



# GOVERNANCE, COMMUNICATIONS AND HUMAN RESOURCES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: May 25, 2021

Time: 9:30 a.m. – 10:50 a.m.

Location: Virtual (NOT in person)

## Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda (Updated)					
<b>9:30</b>	<b>1.</b> Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
<b>9:35</b>	<b>2.</b> Consent agenda		<i>5 minutes</i>		
	a) Approval of Public Meeting Agenda	GCHRC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of March 31, 2021	GCHRC Approval	Minutes	Chair	3
	d) City Council Directions Requiring Board Attention	Information	GCHRC:2021-21	Director, Strategic Planning & Stakeholder Relations	13

## PUBLIC AGENDA – GCHRC Meeting – May 25, 2021

Page 2 of 2

<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Pre-read</b>	<b>Presenter</b>	<b>Page #</b>
<b>9:40</b>	<b>3.</b> Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	25
<b>9:45</b>	<b>4.</b> Appointment of GCHRC Vice-Chair	GCHRC & Board Approval	GCHRC:2021-25 <i>5 minutes</i>	Chair	28
<b>9:50</b>	<b>5.</b> Board and Committee Meetings – Rules of Procedure	Approval	GCHRC:2021-22 <i>20 minutes</i>	General Counsel & Corporate Secretary	30
<b>10:10</b>	<b>6.</b> TCHC Reference Policy	Information	GCHRC:2021-23 <i>20 minutes</i>	Interim Vice President, Human Resources	53
<b>10:30</b>	<b>7.</b> Bi-annual Human Resources Division Update	Information	GCHRC:2021-18 <i>20 minutes</i>	Interim Vice President, Human Resources and <del>Acting Chief Executive Officer</del>	57

### TERMINATION



## Governance, Communications and Human Resources Committee

931 Yonge Street,  
Toronto, M4W 2H2

Page 1 of 10

The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on March 31, 2021, via WebEx, commencing at 9:07 a.m.

**GCHRC Directors Present:**

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

**GCHRC Directors Absent:** n/a

**Visiting Directors Present:**

Marcel Charlebois  
Naram Mansour

**Management Present:**

Kevin Marshman, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Paula Knight, Vice President, Strategic Planning & Communications  
Barbara Shulman, Interim Vice President, Human Resources  
Vincent Tong, Chief Development Officer  
Allen Murray, Vice President, Facilities Management  
Jill Bada, General Manager, Seniors Housing Unit

Bruce Malloch, Director, Strategic  
Communications  
Lindsay Viets, Director, Strategic Planning &  
Stakeholder Relations  
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**

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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.

### **COVID-19 Update**

It has now been one year since Toronto Community Housing activated its Emergency Operations Centre in response to the COVID-19 pandemic. Our frontline staff continue to deliver essential services and connect tenants to supports, particularly in buildings and communities that have been hard hit by COVID-19 or which are at an elevated risk.

In particular, the Chair recognized the contributions of staff who work in TCHC buildings. Given the resurgence of COVID-19 cases, TCHC's maintaining the extended 10-hour shift schedules that are enabling TCHC to deliver enhanced cleaning protocols that are preventing the spread of the virus and keeping people safe.

Lastly, the Chair thanked everyone at the company for setting a good example by following public health advice at work and at home.

## **DEPUTATIONS**

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The following written deputation was received in relation to the following items:

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- Item 2H – Annual Review of Board and Committee Charters (*Cheryl Duggan*)

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

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The following item was held for discussion:

- Item 2H – Annual Review of Board and Committee Charters

The following items were not held for discussion:

- Item 2A – Approval of Public Meeting Agenda
- Item 2B – Chair’s Poll re: Conflict of Interest
- Item 2C – Confirmation of the Public Meeting Minutes of February 1, 2021
- Item 2D – City Council Directions Requiring Board Attention
- Item 2E – Regent Park – New Subsidiary Corporation
- Item 2F – Annual General Meeting Process for TCHC and its Subsidiaries
- Item 2G – Investment Advisory Committee – Recruitment of New Committee Member

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC approved the Public meeting agenda for the GCHRC’s March 31, 2021 meeting.

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## **ITEM 2B CHAIR’S POLL RE: CONFLICT OF INTEREST**

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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.**

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**ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC GCHRC MEETING OF FEBRUARY 1, 2021**

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

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**ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION** GCHRC:2021-08

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*Motion carried* **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC received Report GCHRC:2021-08 regarding City Council Directions Requiring Board Attention for its information.

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**ITEM 2E REGENT PARK – NEW SUBSIDIARY CORPORATION** GCHRC:2021-09

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*Motion carried* **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC unanimously approved and forwarded to the Board of Directors for approval, as outlined in GCHRC:2021-09, the following:

1. The incorporation of Regent Park 2 Development Corporation, and approve the appointment of Vincent Tong and Rose-Ann Lee as the two TCHC representatives on the Board of Regent Park 2 Development Corporation;
2. Appoint the Chair of the Building Investment, Finance and Audit Committee (“BIFAC”) or their nominee who is also a member of the Board of TCHC as a Director and Chair of Regent Park 2 Development Corporation; and
3. Authorize the President and Chief Executive Officer and the General Counsel and Corporate Secretary to take all necessary actions and execute all documents and resolutions as required to implement the above

recommendations.

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**ITEM 2F ANNUAL GENERAL MEETING PROCESS FOR TCHC AND ITS SUBSIDIARIES GCHRC:2021-10**

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*Motion carried*

**ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC unanimously approved and forwarded to the Board of Directors for approval, as outlined in GCHRC:2021-10, the following recommendations:

1. Authorize the President and Chief Executive Officer or designate to represent the sole shareholder, Toronto Community Housing Corporation, and conduct 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:
  - i. 2001064 Ontario Inc.;
  - ii. Access Housing Connections Inc.;
  - iii. Alexandra Park Development Corporation;
  - iv. Allenbury Gardens Development Corporation;
  - v. Railway Lands Development Corporation;
  - vi. Regent Park Development Corporation;
  - vii. Toronto Affordable Housing Fund;
  - viii. Toronto Community Housing Enterprises Inc.; and
  
2. Authorize the President and Chief Executive Officer and the General Counsel and Corporate Secretary, and their respective designates, to take all necessary actions and execute all necessary documents to implement the above recommendations.

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**ITEM 2G INVESTMENT ADVISORY COMMITTEE – RECRUITMENT OF NEW COMMITTEE MEMBER GCHRC:2021-11**

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*Motion carried*

**ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC received Report

GCHRC:2021-11 regarding the Investment Advisory Committee  
– Recruitment of New Committee Member for its information.

**ITEM 2H ANNUAL REVIEW OF BOARD AND COMMITTEE CHARTERS** GCHRC:2021-17

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Written deputation was received from Cheryl Duggan with respect to this item and was circulated to the GCHRC prior to the meeting.

The above-captioned report (GCHRC:2021-17) was circulated to GCHRC members prior to the meeting.

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

- The report as presented recommended appointing a Vice Chair to the GCHRC, the Tenant Services Committee (“TSC”), and the Building Investment, Finance and Audit Committee (“BIFAC”), to be approved by the Board of Directors (the “Board”) on the recommendation of the Board Chair.
- The GCHRC directed that rather than the Board Chair recommending the Committees’ Vice Chair appointments, that each Committee recommend their Vice Chair for approval by the Board.
- Action item: Governance staff to refer the written deputation regarding the Annual Review of Board and Committee Charters (“TSC”) at the March 31, 2021 GCHRC meeting to the Tenant Services Committee to be considered in conjunction with their review of the TSC Charter at its May 4, 2021 meeting.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the GCHRC unanimously approved and forwarded to the Board for its approval the following:

1. Amend the Charters of the three Board Committees, Building Investment, Finance and Audit Committee; Governance, Communications and Human Resources Committee; and Tenant Services Committee, in order to provide for the Board’s appointment of Committee Vice Chairs upon recommendation from the Committee;



2. Approve the following Charter and Mandate documents and forward them to the Board for its approval:
  - a. Board Charter (Attachment 1);
  - b. Board Chair Mandate (Attachment 2);
  - c. Vice Chair Mandate (Attachment 3);
  - d. the Governance, Communications and Human Resources Committee Charter as amended (Attachment 4);
  
3. Approve the following Committee Charters, forward them to the respective Committees for approval and, following such approval, to the Board for its approval:
  - a. Tenant Services Committee Charter as amended (Attachment 5);
  - b. Building Investment, Finance and Audit Committee Charter as amended (Attachment 6); and
  
4. Approve the Procurement Award Committee Charter (Attachment 7) and the Investment Advisory Committee Charter (Attachment 8) in the form attached hereto, forward them to those Committees for approval and, following such approval, to the Building Investment, Finance and Audit Committee and to the Board for its approval.

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

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*Motion carried*

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



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Ms. Knight provided the GCHRC with a presentation regarding this matter, highlights of which include:

- What we know – sentiment regarding TCHC;
- What we know – leveraging internal spokespeople impacts sentiment;
- Our vision for communications;
- Our plan;
- Who we are communicating to;
- What we will communicate;
- What we stand for; and
- Going digital.

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

- The plan is to have an editorial subcommittee of approximately 10-20 tenants in place by May or June 2021 by tapping into the tenant engagement process to identify tenant leaders to sit on the subcommittee. The intention is to have representation from across all three regions.
  - The Committee noted that with the tenant engagement refresh still underway, it will be necessary to look beyond the newly established tenant leadership to participate in the subcommittee as only a small number of communities will have nominated their tenant leadership by May/June.
- A workshop is being developed for staff who are identified as key spokespeople for the organization to provide them with communications training for both traditional media and social media.
- Currently we do not have a lot of presence in local digital platforms, but there is an opportunity to work more closely with communities in how they communicate locally.
  - Strategic Communications is working with local Community Services Coordinators (“CSC”) to establish an inventory of digital platforms (e.g. Facebook groups, WhatsApp groups, etc.) to use these to augment and support how TCHC communicates.
- There may be opportunities to improve communication related to false fire alarms based on analysis of what we are currently doing and what can be done differently.
- We are working on a pilot to get internet connectivity into common

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areas of eight buildings, which will be reported on through the Tenant Services Committee. Internet connectivity is critical for communicating with tenants. The Board will ultimately decide if the pilot is expanded to provide in-suite internet connectivity.

- TCHC materials are currently available in 19 language; some are automatically provided in a translated format and others are available upon request.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the GCHRC received the 2021-22 TCHC Strategic Communications plan as set out in Attachment 1 to Report GCHRC:2021-16 for its information.

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## **TERMINATION**

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The public meeting terminated at 10:05 a.m.

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Secretary

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Chair, Governance,  
Communications and Human  
Resources Committee



## City Council Directions Requiring Board Attention

Item 2D

May 25, 2021

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2021-21

**To:** Governance, Communications and Human Resources Committee (“GCHRC”)

**From:** Director, Strategic Planning & Stakeholder Relations

**Date:** April 28, 2021

### **PURPOSE:**

The purpose of this report is to provide the GCHRC with an update on TCHC-related Council decisions that require action by the TCHC Board of Directors (the “Board”).

### **REPORT HISTORY:**

The template for this report was presented and approved by the GCHRC at its November 5, 2020 meeting. The iteration of this report provided at the February 1, 2021 GCHRC meeting included a catch-up of all TCHC-related Council items from 2019 and 2020.

This report includes new TCHC-related Council items since the March 31, 2021 GCHRC meeting and covers Council meetings held on March 10, 2021 and April 7, 2021. Attachment 1 includes the two new items from this report, listed below, and all outstanding or on-going items remaining from the previous report.

### **RECOMMENDATIONS:**

It is recommended that the GCHRC receive this report for information.

**REASONS FOR RECOMMENDATIONS:**

Toronto City Council regularly makes decisions that impact the corporation. This report helps to keep the GCHRC informed of City Council decisions that require their attention, action and/or input.

**COUNCIL ITEMS REQUIRING BOARD ATTENTION:****Report Name: PH21.2 Activating a Revitalization Plan for the Dundas Sherbourne Neighbourhood**

Date at Council: March 10, 2021

Council Decision: Adopted without amendments

Attention required from Board: City council adopted the report put forward by the City's Shelter Support and Housing Administration division ("SSHA") directing TCHC and City Staff to undertake the necessary due diligence work, by the fourth quarter of 2021, to identify the financial and operational implications related to the full redevelopment of the Dan Harrison Community Complex. Council requested that staff report to the Planning and Housing Committee by the first quarter of 2022 with a proposed plan to improve the built-form and the operations of the Dan Harrison Community Complex, and to create new supportive housing opportunities to better serve the needs of existing and future residents.

