

Toronto Seniors Housing Corporation

/ ÛομÛοτú\$ DÛΦ\$οΩτΩΌ\$ τΩ\$

! ÑΨτΩ w\$σÛÑοΌ\$σ / ÛΨΨΩύ\$Ψ a\$ΨύΩ° / D I w /

Date: ´ \$ΣΩ\$σ\$τ\$τ\$ WÑΩ\$

Time: μΨ ÛÛ μΨ

Location: ´ \$ö9τ τΩ\$ [ΩΦ\$σú\$τΨ

Item	Time	Description	Action	Type of Item	Presenter
1.	μΨ ΨΩΩ	/ττΩο σ w\$ΨτúοΞσ	ΛΩÛÛοΨτúΩÛΩ	b !	/ττΩο
2.	μΨ ΨΩΩ	[τΩ\$ τΩ\$! ÛοΩΌτΩ ! ΩΌ\$σúοτP ! ΌΞΩÛXΨ\$° \$Ψ\$Ωύσ	b !	b !	/ττΩο
3.	μΨ ΨΩΩ	! μμοÛΦτP ÛÛ tÑöPΩΌ a\$ΨύΩ° ! °\$Ω\$τ	! μμοÛΦτP	! °\$Ω\$τ	/ττΩο
4.	μΨ ΨΩΩ	/ττΩο σ tÛPP ο\$ / ÛΩÛPΩΌú ÛÛ ΛΩύ\$ο\$σú	5\$ΌPτúτúΩÛΩ	b !	/ττΩο
5.	μΨ ΨΩΩ	! μμοÛΦτP ÛÛ tÑöPΩΌ a ΩΩÑύ\$σ ÛÛ / D I w / ÛΨΨΩύ\$Ψ a\$ΨύΩ° ÛÛ a τúΌτ	! μμοÛΦτP	a ΩΩÑύ\$σ	/ττΩο
6.	μΨ ΨΩΩ	! μμοÛΦτP ÛÛ / PÛσ\$Σ a ΩΩÑύ\$σ ÛÛ / D I w / ÛΨΨΩύ\$Ψ a\$ΨύΩ° ÛÛ a τúΌτ	! μμοÛΦτP	a ΩΩÑύ\$σ	/ττΩο
7.	μΨ ΨΩΩ	! ΌúΩÛΩ Λú\$Ψσ w\$ΦΩ\$X	ΛΩÛÛοΨτúΩÛΩ	[Ωσú	/ττΩο
8.	μΨ ΨΩΩ	£{ I / 9ΨμPÛτ\$Ψ 9Ω° τ° \$Ψ\$Ωú {ÑοΦ\$τ	ΛΩÛÛοΨτúΩÛΩ	w\$μÛú	/ τúÛP CoτΩΌσ tτΩPμ wΩΌτ CP\$τ {ÑοΦ\$τ
9.	μΨ ΨΩΩ	£{ I / / ÛΨΨΩύ\$Ψ £\$οΨσ ÛÛ w\$Û\$ο\$ΩΌ\$! Cw/ / D I w / τΩ\$ v£9/	! μμοÛΦτP	w\$μÛú	DoτΩú / ÛÛΩ\$τ

tl°S

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 σ\$σŋŋΩ Ψ\$ΣŋŋΩ° aŋŋŋŋ\$σ ŋŋ bŋφ\$Ψŋ\$σ ŋŋŋΩ° Ωŋŋ\$ ō1\$ /1†ŋo †σΞΣΣ ŋŋo †
 ΨŋŋŋŋΩ ŋŋ †μμoŋφ\$ ō1\$ /D I w/ /PŋσΣΣ σ\$σŋŋΩ Ψ\$ΣŋŋΩ° aŋŋŋŋ\$σ ŋŋ bŋφ\$Ψŋ\$σ
 †σ μo\$σ\$ŋŋΣΣ

Lú Xíσ οξσúφξξ ú'íú ú'íξ /Díw/ /Púσξξ σξσúúΩ ΨξξúΩ° aúúúξσ úú búφξΨöξσ
 Xσξ ξμμοúφξξ ξσ μοξξΩúξξ **Carri**

Carried

ΕΊΣ ὉΨΨΝύύΣΣ οΣΦΝΣΧΣΣ ὕΊΣ ἰῶύῶῶ ΝύΨΨ Ρησύ ἑΩΣ ὕΊΣ σύῑῑσ ὕῖ ὕΊΣ ΝύΨΨ ᾿ ΝύΊ Νῦ ὕΊΣο ἰῶύῶῶ ΝύΨΨ ΣΝσῶΐσσΣΣ ἑΩΣ ὕΊΣ / ὕΨΨΝύύΣΣ σῑῑῑῑΣ ὕΊΣ / ἑῑο μοῦῶΣΣΣΣΣ ὕῖ ΝΣῑ ! °ΣΩΣῑ ἌΨΨ

! ú '1Ş /'1'10 σ 11ΩΦ11'1ú1ú11 D0'1Ωú /'ú1ú1Ş11 XŞ1Ωú '10ú1'1'1 '1'1Ş /D1w/ ' ú0Ξ tP'1Ω
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- [illegible]

- **Q1 (Current Meeting):**

- w\$φη\$X ü ŌŊoo\$Ωú † °\$Ω\$† nú\$Ψσ
- ΛóοüŚŋŌóñüΩ ü ū'† People and Culture Dashboard

- $D\tilde{U}\Phi\Omega\Gamma\Omega\tilde{\Omega}\tilde{S} \times \tilde{U}\tilde{\Theta} \in \mu P\Gamma\Omega \tilde{Y}\mu\acute{S}\Gamma\tilde{U}\tilde{S}$
- $/\tilde{U}\Omega\tilde{U}\Omega\tilde{Y}\tilde{S}\tilde{S} \circ\tilde{S}\Phi\tilde{\Omega}\tilde{S} \times \tilde{U}\tilde{U} \tilde{U}^1\tilde{S} \text{ } t\tilde{S}\tilde{U}\mu P\tilde{S} \text{ } \Gamma\Omega\tilde{S} \text{ } / \tilde{Y}\tilde{P}\tilde{U}\tilde{Y}\tilde{\Theta}\tilde{S} \text{ } 5\Gamma\sigma^1\tilde{\Theta}\tilde{U}\tilde{\Gamma}\tilde{\Theta}\tilde{S}$
- $/\tilde{U}\Psi\P\Omega\tilde{U}\tilde{S}\tilde{S} \text{ } \tilde{U}\tilde{S}\circ\P\sigma \text{ } \tilde{U}\tilde{U} \text{ } \circ\tilde{S}\tilde{U}\tilde{S}\circ\tilde{S}\Omega\tilde{\Omega}\tilde{S}$
- $E\{ \mid E\tilde{U}\circ\tilde{U}\Omega\tilde{U}\tilde{U} \{ \tilde{S}\Omega\tilde{U}\tilde{\Theta}\sigma \mid \tilde{U}\tilde{Y}\sigma\Omega\tilde{\Omega}^\circ \text{ } \tilde{S}\Psi\mu P\tilde{U}\tilde{b}\tilde{S}\tilde{S} \text{ } \tilde{U}\Omega\tilde{\Theta}\tilde{U}\tilde{\Gamma}\tilde{\Theta}\tilde{S}\Omega\tilde{\Omega}^\circ$
- $E\{ \mid P\tilde{S}^\circ \text{ } \Gamma P \text{ } \Gamma^\circ \circ\tilde{S}\tilde{S}\Psi\tilde{S}\Omega\tilde{U}\sigma$

- DŮΦΣοΩ†ΩŮΣ ΧŮΞ μ†Ω Ήμ†ύΣ
- tΣŮμΡΣ †ΩΣ / ΉΡŮΉοΣ Ήμ†ύΣ
- ΛΩ bl†o / 9h μΣοŮŮοΨ†ΩŮΣ μ†ΩΩΣο Ήμ†ύΣ
- CΉοŮ†Σο Ήμ†ύΣο ŮΩ ΡΣ† †°οΣΣΨΣΩŮο

- !ΩΩЙ†P tšŭmPš †Ωś / ЙρŭЙoš Ймś†ŭš
- DŭΦšoΩ†ΩŌš XŭoΞ μP†Ω
- /ŭŌŭΩΩЙśś Ймś†ŭšσ ŭΩ £{ | / Pš°†P†°oššΨšŌŭσ

§ 10

ᾠδὴ ὑψιπύου ὑψίστης / ἡμεῖς μὲν ὄφισσῶσιν ὑμῖν ὑψίστη ὠσηβὺς ἰσχυρὸς ἰσχυρὸς ἰσχυρὸς

! ú'1\$ /1†no σ ΩΦΩú†úúΩ £úΨ ΙΩú\$0 Χ\$Ωú ú'1oúŸ°'1'1no /9h Ÿμ\$†ú\$ '1°'1no'1úΩ°

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- ! ÛÛPPÛX Æμ μÏσ\$ σÏοΦ\$Ï X†σ ÕÕΩ\$ÏÕΩ\$Ω Ω P†ú\$ ΩΩÛÛ ÛÛPPÛXΩ° † ÛÏPP σÏοΦ\$Ï ΩΩ
- £'I\$ σÏοΦ\$Ï '††\$ † σύοÛΩ° μ†ούΩÕμ†úΩΩ ο†ú\$ ÛÛ
- w\$σÏPúσ σ'ÛX †ο\$†σ ÛÛ σύο\$Ω°ú'† †Ω\$ †ο\$†σ Ω\$Ω\$ΩΩ° ΞΨμοÛΦ\$Ψ\$Ωú 'I\$PμΩ° °ÏΩ\$Ω ÛÏúÏο\$ ÛÛÕÏσ †Ω\$ σÏμμÛού ÛÛο \$ΨμPÛÏ\$Ωσ

Cybersecurity Training for Board Members:

- 9Ψμ'1†σ∂σ ũ∂ ũ'1\$ ∂Ψμŭoú†∂Ќ\$ ũŭ Őbѳsoσ\$Őŭŭbı †X†o\$∂\$σσ
- . ũ†o\$ Ψ\$Ψѳsoσ X∂PP o\$Ő\$∂φ\$ †∂ \$Ψ†∂P †ѳŭŭ ũo†∂∂∂∂° o\$ξŭ∂o\$Ψ\$∂σ
- £'1ŭσ\$ X'1ŭ '1†φ\$ ŐŭΨμP\$ŭ\$S\$ \$ξŭ∂P†P\$∂ŭ ũo†∂∂∂∂° \$Pσ\$X'1\$o\$ Ő†∂ σŭѳΨ∂ ũŭo o\$∂Ψѳŭoσ\$Ψ\$∂ŭ

Director Recruitment and New Staff Introduction:

- 5\$†∂∂† 3\$Pŭ∂∂ '1†σ ∂ŭ∂∂\$S †σ ũ'1\$ ∂\$X 5∂o\$Őŭŭo ũŭ 9∂° †°\$Ψ\$∂ŭ ††oŭ∂soσ'1∂μ †∂S / ŭΨΨŭ∂Ő†ŭŭ∂
- hŭŭŭŭŭ†PPbı σŭ†oŭσ ∂∂ !μo∂P ѳŭŭ '1†σ †Po\$†Sbı ѳ\$°ŭ∂ \$∂° †°∂∂° X∂ŭ'1 σŭ†ŭŭ †∂S ŐŭΨΨŭ∂bı °oŭŭμσ
- h∂ѳ†o\$∂∂° ∂σ μoŭ°o\$σσ∂∂° X\$PP

. o\$∂S† ††o∂σ †σΞ\$S ∂ŭ ũ'1\$ \$ΨμPŭbı\$S\$ σŭ∂φ\$bı ũ'1†ŭ X†σ Őŭ∂SŭŐŭ\$S †ŭ ũ'1\$ \$∂S ũŭ ѳ\$∂ŭ ũ†ѳP†ŭ\$S bı\$ŭ †ŭ X†σ Őŭ∂ŭŭoΨ\$S ũ'1†ŭ ∂ŭ '1†σ †∂S †∂ ∂∂ŭso∂†P o\$φ∂\$X X∂ŭ'1 ũ'1\$ P\$†S\$soσ'1∂μ ũ\$†Ψ '1†σ ѳ\$°ŭ∂ †∂S Ψŭo\$ S\$ŭ†∂P\$S ∂∂ŭŭoΨ†ŭŭ∂ X∂PP ѳ\$ σ'1†o\$S X∂ŭ'1 ũ'1\$ ѳŭ†o\$ σŭŭ∂

ˆ ∂ŭ'1 ũ'1†ŭ ũ'1\$ /'1†∂o μoŭŐ\$S\$S\$S ũŭ ũ'1\$ ∂\$bŭ !°\$∂S† †ŭ\$Ψ

Item 10: People and Culture Dashboard

£'1oŭŭ°'1 ũ'1\$ /'1†∂o /†oŭP Co†∂Ő∂σ X\$∂ŭ ũ'1oŭŭ°'1 ũ'1\$ †\$ŭμP\$ †∂S /ŭPŭŭo\$ 5†σ'1ѳŭ†o\$

. o\$∂S† ††o∂σ †σΞ\$S ∂ŭ ũ'1\$ bŭŭ∂φŭP\$∂ŭ /o∂σσ ∂∂ŭsoφ\$∂ŭŭ∂ ũo†∂∂∂∂° ∂σ Ψ†∂S†ŭŭoı ũŭo ũoŭŭ∂P∂∂\$ σŭ†ŭŭ †∂S σŭμsoφ∂σŭoσ †ŭ X†σ Őŭ∂ŭŭoΨ\$S †∂S ∂ŭŭ\$S ∂ŭ ∂σ Ψ†∂S†ŭŭoı ũŭo ũoŭŭ∂P∂∂\$ σŭ†ŭŭ {ŭμsoφ∂σŭoσ †o\$ P∂Ξ\$Pbı ∂∂ŐPŭŭ\$S\$ †∂S ũo†∂∂∂∂° ∂σ S\$P∂φso\$S ∂∂ŭso∂†PPbı ѳbı Ősoŭŭŭ\$S σŭ†ŭŭ C†o\$S\$S !Ψ∂∂ †σΞ\$S ũ'1†ŭ ∂∂ ŭŭŭŭo\$ o\$μŭoŭσ ŐŭŭP\$ ∂ŭ ѳ\$ σ'1ŭX∂ '1ŭX Ψ†∂bı σŭ†ŭŭ '1†φ\$ ŐŭΨμP\$ŭ\$S\$ \$†Ő'1 ũo†∂∂∂∂° o†ŭ'1so ũ'1†∂ ∂ŭσ μP†∂∂\$S ũo†∂∂∂∂° †ŭ X†σ †ŐΞŭXP\$S°\$S †∂S Őŭ∂ŭŭoΨ\$S ũŭ ѳ\$ ∂ΨμP\$Ψ\$∂ŭ\$S ∂∂ ŭŭŭŭo\$ ξŭ†oŭsoPbı ŭμS†ŭ\$σ ũŭ ∂∂ŐPŭŭ\$S ŐŭΨμP\$ŭŭ∂ Ψ\$ŭ∂ŐŐσ

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ΕΊΣ ΨΣΣύΩ° ΧΣΩύ ΩΩύŦ / ΡŦσΣŚ {ΣσσΩŦΩ

[illegible]

Item 16 – 2025 Performance Management Process

ΕΙΣ /ΓΓΟ ΙΞΞΣ ΞΩ Ι ΨΩΩΩ ΩΓΓΩ ΩΓΓ /ΩΩΩΩΩΩ ΔΩΦΩΩΩΩΩΩ ΙΩΣ ΙΨΩ
 ωσΩΩΩΩΩΩ /ΩΨΩΩΩΩΩ ΙμωΩΩΩ ΙΩΣ ΩΩΩΩΨΩΩΩΩΩ ΩΩ ΩΓΓ .ΩΓΩ ΩΩ ΩΩΩΩΩΩΩΩ ΩΓΓ
 τΩΩΩΩΩΨΩΩΩ α ΩΓΓ°ΩΨΩΩΩ τΩΩΩΩΩ Ιω ωΩΩΩΩΩΩΩ

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ἡ δὲ γὰρ ἐκείνη ὥρα οἱ ἀπὸ τοῦ πλοίου ἐβίβαντο καὶ τὴν νύκτα
 ἐπεσκέψατο τὸ πλοῖον· καὶ εὗρεν αὐτὸν ἐκεῖ· καὶ λέγει· τίς σὺ;
 ὁ δὲ ἀποκριθεὶς εἰπὼν· ὁ υἱός σου εἰμι, ἔφη· τί ποιεῖς ἐν τῇ
 νυκτί; ὁ δὲ εἰπὼν αὐτῷ· ἵνα μὴ φοβηθῇς, ὅτι ἐγώ ε�μι· καὶ
 ἄγε, ἕλθε μετ' ἐμοῦ, καὶ ἑστήκει μετ' αὐτοῦ· καὶ ἠγάπησεν αὐτόν,
 ὡς ἑαυτόν· καὶ ἔθηκεν αὐτὸν κεφαλὴν τοῦ πλοίου, ὡς ἑαυτόν·
 καὶ ὁ πλοῖον ἔσωσε· καὶ ἡμεῖς ἐκείνην ὥραν ἐσώθημεν.
Carried

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

Action Item List as of March 2025

Action items				
	Meeting Arising From	Description	Resp	Status
	h00	. o00° σΨΨΩ †ΩΩ††P oΨμ00ú ú0 . 0†oŚ /0ΨΨΩ0úΨΨ 0Ω ΩΩ0ΨΨΩ0Ψσ úoΨΩŚσ 0Ω úΨΩ†Ωú Ψ†Ω†° ΨΨΨΩú μo00Ψσ †ΩŚ Ψ00Ω0†00 0Ω ΕΨΩ†Ωú †ΨΨ†Ω w0°†úσ †0ΨΩ00	Do†Ωú / 000Ψ0	LΩ μo0°oΨσ

Completed Action items				
	Meeting Arising From	Description	Resp	Status
	b0ΨΨΨ0	{ú†00 ú0 0o00° wΨΦΩΨX 0Ω †0ΨΩ0Ψσ	Do†Ωú / 000Ψ0	/0ΨμΨΨ0Ψ
	w0Ψ	ˆ†Ωσ0Ψ0Ψ0ΨX0 to0úΨ000μ0ΨΩ00 ú0 °0 ú0 †Cw/ /0ΨΨΩ0úΨΨ 00o oΨΦΩΨX	/†o0P Co†Ω0Ψσ	/0ΨμΨΨ0Ψ
	w0Ψ	. o00° . 0†oŚ D0ΨΨΩΩ†Ω0Ψ †ΩŚ †Ψ0μΨ †ΩŚ /Ψ0Ψ0Ψ †0ΨΩ0Ψσ 0†0Ξ ú0 . 0†oŚ 00o oΨΦΩΨX ΨΨ000° †ΩŚ 0o00° 0†0Ξ ú0 . 0†oŚ /0ΨΨΩ0úΨΨ 00o †μμo0Φ†P	Do†Ωú / 000Ψ0 /†o0P Co†Ω0Ψσ	/0ΨμΨΨ0Ψ

Toronto Seniors Housing Corporation
/ Όμοιοτύς ΔύφσηοήΩός ής ήΨήΩ wςσΰήοόςσ / ΰΨΨύύςς
αςςύΩ°

Meeting Date: ήΩς

Topic: Ε{ ή / 9ΨμPύβςς 9Ω° ή°ςΨςΩύ {ήοφςβι

Item Number:

To: / Όμοιοτύς ΔύφσηοήΩός ής ήΨήΩ wςσΰήοόςσ / ΰΨΨύύςς / D ή w /

From: / ήοP CoήΩός 5ωόςόύό tςΰμPς ής / ήPύήος

Date of Report: ήΩς

Purpose: Cύο ΩύΰόΨ ήύΰΩ

Recommendation:

Λύ ω οςόΰΨΨςςςς ύ'ή ή ύ'ής / Όμοιοτύς ΔύφσηοήΩός ής ήΨήΩ
wςσΰήοόςσ / ΰΨΨύύςςςς οςόςφς ύ'ής Ε{ ή / 9ΨμPύβςς 9Ω° ή°ςΨςΩύ {ήοφςβι
ΰό ΩύΰόΨ ήύΰΩ

Background

CύPPύXΩ° ύήο 9ΨμPύβςς 9Ω° ή°ςΨςΩύ σήοφςβι ή μήPς σήοφςβι X ήσ
όΰΩςήόύςς Ω w ήή ήβι

Ε'ή μήομΰςς ύΰ ύ'ής σήοφςβι X ήσ ύΰ °ςύ ή όςύύςο ήΩςςοσύήΩςΩ° ύΰ ΨΰόPς
σ ήύσΰ ήόύΰΩ ής ΰφςοήPPς Ω° ή°ςΨςΩύ ήόΰύ XύοΞΩ° ή Ε{ ή /

Λύ ήPςΰ ΰΰήσςς ύΩ ύήο οςσΰPύς ύόΨ ύήο P ήσ σήοφςβι Ω σΰ Xς όήΩ
ήσςςσ ύήο μού° οςςς ής όΰΩύΩής ύΰ Ψ ής ΨμPύφςΨςΩύς

