

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

Date: September 20, 2023

Time: 4:00 – 5:30 pm

Location: WebEx & Livestream

Agenda

Item	Time	Description	Action	Supporting Documents	Presenter
1.	4:00 2 min	Chair's Remarks	Information	N/A	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 May 16, 2023	Approval	CGHRC Public Minutes of Meeting of May 16, 2023	Chair
6.	4:08 2 min	Approval of CGHRC Closed Session Minutes of Meeting of May 16, 2023	Approval	CGHRC Closed Minutes of Meeting of May 16, 2023	Chair
7.	4:10 2 min	Action Items Review	Information	Action Item List	Chair

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Item	Time	Description	Action	Supporting Documents	Presenter
8.	4:12 5 min	CEO Update	Information	Verbal Report	Jill Bada
9.	4:17 15 min	Re-Naming: 3036 Bathurst Street	Approval	Report	Grant Coffey
10.	4:32 10 min	Governance Work-Plan Update	Information	Report	Grant Coffey
11.	4:42 5 min	People and Culture Update Report	Information	Report	Carol Francis
12.	4:47 1 min	Motion to move into Closed Session	Approval	N/A	Chair
13.	4:48 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 process	Approval	N/A	Chair
14.	4:49 5 min		Information	Report	Carol Francis
15.	4:54 1 min		Approval	N/A	Chair
16.	4:55 1 min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Corporate Governance and Human Resources (CGHRC)

Date: May 16, 2023

Time: 4:00 pm

Location: WebEx and Livestream

Minutes

The Corporate Governance and Human Resources Committee of the TSHC Board held its meeting on May 16, 2023, at 4:00 pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

- Councillor Crisanti (Chair)
- Brenda Parris
- Carrie MacNeil
- Lawrence D'Souza
- Warren Law

TSHC staff present:

- Tom Hunter
- Dave Slater
- Brad Priggen
- Grant Coffey
- Vince Truong
- 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. The Chair stated this meeting is being live streamed on YouTube.

The Chair remarked that the 2022 TSHC Annual Report was recently approved by Board and has now been published on the TSHC website. The Chair noted the TSHC Communications team is also preparing a summary pamphlet view of the Annual Report as was discussed in our last meeting as well. Our 2022 Annual Report showcases the significant work and accomplishments of TSHC and the Chair once again acknowledged and thanked all those who contributed to this work.

Item 2: Land and African ancestral acknowledgements

The Chair began with the Land and African ancestral acknowledgements.

Item 3: Approval of 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 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

The Chair requested that members of the committee declare if they had a conflict with any agenda item.

No conflicts were declared.

Item 5: Approval of public minutes of CGHRC meeting of March 15, 2023

The Chair tabled the public minutes of the March 15, 2023, meeting and asked that they be taken as read.

Motion: Upon motion, duly made by Warren Law, and seconded by Brenda Parris, it was resolved that the public minutes of March 15, 2023, as tabled, are hereby approved.

Item 6: Approval of closed minutes of CGHRC meeting of March 15, 2023

The Chair tabled the closed minutes of the March 15, 2023, meeting and asked that they be taken as read.

Motion: Upon motion, duly made by Brenda Parris, and seconded by Warren Law, it was resolved that the closed session meeting minutes of March 15, 2023, as tabled, are hereby approved.

Item 7: Action items review

At the invitation of the Chair, Grant Coffey reviewed the action item list and noted all action items are either still in progress or have been completed.

The Chair thanked staff on behalf of Brenda Parris for the report provided on capital projects.

Brenda Parris requested clarity regarding the factors that determine if something is a capital project as distinct from operational repairs?

Vince Truong provided a brief response indicating the criteria to assess and determine if a project is a capital or operational project is determined by both a dollar amount and longevity of the product itself. Vince Truong noted that TSHC follows the current TCHC capital policy where a capital expense is considered anything above \$1,500 with a sustainable future life of more than one year. TSHC staff will continue to work with FMO office through TCHC as they plan and maintain a more comprehensive list of current and future capital projects.

Brad Priggen noted that TSHC has funds to pay for items, for example kitchen and bathroom renovations with a \$10,000 threshold of capital projects. Brad noted each of the regional managers has accountability for these funds within their unit.

