



Board and Committee Meeting Rules of Procedure

Item 6

April 20, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-10

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

From: General Counsel & Corporate Secretary

Date: March 14, 2022

PURPOSE:

The purpose of this report is consult the Governance, Communications and Human Resources Committee ("GCHRC") in connection with the creation of Toronto Community Housing's ("TCHC") By-law #4 to establish the rules of procedure with respect to the calling, place and proceedings of meetings of TCHC's Board of Directors (the "Board") and its Committees.

RECOMMENDATIONS:

It is recommended that the Governance, Communications and Human Resources Committee:

1. approve the Board of Directors Meeting Procedures in the form set out in Attachment 1 to this report;
2. recommend that the Board approve the Board of Directors Meeting Procedures in the form set out in Attachment 1 to this report and forward them to City Council for its consideration and recommended approval, as TCHC By-law #4; and

3. Authorize the President and Chief Executive Officer and the General Counsel and Corporate Secretary, and their respective designates, to take all actions and execute all necessary documents to implement the above recommendations.

REASONS FOR RECOMMENDATIONS:

Decision History

At its meeting of July 14, 2021, City Council approved a revised shareholder direction to the Toronto Community Housing Corporation. In part, the Shareholder Direction approved by Council, at that time, provided that:

- 5.2.2 The Board shall pass a by-law that includes procedures for governing the calling, place and proceedings of meetings of the Board and its committees. The Board shall seek approval from Council for the by-law.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX25.12>

At its meeting of May 25, 2021, the GCHRC 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.

<https://www.torontohousing.ca/events/Documents/GCHRC/2021%20GCHRC/GCHRC%20May%2025/Item%205%20-%20Board%20and%20Committee%20Meetings-Rules%20of%20Procedure%20w%20attachment.pdf>

Those overarching principles, reflected in the Toronto Parking Authority's Rules of Procedure are that:

- The majority of Directors have the right to decide;
- The minority of Directors have the right to be heard;
- All Directors have the right to information to help make decisions, unless otherwise prevented by law;
- Directors have a right to an efficient Meeting;
- All Directors have the right to be treated with respect and courtesy; and

- All Directors have equal rights, privileges, and obligations

At its meeting of September 10, 2021, the GCHRC considered Report GCHRC:2021-34 and directed TCHC management to consult former deputants regarding changes that are proposed to the Board's deputation procedure and bring forward the draft document to the next meeting of the Tenant Services Committee and thereafter to return to this Committee for its further consideration.

<https://www.torontohousing.ca/events/Documents/GCHRC/2021%20GCHRC/GCHRC%20Sept%2010/Board%20and%20committee%20Rules%20of%20procedure%20GCHRC%20Sept%201%202021.pdf>

At its meeting of February 9, 2022, the Tenant Services Committee considered Report TSC:2022:04 and directed management to consult the City's Tenants First team and Tenant Directors in relation to proposed changes to the Rules, impacting tenants.

<https://www.torontohousing.ca/events/Documents/TSC/2022%20TSC/TSC%20Feb%209%202022/Item%206%20-%20Board%20and%20Committee%20Meetig%20Rules%20of%20Procedures%20w%20updated%20attachments.pdf>

At its meeting of December 15, 16 and 17, 2021, City Council requested and authorized any Agencies, Boards, and Corporations that is separately governed to adopt a Policy by appropriate means, including through an amendment to applicable procedural by-laws or rules, requiring any Member of Council and any Public member who sits on the Board of Directors of a City Corporation and who wishes to attend, in person, any meeting of the Board to provide proof of being fully vaccinated prior to the meeting and that Members failing to do so will be required to participate remotely.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.MM38.28>

Deputant Consultation Process

Between January 18 and 24, 2022, TCHC management conducted three focus group sessions with former deputants to the Board and TCHC's Committees. These focus group sessions followed a communication to approximately seventy individuals, identified as prior deputants for whom contact information was available that could accommodate communication, through email. The Chair of the GCHRC attended all focus group discussions. Tenant Directors attended the January 24 focus group discussion. During the course of the focus group discussions, the following potential changes to the deputation process were reviewed:

