

**TORONTO SENIORS HOUSING CORPORATION (TSHC)
CORPORATE GOVERNANCE AND
HUMAN RESOURCES COMMITTEE MEETING (CGHRC)**

**Date: November 9th, 2022
Time: 4:00 – 5:30pm
Location: WebEx & Livestream**

Agenda

Item	Time	Description	Action	Pre-Read	Presenter
1.	4:00 2min	Chair's Remarks	Information	NA	Councillor Paul Ainslie, Chair
2.	4:02 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	4:04 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	4:05 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	4:06 2min	Approval of CGHRC Public Minutes of Meeting of September 14, 2022	Approval	CGHRC Public Minutes of Meeting of September 14, 2022	Chair
6.	4:08 2min	Approval of CGHRC Closed Session Minutes of Meeting of September 14, 2022	Approval	CGHRC In Camera Minutes of Meeting of September 14, 2022	Chair

Item	Time	Description	Action	Pre-Read	Presenter
7.	4:10 2min	CGHRC Action Items list	Information	CGHRC Action Items List	Chair
8.	4:12 5 min	CEO Update	Information	Verbal Report	Tom Hunter
9.	4:17 5 min	Committee Meetings	Discussion	Verbal Report	Tom Hunter
10.	4:22 20 min	Governance Work Plan Priorities	Discussion	Governance Work Plan Priorities	Grant Coffey
11.	4:42 1 min	Motion to Recommend for Information to the Board the Governance Work Plan Priorities	Information	N/A	Chair
12.	4:43 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	4:44 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the municipal Freedom of Information and Protection of Privacy Act including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval		Chair
14.	4:45 5 min		Information	Verbal Report	Tom Hunter
15.	4:50 10 min		Information	Verbal Report	Mary Tate
16.	5:00 1 min		Approval		Chair

Item	Time	Description	Action	Pre-Read	Presenter
17.	5:01 1 min	Motion to approve closed session decisions	Approval	N/A	Chair
18.	5:02 15 min	Staff Training Plan	Information	Learning and Development Plan	Dave Slater
19.	5:17 1 min	Motion to Recommend for Information to the Board the Staff Training Plan	Information	N/A	Chair
20.	5:18	Adjournment	Approval	N/A	Chair

**TORONTO SENIORS HOUSING CORPORATION (TSHC)
Corporate Governance and HR Committee Meeting (CGHRC)
Date: September 14, 2022
Time: 4:00pm – 5:30pm
Location: WebEx and Livestream**

Draft Minutes

The Corporate Governance and HR Committee (CGHRC) of the Toronto Seniors Housing Corporation held its public meeting on September 14, 2022, at 4:00pm via WebEx video conference. This meeting was Live Streamed.

Members in Attendance:

Warren Law, Brenda Parris, Fareed Amin

Regrets: Councillor Paul Ainslie

TSHC staff present: Grant Coffey, Mary Tate, Dave Slater, Liz Dizig (Recording Secretary).

ITEM 1: CHAIR'S REMARKS

In the absence of Councillor Paul Ainslie, Mr. Fareed Amin agreed to act as the Chair of the Committee. The Chair introduced himself as the newly appointed Chair of Toronto Seniors Housing and called the meeting to order.

The Chair began the meeting with Land and Ancestral Acknowledgements.

ITEM 2: APPROVAL OF THE PUBLIC MEETING AGENDA

The Chair asked if there were any additions to the public meeting agenda. Hearing none:

Motion **UPON MOTION**, duly made by Warren Law and seconded by
Carried Brenda Parris and all in favour, **IT WAS RESOLVED THAT** the
public meeting agenda, as presented, is hereby approved.

ITEM 3: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair asked if there was any conflict of interest.

No conflicts were declared.

ITEM 4: APPROVAL OF CGHRC PUBLIC MINUTES OF MEETING OF June 21, 2022

The Chair tabled the public minutes of the June 21, 2022 meeting and asked that they be taken as read.

Motion **UPON MOTION**, duly made Warren Law, and seconded by Brenda
Carried Parris, **IT WAS RESOLVED THAT** the public meeting minutes of
June 21, 2022, as tabled, are hereby approved.

ITEM 5: APPROVAL OF CGHRC CLOSED SESSION MINUTES OF MEETING OF June 21, 2022

The Chair tabled the closed session minutes of the June 21, 2022 meeting and asked that they be taken as read.

Motion **UPON MOTION**, duly made by Warren Law and seconded by
Carried Brenda Parris, **IT WAS RESOLVED THAT** the closed session
meeting minutes of June 21, 2022, as tabled, are hereby approved.

ITEM 6: CGHRC ACTION ITEMS LIST

ACTION ITEM: No items

ITEM 7: DEVELOPMENT OF A GOVERNANCE WORK PLAN

At the invitation of the Chair, Ms. Tate presented a discussion document and provided an overview of a proposed process to support the development of a Board work plan.

Following the presentation, there was discussion around the governance best practices that took place during the board orientation held in December 2021. It was noted that since that time, considerable progress on governance practice has been made. The next steps are to include the development of a Board work plan.

