



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 September 4, 2025 via Webex and in-person at City Hall, Committee Room 2, 100 Queen Street West, commencing at 8:43 a.m.

GCHRC Directors Present: Vinita Jajware-Beatty (Acting Chair)
Marcel Charlebois
Ubah Farah
Councillor Gord Perks
Mary Hogan
Dan McIntyre

GCHRC Directors Absent: Debbie Douglas
Brian Smith

Management Present: Sean Baird, President & Chief Executive Officer (“CEO”)
Barbara Shulman, Chief Corporate Services Officer
Nadia Gouveia, Chief Operating Officer (“COO”)
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)
Darragh Meagher, General Counsel & Corporate Secretary
Yves Cheung, Chief Development Officer
Noah Slater, Vice President, Facilities Management
Joanna Gage, Senior Consultant, Learning and Organizational Development, People and Culture (“P&C”)

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Jamie Kramer, Senior Consultant, Diversity and Inclusion, P&C

Amzad Khan, Director, Learning and Organizational Development, P&C

Kelly Schilthuis, Director, Talent Management, P&C

Ceilidh Wilson, Assistant Corporate Secretary

Iman Haji-Jama, Committee Secretary

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

ITEM 1 CHAIR'S REMARKS

The Chair noted the Land and African Ancestral Acknowledgements. The Chair also welcomed the new Board Directors, Dan McIntyre and Mary Hogan, and provided an overview of the reports on today's public agenda.

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

*Motion
carried*

ON MOTION DULY MADE by Mr. Charlebois, seconded by Councillor Perks and carried, the GCHRC unanimously approved:

1. the Agenda for its In-Camera meeting of September 4, 2025 and
2. all matters on the Agenda with the exception of:
 - Item 6 - City Council Directions Requiring Board Attention; and
 - Item 7 - 2025 Employee Experience Surveys Results.

ITEM 3 CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the GCHRC to indicate any agenda item with 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 JULY 2, 2025

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Perks and carried, the GCHRC confirmed the above-captioned minutes.

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

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Perks and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of July 2, 2025.

ITEM 6 CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2025-30

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

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

- the information that the Board of Directors recently received in relation to TCHC’s submission to the federal government is a different scope of work from the City of Toronto’s (“City”) directive through EX25.1 – Building Faster: Streamlining Housing Delivery and Strengthening the City’s Development Capacity Program (the “Program”).
- TCHC is working with the City on the Program, which sets out how public agencies under the City will collaborate to accelerate the development of nonprofit housing.
- The report does not address how TCHC engages with the City on the broader building program or with the federal government; however, TCHC continues to work with the City in both areas.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Councillor Perks and carried, the GCHRC approved and recommended that the Board of Directors:

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1. In accordance with City Council direction under EX25.1 – Building Faster: Streamlining Housing Delivery and Strengthening the City’s Development Capacity, direct the President and Chief Executive Officer and/or their designate to work in consultation with the Deputy City Manager, Development and Growth Services and the Deputy City Manager, Community Development and Social Services to explore ways to harmonize community benefits best practices.

ITEM 7	2025 EMPLOYEE EXPERIENCE SURVEYS RESULTS	GCHRC:2025-31
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The above-captioned report was circulated to GCHRC members prior to the meeting.

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

- The Employee Engagement survey results, including:
 - Employee Engagement Survey background and overview;
 - Response rate;
 - Overall engagement;
 - Overview of driver categories;
 - Focus group key insights;
 - Recommendations for progress; and
 - Action plan and implementation timeline;
- Workplace Diversity Census and Inclusion Survey results, including:
 - Workplace Diversity Census and Inclusion Survey overview;
 - Response rate;
 - Socio-demographic overview;
 - Socio-demographics by affiliation;
 - Overview of driver categories;
 - Focus group key insights;
 - Recommendations for progress;
 - Recommended implementation timeline; and
- Integrating and using the survey information.

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Ms. Shulman and Ms. Gage were available to answer questions of the GCHRC. Highlights of the discussion include:

- The Report provides the results of two organization-wide surveys: Employee Engagement Survey and the Workplace Diversity Census and Inclusion Survey.
- Both surveys give employees a voice and help measure progress.
- People and Culture (“P&C”) values feedback by analyzing it, developing corporate and divisional action plans, and making improvements.
- P&C surveys only every few years to allow time for meaningful action before measuring progress again.
- Both surveys are confidential thus P&C was not able to follow-up directly with staff who choose not to participate, however they do try to identify any potential barriers for staff to participate and ways to remove those barriers. For example, surveys were available on mobile devices, which allowed building staff greater access to participate.
- P&C made use of a Champion Committee with staff from across the organization to help in increasing response rates, as well as create a mechanism to report any barriers that members of their teams faced in assessing the surveys.
- 60% is the industry standard for survey response rates and 70% is the standard for other similar businesses. TCHC exceeded both standards with a 73% response rate, which makes P&C confident in the data.
- The Tenant Engagement Survey is the mechanism for tenants to provide their feedback to TCHC, including about their observations related to staff.
- There is not going to be a perfect match between the baseline survey and this iteration of the survey; the first survey was foundational and TCHC has matured quite a bit since then, requiring the survey to also evolve. P&C try to strike a balance between maturing and identifying new areas to explore through the survey as well as retaining some consistency with previous surveys to identify trends and make comparisons.
- The Committee commended P&C for using many best practices in this report, for example using a third party and bookmarking survey results with focus groups. They also applauded P&C for incorporating equity, diversity and inclusion into the work that they do.
- It was noted that the key performance indicators from this survey can be incorporated into the strategic planning process.
- The Committee asked that P&C consider the cadence to bring updates in relation to this work to the Board.

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Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2025-31, being the 2025 Employee Experience Surveys Results, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Mr. McIntyre, seconded by Mr. Charlebois. The GCHRC resolved to terminate the public meeting at 9:12 a.m.

Secretary

Chair, Governance,
Communications and Human
Resources Committee