PAUSED ACTION ITEMS:

- Review capital policy and report back on options.
- Warren Law suggested that TSHC investigate the process to increase the \$1,500 capital threshold.
- Lawrence D’Souza asked that staff investigate the impact of public sector accounting board standards.

ACTION ITEM: Brenda Parris requested further information on the regional funds available for capital projects, including the dollar value of the funds.

Item 8: CEO update

At the invitation of the Chair, Tom Hunter provided an update on the status of the hiring of the four directors noting that Arlene Howells has been confirmed Interim Director of Communication, Engagement and Partnership, Brad Priggen has been confirmed as Director of Operations. We are currently in the process of interviewing for the Director of Business Management and Strategy as well as Director of People and Culture.

Tom Hunter provided a status update on a request that TSHC follow up on a request to change the name of one of our locations. Previously Councillor Mike Cole proposed that former City Councillor Michael Feldman name 3036 Bathurst to Michael Feldman Place. It was noted the City has a process and is creating a new method for recognizing figures through street names and public buildings. The process will include mandatory consultation with tenants as well as written consent from the named party or the named party’s representative. It was noted TSHC will adopt the City’s process and ensure consultation with the community has taken place. Staff will bring a report to the QTEC meeting in July to outline the process.

Item 9: Governance Work Plan

At the invitation of the Chair, Grant Coffey provided an update on the governance work plan noting in September 2022, initial conversations were held with CGHRC with regards to different aspects of how staff could look at setting a work plan, different topics and themes within which we could look at how we would ultimately assess the governance within TSHC.

Grant Coffey provided highlights of the update on the status of the work plan.

Grant Coffey provided an update on the Strategic Financial Sustainability Plan, noting that we are actively engaged and working with the City and TCHC. It is expected to conclude by end of Q2 or potentially Q3.

It was noted that tenant facing policies are currently under review, in particular the Use of Space policy and the Tenant Action Fund policy. These policies will continue to move forward and are in process of a plan to bring back updates at the July QTEC meeting. There is also work ongoing with regards to setting future tenant facing priority policies and directions. It was noted there is also policy cleanup work happening. A more detailed update of the broader policy landscape will be brought forward to a future meeting.

Grant Coffey stated that TSHC is planning to bring in a third party consultant to help develop the initial review of a risk management assessment, and then a more detailed review on business continuity planning to 2024 which is detailed more specifically in our Interim Strategic Directions.

Implementation of interim strategic directions and QIP recommendations will return to the June 29th Board meeting. All three QIP committees will be completed by May 16th. A report will go to QTEC that will include lessons learned along with final reports from the facilitator. Grant Coffey noted there are over 70 recommendations coming through the Quality Improvement Projects.

Staff have completed the content of the Interim Strategic Directions which was approved by the Board on April 27th. This will return to the June 29th Board meeting with the updated view of how we are going to communicate it.

It was noted that staff have adjusted the content on the web site to make it more clear where board members can find their specific related policies, for example Code of Ethics and Conduct, Meeting Procedures Policy, Conflict of Interest Policy as well as some other foundational documents.

It was noted staff are working together with City staff in preparation of future board member orientation.

Grant Coffey opened the floor to questions where a detailed conversation took place.

ACTION ITEMS:

- Staff to provide a list of partnerships and identify the scope of work to determine if partner is doing what is expected.
- Staff to provide a more detailed analysis of what scope of partnership agreement and effectiveness zone means.

Item 10: Board Committee Feedback Survey

At the invitation of the chair, Grant Coffey provided an overview of the post board and committee meeting and survey of board members to gather input and feedback on meetings. It was noted this feedback will allow us to start collecting data and inform future meeting planning and improvements. Conducting a short survey of board members post meeting is also a best-practice. This simple survey will be an on line tool intended to capture data and feedback. The survey includes questions on the meeting agenda and materials as well as the meeting discussion, facilitation and outcomes. Moving forward we will implement the survey online and plan to start after the upcoming June 29 Board meeting.

ACTION ITEM: During the discussion, it was suggested the following be added to the survey:

- “how easy was it to access the meeting”
- “any additional comments”

Item 11: Motion to move into closed session

Motion: Upon motion, duly made by Warren Law, and seconded by Carrie MacNeil, it was resolved that the meeting move into closed session.

