

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

Date: Tuesday, July 7, 2026

Time: 3:45 pm to 5:00 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:45 pm 2 min	Chair's Remarks	N/A	N/A	Chair
2.	3:47 pm 3 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:50 pm 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:51 pm 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:52 pm 1 min	Approval of Public Minutes of CGHR Committee Meeting of March 19, 2026	Approval	Minutes	Chair
6.	3:53 pm 1 min	Approval of Closed Minutes of CGHR Committee Meeting of March 19, 2026	Approval	Minutes	Chair
7.	3:54 pm 1 min	Action Items Review	Information	List	Chair
8.	3:55 pm 15 min	People and Culture Dashboard	Information	Report	Carol Francis

Item	Time	Description	Action	Type of Item	Presenter
9.	4:10 pm 20 min	IDEA Strategy Update	Information	Report	Carol Francis
10.	4:30 pm 15 min	Board Governance Work Plan Update	Approval	Report	Grant Coffey
11.	4:45 pm 15 min	TSHC Policy Work Plan Update	Information	Report	Grant Coffey
12.	5:00 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 Thursday, March 19, 2026, at 3:00 pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

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

TSHC staff present:

Tom Hunter, Chief Executive Officer
Grant Coffey, Director, Strategy and
Business Management
Deanna Veltri, Director, Engagement,
Partnerships and Communications (
Brad Priggen, Director, Operations
Carol Francis, Director, People & Culture
Vince Truong, Interim Finance Lead
Nina Phillips, Business Consultant
Karyn Bawden, Board Secretary
Emma Francis, EA

Item 1: Chair's remarks

The Chair, Brenda Parris, welcomed the Committee members, Board and staff and stated that it was first TSHC Corporate Governance and Human Resources Committee meeting of 2026 and the meeting was being live streamed on

YouTube. She noted she was the newly appointed Chair of the Committee and looked forward to working with the Committee and its members.

The Chair noted the meeting would include review of the CGHRC 2026 Work Plan, People and Culture Dashboard and the draft 2025 Annual Report. She also noted there would be an In-Camera session and we would then return to the public realm to approve any In-Camera decisions.

The Chair acknowledged that March brought several meaningful observances, including Irish, Bangladeshi, Hellenic, and Persian Heritage Months, Eid al-Fitr, the, Ramadan, Spring Equinox, International Day for the Elimination of Racial Discrimination, Nowruz, Pakistan Day, International Day for the Right to the Truth, Greek Independence Day and the International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade.

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

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: Approval of Public meeting agenda

The Chair asked for a motion to approve the CGHRC Public meeting agenda of March 19, 2026.

Moved: Kosta Kostouros

Seconded: Councillor Crisanti

With All in favour, it was resolved that the CGHRC Public Agenda of March 19, 2026, was approved as presented **Carried**

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

The Chair asked the members of the Committee and Board 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 November 6, 2025

The Chair asked if there were any edits or changes to the CGHRC Public meeting Minutes of November 6, 2025, being none, the Chair asked for a motion to approve the CGHRC Public meeting Minutes.

Moved: Councillor Crisanti

Seconded: Kosta Kostouros

With All in favour, it was resolved that the CGHRC Public meeting Minutes of November 6, 2025, were approved as presented**Carried**

Item 6: 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 7: Approval of 2026 Corporate Governance and Human Resources
Committee Work Plan**

Through the Chair, Grant Coffey went through the CGHRC's Work Plan. The Chair thanked Mr. Coffey and asked for a motion to approve the 2026 CGHRC Work Plan as presented.

Moved: Kosta Kostouros

Seconded: Councillor Crisanti

With all in favour, it was resolved that the 2026 CGHRC Work Plan was approved as presented**Carried**

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

Item 8: CEO Update

At the Chair's invitation, Tom Hunter went through his CEO update, but first thanked Councillor Crisanti for his service as the former Chair of the Corporate Governance and Human Resources Committee, noting his guidance and steady support was valuable in advancing our work. Mr. Hunter then welcomed Brenda Parris as the newly appointed Chair of the Committee, stating we looked forward to working with Ms. Parris as the Chair and continuing our shared focus on supporting seniors across our communities

Mr. Hunter then gave an update on the Mayor's Lunar New Year Visits, highlighting:

- Two days of visits (February 25th and February 27th) across 12 TSHC Buildings
- Positive feedback from the Mayor and our TSHC Tenants

The Chair thanked Mr. Hunter and proceeded to the next Agenda Item.

Item 9: People and Culture Dashboard

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

Councillor Crisanti inquired what are unpaid hours and Ms. Francis noted it is usually when employees do not have enough vacation or sick days. The Councillor then inquired about the total cost of the 4 Positions and Ms. Francis noted we would bring forward the information on the next Dashboard.

Kosta Kostouros inquired if ill/sick days get carried over and Ms. Parris noted they do not. Mr. Kostouros then inquired about the number of days off if that included the Union (Local 79 and 416). Ms. Parris noted it would also be included in the next Dashboard.

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

Item 10: 2024 Annual Report

At the Chair's invitation, Deanna Veltri went through the draft 2025 Annual Report, noting that the final version would be brought to the Board of Directors.

There was a fulsome discussion with many Committee and Board members giving accolades for the work done on the report.

The Chair thanked the Committee, Board members and Ms. Veltri and proceeded to the next agenda item.

Item 14: Approval to Move into Closed Session

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

Moved: Kosta Kostouros

Seconded: Councillor Crisanti

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 March 19, 2026, meeting, the Chair thanked the online attendees for joining again and noted that we were going to proceed to the Approval of Closed Session Decisions.

Item 19: Motion to Approve Closed Session Decisions

Item 14 – 2026 TSHC Compensation

The Chair asked for a motion that the Corporate Governance and Human Resources Committee approve and recommend to the Board of Directors:

1. Approve Cost of Living Adjustment (COLA) to 2% to align with the City of Toronto for non-union and management employees.
2. Approve merit-based performance pay adjustments ranging between 0 – 4.5%, depending upon individual performance rating, for eligible management and non-union employees

Moved: Councillor Crisanti

Seconded: Kosta Kostouros

With all in favour, it was resolved that the Corporate Governance and Human Resources Committee approved and recommended to the Board of Directors the 2026 TSHC Compensation as presented..... **Carried**

Item 15 – 2026 Performance Management Process

The Chair asked for a motion that the Corporate Governance and Human Resources Committee approve and recommend to the Board of Directors the 2026 Performance Management Process as presented

Moved: Kosta Kostouros

Seconded: Councillor Crisanti

With all in favour, it was resolved that the Corporate Governance and Human Resources Committee approved and recommended to the Board of Directors the 2026 Performance Management Process as presented **Carried**

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

Item 23: Adjournment

The Chair thanked the Committee and Board members, staff and online attendees to the TSHC CGHRC March 19, 2026, meeting and asked for a motion to adjourn the meeting.

