

Toronto Seniors Housing Corporation
Corporate Governance and
Human Resources Committee Meeting (CGHRC)

Date: Wednesday, September 17, 2025

Time: 4:00 pm to 5:30 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	4:00 pm 2 min	Chair's Remarks	Information	N/A	Chair
2.	4:02 pm 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	4:04 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	4:05 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	4:06 pm 1 min	Approval of Public Minutes of CGHR Committee Meeting of June 18, 2025	Approval	Minutes	Chair
6.	4:07 pm 1 min	Approval of Closed Minutes of CGHR Committee Meeting of June 18, 2025	Approval	Minutes	Chair
7.	4:08 pm 2 min	Action Items Review	Information	List	Chair
8.	4:10 pm 10 min	CEO Update	Information	Verbal	Tom Hunter
9.	4:20 pm 15 min	People and Culture Dashboard	Information	Report	Carol Francis

Item	Time	Description	Action	Type of Item	Presenter
10.	4:35 pm 1 min	Motion to move into Closed Session	Approval	N/A	Chair
11.	4:36 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	Agenda	Chair
12.	4:37 pm 15 min		Information	Verbal	Tom Hunter / Grant Coffey
13.	4:52 pm 1 min		Approval	N/A	Chair
14.	4:53 pm 1 min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Corporate Governance and Human Resources Committee Meeting (CGHRC)

[View Live Stream Video Part 1 here](#)

[View Live Stream Video Part 2 here](#)

Draft Minutes

The TSHC Corporate Governance and Human Resources Committee (CGHRC) held its meeting on Wednesday, June 18, 2025, at 3:30 pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

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

TSHC staff present:

Tom Hunter, Chief Executive Officer
Grant Coffey, Director, Strategy and
Business Management
Deanna Veltri, Director, Engagement,
Partnership and Communications (I)
Brad Priggen, Director, Operations
Carol Francis, Director, People & Culture
Vince Truong, Interim Finance Lead
Karen Starchuck, Learning and
Organizational Development Advisor
Nina Phillips, Business Consultant
Karyn Bawden, EA and Board Secretary
Emma Francis and Fatima Mahmood, EAs

Presenters:

Philip Rich, FLEX Surveys

Item 1: Chair’s remarks

Brenda Parris Chaired the meeting on behalf of Councillor Crisanti in his absence. She welcomed the Committee members, Board and staff and stated there were no deputations.

The Chair noted that June was a busy month acknowledging: Seniors Awareness Month, Italian Heritage Month, National Indigenous History Month, Portuguese Heritage Month, PRIDE Month and Filipino Heritage Month. June 20th is World Refugee Day and Summer Solstice, and June 21st is National Indigenous Peoples Day.

The Chair noted agenda would focus on a presentation from Flex Surveys on our TSHC Employee Engagement Survey as well that the Committee would move in-camera and return to public to approve the in camera session.

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

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: Approval of Public meeting agenda

The Chair asked for a motion to approve the CGHRC Public meeting agenda of June 18, 2025, with noted amendment.

Moved: Warren Law

Seconded: Fareed Amin

With All in favour, it was resolved that the CGHRC Public Agenda of June 18, 2025, was approved as amended **Carried**

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

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

Item 5: Approval of public minutes of CGHRC meeting of March 19, 2025

The Chair asked if there were any edits or changes to the CGHRC Public meeting Minutes of March 19, 2025, being none, the Chair asked for a motion to approve the CGHRC Public meeting Minutes of March 19 2025, as presented.

Moved: Warren Law

Seconded: Fareed Amin

With All in favour, it was resolved that the CGHRC Public meeting Minutes of March 19, 2025, were approved as presented**Carried**

Item 6: Approval of Closed Minutes of CGHRC meeting of March 19, 2025

The Chair asked if there were there any edits or changes to the CGHRC Closed session meeting Minutes of March 19, 2025, being none, the Chair asked for a motion to approve the CGHRC Closed session meeting Minutes of March 19, 2025, as presented.

Moved: Warren Law

Seconded: Fareed Amin

It was resolved that the CGHRC Closed session meeting Minutes March 19, 2025, were approved as presented**Carried**

Item 7: Action item review

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

Item 8: TSHC Employee Engagement Survey

The Chair welcomed Philip Rich from Flex Surveys. Through the Chair, Carol Franics gave a quick introduction and then Mr. Rich went through the TSHC Employee Engagement Survey Results.

