreement (SDA) expenses of \$824,631).
- Higher than expected Salary and Benefit costs (-\$1,757,043) as a result of lower held vacancy rate versus budget, vacation payout, adjustment to the Post-Retirement benefit accrual, additional extended health benefit reserve, salary band adjustment contingency and other salary expenses, resulting in a better than expected outcome versus budget by \$4,273,004.

Revenue for the eight months was \$31,965,642 composed of \$31,830,921 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement). This includes \$4,723,668 recognised as the surplus revenue from the Quarter 2 TCHC-TSHC reconciliation. Interest income earned on bank balances accounted for \$124,721 and miscellaneous income of \$10,000 earned as a result of compensation from a contractor for work at a TSHC operated building.

TSHC incurred operating expenses of \$30,491,709 including amortization expense. Expenses incurred were for staff compensation and benefits, legal and professional services and other third-party vendors, insurance, other miscellaneous costs, and shared services paid to TCHC as per the SDA.

Salaries and benefits were higher than budget by \$1,757,043 as result several factors including:

- Lower than expected held vacancy rate versus budget.
- Payout of unused vacation from prior year.
- Adjustment to the Post-Retirement benefit accrual.
- Hiring of additional front-line support and extension of existing support for the deferred corporate positions.

- Increasing the staff health benefit reserve outlined by the benefit provider.
- Salary band adjustment contingency and other salary costs.

Shared services with TCHC were lower by \$824,631, however, including the non-recoverable HST cost that was not budgeted, the overall cost was lower than budgeted by \$724,396.

Professional and legal services were lower than budget by \$219,021 mainly due to timing difference on the expenditure. Other miscellaneous costs were lower by \$253,219 due to lower-than-expected expenditure in tenant translations, staff training and development, office related expenses such as printing, and tenant engagement and staff meetings, which are expected to be used up by the end of the year.

Please see the Statement of Financial Position (Attachment 2):

1. Cash – \$899,540
2. Accounts Receivable - \$146,273
3. Due from TCHC (Short -Term) - \$7,332,508
4. Prepaid expenses - \$130,361
5. Due from TCHC (Long-Term) - \$4,180,700
6. Fixed Asset (Equipment), net - \$15,014
7. Accounts payable - \$3,045,007
8. Due to TCHC - \$1,674,030
9. Employee Benefits (Post-Retirement Benefits) - \$6,080,533

The cash balance represents the bank balance and petty cash as of August 31, 2024.

The Accounts Receivable balance consisted of interest receivable from the bank and from the CRA on the GST/HST sales tax.

Due from TCHC (Short-Term) included the deficit identified from the 2023 year-end and Q2 2024 TCHC-TSHC Reconciliation process of \$1,784,209 and \$5,548,299 respectively.

Prepaid expense is the balance of the annual insurance paid in November 2023 with the monthly drawdown of expense to the end of October 2024. Also, included is the WSIB prepayment.

Due from TCHC is the long-term receivable for the Post-Retirement Obligations transferred as of June 1, 2022 of \$4,180,700.

Due to TCHC included the 2022 surplus from TSHC of \$1,443,724, and miscellaneous payable of \$230,306.

The Accounts Payable balance comprises of August activity that has been processed through the bank in September. The balance includes:

- Payroll - \$2,363,593
- Pension and Benefits - \$597,047
- Vendor Payables - \$84,367

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

- 1. YTD Aug 2024 Financial Result - Statement of Operations**
- 2. YTD Aug 2024 Financial Result - Statement of Financial Position**

Toronto Seniors Housing Corporation
Statement of Operations
8 Months to August 31, 2024

STATEMENT OF OPERATIONS	Year to Date Result			Annual		
	Actual	Budget	Variance Actual Vs Budget	2024 Forecast	2024 Budget	Variance Forecast Vs Budget
Revenue						
Revenue from TCHC	27,107,253	27,107,253	-	40,660,881	40,660,881	-
TCHC-TSHC Reconciliation	4,723,668	-	4,723,668	5,815,376	-	5,815,376
Interest income	124,721	53,334	71,387	178,721	80,000	98,721
Other Income	10,000	-	10,000	12,797	-	12,797
Total Revenue	31,965,642	27,160,587	4,805,055	46,667,775	40,740,881	5,926,894
Expenses						
Salaries and Benefits	22,567,673	20,810,630	(1,757,043)	33,612,471	31,175,867	(2,436,604)
Legal and Professional Services	148,441	367,462	219,021	465,430	626,998	161,568
Insurance	501,442	509,800	8,358	752,163	764,700	12,537
Other Miscellaneous Costs	400,956	654,175	253,219	917,002	1,044,418	127,416
SDA - Shared Services with TCHC	6,868,907	7,593,303	724,396	10,396,978	11,389,955	992,977
Total Expenses	30,487,419	29,935,370	(552,049)	46,144,045	45,001,938	(1,142,107)
Amortization charge	4,290	24,288	19,998	11,434	36,432	24,998
Excess of Revenue over Expenses	1,473,933	(2,799,071)	4,273,004	512,296	(4,297,489)	4,809,785

Toronto Seniors Housing Corporation
Statement of Financial Position
As of August 31, 2024

Assets

Current Assets:

Cash	899,540
Accounts receivable	146,273
Due from TCHC	7,332,508
Prepaid expenses	130,361
	<u>8,508,682</u>

Capital assets - Equipment

25,738

Less: Depreciation

(10,724)

Capital assets

15,014

Due from TCHC

4,180,700

Total Assets

12,704,396

Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	3,045,007
Due to TCHC	1,674,030
	<u>4,719,038</u>

Employee Benefits

6,080,533

Net Assets

Unrestricted (Deficit)/Surplus

1,904,825

Total Liabilities & Net Assets

12,704,396

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Item Number: 20

Report Name: 2025 Budget Update

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: October 17, 2024

Purpose: The purpose of this report is to provide an update on financial matters.

Recommendation:

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

Reason for Recommendation:

The 2025 Budget - 1st draft was submitted to the City of Toronto on September 10th as a stand-alone budget for Toronto Seniors Housing Corporation (TSHC). The preliminary budget has been prepared and reflected the following in the initial submission:

- Discussions with Directors, Managers and staff

- Request for additional staff to support tenant-facing operations and corporate requirements
- Maintaining existing services
- Consideration of key cost drivers such as inflation
- Other impact in operations including salary, collective agreements, and other expected changes

Both the City and TSHC are expected to face significant budget pressure with the 2025 Budget. TSHC will continue to develop the budget with a focus on key priorities and to manage expectations. TSHC will also continue to focus on supporting the 2023-2025 Strategic Directions. In early August, TSHC held two virtual tenant consultation sessions. In these sessions, TSHC received valuable input on some of the tenant priorities, including building security, additional staff support, and mental health and programming support. TSHC met with the Senior Tenant Advisory Committee (STAC) on September 12 to further consult and gather valuable input.

Over the past months, there has been ongoing conversations with TCHC and the City. TCHC will be providing the budget line items that TCHC currently manages, and the process will remain similar to past years. The Budget Allocation process, whereby the appropriate transfer of costs between the two organizations were outlined in the original Transition Agreement and the Service Delivery Agreement, remains a work in progress. To date, the one item of Bad Debt has been resolved; however, it is unlikely that the other 6 allocations will be resolved in this budget cycle (i.e. Mortgage Principal and Interest, Community Safety, Insurance, Facilities Management, Business Operations Call Centre, and the Administrative Fee).

Below are the key dates due to the City of Toronto 2025 Budgeting Process:

- Administrative Reviews – Oct. 1 – 31, 2024
- Informal Budget Committee Reviews – Mid October to Mid November, 2024
- Target Final 2025 City Financial Planning Budget Decision – Wednesday November 27, 2024
- Final 2025 Budget Note to City Financial Planning Division – Nov/Dec 2024
- City Budget Committee reviews –January 2025 (TBD)
- Council Budget Review and Approval – February 2025 (TBD)

The Board and AFRC will be updated regularly on major and material items being discussed in these meetings. The Board is expected to approve the 2025 Budget on either December 11 or 16, 2024, depending on time and agenda material and City Budget decisions.

Name: Vince Truong

Title: Finance Lead (I)

List of Attachment:

None

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: October 17, 2024

Topic: Quality Improvement Projects (QIPs) Progress

Item Number: 21

Report Name: Quality Improvement Projects Report – One-year Results

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: October 4, 2024

Purpose: For Information

Recommendation:

This report provides the Board of Directors with a one-year progress update on Toronto Seniors Housing Corporation's (TSHC) Quality Improvement Projects (QIPs).

This report was reviewed by the Quality and Tenant Engagement Committee (QTEC) in its September 30, 2024 meeting. It is recommended that the Board of Directors receive this report for information.

Background:

The Board of Directors received the [Quality Improvement Projects Final Report](#) at the meeting on August 3, 2023. The Quality Improvement

Projects Final Report included a summary on the background of the three projects, overview and approach, recommendations developed, and lessons learned highlights.

The three Quality Improvement Projects included:

- Pest Management
- Safety and Security and
- Staff and Tenant Relations

In the final report, a commitment was made to provide a one-year QIP results report to the Board, as well as a recommendation that QIP teams be brought back together to review the one-year report.

On September 12, 2024 TSHC brought Quality Improvement Project teams together, as well as members of the Senior Tenants Advisory Committee, to go over a summary one-year results report. The presentation was well received, and tenants and staff had an opportunity to discuss and ask questions about the QIPs.

Quality Improvement Projects Tracker:

The actions and recommendations from the Quality Improvement Projects were aligned to time limited activities from the Interim Strategic Directions (ISD) Roadmap (now referred to as Strategic Directions). A tracker was created to enable regular reporting and monitoring on the progress of the QIPs' actions (aligned to time limited activities). A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work.

Out of 100 actions in the [Final Report on the three Quality Improvement Projects](#), there are 31 actions aligned to time limited

activities, 58 actions categorized as ongoing, 9 actions that are not feasible, and 2 actions for future consideration. The statuses of all 100 Quality Improvement Projects actions can be viewed in Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update. To date, there have been four quarterly reports on the Quality Improvement Projects (including the Q2 2024 report), with 15 actions completed.

One Year Update:

This report provides highlights on the Quality Improvement Projects' actions that have been completed. For additional information on actions that are that are not being considered for implementation at this time refer to Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update. Some of the recommendations that are not feasible may be out of TSHC's ability to action due to external service providers, existing building structure, resourcing limitations and legislation or legal agreements.

It was noted, at the time of publishing the final report, that some actions and recommendations would continue as planned or current practice. These actions are labeled in Attachment 1 and included in the count for actions categorized as 'ongoing' work.

Highlights:

Pest Management

- Microsoft excel and HoMES have enabled enhanced tracking, reporting and compliance to make data driven decisions.

- At the end of 2023, TSHC added two additional Pest Technician staff, bringing the staff complement up to one Technician per region. As a result, TSHC was able to start in-house audits in Q1 2024, technicians are each able to perform two quality inspections per month.
- An approach to reduce refusals for entry into units requiring pest treatment was piloted, and has increased staff and vendor entrance into units that require treatment.
- The Operations and Communications teams have worked together to update the Notice of Entry and unit preparation sheet, for pest treatment, to make these notices easier to understand. The Notice of Entry is now available in 13 languages.
- A building cleanout pilot project was launched. Progress on the pilot is currently on hold until the new pest control vendor is onboarded.
- Annual Unit Inspections (AUIs) now include inspections for pests.

Safety and Security

- The Community Safety Unit (CSU) plays an important role in addressing safety concerns in TSHC communities. When there is an increase of safety and security incidents and concerns in an area, Community Safety Advisors (CSAs) with CSU, CSU officers and third-party security staff may make recommendations for these areas to be patrolled.
- At the end of 2023 an additional Community Safety Advisor was added. There is now a total of two Community Safety Advisors supporting TSHC communities, and they are able to make recommendations for proactive patrols.

- With two Community Safety Advisors to support TSHC, we anticipate safety audits to be completed on 26 percent of buildings managed by TSHC in 2024.
- At the end of May 2024, limited building staff's ability to review security camera video footage was reinstated.

Staff and Tenant Relations

- In 2023, TSHC introduced building Town Halls in direct response to tenants wanting to learn more about who they go to for information and support, and also provide an opportunity for tenants to share ideas with regional and operational leadership and staff.
- Tenant Complaints Process has been updated: A tenant can make a complaint if they remain unclear about the status or outcome of a service request or if the Tenant Support Centre has not responded within 48 hours of a tenant contacting them.
- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date, and TSHC continues to look for ways to evolve channels of communication to facilitate tenant access.