- a change to the Procedural Rules that would result in matters removed from the Consent Agenda in order to permit a deputation, being considered once the Board or Committee had considered all of the matters on the Regular Agenda;
- a change to the Procedural Rules that would mean that oral deputations would no longer be considered, at the Board of Directors, in relation to matters that had previously been considered by a Committee (written submissions would still be considered, by the Board, in relation to those matters); and
- a change to the Procedural Rules that would the requirement to register as an oral deputant, by noon on the business day prior to the Board or Committee meeting, a mandatory requirement (written deputations would be provided to the Board or Committee as long as they were received prior to the beginning of the meeting, where possible).

Participants indicated that, in general they viewed the proposed changes to TCHC's deputation process to be an attempt to silence deputants. More specifically, they raised the following concerns in relation to the changes that were being discussed:

- Individuals objected that moving Items on the Consent Agenda to the end of the Regular Agenda when deputations are received, as doing so would undermine their effect, increase the potential the Board or Committee would lose quorum before the deputation was heard and challenge deputants who rely on services, such as Wheel-Trans, to

attend in person Board and Committee meetings. In part, this concern appeared to be a consequence of a misunderstanding in relation to the nature of the proposal, which was perceived as suggesting that, while the Agenda Item would continue to be considered as part of the Consent Agenda, the deputation would not be heard until after the Regular Agenda. To clarify, the proposal is that the Item, to which the deputation relates, would be considered following the Regular Agenda and any deputation related to the Item would be considered at that time;

- By proposing changes to the manner in which the Board dealt with deputations, TCHC was blaming deputants for issues related to the Board and Committee meeting process, without addressing other elements of the meeting procedures that require consideration. While Governance staff communicated to deputants that they were being contacted in connection with proposed changes to the Board's Procedural rules, as a whole, and a copy of the proposed Rules was provided along with that communication, the fact that deputants were asked to comment on changes to the impact of those changes on the deputation process appeared to have resulted in some perceiving that those changes are the only changes proposed;
- Any changes to Board's Rules should be deferred until such time as the COVID-19 pandemic has resolved, and the Seniors Transition and the TCHC's Tenant Engagement System Refresh is concluded.

At its meeting of February 9, 2022, the Tenant Services Committee was provided with a Summary of the focus group discussions and written submissions regarding the proposed Rules of Procedure. Copies of both documents are Attachments 2 and 3 to this Report.

In accordance with the direction from the Tenant Services Committee, TCHC management contacted City staff in connection with the Rules of Procedure proposed to govern the Board and Committee Meeting Procedures. Tenant First staff advise that they have no particular concerns with the provisions of the Board Rules, as attached.

Attachment 1 to this Report is provided to the Governance, Communications and Human Resources Committee for its approval. Its provisions are in line

with prior Board practice and the procedures bylaws of other City Agencies. In light of comments from deputants, it should be noted that:

- The proposed Rules do not require or contemplate the separation of Board and Committee Agendas into a Consent and Regular component. The Rules provide that the Chair will review Agenda items, providing Directors with an opportunity to hold an item for discussion or clarification and that items not held are then voted on. Future Board and Committee Agendas will not reflect a Consent and Regular Agenda. With the elimination of the Consent Agenda, deputations would be considered, on all items, in the order upon which the Item was listed as a part of the meeting Agenda.
- The proposed Rules do not limit the ability of deputants to address matters on the Board Agenda. In future, deputants will continue to be able to make deputations at both the Board and Committee level.
- The proposed Rules continue to require individuals to register the day prior to a meeting at which they wish to depute. However, the propose Rules have been amended to provide that the registration deadline is three (3) p.m. In addition, the Rules have been amended in order to provide that the registration requirement may be waived, when the deputant is a TCHC tenant.

Vaccination Requirement for In Person Attendance

In accordance with Council's decision at its meeting of December 15, 16 and 17, 2021, the Board's Meeting Rules of Procedure have been amended to provide, in Section 4.2, that any Director who wishes to attend, in person, any meeting of the Board or one of its Committees is required to provide proof of being fully vaccinated prior to the meeting and that Directors failing to do so will be required to participate remotely.