Fareed Amin thanked Mr. Rich for the presentation and noted he was happy to see Employer of Choice. He also noted some critical areas with no real progress, being training and development and would like to see an Action Plan on the three critical areas. Linda Jackson noted, to Mr. Amin's comment that changing the way work is done, is necessary. Mr. Hunter noted as his key role is actions, he will be giving an update at his in-year update.

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

Item 9: TSHC Committee Terms of Reference

At the Chair's invitation, Grant Coffey went through the TSHC Committee Terms of Reference for:

- TSHC AFRC Terms of Reference
- TSHC QTEC Terms of Reference
- TSHC CGHRC Terms of Reference

Fareed Amin noted that Finance background and accountability should be under the AFRC Terms of Reference. Grant Coffey confirmed that the language was among the AFRC Terms of Reference, only removed from the QTEC and CGHRC Terms of Reference. With that and no further comments, the Chair asked for a motion to approve the amendments to the Committee Terms of Reference of the Audit Finance and Risk Committee (AFRC), the Quality and Tenant Engagement Committee (QTEC) and the Corporate Governance and Human Resources Committee (CGHRC) as presented?

Moved: Lawrence D'Souza

Seconded: Fareed Amin

With all in favour, it was resolved that the TSHC CGHRC approved and recommended to the Board of Directors to:

- Approve the amended TSHC AFRC Terms of Reference
- Approve the amended TSHC QTEC Terms of Reference
- Approve the amended TSHC CGHRC Terms of Reference

..... **Carried**

The Chair thanked Mr. Coffey and staff and then proceeded to the next Agenda Item.

Item 10: People and Culture Dashboard

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

Brenda Parris inquired if some training was mandatory. Ms. Francis noted it was a combination. Fareed Amin inquired about the Absenteeism Rate. Ms. Francis noted we were working on more data.

With that, the Chair thanked the Committee and Ms. Francis for the presentation and proceeded to the next Agenda item.

Item 11: TSHC Employee Orientation

At the Chair's invitation, Carol Francis introduced Karen Starchuck, Learning and Organizational Development Advisor who went through the TSHC Employee Orientation.

There was conversation among the Committee and Lawrence D'Souza noted a good job and asked if fonts were AODA compliant. It was confirmed that the font used at TSHC is Calibri – minimum 14 pt font, which is AODA Compliant.

The Chair thanked Ms. Francis and Ms. Starchuck for the presentation. With no further questions or comments, the Chair moved to the next Agenda Item

Item 12: Governance Work Plan Update

At the Chair's invitation, Grant Coffey went through the Governance Work Plan Update.

There was a liberal discussion among the Committee and Linda Jackson noted that she was pleased with the Annotated Agendas brought forward and feels supported as the QTEC Chair and Board member. She noted that immediate feedback on meetings would be good. Fareed Amin, agreeing with immediate feedback and also noting that post-meeting survey's should be continue and strongly supported a Board Portal. Lawrence D'Souza asked if materials and documentation could be downloaded and printed from the Portal. It was confirmed that yes, the option to download or print would be available for the Board members.

With no further questions or comments, the Chair thanked staff and proceeded to the next agenda item.

Item 13: Approval to Move into Closed Session

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

Moved: Fareed Amin

Seconded: Warren Law

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

The meeting went into Closed Session.

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Upon return to the Public Session of the TSHC CGHRC June 18, 2025 meeting, the Chair thanked the online attendees for joining again and noted there were no Closed Session Decisions to make and proceed to the final Agenda Item, Adjournment.

Item 17: Adjournment

The Chair thanked the Board, Committee members, staff and online attendees who attended the TSHC CGHRC June 18, 2025, meeting and asked for a motion to adjourn the meeting.

