



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 virtual Public meeting on May 25, 2021, via WebEx, commencing at 9:40 a.m.

GCHRC Directors Present:

Brian Smith, Chair
John Campbell
Marcel Charlebois
Debbie Douglas
Ubah Farah
Councillor Paula Fletcher

GCHRC Directors Absent: Naram Mansour

Management Present:

Sheila Penny, Acting President & Chief Executive Officer (“CEO”)
Darragh Meagher, General Counsel & Corporate Secretary
Barbara Shulman, Interim Vice President, Human Resources
Paula Knight, Vice President, Strategic Planning & Communications
Jill Bada, General Manager, Seniors Housing Unit
Ceilidh Wilson, Assistant Corporate Secretary

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 notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC's holding this GCHRC meeting virtually.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the GCHRC approved the Public meeting agenda for the GCHRC's May 25, 2021 meeting.

ITEM 2B 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 2C CONFIRMATION OF MINUTES OF THE PUBLIC GCHRC MEETING OF MARCH 31, 2021

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the GCHRC confirmed the above-captioned minutes without amendments.

ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2021-21

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the GCHRC received Report GCHRC:2021-21 regarding City Council Directions Requiring Board Attention for its information.

ITEM 3 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE

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

- Action item: General Counsel & Corporate Secretary to review TCHC's approach to Board and Committee meetings with the City Clerk's Office to identify any areas for improvement, and report back to the GCHRC with their feedback. Particular areas of focus to include meeting agendas and whether TCHC is meeting all open meeting requirements.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the GCHRC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update for its information.

ITEM 4 APPOINTMENT OF GCHRC VICE-CHAIR GCHRC:2021-25

This matter was referred to the June 29, 2021 GCHRC meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the GCHRC deferred consideration of the Report GCHRC:2021-25, being the Appointment of GCHRC Vice-Chair, to the June 29, 2021 GCHRC meeting.

ITEM 5 BOARD AND COMMITTEE MEETINGS – RULES OF PROCEDURE GCHRC:2021-22

The above-captioned report (GCHRC:2021-22) was circulated to GCHRC members prior to the meeting.

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

the discussion include:

- It is proposed that rules of procedure be developed for TCHC's Board and Committees in conjunction with the development of the updated Shareholder Direction.
- The report includes reference to the development of the Toronto Park Authority's ("TPA") rules of procedure. As a City agency, TPA has different compliance requirements thus their rules of procedure are more a starting point than necessarily reflective of what TCHC's rules of procedure should look like.
- It is recommended that the same overarching principles as TPA's rules of procedure be used by TCHC to inform how we approach TCHC's rules of procedure.
- One area the rules of procedure could address is how to better get input from tenants on matters being considered by the Board and its Committees.
 - The existing deputation process does not allow for proper discussion and engagement with deputants given the time constraints we currently face with such substantial agendas.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC unanimously approved the principles set out in Report GCHRC:2021-22, as the basis for Rules of Procedure for the meetings of the Toronto Community Housing Corporation's Board of Directors.

ITEM 6 TCHC REFERENCE POLICY GCHRC:2021-23

The above-captioned report (GCHRC:2021-23) was circulated to GCHRC members prior to the meeting.

Ms. Shulman was available to answer questions of the GCHRC.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Campbell and carried, the GCHRC received the information

contained in Report GCHRC:2021-23, regarding TCHC's Reference Policy, for its information.

ITEM 7	BI-ANNUAL HUMAN RESOURCES DIVISION UPDATE	GCHRC:2021-18
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The above-captioned report (GCHRC:2021-18) 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 Committee requested that future reports make use of the terminology of 'equity seeking groups'.
- The Workforce Survey will be launched in September to allow for a fulsome education and communications campaign to ensure staff are aware of the purpose of the survey to increase participation rates. Management will report to the GCHRC in the fall with the timelines for the survey and the survey instrument.
- The Workforce Survey will be open to all TCHC staff and the results will be broken out by division.
- A full report back on the results of the Workforce Survey will be shared with the GCHRC in early Q1 2022.
- Recruitment strategies are currently being utilized by Human Resources ("HR") to ensure a broad outreach and targeted approach for equity seeking groups in all areas of recruitment (e.g. how and where jobs are posted, outreach to candidates, assessment panels and assessment tools, etc.).
- There is a lack of diversity at TCHC's executive level.
- TCHC does not currently have a search firm roster.
- The roster of search firms used by the CEO Succession Planning Subcommittee was based on the City's and the Province's rosters.
- Action item: Management to report to the GCHRC regarding the process of establishing a roster of executive search firms, including how to ensure the firms are experienced in the recruitment of a diverse candidate pool.

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- The Committee noted the importance of not using just White-led executive search firms.
 - TCHC's talent acquisition system allows for the collection of applicants' demographic data on a voluntary basis.
 - Action item: Management to review the manner in which to collect TCHC's vendors' demographic information, and report back to the GCHRC with a plan for outreach to equity seeking groups looking to bid on work at TCHC.
 - Action item: Management to provide the GCHRC with:
 - the demographic data of the Community Safety Unit ("CSU");
 - the demographic data of the CSU staff hired to carry out the work of the Violence Reduction Program ("VRP"); and
 - the number of new hires in the VRP who have a policing background.
 - Action item: For the Board meeting of June 15, 2021, Management to provide:
 - the breakdown of staff who have been employed by TCHC for five years or less to identify the reason for turnover (e.g. unionized staff moving into a non-union role, retirement, terminations, resignations, newly created positions, etc.);
 - more information on why the rate of turnover is so high in the Community Safety Unit; and
 - the diversity index for new hires as broken down in the 'Recruitment Activity for Q1, 2021' figure in Attachment 2 to GCHRC:2021-18.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the GCHRC received the information contained in Report GCHRC:2021-18, regarding the Bi-annual Human Resources Division Update, for its information.

OTHER BUSINESS

The Committee discussed the following matters:

- The Community Safety Unit ("CSU") tracks the number of interventions

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- they are involved with related to opioid overdoses, and were involved in approximately 20 interventions in 2020 where a tenant had overdosed.
- CSU carries naloxone kits and are trained in administering them.
 - Staff are working on developing the procedures to accompany the Harm Reduction Policy.
 - Action item: At the June 15, 2021 Board meeting, Management to report on TCHC's COVID-19 response activity, including the number of communities with on-site vaccine clinics, vaccination rates, and addressing vaccine hesitancy.

TERMINATION

The public meeting terminated at 10:52 a.m.

Secretary

Chair, Governance,
Communications and Human
Resources Committee