



Governance, Communications and Human Resources Committee

931 Yonge Street,
Toronto, M4W 2H2

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The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on November 16, 2023 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:27 a.m.

GCHRC Directors Present: Joe Cressy (Chair)
Debbie Douglas
Ubah Farah
Ziva Ferreira

GCHRC Directors Absent: Brian Smith
Councillor Jamaal Myers
Marcel Charlebois

Management Present: Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Barbara Shulman, Chief People & Culture Officer
Paula Knight, Vice President, Strategic Planning & Communications
Luisa Andrews, Vice President, Information Technology Services
Ada Wong, Senior Director, Digital, Content and Brand Strategy
Ceilidh Wilson, Assistant Corporate Secretary
Ada Wong, Senior Director of Digital Content

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

ITEM 1 CHAIR’S REMARKS

The Chair noted the Acknowledgement of the Land and provided an overview of the reports on today’s public agenda.

DEPUTATIONS

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

- Item 6 – People and Culture Division Update (*Ann-Marie Tomlinson*)
- Item 7 – TCHC’s 2023 Strategic Communications Plan Update (*Ann-Marie Tomlinson*)
- Item 8 – City Council Directions Requiring Board Attention (*Ann-Marie Tomlinson*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Chair Cressy, seconded by Ms. Douglas and carried, the GCHRC unanimously approved:

1. the Agenda for its Public meeting of November 16, 2023; and
2. all matters on the Agenda with the exception of items:
 - Item 6 – People and Culture Division Update
 - Item 7 – TCHC’s 2023 Strategic Communications Plan Update
 - Item 8 – City Council Directions Requiring Board Attention

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the GCHRC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **No conflicts were declared.**

**ITEM 4 CONFIRMATION OF GCHRC PUBLIC MEETING MINUTES OF
SEPTEMBER 21, 2023**

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

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

The above-captioned minutes and action items update were circulated to GCHRC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Chair Cressy, seconded by Ms. Ms. Douglas and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of September 21, 2023.

**ITEM 6 PEOPLE AND CULTURE DIVISION
UPDATE** GCHRC:2023-36

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

A verbal deputation was received from Ann-Marie Tomlinson with respect to this item.

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

- People and Culture (“P&C”) works closely with the Centre for Advancing the Interests of Black People (the “Centre”), specifically in developing TCHC’s equity, diversity, and inclusion strategy, and a consultative relationship exists when reviewing policies to identify and address systemic barriers.
- TCHC receives a variety of complaints, which often are submitted across different areas of the organization. When a complaint is received, staff will determine the appropriate team to resolve the complaint based on the nature of the concerns presented.
- In cases related to black employees or tenants, staff will ensure a

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Confronting Anti-Black Racism (“CABR”) lens is applied to the resolution.

- Tenant complaints and issues are not within P&C’s purview; P&C’s focus is on TCHC’s workforce. The Centre follows a different process and can be involved in addressing both staff and tenant issues that arise.
- As an organization, TCHC has undertaken a review of the process to address human rights complaints, with an interim process soon to be in place. Legal Services is working with Strategic Communications to identify and implement effective ways to communicate the new process to tenants (e.g. tenant newsletter, TCHC’s website, poster in buildings, etc.). Discussions are also underway with the Learning & Organizational Development team to train staff.
- There is ongoing collaboration between P&C and Operations to provide training and education that ensures staff understanding of tenant experiences, needs, and concerns.
- The Manager of Community Economic Development focuses on employment opportunities and creating entry points for TCHC tenants.
- TCHC has programs available that specifically target hiring TCHC tenants, with an emphasis on entry-level positions to facilitate progression within the organization. Some initiatives include a part-time cleaner program to transition young people into full-time employment, the YouthWorx program, and internships leading to more permanent employment opportunities.
- P&C’s training programs incorporate an evaluation component to measure the effectiveness and impact of the training being provided. The method of evaluation is tailored to the specifics of each training program.
- Operations utilizes tracking tools to monitor tenant employment and the duration of their employment within the organization. Employment opportunities offered during the course of a revitalization project are monitored by the Development team.
- Action item: Management to report back on the process through which we engage tenants in employment opportunities related to Community Revitalization and the process through which we monitor the impact of that process.
- TCHC has implemented a hybrid work model, with only 30% of

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positions deemed eligible for hybrid work.

