



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 April 11, 2023, via Webex and at City Hall, Committee Room 1, 100 Queen Street West, commencing at 10:55 a.m.

GCHRC Directors Present: Brian Smith (Chair)
Councillor Lily Cheng
Ubah Farah
Naram Mansour

GCHRC Directors Absent: Debbie Douglas
Marcel Charlebois
Councillor Vincent Crisanti
Councillor Paula Fletcher

Management Present: Darragh Meagher, General Counsel & Corporate Secretary
Barbara Shulman, Chief People & Culture Officer
Jessica Hawes, Acting Chief Development Officer (“CDO”)
Paula Knight, Vice President, Strategic Planning & Communications
Allen Murray, Vice President, Facilities Management
Jamie Kramer, Senior Consultant, Diversity & Inclusion
Kelly Schilthuis, Director, Talent Management
Ceilidh Wilson, Assistant Corporate Secretary

Guests Present: Amanda Da Costa, Executive Assistant, Office of Councillor Vincent Crisanti

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Ashleigh Kong, Policy Advisor, Office of
Councillor Vincent Crisanti

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

ITEM 1 CHAIR’S REMARKS

The Chair apologized for the delayed start time due to technical issues. The Chair welcomed everyone to the GCHRC meeting, noted the Acknowledgement of the Land, and provided an overview of the reports on today’s public agenda. The Chair also noted that today marks the first hybrid GCHRC meeting, taking place in-person at City Hall and virtually via Webex.

DEPUTATIONS

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

- Item 8 – Board and Committee Meeting Materials on TCHC’s Website (*Catherine Wilkinson and Cathy Birch*)
- Item 9 – 2023 Review Schedule for Policies Requiring Board Approval (*Catherine Wilkinson*)

The following written deputation was received:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Jacqueline Yu*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried

ON MOTION DULY MADE by Ms. Farah, seconded by Councillor Cheng and carried, the GCHRC unanimously approved:

1. the Agenda for its Public meeting of April 11, 2023; and
2. all matters on the Agenda with the exception of items:
 - Item 6 – Equity, Diversity, and Inclusion Strategy – 2022 Annual Report;

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- Item 8 – Board and Committee Meeting Materials On TCHC’s Website; and
- Item 9 – 2023 Review Schedule for Policies Requiring Board Approval.

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 JANUARY 30, 2023

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

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

A written deputation was received from Jacqueline Yu with respect to this item and was circulated to the GCHRC.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the GCHRC received the updates provided as Business Arising from the Confidential & Public Meeting Minutes and Action Items Update as of January 30, 2023.

ITEM 6 EQUITY, DIVERSITY, AND INCLUSION STRATEGY – 2022 ANNUAL REPORT GCHRC:2023-09D

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

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

- Equity Diversity and Inclusion (“EDI”) Strategy Summary;

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- EDI Strategy Goals;
- Strategy Phases;
- Phase One: Internal Strengthening of EDI;
- Measuring and Evaluation of the EDI Strategy;
- About the Global Diversity, Equity & Inclusion Benchmarks (“GDEIB”);
- Progress on EDI Strategy Goals
 - Goal #1: Identify and address systemic barriers within Toronto Housing;
 - Goal #2: Create programs to meet the needs of our equity-deserving groups;
 - Goal #3: Engage our diverse communities in a meaningful way;
 - Goal #4: Attract and leverage a diverse workforce;
- Maturity Model Update for 2022; and
- Priority Actions to Take in 2022: Education and Awareness, and Internal Socio-Demographic Data Collection.

Ms. Kramer, Ms. Schilthuis and Ms. Shulman were available to answer questions of the Committee. Highlights of the discussion include:

- There was a 50% response rate across divisions for TCHC’s Diversity Census and Inclusion Survey. The survey asked demographic and census questions, as well as questions related to perceptions of inclusion in terms of gender, sexual orientation, experiences, and diversity engagement.
- Action item: Management to provide the GCHRC with the survey data from the Diversity Census and Inclusion Survey that closed on January 31, 2022.
- Staff pinpointed survey responses that were most relevant in terms of being a neutral or lower rating, and focused their efforts in those areas over the past year.
- The survey was administered by a third party consultant and all responses were anonymous.
- The inclusive open houses that were offered attempted to target a Black audience and were promoted through the job posting, through internal staff sites, and through paid websites. Two sessions were offered – one mid-day session and one evening session. Approximately 20-30 individuals attended the open house, one of whom ended up being hired for the role.

