



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 March 31, 2021, via WebEx, commencing at 9:07 a.m.

GCHRC Directors Present:

Brian Smith, Chair
John Campbell
Debbie Douglas
Ubah Farah
Councillor Paula Fletcher

GCHRC Directors Absent: n/a

Visiting Directors Present:

Marcel Charlebois
Naram Mansour

Management Present:

Kevin Marshman, President & Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Paula Knight, Vice President, Strategic Planning & Communications
Barbara Shulman, Interim Vice President, Human Resources
Vincent Tong, Chief Development Officer
Allen Murray, Vice President, Facilities Management
Jill Bada, General Manager, Seniors Housing Unit

Bruce Malloch, Director, Strategic
Communications
Lindsay Viets, Director, Strategic Planning &
Stakeholder Relations
Ceilidh Wilson, Assistant Corporate Secretary

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

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.

COVID-19 Update

It has now been one year since Toronto Community Housing activated its Emergency Operations Centre in response to the COVID-19 pandemic. Our frontline staff continue to deliver essential services and connect tenants to supports, particularly in buildings and communities that have been hard hit by COVID-19 or which are at an elevated risk.

In particular, the Chair recognized the contributions of staff who work in TCHC buildings. Given the resurgence of COVID-19 cases, TCHC's maintaining the extended 10-hour shift schedules that are enabling TCHC to deliver enhanced cleaning protocols that are preventing the spread of the virus and keeping people safe.

Lastly, the Chair thanked everyone at the company for setting a good example by following public health advice at work and at home.

DEPUTATIONS

The following written deputation was received in relation to the following items:

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- Item 2H – Annual Review of Board and Committee Charters (*Cheryl Duggan*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

The following item was held for discussion:

- Item 2H – Annual Review of Board and Committee Charters

The following items were not held for discussion:

- Item 2A – Approval of Public Meeting Agenda
- Item 2B – Chair’s Poll re: Conflict of Interest
- Item 2C – Confirmation of the Public Meeting Minutes of February 1, 2021
- Item 2D – City Council Directions Requiring Board Attention
- Item 2E – Regent Park – New Subsidiary Corporation
- Item 2F – Annual General Meeting Process for TCHC and its Subsidiaries
- Item 2G – Investment Advisory Committee – Recruitment of New Committee Member

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC approved the Public meeting agenda for the GCHRC’s March 31, 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 FEBRUARY 1, 2021

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

ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2021-08

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC received Report GCHRC:2021-08 regarding City Council Directions Requiring Board Attention for its information.

ITEM 2E REGENT PARK – NEW SUBSIDIARY CORPORATION GCHRC:2021-09

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC unanimously approved and forwarded to the Board of Directors for approval, as outlined in GCHRC:2021-09, the following:

1. The incorporation of Regent Park 2 Development Corporation, and approve the appointment of Vincent Tong and Rose-Ann Lee as the two TCHC representatives on the Board of Regent Park 2 Development Corporation;
2. Appoint the Chair of the Building Investment, Finance and Audit Committee (“BIFAC”) or their nominee who is also a member of the Board of TCHC as a Director and Chair of Regent Park 2 Development Corporation; and
3. Authorize the President and Chief Executive Officer and the General Counsel and Corporate Secretary to take all necessary actions and execute all documents and resolutions as required to implement the above

recommendations.

ITEM 2F ANNUAL GENERAL MEETING PROCESS FOR TCHC AND ITS SUBSIDIARIES GCHRC:2021-10

Motion carried

ON MOTION DULY MADE by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC unanimously approved and forwarded to the Board of Directors for approval, as outlined in GCHRC:2021-10, the following recommendations:

1. Authorize the President and Chief Executive Officer or 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:
 - i. 2001064 Ontario Inc.;
 - ii. Access Housing Connections Inc.;
 - iii. Alexandra Park Development Corporation;
 - iv. Allenbury Gardens Development Corporation;
 - v. Railway Lands Development Corporation;
 - vi. Regent Park Development Corporation;
 - vii. Toronto Affordable Housing Fund;
 - viii. 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 necessary actions and execute all necessary documents to implement the above recommendations.

ITEM 2G INVESTMENT ADVISORY COMMITTEE – RECRUITMENT OF NEW COMMITTEE MEMBER GCHRC:2021-11

Motion carried

ON MOTION DULY MADE by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC received Report

GCHRC:2021-11 regarding the Investment Advisory Committee
– Recruitment of New Committee Member for its information.

ITEM 2H ANNUAL REVIEW OF BOARD AND COMMITTEE CHARTERS GCHRC:2021-17

Written deputation was received from Cheryl Duggan with respect to this item and was circulated to the GCHRC prior to the meeting.

The above-captioned report (GCHRC:2021-17) was circulated to GCHRC members prior to the meeting.

