



Governance, Communications and Human Resources Committee

931 Yonge Street,
Toronto, M4W 2H2

Page 1 of 5

The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on January 31, 2024 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:29 a.m.

GCHRC Directors Present: Joe Cressy (Chair)
Marcel Charlebois
Ubah Farah
Ziva Ferreira

GCHRC Directors Absent: Debbie Douglas
Brian Smith

Management Present: Tom Hunter, President & Chief Executive Officer (“CEO”)
Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)
Darragh Meagher, General Counsel & Corporate Secretary
Barbara Shulman, Chief People and Culture Officer
Ada Wong, Acting Vice President, Strategic Planning & Communications
Jessica Hawes, Acting Chief Development Officer
Allen Murray, Vice President, Facilities Management
Ceilidh Wilson, Assistant Corporate Secretary

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

ITEM 1 CHAIR'S REMARKS

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

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Ferreira and carried, the GCHRC unanimously approved:

1. the Agenda for its Public meeting of January 31, 2024;
and
2. all matters on the Agenda with the exception of:
 - Item 7 – Developing a Strategic Plan for TCHC (2025-2029).

ITEM 3 CHAIR'S POLL RE: CONFLICT OF INTEREST

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

ITEM 4 CONFIRMATION OF GCHRC PUBLIC MEETING MINUTES OF NOVEMBER 16, 2023

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

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Ferreira and carried, the GCHRC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of November 16, 2023.

Governance, Communications and Human Resources Committee
Public Minutes
 January 31, 2024

Page 3 of 5

ITEM 6 2024 PUBLIC GCHRC WORK PLAN GCHRC:2024-02

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the GCHRC approved, and recommended that the Board of Directors approve, the 2024 Public GCHRC Work Plan provided as Attachment 1 to Report GCHRC:2024-02.

ITEM 7 DEVELOPING A STRATEGIC PLAN FOR TCHC (2025-2029) GCHRC:2024-03

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

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

- Overview of approach and considerations;
- Strategic planning timeline to date;
- Background work to date (Phase 1 and 2); and
- Stakeholder engagement.

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

- Strategic Planning and Communications (“SPC”) is looking at carrying out a comprehensive communications campaign as part of the roll-out of the strategic plan, which will include multiple channels such as social media, TCHC’s website, and digital platforms.
- There will also be in-building communications such as posters for tenants and a broad communication outreach to staff. There is a critical need for staff to engage with communities and facilitate in-person communications to enhance tenant engagement.
- A series of in-person events is planned to gather direct feedback from tenants, along with the tenant survey to reach a wider tenant group.

Governance, Communications and Human Resources Committee
Public Minutes
 January 31, 2024

This will ensure individuals have a range of mechanisms to provide their feedback in a way that they are comfortable doing so.

- Phases 1 and 2 of the strategic planning process were completed in-house by TCHC. SPC plans to procure a consultant to support with stakeholder engagement.
- The decision to hire a third-party consultant is driven by the desire for greater transparency and a more robust final report. There is also a focus on aligning the Strategic Plan with key performance indicators (“KPI”) to measure success.
- The consultant is expected to be in place to support the work over the next six months, with a goal of providing the Board with a draft of the strategic plan in September 2024. The GCHRC recommended that any decisions related to the consultant are deferred until the new CEO is in place and can provide their input.
- The GCHRC noted that while the goal is to deliver the draft strategic plan in Q3, it may be more realistic to aim for Q4.
- Early feedback from the 2023 Tenant Survey indicates a high response rate.
- This strategic plan will continue to emphasize the importance of tenant engagement and will align with the City of Toronto’s recent housing plan.
- This report will be presented to the Board at its meeting of February 15, 2024.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2024-03, being the report regarding Developing a Strategic Plan for TCHC for 2025-2029, and forwarded it to the Board of Directors for its information.

ITEM 8 CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2024-04

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Ferreira and carried, the GCHRC received Report

Governance, Communications and Human Resources Committee
Public Minutes
January 31, 2024

Page 5 of 5

GCHRC:2024-04, being the City Council Directions Requiring Board Attention report for its information and forwarded it to the Board of Directors for its information.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Charlebois and seconded by Ms. Ferreira. The GCHRC resolved to terminate the public meeting at 9:52 a.m.

Secretary

Chair, Governance,
Communications and Human
Resources Committee