A detailed discussion around the four governance best practices identified as Governance foundation, principles, and structure; Board responsibilities and oversight; Board processes and Board effectiveness. Following are some highlights of the comments/discussion:

- We are not at the stage to draft a Lease Agreement. In November we should be in a position to report to the Board on status.
- We have Terms of Reference for each Committee, however do we have a document that clarifies the roles of the people involved in the governance.
- It was noted that our Governance program has progressed very well over the past year. It was suggested that staff give priority to a Directors Matrix.
- We need to determine the standard of best practices for Toronto Seniors Housing Board members.
- There needs to be some form of delegation or responsibility of how meetings are managed in the absence of a designated chair.
- The need to identify the key roles of the Board.
- Going forward we don't have a strategic plan. This is a priority over the next year.
- Ms. Parris requested feedback on operational oversight and is requesting feedback on operational details so we have sense of the overview of what's happening.

- Concerns were raised with the agreements we have with various agencies and organizations. It was recommended that they be reviewed including an analysis on what happens if agreements are not fulfilled. Questions were raised around accountability and consequences if agreements are not fulfilled. It was recommended there should be some form of template for agreements that outlines what happens if agency fails to deliver and doesn't fulfil its agreement.

There was discussion around Risk management and business continuity

- There needs to be a performance agreement/standards with the CEO, with the Board providing oversight.
- Mr. Law raised the issue of risk management, particularly given the vulnerable population that we are serving. It was recommended that staff identify the risks, who is managing them and what committee is overseeing those issues.
- Concerns were raised around the mixing the seniors with the homeless addiction groups.
- It was recommended that an early warning signal should be built into the agreements, getting the reports so Committee members know when it might need Board attention.
- Discussion around the possibility having a quick survey to gauge sense of satisfaction following each meeting.

ACTION: It was recommended that staff write a discussion document indicating what the committee thought as priorities, and come back to the next Committee meeting for further discussion, before going to the Board.

It was noted that the deck was circulated to Councillor Ainslie to ensure he was in the loop and had opportunity to comment.

ITEM 8: MOTION TO MOVE INTO CLOSED SESSION

Motion **UPON MOTION**, duly made by Warren Law, and seconded by
Carried Brenda Parris, **IT WAS RESOLVED THAT** the Committee move into
a closed session.

ITEM 9 – 12: CLOSED SESSION

ITEM 13: MOTION TO APPROVE CLOSED SESSION DECISIONS

Motion **UPON MOTION**, duly made by Warren Law, and seconded by
Carried Brenda Parris, and unanimously carried **IT WAS RESOLVED**
THAT the Board Committee approve and recommend to the
Board the items discussed as follows:

- 1) Implement a 2.5% in-year salary adjustment for eligible TSHC management and non-union staff, effective June 1, 2022;
- 2) Authorize the Chief Executive Officer to amend the annual Personal Float Day policy to increase the allocation from 2 days to 4 days, effective June 1, 2022;
- 3) Authorize the Chief Executive Officer to collaborate with TCHC in a parallel review of management and non-union compensation and benefits using the same consultant that is undertaking the City of Toronto's review, in order to leverage the analysis, and minimize the duplication of effort, and minimize the time and cost of such a review for TSHC.

ITEM 14: ADJOURNMENT

The Chair thanked the Committee members and the staff for their participation at today's meeting.

Motion **UPON MOTION**, duly made by Warren Law, and seconded by
Carried Brenda Parris, and unanimously carried, **IT WAS RESOLVED**
THAT the public meeting terminate.

Fareed Amin (Chair)
Corporate Governance and Human Resources Committee

TORONTO SENIOR HOUSING CORPORATION (TSHC)
Corporate Governance and Human Resources Committee
Action Items List

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
1.	February 8, 2022	Mr. Sherar to send the list of the names of the 8 policies to the Committee	Michael Sherar	Closed
2.	February 8, 2022	Mr. Sherar to forward to the Committee the revised proposal from Mr. Dinner for development of Board policies work.	Michael Sherar	Closed
3.	February 8, 2022	Mr. Sherar to bring forward the 8 policies developed by Mr. Dinner for approval by the Committee at its next meeting on March 11, 2022.	Michael Sherar	Closed
4.	March 11, 2022	Ms. Brenda Parris requested that the Religious Policy be revisited at a future time.	Dave Slater	Pending – future compensation review in early 2023
5.	March 11, 2022	Ms. Parris requested the committee consider at a future time to extend the scope of family leave to include five days of leave as opposed to the current one day of leave for aunt, niece, uncle, nephew and cousin in the bereavement policy.	Dave Slater	Pending – future compensation review in early 2023

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
6.	March 11, 2022	Ms. Ferreira agreed to look into for future consideration Ms. Parris' request re non-union staff at TSHC to parallel the entitlements and benefits of union staff	Dave Slater	Pending - future compensation review in early 2023
7.	March 11, 2022	To add the following agenda items to future meetings of the Committee for Board's consideration and Ms. Ferreira to report back on the following two items: a) Community Benefits and diverse representation to be added to the Fair Wage Policy b) Plan for developing a Diversity Youth Development program c) Develop Lobby Disclosure Policies for both employees and the Board.	Dave Slater	Closed – referred for future policy consideration
8.	March 11, 2022	Revisions to the Board of Directors Ethics and Code of Conduct Policy and the Board of Directors Meeting Procedures Policy to be circulated to the Committee members to seek Committee's approval prior to obtaining Board's approval on March 31, 2022	Michael Sherar	Completed