Management Recommendations: The Board review this item for information; TCHC staff, in consultation with City staff, are working to complete the report by Q4 2021 (link to report: [here](#)).

**Report Name: PH21.6 Extending the Toronto Community Housing Corporation ("TCHC") Moratorium on Evictions due to Non-Payment of Rent**

Date at Council: March 10, 2021

Council Decision: Adopted without amendments

Attention required from Board: City Council adopted the report by SSHA recommending that, in the absence of an extended provincial moratorium on evictions for non-payment of rent beyond March 17, 2021 (current end date of Provincial moratorium), TCHC extend the moratorium on evictions for non-payment of rent for an additional three months to June 17, 2021, and that TCHC's Board of Directors consider whether to extend the

moratorium beyond June 17, 2021, based on advice from the President and Chief Executive Officer of TCHC in consultation with the General Manager of Shelter, Support and Housing Administration, and the Medical Officer of Health.

Management Recommendations: The Board receive this item for information. TCHC Acting President and CEO provided an update on the moratorium extension to the Board on April 27 2021 (link to report: [here](#)).

**SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning & Stakeholder Relations

**ATTACHMENT:**

1. City Council Items – Status Tracker

**STAFF CONTACT:**

Minh Toan, Business Planner  
416-981-4371  
Minh.Toan@torontohousing.ca

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
<b>COUNCIL ITEMS REQUIRING E</b>							
19- AU2.1	<u>AU2.1 Moving Forward Together: Opportunities to Address Broader City Priorities in Toronto Community Housing Corporation Revitalizations</u>	May 14 and 15, 2019	Adopted with Amendments	<p><u>Attention:</u> 1. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to make recommendations to City Council regarding city-building objectives that will be addressed through Toronto Community Housing Corporation revitalizations, and the related funding requirements to achieve those objectives, prior to proceeding with future revitalizations and/or phases that have yet to obtain planning approvals and Shareholder consent.</p> <p>4. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation and other relevant stakeholders, to evaluate the impacts of requiring that new affordable housing be provided by developers in any real estate development transactions; such evaluation should consider the financial implications and/or trade-offs to the City as a whole, as well as potential incentives and strategies that can make providing affordable housing more attractive to potential developers.</p> <p>4. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation and other relevant stakeholders, to evaluate the impacts of requiring that new affordable housing be provided by developers in any real estate development transactions; such evaluation should consider the financial implications and/or trade-offs to the City as a whole, as well as potential incentives and strategies that can make providing affordable housing more attractive to potential developers.</p>	Development	Work On-going	Development reports regularly through Internal Audit to the AG Office



Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Reccomendations
				<p>5. City Council request the Executive Director, Social Development, Finance and Administration, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to ensure that Toronto Community Housing Corporation's long-term development capital and operating needs for revitalizations are considered as part of developing a long-term permanent funding model.</p> <p>6. City Council request the City Manager to ask the Boards of CreateTO and Toronto Community Housing Corporation to ensure these organizations increase collaboration and consultation with a view to improving the function of each organization independently in the short-term; such work should commence as soon as possible.</p> <p>7. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to bring forth recommendations to clarify the Shareholder Direction to Toronto Community Housing Corporation with respect to the City's approval and ongoing oversight of revitalizations, specifically:</p> <p>a. the timing and scope of approvals, including objectives and priorities for the revitalization; and</p> <p>b. the level of detailed reporting required annually on project progress, capital budget variances, updated forecasts and adherence with the Council-approved strategic direction and principles, including barriers and challenges.</p>			

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Reccomendations
				<p>9. City Council request the City Manager, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to report the outcomes (short, medium, and long-term) achieved at the completion of each phase of revitalization projects in order to demonstrate the overall financial and non-financial stakeholder impacts; such reports be completed as soon as practicable following the completion of each phase of a project.</p>			
				<p>10. City Council request the Toronto Community Housing Corporation Board to report annually to City Council through the City Manager and the City's Chief Financial Officer and Treasurer on the long-term building repair and development capital plans, including funding sources and any unfunded amounts the City needs to include in its Capital Plan.</p>			
				<p>11. City Council request the City's Chief Financial Officer and Treasurer to ensure the City's 10-Year Capital Plan includes Toronto Community Housing Corporation's building capital repair and revitalization projects and identify shortfalls to be included in the overall city unfunded projects list, in addition, the City needs to identify any associated debt that needs to be included in the City's debt service targets.</p>			

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
19-EX7.1	19-EX7.1 <u>Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance</u>	July 16-18, 2019	Adopted with Amendments	<p><u>Attention:</u> 1. City Council approve in principle the establishment under section 148 of the City of Toronto Act, 2006, of a wholly-owned City services corporation to manage and operate Toronto Community Housing Corporation's 83 seniors-designated buildings, as listed in Attachment 1 to the report (June 21, 2019) from the City Manager and the Deputy City Manager, Community and Social Services, and City Council direct the Deputy City Manager, Community and Social Services, to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications and report back with the results of the due diligence process in the first part of 2020.</p>	SHU	Work On-Going	Update to Board provided to TSC and BIFAC reports January 2021; Creation of Toronto Seniors Housing Corporation will be considered by Executive Committee on April 29. Pending that outcome, it will go to to City Council for approval at its May 5-6 meeting.
				<p><u>Action:</u> 4. City Council, as sole shareholder, direct the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer, Toronto Community Housing Corporation to implement the integrated service model for seniors as described in Attachment 5 to the report (June 21, 2019) from the City Manager and the Deputy City Manager, Community and Social Services, beginning with 10 sites selected from the 83 designated seniors-designated buildings in 2020 in partnership with the City and the Toronto Central Local Health Integration Network until such time as the new City services corporation referenced in Part 1 above is established.</p>	SHU	Work On-Going	Update to Board provided to TSC and BIFAC reports January 2021; Phase 2 of the ISM is being rolled out in 2021, with Phase 3 in 2022.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
				<p><u>Attention:</u> 10. City Council approve in principle the transfer of Toronto Community Housing Corporation's real estate development functions to CreateTO and/or the City in alignment with the City-wide real estate model, including infill housing opportunities, the functions related to treatment of property and property related transactions and direct the Deputy City Manager, Corporate Services, in consultation with the Chief Executive Officer, CreateTO and the Chief Executive Officer and President, Toronto Community Housing Corporation to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications of the transfer and report back by the end of 2019 with a transfer plan including governance.</p>	Development	Work On-Going	Update to Board provided to TSC and BIFAC reports January 2021; update to Board to be provided in Fall 2021.
				<p><u>Action:</u> 13. City Council, as sole shareholder, direct the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer, Toronto Community Housing Corporation to co-ordinate through the Executive Director, Housing Secretariat, who will work in consultation with the Deputy City Manager, Community and Social Services, Chief Executive Officer, CreateTO and the Chief Planner and Executive Director, City Planning, to identify opportunities for new affordable rental housing units on Toronto Community Housing Corporation lands through a program of infill construction in which the City of Toronto, or one of its agencies, retains ownership of all land currently held, unless City Council determines the ownership of these lands is no longer in the public interest.</p>	SPSR	Work On-Going	Continue to engage with the Housing Secretariat to determine when and if an infill construction program would be of benefit to the city's overall affordable housing plan. No action at this time.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
19-AU3.14	<u>AU3.14 Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing</u>	July 16-18, 2019	Adopted with Amendments	Attention: 16. City Council request the General Manager, Shelter, Support and Housing Administration, in collaboration with the Chief Executive Officer, Toronto Community Housing Corporation, to ensure that a maximum number of social housing units are being used for housing and to complete a review of all housing units that are used for other purposes; and, establish a process that requires service manager approval prior to the removal of any housing units from service.	Operations	Work On-Going	Review of units is complete. TCHC is working with city staff (SSHA) to implement a procedure for review of all houses removed from service.
				Attention: 17. City Council request the General Manager, Shelter, Support and Housing Administration to: a. work, in collaboration with the Chief Executive Officer, Toronto Community Housing Corporation, to develop an interim process to efficiently and publicly post information on buildings with hard-to-rent vacancies to support applicants in making more informed housing choices; and	Operations	Work On-Going	TCHC working with City staff (SSHA)
19-PH7.4	<u>PH7.4 A New Approvals Framework for Toronto Community Housing Corporation Revitalization Projects</u>	July 16-18, 2019	Adopted with Amendments	Action: 1. City Council amend the Shareholder Direction to require Toronto Community Housing Corporation to work with City divisions and agencies in planning and implementing revitalization projects to ensure that the projects contribute appropriately to City-building objectives by incorporating a range of housing options including net new affordable housing opportunities.	Development	Work On-going	In progress as part of Tenants First updates of SHD. To go forward in 2021 for Council approval
19-GL8.16	<u>GL8.16 The City of Toronto 2019-2023 Green Fleet Plan (The Pathway to Sustainable City of Toronto Fleets Plan) and 2014-2018 Green Fleet Plan Results and Wrap-Up (Amended)</u>	October 29 and 30, 2019	Adopted with Amendments	Action: City Council requested Toronto Community Housing Board of Directors implement The Pathway to Sustainable City of Toronto Fleets Plan.	FM	Work On-Going	Facilities Management preparing report for Board approval that is scheduled for Q2 2021; planned to go to BIFAC September 2 and then to the Board October 7

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
20- MM24.3 1	<u>MM.24.31 Lawrence Heights Emergency Safety and Security Response - by Councillor Mike Colle, seconded by Councillor Mark Grimes (24.31)</u>	September 30 and October 1, 2020	Adopted without Amendments	<u>Action:</u> 4. City Council request the City Manager to forward this Item to the Toronto Community Housing Corporation Board, with a request that the Board advise the City Manager about what concrete actions and plans have been implemented as part of a Community Safety Plan, and City Council request the City Manager to report to the Economic and Community Development Committee.	Operations	Work On-going	COO to report to TSC then Board in Q1 2021 as per City Council request; Update on Lawrence Heights Safety program to be included in update to TSC on May 4 2021 on Q1 VRP Activity
				<u>Attention:</u> 1. City Council request the Toronto Community Housing Corporation in cooperation with the community to examine a possibility of establishing a Community Resource Safety House in order to support local residents, community building and safety enhancing effort.	Operations		
20- EX.17.2	<u>EX.17.2 Implementing Tenants First: 2020 Action Updates</u>	October 27 and 28, 2020	Adopted without Amendments	<u>Action:</u> 1. City Council adopt the 2021 Mandate Direction Document for Toronto Community Housing Corporation outlined in Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services and, as Shareholder, request the Board of Directors of Toronto Community Housing Corporation to work with the Deputy City Manager, Community and Social Services to carry out the actions described in the 2021 Mandate Direction document.	SPSR	Work On-going	Update to Board via report presented to TSC November 24, 2020; letter to the Shareholder and Annual Report presented to Board on April 27 2021.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
<b>21-EX.20.9</b>	<u>EX20.9 Toronto Seniors Housing Corporation Board of Directors</u>	February 2 and 3, 2021	Adopted with Amendments	<u>Attention:</u> In anticipation of legal incorporation of the Seniors Housing Corporation, this report recommends the Terms of Reference for the Board of Directors for the Seniors Housing Corporation, and directs the City Clerk to initiate recruitment of the Board	<b>SHU</b>	<b>Work On-going</b>	The Board review this item for information; Creation of Toronto Seniors Housing Corporation will be considered by Executive Committee on April 29. Pending that outcome, it will go to to City Council for approval at its May 5-6 meeting.
<b>20-PH21.2</b>	<u>PH21.2 Activating a Revitalization Plan for the Dundas Sherbourne Neighbourhood</u>	March 10 2021	Adopted without Amendments	<u>Attention:</u> City council adopted this report by SSHA directing TCHC and City Staff to undertake the necessary due diligence work to identify the financial and operational implications related to the full redevelopment of the Dan Harrison Community Complex by the fourth quarter of 2021. Report to the Planning and Housing Committee by the first quarter of 2022 with a proposed plan to improve the built-form and the operations of the Dan Harrison Community Complex and to create new supportive housing opportunities to better serve the needs of existing and future residents.	<b>SPSR, Operations &amp; FM</b>	<b>Work On-going</b>	The Board review this item for information; TCHC staff in consultation with City staff are working to complete the report by Q4 2021.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations
20- PH21.6	<u>PH21.6 Extending the Toronto Community Housing Corporation (TCHC) Moratorium on Evictions due to Non-Payment of Rent</u>	March 10 2021	Adopted without Amendments	<u>Attention:</u> City Council adopted the report by SSHA recommending that in the absence of an extended provincial moratorium beyond March 17, 2021 (current end date of Provincial moratorium), TCHC extend the moratorium for an additional three months to June 17, 2021. TCHC's Board of Directors consider whether to extend the moratorium beyond June 17, 2021, based on advice from the President and Chief Executive Officer of TCHC in consultation with the General Manager of Shelter, Support and Housing Administration, and the Medical Officer of Health.	Legal	Work Completed	The Board review this item for information; TCHC President and CEO provided an update on the moratorium extension to the Board on April 27 2021.



