

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

**Date: January 17, 2023**

**Time: 4:00 – 5:30 pm**

**Location: WebEx & Livestream**

**Agenda**

<b>Item</b>	<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Pre-Read</b>	<b>Presenter</b>
1.	4:00 2 min	Chair's Remarks	Information	NA	Chair
2.	4:02 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	4:04 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	4:05 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	4:06 2 min	Approval of CGHRC Public Minutes of Meeting of November 9, 2022	Approval	CGHRC Public Minutes of Meeting of November 9, 2022	Chair
6.	4:08 2 min	Approval of CGHRC Closed Session Minutes of Meeting of November 9, 2022	Approval	CGHRC In Camera Minutes of Meeting of November 9, 2022	Chair
7.	4:10 2 min	Actions Items Review	Information	Action Item List	Chair
8.	4:12 5 min	CEO Update	Information	Verbal Report	Tom Hunter

Item	Time	Description	Action	Pre-Read	Presenter
9.	4:17 5 min	CGHRC Review of Work Plans	Information	CGHRC Proposed 2023 Work Plan	Grant Coffey
10.	4:22 10 min	Employee Engagement Survey	Information	Report	Dave Slater
11.	4:32 1 min	Motion to move into Closed Session	Approval	N/A	Chair
12.	4:33 1 min	Confidential report dealing with matters that are	Approval	Closed Session Agenda	Chair
13.	4:34 2 min	not required to be disclosed under the	Information	Action List-In Camera	Chair
14.	4:36 30 min	municipal Freedom of Information and	Approval	Report	Dave Slater
15.	5:06 1 min	Protection of Privacy Act including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes	Approval	N/A	Chair
16.	5:07 1 min	Motion to approve closed session decisions	Approval	N/A	Chair
17.	5:08 1 min	Adjournment	Approval	N/A	Chair

**TORONTO SENIORS HOUSING CORPORATION (TSHC)  
Corporate Governance and HR Committee Meeting (CGHRC)  
Date: November 9, 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 November 9, 2022, at 4:00pm via WebEx video conference. This meeting was Live Streamed.

**Members in Attendance:**

Councillor Paul Ainslie, Warren Law, Brenda Parris, Lawrence D’Souza, Carrie MacNeil, Fareed Amin

TSHC staff present: Tom Hunter, Grant Coffey, Brad Priggen, Mary Tate, Dave Slater, Roman Zydownyk, Janelle Estwick, Executive Assistant to CEO, Liz Dizig (Recording Secretary).

**ITEM 1: CHAIR’S REMARKS**

The Chair called the meeting to order and welcomed everyone to the meeting.

**ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS**

The Chair began the meeting with Land and Ancestral Acknowledgements.

**ITEM 3: APPROVAL OF THE PUBLIC MEETING AGENDA**

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

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

#### **ITEM 4: CHAIR'S POLL RE: CONFLICT OF INTEREST**

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The Chair asked if there was any conflict of interest.

No conflicts were declared.

#### **ITEM 5: APPROVAL OF CGHRC PUBLIC MINUTES OF MEETING OF SEPTEMBER 14, 2022**

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The Chair tabled the Public minutes of the September 14, 2022 meeting and asked that they be taken as read.

*Motion*            **UPON MOTION**, duly made Brenda Parris, and seconded by  
*Carried*            Warren Law, **IT WAS RESOLVED THAT** the public meeting  
minutes of September 14, 2022, as tabled, are hereby approved.

#### **ITEM 6: APPROVAL OF CGHRC CLOSED SESSION MINUTES OF MEETING OF SEPTEMBER 14, 2022**

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The Chair tabled the closed session minutes of the September 14, 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 September 14, 2022, as tabled, are hereby  
approved.

#### **ITEM 7: CGHRC ACTION ITEMS LIST**

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No items.

#### **ITEM 8: CEO UPDATE**

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At the invitation of the Chair, Tom Hunter provided an update on the status around the hiring of corporate staff. Mr. Hunter stated that this was brought to the Board in June 2022 and received approval for an additional 20 FTE in

Corporate staff. He noted that we were well into the process, in particular the hiring of the Director positions when we learned of challenges facing the City of Toronto from a financial perspective. As a result, the process was put on hold until we get approval on our 2023 budget when we will know definitively the positions that we are hiring.