IMPLICATIONS AND RISKS:

In the absence of adopting a by-law that includes procedures for governing the calling, place and proceedings of meetings of the Board and its committees, the Board risks a failure to comply with the direction contained in the City's Shareholder Direction. Additionally, the Board increases the risk that its meetings, and those of its Committees, will not be properly managed,

increasing the risk that the Board will be denied the opportunity to consider those matters requiring its attention.

The absence of a deputation process that affords deputants the opportunity to express their views on matters that are important to them increases the risk the perception, amongst TCHC tenants, that its decisions are not informed by their interests. Additionally, the absence of an effective deputation process increases the risk that Directors are not provided the information, from the tenant perspective, that they require in order to make the decisions on Agenda Items.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel & Corporate Secretary

ATTACHMENT:

1. Draft Toronto Community Housing Corporation Procedures By-law
2. Written Submissions regarding Draft Rules of Procedure
3. Summary of Focus Group Discussions

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Board of Directors Meeting Procedures

<<Date>>

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Definitions

- 1.1. **Board or Board of Directors** – Means the Board of Directors of the Toronto Community Housing Corporation.
- 1.2. **Board Chair** - Chair of Board of Directors, appointed by City Council.
- 1.3. **Board Secretary** - The General Counsel and Corporate Secretary or designate.
- 1.4. **Board Vice Chair** – Vice Chair of the Board of Directors, appointed by the Board of Directors.
- 1.5. **Chair** - The person presiding at a Meeting
- 1.6. **City** - City of Toronto.
- 1.7. **Committee** - A committee or sub-committee of the Board.
- 1.8. **Committee Chair** – Chair of a Board Committee, appointed by the Board
- 1.9. **Conflict of Interest** – A Conflict of Interest as defined by the Board of Directors’ Code of Ethics and Conduct
- 1.10. **Council** - The Council of the City of Toronto.
- 1.11. **Director** - a director of the Toronto Community Housing Corporation and a member of the Board.
- 1.12. **In Person Meeting** – A Board or Committee Meeting at which the majority of Directors attend in person.
- 1.13. **Meeting** - A Meeting of the Board or a Committee.
- 1.14. **Procedures By-law** - This By-law as amended from time to time.
- 1.15. **Quorum** - The number of Directors to be present at a Meeting to legally conduct business at the Meeting.

Guiding Principles

- 1.16. **Special Meeting** - A Board or Committee Meeting other than a regular Meeting, a continued Meeting, or a reconvened Meeting.
- 1.17. **Virtual Meeting** – A Board or Committee Meeting undertaken through conference, electronic or other communication facilities that permit all persons participating in the Meeting to communicate with each other, simultaneously and instantaneously

Guiding Principles

- 2.1. The following Directors' rights are the principles upon which the Procedures By-law is based:
 - 2.1.1. The majority of Directors have the right to decide;
 - 2.1.2. The minority of Directors have the right to be heard;
 - 2.1.3. All Directors have the right to information to help make decisions, unless otherwise prevented by law;
 - 2.1.4. Directors have a right to an efficient Meeting;
 - 2.1.5. All Directors have the right to be treated with respect and courtesy; and
 - 2.1.6. All Directors have equal rights, privileges, and obligations
- 2.2. If there is a conflict between two or more rules in this Procedures By-law, or if there is no specific rule on a matter, the Chair will rule. The Chair may consult with the Board Secretary, and use City of Toronto Municipal Code Chapter 27, Council Procedures, and the Board's practices and former decisions, including previous rulings, as aids in ruling.

**Reference to City's
Municipal Code provisions**

Schedule of Regular Board Meetings

**Establishing an Annual
Meeting Schedule**

- 3.1. At the beginning of each calendar year, the Board will set a schedule of regular Meetings for the year for the Board and for Committees of the Board. Generally there is one regularly scheduled Board Meeting every second month. Committee schedules generally occur during the months

Meeting Location

between scheduled Board Meetings but may vary depending on the nature of the Committee.