Ε'ΙΣ σ'ΗοφΣβι Χ'τσ Θ'ΰΩΣ'Η'Ο'ύΣΣ' ΰοΰΨ W'τΩ'Η'τobi W'τΩ'Η'τobi ΰΰ
ΨΣΨδΣοσ ΰΰ ΰ'Ηο Χ'ΰοΞ'ΰ'ΰο'Ο'Σ' μ'τ'ο'ύ'Ω'Ω'μ'τ'ύ'ΣΣ' ΩΩ' ύ'ΙΣ' σ'ΗοφΣβι οΣσ'Η'Ρ'ύ'Ω'° ΩΩ'
τΩ' ΰ'ΦΣο'τ'PP μ'τ'ο'ύ'Ω'Ω'μ'τ'ύ'ΰ'Ω' ο'τ'ύ'Σ' ΰΰ Φσ ΩΩ' Ε'ΙΩσ ΡΣΦΣΡ' ΰΰ
μ'τ'ο'ύ'Ω'Ω'μ'τ'ύ'ΰ'Ω' 'τ'σ μ'ο'ΰ'Φ'Ω'ΣΣ' τ' σ'τ'ύ'Ω'σ'ύ'Ω'τ'PPβι σ'Ω'° ΩΩ'ΰ'Ω'τ'Ω'ύ' σ'τ'Ψμ'ΡΣ' σ'ΩαΣ

wΣσ'Η'Ρ'ύ'σ' 'τ'ΦΣ' δΣΣΩ' ύ'τ'δ'Η'Ρ'ύ'ΣΣ' τ'ΩΣ' οΣμ'ΰ'ο'ύ'ΣΣ' ΰΩ' Ψ'Η'Ρ'ύ'Ω'μ'ΡΣ' ΰο'° τ'Ωα'τ'ύ'ΰ'Ω'τ'P
ΡΣΦΣΡ'σ' 5Σ'ύ'τ'Ω'ΡΣΣ' ΩΩ'ΰ'ΰ'ο'Ψ' τ'ύ'ΰ'Ω' Ωσ' Θ'ΰ'Ω'ύ'τ'Ω'Ω'ΣΣ' ΩΩ' ύ'ΙΣ' τ'ύ'τ'Ω'τ'Ω'ΣΣ' σ'Η'ΨΨ'τ'obi ύ'τ'τ'ύ'
'τ'σ' δΣΣΩ' μ'ο'ΰ'Φ'Ω'ΣΣ' δβι ΰ'Ηο σ'ΗοφΣβι μ'τ'ο'ύ'Ω'Σο

{ΗοφΣβι Ι'Ω'° 'τ'ΡΩ'° 'τ'ύ'σ' ΩΩ'Ο'Ρ'Η'ΣΣ'

Engagement h'ΦΣο'τ'PP ΣΩ'° τ'°ΣΨΣΩ'ύ' ο'τ'ύ'Σ' Χ'τσ Φσ ΩΩ'
δ'τ'σΣΣ' ΰΩ' ύ'ΙΣ' ΡΩΞΣΡΩ'τ'ΰ'ΰ'Σ' ύ'τ'τ'ύ' ΰ'Ηο ΣΨμ'Ρ'ΰ'βιΣΣσ' Χ'ΰ'Η'Ρ'Σ' οΣ'Ο'ΰ'ΨΨΣΩΣ' Ε{ Ι / τ'σ
μ'Ρ'τ'Ω'Σ' ΰΰ Χ'ΰ'ο'Ξ' Ε'ΙΩσ οΣσ'Η'Ρ'ύ' Ωσ 'τ'Ω'° 'τ'Σο' ύ'τ'τ'Ω' ΩΩ'Σ'Η'σ'ύ'obi Θ'ΰ'Ψμ'τ'ο'τ'ύ'ΰ'οσ
μ'Ρ'τ'Ω'Ω'° Ε{ Ι / ΩΩ' ύ'ΙΣ' ΰ'ΰ'μ' μ'Σο'ΰ'ΰ'ο'ΨΣο' Θ'τ'ύ'Σ'° ΰ'obi

Endorsement h'ΦΣο'τ'PP ΣΩΣ'ΰ'οσΣΨΣΩ'ύ' ο'τ'ύ'Σ' Χ'τσ 'ΗΩ'Ο'τ'Ω'°ΣΣ' ΰοΰΨ
δ'τ'σΣΣ' ΰΩ' ύ'ΙΣ' ΡΩΞΣΡΩ'τ'ΰ'ΰ'Σ' ύ'τ'τ'ύ' ΰ'Ηο ΣΨμ'Ρ'ΰ'βιΣΣσ' Χ'ΰ'Η'Ρ'Σ' οΣ'Ο'ΰ'ΨΨΣΩΣ'
ύ'ΙΣ' σΣο'Φ'Ω'Ω'Σσ' ύ'τ'τ'ύ' ΧΣ' μ'ο'ΰ'Φ'Ω'ΣΣ' ΰ'Ηο' ύ'ΣΩ'τ'Ω'ύ'σ' Ε'ΙΩσ οΣσ'Η'Ρ'ύ' Ωσ 'τ'Ω'° 'τ'Σο' ύ'τ'τ'Ω'
ΩΩ'Σ'Η'σ'ύ'obi Θ'ΰ'Ψμ'τ'ο'τ'ύ'ΰ'οσ μ'Ρ'τ'Ω'Ω'° Ε{ Ι / ΩΩ' ύ'ΙΣ' ΰ'ΰ'μ' μ'Σο'ΰ'ΰ'ο'ΨΣο' Θ'τ'ύ'Σ'° ΰ'obi

Satisfaction h'ΦΣο'τ'PP τ'ΦΣο'τ'°Σ' ΰΰ τ'Ο'ο'ΰ'σ'σ' τ'PP Θ'ΰ'οΣ' ξ'Η'Σ'σ'ύ'Ω'Ω'σ' ο'τ'ύ'ΣΣ' ΰΩ' τ'
μ'ΰ'Ω'Ω'ύ' σ'Ο'τ'ΡΣ' 'ΗΩ'Ο'τ'Ω'°ΣΣ' ΰοΰΨ h'ΦΣο'τ'PP τ'ΦΣο'τ'°Σ' ΰΰ ΰΩ'
Ο'Η'σ'ύ'Ψ' ξ'Η'Σ'σ'ύ'Ω'Ω'σ' ΣΣσ'Ω'°ΩΣΣ' ΰΰ ΨΣ'τ'σ'Η'οΣ' μ'ο'ΰ'°οΣσ'σ' ΰΩ' σ'ύ'Ω'ΣΩ'°ύ'τ'σ' τ'ΩΣ'
τ'οΣ'τ'σ' ΰΰ ΰ'μ'μ'ΰ'ο'ύ'Η'Ω'Ω'ύ'βι Ε'ΙΩσ οΣσ'Η'Ρ'ύ' Ωσ 'τ'Ω'° 'τ'Σο' ύ'τ'τ'Ω' ΩΩ'Σ'Η'σ'ύ'obi
Θ'ΰ'Ψμ'τ'ο'τ'ύ'ΰ'οσ

! σΗΨΨ†οβι ŮŮ ŮΦ\$ο†ΡΡ †ο\$†σ ŮŮ σŮο\$Ω° Ů'Ι ΩΩŮΡŮ\$Σ\$

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

! σΗΨΨ†οβι ŮŮ Ů'Ι\$ ŮΦ\$ο†ΡΡ †ο\$†σ ŮŮ ŮμμŮοŮŮΩΩŮβι ΩΩŮΡŮ\$Σ\$

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	-

Next Steps – Action Plans

‘ Σ τοΣ ΩύΧ τó ú‘1Σ τóύúúΩ μΡτΩΩΩΩ° σύτ°Σ α τΩτ°Σοσ τΩΣ {ΨμΣοΦησúοσ
‘1τΦΣ ΨΣú Χú‘1 ú‘1Σηο σýτúú úú σ‘1τοΣ úΣτΨ οΣσΨΡúσ τΩΣ ° τó‘1Σο τΣΣúúúúτΡ
ηΩúúοΨτúúúΩ τóúΨú ‘1úΧ úú Ψτúúúτúη ηΨμóúΦΣ τΩΣ ΣΩ‘1τΩóΣ στúúσúτóúúúΩ
ΡΣΦΣΡσ Ε‘1ησ ηΩúúοΨτúúúΩ Χτσ ΨσΣΣ úú ηΣΣΩúúúηι μοηúοηúηι τóúúúΩ ηύΣΨσ
úúο Στó‘1 μΡτΩ ! úúúτΡ úú τóúúúΩ μΡτΩσ ‘1τΦΣ óΣΣΩ óúΨμΡΣúΣΣ
óúΨμοησηη° úú τóúúúΩ ηύΣΨσ τóοúσσ Ε{ I /

/ τóúΡ CoτΩóησ

5ηοΣóúúο τΣúμΡΣ τΩΣ /ΨΡúΨοΣ

List of Attachments:

Ε{ I / .úτοΣτοΣσΣΩúτúúúΩ Φ

**Toronto Seniors
Housing Corporation**

2025 Pulse Survey

Ερωτηματολόγιο Συμμετοχής / Συμμετοχικό Ερωτηματολόγιο / Συμμετοχικό Ερωτηματολόγιο
Συμμετοχή

A photograph of a modern, multi-story apartment building with a light-colored facade and numerous windows. The building is partially obscured by a solid blue overlay. In the foreground, there are trees and a sidewalk. The text "Survey Background" is centered over the image in a large, white, sans-serif font.

Survey Background

Who is Flex Surveys?

- ✓ CPŞb {ЙoΦŞbσ ρσ † őŰЙúΞЙŞ oŞσŞ†oŎ' ŰoΨ ú'†ú
σµŞŎŰ†PŰaŞσ ρŰ úŞ†Ψ ΨŞΨŎŞo σЙoΦŞbσ
- ✓ t'ŰPŰµ wŰŎ' PŞ†Ś †ŎŎŰЙŰú Ψ†Ű†°Şo XŰú' bŞ†oσ
ŞbµŞoŰŞŰŎŞ ŎŰŰŚЙŎŰŰŰ° úŞ†Ψ ΨŞΨŎŞo σЙoΦŞbσ

Survey Confidentiality

100% Confidential

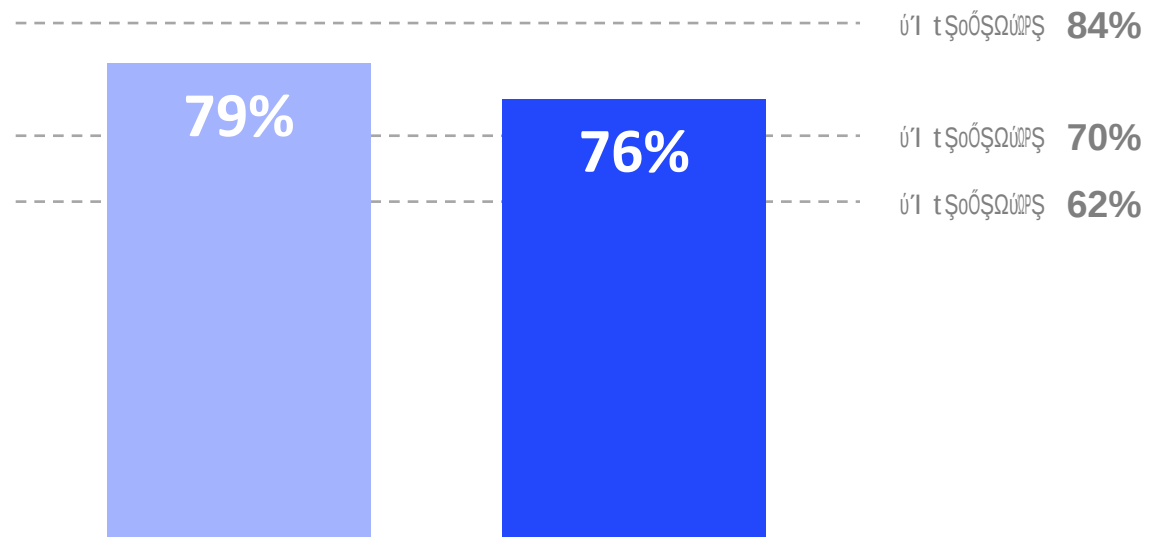


- ✓ wξσŲPύσ ΧΩΡΡ ŲΩΡЫ δξ μοϋΦΩΣΣΣ ŲŲο °οϋŲμσ ŲŲ οξσμϋΩσξσ
- ✓ bŲ ŲΩξ ΩΩŲPŲΣΩΩ° CPξb 1ξσ ξŲŲξσσ ŲŲ ξΩЫ ŲŲ ú1ξ οξX Σξúξ
- ✓ bŲ μξοσϋΩξP ΩΩŲŲοΨ ξúΩŲΩ ησ σύŲοξΣ ξPŲΩ° σΩΣξ οξσμϋΩσξσ

Survey Background

Στοιχεία έρευνας	Jan 15 - Jan 29, 2025
Μέθοδος αλληλεπίδρασης	Online
Αριθμός συμμετεχόντων	298
Αριθμός ερωτηματολογίων	225
Αριθμός ερωτηματολογίων που συμπλήρωσαν	5+

Participation Rate



A photograph of a modern, multi-story apartment building with a light-colored facade and numerous windows. The building is partially obscured by a solid blue overlay. In the foreground, there are trees and a paved area. The text "Employee Engagement" is centered over the image in a large, white, sans-serif font.

Employee Engagement

Employee Engagement

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0 § Ö Ü Ψ Ψ § Ω Ś £ { | / ı σ † **Place to Work**



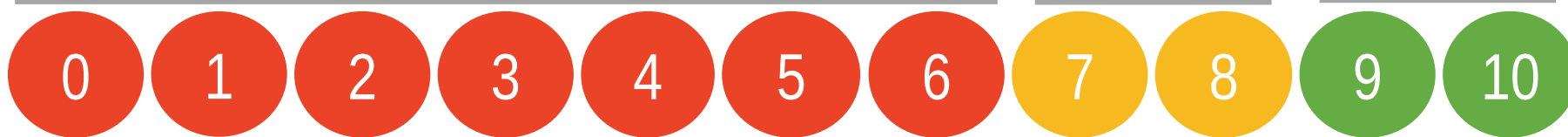
Employee Engagement

‘ 1 1ú 0σ ú‘1\$ PΩΞ\$PΩ‘1ÜÜŚ ыÜЙ ХÜЙPŚ
0\$ŎÜΨΨ\$ΩŚ £{ I / 1σ 1 **Place to Work**

DETRACTORS

PASSIVE
PROMOTERS

PROMOTERS



2023

18%

34%

48%

2025

19%

30%

51%

■ Detractors (0s through 6s)

■ Passive Promoters (7s & 8s)

■ Promoters (9s & 10s)

Employee Engagement

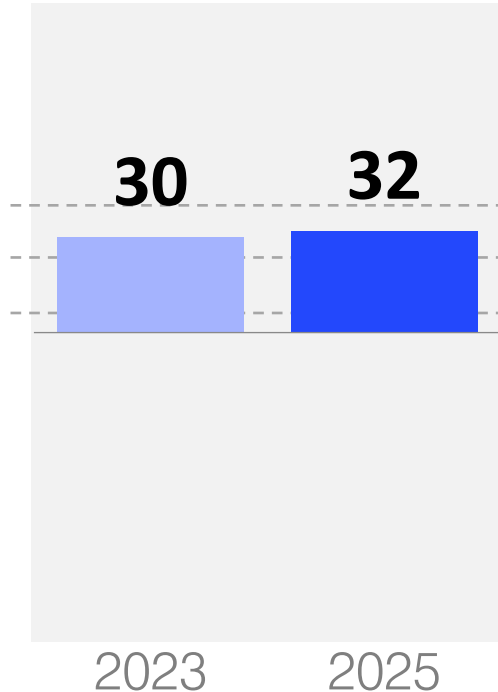
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o § Ō Ů Ψ Ψ § Ω Š £ { | / ł σ ł **Place to Work**



NPS

τοῦ Ψύχους

5 Σὺ οὐκ ὄνεις

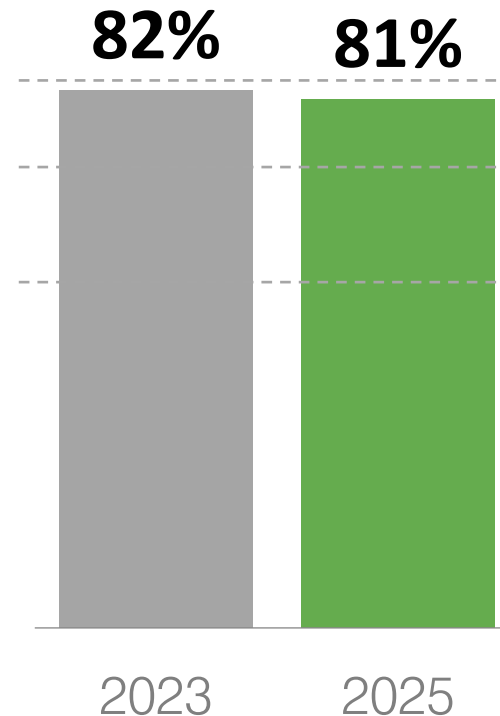


ὕ'Ι t̪ʰoŋ̊ʂoŋ̊ɸ̊ʂ **38**
 ὕ'Ι t̪ʰoŋ̊ʂoŋ̊ɸ̊ʂ **21**
 ὕ'Ι t̪ʰoŋ̊ʂoŋ̊ɸ̊ʂ **3**

% Engaged

$$t \nmid \sigma \sigma' \Omega \Phi \zeta \sigma$$

τοΰ Ψΰύςος



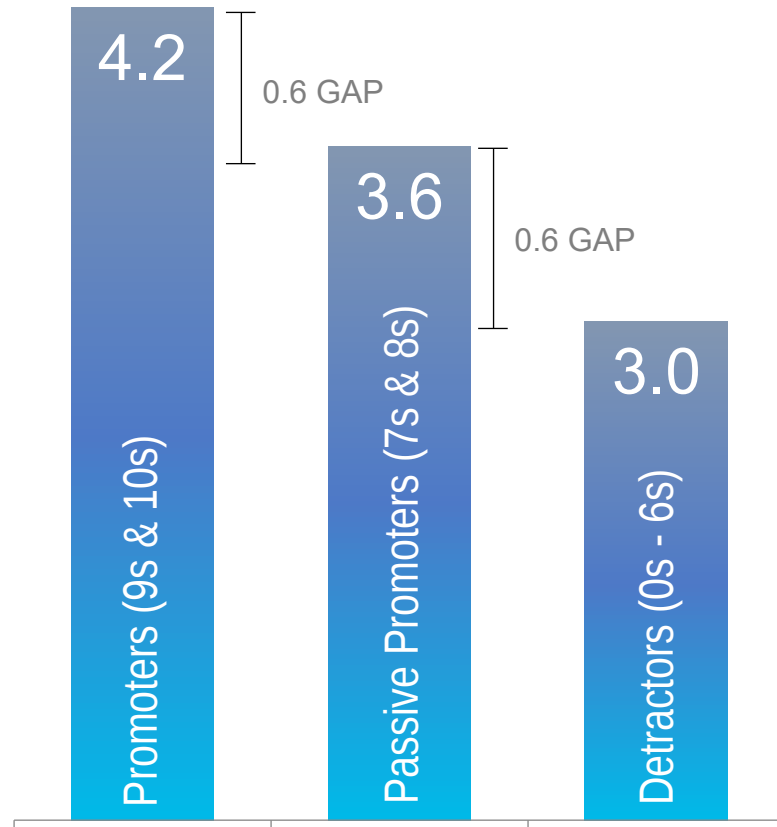
ʊʼl tʂoʔʂʌwʌpʂ **83%**
 ʊʼl tʂoʔʂʌwʌpʂ **73%**
 ʊʼl tʂoʔʂʌwʌpʂ **60%**



Employee Engagement

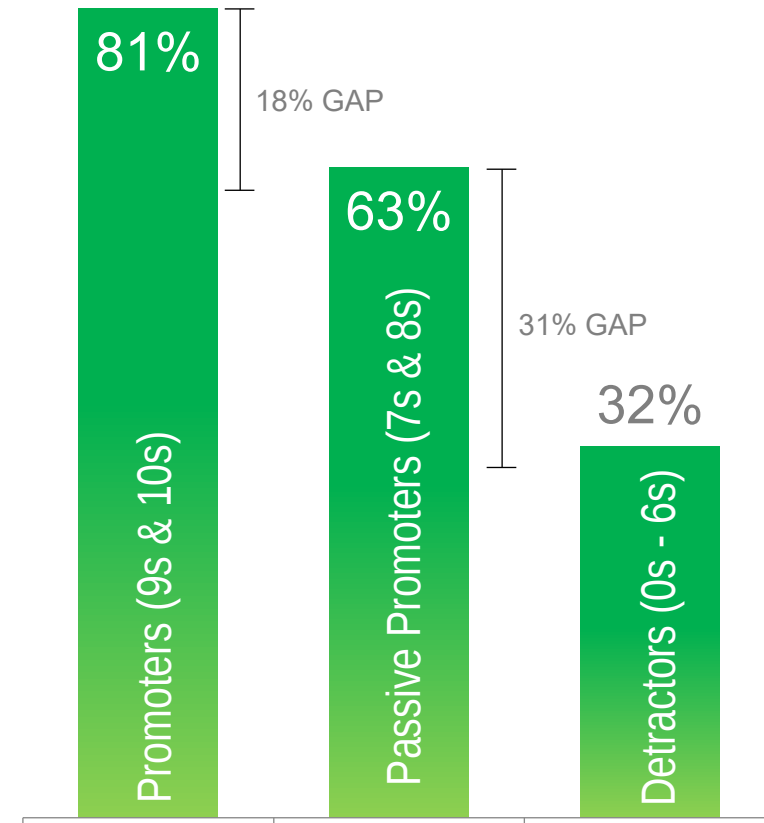
hφ\$otPP !φ\$ot°\$σ

!φ\$ot°\$ w\$σμtΩσ\$σ tΩ tΩtΩ {tP\$



tΩσtΩtΩφ\$σ

w\$σμtΩσ\$σ tΩ σ σ



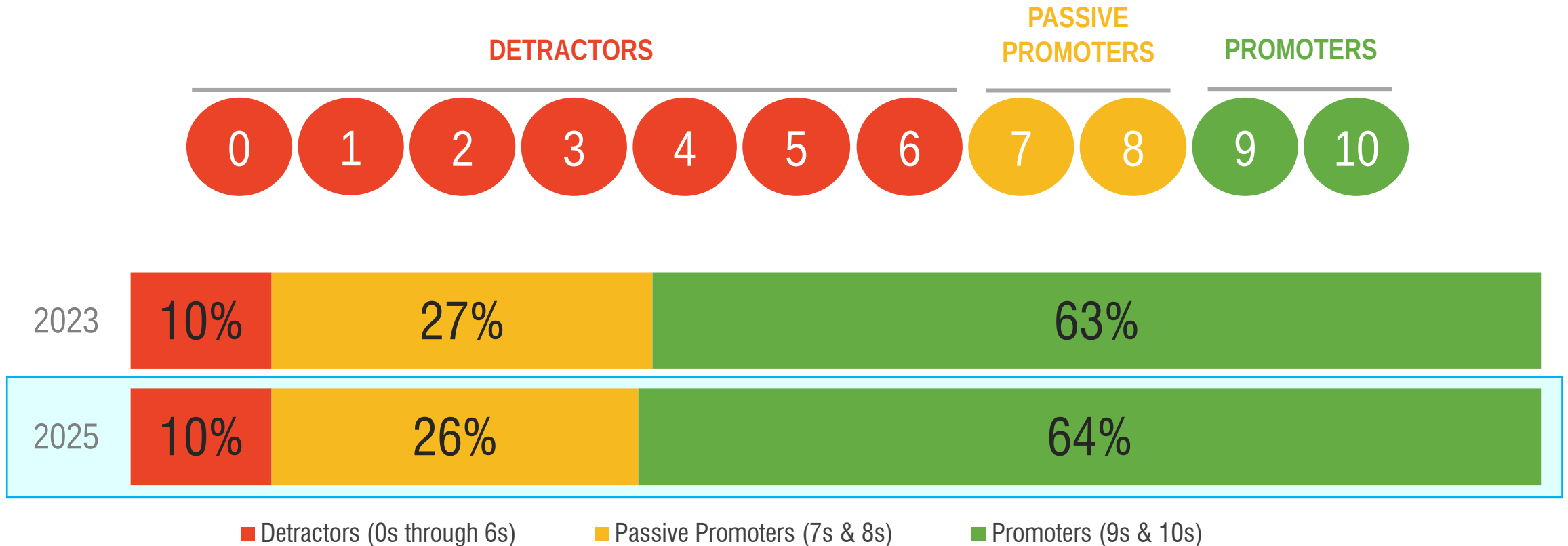
Employee Endorsement

I believe in the services $\acute{\alpha}\lambda\lambda\acute{\alpha}$ X $\acute{\alpha}$
μολύσας $\acute{\alpha}\lambda\lambda\acute{\alpha}$ $\acute{\alpha}\lambda\lambda\acute{\alpha}$ $\acute{\alpha}\lambda\lambda\acute{\alpha}$ (Quality, Value, etc...)