Moved: Kosta Kostouros

Seconded: Councillor Crisanti

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

Brenda Parris, Chair
Corporate Governance and Human
Resources Committee

Karyn Bawden
Board Secretary

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

Action Item List as of July 2026

Action items				
	Meeting Arising From	Description	Resp	Status
None				

Completed Action items				
	Meeting Arising From	Description	Resp	Status
1.	November 6, 2025	Bring forward overview of how Health & Safety is addressed with contractors	Vince Truong	Completed – sent to Board April 30, 2026

Toronto Seniors Housing Corporation
Corporate Governance and Human Resources Committee
Meeting

Meeting Date: July 7, 2026

Topic: TSHC People and Culture Dashboard Q1 2026

Item Number: 08

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture

Date of Report: June 30, 2026

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive the TSHC People and Culture Dashboard Q1 2026 for information.

Carol Francis
Director, People and Culture

List of Attachments:

08.1 TSHC People and Culture Dashboard Q1 2026

Enabler 2: Employer of Choice

Highlights:

People & Culture continued to advance TSHC's Employer of Choice priorities during Q1 2026 through focused recruitment, workforce development, health and safety initiatives, and employee engagement efforts. Workforce stability remained strong, with low turnover and vacancy rates supporting operational continuity across the organization. Training and development opportunities continued to strengthen staff capability while targeted health and safety activities supported a safe and productive workplace.

Workforce stability remained a key strength during the quarter. Turnover remained low at 0.39% and the vacancy rate was 4.22%, supporting continuity of service delivery across the organization. Recruitment activity continued with seven positions posted and 29 interviews conducted to address operational and strategic staffing requirements.

Health and safety performance remained stable. The Joint Health and Safety Committee met twice during the quarter and continued to support workplace inspections, hazard reviews, and incident monitoring. Lost-time claim costs totalled \$9,571.95 for the quarter.

TSHC 2026 Performance Management Plan was launched for all Management/Exempt Staff. The next review will be mid term beginning in September.

Progress on Open Action Items:

Unpaid Hours Analysis:

A review identified that 53.4% of unpaid hours were attributable to illness-related absences. People and Culture will continue monitoring trends and reporting on significant changes.

Vacant Positions:

The four approved vacant corporate positions represented approximately \$890.5k in salary and benefit costs during the reporting period. Recruitment for all positions is now in progress.

Employee Absences:

Employees recorded 9,557.45 absence hours, averaging 4 days per employee. Leave entitlements are administered in accordance with the applicable collective agreements and company policies.

Operational Coverage:

Service continuity was maintained through overtime, temporary staffing, and reassignment of duties as required. These measures ensured operational requirements continued to be met during employee absences.

Recruitment

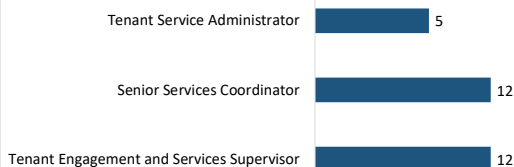


Positions Posted: 7

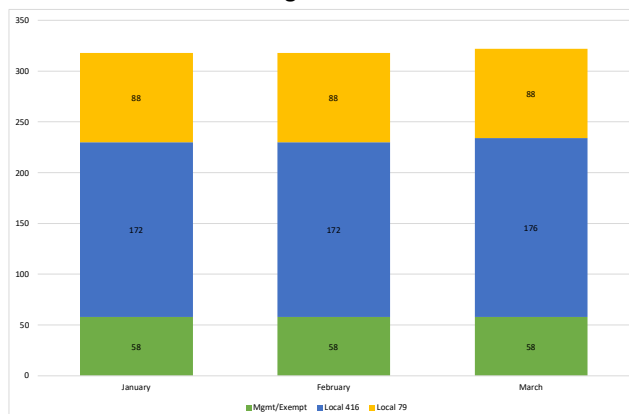
Tenant Engagement Services Supervisor (2), Cleaner (1), Tenant Services Administrator (1), Clerk (1), Community Housing Supervisor (1), People and Culture Business Partner (1)



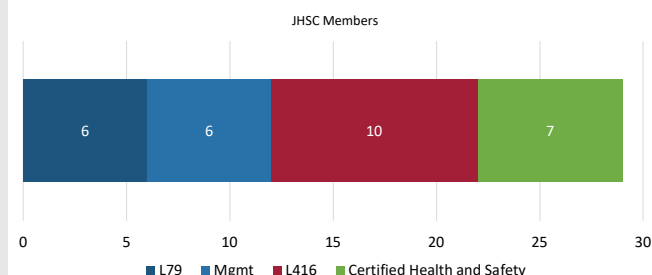
Interviews Conducted: 29



Average Head Count



Joint Health and Safety Committee Updates



The Joint Health and Safety Committee (JHSC) convened for two in-person meetings during Q1. The JHSC continues to review all incident reports and advises management on potential hazards and personal protective equipment needs. The committee continues to focus on the workplace inspections.

Turnover and Vacancy Rate



Turnover Rate

0.39%

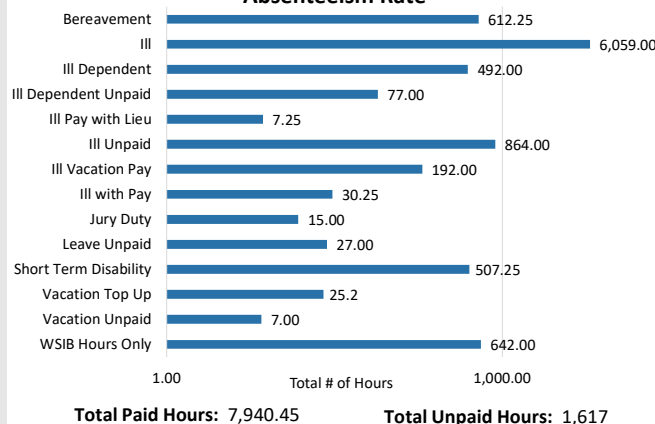


Vacancy Rate

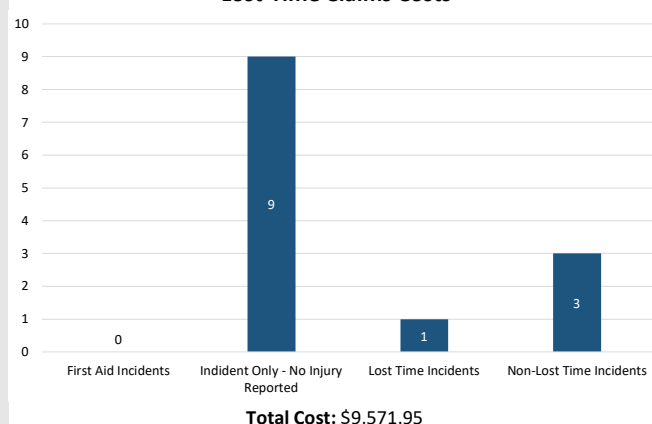
4.22%

Note: Turnover is based on Voluntary (i.e. Retirement, Resignation) and Involuntary Terminations