Item 12-15: Closed Session

Item 16: Motion to approve closed session decisions

Motion: Upon motion, duly made by Brenda Parris, and seconded by Carrie MacNeil, it was resolved that the Committee approve and recommend to the Board of Directors the items discussed.

Item 16: Adjournment

The Chair thanked the committee members, staff and all the presenters for their attendance and contributions and requested the meeting be adjourned.

Motion: Upon motion, duly made by Carrie MacNeil, and seconded by Brenda Parris, it was resolved and declared the meeting adjourned.

Councillor Crisanti, Chair
Corporate Governance and Human Resources Committee (CGHRC)

**TORONTO SENIOR HOUSING CORPORATION (TSHC) Corporate
Governance and Human Resources Committee
ACTION ITEMS (May 16, 2023)**

	Meeting Arising From	Description	Resp	Status
1.	March 15, 2023	Address and clarify at the next STAC meeting the topic of accessibility committee.	Grant Coffey	In Progress
2.	May 16, 2023	Staff to provide a list of partnerships and identify the scope of work to determine if partner is doing what is expected.	Arlene Howells	In Progress
3.	May 16, 2023	Staff to provide a more detailed analysis of what scope of partnership agreement and effectiveness zone means.	Arlene Howells	In Progress
4.	May 16, 2023	Review the capital policy and report back on various options. Investigate the process to increase the \$1,500 capital threshold. Staff to investigate the impact of public sector accounting board standards.	Vince Truong	Paused for future consideration/ action
5.	May 16, 2023	Requested further information on the regional funds available for capital projects, including the dollar value of the funds.	Vince Truong	In Progress

Completed Action items				
1.	March 11, 2022	Ms. Brenda Parris requested that the Religious Policy be revisited at a future time.	Dave Slater	Completed
2.	March 11, 2022	Ms. Brenda 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 bereavement policy	Dave Slater	Completed
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	Completed
4.	March 15, 2023	It was suggested by Fareed Amin that staff explore the possibility of creating a condensed version of the final annual report	Grant Coffey	Completed
5.	March 15, 2023	Brenda Parris asked that staff follow up and determine what percentage of capital projects and funds are going to the Seniors portfolio.	Brad Priggen	Completed
6.	May 16, 2023	Provide further information on the regional funds available for capital projects, including the dollar value of the funds.	Brad Priggen	Completed

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7.	May 16, 2023	Add the following to the board committee feedback survey: <ul style="list-style-type: none">• How easy was it to access the meeting;• Space for “any additional comments”.	Grant Coffey	Completed
8.	May 16, 2023	Arrange board member attendance for CABR training sessions either collectively or individually.	Dave Slater	Completed

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Toronto Seniors Housing Corporation Corporate Governance and Human Resources Committee Meeting

Topic: Property Renaming: 3036 Bathurst St

Item #9

Date: September 20, 2023

Report: BD: Date and item #

To: Corporate Governance and Human Resources Committee

From: Grant Coffey, Director, Strategy & Business Management

Date: September 8, 2023

Purpose:

To provide the Corporate Governance and Human Resources Committee (the “CGHRC”) with a proposed process for renaming TSHC properties and consideration to rename “Bathurst Place” (3036 Bathurst St) to “The Mike Feldman Place” further to a request from Councillor Colle.

Recommendation:

It is recommended that CGHRC approve and recommend to the Board of Directors to:

1. Approve the draft Property Naming Process for TSHC buildings as outlined in Attachment 1.
2. Endorse TSHC staff to follow the City’s Commemorative Naming Process and continue to assess and work with Councillor Colle’s office on the proposed name change for 3036 Bathurst St. (Bathurst Place).

Reason for Recommendation:

At its meeting on March 31, 2021, TCHC’s Governance, Communications and Human Resources Committee (GCHRC) received a communication (see [link](#) here)

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from Councillor Mike Colle, requesting that TCHC name its property at 3036 Bathurst Street “The Michael Feldman Place.”

As part of an environmental scan, TCHC staff learned of the City’s moratorium on naming and renaming civic properties, pending the approval of a new framework and implementation plan on how the City commemorates public figures and events in street and place names, monuments and other civic needs.

