

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

**Date: March 18, 2024**

**Time: 4:00 – 5:30 pm**

**Location: WebEx & Livestream**

**Agenda**

<b>Item</b>	<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Supporting Documents</b>	<b>Presenter</b>
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 November 7, 2023	Approval	CGHRC Public Minutes of Meeting of November 7, 2023	Chair
6.	4:08 2 min	Action Items Review	Information	Action Item List	Chair
7.	4:10 5 min	CEO Update	Information	Verbal Report	Jill Bada
8.	4:15 5 min	CGHRC 2024 Work Plan	Information	Report	Grant Coffey

<b>Item</b>	<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Supporting Documents</b>	<b>Presenter</b>
9.	4:20 40 min	Employee Engagement and Equity Diversity and Inclusion Survey 2023 Results	Information	Report	Carol Francis
10.	5:00 15 min	2023 Annual Report	Information	Report	Arlene Howells
11.	5:15 5 min	Policy Management Framework	Information	Report	Grant Coffey
12.	5:20 5 min	Governance Work Plan Update	Information	Report	Grant Coffey
13.	5:25 1 min	Adjournment	Approval	N/A	Chair

# **Toronto Seniors Housing Corporation (TSHC)**

## **Corporate Governance and Human Resources (CGHRC)**

**Date:** November 7, 2023

**Time:** 4:00 pm

**Location:** WebEx and Livestream

### **Draft Minutes**

The Corporate Governance and Human Resources Committee of the TSHC Board held its meeting on November 7, 2023, at 4:00 pm via WebEx video conference. This meeting was livestreamed.

#### Members in attendance:

- Councillor Crisanti, *Committee Chair, Director*
- Brenda Parris, *Director*
- Lawrence D'Souza, *Director*
- Maureen Clohessy, *Tenant Director*
- Warren Law, *Director*

#### TSHC staff present:

- Jill Bada, *Interim Chief Executive Officer*
- Carol Francis, *Director, People and Culture*
- Brad Priggen, *Director, Operations*
- Grant Coffey, *Director, Strategy and Business Management*
- Vince Truong, *Interim Finance Lead*
- Dave Slater, *Strategic Advisor, People and Culture*
- Fatima Mahmood, *Executive Assistant*
- Tina Ferreira, *Executive Assistant to CEO*
- Liz Dizig, *Interim Executive Assistant, Recording Secretary*

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**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.

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**Item 2: Land and African Ancestral Acknowledgements**

The Chair began with the Land and African ancestral acknowledgements.

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**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.

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**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.

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**Item 5: Approval of CGRC public minutes of meeting of September 20, 2023**

The Chair tabled the public minutes of the September 20, 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 September 20, 2023, as tabled, are hereby approved.

Brenda Parris requested an update on the number of staff and Board members who had participated in CABR Training. It was noted that the training is 87% complete, with two board members who received the training.

It was noted by Jill Bada that the Board chair will talk to Board members regarding the training and ensured members that a schedule of dates for future training will be sent to all Board members as soon as the dates have been confirmed.

**Item 6: Approval of CGHRC closed minutes of meeting of September 20, 2023**

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The Chair tabled the closed minutes of the September 20, 2023, meeting and asked that they be taken as read.

**Motion:** Upon motion, duly made by Maureen Clohessy, and seconded by Warren Law, it was resolved that the closed session meeting minutes of September 20, 2023, as tabled, are hereby approved.

**Item 7: Action items review**

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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.

Regarding Item #2 of the action item list - *“Staff to provide a more detailed analysis of what scope of partnership agreement and effectiveness zone means”*. Questions were raised regarding the item going forward to QTEC in future rather than CGHRC. Brenda Parris stated this is a governance issue, in terms of TSHC corporate and interlocking relationship with outside parties. It was suggested that it be addressed to CGHRC as well, at the same time and not only through QTEC.

Grant Coffey responded that the item previously came up at CGHRC as it was related to the workplan on governance. It was noted that staff would take the feedback and consider the suggestion. Grant stated that staff would have a conversation with the Chair of the QTEC for consideration of where the item might be appropriately addressed.

**Action Item:** Staff to have conversation with the Chair of QTEC for consideration of where item #2 of the action item list might be appropriately addressed.

## **Item 8: CEO update**

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At the invitation of the Chair, Jill Bada, Interim CEO provided a few brief updates to the Committee.

### **TSHC Employee Engagement and EDI Survey**

TSHC Employee Engagement and EDI Survey was launched to staff on November 1, 2023. The purpose of the survey is to get a better understanding of the morale, satisfaction, and overall engagement at Toronto Seniors Housing. It was noted that it is part of our commitment to create an equitable, diverse and inclusive workplace that also reflects the mosaic of our communities and the tenants that we serve. The current response rate of the survey is at 54% and it was noted that staff continue to be encouraged to take part in the survey.

### **Future Benefits Provider**

Jill Bada stated that People and Culture continue to work in partnership with TCHC on procurement to identify a future benefits provider for TSHC.

### **Policy Framework and Inventory**

The Policy and Strategy team have started to develop a policy framework for Toronto Seniors Housing. Staff are working on assessing the inventory of over 100 policies as well as the follow up work that is required to develop the framework to create a solid inventory as we move into 2024.

Staff hope to bring back the framework and a more structured update on the inventory to the first or second meeting in 2024.

### **2024 Budget**

The 2024 budget continues to be under development in collaboration with both the City and TCHC. This was discussed at the last Board meeting held on October 26<sup>th</sup> and will be discussed further at the AFRC Committee meeting scheduled on November 28<sup>th</sup>.

## **2024 Schedule of Board and Committee Meetings**

Staff are working on the 2024 schedule of Board and Committee meetings. The draft schedule is expected to be circulated for feedback to Board members and then go to the Board meeting scheduled on December 8, 2023 for approval.

Following the update from Jill Bada, a discussion took place where concerns were raised related the EDI survey. Concerns raised were in particular to the section of the survey related to demographics and cultural, racial, religious background. It was noted the language used was old and did not display any sensitivity or skill set on the issue of how the modern era for demographic, cultural, linguistic changes is counted.

Jill Bada responded that TSHC was guided by the City's 2020 guidelines that were approved by City Council in 2020 in terms of the language used in the survey.

Grant Coffey noted the guidelines were approved in November of 2020 and it specifically articulated different options to collect this type of data. Staff have mirrored the statements in the survey to match exactly what is in the City of Toronto's Data for Equity Guidelines. It was noted that staff took feed back seriously and have worked with the vendor who guided staff to follow the City of Toronto guidelines. It was acknowledged that there are different perspectives on this particular matter and we know it's a fluid area, but following the City of Toronto guidelines gives TSHC a consistent approach with the City.

Brenda Parris requested a copy of the final survey whereby Grant Coffey noted that a copy of the survey that included a more detailed explanation was sent to all Board members last week.

**Action Item:** Staff to resend copy of the final survey to Board members.

## **Item 9: Governance – Board Committee Membership and Committee Chairs**

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At the invitation of the Committee Chair, on behalf of the Board Chair (Fareed Amin), Grant Coffey, Director of Strategy and Business Management provided a

high-level overview of the background material that was circulated to CGHRC prior to this meeting.

A survey was sent to Board members asking if they had any interest in joining more than one committee and also if they had any interest in chairing a committee. The survey was gathered and presented to Fareed Amin who assessed the feedback.

Grant Coffey noted TSHC currently has three committees, and the proposed change would have five members on each committee (as opposed to the current structure of five, four and three).

Staff will work with Fareed Amin to determine how he would like to proceed on addressing the committee memberships in preparation for our Board meeting scheduled on December 8, 2023.

#### **Item 10: Adjournment**

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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 Warren Law, and seconded by Brenda Parris, it was resolved and declared the meeting adjourned.

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



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

**Action Items List as of March 2024**

Action items				
	Meeting Arising From	Description	Resp	Status

Completed Action items				
	Meeting Arising From	Description	Resp	Status
1.	September 21, 2023	Staff to provide the number of Board members who have already received CABR Training and also provide a list of future training dates.	Carol Francis	Completed
2.	November 7, 2023	Staff to have conversation with the Chair of QTEC for consideration of where item #2 of the action item list might be appropriately addressed.	Grant Coffey	Completed
3.	November 7, 2023	Staff to resend copy of the final survey to board members.	Grant Coffey	Completed
4.	March 15, 2023	Address and clarify at the next STAC meeting the topic of accessibility committee.	Arlene Howells	Completed

<b>Completed Action items</b>				
	<b>Meeting Arising From</b>	<b>Description</b>	<b>Resp</b>	<b>Status</b>
5.	May 16, 2023	Staff to provide a more detailed analysis of what scope of partnership agreement and effectiveness zone means.	Arlene Howells	Completed Moved to QTEC for further discussion

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

**Proposed Work Plan 2024**

<b>Q1</b>	<b>Q2</b>
<b>March 18, 2024</b>	<b>June 12, 2024</b>
<ul style="list-style-type: none"> <li>- CGHRC 2024 Work Plan</li> <li>- Governance Work Plan update</li> <li>- 2023 Annual Report*</li> <li>- Policy Management Framework</li> <li>- Employee Engagement and Equity Diversity and Inclusion Survey 2023 Results*</li> </ul>	<ul style="list-style-type: none"> <li>- People &amp; Culture Update</li> <li>- Policy Clean-Up Actions</li> <li>- Update on Transition/Lease Agreement*</li> <li>- Meeting Feedback Survey Summary</li> </ul>

<b>Q3</b>	<b>Q4</b>
<b>Oct 7, 2024</b>	<b>November 21, 2024</b>
<ul style="list-style-type: none"> <li>- Governance Work Plan Update</li> <li>- People &amp; Culture Update</li> <li>- Human Rights Complaints Policy*</li> </ul>	<ul style="list-style-type: none"> <li>- 2025 Board and Committee Meeting Schedule*</li> <li>- Annual People &amp; Culture Update</li> </ul>

\* indicates proceed to Board subsequently after Committee

Emerging items to bring to Committee will be considered through the year.

Date: March 4, 2024

## Corporate Governance and Human Resources Committee Meeting

**Topic:** 2023 Employee Engagement Survey

**Item #:** 9

**Date:** March 18, 2024

**Report:** CGHRC Report – Employee Engagement 2023

**To:** Corporate Governance and Human Resources Committee

**From:** Carol Francis

**Date:** March 18, 2024

**Purpose:** For Information

### **Recommendation:**

It is recommended that CGHRC receive the attached report of the 2023 Employee Engagement Survey.

### **Reason for Recommendation:**

#### **Background**

On September 20<sup>th</sup>, 2023, Committee was advised that planning was underway to conduct an Employee Engagement and Equity, Diversity, and Inclusion Survey in the third quarter of 2023.

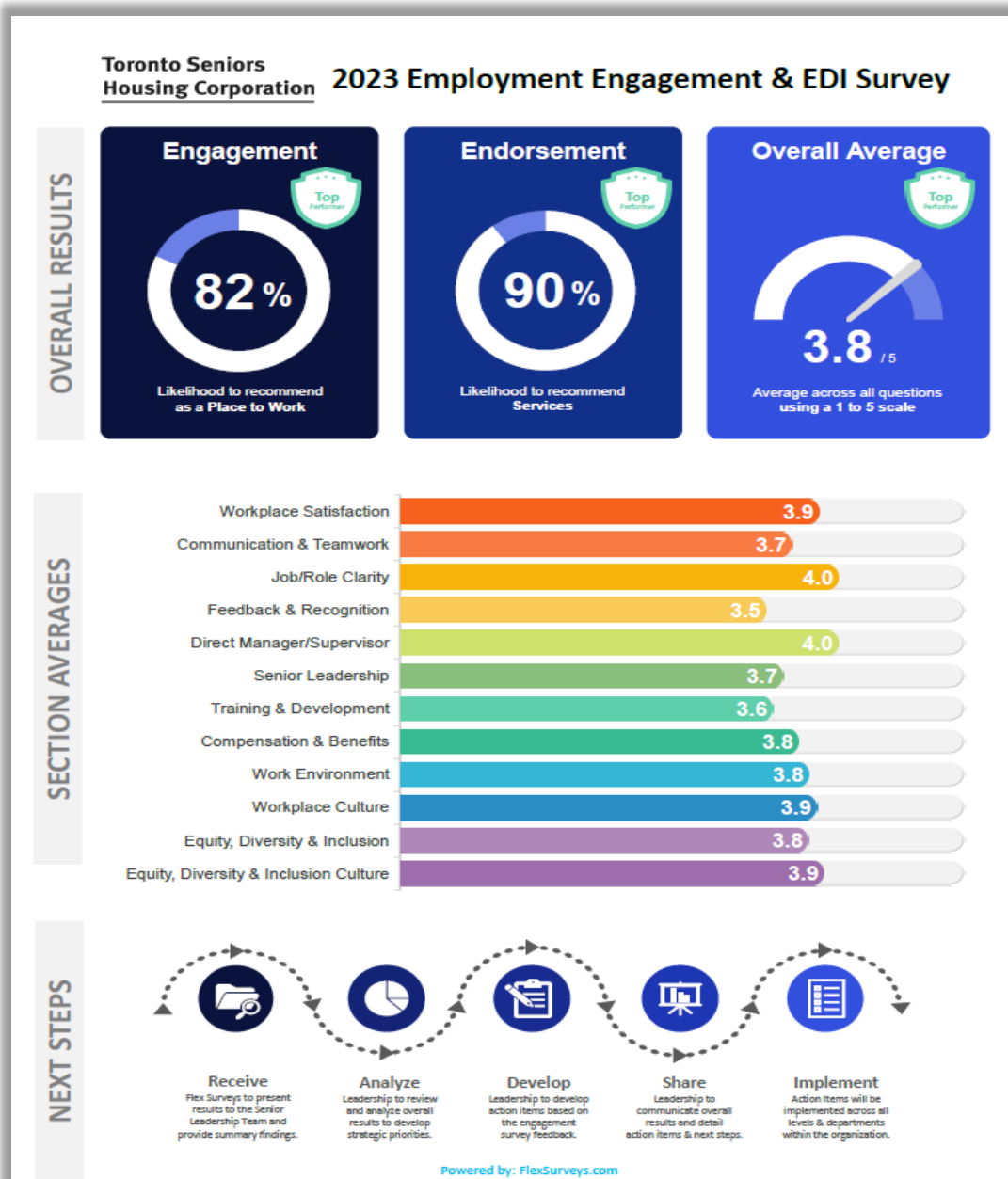
After a competitive procurement process, a contract was awarded to Flex Surveys, a Toronto-based firm.

The objective was to conduct a baseline survey to determine employee satisfaction with the new direction of TSHC and gather demographic data about the composition of our workforce to help to advance our Inclusion, Diversity, Equity and Accessibility (IDEA) activities, and inform the development of our emerging IDEA framework and strategy.

The survey was conducted from November 1 – November 15, 2023. 232 of 293 members of our workforce participated in the survey, resulting in an overall participation rate of 79%. This level of participation has provided a statistically significant sample size.

Results have been tabulated and reported on multiple organizational levels. Detailed information is contained in the attached summary that has been provided by our survey partner.

Survey highlights include:



**Engagement** – Overall engagement rate was 82%, based on the likelihood that our employees would recommend TSHC as place to work.

**Endorsement** – Overall endorsement rate was 90%, based on the likelihood that our employees would recommend the services that we provide our tenants.

**Satisfaction** – Overall average of 3.8 across all questions rated on a 5-point scale.

A summary of overall areas of strength include:

TOP Performing Areas		# AVG	% 4/5
# 12	I know how my job contributes to the success of TSHC	4.5	97%
# 11	I know what is expected of me at work	4.3	90%
# 1	I am proud to work at TSHC	4.3	86%
# 16	In my role, I have the opportunity to do my best every day	4.2	81%
# 43	I plan on continuing my career with TSHC for at least 2 more years	4.1	78%

A summary of the overall areas of opportunity include:

<b>Areas of Opportunity</b>		<b># AVG</b>	<b>% 4/5</b>
# 9	My department has enough employees to handle our workload	2.8	31%
# 34	I am paid fairly for the work that I do	3.4	50%
# 32	Job opportunities are open and fair to all qualified applicants	3.4	48%
# 17	Employee efforts and achievements are recognized at TSHC	3.4	49%
# 19	TSHC does a good job working with employees to improve their performance	3.5	50%

These results are very encouraging and demonstrate our commitment to working together to make TSHC a great place to work. They will also inform our actions to maintain, enhance and improve employee satisfaction.



Employee Demographic Data

# Toronto Seniors Housing Corporation Employee Demographic Summary

## Gender Identity

Gender identity refers to your personal internal and individual experience of gender. One's gender identity may be the same as or different from their birth-assigned sex.



\*Prefer not to answer, 11.9%

Overall gender identity falls in-line with workplace average

Nonbinary / Gender Non-Conforming, 0.5%



## 2SLGBTQIA+

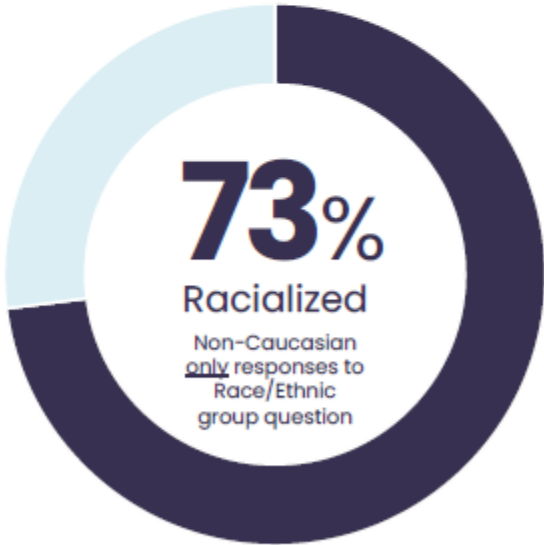
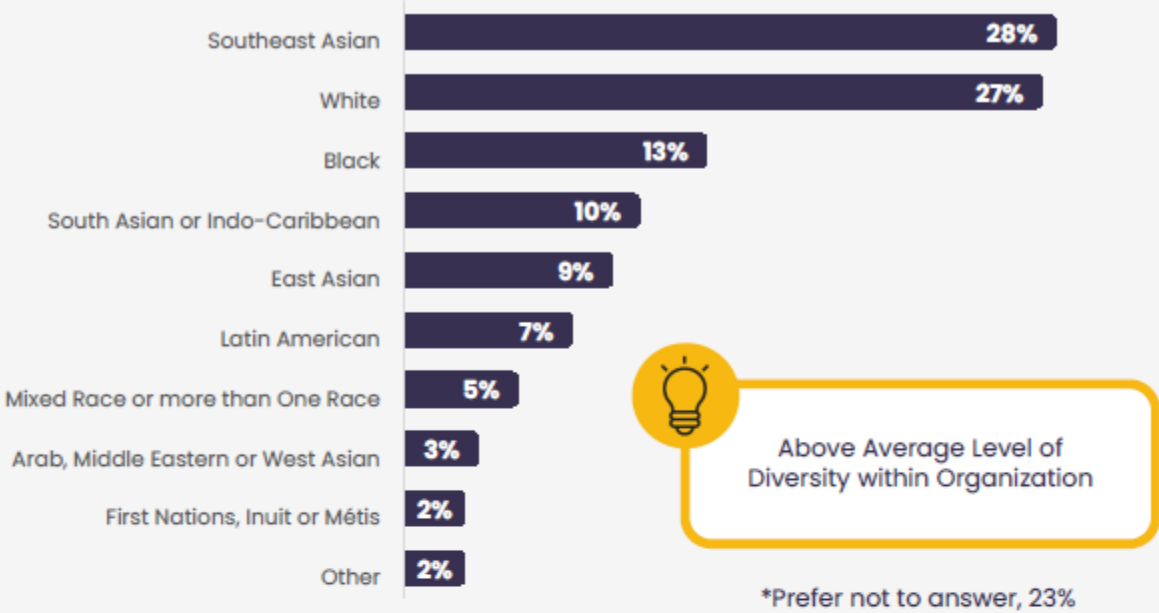
Two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, or who use other terms related to gender or sexual diversity.