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
9.		To include redline copies of all the policies when sending to Board for its consideration for approval.	Michael Sherar	Completed
10.	April 11, 2022	Revise the Board of Directors Reimbursement Policy to include electronic submission.	Michael Sherar	Completed
11.		Revise the Director Education and Board Development Policy to reflect the correct name of the Committee as Corporate Governance and Human Resources Committee.	Michael Sherar	Completed
12.		To remove the section on Values from the Code of Conduct Policy.	Helena Ferreira	Completed
13.	June 21, 2022	Ms. Brenda Parris requested that the pending items related to the HR matter on the Actions Items List be flagged to the Interim HR Lead for actioning as appropriate.	Dave Slater	Completed
14.	Sept 14 th , 2022	Staff to create a discussion document indicating what the committee thought as priorities. To be brought to next Committee meeting for further discussion, before going to the Board.	Grant Coffey	In progress – report at Committee November 9

**Toronto Seniors Housing Corporation (TSHC)
CGHRC (Corporate Governance and Human Resources
Committee) Meeting**

Topic: Governance Work Plan Priorities

Item #10

DATE October 20, 2022

Report: BD: 2022-XX

To: CGHRC

From: Grant Coffey
Interim Director, Strategy and Communications

Date: September 20, 2022

PURPOSE: FOR INFORMATION and APPROVAL

RECOMMENDATION: It is recommended that the CGHR committee use the attached draft governance work plan (as amended by the committee) as the basis for discussion at a December Board orientation session on the governance work plan for 2023.

REASON FOR RECOMMENDATION:

The Board held an orientation session on governance best practises in December 2021. Since that time, considerable progress on governance practice has been made. Next steps included the development of a Board work plan for 2023.

In September 2022, the CGHR committee discussed priorities for governance for 2023. Based on priorities suggested by the CGHR committee, a draft governance work plan has been developed for discussion by the Board.

Grant Coffey
Interim Director, Strategy and Communications

ATTACHMENTS:

Governance Work Plan Priorities

Item #10
Attachment #1 -
Governance Work Plan
Priorities

Governance Work Plan Priorities

CGHR Committee November 9, 2022



Background

- At its meeting on September 14, 2022, the CGHR Committee discussed the priorities for a governance work plan for 2023
- The discussion was guided by a discussion presentation which is attached as Appendix A
- Overall, committee members think TSHC governance has progressed significantly and is strong
- There are opportunities for improvement
- The discussion focused on four areas of governance best practices which were introduced in December 2021
 - Governance foundations, principles, and structure
 - Board responsibilities and oversight
 - Board processes
 - Board effectiveness
- An overarching question was raised about what standard of best practices should be used by TSHC
- The following priorities for a governance work plan are recommended for discussion and approval by the Board

Governance Foundations, Principles and Structures

Key Questions for consideration:

- Does TSHC have foundation documents in place?
- Has the Board clearly articulated the governance principles that will guide its work?
- Are Board composition, selection process, and skills required clear?
- Are the roles and responsibilities of individuals in the governance process clear (e.g., Chair, members, committee chairs)?
- Has the Board delegated its authority appropriately?



Governance Foundations, Principles and Structures

Toronto Seniors
Housing Corporation

Recommended Priorities:

- Oversight of the development of a lease agreement with TCHC and operating agreement with the City (timing TBD)
- Develop a skills matrix for Board members (medium priority)



11/2/2022



Board Roles and Responsibilities

Key Questions for Consideration:

- Is the Board engaged in key roles of policy, decision-making and oversight?
- Is the Board providing oversight in key areas such as:
 - Strategic and service excellence planning
 - Hiring and oversight of the CEO
 - Operational oversight
 - Financial oversight and accountability
 - Risk management and business continuity
 - Stakeholder and partner relationships



Board Roles and Responsibilities

Recommended Priorities:

- Review of key policies, with focus on tenant facing policies (high priority)
- Risk management and business continuity (high priority)
- TSCH interim strategic directions, including quality improvement (to be completed in 2022 for implementation over 12 – 18 months)
- Strategic plan (low priority, to begin in late 2023 or 2024)
- Performance agreement and oversight of CEO (high priority)
- Review effectiveness of partner agreements and relationships (medium priority)
- Review current operational oversight information (medium priority)



Governance Processes

Key Questions for Consideration:

- Does the frequency of meetings enable the Board to address key issues?
- Are the agendas appropriate, and does the material provided to the Board support effective decision-making?
- Are policies related to the conduct of Board members in place?
- Are the committees functioning effectively and bringing items to the Board for approval after consideration at the committee level?



Governance Processes

Recommended Priorities:

- Assess material/agendas (medium priority)
- Review committee processes, e.g., alternate chairs, requests for additional information, etc. (medium priority)
- Note: Board and Committee assessments (see below) will inform work on governance processes



11/2/2022



Board Effectiveness

Key Questions for Consideration:

- Does the Board assess its own effectiveness? After each meeting? Periodically?
- Do individual members assess their own effectiveness?
- Are new members provided with orientation to get up to speed quickly
- Are there opportunities for Director learning and development, both individually and collectively?



