



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

Date: May 25, 2022

Time: 9:05 a.m. – 10:35 a.m.

Location: Virtual (NOT in person)

## Agenda

| Time                 | Description   | Action         | Pre-read   | Presenter | Page # |
|----------------------|---|----------------|--|-----------|--------|
| <b>Public Agenda</b> |   |                |  |           |        |
| 9:05                 | 1. Chair's Remarks  | Information    | Verbal Report<br><i>5 minutes</i>                          | Chair     | -      |
| 9:10                 | 2. Approval of Public Meeting Agenda  | GCHRC Approval | Agenda<br><i>3 minutes</i>                                 | Chair     | 1      |
| 9:13                 | 3. Chair's Poll re: Conflict of Interest                                    | Declaration    | Agenda and Conflict of Interest Policy<br><i>2 minutes</i> | Chair     | -      |
| 9:15                 | 4. Confirmation of the Public Meeting Minutes of April 20, 2022             | GCHRC Approval | Minutes<br><i>5 minutes</i>                                | Chair     | 3      |
| 9:20                 | 5. Business Arising from the Public Meeting Minutes and Action Items Update | Information    | Action Item List<br><i>10 minutes</i>                      | Chair     | 11     |

**PUBLIC AGENDA – GCHRC Meeting – May 25, 2022**

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| <b>Time</b>  | <b>Description</b>  | <b>Action</b>              | <b>Pre-read</b>                        | <b>Presenter</b>                                      | <b>Page #</b> |
|--------------|---|----------------------------|--|---|---------------|
| <b>9:30</b>  | <b>6.</b> 2022 Strategic Communications Plan                                  | Information (Presentation) | GCHRC:2022<br>-13<br><i>30 minutes</i> | Vice President, Strategic Planning and Communications | 13            |
| <b>10:00</b> | <b>7.</b> Equity, Diversity and Inclusion Survey Results and Strategy Updates | Information (Presentation) | GCHRC:2022<br>-15<br><i>30 minutes</i> | Interim Vice President, Human Resources               | 39            |
| <b>10:30</b> | <b>8.</b> City Council Directions Requiring Board Attention                   | Information                | GCHRC:2022<br>-12<br><i>5 minutes</i>  | Vice President, Strategic Planning and Communications | 60            |

**TERMINATION**



# Governance, Communications and Human Resources Committee

931 Yonge Street,  
Toronto, M4W 2H2

Page 1 of 8

The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on April 20, 2022, via WebEx, commencing at 12:42 p.m.

**GCHRC Directors**

**Present:**

Brian Smith, Chair  
Debbie Douglas (12:42 p.m. – 1:00 p.m.)  
Marcel Charlebois  
Ubah Farah

**GCHRC Directors Absent:**

Councillor Paula Fletcher  
Naram Mansour

**Management Present:**

Jag Sharma, President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Barbara Shulman, Interim Vice President, Human Resources  
Rose-Ann Lee, Chief Financial Officer & Treasurer  
Kelly Skeith, Acting Chief Development Officer  
Grant Coffey, General Manager, Seniors Housing Unit  
Allan Britton, Senior Director, Community Safety Unit  
Allen Murray, Vice President, Facilities Management  
Richard Grotsch, Acting Senior Director, Business Operations  
Lindsay Viets, Director, Strategic Planning  
Christine Yan, Acting Assistant Corporate Secretary

A quorum being present, Mr. Smith, serving as Chair, called the meeting to order, and Ms. Yan 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.

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**DEPUTATIONS**

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

- Item 2D – City Council Directions Requiring Board Attention (*Bill Lohman and Catherine Wilkinson*)
- Item 3 – Business Arising from the Public Meeting Minutes and Action Items Update (*Catherine Wilkinson*)
- Item 6 – Board and Committee Meeting Rules of Procedure (*Catherine Wilkinson, Cathy Birch, Jackie Yu and Miguel Avila-Velarde*)

The following written deputations were received in relation to the following items:

- Item 2D – City Council Directions Requiring Board Attention (*Bill Lohman*)
- Item 6 – Board and Committee Meeting Rules of Procedure (*Jackie Yu and Miguel Avila-Velarde*)

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

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC approved the Public meeting agenda for the GCHRC's April 20, 2022 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 JANUARY 31, 2022**

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

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**ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION** GCHRC:2022-07

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Verbal deputations from Bill Lohman and Catherine Wilkinson were received with respect to this item.

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

*Motion carried* **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2022-07 regarding City Council Directions Requiring Board Attention for its information.

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

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

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

April 20, 2022

Highlights of the discussion include:

- It was provided that TCHC does retain tenant vendors to provide services to the organization. As described in public action item 1, management will review the manner in which demographic information is collected from vendors and report back to the GCHRC.
- Action item: Strategic Procurement to review the procurement process in order to identify opportunities to enable mid-sized vendors to participate in contract competition, and to report back to the GCHRC.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, 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      REVIEW OF BOARD AND COMMITTEE      GCHRC:2022-08**  
**CHARTERS**

The above-captioned report (GCHRC:2022-08) was circulated to the GCHRC members prior to the meeting.

Mr. Meagher provided an overview of the report and was available to answer questions of the GCHRC. Highlights of the discussion include:

- Mr. Meagher noted that the Community Safety Advisory Sub-Committee (“CSAC”) Charter will need to be amended in order to determine the Term of the CSAC.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC:

1. approved the following Charter and Mandate documents and forwarded them to the Board for its approval:
  - a) Board Charter (Attachment 1);
  - b) Board Chair Mandate (Attachment 2);
  - c) Vice Chair Mandate (Attachment 3); and

- d) the Governance, Communications and Human Resources Committee Charter (Attachment 4);
2. approved the following Committee Charters, forwarded them to the respective Committees for approval and, following such approval, to the Board for its approval:
  - a) Tenant Services Committee Charter (Attachment 5);
  - b) Building Investment, Finance and Audit Committee Charter (Attachment 6);
3. approved the Procurement Award Committee Charter (Attachment 7) and the Investment Advisory Committee Charter (Attachment 8) in the form attached hereto; forwarded it to those Committees for approval and, following such approval to the Building Investment, Finance and Audit Committee and to the Board for its approval; and
4. amended the Community Safety Advisory Sub-Committee Charter (Attachment 9) in order to identify the Term during which the Sub-Committee shall be operative and, forwarded it to the Community Safety Advisory Sub-Committee for approval, as amended, and, following such approval to the Tenant Services Committee and to the Board for its approval. 7

**ANNUAL GENERAL MEETING PROCESS**  
**ITEM 5 FOR TCHC AND ITS SUBSIDIARIES** GCHRC:2022-09

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The above-captioned report (GCHRC:2022-09) was circulated to the GCHRC members prior to the meeting.

Mr. Meagher provided an overview of the report and was available to answer questions of the GCHRC.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC unanimously approved and forwarded to the Board of Directors (the “Board”) for approval the following recommendations contained in Report GCHRC:2022-09 to:

1. Authorize the President and Chief Executive Officer of 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:
  - (a) 2001064 Ontario Inc.;
  - (b) Access Housing Connections Inc.;
  - (c) Alexandra Park Development Corporation;
  - (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.; and
  
2. 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.

**ITEM 6 BOARD AND COMMITTEE MEETING  
RULES OF PROCEDURE**

GCHRC:2022-10

The above-captioned report (GCHRC:2022-10) was circulated to the GCHRC members prior to the meeting.

Verbal deputations from Catherine Wilkinson, Cathy Birch, Jackie Yu and



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Miguel Avila-Velarde were received with respect to this item.

Written deputations from Jackie Yu and Miguel Avila-Velarde were received with respect to this item and were circulated to the GCHRC.

Mr. Meagher provided an overview of the report and was available to answer questions of the GCHRC. Highlights of the discussion include:

- Mr. Meagher provided an amendment to the version of Meeting Procedures provided to the GCHRC, that the second sentence of Rule 17.4 has been deleted. The Board may consider deputations on any on item, without regard to whether it had previously been considered by Committee.
- It was provided that the proposed Board and Committee Meeting Rules of Procedure (the “Rules”) are consistent with the direction of the City Council. The draft Rules were first presented to the GCHRC in May 2021. The team has then organized three focus groups to engage former deputants and stakeholders in the consultation of the proposed changes to the Rules, and provided a summary of the focus group discussions to the Tenant Services Committee (“TSC”). Consistent with the advice of the TSC, management reached out to the Tenants First Team of the City and other City staff in relation to the updated Rules.
- The proposed Rules reflect the input of deputants through the focus groups, especially around the opportunity to speak to the Board on important issues/concerns tenants may have. At the same time the Rules aim to ensure organizational affairs/proposals that require the Board’s approval are considered and approved in a timely fashion.
- Mr. Meagher highlighted other major proposed changes to the Rules, which include the elimination of the Consent Agenda, the ability of deputants to make deputations at both the Board and Committee level, and the deputation registration requirement.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC:

1. approved the Board of Directors Meeting Procedures in the form set out in Attachment 1 to Report GCHRC:2022-10 amended to delete the second sentence of Rule 17.4;
2. recommended that the Board approve the Board of Directors Meeting Procedures in the form set out in Attachment 1 to this report and forward them to City Council for its consideration and recommended approval, as TCHC By-law #4; and
3. authorized 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.

## **TERMINATION**

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A Motion to adjourn the meeting was moved by Mr. Charlebois and seconded by Ms. Farah. The GCHRC resolved to terminate the public meeting at 2:06 p.m.

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Secretary

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Chair, Governance,  
Communications and Human  
Resources Committee



**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. GCHRC:2021-18</b><br>May 25, 2021  | <b>Demographic Data for Vendors of TCHC</b><br><br>Management to review the manner in which to collect TCHC's vendors' demographic information, and report back to the GCHRC with a plan for outreach to equity seeking groups looking to bid on work at TCHC. | In progress   | To be reported after divisional CABR work plan is established for Procurement   | Chief Executive Officer          |
| <b>2. GCHRC:2021-30</b><br>June 29, 2021 | <b>Development Funding Model</b><br><br>Management to report on how the funding model will be impacted with the transfer of the development function to CreateTO.  | In progress   | To be provided to the BIFAC pending further information from the City regarding the transfer of TCHC's development function to CreateTO | Acting Chief Development Officer |

| Report No. and Meeting Date                  | Description  | Status  | Target Date                            | Assigned To                            |
|--|--|---|--|--|
| <b>3. GCHRC:2021-42</b><br>November 30, 2021 | <b>Bi-Annual Human Resources Update</b><br><br>Management to report back regarding the diversity breakdown of positions in the Community Safety Unit.  | Complete (to be addressed as part of the report regarding the outcomes of the Equity, Diversity and Inclusion Survey) | May 25, 2022<br>(Report GCHRC:2022-15) | Vice President, Human Resources        |
| <b>4. Not applicable</b><br>April 20, 2022   | <b>BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE</b><br><br>Strategic Procurement to review the procurement process in order to identify opportunities to enable mid-sized vendors to participate in contract competition, and to report back to the GCHRC. | In progress   | September 14, 2022                     | Senior Director, Strategic Procurement |



## TCHC 2022 Strategic Communications Plan

Item 6

May 25, 2022

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2022-13

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

**From:** Vice President, Strategic Planning and Communications

**Date:** May 16, 2022

### PURPOSE

To provide the GCHRC with Toronto Community Housing’s (“TCHC”) Strategic Communications Plan for 2022.

### RECOMMENDATIONS:

It is recommended that the GCHRC receive the 2022 TCHC Strategic Communications Plan for information.

### REASONS FOR RECOMMENDATIONS:

Toronto Community Housing used a range of strategic communications approaches and products in 2021 to build trust and confidence in its strategic priorities and business goals with tenants, employees and stakeholders. The Strategic Communications team will build on these 2021 achievements with our 2022 Strategic Communications Plan. The 2022 plan guides how TCHC will continue to build and extend digital strategies to improve tenant communications; strive to create a consistent tenant communications experience across all channels and locations; pursue balanced and positive media coverage through proactive engagement; and

strengthen employee engagement through innovative internal communications.

In 2021, we strengthened our mainstream media engagement and grew our social media presence across multiple channels. We will maintain this focus in 2022. We will also continue to build a strong digital presence through external and internal communications channels, including the TCHC website and intranet.

Guided by TCHC's Confronting Anti-Black Racism Strategy and in partnership with the newly created Centre for Advancing the Interests of Black People, we will continue to identify how we can better meet the communications needs of Black staff and tenants.

We will also maintain our commitment to accessibility and ensuring all TCHC communications are accessible and meet the *Accessibility for Ontarians with Disabilities Act* ("AODA") standards. We are fortunate to have an effective partnership with the tenant-led R-PATH Committee as we continue to build our expertise as leaders in social housing communications excellence.

## **IMPLICATIONS AND RISKS**

Timely, effective communications will support the delivery of TCHC's priority actions in 2022, and build greater understanding, confidence and trust in TCHC's mission and mandate. Improving tenant communications through greater use of digital strategies and a consistent tenant experience across all channels remains a strong focus in 2022.

## **SIGNATURE:**

*"Paula Knight"*

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Paula Knight (she/her)

Vice President, Strategic Planning and Communications

**ATTACHMENT:**

1. Toronto Community Housing 2022 Strategic Communications Plan

**STAFF CONTACT:**

Ada Wong (she/her)

Senior Director, Digital, Content and Brand Strategy

647-458-1820

Ada.Wong1@torontohousing.ca

Bruce Malloch (he/him)

Director, Strategic Communications

416-737-6642

Bruce.Malloch@torontohousing.ca



Item 6 – TCHC 2022 Strategic Communications Plan  
Public GCHRC Meeting – May 25, 2022  
Report#: GCHRC:2022-13 **Attachment 1**

# 2021-2022 Strategic Communications

2021 Report and 2022 Strategic Direction

May 2022, GCHRC



# Overview

1. 2021 Strategic Communications Plan
2. 2021 Achievements and Report
3. 2022 Strategic Communications Plan and Priorities



Toronto  
Community  
Housing

# 2021 Department Plan



Build trust and confidence among tenants, employees and stakeholders



Engage and inform key audiences to drive understanding of our services and supports, ensuring people have the right information, at the right time and on their terms



Be proactive storytellers, with a consistent human voice



Be trusted and respected advisors, nimbly solving problems and advancing the organization's strategic priorities



Create connections through integrated communications channels to enable transparency, trust and action.