- A thorough assessment was conducted upon introducing the policy to determine which roles would be suitable for this arrangement. Due to the organization's focus on frontline service delivery to tenants, it is primarily corporate-type functions that have adopted the hybrid policy.
- P&C is currently conducting an evaluation of the hybrid work policy, and intends to present their findings to the Executive Leadership Team (“ELT”) for qualitative analysis. Regular evaluation is necessary to assess the policy's effectiveness and consider potential adjustments for better functionality.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Ferreira and carried, the GCHRC received Report GCHRC:2023-36, being the People and Culture Division Update, for its information.

ITEM 7	TCHC’S 2023 STRATEGIC COMMUNICATIONS PLAN UPDATE	GCHRC:2023-37
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The above-captioned report was circulated to GCHRC members prior to the meeting.

A verbal deputation was received from Ann-Marie Tomlinson with respect to this item.

Ms. Wong provided the GCHRC with a presentation in relation to this matter, highlights of which include:

- 2023 Strategic Communications Strategy;
- Tenant focused communications;
- Tenant focused campaigns;
- Engagement and information focus;
- Tenant publications (print and digital);
- Tenant content strategy;
- Tenant-focused videos;
- Community stories;
- Digital first;
- New TCHC website;
- Social media growth;

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- Active storytelling in 2023;
- Media deep dive: Pitching great stories;
- Media deep dive: Leveraging strategic partnerships;
- Media deep dive: Strengthening media relationships;
- Preparing for crisis;
- Strengthening employee-Executive Leadership Team (“ELT”) connections;
- Momentum campaign updates; and
- Celebrating staff: Service appreciation awards.

Ms. Wong and Ms. Knight were available to answer questions of the GCHRC. Highlights of the discussion include:

- SPC conducted focus groups in 2022 regarding brand and found that TCHC brand's is intricately tied to tenant service and operational tenant communications. The focus group responses identified a need to support business units in delivering impactful communications to enhance TCHC's brand reputation. Focus groups are planned to take place again in 2024.
- TCHC's brand is not simple and straightforward; it is closely tied to TCHC's core business of operational service delivery.
- A lot of proactive external work has been done to improve perception of TCHC. The GCHRC will be interested in hearing more about how that has impacted the external perception of TCHC.
- Questions were included in the most recent tenant survey related to tenant communications, which will be benchmarked against responses received through the 2021 tenant survey.
- The GCHRC complimented the improvements made to TCHC's website.
- In response to feedback received through deputations, we are continuing to address the content available on the public website in relation to Board and Committee materials. Steps have been taken to return much of those materials to the website so it continues to be available to those interested in accessing historical documentation.
- The Tenant Loop newsletter is mailed out quarterly to every TCHC household.
- For materials accessed online, Google Translate enables immediate online translation of digital materials into multiple languages. TCHC's

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website also has a button to translate the content into the language of the viewer's choice.

- For the Tenant Loop newsletter, translations are available upon request. A page is included in the newsletter that provides notice in approximately 10 different languages that translation is available, along with a phone number to call to request translation.
- Due to budget constraints, translation is available on a request-by-request basis for the Tenant Loop rather than automatically producing the newsletter in the previously requested language.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Ferreira and carried, the GCHRC received Report GCHRC:2023-37, being TCHC's 2023 Strategic Communications Plan Update, for its information.

ITEM 8 CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2023-38

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

A verbal deputation was received from Ann-Marie Tomlinson with respect to this item.

Motion carried **ON MOTION DULY MADE** by Mr. Cressy, seconded by Ms. Douglas and carried, the GCHRC received Report GCHRC:2023-38, being the City Council Directions Requiring Board Attention, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Cressy and seconded by Ms. Douglas. The GCHRC resolved to terminate the public meeting at 10:36 a.m.

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Secretary

Chair, Governance,
Communications and Human
Resources Committee