\*Prefer not to answer, 15%

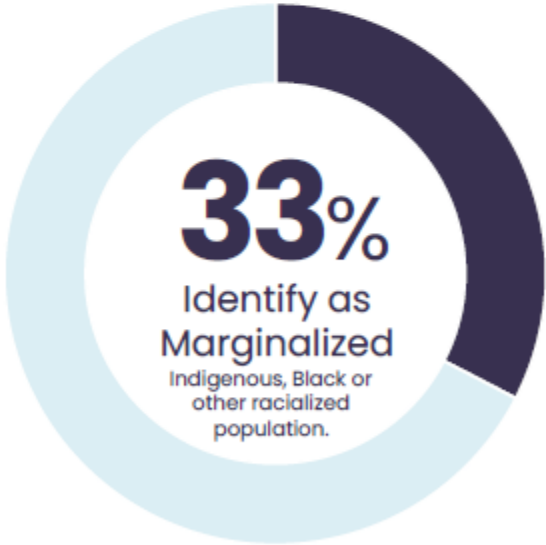
Above Average Representation  
(Compared to National Average of 4%)

### Race / Ethnic Groups

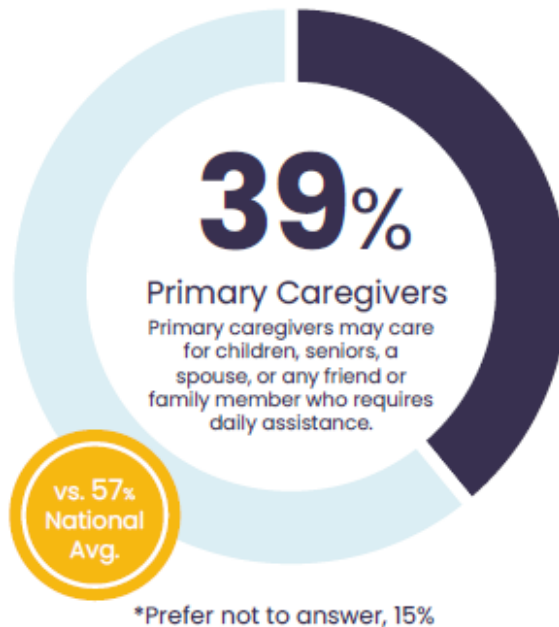
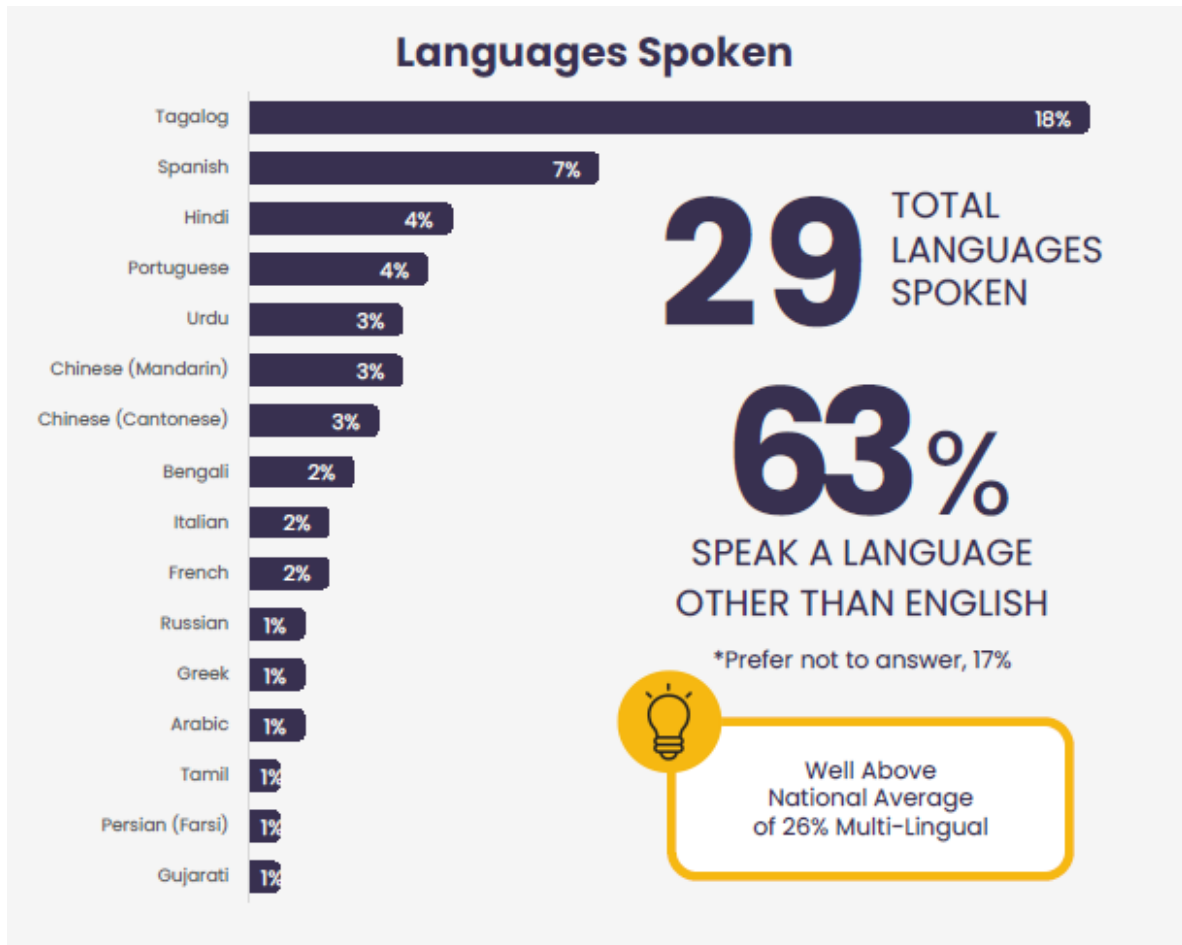
Race is a social construct often attributed to the colour of a person's skin. Perception of someone's race can shift depending on the social context in which they live.



**Above Average Representation of 'Racialized' Employees**  
(Compared to National Avg. of 31%)



The GAP present between 'Racialized' and 'Marginalized' highlights the inclusiveness of both our workplace as well as the surrounding community



These results confirm that TSHC has an above average level of diversity that is representative of the diversity of our tenants, our communities, and our City.

### **Next Steps – Action Plans**

We are now at the action planning stage. Managers and Supervisors are currently meeting with their staff to share team results and gather additional information about how to maintain, improve, and enhance satisfaction levels. This information will be used to identify 2-4 priority action items for each team. Where appropriate, divisional, and corporate action items will also be identified. monitored.

The demographic data will help to inform the work that is currently underway to shape our **Inclusion, Diversity, Equity and Accessibility (IDEA)** framework.

More information on these initiatives will be provided at the April Board meeting.

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Carol Francis  
Director, People and Culture

### **List of Attachments:**

Presentation – 2023 Employee Engagement Survey



# **Toronto Seniors Housing Corporation**

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## **2023 Engagement & EDI Survey**

**Board Presentation**



# Who is Flex?

- ✓ **Flex Surveys** is a boutique research firm that specializes in employee surveys
- ✓ **Philip Rich**, lead account manager with 15+ years experience conducting employee surveys
- ✓ Reporting was only provided when combined into groups of at least **5 or more employees**

# Participation Rate

Survey Period: **Nov 1 - Nov 15, 2023**

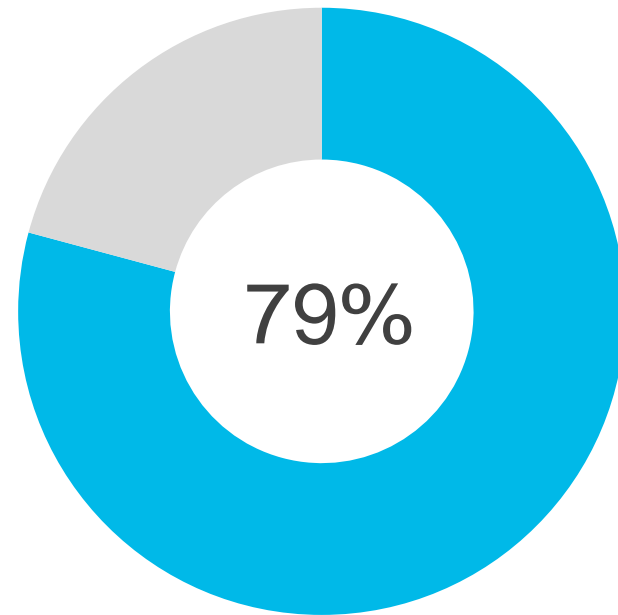
Survey Method: **Online**

Total Employees: **293** PY = 172

Total Surveys: **232** PY = 103

Minimum Sample: **5+**

Participation Rate



75th Percentile **87%**  
50th Percentile **78%**  
25th Percentile **65%**



# Employee Engagement





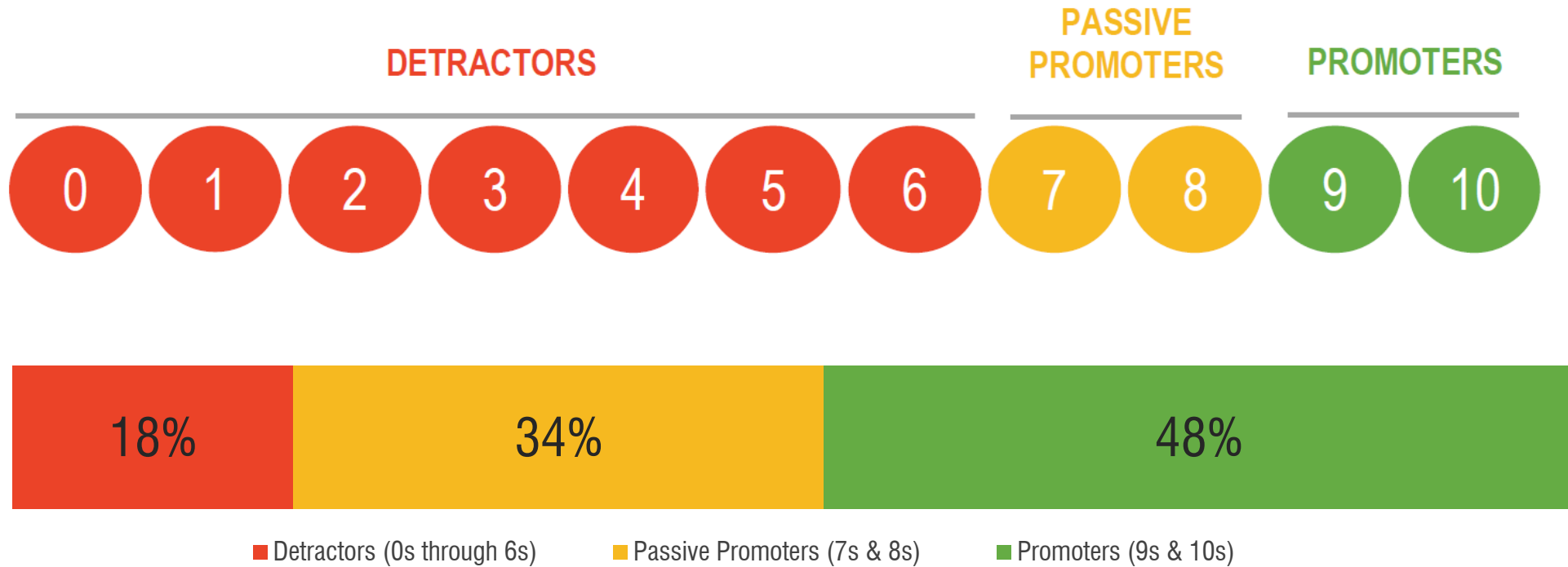
# Employee Engagement

What is the likelihood that you would recommend TSHC as a **Place to Work**?



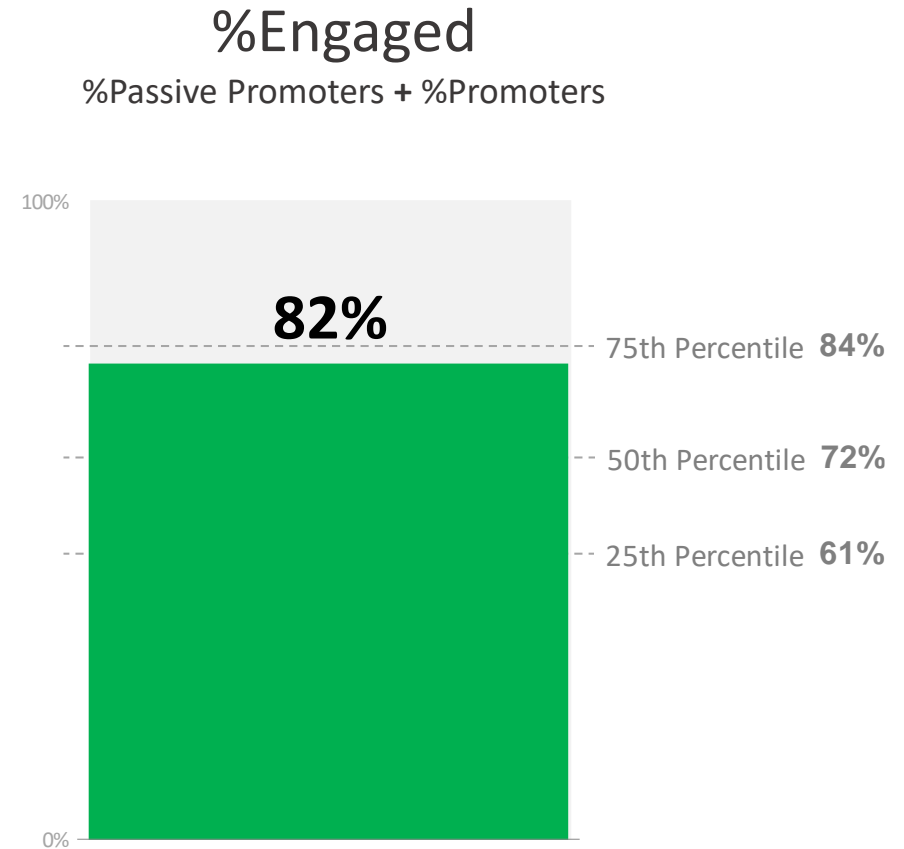
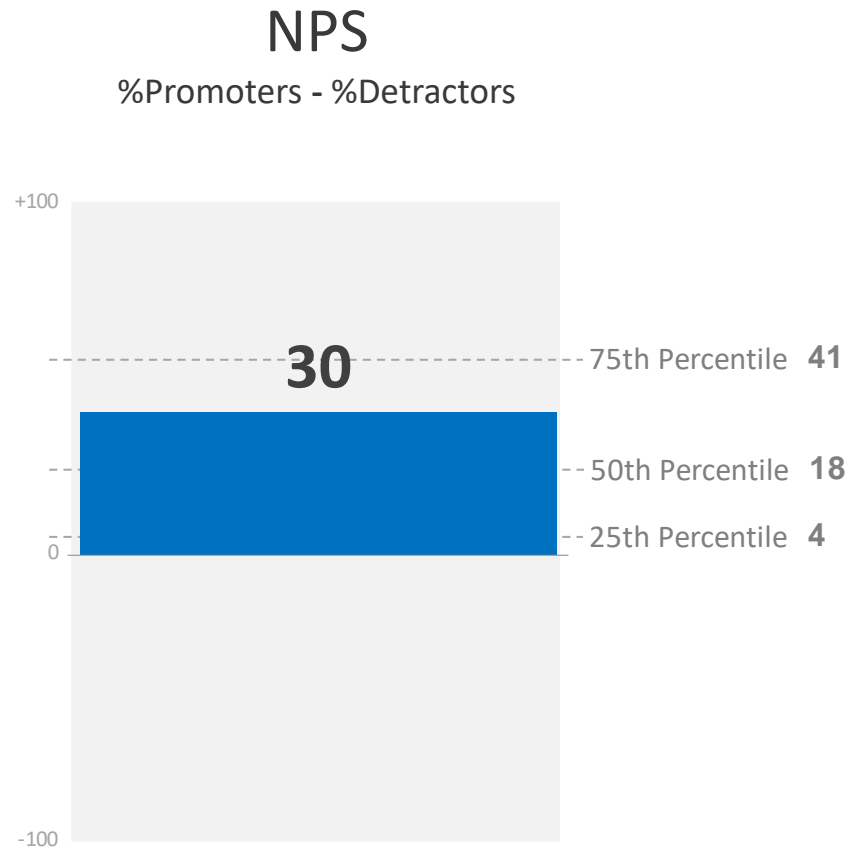
# Employee Engagement

What is the likelihood that you would recommend TSHC as a **Place to Work**?



# Employee Engagement

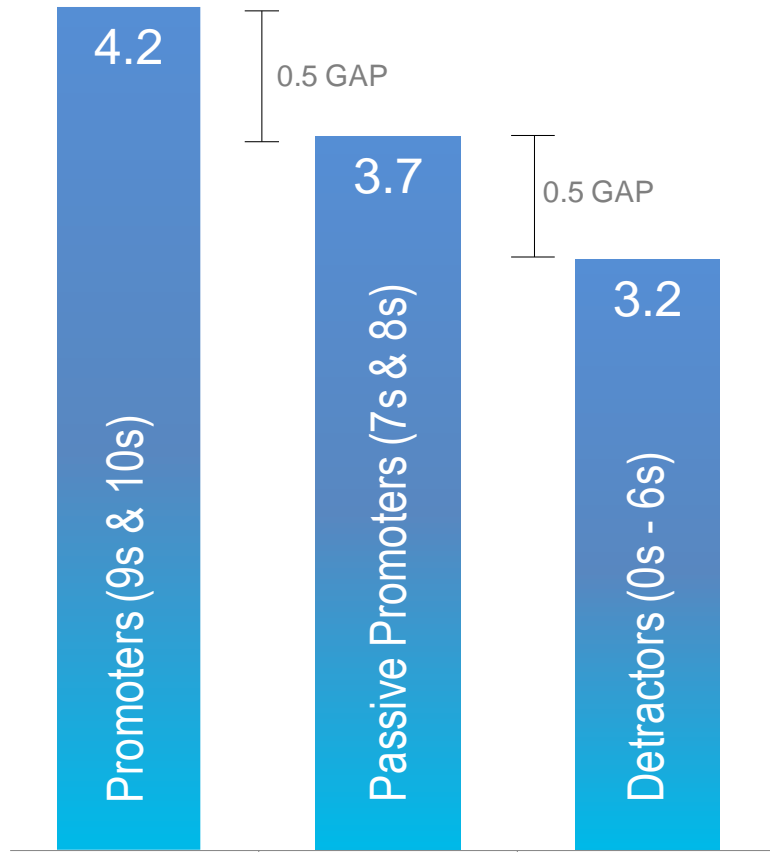
What is the likelihood that you would recommend TSHC as a **Place to Work**?



# Employee Engagement

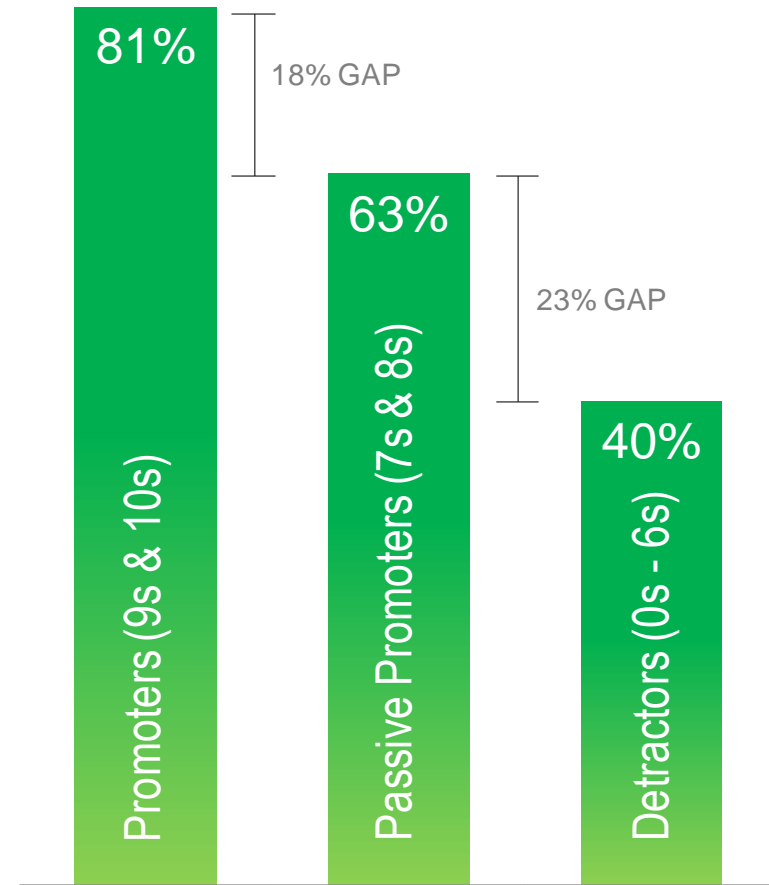
## Overall Averages

(Average Responses on 5 Point Scale)



## %Engaged

(% Responses of 4s + 5s)