# Building Trust and Confidence

## Building Tenant Trust



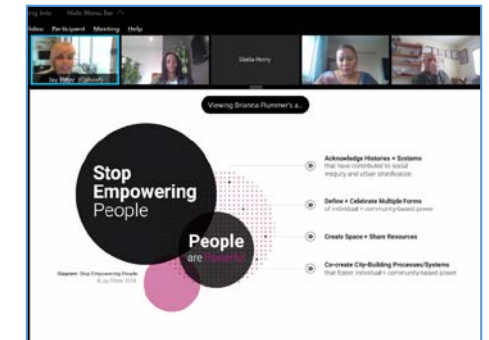
- Integrated communications campaigns on multiple channels (digital, print, in-person)
- Simplified communications to enhance messages and connect with tenants
- Engage tenants in feature stories

## Focus on Employee Engagement



- Two virtual all-staff townhall meetings (Nov 2021, Mar 2022)
- 14 editions of staff newsletter *In The Know* (88% open rate)
- Support employee networks: Black Staff Caucus, Pride Network, Women's Inclusion Network

## TCHC as an Active Community Partner



- Live tweets and social media posts during the Co-creating Equitable Common Spaces event
- 13 posts, 9,671 impressions, 3.4% engagement (above industry)
- ELT participation in posts

# Increase Understanding of Services and Supports

## Integrated Campaigns Solutions Team



## Promoting Community Economic Development Programs



## Feature Stories in Tenant LOOP



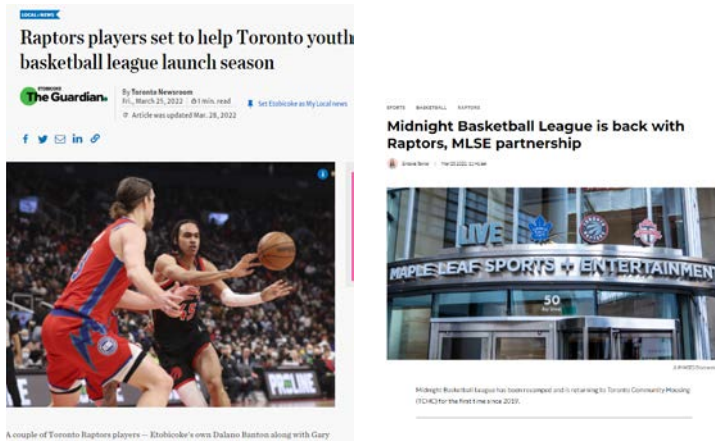
- Multi-channel campaign highlighting how tenants can access to supports
- Print, web, learner video, print publication, poster and updated brochure

- Active communications about community economic development programs delivered by TCHC, including Be.Build.Brand., YouthWorx, Rookie League, employment programs, Investing in Our Diversity scholarships

- Using feature stories in Tenant LOOP (quarterly newsletter) to highlight supports, community programs and initiatives
- Tenant-focused stories build stronger recognition of, and connection to, TCHC's work

# Being Proactive Storytellers

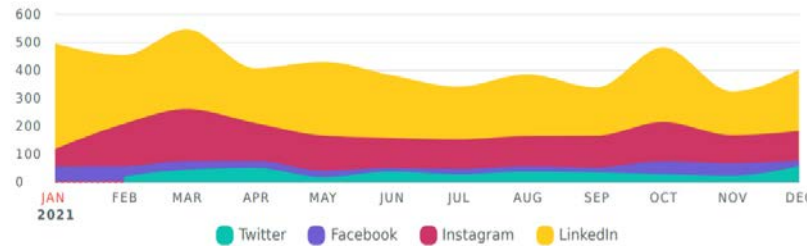
## Good News Media Stories



- TCHC's partnered with MLSE Foundation and the Toronto Raptors to deliver 2022's Midnight Basketball program
- Other 2021-2022 examples: launch of The Centre; new CEO; COVID-19 vaccination coverage.

## Pipeline for Storytelling

Audience Gained, by Month



- In 2021, TCHC published 3,565 posts growing audience (33,300+) across LinkedIn, Facebook, Twitter and Instagram.
- Audience growth, at more than 12% for the year, exceeds the industry benchmark (2%-6%)

## Hearing from our Team



- Each month, *In The Know* features a video on team members across the organization, helping to build understanding of the work done by different teams



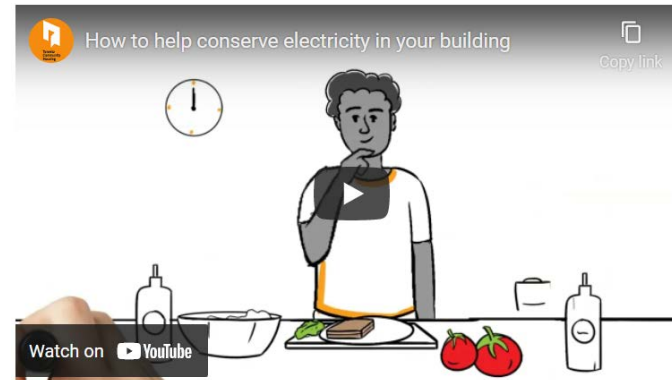
# Supporting Organizational Priorities

## COVID-19 Communications



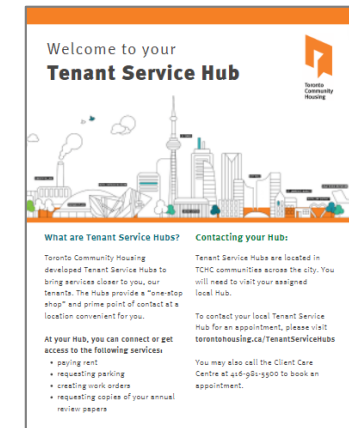
- Tenant communications campaigns about new protocols, requirements, changes and vaccine availability
- Social media coverage of supports, vaccines, vaccination clinics etc.
- Media coverage

## Conservation at TCHC



- A range of tenant and staff communications
- Goal of communicating best practices in energy, waste management and water conservation

## Tenant Service Hubs Communications



- Tenant Service Hubs
- Launch event support, communications materials, branding and design
- Ongoing support with openings

# Integrated Communications to Enable Action

## Safety Guide



- Informs tenants about fire safety, community safety and seasonal safety in a single, easy-to-read publication.
- Goal is to increase tenant awareness of top safety issues

## Fire Safety



- As part of our commitment to tenant education, we partnered with the Fire Life Safety team
- The posters convey clear visual lessons in a digital landscape

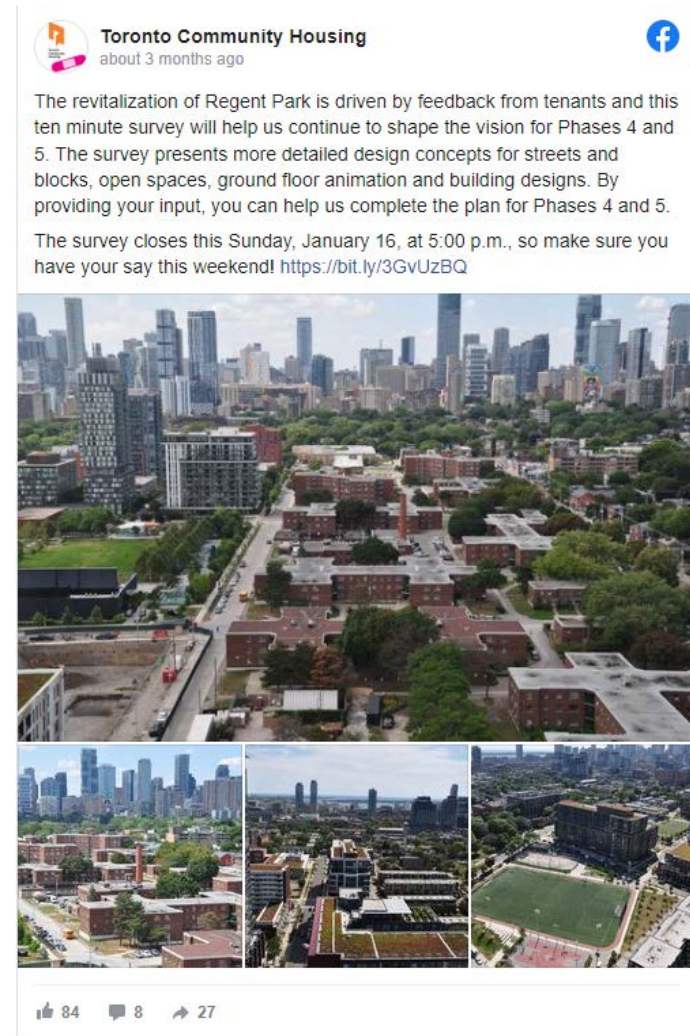
## Digital Screens in Buildings



- 24-month pilot to test the function of digital screens installed in 16 buildings
- Offers a way to deliver important information quickly and directly
- Solid evaluation of pilot led to TCHC adding 20 more screens in 2022

# Social Media Growth 2021-2022

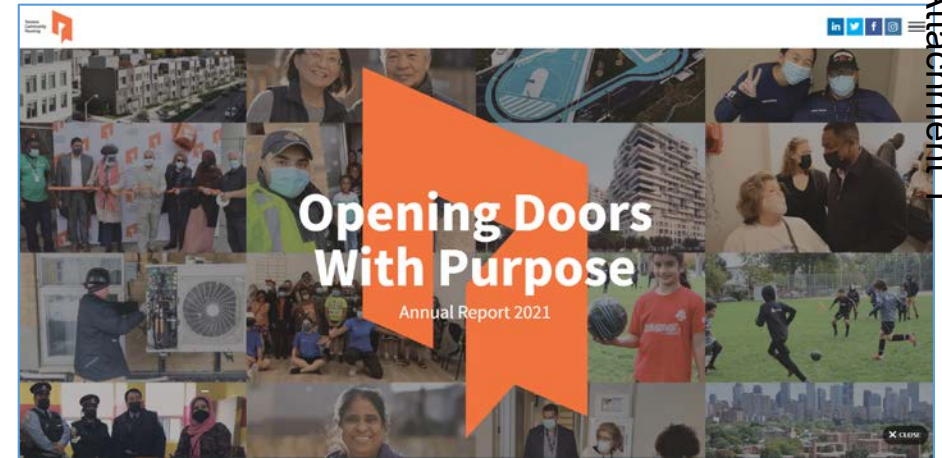
- Four channels reaching a total audience of 30,000+
- Net growth (12%) and engagement rate (3.8%) double the industry average
- **More than 2 million impressions** in 2021
- Offers a powerful tool for tenant communications





# Digital Annual Report 2021

- Built in-house by digital communications team
- Includes 7 main sections, 36 stories from across the organization
- The report uses visual and video storytelling to showcase our remarkable achievements over the past year
- Here is a video overview of the report:  
<https://www.youtube.com/watch?v=C2k1hIrcKe4>



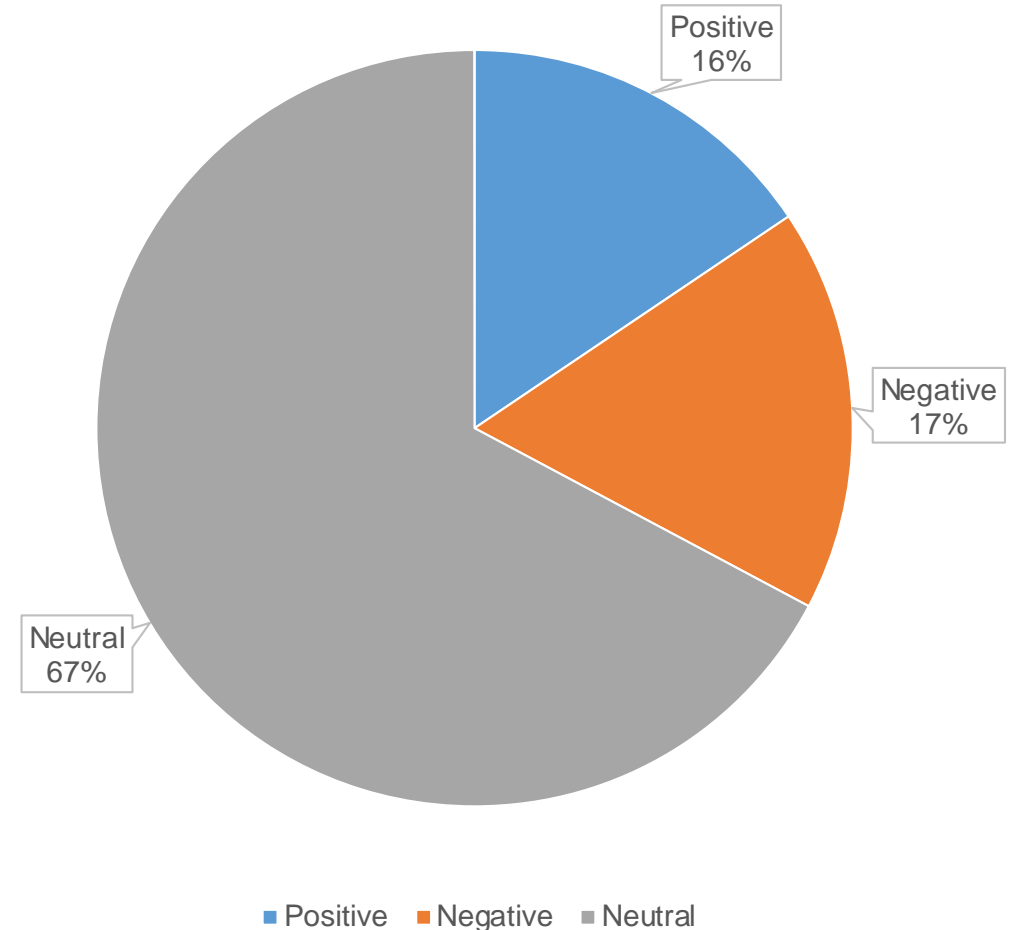
# Media Sentiment Analysis 2021

## 2021 Coverage Overview

An analysis of 1,440 stories about TCHC in print and online media in 2021 shows that two-thirds of the stories were rated as neutral.