- 3.2. In person Meetings are usually held at 931 Yonge St. in the main floor Boardroom, or any other location deemed suitable by the Board Secretary, with a regular start time of 9:30 a.m. for the Meeting's Public Session. Directors will be notified ahead of time in the event of any changes to the schedule, time and/or location of the Meeting.

Virtual Meetings and Virtual Participation in In Person Meetings

Virtual Meetings Permitted

- 4.1. Meetings of the Board or of a Committee may occur by means of conference, electronic or other communication facilities that permit all persons participating in the Meeting to communicate with each other, simultaneously and instantaneously. Any Director participating in such a Meeting by such means is deemed to be present at the Meeting for all purposes including for the purpose of determining whether a quorum is present under Section 9.

Virtual Attendance at In Person Meetings

- 4.2. Prior to attending a meeting of the Board or of a Committee, a Director shall provide proof of being fully vaccinated against the COVID-19 virus and a Director who fails to do so will be required to participate remotely.

Virtual Attendance includes attendance during closed session

- 4.3. If a majority of Directors present at or participating in an In Person Meeting have consented, a Director may be permitted to virtually participate in the Meeting, by means of such conference, electronic or other communication facilities.

Meeting cancelled if no Quorum

- 4.4. Any Director participating in a Virtual Meeting or virtually participating in an In Person Meeting, shall be entitled to participate in any portion of the Meeting closed to the public in accordance with Section 9.

Cancellation and Rescheduling of Meetings

- 5.1. If no Quorum is present fifteen (15) minutes after the time appointed for a Meeting, the Board Secretary calls the roll

Options if Agenda Item Materials are not ready

and records the names of the Directors present and the Meeting is adjourned until the next scheduled day of Meeting, the next regular Meeting, or at the call of the Board Chair in accordance with Section *.

- 5.2. Meetings may be cancelled, or the consideration of individual agenda items deferred, in the event that the materials related to agenda items are not ready. The Board Secretary, in consultation with the CEO and the Board Chair, shall take appropriate steps to advise all Directors of the cancellation and/or rescheduling of Meetings. Notice of change will also be posted on the Toronto Community Housing website and in Operating Unit offices.
- 5.3. If a regularly scheduled Meeting of the Board is cancelled without being rescheduled, the next regularly scheduled Meeting cannot be cancelled without being rescheduled.

Effect of Cancellation of Meeting on Subsequent Meeting

Special Meetings

Calling a Special Meeting

6.1. The Chair of, or a majority of Directors on, the Board or a Committee may convene a Special Meeting at any time by giving formal notice not less than 24 hours before the time of the Meeting. Written notice of a Special Meeting must be delivered to each Director on the Board or Committee in the same manner as is used to distribute the material for regularly scheduled Meetings. Notice of the Special Meeting, along with any agenda material must indicate the time, place, Meeting format and the matter to be dealt with at the Special Meeting.

No new business in special meetings

6.2. Only business on the Agenda, and no other business, is considered at a Special meeting.

Calling a Special Emergency Meeting

6.3. Despite Section 6.1, the Board Chair may call a special emergency Meeting of the Board or Committee without giving notice as required under Section 6.1, whenever the Board Chair considers it necessary to do so, if:

- 6.3.1. All Directors are notified of the Meeting either personally, by e-mail, or by any other means necessary; and
- 6.3.2. A majority of Directors agree to the Meeting by giving written consent to the

Board Secretary personally before the beginning of the Meeting.

Scheduling Board Workshops

Board Workshops

7.1. Throughout the year there may be special Meetings of the Board called in order to provide the Board with the opportunity for a workshop. Workshops are generally held through development of the Community Management Plan to enable the Board to discuss the issues facing the organization and the strategic direction the Board wants to set for the organization. Other workshops may happen in response to governance needs or other matters as determined by the Board.

Meeting Attendance

Attendance

8.1. Each Director shall make reasonable efforts to advise the Board Secretary as far in advance as possible of any Meetings which they cannot or do not expect to attend.

