

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

Date: March 15, 2023

Time: 4:00 – 5:30 pm

Location: WebEx & Livestream

Agenda

Item	Time	Description	Action	Pre-Read	Presenter
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 January 17, 2023	Approval	CGHRC Public Minutes of Meeting of January 17, 2023	Chair
6.	4:08 2 min	Approval of CGHRC Closed Session Minutes of Meeting of January 17, 2023	Approval	CGHRC In Camera Minutes of Meeting of January 17, 2023	Chair
7.	4:10 2 min	Action Items Review	Information	Action Item List	Chair

8.	4:12 5 min	CEO Update	Information	Verbal Report	Tom Hunter
9.	4:17 1 min	Motion to move into Closed Session	Approval	N/A	Chair
10.	4:18 1 min	Confidential report dealing with matters that are not required to be disclosed under the municipal Freedom of Information and Protection of Privacy Act including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes	Approval		Chair
11.	4:19 15 min		Information	Report	Tom Hunter/ Grant Coffey
12.	4:34 30 min		Information	Report and Presentation	Dave Slater
13.	5:04 30 min		Approval	Report	Tom Hunter
14.	5:34 1 min		Approval	N/A	Chair
15.	5:35 1 min	Motion to approve closed session decisions	Approval	N/A	Chair
16.	5:36 1 min	Adjournment	Approval	N/A	Chair

**TORONTO SENIORS HOUSING CORPORATION (TSHC)
Corporate Governance and HR Committee Meeting (CGHRC)
Date: January 17, 2023
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:

Fareed Amin, Warren Law, Brenda Parris, Lawrence D’Souza, Carrie MacNeil, Linda Jackson

TSHC staff present: Tom Hunter, Grant Coffey, Brad Priggen, Mary Tate, Dave Slater, Roman Zydownyk, Tina Ferreira, 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 with Land and African 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 **UPON MOTION**, duly made by Warren Law and seconded by
Carried Carrie MacNeil 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

The Chair asked if there was any conflict of interest.

No conflicts were declared.

**ITEM 5: APPROVAL OF CGHRC PUBLIC MINUTES OF MEETING OF
November 9, 2022**

The Chair tabled the Public minutes of the November 9, 2022 meeting and asked that they be taken as read.

Motion **UPON MOTION**, duly made Warren Law, and seconded by Carrie
Carried MacNeil, **IT WAS RESOLVED THAT** the public meeting minutes of
November 9, 2022, as tabled, are hereby approved.

**ITEM 6: APPROVAL OF CGHRC CLOSED SESSION MINUTES OF MEETING
OF NOVEMBER 9, 2022**

The Chair tabled the closed session minutes of the November 9, 2022 meeting and asked that they be taken as read.

Motion **UPON MOTION**, duly made by Warren Law and seconded by
Carried Carrie MacNeil, **IT WAS RESOLVED THAT** the closed session
meeting minutes of November 9, 2022, as tabled, are hereby
approved.

ITEM 7: CGHRC ACTION ITEMS LIST

No items on the list to discuss.

ITEM 8: CEO UPDATE

At the invitation of the Chair, Tom Hunter informed the Committee that he will prepare a 2022 performance review report and will share it with Fareed Amin. This report will come back to CGHRC meeting in March and then to the April Board meeting.

Mr. Hunter stated that he is pleased to confirm that Paul Raftis has been appointed as Deputy City Manager. Mr. Hunter looks forward to working with Mr. Raftis who has extensive knowledge in paramedics, working in the shelter system and he is well versed in the housing community. Mr. Raftis is scheduled to participate in our board meetings and in meetings that connect us to the City.

Mr. Hunter also noted that as of May 6, 2023, Board memberships will need to be reconfirmed, as the term for Board members expires on May 6th, except for the two Councillor board members. The City of Toronto's Nominating Committee will review and select new board members, if it is required. As per the terms of reference, board members would stay on until the new members are identified.

Mr. Hunter provided an update on a discussion that took place around the Transition Agreement, Service Delivery Agreement and moving towards a Lease Agreement. At TCHC's December board meeting, it was noted the City will bring on a consultant to work on the financial aspect of the two Corporations and how to solidify the budgets and also the agreements and where we want to move forward in 2023.

ACTION ITEM:

Fareed Amin to discuss with City officials how we could potentially accommodate our existing board members to complete their 'cycle' and also find a way to keep some of our members to stay on for continuity purposes.

