



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

Date: February 1, 2021

Time: 9:55 a.m. – 10:15 a.m.

Location: Virtual (NOT in person)

## Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
<b>9:55</b>	<b>1.</b> Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
<b>10:00</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 November 27, 2020	GCHRC Approval	Minutes	Chair	3
	d) City Council Directions Requiring Board Attention	Information	GCHRC:2021-05	Director, Strategic Planning & Stakeholder Relations	8

# PUBLIC AGENDA – GCHRC Meeting – February 1, 2021

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<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Pre-read</b>	<b>Presenter</b>	<b>Page #</b>
<b>10:05</b>	<b>3.</b> Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	26
<b>10:10</b>	<b>4.</b> 2021 Public GCHRC Work Plan	Approval	GCHRC:2021-06 <i>5 minutes</i>	General Counsel & Corporate Secretary	28

## TERMINATION



## Governance, Communications and Human Resources Committee

931 Yonge Street,  
Toronto, M4W 2H2

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The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on November 27, 2020, via WebEx, commencing at 10:55 a.m.

**GCHRC Directors Present:**

Brian Smith, Chair

John Campbell  
Debbie Douglas  
Ubah Farah  
Councillor Paula Fletcher

**GCHRC Directors Absent:** n/a

**Management Present:**

Kevin Marshman, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Lindsay Viets, Director, Strategic Planning & Stakeholder Relations  
Minh Toan, Business Planner, 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.

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**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**

TCHC's COVID-19 response is now in its eighth month, and the Chair thanked employees for the exemplary work they are doing to deliver essential services and support TCHC tenants.

Many of TCHC's communities are among the hardest hit by the virus, and employees have stepped up to support tenants who are self-isolating and help agencies deliver food and other essentials to seniors and vulnerable tenants.

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.

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

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*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the GCHRC approved the Public meeting agenda for the GCHRC's November 27, 2020.

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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 SEPTEMBER 9, 2020**

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

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**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. Farah 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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**ITEM 4      CITY COUNCIL DIRECTIONS REQUIRING  
BOARD ATTENTION** GCHRC:2020-33

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The above-captioned report (GCHRC:2020-33) was circulated to GCHRC members prior to the meeting.

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

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the GCHRC received the information contained in Report GCHRC:2020-33 for its information.

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**ITEM 5      2020 BOARD EVALUATION RESULTS** GCHRC:2020-34

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The above-captioned report (GCHRC:2020-34) was circulated to GCHRC members prior to the meeting.

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

**Governance, Communications and Human Resources Committee  
Public Minutes**

November 27, 2020

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the discussion include:

- The Chair, GCHRC will be having discussions with the Institute of Corporate Directors (“ICD”) to seek advice for improving governance practices. It was recommended that the Chair also have conversations with the City Manager’s office on this matter.
- There are no glaring concerns in the Board evaluation results.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the GCHRC received the information contained in Report GCHRC:2020-34, and forwarded it to the Board of Directors for information and discussion.

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<b>ITEM 6</b>	<b>UPDATE ON PROFESSIONAL STANDARDS UNIT</b>	GCHRC:2020-29
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The above-captioned report (GCHRC:2020-29) was circulated to GCHRC members prior to the meeting.

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

- This report arises out of the recommendations the Board approved in response to the Rubin Thomlinson (“RT”) report.
- This report provides a contextual view of the manner in which other City organizations conduct workplace investigations; it does not make any recommendations for what TCHC should do.
- It was suggested that command structure organizations should not be used as a reference point for TCHC.
- Action item: Management to bring the professional standards unit matter back to the GCHRC for discussion in early 2021.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the GCHRC received the information contained in Report GCHRC:2020-29 for its information.

**TERMINATION**

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The public meeting terminated at 11:20 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

February 1, 2021

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2021-05

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

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

**Date:** January 8, 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. Because this report is the first formal report presented to the GCHRC after approving the report template, it includes a catch-up of all TCHC-related Council items from 2019 and 2020, listed in Attachment 1.