Quorum

Quorum

9.1. A majority of the Board and its Committees will be quorum.

Impact of Conflict on Quorum

9.2. Certain provisions in the Municipal Conflict of Interest Act or the Board's Code of Conduct may disqualify a number of Directors from participating in a Meeting. If the result of the application of those provisions results in too few Directors for a Quorum, then two or more Directors may be considered a Quorum.

Loss of Quorum during Meeting

9.3. If, during a Meeting, a Quorum is not present for a period of fifteen (15) minutes, the Board Secretary will record the names of the Directors present and the Meeting will be adjourned until the next scheduled day of Meeting, the next regular Meeting, or at the call of the Board or Committee Chair in accordance with Section *, and the Meeting shall not continue on an informal basis.

Role of Chair

Chair of Meeting

10.1. The Chair of any Meeting of the Board shall be the Board Chair. If the Board Chair is not available,

Absence of Chair and Vice Chair

the Board Vice Chair shall serve in the place of the Board Chair.

- 10.2. In the absence of both the Chair and the Vice Chair for a period of fifteen (15) minutes after the appointed time of the Meeting, if a Quorum is present, the Board Secretary shall call the Meeting to order and preside over the appointment of one of the other Directors as Acting Chair to preside and discharge the duties of the Chair during the Meeting, and until the arrival of the Chair or Vice Chair.

Preparation of Meeting Materials

Agendas and Minutes

- 11.1. The Board Secretary shall establish agenda deadlines, prepare and publish and distributes the agenda for each regular Meeting of the Board and its Committees in accordance with the timeline set out in Section 11.2.

Distribution and Posting of Meeting Materials

- 11.2. The agenda and any other agenda material such as minutes and reports then available shall be delivered no less than seven (7) calendar days before the Meeting and Public agenda materials are also posted on the Toronto Community Housing website at that time. In the event that reports related to an Agenda Item are not available for distribution at that time, notice that the report will be distributed, prior to the Meeting, shall be included in the materials distributed at that time, and the report will be distributed separately, to all Directors, once it is available. In the event that Meeting materials have not be distributed to Directors on the Board or a Committee twenty-four (24) hours prior to the Meeting, the approval of a majority of the Board or Committee is required before the matter is considered.

Review of Meeting Agenda for Conflicts of Interest

Review of Agenda

- 12.1. Upon calling the Meeting of the Board or a Committee to order, the Chair will request Directors to identify any Conflicts of Interest in relation to any item on the agenda.

Canvassing Directors for "Holds"

- 12.2. The Chair will review each agenda item, providing Directors with an opportunity to "hold" an item for discussion or clarification. Any items which are not

Order of Consideration

'held' by a Director upon review of the agenda, are then voted on in whole and passed by the Board or Committee.

12.3. Unless otherwise decided by the Board or Committee, it considers the items on the agenda in the order in which they are listed on the agenda.

Alteration of Order

12.4. The Board or Committee, without debate, may by a majority vote, make any alteration to the order of the business but may not delete any item from the agenda.

Agenda is Notice

12.5. The published agenda for the Board or Committee Meeting is notice of all business included in that agenda subject to other notice provisions in this By-law and of any applicable legislation.

Adding Items to the Agenda

12.6. By majority vote of the Board or Committee, the Board Secretary shall add to the agenda new agenda business matters received after the agenda deadline for the Board Meeting.

Declaration of Conflict of Interest

Identifying Conflicts in the Meeting Minutes

13.1. Any Director having a Conflict of Interest shall request to have identified, in the minutes of the Meeting, the nature and extent of the Conflict of Interest.

Motions and Voting Procedure

Nature of Motions

14.1. A Director may make a motion on any Item on the Agenda that:

14.1.1. Affects the Meeting's procedures, as set out in the Procedures By-law; or

14.1.2. Takes action on the matter that is currently before the Board or Committee for debate.

Secunder not required

14.2. A motion does not require a seconder.

Motion must be within Committee jurisdiction

14.3. A motion relating to a matter not within the jurisdiction of the Board or Committee, as set out in its Charter, is out of order.

