



GOVERNANCE, COMMUNICATIONS AND HUMAN RESOURCES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: January 31, 2022

Time: 8:35 a.m. – 9:10 a.m.

Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
8:35	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
8:40	2. Consent agenda		<i>10 minutes</i>		
	a) Approval of Public Meeting Agenda	GCHRC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of November 30, 2021	GCHRC Approval	Minutes	Chair	3
	d) 2022 Public GCHRC Work Plan	GCHRC & Board Approval	GCHRC:2022 - 04	General Counsel & Corporate Secretary	9
	e) City Council Directions Requiring Board Attention	Information	GCHRC:2022 - 03	Vice President, Strategic Planning and Communications	12

PUBLIC AGENDA – GCHRC Meeting – January 31, 2022

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Time	Description	Action	Pre-read	Presenter	Page #
8:50	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	18
8:55	4. Open Meeting Requirements	Information	GCHRC:2022 - 05 <i>15 minutes</i>	General Counsel & Corporate Secretary	21

TERMINATION



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 November 30, 2021, via WebEx, commencing at 3:48 p.m.

GCHRC Directors Present:

Debbie Douglas, Vice Chair
Marcel Charlebois
Councillor Paula Fletcher

GCHRC Directors Absent:

Brian Smith
Ubah Farah
Naram Mansour

Management Present:

Jag Sharma, President & Chief Executive Officer (“CEO”)
Sheila Penny, 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
Paula Knight, Vice President, Strategic Planning & Communications
Bruce Malloch, Director, Strategic Communications
Ada Wong, Senior Director, Digital, Content and Brand Strategy
Grant Coffey, General Manager, Seniors Housing Unit

Allan Britton, Senior Manager, Community
Safety Unit
Christine Yan, Acting Assistant Corporate
Secretary

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

The Chair noted that the GCHRC meeting was originally scheduled for November 8, 2021, however, an urgent circumstance resulted in a member of the Committee being unable to attend the meeting on the date, which led to loss of quorum for the meeting. The meeting has been rescheduled for today.

DEPUTATIONS

The Chair polled for any deputations to be heard at the meeting. No verbal deputations were presented. The following written deputations were received in relation to the following items:

- Item 2D – City Council Directions Requiring Board Attention (*Nicole Corrado*)
- Item 4 – TCHC 2021-22 Strategic Communications Plan Update (*Kathleen Doobay*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Fletcher and carried, the GCHRC approved the Public meeting agenda for the GCHRC's November 30, 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 SEPTEMBER 10, 2021

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

ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION GCHRC:2021-39

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Fletcher and carried, the GCHRC received Report GCHRC:2021-39 regarding City Council Directions Requiring Board Attention for its information.

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

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Fletcher and carried, the GCHRC received the matters reported as Business Arising from the Public Meeting

Minutes and Action Items Update for its information.

STATUS UPDATE: STRATEGIC
ITEM 4 COMMUNICATIONS PLAN GCHRC:2021-41

The above-captioned report (GCHRC:2021-41) was circulated to the GCHRC members prior to the meeting.

Ms. Knight delivered a presentation on the Strategic Communications Plan Update and was available to answer questions of the GCHRC. Highlights of the discussion include:

- The GCHRC provided positive feedback to the Strategic Communications Plan Update.
- It was commented that coverage of gun violence incidents in TCHC communities presents what have happened in the communities and may not be necessarily categorized as “negative stories”.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the GCHRC received for its information Report GCHRC:2021-41 being the Status Update: Strategic Communications Plan.

BI-ANNUAL HUMAN RESOURCES
ITEM 5 UPDATE GCHRC:2021-42

The above-captioned report (GCHRC:2021-42) was circulated to GCHRC members prior to the meeting.

Ms. Shulman delivered a presentation on the Bi-annual Human Resources Update and was available to answer questions of the GCHRC. Highlights of the discussion include:

- It was provided that analysis of outcome of the Equity Diversity and Inclusion Survey could provide information in terms of staff’s experiences from an equity diversity and inclusion perspective.
- Action item: management to report back regarding the diversity

breakdown of positions in the Community Safety Unit.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the GCHRC received Report GCHRC:2021-42, being the Bi-annual Human Resources Update, for its information.

ITEM 6 PLAN FOR 2022 BOARD EVALUATION GCHRC:2021-43

The above-captioned report (GCHRC:2021-43) was circulated to 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:

- The Board evaluation process provides Board members with an opportunity to identify issues for effective Board performance.
- Management is seeking GCHRC's input on the proposed Board evaluation survey being proposed as part of the Board evaluation process. Feedback from former Board members through previous surveys or other mechanisms will inform the proposed survey.