Employee Endorsement

I believe in the services of the XΣ
μouφίςς üŃo úΣΩ+Ωúσ (νŃ+PQúYI, 3+PŃΣ, ΣúŌ...)



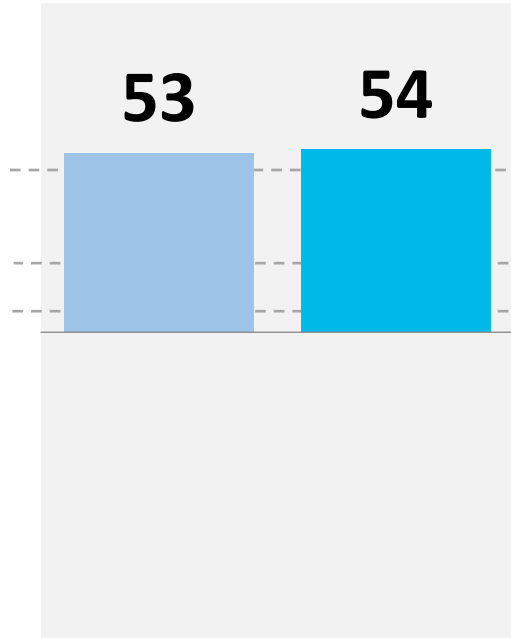
Employee Endorsement

I believe in the services **ύ'λ λύ ΧΣ**
μoύφλςς ύ'λo ύςΩλΩς (ν'λ'PQύλ, 3 λ'Pλς, ςύ'λ)



NPS

τούψύύςοο 5ςςολ'όύύοο



2023

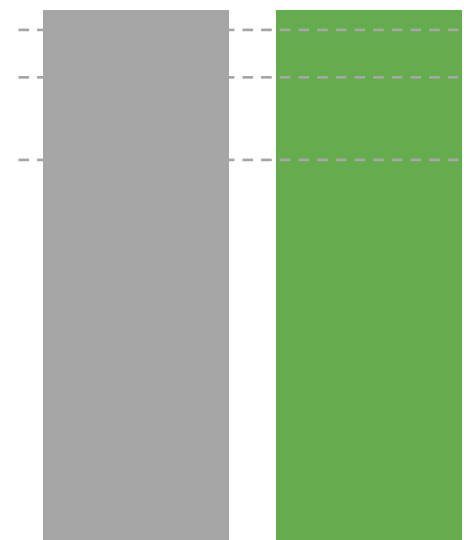
2025

% Endorsed

t λςσλφςς τούψύύςοο



90% 90%



2023

2025

ύ'λ tςoόςΩύ'λPς 87%

ύ'λ tςoόςΩύ'λPς 81%

ύ'λ tςoόςΩύ'λPς 70%

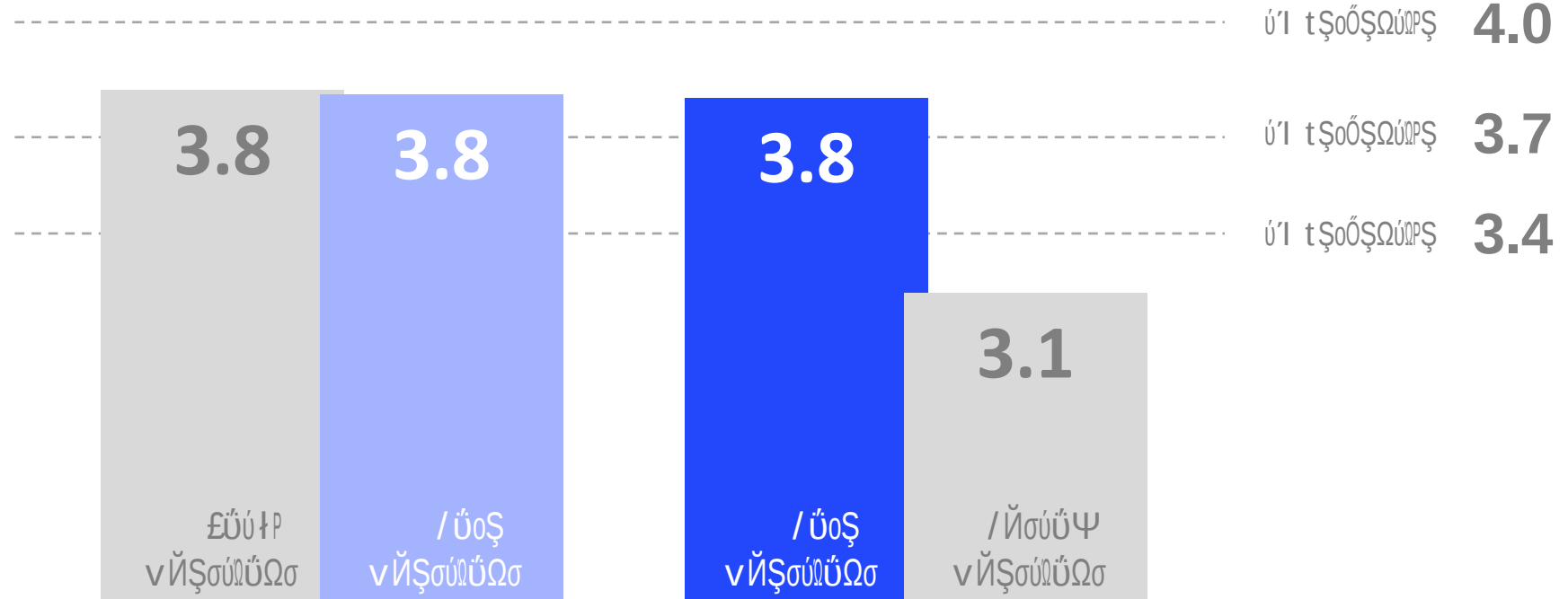
A photograph of a modern, multi-story apartment building with a light-colored facade and numerous windows. The building is partially obscured by a solid blue overlay. In the foreground, there are trees and a paved area. The text "Employee Satisfaction" is written in large, white, bold letters across the center of the image.

Employee Satisfaction

Overall Satisfaction

Overall Average

! φξο† °ξ wξσμύΩσξσ ύΩ tύΩΩύ {Ό†Pξ

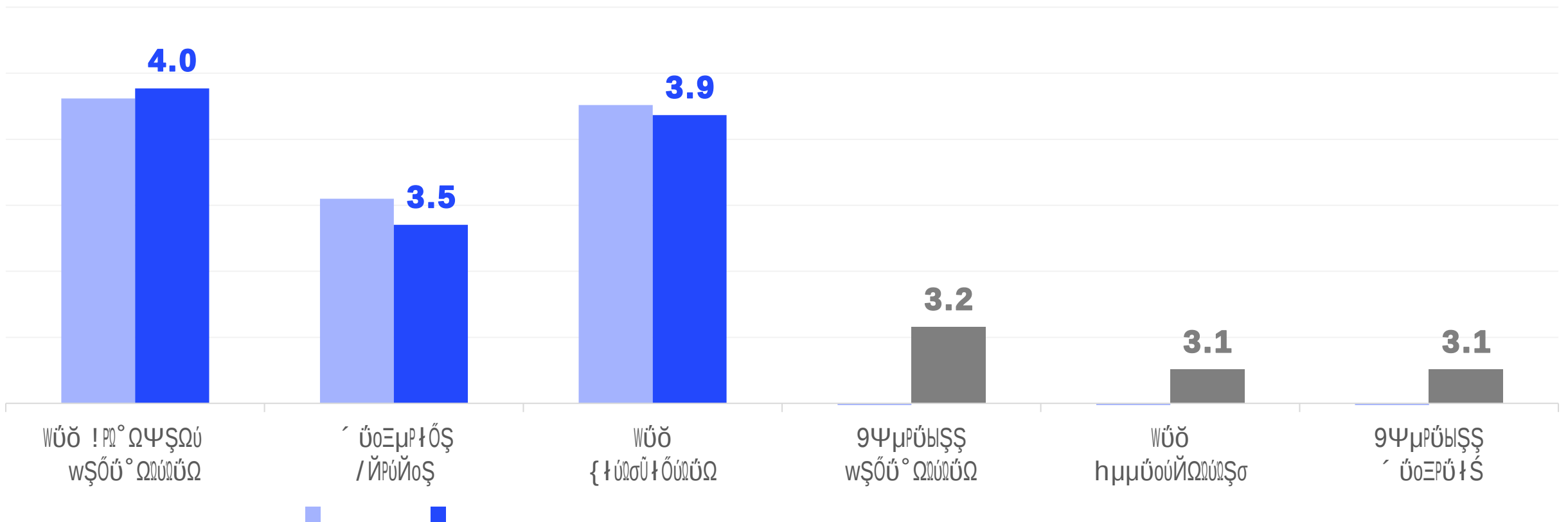


Section Averages

/ύο\$ νΉ\$σύνύΩσ

/ΉσύνΨ νΉ\$σύνύΩσ

bύύ ΛΩΌΡΉ\$ΣΣ Ω hφ\$otpp !φ\$ot°\$



Top Performing Areas

£h t t\$ oũũoΨΩ° ! o\$ t σ	! φ°	! φ°
L ΞΩũX X' t ú ησ ζ̣μ\$ Ōú\$Ō ũΨ\$ t ú XũoΞ		
L tΨ μοũŃŚ úũ XũoΞ t ú £{ I /		
L μP t Ω ũΩ ŌũΩúΩŃΩ° Ψbl Ō t o\$Ōo XŃú' I £{ I / ũũo t ú P\$ t σú Ψũo\$ bl\$ t σ		
LΩ Ψbl oũP\$ L ' t φ\$ ú' I\$ ũμμũoũŃΩúbl úũ Śũ X' t ú L Śũ ō\$σú \$φ\$obl Ś t bl		
L ' t φ\$ ú' I\$ ũμμũoũŃΩúbl úũ σ' t o\$ Ψbl ú' I ũŃ° ' t úσ t ΩŚ ŃŚ\$ t σ		

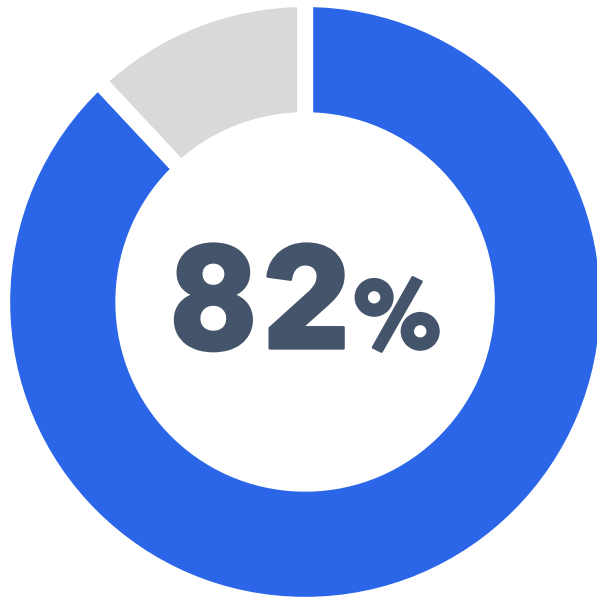
Bottom Performing Areas

! o\$†σ ũũ hμμŭούŦΩŭυι	! ϕ°	! ϕ°
a bi \$σμ†ούΨ\$Ωú '†σ \$ΩŭŦ° ' \$ΨμPŭbi\$σ ú ũ '†Ω\$P\$ ũŦo XŭoΞPŭ†\$		
L ϕ\$ σ\$σΩ μoŭ° o\$σσ ΩΨμoŭϕ\$Ψ\$Ωú Ω XŭoΞPŭ†\$ ũϕ\$o ú'†\$ μ†σú ΨŭΩú'†σ		
L Ψ †X†o\$ ũũ ú'†\$ †ŎŭŭΩ μP†Ωσ ũŭŎŦσ\$Ŧ ũΩ Λŭŭ ŭμμŭούŦΩŭŭ\$σ		
L Ψ †X†o\$ ũũ ú'†\$ †ŎŭŭΩ μP†Ωσ ũŭŎŦσ\$Ŧ ũΩ \$ΨμPŭbi\$σ XŭoΞPŭ†\$		
L Ψ †X†o\$ ũũ ú'†\$ †ŎŭŭΩ μP†Ωσ ũŭŎŦσ\$Ŧ ũΩ \$ΨμPŭbi\$σ o\$Ŏŭ° ΩŭŭŭΩ		

The background of the slide is a photograph of a modern, multi-story apartment building. The building has a light-colored facade, numerous windows, and balconies with dark railings. It is situated in an urban environment with trees and a sidewalk visible in the foreground. The entire image is covered with a solid blue semi-transparent overlay.

Qualitative Feedback

Summary Statistics



% of Respondents
Commented



754

Total Comments

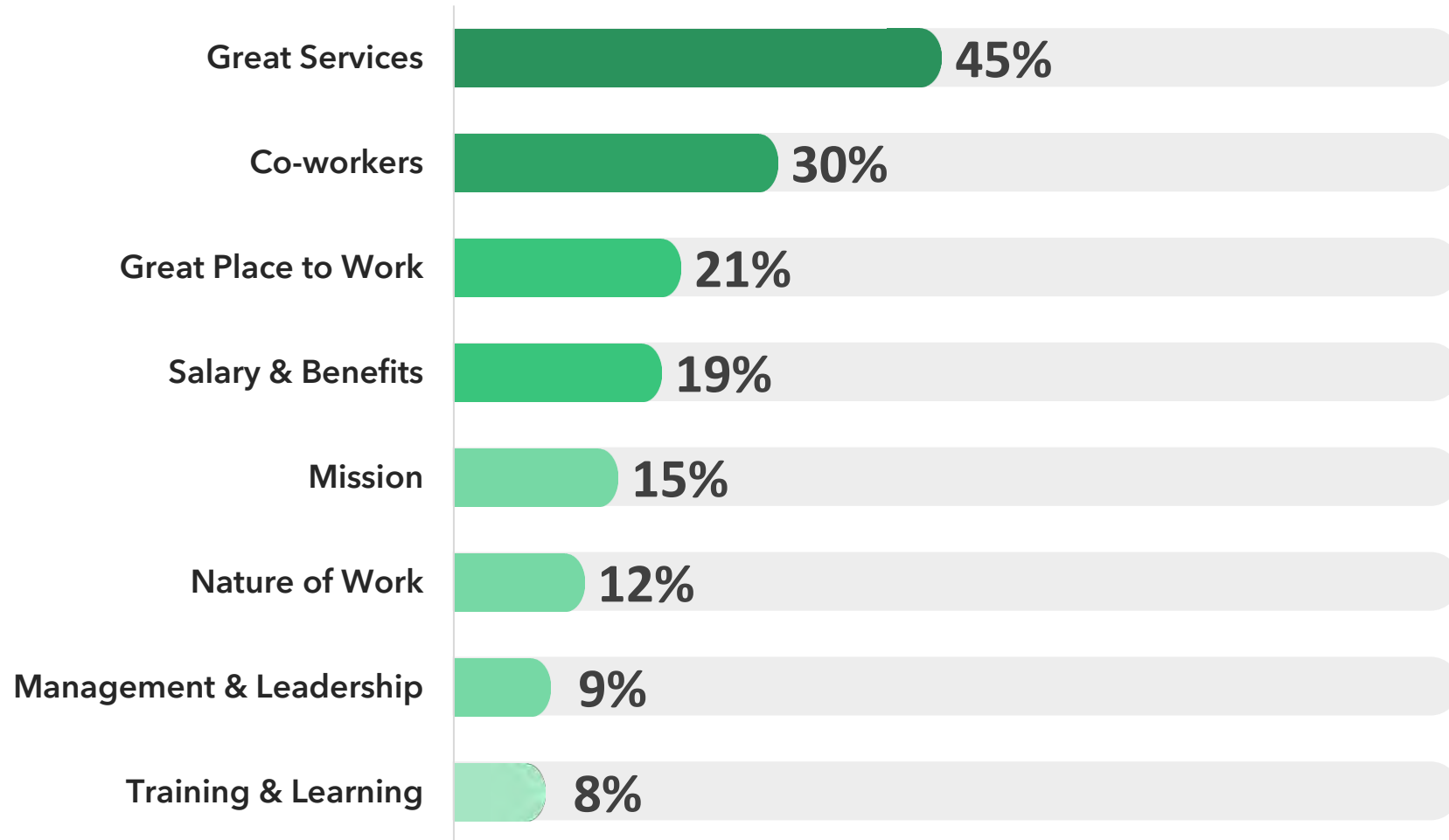


3.3

Comments
Per Respondent

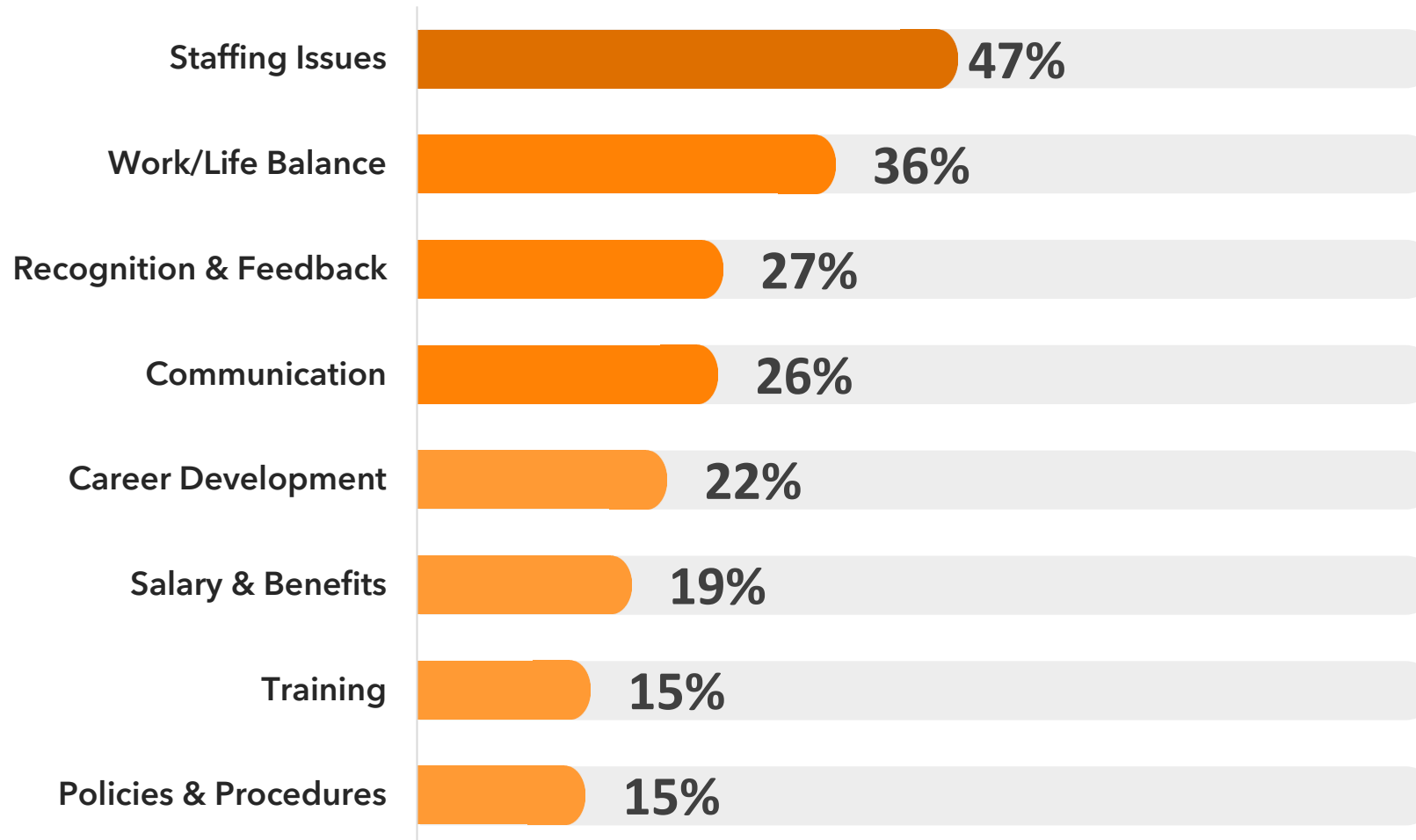
Positive Feedback (major themes)