Tenant leadership and engagement

During the 2023 Quality Improvement Project team meetings the importance of having tenant leaders was frequently emphasized. As a result there were some QIP recommendations that were referred to Tenant Engagement.

- In 2023 TSHC collaborated with tenants to develop a new approach to working with tenants named Community Connect+.

- In 2024, TSHC introduced the new Community Activities Fund Policy which provides financial resources to fund projects and initiatives in tenant communities.
- TSHC has been able to increase our capacity to engage tenants with the establishment of our Community Programs and Partnerships team. Each region has a Community Services Coordinator (CSC) whose focus is on community engagement and program development.

Future reporting and next steps

TSHC provided a Q2 update in the report for the September 30, 2024 Quality and Tenant Engagement Committee meeting. The next and final report on these quality improvement projects will be delivered in the new year and will include updates on activities completed during Q3 and Q4 2024. It is anticipated that there will be three remaining QIP actions to be reported beyond 2024, assuming that the actions targeted for completion in 2024 remain on track. The three actions that are to be completed beyond 2024 will be included in future progress reporting for the Strategic Directions, as the QIP actions are aligned to time limited activities from the Strategic Directions Roadmap:

- Consider feasibility of appointment system (target Q2 2025)
- Evolve channels of communication such as mobile app and electronic bulletin boards (target Q4 2025)
- Develop business case for in-house pest management capability (target 2025+)

As planned in the Strategic Directions, TSHC will review and adapt the QIP approach for a new Quality Improvement Project later this year. In

2025, TSHC will identify, still to be determined, a future Quality Improvement Project.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update
2. Attachment 2 – Quality Improvement Projects One-year progress update - Presentation

Attachment 1 - TSHC Quality Improvement Project (QIP) Actions and Recommendations with One-year Report Update

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.1.1	1.1 Implement a comprehensive Integrated Pest Management (IPM) Database and Analytics Tool	<ul style="list-style-type: none"> •Work with TCHC to utilize existing capabilities of the Yardi software currently used by TCHC/TSHC to support: •Automated data capture from treatment requests, unit inspections, vendor reports and tenant feedback (see Tenant slide for last point) •Automated notification to vendors of missing unit reports and compliance tracking •A dashboard tool, updatable daily from database; functions to include filtering, drill-down, aggregation <p>Note: The above would likely be structured as series of projects over the medium to long-term and may also require development outside of the Yardi system, depending on the capabilities of that software</p>	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
1.1.2	1.2 Enhanced, detailed reports from vendors after treatments to enable analytics	In upcoming RFP for Pest Management, establish required formats, frequency and level of detail for vendor reports and data files, including tenant preparation/refusals, treatment data and post-treatment notes. The current weekly report is for invoicing – it lacks data for desired analytics.	‘ongoing’ Detailed reporting requirements were included in the Request for Proposal (RFP) for pest, led by Toronto Community Housing Corporation with involvement from TSHC. A contract has been awarded to the new pest control vendor.
1.1.3	1.3 Review number of treatments by building to identify high risk buildings	Set thresholds for auto-flagging and action, e.g., refusals, low preparation scores, problem units (too many/frequent repeat treatments), high-risk buildings (too many problem units) - shift staff time from detection to intervention	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
1.2.1	2.1 Create education and training program for staff to fulfill their roles	<ul style="list-style-type: none"> •Expand existing activities into a formal education and training program. Elements should include: •Content customized to staff roles 	‘ongoing’ EHU Supervisor meets monthly with building staff and at Integrated Team Meetings to provide Integrated Pest Management education.
1.2.2	2.2 Use prevention tools effectively (e.g., caulking, proper seals, door sweeps, closing of garbage room doors)	<ul style="list-style-type: none"> •Orientation for all new staff on IPM basics •Hands-on demonstrations by IPM staff (build on existing as needed) 	‘ongoing’ TSHC uses prevention tools like sealing access points of entry for pests, caulking and door sweeps as part of current practice.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.2.3	2.3 Comprehensive strategy for move-in, including treatment where sinks and other fixtures have been replaced, filling of wall holes, sealing of access points, caulking of conduits	<ul style="list-style-type: none"> •Content for self-instruction – videos, guides •Other tools as considered necessary by IPM staff Establish a schedule to ensure all current site staff have been educated and trained within target time period (e.g., by end 2023); consider a train-the-trainer approach for some of the content to free up senior IPM staff time	‘ongoing’ TSHC has a comprehensive strategy for move-ins. Staff are educated on the types of work that can be done to a unit to get a unit ready for move-in. Before new tenants move into a unit the unit is cleaned, repaired, and inspected. It is also sprayed for pests if needed.
1.2.4	2.4 Expand annual unit inspections to include inspection for pests		Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
1.2.5	2.5 Proactive prevention strategy to include regular monitoring and treatments	Use Analytics to identify need for preventive inspections	‘ongoing’ The Environmental Health Unit continuously monitors and evaluates current pest management practices to ensure they are working appropriately, and they support tenants in unit preparation before and after treatment. An administrative staff person was hired in April 2024 and is assisting with monitoring treatment effectiveness.
1.2.6	2.6 Reduced refusal of entry	<ul style="list-style-type: none"> •Continue work with Communication to make notices of entry easier to understand. •Use Analytics to flag when # of refusals warrant action. •Use Pilot to develop and test eviction approach with paralegal support. 	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
1.2.7	2.7 More frequent cleaning and inspections of common areas	<ul style="list-style-type: none"> •Continue to treat monthly •Analytics to flag problem spaces •Vendor management to ensure proper monitoring •Increase inspections and treatments as evidence warrants if problem persists 	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
1.2.8	2.8 Reduce spread by tenants visiting other units that are infested and bringing them home	Continue current practice	Continue current practice
1.2.9	2.9 Develop comprehensive approach to reducing hoarding, including seeking support from public health, other agencies and families	Continue current approach	Continue current approach

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.2.10	2.10 Prevent/control the infestations that frequently occur when recycling/garbage rooms are used for move-ins is a particular issue as they become a source of infestation in the units	Continue with current practice for these spaces	Continue current practice
1.3.1	3.1 Block treatment–inspect, treat neighbouring units when infestation reported	<ul style="list-style-type: none"> •Continue current practice. •Automatically flag neighbour units for inspection/ treatment whenever high infection/ repeater units are identified 	Continue current practice
1.3.2	3.2 Monitor treatment effectiveness through repeat treatments, reinfestations	<ul style="list-style-type: none"> •Analytics will enable auto flagging of units with repeat infestations and treatments. •This and Enhanced Monitoring (below) should be accompanied by outreach to vendor at senior levels to emphasize that IPM is a collaborative effort among TSHC, tenants and vendors 	<p>‘ongoing’</p> <p>TSHC’s Environmental Health Unit (EHU) Technicians conduct vendor compliance, assist staff with heavily infested units, and coordinate with Toronto Public Health. The EHU continuously monitors and evaluates current pest management practices to ensure they are working appropriately. An administrative staff person was hired in April 2024 and is assisting with monitoring treatment effectiveness.</p>
1.3.3	3.3 Enhanced monitoring (spot checks, tenant report-back) and enforcement of vendor performance (sufficiently equipped, timely remediation of poor work, competence of staff)	<ul style="list-style-type: none"> •Enter results of spot checks and tenant feedback to TSHC IPM database to enable staff easily identify poor performance and efficiently assemble cases for recourse •For recommendations on obtaining tenant feedback on treatments, see Tenant Support below 	‘ongoing’ - see update for QIP 1.3.2
1.3.4	3.4 Ensure Tenant Access to Driers for Bedbug Treatment	Signs advising to clean filters before use - maximize efficiency, reduce cost	<p>‘ongoing’</p> <p>Signage is posted in laundry rooms that encourages tenants to clean the lint filters of machines before use.</p>
1.4.1	4.1 Support for neighbours of hoarders	Continue current practice	Continue current practice

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.4.2	4.2 Provide an orientation package (lease obligations re: unit cleanliness, staff vs. tenant responsibilities, information leaflet, checklist, pictures/ flashcards with icons of what could occur/ what to look for, what to do right away if spotted, what tenants can do own their own)	<ul style="list-style-type: none"> •Implement as suggested •Include meeting with a staff member knowledgeable in pest management (with translator if required) who will walk through the package as soon as possible after move-in, emphasizing importance of role tenant plays in pest management 	New Welcome Package targeted for completion in Q3 2024. Additionally, EHU Supervisor has started to attend townhall meetings to speak to tenants about pest management.
1.4.3	4.3 Inspection pre-check for tenants with known preparation challenges	<ul style="list-style-type: none"> •Implement as planned •Flag unit for intervention if analytics indicate multiple instances of unit not ready for treatment 	‘ongoing’ Where analytics indicate multiple instances of a unit not being ready for treatment, TSHC’s Environmental Health Unit staff support tenants with known unit preparation challenges before and after pest treatment.
1.4.4	4.4 Encourage tenants to initiate treatments immediately, through the call center or through computers provided in the common rooms	<ul style="list-style-type: none"> •Emphasize at time of orientation (see Tenant slide #1 above). •Design and launch campaign as highlighted at left, starting with orientation. •Investigate if treatment requests can be logged at call centre without waiting (“press 1 to request treatment”). 	‘ongoing’ The welcome guide for tenants, tenant lease, and building posters, direct tenants to connect with staff about pest control. The Tenant Support Centre is also promoted as a channel to report pests. Additionally, TSHC staff encouraged and reminded tenants to report current and future pest problems during the town hall meetings in 2023.
1.4.5	4.5 Assess ability of tenant to live independently and in particular, take care of apartment and support tenants who have difficulty cleaning to access homemaking supports	<ul style="list-style-type: none"> •Continue current practice. •Use analytics to flag units where this might be an issue (repeat treatments, repeat instances of unit not sufficiently) and follow up 	‘ongoing’ Seniors Services Coordinators often work with family members, community partners, and first responders to put supports and services around a tenant to help them continue to live safely and independently. Also see update for QIP 1.4.3.
1.5.1	5.1 In-house pest control capability	<ul style="list-style-type: none"> •Continue as planned •Will enable TSHC to address outbreaks and high-risk buildings quickly, without reliance on external vendors 	Aligned to Strategic Direction time-limited activity: Develop business case for in-house pest management capability (target 2025+)

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.5.2	5.2 Pilot Projects	<ul style="list-style-type: none"> •Conduct lessons learned from Kingston Rd pilot •Share results with tenants and TCHC •Based on results, investigate feasibility of expanding to other high-risk buildings •Consider whether selected recommendations from this QIP project can included in future pilots 	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
2.1.1	1.1 Tenant participation in Community Safety Audits	Establish a format – a workable attendance level, a pre-audit education and orientation meeting, protocol for questions and interactions during the audit, and a follow- up meeting to present and discuss the findings and recommendations.	‘ongoing’ Community Safety Advisors (CSAs) invite tenants to participate in safety audits in their building through posters. During the audit the CSA speaks to site staff and tenant participants to listen to their concerns and walks through the building floor by floor. TSHC is working with the Community Safety Unit to increase tenant engagement in safety audits.
2.1.2	1.2 Tenants receive timely notice of repairs initiated by work orders and periodic updates where capital projects are required	TSHC Operations and Communications to review and update as required, communication protocols and practices for matters of importance to tenants (including shutdowns, maintenance, repairs, safety/ security and any communications items recommend for action by the other QIPs) Coordinate with TCHC/CSU re: timely reporting and updates on status of items resulting from safety audits	‘ongoing’ Toronto Community Housing Corporation (TCHC) Facilities Management works with TSHC to post notices and communicate upcoming work to tenants and staff, 60 days in advance.
2.1.3	1.3 Renovate lobbies to create more welcoming environment, encourage higher standard of maintenance	Launch project to establish/update standards of appearance for lobbies if necessary. Inspect periodically and continue current practice of creating business case for renovation capital project when condition falls below standard	‘ongoing’ TSHC staff have the opportunity to provide feedback to TCHC on the capital plan.
2.1.4	1.4 Shutdown of elevators, water etc. conveyed in a timely manner	As part of recommendation for 1.2, assess whether current posting practice is timely for preplanned shutdowns. Formalize protocol for timely communication and support when unplanned events occur	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
2.1.5	1.5 Ensure mobility, access and physical safety not impaired by delays in maintenance and minor repairs, poor lighting	Standard practice is to make minor repairs and address lighting issues as a result of safety audits and visits by security staff. Superintendents responsible to clear snow buildup on building property including exits during winter. Develop communication to encourage tenants to report when defects are sighted or snow not cleared. Call 311 for issues on city property	Continue standard practice