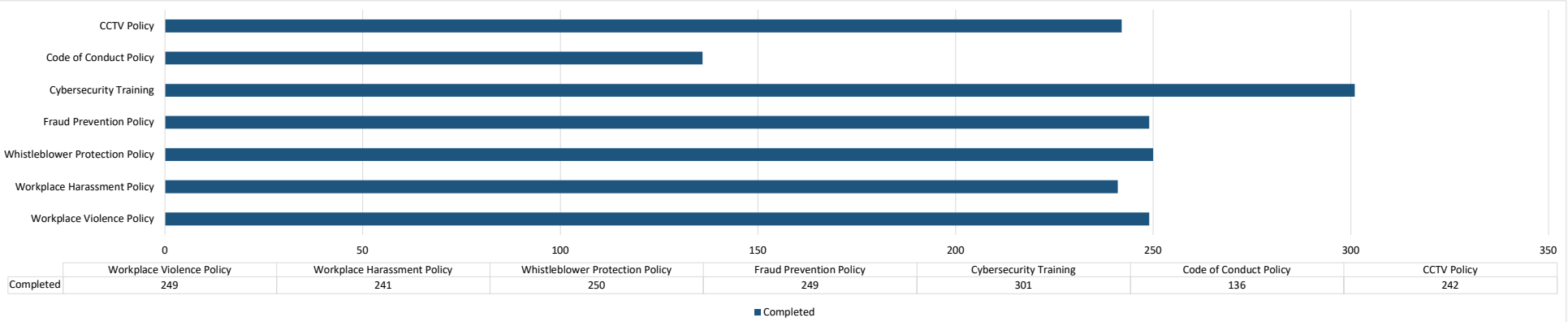
Absenteeism Rate



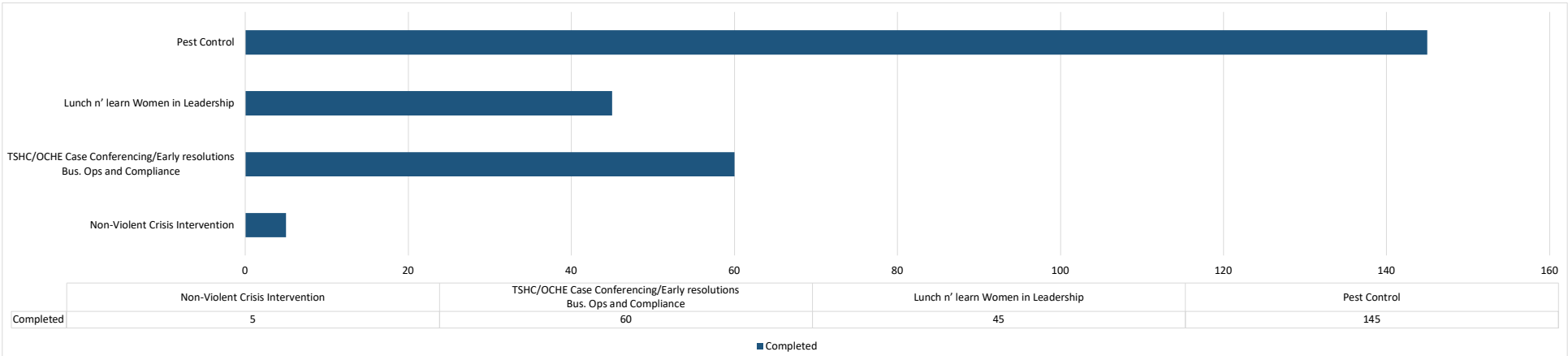
Lost-Time Claims Costs



Policies Review and Training Opportunities



Training Opportunities



Training

Training Course: The 3 Ds (Delirium, Dementia, and Depression)
Target Audience: All Staff
Frequency: One-Time (2 sessions)
Description: This introductory session will provide a practical overview of delirium, dementia, and depression in older adults. Participants will learn common signs and symptoms, key differences between the “3Ds,” and how these conditions may present. The session will also explore appropriate communication tips and when to escalate concerns or connect with additional supports.

Training Course: Preventing Elder Abuse
Target Audience: All Staff
Frequency: One-Time (2 sessions)
Description: This introductory session will provide information to assist staff to identify signs of abuse and how to respond. Discussion around, if you suspect or detect elder abuse, what do you do?” Case study and review of resources.

Note: Historically, the dashboard included descriptions for all training courses. To streamline reporting, only new training courses introduced this quarter will have descriptions included.

Toronto Seniors Housing Corporation
Corporate Governance and Human Resources Committee
Meeting

Meeting Date: July 7, 2026

Topic: TSHC IDEA Strategy Workplan

Item Number: 09

To: Corporate Governance and Human Resources Committee (CGHRC)

From: Carol Francis, Director, People and Culture

Date of Report: June 30, 2026

Purpose: For information

Recommendation:

It is recommended that the Corporate Governance and Human Resources Committee receive the TSHC IDEA Strategy Workplan for information.

Carol Francis
Director, People and Culture

List of Attachments:

09.1 TSHC IDEA Strategy Workplan 2026-2028

**Toronto Seniors
Housing Corporation**

IDEA Strategy Workplan 2026 - 2028



Purpose of the Workplan

Consolidating Actions for Inclusive Organizational Implementation

The IDEA Strategy Workplan serves as a crucial guide for our organization. It consolidates key actions from the IDEA Strategy and the 2026 IDI Leadership Report, ensuring a clear path for implementation from 2026 to 2028. This framework also emphasizes accountability through regular reporting mechanisms.



Reporting Framework



Training Metrics

Quarterly staff training metrics are reported through the People and Culture Dashboard to the CGHRC, ensuring continuous improvement and alignment with our strategic goals for inclusivity and equity within the organization.