# Employee Endorsement



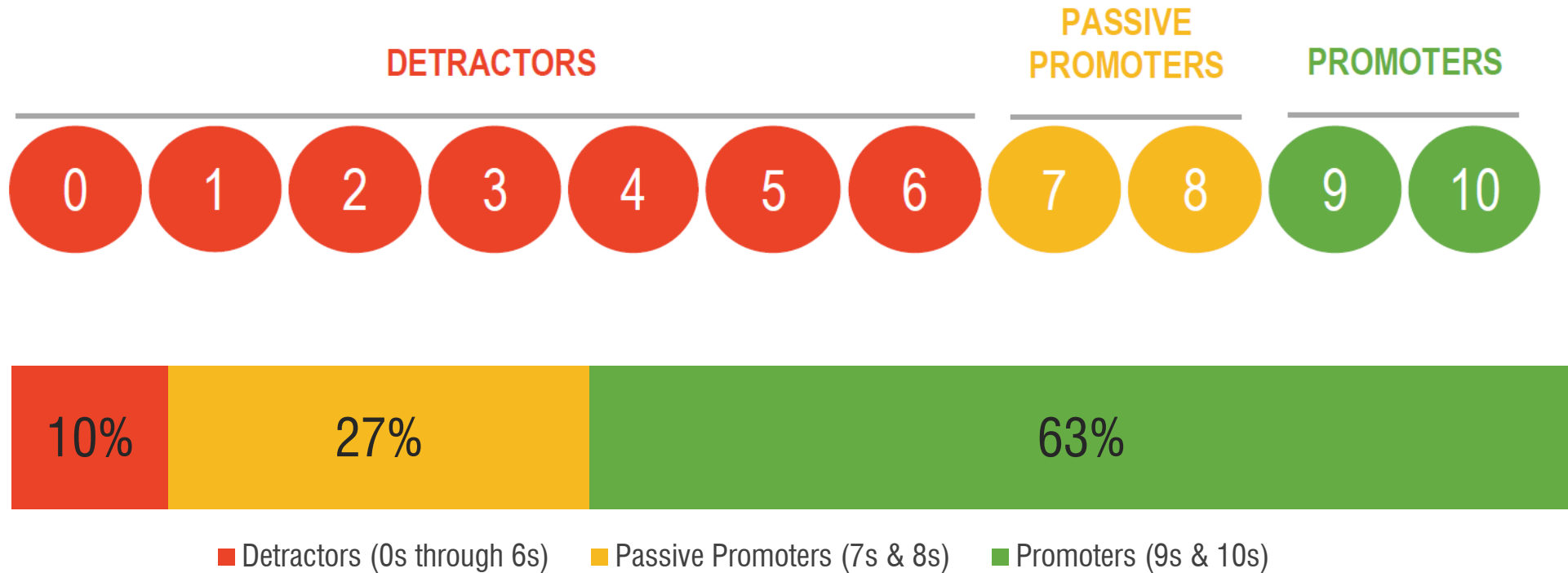
# Employee Endorsement

I believe in the services that we provide our tenants



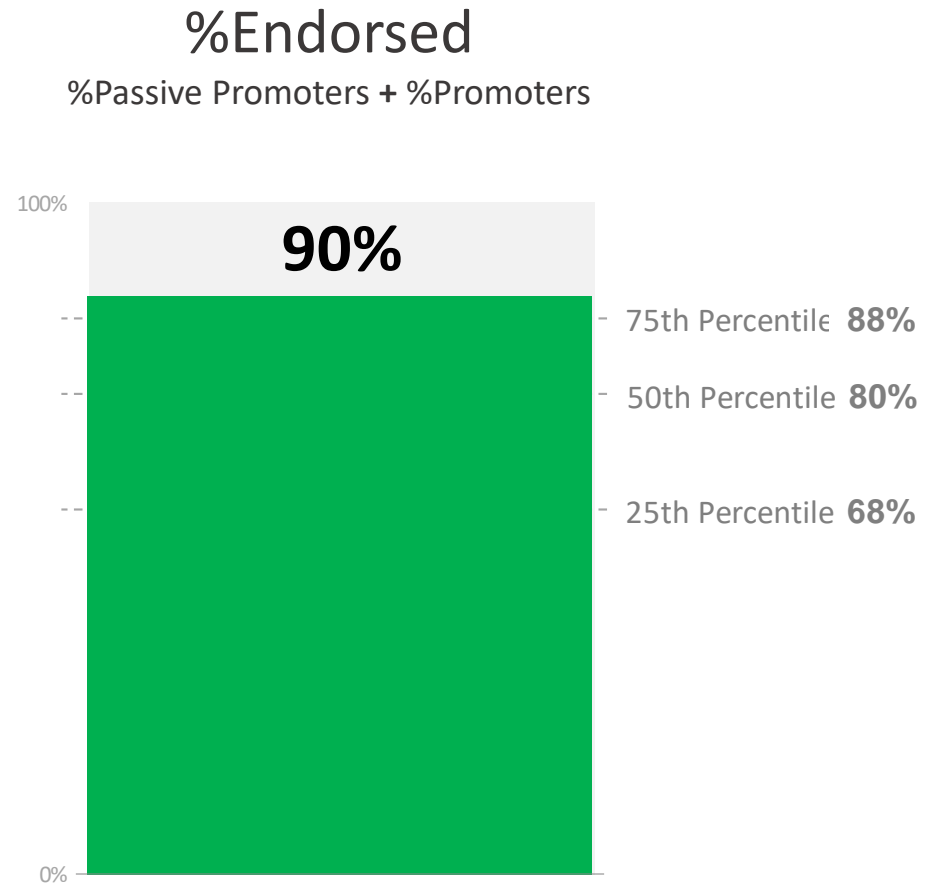
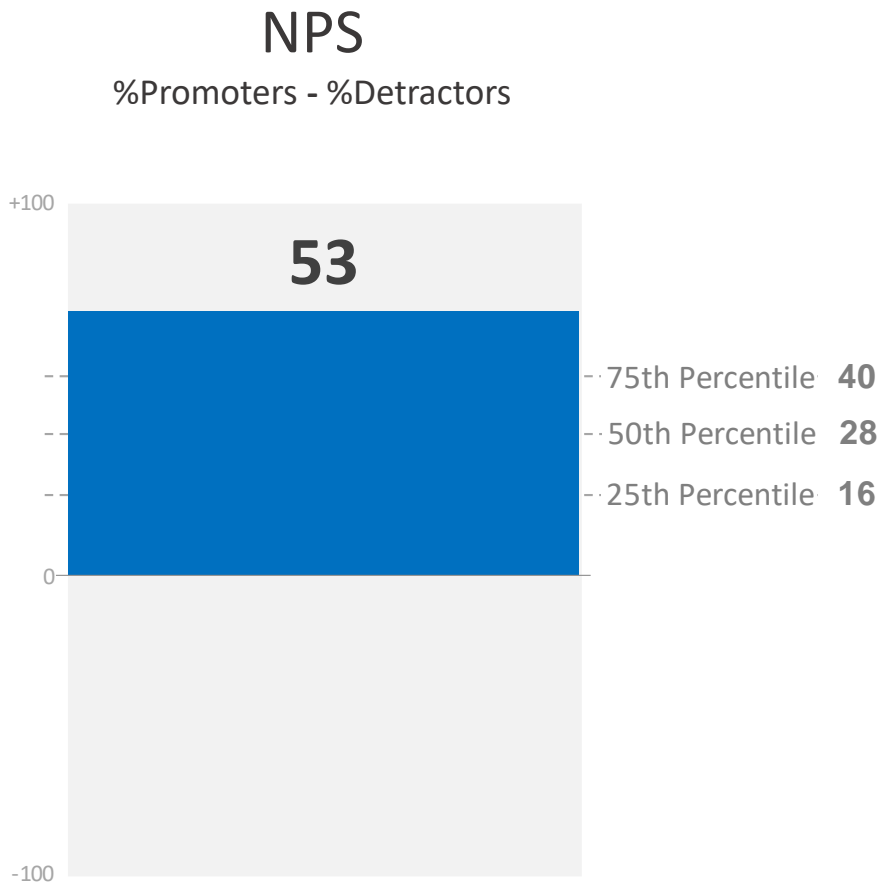
# Employee Endorsement

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# Employee Endorsement

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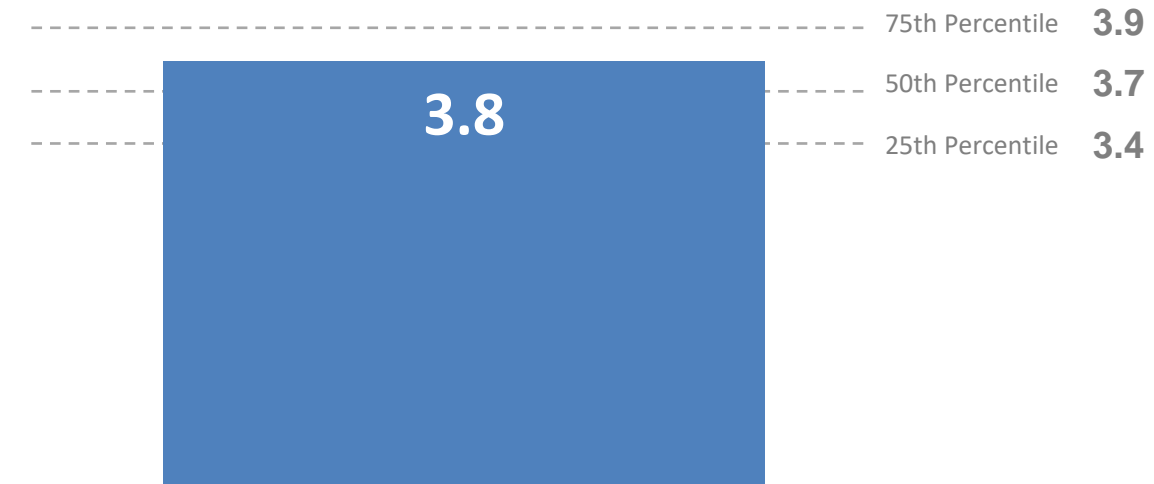




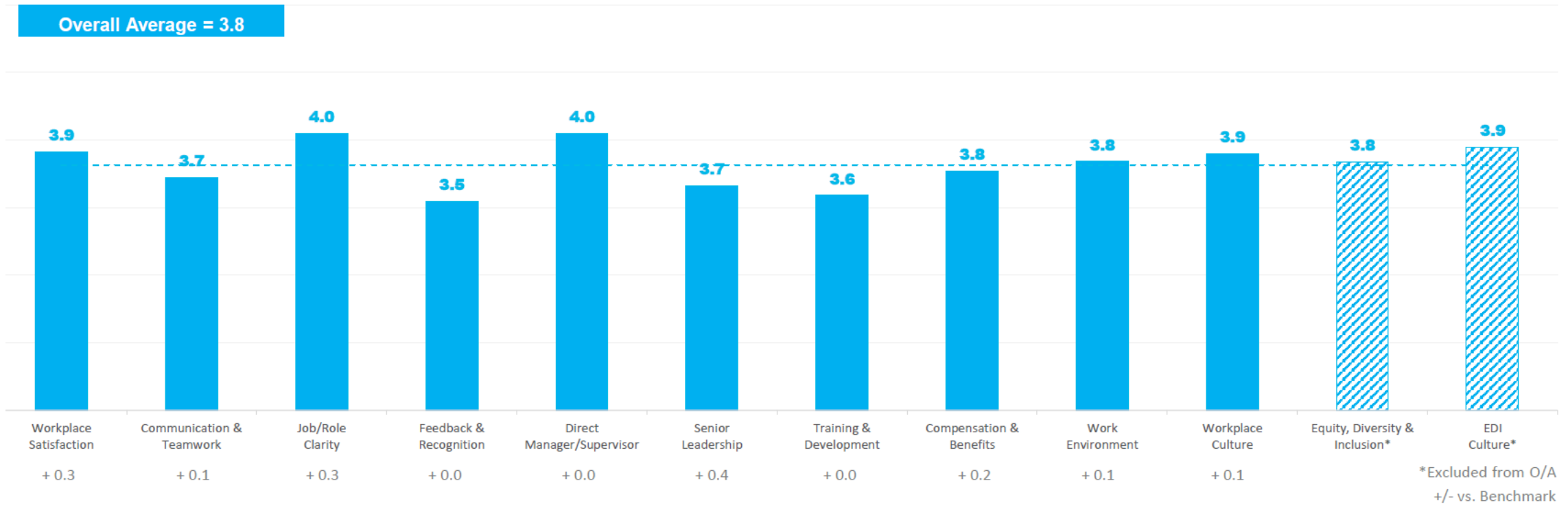
# Overall Results

# Overall Average

Overall Average  
(Average Responses on 5 Point Scale)



# Section Averages



# Top Performing Areas

TOP Performing Areas		# AVG	% 4/5
# 12	I know how my job contributes to the success of TSHC	4.5	97%
# 11	I know what is expected of me at work	4.3	90%
# 1	I am proud to work at TSHC	4.3	86%
# 16	In my role, I have the opportunity to do my best every day	4.2	81%
# 43	I plan on continuing my career with TSHC for at least 2 more years	4.1	78%

# Areas of Opportunity

	Areas of Opportunity	# AVG	% 4/5
# 9	My department has enough employees to handle our workload	2.8	31%
# 34	I am paid fairly for the work that I do	3.4	50%
# 32	Job opportunities are open and fair to all qualified applicants	3.4	48%
# 17	Employee efforts and achievements are recognized at TSHC	3.4	49%
# 19	TSHC does a good job working with employees to improve their performance	3.5	50%

# Overall Results

	AVERAGE	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
<b>Workplace Satisfaction</b>						
1 I am proud to work at TSHC	4.3	13%	41%	46%		
2 Employees are valued at TSHC	3.8	7%	27%	35%	28%	
3 TSHC has a respectful workplace	4.0	5%	18%	45%	30%	
4 Over the past year, TSHC has improved for the better	3.8		34%	34%	25%	
5 I believe TSHC will act on the results of this survey	3.8	8%	27%	33%	29%	
<b>Communication &amp; Teamwork</b>						
6 TSHC shares a clear vision of the direction in which we are going	3.9	5%	22%	46%	27%	
7 There is a strong sense of teamwork and cooperation within my immediate team	4.1	5%	16%	34%	42%	
8 There is a strong sense of teamwork and cooperation between departments	3.6	10%	27%	39%	21%	
9 My department has enough employees to handle our workload	2.8	13%	31%	26%	21%	9%
10 My fellow employees are committed to doing quality work	4.1	18%	41%	37%		
<b>Job/Role Clarity</b>						
11 I know what is expected of me at work	4.3	8%	44%	45%		
12 I know how my job contributes to the success of TSHC	4.5	39%	58%			
13 I have the decision making authority I need to do my job effectively	4.0	6%	17%	41%	35%	
14 The amount of work I am expected to do is reasonable	3.5	5%	18%	22%	33%	22%
15 I have the tools and resources I need to do my job well	3.7	9%	22%	41%	25%	
16 In my role, I have the opportunity to do my best every day	4.2	14%	36%	45%		
<b>Feedback &amp; Recognition</b>						
17 Employee efforts and achievements are recognized at TSHC	3.4	14%	34%	34%	15%	
18 I receive regular feedback on my overall job performance	3.5	4%	11%	30%	40%	15%
19 TSHC does a good job working with employees to improve their performance	3.5	11%	36%	35%	15%	
20 I have the opportunity to share my thoughts and ideas	3.8	5%	28%	41%	24%	
<b>Direct Manager/Supervisor</b>						
21 My direct manager/supervisor does a good job of managing my department	4.1	16%	36%	41%		
22 My direct manager/supervisor encourages employee involvement and feedback	4.1	17%	40%	37%		
23 My direct manager/supervisor treats all employees fairly and equally	4.0	7%	15%	35%	39%	
24 My direct manager/supervisor has a sincere interest in my well-being	4.1	19%	36%	40%		

## Overall Results

	AVERAGE	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
<b>Senior Leadership</b>						
25 The day-to-day actions of Senior Leadership are consistent with what they say	3.7	5%	35%	38%	22%	
26 A strong level of trust exists between Senior Leadership and employees	3.6	9%	34%	35%	20%	
27 Senior Leadership motivates our workforce to achieve our organizational goals	3.6	9%	30%	41%	18%	
<b>Training &amp; Development</b>						
28 TSHC offers me the necessary training to do my job well	3.6	6%	9%	27%	41%	18%
29 Over the past year, I have had the opportunity to learn and grow	3.8	10%	21%	43%	25%	
30 There is someone that encourages my professional development	3.6	4%	13%	26%	34%	23%
31 Our organization provides opportunities for career advancement	3.6	11%	32%	34%	19%	
32 Job opportunities are open and fair to all qualified applicants	3.4	5%	16%	31%	29%	19%
<b>Compensation &amp; Benefits</b>						
33 I am satisfied with my current work schedule/hours	4.1	15%	44%	35%		
34 I am paid fairly for the work that I do	3.4	10%	13%	27%	31%	19%
35 The benefits provided by TSHC meet my expectations	3.9	6%	18%	47%	27%	
<b>Work Environment</b>						
36 TSHC's Mission, Mandate & Values has been effectively comm. throughout our org.	4.0	19%	50%	27%		
37 TSHC effectively executes our Mission, Mandate & Values in our everyday activities	3.9	25%	48%	22%		
38 TSHC's work environment is supportive of mental health & wellness	3.7	9%	28%	39%	21%	
<b>Workplace Culture</b>						
39 I am able to maintain a work/life balance	3.8	7%	24%	45%	22%	
40 I have close personal connections at work	3.7	7%	32%	43%	17%	
41 I am satisfied with my current job at TSHC	3.9	5%	22%	41%	30%	
42 I feel my job is secure	3.9	19%	52%	25%		
43 I plan on continuing my career with TSHC for at least 2 more years	4.1	19%	37%	41%		
<b>Overall Average</b>	<b>3.8</b>	<b>7%</b>	<b>23%</b>	<b>39%</b>	<b>28%</b>	

# Key Insights





# Historical Trend (vs. 2021)

- Questionnaire was updated to include all relevant areas of Employee Engagement
  - 54 Total Questions (33 Link back to 2021)
  - New Section on EDI (Equity Diversity & Inclusion)
- The overall level of “Employee Engagement” was very consistent with 2021
  - The methodology was updated to the industry standard methodology of NPS
- Question specific results were fairly consistent from 2021 to 2023

## Themes with **Increases** (across all staff)

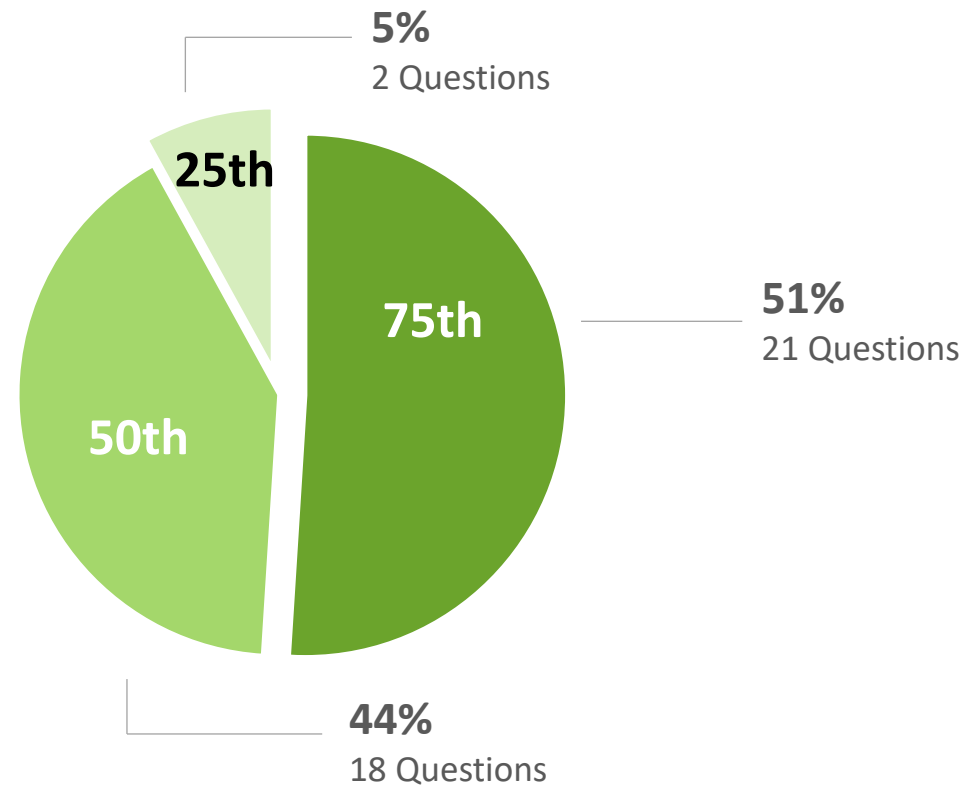
- Clarity of Mission & Vision
- Job/Role Alignment
- Global Communication
- Teamwork/Communication within Team

## Themes with **Decreases** (for long-tenured staff)

- Feedback & Recognition
- Training
- Career Advancement
- Teamwork/Communication between Teams

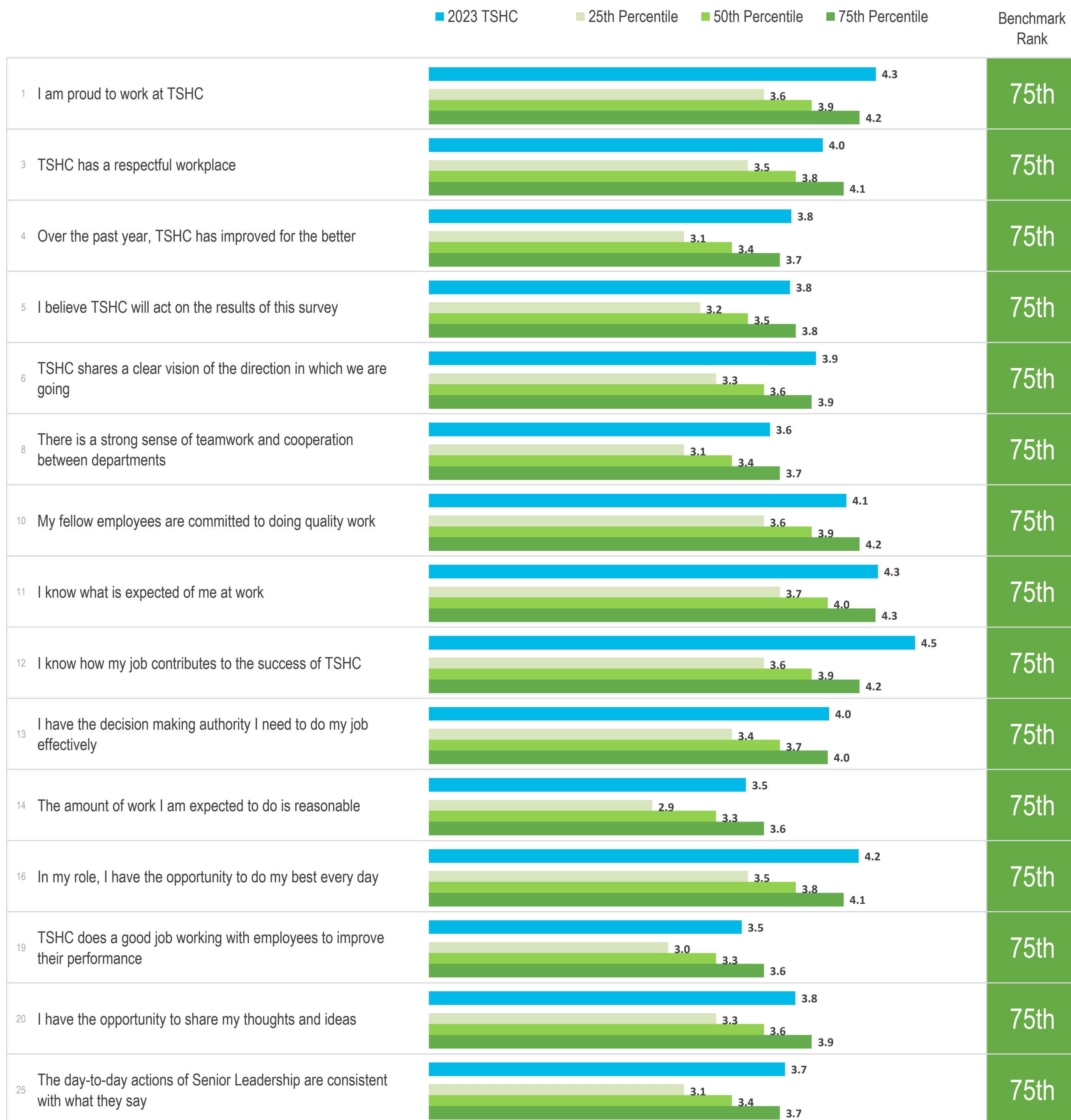
# External Benchmarks

\*The benchmark averages provided below are based on the results of 100 companies that have conducted an Employee Engagement Survey within the past year. The benchmark has been customized to match your company size & geography. (Region = Canada, Size = 250 - 500 Employees, Industry = Government).