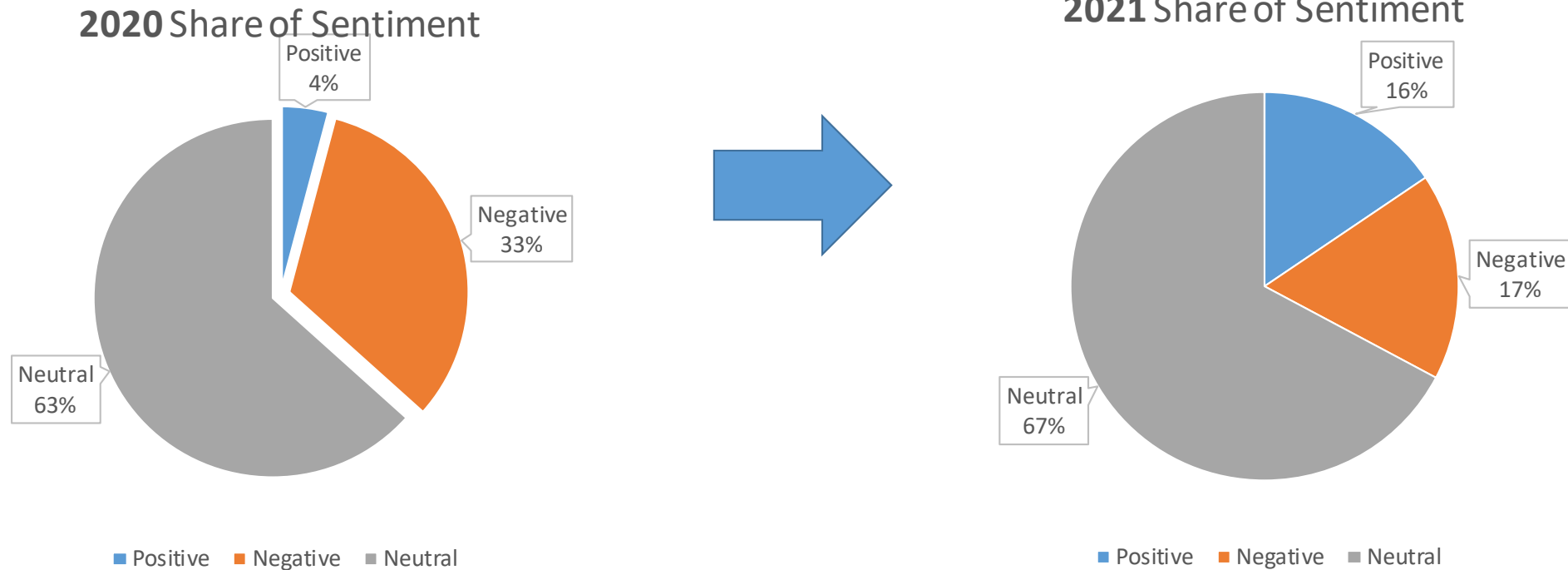
There was an almost equal balance between positive (16%) and negative (17%) stories.

2021 Share of Sentiment



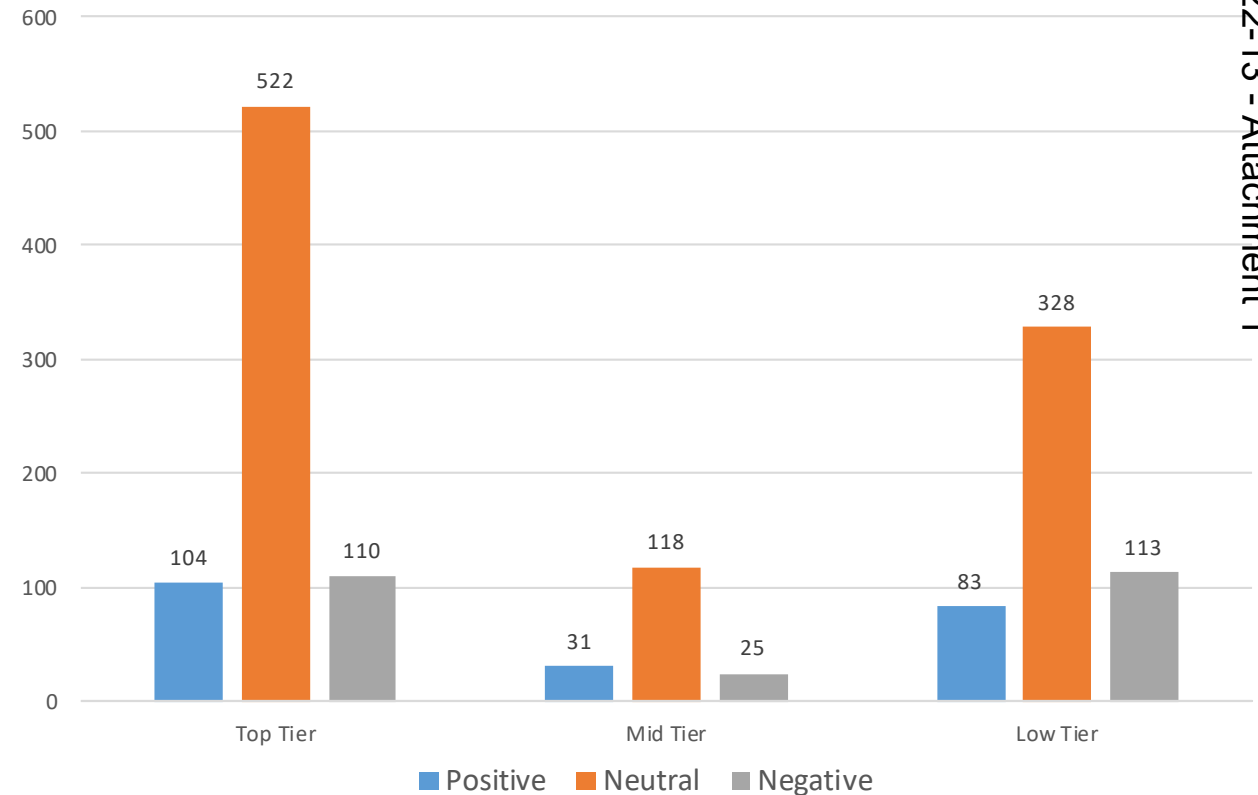
# Media Sentiment Analysis 2021

In 2021, negative sentiment dropped by almost half (47%) while positive sentiment increasing by 73%. TCHC is being mentioned less frequently in a negative context and more frequently in positive or neutral coverage.



# Sentiment of 2021 Coverage: Organized by Tier

- Most neutral stories were filed by top-tier media, with negative stories balanced between top-tier and low-tier media outlets.
- The majority of positive coverage comes from top-tier outlets, giving TCHC exposure on the largest possible platform
- Combined, over 60% of positive coverage is generated by top-tier and mid-tier outlets.



# Sentiment by Category

**Sustainability & Climate Change:** TCHC receiving grants for building refits.

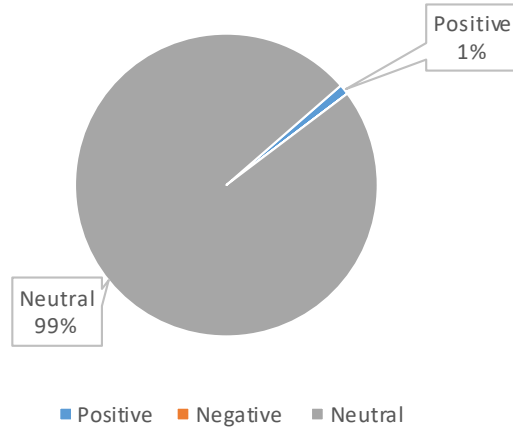
**Health, Wellness and Active Living:** COVID-19 clinics and vaccination were the main driver of these stories.

**Revitalizing Communities and Enhancing Infrastructure:** Design and architecture accolades for revitalization communities, as well as commentary.

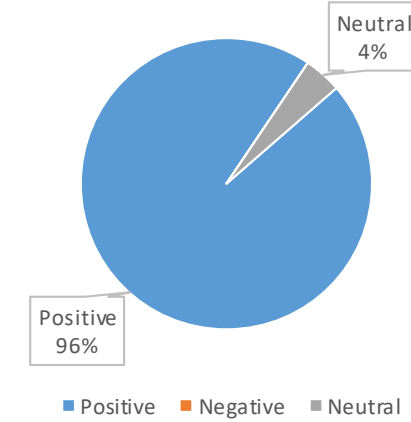
**Service Excellence & Innovation:** Various new programs, including rapid rehousing, homelessness initiatives and other tenant assistance.

**Corporate:** Hiring of new CEO.

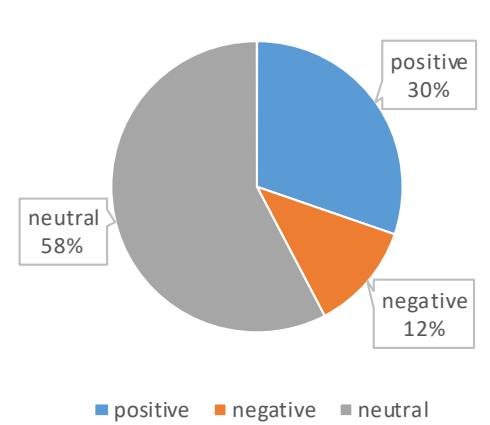
Service Level Excellence & Innovation



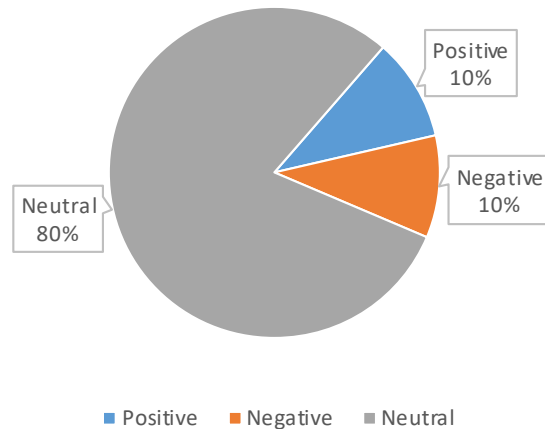
Revitalizing Communities & Enhancing Infrastructure