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.1.6	1.6 Access to Lobby channel by tenants. Needs intervention by Rogers or Bell	CSA to take back as an action to TCHC Facilities Management. Item also to be escalated to TSHC senior management including CEO for follow-up with Bell and Rogers.	Not feasible Rogers and Bell do not have plans to offer this service in the future, and TSHC has no control over how cable companies deliver their services. TSHC has followed up with TCHC who have thoroughly investigated the possibility of providing an in-house lobby watch system and found that an alternative is not feasible as it would require significant financial investment and physical resources to install the necessary hardware, as well as also presenting privacy and security risks.
2.1.7	1.7 Increased staff presence in high-risk buildings (after hours and weekends)	Collaborate with Pest Management and Tenant and Staff QIPs on measures to encourage tenant reporting of all incidents so that deployment of directed patrols can be justified when antisocial behaviour escalates. Consider pilots for high-risk buildings taking a multi-faceted approach, combining increased security with strategies for addressing mental health and addiction issues, possibly in partnership with agencies.	Targeted for completion in Q4 2024
2.1.8	1.8 Timely cleanup after violent incidents	Manager will check protocol for returning site to normal and whether acceleration is possible. However cleaning may be delayed pending police release of location.	'ongoing' TSHC works with a vendor to return the site to normal as soon as possible.
2.1.9	1.9 Ensure that building fobs are returned to the firebox when Fire department leaves the building after a call	Confirm that current protocol is to check firebox daily to ensure fobs are present is being followed. Collect statistics on frequency of instances where doors have had to be breached because of missing fobs and devise plan to ensure compliance if warranted	'ongoing' TSHC has a legislative requirement to ensure the contents of the fire safety plan boxes remain present and accessible to Toronto Fire Services in the event of an emergency. As part of TSHC's policy, staff are responsible for checking the contents of the fire safety plan boxes daily and recording the results in a Fire Log Book.
2.1.10	1.10 Ensure EMS access to firebox (to get fobs)	EMS and Fire both respond to same 911 calls so EMS will have access if firebox has fobs (1.9 above). Check whether 1.9 and/or 1.10 will be addressed by project currently underway to improve access for all emergency services.	Toronto Fire Services staff are able to access the designated box to get building fobs.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.1.11	1.11 Install automatic doors in all garbage chute rooms	Staff to refer to R-Path to request priority to seniors' buildings where automatic doors can be installed. Longer term, consider, from a seniors' perspective, design options for waste management collection and disposal for seniors' buildings	Not feasible In existing buildings where modification is not practical because of structural and/or building service constraints pose barriers to accessibility for a tenant they may be eligible to transfer to another unit that meets their needs.
2.1.12	1.12 Keep community rooms open 7/24 so tenants can use for socialization or cooling during heat waves	Investigate whether extended hours are feasible, possibly through a pilot. 24-hour use is potentially problematic, e.g., overnight stays by non-tenants, risk of excessive noise	'ongoing' TSHC is in the process of installing fobs for all community rooms and kitchens (most community rooms previously had key access). With fob access tenants will be able to stay in community rooms past the time that fob entry allows if they are already in the community room. The Community Safety Unit periodically conducts fob audits for buildings to ensure only authorized individuals have access. TSHC follows the Apartment Buildings Bylaw and has hot weather plans to protect tenants from heat-related illness.
2.1.13	1.13 Limit use of kitchens in community rooms to events	As most kitchens are lockable, investigate magnitude of this issue – take inventory to determine which are not lockable and look for solutions	Not feasible TSHC is in the process of installing fobs for all community rooms and kitchens (most community rooms previously had key access).
2.1.14	1.14 Tenants seek assurance that cameras in buildings are operational 7/24	TCHC cameras do not have indicator lights. Superintendents have access to the live feeds and log in daily to check camera operation	'ongoing' Superintendents have had their access to security camera footage restored and are checking cameras every day, as part of their daily site walk, to ensure cameras are operational.
2.1.15	1.15 Prohibit storage of clutter on balconies	Continue annual inspections that result in orders to remove clutter where identified and respond to reports when clutter is sited.	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. 2024 Annual Unit Inspections, including pests and balcony clutter targeted for completion in Q4 2024
2.1.16	1.16 Ensure all buildings are immediately accessible for fire response	Fire dept inspects regularly for obstacles to access and issues compliance notices for action by TCHC, data available to check for compliance	'ongoing' Superintendents are responsible for a site walk around the building every day they are on site to check that these areas are clear. The fire department also does regular inspections to check that they have access to buildings. If they find any issues they send a notice directly to TCHC, and TCHC lets TSHC know when there is an issue to correct.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.2.1	2.1 Security staff should be in unit when tenant is present and vendor staff are working there	There are not enough security staff to provide this service. They are there to provide access, often to several units at the same time, and are not to monitor contractors. Vendor staff are bonded and secured. Security staff should remind vendors to lock doors on departure and double check to confirm that the units are secure when the work is complete. Escalate to vendor if problem. Also contractors should leave notices units indicating who was present and what work was done. Or super could leave their card with the info on the back	There are not enough security staff to provide the service suggested through the QIP recommendation, and it would be too expensive to get additional security staff for this purpose. All vendor staff are bonded and secured and tenants are able to check for identification. During planning of capital projects, TSHC and TCHC Facilities Management remind vendors about the importance of locking units when they leave. Future consideration will be given to developing a notice for contractors or superintendents to leave after working in tenants' units identifying who was in the unit and what work was completed.
2.2.2	2.2 Ensure signage for oxygen presence in units is consistent with fire regulations	List of vulnerable tenants is kept in firebox and updated monthly. Tenants cannot be required to disclose requirements for oxygen and TSHC cannot require that oxygen signs be on a door. Tenants who want signs can obtain them from their oxygen supplier.	TSHC will inform tenants they can post this signage as part of the New Welcome Package and orientation (targeted for completion in Q3 2024)
2.2.3	2.3 Ensure that tenants who are locked out do not have to wait up to 4 hours for the CSU to come and open the door to their units	Advise at leasing that additional fobs and unit keys can be purchased. Also, CSU prioritizes lockouts after hours. See if data is about lockouts is available that might support changes in practice	New Welcome Package provides information about purchasing additional keys (targeted for completion in Q3 2024)
2.2.4	2.4 Eliminate access to buildings by non-tenants using TCHC public parking	Paid parking for non-tenants has been discontinued. If there are instances where non-tenants have parking contracts, investigate if fob-access to basements can be installed where alternative non-TSHC building exits exist.	'ongoing' Non-tenants are not able to enter TSHC buildings from parking lots without a fob.
2.2.5	2.5 Inform tenants as soon as threats posed by the actions of a person not in control have been addressed	Current practice is to inform tenants through a community or building meeting. Manager to investigate options for disclosure as soon as crisis is over	'ongoing' Building staff collaborate with the Community Safety Unit to provide information to tenants on how they can take safety precautions and how to report on incidents. Tenant privacy requirements must be considered, and tenant specific information cannot be disclosed without consent.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.2.6	2.6 Medical transfers should be expedited	Tenants wishing transfer to unit in a building of choice will have to wait, as unit allocation complies with policy set out in provincial ombudsman report, which is to allocate based on order of approval	Accessibility/Accommodation transfer requests are already prioritized as they are subject to the requirements of the Ontario Human Rights Code. They are handled on a case-by-case basis in compliance with the Ontario Human Rights Code and TSHC's policies. For households that have been approved for a transfer, units will be allocated based on order of approval, suitability, and availability.
2.2.7	2.7 Access to superintendents to security camera footage should be restored.	TSHC Supervisors and Managers will soon have access, which will enable them to investigate incidents in their buildings in a timely manner	'ongoing' - see update for QIP 2.1.14
2.2.8	2.8 Take measures to reduce likelihood of illegal activity by tenants	TSHC cannot screen out tenants based on background. Tenants involved in illegal activities can be dealt with through tenancy management	Not feasible If tenants need assistance reporting an incident, they can contact their Seniors Services Coordinator. Tenants may contact the Tenant Support if they are not sure how to reach their Seniors Services Coordinator. Tenants may also contact the Community Safety Unit at 416-921-2323 to report noise disturbances, loitering, or trespassing. Tenants should always call 911 in emergency situations.
2.2.9	2.9 Provide guidance for tenants who are reluctant to admit strangers to the lobby on how to handle the situation	Tenants suspicious of the presence or activities of strangers should contact the CSU. A guide for tenants on how to handle the situation will also be developed	Information regarding what to do when a stranger tailgates tenants into the building will be in the next issue of Seniors Speak (target Q4 2024)
2.3.1	3.1 Monthly calendar with events is posted and updated	Management to confirm that this is being addressed	'ongoing' Calendars are published with recurring partner programs. Programs do not change often and so calendars are updated by TSHC only when changes are required. TSHC also has a bulletin board process to ensure posters are up-to-date and consistent across buildings.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.3.2	3.2 Tenant led programming, including meet and greets, is encouraged	Collaborate with Tenant and Staff QIP on development of initiatives for tenant outreach, engagement and support of tenant leadership, in concert with recently launched tenant engagement initiative where relevant	‘ongoing’ We were able to increase our capacity to engage tenants in 2023 with the establishment of our Community Programs and Partnerships team that includes one Community Services Coordinator (CSC) per region to focus on community engagement and program development (full staff compliment achieved by June 2023). TSHC’s communications team has also helped promote tenant participation in events and programs for tenants on our social media.
2.3.3	3.3 Community spaces are open and pleasing in appearance	Encourage SSCs to collaborate with building staff (and tenant leaders where available) to effect repairs/replacements for items not requiring capital projects; include outside spaces as well; consider piloting for buildings most in need	‘ongoing’ Building staff can affect repairs/replacements for items not requiring capital projects.
2.3.4	3.4 Programs contribute to a sense of community	Include in scope of recommendation for 3.2	‘ongoing’ At the end of 2023, we confirmed Community Connect+ as our new approach to strengthen community connections as its top priority. Through Community Connect+ we plan to foster new tenant volunteer relationships and increase skills to support tenant circles locally.
2.3.5	3.5 Interactions with CSU dispatch are caring so tenants feel they are being responded to	Ensure CSU dispatch staff take relevant training from the program recommended in 3.6 below	‘ongoing’ CSU has made TSHC seniors specific training (available on TSHC’s learning portal) mandatory for CSU staff.
2.3.6	3.6 Seniors' lens training for CSU staff	Collaborate with Tenant and Staff QIP on a program to improve communication and relationships between tenants and staff. Seniors’ lens training is one recommended component, as are presentations from organizations such as Baycrest and CAMH and agencies already operating in TSHC buildings	‘ongoing’ - also see update for QIP 2.3.5 Offered training with a seniors focus including: Mental Health First Aid for Seniors, Understanding Dementia, Non-Violent Crisis Intervention and Accessibility for Ontarians with Disabilities training. Identified partnerships for future training with the VHA, Toronto Hoarding Support Program, NORC Innovation Centre Training for Aging in the Community and the Regional Geriatric Program of Toronto and St. Michael’s Hospital Regional team.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.3.7	3.7 CSU Dispatch equipped with resource number to direct seniors to other services e.g., 311 or 211	Training delivered as part of recommendation 3.6 to include contact information relevant to seniors and how to assist if they encounter difficulties	‘ongoing’ CSU dispatchers cannot handle calls not related to security; transfer calls to other departments; share personal information; or resolve parking infractions. For other inquiries tenants should call TSHC staff or the Tenant Support Centre. At Community Safety Meetings flyers are circulated to tenants as a resource directing them to call different agencies for varying reasons, including but not limited to 911, CSU, CSA and Crime stoppers. Also see update for QIP 2.3.5.
2.3.8	3.8 Education for tenants on current trends and scams that target seniors	CSU to consider resumption of the educational “travelling road CSU shows” that were suspended due to Covid. CSA to continue bringing police into buildings to educate tenants re: fraud, scams, crime prevention, with intent to cover all buildings over time. Include presentations on fire safety from Toronto Fire	‘ongoing’ Community Safety Advisors (CSAs) hold safety meetings in buildings as needed. CSAs also attend TSHC Town Hall meetings where there have been safety concerns. The CSAs present to tenants on the Community Safety Unit and safety tips, including educating tenants on current trends and scams that target seniors e.g. double entry, unit takeovers, etc. Communication Team provides posters in buildings to raise awareness.
2.3.9	3.9 Mental health support program	Review current staff training in mental health and dementia to ensure sufficient scope and depth given the nature of the work; revise if necessary, including consideration of different levels depending on staff role	Targeted for completion in Q3 2024 Understanding Dementia and Mental Health Training for all staff. Non-Violent Crisis Intervention Training offered to Regional Managers, Superintendents and Seniors Services Coordinators. Mental Health First Aid for Seniors training offered to SSCs and CSCs.
2.3.10	3.10 Tenant clarity on legitimate chargeback requests	Collaborate with Tenant and Staff QIP in enhancing tenant orientation and communications to ensure clarity on chargebacks and understanding of tenant and staff responsibilities for civility and respect in their interactions	‘ongoing’ Seniors Services Coordinators review tenant and landlord responsibilities with new tenant(s) at their lease signing. During the move-in inspection, the building Superintendent explains what chargebacks are to new tenants.
2.3.11	3.11 Tenants and staff are aware of and understand TSHC’s commitment to a healthy and safe workplace	Included in recommendation for 3.10 above	‘ongoing’ - see updates for QIPs 2.3.10 and 3.1.4 This information is included in orientation for new tenants.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.4.1	4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings	TSHC to meet with TCHC to ensure that timeliness and content of information it receives as a result of the new system is the same as that within TCHC and not degraded from current service. Monitor to ensure that the level of service is sustained and that when CSA is away, TSHC is notified of the backup covering for him.	Revised timeline – targeted for completion in Q4 2024
2.4.2	4.2 Increase in Community Safety Advisor (CSA) positions for prevention	TSHC to investigate business case with data from CSA and engage TCHC in discussions on funding arrangements for CSA support	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
2.4.3	4.3 Increase proactive patrols of seniors' buildings	CSAs to investigate whether there is a business case for increased patrols, which will inform the discussions recommended in 4.2 above. Arrange tenant meetings where tenants can meet security staff and be advised on security issues (e.g., extra keys, oxygen signs). Include in tenant orientation.	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
2.4.4	4.4 Review allocation of 3rd party security for seniors' buildings	TSHC to discuss with TCHC as indicated for Action 4.2	Revised timeline – targeted for completion in Q4 2024
2.4.5	4.5 Conduct regular safety audits, 33% of portfolio per year	TSHC to discuss with TCHC as indicated for Action 4.2	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
2.4.6	4.6 Incidents affecting safety and security are not reported by tenants	Collaborate with other QIP teams as recommended for Action 1.7. Also, CSA and team to address when they restart travelling road shows	'ongoing' At safety meetings CSAs highlight the importance of reporting safety and security incidents, and encourage tenants to report incidents. Also see update for QIP 2.3.8.
3.1.1	1.1 Define what is meant by a "seniors' lens", including multicultural education based on tenant demographics, and incorporate in staff training	Develop and implement in collaboration with the Safety and Security QIP and service providers operating in TSHC buildings	Targeted for completion in Q3 2024
3.1.2	1.2 Create scenarios and convene tenant-staff interaction sessions to enhance mutual understanding; employ tools such as role-playing	Include in programming recommended in 1.1	'ongoing' TSHC's onboarding procedure (including training) is being updated and includes customer service principles. Tenant/staff role playing is not being planned or current practice.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.1.3	1.3 Bring in outside experts to hold session on issues facing seniors (e.g., Baycrest for aging and dementia, CAMH for mental health)	Include in programming recommended in 1.1	'ongoing' This is happening in some communities, programs are offered at various sites, but not across entire portfolio due to resourcing.
3.1.4	1.4 Ensure that tenants and staff are aware of TSHC's commitment to a safe workplace and the behaviours that are acceptable for both	In collaboration with Safety and Security QIP, develop suitable messaging for inclusion in tenant orientation	'ongoing' TSHC's Tenant Charter communicates TSHC's service commitments and sets out accountabilities for all tenants and employees, and is included in the leasing package. The tenant lease agreement also informs tenants of their responsibilities. TSHC also has several policies that outline acceptable behaviours for tenants and staff, and staff are oriented to safety guidelines and responsibilities during onboarding and training.
3.1.5	1.5 Establish safe channels for tenants and staff to express concerns about the nature of their interactions, and a forum or other mechanism for resolution	Improve process for tenants to raise concerns about interactions with staff. Communicate this process through the tenant orientation package and other regular messaging.	Complete. Update included in Q2 2024 report for September 30, 2024 Quality and Tenant Engagement Committee meeting.
3.1.6	1.6 Devise and conduct outreach programs to encourage tenants to participate in existing activities or offer new ones	Investigate where support is being provided by staff and whether it can be replicated; consider what roles could be played by CSCs and agencies	'ongoing' - see update for QIP 2.3.2 There was a significant uptake in Community Activities Fund (formally tenant action funds) in 2023 which comes from having staff directly advise and promote funds so tenants are aware of and have access to funding.
3.1.7	1.7 Have a regularly scheduled "meet and greets" in the lobby or common areas, with light refreshments and possibly a presentation or small event	Assess impact of annual meetings and increase frequency if deemed sufficiently beneficial	'ongoing' We introduced Tenant Town Halls in direct response to tenants wanting to learn more about who they go to for information and support.
3.1.8	1.8 Periodically walk the floors with small household items tenants might need, or to help with simple fixes	Note for tenant leaders to consider in buildings with a high proportion of shut-ins or tenants with mobility problems	Not feasible A maintenance cart for superintendents is not being considered at this time. If tenants have a maintenance request they should speak with the Superintendent or Seniors Services Coordinator directly, or contact the Tenant Support Centre.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.1.9	1.9 Hold regular staff sessions to share experiences and ideas for tenant support	Convene staff and service providers from different buildings periodically to share beneficial practices for replication	'ongoing' Quarterly staff meetings are held in each region for frontline staff to receive and share information related to maintenance best practices, tenancy issues, and partnerships and programming.
3.1.10	1.10 Take measures to minimize the turn over of SSCs in buildings, or reduce the impact of transitions	Gather data to determine extent and impact of issues – number of transfers and reasons, instances of limited SSC accessibility and not posting open hours or honouring schedules that have been posted. Review SSC transfer policy if transfer frequency is problematic. Develop and implement standard practice for communicating SSC availability including timely notice for absences or other last- minute changes	Not feasible TSHC must work within the provisions of the collective agreement for building staff which includes a stability clause for staff to remain in a permanent location for a period of one year. Seniors Services Coordinator (SSC) office hours are currently posted in buildings. When there is a last minute change of SSC's availability, efforts are made to communicate with building staff to get a notice of absence posted. Contact information for managers and supervisors is posted in buildings if tenants need to escalate concerns and inquiries. Tenants can also call or email the Tenant Support Centre to be connected to other staff.
3.1.11	1.11 Allocate staff time to tenant activities not related to services they provide as part of their job (e.g., helping out at community events)	Consider if there are other staff positions where including some support for tenant activities in the duties would be beneficial and feasible	Not feasible Building staff, including Seniors Services Coordinators (SSCs), are unionized staff and can only carry out functions in their job descriptions, and within their scheduled hours (Monday to Friday during daytime hours). SSCs and CSCs both have components of community development in their job descriptions.
3.1.12	1.12 Check after service has been delivered or answers have been provided to ensure that needs and expectations have been met	Clarify types of requests where follow-up should be mandatory and sample periodically for compliance; promote as a standard practice regardless of request type	For future consideration: TSHC may look into developing a standard notice to tenants that contractors and superintendents can leave in the unit after work noting who was in the unit and what work was completed.
3.1.13	1.13 "Human Touch" -Staying connected, for example, acknowledging good news and challenges, nodding recognition, asking questions if appropriate; following up on earlier conversations	Should be standard practice; incorporate into all staff training	'ongoing' TSHC's onboarding procedure is being updated and includes customer service principles.
3.2.1	2.1 As part of move-in, schedule an orientation session with a tenant's assigned SSC	Make it standard practice for SSCs to see tenants at move-in or within a day or two and walk them through the orientation material recommended in 3.1.	'ongoing' Seniors Services Coordinators meet with new tenant(s) in person at their lease signing to review tenant and landlord responsibilities.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.2.2	2.2 Personally introduce new tenants to the key staff who they will be relying on for support and explain the roles of those staff, at move-in or as soon as possible thereafter	For the move-in visit, SSCs should arrange for drop-in by at least the superintendent for a short introduction. Investigate desirability and feasibility of building tours for new tenants	‘ongoing’ Building tours are given during the unit showing, and tenants also have the opportunity to meet building staff at their annual building town hall meeting. Staff contact information is also posted on the building’s notice board with their office hours. This information is also included during lease signing in the orientation package.
3.2.3	2.3 Ensure that tenants know where to find summary or detailed descriptions of all staff positions	Prepare staff role descriptions (summary and detail) and include (or link to) in orientation material recommended in 3.1	‘ongoing’ Posters with building staff roles and descriptions are often posted on the rent safe board in buildings. Additionally, this information is included in the welcome guide that new tenants receive, and tenants were provided a reminder of staff roles and responsibilities during the tenant building town halls held in 2023.
3.2.4	2.4 Help tenants understand that while their contact for a particular need may be the point of access, that person could be relying on one or more specialized individuals to provide the service	Ensure staff training emphasizes important of explanations when fulfilment of requests is complex and/or dependent on staff besides the initial contact	‘ongoing’ Frontline staff receive detailed updates at quarterly meetings with their manager and peers. These meetings are an opportunity to receive and share information, and help staff to stay informed so that they are current on how to respond to tenant inquiries and requests. As well, all TSHC staff now receive emails related to maintenance emergencies like power outages. These all-staff emails will assist staff to have up-to-date information when there is a major service interruption.
3.2.5	2.5 For each building, consider a compact quick reference “responsibility” card (and electronic equivalent) that would provide the appropriate contact information for the most likely situations a tenant is most likely to encounter	Include in orientation material recommended in 3.1. Card could be two-side for maximum information and be plasticized for retention	‘ongoing’ A lot of this information is already included within the welcome guide that new tenants receive, as well as TSHC’s website: -Regional Offices and office hours are posted on TSHC’s Local Staff Roles webpage -Information on Community Services and Supports is posted on TSHC’s Get Service or Support webpage -Other quick links for seniors are posted on TSHC’s Health and Community Connections webpage