## Benchmark Comparisons

\*The benchmark averages provided below are based on the results of 100 companies that have conducted an Employee Engagement Survey within the past year. The benchmark has been customized to match your company size & geography. (Region= Canada, Size= 250 - 500 Employees, Industry= Government).



# Benchmark Comparisons

\*The benchmark averages provided below are based on the results of 100 companies that have conducted an Employee Engagement Survey within the past year. The benchmark has been customized to match your company size & geography. (Region= Canada, Size= 250 - 500 Employees, Industry= Government).

	2023 TSHC	25th Percentile	50th Percentile	75th Percentile	Benchmark Rank
26 A strong level of trust exists between Senior Leadership and employees	3.6	3.0	3.3	3.6	75th
27 Senior Leadership motivates our workforce to achieve our organizational goals	3.6	3.0	3.3	3.6	75th
33 I am satisfied with my current work schedule/hours	4.1	3.5	3.8	4.1	75th
34 I am paid fairly for the work that I do	3.4	2.7	3.2	3.5	75th
42 I feel my job is secure	3.9	3.6	3.8	4.0	75th
43 I plan on continuing my career with TSHC for at least 2 more years	4.1	3.7	4.0	4.2	75th
2 Employees are valued at TSHC	3.8	3.3	3.6	4.0	50th
7 There is a strong sense of teamwork and cooperation within my immediate team	4.1	3.7	4.0	4.2	50th
9 My department has enough employees to handle our workload	2.8	2.6	2.9	3.2	50th
15 I have the tools and resources I need to do my job well	3.7	3.3	3.6	3.9	50th
17 Employee efforts and achievements are recognized at TSHC	3.4	3.1	3.4	3.7	50th
18 I receive regular feedback on my overall job performance	3.5	3.3	3.6	3.9	50th
21 My direct manager/supervisor does a good job of managing my department	4.1	3.7	4.0	4.2	50th
22 My direct manager/supervisor encourages employee involvement and feedback	4.1	3.8	4.0	4.3	50th
23 My direct manager/supervisor treats all employees fairly and equally	4.0	3.7	4.0	4.2	50th

# Benchmark Comparisons

\*The benchmark averages provided below are based on the results of 100 companies that have conducted an Employee Engagement Survey within the past year. The benchmark has been customized to match your company size & geography. (Region= Canada, Size= 250 - 500 Employees, Industry= Government).

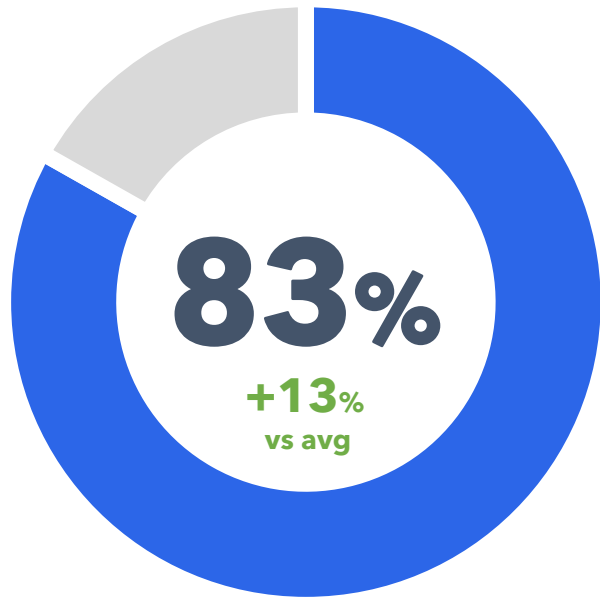
	2023 TSHC	25th Percentile	50th Percentile	75th Percentile	Benchmark Rank
24 My direct manager/supervisor has a sincere interest in my well-being	4.1	3.7	4.0	4.3	50th
28 TSHC offers me the necessary training to do my job well	3.6	3.3	3.6	3.9	50th
29 Over the past year, I have had the opportunity to learn and grow	3.8	3.4	3.7	4.0	50th
30 There is someone that encourages my professional development	3.6	3.2	3.5	3.8	50th
31 Our organization provides opportunities for career advancement	3.6	3.3	3.6	3.9	50th
35 The benefits provided by TSHC meet my expectations	3.9	3.5	3.8	4.1	50th
38 TSHC's work environment is supportive of mental health & wellness	3.7	3.4	3.7	4.0	50th
39 I am able to maintain a work/life balance	3.8	3.4	3.7	4.0	50th
41 I am satisfied with my current job at TSHC	3.9	3.5	3.8	4.1	50th
32 Job opportunities are open and fair to all qualified applicants	3.4	3.3	3.6	3.9	25th
40 I have close personal connections at work	3.7	3.6	3.9	4.1	25th

# Qualitative Summary

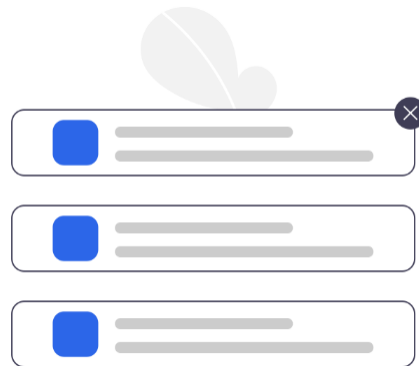


Summary of respondent  
comments by theme

# Summary Statistics



% of Respondents  
Commented



**1151**

Total Comments



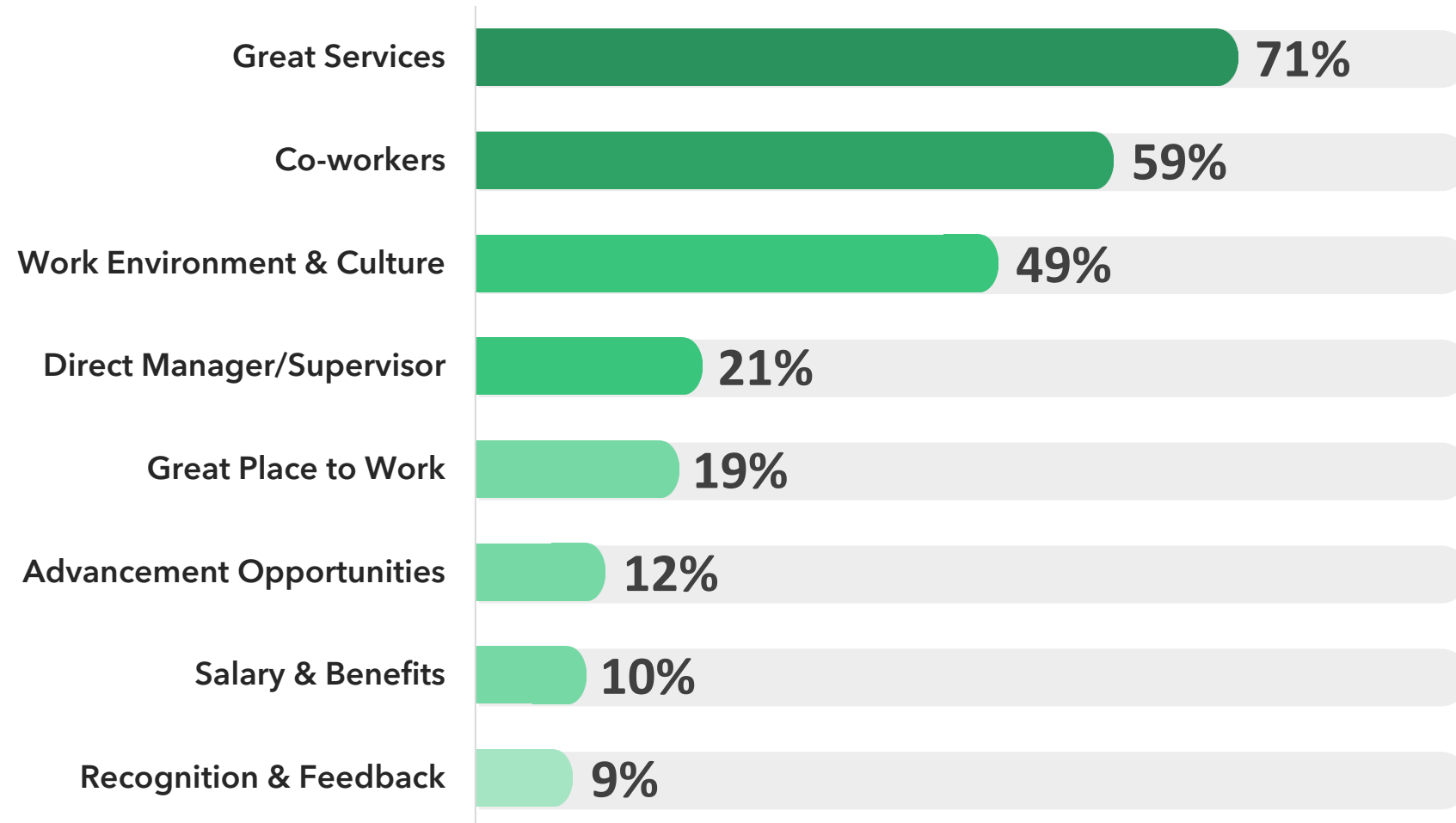
**5.0**

Comments  
Per Respondent

+1.8  
vs avg

# Positive Feedback (major themes)

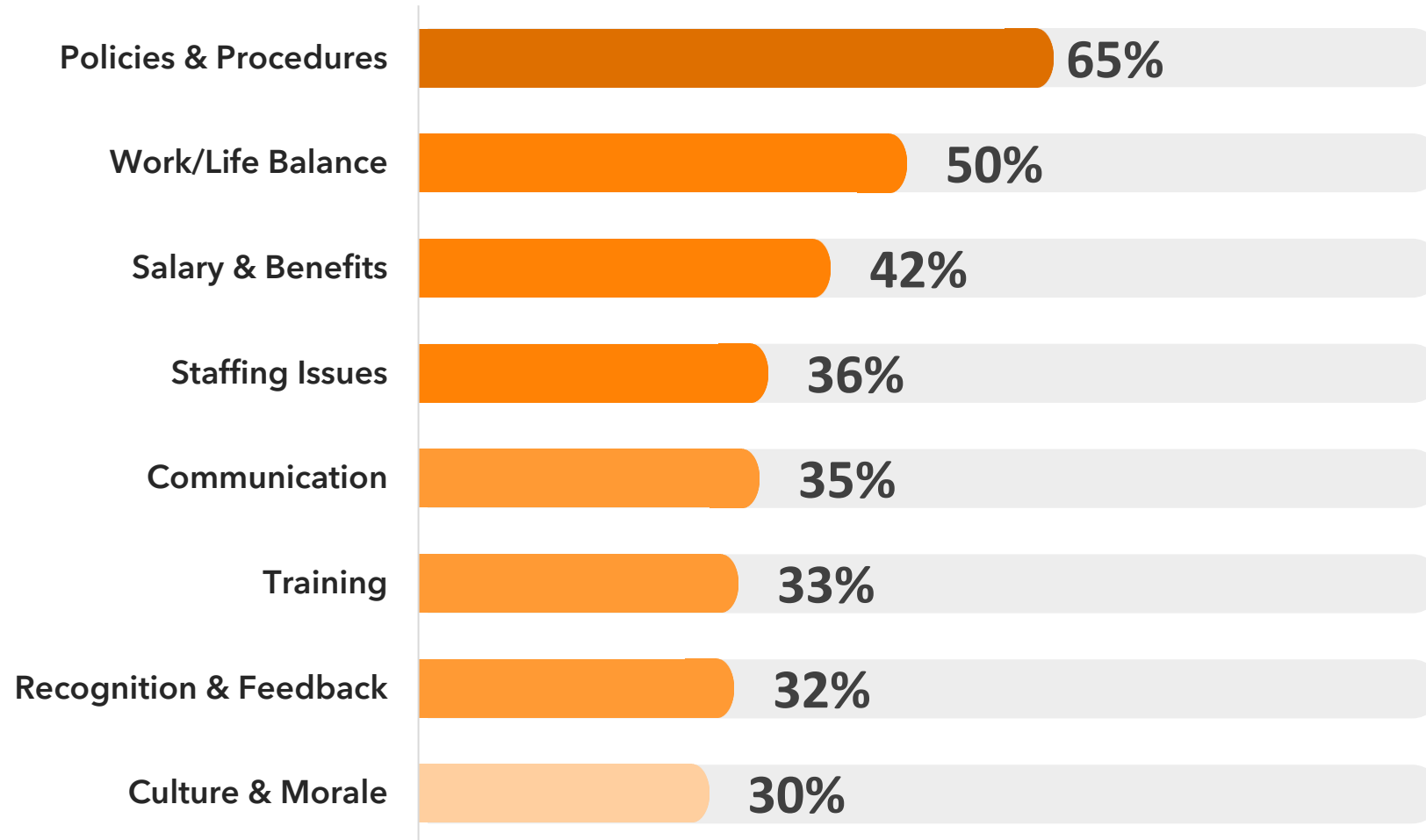
- The following graph summarizes the positive themes from comments across the entire survey
- The %s shown represent the # of themed comments divided by the total # of respondents





# Improvement Areas (major themes)

- The following graph summarizes the improvement areas from comments across the entire survey
- The %s shown represent the # of themed comments divided by the total # of respondents



# EDI Summary



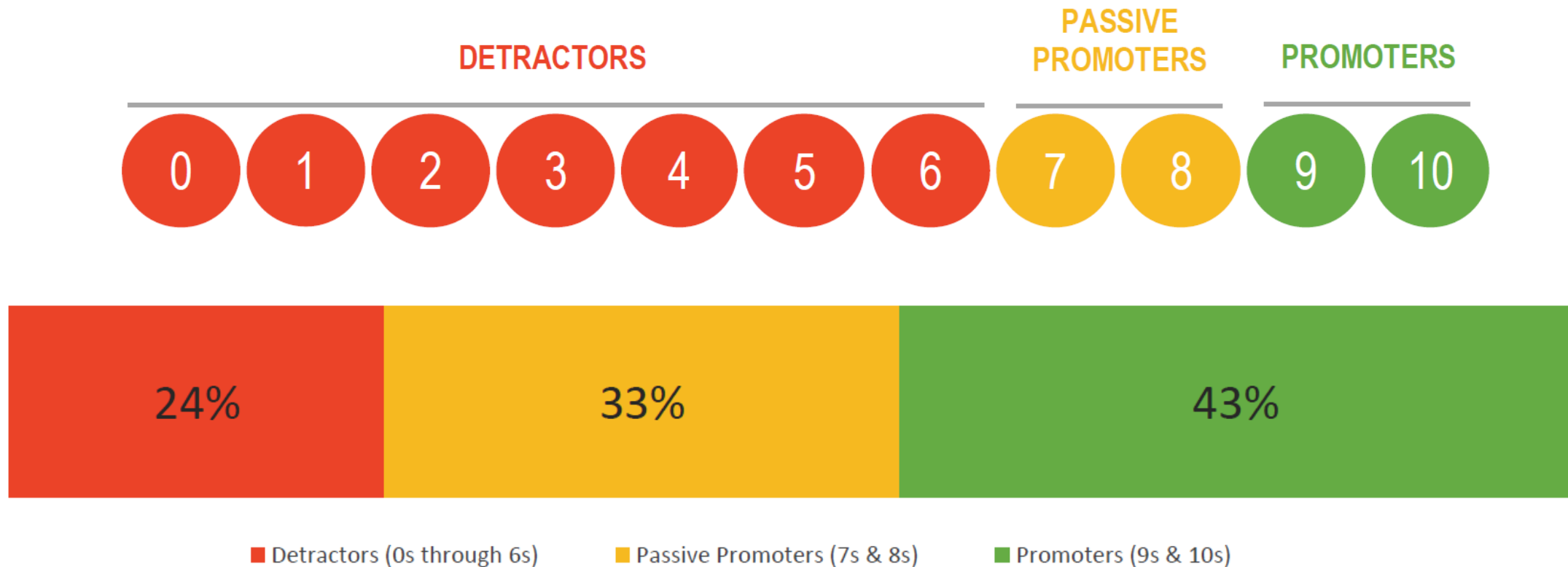
# %Valued

Equity, Diversity & Inclusion are valued at TSHC



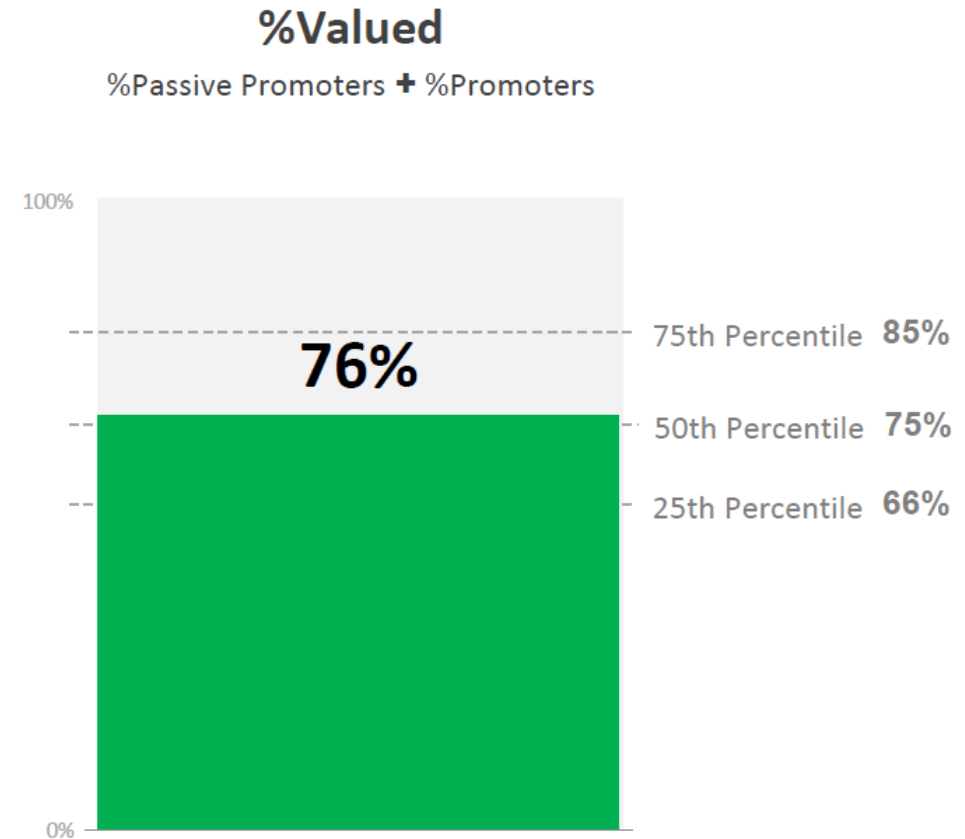
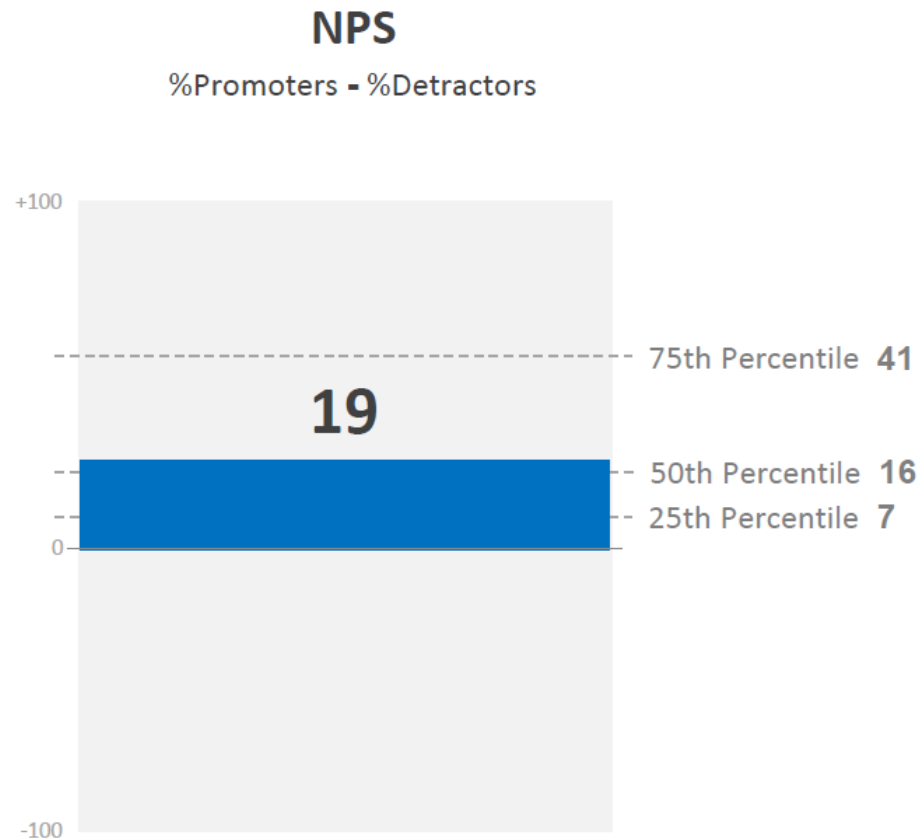
# % Valued