Board Effectiveness

Recommended Priorities:

- Implement meeting evaluation questionnaires at the end of each Board and Committee meeting (high priority)
- Formalize orientation for new Board members (medium priority)
- Implement Board development opportunities (medium priority)
- Choose standard for governance best practices; conduct governance review based on the standard selected (low priority—to be considered in late 2023 or 2024)



Governance Work Plan Approach

- The following plan is based on the priorities identified by the CGHR committee
 - It is recommended that high priority items begin in Q1 or Q2 2023, with work continuing as necessary throughout 2023
 - It is recommended that medium priority items begin in Q3 or Q4, with work continuing as necessary into 2024
 - In Q4 2023, the Board can assess progress and set governance priorities for 2024
 - This could include adopting a governance best practices standard to guide priority setting and a future governance review
- Timing of the development of a lease agreement is TBD based on discussions with TCHC and TSHC. It is included in the work plan as a placeholder, but may not be initiated until 2024
- Timing of a full strategic planning process is TBD. It is included in Q4 as a placeholder, but may not be undertaken until 2024
- Review of governance process will be informed by the results of a questionnaire to be completed by Board/committee members following each Board and committee meeting

Proposed Governance Work Plan 2023

	Q1 and Q2	Q3 and Q4
Governance foundations, principles, and structure	Lease agreement and operating agreement with City (timing TBD)	
		Skills matrix for Board members
Board responsibilities and oversight	Oversight of: <ul style="list-style-type: none"> • Tenant facing policies • CEO performance agreement/performance • Risk management • Implementation of interim strategic directions and quality improvement 	Partnership agreements and effectiveness Review operational information Strategic planning (timing TBD)
Governance processes		Assess agenda and materials Review committee processes
Board effectiveness	Post meeting questionnaires Board development	New member orientation Select governance best practice standard (TBD) Initiate governance review/plan

Appendix A

Development of a Governance Work Plan 2023
For Discussion by CGHR Committee



11/2/2022



Toronto Seniors Housing Corporation

Development of a Governance Work Plan 2023 For Discussion by CGHR Committee

September 7, 2022



**Toronto Seniors
Housing Corporation**

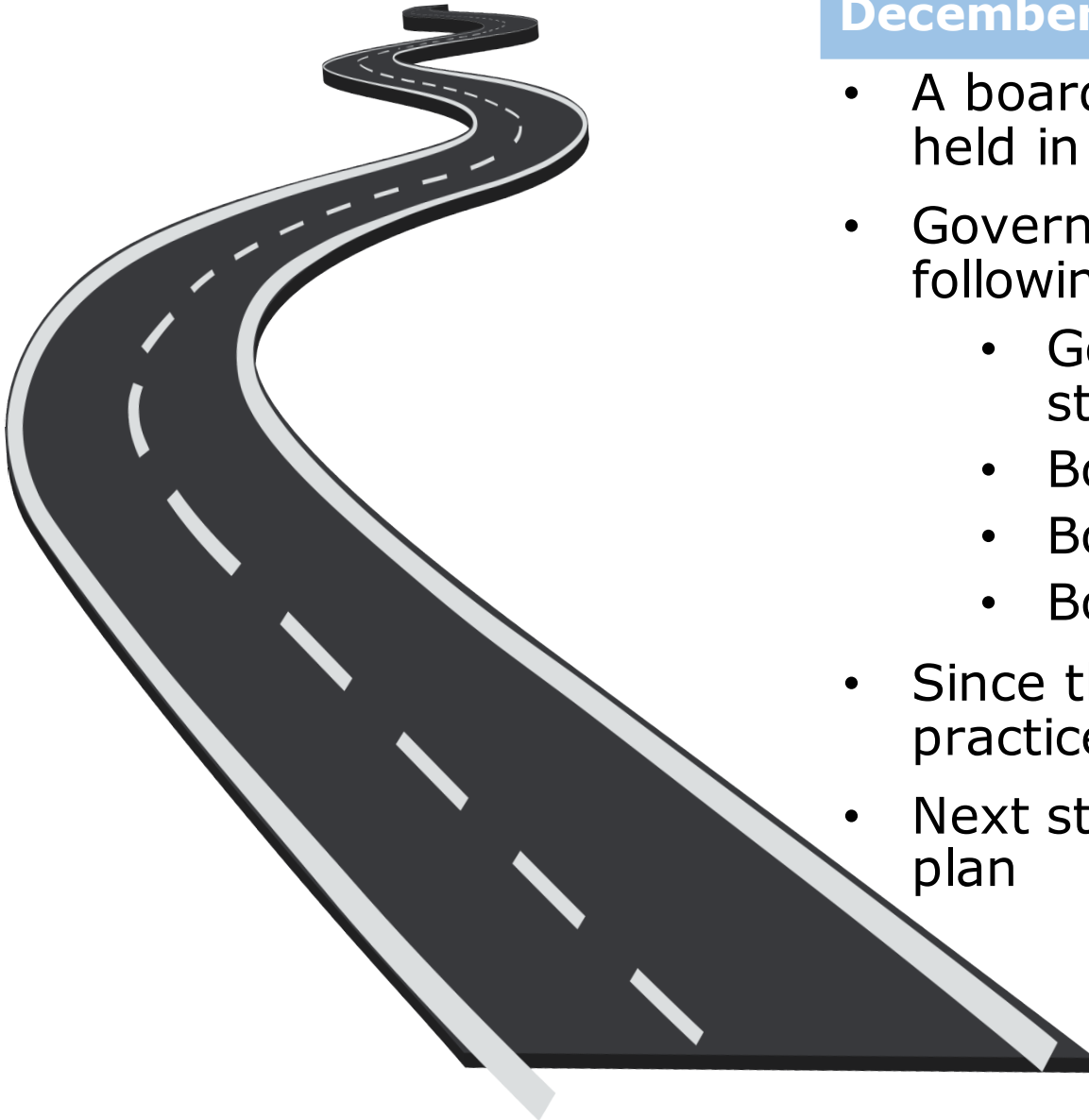
**Context, Purpose and Proposed
Process**