**Motion**      **UPON MOTION**, duly made by Brenda Parris and seconded by  
**Carried**      Warren Law, **IT WAS RESOLVED THAT** the report be received for information.

## **ITEM 9: COMMITTEE MEETINGS**

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At the invitation of the Chair, Mr. Hunter provided verbal update and overview of work involved and timelines of the 2023 Board Committees and Board Meetings. It was noted that staff will move forward to the Board to propose our schedule of Committee and Board meeting dates. Mr. Hunter identified the proposed schedule is planning to move Board meetings to every two months.

A detailed discussion around the proposed schedule for 2023 took place.

During the discussion Brenda Parris expressed her disagreement with this proposal and questioned why we would change to hold meetings every two months? At the request of Ms. Parris, this item was put to a vote.

**Motion**      **UPON MOTION**, duly made by Brenda Parris, **IT WAS RESOLVED**  
**Carried**      **THAT** following a recorded vote, the proposed Board schedule for 2023 be received for information.

The results of the recorded vote as follows: In favour, Councillor Ainslie, Warren Law, Fareed Amin and Opposed, Brenda Parris. The motion was passed.

## **ITEM 10: GOVERNANCE WORK PLAN PRIORITIES**

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At the invitation of the Chair, Grant Coffey provided an update about the development of governance work plan priorities. Mr. Coffey noted that Mary Tate brought forth a presentation at the last Committee meeting and today there is a summary report based on the feedback from that session.

The intent of this report is to take it to a Board orientation session to be scheduled in December. This orientation session will give Board members an opportunity to discuss the priorities as well as the interim strategic directions. It was requested that the governance piece of this session highlight a few best practices in the industry.

#### **ITEM 11: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE GOVERNANCE WORK PLAN PRIORITIES**

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**Motion**      **UPON MOTION**, duly made by Warren Law and seconded by  
**Carried**      Fareed Amin, **IT WAS RESOLVED THAT** the report be received  
for information.

#### **ITEM 12: MOTION TO MOVE INTO CLOSED SESSION**

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

#### **ITEM 13 TO 16: CLOSED SESSION**

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#### **ITEM 17: MOTION TO APPROVE CLOSED SESSION DECISIONS**

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**Motion**      **UPON MOTION**, duly made by Fareed Amin, 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

#### **ITEM 18: STAFF TRAINING PLAN**

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At this invitation of the Chair, Dave Slater was invited to provide an overview of the status of training provided to staff. It was noted that since the launch of Toronto Seniors Housing, Learning and Development staff have been working closely with the Operations Team to develop appropriate training curriculum for staff.

Mr. Slater noted that to date there have been two sessions of non-violent crisis intervention training. It is expected that by the end December, approximately fifty to sixty staff will have received training with additional sessions scheduled next year.

Mr. Slater provided an overview of the various training programs that have taken place to date, as well as training to be implemented in 2023. Some highlights included: Specialized Accessibilities for Ontarians with Disabilities Act (AODA) training for SSCs which was provided by Cathy Birch; AODA training for print and digital media whose role consists of developing and creating communications, for example signs, posters, policies and procedures; 2SLGBTQI+ training that will be provided to all staff in 2023; Code of Conduct Policy training provided to new employees as well as an annual refresher for all staff. The Dress Code Policy will be revised and training will be delivered through the Talent Connect system that is currently shared with Toronto Community Housing. CABR Anti-Black Racism training will be initiated in 2022 and be completed in 2023 for all staff.

It was suggested that staff sign a statement confirming they have taken the mandatory training. Mr. Slater also noted when staff complete various training sessions, there will be a quiz included in order to complete the training. A record will also be maintained on the system.

There was further detailed discussion around the various training that is proposed for all staff in 2023. It was noted that staff have developed seniors training on mental health awareness and understanding dementia training in partnership with the City's Seniors Team which we will be expanding in future.

It was flagged that there needs to be a focus on delivering training unique to a seniors-servicing organization.

**ACTION:** It was requested that staff provide what the future seniors-centric training would look like and that it be documented in the plan.

#### **ITEM 19: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE STAFF TRAINING PLAN**

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*Motion  
Carried*

**UPON MOTION**, duly made by Fareed Amin, and seconded by Warren Law, and unanimously carried **IT WAS RESOLVED THAT** the Staff Training Plan be received for information and recommended to the Board.