On July 19, 2022, City Council adopted a new Commemorative Framework for Toronto's public spaces – see [link](#) here. However, this report does not offer instructions to TCHC or TSHC on how to decide when to name or rename properties after public figures or events. Instead, it defines [Guiding Principles for Commemoration](#) and requests City Agencies and Corporations to adopt and comply with these Principles when selecting commemorative names for properties.

The request and recommendation to rename Bathurst Place to “The Michael Feldman Place” was then forwarded from TCHC to TSHC in March of 2023.

Since being referred, TSHC has worked with the City of Toronto's Strategic Partnerships Office to align a new process for TSHC with established protocols and guidelines of the City. TSHC staff also met with Councillor Pasternak and Councillor Colle’s office to review the proposed process and next steps on proceeding with an application to change a property name.

Proposed Process

To maintain consistency, TSHC’s proposed process for renaming a property will follow the City of Toronto's application and guidelines, with an additional requirement that all applicants must conduct mandatory consultation sessions with tenants affected by the name change. The process includes an application form and consent and there are four main process steps including (1) Application, (2) TSHC Review, (3) Committee/Board Approval and (4) Implementation. This process follows the City process with the additional tenant consultation in step 2. Attachment 1 details the proposed TSHC property naming process. For the tenant consultation, applicants can collaborate with TSHC staff to schedule a meeting with the tenants to get feedback on the proposed change. All tenant

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consultations must be documented with minutes and signatures of tenants who approve or disapprove of the name change.

Bathurst Place – Proposal to Rename to “The Mike Feldman Place”

Further to the request from Councillor Colle, the proposed process in Attachment 1 was initiated to consider this request. At a tenant consultation session on August 21, 2023, Councillor Colle met with the tenants of 3036 Bathurst Street (known as Bathurst Place) to present and get feedback on the proposed name change. Prior to this, information had been circulated via door drop to all tenants in the building to invite tenants to this meeting and share background details on the rationale for the renaming. Please see Attachment 2 for the material provided to tenants. Eleven tenants attended the session and expressed their support for changing the name of the property. With this support, TSHC is prepared to proceed to seek approval for the renaming of the property.

As a next step, additional application supporting documents will be submitted by the Councillor’s office and TSHC will further review in light of the Guiding Principles and subsequent steps. Subject to this review, TSHC staff will prepare a report for the TSHC Board Meeting on October 26, 2023, considering approval to change the name to "The Michael Feldman Place." TSHC staff are also reviewing changes to the property signage, stationary, and internal systems and are also estimating any associated costs. Any financial implications will be reflected in the Board report although they are not expected to be significant. TSHC will also continue working with the Councilor’s Office to ensure all supporting requirements for the application are completed.

Grant Coffey

Director, Strategy & Business Management

List of Attachments:

1. Property Naming Process
2. Materials Distributed to Tenants on Proposed Name Change

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Attachment 1: Property Naming Process



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Attachment 2: Materials Distributed to Tenants on Proposed Name Change

You are invited to a meeting with Councillor Mike Colle in your building

This meeting is a chance for you to meet Councillor Colle and discuss renaming Bathurst Place.

When is the meeting?

On August 21, 2023, at 2:00 P.M.

Where is the meeting?

In the recreation room at your building
(3036 Bathurst St.).

We look forward to seeing you there!

MIKE FELDMAN

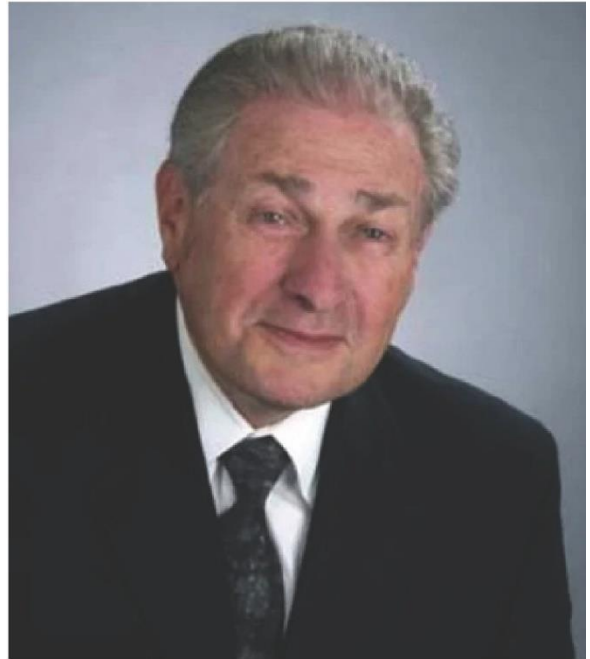
Mike Feldman was a true community hero. Entrepreneur, civic activist, proponent of affordable housing, with a distinguished 18 year career in public service as a City Councillor and Deputy Mayor of Toronto.