Moved: Warren Law

Seconded: Lawrence D'Souza

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

Brenda Parris, Board Director and Member
Corporate Governance and Human
Resources Committee Meeting

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

Action Item List as of June 2025

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

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

Toronto Seniors Housing Corporation
Corporate Governance and Human Resources Committee
Meeting

Meeting Date: September 17, 2025

Topic: TSHC People and Culture Dashboard

Item Number: 09

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture

Date of Report: September 9, 2025

Purpose: For information

Recommendation:

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

Carol Francis
Director, People and Culture

List of Attachments:

09.1 TSHC People and Culture Dashboard

Enabler 2: Employer of Choice

Highlights:

Recruitment & Staffing

The quarter was marked by a period of exceptional stability in our workforce, with minimal turnover and a consistently low vacancy rate. Our recruitment efforts were highly successful, resulting in a large number of interviews and the completion of key hires for all outstanding supervisor and safety-related positions. In addition to these new hires, we also extended a number of existing contracts to ensure continuity across our teams.

Headcount & Workforce Data

Average headcount remained stable across all teams, with consistent numbers for Local 79, Local 416, and our Management group throughout the period.

Absenteeism & Incidents

Absenteeism resulted in a significant number of paid and unpaid hours, with the majority attributed to illness. On the safety front, we reported a small number of incidents, most of which were minor and did not result in lost work time.

