



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

Date: June 29, 2021  
Time: 8:30 a.m. – 9:00 a.m.  
Location: Virtual (NOT in person)

## Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
8:30	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
8:35	2. Consent agenda		<i>5 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 May 25, 2021	GCHRC Approval	Minutes	Chair	3
	d) City Council Directions Requiring Board Attention	Information	GCHRC:2021-27	Director, Strategic Planning & Stakeholder Relations	10
	e) Annual Compliance Report for 2020	Information	GCHRC:2021-28	Acting Chief Executive Officer	22

## PUBLIC AGENDA – GCHRC Meeting – June 29, 2021

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<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Pre-read</b>	<b>Presenter</b>	<b>Page #</b>
<b>8:40</b>	<b>3.</b> Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	25
<b>8:45</b>	<b>4.</b> Appointment of GCHRC Vice-Chair	GCHRC & Board Approval	GCHRC:2021-29 <i>5 minutes</i>	Chair	34
<b>8:50</b>	<b>5.</b> Annual Update on Subsidiaries	Information	GCHRC:2021-30 <i>10 minutes</i>	General Counsel & Corporate Secretary	36

### 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 May 25, 2021, via WebEx, commencing at 9:40 a.m.

**GCHRC Directors Present:**

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

**GCHRC Directors Absent:** Naram Mansour

**Management Present:**

Sheila Penny, Acting President & Chief Executive Officer (“CEO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Barbara Shulman, Interim Vice President, Human Resources  
Paula Knight, Vice President, Strategic Planning & Communications  
Jill Bada, General Manager, Seniors Housing 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.

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

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*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the GCHRC approved the Public meeting agenda for the GCHRC's May 25, 2021 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 MARCH 31, 2021**

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

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**ITEM 2D CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION** GCHRC:2021-21

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*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the GCHRC received Report GCHRC:2021-21 regarding City Council Directions Requiring Board Attention for its information.

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

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

- Action item: 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.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, 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.

**ITEM 4 APPOINTMENT OF GCHRC VICE-CHAIR**      GCHRC:2021-25

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This matter was referred to the June 29, 2021 GCHRC meeting.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the GCHRC deferred consideration of the Report GCHRC:2021-25, being the Appointment of GCHRC Vice-Chair, to the June 29, 2021 GCHRC meeting.

**ITEM 5 BOARD AND COMMITTEE MEETINGS – RULES OF PROCEDURE**      GCHRC:2021-22

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The above-captioned report (GCHRC:2021-22) was circulated to GCHRC members prior to the meeting.

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

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the discussion include:

- It is proposed that rules of procedure be developed for TCHC's Board and Committees in conjunction with the development of the updated Shareholder Direction.
- The report includes reference to the development of the Toronto Park Authority's ("TPA") rules of procedure. As a City agency, TPA has different compliance requirements thus their rules of procedure are more a starting point than necessarily reflective of what TCHC's rules of procedure should look like.
- It is recommended that the same overarching principles as TPA's rules of procedure be used by TCHC to inform how we approach TCHC's rules of procedure.
- One area the rules of procedure could address is how to better get input from tenants on matters being considered by the Board and its Committees.
  - The existing deputation process does not allow for proper discussion and engagement with deputants given the time constraints we currently face with such substantial agendas.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the GCHRC unanimously approved the principles set out in Report GCHRC:2021-22, as the basis for Rules of Procedure for the meetings of the Toronto Community Housing Corporation's Board of Directors.

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**ITEM 6      TCHC REFERENCE POLICY      GCHRC:2021-23**

The above-captioned report (GCHRC:2021-23) was circulated to GCHRC members prior to the meeting.

Ms. Shulman was available to answer questions of the GCHRC.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Campbell and carried, the GCHRC received the information

contained in Report GCHRC:2021-23, regarding TCHC's Reference Policy, for its information.

<b>ITEM 7</b>	<b>BI-ANNUAL HUMAN RESOURCES DIVISION UPDATE</b>	<b>GCHRC:2021-18</b>
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The above-captioned report (GCHRC:2021-18) was circulated to GCHRC members prior to the meeting.

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

- The Committee requested that future reports make use of the terminology of 'equity seeking groups'.
- The Workforce Survey will be launched in September to allow for a fulsome education and communications campaign to ensure staff are aware of the purpose of the survey to increase participation rates. Management will report to the GCHRC in the fall with the timelines for the survey and the survey instrument.
- The Workforce Survey will be open to all TCHC staff and the results will be broken out by division.
- A full report back on the results of the Workforce Survey will be shared with the GCHRC in early Q1 2022.
- Recruitment strategies are currently being utilized by Human Resources ("HR") to ensure a broad outreach and targeted approach for equity seeking groups in all areas of recruitment (e.g. how and where jobs are posted, outreach to candidates, assessment panels and assessment tools, etc.).
- There is a lack of diversity at TCHC's executive level.
- TCHC does not currently have a search firm roster.
- The roster of search firms used by the CEO Succession Planning Subcommittee was based on the City's and the Province's rosters.
- Action item: Management to report to the GCHRC regarding the process of establishing a roster of executive search firms, including how to ensure the firms are experienced in the recruitment of a diverse candidate pool.