- 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

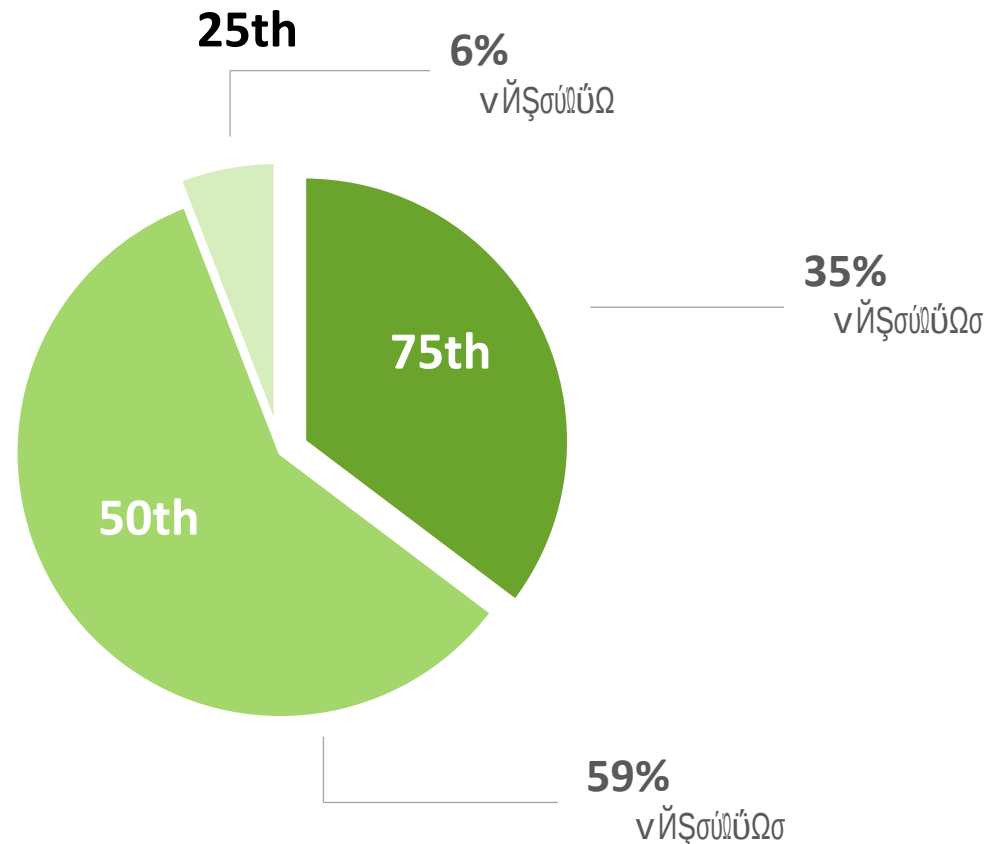


A photograph of a modern, multi-story apartment building with a light-colored facade and numerous windows. The building features balconies with dark railings. In the foreground, there are trees and a paved area. The entire image is covered with a semi-transparent blue overlay. The text "External Benchmarks" is centered in white, bold, sans-serif font.

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

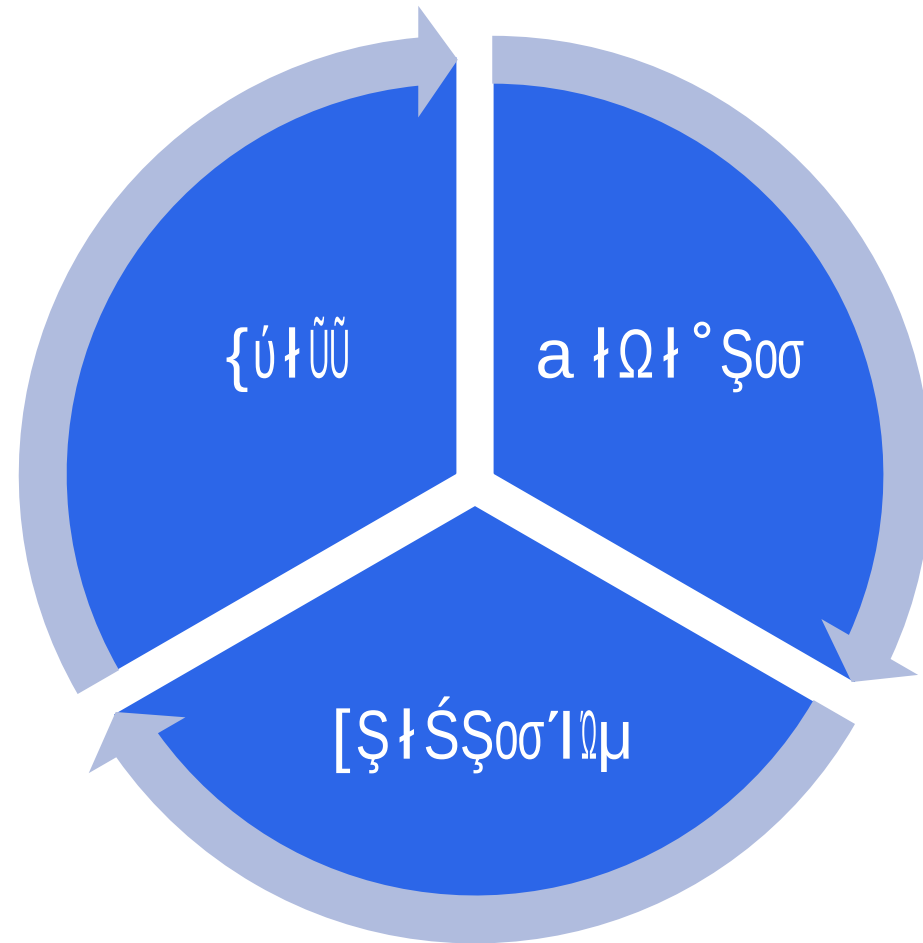
	Benchmark Rank
¹ In my role, I have the opportunity to do what I do best every day	75th
² I know what is expected of me at work	75th
³ I have the opportunity to share my thoughts and ideas	75th
⁴ I have the tools and resources I need to do my job well	50th
⁵ Employee efforts and achievements are recognized 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
¹¹ 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
¹⁴ I receive regular constructive feedback on my overall job performance	50th
¹⁵ I am proud to work at TSHC	75th
¹⁶ In the past 12 months, TSHC has improved for the better	50th
¹⁷ I plan on continuing my career with TSHC for at least 2 more years	75th

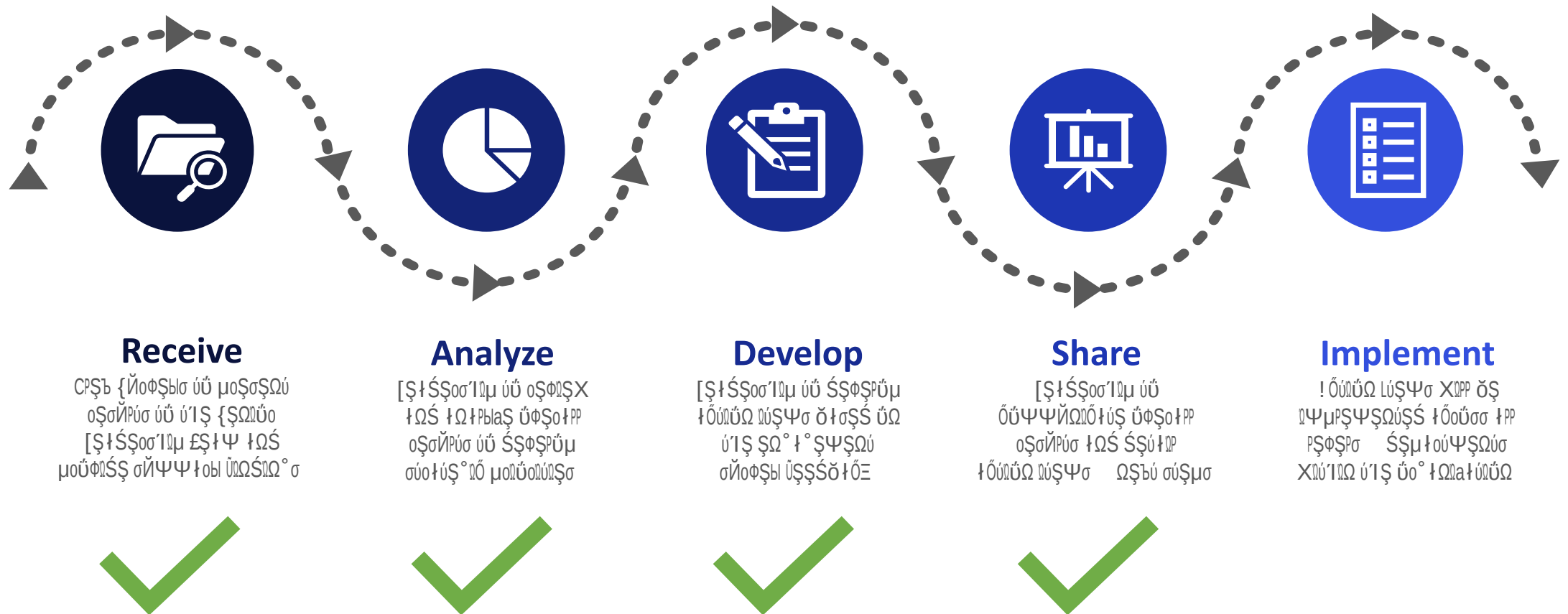
The background of the slide is a photograph of a modern, multi-story apartment building. The building has a light-colored facade, numerous windows, and balconies with dark railings. It is situated in an urban environment with trees and a sidewalk visible in the foreground. The entire image is covered with a semi-transparent blue filter. Overlaid on this background is the text 'Action Planning Process' in a large, white, sans-serif font.

Action Planning Process

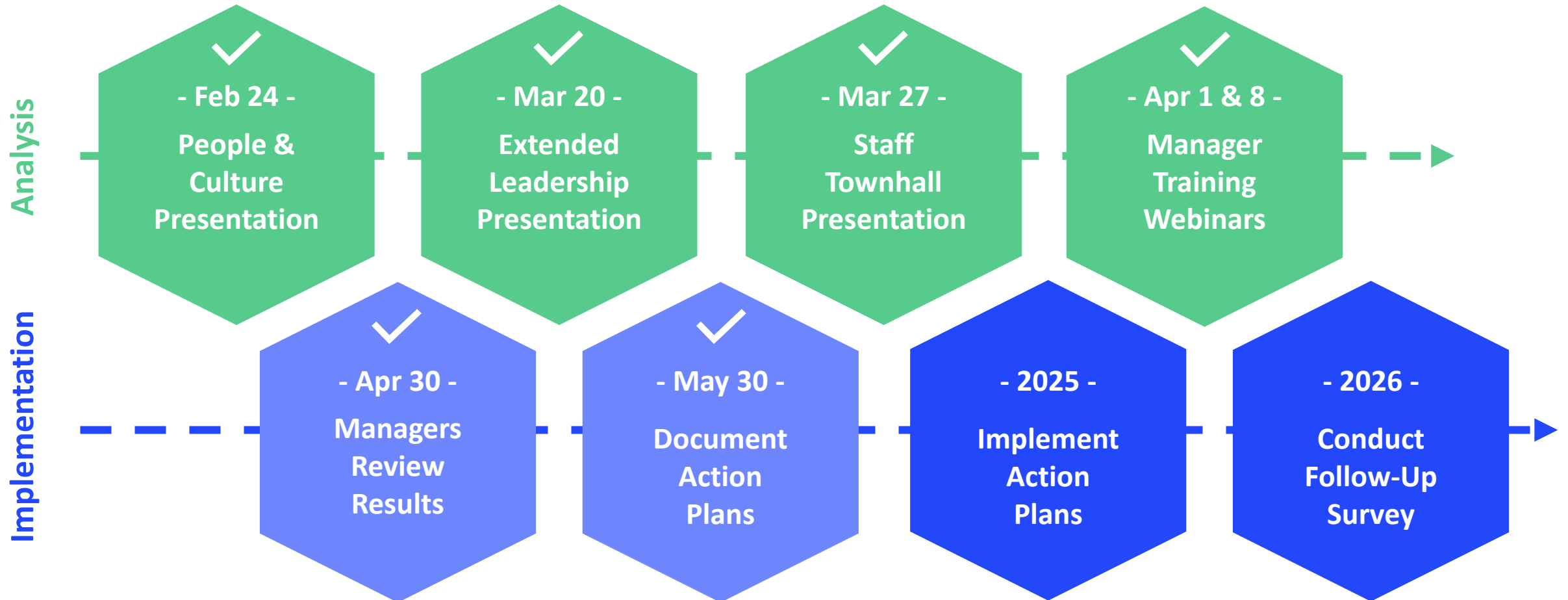
Blended Implementation



Timeline of Next Steps



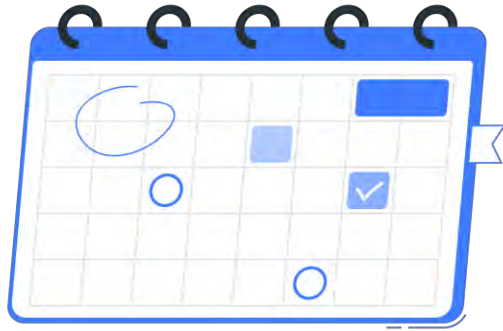
Timeline of Next Steps



The background of the slide is a photograph of a modern, multi-story apartment building with a light-colored facade and numerous windows. The building is partially obscured by a solid blue overlay. In the foreground, there are trees and a paved area, possibly a walkway or courtyard. The text is centered over the image.

2025 Action Item ~Update~

Action Plans



23

Action Plans
Created or
In Progress



50

Action Items
Across the
Organization

Action Plans

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

A photograph of a modern, multi-story apartment building with a light-colored facade and numerous windows. The building features several balconies with dark railings. In the foreground, there are trees and a paved area. The entire image is covered with a semi-transparent blue overlay.

**Any
Questions?**

Toronto Seniors Housing Corporation (TSHC)
/ Όμοιοτύς ΔύφσηοήΩός ήός ήΨ ήΩ ψςσΰήοόςσ / ύΨΨύύςς
/ D I w / aςςύΩ°

Meeting Date: ΨήΩς

Topic: ψςφλςΧ ύΰ Ε{ I / / ύΨΨύύςς ΕςοΨσ ύΰ ψςΰςοςΩός

Item Number:

To: / Όμοιοτύς ΔύφσηοήΩός ήός ήΨ ήΩ ψςσΰήοόςσ / ύΨΨύύςς

From: ΔοήΩύ / ύΰΰςβι 5ηοςόύύο {ύοήύς°βι ήός .ήσΩςσ α ήή°ςΨςΩύ

Date of Report: ΨήΩς

Purpose: Ούο ! μμοΰφτ

Recommendation:

Λύ ησ οςόΰΨΨςςςς ύ'ήύ ύ'ής / Όμοιοτύς ΔύφσηοήΩός ήός ήΨ ήΩ
ψςσΰήοόςσ / ύΨΨύύςς / D I w / ήμμοΰφς ήός οςόΰΨΨςςςς ύ'ήύ ύ'ής
. ύήός ύΰ 5ηοςόύύοσ

- ! μμοΰφς ύ'ής Ε{ I / ! ήςύ ΩήήΩός ήός ψσΞ / ύΨΨύύςς ΕςοΨσ ύΰ
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Reason for Recommendation:

Σμῦν οςφλX ὕ ὕ'Ι Ε{ I / / ὕΨΨῶς ΕςοΨσ ὕ ὕΨῶςΩς ὡ Χτσ ὡῦς ὕ'Ι τὸ σῦΨς ῥῶς Χςος ὡςῥῥ ὕ ὕ ὕσῶςΩς Ι ὡς σῦΨς 'ὕΨςῥῥῥῥ

Ε'Ις ΕςοΨσ ὕ ὕΨῶςΩς Χςος ὕ ὡς Ι ΠΠΙ τμμοῦφς ὡ Πτῦς ῥτοΠΙ
Χ'Ις Ε{ I / Χτσ ὕ ὡς Ι ΠΠΙ ῥσῦῥΠσ'Ι ὕ / ὕΨΨῶς ὕ ὕ'Ις . ὕτος
! Ψῶς ὕΨσῦΨς οςφλX ὕ ὕ'Ις ΕςοΨσ ὕ ὕΨῶςΩς ὡ σῦΨς'Ι ὕ ὕ ὅς
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Toronto Seniors Housing Corporation (TSHC)

Audit, Finance and Risk Committee

Terms of Reference

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

Purpose

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.

- o 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:
 - o Governance
 - o External
 - o Regulatory and Compliance
 - o Financial and Investment
 - o Operational
 - o 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-~~o~~-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 (TSHC)

Audit, Finance and Risk Committee

ΕΣΟΨσ Ὡ ὠΣῶΣΟΣΩΌΣ

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

Purpose

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Accountability

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Responsibilities

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Applicable Policies and Documents

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Committee Membership

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

ΕΣΟΨσ ὀῖ wῖῖῖῖῖῖῖῖ

(Approved by TSHC Board on November 23, 2021)

Purpose

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Accountability

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Applicable Policies and Documents

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Committee Membership

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Committee Performance

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Meetings, Meeting Schedule and Frequency

ԷՂՏ / ԵՄՓՊՆՍՏՏ ՓՏՏՍՈ ԻՍ ՔՏԻՍՈ ՃԻԽՈՍՏՈՔԻ ԷՂՏ / ԵՄՓՊՆՍՏՏ ՓԻԵ ԾՂԵՍՏՍ ՍՄ ԴԵՔՏ ԻՏՏՈՒՄՈՒՔ ՓՏՏՍՈՂ՝Ս ՈՒ ՈՒ ԾՍՈՏՏՏՈՍ ՍՂՏՓ ՈՏՈՏՏՈՒԵԻ ՄԻՈ ՈՒ ՍՄ ԾԻՈՈԵԻ ՄԻՈ ՈՒՍ ՕՏՄՈՂՈՐՈՐՈՒՏՏ ՏՄՍՏՈՒՓՔԻԵԻ
ԱՏՏՍՈՂ՝Ս ԾԻՈ ԾՏ ԴՏՔՏ ԻՍ ԻՈԵԻ ՍՈՓՏ ԻՈՏ ՄԻԾՏ ԻՍ ՏՏՍՏՈՓՈՏՏ ԾԵԻ ՈՒՍ ՓՏՓԾՏՏ ՄՈՒՓՈՏՏՏ ՈՒՍՈՒՏ
ԵՄ ՏԻՈՂՂ ՓՏՏՍՈՂ՝Ս ՈՍ ԾՓՏՈ ՍՄ ՏԻՈՂՂ ՓՏՓԾՏՏ ԵՄ ՍՂՏ / ԵՄՓՊՆՍՏՏ ԱՏՏՍՈՂ՝Ս ՓԻԵ ԾՏ ԴՏՔՏ ԾԵԻ
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ՍՈ ԸՈ ԴՈՍ ՍՈ ԴՏՈ ԻԾՏՈՒՏՈՒՏՈՒՏ ԵՈՒՏ ԵՄ ՍՂՏ ՏՈՏՈՒՍՈՍ ՍԴԻՔԻ ՄՈՏՈՒՏՏ ԻՍ ԻՔԻ ՓՏՏՍՈՂ՝Ս ԵՄ ՍՂՏ ԾՍՓՊՆՍՏՏ

ԼՈ ՍՂՏ ՏՓՏՈՒՍ ԵՄ Ի ՓՍՍՏ ՍՂԻՍ ՕՏՏԻՔՍ ԸՈ Ի ՍՈՏ ՍՂՏ / ԴԻՈ ԵՄ ՍՂՏ / ԵՄՓՊՆՍՏՏ ԴԻՍ Ի ԾԻՍՈՂ՝Ս ՓՍՍՏ

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ԱՈՂԻՍՏ ԵՄ ՓՏՏՍՈՂ՝Ս ՄՔԻ ԻՓԻՔԻԾՔՏ ԵՄ ՍՂՏ . ՍԻՈՏ

Responsibilities

- ԽՓՏՈՏՏ ՍՂՏ ԾՍՈՄՍՈԻՍՈՒՄՈՒՍ ՍՍՈԻՍՏ՝ՈՒ ՄԻՔԻ ԻՈՏ ԵՄՏՈԻՍՈՒՄՈՒՄ ՄՏՈՒՍՈՓ ԻՈՒՏ ՈՈՐԻՏՈՂ՝Ս ԽՈՏԻՍ
ԵՄ ԾԻՈՒՏՈՂ՝Ս ԵՄՏՈԻՍՈՒՄՈՒՍ ՍՏՈԻՈՒ ՏՈՂ՝Ս ՓՏՏՈՒ ՍՏՈԻՍՍԻ ԾՍՈՒՍՈՒՄՈՒՄՈՒՄՈՒՄ ԻՈՒՈ ԾՔԻԾՔ
ՈԻՈՍՓ ՍԻՔՏԻՍՔՏՈՒՍ ՕՏԻՍՈՒՄՈՒՍ ԻՈՏ ՄԻՈՒՈՒՍՈՒՄՈՒՄՈՒՄՈՒՄ
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/ ՍՈՄՍՈԻՍՈՒՄՈՒՍ ՍՍՈԻՍՏ՝ՈՒ ՄԻՔԻ
- 9ՍԻԾՔՈՂՂ ՕՏՄՍՈՒՈՂ՝Ս ՍՈԻՓՏՄՄՈՒՍ ՄԻՈ ՄՈՒՍՈՏՏ ԻՍ ԻՈՒՍ ՍՍՈԻՍՏ՝ՈՒ ՄԻՔԻ ԸՈՐԻՏՈՂ՝Ս ՓՏՍՈՒՈՒՍ
ԻՈՒՒՔ ՍԻՈՂ՝Ս ԻՈՏ ՓՈՏՏՍՈՒՄՈՒՍ ԵՈՒՏՈՒՄՈՒՄՈՒՄՈՒՄ

