Toronto Seniors Housing Corporation

Corporate Governance and Human Resources Committee Meeting (CGHRC) Date: Wednesday, June 18, 2025 Time: 3:30 pm to 5:30 pm Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:30 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	3:32 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:34 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:35 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:36 pm 1 min	Approval of Public Minutes of CGHR Committee Meeting of March 19, 2025	Approval	Minutes	Chair
6.	3:37 pm 1 min	Approval of Closed Minutes of CGHR Committee Meeting of March 19, 2025	Approval	Minutes	Chair
7.	3:38 pm 2 min	Action Items Review	Information	List	Chair
8.	3:40 pm 45 min	TSHC Employee Engagement Survey	Information	Report	Carol Francis / Philip Rich, Flex Surveys
9.	4:25 pm 5 min	TSHC Committee Terms of Reference (AFRC, CGHRC and QTEC)	Approval	Report	Grant Coffey

Item	Time	Description	Action	Type of Item	Presenter
10.	4:30 pm 15 min	People and Culture Dashboard	Information	Report	Carol Francis
11.	4:45 pm 15 min	TSHC Employee Orientation	Information	Report	Carol Francis/ Karen Starchuk
12.	5:00 pm 10 min	Governance Work Plan Update	Information	Report	Grant Coffey
13.	5:10 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
14.	5:11 pm 1 min	Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of	Approval	Agenda	Chair
15.	5:12 pm 10 min	Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals,	Information	Verbal	Tom Hunter / Grant Coffey
16.	5:22 pm 1 min	a proposed or pending transaction with a third party, and recommendations of proposed policy or processes	Approval	N/A	Chair
17.	5:23 pm 1 min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Corporate Governance and Human Resources Committee Meeting (CGHRC)

View Live Stream Video Part 1 here

View Live Stream Video Part 2 here

Draft Minutes

The TSHC Corporate Governance and Human Resources Committee (CGHRC) held its meeting on Wednesday, March 19, 2025, at 3:00 pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

Councillor Vincent Crisanti, Chair Fareed Amin Lawrence D'Souza Warren Law Brenda Parris Linda Jackson Jim Meeks

TSHC staff present:

Tom Hunter, Chief Executive Officer Grant Coffey, Director, Strategy and Business Management Arlene Howells, Director, Engagement, Partnership and Communications (I) Brad Priggen, Director, Operations Carol Francis, Director, People & Culture Vince Truong, Interim Finance Lead Dave Slater, Strategic HR Consultant Gurpreet Kaur-Sodhi, IDEA Specialist Karyn Bawden, EA and Board Secretary Emma Francis, EA

Item 1: Chair's remarks

The Chair welcomed the Committee members, Board and staff and stated that it was first TSHC Corporate Governance and Human Resources Committee meeting of 2025 and the meeting was being live streamed on YouTube.

The Chair acknowledged that March is Irish Heritage Month, Bangladeshi Heritage Month, Hellenic Month & Persian Heritage Month. I'd also like to acknowledge March 21st is both International Day for the Elimination of Racial Discrimination and Nurooz which the Persian New Year. Also, starting March 21st through to March 29th is Passover.

The Chair noted that at the last CGHRC meeting on November 21, 2025, they shaped the governance work plan and discussed the important items including the three committee work plans for CGHRC, AFRC and QTEC. He state there was a full agenda: reviewing CGHRC 2025 work plan, People and Culture dashboard, the TSHC policy work plan and draft annual report. There will be a presentation on the Inclusion Diversity, Equity and Accessibility Strategy and Diversity lens, which is an approval item. Then the Committee will move in-camera and return to public to approve the in camera session.

With that, the Chair continued to the next Agenda Item.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: Approval of Public meeting agenda

The Chair asked for a motion to approve the CGHRC Public meeting agenda of March 19, 2025, with noted amendment.

Moved:Fareed AminSeconded:Brenda Parris

With All in favour, it was resolved that the CGHRC Public Agenda of March 19, 2025, was approved as amended...... Carried

Item 4: Chair's poll re: conflict of interest

The Chair asked the members of the Committee whether there were any conflicts of interest. With no conflicts of interest being declared, the Chair continued to next Agenda Item.

Item 5: Approval of public minutes of CGHRC meeting of October 7, 2024

The Chair asked if there were any edits or changes to the CGHRC Public meeting Minutes of November 21, 2024, being none, the Chair asked for a motion to approve the CGHRC Public meeting Minutes of November 21, 2024, as presented.

Moved: Brenda Parris Seconded: Lawrence D'Souza

With All in favour, it was resolved that the CGHRC Public meeting Minutes of November 21, 2024, were approved as presented**Carried**

Item 6: Approval of Closed Minutes of CGHRC meeting of October 7, 2024

The Chair asked if there were there any edits or changes to the CGHRC Closed session meeting Minutes of November 21, 2024, being none, the Chair asked for a motion to approve the CGHRC Closed session meeting Minutes of November 21, 2024, as presented.

Moved: Brenda Parris Seconded: Warren Law

It was resolved that the CGHRC Closed session meeting Minutes of November 21,	,
2024, were approved as presentedCarried	ł

Item 7: Action item review

The committee reviewed the action items list and the status of the items. With no other action items discussed, and the Committee satisfied, the Chair proceeded to next Agenda Item.

Item 8: CGHRC 2025 Work Plan

At the Chair's invitation, Grant Coffey went through the CGHRC 2025 Work Plan, highlighting:

- The plan outlines anticipated topics for each quarterly meeting, similar to those used by other committees (e.g., Audit, Finance and Risk, Quality and Tenant Engagement).
- The Q1 meeting agenda was reviewed, and future topics were previewed.

Quarterly Meeting Topics:

- Q1 (Current Meeting):
 - Review of current agenda items.
 - Introduction of the **People and Culture Dashboard**.
- Q2 (June):
 - Governance work plan update.
 - Continued review of the People and Culture Dashboard.
 - Committee terms of reference.
 - TSH (Toronto Seniors Housing) employee onboarding.
 - TSH legal agreements.
- Q3 (September):
 - Governance work plan update.
 - People and Culture update.
 - In-year CEO performance planner update.
 - Further updates on legal agreements.
- Q4 (November):
 - Annual People and Culture update.
 - Governance work plan.
 - Continued updates on TSHC legal agreements.

It was also noted that Agendas will be refined closer to each meeting date.

There was a fulsome conversation among the Committee, and it was asked if the work plans for this and other committees are benchmarked against the strategic plan and objectives? Mr. Coffey answered yes and noted the work plans are aligned with the organization's strategic directions. Items are scheduled to come forward through the committee process in coordination with strategic initiatives and board timelines. Brenda Parris inquired about the legal agreements mentioned each quarter and asked if they are referring to the stakeholder relationship with Toronto Community Housing (TCHC). It was confirmed and noted that the legal agreements refer to the two current agreements with TCHC, and more details will be provided during the in-camera session.

With that, the Chair proceeded to the next agenda item.

Item 9: CEO Update

At the Chair's invitation, Tom Hunter went through his CEO update, highlighting:

IDEA Strategy Update (Inclusion, Diversity, Equity, Accessibility):

- A new, enhanced IDEA strategy is being introduced.
- This marks a milestone for the organization, formalizing efforts that have been ongoing since its inception.
- The strategy includes a structured framework and a three-phase implementation plan.
- It is built around four core pillars developed through a consultation process.
- More detailed information will be provided later in the agenda by Carol.

Employee Pulse Survey Results:

- A follow-up pulse survey was conducted in late 2024 into 2025, following a full survey in 2023.
- The survey had a strong participation rate of 70%.
- Results show areas of strength and areas needing improvement, helping guide future focus and support for employees.

Cybersecurity Training for Board Members:

- Emphasis on the importance of cybersecurity awareness.
- Board members will receive an email about training requirements.
- Those who have completed equivalent training elsewhere can submit for reimbursement.

Director Recruitment and New Staff Introduction:

- Deanna Veltri has joined as the new Director of Engagement, Partnership, and Communication.
- Officially starts in April, but has already begun engaging with staff and community groups.
- Onboarding is progressing well.

Brenda Parris asked if the employee survey that was conducted at the end of 2024 been tabulated yet? It was confirmed that it has and an internal review with the leadership team has begun, and more detailed information will be shared with the board soon.

With that, the Chair proceeded to the next Agenda Item.

Item 10: People and Culture Dashboard

Through the Chair, Carol Francis went through the People and Culture Dashboard.

Brenda Parris asked if the Nonviolent Crisis Intervention training is mandatory for frontline staff and supervisors? It was confirmed and noted it is mandatory for frontline staff. Supervisors are likely included, and training is delivered internally by certified staff. Fareed Amin asked that in future reports could it be shown how many staff have completed each training, rather than just planned training. It was acknowledged and confirmed to be implemented in future quarterly updates to include completion metrics. With that, the Chair thanked the Committee and Ms. Francis for the presentation and proceeded to the next Agenda item.

Item 11: TSHC Policy Work Plan Update

At the Chair's invitation, Grant Coffey went through the TSHC Policy Work Plan update.

Brenda Parris acknowledged a lot of work has been done. Fareed Amin asked about consolidating some policies, since there are over 100 policies. Grant Coffey replied we are looking to optimize policy landscape and streamline. Jim Meeks inquired how to access information regarding policies on homeless. Mr. Coffey noted it is accessible on the City of Toronto website

Item 12: 2024 Annual Report

At the Chair's invitation, Arlene Howells went through the draft 2024 Annual Report, noting that the final version would be brought to the Board of Directors.

With no questions or comments, the Chair proceeded to the next agenda item.

Item 13: IDEA Strategy/Diversity Lens

At the Chair's invitation, Carol Francis and Gurpreet Kaur-Sodhi went through the Inclusion, Diversity, Equity and Accessibility (IDEA) strategy.

There was a wholesome conversation among the Committee with members noting they were impressed by the amount of work achieved. It was also noted that there would be bi-annual reporting on deliverables.

With that, the Chair thanked Ms. Francis and continued to the next agenda item.

Item 14: Approval to Move into Closed Session

The Chair asked for a motion to approve the meeting move into Closed Session under the TSHC By-law 1-2021 Section 4.19, Subsection 1B, 1D, and IJ.

Moved:Warren LawSeconded:Brenda Parris

With all in favour, it was resolved that the TSHC CGHRC Public meeting be terminated and move into a Closed Session

The meeting went into Closed Session.

Upon return to the Public Session of the TSHC CGHRC March 19, 2025, meeting, the Chair thanked the online attendees for joining again and noted that we were going to proceed to the Approval of Closed Session Decisions.

Item 22: Motion to Approve Closed Session Decisions

Item 16 – 2025 Performance Management Process

The Chair asked for a motion that the Corporate Governance and Human Resources Committee approve and recommend to the Board of Directors the 2025 Performance Management Process as presented

Moved:	Brenda Parris
Seconded:	Lawrence D'Souza

 CGHRC DRAFT Public Minutes March 19, 2025

Item 18 – 2025 TSHC Compensation

The Chair asked for a motion that the Corporate Governance and Human Resources Committee approve and recommend to the Board of Directors the 2025 TSHC Compensation as presented

Moved: Brenda Parris Seconded: Fareed Amin

With all in favour, it was resolved that the Corporate Governance and Human Resources Committee approved and recommend to the Board of Directors the 2025 TSHC Compensation as presented...... Carried

The Chair then moved to the final Agenda Item, Adjournment.

Item 23: Adjournment

The Chair thanked the Board, Committee members, staff and online attendees who attended the TSHC CGHRC March 19, 2025, meeting and asked for a motion to adjourn the meeting.

Moved:Fareed AminSeconded:Brenda Parris

With All in favour, it was resolved that the meeting terminate Carried

Councillor Vincent Crisanti, Chair Corporate Governance and Human Resources Committee Meeting

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

Action items				
Meeting Arising From	Description	Resp	Status	
1. Oct 7, 2024	Bring semi-annual report to Board/Committee on incidences/trends on tenant management process and efficacy on Tenant Human Rights Policy	Grant Coffey	In progress	

Action Item List as of March 2025

	Completed Action items					
	Meeting Arising From	Description	Resp	Status		
1.	November 21, 2024	Staff to bring 2025 Review on Policies	Grant Coffey	Completed		
2.	June 12, 2024	Whistleblower Protection policy to go to AFRC Committee for review	Carol Francis	Completed		
3.	June 12, 2024	Bring Board, Governance and People and Culture Policies back to Board for review/editing and bring back to Board Committee for approval	Grant Coffey/ Carol Francis	Completed		

Toronto Seniors Housing Corporation

Corporate Governance and Human Resources Committee Meeting

Meeting Date: June 18, 2025

Topic: TSHC Employee Engagement Survey

Item Number: 08

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture

Date of Report: June 11, 2025

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive the TSHC Employee Engagement Survey for information.

Background

Following our 2023 Employee Engagement survey a pulse survey was conducted in January 2025.

The purpose of the survey was to get a better understanding of morale, satisfaction, and overall engagement about working at TSHC.

It also focused on our results from our last survey in 2023 so we can assess our progress and continue to make improvements.

The survey was conducted from January 15 – January 29, 2025. 225 of 298 members of our workforce participated in the survey, resulting in an overall participation rate of 76%. (vs. 79% in 2023) 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 81%, (vs. 82% in 2023) based on the likelihood that our employees would recommend TSHC as place to work. This result is 8% higher than industry comparators, placing TSHC in the top performer category.

Endorsement – Overall endorsement rate was 90%, (unchanged from 2023) based on the likelihood that our employees would recommend the services that we provide our tenants. This result is 9% higher than industry comparators, placing TSHC in the top performer category.

Satisfaction – Overall average of 3.8 across all core questions rated on a 5-point scale. (unchanged from 2023) Overall average of 3.1 on 9 custom questions designed to measure progress on 2023 strengths and areas of opportunity. This result is 0.1% higher than industry comparators.

	TOP Performing Areas	2025 % 4/5	2025 Avg.	2023 Avg.
# 2	I know what is expected of me at work	87%	4.3	4.3
# 15	I am proud to work at TSHC	84%	4.3	4.3
# 17	l plan on continuing my career with TSHC for at least 2 more years	82%	4.3	4.1
#1	In my role, I have the opportunity to do what I do best every day	83%	4.2	4.2
#3	I have the opportunity to share my thoughts and ideas	72%	4.0	3.8

A summary of overall areas of strength include:

A summary of the overall areas of opportunity include:

	Areas of Opportunity	2025 % 4/5	2025 Avg.	2023 Avg.
# 9	My department has enough employees to handle our workload	32%	2.8	2.8
# 26	l've seen progress/improvement in workload over the past 12 months	35%	3.0	-
# 22	I'm aware of the action plans focused on job opportunities	41%	3.0	-
# 25	I'm aware of the action plans focused on employee workloads	39%	3.0	-
# 19	I'm aware of the action plans focused on employee recognition	40%	3.1	-

Next Steps – Action Plans

We are now at the action planning stage. Managers and Supervisors have met with their staff to share team results and gather additional information about how to maintain, improve, and enhance satisfaction levels. This information was used to identify 2-4 priority action items for each plan. A total of 23 action plans have been completed, comprising of 50 action items across TSHC.

