



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 May 17, 2023, via Webex and at City Hall, Committee Room 2, 100 Queen Street West, commencing at 11:34 a.m.

GCHRC Directors Present: Brian Smith (Chair)
Marcel Charlebois
Debbie Douglas (11:34 a.m. – 12:14 p.m.)
Ubah Farah
Councillor Paula Fletcher

GCHRC Directors Absent: Councillor Lily Cheng
Councillor Vincent Crisanti
Naram Mansour

Management Present: Jag Sharma, 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
Paula Knight, Vice President, Strategic Planning & Communications
Allen Murray, Vice President, Facilities Management
Jamie Kramer, Senior Consultant, Diversity & Inclusion
Kelly Schilthuis, Director, Talent Management

Ceilidh Wilson, Assistant Corporate Secretary

Guests Present: Ashleigh Kong, Policy Advisor, Office of
Councillor Vincent Crisanti

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the GCHRC meeting, noted the Acknowledgement of the Land, and provided an overview of the reports on today's public agenda.

DEPUTATIONS

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

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Catherine Wilkinson*)
- Item 7 – TCHC's 2023 Strategic Communications Plan (*Catherine Wilkinson*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

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

1. the Agenda for its Public meeting of May 17, 2023; and
2. all matters on the Agenda with the exception of items:
 - Item 4 – Confirmation of the Public Meeting Minutes of April 11, 2023;
 - Item 5 – Business Arising from the Public Minutes and Action Items Update; and
 - Item 7 – TCHC's 2023 Strategic Communications Plan.

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.**

ITEM 4 CONFIRMATION OF GCHRC PUBLIC MEETING MINUTES OF APRIL 11, 2023

The above-captioned minutes were circulated to the GCHRC prior to the meeting.

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

- The outcome of the GCHRC’s consideration of GCHRC:2023-15 was that all agendas and minutes for TCHC Board of Directors (the “Board”) and Committee meetings between January 2012 and December 2020 will remain on TCHC’s website. If members of the public want to access the supporting public reports, they can submit a request through Governance staff and they will be provided in an accessible format.
- Public meeting materials from prior to January 2012 and after December 2020, including agendas, minutes and supporting reports, will remain on the website.
- GCHRC:2023-15 was forwarded to the Board at its April 24, 2023 meeting and the recommendations in the report were approved.
- All materials from 2012 onwards must be posted in a manner that is compliant with the *Accessibility for Ontarians with Disabilities Act* (“AODA”). After reviewing the degree to which members of the public were accessing the Board and Committee materials, it was determined that it did warrant the expenditure to remediate the full suite of documents.
- In the future, there may be technological advancements that could assist with the document remediation process.
- Adherence to AODA standards allow for the documents to be read via a screen reader.
- Once documents have been requested, the standard will be that staff will provide them within five business days.

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

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

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:

- The briefing note provided in response to Public Action Item #3 is a response to a request made at the April 11, 2023 GCHRC meeting to provide an overview of the Diversity Census and Inclusion Survey (the “Survey”) that was reported on in more detail in 2022.
- The Survey collected representation data, including race data.
- Over the last few months, Human Resources have broken the data down even further for specific racial groups and are working with the Centre for Advancing the Interests of Black People (the “Centre”) to understand the experience of Black staff and others.
- The Centre is working on a race-based data strategy.
- The Survey data provides a baseline of the current state in terms of representation, but also experience. In terms of representation, the data will help to inform strategies regarding development, training, and recruitment and outreach for positions across the organization. In terms of experience, the data will help with understanding staff’s experiences across all levels of the organization and identify where to invest effort to see the greatest impact.
- The intention is to perform the Survey every two years to allow time to analyze and understand the data, to identify and implement initiatives, and to analyze the outcome of those initiatives.
- The data will help not only with recruitment, but also with identifying initiatives to ensure that staff feel that TCHC is a safe and inclusive

- organization. The focus is on both attracting and retaining talent.
- There were just over 1,000 respondents to the Survey. The number of responses varies from question to question based on the inclusion of optional open ended questions for staff to provide additional feedback.
 - The Committee noted that the PowerPoint presentation is missing an analysis of the responses based on demographic categories (e.g. race, gender, etc.). It was confirmed that Human Resources has access to the data by individual question, broken down by demographics, which will be used to identify barriers and how to address them through policies, training, recruitment, etc.
 - Procurement is working on a social procurement policy, and will explore whether demographic data collection from vendors who work with TCHC would be possible.
 - It was confirmed that TCHC keeps a preferred vendor list, as is the practice with the City of Toronto.
 - Action item: Management to provide the GCHRC with a copy of TCHC's preferred vendor list.
 - Human Resources has analyzed the Survey data to identify where issues exist (e.g. at a particular level of the organization, within a particular division, etc.), and used this to inform the action plans previously presented to the GCHRC. Progress against the action plans is reported regularly to the GCHRC through the bi-annual Human Resources report.
 - TCHC regularly works with external organizations to assist with recruitment outreach efforts.
 - Action item: Management to provide details of the strategies employed to source diverse candidates for available positions at TCHC, including a list of any partners that TCHC works with to expand its reach to equity deserving groups.

*Motion
carried*

ON MOTION DULY MADE by Ms. Farah, seconded by Councillor Fletcher and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of April 11, 2023.

ITEM 6 HUMAN RESOURCES DIVISION UPDATE GCHRC:2023-19

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2023-19, being the Human Resources Division Update, for its information.

ITEM 7 TCHC'S 2023 STRATEGIC COMMUNICATIONS PLAN GCHRC:2023-20

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

- The initial outreach for the Tenant Advisory Committee (“TAC”) was concluded and 49 applications were received.
- It was identified that there may have been technical issues with the TAC application form on TCHC’s website. Prior to today’s meeting, Management had not been made aware of any challenges associated with the application.
- All three Tenant Directors will have the option to become a member of the TAC by virtue of their position on the TCHC Board of Directors. Staff are finalizing the invites for Tenant Directors to attend a meeting regarding the TAC that will likely take place at the end of June.
- All outreach for the TAC was done in collaboration with the City of Toronto (the “City”). City staff also attended all tenant information sessions.
- If the application issues are widespread, Management will work with the City regarding options to extend outreach and application deadlines.
- Action item: Management to investigate allegations regarding technical issues identified by some tenants in completing the online

application for TCHC's Tenant Advisory Committee, and report to the Tenant Services Committee at its meeting of June 12, 2023 and the Board of Directors at its meeting of June 27, 2023.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the GCHRC unanimously approved that the deadline for membership on TCHC's Tenant Advisory Committee be extended in order to permit an investigation of allegations regarding technical issues identified by some tenants in completing the online application, and report to the Tenant Services Committee at its meeting of June 12, 2023 and the Board at its meeting of June 27, 2023.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2023-20, regarding TCHC's 2023 Strategic Communications Plan, for its information.

ITEM 8 DEVELOPING A STRATEGIC PLAN FOR TCHC (2024-2028) GCHRC:2023-21

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2023-21, being the report regarding the development of a Strategic Plan for TCHC for 2024 to 2028, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Councillor Fletcher and seconded by Ms. Douglas. The GCHRC resolved to terminate the public meeting at 12:39 p.m.

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Secretary

Chair, Governance,
Communications and Human
Resources Committee