

Attachment 1 - TCHC Board Evaluation Questions

The following is a survey split into 10 sections. You will have the opportunity to elaborate on any question or add additional comments on each topic at the end of every section. All surveys will be submitted anonymously.

Each question follows the same format with the following answer key:

POOR: lacking; no discussion; no board mechanism; no clear understanding; a risk to the entity.

AVERAGE: a discussion or process occurs but informal, infrequent, ad hoc, incomplete, limited, or unclear; an incomplete understanding.

GOOD: generally works well with frequent discussion, some formality, common understanding, and processes exist.

EXCELLENT: rigorous, well documented, fully executed and formalized process; active and fully engaged board; robust discussion by the entire board if required.

SECTION 1: BOARD AND MANAGEMENT

1. The Board's mandate and responsibilities are clear.
2. The Board understands its relationship with the City of Toronto.
3. The roles and responsibilities of the Board are clearly defined and separate from those of Management.
4. The Board establishes clear objectives for the year and an annual work plan.
5. The Board delegates to the President and Chief Executive Officer sufficient authority to lead Management and carry out TCHC's mandate.

6. The relationship and communication between the Board and Management is open, candid, timely, proactive and effective.
7. Please feel free to add comments about Board and Management responsibilities.

SECTION 2: POLICY MAKING PRACTICES

1. The Board takes primary responsibility for setting and approving TCHC's policies.
2. If a new policy is needed for the Board or TCHC as a whole, the issue is clearly presented to and discussed by the Board.
3. Policies exist for key areas such as finance, human resources, safety, conflicts of interest, legal and ethical compliance, and any other functions unique to TCHC.
4. TCHC's policies are effectively communicated to all Board members.
5. The Board reviews policies on a periodic basis, and updates them as needed.
6. The Board revisits its role as the policy-making body of TCHC on a periodic basis to ensure it is meeting this responsibility and has not drifted off course into areas belonging to Management
7. Please feel free to add comments about the Board's policy making practices.

SECTION 3: STRATEGIC PLANNING PRACTICES

1. TCHC's mandate and strategic plan are clearly understood and accepted by the Board.
2. Board members are adequately knowledgeable about TCHC's programs and practices.
3. The Board is adequately involved in strategic planning for the Corporation, and sufficient time is allotted at meetings to review the strategy.
4. The Board collaboratively reviews and updates the Corporation's strategic plan at least every two years, and ensures it is aligned with current program activities.

5. Management develops and carries out annual action plans based on the Board-approved strategic plan.
6. Please feel free to add comments about the Board's strategic planning practices.

SECTION 4: FISCAL MANAGEMENT PRACTICES

1. The Board effectively monitors business performance of the Corporation and sufficient time is allotted at meetings for oversight of operations.
2. TCHC's annual budget is fully disclosed and understood by the Board prior to its approval.
3. The fiscal health of TCHC is regularly reviewed and any needed Board actions are taken thoughtfully but quickly.
4. The Board takes steps to ensure that fiscal reports are thoroughly understood by all Directors.
5. Directors are fully aware of their legal responsibilities for TCHC's fiscal management.
6. The Board regularly reviews the financial investment practices and portfolio performance of the Corporation.
7. TCHC's capital and operational financing needs and strategies are understood by the Board.
8. The Board periodically engages in long-range fiscal planning to ensure adequate flow of financial resources to TCHC over time.
9. Capital needs are reviewed and included by the Board as part of TCHC's strategic planning.
10. Please feel free to add comments about the Board's fiscal management practices.

SECTION 5: BOARD STRUCTURE and PRACTICES

1. The Board membership is composed of the appropriate mix of Directors to enable thorough discussion of the issues.
2. The Director's term on the Board is an adequate length of time.