- 
- The Committee noted the importance of not using just White-led executive search firms.
  - TCHC's talent acquisition system allows for the collection of applicants' demographic data on a voluntary basis.
  - Action item: 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.
  - Action item: Management to provide the GCHRC with:
    - the demographic data of the Community Safety Unit ("CSU");
    - the demographic data of the CSU staff hired to carry out the work of the Violence Reduction Program ("VRP"); and
    - the number of new hires in the VRP who have a policing background.
  - Action item: For the Board meeting of June 15, 2021, Management to provide:
    - the breakdown of staff who have been employed by TCHC for five years or less to identify the reason for turnover (e.g. unionized staff moving into a non-union role, retirement, terminations, resignations, newly created positions, etc.);
    - more information on why the rate of turnover is so high in the Community Safety Unit; and
    - the diversity index for new hires as broken down in the 'Recruitment Activity for Q1, 2021' figure in Attachment 2 to GCHRC:2021-18.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the GCHRC received the information contained in Report GCHRC:2021-18, regarding the Bi-annual Human Resources Division Update, for its information.

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## **OTHER BUSINESS**

The Committee discussed the following matters:

- The Community Safety Unit ("CSU") tracks the number of interventions



**Governance, Communications and Human Resources Committee**  
**Public Minutes**  
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- they are involved with related to opioid overdoses, and were involved in approximately 20 interventions in 2020 where a tenant had overdosed.
- CSU carries naloxone kits and are trained in administering them.
  - Staff are working on developing the procedures to accompany the Harm Reduction Policy.
  - Action item: At the June 15, 2021 Board meeting, Management to report on TCHC's COVID-19 response activity, including the number of communities with on-site vaccine clinics, vaccination rates, and addressing vaccine hesitancy.

**TERMINATION**

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The public meeting terminated at 10:52 a.m.

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Secretary

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Chair, Governance,  
Communications and Human  
Resources Committee



## City Council Directions Requiring Board Attention

Item 2D

June 29, 2021

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2021-27

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

**From:** Director, Strategic Planning & Stakeholder Relations

**Date:** June 10, 2021

### **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”).

### **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.

This report includes new TCHC-related Council items since the May 25, 2021 GCHRC meeting and covers Council meetings held on May 5-6, 2021 and June 8-9, 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.

### **COUNCIL ITEMS REQUIRING BOARD ATTENTION:**

#### **Report Name: EX23.4 Implementing Tenants First: Creating a Seniors Housing Corporation**

Date at Council: May 5, 2021

Council Decision: Adopted without amendments

Attention required from Board: This report recommended the formal incorporation of the new Toronto Seniors Housing Corporation as well as a series of actions to support the creation of the corporation, including the adoption of a shareholder direction for Toronto Seniors Housing Corporation, recruitment of a Chief Corporate Officer and Transition Lead, principles to guide negotiations between Toronto Seniors Housing Corporation and Toronto Community Housing Corporation, and a process to enable the Office of the Commissioner of Housing Equity to continue to provide services to tenants of the Toronto Seniors Housing Corporation.

Management Recommendations: The Board review this item for information. An update to the Board provided to TSC and BIFAC in May 2021 summarized the motion prior to its adoption at Council. The City is working to publish an RFP for a consultant to provide recommendations on shared services between TCHC and the Seniors Housing Corporation, while TCHC is preparing for negotiations by consulting internal teams (link to report: [here](#)).

### **SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning & Stakeholder Relations

**ATTACHMENT:**

1. City Council Items – Status Tracker

**STAFF CONTACT:**

Minh Toan, Business Planner

416-981-4371

Minh.Toan@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> <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>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>			

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Reccomendations/ Status Report
				<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>			
				<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>			

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report
19-EX7.1	19-EX7.1 <u>Implementing Tenants First - A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance</u>	July 16-18, 2019	Adopted with Amendments	<p><u>Attention:</u> 1. City Council approve in principle the establishment under section 148 of the City of Toronto Act, 2006, of a wholly-owned City services corporation to manage and operate Toronto Community Housing Corporation's 83 seniors-designated buildings, as listed in Attachment 1 to the report (June 21, 2019) from the City Manager and the Deputy City Manager, Community and Social Services, and City Council direct the Deputy City Manager, Community and Social Services, to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications and report back with the results of the due diligence process in the first part of 2020.</p>	SHU	Work On-Going	Update to Board provided to TSC and BIFAC reports January 2021; Creation of Toronto Seniors Housing Corporation was adopted by City Council on May 5 2021.
				<p><u>Action:</u> 4. 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 implement the integrated service model for seniors as described in Attachment 5 to the report (June 21, 2019) from the City Manager and the Deputy City Manager, Community and Social Services, beginning with 10 sites selected from the 83 designated seniors-designated buildings in 2020 in partnership with the City and the Toronto Central Local Health Integration Network until such time as the new City services corporation referenced in Part 1 above is established.</p>	SHU	Work On-Going	Update to Board provided to TSC and BIFAC reports January 2021; Phase 2 of the ISM is being rolled out in 2021, with Phase 3 in 2022.



Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report
				<p><u>Attention:</u> 10. City Council approve in principle the transfer of Toronto Community Housing Corporation's real estate development functions to CreateTO and/or the City in alignment with the City-wide real estate model, including infill housing opportunities, the functions related to treatment of property and property related transactions and direct the Deputy City Manager, Corporate Services, in consultation with the Chief Executive Officer, CreateTO and the Chief Executive Officer and President, Toronto Community Housing Corporation to complete a due diligence process to ensure an appropriate understanding of the legal, financial and labour implications of the transfer and report back by the end of 2019 with a transfer plan including governance.</p>	Development	Work On-Going	Update to Board provided to TSC and BIFAC reports January 2021.
				<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 ownership of these lands is no longer in the public interest.</p>	SPSR	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
19-AU3.14	<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	<p><u>Attention:</u> 16. City Council request the General Manager, Shelter, Support and Housing Administration, in collaboration with the Chief Executive Officer, Toronto Community Housing Corporation, to ensure that a maximum number of social housing units are being used for housing and to complete a review of all housing units that are used for other purposes; and, establish a process that requires service manager approval prior to the removal of any housing units from service.</p>	Operations	Work On-Going	Review of units is complete. TCHC is working with city staff (SSHA) to implement a procedure for review of all houses removed from service.
				<p><u>Attention:</u> 17. City Council request the General Manager, Shelter, Support and Housing Administration to:</p> <p>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; and</p>	Operations	Work On-Going	TCHC working with City staff (SSHA) to implement recommendation including holding virtual "Open Houses" in anticipation of the City's new online portal.
19-PH7.4	<u>PH7.4 A New Approvals Framework for Toronto Community Housing Corporation Revitalization Projects</u>	July 16-18, 2019	Adopted with Amendments	<p><u>Action:</u> 1. City Council amend the Shareholder Direction to require Toronto Community Housing Corporation to work with City divisions and agencies in planning and implementing revitalization projects to ensure that the projects contribute appropriately to City-building objectives by incorporating a range of housing options including net new affordable housing opportunities.</p>	Development	Work Completed	Revised TCHC SHD going to Council in July 2021. Proposed revisions were shared with TCHC Board of Directors on June 15th 2021.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report
19-GL8.16	<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.	FM	Work On-Going	Facilities Management preparing report for Board approval that is scheduled for Q2 2021; planned to go to BIFAC September 2 and then to the Board October 7
20-MM24.31	<u>MM.24.31 Lawrence Heights Emergency Safety and Security Response - by Councillor Mike Colle, seconded by Councillor Mark Grimes (24.31)</u>	September 30 and October 1, 2020	Adopted without Amendments	<u>Action:</u> 4. City Council request the City Manager to forward this Item to the Toronto Community Housing Corporation Board, with a request that the Board advise the City Manager about what concrete actions and plans have been implemented as part of a Community Safety Plan, and City Council request the City Manager to report to the Economic and Community Development Committee.	Operations	Work On-going	COO reported to TSC then Board in Q1 2021 as per City Council request; Update on Lawrence Heights Safety program included in Q1 VRP Activity in Item 9G to TSC on May 4 2021.
				<u>Attention:</u> 1. City Council request the Toronto Community Housing Corporation in cooperation with the community to examine a possibility of establishing a Community Resource Safety House in order to support local residents, community building and safety enhancing effort.	Operations		
20-EX.17.2	<u>EX.17.2 Implementing Tenants First: 2020 Action Updates</u>	October 27 and 28, 2020	Adopted without Amendments	<u>Action:</u> 1. City Council adopt the 2021 Mandate Direction Document for Toronto Community Housing Corporation outlined in Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services and, as Shareholder, request the Board of Directors of Toronto Community Housing Corporation to work with the Deputy City Manager, Community and Social Services to carry out the actions described in the 2021 Mandate Direction document.	SPSR	Work On-Going	Update to Board via report presented to TSC November 24, 2020; letter to the Shareholder and Annual Report presented to Board on April 27 2021.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Recommendations/ Status Report
21-EX.20.9	<u>EX20.9 Toronto Seniors Housing Corporation Board of Directors</u>	February 2 and 3, 2021	Adopted with Amendments	<u>Attention:</u> In anticipation of legal incorporation of the Seniors Housing Corporation, this report recommends the Terms of Reference for the Board of Directors for the Seniors Housing Corporation, and directs the City Clerk to initiate recruitment of the Board	SHU	Work Completed by City Clerk	The Board review this item for information; City Clerk has completed recruitment for the Board of Directors for the Seniors Housing Corporation.
21-PH21.2	<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.	SPSR, Operations & FM	Work On-going	The Board review this item for information; TCHC staff in consultation with City staff are working to complete the report by Q4 2021.

Item Code	Item	Date	Council Decision	Action or Attention by TCHC Board	Relevant Division	Work Status	Management Reccomendations/ Status Report
21-EX23.4	EX23.4 <u>Implementing Tenants First: Creating a Seniors Housing Corporation</u>	May 5 2021	Adopted without Amendments	<u>Attention:</u> This report recommended the formal incorporation of the new Toronto Seniors Housing Corporation as well as a series of actions to support the creation of the corporation, including the adoption of a shareholder direction for Toronto Seniors Housing Corporation, recruitment of a Chief Corporate Officer and Transition Lead, principles to guide negotiations between Toronto Seniors Housing Corporation and Toronto Community Housing Corporation, and a process to enable the Office of the Commissioner of Housing Equity to continue to provide services to tenants of Toronto Seniors Housing Corporation.	SPSR	<b>Work Completed</b>	The Board review this item for information; An update to the board provided to TSC and BIFAC on May 2021 summarized the motion prior to its adoption at Council. The City is working to publish an RFP for a consultant to provide recommendations on shared services between TCHC and SHC, while TCHC is preparing for negotiations by consulting internal teams.



**Annual Compliance Report for 2020**

Item 2E

June 29, 2021

Governance, Communications and Human Resources Committee

**Report: GCHRC:2021-28**

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

**From:** Acting President and Chief Executive Officer

**Date:** June 1, 2021

**PURPOSE:**

The purpose of this report is to provide the GCHRC with the Compliance Certificate for 2020.

**RECOMMENDATION:**

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

**REASONS FOR RECOMMENDATION:**

As a best practice, the Board expressed an interest in a Compliance Certificate process to provide assurance to the Board that key areas of financial compliance are formally reviewed and confirmed. Attachment 1 provides the certificate relating to all statutory payments for 2020.