Context

December 2021

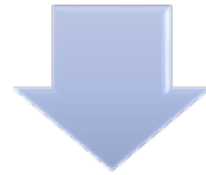
- A board orientation on governance best practices was held in December 2021
- Governance best practices were discussed in the following areas:
 - Governance foundations, principles, and structure
 - Board responsibilities and oversight
 - Board processes
 - Board effectiveness
- Since that time, considerable progress on governance practice has been made
- Next steps included the development of a Board work plan



Purpose of Discussion

To review governance best practices and progress to date

- To get CGHR Committee input on strengths/accomplishments to date
- To get CGHR Committee input on gaps to be addressed
- To set priorities for addressing gaps and issue



To provide input into a Board work plan based on the priorities identified by the CGHR Committee

Proposed Process

The following process is proposed to support the development of a Board work plan



Governance Foundations, Principles and Structures

- Key Questions for consideration:
- Does TSHC have foundation documents in place?
- Has the Board clearly articulated the governance principles that will guide its work?
- Are Board composition, selection process, and skills required clear?
- Are the roles and responsibilities of individuals in the governance process clear (e.g. Chair, members, committee chairs)?
- Has the Board delegated its authority appropriately?



11/2/2022



Governance Foundations

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussion	Priority H/M/L
Foundation documents	<ul style="list-style-type: none"> Incorporation documents and by-laws are in place Shareholder Direction includes key requirement for TSHC governance 	<ul style="list-style-type: none"> Are additional foundation documents required? Does the Board understand its relationship and obligations to the Shareholder? Are there normally positive and transparent relationships with the City? Does the Shareholder have any concerns about current governance practices 	
Governance principles	<ul style="list-style-type: none"> Shareholder Direction includes four governance principles 	<ul style="list-style-type: none"> Are additional governance principles needed to guide the Board's work? 	
Key agreements	<ul style="list-style-type: none"> Key agreements with TCHC (Transition Agreement, Services Delivery Agreement) have been executed An interim arrangement with City of Toronto (in lieu of an Operating Agreement) is in place 	<ul style="list-style-type: none"> Outstanding agreements include the Lease Agreement with TCHC and an Operating Agreement with the City of Toronto Are any changes to the role/preparation for decision-making required as new agreements are developed? 	

Governance Structures

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussion	Priority H/M/L
Board composition, selection, term, termination and skills	<ul style="list-style-type: none"> Shareholder Direction provides clear guidance/direction on composition and selection of the Board and terms and termination provisions 	<ul style="list-style-type: none"> Should the Board develop a skills matrix (based on skills outlined in the Shareholder Direction) which outlines the skills required on the Board to provide input to the City when it is considering new members? 	
Roles & responsibilities (Members, Chair, Board Secretary, Committee Chairs, Committees, CEO)	<ul style="list-style-type: none"> Roles and responsibilities are implicit, but not formally documented 	<ul style="list-style-type: none"> Should a document describing the key roles and expectations of the Chair, Board Secretary, Members, Committee Chairs and CEO be developed for approval and review by the Board? 	
Delegation of responsibilities to committees, CEO	<ul style="list-style-type: none"> Financial delegation to CEO in place Committee terms of reference do not delegate decision-making to committees 	<ul style="list-style-type: none"> Is additional delegation to CEO required? Should a document describing the role of the committees and process for bringing material forward to the Board be prepared? Should any delegation of decision-making to committees be considered? 	

Board Roles and Responsibilities

- Key Questions for Consideration:
- Is the Board engaged in key roles of policy, decision-making and oversight?
- Is the Board providing oversight in key areas such as:
 - Strategic and service excellence planning
 - Hiring and oversight of the CEO
 - Operational oversight
 - Financial oversight and accountability
 - Risk management and business continuity
 - Stakeholder and partner relationships



Board Responsibilities / Oversight

Best Practice	TSHC Strengths	Possible Gaps / Issues for Discussion	Priority H/M/L
Policy, decision-making and oversight	<ul style="list-style-type: none"> The Board has taken responsibility for policy through approving/adapting policies from TCHC The Board has also initiated a review of key tenant-related policies The Board has played an oversight role during transition, including decision-making on the Transition Agreement and Services Delivery Agreement 	<ul style="list-style-type: none"> Should the Board oversee the development of a policy framework for TSHC? Are there additional policies which should be reviewed to better meet the needs of TSHC? 	
<p>Specific Areas of Board oversight are discussed below:</p>			
Strategic and service excellence planning	<ul style="list-style-type: none"> In the absence of a strategic plan, the Board has approved key priorities for early improvements 	<ul style="list-style-type: none"> What process should be used for strategic planning? What level of tenant, stakeholder and partner engagement should be included in the strategic planning process? What role should the Board play in strategic planning? 	