Carol Francis Director, People and Culture

List of Attachments:

TSHC2025-BoardPresentation-v2

2025 Pulse Survey

Corporate Governance & Human Resources Committee

June 18, 2025

Survey Background

Who is Flex Surveys?

- ✓ Flex Surveys is a boutique research firm that specializes in team member surveys
- ✓ Philip Rich, lead account manager with 20+ years experience conducting team member surveys



Survey Confidentiality

100% Confidential

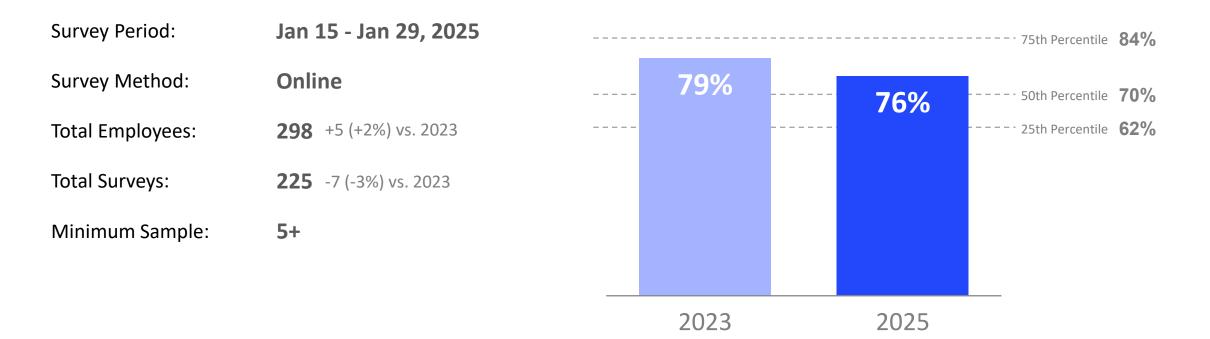


- \checkmark Results will only be provided for groups of <u>5+ responses</u>
- ✓ No-one (including Flex!) has access to any of the raw data
- ✓ No personal information is stored alongside responses



Survey Background

Participation Rate





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

DETRACTORS

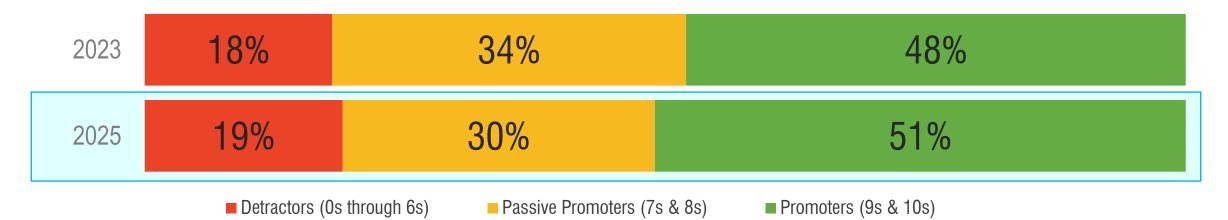
PASSIVE PROMOTERS PROMOTERS





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

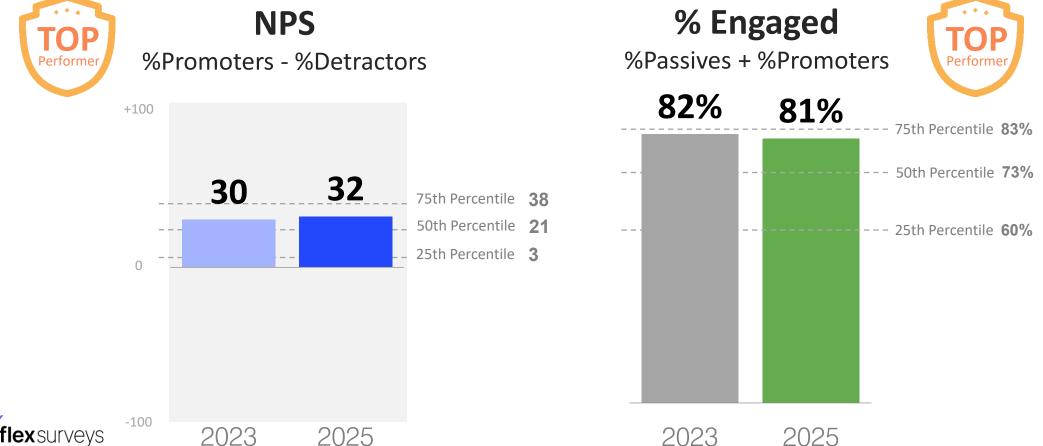






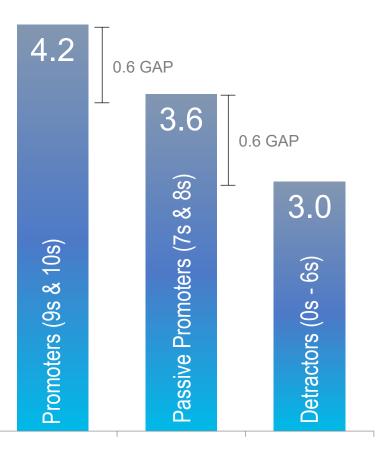
What is the likelihood you would recommend TSHC as a **Place to Work**?





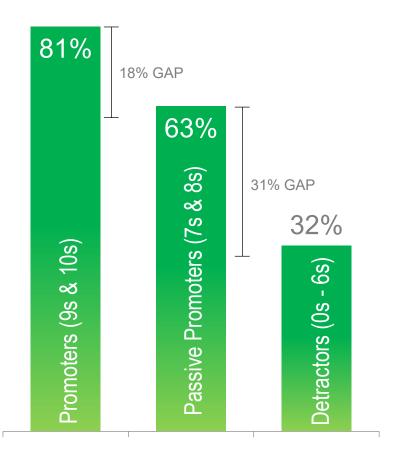
Overall Averages

(Average Responses on 5 Point Scale)



% Positives

(% Responses of 4s + 5s)





Employee Endorsement

I believe in the services that we provide our tenants (Quality, Value, etc...)

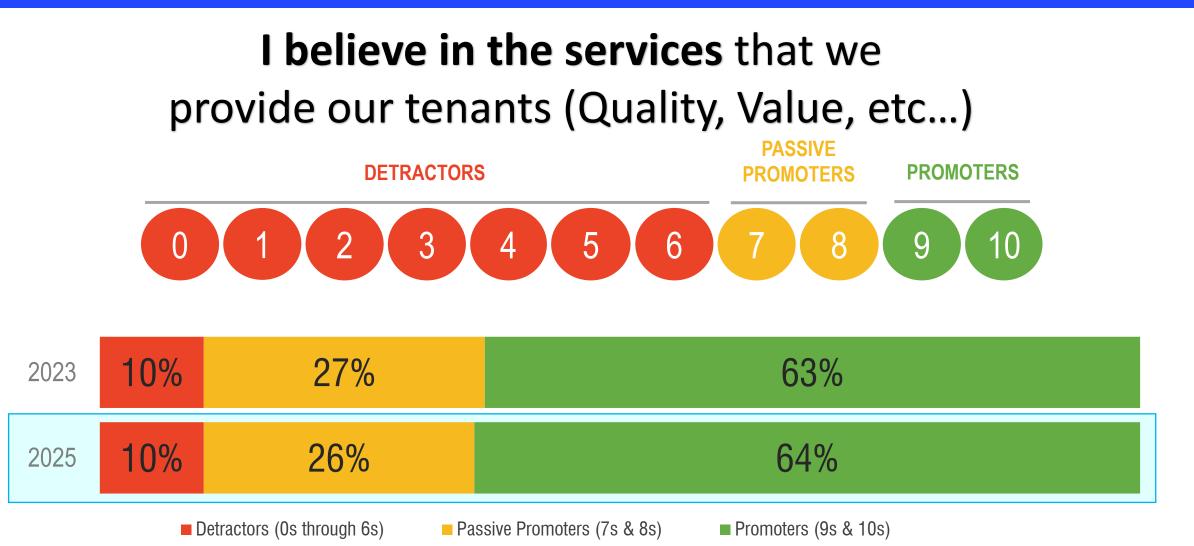
DETRACTORS

PASSIVE PROMOTERS PROMOTERS





Employee Endorsement

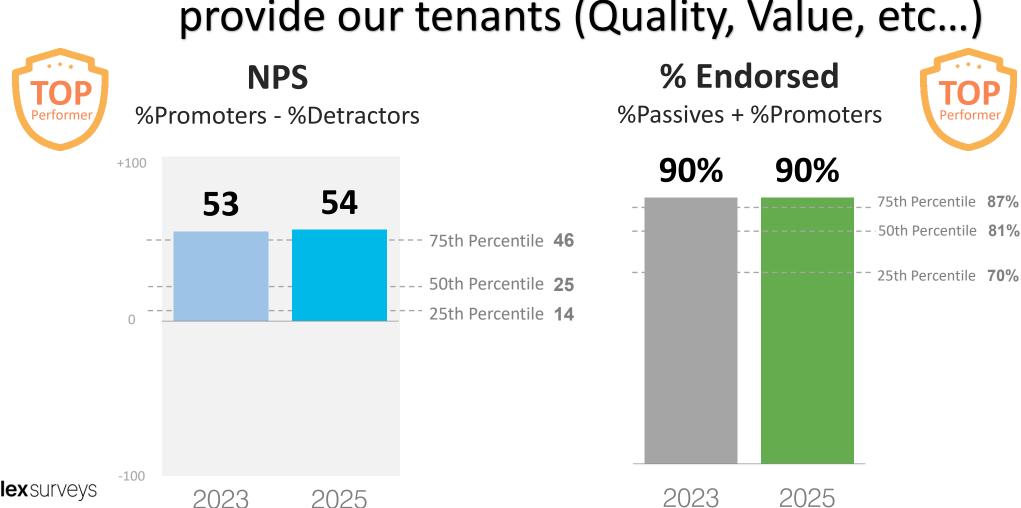


flexsurveys

Employee Endorsement

I believe in the services that we provide our tenants (Quality, Value, etc...)





Employee Scitisfication

Overall Satisfaction

Overall Average

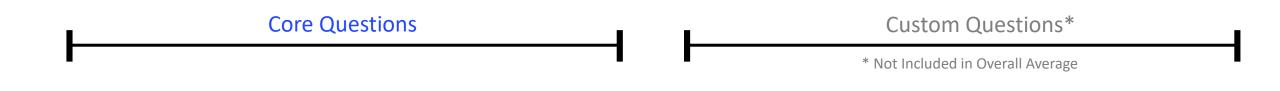
(Average Responses on 5 Point Scale) - 75th Percentile 4.0 - 50th Percentile **3.7** 3.8 3.8 3.8 25th Percentile **3.4** 3.1 17 Core 43 Total 17 Core 9 Custom Questions Questions Questions Questions

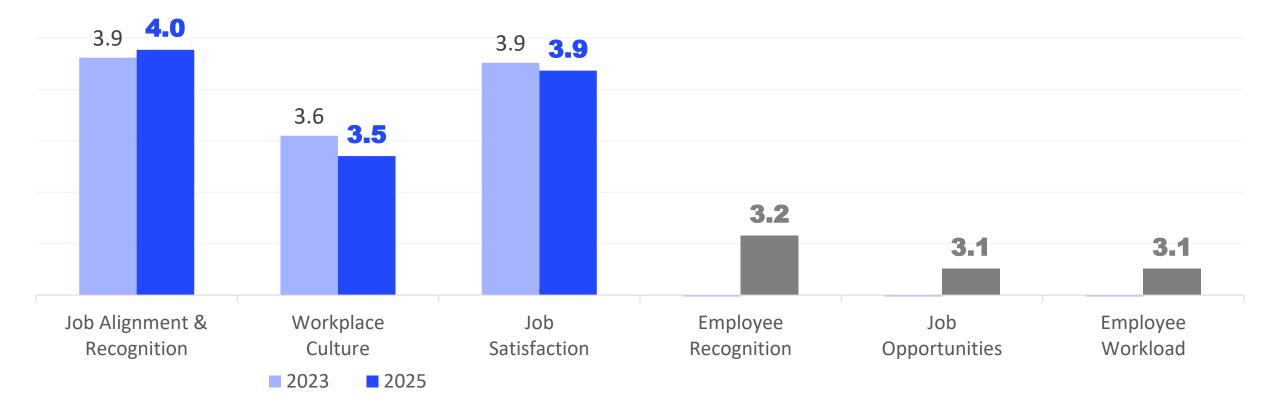
2025

2023



Section Averages







Top Performing Areas

	TOP Performing Areas	2025 % 4/5	2025 Avg.	2023 Avg.
# 2	I know what is expected of me at work	87%	4.3	4.3
# 15	I am proud to work at TSHC	84%	4.3	4.3
# 17	I plan on continuing my career with TSHC for at least 2 more years	82%	4.3	4.1
# 1	In my role, I have the opportunity to do what I do best every day	83%	4.2	4.2
# 3	I have the opportunity to share my thoughts and ideas	72%	4.0	3.8



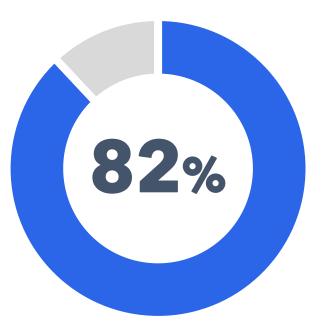
Bottom Performing Areas

	Areas of Opportunity	2025 % 4/5	2025 Avg.	2023 Avg.
# 9	My department has enough employees to handle our workload	32%	2.8	2.8
# 26	I've seen progress/improvement in workload over the past 12 months	35%	3.0	-
# 22	I'm aware of the action plans focused on job opportunities	41%	3.0	-
# 25	I'm aware of the action plans focused on employee workloads	39%	3.0	-
# 19	I'm aware of the action plans focused on employee recognition	40%	3.1	-