3. The Directors have a working knowledge of TCHC's constating documents (TCHC Articles of Incorporation, By-laws, Shareholder Direction, and Operating Agreements).
4. The Board understands the principal risks of the Corporation and sufficient time is allotted at meetings to review enterprise risk management.
5. The Board's committee structure streamline the Board's work process and increase Board effectiveness.
6. The Board is satisfied with the performance of the Building Investment, Finance and Audit Committee and its subcommittees (Bid Award Subcommittee, IT Subcommittee, Investment Advisory Committee, and RPEI Subcommittee), including the reporting and information Directors receive about their activities.
7. The Board is satisfied with the Governance, Communication, Human Resources and Compensation Committee, and its subcommittee (President & CEO Recruitment Subcommittee), including the reporting and information Directors receive about their activities.
8. The Board is satisfied with the performance of the Resident Services Committee, including the reporting and information the Directors receive about their activities.
9. Please feel free to add comments about Board structure and practices.

SECTION 6: BOARD COMMITTEES

1. The Board reviews the need for ad hoc and standing committees on an annual basis, and revises the structure as necessary.
2. The charters of the Committees are well defined and enable the Committees to be effective.
3. The Committees establish clear objectives for the year and an annual work plan.
4. The agendas and work of the Committees are consistent with the charters of the Committees, and enable the Committees to fulfill their responsibilities.
5. The membership of Committees are composed of the appropriate mix of Directors to enable thorough discussion of the issues.

6. The membership of Committees are composed of the right number of Directors to enable the Committees to be effective.
7. The Committees meet frequently enough to fulfill their responsibilities.
8. Materials for the Committees are of high quality and received early enough before meetings to enable Directors to properly prepare for meetings.
9. Committee meetings are conducted in an effective, productive and efficient manner.
10. Committees complete their tasks in an effective and timely way.
11. Please feel free to add comments about Board committees.

SECTION 7: BOARD MEETINGS

1. The frequency and duration of Board meetings is appropriate to enable the Board to fulfill its responsibilities.
2. Board meetings are well attended by Directors.
3. Materials for the Board are of high quality and received early enough before meetings to enable Directors to properly prepare for meetings.
4. Information provided by Management is adequate to ensure effective board governance and decision-making.
5. Board meetings are well run and make good use of Directors' time.
6. The Board examines the pros and cons of all major issues and make fully informed decisions.
7. Public sessions of the Board are conducted in an efficient and effective manner.
8. Closed sessions of the Board are used effectively and appropriately.
9. Directors have sufficient opportunity to meet in camera of Management.
10. Please feel free to add comments about Board meetings.

SECTION 8: BOARD MEMBERSHIP AND ORIENTATION

1. The Board is composed of the appropriate mix of Directors with areas of expertise and skills to enable thorough discussion of issues faced by the Corporation and allow the Board to govern effectively.
2. The Board assesses the expertise, skills, and other contributions needed from potential new Board members to maintain or increase the effectiveness of the Board.
3. New Board members are recruited based on identified needs and not merely to fill a Board vacancy.
4. The Board and Management inform new Board members about responsibilities and important organizational information through a structured new member orientation program.
5. The Board annually assess the knowledge and skills needs of board members, and address any identified gaps in an annual Board development plan.
6. The Board has a process in place to evaluate its performance and to improve its value to TCHC.
7. The Board has a process in place to evaluate individual director performance periodically and discuss how to help a director achieve his/her potential.
8. Please feel free to add comments about Board membership and orientation.

SECTION 9: BOARD-EXECUTIVE RELATIONSHIP

1. The Board uses a structured and participative process to recruit and hire the President and Chief Executive Officer.
2. The Board has approved a written job description that clearly spells out the President and Chief Executive Officer's responsibilities and authority.
3. The President and Chief Executive Officer's performance is formally assessed at least annually based on objectives established at the beginning of the year.
4. The Board has a formal succession plan for the President and Chief Executive Officer.

5. The Board ensures that the President and Chief Executive Officer has an ongoing professional development plan to enhance the executive's leadership effectiveness and ensures the availability of resources to implement the plan.
6. Please feel free to add comments about the Board-Executive relationship.

SECTION 10: EXTERNAL RELATIONS

1. The Board regularly assesses the effectiveness of its relations with key external stakeholder groups.
2. Directors actively support public relations events that benefit the Corporation.
3. A majority of Board members attend critical organizational events designed to promote TCHC with key stakeholders (annual meeting, openings of major programs, etc.).
4. Board members are clear about who serves as the official spokesperson for TCHC.
5. Please feel free to add comments about external relations.