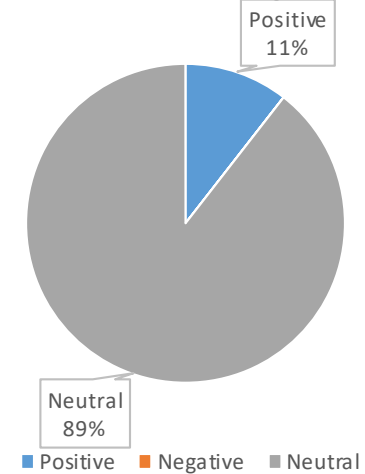
Health, Wellness & Active Living



Corporate



Sustainability & Climate Change



# 2022 Strategic Planning Areas



**Build and extend digital strategies to improve tenant communications**



**Create a consistent tenant communications experience across various channels and locations**



**Achieve balanced and positive media representation through pro-active pitches and engagement**



**Strengthen employee engagement through innovative internal communications**



**Be a valued and strategic business partner for all strategic communications areas**

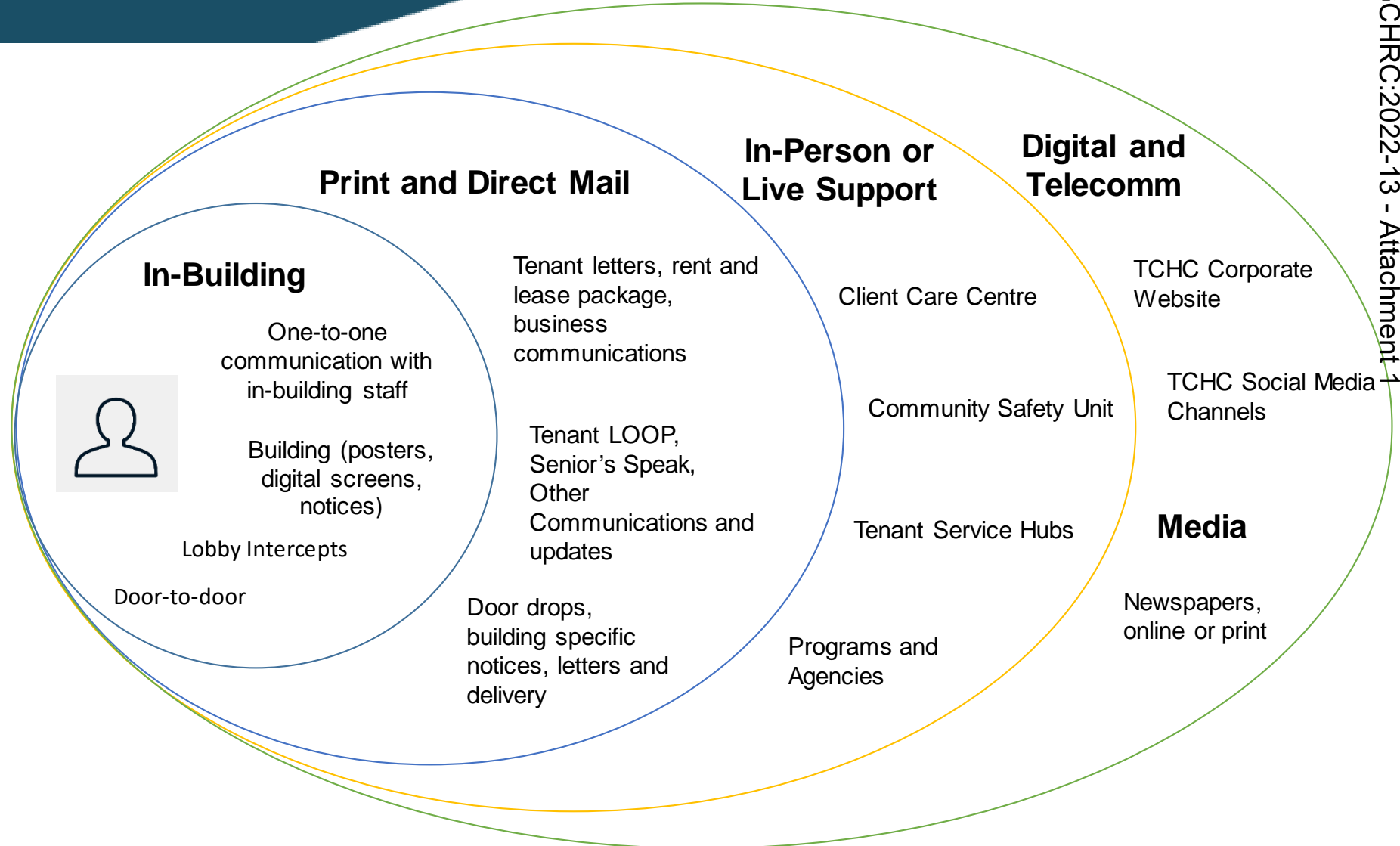
# Build and Extend Digital Strategies



| Area | Digital Work In-Progress   |
|------|--|
| 1    | <ul style="list-style-type: none"> <li>Digital Communications Tenant Focus Groups</li> <li>Strategic Communications is now a collaborative partner for different business units</li> </ul>   |
| 2    | <ul style="list-style-type: none"> <li>New Corporate Website: Development and Administration Model</li> <li>New Intranet Website: Platform and Governance Model</li> <li>Social Media Channel: Strategy to focus on tailored “tenant and community” content, digital and video content and metrics.</li> </ul> |
| 3    | <ul style="list-style-type: none"> <li>SMS Communications Pilot Use for Critical Updates to Tenants</li> <li>Build an email list for tenants: obtain consent and track opt-out</li> <li>Review additional channels: Robocalls and Apps</li> </ul>  |
| 4    | <ul style="list-style-type: none"> <li>Software solutions adopted to meet immediate needs while larger tools are developed: microsite builder, form builder, cloud based centralized design software, online team project manager.</li> </ul>  |

# Improving Tenant Communications

- Consider the **impact of communications with a wider lens** (interpersonal, print, digital, location, channel, proximity to tenants)
- What is the **frequency, consistency and effectiveness** of each communication from the perspective of individual tenants?
- Are **tone, approach and experience** the same across all tenant-facing communications from TCHC?

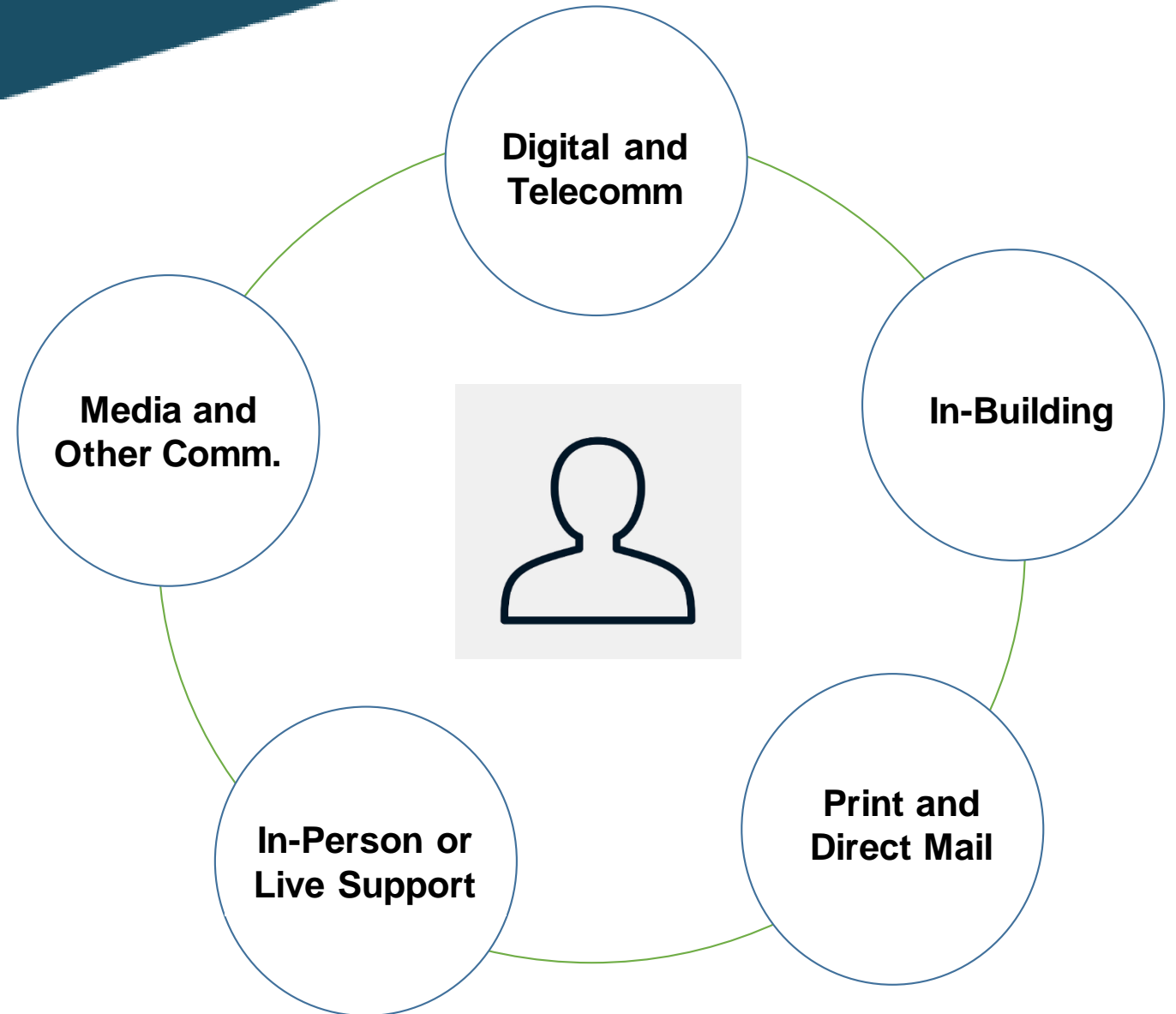




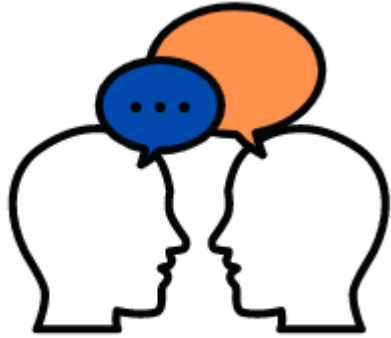
# Improving Tenant Communications

## Strategy focus:

- Tenant experience is consistent across channels
- Multiple options for receiving timely information (digital)
- Customized messages per building and audience
- Making best use of print and direct mail opportunities



# Media Focus for 2022



## Media relationship building

Stronger bonds and better interpersonal relationships with journalists create opportunities for TCHC to seed positive stories and neutralize negative ones.



## Pitching stories

Proactively identify story concepts and develop them with media preparation and spokesperson briefing, then approach reporters to offer exclusive or unique access.



## Leveraging partnerships

In instances where corporate partners are involved (e.g., Rogers, MLSE, Enbridge Gas), TCHC will look to amplify these partnerships into positive news stories that show the company in action.

# Creating Story Opportunities in the Media

- In 2021-2022, we created story opportunities that showcased TCHC success stories and helped to protect and enhance TCHC's reputation
- In 2022, we will continue to pursue opportunities to showcase TCHC's success, such as:
  - Sustainability and climate action
  - Revitalizing communities
  - Confronting anti-Black racism
  - Community economic development
  - Social connections and community programs

Toronto

## 'We need to get it right': Application for final phases of Regent Park revitalization filed with city



Rezoning plan includes more density, more affordable housing, new library, community hub

 Farrah Mereli - CBC News - Posted: Apr 15, 2022 5:00 AM ET | Last Updated: April 15



Families walk through Toronto's Regent Park neighbourhood. The Toronto Community Housing Corporation is working to complete the final two phases of a decades-long revitalization project in the area. (Evan Mitsui/CBC)



# Shaping and Influencing Media Coverage

- Being open and responsive to media allows TCHC to participate constructively in potentially negative stories
  - In some instances, timely sharing of the facts have resulted in the media not pursuing a story
  - In others, TCHC's voice is included in the coverage, helping to shape the issue and influence perceptions of TCHC (e.g., Ontario Trillium Benefit and TCHC's advocacy for tenants)

Toronto

## Toronto Community Housing tenants blindsided by CRA demand to pay back benefits



Tenants told they're not eligible for Ontario Trillium benefit despite collecting it for years

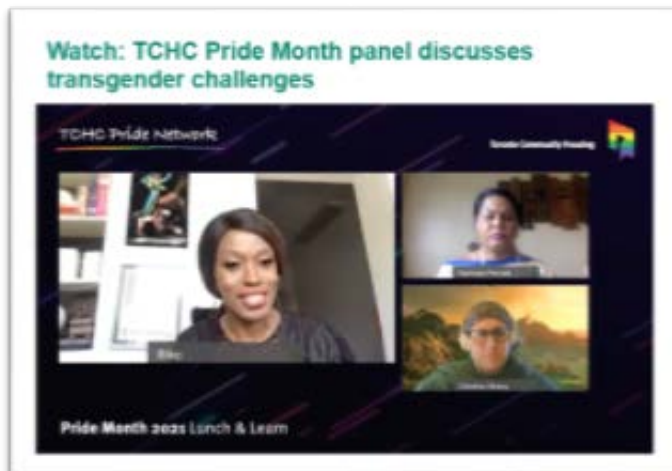


Farrah Merali · CBC News · Posted: Feb 25, 2022 5:00 AM ET | Last Updated: February 25



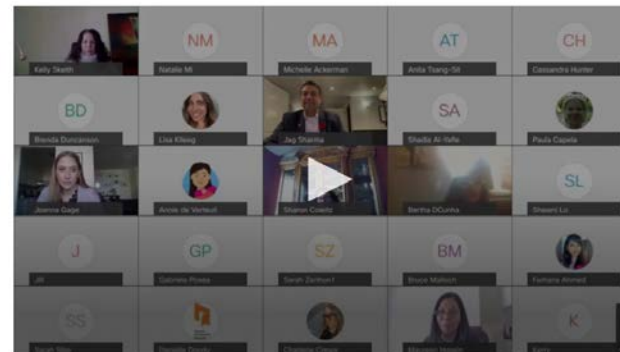
# Strengthening Employee Engagement

- Use two-way channels and approaches to inform and engage staff
- Showcase staff who are living TCHC's values and doing great work
- Position TCHC's leaders as the "voice of the brand"
- Greater use of new digital tools to engage staff in a hybrid work environment (including starting new Intranet project)



WIN Speaker Event -- November 8, 2021

In case you missed the WIN speaker panel event on November 8 you can review a recording on InHouse.



Healing circle sessions create dialogue about anti-Black racism and trauma



92 employees attended the healing circles sponsored by the Black Staff Caucus on April 8 and 9. The Black Staff Caucus invited Registered



Thank you!  
Do you have any questions?





## Toronto Community Housing Corporation's Equity, Diversity, and Inclusion Strategy 2022 to 2026

Item 7

May 25, 2022

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2022-15

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

**From:** Vice President, Human Resources Division

**Date:** May 11, 2022

### PURPOSE

The purpose of this report is to provide an overview of Toronto Community Housing Corporation's ("TCHC") Equity, Diversity, and Inclusion Strategy ("EDI Strategy") 2022 to 2026. It will provide insights into the information used to create the EDI Strategy, an overview of the goals, objectives, and action items, and how progress will be measured and reported.

### RECOMMENDATIONS

It is recommended that the GCHRC:

1. Receive and endorse the Equity, Diversity, and Inclusion Strategy 2022 to 2026 as outlined in Attachment 1; and
2. Direct the Vice President, Human Resources to bring forward status reports to the GCHRC on an annual basis presenting an update on the Equity, Diversity, and Inclusion Strategy 2022 to 2026.

## REASONS FOR RECOMMENDATIONS

Toronto Community Housing Corporation's Equity, Diversity, and Inclusion Strategy ("EDI Strategy") is a corporate wide framework to assist in understanding and addressing the unique and diverse needs of Toronto Community Housing's workforce and its communities, and embed equity, diversity and inclusion in the culture and practices of the organization.

In developing the EDI Strategy, TCHC consulted staff with the goal to effectively listen, understand, and engage to build a framework that is flexible and responds to the diverse perspectives and experiences of the people that live and work at Toronto Community Housing.

By utilizing our EDI Strategy in conjunction with our policies that deal with diversity, especially our Workplace Diversity Policy, Accessibility Policy, Accessible Customer Service Policy, Code of Conduct, Human Rights Policy (Staff), and Human Rights, Harassment, and Fair Access Policy – Tenants, we are able to hold ourselves accountable to our staff members, our tenants, and the diverse community in which we serve.

Inclusion, Diversity, Equity, and Accessibility are essential in creating a safe, welcoming, and high performing organizational culture. We are committed to confronting anti-black racism with our Confronting Anti-Black Racism ("CABR") Strategy and our Centre for Advancing the Interests of Black People. We will ensure Truth, Reconciliation, and Justice by meeting our requirements under the Truth and Reconciliation Commission of Canada: Calls to Action. We are working towards creating a more equitable workplace with our Equity, Diversity, and Inclusion Strategy.