Toronto Seniors Housing Corporation
/ Όμοιοτύς Δύφσηοήοής ής ήΨήω wςσΰήοήςσ / ΰΨΨΰύςς
αήςύοή°

Meeting Date: ήήή

Topic: Εή ή / ήΰήή ής / ήήήή 5ήσ'ήΰήοή

Item Number:

To: / Όμοιοτύς Δύφσηοήοής ής ήΨήω wςσΰήοήςσ / ΰΨΨΰύςς / D I w /

From: / ήοή Coήήήσ 5ήήήΰΰΰΰ ήΰήή ής / ήήήή

Date of Report: ήήή

Purpose: Cΰο ηήΰΰΨήΰΰΰ

Recommendation:

ή ησ οήΰΨΨήήήή ήή ή ήΨήω / Όμοιοτύς Δύφσηοήοής ής ήΨήω
wςσΰήοήςσ / ΰΨΨΰύςςσ οήήήή ήή Εή ή / ήΰήή ής / ήήήή 5ήσ'ήΰήοή
ΰΰο ηήΰΰΨήΰΰΰ

/ ήοή Coήήήσ
5ήήήΰΰΰΰ ήΰήή ής / ήήήή

List of Attachments:

Εή ή / ήΰήή ής / ήήήή 5ήσ'ήΰήοή

Enabler 2: Employer of Choice

Highlights:

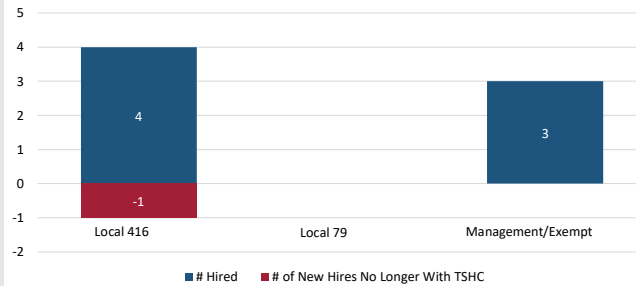
Recruitment: The first quarter demonstrated a very low turnover and maintained a moderate vacancy rate. This period also saw recruitment activity, with numerous job postings leading to a high volume of interviews. Additionally, six practical assessments were completed, and all outstanding SSC, Health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

Recruitment

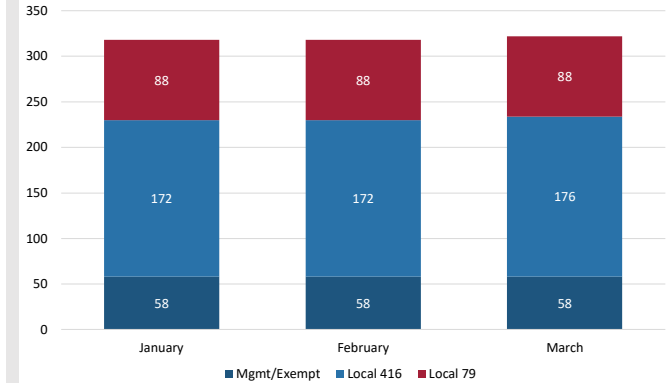


Job Postings: 7



Interviews Conducted: 29

Average Head Count



Turnover and Retention Rate



Turnover Rate

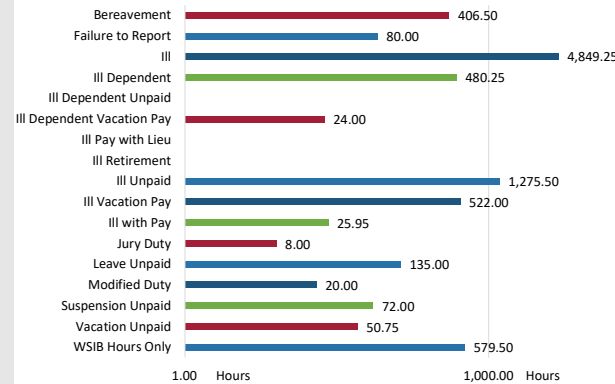
0.204%



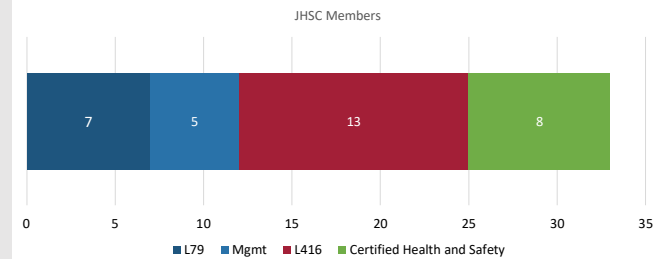
Vacancy Rate

4.00%

Absenteeism Rate

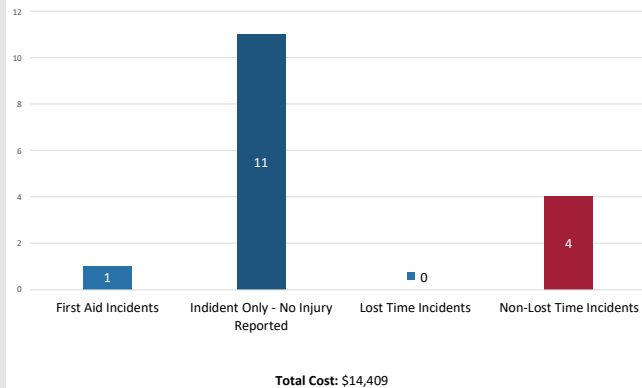


Joint Health and Safety Committee Updates

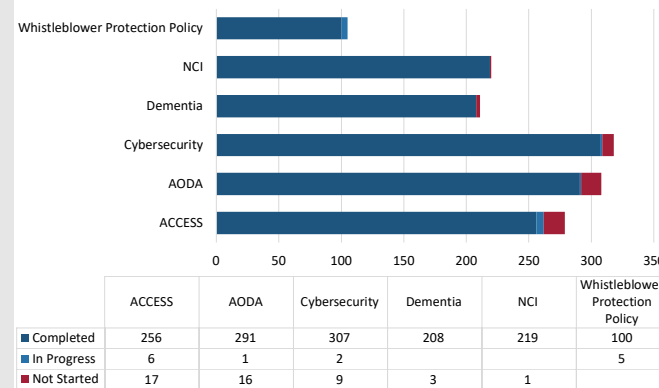


The Joint Health and Safety Committee (JHSC) convened for three in-person meetings during Q1. Efforts are underway to update JHSC boards and ensure ongoing familiarization with the new inspection application. Notably, no Ministry of Labour visits occurred.

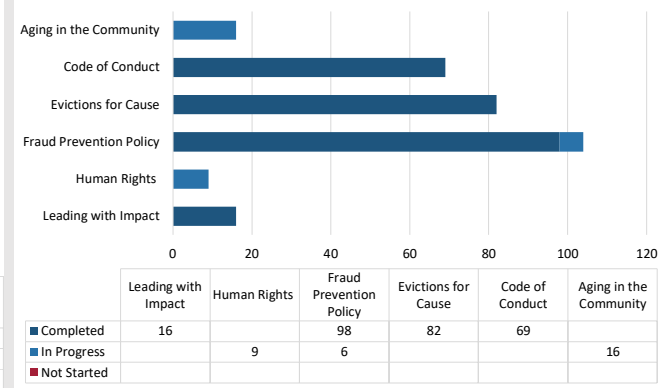
Lost-Time Claims Costs



Training Opportunities



Training Opportunities (contd.)



Policies Training

Training Course: Whistleblower Protection Policy
Target Audience: All Staff Upon Hire
Description: The Whistleblower Protection Policy aims to provide guidelines for reporting wrongdoing in good faith, and offer reasonable protection from reprisal for those who report.

Training Course: Fraud Prevention Policy
Target Audience: All Staff Upon Hire
Description: The Fraud Prevention Policy training aims to implement measures to prevent, detect and investigate fraudulent activities misconduct, provide an anonymous ethics hotline for reporting suspected fraud or corruption (available to staff, tenants and the public), outline guidelines and responsibilities for investigations, and manage claims diligently with respect and discretion.

Training Course: Code of Conduct
Target Audience: All Staff Upon Hire
Description: The Code of Conduct Policy training aims to, provide guidelines on how our tenants, vendors, community partners and members of the public are treated, outline how employees are expected to conduct themselves in a professional, helpful, and courteous manner, bring an awareness how we represent and maintain the reputation of Toronto Seniors Housing Corporation.

Tenant Focused Training

Training Course: Dementia
Target Audience: All Staff Upon Hire
Description: In this training participants will learn to identify cognitive function and cognitive impairment, define dementia, identify the difference between regular aging and dementia, identify early signs/symptoms of dementia, define Alzheimer’s disease (most common form of dementia), and apply communication strategies.

Training Course: Non-Violent Conflict Intervention (NCI)
Target Audience: Regional Operations Managers, Superintendents, Senior Service Coordinators and Community Service Coordinators
Description: In this training participants will learn how to identify behaviours that could lead to a crisis, effectively respond to each behaviour to prevent the situation from escalating, learn verbal 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.

Tenant Focused Training

Training Course: Hoarding Awareness and Intervention
Target Audience: Pilot Select Staff
Description: This training is aimed at supporting and raising awareness to TSHC frontline staff who work with clients and services users who have challenges maintaining housing due to their lived experiences with hoarding and/or excessive clutter management issues.

Training Course: Aging in the Community
Target Audience: Pilot Select Staff
Description: This training is aimed at supporting housing teams and shelters to apply seniors-friendly best practices to unstably housed seniors. Topics covered include addressing geriatric concerns, supporting aging in place, long-term care transitions, dealing with challenging behaviours, and advance care planning.

Training Course: Evictions for Cause
Target Audience: Regional Operations Managers and Operational Staff
Description: This training contains three modules focused on the paralegal team facilitating content based on document completion, LTB introduction, RTA appeals process, eviction policy, and tribunal dealings along with privacy surrounding picture taking/how to’s and FAQs.

Tenant Focused Training

Training Course: Mental Health First Aid for Seniors
Target Audience: Senior Service Coordinators, Environmental Health Unit, People & Culture Business Partner, Pest Control Tech and Business Planner
Description: In this training participants will learn how to recognize the symptoms of mental health problems or crises as they develop, provide initial help when dealing with a mental health problem or crisis, guide a senior and/or caregiver toward appropriate professional help, and provide strategies and resources to support both seniors and their caregivers.

Cybersecurity Training

Training Course: Cybersecurity
Target Audience: All Staff Upon Hire
Description: This training equips staff with essential cybersecurity awareness skills to recognize and mitigate modern threats. Learners will explore real-world data breaches, common social engineering tactics (phishing, vishing, smishing), and various malware types, including ransomware and spyware. The course emphasizes proactive behaviours—like securing devices, using strong 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 maintaining a secure digital environment.

Leadership Training

Training Course: Leading with Impact
Target Audience: People & Culture Business Partner, Regional Operations Managers, Community Housing Supervisors, Business Consultant, Procurement and Tenant Supervisors
Description: This training consists of seven modules; how to coach and use BRAVE communication tool; starting with setting the purpose fact finding and verification; asking open ended questions explore solutions and discuss barriers, develop your brand, how to lead for success, create high performance teams, develop talent, how to right, cultivate healthy and collaborative cultures.

Training Course: Human Rights
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
/ Όομύοήύς Dύφςοηήός ής ήψή wςσύήοόςσ / ύψψύύςς
αςςύό

Meeting Date: ής

Topic: Εή / 9ψμύβςς ηόςόύύ

Item Number:

To: / Όομύοήύς Dύφςοηήός ής ήψή wςσύήοόςσ / ύψψύύςς / D I w /

From: / ήόP Coήόσ 5όόύό ύύμς ής / ήύήός
Yήός {ύήόήΞ [ήόό° ής ή° ήόαήύόήP 5ςςύμψςό !ήσό

Date of Report: ής

Purpose: Cύο όύόψήύ

Recommendation:

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wςσύήοόςσ / ύψψύύςςςς όςόή ύή Εή / 9ψμύβςςς ηόςόύύ ύό
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/ ήόP Coήόσ	Yήός {ύήόήΞ
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List of Attachments:

Εή / 9ψμύβςςςς ηόςόύύ {ήψήόβ
ή Εή / 9ψμύβςςςς ηόςόύύ CόήP

ΕΙΣ / 9ΨμΡÜЫI\$ Orientation

Toronto Seniors
Housing Corporation



Karen Starchuk, Learning and Organizational Development Advisor

Υ†σ\$Ω {ύ†σΌ'ΙΉΞ ύÜσÜΩύÜσ\$ΩÜσ'ΙÜΉσΩ° Ό†

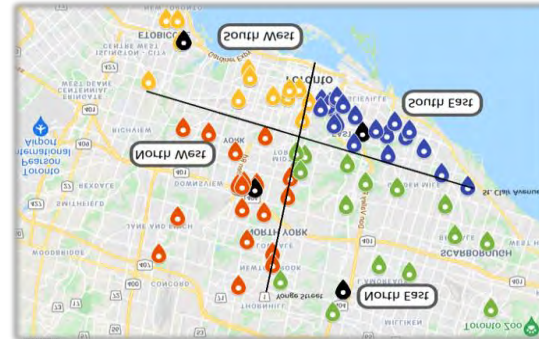
Module 1: Getting to Know TSHC

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- [Ş†ŚŞoσ'1μ £Ş†Ψ
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Vision Objectives Mandate Enablers Values Celebrate Staff

Module 2: Get to Know TSHC Tenants

- Εξ Ι / Εξουτούς
- Εξ Ι / . Ήρσνσ τνς wς°νύσ
- Εξουτού {Ήοφςι wςσΉρς



Toronto Seniors Housing Corporation (TSHC) Regional Profile

North West

Unit Types

Bachelor	2,206 units (61%)
1-bedroom	1,429 units (39%)
2-bedroom	6 units (0%)
3-bedroom	0 units (0%)

City of Toronto Wards

1	Don Valley West
2	Eglinton-Lawrence
3	Humber River-Black Creek
4	Toronto-St. Paul's
5	Willowdale
6	York Centre
7	York South-Weston

Tenant Age



TSHC Buildings within House Calls Postal Code(s)

1.	130 Vaughan Rd.
2.	55 Outlook Ave.
3.	1775 Eglinton Ave. W.
4.	193 Wilson Ave.
5.	2567 Yonge St.
6.	3179 Yonge St.

Preferred Spoken Language

English	39% of tenants
Russian	13%
Spanish	6%
Korean	3%
Farsi	2%
Other	37%

Number of Calls for Service (Community Safety Unit)

Year	2021	2022	% Change (2022)	2023	% Change (2023)
Number of Calls	1,389	1,413	2%	1,516	7%

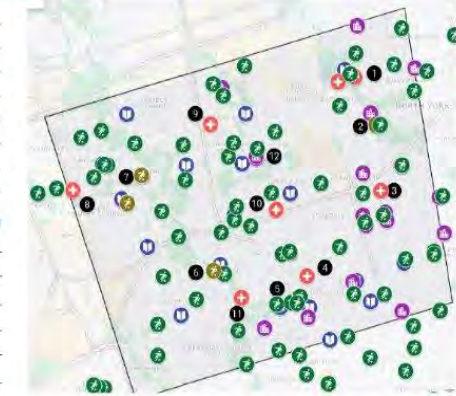
Note: The data shown represents the best available information as of September 2024.

Points of Interests

1 Edithvale Community Centre	7 Thistletown Seniors' Centre
2 Earl Bales Park Senior Centre	8 Etobicoke General Hospital
3 Baycrest Hospital	9 Humber River Hospital (Finch)
4 Humber River Hospital (Keele)	10 Humber River Hospital (Wilson)
5 York Civic Centre	11 West Park Healthcare Centre
6 Riverlea Italian Seniors' Centre	12 Northwood Community Centre

Toronto Seniors Housing Corporation

Regional Map



- TSHC Building
- Community Centre
- Seniors' Community Centre
- Hospital
- Library
- Civic Centre

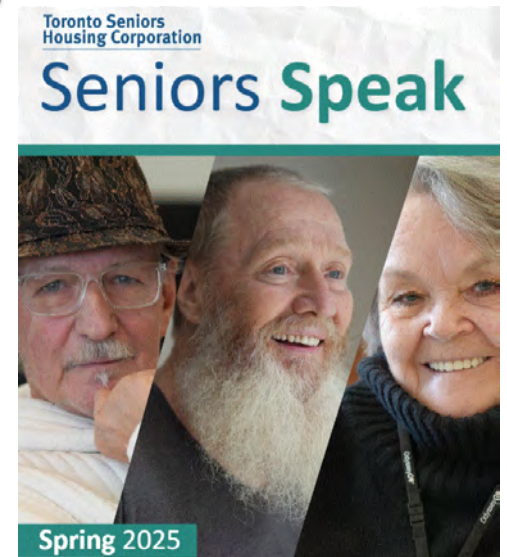
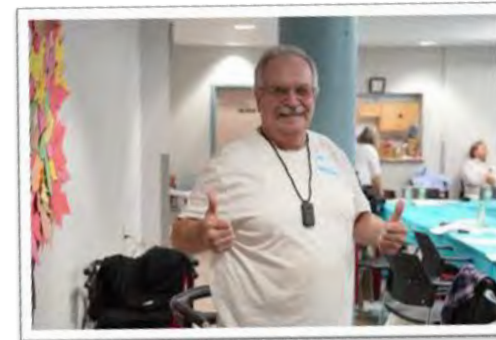
Module 3: You and TSHC – a Partnership

- $\mathbb{L}\mathbb{O}\mathbb{P}\mathbb{I}\mathbb{s}\mathbb{U}\mathbb{Q} \quad \mathbb{S}\mathbb{P}\mathbb{S}\mathbb{o}\mathbb{s}\mathbb{U}\mathbb{b}\mathbb{l} \quad \mathbb{S}\mathbb{X}\mathbb{I}\mathbb{U}\mathbb{b}\mathbb{l} \quad \mathbb{t}\mathbb{Q}\mathbb{S}$
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 $^\circ\mathbb{U}\mathbb{P}\mathbb{S}\mathbb{O}\mathbb{Q}\mathbb{t}\mathbb{Q}\mathbb{O}\mathbb{S} \quad \mathbb{t}\mathbb{Q}\mathbb{S} \quad \mathbb{U}\mathbb{Q}^\circ\mathbb{U}\mathbb{Q}^\circ \quad \mathbb{O}\mathbb{S}\mathbb{P}\mathbb{S}\mathbb{X}\mathbb{s} \quad \mathbb{Q}\mathbb{Q}\mathbb{U}\mathbb{U}$
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 $^\circ\mathbb{I}\mathbb{Q}\mathbb{S}\mathbb{S}\mathbb{P}\mathbb{Q}\mathbb{Q}\mathbb{S}\mathbb{s}$
- $\mathbb{W}\mathbb{U}\mathbb{Q}\mathbb{U} \quad \mathbb{I}\mathbb{S}\mathbb{t}\mathbb{P}\mathbb{U}\mathbb{I} \quad \mathbb{t}\mathbb{Q}\mathbb{S} \quad \mathbb{s}\mathbb{t}\mathbb{U}\mathbb{S}\mathbb{U}\mathbb{b}\mathbb{l}$
- $\mathbb{I} \quad \mathbb{a}\mathbb{L}\{\mathbb{O}\mathbb{U}\mathbb{P}\mathbb{m}\mathbb{P}\mathbb{Q}\mathbb{t}\mathbb{Q}\mathbb{O}\mathbb{S}$



Module 4: Empowering Tenants - Building Relationships

- Διεκδικώντας τα δικαιώματά μας ως ενοίκους
- Χρησιμοποιώντας την δύναμή μας
- Κατανοώντας τον νόμο
- Επικοινωνώντας με τους άλλους
- Κατανοώντας τον ρόλο του νομικού
- Κατανοώντας τον ρόλο του κοινωνικού λειτουργού
- Κατανοώντας τον ρόλο του ψυχολόγου



Module 5: IT, Benefits and Services

- Live demo offered up on applications, career hub, self-directed 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)



Home

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Certification

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Hi Karen! What would you like to learn today?