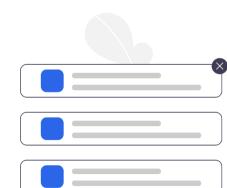


Qualitative Feedback

Summary Statistics



% of Respondents Commented







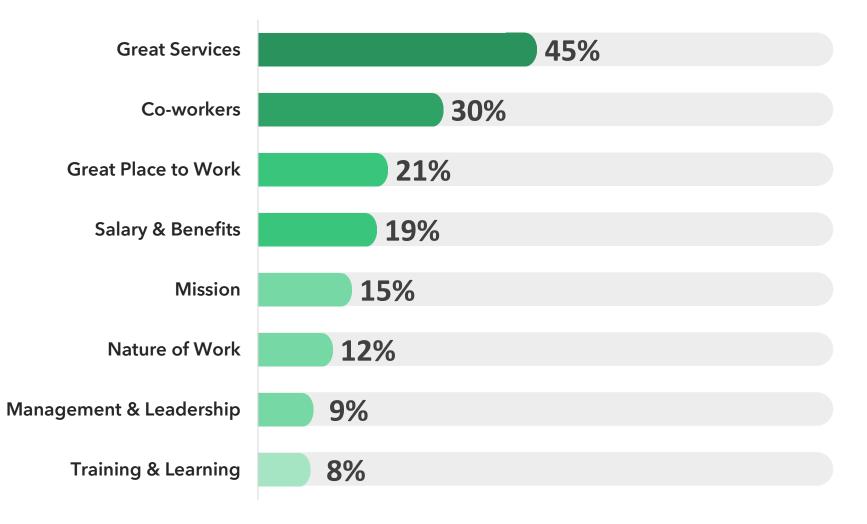
Per Respondent

754 Total Comments



Positive Feedback (major themes)

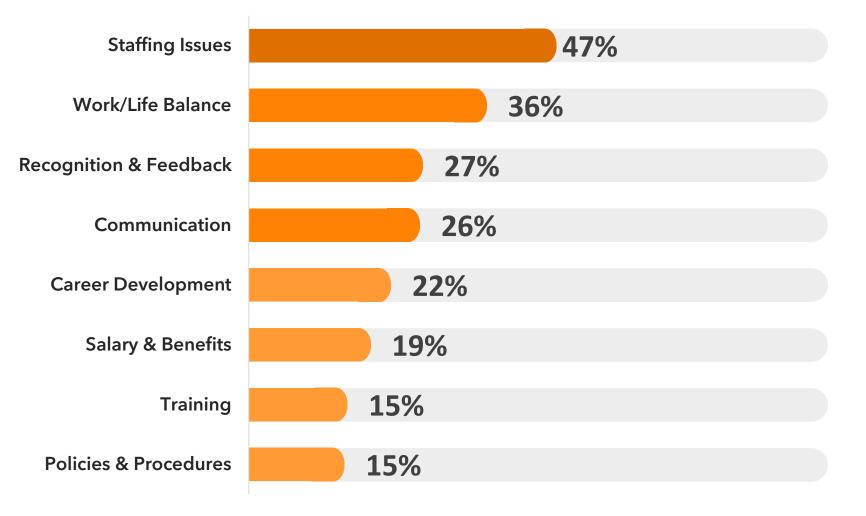
- The following graph summarizes the positive themes from comments across the entire survey
- The %s shown represent the # of themed comments divided by the total # of respondents





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

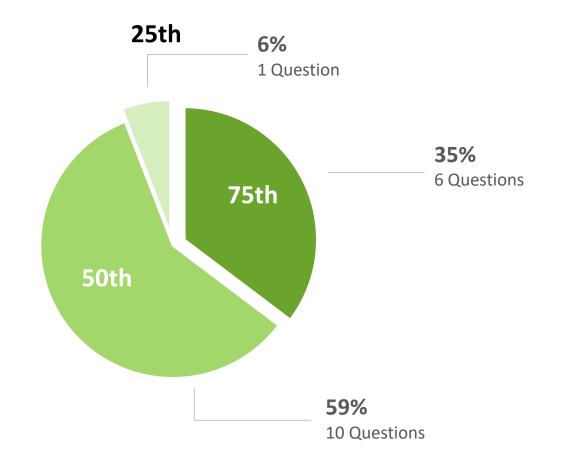




External Benchmarks

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)





External Benchmarks

	Benchmark Rank
In my role, I have the opportunity to do what I do best every day	75th
² I know what is expected of me at work	75th
$_{\scriptscriptstyle 3}$ I have the opportunity to share my thoughts and ideas	75th
⁴ I have the tools and resources I need to do my job well	50th
$_{\rm 5}$ Employee efforts and achievements are recognized at TSHC	50th
⁶ My manager has a sincere interest in my well-being	50th
⁷ Our organization provides opportunities for career advancement	50th
⁸ Job opportunities are open and fair to all qualified applicants	50th
$_{_{9}}$ My department has enough employees to handle our workload	25th

	Benchmark Rank
¹⁰ There is a strong sense of teamwork and cooperation within my immediate team	50th
My fellow employees are committed to doing quality work	75th
¹² I have close personal connections at work	50th
¹³ Over the past year, I have had the opportunity to learn and grow	50th
l receive regular constructive feedback on my overall job performance	50th
¹⁵ I am proud to work at TSHC	75th
In the past 12 months, TSHC has improved for the better	50th
I plan on continuing my career with TSHC for at least 2 more years	75th



Action Planning Process

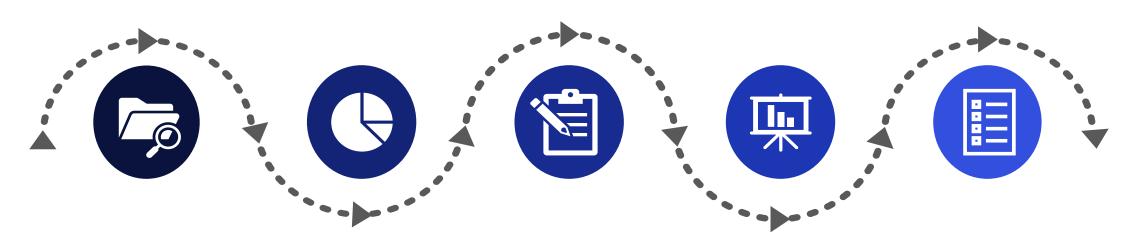
Blended Implementation







Timeline of Next Steps



Receive

Flex Surveys to present results to the Senior Leadership Team and provide summary findings.



flexsurveys

Analyze

Leadership to review and analyze overall results to develop strategic priorities.



Develop

Leadership to develop action items based on the engagement survey feedback.



Share

Leadership to communicate overall results and detail action items & next steps.

Implement

Action Items will be implemented across all levels & departments within the organization.

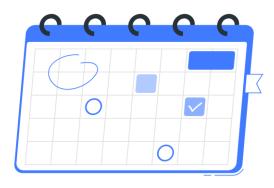
Timeline of Next Steps



flex surveys



Action Plans











Action Plans

- ✓Extended Leadership Team: 1
- Engagement, Partnerships & Communications: 2
- ✓ People & Culture: 1
- Strategy & Business Management: 1
- ✓ Operations: **18**



Questions?

Toronto Seniors Housing Corporation (TSHC)

Corporate Governance and Human Resources Committee (CGHRC) Meeting

Meeting Date: June 18, 2025

Topic: Review of TSHC Committee Terms of Reference

Item Number: 09

To: Corporate Governance and Human Resources Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: June 10, 2025

Purpose: For Approval

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee (CGHRC) approve and recommend that the Board of Directors:

- Approve the TSHC Audit, Finance and Risk Committee Terms of Reference, as set out in Attachment 1 to this report.
- Approve the TSHC Quality and Tenant Engagement Committee Terms of Reference, as set out in Attachment 2 to this report.
- Approve the TSHC Corporate Governance and Human Resources Committee Terms of Reference, as set out in Attachment 3 to this report.

Reason for Recommendation:

Upon review of the TSHC Committee Terms of Reference, it was noted that some edits were needed for consistency and some housekeeping.

The Terms of Reference were originally approved in late 2021/early 2022 when TSHC was originally establishing Committees of the Board. A more fulsome review of the Terms of Reference is something to be considered in the future, potentially as an outcome of further discussions with the Committees and Board. There is also a Board Governance workshop planned later in 2025 where this can be further reviewed as well.

At this time, the key edits for consistency and housekeeping are noted below:

- 1. Audit, Finance and Risk Committee (AFRC)
 - Minor edits and formatting changes.
 - Added "ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting."
 - Updated Resources to support the Committee.
 - Removal of "The Board Chair's attendance is counted to determine whether a quorum is present at the meeting."
 - Added "Minutes of meetings will be available to the Board."
 - Removal of "Minutes of meetings will be available to members of the Board on request for information only."

Toronto Seniors Housing Corporation

- 2. Quality and Tenant Engagement Committee (QTEC)
 - Minor edits and formatting changes.
 - Removed "Approved by Board on Nov. 23, 2021/ Updated at January 13, 2022 meeting/"
 - Removed "At least one member should have an accounting background or related financial management experience. The Board Chair is an ex- Officio non-voting member of the Committee".
 - Added "As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting."
- 3. Corporate Governance and Human Resources Committee (CGHRC)
 - Minor edits and formatting changes.
 - Removal of "and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex- Officio non-voting member of the Committee"
 - Added "As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting."
 - Added meets "at least quarterly".
 - Removed meets "once in advance of every Board meeting."
 - Removed "As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting."

These changes improve consistency across the three Committees for common aspects. Both clean and tracked changes versions of each are included in Attachments 1-6.

Grant Coffey Director, Strategy and Business Management

List of Attachments:

- 1. AFR Terms of Reference May 2025 (track-changes)
- 2. AFR Terms of Reference May 2025 (clean)
- 3. CGHR Terms of Reference May 2025 (track-changes)
- 4. CGHR Terms of Reference May 2025 (clean)
- 5. QTE Terms of Reference May 2025 (track-changes)
- 6. QTE Terms of Reference May 2025 (clean)

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

Audit, Finance and Risk Committee

Terms of Reference

(Approved by TSHC Board on Nov. 23, 2021)

<u>Purpose</u>

The Audit, Finance and Risk Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to and reports to the Board of Directors.

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Responsibilities

The Committee has responsibility for:

- Oversight of the reliability and integrity of the accounting principles and practices used by the Corporation.
- The Corporation's financial statements and other financial reporting, including:
 - Reviewing and discussing with management and the independent auditor the Corporation's annual financial statements.
 - Recommending to the Board approval of the audited financial statements.
 - Reviewing major issues regarding accounting principles and financial statement presentation.

- Reviewing all critical accounting policies and practices, including all alternative treatments of financial information and disclosure principles and practices followed by management.
- Review of the Corporation's performance, including:
 - Cash flow forecast and budget.
 - Cash flow performance against forecast and budget.
 - Monitoring management reporting on key financial performance indicators.
 - Recommending approval of the financial information contained in the Progress Report to the Board.
 - Recommending approval of the annual budget, Funding Proposal and financial information contained in the Corporate Plan to the Board.
- Oversight of the independent auditor's performance, including:
 - Recommending the independent auditor for appointment or replacement and recommending compensation of the independent auditor to the Board.
 - Receiving all reporting from the independent auditor, including the annual audit plan and any findings of the independent auditor during the course of the audit.
 - Reviewing and pre-approval of all non-audit services to be performed by the independent auditor.
- Confirming the independent auditor's independence. Overseeing management's establishment of an adequate system of internal controls, and procedures and review and monitoring of effective performance of those internal controls and procedures, including oversight of management's handling of the Corporation's major financial exposure; overseeing policies for internal financial control and reporting.
- Overseeing and recommending for approval to the Board insurance coverage for the Corporation.
- Overseeing enterprise-wide management of risks, including:
 - Review and approval of the Corporation's risk governance framework, risk tolerance, risk assessment and risk management practices, and the guidelines, policies and processes for risk assessment and risk management.

- Review with management the categories of risk the Corporation faces and management's plan to manage and mitigate the risks. Such categories of risk may include, but are not limited to:
 - \circ Governance
 - o External
 - Regulatory and Compliance
 - Financial and Investment
 - Operational
- Review periodic reports from management on the metrics used to measure, monitor and to manage risks, including management's views on acceptable and appropriate levels of risk exposure.
- Establishing relevant financial policies for Board approval.
- Monitoring compliance with funding agreements and relevant legislation.
- Other decisions delegated to it by the Board.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex-Officio voting member of the Committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Resources to support the Committee

The Committee will be supported by Interim Finance Lead, Interim Transitional Lead and Chief Corporate Executive Officer and Interim Executive Assistants for administrative support.

Meetings, Meeting Schedule and Frequency

The Committee meets at least quarterly. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings will be held by videoconference.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

The Board Chair's attendance is counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Session Policy.

Committee meetings are open to the public.

Committee meetings are open to deputations as per the TSHC Deputations Policy.

The Committee Chair will provide a verbal report to the Board of Directors supported by written reports and resolutions on all matters requiring a Board decision and a summary briefing note on matters for information of the Board.

Minutes of meetings will be available to the Board. Minutes of meetings will be available to members of the Board on request for information only.

Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

Audit, Finance and Risk Committee

Terms of Reference

(Approved by TSHC Board on Nov. 23, 2021)

<u>Purpose</u>

The Audit, Finance and Risk Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to and reports to the Board of Directors.

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Responsibilities

The Committee has responsibility for:

- Oversight of the reliability and integrity of the accounting principles and practices used by the Corporation.
- The Corporation's financial statements and other financial reporting, including:
 - Reviewing and discussing with management and the independent auditor the Corporation's annual financial statements.
 - Recommending to the Board approval of the audited financial statements.
 - Reviewing major issues regarding accounting principles and financial statement presentation.

- Reviewing all critical accounting policies and practices, including all alternative treatments of financial information and disclosure principles and practices followed by management.
- Review of the Corporation's performance, including:
 - Cash flow forecast and budget.
 - Cash flow performance against forecast and budget.
 - Monitoring management reporting on key financial performance indicators.
 - Recommending approval of the financial information contained in the Progress Report to the Board.
 - Recommending approval of the annual budget, Funding Proposal and financial information contained in the Corporate Plan to the Board.
- Oversight of the independent auditor's performance, including:
 - Recommending the independent auditor for appointment or replacement and recommending compensation of the independent auditor to the Board.
 - Receiving all reporting from the independent auditor, including the annual audit plan and any findings of the independent auditor during the course of the audit.
 - Reviewing and pre-approval of all non-audit services to be performed by the independent auditor.
- Confirming the independent auditor's independence. Overseeing management's establishment of an adequate system of internal controls, and procedures and review and monitoring of effective performance of those internal controls and procedures, including oversight of management's handling of the Corporation's major financial exposure; overseeing policies for internal financial control and reporting.
- Overseeing and recommending for approval to the Board insurance coverage for the Corporation.
- Overseeing enterprise-wide management of risks, including:
 - Review and approval of the Corporation's risk governance framework, risk tolerance, risk assessment and risk management practices, and the guidelines, policies and processes for risk assessment and risk management.

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 - \circ Governance
 - o External
 - Regulatory and Compliance
 - o Financial and Investment
 - Operational
- Review periodic reports from management on the metrics used to measure, monitor and to manage risks, including management's views on acceptable and appropriate levels of risk exposure.
- Establishing relevant financial policies for Board approval.
- Monitoring compliance with funding agreements and relevant legislation.
- Other decisions delegated to it by the Board.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex-Officio voting member of the Committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Resources to support the Committee

The Committee will be supported by Interim Finance Lead, and Chief Executive Officer and Executive Assistants for administrative support.

