



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 July 8, 2026 via Webex and in-person at City Hall, Committee Room 2, 100 Queen Street West, commencing at 9:01 a.m.

GCHRC Directors Present: Debbie Douglas (GCHRC Chair)

Marcel Charlebois
Ubah Farah
Mary Hogan
Vinita Jajware-Beatty
Dan McIntyre
Brian Smith

GCHRC Directors Absent: Councillor Gord Perks

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
Kirryn Hashmi, General Counsel
Noah Slater, Vice President, Facilities Management
Robin Smith, Director, Public Affairs & Strategic Partnerships

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Zaira Shaal-Hoeber, Director, Communications
and Content Strategy
Demola Oloyede, Corporate Secretary
Ceilidh Wilson, Assistant Corporate Secretary
Iman Haji-Jama, Committee Secretary

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the meeting, noted the Land and African Ancestral Acknowledgements, 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 Ms. Jajware-Beatty, seconded by Ms. Hogan and carried, the GCHRC unanimously approved:

1. The Agenda for its Public meeting of July 8, 2026; and
2. All matters on the Agenda with the exception of:
 - Item 6 – Annual Compliance Report for 2025;
 - Item 7 – Annual Update on Subsidiaries;
 - Item 8 – Strategic Communications Report; and
 - Item 9 – City Council Directions Requiring Board Attention.

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 MAY 14, 2026**

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

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

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Ms. Hogan and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of May 14, 2026 for its information.

**ITEM 6 ANNUAL COMPLIANCE REPORT FOR
2025** GCHRC:2026-18

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:

- Management are still in the early stages of developing a corporate compliance function. There have been some challenges in recruiting a strong leader for the compliance role.
- The intention is to expand compliance oversight and reporting beyond financial matters. In reviewing potential domain areas, management have chosen to begin with Health and Safety, Fire Life Safety and Worker Health and Safety.
- It is expected to take several more months before a compliance leader is in place. Once in place, management will be in a better position to determine the timing to expand reporting.
- The Committee voiced their interest in expanding the compliance reporting framework to include other significant legislative and regulatory obligations relevant to TCHC's operations. As fiduciaries, the Board holds responsibility in this space.

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Action item: The Board's compliance assurance framework to be expanded from a narrow financial compliance certificate to a more enterprise-wide compliance assurance report, providing directors with assurance across TCHC's key legislative and regulatory obligations.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Jajware-Beatty and carried, the GCHRC received Report GCHRC:2026-18, being the Annual Compliance Report for 2025, for its information and forwarded it to the Board of Directors for its information.

ITEM 7 ANNUAL UPDATE ON SUBSIDIARIES GCHRC:2026-19

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

Mr. Baird, Ms. Hashmi and Mr. Cheung were available to answer questions from the GCHRC. Highlights of the discussion include:

- There were previous discussions about winding up some of the subsidiaries. The Committee asked for an update at a future meeting regarding the status of the subsidiaries and timing to wind up those that have completed their purpose.
- The Committee noted that there should be a well-documented due diligence process for winding up subsidiaries (e.g. confirming from a Canada Revenue Agency perspective that all fiduciary obligations are fully resolved before dissolving any corporation). The governance piece needs to be clearly mapped so Legal can identify and address any issues.
- Management confirmed that due diligence is always conducted before winding up subsidiaries.
- TCHC has both third-party joint ventures and wholly owned subsidiaries.
- The Toronto Affordable Housing Fund ("TAHF") is a legacy program initiated by the City of Toronto (the "City") and enacted through TCHC. The program operated as a homeownership funding program but remains largely undersubscribed.

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- TAHF originated from obligations created through the Regent Park and Alexandra Park revitalizations where a small number of new homes were designated for ownership opportunities. TCHC struggled to attract enough potential clients to fully utilize the available funding.
- TCHC's focus is on Rent-Geared-to-Income rather than tenant home ownership.
- TCHC is currently in the process of transferring the TAHF funds back to the City. The Development and Finance teams are working to wind the process down.

Action item: Further information to be provided on:

- Subsidiaries that are set to be wound up and the timing to do so; and
- Details of Board membership for subsidiaries and joint ventures.

Motion carried **ON MOTION DULY MADE** by Ms. Hogan, seconded by Mr. Smith and carried, the GCHRC received Report GCHRC:2026-19, being the Annual Update on TCHC Subsidiaries, for its information and forwarded it to the Board of Directors for its information.