## **ITEM 20: ADJOURNMENT**

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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*        Fareed Amin, and unanimously carried, **IT WAS RESOLVED THAT**  
the public meeting terminate.

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Councillor Paul Ainslie  
Corporate Governance and Human Resources Committee



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

	<b>MEETING ARISING FROM</b>	<b>DESCRIPTION</b>	<b>RESP.</b>	<b>STATUS</b>
1.	March 11, 2022	Ms. Brenda Parris requested that the Religious Policy be revisited at a future time.	Dave Slater	Pending – future policy work Q3 2023*
2.	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 policy work Q3 2023*
3.	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	Completed
4.	Nov 9, 2022	Staff provide what future seniors-centric training would look like and be documented in the plan	Dave Slater	Completed

\* Includes considerations beyond TSHC control.

## CGHRC Proposed Work Plan 2023

Q1	
January 17 <sup>th</sup> , 2023	March 15 <sup>th</sup> , 2023
AGENDA ITEMS	AGENDA ITEMS
Employee Engagement Survey	People & Culture – Recruitment Update
CGHRC Review of Work Plan 2023	Lease Agreement & Transition Agreement
	Governance Work Plan Update
	2022 Annual Report (approval for Board)

Q2	
May 16 <sup>th</sup> , 2023	September 20 <sup>th</sup> , 2023
AGENDA ITEMS	AGENDA ITEMS
Governance Work Plan Update	Governance Work Plan Update
City Council Directions Requiring Board Attention	People & Culture Policy Amendments

Q4	
November 7 <sup>th</sup> , 2023	
AGENDA ITEMS	
2024 Board and Committee Meeting Schedule	
Annual People & Culture Update	
Governance Work Plan Update	
Employee Engagement Survey	

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

**Topic:** *Employee Engagement and Equity, Diversity, and  
Inclusion Survey 2023*

Item # 10

DATE January 17, 2023

**Report: BD: 2023 XX**

**To:** Corporate Governance and Human Resources Committee  
(CGHRC)

**From:** Dave Slater, Interim Lead, People and Culture

**Date:** January 17, 2023

**PURPOSE: FOR INFORMATION**

**RECOMMENDATION:** It is recommended that the CGHRC receive this report for information.

**REASON FOR RECOMMENDATION:**

People and Culture is proposing TSHC conduct an Employee Engagement and Equity, Diversity, and Inclusion Survey in the third quarter of 2023.

TCHC conducted their last employee engagement survey in 2021, with their next scheduled survey in 2024. In addition, in early 2022 a separate equity, diversity and inclusion survey was conducted by TCHC, and we will continue to work with them around the results. The 2021 and 2022 surveys included the Seniors Housing Unit (SHU), which transitioned into the TSHC Operations team.

From the 2021 survey, the SHU's action plan identified 4 key areas as the top engagement drivers. They included Innovation, Senior

Leadership, Diversity and Inclusion, and Organizational Vision. Subsequently, through focus groups with SHU staff and additional polling, key actions were determined being:

- Create opportunities to recognize staff in delivering the organizations vision;
- Create mechanisms for staff development opportunities and work balance; and
- Develop process for staff ideas to be heard and implemented.

To date a number of the actions outlined have been initiated including:

- Recognizing staff, and their success stories across the organization in the Bi-weekly Bulletin;
- Investing in tablets for front line staff with the implementation of the Homes project;
- Staff listening tours with the CEO;
- Learning opportunities with community partners to better understand the lived experiences of tenants (2SLGTBQIA+ in partnership with the City of Toronto)
- Initial steps have been taken to implement the CABR Anti-Black Racism training across the organization with the creation of a working group to ensure the content is seniors specific with the plan to roll out the program to all staff in 2023; and
- Partnered with diverse external agencies when recruiting for executive leadership positions (The 519, BIPOC Jobs, Aboriginal Job Board and Charity Village).

By the third quarter of 2023 TSHC will have celebrated its first year as a new organization and we will have had sufficient time to communicate our Interim Strategic Directions currently in development. This would be the optimal time to conduct a baseline survey to determine employee satisfaction with the new direction of the organization, as well as gathering demographic data to help inform our EDI initiatives moving forward.

The cost of conducting a thorough and comprehensive survey with valuable data will be investigated.

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Dave Slater

Interim Lead, People and Culture.