Meetings, Meeting Schedule and Frequency

The Committee meets at least quarterly. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings will be held by videoconference.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Session Policy.

Committee meetings are open to the public.

Committee meetings are open to deputations as per the TSHC Deputations Policy.

The Committee Chair will provide a verbal report to the Board of Directors supported by written reports and resolutions on all matters requiring a Board decision and a summary briefing note on matters for information of the Board.

Minutes of meetings will be available to the Board.

Committee Performance

The Committee will:

• Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.

• Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

TORONTO SENIORS HOUSING CORPORATION (TSHC)

CORPORATE GOVERNANCE AND HUMAN RESOURCES

Terms of Reference

(Approved by TSHC Board on November 23, 2021)

Purpose

The Corporate Governance and Human Resources Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to:

• The Board

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex Officio non-voting member of the Committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Meetings, Meeting Schedule and Frequency

The Committee meets at least quarterly once in advance of every Board meeting. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time and place as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings may be held by teleconference or videoconference, provided members have a means to vote. If members cannot participate in person, they may participate in a meeting that is held in-person via the teleconference or telephone.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Meetings Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the TSHC Deputations Policy

Minutes of meetings will be available to the Board.

Responsibilities

Governance

The Committee will:

• annually review compliance by the Corporation with all applicable regulatory requirements relating to corporate governance;

- at least every two years, review the governance framework for the Corporation and advise the Board regarding:
 - o areas of concern
 - o corporate governance developments and best practices;1 and
 - recommended changes;
 - ensure appropriate structures and procedures are in place to allow the Board to function effectively;
- annually review the composition of the Board as a whole and recommend, if necessary, changes to the Board Competency Matrix;
- together with the Board Chair, annually and as vacancies arise, review the skills and experience on the Board and recommend to the Board the desired skills and experience for potential new Directors to be recommended to the City of Toronto through the Board Chair;
- ensure programs are in place for new Director orientation and ongoing Director professional development;
- assist and support the annual review processes for evaluating the effectiveness of the Board, Board Chair, and Committees;
- periodically review and assess the Corporation's communication to stakeholders and the general public with respect to its policies and practices in the areas of corporate governance, including the communication contained on the Corporation's internal and external websites;
- annually review and ensure the adequacy of the Corporation's Code of Conduct and Conflict of Interest policies and procedures for Directors and all employees;
- annually obtain Conflict of Interest Declarations from Directors;
- address Code of Conduct issues as delegated to the Committee by the Board;
- review Directors' and officers' liability coverage Human Resources

The Committee will:

- together with the Board Chair, lead the development of the CEO's annual goals and objectives, for recommendation to the Board;
- together with the Board Chair, lead the Board's annual performance and compensation review for the CEO
- annually review the Corporation's executive leadership structure and succession plans;
- review and recommend to the Board the Corporation's framework for executive compensation;
- review management recommendations for programs, policies and practices with respect to the development of the Corporation's human resources;

- recommend to the Board the guiding principles for collective bargaining and proposed collective agreements; and
- review with the CEO any proposed external commitments of the CEO before they are made, and make recommendations to the Board.

The Committee will:

• assume other related responsibilities as assigned to the Committee by the Board.

Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

Toronto Seniors Housing Corporation

TORONTO SENIORS HOUSING CORPORATION (TSHC)

CORPORATE GOVERNANCE AND HUMAN RESOURCES

Terms of Reference

(Approved by TSHC Board on November 23, 2021)

Purpose

The Corporate Governance and Human Resources Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to:

• The Board

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

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In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Meetings Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the TSHC Deputations Policy

Minutes of meetings will be available to the Board.

Responsibilities

Governance

The Committee will:

- annually review compliance by the Corporation with all applicable regulatory requirements relating to corporate governance;
- at least every two years, review the governance framework for the Corporation and advise the Board regarding:

- \circ areas of concern
- o corporate governance developments and best practices;1 and
- recommended changes;
- ensure appropriate structures and procedures are in place to allow the Board to function effectively;
- annually review the composition of the Board as a whole and recommend, if necessary, changes to the Board Competency Matrix;
- together with the Board Chair, annually and as vacancies arise, review the skills and experience on the Board and recommend to the Board the desired skills and experience for potential new Directors to be recommended to the City of Toronto through the Board Chair;
- ensure programs are in place for new Director orientation and ongoing Director professional development;
- assist and support the annual review processes for evaluating the effectiveness of the Board, Board Chair, and Committees;
- periodically review and assess the Corporation's communication to stakeholders and the general public with respect to its policies and practices in the areas of corporate governance, including the communication contained on the Corporation's internal and external websites;
- annually review and ensure the adequacy of the Corporation's Code of Conduct and Conflict of Interest policies and procedures for Directors and all employees;
- annually obtain Conflict of Interest Declarations from Directors;
- address Code of Conduct issues as delegated to the Committee by the Board;
- review Directors' and officers' liability coverage Human Resources

The Committee will:

- together with the Board Chair, lead the development of the CEO's annual goals and objectives, for recommendation to the Board;
- together with the Board Chair, lead the Board's annual performance and compensation review for the CEO

- annually review the Corporation's executive leadership structure and succession plans;
- review and recommend to the Board the Corporation's framework for executive compensation;
- review management recommendations for programs, policies and practices with respect to the development of the Corporation's human resources;
- recommend to the Board the guiding principles for collective bargaining and proposed collective agreements; and
- review with the CEO any proposed external commitments of the CEO before they are made and make recommendations to the Board.

The Committee will:

• assume other related responsibilities as assigned to the Committee by the Board.

Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
- Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

TORONTO SENIORS HOUSING CORPORATION (TSHC)

QUALITY AND TENANT ENGAGEMENT

Terms of Reference

(Approved by Board on Nov. 23, 2021/ Updated at January 13, 2022 meeting/ Approved by Board on March 31, 2022)

Purpose

The Quality and Tenant Engagement Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to:

• The Board

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex_-Officio non-voting member of the Committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Meetings, Meeting Schedule and Frequency

The Committee meets <u>at least quarterly.once in advance of every Board meeting</u>. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time and place as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings may be held by teleconference or videoconference, provided members have a means to vote. If members cannot participate in person, they may participate in a meeting that is held in-person via the teleconference or telephone.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Meetings Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the Corporation's Deputations Policy

Minutes of meetings will be available to the Board.

Responsibilities

- Oversee the corporation's strategic plan, and operational performance including areas of building operations, tenant engagement, tenant safety, confronting anti-black racism, stakeholder relations and partnerships.
- Act as the lead Board standing committee in overseeing the development of the Corporation's strategic plan.
- Establish reporting framework for progress against strategic plan including metrics, annual targets, and milestone objectives.

- Receive semi-annual reports from management on progress against the Corporation's Strategic Plan.
- Establish operational performance framework including key performance indicators with annual targets.
- Monitor operational performance of the Corporation as measured by key performance indicators through quarterly performance reports.
- Work in conjunction with Toronto Community Housing on items where there is a high degree of shared responsibility and accountability between the two corporations.

The Committee will:

• assume other related responsibilities as assigned to the Committee by the Board.

Committee Performance

The Committee will:

• Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.

Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

• Review the terms of reference every six months

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

Toronto Seniors Housing Corporation

TORONTO SENIORS HOUSING CORPORATION (TSHC)

QUALITY AND TENANT ENGAGEMENT

Terms of Reference

(Approved by Board on March 31, 2022)

<u>Purpose</u>

The Quality and Tenant Engagement Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

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The Committee is accountable to:

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Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

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- Act as the lead Board standing committee in overseeing the development of the Corporation's strategic plan.
- Establish reporting framework for progress against strategic plan including metrics, annual targets, and milestone objectives.

- Receive semi-annual reports from management on progress against the Corporation's Strategic Plan.
- Establish operational performance framework including key performance indicators with annual targets.
- Monitor operational performance of the Corporation as measured by key performance indicators through quarterly performance reports.
- Work in conjunction with Toronto Community Housing on items where there is a high degree of shared responsibility and accountability between the two corporations.

The Committee will:

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Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.
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- Review the terms of reference every six months

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Corporate Governance and Human Resources Committee Meeting

Meeting Date: June 18, 2025

Topic: TSHC People and Culture Dashboard

Item Number: 10

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture

Date of Report: June 11, 2025

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive the TSHC People and Culture Dashboard for information.

Carol Francis Director, People and Culture

List of Attachments:

10.1. TSHC People and Culture Dashboard

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) People and Culture Strategic Directions Key Performance Indicator Dashboard - Q1 2025

Enabler 2: Employer of Choice

Highlights:

Recruitment: The first quarter demonstrated a very low turnover and maintained a moderate vacancy rate. This period also saw recruitment activity, with numerous job postings leading to a high volume of interviews. Additionally, six practical assessments were completed, and all outstanding SSC, Health & Safety, and Supervisor postings have been closed.

Training and Development: Overall training progress is excellent. Looking ahead to June, we have scheduled four Annual Unit Inspection training sessions, each accommodating 40 participants. Additionally, four "Brown Bag Lunch and Learn" sessions are scheduled for June and July, focusing on key skills like Email Writing, Facilitation, Resume Writing, and Interview Skills, all of which have seen strong registration.

Lost-Time Claims: Our incident data indicates that the vast majority of reported events resulted in no injury, with a positive absence of any lost-time incidents. A small number of non-lost time and first aid cases were also recorded, contributing to an overall cost of \$14,409.

Absenteeism: Our data highlights that illness, both paid and unpaid, constitutes the largest portion of recorded time off. A distinct issue observed was 80 'Failure to Report' hours, all tied to one individual who did not return after their initial training day. Beyond this, bereavement and WSIB hours also represent significant absence categories.



Absenteeism Rate

406 50

480.25

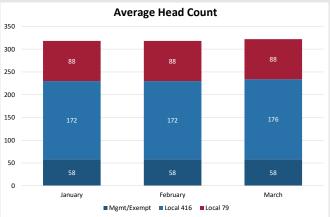
522.00

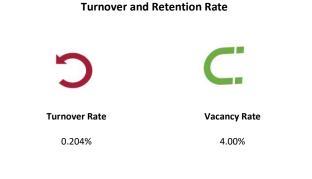
579.50

1,000.00 Hours

1.275.50

4.849.25







1.00 Hours

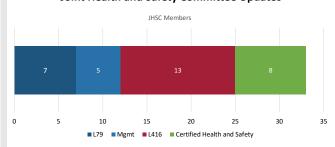
Modified Duty

Suspension Unpaid

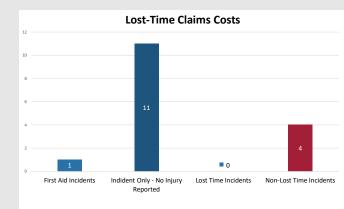
Vacation Unpaid

WSIB Hours Only

Joint Health and Safety Committee Updates



The Joint Health and Safety Committee (JHSC) convened for three in-person meetings during Q1. Efforts are underway to update JHSC boards and ensure ongoing familiarization with the new inspection application. Notably, no Ministry of Labour visits occurred.



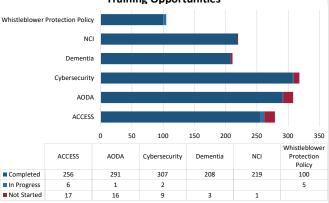
Total Cost: \$14,409



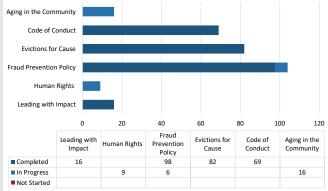
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Training Opportunities (contd.)



Tenant Focused Training Tenant Focused Training Policies Training Training Course: Whistleblower Protection Policy Training Course: Dementia Training Course: Hoarding Awareness and Intervention Target Audience: All Staff Upon Hire Target Audience: All Staff Upon Hire Target Audience: Pilot Select Staff Description: In this training participants will learn to identify cognitive function and cognitive Description: The Whistleblower Protection Policy aims to provide guidelines for reporting Description: This training is aimed at supporting and raising awareness to TSHC frontline staff who wrongdoing in good faith, and offer reasonable protection from reprisal for those who report. impairment, define dementia, identify the difference between regular aging and dementia, identify work with clients and services users who have challenges maintaining housing due to their lived early signs/symptoms of dementia, define Alzheimer's disease (most common form of dementia), experiences with hoarding and/or excessive clutter management issues. Training Course: Fraud Prevention Policy and apply communication strategies. Target Audience: All Staff Upon Hire Training Course: Aging in the Community Description: The Fraud Prevention Policy training aims to implement measures to prevent, detect Training Course: Non-Violent Conflict Intervention (NCI) Target Audience: Pilot Select Staff and investigate fraudulent activities misconduct, provide an anonymous ethics hotline for reporting Target Audience: Regional Operations Managers, Superintendents, Senior Service Coordinators and Description: This training is aimed at supporting housing teams and shelters to apply seniorssuspected fraud or corruption (available to staff, tenants and the public), outline guidelines and Community Service Coordinators friendly best practices to unstably housed seniors. Topics covered include addressing geriatric Description: In this training participants will learn how to identify behaviours that could lead to a responsibilities for investigations, and manage claims diligently with respect and discretion. concerns, supporting aging in place, long-term care transitions, dealing with challenging crisis, effectively respond to each bahaviour to prevent the situation from escalating, learn verbal behaviours, and advance care planning. Training Course: Code of Conduct and nonverbal techniques to defuse hostile behavior and resolve a crisis before it becomes violent, and learn to cope with their own fear and anxiety. Target Audience: All Staff Upon Hire Training Course: Evictions for Cause Description: The Code of Conduct Policy training aims to, provide guidelines on how our tenants, Target Audience: Regional Operations Managers and Operational Staff vendors, community partners and members of the public are treated, outline how employees are Description: This training contains three modules focused on the paralegal team facilitating content expected to conduct themselves in a professional, helpful, and courteous manner, bring an based on document completion, LTB introduction, RTA appeals process, eviction policy, and tribunal awareness how we represent and maintain the reputation of Toronto Seniors Housing Corporation. dealings along with privacy surrounding picture taking/how to's and FAQs. **Tenant Focused Training Cybersecurity Training** Leadership Training Training Course: Leading with Impact Training Course: Cybersecurity Training Course: Mental Health First Aid for Seniors Target Audience: People & Culture Business Partner, Regional Operations Managers, Community Target Audience: All Staff Upon Hire Target Audience: Senior Service Coordinators, Environmental Health Unit, People & Culture Housing Supervisors, Business Consultant, Procurement and Tenant Supervisors Description: This training equips staff with essential cybersecurity awareness skills to recognize and Business Partner, Pest Control Tech and Business Planner mitigate modern threats. Learners will explore real-world data breaches, common social Description: This training consists of seven modules: how to coach and use BRAVE communication Description: In this training participants will learn how to recognize the symptoms of mental health tool; starting with setting the purpose fact finding and verification; asking open ended questions engineering tactics (phishing, vishing, smishing), and various malware types, including ransomware problems or crises as they develop, provide initial help when dealing with a mental health problem explore solutions and discuss barriers, develop your brand, how to lead for success, create high and spyware. The course emphasizes proactive behaviours—like securing devices, using strong or crisis, guide a senior and/or caregiver toward appropriate professional help, and provide performance teams, develop talent, how to right, cultivate healthy and collaborative cultures. strategies and resources to support both seniors and their caregivers. passwords, and safely navigating public Wi-Fi-to protect personal and organizational data. Interactive knowledge checks and practical examples reinforce every employee's critical role in Training Course: Human Rights maintaining a secure digital environment. Target Audience: Leadership Team Description: This training program is designed to equip legal and frontline staff with a strong understanding of human rights principles, relevant legislation, and case law. This will include the basic knowledge and skills needed to inquire into tenant-initiated human rights complaints, including conducting procedurally fair and legally defensible investigations as required. Seniors-Focused Training Training Course: AODA/Customer Service Standard Target Audience: All Staff Upon Hire Description: This module provides an introduction to the accessibility requirements and the requirements that are applicable to all the standards. Training Course: The Code and AODA Target Audience: All Staff Upon Hire

Description: This module provides training on how the Ontario Human Rights Code and the AODA work together as it pertains to person with disabilities.