Equity, Diversity & Inclusion are valued at TSHC

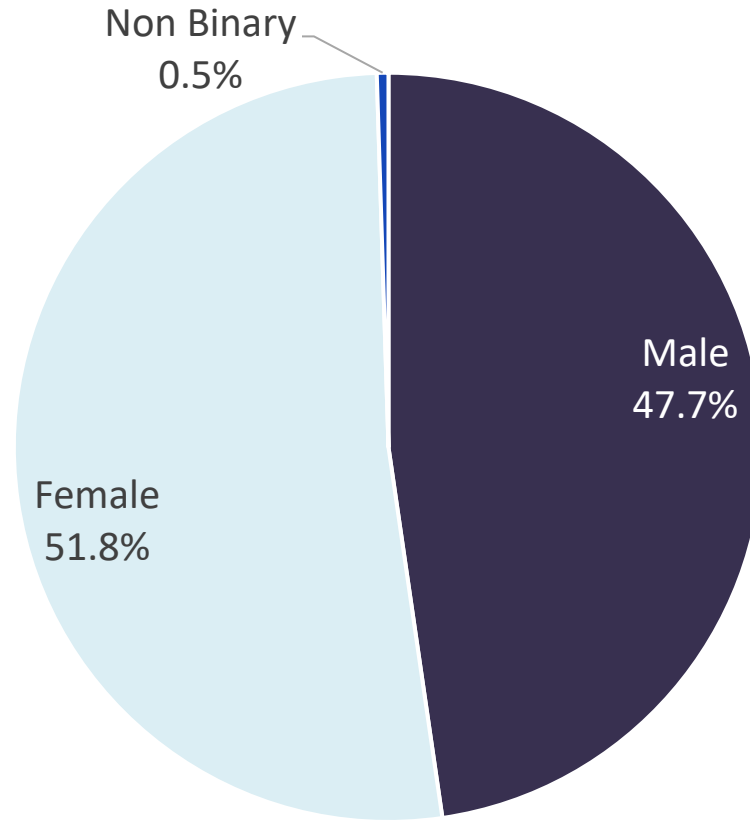


# %Valued

## Equity, Diversity & Inclusion are valued at TSHC



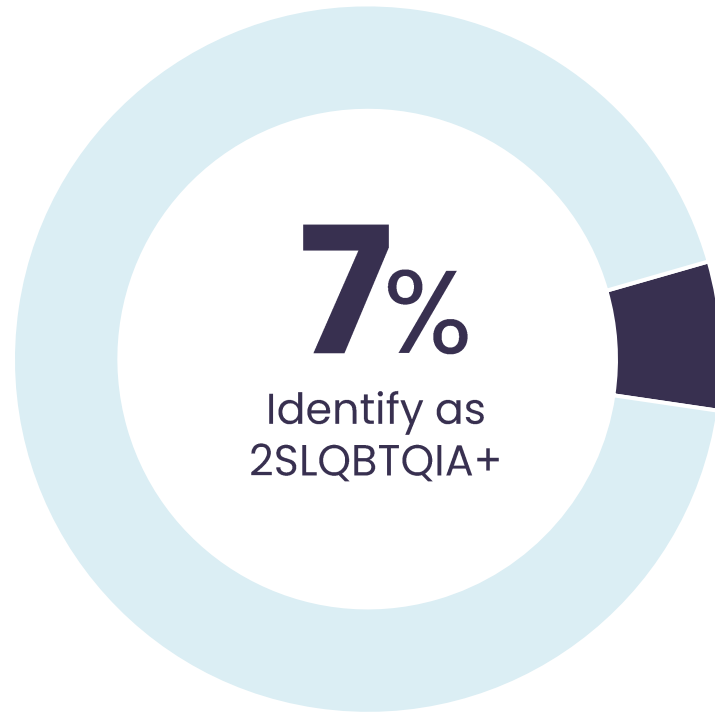
# EDI Summary



Overall gender identity falls in-line with workplace average

\*Prefer not to answer, 11.9%

# EDI Summary



## 2SLGBTQIA+

Two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, or who use other terms related to gender or sexual diversity.

\*Prefer not to answer, 15%

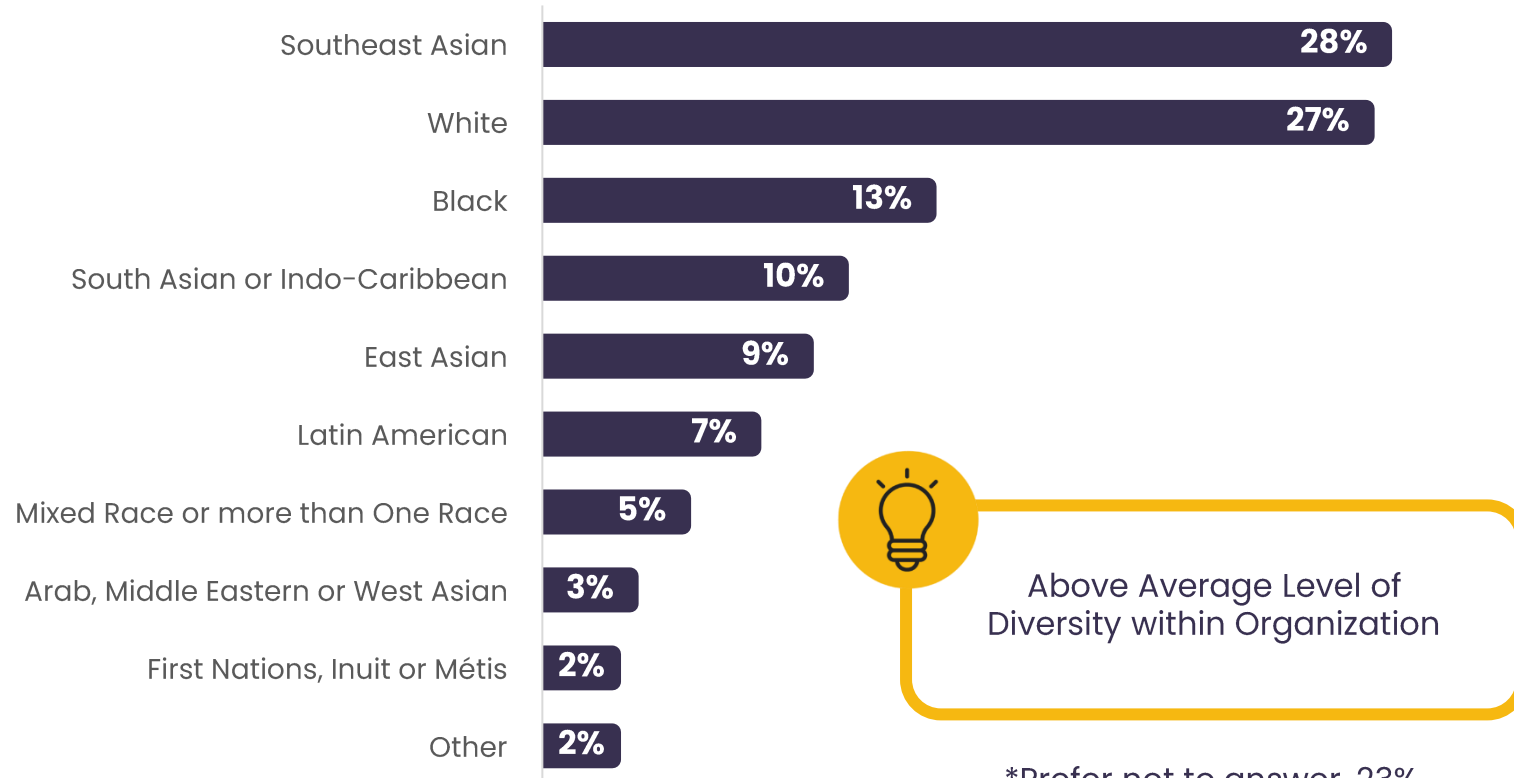


Above Average Representation  
(Compared to National Average of 4%)

# EDI Summary

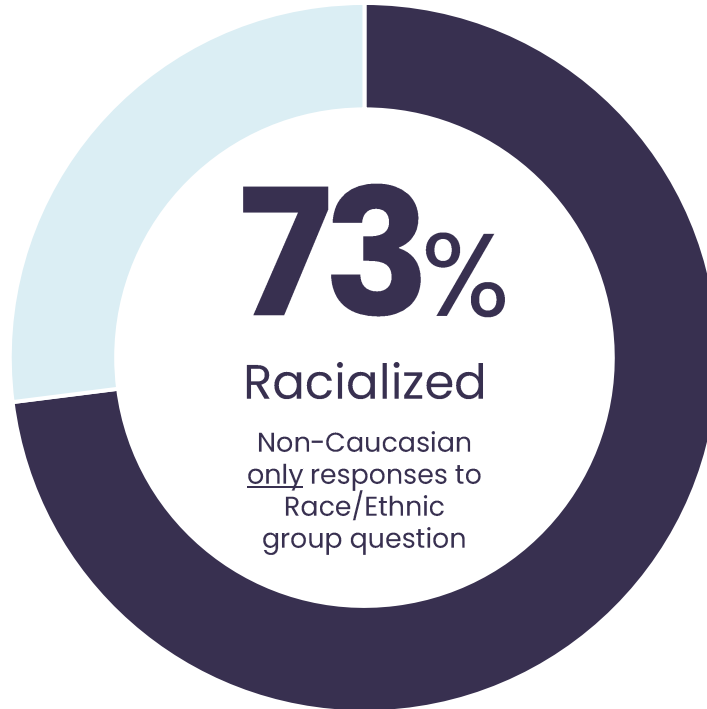
## Race / Ethnic Groups

Race is a social construct often attributed to the colour of a person's skin.  
Perception of someone's race can shift depending on the social context in which they live.





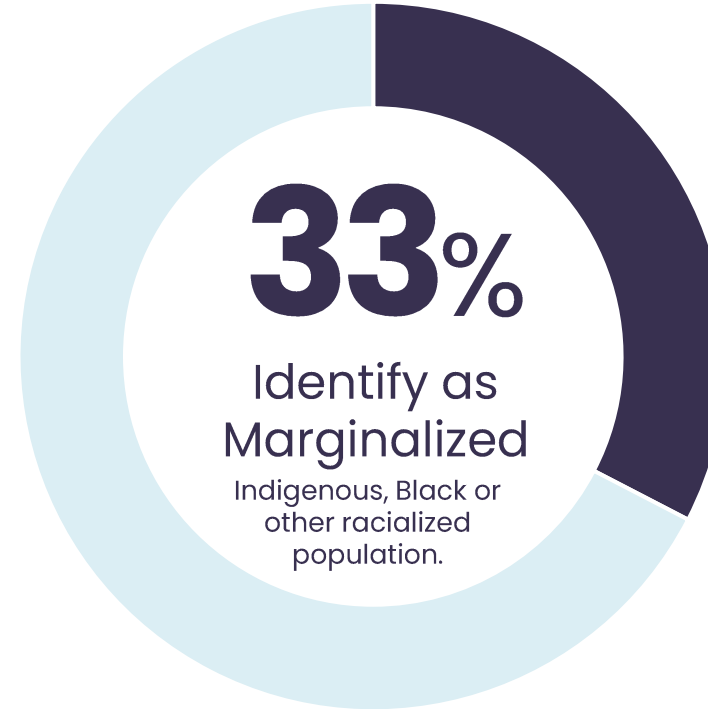
# EDI Summary



\*Prefer not to answer, 23%



Above Average Representation  
of 'Racialized' Employees  
(Compared to National Avg. of 31%)



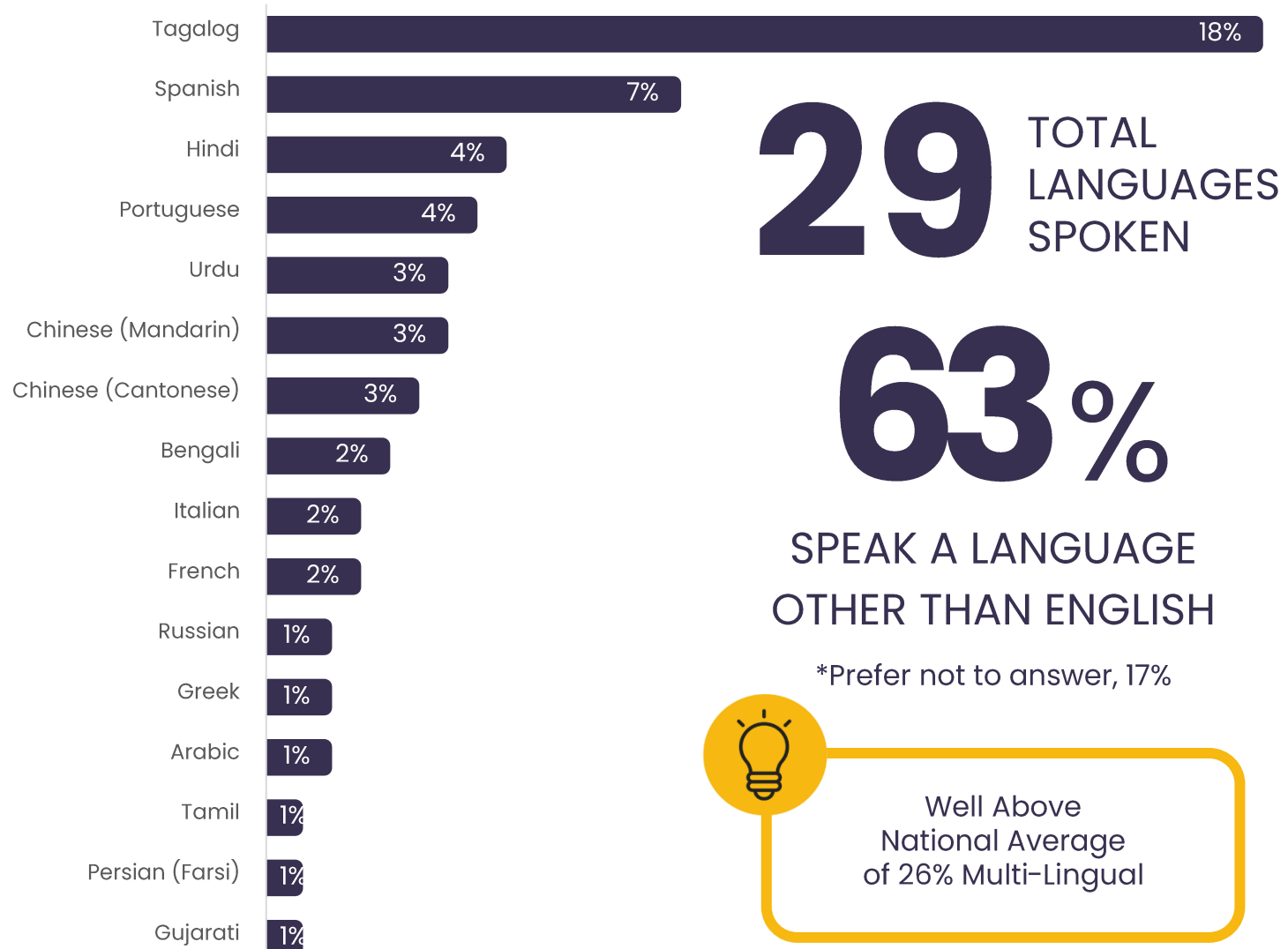
\*Prefer not to answer, 19%



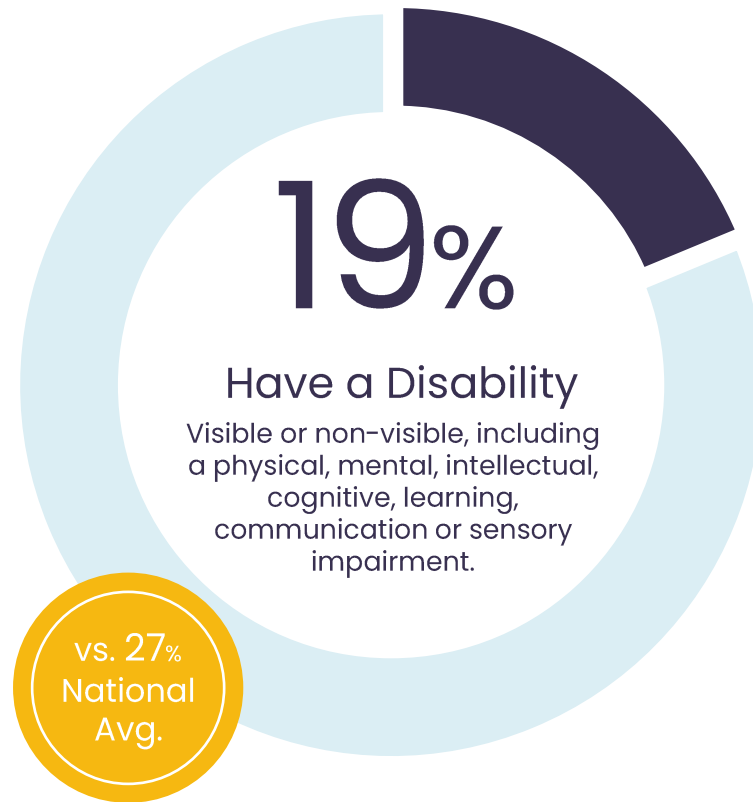
The gap between Racialized &  
Marginalized highlights the  
inclusiveness of both our workplace as  
well as the surrounding community

# EDI Summary

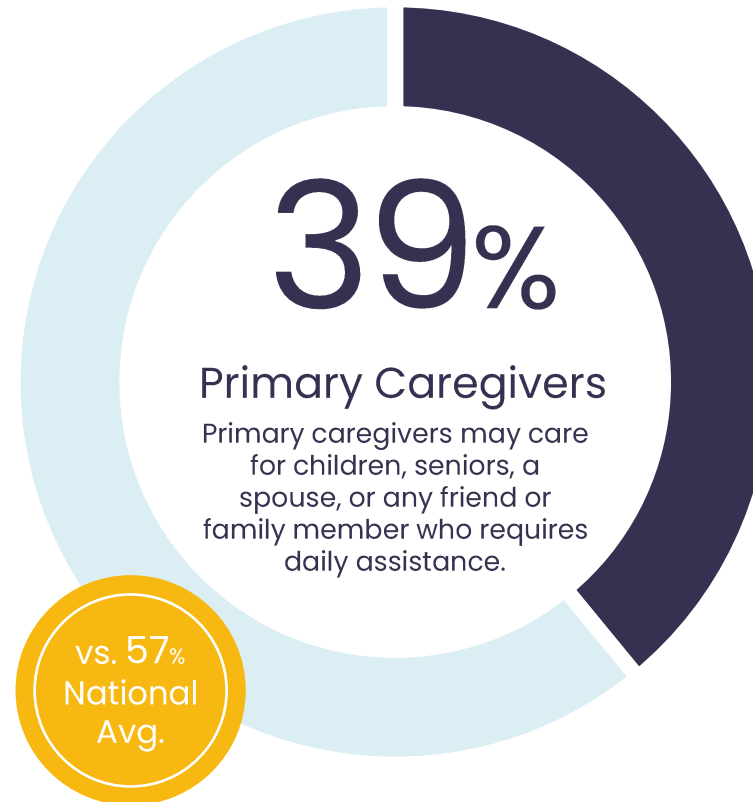
## Languages Spoken



# EDI Summary



\*Prefer not to answer, 15%



\*Prefer not to answer, 15%

# Next Steps



# Blended Implementation



# Timeline of Next Steps

Item	Status
Present Results to Senior Leadership Team	✓
Results Training Webinars for Managers & Leaders	✓
Distribute Reporting & Action Plan Links to Managers	✓
Meet with Teams to Review Results & Brainstorm Action Items	✓
Finalize Action Items & Document within Online Tool	March 29 <sup>th</sup>
Follow-up and Review Action Plan Progress	Ongoing
Implement Action Items & Provide Progress Updates	Ongoing



**Any  
Questions?**

**Toronto Seniors Housing Corporation  
Corporate Governance and Human Resources Committee**

**Topic:** 2023 Annual Report  
**Item #** 10  
**Date** March 18, 2024

**Report:** CGHRC Mar 18 2024 Annual Report 2023 v2

**To:** Corporate Governance and Human Resources Committee (CGRHC)  
**From:** Arlene Howells, Interim Director, Engagement,  
Partnership and Communications  
**Date:** February 27, 2024  
**Purpose:** For Information

**RECOMMENDATION:**

It is recommended that the Corporate Governance and Human Resources Committee receive this report and the draft 2023 Toronto Seniors Housing Annual Report for information.