Annual Report

The Annual IDEA Year-in-Review Report will be presented to the Board in Q4, summarizing achievements, challenges, and future directions to maintain accountability and transparency throughout the organization.

Four Pillars



01
**Embrace and
Cultivate
Workforce
Diversity**



03
**Foster and
Engaging Culture
and Environment
for All**



02
**Embed Education
and Training**



04
**Service TSHC's
Diverse
Communities**

2026 Focus Areas

Workforce Diversity

Review and enhance recruitment processes through a Diversity Lens to attract a broader range of candidates and improve retention rates within the organization.

Communication Channels

Strengthen communication and feedback channels to ensure all staff feel supported and engaged, fostering a more inclusive environment that encourages diverse perspectives.

Education and Training

Deliver comprehensive IDEA training, including key topics like Anti-Semitism and Disabilities, to foster understanding and develop leadership competencies essential for an inclusive workplace.

2026 Focus Areas

Culture and Environment

Finalizing the IDEA Committee structure will enhance engagement, ensuring diverse voices are represented in decision-making processes, fostering a sense of ownership and commitment to inclusivity.

Diverse Communities

Building partnerships with Indigenous, Jewish, Disability, and Mental Health organizations will strengthen community ties, promote mutual understanding, and address the unique needs of diverse groups within our organization.

Cultural Partnerships

Establishing effective cultural partnerships will enhance our initiatives, enabling collaborative efforts to support underrepresented communities and create a more equitable environment for all stakeholders.

2027 Focus Areas

Mentorship Program

Launch a mentorship program aimed at enhancing workforce diversity. This initiative will connect underrepresented employees with experienced mentors to foster professional growth and retention within the organization.

Workforce Analysis

Analyzing workforce demographics will help identify representation gaps, allowing us to implement targeted strategies that enhance diversity and inclusion in our hiring processes.

Targeted Training

Targeted training programs will be implemented for Operations and Leadership teams to address specific challenges and enhance competency in inclusivity and diversity. These sessions will cultivate a more informed organizational culture and effective leadership practices.

2027 Focus Areas

Employee Resource Groups

We will explore the creation of Employee Resource Groups (ERGs) to empower diverse voices and promote engagement, ensuring representation and support for all employees within our organization.

Reflection Spaces

Initiatives will be introduced to create quiet and reflection spaces that allow staff to recharge and promote mental well-being, contributing to a more inclusive and supportive environment.

Open Dialogues

Establish crisis and wellness support resources to address the unique needs of our diverse communities. This initiative will ensure that all community members have access to essential services and support networks, fostering resilience and empowerment.

2028 Focus Areas

Competencies

Define IDEA competencies for all roles to ensure that every team member integrates inclusivity into their daily tasks and operational processes, fostering a unified approach across the organization.

Partnerships

Address outstanding accessibility gaps with targeted partner collaboration.

Accountabilities

Embed role-specific IDEA accountabilities in every department, ensuring that each leader actively contributes to the organizational goals of inclusion, diversity, equity, and access throughout their teams.

Assessment

Conduct needs assessment for accessibility improvements.

Engagement

Implement Employee Resource Groups (ERGs) and allocate a dedicated IDEA budget to support these initiatives, while conducting accessibility and inclusion needs assessments to guide future improvements.

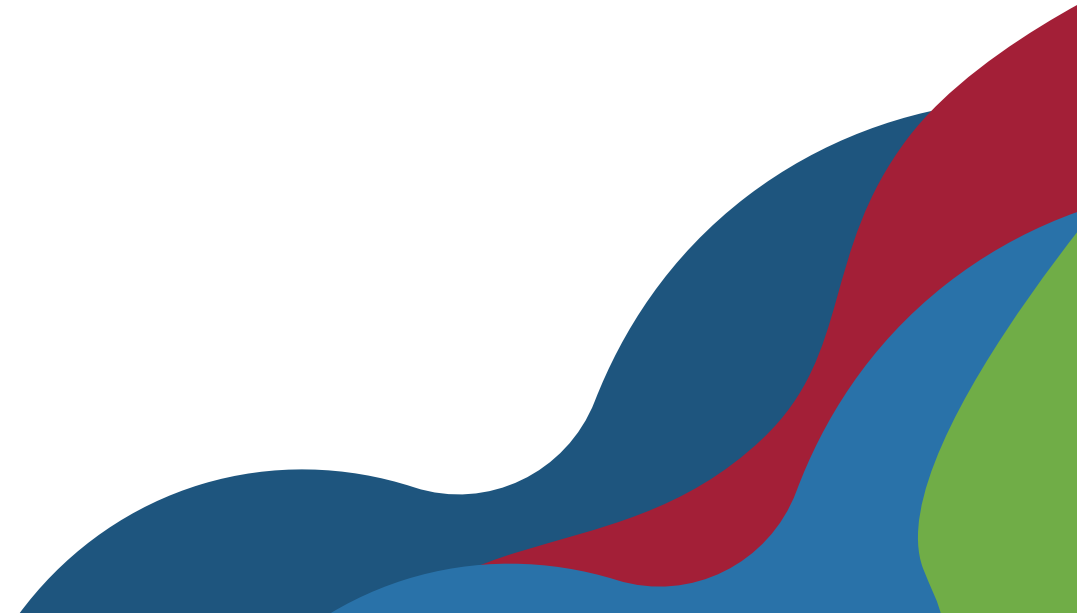
Summary and Next Steps



The IDEA Strategy Workplan aims to foster a stronger inclusive culture, enhance leadership accountability, and improve staff engagement. By building sustainable partnerships, we will create a workplace that values diversity and inclusion, ensuring every voice is heard and respected.

**Toronto Seniors
Housing Corporation**

2026 Action Plan



Pillar 1: Embrace and Cultivate Workforce Diversity

Action	Responsible	Notes
Conduct a comprehensive review using the Diversity Lens to develop short, medium, and long-term strategies for recruitment and retention policies, procedures, and practices.	IDEA Advisor	In 2026 Annual Plan
Enhance the Diversity Lens checklist by incorporating intercultural prompts that examine cultural norms, assumptions about professionalism, and definitions of fairness.	IDEA Advisor	In 2026 Annual Plan
Prioritize policy reviews and revisions using the Diversity Lens to ensure full alignment with IDEA principles and Human Rights legislation.	Director, People and Culture, with Director, Strategy and Business Management	In 2026 Annual Plan

Pillar 1: Embrace and Cultivate Workforce Diversity

Action	Responsible	Notes
Apply the Diversity Lens checklist consistently across new initiatives to embed IDEA principles into organizational decision-making.	Director, People and Culture with Leadership Team	
Create and implement a transparent communication strategy to keep staff informed about policy changes and IDEA initiatives.	IDEA Advisor with Communications	Action moved to 2026 from 2027.
Establish multiple accessible and psychologically safe channels for staff feedback; audit existing mechanisms to ensure they meet the needs of staff who use indirect communication styles or may experience cultural dissonance.	IDEA Advisor	Action moved to 2026 from 2027.
Ensure feedback mechanisms are widely promoted and easy to access across the organization.	IDEA Advisor	Action moved to 2026 from 2027.