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Corporate Governance and Human Resources Committee Meeting

Meeting Date: June 18, 2025

Topic: TSHC Employee Orientation

Item Number: 11

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture Karen Starchuk, Learning and Organizational Development Advisor

Date of Report: June 11, 2025

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive the TSHC Employee Orientation for information

Carol Francis Director, People and Culture Karen Starchuk, Learning and Organizational Development Advisor

List of Attachments:

- 11.1. TSHC Employee Orientation Summary
- 11.1a. TSHC Employee Orientation Final

TSHC Employee

Orientation

Toronto Seniors Housing Corporation



Karen Starchuk, Learning and Organizational Development Advisor Karen.Starchuk@torontoseniorshousing.ca

Module 1: Getting to Know TSHC

- Who we are and our history
- Leadership Team
- Board and Committee Members
- ISM Model
- Strategic Directions

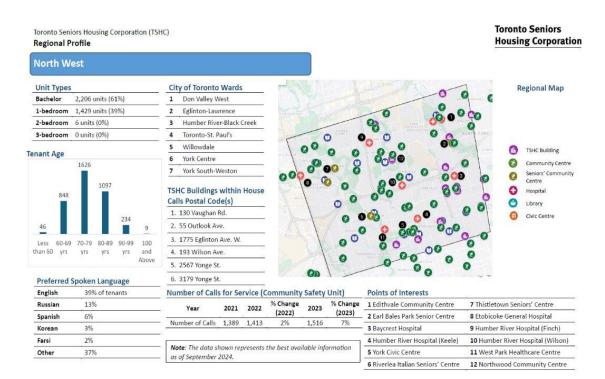
Vision Objectives Mandate Enablers Values Celebrate Staff

Module 2: Get to Know TSHC Tenants

- TSHC Tenants
- TSHC Buildings and Regions
- Tenant Survey Results

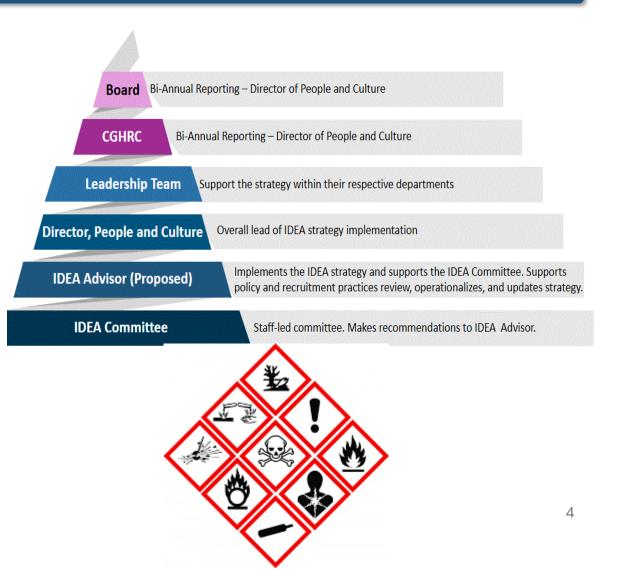






Module 3: You and TSHC – a Partnership

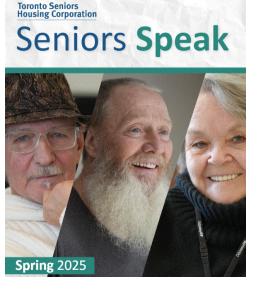
- Inclusion, diversity, equity, and accessibility strategy - corporate governance, and ongoing reviews into 2026
- Occupational health and safety guidelines
- Joint health and safety
- WHMIS compliance



Module 4: Empowering Tenants - Building Relationships

- General information on Rent-geared-to-income
- Staff information who supports our tenants
- Local 79 and 416 staffing roles
- Environmental Health Unit
- Community Safety Unit
- Programs and Partnerships
- Community Connect+; Tenant circles, Volunteers
- STAC meetings





Module 5: IT, Benefits and Services

- Live demo offered up on applications, career hub, selfdirected e-learning and any other trainings
- Dayforce pay review
- Who to contact for benefits, payroll and pension
- How to access Blue cross, and TELUS Employee Assistance Program (EAP)



TSHC Employee

Orientation

Toronto Seniors Housing Corporation



Karen Starchuk, Learning and Organizational Development Advisor Karen.Starchuk@torontoseniorshousing.ca

Ice-breaker

Welcome to TSHC

- What brought you to TSHC?
- What is your role?
- What is your favourite food?
- What are your interests?

What else would you like to share – about yourself!

Land Acknowledgement



M. Martha

Toronto Seniors Housing Corporation (TSHC) recognizes that we live and work on the traditional territory of the Anishinabek, the Haudenosaunee, and the Wendat nations, and that this area is now home to a diverse population of First Nations, Inuit, and Métis peoples.

We recognize that Toronto is situated within the traditional territories governed by the Dish with One Spoon Wampum (Treaty) between the Haudenosaunee and Anishinabek nations, the Two Row Wampum (Treaty) between the Haudenosaunee and the Dutch, as well as Treaty 13 and the Williams Treaties involving the Anishinabek and the Crown. These agreements remain in effect today, underscoring our shared responsibility as treaty people.

TSHC has benefited from these treaties and the resources of this land by providing essential housing services to seniors in Toronto. We are dedicated to furthering reconciliation initiatives, which include facilitating staff education on the historical and ongoing impacts of policies affecting Indigenous peoples. This encompasses topics such as the Indian Act, Residential Schools, treaty violations, and the continued crisis surrounding Missing and Murdered Indigenous Women and Girls.

African Ancestral Acknowledgment

Toronto Seniors Housing Corporation (TSHC) acknowledges the racism and injustices faced by individuals who were brought to this land involuntarily, particularly those affected by the Trans-Atlantic Slave Trade.

We acknowledge the experiences of Black peoples who arrived in Canada seeking a better life following the abolition of slavery by the British in 1834, while also recognizing the structural, systemic, and individual racism that they encountered—which continues to persist today.

This racism culminated in the tragic destruction of Africville, which was once the largest settlement of the Black community in Canada. Toronto Seniors Housing is committed to recognizing all forms of racism, especially anti-Black racism, and is actively working to combat these injustices.

CEO welcome



Tom Hunter Chief Executive Officer



CEO welcome



Core modules



Module 1: Getting to Know TSHC About us



About TSHC

- We provide subsidized rental housing to approximately 15,000 low- and moderate-income seniors (aged 59+) in 83 buildings across the city.
- We connect tenants with services and support through our Integrated
 Service Model that enables seniors to age at home, have successful tenancies, and enjoy a better quality of life.



Our history

- TSHC was created in 2021 as part of the City of Toronto's **Tenants First** plan, and we began operating in June 2022.
- TSHC is incorporated under the Ontario Business Corporations Act, with the City of Toronto as its sole shareholder.
- Operations are funded in part through the City's Housing Secretariat Division, acting as Service Manager under the Housing Services Act, 2011.
- We partner closely with Toronto Community Housing, which owns the buildings that we operate.

Toronto Seniors Housing Corporation

What is the Integrated Service Model (ISM)

The City of Toronto invested in the ISM to bring about **four key innovations** to help senior tenants age at home in dignity and comfort:

An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support

3

Providing access to a range of health, social, and wellness services to tenants in their building, where feasible and desired by the tenants Revised seniors-specific policies to better respond to the unique challenges faced by seniors



2

Designating care coordinators to each building to help connect tenants to the health and community support services they need

Operating agreement

- TSHC has a Service Delivery Agreement with TCHC.
- Services provided by TCHC include:
 - After-hours support, Tenant Support Centre, Community Safety Unit, IT.
- For People and Culture, TCHC services include:
 - Learning Management System, onboarding support, pension, payroll and benefits support, and health and safety services.

Our people

- Over **300 staff** work for TSHC across the city.
- Located in 83 tenant buildings, four regional offices and one head office (at 423 Yonge Street).
- **Combination** of unionized staff and non-management exempt.
- Staff collaborate with various partner and stakeholder organizations, such as: City of Toronto, various TCHC teams, service delivery partners, etc.

Our leadership











Tom Hunter Chief Executive Officer

Grant Coffey

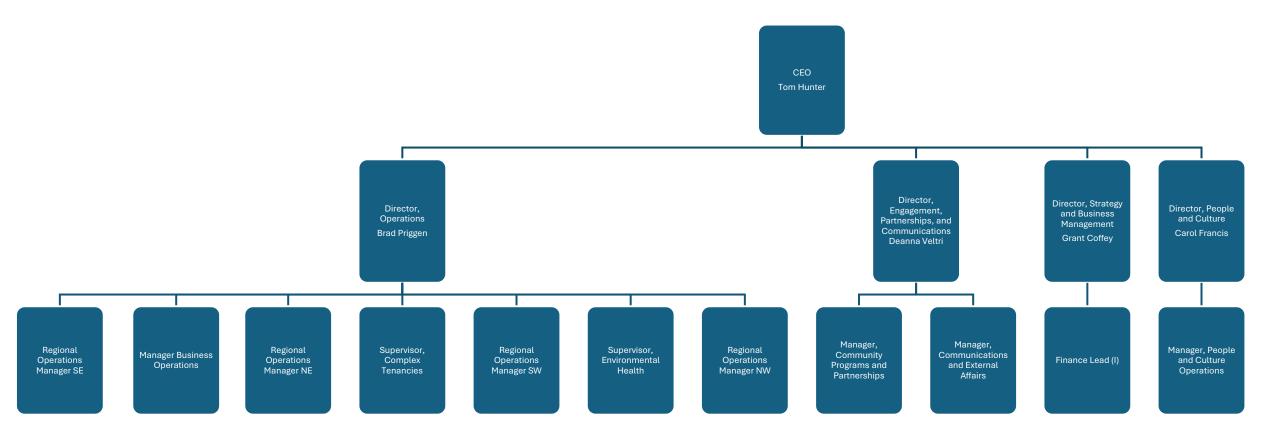
Director, Strategy and Business Management

Deanna Veltri

Director, Engagement, Partnerships, and Communications **Carol Francis** Director, People and Culture

Brad Priggen Director, Operations

Organization structure



Strategy and Business Management



Strategy and Business Management

Plans and implements initiatives to drive and improve seniors-focused services and ensure accountability of business practices.

- Strategic and business planning
- Quality/business improvement
- Policy development
- KPI monitoring and reporting
- Enterprise risk and Emergency planning
- Corporate governance

- Project management
- Finance (reporting, accounting, and procurement)
 - RFP submissions/awards
 - Budget management
 - Expense processes
 - IT and office facilities

Engagement, Partnerships, and Communications



Deanna Veltri

Director, Engagement, Partnerships, and Communications

Engagement, Partnerships, and Communications

Engages with tenants to foster strong tenant relationships and effective communications across all audiences to enhance access to health and community resources.

- Tenant engagement, including support for tenant-led events
- Partnerships to manage access to health and wellness programming
- Internal/external communications
- Media relations
- Accessible, multilingual communications

People and Culture



People and Culture

Fosters a culture where staff are **engaged and supported** to deliver seniors-focused services.

- Organizational and cultural development
 Training, learning, and development
- Talent management
- Staffing and recruitment
- Compensation and payroll
- Collective bargaining
- I.D.E.A strategy

- - Employee health and safety
 - Joint Health and Safety Committee
 - Employee and Labour relations
 - Human resource planning and policy

Operations



Operations

Provides responsive customer service to maintain safe and secure housing in collaboration with other teams. Operations includes a majority of TSHC's unionized (Local 416 and Local 79) staff.

- Tenancy and housing management
- Building maintenance and cleaning
- Tenant services coordination
- Tenancy support

- Complex case resolution
- Lease management
- Emergency response

We are all connected

- **Partnership:** We are committed to working as a team, recognizing the strength in collaboration.
- **Collaboration:** We actively seek opportunities to work together, sharing knowledge and expertise.
- Values: We demonstrate our commitment to the organization by upholding our corporate values, ensuring accountability in all that we do.

Board of Directors

TSHC is governed by a Board of Directors consisting of **members** appointed by Toronto City Council.



Board responsibilities

- The Shareholder Directions sets out the structure of the Board of Directors.
- They also set out the responsibilities for the Board which are:
 - Managing the housing portfolio
 - Hiring and overseeing the CEO
 - Making policy and operational decisions
 - Following related legislation and regulations

Board committees

• TSHC reports regularly to three Board committees:

- 1. Audit, Finance, and Risk Committee (AFRC)
- 2. Quality and Tenant Engagement Committee (QTEC)
- 3. Corporate Governance and Human Resources Committee (CGHRC)

Visit torontoseniorshousing.ca/about/board-committees/ for more information about the Board, Committees, members, and meeting dates, recordings, and materials.

Our Strategic Directions



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.

Our Commitment

Toronto Seniors Housing Corporation

- Focusing on the unique needs of seniors
- Delivering quality and affordable housing for seniors
- Engaging and collaborating
 with tenants, staff, and
 partners to provide excellent
 service for the well-being of
 tenants



Our 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.

Our 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.