Toronto Community Housing Corporation  
**Governance, Communications and Human Resources  
 Committee**

931 Yonge Street, Ground Floor Conference Room

Toronto Community Housing



**Report on Business Arising from Public Meeting Minutes  
 GCHRC Action Item List**

<b>Report No. and Meeting Date</b>	<b>Description</b>	<b>Status</b>	<b>Target Date</b>	<b>Assigned To</b>
<b>1. September 9, 2020 meeting</b>	<b>Open Meeting Requirements</b>  The General Counsel & Corporate Secretary to report back to the GCHRC after speaking with the City Clerk's office re: whether TCHC is meeting the City's open meeting requirements and the efficacy of TCHC's agenda design.	Complete	Briefing note included in May 25, 2021 materials	General Counsel & Corporate Secretary
<b>2. TCHC:2020-93</b> December 15, 2020 Board meeting	<b>Human Resources Plan</b>  In Q1 2021, the CEO to provide the GCHRC with timelines for the implementation of the Human Resources Plan.	Complete	May 25, 2021 meeting (GCHRC:C 2021-24) <sup>1</sup>	Interim Vice President, Human Resources & Acting Chief Executive Officer
<b>3. GCHRC:2021-17</b> March 31, 2021	<b>Board and Committee Charters</b>  Governance staff to refer the written deputation regarding the Annual Review of Board and Committee Charters ("TSC") at the March 31, 2021	Complete	Included in May 4, 2021 TSC materials	General Counsel & Corporate Secretary

<sup>1</sup> Included as part of the In-Camera materials.

<b>Report No. and Meeting Date</b>	<b>Description</b>	<b>Status</b>	<b>Target Date</b>	<b>Assigned To</b>
	GCHRC meeting to the Tenant Services Committee to be considered in conjunction with their review of the TSC Charter at its May 4, 2021 meeting.			

**Briefing Note:** For Information

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**To:** Governance, Communications and Human Resources Committee

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**From:** Darragh Meagher, General Counsel and Corporate Secretary

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**Date:** May 18, 2021

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**Re:** **Action Item #1** – Open Meeting Requirements

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At the Committee's meeting of September 9, 2020, GCHRC requested that the General Counsel & Corporate Secretary to report back to the GCHRC after speaking with the City Clerk's office regarding whether TCHC is meeting the City's open meeting requirements and the efficacy of TCHC's agenda design.

General Counsel spoke with City Clerk's staff in the fall of 2020 and, at that time, specific issues were not identified in relation to TCHC's Board Governance process. At the same time, those discussions were very preliminary and, given competing priorities, the discussion did not advance.

At this time, staff with the City Manager's Office have advised that they would like to discuss the implementation of revisions to the Procedures Bylaw in the context of work currently underway to refresh the City of Toronto's Shareholder Direction. Governance staff will be meeting with staff from the City Manager's Office between the date of this Briefing Note and the date of the May 25 GCHRC meeting and can update the Committee on the advice, provided by City staff, at the May 25 meeting.



## Appointment of GCHRC Vice-Chair

Item 4

May 25, 2021

Governance, Communications and Human Recourses Committee

**Report: GCHRC:2021-25**

**To:** Governance, Communication and Human Resources Committee (“GCHRC”)

**From:** Chair, Governance, Communications and Human Resources Committee

**Date:** May 11, 2021

### PURPOSE:

The purpose of this report is to approve the appointment of the Vice-Chair, Governance, Communications and Human Resources Committee (“GCHRC”) in accordance with the recently approved amendments to the GCHRC Charter.

### RECOMMENDATIONS:

It is recommended that the GCHRC approve and recommend that the Board of Directors for approve:

1. The appointment of **NAME** as the Vice-Chair, Governance, Communications and Human Resources Committee, effective June 15, 2021 until a successor is appointed; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendations.

### REASONS FOR RECOMMENDATIONS:

At its March 31, 2021 meeting, the GCHRC approved an amendment to its Charter to allow for the appointment of a Committee Vice-Chair, as approval by the Board of Directors (the “Board”), as recommended by the GCHRC.

At its April 27, 2021 meeting, the Board of Directors approved the amendment to the GCHRC Charter and directed the GCHRC to initiate the process to identify its Vice-Chair, to be approved by the Board.

In accordance with the newly amended Charter, it is recommended that the GCHRC appoint its Vice-Chair with an effective date of the Board of Directors meeting of June 15, 2021.

**IMPLICATIONS AND RISKS:**

It is good governance and in compliance with the GCHRC's Charter to appoint a Vice-Chair to act as an alternate should circumstances arise where the Chair is not available to perform his duties.

**SIGNATURE:**

*"Brian Smith"*

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Brian Smith  
Governance, Communications and Human Resources Chair

**STAFF CONTACT:**

Darragh Meagher, General Counsel and Corporate Secretary  
416-981-4241  
Darragh.Meagher@torontohousing.ca



## Board and Committee Meetings – Rules of Procedure

Item 5

May 25, 2021

Governance, Communications and Human Resources Committee

**Report: GCHRC:2021-22**

**To:** Governance, Communications and Human Resources Committee  
("GCHRC")

**From:** General Counsel & Corporate Secretary

**Date:** May 17, 2021

### **PURPOSE:**

The purpose of this report is seek the GCHRC's approval of the creation of Toronto Community Housing's ("TCHC") By-law #4 to establish the rules of procedure with respect to the calling, place and proceedings of meetings of TCHC's Board of Directors (the "Board") and its Committees.

### **RECOMMENDATIONS:**

It is recommended that the GCHRC approve the principles, enumerated in this report, as the basis for Rules of Procedure for the Toronto Community Housing Corporation's Board of Directors.

### **REASONS FOR RECOMMENDATIONS:**

At its meeting of February 8, 2021, the Toronto Parking Authority Board adopted a Procedures By-law in accordance with direction, previously given by City Council in January of 2019. The Toronto Parking Authority's Procedures By-law was subsequent enacted by City Council, at its meeting of April 7, 2021. A copy of that By-law is attached to this Report.

The Tenants First team at the City of Toronto is in the process of revising TCHC's Shareholder Direction. It is anticipated that resulting from those revisions, TCHC will be directed to implement a rules of procedure document to govern how the work of the Board and Committees is carried out.

As set out in that report considered by the Board of the Toronto Parking Authority at its February 8 meeting, City Council's direction to the Toronto Parking Authority was to develop a governance and procedural policy that incorporated the following components:

- a. the governance roles and duties of the Board members, the Chair, the Toronto Parking Authority President and staff;
- b. the duty of collegiality to Toronto Parking Authority Board members and staff;
- c. the right for Directors to dissent;
- d. the protection of the right for Directors to report to an accountability officer, provided they do so in good faith and for a valid reason;
- e. the Directors' roles;
- f. the process for Directors to seek and receive information from management sufficient to properly fulfill their duties as directors;
- g. the procedure for the approval of material transactions in a manner that is consistent with the Board's duties;
- h. the requirement for reporting the closings of all material transactions to the Board; and
- i. the required period by which all Board briefing materials must be provided to Directors in advance of a meeting and the provision for exceptional circumstances in which late material is permitted.

While the legislative framework pursuant to which the Board of the Toronto Parking Authority is established differs from the framework, pursuant to which TCHC's Board of Directors operates, the principles set out above may provide the basis for a discussion regarding the structure of Rules of Procedure for the TCHC's Board of Directors.

#### **IMPLICATIONS AND RISKS:**

In accordance with the GCHRC Charter, the GCHRC is tasked with:

- Overseeing the design, implementation, and reporting of corporate governance guidelines and procedures, monitoring best practices in corporate governance, and reporting and making recommendations to the Board on such matters; and
- Monitoring the effectiveness of Board and Committee meeting procedures and meeting materials and reporting and making recommendations to the Board on such matters.

It is good governance practice and in compliance with the GCHRC Charter to establish Board and Committee meeting procedures to govern how the work of the Board and its Committees is carried out.

**SIGNATURE:**

*“Darragh Meagher”*

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Darragh Meagher  
General Counsel & Corporate Secretary

**ATTACHMENT:**

1. Toronto Parking Authority’s Procedures By-law

**STAFF CONTACT:**

Darragh Meagher, General Counsel & Corporate Secretary  
416-981-4241  
Darragh.Meagher@torontohousing.ca

Ceilidh Wilson, Assistant Corporate Secretary  
416-981-4348  
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Authority: Toronto Parking Authority Board of Directors Item PAXX.XX, as adopted by Toronto Parking Authority Board of Directors on XX XX, 2021 Item EXX.XX, as adopted by City Council on XX XX, 2021.

## **TORONTO PARKING AUTHORITY BOARD OF DIRECTORS**

### **BY-LAW 1-2021**

#### **To govern the proceedings of Toronto Parking Authority Board of Directors**

Whereas Section 189(2) of the City of Toronto Act, 2006 provides that Toronto Parking Authority Board of Directors shall pass a by-law respecting the calling, place, and proceedings of meetings;

Toronto Parking Authority Board of Directors enacts:

#### **A. Interpretation**

##### **1. Definitions**

**Board** - Toronto Parking Authority Board of Directors as defined by City of Toronto Municipal Code Chapter 179, Parking Authority.

**Chair** - Chair of Toronto Parking Authority Board of Directors, appointed by City Council.

**City** - City of Toronto.

**Clerk** - The City Clerk of the City of Toronto.

**Committee** - A committee of the Board.

**Council** - The Council of the City of Toronto.

**Meeting** - A meeting of the Board or a Committee.

**Member** - A Member of the Board.

**Motion to Defer** - A motion to delay a decision on a matter by postponing consideration of the matter:

- (1) Indefinitely;
- (2) Until, or within, some specified time or time period;
- (3) Until a specified event happens; or
- (4) Until a report or communication is presented.

**Motion to Receive for Information** - A motion to acknowledge a matter or part of a matter, including the main motion or amendments, to take no current action on the matter, and to place the matter in the Secretary's records for future reference.

**Motion to Refer** - A motion to send a matter, including the main motion or amendments, to a Committee or person for more information or recommendation.

**Point of Order** - Bringing to the attention of the Chair and Members that a person has broken a rule or made an error in procedures and asking that the Board meeting follow the rules or that the error in procedure be corrected.

**Point of Privilege** - A request to the Chair and to the Board to immediately consider and take action to remedy a situation negatively affecting the rights or privileges of Members or the Board, despite other pending business currently before the Board.

**Procedures By-law** - This By-law as amended from time to time.

**Quorum** - The number of Members to be present at a meeting to legally conduct business at the meeting.

**Recorded Vote** - A vote for which the Secretary records all Members present and how they voted.

**Secretary** - The City Clerk or designate.

**Special Meeting** - A Board meeting other than a regular meeting, a continued meeting, or a reconvened meeting.

**Toronto Parking Authority and City Officials** - The President, Toronto Parking Authority, the City Manager, the Chief Financial Officer and Treasurer, the Deputy City Manager, Community and Social Services, the Deputy City Manager, Corporate Services, the Deputy City Manager, Infrastructure and Development Services, the City Clerk, the City Solicitor or their designates, and any vice president, executive director, general manager, or director reporting to any of these positions.

## **B. Conduct of Business**

### **2. Principles of the Procedures By-law**

- (1) The following Members' rights are the principles upon which the Procedures By-law is based:
  - (a) The majority of Members have the right to decide;
  - (b) The minority of Members have the right to be heard;
  - (c) All Members have the right to information to help make decisions, unless otherwise prevented by law;
  - (d) Members have a right to an efficient meeting;
  - (e) All Members have the right to be treated with respect and courtesy; and
  - (f) All Members have equal rights, privileges, and obligations.

