



## **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 21, 2025 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 10:04 a.m.

**GCHRC Directors Present:** Debbie Douglas  
Vinita Jajware-Beatty  
Marcel Charlebois  
Ubah Farah  
Ziva Ferreira  
Councillor Gord Perks

**GCHRC Directors Absent:** Brian Smith

**Management Present:** Sean Baird, President & Chief Executive Officer (“CEO”)  
Barbara Shulman, Chief Corporate Services Officer  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Jessica Hawes, Acting Chief Development Officer  
Daisy Wong, Acting Vice President, Facilities Management  
Kelly Schilthuis, Director, Talent Management – Recruitment, People and Culture  
Jamie Kramer, Senior Consultant, Diversity and

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Inclusion - Recruitment, People and Culture  
 Katie Douglas, Legal Counsel – Legal Services  
 Sonia Chaabane, Acting Assistant Corporate  
 Secretary  
 Iman Haji-Jama, Committee Secretary

A quorum being present, Ms. Douglas, serving as Acting Chair, called the meeting to order, and Ms. Haji-Jama served as recording secretary.

## **ITEM 1 CHAIR'S REMARKS**

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The Chair welcomed all to the meeting, noted the Land and African Ancestral Acknowledgements, and provided an overview of the reports on the public agenda.

The Chair also shared good news from First Nations across Canada regarding the discovery of the remains of two murdered indigenous women providing their families with some closure. She emphasized that honouring commitments to First Peoples benefits of all of Canada.

## **DEPUTATIONS**

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The Chair polled for any deputations to be heard at the meeting. The following verbal deputation was presented:

- Item 11 - Deputation Policy for Stakeholders Update (*Catherine Wilkinson*)

## **ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

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*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Charlebois and carried, the GCHRC unanimously approved:

1. the Agenda for its In-Camera meeting of March 21, 2025 and
2. all matters on the Agenda with the exception of:
  - Item 8 - People & Culture 2024 Annual Report
  - Item 9 - Employee Networks at TCHC
  - Item 10 - Tenant Human Rights Complaint Procedure: 2024 Annual Report

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- Item 11 - Deputation Policy for Stakeholders Update
- Item 12 - Annual General Meeting Process

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

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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 interest.  
**No conflicts were declared.**

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**ITEM 4 CONFIRMATION OF GCHRC PUBLIC MEETING MINUTES OF JANUARY 30, 2025**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Charlebois 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 Ms. Jajware-Beatty, seconded by Mr. Charlebois and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of January 30, 2025.

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**ITEM 6 CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION** GCHRC:2025-08

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

*Motion carried* **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2025-08, being the City Council Directions Requiring Board Attention, for information and forward it to the Board for its information.

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	<b>2025 REVIEW SCHEDULE FOR BOARD AND CORPORATE LEVEL POLICIES</b>	GCHRC:2025-09
<b>ITEM 7</b>		

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

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2025-09, being the 2025 Review Schedule for Board and Corporate Level Policies, for its information.

	<b>PEOPLE &amp; CULTURE 2024 ANNUAL REPORT</b>	GCHRC:2025-10
<b>ITEM 8</b>		

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

Ms. Shulman provided the GCHRC with a presentation in relation to this matter, highlights of which include:

- People & Culture (“P&C”) strategy
- Notable accomplishments
- Divisional accomplishments
- 2025 Priorities

Ms. Shulman and Ms. Schilthuis were available to answer questions from TSC. Highlights of the discussion include:

- In 2022, the division developed its own strategy to guide initiatives and actions.
- The five key goals of the strategy focus on enhancing employee and candidate experience, fostering inclusion and trust, deploying talent acquisition and retention strategies, driving excellence and innovation, and investing in employee development and wellness.
- Payroll, Pension, and Benefits team ensured staff receive accurate and timely payments biweekly. In 2024, the team focused on key initiatives, including completing an RFP process for a payroll and Human Resources Information System (“HRIS”)
- In 2024, the organization transitioned all employee records from paper to electronic using SharePoint.

