



# 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 12, 2026 via Webex and in-person at City Hall, Committee Room 2, 100 Queen Street West, commencing at 9:00 a.m.

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

**GCHRC Directors Absent:** Debbie Douglas  
Ubah Farah

**Management Present:** Sean Baird, President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Chief Operating Officer (“COO”)  
Barbara Shulman, Chief Corporate Services Officer  
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)  
Yves Cheung, Chief Development Officer  
Dean Horner, Acting General Counsel  
Noah Slater, Vice President, Facilities Management  
Ceilidh Wilson, Assistant Corporate Secretary  
Iman Haji-Jama, Committee Secretary

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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**

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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 today's public agenda.

### **DEPUTATIONS**

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The Chair polled for any depositions to be heard at the meeting. The following verbal depositions were presented:

- Item 8 – 2026 Board-Level Policy Review Schedule (*Catherine Wilkinson*)
- Item 9 – City Council Directions Requiring Board Attention (*Catherine Wilkinson*)

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

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Hogan, seconded by Mr. McIntyre and carried, the GCHRC unanimously approved:

1. The Agenda for its In-Camera meeting of March 12, 2026 and
2. All matters on the Agenda with the exception of:
  - Item 7 – People and Culture 2025 Annual Report;
  - Item 8 – 2026 Board-Level Policy Review Schedule; and
  - Item 9 – City Council Directions Requiring Board Attention.

### **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 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 FEBRUARY 2, 2026**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Hogan, seconded by Mr. McIntyre and carried, the GCHRC confirmed the above-captioned minutes.

**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. Hogan, seconded by Mr. McIntyre and carried, the GCHRC receive the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of February 2, 2026 for its information.

**ITEM 6 ANNUAL GENERAL MEETING  
PROCESS FOR TCHC AND ITS  
SUBSIDIARIES** GCHRC:2026-11

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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. Hogan, seconded by Mr. McIntyre and carried, the GCHRC approved 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;

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- f. Regent Park Development Corporation;
  - g. Toronto Affordable Housing Fund; and
  - h. Toronto Community Housing Enterprises Inc.;
  - i. Regent Park Development 2 Corporation (“RPDC2”);
2. 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, 2026 to the City Clerk for consideration by Executive Committee and City Council, once approved by the Board at its meeting of April 28, 2026;
3. Authorize the Corporate Secretary, on behalf of the Board, to submit the Board’s decisions and following materials to the City Clerk for consideration by Executive Committee and City Council, once approved by the Board at its meeting of April 28, 2026:
  - a. the Board-approved "Toronto Community Housing Corporation 2025 Annual Report", including such “Additional Information” as the City requires, including TCHC’s 2025 executive compensation disclosure; and
  - b. the Board-approved "Toronto Community Housing Corporation 2025 Audited Consolidated Financial Statements" and cover report;
4. 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 2025 Annual Report including such “Additional Information” as the City requires, including TCHC’s 2025 executive compensation disclosure;
  - b. receive the Board-approved "Toronto Community Housing Corporation 2025 Audited Consolidated

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- Financial Statements" and cover report to the Board;  
and
- c. appoint KPMG LLP as the Auditor of Toronto Community Housing Corporation for fiscal year 2026, and authorizing the Board of Directors of Toronto Community Housing Corporation to set the fee of the Auditor; and
5. Authorize the President and Chief Executive Officer and the Corporate Secretary, and their respective designates, to take all actions and execute all necessary documents to implement the above recommendations.

	<b>PEOPLE AND CULTURE 2025 ANNUAL</b>	
<b>ITEM 7</b>	<b>REPORT</b>	GCHRC:2026-12

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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:

- 2025 Highlights:
  - Negotiating Collective Agreements;
  - Recruiting for New Positions;
  - Progressing Equity, Diversity and Inclusion ("EDI") Strategy;
  - Developing Leaders;
- Advancing Strategic Priorities:
  - Prioritizing Staff Health, Safety and Wellness;
  - Promoting Culture of Collaboration and Sense Of Belonging;
  - Developing Leadership Program;
  - Recruiting, Retaining, and Empowering Diverse Workforce;
- 2026 Division-Wide Priorities:
  - Expansion of Current HRIS System;
  - Collective Agreements;
  - Workplace Diversity Census;
  - Change Management Center of Excellence;
  - Multi-Year EDI Educational Priorities;

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- Comprehensive Capability-Building Strategy;
- Leadership Development; and
- Incident Management Software.

