



# Governance, Communications and Human Resources Committee

931 Yonge Street,  
Toronto, M4W 2H2

Page 1 of 7

The Governance, Communications and Human Resources Committee (“GCHRC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on May 25, 2022, via WebEx, commencing at 9:09 a.m.

**GCHRC Directors Present:**

Brian Smith, Chair  
Naram Mansour  
Debbie Douglas (10:24 a.m. – 10:49 a.m.)  
Marcel Charlebois  
Ubah Farah

**GCHRC Directors Absent:** Councillor Paula Fletcher

**Management Present:**

Jag Sharma, President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Barbara Shulman, Interim Vice President, Human Resources  
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)  
Kelly Skeith, Acting Chief Development Officer  
Grant Coffey, General Manager, Seniors Housing Unit  
Allan Britton, Senior Director, Community Safety Unit  
Paula Knight, Vice President, Strategic Planning and Communications  
Allen Murray, Vice President, Facilities Management  
Bruce Malloch, Director, Strategic Communications  
Richard Grotsch, Acting Senior Director, Business Operations

Lindsay Viets, Director, Strategic Planning and Stakeholder Relations  
Kelly Schilthuis, Director of Talent Management  
Jamie Kramer, Senior Consultant, Diversity and Inclusion  
Christine Yan, Acting Assistant Corporate Secretary

A quorum being present, Mr. Smith, serving as 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.

---

**DEPUTATIONS**

---

The Chair polled for any deputations to be heard at the meeting. The following verbal deputations were presented:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Catherine Wilkinson*)
- Item 6 – 2022 Strategic Communications Plan (*Catherine Wilkinson and Jackie Yu*)
- Item 8 – City Council Directions Requiring Board Attention (*Catherine Wilkinson*)

The following written deputations were received in relation to the following items:

- Item 6 – 2022 Strategic Communications Plan (*Jackie Yu*)

---

**ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

---

The GCHRC resolved to re-order of Item 7 and Item 8 to allow Director Douglas to rejoin the meeting for the discussion of Item 7.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Farah and carried, the GCHRC approved the Public meeting agenda, as amended, for the GCHRC's May 25, 2022 meeting.

---

**ITEM 3      CHAIR'S POLL RE: CONFLICT OF INTEREST**

---

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

---

**ITEM 4      CONFIRMATION OF MINUTES OF THE PUBLIC GCHRC MEETING OF APRIL 20, 2022**

---

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

---

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

---

A verbal deputation from Catherine Wilkinson was received with respect to this item.

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

---

**ITEM 6      2022 STRATEGIC COMMUNICATIONS PLAN**

---

GCHRC:2022-13

The above-captioned report (GCHRC:2022-13) was circulated to GCHRC members prior to the meeting.

---

A written deputation from Jackie Yu was received with respect to this item and was circulated to the GCHRC.

Verbal deputations from Catherine Wilkinson and Jackie Yu were received with respect to this item.

Ms. Knight provided a presentation on the 2022 Strategic Communications Plan and was available to answer questions of the GCHRC. Highlights of the discussion include:

- It was commented that management can consider looking into a text alert option to communicate critical updates to tenants including tenants with disabilities.
- A question was raised if the local Tenant Service Hubs can drive the communications with their tenants. It was provided that management is currently reviewing the governance structure that oversees local communications delivered by the hubs and centralized communications delivered by the corporate.
- A suggestion was raised that management consider having tenants indicate their preferred channels of communication. It was provided that staff have endeavoured to create connections with tenants through integrated communications channels. The relevant legal requirements regarding obtaining consent and tracking opt-out when using digital communications were elaborated.
- A suggestion was raised around providing tenants with a staff directory which includes employees' work contact information. It was provided that TCHC has been exploring the creation of a staff directory to provide direct information to tenants. Strategic Communications have been working closely with the Operations team to develop an implementation plan and a training plan in relation to the staff directory to ensure the implementation is effective and will optimize tenant experience.
- Action item: Management to report back on the progress of enhancing tenant communication, which includes improving communication with tenants regarding service disruptions, creating a staff directory, and shortening the response time of service requests.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Mansour and carried, the GCHRC received Report GCHRC:2022-13, being the 2022 Strategic Communications Plan, for its information.

---

**ITEM 8      CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION      GCHRC:2022-12**

---

The above-captioned report (GCHRC:2022-12) was circulated to the GCHRC members prior to the meeting.

A verbal deputation from Catherine Wilkinson was received with respect to this item.

Ms. Knight provided an overview of the report and was available to answer questions of the GCHRC. Highlights of the discussion include:

- With the implementation of the HoMES system, it is expected that some of the items shared in the deputation will be tracked more effectively.
- Operations will look into publicizing the service standards for each service pillar and sharing the service quality indicators with tenants to gather feedback.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2022-12 regarding City Council Directions Requiring Board Attention for its information.

---

**ITEM 7      EQUITY, DIVERSITY AND INCLUSION SURVEY RESULTS AND STRATEGY UPDATES      GCHRC:2022-15**

---

The above-captioned report (GCHRC:2022-15) was circulated to the GCHRC members prior to the meeting.

---

Ms. Shulman and Ms. Kramer provided a presentation on the Equity, Diversity and Inclusion (“EDI”) Survey Results and Strategy Updates, highlights of which include:

- Informative Consultations and Survey Results;
- Measuring and Evaluation of the EDI Strategy;
- EDI Strategy Goals;
- EDI Strategy Phases:
  - Phase One: Internal Strengthening of EDI
  - Phase Two: Audit and Access Goods, Programs, Services and Information
  - Phase Three: Collaborate and Build More Inclusive Practices
- Next Steps, which include the first progress report that will be distributed to the GCHRC and the Board in December 2022.

Ms. Shulman and Ms. Kramer were available to answer questions of the GCHRC. Highlights of the discussion include:

- The GCHRC recommended that this report be forwarded to the Board of Directors for its consideration.
- A question was asked in terms of the linkage between the EDI strategy goals and the three EDI strategy phases. It was provided that each area of actions under each phase is tied back to a specific EDI strategy goal. It was recommended that the presentation be updated to cross reference the different phases and proposed actions and demonstrate more clearly which EDI strategy goal(s) each action is related to.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the GCHRC received Report GCHRC:2022-15, being the Equity, Diversity and Inclusion Survey Results and Strategy Updates report, for its information and forwarded it to the Board of Directors for its consideration, in consultation with the Board Chair.

## **TERMINATION**

---

A Motion to adjourn the meeting was moved by Ms. Farah and seconded by Mr. Mansour. The GCHRC resolved to terminate the public meeting at 10:49 a.m.

**Governance, Communications and Human Resources Committee**  
**Public Minutes**  
May 25, 2022

Page 7 of 7

---

Secretary

---

Chair, Governance,  
Communications and Human  
Resources Committee