Our shared values

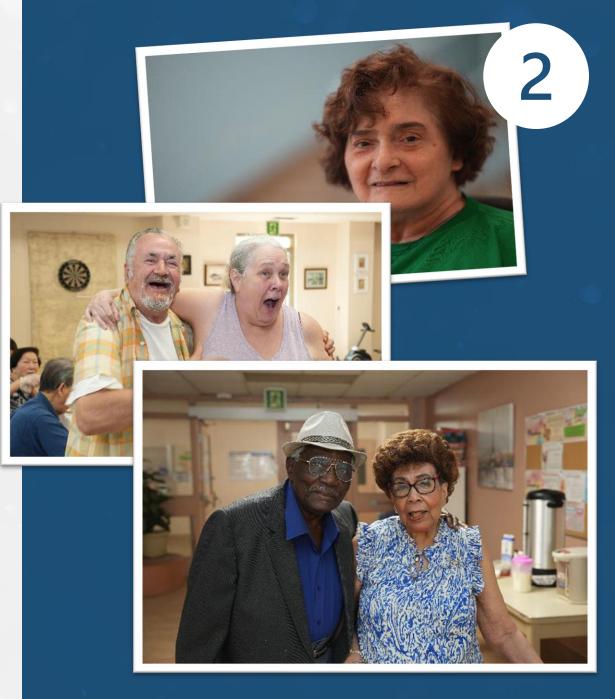


Celebrating staff

- All-staff Event
- Long Service Awards
- United Way Campaign
- Black History Month
- And more....



Module 2: Getting to Know the Tenants Safe, diverse communities



Module 2: Getting to Know the Tenants Safe, diverse communities



TSHC tenants 👸

- Approximately **15,000 senior tenants** in **83 buildings** across Toronto.
- Tenants are aged **59 and older**, with average age of 76.
- High level of **diversity**, including languages, culture, and ability.
- Diverse community of tenants speaking over **55 languages**, with almost 40% who do not speak English as a first language.
- Tenants access information differently and have limited or no access to technology.

Who are our tenants?



Most tenants are women

60% women | 32% men (1% other; 7% no answer)



Tenants are diverse Most (79%) born outside Canada

37% do not speak English White (28%), East Asian (21%), and Black (10%)



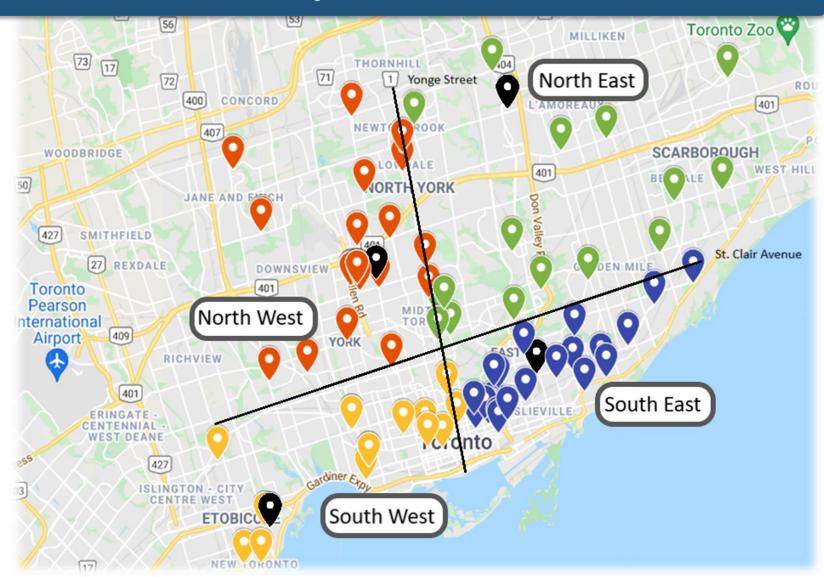
Many tenants have disabilities 51% reported having one or more



Tenants live at TSHC for a long time

42% indicated 10 years or longer

Our buildings





Our portfolio includes 83 buildings organized into four regions. Each region has a dedicated Regional Operations Manager.

Region	Regional Operations Manager		
North West	Lorna Davis		
South West	Réjeanne Weekes		
North East	Michelle Davis		
South East	Lesley Hamilton		

Building information

Toronto Seniors Housing Corporation (TSHC) **Regional Profile**

Toronto Seniors Housing Corporation

North West

Korean Farsi Other

Unit Types	City of Toronto Wards	-ANGERER E	CONCERS WE	Regional Map
Bachelor 2,206 units (61%)	1 Don Valley West		New New C	
1-bedroom 1,429 units (39%)	2 Eglinton-Lawrence	WOODBRIDEL	0 000	
2-bedroom 6 units (0%)	3 Humber River-Black Creek			
3-bedroom 0 units (0%)	4 Toronto-St. Paul's	UMBER SUMMIT	NORTH YORK	
	5 Willowdale	00 0	0 0 0 0 vors &	TSHC Building
nant Age	6 York Centre	GUARRY PLE	CO CO	Community Cen
1626	7 York South-Weston	000000000000000000000000000000000000000		Seniors' Commu
1097 848	TSHC Buildings within House Calls Postal Code(s) 1. 130 Vaughan Rd.			Centre Hospital Library Civic Centre
46 9	2. 55 Outlook Ave.	A 2 Manuel		
Less 60-69 70-79 80-89 90-99 100	3. 1775 Eglinton Ave. W.	00		
than 60 yrs yrs yrs and	4. 193 Wilson Ave.	EDEN EDEN	0.0	
Above	5. 2567 Yonge St.	NE ST CANE PARK	C UNCTION CO	
Preferred Spoken Language	6. 3179 Yonge St.		AUNIVOLIN () LITTLE IT ALS	
English 39% of tenants	Number of Calls for Service (C	ommunity Safety Unit)	Points of Interests	
Russian 13%	Year 2021 2022	% Change 2023 % Change	1 Edithvale Community Centre 7 Thistleto	wn Seniors' Centre
Spanish 6%	Number of Coller 1 200 1 412	(2022) 2023 (2023)	2 Earl Bales Park Senior Centre 8 Etobicok	e General Hospital

	39% of tenants	Number of Calls for Service (Community Safety Unit)			Unit)	Points of Interests			
ı	13%	Year	2021	2022	% Change	2023	% Change	1 Edithvale Community Centre	7 Thistletown Seniors' Centre
1	6%			LULL	(2022)	LOLD	(2023)	2 Earl Bales Park Senior Centre	8 Etobicoke General Hospital
2		Number of Calls	1,389	1,413	2%	1,516	7%		In the second second state of the second
8	3%						8	3 Baycrest Hospital	9 Humber River Hospital (Finch)
	2%							4 Humber River Hospital (Keele)	10 Humber River Hospital (Wilson)
	37%	a second second second second second	Note : The data shown represents the best available information as of September 2024.				ormation	5 York Civic Centre	11 West Park Healthcare Centre
	3 ¹							6 Riverlea Italian Seniors' Centre	12 Northwood Community Centre

What tenants think about us

Image: Non-StructureImage: Non-StructureImage: Non-StructureImage: Non-StructureImage: Non-Structure83% feel
safe in their
home87% feel staff
treat them
with respect82% are proud
to be a tenant
at TSHC90% are happy with
how accessible
units/buildings are

<u>_</u>@__

4 in 5 tenants are

happy with TSHC

services

Improve the tenant complaint

process

X

Toronto Seniors

Housing Corporation

Improve referrals and access to services

Questions?



Module 3: You and TSHC A partnership



Inclusion, Diversity, Equity, and Accessibility

Supports TSHC's commitment to:

- Provide inclusive, diverse, equitable, and accessible opportunities for all staff.
- Create a workplace that represents the diversity of Toronto and the communities we serve.
- Value different viewpoints, unique experiences, and diverse perspectives of our staff who bring new ideas to our business.

Diversity plays a key role in our ability to deliver on our mission of providing clean, safe, and affordable homes for tenants.

IDEA definitions

- Inclusion: Approach that includes all peoples, honouring diversity, talents, beliefs, backgrounds, capabilities, and ways of living.
- **Diversity**: Variety of human experiences, perspectives, and identities.
- Equity: Fair, inclusive, and respectful treatment of all peoples.
- Accessibility: Ensure that facilities, resources, programs, activities, and products are usable by peoples with any type of disability (such as physical, mental, sensory).

TSHC IDEA Strategy



IDEA Strategy

TSHC's three-phase IDEA Strategic Plan details TSHC's core IDEA Pillars, objectives, and initiatives, complete with measurable targets to gauge TSHC's success.

Diversity Lens

Serves as a tool used to guide decision-making on policies, procedures, and programs.

IDEA Committee

The IDEA Committee is a staff-led committee that actively engages with various structures within TSHC that focus on supporting equitydeserving groups, provides valuable insights on IDEA, consults and/or partners with relevant partners as required, and helps refine, shape, and enhance recommendations, priorities, and activities under the IDEA strategy.



IDEA Strategy Roadmap







Immediate Action 2025 - 2026

Foundation Building and Diversity Lens Integration

Expanding and Deepening 2026 - 2027

Enhancement, Engagement, and Diversity Lens Application

Embedding and Sustaining 2027-2028

Integration, Accountability, and Continuous Review

Occupational health and safety

- TSHC is committed to working together at all levels to create and maintain a healthy and safe work environment that addresses risks to the physical and mental wellness of all employees.
- The CEO ensures that appropriate systems are in place to meet legislative requirements and regularly updates the Board regarding the health and safety program.
- Employees apply the skills learned from training to comply with health and safety policies, for their safety and the safety of others.

Occupational health and safety



- The Board and CEO ensure that proper resources are available to create, manage and support health and safety excellence.
- Managers and Supervisors are responsible for Occupational Health and Safety Act and related legislation, policies, and guidelines within their area of responsibility.



• All workers, including suppliers and contractors, must comply with legislation as well as TSHC's health and safety policies and guidelines.

Internal responsibility system







Way of sharing responsibility for health and safety between everyone in the workplace.

Underlying philosophy of the occupational health and safety legislation in Canada. Everyone – workers and employers – are responsible for their own safety and the safety of co-workers.

Joint Health and Safety Committee







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Made up of worker and employer representatives. They are committed to improving health and safety in the workplace. You are responsible for reporting health and safety concerns to your supervisor. If not resolved, you can contact a member of the JHSC to help.

More information available on inHouse intranet.

Workplace incident reporting

- If you are injured or ill due to work, seek appropriate medical attention.
- Tell your manager/supervisor so they can help you and comply with their obligations.
- If you need medical attention, your manager/supervisor will work through documentation with you and guide you through the WSIB process.
- A Workplace Accident and Illness Reporting guide is available on inHouse.

Complying with WHMIS



TSHC is committed to workplace safety and compliance with all applicable regulations, including WHMIS.



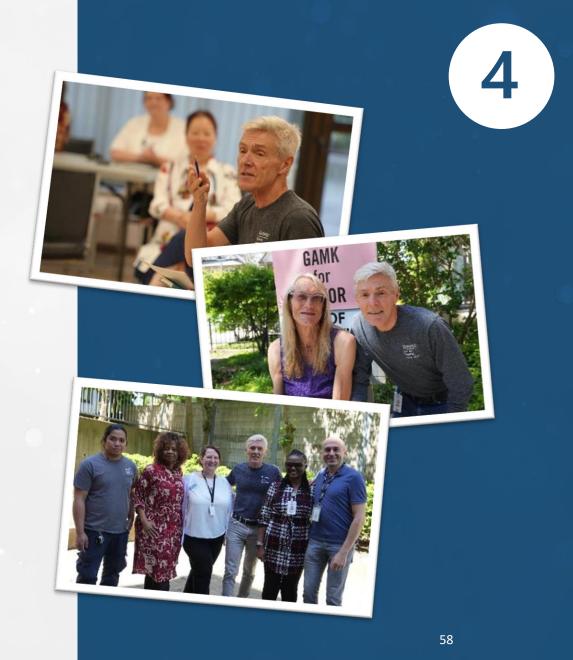
WHMIS is a comprehensive system for the safe handling of hazardous materials in Canadian workplaces.



WHMIS incorporates the Globally Harmonized System (GHS) for classifying and labeling chemicals. <u>Link to</u> <u>pictograms</u>



Workplace hazards include chemical, ergonomic, physical, and psychosocial factors. Module 4: Empowering Tenants Building relationships



Supporting tenants in their homes

- Excellent service with a focus on the unique needs of seniors
- Clean and well-maintained buildings
- Tenancy support
- Service navigation and connections to supports
- Support for tenants at risk or with complex needs

Rent-geared-to-income (RGI)

- Rent-geared-to-income (RGI) is a form of subsidized rent.
- Most TSHC tenants pay RGI.
- Waiting list for RGI housing managed by the City.
- TSHC buildings have a seniors mandate at least one 59+ tenant.

Teams supporting tenants

Building Community Staff

- Senior Superintendent/ Superintendent
- Custodial Maintenance Person 1 (CMP1)
- Cleaner
- Seniors Services Coordinators (SSC)

Supervisor Environmental Health

- Pest Technician (on-site and case management)
- Clerk

Supervisor Complex Tenancies

• Seniors Services Coordinators

Community Programs and Partnerships

- Community Services Coordinators
- Business Planner
- Clerks

Regional Staff

- Regional Operations Manager
- Community Housing Supervisor (CHS)
- Tenant Engagement and Services Supervisor (TESS)
- Building Maintenance Coordinator (BMC)
- Tenant Services Administrator
- Clerk

Business Operations and Compliance Manager

- Supervisor Litigation
- Paralegals
- Clerks
- Intake Specialist

Local 79 and 416 staff

8<u>-</u>8 6 8-8

Tenant and building staff support tenants every day with all needs.

Local 79 Staff: Tenant-support unionized staff.

Includes: Seniors Services Coordinators, Tenant Services
 Administrators, Community Services Coordinators, Clerks, and Intake
 Specialists.

Local 416: Building-maintenance unionized staff.

 Includes: Cleaners, Custodial Maintenance Person (CMP1), Superintendents, Building Maintenance Coordinators, and Environmental Health Unit Inspectors.

Environmental Health Unit (EHU)

- Guides tenants through every step of pest treatment.
- Works closely to support tenants in unit preparation, before and after treatment.
- Continuously improves pest management practices to maximize effectiveness and minimize tenant disruption.

Community Safety Unit (CSU)

- TCHC-based team that promotes safety and security in our buildings and engages tenants in their approach to safety and security.
- Develops partnerships with safety and security organizations in the broader community (e.g., police, emergency, social services).
- Conducts regular patrols, site visits, and safety audits of properties.

Community Programs and Partnerships (CP&P)



The CPP team empowers tenants by:

Needs-Based Programs: Partnering with community organizations to deliver programs that address tenant-identified needs and improve health and well-being.

Tenant-Led Activities: Administering the **Community Activities Fund** (CAF) to support tenant-organized events and activities that foster community and combat isolation.

Tenant Engagement and Volunteerism: Facilitating tenant participation through the Community Connect+ approach to tenant engagement, as well as opportunities to participate in key committees such as the Partnership Table and the Senior Tenants Advisory Committee (STAC).

Supporting tenant programs

We are committed to tenant well-being and connection through:

- Community engagement
- Two-way communication
- Strong partnerships
- Senior education



Supporting tenant connections

- We empower tenants to connect and build community by supporting tenant-led initiatives.
- Community Connect+ (CC+) is our approach to tenant engagement :
 - Building level: Tenant Circles
 - Regional level: Regional Tenant Volunteer Meetings
 - Citywide level: STAC
- The Implementation Table supports the development of CC+



Community Connect+ Tenant Volunteers



Check in

- How is everyone so far?
- Any questions?
- Reactions?
- Any thoughts about the modules or what you have seen so far?