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- Payroll, Pension, and Benefits team played a key role in supporting the Operations (“OPS”) geographic realignment by reconciling and finalizing employee work locations.
- The Learning and Organizational Development (“L&OD”) team worked on a range of initiatives, from traditional Human Resource efforts to broader initiatives linked to TCHC service delivery model.
- The team partnered with OPS and labour colleagues to develop and deliver a semi-skilled plumbing training program providing a cost-effective way to bring maintenance repairs in-house rather than outsourcing through vendors; tenants benefited by receiving service from familiar employees rather than outside vendors.
- The L&OD team also implemented the 2024 employee engagement survey with a 73% response rate. Employee focus groups are still ongoing to develop engagement action plans based on survey findings.
- The Talent Acquisition team filled 565 vacancies, including permanent, temporary, and seasonal roles, maintaining an average hiring timeline of ten weeks in 2024.
- The team strengthened its ability to attract candidates, overcoming challenges from 2022 while adapting to market changes.
- Hiring efforts supported a variety of roles, including youth community workers, interns, special constables, leadership positions, frontline jobs, and apprenticeships.
- The organization continued implementing its Equity, Diversity, and Inclusion (“EDI”) strategy in 2024 with a strong emphasis on education through e-learning, lunch and learn sessions, and seminars on human rights, anti-racism, discrimination, disability, and accessibility.
- The EDI survey was set to launch alongside the employee engagement survey but faced a vendor-related delay, and as such, it was launched in early 2025.
- Labour and Employee Relations team focused on preparation for collective bargaining, currently ongoing with two unions; negotiations have progressed with Local 416 and bargaining with Local 79 will begin soon.
- The Health, Safety, and Wellness team focused on policy review in 2024 with a major policy review taking place, which included updating and structuring a review schedule for health and safety policies.

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- In 2025, P&C expects the Request for Proposals process for HRIS to conclude, leading to either a new system or enhancements to the existing one.
- The team will focus on implementing employee experience action plans based on insights from the engagement and diversity surveys.
- A new hire and employee exit survey will be introduced to support continuous improvement.
- Collective bargaining will continue to be a major focus, followed by the implementation of new collective agreements.
- Employee health and safety will be a significant area of focus, particularly addressing workplace vulnerabilities and exposures in specific buildings.
- The EDI survey had a 50% response rate.
- The EDI team has reviewed key policies across the organization through an EDI lens and adjusted where possible.
- P&C will integrate the employee engagement survey and EDI survey results into divisional action plans.
- Most divisions had a strong survey response rate with over 70% participation in other divisions.
- The largest challenge was the OPS division where fewer employees completed the survey due to the nature of their work.
- P&C garnered feedback before conducting focus groups, allowing another opportunity to engage OPS staff.

*Motion carried* **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Jajware-Beatty and carried, the GCHRC receive Report GCHRC:2025-10, being the People & Culture 2024 Annual Report, for its information.

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**ITEM 9      EMPLOYEE NETWORKS AT TCHC      GCHRC:2025-11**

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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 is being brought to GCHRC following a previous meeting where questions were raised about existing employee network groups.

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- In the past, the employee networks operated mostly independently, but now there is a formalized support structure through the EDI team.
- TCHC is in the early stages of enhancing support for these groups with a focus on providing executive sponsorship.
- The goal is to support the groups and provide opportunities for meaningful engagement without turning them into formal organizational functions.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Charlebois and carried, the GCHRC receive Report GCHRC:2025-11, being the Employee Networks at TCHC, for its information.

	<b>TENANT HUMAN RIGHTS COMPLAINT</b>	
<b>ITEM 10</b>	<b>PROCEDURE: 2024 ANNUAL REPORT</b>	<b>GCHRC:2025-12</b>

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

Mr. Meagher, Ms. K. Douglas, Ms. Gouveia and Mr. Baird were available to answer questions from TSC. Highlights of the discussion include:

- This is the first report to GCHRC on performance regarding the Tenant Human Rights Complaint Process and covers the period from February 1, 2024 to December 31, 2024.
- The Report details the quantity and quality of responses to complaints and provides insight into the nature of the complaints received.
- It includes data on complaints across various categories and outlines Key Performance Indicators (“KPIs”) to measure response effectiveness.
- In June 2023, the Ombudsman published an investigation report with 14 recommendations on the Tenant Human Rights Complaint Process, one of which was a recommendation to implement a formal Tenant Human Rights Complaints Procedure.
- As part of a broader human rights project already underway, an Interim Tenant Human Rights Complaints Procedure was implemented in February 2024.