Pillar 2: Embed Education and Training

Action	Responsible	Notes
Develop or source IDEA training for new hires and current staff, advancing beyond general awareness to include culture-based frameworks (e.g., direct vs. indirect communication) and scenario-based learning.	IDEA Advisor	2026 Training Focus: • Anti-Semitism • Psychological Safety • Disabilities • Mental Health
Continue delivery of mandatory CABR training.	IDEA Advisor	
Develop targeted IDEA training for Leadership and Extended Leadership, including modules on Indigenous Cultural Competency, AODA, and microaggressions, with guidance on interpreting cultural mismatch signals.	Director, People and Culture	
Identify and implement training delivery methods that address barriers and improve staff access to learning opportunities.	IDEA Advisor	
Define and embed specific, observable intercultural leadership behaviors—such as navigating cultural conflict, providing accommodation, and engaging indirect communicators—into leadership competencies, performance reviews, and talent/succession planning.	Director, People and Culture	IDI Action. Hamlin Grange session to be scheduled in September.
Identify clear behaviors that distinguish “Acceptance” from “Minimization” to strengthen leaders’ ability to recognize and respond effectively to cultural differences.	IDEA Advisor	IDI Action

Pillar 3: Foster an Engaging Culture and Environment for All

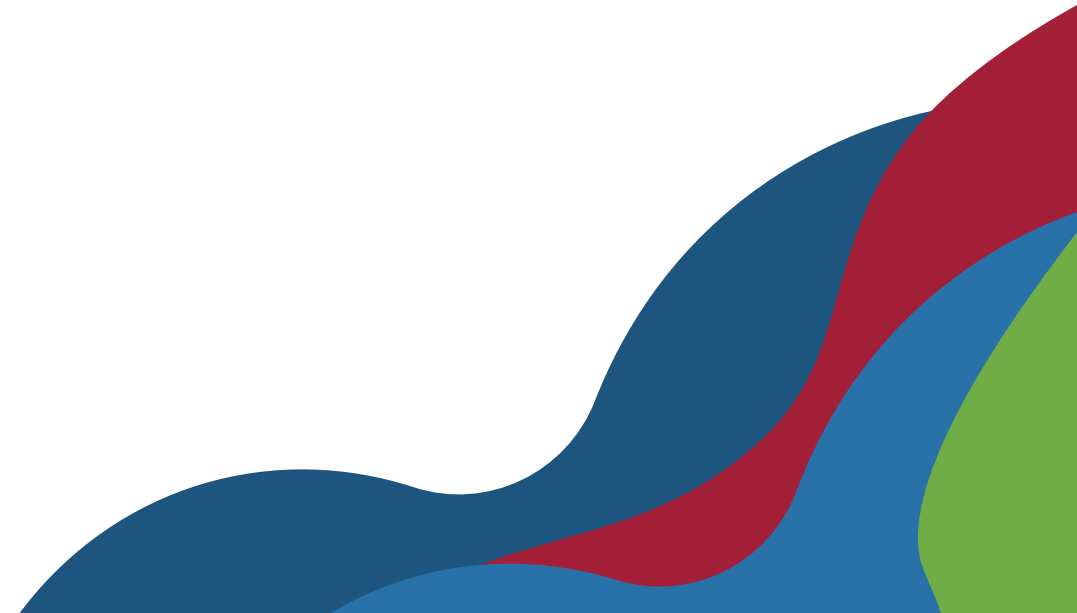
Action	Responsible	Notes
Develop and implement Terms of Reference for the IDEA Committee, outlining its purpose, responsibilities, and operating procedures.	Director, People and Culture	Completed in 2025.
Implement a strategic volunteer recruitment plan to attract diverse members to the IDEA Committee.	Director, People and Culture	Completed in 2025
Deliver ongoing IDEA-related training for committee members to ensure they have the knowledge and skills to contribute effectively.	IDEA Advisor	

Pillar 4: Service TSHC's Diverse Communities

Action	Responsible	Notes
Source and develop IDEA resources through existing and emerging partnerships to support the training needs of staff and tenants.	IDEA Advisor	Existing Partners include: • TCHC • DEI Team • Black Staff Caucus • Pride Committee • The Centre • City of Toronto Develop Partnerships with: • Indigenous Organization(s) • Jewish Organization(s) • Disability Organization (s) • Mental Health Organization(s) • Psychological Safety Organization(s)

**Toronto Seniors
Housing Corporation**

2027 Action Plan



Pillar 1: Embrace and Cultivate Workforce Diversity

Action	Responsible	Notes
Develop and implement a mentorship and buddy program to support employee development, ensuring buddies are trained in IDEA principles and their role in fostering an inclusive environment.	IDEA Advisor	
Analyze workforce demographic data across identity groups and compare results to labour market and community benchmarks. Develop targeted strategies to address representation gaps and remove barriers to workforce diversity.	Director, People and Culture	Employee Engagement and Demographics Survey scheduled for Q4 2026. Action moved from 2026 to 2027 due to Survey timing.

Pillar 2: Embed Education and Training

Action	Responsible	Notes
Implement targeted IDEA training for the Operations department, including foundational IDEA concepts, microaggressions, and trauma-informed practices.	IDEA Advisor	
Deliver IDEA training for new hires, current staff, and Leadership/Extended Leadership.	IDEA Advisor	

