



# Governance, Communications and Human Resources Committee

931 Yonge Street,  
Toronto, M4W 2H2

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The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on March 26, 2024 via Webex and in-person at City Hall, Committee Room 2, 100 Queen Street West, commencing at 9:01 a.m.

**GCHRC Directors Present:** Joe Cressy (Chair)  
Marcel Charlebois  
Ubah Farah  
Ziva Ferreira (9:07 a.m. – 10:08 a.m.)  
Debbie Douglas  
Brian Smith

**GCHRC Directors Absent:** n/a

**Management Present:** Tom Hunter, Interim President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Barbara Shulman, Chief People & Culture Officer  
Ada Wong, Acting Vice President, Strategic Planning & Communications  
Jessica Hawes, Acting Chief Development Officer  
Allen Murray, Vice President, Facilities Management  
Luisa Andrews, Vice President, Information

Technology Services  
Kelly Schilthuis, Director, Talent Management,  
People & Culture  
Victoria Fichtenbaum, Director, Employee and  
Labour Relations, People & Culture  
Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Mr. Cressy, serving as Chair, called the meeting to order, and Ms. Wilson served as recording secretary.

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**ITEM 1 CHAIR'S REMARKS**

The Chair noted the Acknowledgement of the Land, wished a happy Ramadan to those who are observing the fast, and provided an overview of the reports on today's public agenda.

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**ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

*Motion carried* **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. Smith and carried, the GCHRC unanimously approved:

1. the Agenda for its Public meeting of March 26, 2024; and
2. all matters on the Agenda with the exception of:
  - Item 7 – People and Culture Division - 2023 Annual Progress Report;
  - Item 9 - TCHC's 2024 Strategic Communications Plan Update; and
  - Item 11 – Board Report Format.

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**ITEM 3 CHAIR'S POLL RE: CONFLICT OF INTEREST**

The Chair requested members of the GCHRC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **No conflicts were declared.**

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**ITEM 4 CONFIRMATION OF GCHRC PUBLIC MEETING MINUTES OF JANUARY 31, 2024**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Douglas and carried, the GCHRC confirmed the above-captioned minutes without amendments.

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**ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. Smith and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of January 31, 2024.

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**ITEM 6 ANNUAL GENERAL MEETING PROCESS FOR TCHC AND ITS SUBSIDIARIES** GCHRC:2024-07

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The above-captioned report was circulated to GCHRC members prior to the meeting.

*Motion carried* **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. Smith and carried, the GCHRC unanimously approved the recommendations in Report GCHRC:2024-07 and recommend that the Board of Directors:

1. Authorize the President and Chief Executive Officer or designate to represent the sole shareholder, Toronto Community Housing Corporation, and conduct the annual meetings of the shareholder via written resolution in the form attached as Appendix 1 for the following subsidiaries that are wholly-owned by TCHC:
  - a) 2001064 Ontario Inc.;
  - b) Alexandra Park Development Corporation;
  - c) Allenbury Gardens Development Corporation;
  - d) Leslie Nymark Development Corporation;
  - e) Railway Lands Development Corporation;
  - f) Regent Park Development Corporation;

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- g) Toronto Affordable Housing Fund; and
  - h) h.Toronto Community Housing Enterprises Inc.;
2. Recommend that City Council appoint KPMG LLP as the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2023 and authorize the Board of Directors of Toronto Community Housing Corporation to set the fee of the Auditor;
  3. Authorize the Corporate Secretary, on behalf of the Board, to forward the Board's recommendation regarding the appointment of the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2024 to the City Clerk for the information of City Council's Executive Committee and City Council, once approved by the Board at its meeting of April 22, 2024;
  4. Authorize the Corporate Secretary, on behalf of the Board, to submit the Board's decisions and following materials to the City Clerk for information of City Council's Executive Committee and City Council, once approved by the Board at its meeting of April 22, 2024:
    - a) the Board-approved "Toronto Community Housing Corporation 2023 Annual Report", including such "Additional Information" as the City requires, including TCHC's 2023 executive compensation disclosure; and
    - b) the Board-approved "Toronto Community Housing Corporation 2023 Audited Consolidated Financial Statements" and cover report;
  5. Recommend that City Council treat that portion of the City Council meeting at which these recommendations are considered as the Annual General Meeting of the Shareholder for Toronto Community Housing Corporation and:
    - a) receive the Board-approved "Toronto Community Housing Corporation 2023 Annual Report including such "Additional Information" as the City requires,