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

1. Consider an alternative evaluation tool to support the implementation of the 2022 Board Evaluation survey;
2. Consider the retainer of an external adviser to assist in the facilitation of the 2022 Board Evaluation survey;
3. Approve the Questions, as set out in Attachment 1 to this report, as the basis for the 2022 Board Evaluation survey; and

4. Direct the appropriate staff to take all necessary actions to implement the foregoing recommendations.

as outlined in Report GCHRC:2021-43, being the 2022 Board Evaluation Plan.

TERMINATION

The public meeting terminated at 4:33 p.m.

Secretary

Chair, Governance,
Communications and Human
Resources Committee



2022 Public GCHRC Work Plan

Item 2D

January 31, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-04

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

From: General Counsel & Corporate Secretary

Date: January 10, 2022

PURPOSE:

The purpose of this report is to establish a 2022 Public Work Plan for the Governance, Communications and Human Resources Committee (“GCHRC”).

RECOMMENDATION:

It is recommended that GCHRC approve the 2022 Public Work Plan provided as Attachment 1 to this report.

REASON FOR RECOMMENDATION:

The proposed 2022 Public GCHRC Work Plan includes the meeting dates to be approved by the Board at its meeting of February 25, 2022 and reflects those matters that have been identified, at this time, as requiring GCHRC's approval during the 2022 calendar year, while not restricting GCHRC from identifying additional matters that it wishes to consider.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel & Corporate Secretary

ATTACHMENT:

1. Proposed 2022 Public GCHRC Work Plan

STAFF CONTACTS:

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2022 Public GCHRC Work Plan

Q1 January 31, 2022	Q2 April 5, 2022
REGULAR ITEMS	
2022 Public GCHRC Work Plan	City Council Directions Requiring Board Attention
	Review of Board and Committee Charters
	AGM Process
	2022 Policy Review Schedule
SPECIAL ITEMS	
	Board and Committee Meetings Rules of Procedure

Q2 May 25, 2022	Q3 July 18, 2022
REGULAR ITEMS	
City Council Directions Requiring Board Attention	City Council Directions Requiring Board Attention
Bi-annual Human Resources Division Update	Compliance Reporting (Annual)
2022-23 Strategic Communications Plan	Update on Subsidiaries (Annual)
SPECIAL ITEMS	

Q3 September 14, 2022	Q4 November 14, 2022
REGULAR ITEMS	
City Council Directions Requiring Board Attention	City Council Directions Requiring Board Attention
	2023 Board and Committee Meeting Schedule
	Bi-annual Human Resources Update
SPECIAL ITEMS	
	Strategic Communications Plan Update
	2022 Human Resources Plan



City Council Directions Requiring Board Attention

Item 2E

January 31, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-03

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

From: Director, Strategic Planning & Stakeholder Relations

Date: January 10, 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 November 8, 2021 GCHRC meeting and covers Council meetings held on Nov 8-9, 2021 and December 15-16, 2021. Attachment 1 includes the new item(s) from this report, listed below, and all outstanding or on-going items remaining from the previous report. 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: PH28.2 Housing Now Initiative - Annual Progress Update and Launch of Phase Three Sites**

Date at Council: November 10, 2021

Council Decision: Adopted with amendments

Attention required from Board: 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.

Management Recommendations: The Board review this item for information; TCHC awaiting direction from Deputy City Manager.

Report Name: EC26.8 Supporting Food Security in St. James Town

Date at Council: December 15, 2021

Council Decision: Adopted without amendments

Attention required from Board: 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.

Management Recommendations: FM and Operations staff prepare to begin implementation of Food Hub including launch of REOI and capital improvements pending release of Section 37 funds.

SIGNATURE:

“Paula Knight”

Paula Knight
VP, Strategic Planning and Communications

ATTACHMENT:

1. City Council Items – Status Tracker

STAFF CONTACT:

Lindsay Viets, Director, Strategic Planning and Stakeholder Relations
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Item 2E - City Council Directions Requiring Board Attention
 Public GCHRC Meeting - January 31, 2022
 Report: GCHRC:2022-03 Attachment 1

TCHC-Related City Council Decision Tracker and Action Items

Item 2E - GCHRC:2022-03 - Attachment 1

Item Code	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report	
COUNCIL ITEMS REQUIRING BOARD ATTENTION/ACTION							
19-AU2.1	AU2.1 Moving Forward Together: Opportunities to Address Broader City Priorities in Toronto Community Housing Corporation Revitalizations	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>	Development	Work On-going	Development reports regularly through Internal Audit to the AG Office
				<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>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>			
				<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 repair and development capital plans, including funding sources and any unfunded amounts the City needs to include in its Capital Plan.</p>			