On May 10th of this year, we lost our dear friend Mike after a life so well lived. Always devoted to his wife of 73 years, Sue, and their family, many friends and the community he represented for so long. He was 95 years old.

“We all live in a community and I appreciate the opportunity to provide advice and the benefit of my experience”

Mike founded Teela Data Market Surveys in the 1950s, the precursor to the current Multiple Listing Service (MLS) for real estate. Mike and his wife, Sue, were dissatisfied with the lack of price information on previous sales when they first started looking for a home. Mike filled this gap by compiling a thorough report on real estate transactions in particular regions. By the time Mike sold his company in 1983 at the age of 55, he employed over 500 people at locations throughout Canada and the United States. With the business leadership skills he learned and with a focus on housing, Mike turned his attention to volunteer work in the community.

Mike began his political career in 1992 as a City Councillor for North York's then Ward 7 under Mayor Mel Lastman. From 2003 to 2006, he served as the City of Toronto's Deputy Mayor under David Miller.



Mike advocated for affordable housing for low-income families, seniors, and those with physical and mental disabilities because he believed that shelter was a fundamental human right. Under his leadership as Board Chair, the Metro Housing Development Corporation added about 20,000 affordable apartments to its portfolio. He also contributed to the creation of one of the first communities with rent geared to income and included community and daycare facilities.

Throughout his career, Mike was a champion and visionary in the creation of affordable and supportive housing, making this proposal to rename Bathurst Place such a fitting tribute to his legacy.

For more than 73 years, Mike was Sue Feldman's devoted spouse and he will be dearly missed by all of the people whose lives he touched.

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Toronto Seniors Housing Corporation Corporate Governance and Human Resources Committee Meeting

Topic: Governance Work Plan Progress Update

Item #10

Date: Sept 20, 2023

Report: BD: Date and item #

To: Corporate Governance and Human Resources Committee

From: Grant Coffey, Director Strategy and Business Management

Date: September 12, 2023

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resource Committee (the "CGHRC") receive this progress update on the Governance Work Plan for information.

Reason for Recommendation:

As part of TSHC's Governance Work Plan developed initially in Q4 2022 and updated in Q1 2023 through a Board workshop and review, we are providing an update on the status of all items. We are pleased to report that a majority of the items that were slated for completion in 2023 have already been accomplished or are in progress. We will further update on the plan in Q4 of this year and intend to review it with the CGHRC in more detail into 2024.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:

1. Governance Work Plan (2023)

Governance Work Plan (2023)

Category	Project/Task	Target Date	Status
Board effectiveness	Post meeting questionnaires	Q2 2023	Complete
Board Responsibilities and Oversight	Oversight of: Tenant Facing Policies	Q2 2023	In Progress
	Oversight of: CEO performance agreement/performance	Q2 2023	Complete
	Oversight of: Risk management	Q2 2023	In Progress
	Oversight of: Implementation of interim strategic directions and quality improvement	Q2 2023	Complete
	Foundation documents available for Board	Q2 2023	Complete
Governance, principles and structure	Lease agreement and operating agreement with the City	Q2 2023	Not Started
	Participate in the strategic Financial Sustainability Plan	Q3 2023	Complete

Governance Work Plan (2023)

Category	Project/Task	Target Date	Status
Board effectiveness	New member orientation	Q4 2023	Complete
Board Responsibilities and Oversight	Partnership agreements and effectiveness	Q4 2023	In Progress
	Review operational information/KPIs	Q4 2023	Complete
	Strategic Planning (timing TBD)	Q4 2023	Complete
Governance, principles and structure	Skills matrix for Board members	Q4 2023	Not Started
	Assess agenda and materials	Q4 2023	In Progress
	Review committee processes	Q4 2023	In Progress
Board effectiveness	Director Development	Q1 2024	Not Started
	Select governance best practice standard	Q4 2024	Not Started
	Initiate governance review/plan	Q4 2024	Not Started
Board Responsibilities and Oversight	Full risk assessment/business continuity review	Q4 2024	Not Started

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Corporate Governance and Human Resources Committee Meeting

Topic: People and Culture Update

Item #11

Date: September 20, 2023

Report: BD: Date and item #

To: Corporate Governance and Human Resources Committee

From: Carol Francis, Director, People and Culture

Date: September 20, 2023

Purpose:

For Information

Recommendation:

It is recommended that CGHRC receive this update on People and Culture Activities for information.