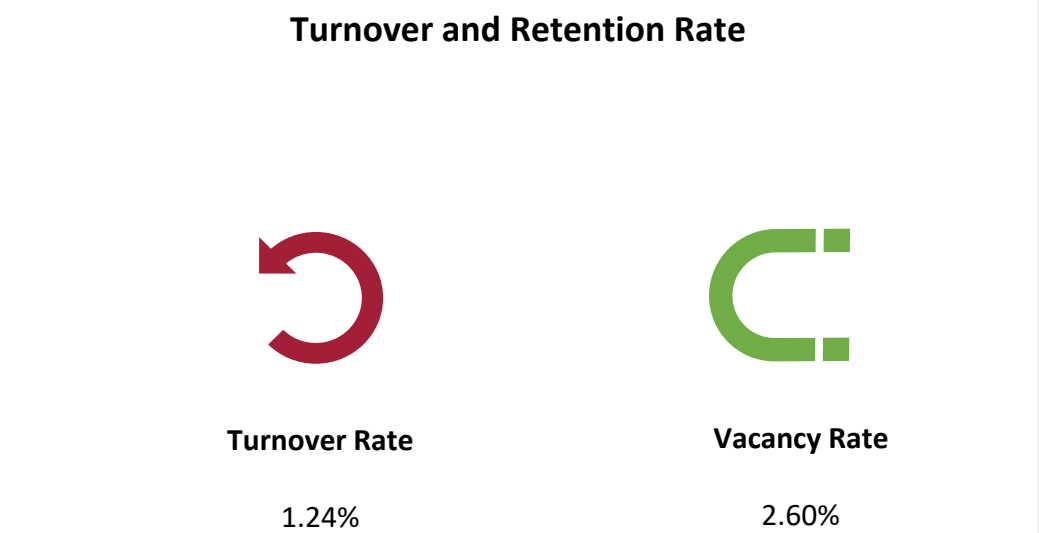
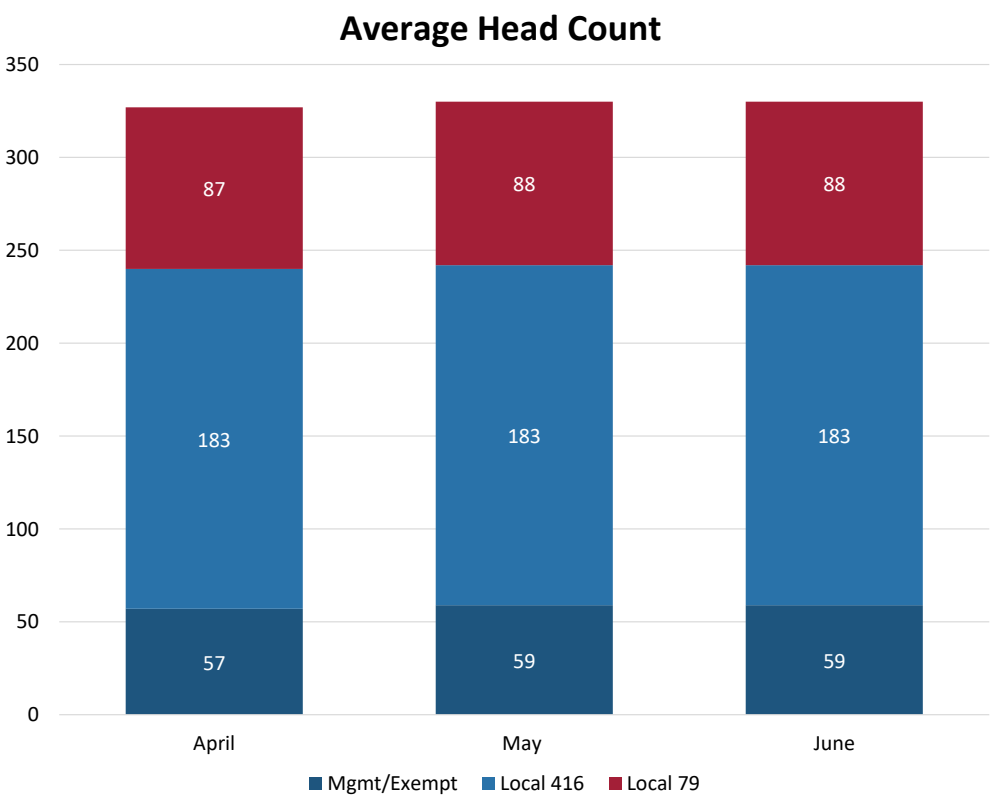
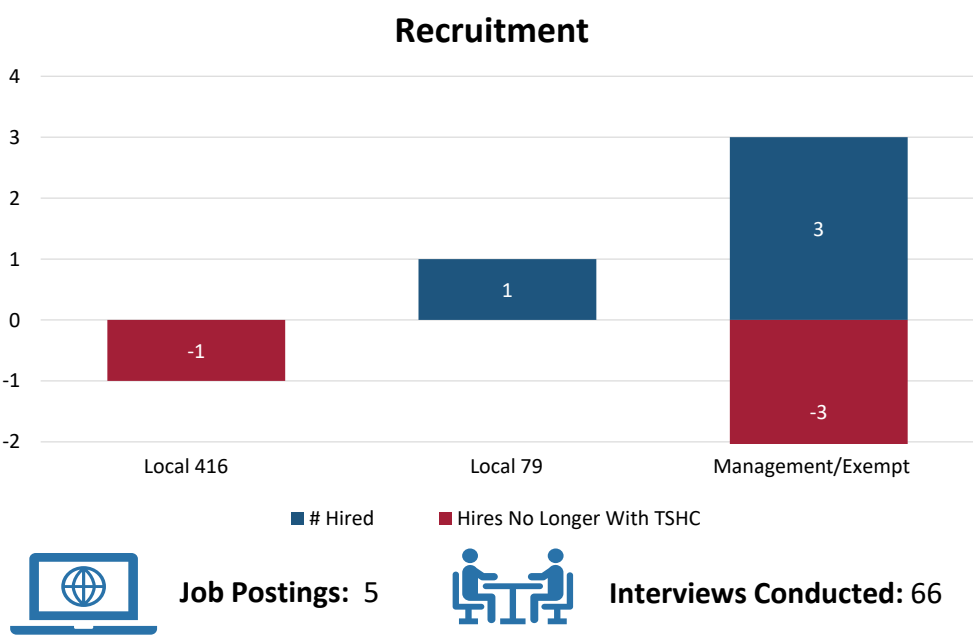
Training & Development

There was strong participation in a variety of training modules this quarter, particularly in compliance-related areas such as AODA and Cybersecurity. Additionally, many staff members completed important professional development courses covering topics from new hire orientation to resume writing and interview skills.

