



Governance, Communications and Human Resources Committee

931 Yonge Street,
Toronto, M4W 2H2

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The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on June 29, 2021, via WebEx, commencing at 9:07 a.m.

GCHRC Directors Present:

Brian Smith, Chair
Marcel Charlebois
Debbie Douglas
Ubah Farah
Councillor Paula Fletcher

GCHRC Directors Absent:

John Campbell
Naram Mansour

Management Present:

Sheila Penny, Acting President & Chief Executive Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Barbara Shulman, Interim Vice President, Human Resources
Paula Knight, Vice President, Strategic Planning & Communications
Rose-Ann Lee, Chief Financial Officer & Treasurer
Kelly Skeith, Acting Chief Development Officer
Allen Murray, Vice President, Facilities Management
Jill Bada, General Manager, Seniors Housing Unit
William Anderson, Senior Director, Community

Safety Unit
Ceilidh Wilson, Assistant Corporate Secretary

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

ITEM 1 CHAIR'S REMARKS

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.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the GCHRC approved the Public meeting agenda for the GCHRC's June 29, 2021 meeting.

ITEM 2B 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 2C CONFIRMATION OF MINUTES OF THE PUBLIC GCHRC MEETING OF MAY 25, 2021

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

ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2021-27

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2021-27 regarding City Council Directions Requiring Board Attention for its information.

ITEM 2E ANNUAL COMPLIANCE REPORT FOR 2020 GCHRC:2021-28

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2021-28, being the Annual Compliance Report for 2020, for its information.

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

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

- Of the 253 Management and Non-Union staff with less than five years of tenure with TCHC, 164 were new hires to TCHC and the remaining 89 were existing TCHC employees promoted into Management and Exempt roles. Of the 164 new hires, 37 were hired into brand newly created positions. The remaining 127 new hires were hired to fill positions that had become vacant due to attrition.
- Of the 37 newly created positions, the majority were created as a result of the collapse of the former Asset Management (“AM”) and Tenant and Community Services (“TCS”) into the Operations department, which has an entirely new management structure.
- Action item: Management to confirm:
 - of the 37 newly created Management and Non-Union positions, how many and which positions are in the Community Safety Unit

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- (“CSU”);
- how many net new positions, both unionized and exempt, were created through the restructuring process; and
 - for the 89 existing employees who were promoted into Management Exempt roles, whether the positions they left were recruited for.
- The recruitment activity table in the report does not only represent hiring activity, but overall the activity of the Recruitment team, which can include extensions to temporary assignments. The next report will break this information down into temporary and permanent extensions to add clarity to the data.
 - The last iteration of the report indicated that there were 30 positions filled in Q1 in the Development division, however 18 of those positions should have been attributed to extensions for Program Leader positions in the Facilities Management division. This was due to an error in how the information was entered into the system.
 - The remaining 12 positions in the Development division were to fill vacancies and for extensions of some acting assignments.
 - Action item: Management to bring to the next GCHRC the work plan overview for the report on the comparison of TCHC to other social housing providers, along with the briefing note provided to the Building Investment, Finance and Audit Committee (“BIFAC”) on TCHC’s hiring activity dating back to 2014.
 - A survey is being administered later this year that will collect workforce demographic information. Management will be in a position to report on the survey findings in Q1 2022.
 - Management are not currently in a position to report on TCHC’s demographic information as the methodologies used to collect any existing data were not consistent and are likely unreliable. Once the workforce survey has been conducted, Management will be able to regularly report on demographic information moving forward.
 - Action item: Management to provide the number of staff hired in CSU since the implementation of the Violence Reduction Program (“VRP”) in 2018, what positions they hold, and how many have a policing background.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Douglas and carried, the GCHRC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update for its information.

ITEM 4 APPOINTMENT OF GCHRC VICE-CHAIR GCHRC:2021-29

The above-captioned report (GCHRC:2021-29) was circulated to the GCHRC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the GCHRC unanimously approved and recommended that the Board of Directors approve:

1. The appointment of Debbie Douglas as Vice-Chair of the Governance, Communications and Human Resources Committee, effective July 22, 2021 until a successor is appointed; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendation.

ITEM 5 ANNUAL UPDATE ON TCHC SUBSIDIARIES GCHRC:2021-30

The above-captioned report (GCHRC:2021-30) was circulated to GCHRC members prior to the meeting.

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

- Articles of dissolution have been filed with the Ministry of Government Services for Don Mount Court Development Corporation (“DMCDC”).
- We are in the process of dissolving Access Housing Connections Inc. (“AHCI”) as responsibilities for managing the centralized waitlist have

been transferred to the City of Toronto (the “City”). Articles of dissolution will be filed with the Ministry of Government Services once all outstanding accounts payable matters have been resolved with the City.

- DMCDC and AHCI are being dissolved as they are no longer required.
- Discussions are ongoing as to whether or not TCHC will continue to maintain ownership of Regent Park Energy Inc. (“RPEI”).
- As required by both TCHC and its developer partners, development subsidiaries are set up to create a jointly managed corporation with the developer partner, define liabilities for that corporation, and provide the governance model in terms of both parties’ obligations to each other. Once development activities are completed and the subsidiary is no longer needed, it will be wound up.
- Management will continue to regularly review the existing subsidiaries to ensure they are wound up in a timely manner when no longer required.
- Action item: Management to report back on the funding model for TCHC’s development function and how this will be impacted with the transfer of the development function to CreateTO.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2021-30, being the Annual Update on TCHC Subsidiaries, for its information.

TERMINATION

The public meeting terminated at 10:05 a.m.

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Secretary

Chair, Governance,
Communications and Human
Resources Committee