The EDI Strategy was provided to ELT, the internal Diversity Steering Committee, the internal Diversity Advisory Group, and the Employee Resource Groups for feedback and suggestions. It incorporates work that has been started, work that needs to be done, and best practices around EDI work through the Global Diversity, Equity, and Inclusion Benchmarks.

In order to remain responsive and flexible, the EDI Strategy must be viewed as a living document, as it will need to be adjusted and adapted to the evolving needs of our tenants and staff.



## UNDERLYING DATA

From November 25, 2021 to January 31, 2022, TCHC ran a Diversity Survey for all employees to participate in. The survey was completely anonymous and confidential. Employee's individual responses will not be, and have not been, shared with anyone at TCHC. No one at TCHC will be able to identify who has or has not completed the survey.

This survey asked demographic questions, including about racial/ethnicity groups, age, length of services, etc., as well as inclusion questions on a Likert scale to determine how engaged people felt and how mature TCHC is in diversity. Each of these questions allowed for people to provide commentary on the topics, which allowed for more insight into the organization, current culture, and pain points for the organization.

We had a fifty-per-cent (50%) response rate from our employees, who submitted more than 1,000 responses from across our organization.

Here are some of the survey highlights and what we heard from TCHC's diverse workforce:

- 51 per cent identify as male, 42 per cent identify as female, and 2 per cent identify under the trans\* umbrella (transgender, nonbinary, agender, gender fluid, etc.);
- 22 per cent experience a disability, with mental health and chronic illness as the most common;
- 54 per cent were born in a country other than Canada;
- 70 per cent have dependent care responsibilities, with children and parents as the most common;
- Our staff wishes to be consulted more on organization changes, especially those that impact their day-to-day work;
- 73 per cent believe that they experience respect among individuals and groups with various cultural differences, and;
- 85 per cent feel their work contributes to the mission of TCHC.

Toronto Community Housing recognizes that creating an equitable environment through our policies, programs and initiatives is a priority that requires focused efforts. We will look to identify opportunities to amplify the impact of existing efforts while exploring innovative ways to drive change. In doing so, we recognize that:

- Equity, Diversity, and Inclusion needs to be a priority from our Executive Leadership Team for it to have an impact on the culture of the workplace;
- Work needs to be done to combine the efforts of EDI and the Centre;
- We need to be more forthcoming with information on what we're doing for equity, diversity, and inclusion, and;

We need to review policies, programs and practices that support the employee life-cycle, from recruitment, to onboarding to development and succession planning, to understand, identify, address and prevent barriers for our equity-deserving groups.

### **GOALS, OBJECTIVES, AND ACTION ITEMS**

As we determine our strategies moving forward, we have identified four goals to further guide us in the process:

1. **Goal #1:** Identify and address systemic barriers within Toronto Housing.
2. **Goal #2:** Create programs to meet the needs of our equity-deserving groups.
3. **Goal #3:** Engage our diverse communities in a meaningful way.
4. **Goal #4:** Attract and leverage a diverse workforce.

These goals are the starting point with more actionable items and objectives that have measurable results to be used to achieve them.

Initially, we are placing emphasis to:

- Provide our managers and leadership with resources they need.
- Create an Inclusion, Diversity, Equity, and Accessibility vision and mission that become mandate for Toronto Community Housing.
- Support our current Employee Resource Groups to increase awareness around membership opportunities.
- Communicate to our staff members on progress towards our goals and timelines.
- Create opportunities for strategic coaching on anti-hate and anti-oppression topics by subject matter experts both inside and outside of TCHC.

The list of Objectives and Actions Items are in the full strategy document (Attachment 1). We are prioritizing each item based upon resources,

discussions with staff, the results of the Diversity Survey, and best practices.

## **MEASURING AND PROGRESS REPORTS**

Diversity and inclusion (“D&I”) maturity models offer a simple yet comprehensive snapshot of how mature an organization is in diversity and inclusion. This lets us know how we have been progressing as we implement different ideas, initiatives, and update programs.

We will be measuring progress using the Global Diversity, Equity, and Inclusion Benchmarks (“GDEIB”). These Benchmarks serve as a guide for us to understand the maturity of diversity, equity, and inclusion at TCHC and are used by organizations, small and large, around the world. The GDEIB helps organizations focus on results and offers organizations an opportunity to progressively and comprehensively address sustainable EDI growth and development.

The Benchmarks are designed to guide us as we work to achieve best practices through fifteen (15) categories which help us implement strategies that work as an integrated system. Each of these fifteen (15) categories incorporate five (5) different levels from Inactive, where no EDI work has been done, to Best Practice, where the organization is demonstrating current global best practices in EDI.

As we move through the different categories, our aim is to reach Level 5: Best Practice in each category; however, we should not be discouraged by progress that is in other levels of the GDEIB.

Maturity benchmarking will be done on an annual basis and included in our progress reports with specific examples of how we are at the specific level we are currently sitting within and what we will be doing in the next year to look to reach the next level.

Each of the actions has their own set of measurable aspects and metrics to understand how they are working and any improvements or adaptations they may need to make. This will include qualitative and quantitative data sets collected, analyzed, and measured to see the type of impact that has been created.

Progress reports, both verbal and written, will be provided on an ongoing basis to our staff internally, to our tenants, when appropriate, and to GCHRC and our Board of Directors for accountability and transparency.

These will be specific to action items and initiatives that are under the EDI Strategy, including mentoring programs, employment system reviews, and training. In addition, we will provide an annual report on progress, including where we are benchmarking within the Maturity Model.

When large projects have been undertaken, such as the Diversity and Inclusion Survey, we will aim to have the results and report on what we learned and how we will be addressing these issues to our staff members within ninety (90) days.

## **IMPLICATIONS AND RISKS**

There is a growing view that a lack of diversity and inclusion in the workforce is a major strategic business risk. The existence of a mono-cultural and/or 'group-thinking' in an organization is an indication that the risk is not being taken seriously: by not encouraging others to speak to their thoughts or opinions, or not hiring those who have a difference of opinion, there is a gap in the ability to address issues that arise.

There is importance in celebrating and encouraging diversity in every community which allows us to:

1. **Remove Other-ness:** This includes acknowledging and respecting the cultures and traditions around the world, not just what we see in our communities. To do this, we have to move beyond the symbolic celebrations of awareness months such as Black History Month and Women's History Month to create true experiences for our staff and tenants.
2. **Challenge Assumptions:** Take what people know, or think they know about the world, and introduce new ideas and opinions which challenge the assumptions they have grown up with and honed over their lives. Most people are adaptable and accepting by nature who may need a little nudge to accept something from their norm.
3. **Celebrate the Diversity Around Us:** Few communities are entirely homogenous, which means we should be seeking out and celebrating

the uniqueness and differences in our communities, especially the “invisible” diversity elements.

By embracing diversity in TCHC communities, it means creating an environment that allows people to bring their unique thoughts and identities to enhance the culture of Toronto Community Housing.

In having an EDI Strategy, TCHC is signifying to its current communities and future communities that it is willing to embrace their unique and individual needs. Truly realizing our values and the culture we strive for cannot be achieved without ensuring a diverse and inclusive workplace for our employees and will better equip TCHC to meet the needs, inspire confidence and build trust with both our workforce and our tenants,

**SIGNATURE:**

*“Barbara Shulman”*

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Barbara Shulman

Vice President, Human Resources

**ATTACHMENT:**

1. EDI Strategy 2022 to 2026

**STAFF CONTACT:**

Jamie Kramer (she/her), Senior Consultant, Diversity and Inclusion  
jamie.kramer@torontohousing.ca

## **Attachment 1**

### **Toronto Community Housing Corporation's Equity, Diversity, and Inclusion Strategy**

Toronto Community Housing Corporation's Equity, Diversity, and Inclusion Strategy ("EDI Strategy") is a corporate wide framework to assist in understanding and addressing the unique and diverse needs of residents and staff at Toronto Community Housing and embed equity, diversity and inclusion in the culture and practices of Toronto Community Housing.

In developing the EDI Strategy, TCHC consulted staff with the goal to effectively listen, understand, and engage to build a framework that is flexible and response to the diverse perspectives and experiences of the people that live and work at Toronto Community Housing.

By utilizing our EDI Strategy in conjunction with our policies that deal with diversity, especially our Workplace Diversity Policy, Accessibility Policy, Accessible Customer Service Policy, Code of Conduct, Human Rights Policy (Staff), Human Rights, Harassment, and Fair Access Policy – Tenants, and Anti-Racism Policy, we are able to hold ourselves accountable to our staff members, our tenants, and the diverse community in which we serve.

In addition, we recognize the work of the City of Toronto and their EDI Strategy, which guides the work we do. As a municipal corporation, TCHC ensures that we are just as committed to the goals and outcomes of the City of Toronto's Strategy moving forward.

In order to remain responsive and flexible, the EDI Strategy must be viewed as a living document, as it will need to be adjusted and adapted to the evolving needs of our tenants and staff.

### **VISION, MISSION, AND PURPOSE**

Toronto Community Housing is committed to building and fostering a fair and inclusive workplace which values diversity and encourages respect for dignity, beliefs, and ideas consistent with the principles outlined in the *Ontario Human Rights Code* (the "Code") and the *Accessibility for Ontarians with Disabilities Act, 2005* ("AODA"). Toronto Community

Housing recognizes the value of identifying and removing barriers and promoting inclusion in the workplace.

Inclusion, Diversity, Equity, and Accessibility are essential in creating a safe, welcoming, and high performing organizational culture. We are working towards creating a more equitable workplace with our Equity, Diversity, and Inclusion Strategy. We are committed to confronting anti-black racism with our Confronting Anti-Black Racism (CABR) Strategy and our Centre for Advancing the Interests of Black People. We will ensure Truth, Reconciliation, and Justice by meeting our requirements under the Truth and Reconciliation Commission of Canada: Calls to Action.

We are committed to continuing to build trust and foster relationships with staff members to ensure that all unique needs are being met and our employees are valued, respected, and listened to as we build new and inclusive practices.

## **CORE VALUES**

In keeping with our values of respect, accountability, community collaboration, and integrity, Toronto Community Housing will implement this EDI Strategy in accordance with the following principles:

**Anti-Oppression:** Anti-Oppression is the work of actively challenging and removing oppression perpetuated by power inequalities in society, both systemic oppression and individual expressions of oppression. Anti-Oppression is a way of naming oppression that happens based on a person's identities.

**Anti-Racism:** Anti-racism is the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably

**Belonging:** Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group. It is when an individual can bring their authentic self to work.

**Dignity:** Workplace dignity is defined as individual's perception about respect and trust, equal treatment, valuation of one's worth, fair-treatment,

autonomy, and freedom of expression and decision making enjoyed by an employee at the workplace

**Diversity:** Diversity is about the individual. It is about the unique dimensions, qualities, and characteristics we all possess.

**Equity:** Equity refers to the fair and respectful treatment of all people. TCHC will proactively address systemic issues that will create a level playing field and equal access to opportunities. TCHC will also do everything they can to identify and eliminate unfair biases, stereotypes, or barriers that may limit full participation in our system.

**Inclusion:** Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, accepts, and values difference.

**Justice:** Justice is often specifically about dismantling systems and structures that create inequality, replacing them with systems that promote fairness, and creating opportunities for diverse groups of people to thrive together. In essence, justice is a product of creating a diverse, inclusive, and equitable society.

**Psychological Safety:** The feeling of being safe to express ideas, feelings, and questions or to make mistakes without repercussions.

## **FOUNDATIONAL EDI EFFORTS**

There have been a number of specific initiatives that TCHC has already undertaken to create a more equitable and diversified workforce.

- Joint Union Management Workplace Diversity Team Created;
- Workplace Diversity Policy Developed and Approved;
- Changes in Recruitment (Developing Bias-Free Job Ads, Diversity Statement on Job Ads Outreach Strategy, Diverse Interview Panels and Diversity Awareness Interview Panel Training);
- Progressive Clause on Workplace Diversity negotiated into all three Collective;
- Agreements Negotiated and Ratified;
- Partnership with Toronto Region Immigrant Employment Council (TRIEC);
- Mentoring Program established;



- Partnership Program with Goodwill and CUPE Local 416 established;
- Woman's group in Community Safety unit established;
- Education and Communication including the heritage mapping project and the development and distribution of a diversity DVD;
- Antiracism Program (study circle pilot project);
- Three Lens Approach to Workplace Accommodation (Health & Safety, Labour Relations and Human Rights & Equity);
- Cultural Celebrations (Black History and Asian Heritage Month, Caribana/Pride Parades);
- Diversity and Inclusion Strategy in 2015;
- Establishing the Centre and the Confronting Anti-Black Racism Strategy, and;
- Incorporating standard Diversity Training as an onboarding tool.

By understanding what has been put in place, and how this has impacted our equity-deserving groups, we created the initial draft of the Equity, Diversity, and Inclusion Strategy. This EDI Strategy builds off of the work done and begins new projects to address further areas that negatively impact our equity-deserving groups.

## **CONSULTATIVE PROCESS**

In order to understand the current challenges and barriers faced by our organization, we took many consultative steps. Each of these steps worked to understand what barriers, issues, and obstacles TCHC need to address to be more inclusive.

## **LITERATURE REVIEW**

We reviewed a variety of current and updated versions of Equity, Diversity, and Inclusion Strategies from other organizations that are similar to ours in nature, as well as those that are currently demonstrating best practices on a global scale. Further, we analyzed the current best practices in the Global Diversity, Equity, and Inclusion Benchmarks.

In doing so, we were able to determine other pain points that may have been missed through our Diversity and Inclusion Survey and through consultation with internal stakeholders, as they may not be aware of these practices.