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- With the collection of socio-demographic data, Human Resources intends to be able to identify particular demographic groups that may not be represented in a division and develop recruitment plans specifically targeted at those underrepresented groups.
- Tenants will be involved as part of Phase 3 of the EDI Strategy. EDI is broad so Human Resources wants to ensure that staff, especially front-line, have the knowledge, resources, and skills to address questions and issues as they arise from tenants.
- Human Resources, as part of the EDI Strategy, works very closely with the Centre for Advancing the Interests of Black People (the “Centre”). EDI is the umbrella of work and the Confronting Anti-Black Racism (“CABR”) strategy is a focused element of that work.

Motion carried **ON MOTION DULY MADE** by Councillor Cheng, seconded by Mr. Mansour and carried, the GCHRC received the Equity, Diversity, and Inclusion Strategy’s 2022 Annual Report, as contained in Attachment 1 to Report GCHRC:2023-09D.

ANNUAL GENERAL MEETING PROCESS **ITEM 7 FOR TCHC AND ITS SUBSIDIARIES** GCHRC:2023-14

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

Motion carried **ON MOTION DULY MADE** by Councillor Crisanti, seconded by Councillor Fletcher and carried, the GCHRC unanimously approved the recommendations in Report GCHRC:2023-14 and recommended that the Board of Directors:

1. Authorize the President and Chief Executive Officer or designate to represent the sole shareholder, Toronto Community Housing Corporation, and conduct the 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:
 - a. 2001064 Ontario Inc.;
 - b. Access Housing Connections Inc.;
 - c. Alexandra Park Development Corporation;

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- d. Allenbury Gardens Development Corporation;
 - e. Leslie Nymark Development Corporation;
 - f. Railway Lands Development Corporation;
 - g. Regent Park Development Corporation;
 - h. Toronto Affordable Housing Fund; and
 - i. Toronto Community Housing Enterprises Inc.;
2. Recommend that City Council appoint KPMG LLP as the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2023 and authorize the Board of Directors of Toronto Community Housing Corporation to set the fee of the Auditor;
 3. Authorize the Corporate Secretary, on behalf of the Board, to forward the Board's recommendation regarding the appointment of the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2023 to the City Clerk for the information of City Council's Executive Committee and City Council, once approved by the Board at its meeting of April 24, 2023;
 4. Authorize the Corporate Secretary, on behalf of the Board, to submit the Board's decisions and following materials to the City Clerk for information of City Council's Executive Committee and City Council, once approved by the Board at its meeting of April 24, 2023:
 - a. the Board-approved "Toronto Community Housing Corporation 2022 Annual Report", including such "Additional Information" as the City requires, including TCHC's 2022 executive compensation disclosure; and
 - b. the Board-approved "Toronto Community Housing Corporation 2022 Audited Consolidated Financial Statements" and cover report;
 5. Recommend that City Council treat that portion of the City Council meeting at which these recommendations are considered as the Annual General Meeting of the

Shareholder for Toronto Community Housing Corporation and:

- a. receive the Board-approved "Toronto Community Housing Corporation 2022 Annual Report including such "Additional Information" as the City requires, including TCHC's 2022 executive compensation disclosure;
 - b. receive the Board-approved "Toronto Community Housing Corporation 2022 Audited Consolidated Financial Statements" and cover report to the Board;
 - c. appoint KPMG LLP as the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2023, and authorize the Board of Toronto Community Housing Corporation to set the fee of the Auditor; as recommended by the Board;
6. Recommend that City Council forward a copy of the Board-approved "Toronto Community Housing Corporation 2022 Audited Consolidated Financial Statements" to City Council's Audit Committee for its information;
 7. Recommend that City Council approve the By-Law #4: Board of Directors Rules of Procedure, approved by the Board, as amended, at its meeting on February 24, 2023; and
 8. Authorize the President and Chief Executive Officer and the General Counsel and Corporate Secretary, and their respective designates, to take all actions and execute all necessary documents to implement the above recommendations.

BOARD AND COMMITTEE MEETING
ITEM 8 MATERIALS ON TCHC'S WEBSITE GCHRC:2023-15

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

Verbal deputations were received from Catherine Wilkinson and Cathy Birch with respect to this item.