Item Code	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report
			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.			
19-EX7.1	16-Jul-19	19-EX7.1 Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance	Adopted with Amendments	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.
19-AU3.14	July 16-18, 2019	AU3.14 Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing	Adopted with Amendments	Operations	Work On-Going	TCHC working with City staff (SSHA) has completed the delivery of virtual "Open Houses" in mid-2021. The next phase that will involve publicly posting information on buildings and vacancies and providing applicants with information to make an informed housing choice will be completed by 2022 Q1.
19-GL8.16	October 29 and 30, 2019	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)	Adopted with Amendments	FM	Work On-Going	Facilities Management preparing report which will be provided in Q2 2022. Discussion with the City on this program are on-going.
21-PH21.2	March 10 2021	PH21.2 Activating a Revitalization Plan for the Dundas Sherbourne Neighbourhood	Adopted without Amendments	SPSR, Operations & FM	Work On-going	The Board review this item for information;TCHC staff submitted due diligence report to City staff (Housing Secretariat) in December 2021.
21-MM35.19	14-Jul-21	Taking Action to Protect Tenants from Extreme Heat - by Councillor Kristyn Wong-Tam, seconded by Councillor Josh Matlow	Adopted with Amendments	FM	Work On-going	FM staff are aware of this recommendation, and will be tracking the item for potential impact on TCHC.
21-EC23.4	14-Jul-21	EC23.4 St. James Town Community Food Table	Adopted with Amendments	Operations, SPSR & FM	Work Completed	FM and Operations staff prepare to begin implementation of Food Hub including launch of REOI and capital improvements pending release of Section 37 funds.
21-EX25.3	1-Oct-21	PH25.10 A New Regulatory Framework for Multi-tenant Houses	Adopted with Amendments	SPSR & Ops	Work On-going	SPSR & Operations are investigating how this new regulatory framework may apply to TCHC.

Item Code	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report
21- MM36.13	1-Oct-21	Adopted without Amendments	Attention: 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.
21- PH28.2	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 awaiting direction from DCM.
21- EC26.8	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	FM and Operations staff prepare to begin implementation of Food Hub including launch of REOI and capital improvements pending release of Section 37 funds.



**Report on Business Arising from Public Meeting Minutes
 GCHRC Action Item List**

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. Not Applicable May 25, 2021	Open Meeting Requirements General Counsel & Corporate Secretary to review TCHC's approach to Board and Committee meetings with the City Clerk's Office to identify any areas for improvement, and report back to the GCHRC with their feedback. Particular areas of focus to include meeting agendas and whether TCHC is meeting all open meeting requirements.	Complete	January 31, 2022 Meeting (GCHRC:202 2-05)	General Counsel & Corporate Secretary
2. GCHRC:2021-18 May 25, 2021	Demographic Data for Vendors of TCHC 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

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
5. GCHRC:2021-42 November 30, 2021	Bi-Annual Human Resources Update Management to report back regarding the diversity breakdown of positions in the Community Safety Unit.	In progress	Q1, 2022	Vice President, Human Resources



Open Meeting Requirements

Item 4

January 31, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-05

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

From: General Counsel & Corporate Secretary

Date: January 10, 2022

PURPOSE:

The purpose of this report is to provide the Governance, Communications and Human Resources Committee (“GCHRC”) with an update regarding the to review TCHC’s approach to Board and Committee meetings with the City Clerk’s Office to identify any areas for improvement, and report back to the GCHRC with their feedback. Particular areas of focus to include meeting agendas and whether TCHC is meeting all open meeting requirements.

RECOMMENDATION:

It is recommended that GCHRC receive the information in this report for its information.

REASON FOR RECOMMENDATION:

At its meeting of May 25, 2021, the Committee directed General Council to engage the City Clerk’s Office in a review to identify areas for improvement in relation to TCHC’s approach to Board and Committee meetings and report back to GCHRC with their feedback. Pursuant to that direction the City Clerk was contacted in August of 2021. Discussion with the City Clerk’s Office will continue in that regard.

In September of 2021, Council directed the Board, through its Shareholder Direction, to pass a by-law that included procedures governing the calling, place and proceedings of meetings of the Board and its committees and to seek approval from Council for the by-law.

Such a by-law must comply with the City's Open meeting Requirements. At its meeting of September 10, 2021, the Committee considered proposed Rules of Procedure. At that time, the Committee directed staff to consult former deputants regarding changes that are proposed to the Board's deputation procedure. TCHC management have now reached out to deputants and, as of the date of this report, focus group discussions are being scheduled with deputants in order to report, to the Board, the comments received in this regard.

TCHC management will continue to seek to engage staff from the City Clerk's Office in developing new TCHC's Rules of Procedure in order to ensure that those rules that are proposed satisfy TCHC's Open Meeting Requirements. At the same time, TCHC management will continue to engage the City Clerk's Office in order to ensure that, pending the City's approval of new Rules of Procedure, any concerns regarding compliance with Open Meeting requirements and the efficiency of Board and Committee meetings are identified, along with potential solutions to those concerns.

SIGNATURE:

"Darragh Meagher"

Darragh Meagher
General Counsel & Corporate Secretary

STAFF CONTACTS:

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