## DIVERSITY AND INCLUSION SURVEY

From November 25, 2021 to January 31, 2022, TCHC ran a Diversity Survey for all employees to participate in. The survey was completely anonymous and confidential. Employee's individual responses will not be, and have not been, shared with anyone at TCHC. No one at TCHC will be able to identify who has or has not completed the survey.

This survey asked demographic questions, including about racial/ethnicity groups, age, length of services, etc., as well as inclusion questions on a Likert scale to determine how engaged people felt and how mature TCHC is in diversity. Each of these questions allowed for people to provide commentary on the topics, which allowed for more insight into the organization, current culture, and pain points for the organization.

We had a fifty-per-cent (50%) response rate from our employees, who submitted more than 1,000 responses from across our organization.

Here's what the survey results tell us about TCHC's diverse community:

- 51 per cent identify as male, 42 per cent identify as female, and 2 per cent identify under the trans\* umbrella (transgender, nonbinary, agender, genderfluid, etc.);
- 22 per cent experience a disability, with mental health and chronic illness as the most common;
- 54 per cent were born in a country other than Canada;
- 70 per cent have dependent care responsibilities, with children and parents as the most common;
- Our staff wishes to be consulted more on organization changes, especially those that impact their day-to-day work;
- 73 per cent believe that they experience respect among individuals and groups with various cultural differences, and;
- 85 per cent feel their work contributes to the mission of TCHC.

Overall, the survey results tell us that:

- Equity, Diversity, and Inclusion needs to be a priority from our Executive Leadership Team for it to have an impact on the culture of the workplace;
- Work needs to be done to combine the efforts of EDI and the Centre;

- We need to understand what barriers there are for people who were born outside of Canada to feel as though they belong in the workplace;
- The work we do to be more flexible and accommodating needs to be evaluated through a lens of dependent care;
- We need to be more forthcoming with information on what we're doing for equity, diversity, and inclusion, and;
- We need to review our current hiring practices to understand, address, and prevent barriers for our marginalized groups.

## **INTERNAL GROUPS**

### *Employee Resource Groups*

Meetings and discussions have taken place with the Black Staff Caucus, the PRIDE Network, and the Filipino Kababayan Network about their Strategic Goals for their Employee Resource Groups (“ERGs”).

These items have been taken into consideration as we build out our programs, incorporate different dimensions of diversity, and determine initial priorities for the EDI Strategy.

The ERGs have also been provided a copy of the EDI Strategy to provide insight and feedback.

### *Diversity Advisory Group*

The Equity, Diversity, and Inclusion Advisory Group was established to gather and share multi-disciplinary perspectives on equity, diversity, and inclusion topics, especially related to strategic actions, priorities, and initiatives. The Advisory Group will support the Equity, Diversity, and Inclusion Steering Committee through offering feedback, input, and insight.

This groups meets on a monthly basis, incorporates various staff members with different dimensions of diversity, as well as levels of staff, unionization, and seniority in the organization.

The Diversity Advisory Group was provided with the EDI Strategy to give feedback and their valuable input on prioritization.

### *Diversity Steering Committee*

The Equity, Diversity, and Inclusion Steering Committee was established to advance and strengthen equity, diversity, and inclusion related initiatives. The Diversity Steering Committee will assist in developing and informing

strategy, action plans, and recommendations to support meaningful change across Toronto Community Housing. The EDI Steering Committee also works alongside the Diversity and Inclusion Advisory Group.

This groups meets on a monthly basis, incorporates various staff members who have been actively involved in previous EDI efforts and includes union leaders, ERG chairs, and key stakeholders in divisions.

The Diversity Steering Committee was provided with the EDI Strategy to give feedback and their valuable input on prioritization.

## **MEASURING AND EVALUATION**

### **MATURITY MODEL**

Diversity and inclusion (D&I) maturity models offer a simple yet comprehensive snapshot of how mature an organization is in diversity and inclusion. This lets us know how we have been progressing as we implement different ideas, initiatives, and update programs.

We will be measuring progress using the Global Diversity, Equity, and Inclusion Benchmarks. These Benchmarks serve as a guide for us to understand the maturity of diversity, equity, and inclusion at TCHC and are used by organizations, small and large, around the world. The GDEIB helps organizations focus on results and offers organizations an opportunity to progressively and comprehensively address sustainable EDI growth and development.

The Benchmarks are designed to guide us as we work to achieve best practices through fifteen (15) categories which help us implement strategies that work as an integrated system. Each of these fifteen (15) categories incorporate five (5) different levels from Inactive, where no EDI work has been done, to Best Practice, where the organization is demonstrating current global best practices in EDI.

As we move through the different categories, our aim is to reach Level 5: Best Practice in each category; however, we should not be discouraged by progress that is in other levels of the GDEIB.

Maturity benchmarking will be done on an annual basis and included in our progress reports with specific examples of how we are at the specific level

we are currently sitting within and what we will be doing in the next year to look to reach the next level.

### **ACTION ITEM SPECIFIC MEASURES**

Each of the actions has their own set of measurable aspects and metrics to understand how they are working and any improvements or adaptations they may need to make. This will include qualitative and quantitative data sets collected, analyzed, and measured to see the type of impact that has been created.

Some of these specific measures will include, but are not limited to:

- Number of participants in a training program designed to educate about equity-deserving groups;
- Attitudes and behaviours of participants pre- and post-training;
- Collecting and analyzing human rights and Code based data, including around employment, tenants, and employees;
- Number of specific harassment and discrimination reports, especially those involving our equity-deserving groups and the results of the investigation;
- Changes in the Diversity and Inclusion Survey, especially around perception of belonging and diversity engagement as compared to the information from the 2021 Survey, as it is repeated over time, and;
- Inclusion of IDEA principles in the work that everyone does on a day-to-day basis.

These measurements and results will differ depending on the intended outcome of the program, the length of the program, and what it is intending to alleviate and work to identify, remove, prevent, and change in the organization's structure.

### **PROGRESS REPORTS**

Progress reports, both verbal and written, will be provided on an ongoing basis to our staff internally, to our tenants, when appropriate, and to our Board of Directors for accountability and transparency.

These will be specific to action items and initiatives that are under the EDI Strategy, including mentoring programs, employment system reviews, and

training. In addition, there will be at least an annual report on progress, including where we are benchmarking within the Maturity Model.

When large projects have been undertaken, such as the Diversity and Inclusion Survey, we will aim to have the results and report on what we learned and how we will be addressing these issues to our staff members within ninety (90) days.

## **GOALS**

As we determine our strategies moving forward, we have identified four goals to further guide us in the process:

1. Goal #1: Identify and address systemic barriers within Toronto Housing.
2. Goal #2: Create programs to meet the needs of our equity-deserving groups.
3. Goal #3: Engage our diverse communities in a meaningful way.
4. Goal #4: Attract and leverage a diverse workforce.

These goals are tied to actionable items and objectives that have measurable results that will be used to achieve them that will be developed within each of the Phases.

## **PHASES**

In order to ensure adequate resources and ability to adjust to the ever-changing needs of our population, we have structured our EDI Strategy into three (3) phases:

1. Phase One: Internal Strengthening of Equity, Diversity, and Inclusion
2. Phase Two: Audit and Assess Goods, Programs, Services, and Information
3. Phase Three: Collaborate and Build More Inclusive Practices

Each of the Phases has their own set of Objectives and Action Items to achieve more awareness and understanding around EDI topics as well as remove barriers and proactively create EDI programs at TCHC.

We are prioritizing each item based upon resources, discussions with staff, the results of the Diversity Survey, and best practices. As new information arises, results and feedback from programs are provided, and our

understanding of the culture shifts, we will adjust our priorities and update the Strategy accordingly.

### **PHASE ONE: INTERNAL STRENGTHENING OF EQUITY, DIVERSITY, AND INCLUSION**

Our First Phase is focused on thoroughly examining TCHC through an equity, diversity, and inclusion lens. The goal of this Phase is conducting internal consultation and review with an aim of identifying visible and invisible systematic and attitudinal barriers in policies, practices, and procedures within the Corporation. This Phase has been started through projects that are currently in progress.

Objectives and action items have been identified under each of the four goals to show the next steps and priorities to be commenced during Phase One. Some of the action items noted will be completed during the Phase One process while other more complex, time consuming, resource heavy, or ongoing action items will extend past Phase One to continue in Phase Two with more specific details tied to the action items.

There are eight (8) key areas that need to be addressed in Phase One:

1. Enhance Communications Strategy to Showcase Our Diversity;
2. Develop Leadership Awareness and Accountability;
3. EDI As A Strategic Priority From Executive Leadership Team;
4. Establish Change Agents in Departments;
5. Improve Trust Between Staff Members, Management, and Human Resources;
6. Improve Organization-Wide Awareness and Understanding;
7. Increase Cultural Competence of our Leadership, and;
8. Update Policies and Procedures.

The intended outcomes of these areas are:

1. Leaders who have more cultural awareness and the competency to lead cross-cultural teams;
2. Equity, diversity, inclusion, and accessibility embedded into our communications;
3. Internal structures to support equity, diversity, and inclusion;
4. Adoption of an IDEA lens to identify systemic barriers in policies, procedures, and standard ways of operating;
5. Leadership accountability related to EDI;

6. Increased trust and respect between our staff members, management, and our Human Resources department;
7. EDI strategies that are supported with financial, human, and time resources, and;
8. Education, training, and awareness for our workforce, to build their knowledge and confidence when addressing issues.

Some of the intended actions to take place in Phase One include but are not limited to:

- Complete Intercultural Development Inventory Assessments with the Executive Leadership Team;
- Embed Inclusion, Diversity, Equity, and Accessibility messaging into team meetings and external documents;
- Develop a "Diversity and Inclusion Lens" for TCHC and implementation plan for rollout;
- Work to embed Equity, Diversity, and Inclusion in all aspects of divisions, and;
- Educate employees on applying knowledge and skills to working in an inclusive and respectful manner.

## **PHASE TWO: AUDIT AND ASSESS GOODS, PROGRAMS, SERVICES, AND INFORMATION**

Phase Two will overlap with Phase One, as learning, education, and awareness must continue while all phases are implemented. The areas listed below are concerns that were raised during the data gathering and analysis stages in developing the EDI Strategy. Many leaders, employees, and community members made note that the current structure of the Toronto Community Housing does not leave room for change, innovation, and diversity of thinking, engaging in meaningful ways, or "doing."

To ensure that we are taking diverse needs into consideration, we will work to audit and assess the way we create, advertise, adjust, and assess the success of goods, programs, services, and information. This will be coincided with the implementation of the EDI Lens creation and implementation to help our Staff assess using checklists and self-reflection.

There are eight (8) key areas that need to be addressed in Phase Two:

1. Evaluate Flexibility and Accommodation Practices;



2. Identify and Address Internal and External Perceptions of Discrimination;
3. Identify and Incorporate Ways Diversity and Inclusion Can Positively Affect All Divisions;
4. Identify, Remove, and Prevent Barriers in Succession Planning;
5. Identify, Remove, and Prevent Barriers in the Recruitment Process;
6. Identify, Remove, and Prevent Barriers to Tenants Accessing Our Services;
7. Identify, Remove, and Prevent Gaps in the Onboarding Process, and;
8. Monitor Services to Ensure They Are Accessible, Inclusive, and Equitably Provided.

The intended outcomes of these areas are:

1. Programs and services that have been audited, assessed and updated to eliminate systemic barriers
2. Staff members who understand harassment, discrimination, and violence and the perception of this at TCHC;
3. An understanding how to utilize flexibility and accommodations to reduce stigma and encourage employee engagement;
4. Succession planning programs that assist with hiring and promotions, especially for our equity-deserving groups;
5. EDI programs that work for each division and department individually;
6. Hiring strategies that take into consideration existing organizational demographics and representation/under-representation, so that diversity is reflected at all levels and in all areas.

Some of the intended actions to take place in Phase Two include but are not limited to:

- Audit our current programs and services to understand current use and barriers impacting equity-deserving groups;
- Review policies and procedures to determine if there are barriers to requesting or receiving accommodations;
- Work to break down the stigma surrounding needing flexibility and/or accommodations in the workplace;
- Conduct ongoing employee demographic surveys;
- Work to identify systemic barriers facing equity-deserving groups, and;
- Begin tenant consultation to ensure that we are meeting their needs;

- Work to identify and address the gender pay gap at TCHC.

### **PHASE THREE: COLLABORATE AND BUILD MORE INCLUSIVE PRACTICES**

Phase Three will analyze the Corporation through a tenant based lens that incorporates equity, diversity, and inclusion. In order to have complete information, we will need to utilize this Phase for further consultation with our tenants to understand their needs.

This tenant based lens focuses on the departments and employees that interact with the people who live, work, and play in the Toronto Community Housing buildings to ensure programs, policies, facilities, services, and procedures meet the needs of our tenants.

Identified through the CABR Strategy, as well as the GDEIB, we have identified action areas that need to be addressed to ensure that our tenants' needs are being met. As we work closely with our Operations colleagues, and learn more about our structures, staffing, and practices and begin to adjust them, our needs for our tenants and community may change our focus, as we work to ensure that our tenants and their needs are always a priority.

There are five (5) key areas that need to be addressed in Phase Three:

1. Create More Opportunities for Education and Awareness for Tenants;
2. Encourage More Tenant Engagement at Toronto Community Housing;
3. Improve Access to Information and Services for Our Tenants;
4. Strengthen Social and Economic Development Through Partnerships, and;
5. Update and Improve Our Procurement Process to Incorporate Responsible Sourcing.

The intended outcomes of these areas are:

1. Tenants who understand, appreciate and experience our commitment to EDI;
2. Programs and services that meet the needs of all tenants and their communities, including youth and seniors;
3. Tenants who understand how to access information and services from TCHC, and;

4. Strengthened and new relationships with community partners to support community involvement and economic development.

Some of the intended actions to take place in Phase Three include but are not limited to:

- Explore opportunities for creating speaking events and educational opportunities for residents;
- Explore opportunities to work with our Indigenous tenants, Elders, and surrounding Friendship Centres to educate tenants on Indigenous issues;
- Plan, encourage, and support events that promote and celebrate understanding and diversity;
- Identify opportunities for partnerships with local service providers and faith organization to explore ways of reducing barriers faced by diverse communities, and;
- Continue to examine our updated RFP and RFQ intake forms to keep with Best Practices for Responsible Sourcing.