- including TCHC's 2023 executive compensation disclosure;
- b) receive the Board-approved "Toronto Community Housing Corporation 2023 Audited Consolidated Financial Statements" and cover report to the Board;
  - c) appoint KPMG LLP as the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2023, and authorize the Board of Toronto Community Housing Corporation to set the fee of the Auditor; as recommended by the Board;
6. Recommend that City Council forward a copy of the Board-approved "Toronto Community Housing Corporation 2023 Audited Consolidated Financial Statements" to City Council's Audit Committee for its information;
7. Recommend that City Council approve the By-Law #4: Board of Directors Rules of Procedure, approved by the Board, as amended, at its meeting on February 24, 2023; and
8. Authorize the President and Chief Executive Officer and the General Counsel and Corporate Secretary, and their respective designates, to take all actions and execute all necessary documents to implement the above recommendations.

**PEOPLE AND CULTURE DIVISION – 2023**

**ITEM 7 ANNUAL PROGRESS**

GCHRC:2024-08

The above-captioned report was circulated to GCHRC members prior to the meeting.

Ms. Shulman was available to answer questions of the GCHRC. Highlights of the discussion include:

- The report highlights the 2023 accomplishments of the People & Culture ("P&C") division and offers a summary of the key 2024 priorities.

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- The People & Culture (“P&C”) division is currently developing an engagement strategy for tenants, in collaboration with Strategic Communications as well as Programs & Partnerships, to ensure they are informed of employment opportunities within the organization. Updates on the progress of this initiative will be provided once available.
- The Committee asked that the staff engagement survey include questions to identify how many TCHC staff are also TCHC tenants.
- It was noted that while there is support for establishing training programs for tenants, it is also important to assume that there are individuals residing in TCHC who are qualified for the positions that are posted.
- Management will share the results of the 2022 survey with Director Douglas offline.
- Certain positions, such as technical jobs in Information Technology Services (“ITS”), are more challenging to fill.
- The labour market changed considerably following the COVID-19 pandemic. There was an unprecedented increase in attrition rates at TCHC, prompting the organization to implement policy changes aimed at both retention and attraction of talent. Evidence from 2023 suggests that these adjustments have been effective. Efforts continue to focus on talent acquisition and retention in 2024.
- Increasing compensation in 2023 helped significantly with attracting talent for more difficult to fill positions. Challenges persist with TCHC’s ability to compete with technology firms that are able to offer higher compensation for IT roles, as TCHC’s ITS division has more unionized roles.
- The outstanding action item regarding TCHC’s social procurement program was moved to the Building Investment, Finance and Audit Committee’s (“BIFAC”) action item list given BIFAC’s mandate to oversee TCHC’s procurement function. A briefing note was provided to the Board of Directors in relation to this work at its February 15, 2024 meeting and there is currently a target to report back to the BIFAC regarding this work at the May 31, 2024 meeting.
- P&C maintains statistics concerning employee attendance, illness, and workplace-related absences, enabling informed decision-making.