**SIGNATURE:**

*“Sheila Penny”*

\_\_\_\_\_

Sheila Penny  
Acting President and Chief Executive Officer

**ATTACHMENT:**

1. 2020 Compliance Certificate

**STAFF CONTACT:**

Darragh Meagher General Counsel and Corporate Secretary

416-981-4241

Darragh.Meagher@torontohousing.ca

**Attachment 1**

Toronto Community  
Housing Corporation  
931 Yonge Street  
Toronto, Ontario  
M4W 2H2



**Memo**

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**To:** Governance, Communications, and Human Resources Committee      **From:** Sheila Penny  
Acting President and Chief Executive Officer

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**Date:** May 26, 2021

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**Re:** 2020 Compliance Certificate

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I, Sheila Penny, in my capacity as Acting President and Chief Executive Officer of Toronto Community Housing Corporation, hereby certify that to the best of my knowledge and not in my personal capacity:

1. For the period of January 1, 2020 to December 31, 2020, the following statutory payments have been accounted for, reported to the applicable government body or agency, in a timely manner according to the requirements under law or regulation:

<b>Government Body or Agency</b>	<b>Statutory Payment</b>
Canada Revenue Agency	<ul style="list-style-type: none"><li>• HST monthly remittances</li><li>• Employee Source Deductions (Income Tax, CPP, EI) monthly remittances</li></ul>
OMERS	<ul style="list-style-type: none"><li>• Monthly remittances</li></ul>
WSIB	<ul style="list-style-type: none"><li>• Monthly remittances</li></ul>
Ontario Ministry of Finance	<ul style="list-style-type: none"><li>• Employer Health Tax monthly remittances</li></ul>

2. I have reviewed, or caused to review, such files, books, and records of Toronto Community Housing Corporation and have made, or caused to be made, such enquiries of Toronto Community Housing Corporation employees under my direct supervision as I have determined necessary for the purpose of this certificate.

Regards,

*“Sheila Penny”*

Sheila Penny  
Acting President and Chief Executive Officer



**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. May 25, 2021 meeting</b>	<b>Open Meeting Requirements</b> 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.	In progress	September 8, 2021	General Counsel & Corporate Secretary
<b>2. GCHRC:20 21-18 May 25, 2021</b>	<b>Roster of Executive Search Firms</b> Management to report to the GCHRC regarding the process of establishing a roster of executive search firms, including how to ensure the firms are experienced in the recruitment of a diverse candidate pool.	In progress	September 8, 2021	Interim Vice President, Human Resources

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<b>3. GCHRC:20 21-18</b> May 25, 2021	<b>Demographic Data for Vendors of TCHC</b>  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	Acting Chief Executive Officer
<b>4. GCHRC:20 21-18</b> May 25, 2021	<b>Demographic Data for the Community Safety Unit</b>  Management to provide the GCHRC with: <ul style="list-style-type: none"> <li>• the demographic data of the Community Safety Unit (“CSU”);</li> <li>• the demographic data of the CSU staff hired to carry out the work of the Violence Reduction Program (“VRP”); and</li> <li>• the number of new hires in the VRP who have a policing background.</li> </ul>	Complete	Briefing note included in June 29, 2021 materials	Interim Vice President, Human Resources & Senior Director, Community Safety Unit
<b>5. GCHRC:20 21-18</b> May 25, 2021  <b>TCHC:2021 -32</b> June 15, 2021	<b>Human Resources Data</b>  Management to provide: <ul style="list-style-type: none"> <li>• the breakdown of staff who have been employed by TCHC for five years or less to identify the reason for turnover (e.g. unionized staff moving into a non-union role, retirement,</li> </ul>	Complete		Interim Vice President, Human Resources

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>terminations, resignations, newly created positions, etc.);</p> <ul style="list-style-type: none"> <li>• more information on why the rate of turnover is so high in the Community Safety Unit;</li> <li>• the diversity index for new hires as broken down in the 'Recruitment Activity for Q1, 2021' figure in Attachment 2 to GCHRC:2021-18;</li> <li>• more information on the recruitment of 30 positions in the Development division in Q1 2021 (e.g. the revitalization sites that these positions support, the types of positions being filled, and whether these positions interface with the tenant side or the developer side of the work); and</li> <li>• the breakdown of recruitment activity in terms of temporary vs. permanent positions being filled.</li> </ul>			
<p><b>6. May 25, 2021 meeting</b></p>	<p><b>TCHC's COVID-19 Response</b></p> <p>At the June 15, 2021 Board meeting, Management to report on TCHC's COVID-19 response activity, including the number of communities with on-site vaccine clinics, vaccination rates, and addressing vaccine hesitancy.</p>	<p>Complete</p>	<p>June 15, 2021 Board meeting (TCHC:2021-37)</p>	<p>Acting Chief Operating Officer</p>



Toronto Community Housing Corporation  
931 Yonge Street  
Toronto, ON  
M4W 2H2

### **Briefing Note:** For Information

**To:** Governance and Human Resources Committee

**From:** Barbara Shulman, Vice President, Human Resources (Interim)  
Darragh Meagher, General Counsel & Corporate Secretary

**Date:** June 28, 2021

**Re: Public Action Item #4:** Demographic Data for the Community Safety Unit

At the May 25, 2021 GCHRC meeting, Management was asked to report back and provide the GCHRC with the following:

- the demographic data of the Community Safety Unit (“CSU”);
- the demographic data of the CSU staff hired to carry out the work of the Violence Reduction Program (“VRP”); and
- the number of new hires in the VRP who have a policing background.