## **QUESTIONS AND INFORMATION**

If you have any questions about the contents of the EDI Strategy document, please contact our Senior Consultant, Diversity and Inclusion, Jamie Kramer, at [Jamie.kramer@torontohousing.ca](mailto:Jamie.kramer@torontohousing.ca).



## City Council Directions Requiring Board Attention

Item 8

May 25, 2022

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2022-12

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

**From:** Vice President, Strategic Planning and Communications

**Date:** May 4, 2022

### **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 on November 5, 2020. 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.

The current report includes new TCHC-related Council items since the April 20, 2022 GCHRC meeting and covers Council meetings held on March 9-10, 2022 and April 6-7, 2022. Attachment 1 includes the new item(s) from this report, listed below, and all outstanding or on-going items remaining from previous reports. Items that have changed status to “Work Completed” will be updated in the first subsequent report upon its completion, and will be removed in following reports.

**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: EX29.2 SafeTO Implementation Plan**

Date at Council: Feb 2, 2022

Council Decision: Adopted with amendments

Attention required from Board:

8. City Council request the Province of Ontario (Ministries of Children, Community and Social Services, Health, the Solicitor General, the Attorney General, Education and Municipal Affairs and Housing), and the Government of Canada (Department of Justice Canada, Public Safety Canada, the Public Health Agency of Canada, Indigenous Services Canada and Statistics Canada) to collaborate and directly partner with the City and other partners to establish and implement the following priority actions from the SafeTO Plan:

- a. the Community Crisis Support Service pilots to better support community health and wellness by introducing an alternative, community-based health model of crisis response that is community-led, client-centred, trauma-informed and focused on reducing harm;
- b. the multi-sector Toronto Office to Prevent Gun Violence as a partnership between the City of Toronto, Toronto Public Health, the Toronto Police Service, the Toronto Police Services Board, Toronto Community Housing, and other partners to integrate investments and operationalize a cross-government approach to reduce violence.

Management Recommendations: Operations has identified staff to support the Executive Leadership Team and steering committee collaboratively on summer gun violence that will involve a coordinated data management strategy and development of a role to support the Toronto Office to Prevent Gun Violence.

**Report Name: PH30.8 New Affordable Rental and Ownership Homes in Phase Two of the Alexandra Park Revitalization**

Date at Council: Feb 2, 2022

Council Decision: Adopted without amendments

Attention required from Board:

1. City Council authorize the Executive Director, Housing Secretariat to provide Section 37 funds from the Capital Revolving Reserve Fund for Affordable Housing (XR1058) in the amount of \$1,963,260.00 to Toronto Community Housing Corporation to facilitate the creation of four new affordable rental units in the rental replacement building at 130 Augusta Avenue to be owned by the Toronto Community Housing Corporation and rented at 80 percent Average Market Rent in perpetuity.

Management Recommendations: City Council adopted this item on February 2, 2022 with amendments. TCHC and City will enter into Contribution Agreement for the City to transfer Section 37 funds to TCHC for construction of the additional rental units.

**Report Name: EX30.2 2022 Capital and Operating Budgets**

Date at Council: Feb 2, 2022

Council Decision: Adopted without amendments

Attention required from Board:

16. City Council request the Executive Director, Housing Secretariat and the General Manager, Shelter, Support and Housing Administration to expedite the delivery of 300 additional housing opportunities for people experiencing homelessness in the shelter system over the next 6-12

weeks, and on a cost neutral basis to the City using existing funding programs including through the expansion of the Rapid Rehousing Program being delivered in partnership with Toronto Community Housing Corporation, new and enhanced partnerships with non-profit partners to increase access to supportive housing units, and access to rent supplement units through partnerships with private market landlords.

34. City Council request the Provincial and Federal governments to provide funding support to offset the \$26.8 million in COVID impacts identified by Toronto Community Housing Corporation.

147. City Council approve one-time funding of \$6.780 million in 2022 to fund one-time costs in Toronto Community Housing Corporation not expected to recur in future years.

148. City Council approve budgeted funding of \$26.842 million in 2022 to the Toronto Community Housing Corporation to offset COVID-related operating pressures, subject to final 2022 COVID-19 impacts and secured COVID-19 funding supports.

187. City Council request that capital funding requirements for Toronto Community Housing Corporation, including \$160.000 million of capital City funding in 2031, be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

Management Recommendations: Operations staff has actioned this request, and are actively working with the Housing Secretariat in releasing and filling the additional units allocated to Rapid Housing (6-12 weeks' time frame). Finance staff are aware of this item and are tracking for future budgetary implications.

**Report Name: MM39.9 Exploring Housing Renewal in Edgeley Village - by Councillor Anthony Perruzza, seconded by Mayor John Tory**

Date at Council: December 15, 2021

Council Decision: Adopted without amendments

Attention required from Board:

1. City Council request the Chief Executive Officer, CreateTO, to consult with the President and Chief Executive Officer, Toronto Community Housing Corporation, the Executive Director, Corporate Real Estate Management, the Chief Planner and Executive Director, City Planning and the Chief Executive Officer, Toronto Lands Corporation, on opportunities for City building, with a focus on public realm improvements and housing renewal in and around the Edgeley Village neighbourhood, and to report back to the Board of Directors, CreateTO with the findings of this work.

Management Recommendations: TCHC staff are aware of this recommendation, and are prepared to assist.

**Report Name: 1555-1575 Queen Street East - Conveyance of Parkland at 2 Phin Avenue from Toronto Community Housing Corporation to the City of Toronto - by Councillor Paula Fletcher, seconded by Councillor Jennifer McKelvie**

Date at Council: Feb 2, 2022

Council Decision: Adopted without amendments

Attention required from Board:

1. City Council exempt the conveyance of the off-site parkland dedication at 2 Phin Avenue associated with the proposed Toronto Community Housing Corporation revitalization project at 1555-1575 Queen Street East from the applicable provisions of the City policy entitled "Policy for Accepting Potentially Contaminated Lands to be Conveyed to the City under the Planning Act" and City Council authorize the City to accept the conveyance of the parkland dedication prior to environmental investigation and remediation of the parkland.

3. City Council authorize the City Solicitor to amend the Section 37 Agreement registered on title to 1555-1575 Queen Street East to implement City Council's decision on this matter to the satisfaction of the General Manager, Parks Forestry and Recreation and the City Solicitor.

Management Recommendations: TCHC is working with City staff to facilitate land conveyance. A report authorizing the conveyance is anticipated for the July 2022 BIFAC meeting.



**Report Name: AU11.4 Toronto Community Housing Corporation - Embedding Accountability into Service Delivery: Lessons Learned from the Audit of Contracted Property Management Services**

Date at Council: April 6, 2022

Council Decision: Adopted with amendments

Attention required from Board:

1. City Council request the Toronto Community Housing Corporation Board to direct the Chief Executive Officer, Toronto Community Housing Corporation to report on the implementation of the recommendations of the Auditor General each quarter, in anticipation of the Auditor General's review of this matter after one year, and forward the reports to the Auditor General for her information. At its meeting on December 9, 2021, the Toronto Community Housing Corporation (TCHC) Board of Directors considered the attached report entitled, "Toronto Community Housing Corporation - Embedding Accountability into Service Delivery: Lessons Learned from the Audit of Contracted Property Management Services". The Board adopted the recommendations 1-11, as made in the report.

Management Recommendations: The Board adopted this recommendation at the December 9 2021 board meeting. TCHC staff is reporting on the implementation of the Auditor General's recommendations, and are working to forward these to the Auditor General's office.

**SIGNATURE:**

*"Paula Knight"*

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Paula Knight  
Vice President, Strategic Planning and Communications

**ATTACHMENT:**

1. City Council Items – Status Tracker

**STAFF CONTACT:**

Lindsay Viets, Director, Strategic Planning and Stakeholder Relations

416-981-4131

Lindsay.Viets@torontohousing.ca

| Item Code   | Item  | Date                | Council Decision        | Action or Attention by TCHC Board  | Relevant Division | Work Status   | Management Recommendations/ Status Report                             |
|---|---|---------------------|-------------------------|--|-------------------|---------------|---|
| <b>COUNCIL ITEMS REQUIRING BOARD ATTENTION/ACTION</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> | 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 Recommendations/ Status Report |
|-----------|------|------|------------------|---|-------------------|-------------|---|
|           |      |      |                  | <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 Code | Item | Date | Council Decision | Action or Attention by TCHC Board   | Relevant Division | Work Status | Management Recommendations/ Status Report |
|-----------|------|------|------------------|---|-------------------|-------------|---|
|           |      |      |                  | <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</p>  |                   |             |   |

| Item Code | Item   | Date      | Council Decision        | Action or Attention by TCHC Board  | Relevant Division | Work Status   | Management Recommendations/ Status Report  |
|-----------|--|-----------|-------------------------|--|-------------------|---------------|--|
|           |  |           |                         | <p>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>  |                   |               |  |
| 19-EX7.1  | <p><u>19-EX7.1 Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance</u></p> | 16-Jul-19 | Adopted with Amendments | <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</p> | Ops               | 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/ Status Report  |
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|                  |  |                         |                            | ownership of these lands is no longer in the public interest.   |                                  |                      |  |
| <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> 17. City Council request the General Manager, Shelter, Support and Housing Administration to:<br>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>                | <b>Work On-Going</b> | TCHC is posting vacancies as per the City's Choice Based model with the first cycle on January 13 <sup>th</sup> . This approach posts unit photos and amenity information for applicants to make informed bids on.   |
| <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>                        | <b>Work On-Going</b> | Facilities Management preparing report which will be provided in Q2 2022. Discussion with the City on this program are on-going.   |
| <b>21-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 submitted due diligence report to City staff (Housing Secretariat) in December 2021. Housing Secretariat and CreateTO were given lead for a neighbourhood wide review, and TCHC will continue to support. |

| Item Code  | Item   | Date      | Council Decision           | Action or Attention by TCHC Board  | Relevant Division | Work Status   | Management Recommendations/ Status Report   |
|------------|--|-----------|----------------------------|--|-------------------|---------------|---|
| 21-MM35.19 | <u>Taking Action to Protect Tenants from Extreme Heat - by Councillor Kristyn Wong-Tam, seconded by Councillor Josh Matlow</u> | 14-Jul-21 | Adopted with Amendments    | <u>Attention:</u> This item recommends the Executive Directors of Social Development, Finance and Administration and Municipal Licensing and Standards to report back to the Planning and Housing Committee on the feasibility of requiring all apartment buildings provide air conditioned units or an air conditioned cool room in the building.   | FM                | Work On-going | FM staff are aware of this recommendation, and will be tracking the item for potential impact on TCHC.                    |
| 21-EX25.3  | <u>PH25.10 A New Regulatory Framework for Multi-tenant Houses</u>  | 1-Oct-21  | Adopted with Amendments    | <u>Attention:</u> This report proposes the creation of a comprehensive city-wide regulatory framework for multi-tenant houses, one of the most affordable forms of housing, to respond to calls for deeply affordable and safe housing in all parts of the city. The framework uses a human rights lens and ensures regulatory oversight to protect tenant life safety and create liveable, well-maintained and affordable places to live that are part of complete communities. | SPSR & Ops        | Work On-going | SPSR & Operations are aware of this recommendation, and are tracking how this new regulatory framework may apply to TCHC. |
| 21-MM36.13 | <u>MM36.13 Fixing Service Gaps in RentSafeTO - by Councillor Kristyn Wong-Tam, seconded by Councillor Paul Ainslie</u>         | 1-Oct-21  | Adopted without Amendments | <u>Attention:</u> Direct MLS to ensure staff are trained to deal with pest management and consider collaborating with other City Divisions and Agencies (i.e. Shelter, Support and Housing Administration and Toronto Community Housing Corporation). Due to TCHC's track record in pest management, the City has directed us, along with others, to communicate our methods in pest management to MLS.  | TRO               | Work On-going | FM staff are aware of this recommendation, and will be tracking the item for action required from TCHC.                   |



| Item Code      | Item  | Date      | Council Decision           | Action or Attention by TCHC Board   | Relevant Division     | Work Status   | Management Recommendations/ Status Report  |
|----------------|---|-----------|----------------------------|---|-----------------------|---------------|--|
| 21-<br>PH28.2  | <u>PH28.2 Housing Now Initiative - Annual Progress Update and Launch of Phase Three Sites</u> | 10-Nov-21 | Adopted with Amendments    | Attention: Council to direct the Board of Directors of Toronto Community Housing Corporation, when requested by the Deputy City Manager, Corporate Services and the Executive Director, Corporate Real Estate Management, to transfer a portion of lands located at 1080 Eastern Avenue and currently owned by Toronto Community Housing Corporation, to the City of Toronto at nominal cost to be included as part of the Housing Now site at 1631 Queen Street East, which it will thereafter form part of.   | Development           | Work On-going | The Board review this item for information. TCHC is submitting a report at the next BIFAC meeting.   |
| 21-<br>EC26.8  | <u>EC26.8 Supporting Food Security in St. James Town</u>                                      | 15-Dec-21 | Adopted without Amendments | This item recommends that City Council request the Board of Directors of Toronto Community Housing Corporation to request the President and Chief Executive Officer, Toronto Community Housing Corporation to undertake the capital improvements required to establish a community food space at 200 Wellesley Street East and to lead a Request for Expressions of Interest process, identifying a collaborative of community agencies to activate the space and operationalize the coordination, activation and resident participation for the space. | Operations, SPSR & FM | Work On-going | Section 37 funds were approved at the March 9 City Council meeting for a total gross amount of \$967,000.00. Tenant engagement meetings planned for May 10th and 11th regarding capital work on the Food Hub. TCHC has allocated budget for procurement of the design consultant through quality based selection (RFP process). The RFQ will be issued by early May. |
| 21-<br>IE26.16 | TransformTO – Critical steps to NetZero by 2040   | 15-Dec-21 | Adopted with Amendments    | Attention: Council to direct the Chief Planner and Executive Director, City Planning, to accelerate implementation of the greenhouse gas emission limits performance measure in the Toronto Green Standard to ensure that buildings constructed in or after 2030 are near zero emissions, by revising the Toronto Green Standard Tier 1 mandatory performance measure as follows, to: the "High   | Development & FM      | Work On-going | FM & Development are investigating how the implementation of the greenhouse gas emission limits may apply to TCHC.   |