**REASON FOR RECOMMENDATION:**

In compliance with our Shareholder Direction, Toronto Seniors Housing is required to file its annual report by April 30, 2024. The Annual Report provides information about Toronto Seniors Housing's performance and summarizes progress made on key initiatives that the organization undertook throughout 2023 to achieving its priorities. The Annual Report



also provides information for different stakeholders including tenants, staff, partners and the City of Toronto.

Attachment 1 of this report includes a “draft copy” of the 2023 Annual Report and the final version will be a visually designed copy including photos and quotes from tenants, staff and other stakeholders. The final version will also include the 2023 audited Financial Statements being brought forward to the next Audit, Finance and Risk Committee on April 4, 2024, which together with the updated Annual Report will be recommended for approval at the April 25, 2024, TSHC Toronto Seniors Housing Board meeting.

The Annual Report speaks both qualitatively and quantitatively about our performance. Our performance metrics rest within the Strategic Direction document that guides the work of all staff to support all stakeholders.

Committee input on the report will inform the development of the final version and the design of the report will take into consideration feedback from various stakeholders. A final report will be published in the spring and subsequent to Board approval will also be provided to the City of Toronto.

---

Arlene Howells  
Interim Director, Engagement, Partnership and Communications

Attachment 1: 2023 Toronto Seniors Housing Corporation Annual Report  
(Draft)

# 2023 Annual Report

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## A Message from the Board Chair and CEO

Toronto Seniors Housing continued to thrive in 2023 as we strived to put in the operational efforts to achieve our vision of creating safe, diverse, and vibrant communities for tenants.

We remained focused on being an essential frontline service providing housing stability and connecting tenants with access to supports for low income and equity-deserving seniors in the City of Toronto.

Coming out of the COVID-19 pandemic, protecting tenant and staff safety remained a priority as we worked diligently to meet tenants and staff needs and ensure they felt supported and secure. We turned to tenants to guide us in how to better support them through ongoing collaboration and consultations. Staff kept moving the organization forward, helping us deliver on our Interim Strategic Directions and Roadmap to set us up for future success.

We will continue to listen and learn from tenants, staff, community partners, and service providers on how we can work together to be a leading housing provider for seniors in the city. Our role, together with the City of Toronto, is critical to ensuring that tenants can live well in an environment that is significantly more enriching and minimizes the impact on other parts of the housing and healthcare system.

We are grateful to everyone who has joined us on our journey so far. We are particularly appreciative for the tremendous support shown to TSHC by Jill Bada. Jill served as our Interim CEO for the latter part of 2023 while Tom supported TCHC as their President and CEO, Interim, while they searched for a person to take on that role. Thank you, Jill, for keeping us on track to reach our 2023 goals.

To all of you, thank you for continuing to work with us this past year and contributing positively to the overall health and well-being of tenants in our communities.

Sincerely,

Fareed Amin

Board Chair

Tom Hunter

Chief Executive Officer

## Interim Strategic Directions

Toronto Seniors Housing’s Interim Strategic Directions, Key Performance Indicators, and Roadmap were established in April 2023, which outline the key initiatives, milestones, and measures that will guide us towards achieving our goals.

[Insert pages 6-7 from [online document](#)]

**Interim Strategic Directions  
At a Glance**

**Vision**  
Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being.

**Mandate**  
To enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.

**Commitment**  
With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes engaging and collaborating with tenants, staff and partners towards providing excellent service for the well-being of tenants.

**Values**  
Respect | Inclusion | Accountability | Innovation

6

**Objectives**

- An excellent landlord**  
To provide safe, clean and well-maintained buildings and to support stable tenancies
- Tenant engagement**  
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice.
- Partnerships**  
To facilitate access to services and programs that tenants need and want.
- Innovation**  
To develop and promote innovation and leading practices which contribute to seniors' well-being.

**Enablers**

- Organizational excellence**  
To strive for organizational excellence to ensure effective and efficient delivery of our mandate.
- Employer of choice**  
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.

7

The Roadmap translates the Interim Strategic Directions into a plan for delivery. We continue to track and measure our progress using Key Performance Indicators linked to the Interim Strategic Directions.

For more information about our Interim Strategic Directions, Key Performance Indicators, and Roadmap, please visit [torontoseniorshousing.ca/interim-strategic-directions/](https://torontoseniorshousing.ca/interim-strategic-directions/).

## An Excellent Landlord

**Toronto Seniors Housing’s vision is to provide safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being.**

Toronto Seniors Housing is committed to being a leader in the delivery of safe, affordable housing for seniors. We provide tenants with access to supports to live independently so they can age in their homes and communities while enjoying a better quality of life. Our core business is to provide clean, safe, and affordable social housing in well-maintained buildings. Our value add to the seniors housing market is that we provide access to improved health, wellness, and social supports for tenants.

Toronto Seniors Housing manages 83 buildings with 13,967 units, for about 15,000 low- and moderate-income seniors aged 59 and older.

### **Integrated Service Model**

The Integrated Service Model (ISM) was a key deliverable of the City's Tenants First plan to improve housing and access to health and social supports for senior tenants. The ISM is now embedded in TSHC operations to ensure safe, secure, and affordable housing and access to support and services to help tenants maintain their independence.

### **Increased Pest Protection**

Toronto Seniors Housing responded to the demands of tenants to improve their pest management work. We established an Environmental Health Unit (EHU) in 2022 with a focus on pest management. TSHC conducted an audit to assess pest control service delivery in four of our buildings across the city to develop an effective solution. The audit saw 326 pest treatments scheduled, resulting in a significant number of units being declared pest free. The team focused on assisting tenants through the pest treatment process.

In the Fall of 2023, we conducted a full-building pest management pilot in the South East Region. The building chosen had 194 units where all units were inspected for pest issues. We found 31 per cent of units needing pest management treatments over the fall and winter months. At the close of the pilot, only 1.2 per cent of units required treatments. In 2024, we will take the lessons learned from this pilot, and conduct pest management approaches in other select buildings across Toronto. This is one way we are advancing recommendations brought forward from the Pest Management Quality Improvement Project, and further supporting the ISM. The EHU will continue to monitor and evaluate

current pest management practices to ensure they are working appropriately and supporting tenants in unit preparation before and after treatment.

### [Keeping Vulnerable Tenants Housed](#)

The Complex Tenancies Team was formed in January 2022 in direct response to the staffing needs identified in the Integrated Service Model to better support tenants. Today, the team provides extended support to tenants experiencing acute challenges to maintain their tenancies. The team provides solutions that are person-centered and therefore look different for every tenant. The team, made up of a supervisor and four Seniors Services Coordinators (one per region), supports about 15,000 tenants. Staff work with family members, community partners, and first responders to put supports and services around a tenant to help them continue to live safely and independently.

In 2023, the Complex Tenancies Team:

- Received a total of 50 new referrals across the four regions
- Supported 96 Toronto Seniors Housing tenants
- Supported 100 tenants who moved into a Toronto Seniors Housing building through the [Rapid Rehousing Initiative](#)
- Continued to support 35 tenants who transitioned from the Rapid Rehousing Initiative to Toronto Seniors Housing

The average length of time a tenant file remains on a Seniors Services Coordinator's case load is four months. In very complex cases, it can take over a year of support and interventions to connect a tenant with the essential services and supports that they need.

### [Maintaining the Integrity of Homes](#)

Annual Unit Inspections (AUIs) are an integral part of our operations at Toronto Seniors Housing. The annual process involves Operations staff checking each tenant unit to identify any life-safety issues or repairs needed and assess the unit's overall condition. We finished unit inspections ahead of schedule in 2023 thanks to the support of our regional Operations teams. Seniors Services Coordinators continue to support tenants in their buildings to address and help resolve any unit condition issues.

### Strengthening Eviction Prevention Methods

Eviction is always the last resort, which we work hard to avoid for tenants. We help tenants stay in their homes by working with them to prevent evictions.

We have programs and services in place to intervene early for tenants who are identified as vulnerable or at high-risk of eviction. We connect them with the mediation and legal support they need while facing eviction, and services to support transitions to alternative living arrangements for those tenants who are evicted.

Due to our efforts to strengthen eviction prevention methods, only 18 evictions were enforced in 2023. We have been able to work with the Office of the Commissioner of Housing Equity (OCHE) to avoid eviction for 91 per cent of the tenants we engaged with.

### Filling Vacant Units Faster

In 2022, the City of Toronto introduced a new system called Rent Café to modernize the Centralized Waiting List for Rent-Geared-to-Income housing. It allowed the City of Toronto to implement a choice-based housing offer process. The goal is to fill vacant units faster and allow potential tenants to make a more informed choice. Through Rent Café, and collaboration with the City of Toronto, we were able to fill vacant units faster and subsequently reduce vacancy rates in 2023, which saw an average vacancy rate of 1.84% exceeding the City of Toronto's target of 2%.

### Building Information at Your Fingertips

To provide more comprehensive information about all 83 buildings that we manage, we made updates to our corporate website. Through the [Building Profiles](#) page, anyone wishing to know more about the buildings, amenities, and community programs can now get information easier and faster.

### Capital Plan Update

Toronto Seniors Housing manages all 83 buildings which are owned by Toronto Community Housing. We rely on Toronto Community Housing's Facilities Management Team to improve and enhance living conditions for thousands of tenants in the buildings we manage.



In partnership with Toronto Community Housing, we delivered 141 capital projects worth \$31.2 million dollars, including hundreds of planned projects and individual work orders. Ongoing capital improvements will be integral to maintaining our buildings as sustainable homes in good repair where tenants can age at home for years to come.

- \$4.7 million of common area and in-suite accessibility upgrades
- \$8.5 million of renovations to occupied tenant units
- \$4.1 million of in-suite water conservation initiatives
- \$6.7 million of electrical, heating and plumbing upgrades
- \$6.6 million of envelope, roofing, window, structural and parking garage repairs
- \$1.1 million of laundry room upgrades

#### [Around the Clock Safety and Security](#)

Toronto Seniors Housing relies on safety and security through a Community Safety Unit (CSU) managed by Toronto Community Housing. CSU provides 24/7 assistance to tenants and staff, 365 days a year.

The CSU staff work directly in communities to:

- conduct patrols, site visits, and periodic safety audits of Toronto Seniors Housing-managed properties, making safety recommendations where necessary
- respond to calls at Toronto Seniors Housing-managed properties
- help resolve complaints and disputes
- assist victims and apprehend offenders
- build relationships within the communities
- partner with other law enforcement, fire, and social service agencies

In 2023, at Toronto Seniors Housing-managed buildings, the CSU:

- hired an additional Community Safety Advisor
- helped to resolve 994 disputes between neighbours
- conducted 673 welfare checks
- answered 1121 calls for disturbance or loitering

- assisted 419 residents with information requests
- reported 712 incidents of parking bylaw violations

### **A Seniors-Focused Call Centre**

The Tenant Support Centre provides seniors with 24/7 support, 365 days a year. Tenants can call or email the Tenant Support Centre to request translated documents or interpretation services, submit maintenance requests, and seek supports for their tenancy.

Average wait times have reduced significantly since the Tenant Support Centre was set up. Approximately 90% of calls are answered within the first six minutes. In addition, Tenant Support Centre staff resolved tenant inquiries in under five minutes on average.

- 26,446 total calls received from tenants in 2023
- 2,203 calls received from tenants monthly on average
- 1,167 total emails received from tenants

Our Tenant Support Centre phone number is also teletypewriter (TTY)-compatible to help tenants with hearing and speech impairments to communicate. In addition, we acknowledge the linguistic diversity of tenants and offer tenant support in many languages.

**24/7 support, 365 days a year Tenant Support Centre: 416-945-0800 or email [support@torontoseniorshousing.ca](mailto:support@torontoseniorshousing.ca)**

### **Tenant-Focused Service and Engagement**

We are grateful to everyone who took time to participate and share their feedback to help us understand the evolving needs of the tenant population. All those voices helped to shape the future of how we work with tenants to provide access to programming and supports.

### **Senior Tenants Advisory Committee**

The Senior Tenants Advisory Committee (STAC) is an advisory body to Toronto Seniors Housing. The STAC membership is made up of 15 passionate tenant advocates who provide their insights into key decisions for the corporation. We supported STAC under the leadership of the City of Toronto.

Through 12 STAC meetings in 2023, the membership provided us guidance on:

- Policies and projects that aimed to help improve the quality of life for tenants;
- Strategies to positively address tenancy issues causing tenants distress;
- Consultation and collaboration process for developing a tenant engagement approach to meet the needs of tenants;
- Updating our Community Room Guidelines; and,
- The development of our inaugural Tenant Experience Survey, which we began distributing at the end of 2023.

They were also invited to actively participate in co-design sessions and inform the development of Community Connect+, our new approach to tenant engagement.

They also shared their lived experiences to help make accessibility improvements within our buildings.

### [Making Tenant-Guided Improvements](#)

This past year showed the value of working closely with tenants and staff.

Launched in December 2022, the Quality Improvement Projects (QIPs) were initiated to respond to three key issues raised by tenants in the CEO Listening Tours and other consultations. These were identified as pest management, safety and security, and staff and tenant relations. These are vitally important to tenants because they affect their quality of life, health and well-being, and sense of security.

Tenants and staff worked together with a facilitator to create recommendations to address these important issues. These projects concluded in May and the final report was shared with the Board in the summer.

The QIP teams also provided input for implementation of the QIP actions, recommendations, and reporting of the results. This included incorporating the recommendations in the Interim Strategic Directions and Roadmap.

Highlights from the QIP actions completed in 2023 included:

#### **Pest Management**

- An update to our software that is used to manage our properties and businesses has improved our ability to analyze data and facilitate data-driven decision making.
- During the 2023 Annual Unit Inspections, 706 units were flagged for pest treatment and 43 units were identified with high amounts of clutter on balconies. Staff followed up with tenants to remove balcony clutter. A full-building pest management pilot was conducted in the South East Region in fall 2023, which saw a significant reduction in pests.
- In September 2023, staff and vendors carried out a building cleanout of a 194-unit building in the South East region. Preventative pest treatments were carried out in all units where no activity was noted, to prevent infestations. This building cleanout program will be expanded to other high-risk buildings in 2024.

### **Staff and Tenant Relations**

- We made communications more accessible for tenants so that notifications provided are timely and up-to-date. This included door drops to reach tenants more effectively, implementing a new bulletin board process, and providing communications in secondary languages to all buildings.
- A new **Community Activities Fund (CAF) Policy** was developed to help fund events, programs, and equipment purchases that support tenants' health and well-being. This policy will be at the core of providing tenants with the necessary resources to organize tenant-led events and activities as well as well-being within their communities. More information about the CAF Policy can be found at <https://www.torontoseniorshousing.ca/caf/>.
- Starting in January 2024, the new **Community Connect+** approach will be a new way of working together with tenants to increase social activities and volunteerism to build strong, healthier senior tenant communities. This approach was approved by the Board of Directors in late 2023.

Regular monitoring and quarterly progress reporting ensured transparency in our work as the efforts on the QIPs will continue through 2024. We will work with tenants to agree on the problems we want to solve and work collectively to make meaningful improvements.

## Tenant Town Halls

We introduced Tenant Town Halls in direct response to tenants wanting to learn more about who they go to for information and support. These Town Halls enabled us to provide information to tenants, while giving them an opportunity to share their voices with us.

As of the end of 2023, the Community Programs and Partnerships team, with the help of frontline staff, organized and supported 68 Tenant Town Halls in 79 TSHC buildings. These town halls are an important avenue for us to continue gathering input from tenants on where we should be focusing our work. So far, tenants have expressed interest in participating in an array of community programming, including wanting more social recreational activities within their communities. Tenant Town Halls will be an ongoing part of how we engage and work together with tenants.

## Funding Tenant-Led Initiatives

There was a lot of interest from tenants to lead community activities in their buildings. As a result, we distributed \$134,686 to support local projects in their buildings through a successful tenant-fund application process. This was up 120 per cent from 2022's total of \$61,250. This included funding 99 tenant-initiated community events that included 40 Community Winter Celebrations, and fulfilling 91 equipment and supplies requests.

## A New Way of Working Together

Earlier in the year, we set out to develop a new approach to working together with tenants and staff and others, to address the needs of seniors. In December, we confirmed **Community Connect+** as our new approach to strengthen community connections as its top priority.

We will begin conversations about both Community Connect+ and the Community Activities Fund in early 2024 with the support of the Community Services Coordinators (CSCs). Over the coming year, we will collaborate with tenants, staff, service providers, and community partners to begin implementation of Community Connect+. Our aim is to improve health and wellness activities that promote being active, being social, and reduce isolation for tenants.

This is a big step forward towards building stronger, healthier senior tenant communities. To learn more about Community Connect+, visit [torontoseniorshousing.ca/community-connect-plus/](https://torontoseniorshousing.ca/community-connect-plus/).

## Connection Through Communication

**We have seen that by fostering open communication and involving a broad group of voices, there is a shared commitment to operationalizing our strategic goals.**

### Tenant-Focused Communications

On the recommendation of tenants, we continued with our tenant newsletter, Seniors Speak, distributing it quarterly to all buildings in 2023. We welcomed input from tenants on how to improve the publication to provide content that is of value to them. We featured vibrant stories and photos of our tenants. Translated versions are currently available online in six languages, based on previous tenant requests. You can read past issues of Seniors Speak online at <https://www.torontoseniorshousing.ca/for-tenants/seniors-speak/>.

### Breaking Language Barriers

Language continued to play an important role in all our communications to tenants. We continue to strive to provide timely information to tenants in a format they prefer. Based on data collected from tenants, only 42% of tenants identified English as their preferred spoken language. We prioritize offering translation and interpretation support, primarily in our top 13 languages as self-identified by tenants. We do this at no cost to the tenant. We also offer interpretation services, proactively for corporate events, as well as upon request. In 2023, interpretation services were provided at 59 corporate events.

### Building Inclusion Through Storytelling

We leveraged several print and digital communications to tell our story and communicate progress.

In September, we held our first all-staff event, which brought together approximately 200 staff, as well as Board members, from across the city for a fun-filled afternoon.

### Raised Over \$9,000 for United Way

Staff made generous donations to our 2023 United Way Campaign, raising over \$9,000 through payroll deduction and a donation campaign. The donations went directly to support United Way Greater Toronto, and compliment fundraising efforts from the City of Toronto.

## Community Partnerships

**Facilitating access to services and programs that tenants need and want results in creating vibrant communities where everyone can live happier, healthier lives.**

We were able to increase our capacity to engage tenants this year with the establishment of our new Community Programs and Partnerships team that includes one Community Services Coordinator (CSC) per region to focus on community engagement and program development. As a result, a total of 175 recurring programs led by tenants and service providers are currently being offered, reflecting a 48 per cent increase at the end of the year compared to the first quarter. As of Q4 2023, programs were being offered in the following categories: social recreation (79), health and wellness (61), personal development (5), faith-based (9), and food security and nutrition (21).

we were able to support a greater number of tenant-led community events. We hosted 12 regional tenant leaders' meetings to introduce current tenant representatives and active tenant volunteers to regional management teams, gather insights for policy and program development, and promote information sharing.

### Collaborating for Positive Change

We rely on community organizations that provide health, wellness, and social service support to senior tenants so that they can continue to live vibrant and independent lives. Here are a few highlights of some of the programs delivered in 2023.

#### **Toronto Public Library**

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

Services included:

- Computers for Beginners classes for seniors
- Individualized help on a variety of topics
- Programs for different age groups and interests
- Distribution of laptops and Wi-Fi hotspots

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

### **Dog Therapy**

We partnered with One Health Partners to introduce dog therapy sessions for tenants in the South East Region. The trial session was a great success with overwhelmingly positive feedback. Several tenants who attended had not participated in any social events in years, and others self-identified as 'shut-ins'. We will be looking to expand this program in 2024.

One Health Partners operates with a vision of a world that cares for the interconnected health and well-being of people, animals, and the planet. Learn more at <https://www.onehealthpartners.org/>.

### **Naturally Occurring Retirement Communities Ambassadors Pilot**

We partnered with the University Health Network's NORC (Naturally Occurring Retirement Communities) Innovation Centre to pilot their NORC Ambassadors program in two of our buildings in the South West region through an extensive tenant engagement process. The NORC Innovation Centre works alongside motivated residents to understand what their community might want and need to thrive, and support tenants to build a vibrant community that supports healthy aging. Learn more at <https://norcambassadors.ca/>.

### **Baycrest Hospital and North Toronto Ontario Health Team**



We formalized our partnership with Baycrest Hospital and North Toronto Ontario Health Team (NT OHT) to help low-income seniors age at home and improve their quality of life. Baycrest will be the lead on behalf of the NT OHT partners for this work. This project is an important part of the Integrated Service Model, increasing tenants' access to health and community support services where they live. As it continues to grow, the program will form additional strong partnership on the ground and give all tenants a chance to age in their homes and improve their quality of life. For more information, visit our [website](#).

### **Reconnect Expansion**

Reconnect Community Health Services has been a valued health and social support partner primarily operating in the North West region. We worked with their team to expand community programming and health services into the South West region, along with additional buildings in the North West region to offer tenants access to social recreation and wellness programming. This included access to in-home services in four new buildings. Learn more at <https://www.reconnect.on.ca/>.

### **Toronto Metropolitan University**

We had the opportunity to work with a group of Master's students from the Toronto Metropolitan University's School of Urban and Regional Planning to support us in the development of our new tenant engagement approach. They worked with various stakeholders to develop guidelines to conduct a pilot meeting to support our new approach to working together with tenants.

### **Joining Forces for Greater Impact**

In late 2023, we launched a new Partnership Table, which brings together providers in health, social supports, housing, and tenants. This Table will have a voice in shaping program delivery and strengthening partnerships across the Toronto Seniors Housing communities.