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.2.6	2.6 Staff workloads mean that tenants will not always be able to speak to or meet with on-site staff when they feel they need to. Consider the feasibility of an appointment booking system for those who need in-person contact.	Investigate level of interest, and if sufficient, assess feasibility and the potential for a pilot. Would be medium-to longer term to implement as IT would be involved.	Aligned to Strategic Direction time-limited activity: Consider feasibility of appointment system (revised timeline target Q2 2025)
3.2.7	2.7 Ensure timely posting and communication of staff absences along with referrals to alternates	Include with implementation of 1.10 above	'ongoing' Contact information for managers and supervisors is posted in buildings if tenants need to escalate concerns and inquiries. Tenants can also call the Tenant Support Centre to be connected to other staff.
3.2.8	2.8 Investigate ways for front-line staff to answer as many typical questions and resolve as many common issues as possible without having to refer a tenant elsewhere. This could include development of enhanced reference material, additional training or revised roles and responsibilities	Plans are in place for detailed quarterly updates to superintendents. To ensure site staff awareness of more immediate issues, identify the most common situations where timely updates matter most to tenants and implement protocol to ensure front-line staff are current with their information	'ongoing' - see update for QIP 3.2.4
3.2.9	2.9 Consider protocol for when requests can't be met, .e.g., a timely response, with reasons and suggested alternatives if possible	Include with recommendation 2.10	'ongoing' - see update for QIP 3.2.4