Module 5: Ready, Set, Connect! IT, benefits, and services



How to access in House

Live Demo Or Quick Time Video



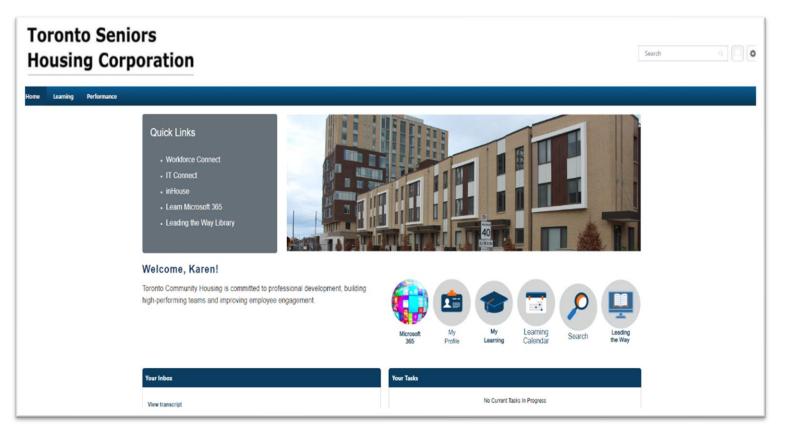
Work-related applications

- Important applications are all available through the TCHC Applications folder on your desktop.
 - HoMES
 - IT Connect
 - Work Force Connect
 - Talent Connect



Talent Connect: your career hub

 Access learning resources and development programs to enhance your skills.



bit.ly/4iEi26A

Online self-directed e-learning

TSHC is a learning organization with many opportunities for growth.

Mandatory Training: includes some training required before starting any duties, such as:

- Health and Safety (WHMIS, Worker Awareness)
- E-Learning Access: includes online training in areas such as:
 - Cybersecurity
 - AODA (accessibility regulations)

Additional Training: depending on your role, may include:

- Leadership Development
- Specific Software
- Technology

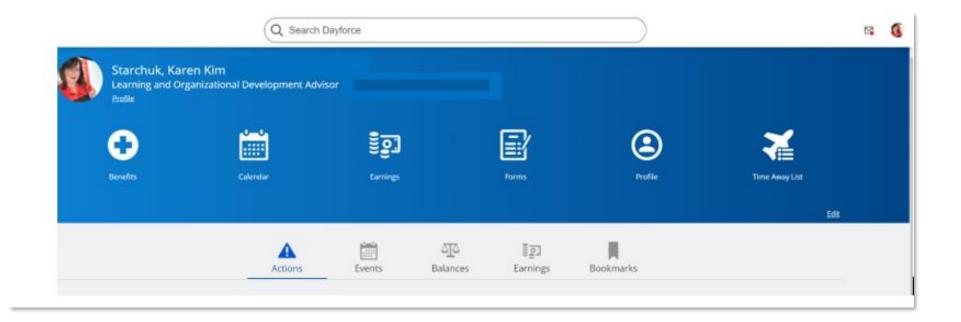
Course Title	People Leaders ¹	ERP People Leaders ²	Individual Safety,
rivacy Policy	1	1	
024 Cyberseounity Awareness* (Curriculum)	1	1	
ire Prevention for Staff	1	1	
tro to Emergency Management*		1	
ire Emergency Procedures*		1	
ybrid Work at TCHC**	1	1	
ieneral Orientation	1	1	
ew Manager's Orientation	1	1	
leaner Training (practical)			
(HMIS (Version 2015)	1	1	
reventing Workplace Violence and Harassment	1	1	
ODA Awareness (Curriculum)""	1	1	
ntario Human Rights Code 101""	1	1	
ccupational Health and Safety Fundamentals for Supervisors	1	1	
uatro Safety Systems & WSIB Claims Management	1	1	

Transcript details

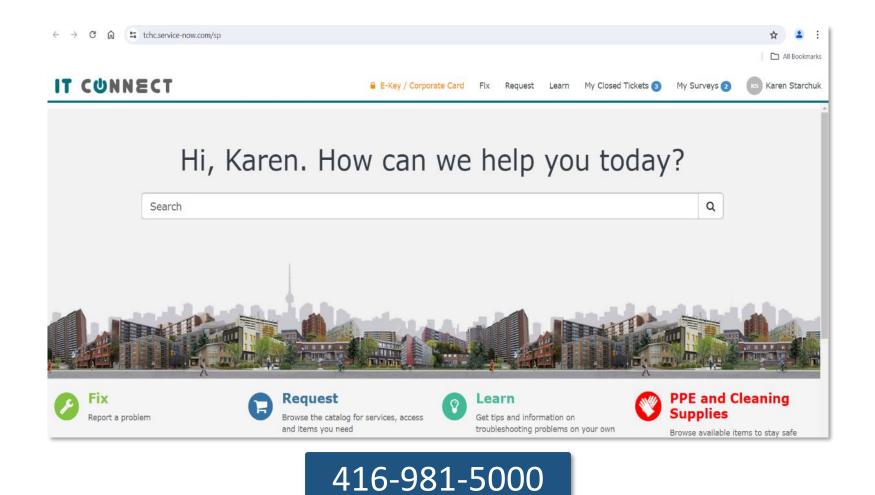


				(()				
Privacy Policy	✓	✓	✓	\checkmark	✓	eLearning	14 days	30m	<u>LMS</u>
2024 Cybersecurity Awareness* (Curriculum)	✓	✓	✓	\checkmark	✓	eLearning	60 days	45m	LMS
Fire Prevention for Staff	\checkmark	✓	✓	\checkmark	✓	eLearning	14 days	10m	LMS
Intro to Emergency Management*		✓	✓	✓		eLearning	14 days	15m	LMS

Dayforce Connect



IT Connect



Your email signature

Open Outlook > New Email > Insert > Signature > Signatures > New

- Font size 14 pt, Calibri
- Add pronouns to your name, such as he/him, she/her, they/them
- Job title
- Preferred contact phone number
- Hyperlinked URL to TSHC website

Find email guidelines on SharePoint: Email

John Smith (he/him) Seniors Services Coordinator

Toronto Seniors Housing 423 Yonge St, Toronto, ON M5B 1T2 C: 416-123-4567 torontoseniorshousing.ca

Toronto Seniors Housing Corporation

Notice of Confidentiality:

The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, re-transmission, dissemination or other use of or taking of any action in reliance upon this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender immediately by return electronic transmission and then immediately delete this transmission including all attachments without copying, distributing or disclosing same.

Think about accessibility

- Use simple language with short words and sentences.
- Dates should include the day of the week.
- Use bold, not *italicization* and <u>underlining</u>.
- Spell out 'and' instead of using '&'.
- Only use ALL CAPITALS for acronyms.
- Use **black** or high contrast text colours; avoid **red** or **green**.
- Use colour outlines of boxes instead of coloured blocks. Only use background colour with very high contrast to your text.

Communications standards

Standard font is Calibri

- 14 pt for non-tenant documents and email
- 16 pt for tenant documents and email
- 20 pt for posters
- 24 pt for virtual PowerPoint 30 point if in-person

Lists

- Use bullets whenever possible; try to keep to 10 as a maximum.
- Only use numbers if there is an order or priority to a list.
- Tables should only be used to present numeric data.

Media protocol

If media arrives at the building or an event:

- Ask for their ID, name(s), affiliation, phone number(s), and the reason for their visit. Confirm if they were invited to the site by a TSHC employee, tenant, or community partner.
- Immediately contact the building's Community Housing Supervisor and the Communications Team at media@TorontoSeniorsHousing.ca.
- No photos or videos are allowed on TSHC-managed property without consent of staff and tenants. This includes common areas, such as entryways and gardens.

If media asks for a comment:

 Thank them for the inquiry without providing any comment, and direct them to: media@TorontoSeniorsHousing.ca

Pension and Benefits Introduction



pronto Seniors

Payroll, pension, and benefits

→ C 🛱 😁 inhouse.torontohousing.ca/Site/view	w.cfm?siteID=5293	
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	on and Benefits	Do you have questions or suggestions about
Payroll, Pension Payroll, Pension This page contains current ye Cross customer service inform customer service information a	and Benefits ear pay dates, Medavie Blue mation and forms, OMERS	CULTURE at TCHC
Payroll, Pension This page contains current ye Cross customer service inform	and Benefits ear pay dates, Medavie Blue mation and forms, OMERS	Do you have questions or suggestions about information on this page?

perkopolis TELUS



OMERS

Medavie Blue Cross



WE'RE THRILLED THAT YOU'RE A MEDAVIE BLUE CROSS MEMBER!

Follow these easy steps to get the most out of your benefits.



Scan the **QR code** above or go to **medaviebc.ca/en/members/welcome** to visit our **Member Welcome Centre**.

Visit our Member Welcome Centre



Download the **Blue Crees Mebile and** or visit the



Download the **Blue Cross Mobile app** or visit the **Member Services Site** to register and access your plan. Use your **Identification Number** and **Policy Number** (found on your member ID card) to register.

- » Submit claims
- » Search benefit details
- » Sign up for direct deposit
- » Access a mobile ID card and more!

Use the same email and password to access both Blue Cross Mobile app and the Member Services Site.

Medavie Blue Cross

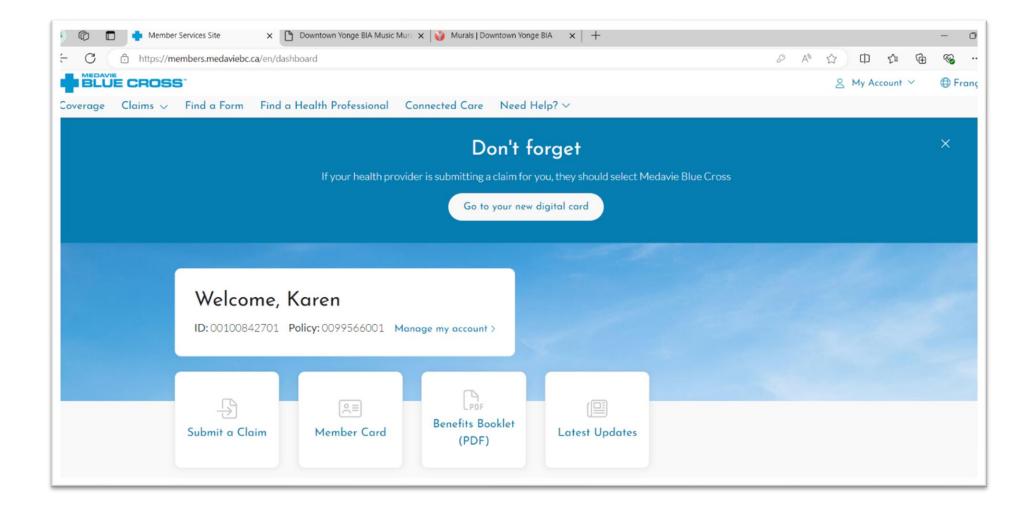
First-time access to the plan member website

- 1. Go to the Medavie Blue Cross website at medaviebc.ca
- 2. At the top right of the page, select Login
- 3. Click Plan Members, then Register Now
- 4. Complete the online registration form (you will need your card)
- 5. You will get an email with a link to activate your account
- 6. Once your account has been activated, use the email and password you set during registration to login

Please note: For security reasons, the plan member website is for use of the cardholder/member only. Dependents and other family members will not have access to the site.

Medavie Blue Cross

BLUE CROSS



Download to your mobile device





bit.ly/3FjoMIL

Employee and Family Assistance Program (EFAP)

Access your Employee and Family Assistance Program (EFAP) 24/7 by phone, web, or mobile app.

- Online: One.telushealth.com
- Call: 1-844-880-9137



Employee and Family Assistance Program (EFAP)

Clinical counselling in more detail.

Our clinical team is equipped to address a broad range of issues that may be impacting you or your family.

Couple/ relationship

- General relationship
- Relationship breakdown
- Separation/divorce
- Intimacy issues
- Communication
- Conflict resolution
- Family planning

- Parenting Child/ adolescent
- behaviour

Family

- Blended family
- Communication
 - Elder-related Extended family
 - relations

Addiction related

- Alcohol
- Drugs •
- · Other's addictions
- Smoking
- Gambling

Work-related

- Workplace performance/ stress
- · Work relationships/ conflict
- Career planning
- Career resiliency
- Retirement planning
- Workplace violence/ harassment

Stress/anxiety

Personal

/Emotional

- Depression
- Suicidal risk
- Self esteem

- Post-trauma support
- Abuse

- Anger issues
- Life stages

Questions?



TSHC Policy Review and Acknowledgement





Toronto Seniors Housing Corporation

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
Employee Code of Conduct Toronto Seniors Housing Corporation policies, procedures, and directives, including the Employee Code of Conduct, are based on our shared values. Respect, Inclusion, Accountability, and Innovation.	Civility is expected by all employees, who should work collegially and resolve conflicts with each other in a constructive and professional manner during their working hours. Harassment, discrimination, or bullying under the Ontario Human Rights Code, Occupational Health and Safety Act, or Toronto Seniors Housing Corporation policy, are prohibited and will not be tolerated.	Toronto Seniors Housing Corporation is committed to fostering a respectful workplace, one that is free of inappropriate behaviour, where employees are entitled to be free of discrimination, harassment, and violence.

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
Employee Conflict of Interest Policy		
This Policy provides guidance on expectations of Toronto Seniors Housing Corporation related to conflicts of interest, including how to identify and resolve a conflict of interest	Employees to be familiar with and understand the provisions of the Employee Conflict of Interest Policy and avoid placing themselves in situations where their private or personal TSHC Employee Conflict of Interest Policy [updated October 7, 2024]	Responsibility of managers and department directors to engage with People and Culture to determine how employees can continue to perform their duties in a way that does not contravene this, Policy.
	interests may conflict with or perceived to conflict with the interests of TSHC. All employees must disclose any	Recommendations will be reviewed and approved by department directors. Contravention of this policy is a serious matter.
	actual or perceived conflicts of interest to their manager or	

department director

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
Workplace Harassment Policy	Workplace Harassment: engaging	Management will investigate and
Committed to providing a work environment free of harassment in	in a course of vexatious comment or conduct against a worker in a	deal with all complaints of incidents of workplace
which all workers are treated with respect and dignity.	workplace that is known or ought reasonably to be known to be unwelcome. Workers are	harassment in a fair, respectful, and timely manner.
In accordance with the Occupational Health and Safety Act, workplace	encouraged to report any incidents of workplace	
harassment will not be tolerated from any person including tenants, other workers, supervisors, and members of the public.	harassment to the appropriate person.	