### **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 template helps to keep the GCHRC informed of City Council decisions that require their attention, action and input.



**COUNCIL ITEMS REQUIRING BOARD ATTENTION:****Report Name: EX17.2 - Implementing Tenants First: 2020 Action Updates**

Date at Council: October 27 and 28, 2020

Council Decision: Adopted without amendments

Action required from Board: City Council 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.

Management Recommendations: Update to Board via report presented to TSC November 24, 2020 (Link to report: [here](#))

**Report Name: MM27.2 - Stopping Residential Evictions During COVID-19 - by Councillor Kristyn Wong-Tam, seconded by Councillor Ana Bailão**

Date at Council: December 16, 17 and 18, 2020

Council Decision: Adopted without amendments

Action required from Board:

1. City Council, as sole shareholder, request the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer, Toronto Community Housing Corporation to implement a three-month moratorium on evictions due to non-payment of rent.
2. City Council request the General Manager, Shelter, Support and Housing Administration, in consultation with the Medical Officer of Health and the President and Chief Executive Officer, Toronto Community Housing, to report to the Planning and Housing Committee meeting scheduled for February 22, 2021 with a recommendation on whether to extend the moratorium beyond March 17, 2021.

Management Recommendations: Board approved via unanimous written resolution, January 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	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Reccomendations
<b>COUNCIL ITEMS REQUIRING BOARD ATTENTION/ACTION</b>					
<b>19-EX1.1</b>					
<u>19-EX1.1 Implementing the 'Housing Now' Initiative</u>	January 30 and 31, 2019	Adopted with Amendments	<u>Attention:</u> 43. City Council direct the Deputy City Manager, Community and Social Services to report back to Planning and Housing Committee by the second quarter of 2019 on a framework that provides that Toronto Community Housing Corporation include net new affordable rental units as part of all new development projects on its lands.	Operations	Work Completed
<b>19-MM2.22</b>					
<u>MM2.22 Accelerating the City's Tenants First Project - by Mayor John Tory, seconded by Councillor Ana Bailão</u>	January 30 and 31, 2019	Adopted without Amendments	<u>Attention:</u> 1. City Council direct the City Manager to report to the Executive Committee on March 21, 2019 on: a. accelerating the Tenants First Project; b. synergies between Toronto Community Housing and City divisions; and c. any governance changes required to accomplish Parts 1.a and 1.b above.	Operations	Work Completed

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>19-MM3.4</b>					
<u>MM3.4 Reviewing the Safety of Electrical Systems at Toronto Community Housing Corporation Properties - by Councillor Kristyn Wong-Tam, seconded by Councillor Joe Cressy</u>	26-Feb-19	Adopted without Amendments	<p><u>Attention:</u> 1. City Council request the President and Chief Executive Officer, Toronto Community Housing Corporation to convene an informational meeting with the Fire Chief and General Manager, Toronto Fire Services to understand their current concerns regarding Toronto's aging apartment buildings and the specific factors that contributed to the recent electrical safety issues in St. James Town.</p> <p>2. City Council request the President and Chief Executive Officer, Toronto Community Housing Corporation to:</p> <p>a. undertake a review of the state of repairs and maintenance needed of the major electrical services in its multi-residential, high-rise portfolio and forward the report to the Planning and Housing Committee by the second quarter of 2019; and</p> <p>b. specifically review the electrical and life safety systems of 200 Sherbourne Street, 241-247, 251, 257-259, and 263-285 Sherbourne Street and its properties in Moss Park for follow-up with the local Councillor to identify the specific projects where immediate investments can provide the greatest safety improvements.</p>	<b>FM</b>	<p><b>Work Completed</b></p> <p>TCHC submitted a report to the Planning and Housing Committee, on December 8, 2020, on the alignment of our Electrical Preventive Maintenance Program with CSA Z463; and, additional electrical maintenance requirements and standards to be added to the program starting in 2021.</p>
<b>19-CC5.2</b>					
<u>CC5.2 Ombudsman Toronto Report: Toronto Community Housing Corporation's Medical and Safety at Risk Priority Transfer Process for Tenants - Update on Implementation of Investigation Recommendations</u>	March 27 and 28 2019	Adopted without Amendments	<p><u>Attention:</u> The Ombudsman gave a presentation to City Council on the Toronto Community Housing Corporation's Medical and Safety at Risk Priority Transfer Process for Tenants - Update on Implementation of Investigation Recommendations.</p>	<b>Operations</b>	<b>Work Completed</b>