- (2) The Procedures By-law is interpreted in accordance with the principles set out in Subsection (1).

**3. Business conducted according to the By-law**

The Board will observe the rules in this By-law in all proceedings of Toronto Parking Authority Board of Directors and, where applicable, its Committees.

**4. Procedures By-law has priority**

In the case of a conflict with this By-law and any other By-law of Toronto Parking Authority, this By-law will take precedence.

**5. Parliamentary authority**

If there is a conflict between two or more rules in this Procedures By-law, or if there is no specific rule on a matter, the Chair will rule. The Chair may consult with the Secretary, and use City of Toronto Municipal Code Chapter 27, Council Procedures, and the Board's practices and former decisions, including previous rulings, as aids in ruling.

**C. Order and Decorum and Conduct of Members**

**6. Chair's responsibilities**

The Chair:

- (1) Maintains order and preserves the decorum of the meeting;
- (2) Rules upon points of order and points of privilege without debate or comment;
- (3) Rules upon all other procedural matters;
- (4) If considered necessary because of grave disorder, adjourns or recesses the meeting for a specified time;
- (5) Determines which Member has the right to speak;
- (6) Determines when all Members who wish to speak on a motion have spoken and that the Members are ready to vote, and then puts all motions to a vote;
- (7) Rules whether a motion or proposed amendment is in order; and
- (8) May call a Member to order.

**7. Members' responsibilities**

Members:

- (1) Attend scheduled meetings;
- (2) Carefully consider and make decisions about meeting business;

- (3) Vote on motions put to a vote;
- (4) Respect the rules of the Procedures By-law;
- (5) Speak respectfully at all times;
- (6) Listen attentively, participate in a meeting, and do not interrupt the proceedings;
- (7) Refrain from using any offensive, disrespectful or unparliamentary language about any Member, any Toronto Parking Authority or City Official, or the Board or City Council as a whole;
- (8) Speak only on the matter under debate or related motions during debate; and
- (9) Respect the confidentiality of matters discussed in closed meetings and do not disclose the subject or substance of these discussions, unless authorized to do so.

#### **8. Removing and reinstating a disciplined Member**

- (1) In case any Member persists in a breach of Section 7 after having been called to order by the Chair, the Chair shall without debate put the question, "Shall the Member be ordered to leave for the rest of the meeting?"
- (2) If the Board votes in the affirmative, the Chair orders the Member to leave for the rest of the meeting.
- (3) If the Member apologizes, the Chair, with the approval of the Board, may permit the Member to return to the meeting.

#### **D. Points of Order and Privilege**

#### **9. Permitting statements by Toronto Parking Authority or City Officials when integrity questioned**

When the Chair, or a Member, considers the integrity of a Toronto Parking Authority or City Official has been impugned or questioned by a Member, the Chair may permit Toronto Parking Authority or City Officials to make a statement to the Board.

#### **10. Point of Order or Privilege**

##### **(1) Member may present**

Upon recognition by the Chair, a Member may present a point of order or privilege at any time.

##### **(2) No debate or amendment**

The Board or a Committee cannot debate or amend a point of order or privilege.

##### **(3) Chair to immediately rule**

The Chair immediately rules on the point of order or privilege and gives reasons for the ruling.

(4) **When a Member may appeal the Chair's ruling**

Immediately following a Chair's ruling, a Member may make a motion to appeal that ruling, despite another Member having the floor.

(5) **No debate or amendment on motion to appeal**

Members cannot debate or amend a motion to appeal.

(6) **Steps taken after motion to appeal**

When a Member makes a motion to appeal, the Chair:

- (a) Asks the Members, "Is the ruling of the Chair upheld?"; and
- (b) Immediately puts the motion to appeal to a vote.

(7) **Chair's statement of authoritative rules is final**

If the Chair states or reads a rule from this Procedures By-law or legislation, the Chair has not made a ruling and no Member shall make a motion to appeal.

**E. Rules of Debate**

11. (1) **Order of speaking**

The Chair maintains a list of Members who have requested to speak or to ask questions, and the Chair calls on Members to speak or to ask questions in the order in which they appear on the list.

(2) **Questioning not to be statements**

Questions must be clear and concise and may not be used to make statements or assertions.

(3) **Question of Members and Officials authorized by Board only**

Members may question only:

- (a) The Chair;
- (b) Toronto Parking Authority and City Officials;
- (c) The previous speaker, if that speaker has moved a motion, for clarification of the motion only;
- (d) Members of the public, for clarification purposes.

**(4) Member not to ask the same question more than once**

The Chair may rule a question out of order if a Member has already asked substantially the same question in the same form.

**(5) Five-minute time limit for speakers**

A Member may speak or ask questions on a matter for up to five minutes.

**(6) Every Member has a chance to speak before a second round**

A Member may speak or ask questions only once until every Member who wishes to speak or question has done so.

**12. General rules on making motions****(1) Purpose of motions**

A Member may make a motion that:

- (a) Affects the meeting's procedures, as set out in the Procedures By-law; or
- (b) Takes action on the matter that is currently before the Board for debate.

**(2) Withdrawing a motion**

After a Member has made a motion, the Member may only withdraw it with the consent of the Board.

**(3) No seconder required**

A motion does not require a seconder.

**(4) Motions not in mandate of Board**

A motion relating to a matter not within the jurisdiction of the Board is out of order.

**(5) Procedural motions and their order**

- (a) A Member may make procedural motions defined in Subsection (b) at any time when the Member has the floor.
- (b) The Board will consider the following procedural motions in the following order:
  - (1) Motion to amend the agenda;
  - (2) Motion to adjourn;
  - (3) Motion to recess;

- (4) Motion to end debate;
- (5) Motion to extend debate;
- (6) Motion to limit debate;
- (7) Motion to fix a time for a reconvened meeting;
- (8) Motion to reopen or reconsider;
- (9) Motion to resolve into committee of the whole;
- (10) Motion to refer; and
- (11) Motion to defer.

(6) **Procedural motions voted on first**

A procedural motion takes precedence over any other motion and shall be put immediately to a vote following its debate in accordance with Sections 13, 14, 15, 16, 17, and 18.

**13. Motion to defer or refer - limited debate**

The Board may debate a motion to defer, or a motion to refer, only on the desirability of deferring or referring and the terms of the deferral or referral. The Board will not discuss the main motion or amendments until after it has voted on the motion to defer or refer.

**14. Motion to defer or refer**

- (1) A motion to defer includes:
  - (a) The time to which the matter is deferred, or a description of circumstances that cause the motion to be brought back; and
  - (b) An explanation of the motion's purpose.
- (2) A motion to refer includes:
  - (a) The name of the Committee, body, or Official to whom the motion is referred;
  - (b) The subject matter or question to be investigated; and
  - (c) The time period within which the matter will be reported back to the Board or Committee.

**15. Motion to adjourn**

- (1) A motion to adjourn the Board meeting shall always be in order except:

- (a) When another Member is speaking;
- (b) When a vote has been called;
- (c) When the Members are voting; or
- (d) When a Member has indicated to the Chair a desire to speak on the matter before the Board.

(2) **Rules for motion to adjourn**

A motion to adjourn:

- (a) Is not debatable; and
- (b) Cannot be amended.

(3) **Motion to adjourn to be voted on immediately**

A motion to adjourn is put to a vote immediately.

**16. Motion to end debate**

- (1) A Member who has the floor may make a motion to end debate on the matter currently under debate any time during debate.
- (2) A motion to end debate:
  - (a) Is not debatable;
  - (b) Cannot be amended; and
  - (c) Is carried by a two-thirds vote of the Members present.
- (3) A motion to end debate is put to a vote immediately.
- (4) If a motion to end debate passes, the matter before the Board, including the main motion and any amendments, will immediately be put to a vote.
- (5) If a motion to end debate fails to pass, the Member who made the motion to end debate cannot speak again on the matter.

**17. Motion to consider matter previously deferred requires two-thirds vote**

A motion that the Board consider a matter which is solely within its jurisdiction previously deferred indefinitely or to a time or eventuality which has not yet been reached or occurred, respectively, shall be presented only if the Board decides, by a two-thirds vote of the Members present and voting.

**18. Reconsideration of matter previously decided by the Board**



- (1) Subject to Subsection (2), once the Board decides a matter, no Member may make a motion that would change the decision within the 12-month period following the decision.
- (2)
  - (a) A Member who voted with the prevailing side on a matter may make a motion to reconsider the matter originally decided at the same meeting, or at a subsequent meeting at which the matter is to be reconsidered.
  - (b) A motion to reconsider made under Subsection (2)(a) is carried by a two-thirds vote of the Members present.
- (3) A motion to reconsider a matter is:
  - (a) Not debatable; and
  - (b) May not be amended.
- (4) If a motion to reconsider a matter passes, all previous decisions on the matter remain in force, unless the Board decides otherwise.

#### **F. Votes**

- 19. (1) (a) Members present must vote**
- Every Member present at a meeting must vote on every matter put to a vote, except any Member who declares a conflict of interest and removes themselves from the vote.
- (b) Not voting is a negative vote**
- The Secretary records as voting in the negative any Member present at a meeting who does not vote, except a Member who has declared a conflict of interest.
- (2) Majority vote required for motion to pass**
- Unless this By-law specifies otherwise, a motion passes when a majority of Members present vote for it.
- (3) Motion fails with tied votes**
- A motion does not pass if the same number of Members vote for it as against it.
- (4) Recorded vote**
- (a) A Member may request a recorded vote on any matter and must make the request immediately before or after the vote is taken.
  - (b) If the request for a recorded vote is made immediately after the vote is taken, the first vote is nullified and a second, recorded vote must be held.

- (c) When a Member requests a recorded vote, the Secretary records the name and vote of every Member on the matter.

## 20. Separate votes

- (1) If a matter under consideration contains distinct propositions, a Member may request that Members vote on each proposition separately.
- (2) If the Chair agrees that the matter contains distinct propositions, the Chair will rule that Members vote on each proposition separately.

## 21. Order of voting

Unless the Board decides otherwise, when a vote is taken the order of the vote shall be as follows:

- (1) Motion to refer;
- (2) Motion to defer;
- (3) Motion to receive;
- (4) Amendments in the reverse order of presentation, dealing with an amendment to an amendment immediately before the amendment it proposes to amend; and
- (5) Motion to adopt or motion to adopt as amended, if any amendments have carried.

### G. Committees of the Board

22. (1) The Board may establish Committees and their mandates, appoint the Chairs and Committee Members, and assign duties to the Committees.
- (2) A Committee will consist of at least three Members and be chaired by a Member.
- (3) A Committee does not have authority to make a final decision over matters assigned to it and shall report its recommendations to the Board.
- (4) The Board considers a Committee's recommendation as the main motion on the item under discussion.

### H. Board Chair and Vice Chair

## 23. Appointment of Chair and election of Vice Chair

- (1) City Council appoints the Chair as set out in Item 2011.EX4.6, Managing Through Agencies and Corporations, Part 2.a.i.
- (2) The Board elects a Vice Chair from among its Members at the first meeting of the Board after the appointment of the Chair by City Council, or as soon as possible afterward, or in the event of a vacancy, in accordance with the Balloting Procedures in City of Toronto Municipal Code Chapter 27, Council Procedures.

**24. Duties of the Chair**

The Chair:

- (1) Presides at all meetings of the Board;
- (2) May cancel and/or reschedule a regular meeting of the Board or call a Special Meeting or Special Emergency Meeting of the Board, as necessary; and
- (3) Conducts the election of the Vice Chair.

**25. Duties of the Vice Chair**

The Vice Chair shall have all the powers and perform all the duties of the Chair in the absence or disability of the Chair, together with powers and duties, if any, as may be from time to time assigned by the Board.

**I. Board Meetings****26. Regular meetings**

- (1) The Board determines the place, day, and hour of its regular meetings and the schedule of those meetings shall be publicly available by the first meeting of the Board in each calendar year.
- (2) The Board meets at Toronto City Hall or any other location deemed suitable by the Secretary.

**27. Absence of the Chair and Vice Chair**

In the absence of both the Chair and the Vice Chair for a period of 15 minutes after the appointed time of the meeting, if a quorum is present, the Board Secretary shall call the meeting to order and preside over the appointment of one of the other Members as Acting Chair to preside and discharge the duties of the Chair during the meeting, and until the arrival of the Chair or Vice Chair.