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.2.10	2.10 When questions or requests cannot be satisfied immediately, provide a) A realistic and achievable timeline for response/completion b) If delays, timely updates, with details on how the matter will be expedited c) Recourse to escalate if neither (a) nor (b) appears to be happening d) Follow up with requestor to confirm satisfactory resolution	Consult with staff to identify the requests that cause the most difficulty or frustration for tenants when they cannot be met, and develop guides for handling the situation. Include training for when requests cannot be met (from 2.9)	'ongoing' - see update for QIP 3.2.4
3.2.11	2.11 While a request may be simply stated and seemingly easy to satisfy, there will be situations where responding to it may be quite complicated, touching on several issues, involving multiple players and requiring work behind the scenes.	Include with the implementation for Recommendation 2.10 above, coaching for staff on how to help tenants understand what is involved in carrying out a complex request and when to reach out to the solutions team	'ongoing' - see update for QIP 3.2.4
3.3.1	3.1 Create "TSHC 101", a small core of essential information that will a) enable new tenants to navigate their new surroundings for the first day or two and b) serve as an entry to more complete and authoritative body of TSHC information they can access at their own pace	Implement 3.1 – through 3.4 Organize TSHC 101 as a slide deck with the following sections at a minimum: •An introduction with brief description of the contents •Sections for "How do I...", "Where do/can I..." and "Who do I contact to..." •Q&As with the questions most often posed by new tenants •An index with links or references to the more detailed and authoritative TSHC content that tenants may need to access over time.	New Welcome Package targeted for completion in Q3 2024
3.3.2	3.2 At move-in, walk each new tenant through the deck to confirm understanding.	Update content at least annually	New Welcome Package targeted for completion in Q3 2024

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.3.3	3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate		New Welcome Package targeted for completion in Q3 2024
3.3.4	3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it		'ongoing' Seniors Services Coordinators meet with new tenant(s) in person at their lease signing to review tenant and landlord responsibilities. Senior Services Coordinators are available to answer follow up questions.
3.3.5	3.5 Evolve channels of communication to facilitate tenant access	Investigate interest in email subscription to TSHC/Building info and implement if sufficient. Plan for the development of a mobile application – survey periodically for interest and being development when sufficient. Consider electronic bulletin boards in lobbies and common areas, with content accessible from the TSHC website and mobile app	Aligned to Strategic Direction time-limited activity: Evolve channels of communication such as mobile app and electronic bulletin boards (target Q4 2025)
3.3.6	3.6 There will be, for the foreseeable future, tenants who cannot access information electronically and do not have the mobility to regularly access bulletin boards. A means of reliable and timely notification should be devised for them	3.1.6 Ensure information is accessible by tenants who have difficulties with mobility or using electronic means. 3.6.2 Strengthen relationships between SSCs and personal support workers to enhance communication with the latter's clients.	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
3.3.7	3.7 Consider how information can be made more accessible and understandable. Text-based content will not be obsolete for the foreseeable future but as applications such as YouTube and TikTok make clear, many people prefer to access information in video form	Build on the newsletter example at the left by continuing to explore how selections from TSHC's current base of tenant-oriented information could also be presented in alternative formats that would be more suitable for people who find it difficult to access and navigate detailed information in text form, or for those who simply prefer different modes of communication	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.3.8	3.8 For each information channel (electronic, bulletin board, posted notices), create an inventory of the time-limited information items relevant to each building, assign a current period (“best before date”) to each, monitor regularly and take action (remove or update item) when the circumstances change or the current period has expired.	Extend the bulletin board work described at the left to cover TSHC and tenant notices (will require a registration scheme and removal date, where applicable).	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
3.3.9	3.9 Whiteboard outside superintendent’s office are updated with daily events	Launch new white board for outside super’s office, managed as described above (3.8) and require supers to keep up-to-date with daily events and other time-sensitive matters	Not feasible TSHC is not able to control what is written on whiteboards. However, TSHC will be introducing and installing tenant bulletin boards in buildings in Q3 2024.
3.4.1	The following—aimed at encouraging and supporting tenant leadership—are offered for referral to Tenant Engagement <ul style="list-style-type: none"> • Consider how funding for tenant activities could be set up and governed 		Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.4.1	<ul style="list-style-type: none"> • Educate tenants who are interested in leadership (e.g., meeting facilitation, dispute handling, conflict resolution) • Promote awareness—who are the leaders/ reps, what they do, what you can go to them for • Provide support for in-building events—e.g., rooms and setup, logistics • Solicit opinions and advice from tenant leaders/ reps on decisions to ensure tenant voices are heard • Help tenant leaders/ reps connect with peers in other buildings who wish to meet and collaborate 		<p>‘ongoing’ Referred to Tenant Engagement</p>
	<ul style="list-style-type: none"> • Provide support for communications, e.g., dedicated bulletin boards, templates for meeting announcements, attendance, evaluation 		<p>‘ongoing’ - see update for QIP 2.3.1</p>
	<ul style="list-style-type: none"> • Establish a forum for tenant leaders/ reps to hear about building developments, offer ideas and suggestions for consideration, e.g., a regularly scheduled building “roundtable” with tenants, staff and agency representatives 		<p>Pilot tenant roundtables i.e. one building per region (targeted for completion in Q4 2024)</p>

Quality Improvement Projects

One-year progress update



Agenda

- Quality Improvement Projects – Background
- Quality Improvement Projects – highlights of completed work
 - Pest Management
 - Safety and Security
 - Staff and Tenant Relations
- Next Steps

Quality Improvement Projects - Background



Quality Improvement Projects - Tracker

- QIPs aligned to the Strategic Directions Roadmap
- Quarterly tracker tool (aligned to Strategic Directions' time limited activities)
- A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work

Quality Improvement Projects - Status

48%
Complete

(15 of 31 recommendations)

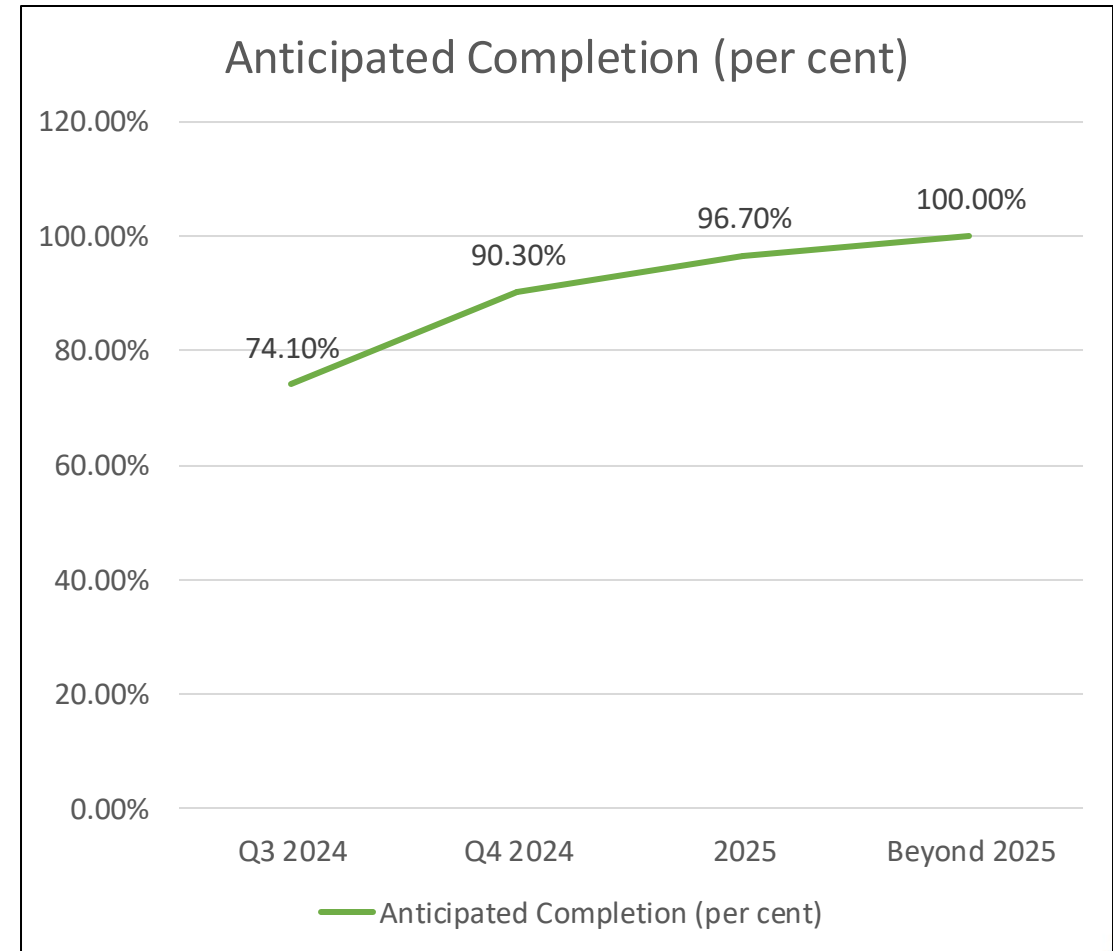
58 actions that are 'ongoing'

2 actions for future consideration

9 actions that are not feasible*

*May be out of TSHC's ability to action due to external service providers, existing building structure, resourcing limitations and legislation or legal agreements

9/3/2024



Pest Management

Quality Improvement Project



Pest Management QIP Highlights – Summary

- Tracking and reporting requirements have been enhanced
- Started in-house audits in Q1 2024, technicians are each able to perform two quality inspections per month
- Piloted an approach to reduce refusals for entry into units requiring pest treatment
- Updated the Notice of Entry and unit preparation sheet, for pest treatment, to make these notices easier to understand
- Launched a building cleanout pilot project
- Annual Unit Inspections (AUIs) now include inspections for pests

Pest Management QIP – highlights (1/4)

The Environmental Health Unit (EHU) team:

- Conducts vendor compliance
- Assists staff with heavily infested units
- Supports tenants in unit preparation
- Coordinates with Toronto Public Health
- Two additional technicians were hired at the end of 2023. There is now one technician per region, and an administrative staff person.

Pest Management QIP – highlights (2/4)



Analytics and Inspections

- Excel and HoMES have enabled enhanced tracking and reporting
- New in-house audits: EHU Technicians each perform two quality inspections per month
- Inspections for pests are now included in Annual Unit Inspections
 - Last year 706 units were flagged for pest treatment through AUIs

Pest Management QIP – highlights (3/4)

Pilot for High-risk buildings

- In September 2023, a full building cleanout was completed in South East region
- Staff were able to access all 194 units, locating evidence of pests in 59 units (41 of these units had not been reported by residents)
- Staff carried out preventative treatments in all units



Pest Management QIP – highlights (4/4)

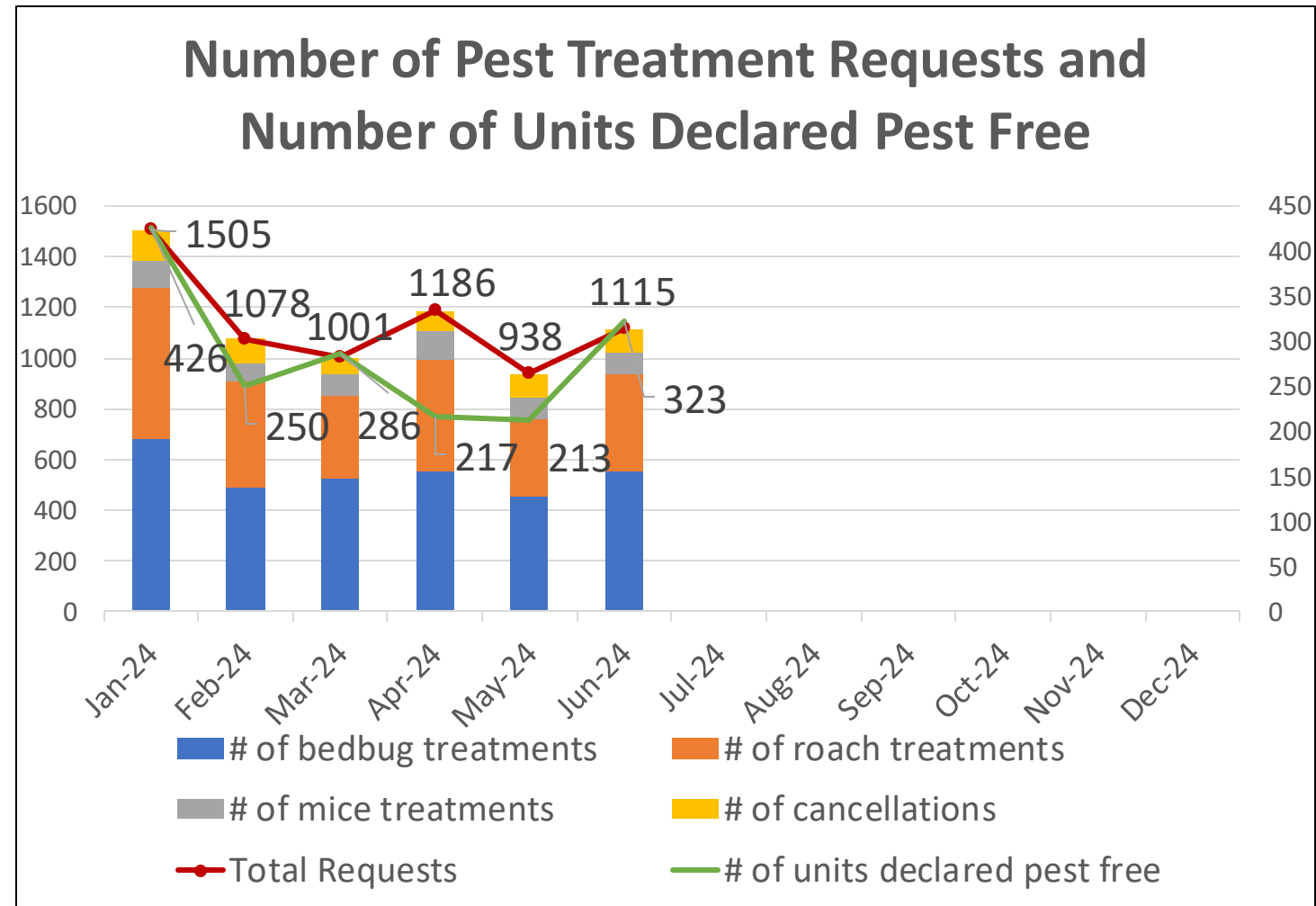
Pilot to reduce refusal of entry

- Supported by in-house paralegal services
- Two refusals for pest treatment results in a notice for eviction, which is reversible
- Increase in staff and vendor entrance into units that require treatment
- Notice of Entry (NOE) and unit preparation sheet have been updated to make the notices easier to understand.
 - NOE is now available in 13 languages