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

- Talent Connect refers to the internal application used for talent development software, which contains tools and resources that support talent development.
- The Service Appreciation Awards refer to the annual ceremony held each year to recognize employee service levels across TCHC. The ceremony recognizes employees who reach milestone years of service.
- People & Culture (“P&C”) administers the Employee Engagement Survey and the Equity, Diversity and Inclusion (“EDI”) Workplace Survey conducted every few years. The survey results give insight into employees’ experiences and perceptions.
- The results show the employees are not always fully satisfied. P&C uses the results to develop corporate action plans and division- specific action plans in areas that require improvement.
- Delta comparison refers to the difference when comparing current results to past results or trends.
- The 2025 budget added about 70 new positions which increased recruiting activity. Recruiting for new positions and normal attrition created a higher volume of hiring in 2025 compared to previous years.
- Filling one position with an internal candidate may require filling several additional vacancies for multiple levels down the chain.
- P&C launched the Culture Spotlight Series at the end of 2025 as a peer-to-peer employee recognition program, the first of its kind at TCHC, which generated strong interest in its first three months. Employees nominate peers for demonstrating pride in their work and reflecting valued organizational competencies such as integrity and being solution focused problem solvers. The plan is to further recognize nominated individuals through the executive leadership team and company-wide events.
- Operations (“OPS”) staff often identify ideas for doing work differently and bring those ideas to the Training and Development team.

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- P&C tracks data on why employees leave TCHC and conducts exit interviews for meaningful insights. In 2025, turnover in the unionized group remains very low particularly in Canadian Union of Public Employees (“CUPE”) Local 79 and Toronto Civic Employees Union (“TCEU”) Local 416, with rates below 5%. On the non-union side, turnover was slightly higher.
- Non-union management turnover reached 22% in 2021-2022, which resulted from inadequacies in the non-union management compensation program and pent-up movement from employees who delayed job searches during the pandemic. Turnover has since dropped dramatically and now aligns with typical patterns.
- The Executive Leadership Team reviewed the preliminary findings of the safety listening tours and plans to communicate a summary of what was heard to all staff within the next month. P&C will report back on the staff safety listening tours through the quarterly health and safety reporting to GCHRC.
- P&C carries out ongoing safety work through its Joint Health and Safety Committee.
- The Committee thanked the P&C team for bringing forward a strong report and gave kudos to the team for their work.
- P&C always considers the internal pool of candidates when filling roles and job postings are often internal only. Some positions require both internal and external postings to ensure authentic competition and access to the right talent.

**Action Item:** Management to provide data in relation to internal vs. external hires for TCHC job postings.

*Motion carried* **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Hogan and carried, the GCHRC received Report GCHRC:2026-12, being the People and Culture 2025 Annual Report, for its information.

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**2026 BOARD-LEVEL POLICY REVIEW**  
**ITEM 8 SCHEDULE** GCHRC:2026-13

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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.

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

- Operations is pursuing a more systemized approach to bulletin boards with an immediate focus on creating a mandatory fire life safety poster area. The team will assess the progress of accessible community bulletin boards and will provide a verbal update to the Tenant Services Committee.
- The policy framework serves as an accountability measure for the Board to monitor.
- TCHC is undergoing governance process changes related to forming a Corporate Secretary role, which will ground the Board in current governance best practices aligned with its public service mandate and organizational size and scale.

**Action Item:** Management to provide a verbal update at the Tenant Services Committee regarding the status of community bulletin boards.

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

1. Received Report GCHRC:2026-13 for its information; and
2. Provided feedback on the proposed 2026 Board-Level Policy Review schedule and the preliminary 2027-2030 Board-Level Policy Review Schedule.

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	<b>CITY COUNCIL DIRECTIONS</b>	
<b>ITEM 9</b>	<b>REQUIRING BOARD ATTENTION</b>	GCHRC:2026-14

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.

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

- The Committee recommended that any future reports to the GCHRC and the Board clearly identify financial or staff time implications so that the Board can understand additional pressures and address them appropriately.
- TCHC has an Elections Policy that outlines what staff can and cannot do during an election period and how they support Councillors during that time.
- Management cannot speculate on whether new political directions or large-scale policy directions may arise out of the upcoming municipal election. As the new City Council is put in place and their mandate is communicated, management will ensure that it this information is shared with the GCHRC.

**Action Item:** When providing the Board with the list of City Council directives, include details of any financial implications associated with implementing those directives.

*Motion carried*     **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Hogan and carried, the GCHRC received Report GCHRC:2026-14, being the City Council Directions Requiring Board Attention report, for its information and forwarded it to the Board of Directors for its information.

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**TERMINATION**

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A motion to adjourn the meeting was moved by Mr. Smith, seconded by Mr. McIntyre. The GCHRC resolved to terminate the public meeting at 9:58 a.m.

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Secretary

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Chair, Governance,  
Communications and Human  
Resources Committee