**28. Special Meetings****No other business considered**

- (1) The Board only considers the business on the agenda and no other business at a Special meeting.

**Special Meeting called by the Chair**

- (2) The Chair may call a special meeting of the Board provided that:
  - (a) Members are notified at least 24 hours before the scheduled beginning of a special meeting;

- (b) The notice for the special meeting includes the time, date, and location of the meeting;
- (c) The notice states the purpose of the meeting; and
- (d) The notice is delivered either in person or sent by e-mail to each Member.

### **Special Meeting by Petition of the Members**

- (3) (a) If the Secretary receives a petition that the majority of Members signed requesting a special meeting of the Board, the Secretary calls a special meeting for the purpose, date, and time the petition requests.
- (b) A petition under Subsection (a) must contain:
  - (1) Original signatures of Members;
  - (2) A clear statement of the meeting's purpose; and
  - (3) The time and date for the meeting, which must be held within 48 hours of the time the request is given to the Secretary.
- (c) The Secretary shall give at least 24 hours' notice of the special meeting by petition of the Members and the notice for this meeting must be delivered in person or sent by e-mail to each Member.

### **Special Emergency Meeting**

- (4) Despite Subsection 27(2), the Chair may call a special emergency meeting of the Board without giving notice as required under Subsection 27(2), whenever the Chair considers it necessary to do so, if:
  - (a) All Members are notified of the meeting either personally, by e-mail, or by any other means necessary; and
  - (b) A majority of Members agree to the meeting by giving written consent to the Secretary personally before the beginning of the meeting.

## **29. Meetings open to the public**

- (1) Except as provided for in Section 30, all meetings are open to the public, and no person is excluded from a meeting except for improper conduct.
- (2) **Meetings always begin and end in public**

A meeting begins and ends in public.

## **30. Closed Meetings**

- (1) The Board may close a meeting to the public, in accordance with the City of Toronto Act, 2006, to discuss:

- (a) The security of the property of Toronto Parking Authority or the City;
  - (b) Personal matters about an identifiable individual, including a City employee or a Toronto Parking Authority employee;
  - (c) A proposed or pending acquisition or disposition of land by the City or Toronto Parking Authority;
  - (d) Labour relations or employee negotiations;
  - (e) Litigation or potential litigation, including matters before administrative tribunals, affecting the City or Toronto Parking Authority;
  - (f) Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
  - (g) Education or training of the Members;
  - (h) A matter in respect of which the Board, Committee, or other body may hold a closed meeting under another Act;
  - (i) Information explicitly supplied in confidence to the City or Toronto Parking Authority by Canada, a province or territory, or a Crown agency of any of them;
  - (j) A trade secret or scientific, technical, commercial, financial, or labour relations information, supplied in confidence to the City or Toronto Parking Authority, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
  - (k) A trade secret or scientific, technical, commercial, or financial information that belongs to the City or Toronto Parking Authority and has monetary value or potential monetary value; or
  - (l) A position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the City or Toronto Parking Authority.
- (2) The Board shall close a meeting to the public to discuss:
- (a) A request under the Municipal Freedom of Information and Protection of Privacy Act; or
  - (b) An ongoing investigation respecting Toronto Parking Authority by the Ombudsman or the Open Meeting Investigator.
- (4) **Motion details for closed meetings**

Before holding a closed meeting, the Board passes a motion to hold a closed meeting. The motion states:

- (a) That the meeting is a closed meeting;
- (b) The general nature of the matter the Board is considering at the closed meeting; and
- (c) The reason(s) the matter requires a closed meeting under Subsections (1) and (2).

(5) **When a closed meeting becomes public**

If the matter the Board is considering at a closed meeting no longer falls into one of the categories in Subsections (1) and (2), the meeting is no longer a closed meeting and continues in public.

(6) **Voting and minutes in closed meetings**

The Board in a closed meeting does not vote or keep minutes except for:

- (a) A procedural matter; or
- (b) Giving directions or instructions to Toronto Parking Authority or City Officials or their designates.

**31. Electronic Participation in Meetings**

- (1) Despite any other provisions of this By-law, the Board and its Committees may hold a meeting where some or all of the Members participate electronically; and
- (2) Where a meeting is being held in accordance with this section:
  - (a) Any Member participating in the meeting electronically shall be deemed present for the purposes of determining whether a quorum is present under Section 32, and for the purposes of voting on any matter put to a vote under Section 30 and for all other purposes; and
  - (b) Any Member participating in the meeting electronically shall be entitled to participate in any portion of the meeting closed to the public in accordance with Section 30.
- (3) Subsection (1) shall continue to apply for the period ending one year from the termination of the COVID-19 emergency declaration under section 4 of the Emergency Management and Civil Protection Act.

**32. Quorum**

- (1) A quorum of the Board is a majority of Members.

- (2) If no quorum is present 15 minutes after the time appointed for a meeting, the Secretary calls the roll and records the names of the Members present and the meeting is adjourned until the next scheduled day of meeting, the next regular meeting, or at the call of the Chair in accordance with Section 28.
- (3) Certain provisions in the Municipal Conflict of Interest Act may disqualify a number of members from participating in a meeting, and if the result is:
  - (a) Too few members for a quorum, then two or more members may be considered a quorum; or
  - (b) Only one or no members for a quorum, then the Municipal Conflict of Interest Act describes what steps to take.

### **33. Steps when a quorum is lost during a meeting**

If no quorum is present during a meeting for a period of 15 minutes, the Secretary will record the names of the Members present and the meeting will be adjourned until the next scheduled day of meeting, the next regular meeting, or at the call of the Chair in accordance with Section 28, and the meeting shall not continue on an informal basis.

### **34. Improper conduct**

The Chair has the right to expel, or exclude, from any meeting, any person who disrupts the proceedings of the meeting.

## **J. Secretary of the Board**

### **35. City Clerk is the Secretary**

The City Clerk is the Secretary of all Board meetings and may assign any duties as Secretary to an employee of the City Clerk's Office or other party as appropriate.

### **36. Duties of the Secretary**

The Secretary:

- (1) Gives notice of each regular meeting of the Board together with an agenda of the matters to be considered; and
- (2) Gives notice of each special meeting of the Board.
- (3) Records without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not.

## **K. Board Agenda**

### **37. (1) Agenda**

The Secretary establishes agenda deadlines, prepares, publishes, and distributes the agenda for each regular meeting of the Board, which includes:

- (a) Declarations of Interest under the Municipal Conflict of Interest Act;
- (b) Confirmation of minutes (if available); and
- (c) Agenda items.

(2) **Agenda order**

Unless otherwise decided by the Board, the Board considers the items on the agenda in the order in which they are listed on the agenda.

(3) **Changes to agenda**

The Board, without debate, may by a majority vote, make any alteration to the order of the business but may not delete any item from the agenda.

(4) **Notice given by publishing agenda**

The published agenda for the Board meeting is notice of all business included in that agenda subject to other notice provisions in this By-law and of any applicable legislation.

**38. (1) Deadlines and content of Board agenda**

If the Secretary receives any agenda business matters from the following by the agenda deadline, and the matters are within the Board's mandate, the Secretary places them on the agenda for the next regular Board meeting:

- (a) A Member of the Board;
- (b) City Council;
- (c) A City Council or Board Committee;
- (d) A local board of the City;
- (e) Reports from Toronto Parking Authority and/or City Officials; and
- (f) Communications related to a matter on the agenda.

(2) **Secretary prepares supplementary agenda for supplementary business**

If necessary, the Secretary prepares a supplementary agenda for reports and communications supplementing business on the regular Board agenda.

(3) **Adding late supplementary reports or communications**



The Secretary adds any report or communication after the regular agenda deadline to the supplementary agenda if the Secretary decides that either supplements the regular agenda business.

### **39. Late new business reports**

- (1) Subject to Subsection (2), if after the regular agenda deadline for the Board meeting, the Secretary receives any of the following, the Secretary adds them to the agenda for the next Board meeting:
  - (a) New business reports from Toronto Parking Authority or City Officials; and
  - (b) New agenda business matters from a Member of the Board, City Council, a City Council or Board Committee, or a local Board of the City.
- (2) By majority vote of the Board, the Secretary shall add to the agenda new agenda business matters received after the agenda deadline for the Board meeting.

### **40. Members' options for presenting agenda business matters or communications**

- (1) Members may present agenda business matters or communications to the Board about:
  - (a) Any matter on the meeting agenda; or
  - (b) Matters not on the meeting agenda but within the Board's mandate.
- (2) In submitting agenda business matters under Subsection (1)(b), Members must comply with any applicable notice requirements and must meet agenda deadlines.

## **L. Board Report to City Council**

### **41. Board Reports to City Council**

In accordance with the City of Toronto Act, 2006, and City of Toronto Municipal Code Chapter 179, Parking Authority, the Board must report to City Council for City Council's final decision all its recommendations on matters within the Board's mandate, on which it does not have authority to make a final decision.

## **M. Public Presentations at Board Meetings**

### **42. (1) Any person may address the Board**

Any person may address the Board on any item on the Board's agenda.

### **(2) Register to speak**

- (a) Persons interested in addressing the Board must register with the Secretary by 12:00 p.m. on the business day before the Board meeting.

(b) Despite Subsection (a), if other persons wish to address the Board, the Board may hear from them.

(3) **Time allotted for speaking**

Unless the Board decides otherwise, a public presentation has a five-minute limit.

**N. Minutes of Board Meetings**

**43. (1) Secretary submits minutes to the next regular meeting**

The Secretary prepares and circulates the minutes of every meeting before the meeting that the minutes are submitted to for adoption or amendment. The Secretary submits each meeting's minutes to the Board for confirmation or approval as amended, at the next meeting of the Board, or as soon as is reasonably feasible, and after the Board adopts the minutes, the Chair signs them.

(2) **Member may request reading of the minutes**

If any Member requests, the Secretary reads aloud the minutes or any requested portion of the minutes, before the minutes are adopted or amended.

**O. Waiving and Suspension of By-law Provisions**

**44. Waiver of rules**

(1) Subject to Subsection (2), a motion to waive, or not to follow a rule of procedure established by this by-law on a one-time basis requires a two-thirds vote of the Members present.

**Rules that cannot be waived**

(2) The Board cannot waive the following rules:

- (a) Amending the procedures by-law (Section 46);
- (b) Quorum necessary for Board meetings (Section 32);
- (c) Meetings open to the public (Section 29)
- (d) Closed Meetings (Section 30);
- (e) Reconsidering decisions (Section 18); and
- (f) Two-thirds vote required to waive the rules (Subsection 44(1)).

**45. Suspension of Rules**

**Criteria for suspending rules and substituting special rules**

- (1) Subject to Subsection (3) and by a two-thirds vote of Members present, the Board may suspend any rule in the procedures by-law and may replace it with a special rule if:
  - (a) It has given notice at a previous meeting; and
  - (b) The suspension is only for a defined period.
- (2) Any special rules adopted under Subsection (1) are considered part of the procedures by-law.
- (3) The Board cannot suspend the following rules:
  - (a) Amending the procedures by-law (Section 46);
  - (b) Quorum necessary for Board and committee meetings (Section 32);
  - (c) Meetings open to the public (Section 29));
  - (d) Closed meetings (Section 30); and
  - (e) Reconsidering decisions (Section 18).

#### **P. Amendments to By-law**

#### **46. Two-thirds vote required**

- (1) To pass a motion to amend or repeal this by-law requires a two-thirds vote of Members present.

#### **Notice to be given at previous Board meeting**

- (2) The Board will only consider amendments or repeal of the procedures by-law at a Board meeting if at a previous regular or special meeting the Board received notice of the proposed amendment or repeal.

#### **Approval by Toronto City Council**

- (3) The Board shall submit any amendment to this by-law to City Council for approval.
- (4) An amendment to this by-law shall come into force upon approval by City Council.

#### **Q. Effective Date**

- 47.** This by-law shall come into force on XX XX, 2021.

Enacted and passed on XX XX, 2021.