Pillar 3: Foster an Engaging Culture and Environment for All

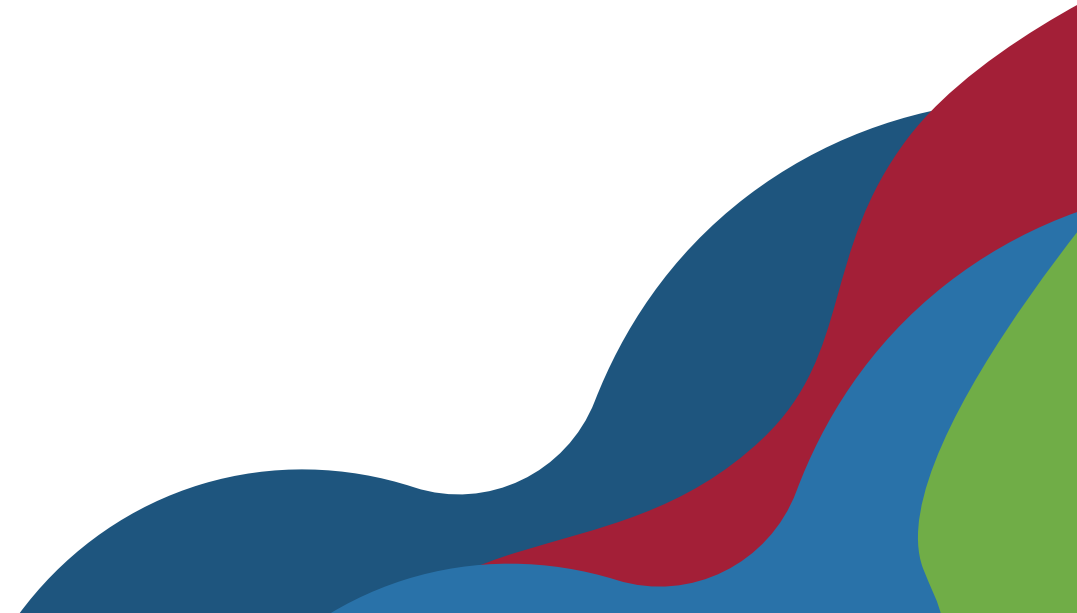
Action	Responsible	Notes
Explore the creation of IDEA-related Employee Resource Groups.	IDEA Advisor	
Explore and, where feasible, create quiet spaces that support neurodiverse staff, employees with mental health needs, and individuals who require space for reflection or prayer.	IDEA Advisor	
Establish partnerships with external organizations to expand wellness resources and benefits available to staff.	IDEA Advisor	
Support employees in sharing lived experiences to promote an inclusive, psychologically safe workplace culture.	IDEA Advisor	
Facilitate open dialogues on sensitive topics—such as misogyny, racism, and ableism—to deepen understanding of employee experiences both inside and outside the workplace.	IDEA Advisor	

Pillar 4: Service TSHC's Diverse Communities

Action	Responsible	Notes
Establish crisis and wellness support resources for staff.	IDEA Advisor	
Identify staff wellbeing needs not fully addressed by the EFAP and develop targeted programs to close identified gaps.	IDEA Advisor	

**Toronto Seniors
Housing Corporation**

2028 Action Plan



Pillar 1: Embrace and Cultivate Workforce Diversity

Action	Responsible	Notes
Develop a framework that defines IDEA competencies and expectations for each role, including observable behaviors and measurable outcomes.	IDEA Advisor	
Assess roles across the organization to identify the specific IDEA competencies and expectations required for each position.	IDEA Advisor	
Review and update guides and checklists to ensure IDEA principles are consistently integrated into all operational processes.	IDEA Advisor	

Pillar 2: Embed Education and Training

Action	Responsible	Notes
Further integrate IDEA into Operations by defining role-specific IDEA accountabilities and expectations (e.g., tenancy).	IDEA Advisor	

Pillar 3: Foster an Engaging Culture and Environment for All

Action	Responsible	Notes
Implement Employee Resource Groups (ERGs) as safe support spaces for staff.	IDEA Advisor	
Develop a dedicated budget to support the IDEA Committee and potential ERGs.	Director, People and Culture	
Conduct a needs assessment and create an action plan to address barriers to accessibility and inclusion for staff with neurodiverse, mental health, and sensory conditions.	IDEA Advisor	

Pillar 4: Service TSHC's Diverse Communities

Action	Responsible	Notes
Continue addressing barriers and gaps related to accessibility, equity, and inclusion.	IDEA Advisor	
Work with partners to develop resources that address accessibility, equity, and inclusion needs.	IDEA Advisor	

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

Meeting Date: July 7, 2026

Topic: TSHC Board Governance Workplan

Item Number: 10

To: Corporate Governance and Human Resources Committee

From: Grant Coffey, Director Strategy and Business Management

Date of Report: June 15, 2026

Purpose:

This report provides the CGHRC with a progress update on the TSHC Board Governance Workplan, including initiatives for which the Board is accountable or plays a key oversight role. It also seeks approval of updates to the workplan that reflect feedback from the February 9, 2026 Board Governance Workshop and ongoing Board input, including a refreshed workplan, implementation of a Board Skills Matrix, strengthened clarity of Board roles and interdependencies, and updated Board and Committee agenda and report templates.

Recommendations:

- It is recommended that the CGHRC approve and recommend to the Board of Directors to adopt the Board Governance Workplan; and
- It is recommended that the CGHRC receive this report for information.

Reason for Recommendation:

On February 9, 2026, TSHC held a Board Governance Workshop that included a comprehensive discussion on ongoing governance initiatives. Key actions arising from the workshop include:

- Refreshed Board Governance Workplan
 - The Workplan has been updated to differentiate between ‘ongoing initiatives’ and ‘2026 priority actions.’ This improves clarity on timelines and deliverables.
 - A new 'Board Role column has been added to clearly define the Board’s level of involvement across each initiative.
- Development of a Board Governance Framework
 - Subsequently, staff conducted a jurisdictional scan of governance frameworks from comparable organizations and developed a first draft of a Governance Framework aligned with TSHC’s Shareholder Direction.
- Implementation of an Annual Board Skills Matrix
 - A draft Board Skills Matrix has been developed, informed by best practices and aligned with the City’s public appointment criteria for TSHC Board Directors.
 - The Skills Matrix will be used to identify gaps in Board Skills and to inform future training and Board education opportunities.
- Enhancing Board Role Clarity and Governance Understanding
- Explore opportunities to enhance the Board’s understanding of its roles, expectations, and interdependencies with the City and TCHC, including how to navigate through Board education materials.

Additional Updates

- Agendas and Templates
 - TSHC staff, in consultation with the Board Chair, are in the process of updating Board and Committee agendas and templates. The templates and supporting materials will be streamlined to improve clarity, consistency, reduce duplication, and enhance the overall quality of information provided to the Board.
- Board Portal
 - TSHC is implementing a new Board Portal as part of a joint initiative with TCHC in selecting a shared solution. While the platforms have been procured collaboratively, TSHC will maintain its own dedicated Board portal. Implementation has been delayed due to IT security requirements and is now anticipated in Q3/Q4 2026.