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

- The report as presented recommended appointing a Vice Chair to the GCHRC, the Tenant Services Committee (“TSC”), and the Building Investment, Finance and Audit Committee (“BIFAC”), to be approved by the Board of Directors (the “Board”) on the recommendation of the Board Chair.
- The GCHRC directed that rather than the Board Chair recommending the Committees’ Vice Chair appointments, that each Committee recommend their Vice Chair for approval by the Board.
- Action item: Governance staff to refer the written deputation regarding the Annual Review of Board and Committee Charters (“TSC”) at the March 31, 2021 GCHRC meeting to the Tenant Services Committee to be considered in conjunction with their review of the TSC Charter at its May 4, 2021 meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the GCHRC unanimously approved and forwarded to the Board for its approval the following:

1. Amend the Charters of the three Board Committees, Building Investment, Finance and Audit Committee; Governance, Communications and Human Resources Committee; and Tenant Services Committee, in order to provide for the Board’s appointment of Committee Vice Chairs upon recommendation from the Committee;

2. Approve the following Charter and Mandate documents and forward them to the Board for its approval:
 - a. Board Charter (Attachment 1);
 - b. Board Chair Mandate (Attachment 2);
 - c. Vice Chair Mandate (Attachment 3);
 - d. the Governance, Communications and Human Resources Committee Charter as amended (Attachment 4);

3. Approve the following Committee Charters, forward them to the respective Committees for approval and, following such approval, to the Board for its approval:
 - a. Tenant Services Committee Charter as amended (Attachment 5);
 - b. Building Investment, Finance and Audit Committee Charter as amended (Attachment 6); and

4. Approve the Procurement Award Committee Charter (Attachment 7) and the Investment Advisory Committee Charter (Attachment 8) in the form attached hereto, forward them to those Committees for approval and, following such approval, to the Building Investment, Finance and Audit Committee and to the Board for its approval.

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

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, 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	UPDATE ON PROFESSIONAL STANDARDS UNIT	GCHRC:2021-13
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The above-captioned report (GCHRC:2021-13) was circulated to GCHRC members prior to the meeting.

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

- This matter arises out of the Board's consideration of the Rubin Thomlinson report, which recommended the establishment of a professional standards unit.
- This matter discussed by the GCHRC at its November 27, 2020 meeting and referred to today's meeting.
- Most City agencies that have created a specialized body for these types of investigations house that function in the Legal or Human Resources department. Alternatively TCHC could consider having a standalone department reporting into the Board, which can be challenging administratively, or have the department report directly into the CEO, which may pull the CEO's attention away from strategic matters, thus is not recommended by Management.
- Management recommend that the Legal department would be the most appropriate place for a professional standards unit.
- This will be an ongoing matter contemplated by the GCHRC.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the GCHRC received the information in Report GCHRC:2021-13 regarding an Update on a Professional Standards Unit for its information.

ITEM 5	TCHC 2021-22 STRATEGIC COMMUNICATIONS PLAN	GCHRC:2021-16
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The above-captioned report (GCHRC:2021-16) was circulated to GCHRC members prior to the meeting.

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

- What we know – sentiment regarding TCHC;
- What we know – leveraging internal spokespeople impacts sentiment;
- Our vision for communications;
- Our plan;
- Who we are communicating to;
- What we will communicate;
- What we stand for; and
- Going digital.

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

- The plan is to have an editorial subcommittee of approximately 10-20 tenants in place by May or June 2021 by tapping into the tenant engagement process to identify tenant leaders to sit on the subcommittee. The intention is to have representation from across all three regions.
 - The Committee noted that with the tenant engagement refresh still underway, it will be necessary to look beyond the newly established tenant leadership to participate in the subcommittee as only a small number of communities will have nominated their tenant leadership by May/June.
- A workshop is being developed for staff who are identified as key spokespeople for the organization to provide them with communications training for both traditional media and social media.
- Currently we do not have a lot of presence in local digital platforms, but there is an opportunity to work more closely with communities in how they communicate locally.
 - Strategic Communications is working with local Community Services Coordinators (“CSC”) to establish an inventory of digital platforms (e.g. Facebook groups, WhatsApp groups, etc.) to use these to augment and support how TCHC communicates.
- There may be opportunities to improve communication related to false fire alarms based on analysis of what we are currently doing and what can be done differently.
- We are working on a pilot to get internet connectivity into common

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areas of eight buildings, which will be reported on through the Tenant Services Committee. Internet connectivity is critical for communicating with tenants. The Board will ultimately decide if the pilot is expanded to provide in-suite internet connectivity.

- TCHC materials are currently available in 19 language; some are automatically provided in a translated format and others are available upon request.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the GCHRC received the 2021-22 TCHC Strategic Communications plan as set out in Attachment 1 to Report GCHRC:2021-16 for its information.

TERMINATION

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

Secretary

Chair, Governance,
Communications and Human
Resources Committee