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- There are a range of programs that support employee health and wellness including an Employee and Family Assistance Plan. P&C also works closely with Operations to understand and address challenges and stressors that frontline staff face based on the nature of their work (e.g. training programs are provided to ensure staff are equipped to deal with demanding nature of their roles).
- TCHC has a Joint Health and Safety Committee that meets regularly and provides an opportunity to raise issues faced by staff and identify possible solutions.
- The Committee noted their interest in better understanding the supports that are provided to tenants to maintain their housing, which are necessary for TCHC's success as a social housing landlord, but are outside of the regular funding and responsibilities of a traditional landlord.
- Operations and Finance are working together to quantify the costs associated with providing supports outside of the traditional landlord function, and are working with the City's Housing Secretariat for how this can be funded as part of the 2025 budget cycle.
- Action item: At a future meeting, management to provide a report on the supports and programs provided to tenants that are outside of the traditional landlord function and how that work is funded/resourced.
- P&C will bring a report to the GCHRC, likely in Q3, when the Equity, Diversity and Inclusion ("EDI") census survey analysis is completed. P&C will also bring a report at the end of the year to highlight their 2024 achievements, as well as an annual compensation report that will be provided during the in-camera session of GCHRC at year-end.
- Once the employee engagement survey is closed and analysis is complete, the results will be brought to the GCHRC for discussion. The Committee asked that the data be segregated as much as possible along demographics datapoints, where respondents are situated in the organization, and data related to the number of employees who are also tenants.

*Motion carried*     **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, the GCHRC received Report GCHRC:2024-08, being the People and Culture Division's 2023 Annual Progress Report, for its information.





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- The Strategic Communications division supports TCHC tenants only; the Toronto Seniors Housing Corporation (“TSHC”) has their own communications team.
- The thought leadership strategy is in the early stages of development. Initial efforts include understanding the thought leadership landscape and identifying subject matter experts to support insights and themes. The strategic planning process provides an opportunity to identify areas for thought leadership positions. Updates on the development of the strategy and approach will be provided later in the year.
- Tenant Directors noted that they are noticing improvements in how TCHC communicates with tenants, and recognized the work of the Strategic Communications team in achieving this.
- Strategic Communications collaborates closely with frontline staff to identify storytelling themes and tenants who are doing great work within the community to showcase. This approach aims to represent the diversity of communities, stories, and voices, both demographically and in terms of storytelling styles.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Ferreira, seconded by Mr. Smith and carried, the GCHRC received Report GCHRC:2024-10, being the 2024 Strategic Communications Plan Update, for its information.

	<b>CITY COUNCIL DIRECTIONS REQUIRING</b>	
<b>ITEM 10</b>	<b>BOARD ATTENTION</b>	<b>GCHRC:2024-11</b>

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The above-captioned report was circulated to GCHRC members prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. Smith and carried, the GCHRC received Report GCHRC:2024-11, being the City Council Directions Requiring Board Attention report, for information and forwarded it to the Board for its information.

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**ITEM 11 BOARD REPORT FORMAT**

GCHRC:2024-12

The above-captioned report was circulated to GCHRC members prior to the meeting.

Mr. Meagher was available to answer questions of the GCHRC. Highlights of the discussion include:

- It was noted that it is helpful to have reports tied back to specific strategic objectives or goals to understand how the information reported on is impacting one or more of TCHC's longer-term goals. Reports can often feel very operational, so it would be helpful to identify in reports how initiatives are furthering the organization's goals, as well as keep the Board's focus at the strategic level.
- It will be helpful to replace the 'Purpose' section with an 'Executive Summary' section, and to add the financial impact statement to understand the costs associated with work being undertaken.
- It was suggested that it may be useful to also add a section to reports that speaks to the tenant impact to ensure a tenant focus is embedded in the Board's work.
- Having the decision history is helpful, particularly for newer Board members, to understand the background of matters that the Board considers.
- There will be ongoing work to revise the Board report format, and it is expected that management will report back in Q2 2024 for further feedback.

*Motion carried* **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. Smith and carried, the GCHRC received Report GCHRC:2024-12, being the report regarding the Board Report Format, for its information.

**TERMINATION**

A motion to adjourn the meeting was moved by Mr. Cressy and seconded by Mr. Charlebois. The GCHRC resolved to terminate the public meeting at 10:08 a.m.

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Secretary

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Chair, Governance,  
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