Procedural Motions

Debating motions to defer and refer

14.4. The Board or Committee may debate a motion to defer, or a motion to refer, only on the desirability of deferring or referring and the terms of the deferral or referral. The Board or Committee will not discuss the main motion or amendments until after it has voted on the motion to defer or refer.

Motion to defer requirements

14.5. A *motion to defer* shall include:

14.5.1. The time to which the matter is deferred, or a description of circumstances that cause the motion to be brought back; and

14.5.2. An explanation of the motion's purpose.

Motion to refer requirements

14.6. A *motion to refer* shall include:

14.6.1. The name of the Committee, body, or Official to whom the motion is referred;

14.6.2. The subject matter or question to be investigated; and

14.6.3. The time period within which the matter will be reported back to the Board or Committee.

Motion to adjourn

14.7. A *motion to adjourn* the Board or Committee Meeting shall always be in order except:

14.7.1. When another Director is speaking;

14.7.2. When a vote has been called;

14.7.3. When the Directors are voting; or

14.7.4. When a Director has indicated to the Chair a desire to speak on the matter before the Board or Committee.

14.8. A motion to adjourn:

14.8.1. Is not debatable; and

14.8.2. Cannot be amended.

14.9. A motion to adjourn is put to a vote immediately.

Motion to end debate

14.10. A Director who has the floor may make a motion to end debate on the matter currently under debate any time during debate.

14.11. A *motion to end debate* on an Item:

14.11.1. Is not debatable;

14.11.2. Cannot be amended; and

14.11.3. Requires the support of two-thirds of the Directors present in order to pass.

14.12. A motion to end debate is put to a vote immediately.

14.13. If a motion to end debate passes, the matter before the Board or Committee, including the main motion and any amendments, will immediately be put to a vote.

14.14. If a motion to end debate fails to pass, the Director who made the motion to end debate cannot speak again on the matter.

Two thirds majority required for early consideration of deferred matter

14.15. In order for the Board or a Committee to consider a matter which it has previously deferred, whether indefinitely or to a future date that has not yet been reached, a motion must be adopted by a two-thirds vote of the Directors present and voting.

Effect of Board decision on subsequent motion on same matter

14.16. Subject to Section 14.19, once the Board or Committee decides a matter, no Director may make a motion that would change the decision within the 12-month period following the decision.

Motion to reconsider

14.17. A Director who voted with the prevailing side on a matter may make a motion to reconsider the matter originally decided at the same Meeting, or at a subsequent Meeting at which the matter is to be reconsidered. A motion to reconsider made under this Section requires a two-thirds vote of the Directors present in order to pass.

14.18. A motion to reconsider a matter is:

14.18.1. Not debatable; and

14.18.2. May not be amended.

Voting by show of hands

14.19. If a motion to reconsider a matter passes, all previous decisions on the matter remain in force, unless the Board or Committee decides otherwise.

Requesting a recorded vote

14.20. At all Meetings a “show of hands” is the voting procedure on motions. Each Director shall have one vote and every question shall be decided by a majority of votes cast on the question. In the case of a tie in voting, the Chair of the Meeting shall be entitled to a second or casting vote.

Directors to vote on all Items

14.21. If a Director wants a recorded vote on a particular motion, they must make a request to record the vote, prior to the vote on the motion. A Director can also request that their vote of dissent be recorded in the minutes.

Effect of not voting

14.22. Every Director present at a Meeting must vote on every matter put to a vote, except any Director who declares a conflict of interest and removes themselves from the vote.

Voting on separate propositions

14.23. The Board Secretary records as voting in the negative any Director present at a Meeting who does not vote, except a Director who has declared a conflict of interest.

14.24. If a matter under consideration contains distinct propositions, a Director may request that Directors vote on each proposition separately.

14.25. If the Chair agrees that the matter contains distinct propositions, the Chair will rule that Directors vote on each proposition separately.

Public Proceedings

Meetings are open to the public

15.1. Public proceedings of the Board are open to members of the public, and the public are notified of all public Meetings. Reports and other items which are part of the public proceedings, and any debate and voting of such items are open to the public. The Chair has the right to expel, or exclude, from any Meeting, any person who disrupts the proceedings of the Meeting.