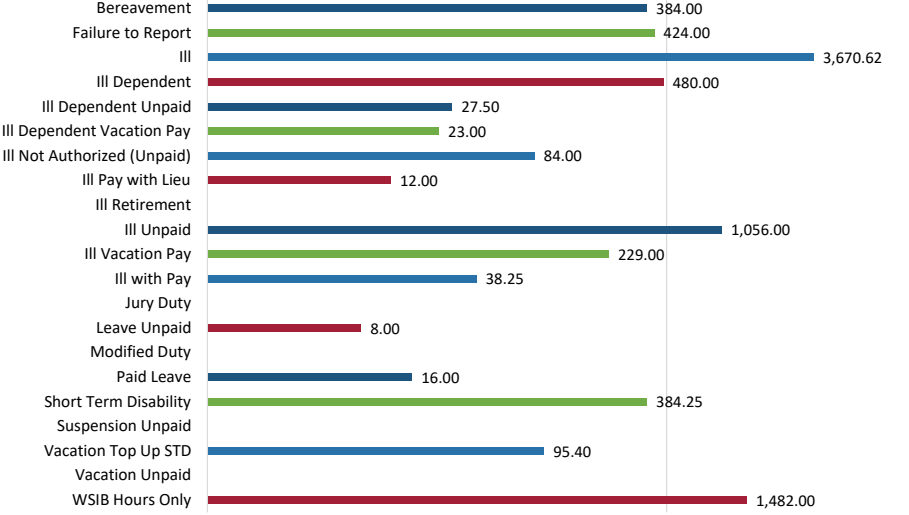
Collective Bargaining

On June 23rd a first tentative collective agreement was reached between TSHC and TCEU/COPE Local 416. The tentative agreement was later ratified by the members and by the Board of Directors for TSHC on July 10th. This round of bargaining was productive, with gains and changes necessary for both parties and has resulted in a strengthened partnership between TSHC and TCEU/COPE Local 416.

TSHC and COPE Local 79 will meet on September 10 for their first round of bargaining. The primary focus for TSHC during this round are non-monetary updates to language to reflect the needs and priorities of Seniors. As noted during COPE Local 79’s bargaining with the City of Toronto, it is anticipated that their mandate will focus on monetary increases.