Hartley Lefton,  
Chair

,  
Secretary

DRAFT



## TCHC Reference Policy

Item 6

May 25, 2021

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2021-23

**To:** Governance, Communications and Human Resources Committee (“GCHRC”)

**From:** Vice President, Human Resources (Interim)

**Date:** May 17, 2021

### **PURPOSE:**

This report responds to a request by the GCHRC to advise whether TCHC has a specific policy governing employment references, and if not, what the elements of such a policy would be, what the interests that shape the provisions of the policy would be, how it would be implemented, who would be responsible for ensuring that it would be complied with, and the basis on which a reference would be provided for non-union staff who are exited without cause.

### **RECOMMENDATIONS:**

It is recommended that GCHRC receive this report for information.

### **Current State**

TCHC’s hiring policy includes a provision that addresses Reference Checking as part of the recruitment process. As part of the final stages of the recruitment process when filling positions at TCHC, it is a requirement that TCHC obtain two references from the successful candidate in any job competition process, before an offer of employment is extended.

The request by GCHRC however was not to report on the policy or practices around **obtaining** references as part of the hiring process, but rather to report back on whether TCHC has a policy that dictates whether the company will **provide** references for existing or former employees who may be seeking to be employed by another organization.

TCHC does not have a policy that governs “giving references”. As a result, there are no restrictions that would prevent its employees from giving references. At the same time, TCHC is not obliged to provide references for employees or former employees either. Generally, it is up to individual employees, on a case-by-case basis, to agree or not to serve as a referee for a current or former TCHC employee. It should be noted, though, that in some circumstances, particularly when negotiating a settlement for a termination of a TCHC employee, such negotiation may include a commitment to provide a reference as a means for finalizing the negotiation and avoiding costly litigation.

Much in the way that TCHC (like most employers), relies on obtaining references from the employers/previous employers of job candidates, so too do TCHC employees typically expect to be able to rely on their TCHC colleagues to provide them with references at such time as they are looking to secure employment with a different employer.

### **Key Points**

- Employment references are an important component of the selection process.
- As an employer, TCHC requires all candidates to provide references from current and/or past employers, before extending an employment offer.
- It is common for employees to expect to rely on a current or former employer to provide a reference, as they look to secure a new job.
- While most employees who depart TCHC do so on a voluntary basis, some employees may be terminated involuntarily.
- It is not uncommon, as part of the negotiation of a settlement arising out of a termination for former employees and their lawyers to seek a commitment that the organization will provide the former employee

with a reference that would serve to assist in their ability to secure future employment.

- TCHC, like many organizations, does not have a policy that prohibits its employees from providing references for former or current employees who are seeking employment elsewhere.
- Just as TCHC expects to obtain references from candidates it is looking to hire, so it has not sought to limit its own practices around providing references for current or former employees.
- Some organizations have adopted a risk-averse position to not provide references for their current or former employees who are seeking employment. They may adopt this approach as a mechanism for limiting their potential liability, should an employee (or former employee) assert that the reference provided by the organization was defamatory or in some way contributed to their not securing an offer of employment.
- On a case-by-case basis, TCHC staff determine their willingness to provide an employment reference for a departing/departed employee. There may be some limited circumstances whereby TCHC is only prepared to confirm employment dates, job title and perhaps key duties/responsibilities – but will not comment on details about the employee’s specific performance.

### **IMPLICATIONS AND RISKS:**

To ensure the protection of TCHC’s and its employees’ interests, it would be useful for HR staff to develop guidelines that would serve to educate TCHC staff on general principles to adhere to in providing references. Such principles to include ensuring that information disclosed is factual, objective, given without malice and is not based on rumour or other people’s opinions, and that personal information should never be disclosed. It is also good practice for the reference giver to make notes on what information was disclosed.

If TCHC wishes to continue to rely on obtaining references from job candidates’ current and/or previous employers to assist in finalizing hiring decisions, it should be prepared to do the same for other employers, as well as be prepared to have our current and former employees be confident

that they can rely on TCHC for a reference, at such time that they may be seeking alternate employment.

It is recommended that TCHC staff continue their willingness to provide references for current and former employees seeking alternate employment.

**SIGNATURE:**

*“Barbara Shulman*

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Barbara Shulman  
Vice President, Human Resources (Interim)

**STAFF CONTACT:**

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**Bi-annual Human Resources Division Update**

Item 7

May 25 2021

Governance, Communications and Human Resources Committee

**Report: GCHRC:2021-18**

**To:** Governance, Communications and Human Resources Committee (“GCHRC”)

**From:** Vice President, Human Resources (Interim)

**Date:** May 17, 2021

**PURPOSE**

The purpose of this report is to provide the GCHRC with an update on human resources matters of significance and to provide follow-up information as requested by the GCHRC at previous meetings.

**RECOMMENDATION**

It is recommended that the GCHRC receive this report for information.

**BACKGROUND**

The GCHRC has requested that the next semi-annual Human Resources Update report to include:

- The total number of management/exempt staff, their duration of tenure, and their turnover rate, as well as the breakdown of racial identity by position level
- Information regarding what a policy would look like to ensure extensive searches are conducted to hire a diverse group of senior management

## **TCHC'S HUMAN RESOURCES 2021 PRIORITIES**

The Human Resources Division continues to deliver an array of services, programs and activities to facilitate TCHC's ongoing efforts to achieve its Strategic Priorities. These activities ensure that TCHC's day-to-day business needs throughout the organization in serving its tenants, are being met. Attachment 1 provides an overview of the key 2021 priorities by each functional area within the Human Resources Division, and highlights some of the key activities and achievements to-date.

In addition to the key activities outlined in the Attachment, there are some critical overarching priorities that the Human Resources Division is focusing on in 2021 as it works to build trust and confidence in Human Resources – the function, the division, and the team. Priorities include:

- Implementation of recommendations contained in the Rubin Thomlinson Report;
- Holding people leaders accountable for effective management of their staff;
- Implementing a comprehensive equity, diversity and inclusion strategy and framework – applying an equity lens to every stage of the employee life-cycle; and
- Supporting the implementation of the Confronting Anti-Black Racism (“CABR”) Strategy approved by the Board at its February 26, 2021 meeting.

These priorities are being addressed as part of a broad Human Resources Plan with a phased implementation that is currently underway, and that will continue throughout 2021, and beyond. Additional details regarding the implementation of the Human Resources Plan are provided in Report GCHRC:C2021-24, which forms part of the in-camera materials for this meeting.

### **Equity, Diversity & Inclusion**

At its meeting of November 27, 2020, the GCHRC requested management's advice regarding a policy that would be required in order to ensure that Executive recruitment searches are conducted in a manner that would better enable TCHC to hire candidates from diverse cultural and demographic backgrounds to senior management roles.

TCHC's Human Resources team is in the process of developing and implementing a comprehensive Equity, Diversity & Inclusion ("EDI") Strategy and framework in support of this objective.

This priority initiative requires support from both TCHC'S Human Resources Division, as well as the organization as a whole. In order to succeed in achieving this goal, TCHC will be required to integrate an equity, diversity and inclusion lens to every stage of the employee life-cycle:

- attraction and recruitment;
- assessment and selection;
- onboarding, training and development;
- performance management;
- leadership development and succession; and
- retention and engagement.

With the goal of creating and sustaining an inclusive, engaging and safe culture, the EDI Strategy will:

- improve policy to proactively advance diversity and inclusion;
- align human resource processes with diversity and inclusion principles; and
- establish meaningful metrics to advance diversity and inclusion initiatives.

While a key objective/desired outcome of any EDI Strategy is to ensure that there is diverse representation at all levels in the organization, aligning with the representation in the community, such a goal should not be pursued in isolation. That is, the organization must ensure that its programs, policies and processes serve to facilitate an inclusive culture. In the absence of such a corporate culture, TCHC will be challenged in its efforts to retain those diverse employees that it succeeds in recruiting. Engaging in the collection of employee diversity data may be a tool that TCHC can employ to support this effort.

Up until now, TCHC has not collected data on the diversity representation of its workforce and as a result it is not possible to provide information requested on racial identity. Through TCHC's applicant tracking system

(“ATS”), information is being collected, on a voluntary basis, from all applicants during the recruitment process. While there would be an ability to report on diversity of applicant pools, this information does not inform the diversity representation of the current workforce.

As part of the roll-out of the EDI Strategy, one of the priority initiatives for 2021 will be the implementation of TCHC’s first Workforce Survey. This survey will be the mechanism to determine the current representation of individuals who are members of equity seeking groups throughout the organization. The Workforce Survey will invite employees to voluntarily disclose how they self- identify. The outcome of this initial Workforce Survey will provide an important baseline against which to measure the effectiveness of the various initiatives that TCHC will implement as we strive to build a more equitable, diverse and inclusive workforce in all divisions and at all levels of the organization. The information will also help direct the development of targeted strategies, to increase representation of specific under-represented and equity-seeking group and/or to target efforts to specific areas in the organization, as appropriate.

It will take time to realize meaningful outcomes from implementation of our fulsome EDI Strategy, however the strategy is being implemented with short and long-term action plans to realize change as quickly as possible. In particular, the following changes to the recruitment process are being implemented now, to accelerate our progress towards increasing diversity at the more senior levels of the organization:

- Recruitment Coordinators and hiring managers discuss outreach strategies to increase diversity of any applicant pool;
- Consideration is given to engaging external search firms to ensure broad outreach, particularly when filling senior leadership positions;
- Job postings are viewed through an equity lens to ensure they do not pose systemic barriers to applicants;
- Interview tools are assessed to ensure inclusivity and eliminate systemic barriers;
- Ensure that hiring panels reflect diversity; and
- Behavioural competencies that align with TCHC’s culture model and embrace diversity are incorporated into interviews and evaluations.

**SIGNATURE:**

*“Barbara Shulman”*

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Barbara Shulman  
Vice President, Human Resources (Interim)

**ATTACHMENTS:**

1. HR Update 2021
2. HR Data

**STAFF CONTACT:**

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**Attachment 1: HR Update 2021**

<b>Functional Area 2021 Priorities and Q1 Key Activities &amp; Accomplishments</b>	
<b>Labour Relations</b>	<p><b>2021 Priorities:</b></p> <ul style="list-style-type: none"> <li>• Collective bargaining with CUPE Local 79 to negotiate new collective agreement (agreement expired December 31, 2019)</li> <li>• Business continuity planning in the event of a labour disruption with Local 79</li> <li>• Emergency Operations Committee – to support the planning and address COVID-19 related activities and issues</li> <li>• Supporting the Seniors Housing Restructuring and the implementation of the new integrative Service Model</li> <li>• Support Operations Restructuring –implementing new extended hours schedule for building staff</li> <li>• Manage investigations of Harassment and Policy violations, ensuring adherence to recommendations arising from Rubin Thomlinson report</li> <li>• Facilitate and manage the grievance management process</li> </ul> <p><b>Q1 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Implemented CUPE L416 schedule changes to support Operations restructuring; facilitated the transition of 75+ CUPE L79 and L416 employees into different regions</li> <li>• Transitioned approx. 50 employees from LiUNA183 to CUPE L416 as part of contracting in Del managed buildings</li> <li>• Comprehensive business continuity plan finalized in order to ensure delivery of essential services in the event of labour disruption</li> </ul>

<b>Functional Area 2021 Priorities and Q1 Key Activities &amp; Accomplishments</b>	
	<ul style="list-style-type: none"> <li>• Supported the implementation of the ISM in the Seniors Housing Unit</li> <li>• Facilitated the portfolio selection process for Community Services Coordinators to align to new Regional organization structure</li> </ul>
<p><b>Talent Management and Equity, Diversity &amp; Inclusion</b></p> <p><b>Talent Management and Equity, Diversity &amp; Inclusion</b></p>	<p><b>2021 Priorities:</b></p> <ul style="list-style-type: none"> <li>• Implement leading equity, diversity and inclusion practices into all talent-related processes and policies</li> <li>• Implement recommendations arising from 2020 Internal Audit of recruitment files, to ensure all recruitment activity is carried out meeting high standards</li> <li>• Modernization of practices and implementation of enabling technologies to realize efficiencies and service enhancements (in accomplishments speak to Interview Scheduling, Onboarding Module to integrate HR connect with WFC, and Dashboard Module)</li> <li>• Proactive recruitment strategies to ensure vacancies can be filled expeditiously</li> </ul> <p><b>Q1 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Equity, Diversity &amp; Inclusion strategy and framework, with critical path developed, and implementation beginning</li> <li>• Creation of 'residual' pool of Cleaner candidates, to draw on for future vacancies</li> <li>• Successful launch of "Olivia" software to automate and streamline the scheduling of assessments/interviews and enhance the candidate experience</li> <li>• Successful transition of contract management LiUNA staff to CUPE L416, effective Feb. 1</li> </ul>