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HoMES Training

Leading the Way

Role-based Mandatory Training

Course Title	People Leaders ¹	ERP People Leaders ²	Individual Contributors (Tenancy Mgmt., Safety, Support & Capital Repairs) ³	Individual Contributors (Building Maintenance & Services) ⁴	Individual Contributors (Others) ⁵	Format	Due Date	Duration	Details
Privacy Policy	✓	✓	✓	✓	✓	eLearning	14 days	30m	LMS
2024 Cybersecurity Awareness* (Curriculum)	✓	✓	✓	✓	✓	eLearning	60 days	45m	LMS
Fire Prevention for Staff	✓	✓	✓	✓	✓	eLearning	14 days	10m	LMS
Intro to Emergency Management*		✓	✓	✓		eLearning	14 days	15m	LMS

ΕΙΣ / 9ΨμΡÜЫI\$ Orientation

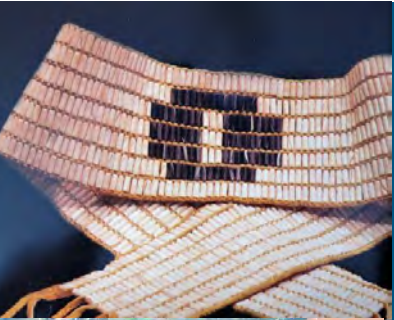
Toronto Seniors
Housing Corporation

Karen Starchuk, Learning and Organizational Development Advisor

Υ†ο\$Ω {ύ†οŎ'1ŎΞ ύŎοŎΩύŎσ\$ΩŎŎοσ'1ŎŎσΩ° Ŏ†



Land Acknowledgement



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

100% 95% 90% 85% 80%

Tom Hunter

CEO welcome



Core modules

1

αὐτοεπίσκεψη

**Getting to Know
TSHC**

! ὁ ὅτι ἡ ἴσχυς

2

αὐτοεπίσκεψη

**Getting to Know
the Tenants**

{ ἡ ἴσχυς ὁ φῶς
ὁ ὅτι ἡ ἴσχυς

3

αὐτοεπίσκεψη

You and TSHC

! μὴ οὐκ ὁ φῶς

4

αὐτοεπίσκεψη

**Empowering
Tenants**

. ἡ ἴσχυς ὁ φῶς
ὁ φῶς ὁ φῶς

5

αὐτοεπίσκεψη

**Ready, Set,
Connect!**

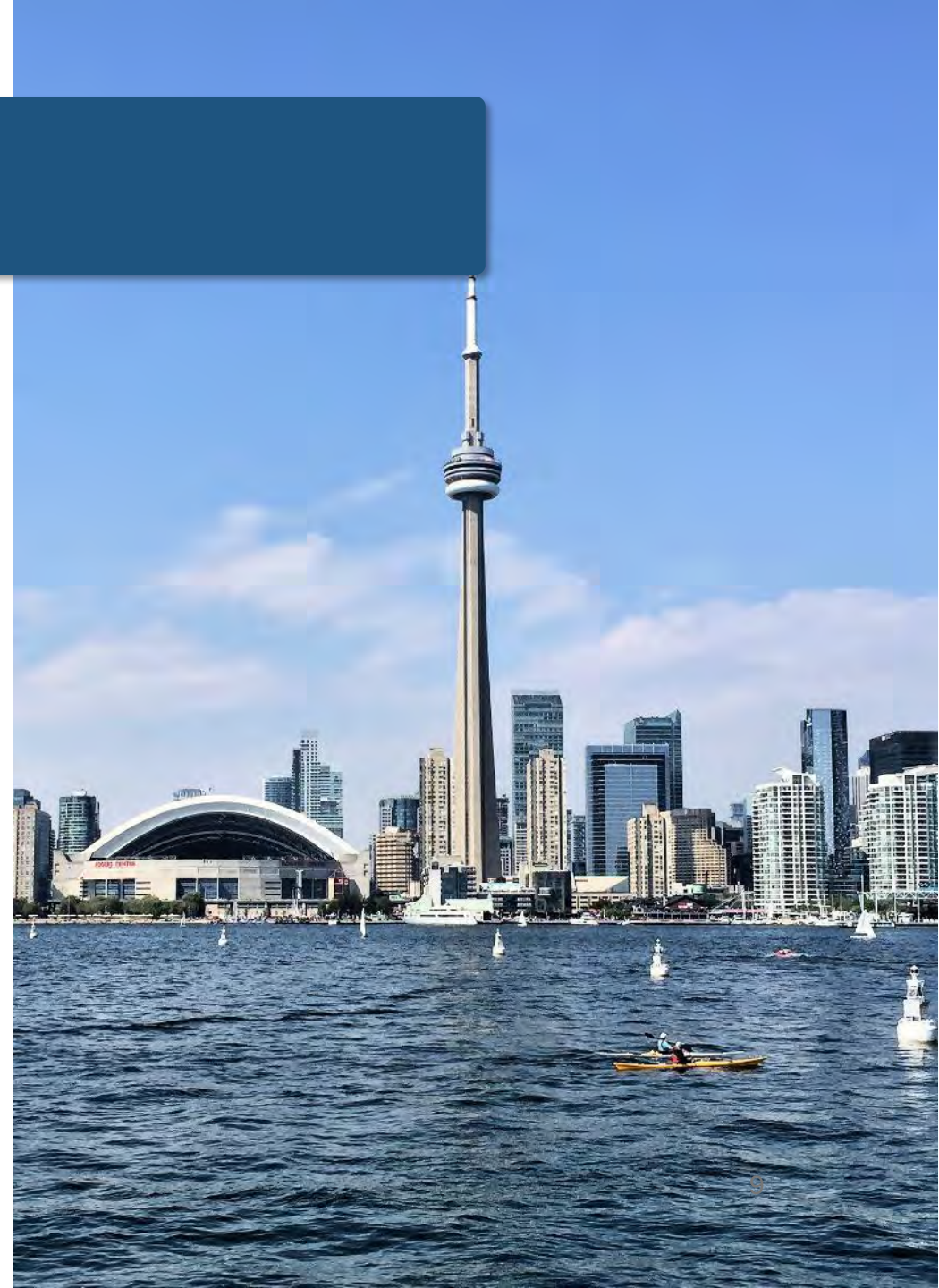
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ὁ φῶς ὁ φῶς

Module 1: Getting to Know TSHC ! ὀὔϊύ Ἰσ



About TSHC

- Ξ μοϋφνςς σϋϋσνςς οςουτ ρ ρϋσνν^ο
ϋϋ τμμοϋνψ τϋςρϋ **15,000** ρϋχ τνς
ψϋςςοτϋς ννϋϋψς σςννϋοσ τ^οςς
νν **83** ϋϋρςνν^ο σ τϋοϋσσ ϋτς ϋνϋϋ
- Ξ ϋϋννςϋϋ ϋςντνςσ Χνϋτ σςοφνϋςσ τνς
σϋμϋοϋ ϋτοϋϋ^οτ ϋϋο **Integrated**
Service Model ϋττϋ ϋντϋςσ σςννϋοσ ϋϋ
τ^ος τϋ ρϋψς ρτφς σϋϋϋςσσϋϋρ
ϋςντνϋςσ τνς ϋννϋϋ τ ϋςϋϋςο ξϋτρϋϋϋ
ϋϋ ρϋς



Our history

- Εξ Ι / Χτισ ΌοΣτούΣΣ ΩΩ τσ μτού ΌΌ ύ'ΙΣ / Ωύβι ΌΌ
ΕύοΌΩύΌ σ **Tenants First** μΡτΩ τΩΣ ΧΣ όΣ° τΩ
ΌμΣοτύΩΩ° ΩΩ ΩΨΩΣ
- Εξ Ι / Ωσ ΩΩΌΌομύοτύΣΣ ΨΩΣΣο ύ'ΙΣ ηΩύτοΩύ . ΨσΩΩΣσ
/ ΌομύοτύΩΩσ ! Όύ ΧΩύ'Ι ύ'ΙΣ **City of Toronto** τσ Ωύσ σΨΡΣ
σ'ΙτoΣ'ΙΨΨΣο
- ημΣοτύΩΩσ τoΣ ΌΨΩΣΣΣ ΩΩ μτού ύ'ΙoΌΨ°'Ι ύ'ΙΣ / Ωύβι σ
Housing Secretariat ΣΩΦΩσΩύΩ τΌύΩΩ° τσ {ΣοΦΩΌΣ
α τΩτ°Σο ΨΩΣΣο ύ'ΙΣ Ι ΌΨΩΩ° {ΣοΦΩΌΣσ ! Όύ
- ´ Σ μτούΩΣο ΌΡΨσΣΡβι ΧΩύ'Ι **Toronto Community
Housing** Χ'ΙΩΌ'Ι ΌΧΩσ ύ'ΙΣ όΨΩΨΩΩ° σ ύ'Ιτú ΧΣ ΌμΣοτύΣ

Operating agreement

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- C ὕ ο t Σ ὕ μ Ρ Σ † Ω Σ / ῖ Ρ ὕ ῖ ο Σ £ / I / σ Σ ο Φ ρ ὸ Σ σ ρ ρ ὸ Ρ ῖ Σ Σ
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Our people

- hφξo **300 staff** ΧῶοΞ ὕο Ε{ I / †Όοῦσo ὕ'Ιξ Ὄοῦbl
- [ῶῶ†ύξξ οΩ 83 **tenant buildings** four **regional offices** †Ως ὕΩξ **head office** †ú °ῶΩ°ξ {ύoξξú
- **Combination** ὕῶ ἦΩῶῶΩaξξ sú†ῶῶ †Ως ΩῶΩ Ψ†Ω†°ξΨξΩú ξῶξΨμú
- {ú†ῶῶ Ὄῶpp†ῶῶ†úξ Χῶú'† †oῶῶῶσ **partner and stakeholder organizations** σἦῶ'† †σ /οῦbl ὕῶ ΕῶοῶΩúῶ †oῶῶῶσ Ε/ I / ὕξ†Ψσ σξoφῶῶξ ξξpῶφξobl μ†oúΩξoσ ξúῶ

Our leadership



Tom Hunter

Πρόεδρος & Γενικός Διευθυντής



Grant Coffey

Διευθυντής Οικονομικών & Ανθρώπινου Δυναμικού
Εκπαιδευτικός



Deanna Veltri

Διευθύντρια Πωλήσεων & Μάρκετινγκ
Εκπαιδευτικός



Carol Francis

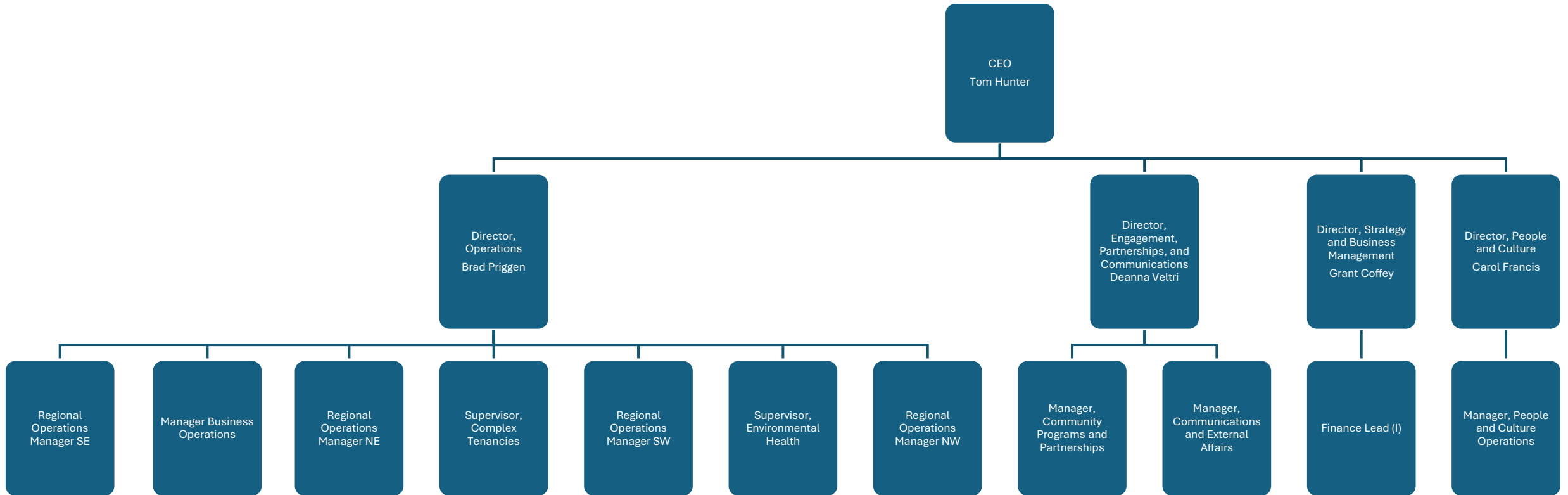
Διευθύντρια Πωλήσεων & Μάρκετινγκ
Εκπαιδευτικός



Brad Priggen

Διευθυντής Οικονομικών & Ανθρώπινου Δυναμικού

Organization structure



Strategy and Business Management



Grant Coffey

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Strategy and Business Management

την επένδυση στην έρευνα και ανάπτυξη, την επένδυση στην τεχνολογία, την επένδυση στην ανθρωπότητα, την επένδυση στην κοινωνία, την επένδυση στην οικονομία, την επένδυση στην πολιτική, την επένδυση στην κουλτούρα, την επένδυση στην αειμνησία.

- Η επένδυση στην έρευνα και ανάπτυξη είναι η βάση της καινοτομίας.
- Η επένδυση στην τεχνολογία είναι η βάση της ανταγωνιστικότητας.
- Η επένδυση στην ανθρωπότητα είναι η βάση της κοινωνικής ευημερίας.
- Η επένδυση στην κοινωνία είναι η βάση της κοινωνικής συνοχής.
- Η επένδυση στην οικονομία είναι η βάση της οικονομικής ανάπτυξης.
- Η επένδυση στην πολιτική είναι η βάση της πολιτικής σταθερότητας.
- Η επένδυση στην κουλτούρα είναι η βάση της κουλτουρικής ταυτότητας.
- Η επένδυση στην αειμνησία είναι η βάση της αειμνησίας.

Engagement, Partnerships, and Communications



Deanna Veltri

5ηοΣΟύύο 9Ω°†°ΣΨΣΩύ
††ούΩΣοο'Ιημο †ΩΣ
/ΰΨΨΨΩΩ†ΰΰΩσ

Engagement, Partnerships, and Communications

9Ω° †°ξσ ΧΩ'Ι ύξΩ†Ωύσ ύΰ ΰΰσύξο σύοΰΩ° ύξΩ†Ωύ οξΡ†ύΰΩσ'Ιημσ †Ωś ξΰΰξΌύφξ
ΌΰΨΨΨΩΌ†ύΰΩσ †Όοΰσσ †ΡΡ †ΨśξΩΌξσ ύΰ ξΩ'Ι †ΩΌξ †ΌΌξσσ ύΰ 'Ιξ†Ρύ'Ι †Ωś
ΌΰΨΨΨΩύβι οξσΰΨοΌξσ

- £ξΩ†Ωύ ξΩ° †°ξΨξΩύ ηΩΌΡΨśηΩ°
σΨμμΰού ΰΰο ύξΩ†Ωύ Ρξś ξφξΩύσ
- ††ούΩξοσ'Ιημσ ύΰ Ψ†Ω†°ξ †ΌΌξσσ
ύΰ 'Ιξ†Ρύ'Ι †Ωś ΧξΡΡΩξσσ
μοΰ° ο†ΨΨηΩ°

- ΛΩύξοΩ†Ρ ξΰύξοΩ†Ρ
ΌΰΨΨΨΩΌ†ύΰΩσ
- αξśη† οξΡ†ύΰΩσ
- ! ΌΌξσσξΰΡξ ΨΨΡύΡηΩ° Ψ†Ρ
ΌΰΨΨΨΩΌ†ύΰΩσ

People and Culture



Carol Francis

Ἐλὸς Ὀὐὐο tῶμPῆ ἰΩῚ
/ ἸPύἸοῚ

People and Culture

Cŭśŭşoş † ŐŲPŭŲoş X'Ųşoş śŭ†ŰŰ †oş **engaged and supported** úŰ ŚşPŲΦşo
σşΩŲŰoş ŰŰŐŲσşŚ σşoΦŲŐşσ

- ho° †ŲŲa†ŰŲŰŲ†P †ŲŚ ŐŲPŭŲo†P ŚşΦşPŰµΨşŲŰ
- £†PşŲŰ Ψ†Ų†°şΨşŲŰ
- {ŭ†ŰŰŲŲ° †ŲŚ oşŐŲŲŲΨşŲŰ
- /ŰΨµşŲσ†ŰŲŰŲ †ŲŚ µ†bŲoŰPP
- /ŰPPşŐŲŲΦş ō†o° †ŲŲŲŲ°
- L 5 9 ! śŭo†Űş°bŲ
- £o†ŲŲŲŲ° Pş†oŲŲŲ° †ŲŚ ŚşΦşPŰµΨşŲŰ
- 9ΨµPŰbŲşş 'Ųş†PŰ'† †ŲŚ σ†ŰşŰbŲ
- WŰŲŲŰ †ş†PŰ'† †ŲŚ {†ŰşŰbŲ /ŰΨΨŲŰşşş
- 9ΨµPŰbŲşş †ŲŚ [†ōŰŲŲ oşP†ŰŲŲŲσ
- †ŲΨ†Ų oşσŰŲŲŐş µP†ŲŲŲŲ° †ŲŚ µŰPŲŐbŲ

Operations



Brad Priggen
Ἐκπαιδευτικὸς ἡγετὴς

Operations

toúφηśσ οςμϋΩσφς ōΐσúϋΨςσ σςοφŋŌς úϋ Ψ †ηηú†ηη σ†ϋς †ηś σςŌΐoς
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- 9Ψςo°ςηŌη οςμϋΩσς

We are all connected

- **Partnership:** ´ ¤ ło¤ ŒŸΨΨŒúú\$Œ úŸ XŸoΞŒŒ° łσ ł ú\$łΨ
o\$ŒŸŸ° ŒŒaŒŒ° ú'ł\$ σúo\$Œ° ú'ł ŒŒ ŒŸPPłŒŸołúŒŸŒ
- **Collaboration:** ´ ¤ łŒŸŒΦ\$PBI σ\$ŒΞ ŸμμŸoúŸŒŒúŒ\$σ úŸ XŸoΞ
úŸ° \$ú'ł\$σ σ'ł łoŒŒ° ΞŒŸX\$Œ°\$ łŒŒ \$bμ\$oúŒσ\$
- **Values:** ´ ¤ \$ŒΨŸŒσúołú\$ ŸŸo ŒŸΨΨŒúΨ\$Œú úŸ ú'ł\$
Ÿo° łŒŒałúŒŸŒ Œbł Ÿμ'łŸP\$ŒŒ° ŸŸo ŒŸoμŸołú\$ ΦłPŸ\$σ \$ŒσŸoŒŒ°
łŒŸŸŸŒŒúłŒŒŒŸŒŒ ŒŒ łPP ú'ł łú X\$ ŒŸ

Board of Directors

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 τμῖoῖςς ὁβι Εὖoὖoὖ / oῖβι / ὁῖoῖo

Public members



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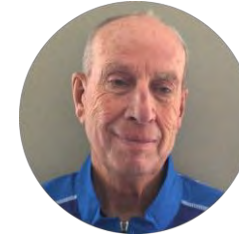
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City Manager (designate)



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3oῖoὖ
 / oστoὖ



wὖσ1
 a τoὖX

City Councillors

Tenants



wΨ
 a σςσo

Board responsibilities

- Εΐς {ΐΐο\$ΐΰΨ\$ο 5ο\$ΌύΰΩσ σ\$ύσ ΰΏύ ύΐ\$ σύοΏΌύΏο\$ ΰΰ ύΐ\$. ΰΐο\$ ΰΰ 5ο\$Όύΰοσ
- Εΐ\$βΐ ΐΨΰ σ\$ύ ΰΏύ ύΐ\$ ο\$σμΰΩσΏΨΰΰ\$σ ΰΰο ύΐ\$. ΰΐο\$ ΧΐΏΌΐ ΐο\$
 - ο αΐΩΐ°Ω° ύΐ\$ ΐΰΏσΩ° μΰούΰΰΨΰ
 - ο ΙοΩΩ° ΐΩ\$ ΰΦ\$οσ\$ΩΩ° ύΐ\$ /9h
 - ο αΐΞΩ° μΰΨΌβΐ ΐΩ\$ ΰμ\$οΐΰΰΩΐΨ \$ΨΌσΰΩσ
 - ο CΰΨΰΧΩΩ° ο\$Ψΐΰ\$Ψ Ψ\$°ΨσΨΐΰΰΩ ΐΩ\$ ο\$°ΏΨΐΰΰΩσ

Our Strategic Directions



Vision

- Η εταιρεία μας έχει ως στόχο να γίνει η κορυφαία εταιρεία στην Ελλάδα και να επεκταθεί στην Ευρώπη και τον κόσμο.



Mandate

- Η εταιρεία μας είναι υπεύθυνη για την παροχή υψηλής ποιότητας υπηρεσιών και την προστασία των συμφερόντων των πελατών.

- ✓ 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:** Εύμορφες, σίγουρες, έμπειρες και εξαιρετικές υπηρεσίες που παρέχονται στους ενοικιαστές, συμπεριλαμβανομένης της εύκολης πρόσβασης σε πληροφορίες και υπηρεσίες.



- **Tenant engagement:** Εύκολη πρόσβαση σε πληροφορίες και υπηρεσίες που παρέχονται στους ενοικιαστές, συμπεριλαμβανομένης της εύκολης πρόσβασης σε πληροφορίες και υπηρεσίες.



- **Partnerships:** Εύκολη πρόσβαση σε πληροφορίες και υπηρεσίες που παρέχονται στους ενοικιαστές, συμπεριλαμβανομένης της εύκολης πρόσβασης σε πληροφορίες και υπηρεσίες.



- **Innovation:** Εύκολη πρόσβαση σε πληροφορίες και υπηρεσίες που παρέχονται στους ενοικιαστές, συμπεριλαμβανομένης της εύκολης πρόσβασης σε πληροφορίες και υπηρεσίες.

Our enablers



Organizational excellence: Εύχρηστα, αποτελεσματικά, συνεπή, διαφανή, αξιόπιστα, ανταποκριτικά, προσαρμοσμένα, καινοτόμα, και με υψηλή ποιότητα, αποτελεσματικά, συνεπή, διαφανή, αξιόπιστα, ανταποκριτικά, προσαρμοσμένα, και με υψηλή ποιότητα, αποτελεσματικά, συνεπή, διαφανή, αξιόπιστα, ανταποκριτικά, προσαρμοσμένα, και με υψηλή ποιότητα.



Employer of choice: Εύχρηστα, αποτελεσματικά, συνεπή, διαφανή, αξιόπιστα, ανταποκριτικά, προσαρμοσμένα, και με υψηλή ποιότητα, αποτελεσματικά, συνεπή, διαφανή, αξιόπιστα, ανταποκριτικά, προσαρμοσμένα, και με υψηλή ποιότητα, αποτελεσματικά, συνεπή, διαφανή, αξιόπιστα, ανταποκριτικά, προσαρμοσμένα, και με υψηλή ποιότητα.