### **Thank You to Our Partners**

To the community organizations that have partnered with us throughout the year, we would like to extend our gratitude for your contributions to our communities. Our work to date would not have been possible without your support. Each

organization helps us gain a better understanding of what tenants truly need and want to comfortably age at home and retain their independence. Thank you for your support and efforts.



List of Community  
Partners

## R-PATH

The [Responsible Personal Accessibility in Toronto Housing \(R-PATH\) Committee](#) continued to work with Toronto Seniors Housing to make communities accessible for all tenants.

The *Accessibility Is for You* package for tenants was developed by R-PATH in 2022, to support tenants with medical needs who require unit modifications to live comfortably. 4,000 copies of this package were distributed to buildings in 2023. These packages are also available in 13 additional languages. The package walks tenants through each step in the [Accessibility Program](#) to get accessibility improvements for their units completed as quickly as possible so that they can live independently and participate in community life.

On July 11, 2023, the R-PATH Committee celebrated its 10-year anniversary of its first meeting. For more than a decade, members of R-PATH have volunteered their time and energy to work with Toronto Seniors Housing and Toronto Community Housing to help create accessible and inclusive communities for tenants and staff with disabilities.

**“When I created R-PATH the goal was to improve the quality of life for people with disabilities in TSHC and TCHC and to help them live at home longer. It gives me great pleasure to see that we are accomplishing this goal and educating people about accessibility at the same time.” - Cathy Birch, Founder and Chair of R-PATH**

## Office of the Commissioner of Housing Equity (OCHE)

The Office of the Commissioner of Housing Equity (OCHE) team works to ensure that protections exist for senior tenants (age 59 and older) of Toronto Seniors Housing who have lost their subsidy or face possible eviction for not paying rent.

**In 2023, the OCHE received 181 referrals from Toronto Seniors Housing, and brokered \$414,800 in repayment arrangements with tenants.**

OCHE is working with Toronto Seniors Housing management to create and implement a monthly auditing tool that will identify issues by region. In this way, we will have up-to-date statistics and can address them quickly and directly. This auditing tool will help all four regions better implement the Commissioner's recommendations in real time.

OCHE is independent of Toronto Seniors Housing. The Commissioner reports to Toronto Seniors Housing's Board of Directors. The OCHE is guided by the principles of integrity, impartiality and independence. Read more on the OCHE website: <https://oche.ca>.

## People and Culture

### Building Our Workforce

We continued to grow as a corporation and welcomed 34 new full-time hires in 2023, while maintaining a 95 per cent employee retention rate.

To continue to better support staff and tenants, we created four departments, each led by a Director reporting to the Chief Executive Officer. Our organization structure consists of operations; engagement, partnerships, and communications; strategy and business management; and people and culture. With a more focused structure and the supporting teams, we now have the necessary capacity in place to drive and deliver on our strategic goals.

### Maintaining Positive Employee and Labour Relations

Collaborative relationships with union partners are critical to our continued success. Regular meetings with union leadership from TCEU Local 416 – CUPE and CUPE Local 79, and staff representatives were held throughout the year to discuss issues and concerns, share information, and maintain open communications to proactively address and resolve employee matters.

## Fostering Equity, Diversity, and Inclusion

Since the beginning, we have embarked on a journey to embed a sense of belonging across all our operations. At Toronto Seniors Housing, inclusion is a business imperative, and that's why we put it in our vision.

We have learned that making meaningful progress takes time. Sustaining the momentum of the call for change long enough to see that change happen takes a daily commitment by every employee. To better understand our workforce, we launched our first company-wide Employee Engagement Survey and Equity, Diversity, and Inclusion (EDI) Survey in November. The purpose of the survey was to:

- measure the overall satisfaction of our employees,
- improve our policies to make them more practical and effective, and
- take actions to create an equitable, diverse, and inclusive workplace that reflects the cultural mosaic of the communities, employees, and tenants we serve.

Seventy-nine per cent of our employees completed the survey. Results from the survey will inform the development of actions plans and our inaugural EDI Framework and Plan.

## Enhancing Training Platforms and Employee Recognition

Enabling employees with the skills and resources to do their best, and recognizing their accomplishments as they achieve their potential is integral to who we are and what we stand for.

We continued to invest in our people to help them realize their full potential by expanding our learning and development offerings. Through our online learning platform, we offered staff 75 courses on a variety of topics, including:

- Cybersecurity Awareness
- Equity, Diversity, and Inclusion
- Facilities Management
- Fire, Safety, and Prevention
- First Aid and CPR
- General Orientation
- Health and Wellness
- Management/Leadership Training
- Performance Management

- Supporting High-Risk Seniors
- Workplace Violence and Harassment

With cyber security breaches on the rise, we increased our cyber security awareness training offerings to help staff avoid cyber incidents and strengthen the overall cyber security culture in the workplace.

Tying skill building to professional development, we also launched our Performance Management Program to help employees manage work expectations with ongoing planning, coaching, and evaluation from their managers to achieve their career goals. Supplementing this was training for people leaders (staff with direct reports) to help strengthen their skills and ability to perform in their roles.

### [Confronting Anti-Black Racism](#)

As we began to implement the [Confronting Anti-Black Racism \(CABR\) strategy](#), we recognized the knowledge gaps within our organization regarding anti-Black racism and how these gaps impacted our ability to apply an anti-racism lens to our work.

We partnered with the Centre for Advancing the Interests of Black People (the “Centre”) to launch a Confronting Anti-Black Racism training course that the Centre developed to address these gaps.

Throughout April to December, 262 employees completed this mandatory training. Completion of the training allowed 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, and
- Identify how to apply an anti-racism and inclusive lens to our work.

A crucial step forward, this training will support our broader equity, diversity and inclusion work, educating employees on how they can be a better ally in the workplace and in the communities we serve.

Looking ahead, we will continue to foster a culture of inclusion and innovation that engages, empowers, and supports staff to position Toronto Seniors Housing as an employer of choice.

### [Supporting employees' health and well-being](#)

A psychologically healthy work environment supports employee engagement, worker health and well-being, recruitment and retention, and productivity. As part of our commitment to support staff health and well-being, staff have free access to TELUS Health, our Employee and Family Assistance program (EFAP). The Program promotes a healthy work-life balance through services offered through the TELUS Health online portal.

In 2023, we partnered with Perkopolis, a free program, to offer staff savings on over 5,000 exclusive perks.

## Governance and Management

### [Toronto Community Housing Corporation](#)

We continue our close relationship with Toronto Community Housing to deliver services to tenants while maintaining a strong accountability relationship with the City of Toronto. Toronto Community Housing maintains ownership of our buildings, and we still share some services with Toronto Community Housing in the support of TSHC tenants.

### [City of Toronto](#)

Toronto Seniors Housing was created in 2021 as part of the City of Toronto's [Tenants First plan](#). We began operating in June 2022. Toronto Seniors Housing is incorporated under the Ontario Business Corporations Act, with the City of Toronto as its sole shareholder.

### [Board of Directors and Board Committees](#)

Our Board consists of ten members appointed by City Council. We have three Board Committees that oversee the Corporations's strategic plan, operational, and financial performance.

For more information about our Board of Directors, please visit <https://www.torontoseniorshousing.ca/about/board-of-directors/>.

To learn more about our Board Committees, visit  
<https://www.torontoseniorshousing.ca/about/board-committees/>.

## Meet Our Board

As of December 31, 2023, our Board members include:

Fareed Amin, Board Chair

Lawrence D'Souza, Vice-Chair

Deputy Mayor Morley, Member

Councillor Crisanti, Member

Linda Jackson, Member

Warren Law, Member

Brenda Parris, Member

Paul Raftis, Member

Maureen Clohessy, Tenant Director

Jim Meeks, Tenant Director

## Leadership Team

The Toronto Seniors Housing's Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. As of December 31, 2023, our team includes:

**Tom Hunter**

Chief Executive Officer

**Grant Coffey**

Director, Strategy and Business Management

**Carol Francis**

Director, People and Culture

**Arlene Howells**

Interim Director, Engagement, Partnerships and Communications

**Brad Priggen**

Director, Operations

## Financial Statements

The following financial information is derived from the audited financial statements, a copy of which can be obtained on our website at [torontoseniorshousing.ca](http://torontoseniorshousing.ca).

DRAFT



**Toronto Seniors Housing Corporation  
Corporate Governance and Human Resources Committee Meeting**

**Topic:** Toronto Seniors Housing Corporation Policy Management Framework  
**Item #** 11  
**Date:** March 18, 2024

**Report:** CGHRC Report - TSHC Policy  
Management Framework v2

**To:** Corporate Governance and Human Resources Committee (CGRHC)  
**From:** Grant Coffey, Director, Strategy and Business Management  
**Date:** March 4, 2024  
**Purpose:** For Information

**Recommendation:**

It is recommended that the Corporate Governance and Human Resources Committee (CGHRC) receive this report for information.

**Reason for Recommendation:**

Effective policies serve as essential guidance for decision-making of the organization and ensuring compliance with legal and regulatory requirements. Recognizing the importance of having a structured and consistent approach to policy development and review, over the past months, Toronto Seniors Housing Corporation (TSHC) has worked to establish a Policy Management Framework (the Framework) which provides a defined process for the development, approval, implementation, and review of policies within TSHC.

The objectives of the TSHC Policy Management Framework are to:

- Identify guiding principles for policy development and review.

- Define clear roles and responsibilities in the policy development process.
- Ensure a transparent and consistent approach for developing, maintaining and regularly reviewing policies within TSHC.
- Set clear criteria to determine approval levels for various policy types.
- Provide guidelines on policy management and administration.

A research exercise was undertaken to identify best practices in policy development. Through this process, fifteen policy development frameworks and guides were reviewed (see Attachment 1), which served as valuable references in shaping our approach. A series of consultation sessions and presentations were conducted with stakeholders from various departments and levels of TSHC. The input and feedback from stakeholders were incorporated into the Framework, ensuring alignment with TSHC's specific needs and objectives. The Framework was approved by the TSHC Leadership Team on January 12, 2024.

The Framework, along with its associated templates, will bring clarity and consistency to the development and review of TSHC policies. It also ensures that effective process is followed, roles and responsibilities and approval levels are clear, and policies are reviewed regularly for relevance and compliance.

The Framework also guides the ongoing policy clean-up initiative, which will ultimately build a policy inventory accessible to all staff. As part of this initiative, each policy undergoes assessment to determine the policy owner, appropriate approval level, current approval status, and policy review cycle. Based on the assessment outcomes, recommendations are made for each policy, including actions required. Through this systematic approach, outstanding policies, policies in need of substantive updates, as well as potential future policies for consideration will be identified and, with input from the policy owners, will be incorporated into a policy work plan. The development and updates of these policies will follow the process outlined in the Policy Management Framework. Future updates will be coming forward to the Committee with more specifics related to the policy inventory and policy clean-up activities.

Grant Coffey  
Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – List of Policy Development Frameworks Reviewed
- Attachment 2 – TSHC Policy Management Framework
- Attachment 3 – TSHC Policy Template
- Attachment 4 – TSHC Policy Life Cycle and Flowchart
- Attachment 5 – TSHC Sample Policy Development/Revision Plan

## **Attachment 1 – List of Policy Development Frameworks Reviewed**

### **Municipal:**

City of Toronto Policy Development Roadmap

<https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/policy-excellence/>

City of Edmonton Corporate Policy Framework

<https://www.edmonton.ca/sites/default/files/public-files/assets/CorporatePolicyFrameworkReport.pdf?cb=1630422466>

City of Windsor Policy on Policies Framework

<https://citywindsor.ca/cityhall/Policies/Policies/Policy%20on%20Policies%20Framework.pdf>

Toronto Community Housing Corporation Policy Management Framework

[https://www.torontohousing.ca/sites/default/files/2023-04/item\\_9\\_-\\_2023\\_review\\_schedule\\_for\\_policies\\_requiring\\_board\\_approval\\_w\\_attachment.pdf](https://www.torontohousing.ca/sites/default/files/2023-04/item_9_-_2023_review_schedule_for_policies_requiring_board_approval_w_attachment.pdf)

Toronto District School Board Policy Development and Management Procedure

[https://www.tdsb.on.ca/Portals/0/aboutus/docs/PR501\(1\).pdf](https://www.tdsb.on.ca/Portals/0/aboutus/docs/PR501(1).pdf)

Toronto Public Library Policy Development Framework

<https://torontopubliclibrary.typepad.com/board-meetings/2022-04-25/15-tpl-policy-development-framework-combined.pdf>

### **Regional/Provincial:**

Peel District School Board Policy Development and Review Framework

[https://www.peelschools.org/documents/d389c7da-fb17-4968-9b6d-7d5dd998999d/6.2\\_PolicyManagementProgram.pdf](https://www.peelschools.org/documents/d389c7da-fb17-4968-9b6d-7d5dd998999d/6.2_PolicyManagementProgram.pdf)

Workplace Safety and Insurance Board (WSIB) Ontario Framework for Operational Policy Development and Renewal

[https://www.wsib.ca/sites/default/files/2021-07/framework\\_for\\_operational\\_policy\\_development\\_and\\_renewal.pdf](https://www.wsib.ca/sites/default/files/2021-07/framework_for_operational_policy_development_and_renewal.pdf)

**Health Sector:**

Public Health Ontario Eight Steps to Building Healthy Public Policies

<https://www.publichealthontario.ca/-/media/documents/E/2012/eight-steps-policy-development.pdf>

A Policy Framework for the College of Respiratory Therapists of Ontario

[https://www.crto.on.ca/pdf/Policies/policy\\_framework.pdf](https://www.crto.on.ca/pdf/Policies/policy_framework.pdf)

Alberta Health Services Policy Development Framework

<https://extranet.ahsnet.ca/teams/policydocuments/1/clp-pdf-pol-devt-framework.pdf>

Health PEI Guide to Writing Policy and Procedure Documents

<https://src.healthpei.ca/sites/src.healthpei.ca/files/srcForms/Guide%20to%20Policy%20Development.pdf>

**Education Sector:**

Queen's University Policy Development

<https://www.queensu.ca/secretariat/policies/policy-development>

Simon Fraser University Policy Development and Revision

[https://www.sfu.ca/policies/Policy-Development\\_and\\_Revision.html](https://www.sfu.ca/policies/Policy-Development_and_Revision.html)

Humber College Policy and Procedure Development Framework

[https://humber.ca/legal-and-risk-management/assets/files/pdfs/procedures/Policy%20and%20Procedure%20Development%20Framework\\_Procedure\\_JULY%202023.pdf](https://humber.ca/legal-and-risk-management/assets/files/pdfs/procedures/Policy%20and%20Procedure%20Development%20Framework_Procedure_JULY%202023.pdf)

## Toronto Seniors Housing Corporation (TSHC) Policy Management Framework

**Policy Sponsor:** Director, Strategy and Business Management

**Approver:** Leadership Team

**Initial Approval Date:** January 12, 2024

**Effective Date:** January 12, 2024

### Policy Statement

The Toronto Seniors Housing Corporation (TSHC) Policy Management Framework (the “Framework”) outlines the foundational elements that are critical to the successful development, approval, implementation, and review of policies within TSHC.

The Framework governs all policies of TSHC and supports a transparent and consistent approach to policy development and management across the corporation.

### Policy Objectives

The objectives of the Framework are to:

- Identify guiding principles for policy development in TSHC
- Define clear roles and responsibilities in the policy development process
- Ensure a transparent and consistent approach for developing, maintaining and regularly reviewing policies within TSHC
- Set clear criteria to determine approval levels for various policy types
- Provide guidelines on policy management and administration

### Definitions

**Policy:** Policies serve as a foundation for decision-making within an organization. It is a formal statement or document set by an organization to address specific issues or achieve specific objectives. Policies are subject to a formal development, approval, and review process.

**Procedure:** A document that explains the details necessary to implement a policy, which includes the steps, instructions, or methods. Unlike policies, procedures may change frequently to accommodate updated standards or methods.

**Policy Type:** All TSHC policies are categorized into one of the following:

- **Board governance policies** – policies which relate to the governance of the Board of Directors and oversight of the mandate and good

governance of TSHC.

- **Tenant-facing policies** – policies that directly impact the experience and interactions of tenants within TSHC. These include policies that outline the rights, responsibilities, and expectations of tenants.
- **Corporate policies** – policies which relate to the delivery of services, operational/administrative management, or day-to-day affairs of TSHC.
- **Department policies** – policies which relate to the operations of a specific department. Department policies must align and comply with corporate policies.

## Guiding Principles

The following principles are consistent with best practices and are aligned with the vision and mandate of TSHC:

- Policies strive to advance TSHC’s vision, mandate, commitment, and strategic objectives, reflecting TSHC’s values of respect, inclusion, accountability, and innovation.
- Policy development is transparent, evidence-based, collaborative, and timely with input from appropriate internal and external stakeholders.
- An equity, diversity and inclusion lens is incorporated in policy design and implementation.
- A seniors-lens is applied to the development and revision of tenant-facing policies.
- Policies are relevant and consistent with applicable legislation and regulations.
- Policies and the associated procedures are clear, understandable, and accessible to the targeted audience.
- Policies and the associated procedures are reviewed on a regular basis.

## Roles and Responsibilities

**Policy Approver:** Policy approvers are responsible for reviewing and approving new policies and revisions. The policy approvers are specified in the “[Approval Levels](#)” section.

**Policy Sponsor:** The position responsible for authorizing the development or revision of a policy. The Policy Sponsor provides direction and key decision-making in policy development and commits to ensuring the infrastructure and resources necessary for development and implementation are in place.

**Policy Owner:** The position designated to hold the overall responsibility for overseeing and coordinating efforts for the development, approval, implementation, and review of a policy. The Policy Owner should ensure that policy development and review meets the requirements of the Framework.

**Subject Matter Experts:** Individuals identified by the Policy Sponsor and/or

Policy Owner who have subject matter knowledge and expertise to inform and guide the content of the policy and its associated procedure(s).

**Strategy and Policy Team:** The team is responsible for providing advice and identifying best practices for policy development, approval, implementation, and review. The team, in consultation with Policy Sponsors and Policy Owners, develops an annual Policy Planning/Review Plan to determine policies that will be developed/reviewed across the corporation. The team supports Policy Owners in policy development and review, advises on policy standards and document development, and supports other policy development activities. The team ensures the consistent application of the Framework in policy development, review, and administration.

**Communications Team:** The team supports communication activities associated with policy implementation, such as developing communications for stakeholders, FAQs, staff bulletins, newsletters, etc.

**People and Culture:** The team may support the development and launch of staff training as part of the policy implementation, as necessary.

## **Policy Development/Revision Steps**

Policy development and revision follows a standard process from initiation to approval, to implementation and review.

### **1. Initiation**

Policy issues that initiate a policy development/revision process can be identified at any time and may come from a number of sources, including the following:

- Strategic directions and priorities
- Legislative or regulatory changes
- Internal and external stakeholder concerns or recommendations
- Emerging trends, changes, or advances in current knowledge
- Audits and investigations
- Policy and program evaluation and review

Policy development/revision can be initiated by the Policy Sponsor, the Policy Owner or the Strategy and Policy Team (e.g., through the annual policy planning process).

When initiating a new policy or revision, the Policy Sponsor/Policy Owner will inform and consult with the Strategy and Policy Team on the Policy Development/Revision Plan, timelines, the implementation plan, and compliance with the Policy Management Framework.

### **2. Policy Development/Revision Plan**



The Policy Owner, with support from the Strategy and Policy Team where required, will develop a Policy Development/ Revision Plan. The plan can include the objectives, timeline, deliverables, key stakeholders, consultation approaches, etc.

### **3. Research**

The research and analysis conducted for a policy issue varies depending on its complexity, but typically includes environmental scans, jurisdictional reviews, stakeholder interviews and feedback, financial and operational considerations, etc.

### **4. Consultations**

As part of the policy development process, consultation will be included where appropriate. TSHC is committed to utilizing multiple consultation approaches to ensure that a variety of perspectives is considered in order to facilitate effective, collaborative, and responsive policy development. In general, tenant-facing policies should include tenant consultation as part of the process.

### **5. Draft Policy**

The policy drafting process is iterative and includes considerations derived from research, analysis, consultation, financial and operational implications, equity impact, and risk assessment. Whenever applicable, policies will be shared for additional stakeholder feedback.

### **6. Approval**

All new/revised policies should be reviewed by the Strategy and Policy Team (to perform quality control related to the requirements of the Framework, completeness of the policy, consistency, formatting, etc.) before moving forward to the appropriate policy approvers for approval. If the associated procedure(s) are developed along with the policy, the procedure(s) will be reviewed by the Strategy and Policy Team to check for consistency with the policy.

If a new/revised policy is replacing an existing policy, the retirement of the existing policy should be noted at the end of the new/revised policy by stating “This Policy replaces the former [name of the existing policy], retired on [date].” The retirement of the existing policy can be approved along with the approval of the replacement policy.

Finalized policies will be sent to the [appropriate policy approvers](#) for approval.

Once approved, the Policy Owner will send the final policy and associated procedure(s) (if applicable) to the Strategy and Policy Team. The Strategy and

Policy Team will update the Policy Inventory, intranet, and TSHC website (if applicable).

## **7. Implementation**

The Policy Owner will be accountable for developing a communication and implementation plan to ensure those impacted by the policy are aware of and understand the content. The Policy Owner is required to coordinate with relevant departments regarding the implementation of the policy and the associated procedure(s).

A number of activities can be planned to ensure a smooth implementation of policies, such as information and technology system updates, information sessions, communication activities, training, outreach, etc.

## **8. Review**

Policies should be reviewed according to a predetermined schedule, established by the Policy Owner, when the policy is initially approved or at a subsequent review. A policy should undergo review **every five years or more frequently** if needed. A policy may be reviewed outside the predetermined schedule at the initiation of the Policy Owner, in consultation with the Strategy and Policy Team, where a need has been identified. A review should normally be completed within one year of the review date.