CGHRC will receive quarterly updates on the Governance Workplan.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Board Governance Workplan

Board Governance Workplan

RASCI Reference for Board Roles Responsible → The person or group directly executing the task (the ‘doer’) Accountable → The single person or group who owns the outcome and signs off on the final result (the owner) Supportive → Resources or individuals who provide assistance to the responsible party (the ‘helpers’) Consulted → Subject matter experts who provide input before decisions (the advisors) Informed → those updated after tasks are completed

Initiative	Type	Board Role	Timeline	Status	Comments
Governance and Board Development <i>Ensure that the Board has the right skills, tools, and structures in place to lead effectively.</i>					
Implement a Board Portal	2026 Priority	Informed	Q1 2026 Q3 2026	In Progress/Delayed	TSHC is implementing a new Board portal with TCHC. While procured jointly, TSHC will have its own portal. Implementation has been delayed due to IT security requirements.
Develop a Board Governance Framework	2026 Priority	Supportive	Q2 2026	In Progress	Drafted and subject to further review. Best practices will be applied as needed.
Review Terms of Reference of Board Committees	Ongoing	Accountable	Annually	Upcoming	Align to future committee workplan development.
Skills matrix for Board members	2026 Priority	Consulted	Q3 2026	In Progress	Board Director and Education Policy approved and board skills assessment upcoming.
Director development and training	Ongoing	Consulted	Q3 2026	In Progress	A Board Governance session was held in Q1 2026.
Jurisdictional Overview of TSHC	2026 Priority	Consulted	Q4 2026	Upcoming	Explore opportunities to enhance the Board’s understanding of its roles, expectations, and interdependencies with the City of Toronto and TCHC.
Strategic Planning and Performance Oversight <i>Guides the organization’s long-term direction and monitors progress toward strategic goals.</i>					
Full strategic planning process	2026 Priority	Consulted	Quarterly	In Progress	Renewed TSHC Strategic Directions project underway.
Oversight of: Implementation of the new Strategic Directions	Ongoing	Accountable	Q4 2026 (milestone)	In Progress	The Strategic Directions will be renewed by the end of 2026 with quarterly reporting moving forward.
Review operational information/KPIs	Ongoing	Consulted	Quarterly	In Progress	TSHC Key Performance Indicators reported quarterly to Committee and Board, posted on website, Operational Dashboard and People and Culture Dashboard reported to respective Committee.

Initiative	Type	Board Role	Timeline	Status	Comments
Risk, Compliance, and CEO Oversight <i>Provides strong oversight of organizational risks, compliance, and CEO performance to ensure accountability.</i>					
Oversight of: Risk management, Business Continuity	Ongoing	Informed	Quarterly	In Progress	Enterprise Risk Management Framework, Policy and reporting in place. Business Continuity Plan completed.
Oversight of: CEO performance	Ongoing	Accountable	Annually	In Progress	2025 evaluation has been completed and 2026 CEO Planner has been developed.
Tenant Outcomes, Policies, and Partnerships <i>Strengthens tenant well-being by overseeing services, policies, and partnerships.</i>					
Tenant Facing Policies	Ongoing	Consulted	As Per Policy Plan	In Progress	Community Activities Fund, Use of Community Space, Tenant Human Rights, and Translation and Interpretation policies approved.
Evaluate services with respect to meeting the senior tenants' needs	Ongoing	Informed	Ongoing	Q2 2026 (completed)	2025/2026 Tenant Experience Survey has been completed. Actions will be developed in TSHC's Strategic Directions.
Board Effectiveness and Continuous Improvement <i>Builds a culture of excellence by evaluating and improving Board and Committee performance.</i>					
Review and streamline agenda and materials - new agenda template - new report template - effective material distribution	2026 Priority	Consulted	Q1-2026 Q3 2026	In progress	Revised governance/board policies approved. Board/Committee process improvements implemented with additional planned for 2026. Plan to implement templates in Q3 2026.
Post meeting questionnaires on meeting effectiveness	Ongoing	Responsible	After each meeting	In Progress/Delayed	Aligning questionnaire to the launch of the Board Portal.
Review and update Board Committee Membership and Committee Chairs	Ongoing	Accountable	Annually	Completed	Board Committee membership and chairs confirmed in February 2026.
Board Evaluation Process	Ongoing	Responsible	Annually	Not Started	
Governance and internal board support	Ongoing	Informed	Q1-Q4 2026	In Progress	Reviewing meeting processes, updated Board orientation update and Board governance review workshop planned.

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

Meeting Date: July 7, 2026

Item Number: 11

Report Name: TSHC 2026 Policy Plan

To: Corporate Governance and Human Resources Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: June 29, 2026

Purpose: To update the CGHRC on TSHC's progress in advancing its policy work, including 2025 accomplishments and planned policy review and update cycles for 2026 and 2027. A total of 39 policies are planned for review or update in 2026, with an additional 16 policies expected for review and update in 2027.

Recommendation:

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

Reasons for Recommendation:

The Toronto Seniors Housing Corporation (TSHC) Policy Management Framework (the Framework), approved on January 12, 2024, establishes a defined process for the development, approval, implementation, and review of policies within TSHC.

2025 Accomplishments

In 2025, TSHC continued to make progress in reviewing and updating its policies. A total of 11 policies were reviewed, updated, and approved throughout the year. This progress reaffirms TSHC's commitment to effective and consistent policy management. A detailed list of these policies is included in Attachment 1.

Current State

TSHC currently maintains an inventory of 102 policies, which are regularly monitored and managed. Working with Policy Owners, the Strategy and Policy Team periodically evaluates and identifies opportunities to consolidate and integrate policies, retire outdated ones, and eliminate duplicates to ensure a manageable inventory.

Policy Category	Number of Policies
Communications	3
Finance and Risk	12
General	16
Governance	4
People and Culture	51
Tenant Policy – Community	3
Tenant Policy – Tenancy	14
Total	103

Policy Plan for 2026 and 2027

In early 2026, the Strategy and Policy Team worked with Policy Owners to assess policies due for review and to identify updates required to meet TSHC's operational needs. As a result, 39 policies have been identified for review or update in 2026. The detailed plan can be found in Attachment 2 to this report.

An additional 16 policies are projected for review in 2027. The Strategy and Policy Team will work with Policy Owners to assess, scope, and develop the 2027 Policy Plan based on organizational priorities and available capacity. A preliminary list of these policies is included in Attachment 3.

Next Steps

As the next step, Policy Owners will prioritize policies for review and develop detailed work plans for those prioritized. All policy reviews and updates will be conducted in accordance with the process outlined in the Policy Management Framework.