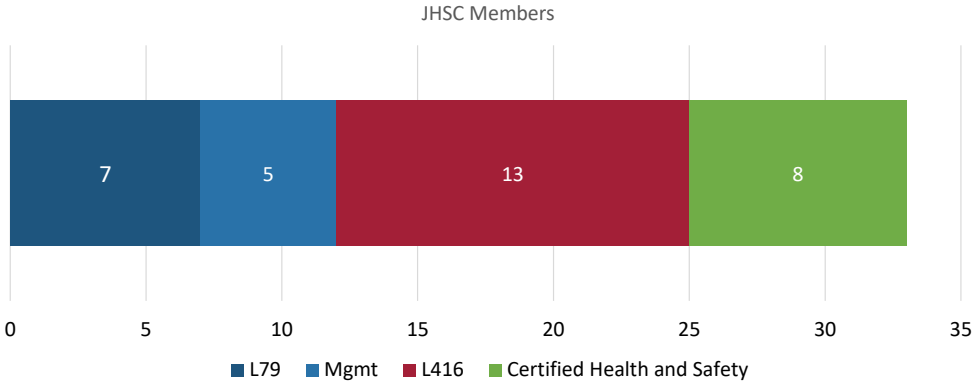
Absenteeism Rate



Total Paid Hours: 5,332.52

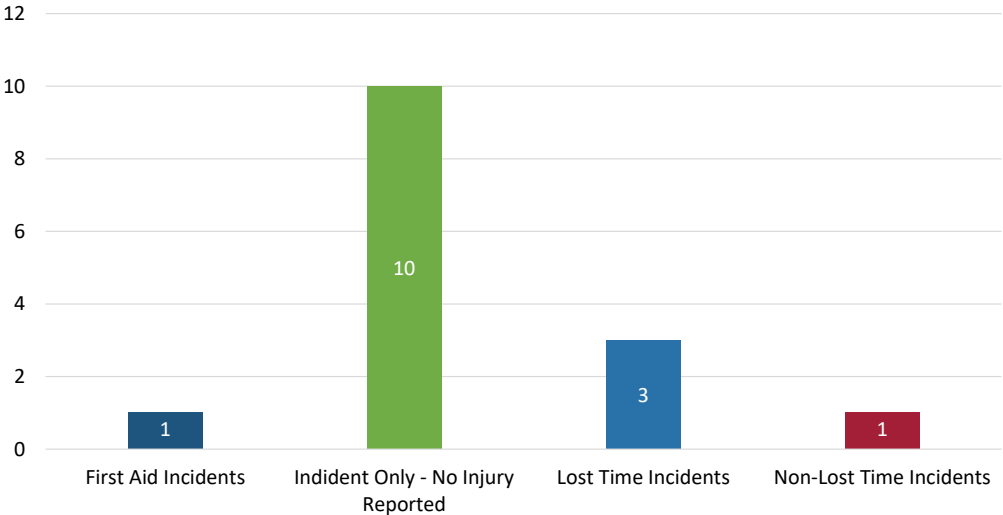
Total Unpaid Hours: 3,081.50

Joint Health and Safety Committee Updates



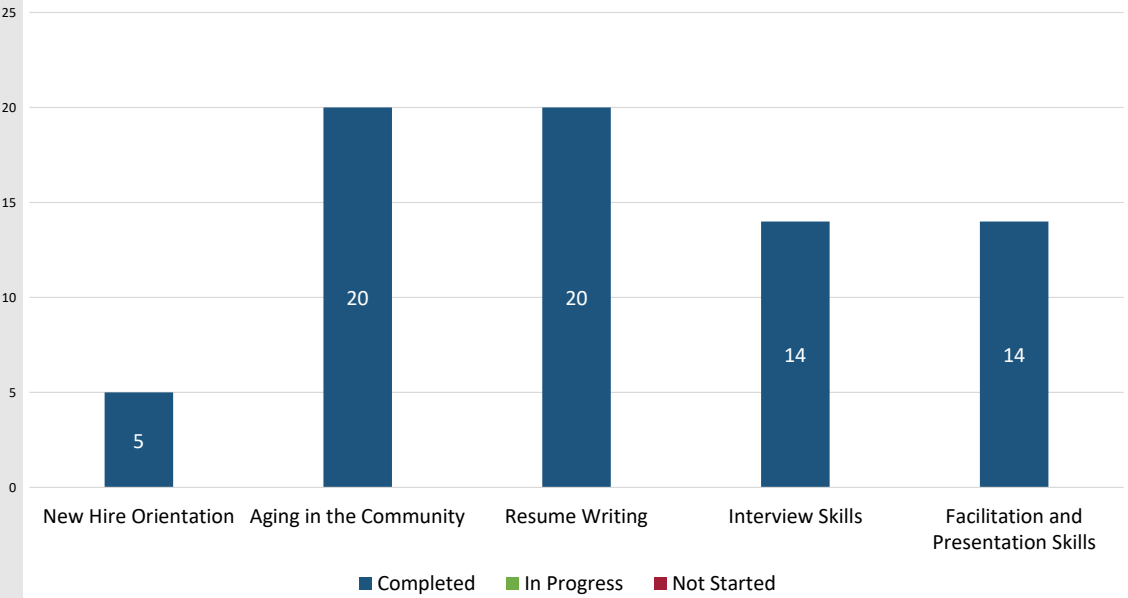
The Joint Health and Safety Committee (JHSC) convened for three in-person meetings during Q2. Efforts are underway to update JHSC boards and ensure ongoing familiarization with the new inspection application. Notably, no Ministry of Labour visits occurred.