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>19-MM5.14</b>					
<u>MM5.14 A Better Quality of Life for Tenants in Toronto Community Housing - by Councillor Michael Ford, seconded by Councillor Paula Fletcher</u>	March 27 and 28 2019	Adopted without Amendments	<u>Attention:</u> 1. City Council direct the City Manager to incorporate into the upcoming report on Toronto Community Housing Corporation governance and mandate (planned for later this year) a review of the full spectrum of options to improve the services for tenants of the Toronto Community Housing Corporation: including dissolving the Corporation and integrating it into the City, creating an agency or commission; the review is to include a jurisdictional scan of other housing providers in comparable municipalities, legislative and financial implications, accountability and transparency, coordination with City divisions and agencies, as well as advantages and disadvantages for all options.	<b>SPSR (work led by City staff)</b>	<b>Work Completed</b>
<b>19-EX4.3</b>					
<u>EX4.3 Accelerating the City's Tenants First Project</u>	April 16 and 17, 2019	Adopted with Amendments	<u>Attention:</u> 2. City Council, as sole shareholder, direct, pursuant to Section 108(2) of the Ontario Business Corporations Act, the President and Chief Executive Officer, Toronto Community Housing Corporation to cause Toronto Community Housing Corporation to transfer the uninhabitable houses according to the pricing structure detailed in Confidential Attachment 1 to the report (March 27, 2019) from the Deputy City Manager, Community and Social Services.	<b>SPSR</b>	<b>Work Completed</b>  Report to Board April 29, 2019 suggesting maximum transfer prices
			<u>Attention:</u> 6. City Council direct the President and Chief Executive Officer, Toronto Community Housing Corporation to temporarily suspend the re-negotiation of current community leases that raise the current rent paid to Toronto Community Housing Corporation, in excess of Consumer Price Index as the City works to develop a Permanent Funding Model for Toronto Community Housing Corporation.	<b>Operations</b>	<b>Work Completed</b>  Permanent funding formula in place
			<u>Attention:</u> 7. City Council, as sole shareholder, direct the President and Chief Executive Officer, Toronto Community Housing Corporation to work in partnership with City staff to co-develop with Toronto Community Housing Corporation a comprehensive violence reduction plan funded by the \$5 million allocated for violence prevention.	<b>Operations</b>	<b>Work Completed</b>

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>19-MM6.13</b>					
<u>MM6.13 The Dan Harrison Community Complex Master Plan - by Councillor Kristyn Wong-Tam, seconded by Councillor Ana Bailão</u>	April 16 and 17, 2019	Adopted without Amendments	<p><u>Attention:</u> 1. City Council direct the Executive Director, Social Development, Finance and Administration to update the “Review of the Dan Harrison Community Complex” and to include a renewed comprehensive strategy to address the long-standing complex challenges in the upcoming Five-Year Downtown East Action Plan and the Tenants First reports.</p> <p>2. City Council direct the City Manager and as sole shareholder direct the President and Chief Executive Officer, Toronto Community Housing Corporation to work in partnership to co-develop a timeline for implementation and full costing for the Dan Harrison Community Complex renewed comprehensive strategy and to report the outcomes to the October 15, 2019 meeting of the Planning and Housing Committee.</p>	<b>SPSR/FM</b>	TCHC's report on business case for DHCC prepared and shared with City staff; Awaiting report back to the Planning and Housing Committee in 2021
<b>19-AU2.1</b>					
<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>	<b>Development</b>	<b>Work On-going</b>  Development reports regularly through Internal Audit to the AG Office