Pest treatments in Q2 2024

In Q2:

- Requests for treatment totaled 3239
- A total of 753 units were declared pest free
- Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 13 units with Toronto Public Health



Safety and Security

Quality Improvement Project



Safety and Security QIP Highlights – Summary

- At the end of 2023 an additional Community Safety Advisor was added. There is now a total of two Community Safety Advisors supporting TSHC communities, and they are able to make recommendations for proactive patrols
- In 2024, anticipate safety audits to be completed on 26 percent of buildings managed by TSHC
- At the end of May 2024, limited building staff's ability to review security camera video footage was reinstated

Safety and Security QIP – highlights (1/2)

Staff Presence, Safety Audits, and Proactive Patrols

- Two Community Safety Advisor support TSHC communities
- Anticipate safety audits will be completed on 26 percent of the buildings in 2024
- CSAs, CSU officers and third-party security staff may make recommendations for areas to be patrolled
- CSAs monitor results of patrols to determine if activity is increasing or decreasing based on CSU presence. CSAs will review and make additional recommendations as needed

Safety and Security QIP – highlights (2/2)

Update on Security Cameras

- At the end of May 2024, limited staff's ability to review video was reinstated

Update on Lobby Cameras

- Rogers and Bell do not have plans to offer this service in the future
- It is not feasible to construct and implement an in-house lobby watch system, doing so would require significant financial investment and physical resources to install the necessary hardware into each residential unit

Staff and Tenant Relations

Quality Improvement Project



Staff and Tenant Relations QIP Highlights – Summary

- TSHC has introduced Annual Tenant Town Halls meetings
- Updated the Tenant Complaints Process
- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date, and TSHC continues to look for ways to evolve channels of communication to facilitate tenant access

Tenant Engagement – Highlights Summary

During the 2023 Quality Improvement Project team meetings the importance of having tenant leaders was frequently emphasized. As a result there were some QIP recommendations that were referred to Tenant Engagement.

- New approach to working with tenants developed in 2023: Community Connect+
- New Community Activities Fund Policy became effective in April 2024
- TSHC has been able to increase our capacity to engage tenants with the establishment of our Community Programs and Partnerships team

Staff and Tenant Relations QIP – highlights (1/9)

Community development

- Components of community development are a part of Seniors Services Coordinators (SSCs) and Community Services Coordinators (CSCs) roles
- Increased capacity to engage tenants in 2023 with the establishment of Community Programs and Partnerships team
- Significant uptake in Tenant Action Funds in 2023 which came from having staff promote funding and more uptake of Community Activities Fund in 2024
- Communications team promotes events and programs for tenants on social media, Seniors Speak and Regional Tenant Meetings

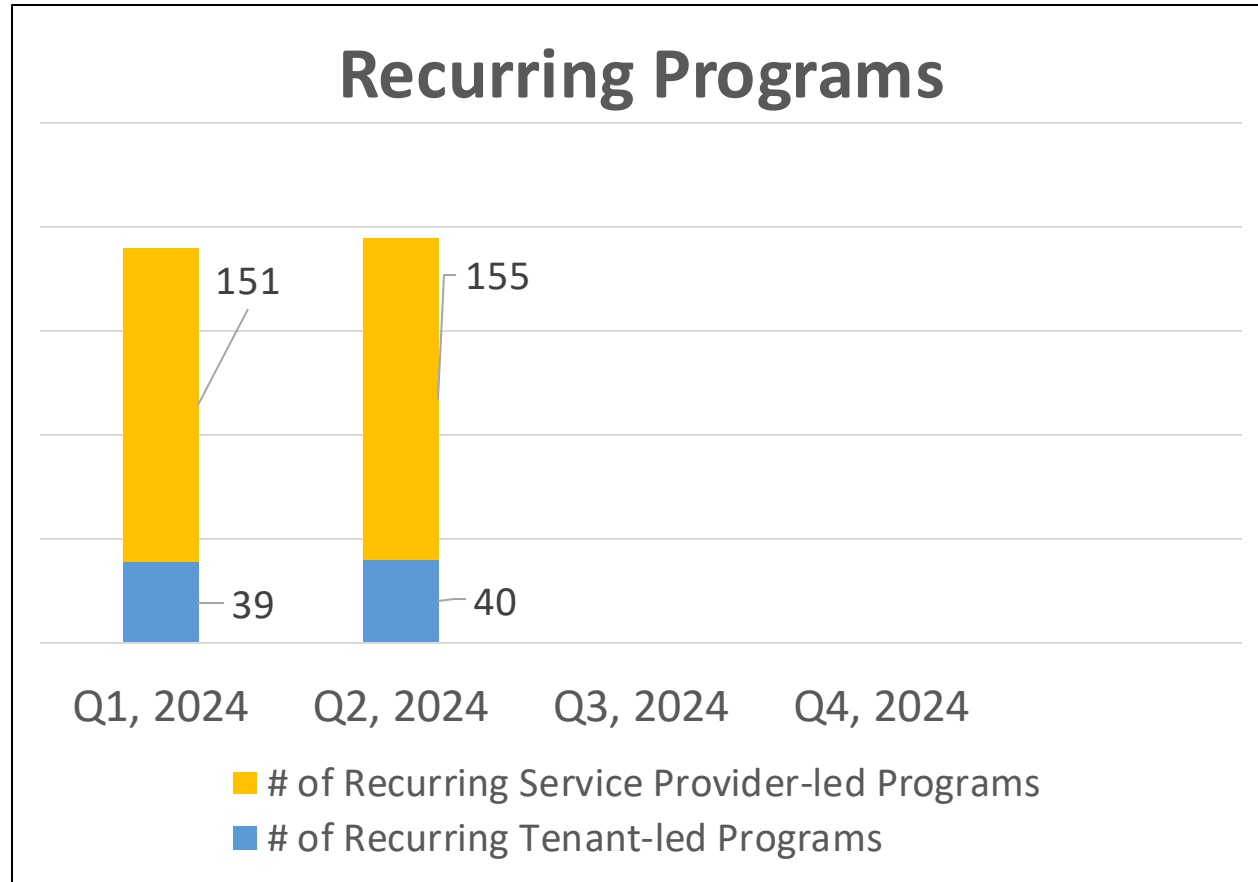
Staff and Tenant Relations QIP – highlights (2/9)

Community Activities Fund

- New policy went into effect April 2024
- Provides tenants with the necessary financial resources to improve the well-being of their communities and support events and activities. It outlines what can be funded and fund distribution process.
- As of Q2 2024, TSHC has distributed \$22,364 through the Community Activities Fund



Staff and Tenant Relations QIP – highlights (3/9)



Tenant-Led Programming

In Q2 2024, almost 26% of recurring programs were led by tenants

Staff and Tenant Relations QIP – highlights (4/9)

Opportunities for tenants to share ideas and meet staff

- Town Halls were introduced in 2023
- In 2023, tenants were given a refresher of building staff roles and responsibilities, and able to meet staff, 68 Tenant Town Halls were held for 79 buildings
- Annual Tenant Town Halls hosted by the Operations team will be an ongoing part of how we engage and work together with tenants

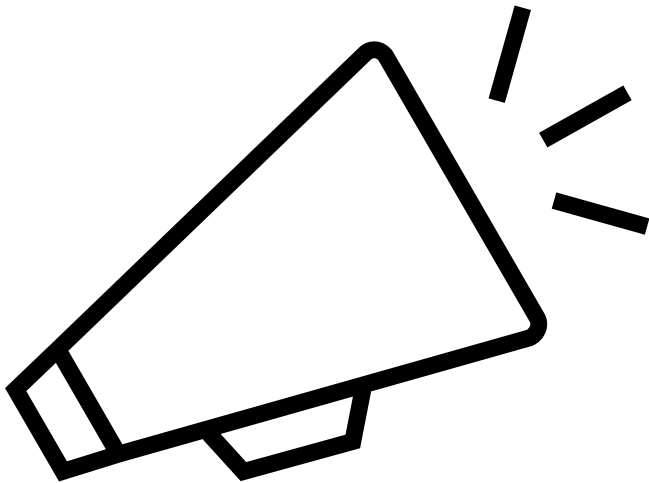


Staff and Tenant Relations QIP – highlights (5/9)

Opportunities for tenants to share ideas and meet staff

- Annual Building Planning Meeting introduced in 2024 where tenants gather to provide input on community building ideas for their building – 68 meetings were held with over 1500 tenants participating

Staff and Tenant Relations QIP – highlights (6/9)



- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date
- TSHC continues to look for ways to evolve channels of communication to facilitate tenant access

Staff and Tenant Relations QIP – highlights (7/9)

Updated Tenant Complaints Process

- Interim procedure has been posted to TSHC's website
- A complaint can be made if a tenant remains unclear about the status or outcome of a service request or if the Tenant Support Centre has not responded within 48 hours
- Tenants can track the progress of their service request at any time



Staff and Tenant Relations QIP – highlights (8/9)



Tenant Community Building

- Community Connect+ is our new approach to strengthen community connections as its top priority
- Through Community Connect+ we plan to foster new tenant volunteer relationships and increase skills to support tenant circles locally
- Tenants will identify community programming priorities through Annual Building Planning Meetings

Staff and Tenant Relations QIP – highlights (9/9)

In the first half of 2024:

- Implementation Table established with seven tenants advising on priorities and metrics for Community Connect +
- The table has drafted a Code of Conduct for Tenant Volunteers and informed future volunteer development and training
- Two temporary staff have been hired to support Community Connect +
- One temporary staff hired to support expansion of partnerships related to fulfilling requests for new programs in 2024 along with updating existing partnerships
- Three tenants at Partnership Table

What's next?



9/3/2024



Upcoming work

Target completion - Q3 2024

- New Welcome Package for tenants
- Launch Understanding Dementia and Mental Health Training for all staff

Target completion - Q4 2024

- Investigate increased staff presence, and third-party security in high-risk buildings
- Feature in Seniors Speak on how to handle tailgating
- Building circles anticipated to be established by the end of 2024, for buildings that want to participate

Next steps – Reporting

- Final report on the progress of the quality improvement projects will be delivered in the new year and will include updates on activities completed during Q3 and Q4 2024
- It is anticipated that there will be three remaining QIP actions to be reported beyond 2024. Reporting on the completion of these actions will be included in future progress reporting for the Strategic Directions

Future Quality Improvement Project

- TSHC will review and adapt the QIP approach for a new Quality Improvement Project later this year
- In 2025, TSHC will identify a future Quality Improvement Project



Thank you!



Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: October 17, 2024

Topic: Strategic Directions Progress Report – Q2 2024

Item Number: 22

Report Name: Strategic Directions Progress Report – Q2 2024

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: October 4, 2024

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors (the Board) receive this report for information.

This report was included for information to the Quality and Tenant Engagement Committee (QTEC) at its September 30, 2024 meeting.