<b>Functional Area 2021 Priorities and Q1 Key Activities &amp; Accomplishments</b>	
<b>Health &amp; Safety</b>	<p><b>2021 Priorities:</b></p> <ul style="list-style-type: none"> <li>• COVID response: EOC Support: supporting all policy development and communications, tracking employee screening, contact tracing, investigations with TPH and MLTSD COVID-19 Business Recovery: support service re-starts and site assessments; sustainable programs for employee screening follow-up and infection prevention and control at all workplaces. Support of business process modification and implementation of public health directives COVID-19 Case Management: Screening follow-up, disability/illness claims, WSIB cases, attendance</li> </ul> <p><b>Other Priorities:</b></p> <ul style="list-style-type: none"> <li>• Supporting operational change: restructuring, new Seniors service delivery model, including office/Hub violence risk assessments, JHSC Terms of Reference, change management and new employee training</li> <li>• RFP for EFAP service provider, current agreement extended to December 2021 due to COVID-19</li> <li>• Attendance Support Program Implementation – provide enhanced tools and training to support resuming employee attendance management and reduce absenteeism post-COVID</li> <li>• Quatro Safety Replacement – replacement of unsupported legacy software system for incident reporting and case management</li> <li>• Maintenance of critical compliance programs – JHSC support, Working at Heights, Violence and Harassment, Hazardous Materials, Contractor Safety and others</li> </ul>



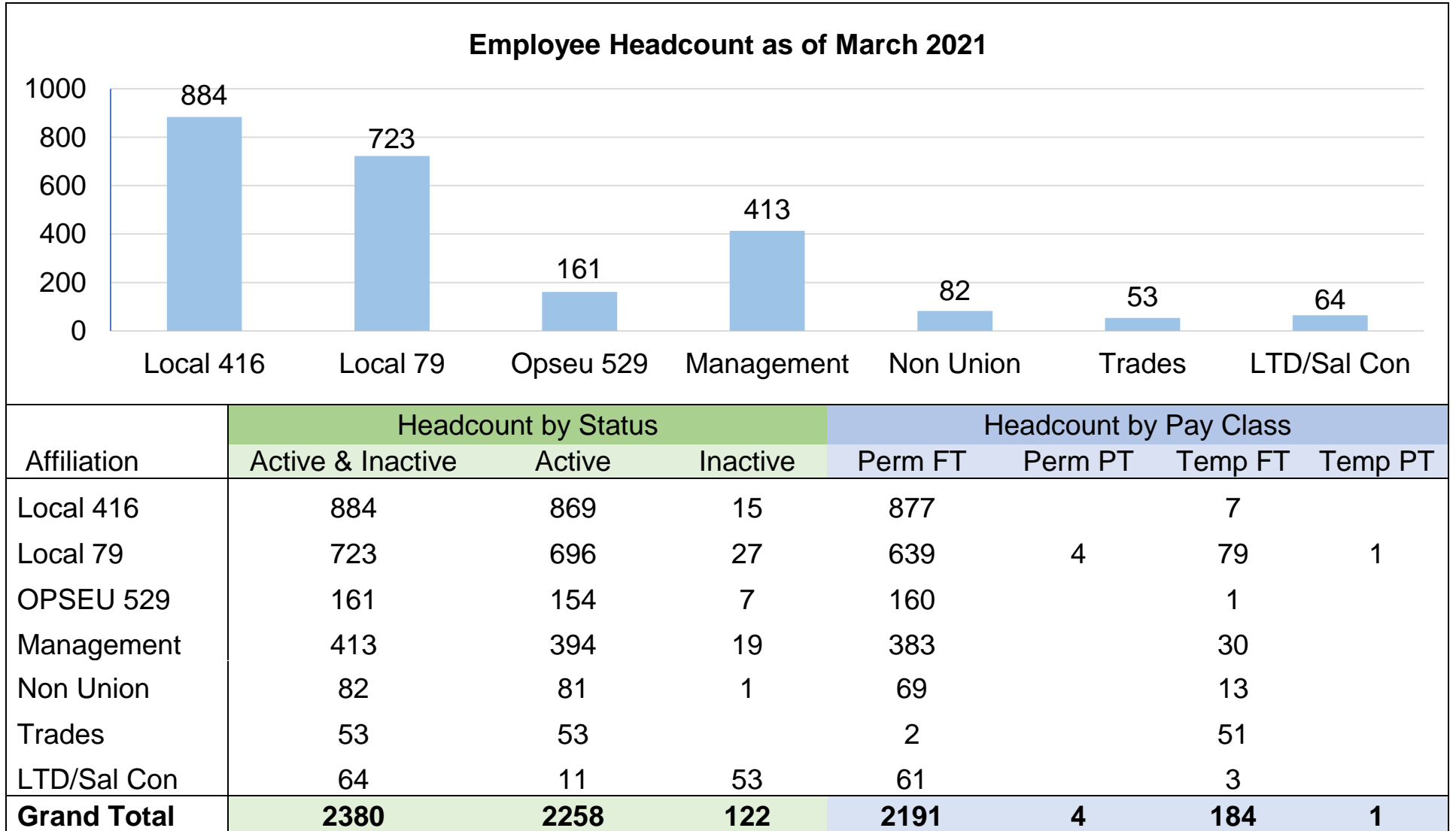
<b>Functional Area 2021 Priorities and Q1 Key Activities &amp; Accomplishments</b>	
	<p><b>Q1 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Incident control, contact tracing and investigation support to management and prevention of COVID-19 outbreaks</li> <li>• Facilitation of virtual/online wellness initiatives to support employee mental health</li> <li>• Disability Management Provider transition – transitioned all 3<sup>rd</sup> party case management to new provider Workplace Medical Corporation</li> </ul>
<b>Payroll &amp; Benefits</b>	<p><b>2021 Priorities:</b></p> <ul style="list-style-type: none"> <li>• Advance use of technology to allow for efficiencies, streamlining, access to information to enable informed decision making</li> <li>• Work towards finalizing 3 key corporate initiatives: <ul style="list-style-type: none"> <li><b>Mobile App</b> – to streamline and provide self-service automation for employees and managers to request and approve time off</li> <li><b>WFC Dashboard</b> – development of an analytics tool to provide dashboard views with greater insights and enhanced visibility into all human capital information (expected completion March)</li> <li><b>WFC Onboarding</b> – to streamline and provide self-service automation for new hires to complete onboarding forms by utilizing the Workforce Connect (WFC) Onboarding functionality (expected completion May)</li> </ul> </li> <li>• Support collective bargaining through provision of costing and analysis</li> <li>• Implement recommendations arising from 2021 Payroll audit</li> </ul> <p><b>Achievements To-date:</b></p> <ul style="list-style-type: none"> <li>• T4 preparation and issuance</li> <li>• Advancement and on-track for WFC dashboard, WFC onboarding and Mobile App launch</li> </ul>

<b>Functional Area 2021 Priorities and Q1 Key Activities &amp; Accomplishments</b>	
<b>Learning &amp; Development</b>	<p><b>2021 Priorities:</b></p> <ul style="list-style-type: none"> <li>• Employee Engagement Survey – implement and facilitation of action planning once survey analysis complete</li> <li>• HoMES integrated enterprise core system transformation training implementation</li> <li>• Performance Management Program re-vamp</li> <li>• Leadership Development Program (LDP)</li> <li>• Succession Planning program</li> <li>• Lead the development and implementation of a wide-array of core learning and training initiatives to support the operations and delivery of services to tenants; to support the ongoing implementation of the culture model</li> <li>• Ongoing training support for Seniors Housing Unit to implement the Integrated Service Model <ul style="list-style-type: none"> <li>○ Mental Health Awareness elearning module for frontline staff immediate priority</li> </ul> </li> <li>• Equity, Diversity &amp; Inclusion related training</li> <li>• CABR training</li> <li>• Mental Health Awareness for Seniors Housing Staff –elearning module to be developed</li> <li>• VoIP Transition Training Program</li> <li>• General Orientation – all new hires, New Managers Orientation</li> <li>• Privacy Policy Module –Module to support staff understanding around the collection, uses and disclosure of personal information, to ensure compliance with relevant legislation and ability to identify privacy breach.</li> <li>• TCHC Internship Program - deliver intern professional development training modules</li> </ul>

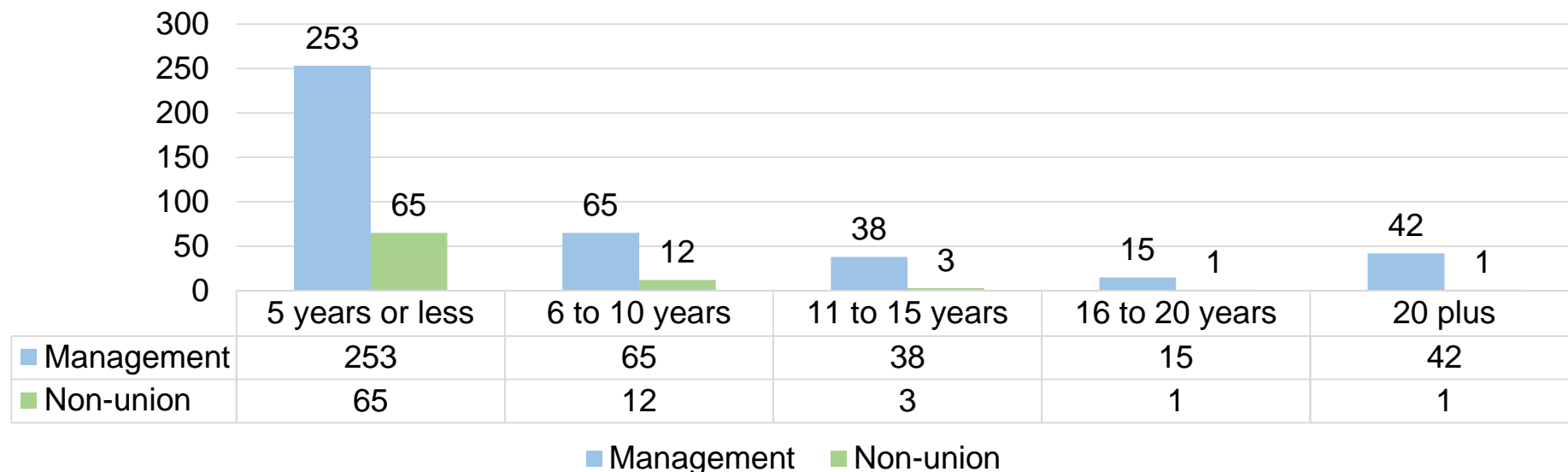
<b>Functional Area 2021 Priorities and Q1 Key Activities &amp; Accomplishments</b>	
	<p><b>Q1 Achievements:</b></p> <ul style="list-style-type: none"> <li>• implemented Engagement Survey and achieved a 78% response rate</li> <li>• implemented Better Together Training (Module 1 &amp; 2) for over 700 Operations Hub staff. This program is a key tool in fully implementing the new operating model, using Culture model as anchor, to develop/strengthen new behaviours in front-line staff teams.</li> <li>• Developed and delivered onboarding programs for new roles within Seniors Housing Unit</li> <li>• Delivered HoMES Track 1N training program to 206 staff</li> <li>• Track 2A/2B – revised training strategy, drafted training needs assessment, developed draft curriculum for TSCs and Client Care, and Training development tracker created</li> <li>• coordinated delivery of CABR training for all remaining people leaders not previously trained</li> <li>• delivered 2-module training on Arrears Collection Process to 109 staff</li> <li>• PMP revamp process underway</li> <li>• Vaccine education program roll-out</li> </ul>