STRATEGIC COMMUNICATIONS 2025 ITEM 8 REPORT

GCHRC:2026-20

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

Ms. Shaal-Hoeber and Mr. Smith provided the GCHRC with a presentation in relation to this matter, highlights of which include:

- 2025 Strategic Objectives
- Tenant feedback
 - Focus Groups
 - Tenant Engagement
 - Deputation Campaign
 - Tenant Survey
 - Tenant Insurance
- Employee engagement
 - New Intranet

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- Staff Survey
- Tenant Digital Tools
 - Social Media Growth
 - Email Campaigns
 - Letter to Tenants
- External Communications & Relations
 - Deal with Issues & Crisis
 - Media Training Program
 - Build relationships with elected officials & media
 - Thought leadership
 - Supporting Council

Ms. Shulman, Mr. Baird, Ms. Gouveia, Ms. Shaal-Hoeber and Mr. Smith were available to answer questions from the GCHRC. Highlights of the discussion include:

- The Tenant Advisory Committee (“TAC”) is an important part of the organization. Director McIntyre noted his dissatisfaction that TAC was not referenced in this presentation and noted that management’s current role in chairing and leading TAC’s meetings requires further discussion.
- TAC functions as an effective group and its members co-create agendas with staff. Engagement with TAC is meaningful and has significantly influenced major initiatives such as the tenant election system, tenant engagement framework, and Local Initiative Funding for Tenants (“LIFT”).
- A City Council motion directed TCHC to establish TAC with its current leadership structure and chairmanship.
- The Tenant Services Committee (“TSC”) receives quarterly reports on tenant engagement that provide the items discussed at TAC meetings and an overview of their work. The next update will go to TSC in September.
- The Committee voices their preference for TAC to be a true tenants’ committee. The Committee suggested that management explore a co-chair model to build tenant capacity and to return to City Council to have that direction changed at a later time.
- An important measure of effective communication and government relations can be gauged by looking at governments’ decisions to

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involve and fund TCHC (e.g. the federal government reaching out recently to ask TCHC to host events). These actions show that the organization has earned trust and is now positioned as a central player. TCHC did not have this level of involvement two years ago and reflects the effectiveness of current communications efforts.

- TCHC does not currently have a program that measures broader perceptions of public housing. It is a notoriously challenging, complex and expensive endeavour.
- The TCHC website is now a couple of years old, and engagement has returned to normal rates. Website engagement and visitor rates will likely plateau year over year.
- TCHC is shifting to a more robust social media approach that delivers information directly to tenants rather than always directing them back to the website. Social media posts and posters often serve as the primary communication method with tenants, while the website functions as a support.
- While City Council is perceived internally as the stakeholder, TCHC has other key stakeholders and rights holders. The organization must be very clear that they have multiple stakeholders and be cognizant of their needs at all times.
- The Tenant Communications team works closely with R-PATH and meets monthly with their communications liaison to make sure that communications are accessible and supportive.

Action Items: Management to provide:

- A background report on the establishment of the Tenant Advisory Committee (“TAC”) and the advisory role they play for TCHC matters; and
- More information as to the possibility of implementing a tenant co-chair model at TAC.

*Motion
carried*

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2026-20, being the Strategic Communications 2025 Report, for its information

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	CITY	COUNCIL	DIRECTIONS
ITEM 9	REQUIRING BOARD ATTENTION		GCHRC:2026-21

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

Ms. Chen and Ms. Hashmi were available to answer questions from the GCHRC. Highlights of the discussion include:

- City Council issued a public report that includes detailed policy changes and revisions to Buy Ontario and Buy Canadian initiatives. A report will go to the July BIFAC meeting that speaks to these changes.
- Buy Canadian and Buy Ontario requirements will not apply to TCHC because TCHC is a municipal corporation governed by the *Housing Services Act*.

*Motion
carried*

ON MOTION DULY MADE by Ms. Hogan, seconded by Mr. Smith and carried, in accordance with Council Direction under PH30.6(2), the GCHRC recommended that the Board of Directors direct the Chief Development Officer, or their designate, to report back to the Board on the implications, including financial and operational, of adopting the City of Toronto's Housing Development Office Three-Year Work Plan.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Charlebois, seconded by Ms. Jajware-Beatty. The GCHRC resolved to terminate the public meeting at 9:49 a.m.

Secretary

Chair, Governance,
Communications and Human
Resources Committee