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
			<p>2. City Council request the City Manager, in consultation with the Director, Affordable Housing Office and the General Manager, Shelter, Support and Housing Administration, as part of the City's strategy for addressing housing affordability, to:</p> <ul style="list-style-type: none"> <li>a. evaluate efficient and cost-effective ways to increase the supply of affordable housing units with adequate consideration of broader social factors and public policy objectives; and</li> <li>b. make recommendations to City Council, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, on whether more affordable housing units should be required in future Toronto Community Housing Corporation revitalizations based on a site-by-site evaluation of financial and social implications</li> </ul> <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>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>		



Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Reccomendations
			<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>		
			<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	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>19-MM7.5</b>					
<u>MM7.5 Living up to the Promise of Regent Park Revitalization: Implementing the Regent Park Social Development Plan - by Councillor Kristyn Wong-Tam, seconded by Councillor Ana Bailão</u>	May 14 and 15, 2019	Adopted without Amendments	<u>Attention:</u> 1. City Council direct the Executive Director, Social Development, Finance and Administration to work in collaboration with Toronto Community Housing and the Regent Park Executive Directors Network to establish costing and a schedule for implementation for the Regent Park Social Development Plan, and to report back to the June 26, 2019 meeting of the Economic and Community Development Committee.	<b>Development</b>	<b>Work Completed</b>  City Council, July 16, 2019 directed SDFA staff to budget and project manage implementation of the RPSDP
<b>19-EX7.1</b>					
<u>19-EX7.1 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	<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.	<b>SHU</b>	Update to Board provided to TSC and BIFAC reports January 2020
			<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.	<b>SHU</b>	Update to Board provided to TSC and BIFAC reports January 2020

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	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>	<b>Development</b>	Update to Board provided to TSC and BIFAC reports January 2020
			<p><u>Attention:</u> 12. City Council direct that all proposals relating to future revitalizations and redevelopment opportunities of Toronto Community Housing assets, including any demolition and reconstruction of multiple buildings and infill opportunities, be directed to the Executive Director, Housing Secretariat, for review and recommendation working, in consultation with the Chief Executive Officer, CreateTO and the Chief Planner and Executive Director, City Planning prior to being recommended to City Council for approval.</p>	<b>Development</b>	<p><b>Work Completed</b></p> <p>All future revite and redevelopments are being reviewed by Housing Secretariat</p>
			<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>	<b>SPSR</b>	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	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>19-AU3.14</b>					
<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	<u>Attention:</u> 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.	<b>Operations</b>	Review of units is complete. TCHC is working with city staff to implement a procedure for review of all houses removed from service
			<u>Attention:</u> 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	<b>Operations</b>	TCHC working with City staff (SSHA)
			<u>Attention:</u> 21. City Council request the General Manager, Shelter, Support and Housing Administration, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to consider the feasibility of using Toronto Community Housing Corporation vacant units held for revitalization to meet the demand for emergency shelter as an alternative to hotels or other temporary shelter options.	<b>Development</b>	Implemeneted in Regent Park
<b>19-PH7.4</b>					
<u>PH7.4 A New Approvals Framework for Toronto Community Housing Corporation Revitalization Projects</u>	July 16-18, 2019	Adopted with Amendments	<u>Action:</u> 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.	<b>Development</b>	In progress as part of Tenants First updates of SHD. To go forward in 2021 for Council approval