Board Responsibilities/Oversight

Best Practice	TSHC Strengths	Possible Gaps / Issues for Discussion	Priority H/M/L
Hiring and oversight of the CEO	<ul style="list-style-type: none"> Board was actively involved in hiring the CEO A positive relationship with the CEO is evolving 	<ul style="list-style-type: none"> Does the board provide appropriate and effective oversight to the CEO? Has the Board established performance expectations for the CEO? 	
Operational Oversight	<ul style="list-style-type: none"> The Board has identified key areas for operational improvement The Board regularly receives reports on key operational metrics and performance indicators 	<ul style="list-style-type: none"> Is day-to-day operational activity delegated to the CEO and staff? Is the Board oversight of operations appropriate? Does the Board receive appropriate metrics and indicators on operations? 	
Financial oversight and accountability	<ul style="list-style-type: none"> Board has received and reviewed financial position of TSHC The Board approved the 2022 budget 	<ul style="list-style-type: none"> Does the Board require any additional information to fulfill its financial oversight responsibilities? What role should the Board play in the budget preparation process? What role should the Board play in TSHC's input into capital planning for its buildings? 	

Board Responsibilities/Oversight Toronto Seniors Housing Corporation

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussions	Priority H/M/L
Risk management and continuity planning	<p>Board has reviewed and approved interim insurance for TSHC</p> <p>There has been limited discussion of risk and continuity planning</p>	<ul style="list-style-type: none"> • Should the Board request and oversee development of a comprehensive risk identification and mitigation plan • Should the Board request and oversee development of a comprehensive business continuity plan • Is TSCH in compliance with all applicable legislation, regulation and Shareholder requirements? • Does the Board require additional compliance reporting? 	
Stakeholder and partner relationships	Board has stressed the importance of tenant engagement and has overseen tenant engagement activities	<ul style="list-style-type: none"> • What role should the Board play in stakeholder and partner relations? • Does the Board provide oversight of the relationship with key service providers including TCHC and other contractors and social and health service providers? 	

Governance Processes

- Key Questions for Consideration:
- Does the frequency of meetings enable the Board to address key issues?
- Are the agendas appropriate, and does the material provided to the Board support effective decision-making?
- Are policies related to the conduct of Board members in place?
- Are the committees functioning effectively and bringing items to the Board for approval after consideration at the committee level?



Governance Processes

Best Practice	TSHC Strengths	Possible Gaps / Issues for Discussion	Priority H/M/L
Board meeting frequency	<ul style="list-style-type: none"> Board met monthly in first year Board meetings are well attended, and Board members are well prepared 	<ul style="list-style-type: none"> Does the Board agree with the proposal to reduce number of Board meeting to every two months with committees meeting in alternate months? Should committees meet more often? 	
Board agendas, material and minutes	<ul style="list-style-type: none"> Board agendas are prepared and posted prior to Board meetings Board material is prepared and posted prior to Board meetings Board meeting minutes are prepared following Board meetings and posted after approval by the Board 	<ul style="list-style-type: none"> Are the agendas appropriate? Does the Board spend its time on the most important issues? Should additional responsibility be delegated to committees? Is material provided to the board adequate for the board to make informed and effective decisions? Does the material provided include the right level of detail? Too much? Too little? Do the minutes capture the key decisions made by the board 	

Governance Processes

Best Practice	TSHC Strengths	Possible Gaps /Issues for Discussion	Priority H/M/L
Confidentiality	<ul style="list-style-type: none"> Board has clear policy on items which are discussed in-camera and which are discussed in the public board meeting 	<ul style="list-style-type: none"> Is the balance between in-camera vs. public items appropriate? 	
Board policies on conduct of members	<ul style="list-style-type: none"> Board has approved the following policies for its members <ul style="list-style-type: none"> Reimbursement Policy Conflict of Interest—Board of Directors Code of Conduct—Board of Directors External Directorship Policy Whistleblower Policy 	<ul style="list-style-type: none"> Are any additional Board specific policies required? 	
Committees	<ul style="list-style-type: none"> Three Board committees have been established with approved terms of reference Board committees meet regularly and report to the Board on discussion Committees also bring recommendations to the Board for approval Committee members actively participate in meetings 	<ul style="list-style-type: none"> Are the committees functioning effectively and fulfilling their mandates? Are the committees providing clear recommendations to the board? Are committee processes clear? e.g., can material not discussed at the committee be brought forward to the Board? 	