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Workplace Violence PolicyManagement is responsible for ensuring thatAll workers, tenants, visitors andmeasures and	Policy	Employee	Management
Violence in the workplace is unacceptable from anyone. This policy is in effect at all TSHC workplaces and applies to workers, contractors, tenants, visitors, volunteers, and persons engaged in business withcontractors are expected to refrain from violence or threats against workers of Toronto Seniors Housing Corporation and will adhere to this policy and supporting programprocedures are followed by workers and that workers have the information they need to protect themselves.Nanagement pledges to investigate and deal with all incidents and complaints of workplace	Violence in the workplace is unacceptable from anyone. This policy is in effect at all TSHC workplaces and applies to workers, contractors, tenants, visitors, volunteers, and persons engaged in business with Toronto Seniors Housing Corporation. Everyone is expected to uphold this policy and to work together to prevent	refrain from violence or threats against workers of Toronto Seniors Housing Corporation and will adhere to this policy and	measures and procedures are followed by workers and that workers have the information they need to protect themselves. Management pledges to investigate and deal with all incidents and complaints of workplace violence in a fair and timely manner, respecting the privacy of all concerned as much as possible.

violence incidents must be conducted in accordance with Accident/Incident Reporting Procedure HSW1500.

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
Acceptable Use of Information Technology Policy Technology to be used only for business purposes. Authorized users should request clarification through their manager or supervisor if they have any concerns about compliance.	Any use of TSHC information technology that breaches this policy is a serious matter and may result in discipline up to and including immediate termination of employment for cause. It is prohibited to use information technology resources or post personal information, install software games, engage in online gaming or live chat rooms and use social media. Any communication sent company-wide must be approved by Communications.	TSHC owns any and all information, files, e-mails or documents found on TSHC information technology. TSHC reserves the right to perform user monitoring and reporting to monitor IT activities.

Key Policies

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
Whistleblower Protection Policy The purpose of this policy is to provide guidelines for reporting wrongdoing and to provide reasonable protection from reprise for those persons who, in good fait and with reasonable belief, report wrongdoing in accordance with this policy.	h report to the ethics hotline.	TSHC will not tolerate wrongdoing or reprisals against anyone who reports wrongdoing, and all employees have a duty to report suspected wrongdoing. No employee or Director will take any action in reprisal against a Whistleblower for making, or being suspected of making, a report of wrongdoing under this policy. No employee or Director will take any action in reprisal against any person who participates in an investigation under this Policy.

Key Policies

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
 Fraud Prevention Policy The Policy sets out responsibilities for reporting suspected fraud and provides guidelines for the conduct of investigations. TSHC is committed to protecting its revenue, property, information, reputation and other assets from attempts, by those working for, or on behalf of TSHC, to improperly gain either financial or other benefits to the detriment of TSHC or its interested parties. 	Any employee is required to act with personal integrity, ethics, honesty, and diligence in performing duties, and to safeguard the assets of the corporation. All employees have an obligation to immediately report any activity by a colleague, contractor, or tenant that appears to violate applicable laws, rules, regulations, TSHC Codes of Conduct or policies.	 TSHC's Managers/ Department Directors are responsible for: Promoting ethical conduct and supporting ethical decision-making in their areas of responsibility. Ensuring TSHC employees understand their ethical rights and responsibilities, including their responsibilities under this Policy, and other TSHC policies. Instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriation, and other irregularities.

Key Policies

If you have questions regarding Policies <u>Policy@TorontoSeniorsHousing.ca</u>

Policy	Employee	Management
Health & Safety Policy Statement		
Committed to working together at all levels to create and maintain a healthy and safe work environment that addresses risks to the physical and mental wellness of all employees.	Employees have a corresponding obligation and duty to apply the training and instruction received to comply with health and safety policies for their own protection and the protection of others.	Managers and supervisory staff shall be responsible for compliance with the Occupational Health and Safety Act and related legislation, policies, and guidelines within their area of responsibility.
		This includes the ongoing education, instruction and training employees must receive

about the potential hazards of

the work.

Thank You!

Toronto Seniors Housing Corporation

متشكرم Σας ευχαριστώ 감사합니다 Dziękuję Ci Спасибо 谢谢 Gracias நன்றி Дякую Cảm ơn bạn Merci આભાર Obrigado ευχαριστώ



Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Corporate Governance and Human Resources Committee (CGHRC) Meeting

Meeting Date: June 18, 2025

Item Number: 12

Report Name: Governance Work Plan Update

To: Corporate Governance and Human Resources Committee

From: Director, Strategy and Business Management

Date of Report: June 9, 2025

Purpose: For Information

Recommendation:

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

Reason for Recommendation:

This report provides CGHRC with a progress update on the TSHC Governance Work Plan. The Governance Work Plan actions are incorporated in the 2023-2025 TSHC Strategic Directions and reporting has been included in quarterly updates brought forward to QTEC and Board. The Governance Work Plan includes both time limited and ongoing activities. Some highlights of key activities completed include:

- Board Member Orientation developed, to be further reviewed with consideration for existing Board members as a refresh.

Toronto Seniors Housing Corporation

- Board Committee membership process developed and implemented, will be reviewed in future Committee membership.
- Several Board Governance Policies were reviewed and approved in 2024:
 - Board of Directors Conflict of Interest Policy
 - Board of Directors Code of Ethics and Conduct
 - Director Education and Board Development Policy
 - Board of Directors Reimbursement Policy
 - Board Meeting Procedures

In 2025 the following items will be upcoming:

- Board Skills Matrix and Board Development and Training.
- Meeting Survey questionnaire results to inform future process improvements reported on in this report.
- Governance Best Practices/Standards review.
- Board Committee Terms of Reference Review. There is a separate report for this item at the June 18 CGHRC meeting.
- Select/implement a Board Portal for TSHC (new item for the plan).

In Q3 2025 TSHC plans to schedule a Board Governance workshop for all Board members to review the effectiveness of the Board processes, alignment to Board Responsibilities and Oversight, as well as Governance Principles and Structure. This workshop was originally planned for Q1 2025, however the timing is being re-aligned to address capacity to deliver the workshop and the City of Toronto's process and timing to confirm TSHC Public Board members by October 2025.

Please see Attachment 1 for a detailed overview of all Governance work-plan items.

Board/Committee Post Meeting Survey Results

For several Board and Committee meetings in 2024 members were asked to complete a short post-meeting online survey to gather feedback on elements associated with the planning and experience associated with meetings, looking for areas of opportunity and improvement. A total of 13 Board/Committee meeting surveys were sent with a response rate of 39.7% (31 responses of a possible 78 requests sent) by Board members. It was apparent by mid-September 2024, Board members were less responsive with the surveys, therefore staff discontinued the distribution of the surveys and started to review other options. A summary of the survey results is included in Attachment 2.

Key learnings from the results of the survey included:

- There was general overall satisfaction with the areas including agenda and relevant materials, report quality and Board accomplishments in meetings.
- There were some areas noted in certain meetings where there were opportunities for improvements in meeting facilitation, opportunities to participate in discussions, and preparation of members, although overall these still showed positive results generally.
- A key area for improvement was the experience using technology, which scored lowest in several meetings and overall.

To support meeting processes and building from these results, a few actions have been undertaken:

- Expanded development of Annotated Agenda for all Board and Committee meetings for the Board and Committee Chair to be supported in meeting delivery. This was previously only done for Board meetings. The structure and content of the Annotated Agenda was also expanded to be more complete.

- Continued to review and attend to issues with the online meeting technology and appointment details for meetings, to support ensuring members had the correct link for meetings and were supported with login and any issues accessing WebEx.
- Additional work was undertaken to improve processes for streaming on YouTube and in-meeting switching between public and in-camera sessions.
- More advanced camera (the Owl) and microphone technology was acquired to support improved hybrid meeting capabilities at the corporate offices at 423 Yonge Street.
- ITS support was also extended to be on-site/on-call for Board/Committee meetings to support TSHC in advance and during meetings to address any technology issues as quickly as possible while meetings are in progress.
- Going forward TSHC will be selecting and implementing a Board Portal solution, which should make the technology/online experience for Board members more effective.

At the Board Governance Workshop upcoming later in 2025, there will be further opportunities to also discuss improvements in Board/Committee meeting processes.

Board Portal

Later in 2025 TSHC is also planning to implement a Board Portal, an online application for Board members to get access to Board and Committee related meeting materials as well as provide Surveys for

Toronto Seniors Housing Corporation

Board/Committee meetings. This is expected to streamline access and improve overall management of Board content and processes. TSHC is collaborating with TCHC on the procurement for a Board Portal upcoming. Once a solution is selected, TSHC will work with the Board Portal provider to manage implementation, expected later in the year. Board members will be engaged once a Board portal is selected and we will work with the provider to support orientation and use of the Portal.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

Attachment 1 - Governance Work Plan extract from TSHC Strategic Directions

Attachment 2 – Board/Committee Post Meeting Survey Results

Attachment 1 - Governance Work Plan extract from TSHC Strategic Directions

Enabler: Organizational excellence: To strive for organizational excellence for effective and efficient delivery of our mandate **Initiative:** Implement elements of good governance practices

Action: Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness

Time-limited Activities	Current Timeline	Status	Highlights/Comments
Provide Board members with access to foundation documents	Q1 2023	Completed	Updated materials and content on TSHC website and advised Board members.
Participate in Strategic Financial Sustainability Plan	Q3 2023	Completed	In collaboration with TCHC and the City, provided TSHC information, context and reviewed materials including final presentations and report to Committee and Board.
Develop and implement Board Committee Membership and Chairs Process	Q4 2023	Completed	New Board Committee Membership and Chair Process approved and implemented. Board Committee membership renewed following the new process.
New member orientation	Q4 2023	Completed	New Board member orientation package prepared and delivered for new Board members.
Hire a Board Secretary to manage Board processes and activities	Q1 2024	Completed	Board Secretary hired and on-boarded in February 2024 to manage Board process and activities.
Skills matrix for Board members	Q3 2025	Revised Timeline	Board Director and Education Policy approved and board skills assessment upcoming.
Assess agenda and materials and review committee processes	Q2 2025	Revised Timeline	Revised governance/board policies approved. Board/Committee process improvements implemented with additional planned for Q2 2025.
Select governance best practices standard and governance review	Q4 2025	Revised Timeline	To be considered in 2025. Board to hold a governance session in Q3/Q4 once updated Board membership confirmed.
Full strategic planning process	Q4 2025	Upcoming	To be considered in 2025
Implement a Board Portal	Q4 2025	New - Upcoming	TSHC will be selecting and implementing a new TSHC Board Portal - this is a joint initiative with TCHC to select a portal solution, TSHC will have it's own Board Portal

On-Going Activities	Current Timeline	Status	Highlights/Comments
Governance and internal board support	Ongoing	In Progress	Reviewing meeting processes, updated Board orientation update and Board governance review workshop planned for Q3 2025.
Post meeting questionnaires on meeting effectiveness	Ongoing	In Progress	10 post meeting surveys and 30 total questionnaires completed through Q3 2024. Results to be brought forward for process improvement considerations.
Director development and training	Ongoing	To be started	To be considered in 2025
Oversight of: Risk management, Business Continuity	Ongoing	In Progress	Enterprise Risk Management Framework approved, Enterprise Risk Management Policy approved. Engagement with TCHC on Business Continuity Planning and TSHC work continuing in 2025.
Oversight of: CEO performance	Ongoing	In Progress	2024 CEO Planner developed and performance evaluation completed, 2025 CEO planner developed and mid-year upcoming.
Oversight of: Implementation of Interim Strategic Directions and Quality Improvement	Ongoing	In Progress	Interim Strategic Directions revised to 2023-2025 TSHC Strategic Directions with quarterly reporting. Three Quality Improvement Projects completed, actions reported quarterly and 1 year status report completed.
Tenant Facing Policies	Ongoing	In Progress	Community Activities Fund Policy and Use of Community Space Policy and Tenant Human Rights Policy approved. Policy Management Framework developed with future policy work plan.
Partnership agreements and effectiveness	Ongoing	In Progress	Partnership Agreements and Renewal Process underway, Partnership table established
Review operational information/KPIs	Ongoing	In Progress	TSHC Key Performance Indicators developed, Strategic Dashboard reported quarterly to Committee and Board, posted on website, and Operational Dashboard reported to Committee
Evaluate services with respect to meeting the senior tenants' needs	Ongoing	In Progress	2023/2024 Tenant Experience Survey completed and Action Plan in development. Planning for 2025/2026 Tenant Experience Survey upcoming.

Board/Committee Meeting Dates	The meeting agenda and relevant background materials were provided in sufficient time to prepare for the meeting.	The agenda was clear and realistic for the allotted meeting time.	Reports and materials were clear and focused on important information, the right level of detail, and of good quality.	The experience using technology to access the meeting was effective.	All participants appeared to be prepared for the meeting.	I was satisfied with how the meeting was facilitated.	I was satisfied with my opportunity to participate in discussions and ask questions.	I was satisfied with what the Board or Committee accomplished in this meeting.
Board Meeting - January 4th	4.17	4.17	4.00	4.00	3.50	3.83	3.83	3.83
Board Meeting -February 22nd	4.50	4.25	4.25	3.00	4.25	4.75	3.50	4.50
Board Meeting - July 18th	4.67	4.33	4.00	3.67	3.67	4.67	4.67	4.67
QTEC Meeting - February 5th	5.00	5.00	5.00	4.00	4.50	5.00	5.00	5.00
QTEC Meeting - March 25th	5.00	4.67	4.00	3.67	4.33	4.67	4.33	4.67
QTEC Meeting - July 23rd	4.50	4.00	4.50	4.50	4.50	4.50	4.50	4.50
AFRC Meeting - January 31st	4.33	4.33	4.00	4.33	4.00	4.00	4.33	4.00
AFRC Meeting - April 4th	4.50	4.50	5.00	5.00	4.50	4.50	4.50	4.50
AFRC Meeting - September 3rd	4.25	4.25	4.25	2.50	4.25	4.25	4.25	4.00
CGHRC Meeting - March 18th	4.50	3.50	4.00	3.00	4.00	3.00	2.50	4.00
Overall Rating	4.54	4.30	4.30	3.77	4.15	4.32	4.14	4.37

Attachment 2a - TSHC Board/Committee Meeting 2024 Survey Results Summary (January to September 2024)

Scoring Legend Strong (1 to 5): Disagree	Disagree (2) Neutral (3	Agree (4)	Strongly Agree (5)
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Attachment 2b - TSHC Board and Committee Feedback Survey Response Rate

		# Requested	# Feedback
Meeting	Date	Feedback	Received
Board Meeting	4-Jan-24	9	6
	22-Feb-24	10	4
	18-Jul-24	7	3
QTEC Meeting	5-Feb-24	5	2
	25-Mar-24	6	3
	29-May-24	6	0
	23-Jul-24	6	2
AFRC Meeting	31-Jan-24	8	3
	4-Apr-24	3	2
	12-Jun-24	4	0
	3-Sep-24	5	4
CGHRC Meeting	18-Mar-24	5	2
	12-Jun-24	4	0

Total 13 78 31

Average Response rate: **39.74%**