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
			2. City Council, as sole shareholder, direct the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer of Toronto Community Housing Corporation to work with the Executive Director, Housing Secretariat, to identify opportunities for new affordable rental housing units on Toronto Community Housing Corporation lands.	Development	Work Completed
			f. Toronto Community Housing Corporation report annually, through Toronto Community Housing Corporation's Annual Report to Council, on the status of the revitalization of the Don Summerville site and on any tenant and community impacts resulting from the revitalization.	Development	Work Completed
			f. Toronto Community Housing Corporation providing a Tenant Relocation and Assistance Implementation Plan (TRAIP), satisfactory to the Chief Planner and Executive Director, City Planning, in consultation with the Executive Director, Housing Secretariat and the General Manager, Shelter, Support and Housing Administration, that describes Toronto Community Housing Corporation's obligations regarding tenant relocation of Don Summerville tenants for all phases of the revitalization and to provide updates to the Plan as appropriate, pursuant to the requirements set out in Agreements under Section 37 of the Planning Act and Section 111 of the City of Toronto Act.	Development	Work Completed  Finalized October 2020
			15. City Council, as sole shareholder, direct the Toronto Community Housing Corporation Board of Directors to ensure that there will be no delay in the preparation and submission of plans and rezoning applications for the Firgrove-Grassways Revitalization Project as a result of the new approvals framework outlined in the report (April 12, 2019) from the Deputy City Manager, Community and Social Services.	Development	Work Completed  Rezoning application submitted in March 2020

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
			<p>17. City Council direct that all Board-approved proposals from Toronto Community Housing Corporation related to revitalizations and redevelopment opportunities, including any demolition and reconstruction of multiple buildings and infill opportunities, be directed to the Executive Director, Housing Secretariat for review and recommendation in consultation with the Deputy City Manager, Community and Social Services, the Chief Financial Officer and Treasurer, the Executive Director, Financial Planning, the Chief Planner and Executive Director, City Planning and the joint CreateTO and City-led Strategic Program Management Committee prior to being recommended to City Council for approval of an Initial Development Proposal which will include all details outlined on page 9 of the report (July 2, 2019) from the Deputy City Manager, Community and Social Services.</p>	Development	Work Completed
			<p>18. City Council direct the President and Chief Executive Officer, Toronto Community Housing Corporation to undertake a public procurement process to select a development partner and work through the Executive Director, Housing Secretariat, who will work in consultation with the joint CreateTO and City-led Strategic Program Management Committee, the Chief Financial Officer and Treasurer and the Chief Planner and Executive Director, City Planning to assess all proposals including the proposed business terms, integration of City-building objectives, and site considerations.</p>	Development	Work Completed
			<p>25. City Council request the Chief Executive Officer, CreateTO, the President and Chief Executive Officer, Toronto Community Housing Corporation and the Executive Director, Housing Secretariat to connect with the Toronto Community Benefits Network regarding a potential Community Benefits Agreement for the future development of Don Summerville.</p>	Development	Work Completed



Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>19-MM10.13</b>					
<u>MM10.13 Providing an OASIS for Food Security in St. James Town - by Councillor Kristyn Wong-Tam, seconded by Councillor Gord Perks (Adopted)</u>	October 2 and 3, 2019	Adopted without Amendments	<u>Attention:</u> City Council requested city staff to work with TCHC on creating an underground aquaponics farm at 325 Bleecker St (a TCHC building) and finding a location for the OASIS Food Hub in St. James Town, and report back at March 10, 2020 ECDC.	<b>SPSR/FM/OPS</b>	TCHC working with city staff in SDFA and will participate in Food Table discussions lead by the City in 2021
<b>19-GL8.16</b>					
<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	<u>Action:</u> City Council requested Toronto Community Housing Board of Directors implement The Pathway to Sustainable City of Toronto Fleets Plan.	<b>FM</b>	Facilities Management preparing report for Board approval that is scheduled for Q2 2021.
<b>19-PH11.10</b>					
<u>PH11.10 Activating a Revitalization Plan for the Dundas-Sherbourne Neighbourhood (Adopted)</u>	December 17 and 18, 2019	Adopted without Amendments	<u>Attention:</u> City Council directed the city staff and TCHC to report to the PHC on April 16, 2020 with a proposed neighbourhood revitalization plan including a full community engagement process for the Dundas East and Sherbourne Street area, and to provide a business case for the modernization of Dan Harrison Community Complex	<b>SPSR</b>	TCHC's report on business case for Dan Harrison Community Complex prepared and shared with City staff; Awaiting report back to the Planning and Housing Committee in 2021
<b>MM22.19</b>					
<u>MM22.19 Reducing the Risk from COVID-19 for Residents of Multi-Tenanted Buildings</u>	29-Jun-20	Adopted with Amendments	<u>Attention:</u> City Council required owner or operators of apartment buildings to: provide sanitizer in all essential common areas; close non-essential common areas to be consistent with provincial restrictions until they are lifted; have cleaning schedule for regularly touched surfaces; post TPH signage as recommended by Medical Officer of Health	<b>Operations</b>	<b>Work Completed</b>

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>20-CC23.3</b>					
<u>CC23.3 Update on the City's Response to COVID-19 and Financial Impacts</u>	29-Jul-20	Adopted with Amendments	<p><u>Attention:</u> City Council enacted a temporary By-law requiring the owners or operators of apartment buildings and condominium corporations to have a policy to ensure masks or face coverings be worn by individuals in the enclosed common spaces, such as lobbies, elevators and laundry rooms, of their apartment building or condominium building respectively, subject to appropriate exemptions for individuals who are unable to wear a mask or face covering for medical reasons, children under two years old, and other reasonable accommodations; the policy shall include corresponding signage and training for staff on the requirements of the By-law.</p>	<b>Operations</b>	<b>Work Completed</b>
			<p><u>Action:</u> 1. City Council requested City's Corporations to approve general annual salary increases representing cost of living adjustments for Management/Non-union employees in the Public Service for 2020 as 0%; cancel pay for performance program</p>	<b>HR/Legal</b>	<b>Work Completed</b>  Report to Board - October 30, 2020
			<p><u>Action:</u> 2. City Council requested that should any Agency or Corporation Board approve a voluntary separation program for their staff, such program be similar to the provisions of the City's proposed Voluntary Separation Program and that Agency Boards submit a report to Executive Committee through the Budget Committee regarding such proposed program.</p>	<b>HR/Legal</b>	TCHC to refrain from offering packages
<b>20-EX.16.17</b>					
<u>EX 16.17 TCHC AGM and 2019 Audited Financial Statements</u>	September 30 and October 1, 2020	Adopted without Amendments	<p><u>Attention:</u> TCHC Board's Annual Report and Financial Statements, and others, considered by Executive Committee on September 23, 2020 followed by City Council on September 30 and October 1, 2020</p>	<b>Finance</b>	Review COVID-19 impacts as part of TCHC's 2021 Budget coming forward to BIFAC on November 16, 2020 and the Board on December 10, 2020.
			<p><u>Action:</u> City Council directed the Board of TCHC, in consultation with the City of Toronto's Chief Financial Officer and Treasurer, to bring forward a report on the impacts of COVID-19 on Corporation operating and capitals budgets and operations, detailing any modifications to their programs and initiatives to address COVID-19, to City Council through Executive Committee, by the first quarter of 2021.</p>	<b>Finance</b>	

Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Recommendations
<b>20-MM24.31</b>					
<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	COO to report to TSC then Board in Q1 2021 as per City Council request
			<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	
<b>20-EX.17.2</b>					
<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	Update to Board via report presented to TSC November 24, 2020
<b>20-MM27.2</b>					
<u>MM27.2 Stopping Residential Evictions During COVID-19 - by Councillor Kristyn Wong-Tam, seconded by Councillor Ana Bailão</u>	December 16, 17 and 18, 2020	Adopted without Amendments	<u>Action:</u> 1. City Council, as sole shareholder, request the Toronto Community Housing Corporation Board of Directors to direct the President and Chief Executive Officer, Toronto Community Housing Corporation to implement a three-month moratorium on evictions due to non-payment of rent.	SPSR/Legal	<b>Work Completed</b>  Board approved via unanimous written resolution, January 2021



Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Management Reccomendations
			<p><u>Attention:</u> 2. City Council request the General Manager, Shelter, Support and Housing Administration, in consultation with the Medical Officer of Health and the President and Chief Executive Officer, Toronto Community Housing, to report to the Planning and Housing Committee meeting scheduled for February 22, 2021 with a recommendation on whether to extend the moratorium beyond March 17, 2021.</p>	<p><b>SPSR/Legal</b></p>	



**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 5, 2020 meeting</b>	<b>CEO's Compensation</b> Management to report back to the GCHRC with a comparison of TCHC's CEO salary band with that of the City Manager and other Executive level positions at the City of Toronto.	Complete	Addressed offline in confidential briefing note	General Counsel & Corporate Secretary
<b>2. 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.	In progress	March 31, 2021	General Counsel & Corporate Secretary
<b>3. September 9, 2020 meeting</b>	<b>Legal Roster</b> In Q1 2021, the General Counsel & Corporate Secretary to report to the GCHRC on progress in procuring an external counsel roster.	Complete	March 31, 2021	General Counsel & Corporate Secretary

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<b>4. GCHRC:2020-29</b> November 27, 2020	<b>Professional Standards Unit</b> Management to bring the professional standards unit matter back to the GCHRC for discussion in early 2021.	In progress	March 31, 2021	General Counsel & Corporate Secretary
<b>5. 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.	In progress	March 31, 2021	Chief Executive Officer

Toronto Community Housing



## 2021 Public GCHRC Work Plan

Item 4

February 1, 2021

Governance, Communications and Human Resources Committee

**Report: GCHRC:2021-06**

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

**From:** General Counsel & Corporate Secretary

**Date:** January 5, 2021

### **PURPOSE:**

The purpose of this report is to establish a 2021 Public Work Plan for GCHRC.

### **RECOMMENDATION:**

It is recommended that GCHRC review and consider the draft 2021 Public Work Plan provided as Attachment 1 to this report.

The draft 2021 Public GCHRC Work Plan includes the meeting dates approved by the Board at its meeting of December 15, 2020.

### **SIGNATURE:**

*“Darragh Meagher”*

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Darragh Meagher  
General Counsel & Corporate Secretary

**ATTACHMENT:**

1. Draft 2021 Public GCHRC Work Plan

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## 2021 Public GCHRC Work Plan

Q1 February 1, 2021	Q1 March 31, 2021
<b>REGULAR ITEMS</b>	<b>REGULAR ITEMS</b>
2021 Public GCHRC Work Plan	AGM Process
City Council Directions Regarding Board Attention	Review of Board and Committee Charters
	City Council Directions Regarding Board Attention
<b>SPECIAL ITEMS</b>	<b>SPECIAL ITEMS</b>
	2021 Policy Review Schedule
	Strategic Communications Plan

Q2 May 25, 2021	Q2 June 29, 2021
	<b>REGULAR ITEMS</b>
City Council Directions Regarding Board Attention	Compliance Reporting (Annual)
	Update on Subsidiaries (Annual)
	City Council Directions Regarding Board Attention
	<b>SPECIAL ITEMS</b>

Q3 September 8, 2021	Q4 November 8, 2021
<b>REGULAR ITEMS</b>	<b>REGULAR ITEMS</b>
2022 Board and Committee Meeting Schedule	City Council Directions Regarding Board Attention
City Council Directions Regarding Board Attention	
<b>SPECIAL ITEMS</b>	<b>SPECIAL ITEMS</b>