Posting on website

15.2. In general, notice of the Meeting and reports are available on the Toronto Community Housing web site.

Closed Meetings**Closed Proceedings**

- 16.1. Closed proceedings (Meetings that are not open to the public) may take place if the subject matter being considered is about:
 - 16.1.1. the security of the property of the Corporation;
 - 16.1.2. personal matters about an identifiable individual, including an employee;
 - 16.1.3. a proposed or pending acquisition or disposition of land by the Corporation;
 - 16.1.4. labour relations or employee negotiations;
 - 16.1.5. litigation or potential litigation, including matters before administrative tribunals, affecting the Corporation;
 - 16.1.6. advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - 16.1.7. education or training of the Directors;
 - 16.1.8. a matter in respect of which the Board, Committee, or other body may hold a closed Meeting under another Act;
 - 16.1.9. Information explicitly supplied in confidence to Toronto Community Housing Corporation by Canada, a province or territory, or a Crown agency of any of them;
 - 16.1.10. a trade secret or scientific, technical, commercial, financial, or labour relations information, supplied in confidence to Toronto Community Housing Corporation, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - 16.1.11. a trade secret or scientific, technical, commercial, or financial information that belongs to Toronto Community Housing

Requirement to close Meeting

- Corporation and has monetary value or potential monetary value;
- 16.1.12. a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of Toronto Community Housing Corporation; or
- 16.1.13. any other matter City Council would be permitted to discuss at a Meeting or part of a Meeting that is closed to the public under City of Toronto Act, 2006 or any other Act.

Moving from public to closed session

- 16.2. The Board or Committee shall close a Meeting to the public to discuss:
 - 16.2.1. a request under the Municipal Freedom of Information and Protection of Privacy Act; or
 - 16.2.2. an ongoing investigation respecting Toronto Community Housing Corporation by the Ombudsman.
- 16.3. Prior to the commencement of a closed Meeting, a motion must be made to move to a closed Meeting. At the conclusion of the closed Meeting, the Board Chair will announce the time of the resumption of the public Meeting.

Deputations

Purpose of deputations

- 17.1. Deputations are used to provide the Board and its Committees with information not available in writing or not brought before the Board as part of Committee or staff reports. Deputations are not a forum for debate between deputants and Directors, but are to be used as an opportunity for the sharing of new information and the clarification of issues.

Deputations on Matters on the Agenda permitted

- 17.2. Any member of the public may ask to make an oral deputation on public items that are on the Agenda of the Board or a Committee. Deputations cannot be heard on items that are not on the Meeting agenda.

Deputations at Committee

- 17.3. To ensure that deputations can be meaningfully considered, by both Directors and TCHC staff, in

the context of a matter before the Board and its Committees, oral deputations are considered whenever a matter is presented to a Committee of the Board. A summary of deputations received at Committee will be reported to the Board, in conjunction with its consideration of the matter to which the deputations related.

Deputations at Board

17.4. The Board may consider deputations on any on item, without regard to whether it had previously been considered by Committee. The public shall be permitted to make an oral deputation in relation to any matter that was not previously considered at a Committee Meeting.

Deputation time limit

17.5. Oral deputations are limited to five minutes. When the number of deputants at a Meeting exceed ten (10) this limit may reduce this limit to three minutes.

Deputant conduct

- 17.6. Deputants to the Board or Committees must:
- 17.6.1. not speak disrespectfully about anyone;
 - 17.6.2. not use offensive language;
 - 17.6.3. speak only about the subject on which the Board or Committee invited them to make a public presentation; and
 - 17.6.4. obey the procedures by-law and any Chair's ruling.

Chair may end deputation

17.7. The Chair may end a deputation if there is disorder or a failure to follow these rules.

Deputants to register

- 17.8. Deputants are required to inform the Board Secretary of their intent to depute by three (3) p.m. on the business day prior to the Meeting so that the Board Secretary can:
- 17.8.1. confirm that the deputation is related to agenda and the recommendations before the Board/Committee; and
 - 17.8.2. ensure that it contains information that furthers the Board or Committee's understanding of the issue.