The Tenant Services Committee (“TSC”) has received reports in relation to these matters on the following dates:

- July 6, 2021 TSC meeting: Available demographic data of the CSU (briefing note included as part of Business Arising from the Public Meeting Minutes and Action Items Update);
- March 24, 2021 TSC meeting: Available demographic data of the CSU, and available information regarding CSU staff with a policing background (Attachment 2 to Report TSC:2021-22); and
- May 4, 2021: Available demographic data of the CSU (briefing note included as part of Business Arising from the Public Meeting Minutes and Action Items Update).

Toronto Community Housing does not collect demographic data through the hiring process and nor has it conducted workforce surveys that asks its employees to identify whether they are a member of an equity-seeking group. As a result, it is not possible to provide the information requested at this time.

It should be noted that TCHC’s Human Resources staff are in the process of developing and implementing a comprehensive Equity, Diversity & Inclusion (“EDI”)

Strategy and framework. As part of the roll-out of the EDI strategy, one of the priority initiatives for 2021 will be the implementation of TCHC's first Workforce Survey. This survey will be the mechanism to determine the current representation of individuals who are members of equity seeking groups throughout the organization. The Workforce Survey will invite employees to voluntarily disclose how they self-identify. The outcome of this initial Workforce Survey will provide an important baseline against which to measure the effectiveness of the various initiatives that TCHC will implement as we strive to build a more equitable, diverse and inclusive workforce in all divisions and at all levels of the organization. The information will also help direct the development of targeted strategies to increase representation of specific under-represented and equity-seeking groups and/or to target efforts to specific areas in the organization, as appropriate.

It will take time to realize meaningful outcomes from implementation of our fulsome EDI strategy, however the strategy is being implemented with short and long-term action plans to realize change as quickly as possible. In particular, the following changes to the recruitment process are being implemented now, to accelerate our progress towards increasing diversity at all levels of the organization:

- Recruitment Coordinators and hiring managers discuss outreach strategies to increase diversity of any applicant pool;
- Consideration is given to engaging external search firms to ensure broad outreach when filling senior leadership positions;
- Job postings are viewed through an equity lens to ensure they do not pose systemic barriers to applicants;
- Interview tools are assessed to ensure inclusivity and eliminate systemic barriers;
- Ensure that hiring panels reflect diversity; and
- Behavioural competencies that align with TCHC's culture model and embrace diversity are incorporated into interviews and evaluations.

An education campaign to make employees aware of the upcoming survey and the objectives behind the survey has begun. This is intended to help build employee trust and to encourage participation in the voluntary survey.

It is anticipated that staff will report on the outcome of the survey in Q1 2022.



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 931 Yonge Street  
 Toronto, ON  
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## **Briefing Note:** For Information

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

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**From:** Barbara Shulman, Vice President, Human Resources (Interim)

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**Date:** June 28, 2021

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**Re: Public Action Item #5:** Human Resources Data

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Management was asked to report back to GCHRC with follow-up information to the HR Division Update report (GCHRC:2021-18) provided at the May 25, 2021 GCHRC meeting.

### **1. Years of Service for Management & Non-Union Employees as of March 2021**

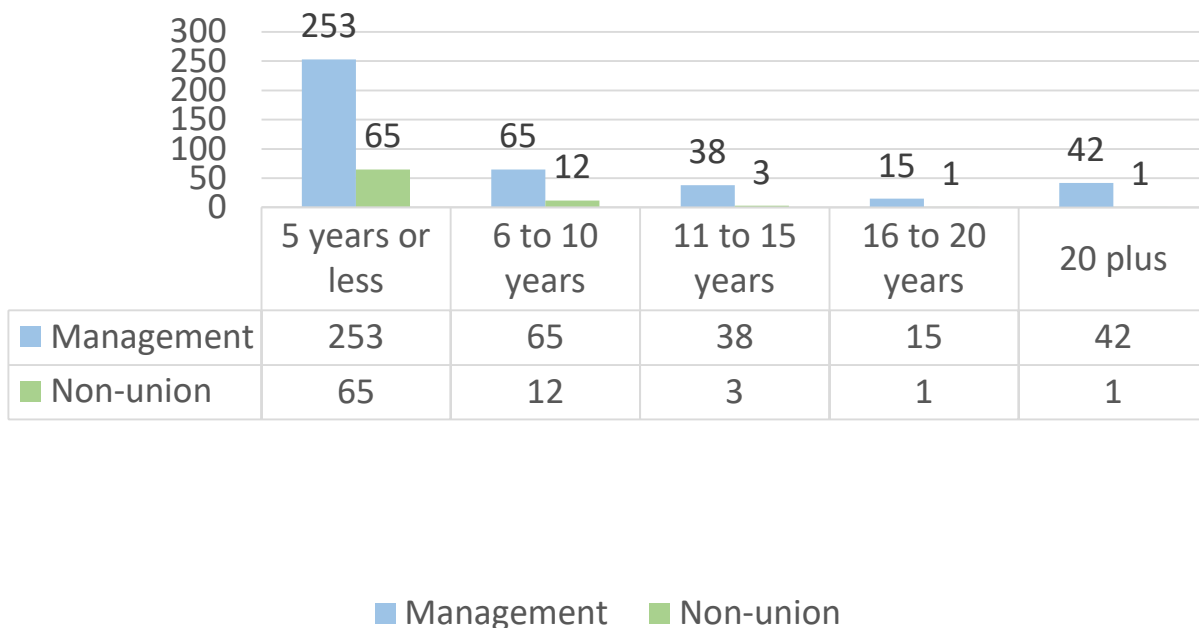
The total number of management and non-union staff, as at March 2021 was 495.