**Attachment 2: HR Data**

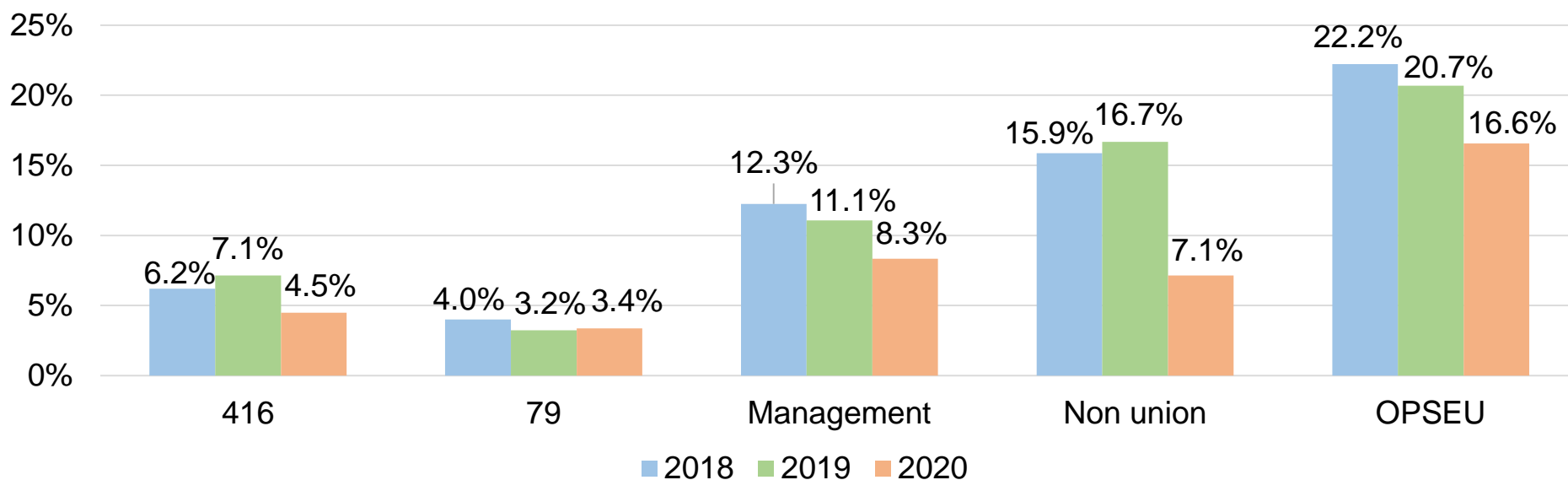
**EMPLOYEE HEADCOUNT AND EMPLOYEE TURNOVER:**



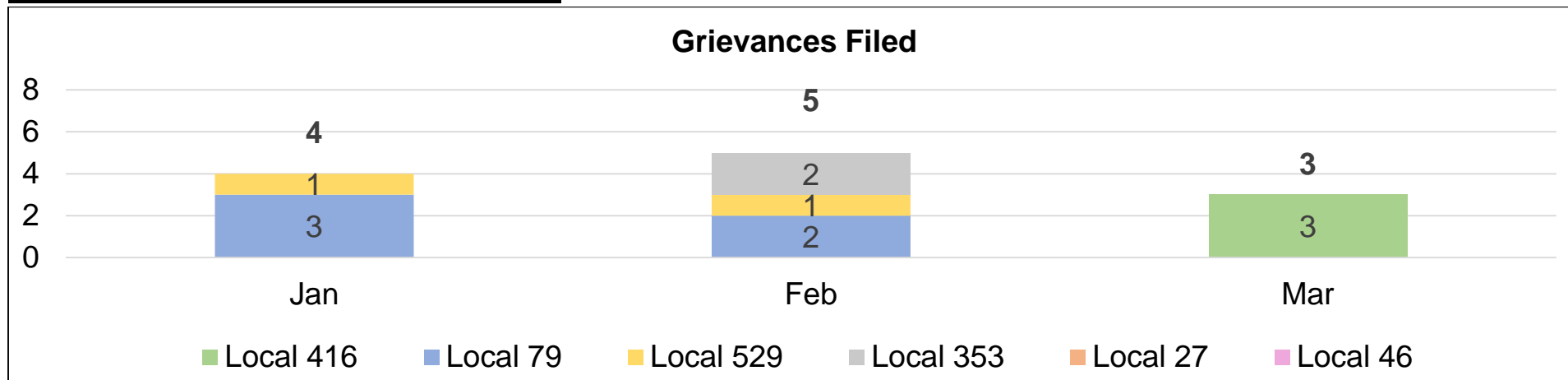
**Years of Service for Management & Non-Union Employees as of March 2021**



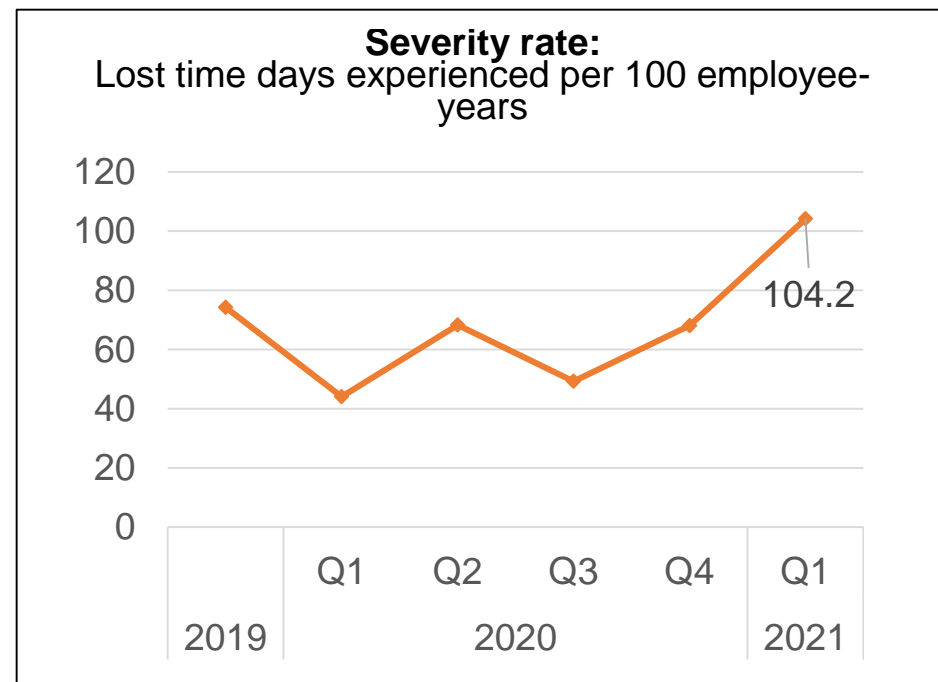
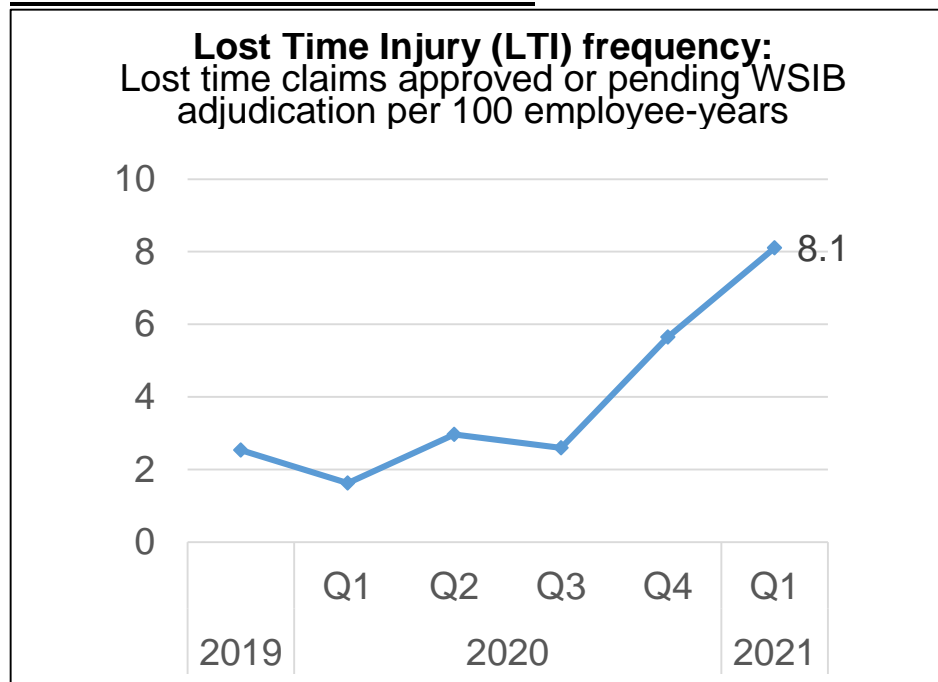
**Employees Turnover by Affiliation for 2018, 2019, 2020**



**GRIEVANCES – 2021 YEAR TO DATE:**



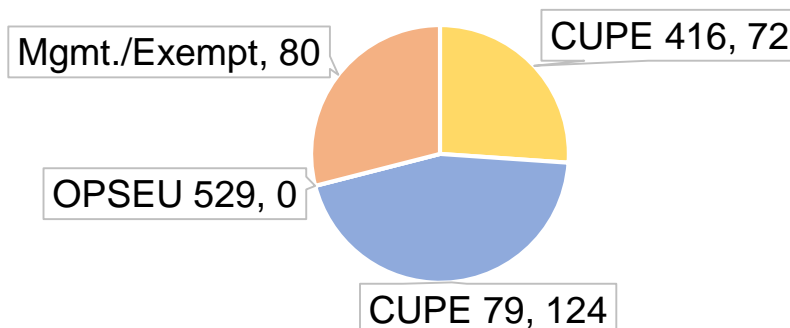
**OCCUPATIONAL INCIDENTS:**



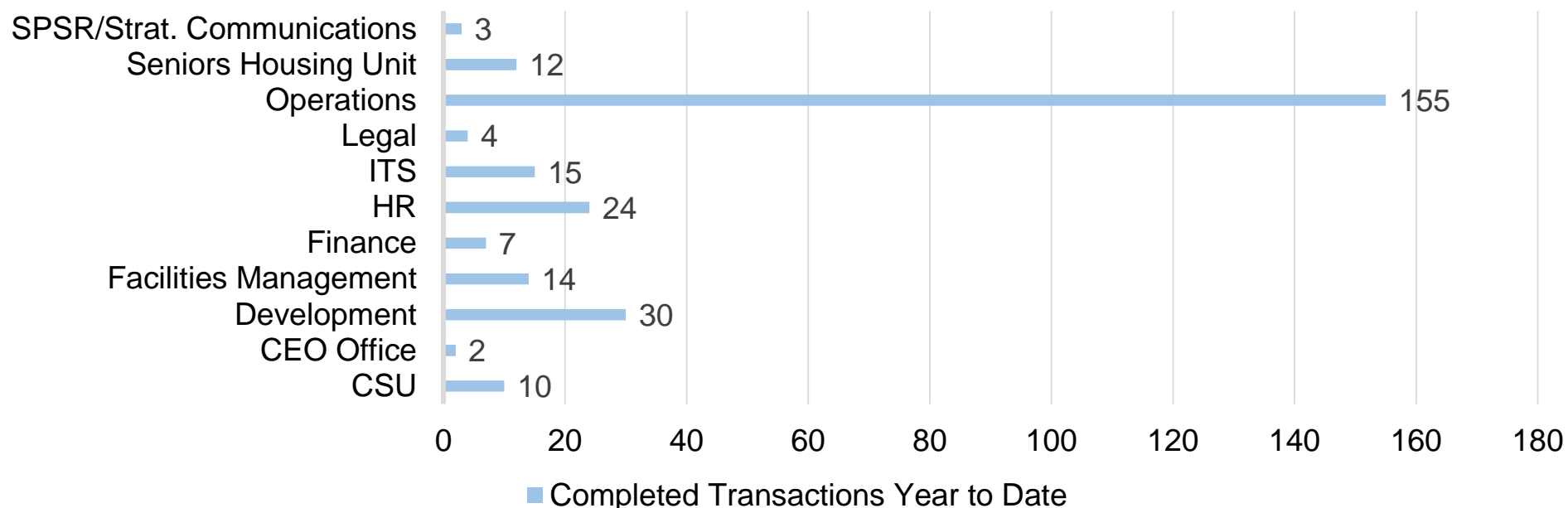
**Note:** The trend in lost time incident frequency and severity has been driven in 2020-2021 by COVID-19 occupational illness claims, for which TCHC has WSIB cost relief.

**HIRING ACTIVITY:**

**Completed Recruitment Activity by Affiliation as of March 31, 2021**



**Recruitment Activity for Q1, 2021**



**Note:** Completed transactions includes, but is not limited to Acting Assignments, Acting Assignment Extensions, Contract Extensions, Conversions, Lateral Transfers and Vacancy for Competition

**LEARNING AND DEVELOPMENT:**

**Training Delivered**