Our shared values



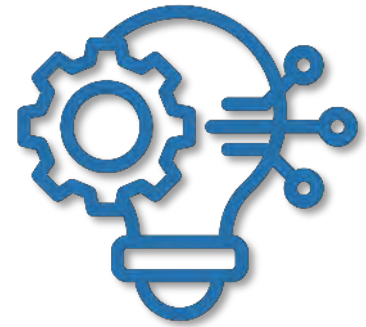
Respect



ΛΟΓΟΠΙΣΤΕΥΣΗ



Accountability



ΛΟΓΟΤΥΦΙΣΜΟΣ

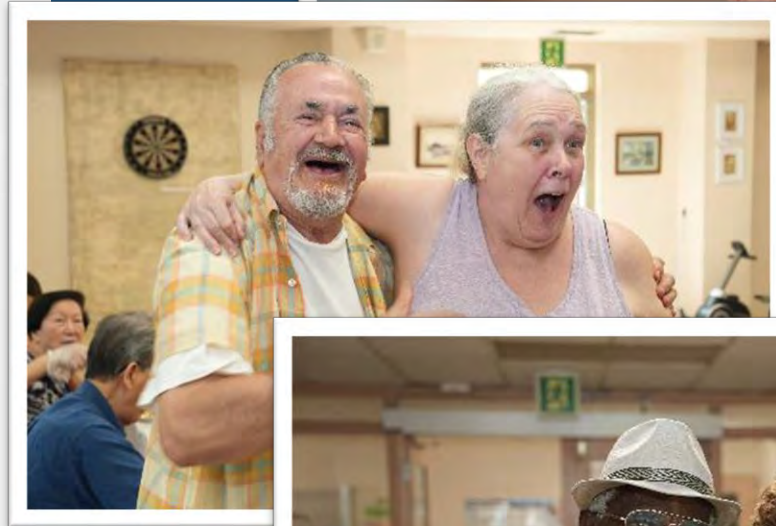
Celebrating staff

- ! PP σύτŭŭ 9ΦξΩύ
- [ŭΩ° {ξoΦŭŭξ ! Xŭośσ
- ξΩŭŭξś´ ŭŭ / ŭΨμŭŭŭΩ
- .PŭŭΞ Iŭŭŭŭŭŭŭ a ŭŭŭŭŭŭ
- !Ωś Ψŭŭŭŭŭŭ



Module 2: Getting to Know the Tenants

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TSHC tenants



- 1 μμοῦβΨ τύΨβι **15,000 senior tenants** Ω **83 buildings** τῶοῦσσ ΕῦοῦΩύῦ
- ΕΨΩτῶύσ τος τῶΨΨ **59 and older** Χού'ι τΦΨοτῶΨ τῶΨ ὕῦ
- Ι ῶ'ι ΡΨΦΨΡ ὕῦ **diversity** ΩΩῶΡΨΨΩῶ ΡτῶῶΨτῶΨσ ὀΨΡύΨος τῶΨ τῶΡΡῶύβι
- 5ΩΦΨοσΨ ὀῦΨΨΨΩῶύβι ὕῦ ὑΨΩτῶύσ σμΨτΞΩῶ ὕΦΨο **55 languages** Χού'ι τΡΨῦσύ Χ'ἰῦ Σῦ Ωῦύ σμΨτΞ 9Ωῶ ΡΩσ'ι τσ τ ὕΩοσύ ΡτῶῶΨτῶΨ
- ΕΨΩτῶύσ τῶῶΨσσ ΩΩῦῦοΨ τύΩῦΩ ΣΩῦῦΨοΨΩύβι τῶΨ 'ιτΦΨ **limited or no access to technology**

Who are our tenants?



Most tenants are women

ΧΨΩ ΨΩ
ΨΨΩ ΩΨ ΨΩΧΩ



Tenants are diverse

αΨΨ ΨΨΩ ΨΨΨΩ / ΨΨΨ

ΨΨ ΩΨΨ ΨΨΨ ΨΨΨ

ΨΨΨ ΨΨΨ ΨΨΨ ΨΨΨ



Many tenants have disabilities

ΨΨΨΨΨΨΨΨ ΨΨΨΨ ΨΨΨΨ ΨΨΨΨ



Tenants live at TSHC for a long time

ΨΨΨΨΨΨΨΨ ΨΨΨΨ ΨΨΨΨΨ

Our buildings



Our regions



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

Region

Regional Operations Manager

North America

John Doe

Europe

Jane Smith

Asia

Michael Johnson

Africa

Sarah Brown

Building information



Toronto Seniors Housing Corporation (TSHC) Regional Profile

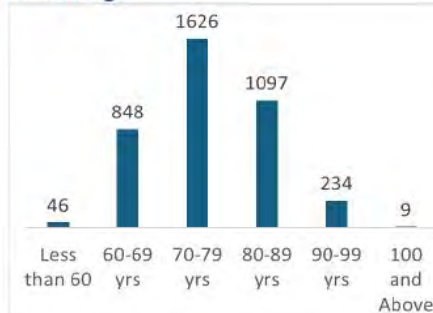
Toronto Seniors Housing Corporation

North West

Unit Types

Bachelor	2,206 units (61%)
1-bedroom	1,429 units (39%)
2-bedroom	6 units (0%)
3-bedroom	0 units (0%)

Tenant Age



Preferred Spoken Language

English	39% of tenants
Russian	13%
Spanish	6%
Korean	3%
Farsi	2%
Other	37%

City of Toronto Wards

- 1 Don Valley West
- 2 Eglinton-Lawrence
- 3 Humber River-Black Creek
- 4 Toronto-St. Paul's
- 5 Willowdale
- 6 York Centre
- 7 York South-Weston

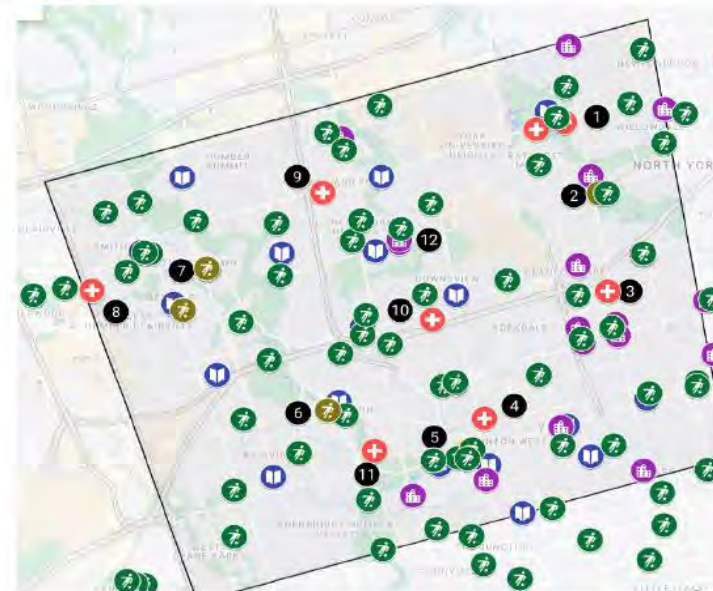
TSHC Buildings within House Calls Postal Code(s)

1. 130 Vaughan Rd.
2. 55 Outlook Ave.
3. 1775 Eglinton Ave. W.
4. 193 Wilson Ave.
5. 2567 Yonge St.
6. 3179 Yonge St.

Number of Calls for Service (Community Safety Unit)

Year	2021	2022	% Change (2022)	2023	% Change (2023)
Number of Calls	1,389	1,413	2%	1,516	7%

Note: The data shown represents the best available information as of September 2024.



Regional Map

- TSHC Building
- Community Centre
- Seniors' Community Centre
- Hospital
- Library
- Civic Centre

Points of Interests

1 Edithvale Community Centre	7 Thistletown Seniors' Centre
2 Earl Bales Park Senior Centre	8 Etobicoke General Hospital
3 Baycrest Hospital	9 Humber River Hospital (Finch)
4 Humber River Hospital (Keele)	10 Humber River Hospital (Wilson)
5 York Civic Centre	11 West Park Healthcare Centre
6 Riverlea Italian Seniors' Centre	12 Northwood Community Centre

What tenants think about us



4 in 5 ὑψΩτΩύσ τoς
ττμμλ Χλúτ Εξ Ι /
σςοφλόςσ



83% ὕςςρ
στῦς λλ ὕτςλ
τῦψς



87% ὕςςρ σῦτῦ
ύoςτῦ ὕτςψ
Χλúτ oςσμςῶ



82% τoς μoῦῖς
ύῦ ὅς τ ὑςΩτΩύ
τῦ Εξ Ι /



90% τoς ττμμλ Χλúτ
τῦΧ τῶςσoῶρς
ῖλλúσ ὅῖλρςλῶσ τoς



Improve ξῖτρúλ ὕῦ
μoῦ°oτψσ



Improve ὕτς ὑςΩτΩύ ὀῦψμρτλλú
μoῦῶςσ



Improve oςῦsoτρσ τλς τῶςσ ὕῦ
σςοφλόςσ

Questions?



Module 3:

You and TSHC

! μ†ούΩξοσ'Ιμ



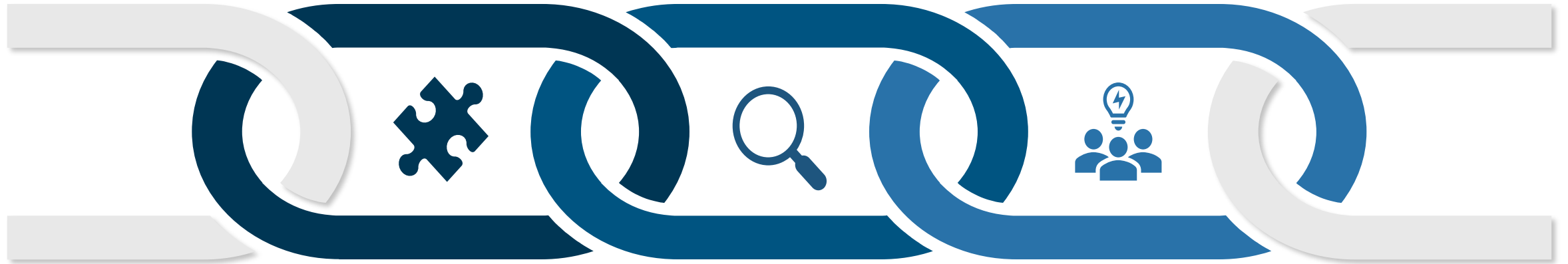
Inclusion, Diversity, Equity, and Accessibility

Supports TSHC's commitment to:

- to ensure that all tenants, regardless of race, ethnicity, national origin, or disability, have equal access to the same quality of housing and services.
- to create a diverse and inclusive workplace that reflects the communities we serve.
- to ensure that all employees, regardless of race, ethnicity, national origin, or disability, have equal access to the same opportunities for advancement and professional development.

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

TSHC IDEA Strategy



IDEA Strategy

Εξελίσσεται η στρατηγική μας για το 2025!
 Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.
 Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.
 Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.

Diversity Lens

Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.
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 Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.

IDEA Committee

Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.
 Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.
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 Η ομάδα μας εργάζεται για να διασφαλίσει ότι η στρατηγική μας είναι συνεκτική και εστιασμένη.

Governance

Board

.η !ΩΩΉ†P wςμύούΩΩ° 5ηοξόύύο ύΰ tςύμPς †Ως /ΉPύΉος

CGHRC

.η !ΩΩΉ†P wςμύούΩΩ° 5ηοξόύύο ύΰ tςύμPς †Ως /ΉPύΉος

Leadership Team

{Ήμμύού ύ΄Iς σύο†ύς° βI Χηύ΄Iη ύ΄Iςηο οςμςόύφς ςςμ†ούψςΩύς

Director, People and Culture

ηφςο†PP Pς†ς ύΰ L59! σύο†ύς° βI ηψμPςψςΩύ†ύΰΩ

IDEA Advisor (Proposed)

LψμPςψςΩύς ύ΄Iς L59! σύο†ύς° βI †Ως σΉμμύούς ύ΄Iς L59! /ύψψηύςς {Ήμμύούς μύPηόβI †Ως οςόοΉηύψςΩύ μο†όύηόςς οςφηςX ύμςο†ύΰΩ†Pηας †Ως Ήμς†ύςς σύο†ύς° βI

IDEA Committee

{ύ†ΰ Pςς όΰψψηύςς a †Ξς οςόΰψψςΩς†ύΰΩς ύΰ L59! !ςφηςύο

Occupational health and safety



- **The Board and CEO** shall ensure that the organization complies with the requirements of the OHS legislation and standards.

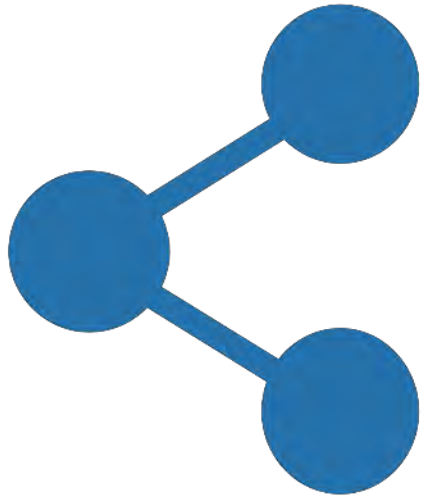


- **Managers and Supervisors** shall ensure that the organization complies with the requirements of the OHS legislation and standards, and shall ensure that the organization complies with the requirements of the OHS legislation and standards.



- **All workers, including suppliers and contractors** shall ensure that the organization complies with the requirements of the OHS legislation and standards, and shall ensure that the organization complies with the requirements of the OHS legislation and standards.

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



α τήσ ημ υή ΧύοΞσο τός
ςψμPύblso
οςμοςσςΩύ τύλφςσ



Ε'Ιςbl τος Όΰψψλύύςς ύΰ
λψμοΰφλλ° 'ΙςτPύ'Ι τός
στΰςύbl λλ ύ'Ις ΧύοΞμPτ'Ός



You τος οςσμΰΩσλPς ΰΰο
οςμΰούλλ° 'ΙςτPύ'Ι τός στΰςύbl
Όΰλ'Όςολσ ύΰ blΰΰο σΰμςοφλσΰο λΰ
λΰύ οςσΰPφςς blΰΰ Ότλ Όΰλΰτ'Όύ τ
ψςψδςο ύΰ ύ'Ις w l { / ύΰ 'Ιςμ

More information available on inHouse [intranet](#).

Workplace incident reporting



- LÛ BΛÛŸ tο\$ ΩΩΛŸο\$Ś Ůο ΩPP ŚŸ\$ úŮ XŮοΞ σ\$Ξ tμμοŮμοΛtú\$ Ψ\$ŚΩŌtP túú\$ΩúŮŮΩ
- £\$PP BΛÛŸο ΨtΩt°\$ο σŸμ\$οΦŮσŮο σŮ ú'ŸBŸ ŌtΩ 'ŸPμ BΛÛŸ tΩŚ ŌŮΨμPbŸ XŮú'Ÿ ú'ŸŮο ŮŮPŮ° túŮŮΩσ
- LÛ BΛÛŸ Ω\$Ξ\$ Ψ\$ŚΩŌtP túú\$ΩúŮŮΩ BΛÛŸο ΨtΩt°\$ο σŸμ\$οΦŮσŮο XŮPP XŮοΞ ú'ŸοŮŸ°'Ÿ ŚŮŌŸΨ\$Ωú túŮŮΩ XŮú'Ÿ BΛÛŸ tΩŚ °ŸŮ\$Ξ BΛÛŸ ú'ŸοŮŸ°'Ÿ ú'Ÿ ' {L. μοŮŌ\$σσ
- ! ' ŮοΞμPtŌ\$!ŌŌŮ\$ΞΩú tΩŚ LPPΩ\$σσ w\$μŮοúŮΩ° °ŸŮ\$Ξ Ůσ tΦtŮPtŮP\$ ŮΩ ŮΩ I ŮŸσ\$



Complying with WHMIS



Εξ / Ωσ ΌΨΨΩύ\$Σ ύΰ
ΧΰοΞμΡ†Ό\$ σ†ΰ\$ύβι †Ω\$
ΌΨμΡ†ΩΌ\$ ΧΩύ† †ΡΡ
†μμΡΌ†ϑΡ\$ ο\$°Ψ†ύΩΰΩσ
ΩΩΌΡΨ\$ΩΩ° ´ Ι αΛ{

´ Ι αΛ{ ΩΩΌΰομΰο†ύ\$σ ύ†\$
DΡΰϑ†ΡΡβι Ι †οΨΰΩα\$Σ
{βίσύ\$Ψ DΙ{ ΰΰο
ΌΡ†σσΩΰβΩΩ° †Ω\$ Ρ†ϑ\$ΡΩΩ°
Ό†\$ΨΩΌ†Ρσ ΙΩΞ ύΰ
μΩΌΰ°ο†Ψσ



´ Ι αΛ{ Ωσ †
ΌΨμo\$†\$ΩσΩΦ\$ σβίσύ\$Ψ
ΰΰο ύ†\$ σ†ΰ\$ ††Ω\$ΡΩΩ° ΰΰ
††α†ο\$ΰΨσ Ψ†ύ\$οΩ†Ρσ ΩΩ
/ †Ω†\$Ω†Ω ΧΰοΞμΡ†Ό\$σ

´ ΰοΞμΡ†Ό\$ ††α†ο\$σ
ΩΩΌΡΨ\$Σ Ό†\$ΨΩΌ†Ρ
\$ο°ΰΩΰΨΩΌ μ†βσΩΌ†Ρ †Ω\$
μσβΌ†ΰσΰΩΌ†Ρ ΰ†Όΰΰοσ



Module 4: Empowering Tenants

.ЙРЅΩ°
οΣΡ † ύΩΰΩσ'ΙΩμσ



Supporting tenants in their homes

- 9ᵇᵒ₃PP₃Ωú σ₃οΦᵒ₃ Χᵒú¹ † ŨŨᵒᵒᵒσ ᵓΩ ú¹₃ ᵒΩᵒξᵒ₃ Ω₃₃₃σ ᵓᵓ σ₃Ωᵒᵓσ
- /P₃†Ω †Ω₃ X₃PP Ψ†ᵒᵒú†ᵒΩ₃₃ ᵒᵒP₃ᵒᵒ°σ
- £₃Ω†Ωᵒᵒl σᵒμμᵓού
- {₃οΦᵒ₃ Ω†Φᵒ° †úᵒᵓΩ †Ω₃ ᵒᵓΩΩ₃ᵒᵓᵓΩσ úᵓ σᵒμμᵓούσ
- {ᵒμμᵓού ᵓᵓο ú₃Ω†Ωúσ †ú οᵒσΞ ᵓο Χᵒú¹ ᵒᵓΨμP₃ᵒ Ω₃₃₃σ

Rent-geared-to-income (RGI)

- $w_{\zeta\Omega\acute{\upsilon}} \circ_{\zeta\downarrow\circ\zeta\acute{\varsigma}} \acute{\upsilon}\tilde{\upsilon} \ \Omega\acute{\Omega}\tilde{\upsilon}\Psi_{\zeta} \ wDL \ \Omega\sigma \downarrow \ \tilde{\upsilon}\tilde{\upsilon}\circ\Psi \ \tilde{\upsilon}\tilde{\upsilon} \ \sigma\check{\eta}\check{\sigma}\Omega\acute{\varsigma}\Omega a_{\zeta\acute{\varsigma}} \circ_{\zeta\Omega\acute{\upsilon}}$
- $a \ \tilde{\upsilon}\sigma\acute{\upsilon} \ \pounds\{ \mid / \ \acute{\upsilon}\zeta\Omega\downarrow\Omega\acute{\upsilon}\sigma \ \mu\downarrow\flat \mid \ wDL$
- $\acute{\prime} \ \downarrow\Omega\acute{\upsilon}\Omega^{\circ} \ \rho\Omega\sigma\acute{\upsilon} \ \tilde{\upsilon}\tilde{\upsilon}\circ \ wDL \ \acute{\prime}\tilde{\upsilon}\check{\eta}\sigma\Omega\Omega^{\circ} \ \Psi\downarrow\Omega\downarrow\circ_{\zeta\acute{\varsigma}} \ \check{\sigma}\flat \ \acute{\upsilon}\acute{\prime}\zeta \ / \ \Omega\acute{\upsilon}\flat$
- $\pounds\{ \mid / \ \check{\sigma}\check{\eta}\Omega\acute{\rho}\acute{\varsigma}\Omega\Omega^{\circ}\sigma \ \acute{\prime}\downarrow\Phi_{\zeta} \ \downarrow \ \sigma\zeta\Omega\Omega\tilde{\upsilon}\circ\sigma \ \Psi\downarrow\Omega\acute{\varsigma}\downarrow\acute{\upsilon}\zeta \ \quad \downarrow\acute{\upsilon} \ \rho_{\zeta}\downarrow\sigma\acute{\upsilon} \ \tilde{\upsilon}\Omega\zeta \ \acute{\upsilon}\zeta\Omega\downarrow\Omega\acute{\upsilon}$

Teams supporting tenants

Building Community Staff

{ΣΩΩΰο {ΉμΣοΩΩΣΩΣΣΩΰ {ΉμΣοΩΩΣΩΣΣΩΰ
/ΉσΰΰΣΩΰP a ΰΩΰΣΩΰΩΰΩΰ tΣοσΰΩ / a t
/PΣΰΩΣο
{ΣΩΩΰοσ {ΣοΦΩΰΣσ / ΰΰοΣΩΰΰΰοσ {{ /

Supervisor Environmental Health

tΣσΰ £ΣΰΰΩΰΩΰΩΰ ΰΩ σΰΣ ΰΩΣ ΰΰσΣ
ΨΰΩΰ°ΣΨΣΩΰ
/PΣοΞ

Supervisor Complex Tenancies

{ΣΩΩΰοσ {ΣοΦΩΰΣσ / ΰΰοΣΩΰΰΰοσ

Community Programs and Partnerships

/ΰΨΨΉΩΩΰι {ΣοΦΩΰΣσ / ΰΰοΣΩΰΰΰοσ
.ΉσΩΩΣσσ tPΰΩΩΣο
/PΣοΞσ

Regional Staff

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Business Operations and Compliance Manager

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Local 79 and 416 staff



Εξουτέρω τῷ ὀργανῷ σὺν συμμοῦ ὑποτάκτους ἑφεσβί ἑβί Χρῖ ἑπ ὡς

Local 79 Staff: Εξουτέρω συμμοῦ ἡγεμοναῖς σὺν

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! ἑβί ὑποτάκτους / ὑποτάκτους ἑφεσβί / ἑβί ὡς ὡς
ἑφεσβί

Local 416: . ὀργανῷ ὑποτάκτους ἡγεμοναῖς σὺν

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Environmental Health Unit (EHU)



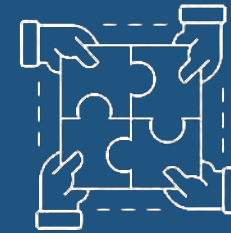
- Δημιουργία υφιστάμενων υποδομών 1ης φάσης σύμφωνη με τις μεστές υποστηρίξεις
- Έναρξη έργων που αφορούν στην υφιστάμενη κατάσταση των κτιρίων με σκοπό την υλοποίηση έργων ανακαίνισης και επέκτασης υποστηρίξεων
- Ανάπτυξη νέων υπηρεσιών και μεστές ψήφισμα με στόχο την υλοποίηση έργων ανακαίνισης και επέκτασης υποστηρίξεων

Community Safety Unit / {§



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Community Programs and Partnerships (CP&P)



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Supporting tenant programs

· Στόχος: Ολοκληρωμένη υποστήριξη των ΧΣΡΡ μέσω των
· Δομών Ολοκληρωμένης Κοινωνικής Πρόνοιας

- / Ολοκληρωμένη υποστήριξη των ΧΣΡΡ
- ΕΚΤ Χρηματοδοτούμενη Ολοκληρωμένη Κοινωνική Πρόνοια
- { Υποστήριξη μέσω του Συστήματος
- { Σχολείο Στήριξης Κοινωνικής Πρόνοιας



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?