The 495 employees are comprised of:

- 235 managers – People leaders (responsible for supervising staff);
- 160 management – Individual contributors (do not supervise other staff); and
- 100 non-union – Exempt staff

The tenure of the total 495 employees is reflected in Table 1 below.

*Table 1: Tenure of Management and Exempt Employees*



Further analysis of the 253 management staff with service of 5 years or less identified the following information:

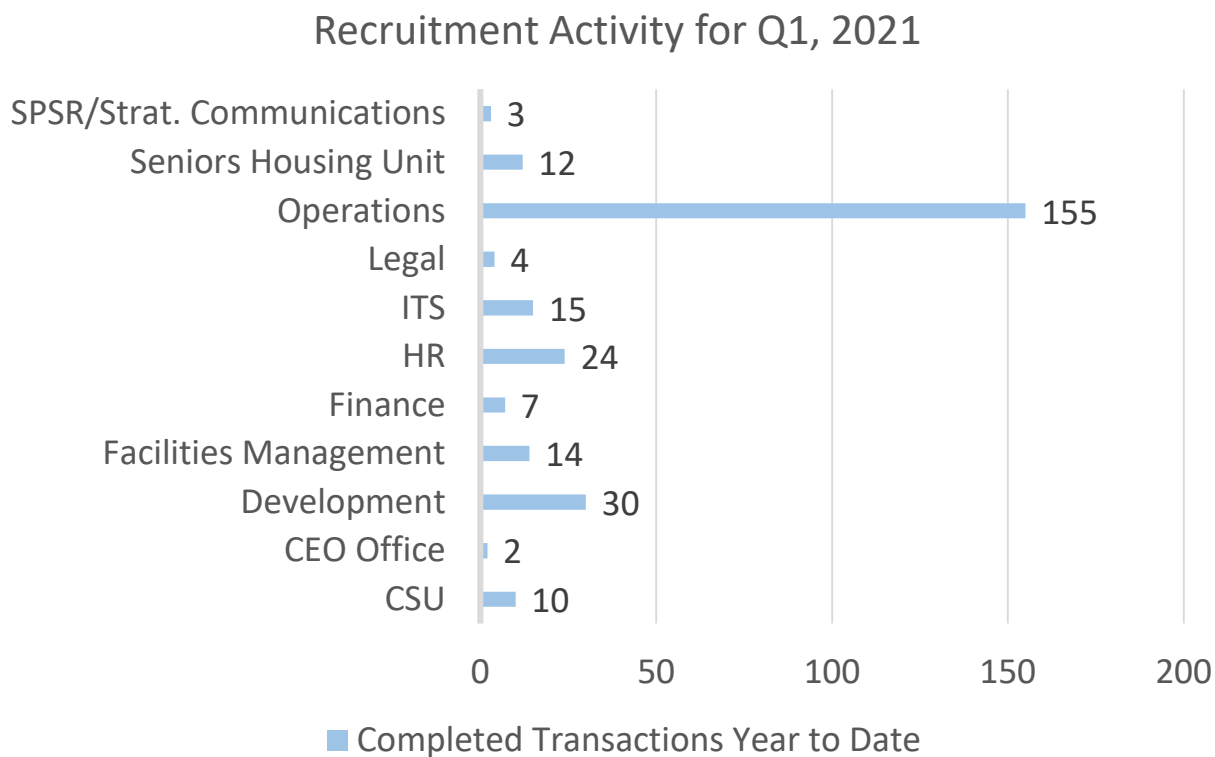
- 164 were new hires to TCHC
- 89 were existing employees who had been promoted into new management roles

Of the 164 employees who were new to TCHC, 37 were hired into brand new management positions that had been created in various divisions, including Operations, CSU, ITS and other areas. The remaining management employees with less than 5 years of service were hired to fill positions vacated through attrition – exits due largely to retirements, resignations, as well as to terminations.

## 2. Recruitment Data for Development Division

Table 2 was included in the Q1 HR Divisional Update to GCHRC at the May 25<sup>th</sup> meeting. The recruitment activity presents a summary of the various types of activity supported by the Recruitment team, including filling of temporary and permanent vacancies, as well as the processing of acting assignment extensions and employee transfers.

Table 2: TCHC Recruitment Activity for Q1 2021



**Note:** Completed transactions includes, but is not limited to Acting Assignments, Acting Assignment Extensions, Contract Extensions, Conversions, Lateral Transfers and Vacancy for Competition

GCHRC requested additional information be provided to explain the volume of activity in Development division in particular, as the number of transactions (30) seemed disproportionately high, relative to the total number of positions on the Development division.

Further analysis of the activity identified an error which directly impacted the data being reflected for Development division. In fact, the correct number of recruitment transactions in Q1 for the Development division was **12 not 30**. The error arises due to the extensions of 18 temporary assignments into the Senior Program Leader, Capital Engagement and Conservation Program being attributed to Development instead of to Facilities Management division.

This error results in a need to adjust the data reflected for Facilities Management for Q1. The correct number of recruitment transactions for Facilities Management in Q1 is 32 (not 14), with 18 of those transactions being the extensions of the Senior Program Leaders, a casual position in the division.



Future HR Divisional updates to GCHRC will provide a more detailed breakdown of the recruitment activity, in order to provide more meaningful information to the Committee on the specific nature of the recruitment activity – differentiating between temporary versus permanent hires, and whether the positions are filled internally or externally.



## Appointment of GCHRC Vice-Chair

Item 4

June 29, 2021

Governance, Communications and Human Recourses Committee

**Report: GCHRC:2021-29**

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

**From:** Chair, Governance, Communications and Human Resources Committee

**Date:** June 14, 2021

### PURPOSE:

The purpose of this report is to approve the appointment of the Vice-Chair, Governance, Communications and Human Resources Committee (“GCHRC”) in accordance with the recently approved amendments to the GCHRC Charter.