Reason for Recommendation:

At the Board of Directors meeting on February 22, 2024 the Board approved the updated 2023-2025 Strategic Directions (SD) Roadmap, shifting from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a 2023-2025 Strategic Directions Roadmap. The Strategic Directions Roadmap outlines the key initiatives and milestones that will guide our progress until the end of 2025. This

report provides highlights on the progress made on implementing the Strategic Directions in Q2 2024.

As indicated in the Q2 2024 KPI Dashboard, the second quarter showed encouraging results across operational KPIs. The rent collection rate remained at a strong level of almost 100 percent (99.7 percent). The average unit turnover days in Q2 decreased to 57 days, down from 69 days in Q1 2024. 207 Community Activities Fund (CAF) applications have been approved so far in 2024, and \$22,364 has been distributed through CAF to fund tenant activities. Through the annual building planning meetings tenants requested 351 tenant-led activities, along with 326 new program requests and 321 equipment requests (updated from Q1 report to reflect correct totals). A total of 195 recurring programs led by tenants and service providers are currently being offered, reflecting almost a three percent increase as compared with those offered in Q1, 2024. CEO tours resumed in Q2 2024, with our Chief Executive Officer (CEO) visiting seven buildings. These tours provide an opportunity for tenants to share their experiences of living in TSHC buildings, and feedback on how we can improve our services. Regarding staff engagement and training, staff completed several courses, including Mental Health First Aid for Seniors, and Conflict Management/Alternative Dispute Resolution in partnership with Humber College. Accessibility for Ontarian with Disability Act (AODA) training was rolled out to all staff. As well, a vendor has been selected, through a joint procurement process, to lead the redevelopment of the TSHC and Toronto Community Housing Corporation (TCHC) intranet sites and a survey completed with staff to provide feedback for a new design. On the innovation front, the Operations Team has been moving to a paperless filing system. The move aligns with TSHC's commitment to improve operational efficiency and environmental responsibility. The most recent enhancements focus on the process for managing Office of

the Commissioner of Housing Equity (OCHE) documentation. For more comprehensive details, please refer to Attachment 1.

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q2 2024 Roadmap Tracker demonstrates progress across various strategic initiatives. In the second quarter of 2024, 27 projects/activities were planned, with 12 completed on time, 13 currently in progress, one with a revised timeline to be further determined, and one moved to ongoing/continuous work. Project teams are committed to completing activities according to the updated timelines. There is an additional project marked complete this quarter that should have been reported in Q3 2023 when the aligned Quality Improvement Project action was reported complete. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

The TSHC Leadership Team has also conducted a mid-year review session in August 2024 to discuss status and progress on all initiatives and to inform future planning considerations. During the review session it was noted that at the end of the second quarter 44 percent of the time-limited activities from the SD Roadmap were complete. Several actions have come out of the discussion for follow up and may inform opportunities for future adjustments. Another review session is being planned for Q4, this session will include the extended leadership team. The progress achieved in implementing the Strategic Directions shows TSHC's dedication to realizing its vision and mandate. Management meets regularly to review the SD progress to ensure the organization remains focused on its strategic directions.

Grant Coffey

Director, Strategy and Business Management

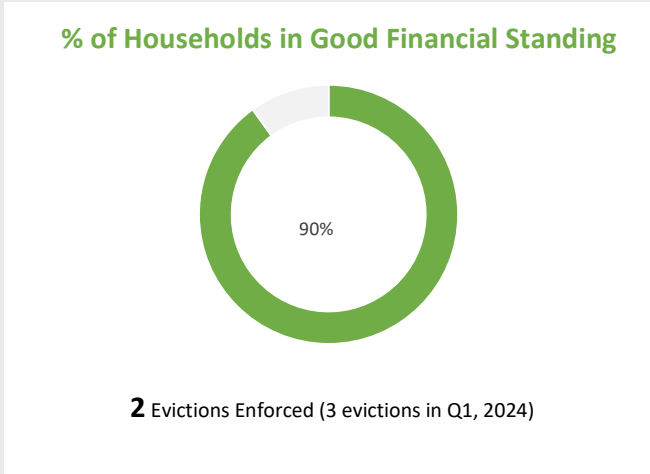
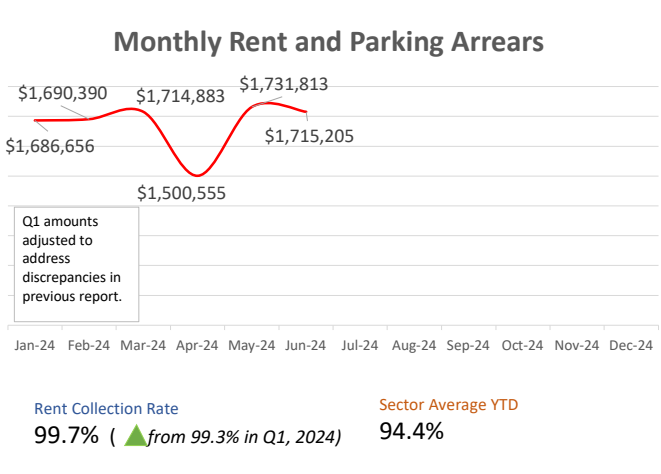
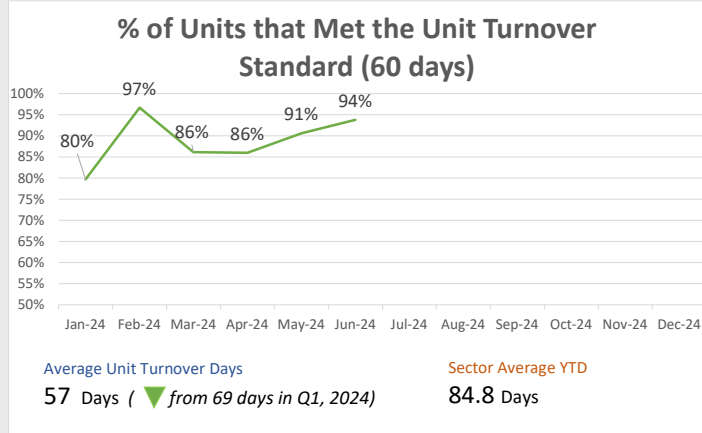
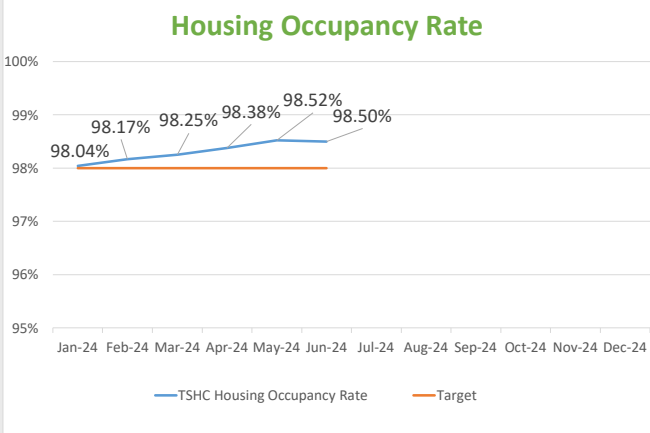
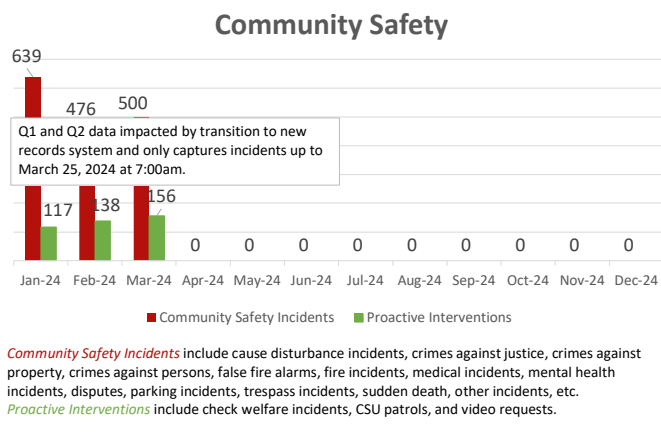
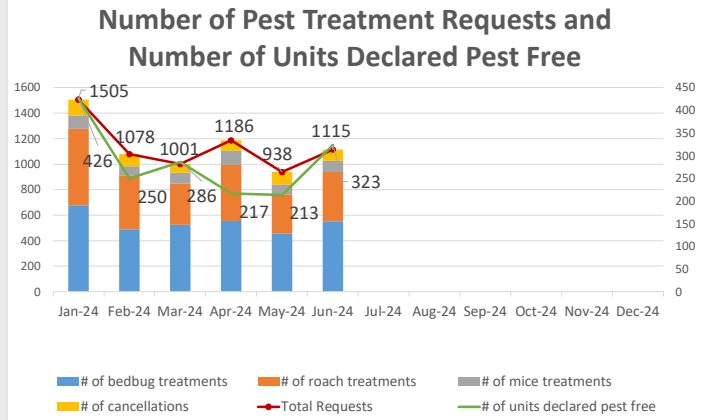
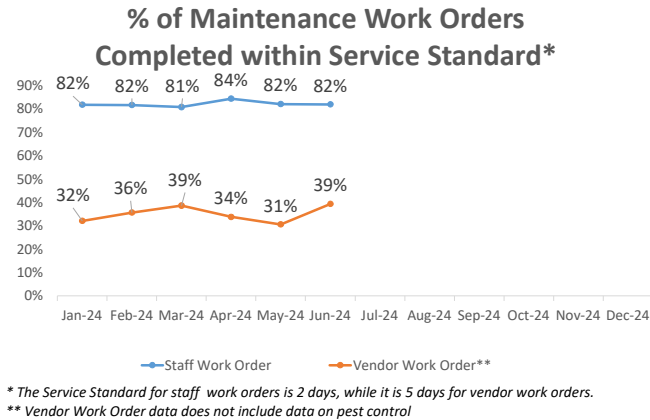
List of Attachments:

1. Attachment 1 – SD Key Performance Indicator Dashboard – Q2 2024
2. Attachment 2 – SD Roadmap Update – Q2 2024

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

Highlights:

- **Work Orders:** the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 82% compliance and vendors achieved 39% compliance in June.
- **Pest Management:** In Q2, a total of 753 units were declared pest free. Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 13 units with Toronto Public Health.
- **The housing occupancy rate** at the end of June stood at 98.5%, reaching the target of 98%. The average unit turnover days in Q2 were at 57 days, decreasing from 69 days in the previous quarter.
- **Arrears:** TSHC achieved almost 100% rent collection rate in Q2. The arrears level has remained stable during Q2, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1142
\$2,001-\$4,000	102
\$4,001-\$6,000	49
\$6,001-\$8,000	29
\$8,001-\$10,000	16
\$10,001 and above	30
Grand Total	1368

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

Highlights:

- Two-year anniversary of TSHC: celebrated and featured in all-staff emails, the staff bulletin, as well as TSHC's website and social media.
- Mental Health Awareness week: issues of Staff Bulletin and Seniors Speak included features, and Seniors Speak also highlighted partnerships related to mental health awareness.
- Tenant Complaints process: TSHC website updated to include information, and posters about the process were put up in buildings.
- Tenant Experience Survey: an update on the results of the Survey was shared to tenants in Seniors Speak.
- CEO participated in On the Way Home podcast, joining industry leaders to explore pressing issues, innovative solutions, and their outlook for seniors housing in Canada.
- Q1 dashboard correction-number of equipment requests: 321

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter: **\$22,364**

\$ Tenant Action Fund Distributed in the same quarter last year: **\$17,796 reported in Q2 2023**

Number of Community Activities Fund Applications Approved: **207**

Communications with Tenants:

1 issue of Seniors Speak and **1** Community Letter with Video
27 posters translated into top 8 languages and distributed

Tenant Engagement Activities

- 7** CEO Tours
- 4** Regional Tenant Meetings
- 1** Senior Tenants Advisory Committee Meeting
- 2** Community Connect+ Implementation Table Meetings
- 140** tenants participated

Online Engagement

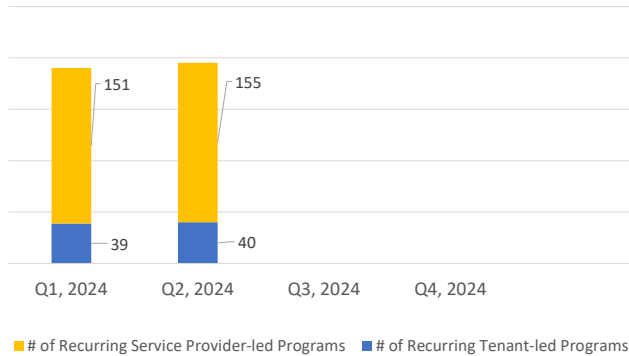
Website Users: **12,235**
Social Media Audience: **1,921**
Social Media Audience Growth: **192**