Board Effectiveness

Key Questions for Consideration:

- Does the Board assess its own effectiveness? After each meeting? Periodically?
- Do individual members assess their own effectiveness?
- Are new members provided with orientation to get up to speed quickly
- Are there opportunities for Director learning and development, both individually and collectively?



Board Effectiveness

Best Practice	TSHC Strengths	Possible Gaps / Issues for Discussion	Priority H/M/L
Decision-making	<ul style="list-style-type: none"> The Board has made key decisions based on input from committees and/or Board discussion Three board orientation sessions held to provide background for decision-making 	<ul style="list-style-type: none"> Is Board decision-making effective? Are discussions thorough, and respectful of different perspectives? Is there full participation of all Board members in discussion and decision-making? Are Board orientation sessions helpful to support effective decision-making? What type of topics should be included in future orientation sessions? 	
Evaluation of Board effectiveness	<ul style="list-style-type: none"> The TSCH Board has not conducted an evaluation of its effectiveness 	<ul style="list-style-type: none"> Should a short questionnaire be provided to Board members following each meeting to assess the effectiveness of the meeting? Should the Board undertake a formal evaluation of its effectiveness? Self-assessment? External resource? Timing, e.g., annually, every two years? How should individual Board members be evaluated? Self-assessment? Discussion with Chair? 	

Board Effectiveness

Best Practice	TSHC Strengths	Possible Gaps / Issues for Discussion	Priority H/M/L
Orientation for new members	<ul style="list-style-type: none"> The Board approved a Director Education and Board Development Policy. This was adapted from TCHC New member orientation and TSHC specific member education activities have not been implemented 	<ul style="list-style-type: none"> How should new members be oriented? Should the Board oversee the development of an orientation program for new members? 	
Member education and development		<ul style="list-style-type: none"> Should the Board develop a plan for ongoing collective director education? Should the Board support members to participate in external director education? 	
Director protection	<ul style="list-style-type: none"> Director liability insurance is in place 	<ul style="list-style-type: none"> Is Director Liability insurance that is in place appropriate? 	

**Toronto Seniors Housing Corporation (TSHC)
CGHRC Meeting**

Topic: *Information Update – People and Culture Learning & Development Plan*

Item # 18

DATE November 9th, 2022

Report: BD: 2022-XX

To: Corporate Governance and Human Resources Committee

From: People & Culture

Date: November 9, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION: It is recommended that the Committee receive the attached report of the proposed People and Culture Learning and Development Plan for for the period Q4 2022 and 2023.

REASON FOR RECOMMENDATION:

To provide an update on the proposed learning and development activities for the balance of 2022 and 2023. Learning and development will be a key enabler of change. A plan will determine priorities and timelines and result in a relevant curriculum for all TSHC staff and ensure that learning opportunities are delivered effectively.

ATTACHMENTS:

1. Learning and Development Plan

Item #18
Attachment #1 -
Learning and
Development Plan

Toronto Seniors Housing Corporation

Learning and Development Plan People and Culture

Presentation to the Corporate Governance and Human Resources Committee
November 9, 2022



Purpose

The purpose of this presentation is to provide the Board with an overview of:

1. Learning priorities for Operations 2022
2. Learning priorities for all staff 2022
3. Specialized AODA training 2022
4. Learning priorities for Operations 2023
5. Learning priorities for all staff 2023
6. Supervisor and manager training
7. Next steps

Learning Priorities for Operations 2022

In September, People and Culture (P&C) met with the Operations management team and reviewed the learning goals for the final quarter of this year and for 2023, resulting in a focus on key essential and priority learning:

1. Non-Violent Crisis Intervention training – this has been rolled out to front line staff across the 4 regions. The goal is to have 50-60 staff trained by the end of this year, with the remaining staff scheduled for 2023. We are working with TCHC staff who are certified trainers from the Crisis Prevention Institute.

Program Objectives

- Learn how to respond to various levels of crisis behaviors.
- Understand how to keep your behavior consistent and calm in order to encourage a positive outcome in a crisis situation.
- Learn strategies to strengthen nonverbal communication.
- Develop limit-setting strategies when verbally intervening to de-escalate defensive behaviors.
- Learn safety intervention strategies to maximize safety and minimize harm.
- Explore the Physical Skills Review Framework and key legal and professional considerations when using restrictive interventions.
- Explore the *Decision-Making Matrix*SM when assessing risk behavior.
- Practice non-restrictive and restrictive interventions that are consistent with a set of physiological principles.
- Explore a framework to help guide staff and individuals in distress through a process of re-establishing the relationship.

Learning Priorities for Operations 2022

Continued

2. Accessibility for Ontarians with Disability Act (AODA) training for Seniors Services Coordinators, Superintendents, and leaders across the organization. Completion set for November 9th.
 - This training is being provided by Cathy Birch, R-Path Committee Chair, as part of an introductory discussion with front line staff on the legislated requirements around AODA. Cathy has received her Train the Trainer certification from Access Ontario.
 - Included in this training is the definition of a disability, categories of disabilities, types of barriers and various types of disabilities. Cathy also includes various standards from the AODA that we need to be compliant with
3. 2SLGBTQIA+ training has been rolled out to Seniors Services Coordinators in two regions, with two more to receive the Tool Kit presentation that was developed by the City of Toronto. This training will be expanded upon in 2023 to include other front-line staff, including supervisors and managers, as well as CUPE 416 staff, as part of an over EDI learning and development program.
4. (Essential learning on next slide).