### RECOMMENDATIONS:

It is recommended that the GCHRC approve and recommend that the Board of Directors for approve:

1. The appointment of a Vice-Chair, Governance, Communications and Human Resources Committee, effective June 15, 2021 until a successor is appointed; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendations.

### REASONS FOR RECOMMENDATIONS:

At its March 31, 2021 meeting, the GCHRC approved an amendment to its Charter to allow for the appointment of a Committee Vice-Chair, as approval by the Board of Directors (the “Board”), as recommended by the GCHRC.

At its April 27, 2021 meeting, the Board of Directors approved the amendment to the GCHRC Charter and directed the GCHRC to initiate the process to identify its Vice-Chair, to be approved by the Board.

When presented at the May 25, 2021 meeting, the GCHRC deferred approval of the GCHRC Vice-Chair to its June 29, 2021 meeting.

In accordance with the newly amended Charter, it is recommended that the GCHRC appoint its Vice-Chair with an effective date of the Board of Directors meeting of July 22, 2021.

**IMPLICATIONS AND RISKS:**

It is good governance and in compliance with the GCHRC's Charter to appoint a Vice-Chair to act as an alternate should circumstances arise where the Chair is not available to perform his duties.

**SIGNATURE:**

*"Brian Smith"*

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Brian Smith  
Governance, Communications and Human Resources Chair

**STAFF CONTACT:**

Darragh Meagher, General Counsel and Corporate Secretary  
416-981-4241  
Darragh.Meagher@torontohousing.ca

Toronto Community Housing



## Annual Update on TCHC Subsidiaries

Item 5

June 29, 2021

Governance, Communications and Human Resources Committee

<b>Report:</b>	<b>GCHRC:2021-30</b>
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<b>To:</b>	Governance, Communications and Human Resources Committee (“GCHRC”)
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<b>From:</b>	General Counsel and Corporate Secretary
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<b>Date:</b>	June 9, 2021
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### PURPOSE:

The purpose of this report is to provide GCHRC with an update on subsidiary governance matters.

### RECOMMENDATION:

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

### REASONS FOR RECOMMENDATION:

#### ***Access Housing Connections Inc. (“AHCI”)***

The City of Toronto assumed operational functions of AHCI and TCHC is in the process of dissolving the remaining shell company.

Pursuant to section 237 of the Ontario Business Corporations Act (“*OBCA*”), shareholder approval is required to authorize a company’s dissolution by unanimous written consent or by special resolution (two thirds majority). A special resolution of AHCI’s sole shareholder (TCHC)

was passed and executed on December 11, 2017. A special resolution of AHCI's Board was passed and executed on November 24, 2017.

Pursuant to the Shareholder Direction between TCHC and the City of Toronto, TCHC requires the City of Toronto's approval to dissolve AHCI. A letter dated February 15, 2018 requesting City of Toronto approval to dissolve AHCI was submitted to the City Manager's Office and approved by City Council on June 26, 2018.

TCHC's Finance Division is in the process of reconciling outstanding accounts payable with the City of Toronto with respect to AHCI, and then in turn will prepare final financial statements. Once this financial undertaking is complete, we can commence the process to file Articles of Dissolution with the Ministry of Government Services.

#### ***Alexandra Park Development Corporation ("APDC")***

At its June 25, 2020 Annual General Meeting ("AGM"), the APDC Board of Directors approved a resolution to permit the execution of the definitive project agreements for Alexandra Park Phase II with Tridel. The agreements establish the structure of the relationship with Tridel, with outcomes measured against the Anchor Business Plan and approval milestones to ensure project control and to help manage risks to TCHC. The agreements also include management agreements for the rental replacement construction and ensure procurement of services and trades are consistent with TCHC's procurement policy.

Additional subsidiaries of APDC have been created for purposes of Alexandra Park Phase II.

#### ***Don Mount Court Development Corporation ("DMCDC")***

TCHC has completed the dissolution of this subsidiary.

As noted above, pursuant to section 237 of the OBCA, shareholder approval is required to authorize dissolution by unanimous written consent or by special resolution (two thirds majority). A special resolution of DMCDC's sole shareholder (TCHC) was passed and executed on

December 11, 2017. A special resolution of the DMCDC's Board was passed and executed on November 24, 2017.

Pursuant to the Shareholder Direction between TCHC and the City of Toronto, TCHC requires the City of Toronto's approval to dissolve DMCDC. A letter dated February 15, 2018 requesting City of Toronto approval to dissolve DMCDC was submitted to the City Manager's Office and approved by City Council on June 26, 2018.

Articles of Dissolution have been filed with the Ministry of Government Services. TCHC received a certificate from the Ministry of Government Services certifying that the Articles of Dissolution are effective as of February 9, 2021. Post dissolution steps are underway with the Finance division to obtain a clearance certificate from Canada Revenue Agency.

#### ***Toronto Affordable Housing Fund ("TAHF")***

TCHC continues to work with the City of Toronto's Housing Secretariat to transfer the delivery and administration of the home-ownership loans related to the City of Toronto's affordable ownership program to the City of Toronto.

#### ***Regent Park Energy Inc. ("RPEI") and Toronto Community Housing Enterprises Inc. ("TCHEI")***

TCHC is evaluating strategic options for the community energy system at Regent Park including the potential sale of RPEI. For certain commercial reasons, TCHC is proposing a merger of RPEI and TCHEI prior to any proposed sale. The merger of RPEI and TCHEI prior to a sale could be achieved by an amalgamation of RPEI into TCHEI, creating one entity reporting up to the parent company, TCHC.