A policy review process may result in substantive revisions, minor updates, no changes, or the policy's retirement. Substantive revisions of a policy will follow the [Policy Development/Revision Steps](#), while a policy with no changes, minor updates or retiring a policy will follow the process of [Updating or Retiring a Policy](#).

Procedure(s) related to a particular policy shall be reviewed at the time the related policy is under review. However, the procedure(s) may also be reviewed at other times whenever the need to do so is identified.

## **Approval Levels**

### **1. Board of Directors Approval**

Criteria:

- All Board governance policies
- Policies stipulated by legislation, by-laws, the Shareholder Direction or compliance requirements
- Policies that have significant direct impact on tenants
- Policies addressing a major risk area (financial, reputational, security, etc.)
- Foundational policies reflecting TSHC's corporate responsibilities

- Policies that require Board of Directors/Board Committee approval as specified by the Terms of Reference of the Board Committees

All policies that require Board of Directors approval should be accompanied by a cover report and undergo approval at the appropriate Board Committee before being forwarded to the Board. The Policy Owner is responsible for developing the cover report.

## **2. Leadership Team Approval**

Criteria:

- All corporate policies pertaining to the operational management, administrative management or day-to-day affairs of TSHC

## **3. Department Lead Approval**

Criteria:

- Policies in relation to operational and transactional business that affect a single department

## **Approval of Procedures**

In general, except for those specified by the Board Committees' Terms of Reference as requiring Board of Directors/Board Committee approval, the approval of a procedure associated with a policy rests with the Department Lead of the department responsible for implementing the procedure.

Procedures affecting multiple departments require approval at the Leadership Team level.

The Department Lead responsible for implementing the procedure should ensure that the procedure aligns with the policy, the corporation's overall goals, values, and compliance requirements. Developing/revising a procedure should include input from stakeholders directly impacted by the procedure, relevant subject matter experts, and/or senior management. The department accountable for implementing the procedure should ensure that those affected are informed and understand the procedure and any changes.

## **Effective Date**

Policies may take effect either on date of approval or at a later date determined by the Policy Approver at the time of approval. It should be noted that existing policies remain in effect until they are retired or upon the effective date of the revised policy.

## **Policy Administration**

All policies and procedures are maintained in accordance with legislation and

TSHC's record management policy throughout the document's life cycle.

The Strategy and Policy Team maintains a Policy Inventory with all final Board governance, tenant-facing, and corporate policies, in Microsoft Word and Adobe PDF formats. Policy Owners maintain copies of their finalized department policies and procedures.

All final policies and associated procedures are stored and accessible to staff on the intranet. Public-facing policies and procedures are posted on the TSHC website.

### **Updating or Retiring a Policy**

If a policy review results in no updates or changes to the policy, the Policy Owner will update the review date and send the final policy to the Strategy and Policy Team. The Strategy and Policy Team will update the Policy Inventory, intranet, and TSHC website (if applicable).

Minor updates/changes may be made to a policy without going through the full policy development and approval process if the changes/updates are not substantive, assessed by both the Policy Owner and the Strategy and Policy Team. Once the policy has been updated, the Policy Owner will send the final policy to the Strategy and Policy Team. The Strategy and Policy Team will update the Policy Inventory, intranet, and TSHC website (if applicable).

Major or substantive revisions to an existing policy will undergo the [Policy Development/Revision Steps](#) outlined in this document.

Where a policy is no longer applicable, or where it would be more effective to integrate into another policy, or be replaced by another policy, the Policy Owner can submit a request to the Strategy and Policy Team to retire the policy. Impact on the corporation, compliance and on other policies will be considered when assessing the request. Requests to retire policies should be accompanied by a plan to communicate and manage the policy retirement. The retirement of a policy should be brought to the [appropriate policy approvers](#) for approval.

If a policy is being replaced by a new/revised policy, the retirement of the existing policy can be approved along with the approval of the replacement policy (see "Approval" step in the [Policy Development/Revision Steps](#) for more information).

Should the request to retire the policy be granted, the Policy Owner will be responsible for coordinating the communication of the retirement of the policy and related change management activities (if any). The Strategy and Policy Team will remove the policy and associated procedure(s) from the Policy Inventory, intranet, and TSHC website (if applicable).

**Amendments (Revision History):**

N/A

**Next Scheduled Review Date: January 2029**

This Framework will be reviewed once every five years.

**Policy Contact**

Strategy and Policy Lead

**Appendices**

- Policy Template
- Sample Policy Development/Revision Plan
- Policy Development/Revision Flowchart

## **Toronto Seniors Housing Corporation (TSHC)**

### **[Policy Name]**

**Policy Sponsor:** [Position]

**Approver:** [Approver, e.g., Board of Directors, Leadership Team]

**Initial Approval Date:** [Date]

**Date of Last Revision, if applicable:** [Date]

**Effective Date:** [Date]

### **Policy Statement**

[Summarize the intent of the Policy and TSHC's position on the policy area(s) addressed.]

### **Policy Objective(s)**

[Summarize the desired outcome(s) of the Policy.]

### **Scope**

[Identify the stakeholder(s) affected by this Policy. This section should also reference related policies, legislation, regulations, etc. and explain their relationship to the Policy, if any.]

### **Out of Scope (Optional)**

[Clarify the areas where this Policy is not applicable, if any.]

### **Definitions**

[Outline key terms used within the Policy and provide definitions for these key terms.]

### **Roles and Responsibilities**

[Clearly define the roles and responsibilities of all those involved in the implementation and/or monitoring of the policy requirements. If there are different categories or levels of responsibility, this section can be used to delineate them.]

### **Policy Content**

[This section is the key content of the Policy and may have several sub-headings as required. In general, please provide high level policy statements that set out the guiding principles, rules or expectations.]

### **Related Legislation, Regulations, and TSHC Policies:**

[List the related legislation, regulations, and other TSHC policies that provide input to this Policy here.]

**Amendments (Revision History):**

[Includes the history of dates of previous policy revisions and the date of the most recent revision to the Policy.]

Example:

Initial policy approved by [approver] on [date].

Policy reviewed on [date] with no revisions/minor revisions.

Policy reviewed on [date] with the following revisions, approved by [approver] on [date]:

- Revision 1;
- Revision 2;
- Revision 3.

**If this Policy is replacing an existing policy, please include the following statement:**

**This Policy replaces the former [name of the former policy], retired on [date of the approval of this Policy].**

**Next Scheduled Review Date: [Date]**

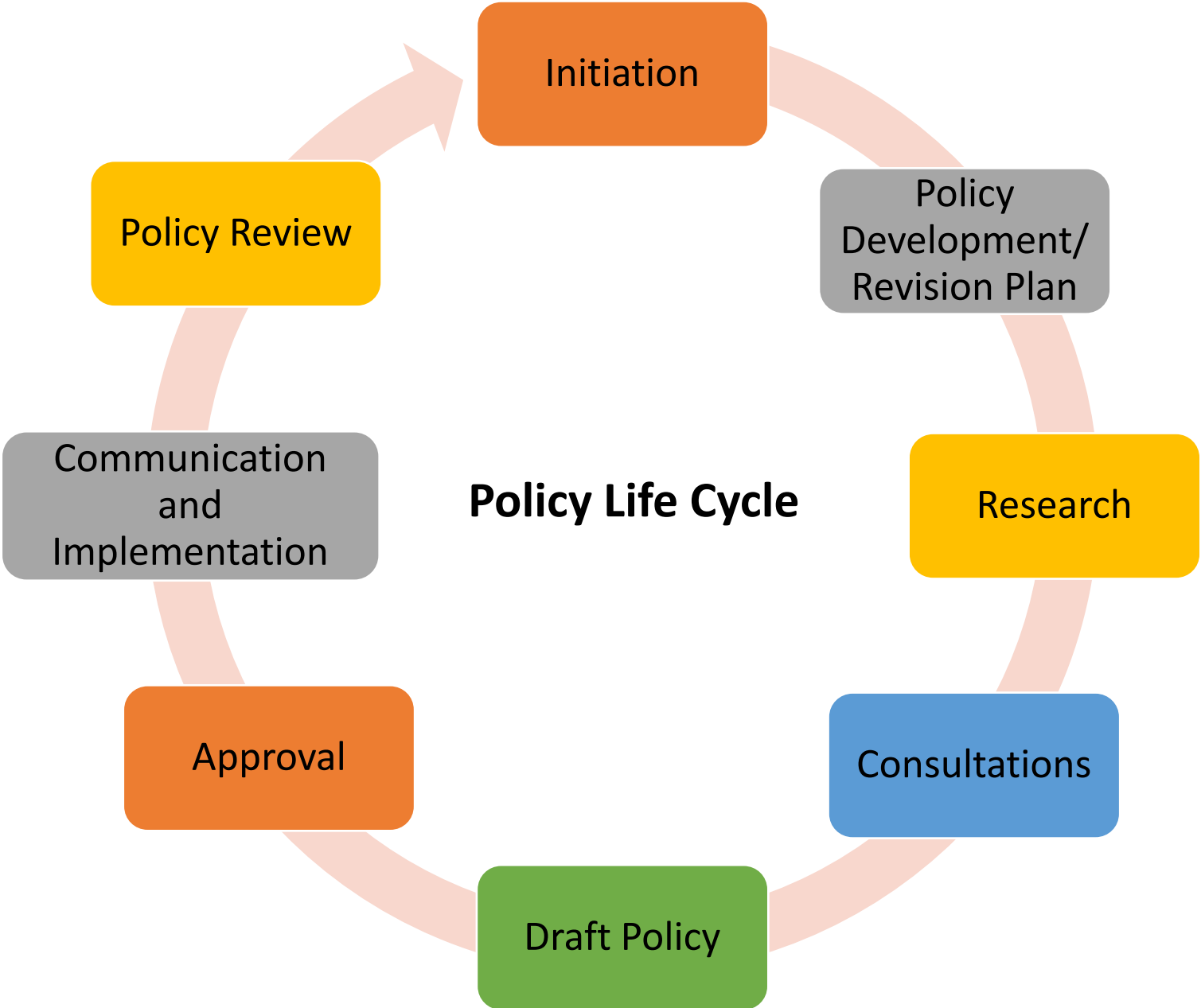
This policy will be reviewed once every [number (1-5)] years.

**Policy Contact**

[Title of the Policy Owner]

**Appendices**

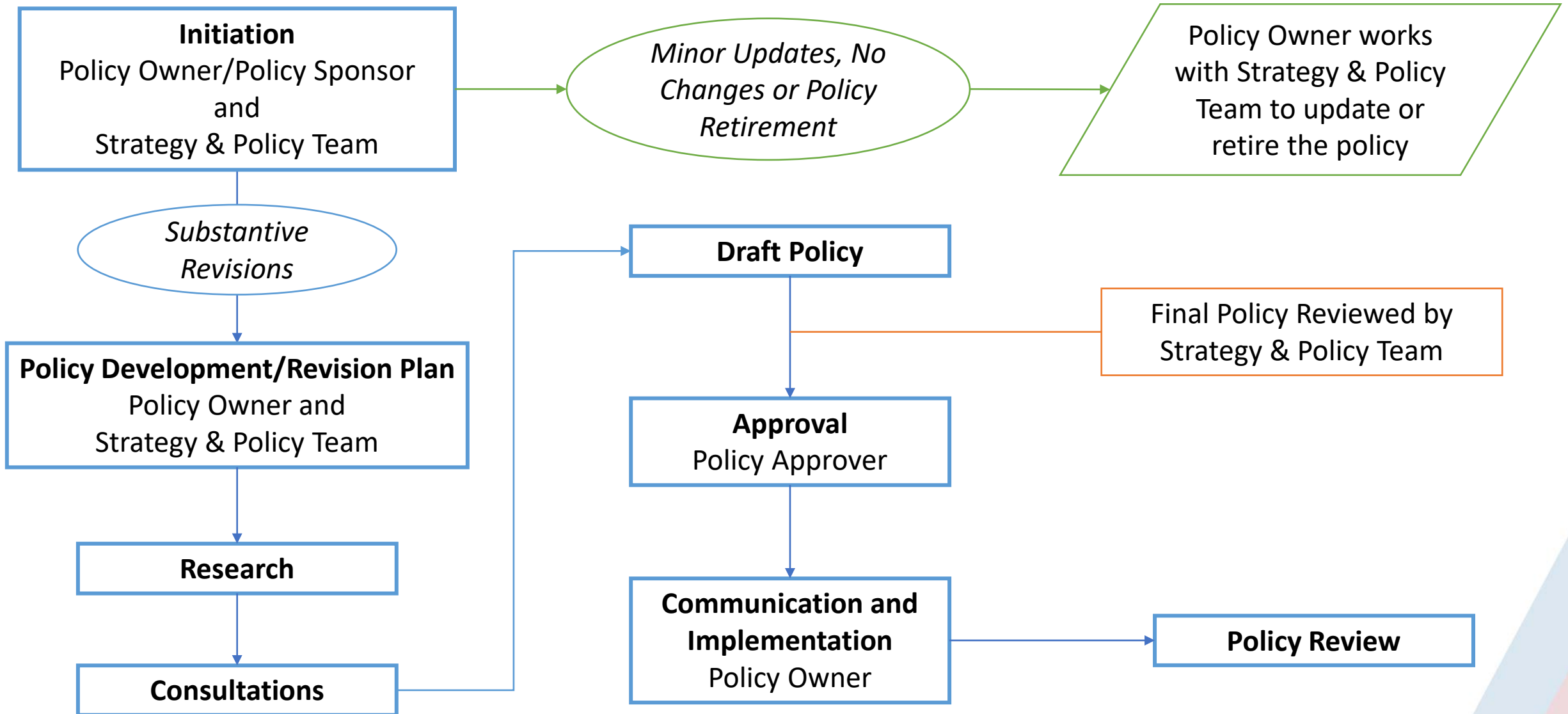
[List the associated procedure(s), template(s), etc. here]





# Policy Development/Revision Flowchart

Toronto Seniors  
Housing Corporation



**Toronto Seniors Housing Corporation (TSHC)  
[Name of the Policy] Development/Revision Plan**

General Information	
Policy Name	
Policy Sponsor	
Policy Owner	
Policy Approver	
Change Type	<input type="checkbox"/> New policy <input type="checkbox"/> Revise an existing policy <input type="checkbox"/> Replace an existing policy <input type="checkbox"/> Retire a policy
Change Rationale	•
Policy Project Team	
Role	Responsibilities
Consultation Plan	
Stakeholder	Consultation approach
Policy Project Plan (including consultation deliverables)	
Timeline	Key Deliverable(s)
Communications, Implementation and Training Plan	
<ul style="list-style-type: none"> <li>• Communication plan – how will the Policy be communicated, to whom and when?</li> <li>• Implementation plan – are there any changes required (e.g. IT system change, development of a new procedure) to implement the Policy? Are other change management activities required?</li> <li>• Training requirements – what training is required and when will it be completed?</li> </ul>	
Timeline	Activity
Other Considerations	
<ul style="list-style-type: none"> <li>• Are there any risks? If so, how do we mitigate the risks?</li> <li>• Will this policy change impact other policies/procedures?</li> <li>• Are there any financial or operational implications?</li> <li>• Are there other regulatory/legislative/legal considerations?</li> </ul>	

**Toronto Seniors Housing Corporation  
Corporate Governance and Human Resources Committee**

**Topic:** Governance Work Plan Update  
Item 12  
**Date:** March 18, 2024

**Report:** CGHRC\_031824\_Governance Work Plan Q1 2024

**To:** Corporate Governance and Human Resources Committee  
**From:** Grant Coffey, Director, Strategy and Business Management  
**Date:** February 26, 2024  
**Purpose:** For Information

**Recommendation:**

This report provides the Corporate Governance and Human Resources Committee (CGHRC) with a progress update on Toronto Seniors Housing Corporation's (TSHC) Governance Work Plan.

It is recommended that the Corporate Governance and Human Resources Committee receive this report for information.

**Background:**

In Q4 2022, the CGHRC reviewed a document on developing a Governance Work Plan. The Committee then identified the priorities for the Work Plan, and in the latter half of Q4 2022, they provided further input on governance-related priorities. In Q1 2023, the Board held a governance workshop to review the priorities recommended by the CGHR Committee and identified some additional priorities. Following the workshop, a revised Work Plan was provided to the Board. In Q2 2023, the Governance Work Plan was further revised and incorporated into the Strategic Directions Roadmap, which was approved by the Board on April 27, 2023.

## **Governance Work Plan Quarterly Tracker:**

The actions and recommendations from the Governance Work Plan have been aligned with the Strategic Directions Roadmap that will be reported over the next year. A tracker has been developed to enable regular reporting and monitoring of progress (aligned to Strategic Directions' time-limited activities). A 'time-limited' activity generally has an end date, whereas 'ongoing' work includes work done continuously and may include day-to-day operations work.

Out of the twenty-three (23) actions in the Governance Work Plan, fifteen (15) were aligned for quarterly reporting, and eight (8) actions were categorized as ongoing.

Please refer to Attachment 1 to review the tracker for the Governance Work Plan.

## **Quarterly Update:**

This report highlights Governance Work Plan actions implemented from Q4 2023 to Q1 2024.

All four (4) Governance Work Plan actions targeted for completion between Q4 2023 and Q1 2024 have been successfully completed. However, two (2) additional action items with original target dates for Q4 2023 have revised completion dates. It is worth noting that currently, 43% of overall Governance Work Plan actions that are aligned for quarterly reporting have been completed, indicating that there is still significant progress to be made in the coming months. This report provides a clear overview of the status of the Governance Work Plan and highlights the areas that require further attention to achieve the desired outcomes.

## **Highlights:**

### **Board Effectiveness**

An online post-meeting questionnaire was created to gather feedback on meeting effectiveness from TSHC's board and committee members.

- Questionnaires were sent to a total of fourteen (14) meetings:
  - Five (5) Board meetings
  - Nine (9) Committee meetings

- The surveys have provided valuable feedback, in which Board members have expressed their desire for TSHC to adhere to the allocated time for agenda items, and ensure meetings start and end promptly. An update from the surveys will be brought forward to a future CGHRC.

A new member orientation was created with updated information.

- The member orientation package includes information about Toronto Seniors Housing, its mandate, its relationship with the City and TCHC, and an overview of the Board and Committee structures.
- TSHC welcomed two (2) new members to its board in 2023, who completed the onboarding process using the updated member orientation document.

### **Governance, Principles, and Structure**

The new Board Committee Membership and Committee Chair Process was adopted by the Board of Directors on August 3, 2023. This process ensures that Board Committees comprise members who possess the skills, expertise and experience necessary to guide TSHC towards achieving its strategic directions and strengthen Board Committees' leadership and decision-making processes.

- Subsequently, updated Committee Membership and Committee Chairs were approved by the Board on November 28, 2023. This structured process of appointing Board members to Committees aligned with their interests, coupled with the expanded membership of the three Committees, has enhanced the efficacy of discussions at both the Committee and Board levels

TSHC hired an Executive Assistant and Board Secretary in Q1 2024. The Executive Assistant and Board Secretary is responsible for ensuring that the Board operates efficiently and effectively. They will be responsible for keeping accurate records of board and committee meetings, ensuring compliance with policies, planning and coordinating Board activities, and providing support and guidance to Board members as well as governance related improvement activities.

### **Board Responsibilities and Oversight**

TSHC management plans to retain external resources to develop an Enterprise Risk Management Framework and Risk Assessment and Plan in Q3-Q4 2024. Procurement activities to retain the resources are in progress.

We will continue monitoring the projects on the Governance Work Plan and providing regular updates on progress.

Grant Coffey  
Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – Governance Work Plan

# Attachment 1

## Governance Work Plan

Category	Project/Task	Target Date	Status
<b>Board Responsibilities and Oversight</b>	Oversight of: Risk management	Ongoing	In Progress
	Oversight of: CEO performance	Ongoing	In Progress
	Oversight of: Implementation of Interim Strategic Directions and Quality Improvement	Ongoing	In Progress
	Partnership agreements and effectiveness	Ongoing	In Progress
	Review operational information/KPIs	Ongoing	In Progress
	Evaluate services with respect to meeting the senior tenants' needs	Ongoing	In Progress
	Foundation Documents available for Board	Ongoing	In Progress
	Develop new partnership agreements that include metrics	Q3 2024	In Progress
	Develop a high-level risk management scope and assessment	Q3 2024	Not Started
	Business continuity review	Q4 2025	Not Started
	Full Strategic Planning Process	Q4 2025	Not Started

# Governance Work Plan

Category	Project/Task	Target Date	Status
<b>Board effectiveness</b>	Governance and internal board support	On-going	<b>In Progress</b>
	Director Development and training	On-going	<b>Not Started</b>
	Develop post-meeting questionnaires for meeting effectiveness	Q3 2023	<b>Completed</b>
	New member orientation	Q4 2023	<b>Completed</b>
	Initiate governance review/plan	Q4 2024	<b>Not Started</b>
	Select governance best practice standard and governance review	Q2 2025	<b>Not Started</b>



# Governance Work Plan

Category	Project/Task	Target Date	Status
<b>Governance, principles and structure</b>	Participate in the strategic Financial Sustainability Plan	Q3 2023	Completed
	Develop and implement Board Committee Membership and Chairs Process	Q4 2023	Completed
	Hire a Board Secretary to manage Board processes and activities	Q1 2024	Completed
	Develop a high-level skills matrix for Board Members	Q2 2024	In Progress
	Assess agenda and materials and review committee processes	Q3 2024	In Progress
	Lease agreement and operating agreement with the City	Q1 2026	In Progress