ITEM 9: CGHRC REVIEW OF WORK PLANS

At the invitation of the Chair, Grant Coffey presented a brief overview of the CGHRC work plan. As part of moving forward with each of the committees, we are developing a simple work plan view. Looking at each of the meetings throughout the year and laying out proposed topics of what the agenda could be based on different activities happening within the Corporation. Mr. Coffey noted that this is an item that will evolve over the year and it will give us a structure on what items will come forward and when. We are doing similar work plans for each of the Committees.

ITEM 10: EMPLOYEE ENGAGEMENT SURVEY

At the invitation of the Chair, Dave Slater provided an overview of the proposed Employee Engagement and Equity, Diversity and Inclusion Survey that is scheduled to take place in 2023.

Mr. Slater noted that one of the early priorities has been to focus on the development of an organizational culture that will enable Toronto Seniors Housing to fulfil its mandate. This will be achieved by engaging, empowering and supporting our staff. We have a number of early initiatives this year, Town Halls, Listening Tours, training, staff communications, introduction of policies, such as the Right to Disconnect from work, the Hybrid Work Model, and accelerated recruitment plan to ensure key vacancies were filled in a timely fashion with qualified candidates. It was noted that we have also worked hard to form constructive relationships with labour partners. There will be a number of initiatives in 2023 that will be aligned with our Interim Strategic Directions. Mr. Slater noted it is important that we establish baseline data about our workforce current levels of satisfaction and employee engagement. This will help develop action plans and help measure our future progress.

Mr. Slater noted that TCHC has had an Employee Engagement Program in place and the last survey was conducted in 2021 and they have planned to conduct the next survey in 2024. In 2022 a separate Equity, Diversity and Inclusion survey was conducted by TCHC, and we will continue to work with TCHC around the results.

From the 2021 survey, the Seniors Housing Unit (SHU) action plan identified four 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. The actions included 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 determined have been initiated. They include 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 (2SLGBTQIA+ 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. This will include a plan to roll out the program to all staff in 2023; being partnered with diverse external agencies when recruiting for executive leadership positions.

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 and also gathering demographic data to help inform initiatives moving forward.

Following the overview, Mr. Slater opened the floor to comments and questions.

Brenda Parris asked if the Employee Engagement survey and the Equity, Diversity and Inclusion survey will be done together or separately. Mr. Slater noted that the surveys will be done separately, but they will be done concurrently.

Brenda Parris asked what kind of questions will be asked in the Employee Engagement survey. Mr. Slater noted the survey would include typical questions, for example job satisfaction; confidence in leadership; satisfaction with benefits; work life balance; any other particular issues, career development and ability to fulfil goals.

Brenda Parris asked that we place some urgency on the Equity, Diversity and Inclusion survey. Ms. Parris noted that we have been asking about the demographic information of the organization which we've been told it was never surveyed so we didn't have the breakdown of our staff. Ms. Parris asked that this be done separately so we don't lose it in the engagement piece of the survey.

Fareed Amin noted, the fact that the survey is being done separately, would facilitate us being able to deal with it differently and there might be some synergies when it comes to training.

Fareed Amin asked if the Equity, Diversity and Inclusion survey would self-identification be voluntary. Mr. Slater noted that it would be voluntary.

Linda Jackson commented that she feels the integration is helpful as we want to encourage people to complete the survey. Sometimes people feel they are

targeted if it's focussed on one area. Ms. Jackson suggested there be a focus on both engagement and understanding the results in areas such as psychological safety and physical safety.

Tom Hunter commented his previous experience was by communicating and identifying staff champions to help encourage staff participation. Mr. Hunter noted that we need to focus on how we optimize participation.

Fareed noted that this is our first time as an organization doing this survey and we want to ensure we get it right. It's quite timely and we look forward to having champions and the leadership team encouraging staff to complete the survey. It's important for staff to feel comfortable to participate without any attribution.

ITEM 11: MOTION TO MOVE INTO CLOSED SESSION

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

ITEM 12 TO 15: CLOSED SESSION

ITEM 16: MOTION TO APPROVE CLOSED SESSION DECISIONS

Motion Carried **UPON MOTION**, duly made by Fareed Amin, and seconded by Brenda Parris, and unanimously carried **IT WAS RESOLVED THAT** the Board Committee approve and recommend to the Board the items discussed

ITEM 17: 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 Fareed Amin, and unanimously carried, **IT WAS RESOLVED THAT**
the public meeting terminate.

Fareed Amin
Corporate Governance and Human Resources Committee

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

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
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.	January 17, 2023	Fareed Amin to discuss with City officials how we could potentially accommodate our existing board members to complete their 'cycle' and also find a way to keep some of our members to stay on for continuity purposes.	Tom Hunter	In-process

*Includes considerations beyond TSHC control.