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

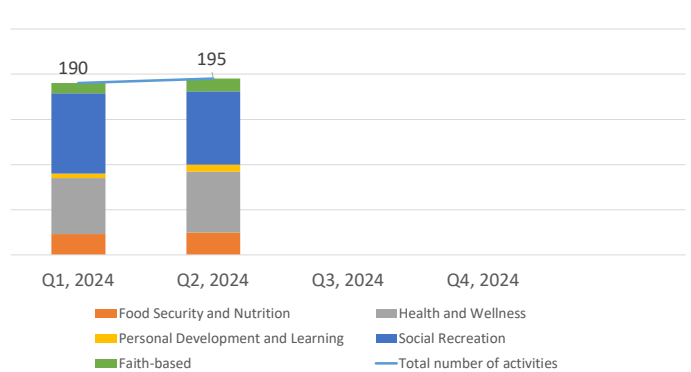
Highlights:

- Community Connect+ Implementation Table: drafted Tenant Volunteers Code of Conduct; published four regional updates post April Regional Meetings; initiated planning for four Regional Meetings in July
- One STAC meeting with updates on CAF and Community Connect+ and inputs on draft STAC Terms of Reference
- Three temporary staff hired: two Community Services Coordinators and one Contracts Management Specialist
- Coordinated 44 tenant led luncheons/BBQ events and four Dragon Boat Festival through CAF
- Partnerships Table meeting held with tenant volunteers
- 20 TSHC sites will receive internet in community rooms this year, ConnectTO to deliver access to 80 sites over four years.
- Coordinating with City of Toronto Piano City initiative to repair existing pianos and source possible donations

Recurring Programs



Building Activities

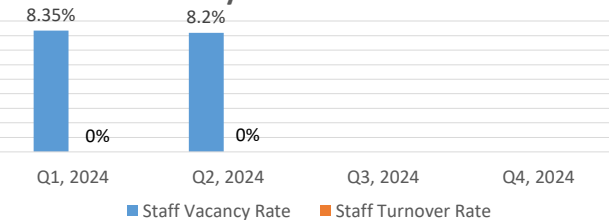


Strategic Objective 4: To promote innovation

1 innovation implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

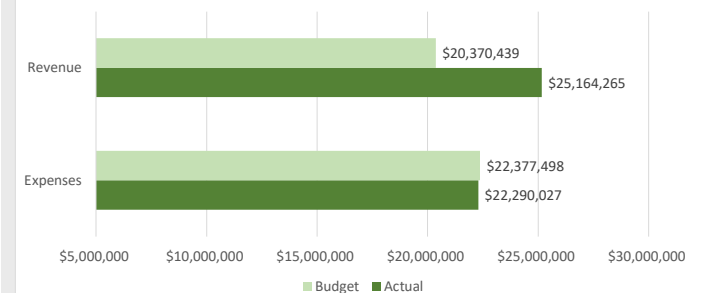
Highlights:

- 2023 Performance Management Program closed.
- Joint Health and Safety Committee awards in partnership with TCHC, where one committee member from each of the region was recognized for their work and dedication to health and safety.
- Inclusion, Diversity, Equity, and Accessibility (IDEA) Committees celebrated days of significance in June, including Filipino Heritage month, Pride Monday and National Indigenous History Month.
- Mental Health First Aid for Seniors Training completed. Training offered on Conflict Management/Alternative Dispute Resolution in partnership with Humber College. AODA training rolled out for all staff.
- Three issues of Staff Bulletins were published.
- Two staff town halls were held virtually.

Enabler: Organizational Excellence

Statement of Operations

As of June 30, 2024



Attachment 2 - SD Roadmap Update Q2 2024

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current timeline	Updated timeline	Status	Highlights/Comments
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Provide timely response to maintenance requests	Determine response time for urgent vs regular requests	Q3 2024	Q3 2024 Q3 2023	Completed	This activity should have been marked as complete in Q3 2023. TSHC has a protocol in place for posting notices to communicate service shutdowns, like elevators, in buildings.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Support tenants to understand their rights and responsibilities in their lease	Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenants Complaint Process	Q2 2024	Q2 2024	Completed	The process for tenants to make a complaint has been updated, and an interim procedure that was reviewed with STAC has been posted to TSHC's website and shared through the Seniors Speak newsletter.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Support tenants to understand their rights and responsibilities in their lease	Consider feasibility of appointment system	Q2 2024	Q2 2024 Q2 2025	Revised Timeline	Consideration of the feasibility of a booking system will be reviewed in light of current practices for staff to meet with tenants and the timeline for this activity has been revised to Q2 2025.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Help tenants to meet the requirements for ongoing (RGI) eligibility	Enhanced RGI training for staff to be added to the TSHC training plan	Q2 2024	Q2 2024	Completed	Job specific training delivered to staff in all four regions on Evictions for Cause. Training was delivered by in-house paralegals. Outstanding rent reviews were down to 873 at the end of June.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Work with tenants to prevent evictions for arrears or other reasons	Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Q2 2024	Q2 2024	Completed	Referral process between TCHC and TSHC and the OCHE has been simplified through OCHE access to the HoMES system. This update also improves data analysis capabilities. OCHE will be reporting quarterly on the effectiveness to TSHC Board. TSHC has worked with the City of Toronto to expand eligibility to TSHC tenants to access the Toronto Rent Bank via OCHE. Grants through the Toronto Rent Bank provides support to Toronto residents who are behind on their rent. TSHC tenants have previously not been eligible.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)	Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach	Q2 2024	Q2 2024 Q1 2025	Revised Timeline	The Implementation Table, made up of tenant volunteers, drafted a new Code of Conduct to be taken to STAC in July. The draft code will be shared for comment and feedback with Regional Volunteers at the upcoming meetings in July. By default, if the Code of Conduct is not adhered to it would be grounds for a Removal of a Tenant Volunteer. The process for that is not yet defined. Revised timeline is Q1 2025. The Implementation Table also provided input into the forms that support the emerging new Use of Space policy for tenants and agencies. The policy will be taken to STAC in July for input once again. Regional Volunteers provided input on the policy in April 2024.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current timeline	Updated timeline	Status	Highlights/Comments
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	Implement recommendations of the staff and tenant relations quality improvement project	Introduce tenant bulletin boards	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	New bulletin boards purchased. Working with tenant volunteers and staff to identify best location for boards and sending out communications in first half of Q3.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Communicate effectively with our tenants and other stakeholders	Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging	Annual Report	Q2 2024	Q2 2024	Completed	Annual Report passed at Board in April 2024, going to City Council in July 2024.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Identify opportunities and priorities/research and collaboration opportunities	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	Research opportunity with Women's College Hospital and other partners to study Naturally Occurring Retirement Communities (NORCs) in development. Revised timeline is Q3 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	Skills matrix for Board members	Q2 2024	Q2 2024 Q4 2024	Revised Timeline	Board Director and Education Policy in review (Q3) and to be implemented later in 2024 to support a board skills assessment.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Establish clarity on responsibilities and reporting expectations with the City as housing manager	Discussion on agreement and reporting requirements with the City	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	City as Service Manager has drafted an Accountability Framework for TSHC which is expected to be finalized within Q3.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Ensure regular and annual reporting requirements are met	Annual Report and Annual General Meeting Requirements	Q2 2024	Q2 2024	Completed	TSHC Annual General meeting requirements, including the Annual Report and other materials, were approved at TSHC Board on April 25, 2024 and submitted and subsequently approved at City Council on July 24, 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Be informed by data and driven by performance commitments	Develop performance metrics and targets for reporting at all levels	Conduct Senior Tenant Experience Survey	Q2 2024	Q2 2024	Completed	Successfully concluded data analysis and presented final report to STAC and QTEC in May 2024. Action planning exercises based on findings are underway. Report to be presented to Board and action plan to be finalized in Q3 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Post-transition Policy clean up	Q2 2024	Q2 2024 Q2 2025	Revised Timeline	Progress made in the policy clean up work with around 30 policies cleaned up, further clean up work for the rest of the policies (over 100) will require additional time and is expected to be completed Q2 2025.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current timeline	Updated timeline	Status	Highlights/Comments
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Identify opportunities for mobile computing	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	Updated mobile technology implemented within TSHC mobile devices, subject to further discussion with TCHC Information Technology Services on additional opportunities. Revised timeline is Q3 2024.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Develop and implement a talent strategy	Review total compensation strategy to keep a competitive edge	Review of management/exempt benefits programs	Q2 2024	Q2 2024	Completed	Benefits program approved by CGHRC meeting on June 12. Final board approval scheduled for July 18.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Embrace equity, diversity and inclusion	Review and refine all People and Culture policies and programs to eliminate barriers and create an inclusive workplace	Creation of an EDI framework & strategy	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	EDI framework complete in March. Strategy draft to be completed by end of Q3. Policy review process in progress. EDI framework applied to policy review.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Embrace equity, diversity and inclusion	Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	Develop and implement the overall EDI strategy	Q2 2024	Q2 2024 Q4 2024	Revised Timeline	EDI strategy to be completed by end of Q3. Implementation post approval.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Create a positive culture with engaged employees	Develop and implement approaches for employee engagement at the local, regional, and corporate level	Action plans following the results of the survey	Q2 2024	Q2 2024	Completed	Action plans completed by March 28 and submitted in portal. Corporate action plans completed April 2024.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Foster continuous learning and improvement	Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	Create an onboarding program specific to TSHC for all new hires	Q2 2024	Q2 2024 Q1 2025	Revised Timeline	Orientation framework updated and awaiting review. New Learning and Organizational Development Advisor (hire date TBD) will be responsible for completion. Revised timeline is Q1 2025.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Streamline administrative processes including funding	Implement the new Community Activities Fund policy and the process.	Q2 2024	Q2 2024	Completed	New processes such as Advanced Notice Forms, Hold Harmless Waiver, and procurement of a vendor to provide food for BBQs and holiday celebration events were completed in Q2. The procurement of a food vendor reduces the burden on tenants to pay out of pocket for community events and having to wait for reimbursements from TSHC. These major events are now costs carried by the corporation and reduces risk of loss receipts or administrative delays in payments. Review process for CAF applications has also been streamlined and automated, and tenants receive an email confirming the status of the application.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current timeline	Updated timeline	Status	Highlights/Comments
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	Identify Community Connect+ tenant volunteers at building level	Q2 2024	Q2 2024 Moved to ongoing	Moved to ongoing	Tenant Circles have been forming as have social groups since early in 2024 to support building activities. During Q2 funding for tenant led activities by local volunteers began. These include activities such as coffee meets, games night, bingo, beading workshops, and other activities that tenants have agreed amongst themselves that they would like to have in their buildings.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants	In collaboration with TCHC consider explore new technology to assist with real-time interpretation services	Q2 2024	Q2 2024 TBD	Revised Timeline	Information about other real-time interpretation services have been provided for considerations. No significant progress has been made on this item. Resourcing is impacting timeline.
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Facilitate access to priority health and community support services	Maintain and create new partnerships to help senior tenants access the support and services they need and want	Develop and implement a tenant participation satisfaction survey	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	Tenant satisfaction reporting will be built into new agreements process which we would begin to execute in Q3 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Identify and reduce risk	Develop a TSHC risk and mitigation plan	Review Emergency Response Plan	Q2 2024	Q2 2024 Q3 2024	Revised Timeline	TSHC is working in partnership with TCHC to update the joint Emergency Response Plan. TCHC is hiring a supervisor for emergency management in Q3 2024. This supervisor, along with the Director of Risk at TCHC, will work with TSHC on updating the Emergency Response Plan and related training.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Establish a TSHC Policy Inventory to keep track of all policies	Q2 2024	Q2 2024	Completed	TSHC Policy Inventory established and verified with policy owners, it will serve as a tool to monitor and keep track of policy review moving forward.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop an annual Policy Development/Review Plan/Schedule	Q2 2024	Q2 2024	Completed	Annual Policy Development Plan developed and reviewed by the CGHRC at its June meeting.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Explore opportunities for paperless tenant document management	Q2 2024	Q2 2024	Completed	Implemented new solution to manage tenant files electronically within HoMES.