Reason for Recommendation:

To provide an update on the following priority activities:

- Confronting Anti-Black Racism (CABR) Training
- Employee Engagement/Equity Diversity and Inclusion (EDI) Survey

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CABR TRAINING

Toronto Seniors Housing, together with the Centre for Advancing the Interests of Black People, have launched training in support of the Confronting Anti-Black Racism (CABR) Strategy that was established in 2020. This required training will support our broader equity, diversity, and inclusion work.

This training will help employees to:

- Increase their understanding of anti-Black racism.
- Recognize and identify how anti-Black racism appears in the workplace and how it affects the organizational culture, and our ability to provide service delivery to tenants.
- Identify how to apply an anti-Black racism lens to our work.

The training is being delivered in-person by staff from the Centre for Advancing the Interests of Black People (the “Centre”). The full-day training began on April 26th and sessions will be held weekly at different locations across the regions until all employees have completed the training. Each session is limited to 25 employees to promote an interactive learning environment and dialogue.

Staff were encouraged to consult with their supervisor and choose a date and location that works with their schedule. We are utilizing our Learning Management System to facilitate scheduling and registration.

To date, 213 staff members have completed the training. Additional sessions will be scheduled for September and October.

EMPLOYEE ENGAGEMENT/EDI CENSUS SURVEY

Earlier this year, People and Culture advised the Committee that planning was underway to conduct an Employee Engagement and Equity, Diversity, and Inclusion Survey in the third quarter of 2023. By this time, we will have released our TSHC Interim Strategic Directions. This is the optimal time to conduct a baseline survey to determine employee satisfaction with the new direction of the organization and gather demographic data to help advance our EDI initiatives.

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An RFP was issued in May 2023, based on the evaluation, and pricing; the contract was awarded to Flex Surveys. This vendor is a Toronto-based research firm that specializes exclusively on workplace related surveys.

Project activities began in early September with a target survey release date of November 1st. Milestones include:

- Scoping and confirmation of needs and objectives
- Review of major events over previous years that may impact survey results. (COVID, Organizational Transition)
- Development of employee database.
- Development of comprehensive communications plan.
- Development of survey questions.
- Survey launch with daily monitoring of participation.
- Custom reporting of results geared to specific audiences (Board, Leadership Team, employees)
- Online tool to assist with the administration of the Action Item process.

This survey will assist TSHC to develop a unique culture with purpose and intent and help to achieve our mission and mandate Work has been completed on defining our requirements and preparations are underway to issue an RFP to qualified vendors. The survey will consist of a series of questions on a wide range of topics. The range of possible subjects will include:

- Compensation
- Culture
- Diversity and Inclusion
- Health and Safety
- Immediate Management and Supervisors
- Information and Communications
- Innovation
- Mental Health
- Performance Management
- Professional Growth
- Senior Leadership
- Stakeholder Focus

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- Systems and Resources
- Teamwork
- Work/Life Balance
- Work Role

Results will be tabulated and reported on multiple levels to identify key drivers, overall scores, and additional data. Action plans will be developed based on these results. We are proposing a multi-year cycle to ensure we can measure progress and make course corrections as required. For example:

Year 1

- Full survey to gather baseline data on all subject areas.
- Develop and execute Year 1 action plans.

Year 2

- Pulse survey to measure progress on Year 1 priority subject areas.
- Develop and execute Year 2 action plans.

Year 3

- Full survey to measure progress on all subject areas.
- Develop and execute Year 3 action plans.

Year 4

- Pulse survey to measure progress on Year 3 priority subject areas.
- Develop and execute Year 4 action plans.
- Prepare RFP to refresh contract.

Name: Carol Francis

Title: Director - People and Culture

List of Attachments: None