Pursuant to section 177(1) of the OBCA, an amalgamation of this type requires the Directors of each amalgamating corporation to adopt a resolution approving the amalgamation, which was executed on November 21, 2017.

Pursuant to the Shareholder Direction between TCHC and the City of Toronto, TCHC does not require City of Toronto approval prior to

amalgamating any subsidiaries; however, TCHC notified the City of Toronto of its intent to amalgamate. A letter dated February 15, 2018 notifying the City of Toronto of the amalgamation was submitted to the City Manager's Office.

The amalgamation of RPEI and TCHEI is subject to guidance and an income tax analysis from PricewaterhouseCoopers ("PwC") pursuant to the *OBCA* and the *Income Tax Act* (Canada), which is in process and subject to the strategic options under review with respect to RPEI and TCHEI.

### ***Regent Park Development 2 Corporation ("RPDC2")***

At its April 27, 2021 meeting, the Board of Directors approved the creation of a subsidiary corporation with a mandate to enter into a partnership with a subsidiary of Tridel Builders Inc. ("Tridel"), whose partnership will undertake the development, financing and construction of the market condominium buildings in Phases 4-5 of Regent Park and related planning, development and community engagement activities.

TCHC will consult with the City Manager's Office on the creation of the RPDC2 subsidiary and notify the City Manager's Office with respect to the creation of the joint venture with Tridel.

### ***Other Subsidiaries***

Appended as Attachment 1 is an organization chart illustrating the remaining subsidiaries and partnerships that are to be dissolved once operational activities have been concluded. The majority of these subsidiaries are related to revitalization, thus the subsidiaries and partnerships will be dissolved with the completion of development activities.

### **SIGNATURE:**

*"Darragh Meagher"*

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Darragh Meagher  
General Counsel & Corporate Secretary

**ATTACHMENT:**

1. Toronto Community Housing Corporation Subsidiaries and Joint Ventures/Partnerships Organization Chart

**STAFF CONTACT:**

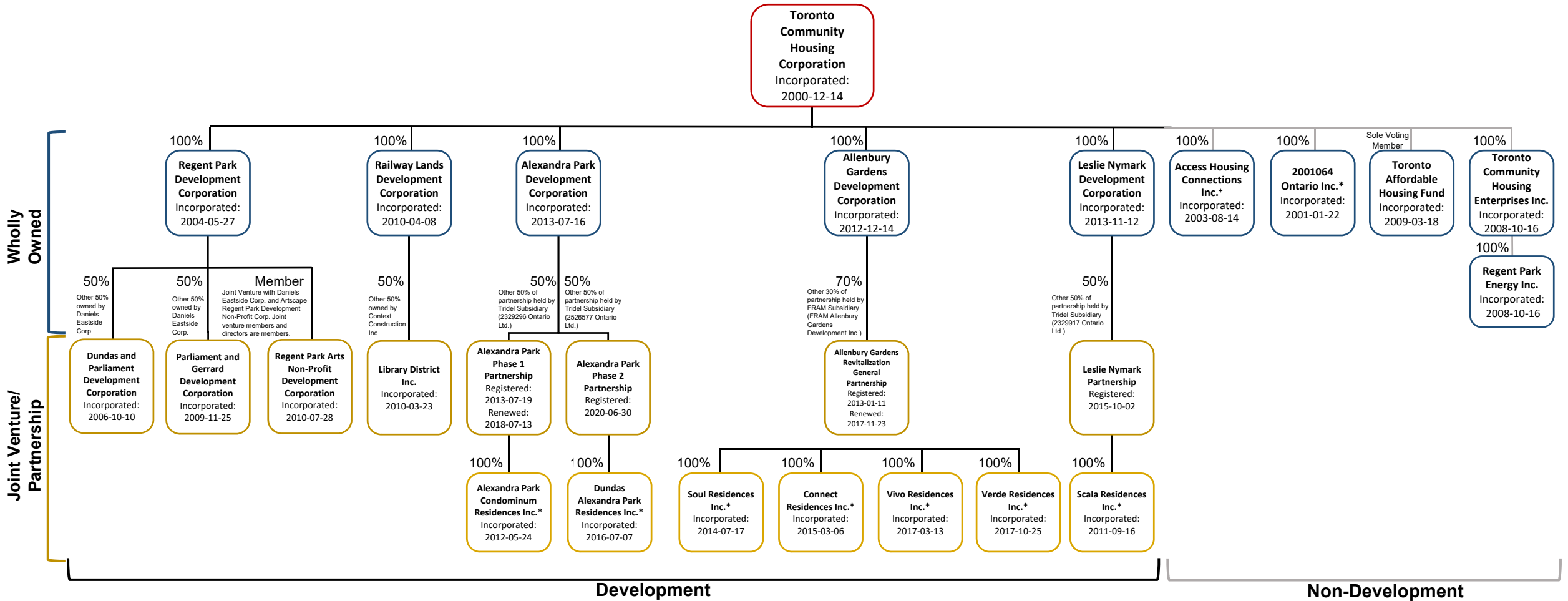
Darragh Meagher, General Counsel and Corporate Secretary

416-981-4241

Darragh.Meagher@torontohousing.ca



**Toronto Community Housing Corporation Subsidiaries and Joint Ventures/Partnerships Organization Chart**



**Dissolved Entities**

- Innoserv Inc. (2014-05-06)
- Housing Services Inc. (2018-02-05)
- Don Mount Court Development Corporation (2021-02-09)

**Legend**

- + = To be wound up in 2021
- \* = Title Nominees