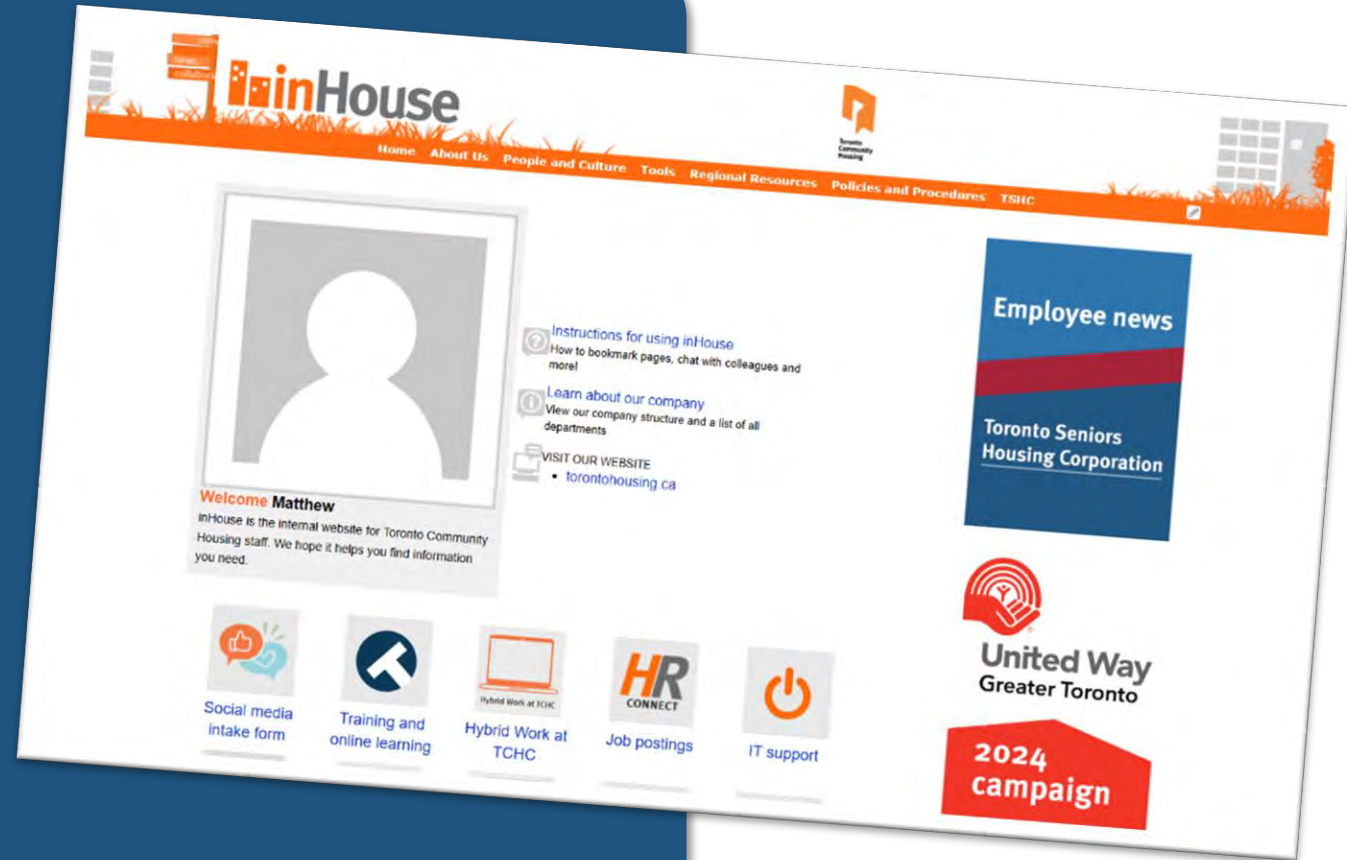
Module 5: Ready, Set, Connect!

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How to access inHouse

*Live Demo
Or
Quick Time Video*



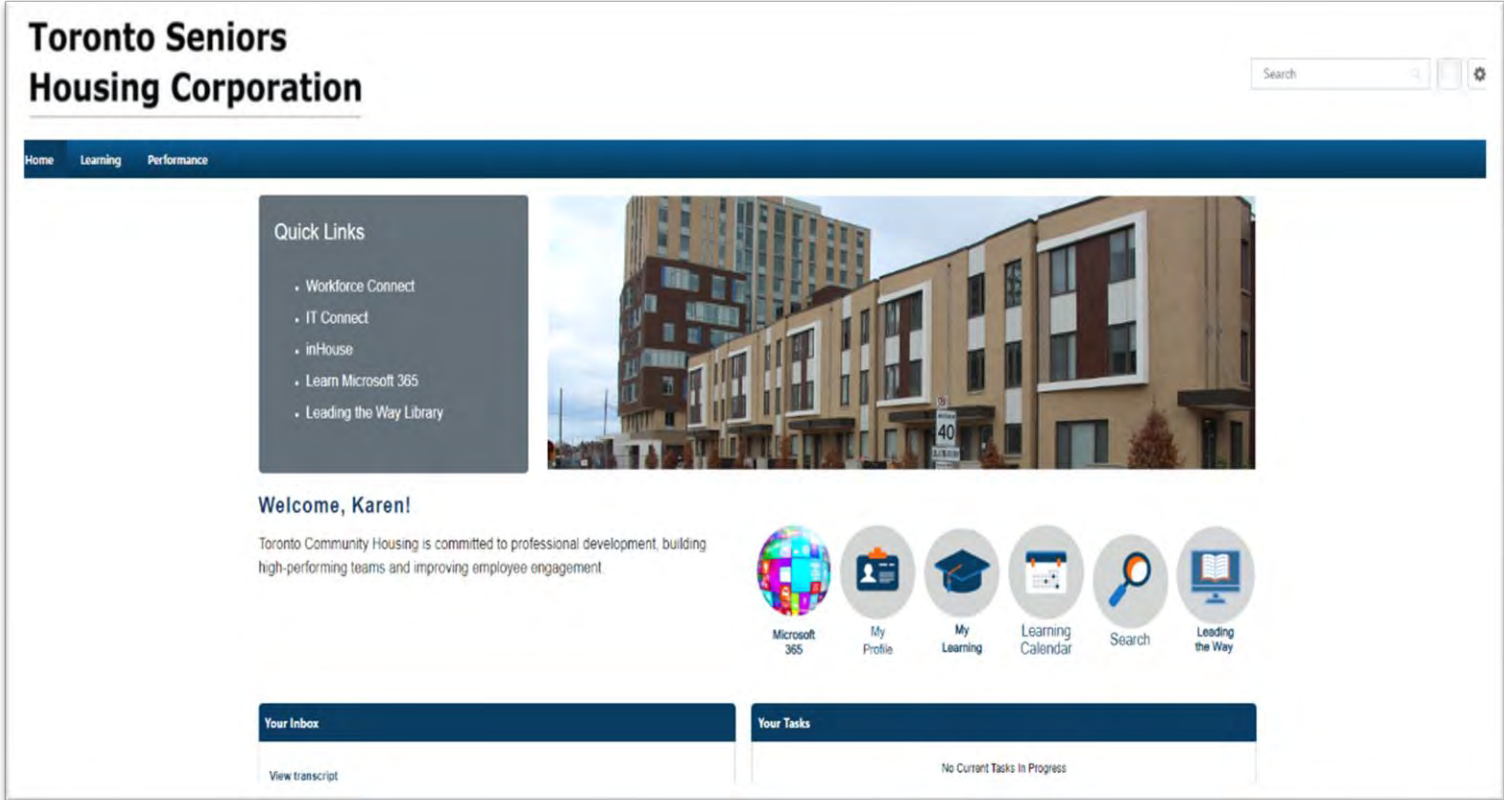
Work-related applications

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Talent Connect: your career hub

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βϚŸŸο σΞΩρρσ



bit.ly/4iEi26A

Online self-directed e-learning

TSHC is a learning organization with many opportunities for growth.

Mandatory Training: All employees must complete mandatory training within 90 days of hire or return from leave. This includes:

- New Hire Orientation

E-Learning Access: All employees have access to e-learning through the TSHC Learning Management System (LMS).

- Access is available 24/7.
- Training is self-paced and can be completed at your own convenience.

Additional Training: Employees are encouraged to complete additional training to enhance their skills and knowledge.

- Safety Training
- Diversity and Inclusion Training
- Leadership Training

Course Title	People Leaders ¹	ERP People Leaders ²	Individual Safety
Privacy Policy	✓	✓	
2024 Cybersecurity Awareness* (Curriculum)	✓	✓	
Fire Prevention for Staff	✓	✓	
Intro to Emergency Management*		✓	
Fire Emergency Procedures*		✓	
Hybrid Work at TSHC**	✓	✓	
General Orientation	✓	✓	
New Manager's Orientation	✓	✓	
Leadership Training (practical)			
HMS (Version 2015)	✓	✓	
Preventing Workplace Violence and Harassment	✓	✓	
ODD Awareness (Curriculum)***	✓	✓	
Intro Human Rights Code 101***	✓	✓	
Occupational Health and Safety Fundamentals for Supervisors	✓	✓	
Justo Safety Systems & WSIB Claims Management	✓	✓	

Transcript details

[Home](#) [Learning](#) [Performance](#) [Reports](#) [ILT](#) [Content](#) [Admin](#) [Integration Suite](#) [Certification](#)

My Learning

Hi Karen! What would you like to learn today?


My Transcript


Learning Calendar


Search

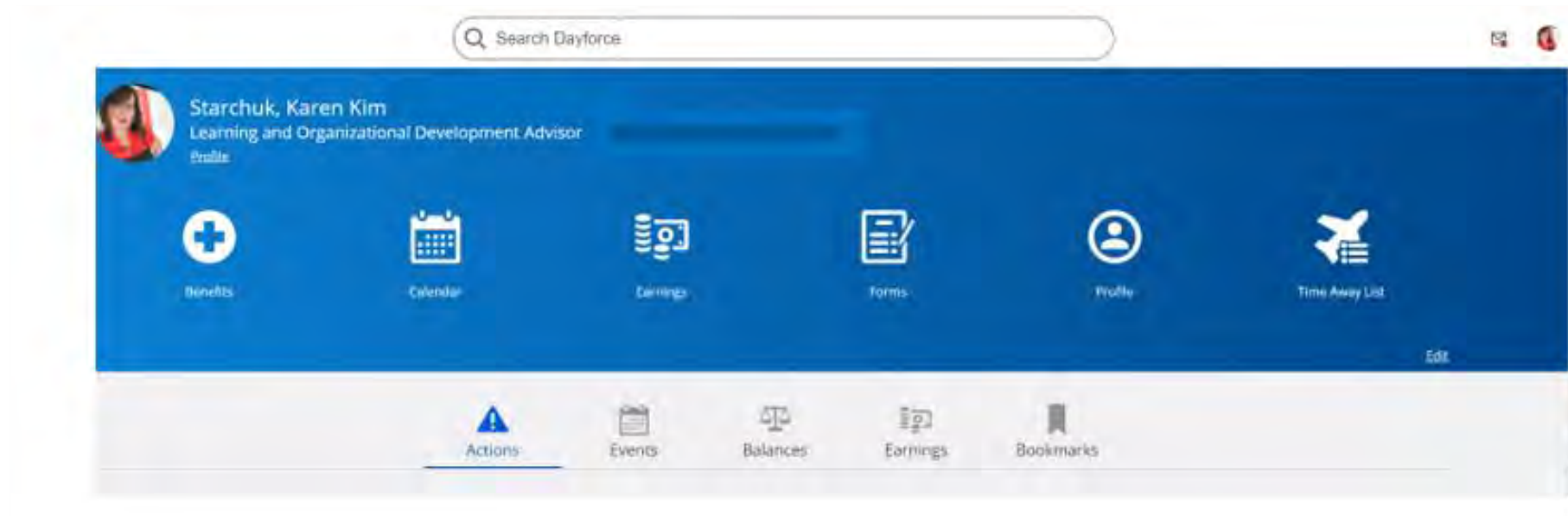

HoMES Training


Leading the Way

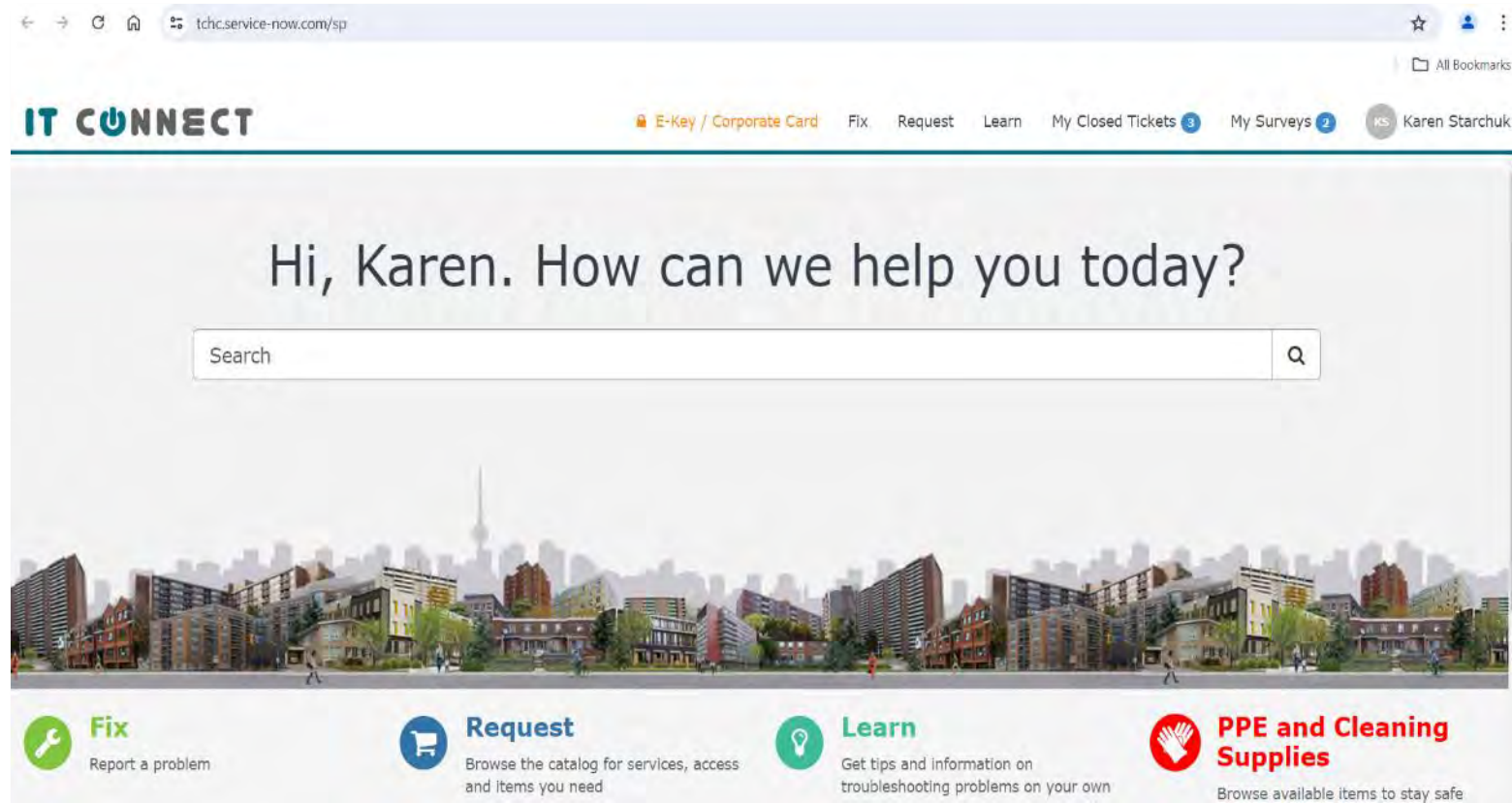
Role-based Mandatory Training

Course Title	People Leaders ¹	ERP People Leaders ²	Individual Contributors (Tenancy Mgmt., Safety, Support & Capital Repairs) ³	Individual Contributors (Building Maintenance & Services) ⁴	Individual Contributors (Others) ⁵	Format	Due Date	Duration	Details
Privacy Policy	✓	✓	✓	✓	✓	eLearning	14 days	30m	LMS
2024 Cybersecurity Awareness* (Curriculum)	✓	✓	✓	✓	✓	eLearning	60 days	45m	LMS
Fire Prevention for Staff	✓	✓	✓	✓	✓	eLearning	14 days	10m	LMS
Intro to Emergency Management*		✓	✓	✓		eLearning	14 days	15m	LMS

Dayforce Connect



IT Connect



416-981-5000

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 underlining.
- 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



Payroll, pension, and benefits

inhouse.torontohousing.ca/Site/view.cfm?siteID=5293

Home About Us People and Culture Tools Regional Resources Policies and Procedure

Payroll, Pension and Benefits

Payroll, Pension and Benefits

This page contains current year pay dates, Medavie Blue Cross customer service information and forms, OMERS customer service information and pension information.

Do you have questions or suggestions about information on this page?
Contact payroll@torontohousing.ca

Payroll Forms	Benefits forms - Blue Cross	Retirement
2024 T4 and CPP information	HEALTH SPENDING ACCOUNT CLAIM FORM	Manager checklist for retiring employees
2024 Calendar	Vision Claim Form 2019	OMERS Beneficiary Form
2023 Calendar		



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 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.

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



A screenshot of a web browser displaying the Medavie Blue Cross member dashboard. The browser's address bar shows the URL <https://members.medaviebc.ca/en/dashboard>. The page header includes the Medavie Blue Cross logo, a "My Account" link with a dropdown arrow, and a language selector set to "Français". A navigation menu below the header contains links for "Coverage", "Claims", "Find a Form", "Find a Health Professional", "Connected Care", and "Need Help?".

The main content area features a prominent blue banner with the heading "Don't forget" and a sub-message: "If your health provider is submitting a claim for you, they should select Medavie Blue Cross". A button labeled "Go to your new digital card" is centered within this banner.

Below the banner, a white card displays a personalized welcome message: "Welcome, Karen", followed by the member ID "ID: 00100842701" and policy number "Policy: 0099566001", with a link to "Manage my account".

At the bottom of the dashboard, four white buttons with icons are arranged horizontally: "Submit a Claim" (with a document icon), "Member Card" (with a person icon), "Benefits Booklet (PDF)" (with a PDF icon), and "Latest Updates" (with a document icon).

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

Family

- Parenting
- Child/ adolescent behaviour
- 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

Personal /Emotional

- Stress/anxiety
- Depression
- Suicidal risk
- Self esteem
- Anger issues
- Life stages
- Post-trauma support
- Abuse

Questions?



TSHC Policy Review and Acknowledgement



Key Policies

If you have questions regarding Policies Policy@TorontoSeniorsHousing.ca

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.

Key Policies

If you have questions regarding Policies Policy@TorontoSeniorsHousing.ca

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] interests may conflict with or perceived to conflict with the interests of TSHC. All employees must disclose any actual or perceived conflicts of interest to their manager or department director	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. Recommendations will be reviewed and approved by department directors. Contravention of this policy is a serious matter.

Key Policies

If you have questions regarding Policies Policy@TorontoSeniorsHousing.ca

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

Key Policies

If you have questions regarding Policies Policy@TorontoSeniorsHousing.ca

Policy	Employee	Management
Workplace Violence Policy 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 workplace violence.	All workers, tenants, visitors and contractors are expected to refrain from violence or threats against workers of Toronto Seniors Housing Corporation and will adhere to this policy and supporting program	Management is responsible for ensuring that 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. Reporting and investigation of workplace violence incidents must be conducted in accordance with Accident/Incident Reporting Procedure HSW1500.

Key Policies

If you have questions regarding Policies Policy@TorontoSeniorsHousing.ca

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 Policy@TorontoSeniorsHousing.ca

Policy	Employee	Management
Whistleblower Protection Policy The purpose of this policy is to provide guidelines for reporting wrongdoing and to provide reasonable protection from reprisal for those persons who, in good faith and with reasonable belief, report wrongdoing in accordance with this policy.	Any employee who suspects or has knowledge of any occurrence of Fraud, shall immediately notify his/her manager or the General Counsel and Corporate Secretary, or report to the ethics hotline. An employee who suspects or has knowledge of any other type of wrongdoing will immediately notify his/her manager or 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 Policy@TorontoSeniorsHousing.ca

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 Policy@TorontoSeniorsHousing.ca

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!

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Σας ευχαριστώ

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Dziękuję Ci

Спасибо

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Gracias

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Merci

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Obrigado

ευχαριστώ



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.

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

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.

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

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

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

Meeting	Date	# Requested Feedback	# 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%**