Learning priorities for all staff 2022

As part of the discussion around the training required for the operations team it was noted that there is a need for review of some essential learning for all staff. As a result, sessions on the following key topics will be offered this quarter:

1. Code of Conduct policy will be updated and rolled out through the Talent Connect learning system. Module will include a short quiz. This is a new approach, and we are working with TCHC on getting this set up and pushed out by the end of the year. Completion scheduled for the end of the year.
2. Dress Code policy will also be updated and rolled out through Talent Connect system, along with a short quiz. Completion scheduled for the end of the year.
 - This approach will ensure staff have read and understand their responsibilities as outlined in the policy and that they have a clear understanding of expectations, so we are setting them up for success. It will also help establish the tone and culture of TSHC as a distinct and new organization.

Learning priorities for all staff 2022

Supporting the development of an equitable, diverse and inclusive culture:

3. CABR Anti-Black racism training will be initiated this year and be completed in 2023 for all staff. A pilot group is being established to review the training that has been created for TCHC. With input from the pilot group, we will ensure the content meets the needs of seniors and is in a tone that is representative of the culture we want at TSHC. This will form part of the overall EDI learning and development that will help shape culture of Toronto Seniors.

“The training is an introduction to confronting anti-black racism and allows staff to ask questions and reflect on the work that they do and who they serve in TCHC communities. Staff will learn about the forms of anti-Black racism, the historical context that connects to policies and operational norms, and how history relates to the work done at TCHC. Staff will also learn about concepts related to identity and power within social contexts and be able to connect these ideas to their working relationships with peers and tenants. In addition, staff will have an opportunity to discuss best practices in approaching their field of work as a catalyst to embed the TCHC culture model.”

Specialized AODA training for 2022

As part of the efforts to ensure TSHC is compliant with the legislative requirements set forth in the AODA, a third-party provider has been secured to conduct training specific to print and digital media.

AODA training for print and digital media is scheduled for November 3rd for a group of staff whose role consists of developing & creating communications, signs & posters, and policies & procedures.

The goals of the training is to equip staff with the knowledge and tools to be compliant with the legislative requirements of AODA and the Integrated Accessibility Standards Regulation (IASR) specific to print and digital media.

Learning Priorities for Operations 2023

- Collaborated with the Operations management team to identify learning priorities. A key focus for 2023, is a need to establish some foundational training. Taking everyone back to the “Roots of Housing”, ensuring everyone knows and understands our business, our mandate, and the legislative framework in which we operate, to ensure compliance.
- Target audience will front line staff while ensuring that all TSHC staff have a good understanding of our mandate and operating environment.
- Identified gaps to be addressed include:
 - An understanding of the legislation and the requirements, history of public housing, our mandate, policy requirements, housing best practices, senior-centric service delivery, RGI administration, human rights requirements of a landlord, accommodation requirements etc.
 - Job specific training for new hires (e.g., Guidelines for Seniors Services Coordinators when tenants pass, access to units in an emergency, ensuring our policies align with the Housing Act etc.)
 - Orientation for staff on promotional acting or permanent assignments
 - Skills development training to prepare staff to take on progressively responsible roles (e.g. training delivered by licensed tradespeople etc.)

Learning Priorities for Operations 2023

Additional areas of learning for operations include:

- Computer skills/Business writing and communications—front line staff have different levels of knowledge and understanding when it comes to computers. We need to ensure all front-line operations staff have a basic understanding of how our technology works, and expectations of them. Things such as out of office, email etiquette, professionalism, use of CAPS, grammar, language etc.
- Second language needs/translation services
- Recognizing elder abuse
- Suicide awareness
- Enhanced training using Homes system, including Concierge module.

Learning Priorities for all staff 2023

- Senior-centric customer service – this will be a foundational course that will help to define the culture at TSHC
- Conflict resolution/difficult conversations for leaders
- Equity, diversity and inclusion – focus on building and operationalizing an EDI strategy This will be a collaborative TSHC effort to address discrimination and racism; advance equitable access to opportunity; and respect for diversity in all its forms - race, culture, beliefs, or needs.

Achievement of these objectives will be a primary focus of the P&C team, and led by our Learning and Organizational Development Specialist, when hired

Supervisor and Manager Training 2023-2024

Planning for supervisor and manager training program to include the following:

1. Managing staff in a unionized environment
2. Labour relations & performance management
3. Health & Safety Supervisory Training
4. Change management
5. Training on required technology and various job aids e.g.
 - HR System/Financial System
 - Quatro Safety System
 - Workplace Violence and Harassment Prevention and Crisis Resource manual
 - Traumatic Incident Response Procedure
 - EFAP Guide for Managers and Leaders

Next Steps

- Continue to collaborate with TCHC Learning and Organizational Development team on programs they have in place until.
- Recruit and transition responsibility to TSHC Learning and Organizational Development Specialist
- Continue to support Operations and corporate areas to identify new and emerging learning requirements

Learning and Development will be a key enabler of change and establishment of a desired culture at TSHC.