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- The interim Procedure will undergo minor changes before becoming the final Tenant Human Rights Complaint Procedure in the coming months.
- The detailed Procedure sets out a process for tenants to make human rights related complaints and outlines how the organization investigates the complaints, provides a decision, and resolves the issue.
- The Procedure will allow for gathering additional information when necessary, meeting with the tenant if needed, and investigating the complaints.
- The report details the grounds on which complaints were filed and the organizational areas involved, such as transfer decisions or accommodation requests. It includes specific data on anti-Black racism complaints, their resolutions, and the involvement of the Center for Advancing the Interests of Black People in investigations.
- Many tenants request transfers due to units not accommodating their disabilities.
- Most accommodation requests involve modifications to units or customer service adjustments, such as email communication for tenants with sight disabilities.
- Complaints come from tenants with both mental health and physical disabilities, requiring either transfers or changes to their living conditions.
- Common complaints include requests for transfers, physical modifications to units, and adjustments in customer service to meet accessibility needs.
- The updated Tenant Transfer Policy will be presented to the Tenant Services Committee in April of this year.
- Currently, the program has stringent documentation requirements for disability and transfer requests. The goal is to create a more flexible process for tenants to qualify and receive transfers.
- The process of reporting will go through GCHRC to the Board of Directors (“the Board”) with the Ombudsman, who made recommendations in their report regarding the need to establish KPIs.
- Ongoing discussions with the Ombudsman will shape the future structure of this report in the coming years.



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*Motion carried* **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Councillor Perks and carried, the GCHRC received Report GCHRC:2025-12, being the Tenant Human Rights Complaint Procedure: 2024 Annual Report, for its information.

	<b>DEPUTATION POLICY FOR</b>	
<b>ITEM 11</b>	<b>STAKEHOLDERS UPDATE</b>	<b>GCHRC:2025-13</b>

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

A verbal deputation was received from Catherine Wilkinson with respect to this item.

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

- TCHC remains open to feedback from tenants interested in supporting changes to the deputation policy and educational materials to help tenants understand the process.
- The goal is to have a conversation with tenants about the process, and the communications team has been praised for their quick work in getting materials on the website.
- TCHC welcomes additional feedback on how to improve the materials and make them more accessible to tenants.
- A process will be established to include tenants who have previously communicated interest in participating for their feedback.

**Action Item:** Governance staff to engage TCHC tenants on the educational materials related to Deputations.

*Motion carried* **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Councillor Perks and carried, the GCHRC received Report GCHRC:2025-13, being the Deputation Policy for Stakeholders Update, for its information.

	<b>ANNUAL GENERAL MEETING PROCESS</b>	
<b>ITEM 12</b>		<b>GCHRC:2025-14</b>

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

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

- The Report outlines the process for conducting the Annual General Meeting (“AGM”) for TCHC and its subsidiary corporations.
- The AGM is presented as a report to City Council which will be submitted later this year.
- For subsidiary corporations, TCHC meets the obligation to hold an AGM either through a board meeting or a resolution adopted by the Board after preparing the financial statements.
- This Report differs from last year's Report by noting that KPMG will no longer be the auditor after this year.
- It recommends that City Council appoint an auditor for 2025 without specifying who that should be, as the City of Toronto will select a new auditor.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Ferreira and carried, the GCHRC approved the recommendations in Report GCHRC:2025-14, being the Annual General Meeting Process for TCHC and its Subsidiaries, and recommended 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;
  - g. Toronto Affordable Housing Fund; and
  - h. Toronto Community Housing Enterprises Inc.;

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2. Recommend that City Council appoint the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2025 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, 2025 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 28, 2025;
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 28, 2025:
  - a. the Board-approved "Toronto Community Housing Corporation 2024 Annual Report", including such "Additional Information" as the City requires, including TCHC's 2024 executive compensation disclosure; and
  - b. the Board-approved "Toronto Community Housing Corporation 2024 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 2024 Annual Report including such "Additional Information" as the City requires, including TCHC's 2024 executive compensation disclosure;
  - b. receive the Board-approved "Toronto Community Housing Corporation 2024 Audited Consolidated Financial Statements" and cover report to the Board;

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- c. appoint the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2025, 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 2024 Audited Consolidated Financial Statements" to City Council's Audit Committee for its information; and
- 7. 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.

## **TERMINATION**

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A motion to adjourn the meeting was moved by Ms. Ferreira and seconded by Ms. Farah. The GCHRC resolved to terminate the public meeting at 10:54 a.m.

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Secretary

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Chair, Governance,  
 Communications and Human  
 Resources Committee