As part of the new Relationship Agreement with the Toronto Community Housing Corporation (TCHC), TSHC is working with TCHC to develop a policy consultation plan and an inter-organizational policy management framework. This work aims to strengthen collaboration and communication between the two organizations in the policy space, particularly with respect to policies related to TCHC being the building owner and services provided to TSHC under the Relationship Agreement or the Services Delivery Agreement. It may also inform future refinements to both TSHC's policy plan and the Policy Management Framework.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Policies Reviewed in 2025
2. Highlighted Policies for Review/Update in 2026
3. Highlighted Policies for Review/Update in 2027

Attachment 1 – Policies Reviewed/Updated in 2025

Policy	Approver	Date of Approval
Translation and Interpretation Policy	Board (via QTEC)	September 29, 2025
Fraud Prevention Policy	Board (via AFRC)	February 26, 2025
Whistle Blower Protection Policy	Board (via AFRC)	February 26, 2025
Investment Policy	Board (via AFRC)	December 11, 2025
Employee Code of Conduct	Board (via CGHRC)	December 11, 2025
Employee Conflict of Interest Policy	Board (via CGHRC)	December 11, 2025
Vacation Policy	Leadership Team	November 5, 2025
Recruitment Policy	Leadership Team	November 5, 2025
Bereavement Leave and Child Death Leave Policy	Leadership Team	November 5, 2025
Crime-Related Child Disappearance Leave Policy	Leadership Team	November 5, 2025
Employee Electronic Monitoring Policy	Leadership Team	November 5, 2025

Attachment 2 – Highlighted Policies for Review/Update in 2026

Policy	Category	Approver	Proposed Timeline
Board of Directors Code of Ethics and Conduct	Governance	Board (via CGHRC)	Q4
Board of Directors Conflict of Interest Policy	Governance	Board (via CGHRC)	Q4
Bank Deposit Policy	Finance and Risk	Leadership Team	Q3
Expense Reimbursement Policy and Procedures	Finance and Risk	Board (via AFRC)	Q4
Procurement Policy	Finance and Risk	Board (via AFRC)	Q4
Accounts Payable Policy	Finance and Risk	Board (via AFRC)	Q4
Capital Expense Policy	Finance and Risk	Board (via AFRC)	Q4
Internal Tenant Transfer Policy	Tenant Policy – Tenancy	Board (via QTEC)	Q4
RGI Policies: - Decline to Offer a Unit Policy - Tenant Absence from Unit Policy - Repayment Plan Policy/Signing Authority - RGI Review Body Policy	Tenant Policy – Tenancy	Service Manager Service Manager TBD Service Manager	Q2 Q2 Q3 Q4
Interim Policy for Tenant Use of Community Gardens	Tenant Policy – Community	Leadership Team	Q2 (completed)
Records Management Policy	General	Leadership Team	Q4

Sick Leave and Extended Medical Leave Policy	People and Culture	Leadership Team	Q1 (completed)
Health and Safety Policy Statement	People and Culture	Leadership Team	Q1 (completed)
Hybrid Work Policy	People and Culture	Leadership Team	Q2 (completed)
Flexible Work Arrangements Policy	People and Culture	Leadership Team	Q2 (completed)
Added Responsibility Premium Pay Policy	People and Culture	Leadership Team	Q2 (completed)
Workplace Harassment and Discrimination Policy	People and Culture	Board (via CGHRC)	Q3
Workplace Violence Policy	People and Culture	Board (via CGHRC)	Q3
Disconnecting from Work Policy	People and Culture	Leadership Team	Q3
Inclusion, Diversity, Equity and Accessibility Policy	People and Culture	Board (via CGHRC)	Q3
Workplace Accommodation Policy	People and Culture	Leadership Team	Q3
Designated Holidays and Float Days Policy	People and Culture	Leadership Team	Q3
Hours of Work Policy	People and Culture	Leadership Team	Q3
Heat Stress Policy	People and Culture	Leadership Team	Q3
Sun Protection Policy	People and Culture	Leadership Team	Q3
Acting Assignment Policy	People and Culture	Leadership Team	Q3
Probationary Period Policy	People and Culture	Leadership Team	Q3
Rehiring Employees after Separation Policy	People and Culture	Leadership Team	Q3
Maternity and Parental Leave Policy	People and Culture	Leadership Team	Q3

Duty and Witness Service Policy	People and Culture	Leadership Team	Q3
Childcare and Eldercare Leave Policy	People and Culture	Leadership Team	Q3
Asbestos Management Policy	People and Culture	Leadership Team	Q3
Hazard Reporting Policy	People and Culture	Leadership Team	Q3
Psychological Health and Safety Policy	People and Culture	Leadership Team	Q3
Lockout Tagout Policy	People and Culture	Leadership Team	Q4
Work Refusal Policy	People and Culture	Leadership Team	Q4

Policies that were reviewed in 2026 with no changes recommended:

- Eviction Prevention Policy for Non-payment of Rent (Arrears)
- Eviction for Cause Policy

TCHC policies that have been adopted by TSHC in 2026:

- Electric Mobility Device (E-Device) Policy
- Acceptable Use of Information Technology Policy
- Information Security policy
- IT Asset Management Policy
- IT Disaster Recovery Policy

Attachment 3 – Highlighted Policies for Review/Update in 2027

Policy	Category	Approver
Board of Directors Code of Ethics and Conduct	Governance	Board (via CGHRC)
Board of Directors Conflict of Interest Policy	Governance	Board (via CGHRC)
Accessibility Policy	General	Board (via CGHRC)
Privacy Policy	General	Board (via CGHRC)
Elections Policy	Communications	Board (via CGHRC)
Social Media Policy	Communications	Board (via CGHRC)
Delegation of Authority Policy	Finance and Risk	Board (via AFRC)
Procurement Method and Delegation of Authority Policy	Finance and Risk	Board (via AFRC)
Enterprise Risk Management Policy	Finance and Risk	Board (via AFRC)
Information Breach Policy	General	Board (via CGHRC)
Absence from Rent- Geared-to-Income Units Guidelines	Tenant Policy – Tenancy	TBD
Addition to Family Composition Directive	Tenant Policy – Tenancy	Leadership Team
Visitor and Guest Policy	Tenant Policy – Tenancy	Board of Directors (via QTEC)
Relocation Policy	Tenant Policy – Tenancy	Board of Directors (via QTEC)
Tenant Human Rights Policy	Tenant Policy – Tenancy	Board of Directors (via QTEC)
In-situ Subsidies Policy	Tenant Policy – Tenancy	TBD

Note: further assessment and scoping with Policy Owners is required to develop the 2027 Policy Plan based on organizational priorities and capacity.