Lost-Time Claims Costs

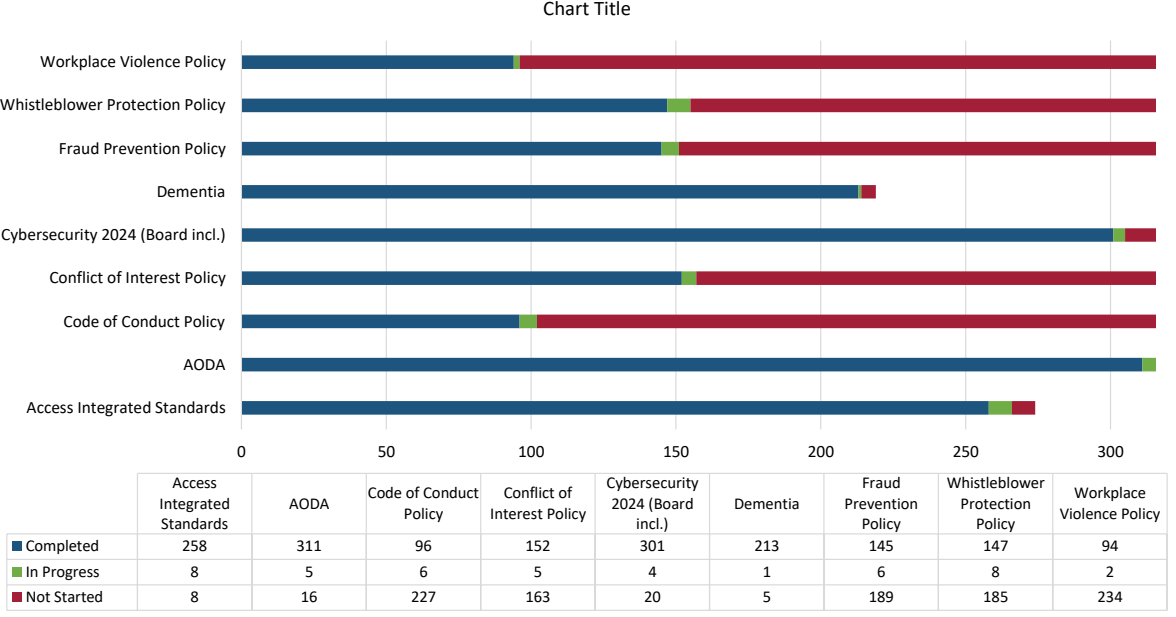


Total Cost: \$11,215

Training Opportunities: General



Training Opportunities: Compliance



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.

Policies Training

Training Course: Conflict of Interest
Target Audience: All Staff
Description: This policy is designed to build public confidence in the Toronto Seniors Housing Corporation by holding every employee to a high standard of honesty , integrity, accountability, and ethics. It provides essential guidance on how to identify, disclose, and resolve any potential conflicts of interest. The policy ensures that employees' personal interests do not influence their professional duties, thereby protecting the integrity and reputation of the corporation.

Training Course: Workplace Violence
Target Audience: All Staff
Description: This policy outlines the unacceptable nature of violence in the workplace. It details the measures and procedures put in place to protect workers from violence, including how to report incidents or raise concerns. The policy also provides information o n how to summon immediate assistance if needed. Additionally, it addresses the risks of domestic violence and outlines how the organization will communicate these risks to workers to ensure their safety.

Tenant Focused Training

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: 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 co mmon form of dementia), and apply communication strategies.

Seniors-Focused Training

Training Course: The Code and AODA (AODA/Customer Service Standard).
Target Audience: All Staff Upon Hire
Description: AODA Awareness Micro-Lesson Series. All TSHC employees must complete all five modules. The lessons are offered as asynchronous eLearning taken at your own pace anytime before the due date. Learners must attempt each module following the sequential order . AODA act, accessibility standards, Ontario Human Rights Code and interacting with people with disabilities.

Training Course: Access Integrated Standards
Target Audience: All Staff Upon Hire
Description: The Accessibility Program provides employees an understanding of tenants who live with disabilities. This provides details of how staff can work with tenants and others to address accessibility issues in their units and common areas so they can particip ate in community life.

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.

General Training

Training Course: New Hire Orientation
Target Audience: New Hires
Description: This orientation provides a comprehensive introduction to TSHC’s mission, values, and culture. It covers key company policies, provides an overview of roles and responsibilities, and introduces new employees to the resources and support available.

Training Course: Resume Writing
Target Audience: Optional for All Staff
Description: This workshop showed participants how to create different types of resumes to fit various jobs. Attendees learned the key components of a standout resume, got hands-on practice building their own, and explored relevant samples to help guide them.

Training Course: Interview Skills
Target Audience: Optional for All Staff
Description: This workshop covered the Toronto Seniors Housing Corporation's (TSHC) recruitment process, explored various interview styles, and provided guidance on how to apply these skills to your own career path. Participants learned what to expect during TSHC's hiring stages and how to best prepare for different types of interviews to increase their chances of success.

General Training

Training Course: Facilitation and Presentation Skills
Target Audience: Optional for All Staff
Description: This workshop was a deep dive into the world of facilitation. Participants learned about different presentation best practices, how to effectively use PowerPoint, and had the opportunity to put their new skills into action through practical exercises. The training provided participants with the tools and techniques needed to lead engaging and impactful sessions.