Mr. Meagher and Ms. Knight were available to answer questions of the Committee. Highlights of the discussion include:

- The agendas and the minutes from January 2012 to December 2020 will be posted in an accessible format on TCHC's website, and the reports and attachments from this timeframe will be removed from the website. Individuals can request historical Board and Committee reports and attachments through Governance staff, which will be made available to them in an *Accessibility for Ontarians with Disabilities Act* ("AODA") compliant format within five business days of their request.
- TCHC is transitioning to a new website, which will be soft launched in April 2023. Meeting materials will be removed temporarily as part of this transition, and remediated documents will be re-posted when the website goes live at the end of June 2023.
- The cost to remediate all past Board and Committee reports and their attachments is cost prohibitive. Based on quotes received, it is estimated to cost in excess of \$500K.
- Less than 1% of all visits to TCHC's website go to the pages where past Board and Committee materials are housed.
- Management will follow-up with the City of Toronto (the "City") to identify how they can support TCHC in terms of remediating documents.
- The recommendations in the report were considered by the Building Investment, Finance and Audit Committee ("BIFAC") and the Board of Directors at its meeting in June 2021, and adopted at that time. Report GCHRC:2023-15 provides an update to the recommendations in the report considered by the Board in 2021.
- Any material posted to the website post January 2021 and moving forward, per the recommendations in the report, will be in an AODA

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compliant format, including reports and their attachments.

Governance staff are working with Strategic Communications and report writers to ensure materials have gone through the appropriate accessibility checks prior to being publicized.

- Some existing documents will need to be retroactively remediated.
- It is estimated that it will take approximately 300 hours of staff time to remediate the documentation on the website from January 2021 to present, and may result in the incursion of vendor costs at approximately \$7 per page. Vendor costs will be mitigated by having staff involved in the process.
- On a go forward basis, there will not be an additional cost outside of staff's time to perform accessibility checks and remediation of materials submitted as part of the Board and Committee reporting process.
- There are still parts of the City that are working through the process of ensuring their public documentation meets AODA requirements.

*Motion
carried*

ON MOTION DULY MADE by Councillor Cheng, seconded by Ms. Farah and carried, the GCHRC unanimously approved Report GCHRC:2023-15 and recommended that the Board of Directors approve the following approach to the treatment of PDF Board and Committee materials on TCHC's website:

1. Restore to the TCHC website all available Public meeting materials related to the period from January 2004 to December 2011, accompanied by a message that the materials may not appear in an accessible format and that, if individuals require the documents to be made accessible, TCHC will accommodate requests within 5 business days with the exception of complex documents;
2. Remove non-compliant Public meeting materials in PDF format related to the period from January 2012 to December 2020 as part of the final transition to TCHC's new corporate website;
3. Publish *Accessibility for Ontarians with Disabilities Act* ("AODA") compliant meeting agendas and minutes related to Public meetings of TCHC's Board and

Committees for the period from January 2012 to December 2020, enabling the public to access high-level information on the items covered and decisions made at Board or Committee meetings between 2012-2020;

4. Make reports to the Board and its Committees related to Public meetings of TCHC's Board and Committees for the period from January 2012 to December 2020 available, in accessible format, to members of the public upon request;
5. Ensure that all PDF documents posted online, related to the period from January 2021 to present, are remediated and require TCHC business units to submit future Board reports in an AODA compliant format; and
6. Authorize the Vice President, Strategic Planning & Communications and the General Counsel and Corporate Secretary, and/or their respective designates, to take all actions and execute all necessary documents to implement the above recommendations.

2023 REVIEW SCHEDULE FOR POLICIES
ITEM 9 REQUIRING BOARD APPROVAL

GCHRC:2023-16

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

A verbal deputation was received from Catherine Wilkinson with respect to this item.

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

- The last time staff undertook a comprehensive review of the policy management framework and TCHC's suite of policies was in 2018. This review will look at the criteria for how and when policies are reviewed.
- Management have reviewed the existing inventory of policies to confirm that there are no urgent policies that need to be reviewed in advance of the review of the policy management framework.

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- The policy management framework was reviewed by the GCHRC in September 2020 and March 2021, but not in 2022.
- The Deputation Policy will be reviewed in 2023 as a consequence of direction from the GCHRC.
- Not all policies come to the Board; the inventory also includes policies that are reviewed by the Executive Leadership Team and those reviewed at a divisional level. There are different criteria attached to the way that policies are reviewed depending on which category of policies they are part of.
- Action item: Management to report back to the GCHRC in Q4 2023 with the list of recommended policies for priority review in 2024.

Motion carried **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2023-16, being the report regarding the 2023 Review Schedule for Policies Requiring Board Approval, for its information.

CITY COUNCIL DIRECTIONS REQUIRING
ITEM 10 BOARD ATTENTION GCHRC:2023-17

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

Motion carried **ON MOTION DULY MADE** by Councillor Crisanti, seconded by Councillor Fletcher and carried, the GCHRC received Report GCHRC:2023-17, being the City Council Directions Requiring Board Attention report, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Farah and seconded by Councillor Cheng. The GCHRC resolved to terminate the public meeting at 12:01 p.m.

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Secretary

Chair, Governance,
Communications and Human
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