| Item Code | Item  | Date      | Council Decision           | Action or Attention by TCHC Board  | Relevant Division     | Work Status   | Management Recommendations/ Status Report   |
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|           |   |           |                            | Performance" level (Toronto Green Standard Version 4 Tier 2) to apply in 2025; and the "Near Zero Emissions" level (Toronto Green Standard Version 4 Tier 3) to apply in 2028;   |                       |               |   |
| 21-PH29.5 | Implementing Tenants First: Authority to Enter into a Municipal Capital Facilities Agreement for the Single-Family Homes being Transferred to the Non-Profit Housing Sector | 15-Dec-21 | Adopted without Amendments | Attention: Council to authorize the General Manager, Shelter, Support and Housing Administration to negotiate and enter into a municipal housing facility agreement (the City of Toronto's Contribution Agreement) with the housing providers described in Table 2 in the Financial Impact section in the report (November 10, 2021) from the General Manager, Shelter, Support and Housing Administration to secure affordable housing in accordance with the updated Municipal Capital Facilities By-Law, in return for the exemption from taxation for municipal and school purposes on terms and conditions satisfactory to the General Manager, Shelter, Support and Housing Administration and in a form approved by the City Solicitor. | Operations, SPSR & FM | Work On-going | Municipal Capital Facilities Agreement referenced in the item does not take effect until the Single-Family properties have been transferred to the new housing providers. |

| Item Code | Item  | Date      | Council Decision        | Action or Attention by TCHC Board  | Relevant Division         | Work Status   | Management Recommendations/ Status Report   |
|-----------|---|-----------|-------------------------|--|---------------------------|---------------|---|
| 21-PH29.7 | Lawrence Heights Revitalization – Phases 2 & 3 Interim Status & Budget Update | 15-Dec-21 | Adopted with Amendments | <p>4. City Council request the Executive Director, Housing Secretariat, in consultation with the appropriate City divisions, the Chief Executive Officer, CreateTO and the President and Chief Executive Officer, Toronto Community Housing Corporation, to report to City Council by the third quarter of 2022 with the outcome of the Toronto Community Housing Corporation procurement process and a recommended development partner, refined cost estimates and an update on funding opportunities to support the revitalization project.</p> <p>5. City Council direct the General Manager, Toronto Water, the General Manager, Transportation Services, the General Manager, Children's Services and the General Manager, Parks, Forestry and Recreation and City Council request the Board of Directors of Toronto Community Housing Corporation to work together to advance the development of the community recreation centre to meet the Federal Government's requirements and deadline for project completion, should the City of Toronto receive federal funding to build the new community recreation centre in Lawrence Heights.</p> <p>8. City Council request a full Community Benefits Agreement for the construction of Phases 2 and 3 of the Lawrence Heights Revitalization Project and that the plan be reported to the Planning and Housing Committee prior to finalizing.</p> <p>10. City Council request the Board of Directors of the Toronto Community</p> | Development & Procurement | Work On-going | <p>4. In progress – TCHC working in consultation with the Housing Secretariat, and CreateTO.</p> <p>5. In progress. City led initiative, TCHC is working in consultation with Toronto Water, Transportation Services, Children's Services, and Park Forestry and Recreation.</p> <p>8. In progress. TCHC working in consultation with the Housing Secretariat, and the City's Community Benefits Team.</p> <p>10. In progress. TCHC in consultation with the Housing Secretariat, CreateTO, and the City's Community Benefits Team.</p> |

| Item Code  | Item   | Date      | Council Decision           | Action or Attention by TCHC Board  | Relevant Division      | Work Status   | Management Recommendations/ Status Report   |
|------------|--|-----------|----------------------------|--|------------------------|---------------|---|
|            |  |           |                            | <p>Housing Corporation to request the President and Chief Executive Officer, Toronto Community Housing Corporation, in consultation with the Executive Director, Housing Secretariat, the Chief Executive Officer, CreateTO and the Executive Director, Social Development, Finance and Administration, to incorporate in the Request for Proposals for Phases Two and Three of the Lawrence Heights Revitalization, a Community Benefits Agreement to meet a minimum 10 percent target for apprenticeship, training and/or hiring opportunities in construction and professional services open primarily for residents of Lawrence Heights as well as to all residents across the Toronto Community Housing Corporation portfolio as well as consideration of social procurement and to report back to City Council as part of the approval of the proponent.</p> |                        |               |   |
| 21-PH29.20 | Bridging the Gap – Increasing RGI Units in Regent Park phase 3 | 15-Dec-21 | Adopted without Amendments | <p>Attention:</p> <p>2. City Council authorize the Executive Director, Housing Secretariat to negotiate and enter into, on behalf of the City of Toronto, a municipal housing project facility agreement (the "Contribution Agreement") with Toronto Community Housing Corporation for the development of the new rent-geared-to-income and new affordable housing, to be constructed on the lands known as 175 Oak Street, to secure the financial assistance being provided and to set</p>   | Development, SPSR & FM | Work On-going | 2. TCHC is in receipt of the draft Contribution Agreement. The Agreement will be considered by the TCHC Board in Q4 2022. |

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|            |   |           |                            | out the terms of the operation of the new affordable rental units, on terms and conditions satisfactory to the Executive Director, Housing Secretariat and in a form approved by the City Solicitor   |                   |               |   |
| 21-MM38.51 | Strengthening Tenant Voicies at Toronto Seniors Housing Corp. | 15-Dec-21 | Adopted without Amendments | <p>Attention: Council to support an effective transition of operations from Toronto Community Housing Corporation to Toronto Seniors Housing Corporation and the successful implementation of the Integrated Service Model, City Council direct the Deputy City Manager, Community and Social Services, to have City staff, through the Tenants First initiative, lead the Senior Tenant Advisory Committee, oversee the recruitment and confirmation of new members, invite current members of the Senior Tenant Advisory Committee to continue their membership to provide continuity of leadership, and ensure that senior tenants can directly access, inform and influence services and programs to be provided by the new corporation.</p> <p>4. City Council direct the General Manager, Seniors Services and Long-term Care, to lead a review of the Seniors Health and Wellness model, including how hub sites are selected and make recommendations to Toronto Community Housing Corporation and Toronto Seniors Housing Corporation related to implementation.</p> <p>Action: 5. City Council request the Toronto Community Housing Corporation, given feedback from</p> | Operations & SPSR | Work On-going | TCHC is supporting the City on the motions and the removal of 145 Strathmore Blvd from consideration as a hub site pending the review of the Seniors Health and Wellness model. |

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|           |   |            |                            | senior tenants, to remove 145 Strathmore Boulevard from consideration as a hub site pending review of Seniors Health and Wellness model.   |                   |               |   |
| MM39.3    | <u>1555-1575 Queen Street East - Conveyance of Parkland at 2 Phin Avenue from Toronto Community Housing Corporation to the City of Toronto - by Councillor Paula Fletcher, seconded by Councillor Jennifer McKelvie</u> | Feb 2 2022 | Adopted without Amendments | <p>1. City Council exempt the conveyance of the off-site parkland dedication at 2 Phin Avenue associated with the proposed Toronto Community Housing Corporation revitalization project at 1555-1575 Queen Street East from the applicable provisions of the City policy entitled "Policy for Accepting Potentially Contaminated Lands to be Conveyed to the City under the Planning Act" and City Council authorize the City to accept the conveyance of the parkland dedication prior to environmental investigation and remediation of the parkland.</p> <p>3. City Council authorize the City Solicitor to amend the Section 37 Agreement registered on title to 1555-1575 Queen Street East to implement City Council's decision on this matter to the satisfaction of the General Manager, Parks Forestry and Recreation and the City Solicitor.</p> | Legal             | Work On-going | TCH working with City staff to facilitate land conveyance. A report authorizing the conveyance is anticipated for the July, 2022 BIFAC meeting. |

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| 22-MM39.9 | <a href="#">Exploring Housing Renewal in Edgeley Village - by Councillor Anthony Perruzza, seconded by Mayor John Tory</a> | Feb 2 2022 | Adopted without Amendments | 1. City Council request the Chief Executive Officer, CreateTO, to consult with the President and Chief Executive Officer, Toronto Community Housing Corporation, the Executive Director, Corporate Real Estate Management, the Chief Planner and Executive Director, City Planning and the Chief Executive Officer, Toronto Lands Corporation, on opportunities for City building, with a focus on public realm improvements and housing renewal in and around the Edgeley Village neighbourhood, and to report back to the Board of Directors, CreateTO with the findings of this work. | FM & DEV          | Work On-going | TCHC staff are aware of this recommendation, and are prepared to assist.  |
| 22-PH30.8 | <a href="#">New Affordable Rental and Ownership Homes in Phase Two of the Alexandra Park Revitalization</a>                | Feb 2 2022 | Adopted without Amendments | 1. City Council authorize the Executive Director, Housing Secretariat to provide Section 37 funds from the Capital Revolving Reserve Fund for Affordable Housing (XR1058) in the amount of \$1,963,260.00 to Toronto Community Housing Corporation to facilitate the creation of four new affordable rental units in the rental replacement building at 130 Augusta Avenue to be owned by the Toronto Community Housing Corporation and rented at 80 percent Average Market Rent in perpetuity.  | Development       | Work On-going | City Council adopted this item on February 2, 2022 with amendments. TCHC and City to enter into Contribution Agreement for City to transfer s.37 funds to TCHC for construction of additional rental units. |

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| 22-EX30.2 | 2022 Capital and Operating Budgets | Feb 2 2022 | Adopted without Amendments | <p>16. City Council request the Executive Director, Housing Secretariat and the General Manager, Shelter, Support and Housing Administration to expedite the delivery of 300 additional housing opportunities for people experiencing homelessness in the shelter system over the next 6-12 weeks, and on a cost neutral basis to the City using existing funding programs including through the expansion of the Rapid Rehousing Program being delivered in partnership with Toronto Community Housing Corporation, new and enhanced partnerships with non-profit partners to increase access to supportive housing units, and access to rent supplement units through partnerships with private market landlords.</p> <p>34. City Council request the Provincial and Federal governments to provide funding support to offset the \$26.8 million in COVID impacts identified by Toronto Community Housing Corporation.</p> <p>147. City Council approve one-time funding of \$6.780 million in 2022 to fund one-time costs in Toronto Community Housing Corporation not expected to recur in future years.</p> <p>148. City Council approve budgeted funding of \$26.842 million in 2022 to the Toronto Community Housing Corporation to offset COVID-related operating pressures, subject to final 2022 COVID-19 impacts and secured COVID-19 funding supports.</p> <p>187. City Council request that capital funding requirements for Toronto Community Housing Corporation, including \$160.000 million of capital City funding in 2031, be revisited and confirmed in future years along with ongoing Provincial and Federal funding.</p> | TRO               | Work-Ongoing | Operations staff has actioned this request, and are actively working with SSHA in releasing and filling the additional units allocated to Rapid Housing (6-12 weeks' time frame). Finance staff are aware of this item and are tracking for future budgetary implications. |



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| 22-EX29.2 | SafeTO Implementation Plan   | Feb 2 2022   | Adopted without Amendments | <p>8. City Council request the Province of Ontario (Ministries of Children, Community and Social Services, Health, the Solicitor General, the Attorney General, Education and Municipal Affairs and Housing), and the Government of Canada (Department of Justice Canada, Public Safety Canada, the Public Health Agency of Canada, Indigenous Services Canada and Statistics Canada) to collaborate and directly partner with the City and other partners to establish and implement the following priority actions from the SafeTO Plan:</p> <ul style="list-style-type: none"> <li>a. the Community Crisis Support Service pilots to better support community health and wellness by introducing an alternative, community-based health model of crisis response that is community-led, client-centred, trauma-informed and focused on reducing harm;</li> <li>b. the multi-sector Toronto Office to Prevent Gun Violence as a partnership between the City of Toronto, Toronto Public Health, the Toronto Police Service, the Toronto Police Services Board, Toronto Community Housing, and other partners to integrate investments and operationalize a cross-government approach to reduce violence;</li> </ul> | Programs & Partnerships, CSU | Work-Ongoing | Operations has identified staff to support the Executive Leadership Team and steering committee collaboratively on summer gun violence that will involve a coordinated data management strategy and development of a role to support the Toronto Office to Prevent Gun Violence |
| 22-AU11.4 | <u>Toronto Community Housing Corporation - Embedding Accountability into Service Delivery: Lessons Learned from the Audit of Contracted Property Management Services</u> | April 6 2022 | Adopted with Amendments    | <p>1. City Council request the Toronto Community Housing Corporation Board to direct the Chief Executive Officer, Toronto Community Housing Corporation to report on the implementation of the recommendations of the Auditor General each quarter, in anticipation of the Auditor General's review of this matter after one year, and forward the reports to the Auditor General for her information.</p> <p>At its meeting on December 9, 2021, the Toronto Community Housing Corporation (TCHC) Board of Directors considered the attached report entitled, "Toronto Community Housing Corporation - Embedding Accountability into Service Delivery: Lessons Learned from the Audit of Contracted Property Management Services". The Board adopted the recommendations 1-11, as made in the report.</p>  | Operations                   | Work Ongoing | The board has adopted this recommendation in the December 9 2021 board meeting. TCHC staff is reporting on the implementation of the Auditor General's recommendations, and are working to forward these to the Auditor General's office.                                       |