The registration requirement may be waived when the deputant is a TCHC tenant.

Written Deputations

- 17.9. As an alternative or a supplement to an oral deputation, members of the public can submit a written deputation by noon on the business day prior to the Meeting in order to allow enough time for:
 - 17.9.1. the distribution of deputation materials to Directors for their review prior to the Meeting;
 - 17.9.2. information-gathering by TCHC staff, the Committee Chair and/or Directors;
 - 17.9.3. briefing of Directors on the issues raised; and
 - 17.9.4. clarification of issues/concerns raised.

Communications are public

- 17.10. All communications about a matter on a Meeting agenda that the Board Secretary receives becomes part of the public record.

Distribution of communications

- 17.11. All communications are available to Directors and to the public before the Meeting or, if necessary, distributed directly to Directors and the public during the Meeting.

Requirements for communications

- 17.12. All communications must:
 - 17.12.1. be delivered in person or sent by regular mail or electronic communication;
 - 17.12.2. be addressed to the Board, a Committee, or to the Board Secretary;
 - 17.12.3. be legible;
 - 17.12.4. include the name and the mailing address or the telephone number of the author;
 - 17.12.5. be in reproducible format; and
 - 17.12.6. not be defamatory or contain offensive language or personal information.

Communications containing personal information

- 17.13. Written deputations containing personal information will not be forwarded to Directors or form part of the public record, should the Board Secretary determine the disclosure of personal information contravenes the *Municipal Freedom of Information and Protection of Privacy Act*.

Invitations to speak

17.14. The Board or a Committee may invite specific persons, experts, organizations or groups to make a public presentation to it on any matter within its mandate.

Report to include overview of engagement

17.15. All reports to the Board and Committees of the Board are to include an overview of any stakeholder engagement process that may have occurred and some sense of the stakeholder input so that Directors can be aware of what all stakeholders have said with respect to the item. Board reports will also include an overview of any deputations received at the committee level on any Agenda item.

Two-thirds vote required to waive rules.

Waiver of Rules

18.1 Subject to Subsection 18.2, a motion to waive one of the procedures by-law's rules on a one time basis will pass if two-thirds of the Directors present vote for it.

Rules that cannot be waived.

18.2 The Board or a Committee cannot waive the following:

- 18.2.1. Waiver of rules, two-thirds vote required to waive rules;
- 18.2.2. Amending the procedures by-law;
- 18.2.3. No new business in special meetings;
- 18.2.4. Quorum;
- 18.2.5. Public Proceedings; and
- 18.2.6. Closed Proceedings.

Written Submission of Anita Dressler

I am a person who has given numerous deputations before the Board. My deputations are my opinions, observations and the input from other tenants who are not experienced in public speaking or have language difficulties. I always felt that the message that I brought forward was a valuable tool for Management to make wise decisions. Many of my deputations not only pointed out issues that had to be addressed i.e. accessibility, safety, repairs and maintenance, racism and ageism, but also praise for Managers or Departments that went the extra step for the tenants.

Having oral deputations is important, as many tenants and especially with the lockdowns and virtual meetings have to hear what is being said about them. When tenant leaders come forward with deputations, it speaks to the subjects that others have questioned. It also gives tenants a sense of belonging and that someone is listening and when Managers or Departments are praised tenants start to realize that the behind the scenes persons are not against them but actually listen, care and take action.

I know that you pack your agendas, with more items than you can actually get to in an appropriate manner, but that should not negate the very people that you have a commitment to. A secondary meeting with items that are normally in camera should be held. Thus your meetings will start on time and you will get through the items that impact on tenants, and allow time for deputations on each agenda item.

In the email it says to go to committee. Are you not aware that the majority of tenants only know about one committee "Tenant Services". Unfortunately in nearly three years Tenant Services has not addressed any issues impacting on Seniors. Youth are the focus as shown with the multitude of programs and money being expended. Youth (up to 29) are only one focus group who have been over compensated while your other tenants are left in limbo One example Refresh is geared to youth. A Seniors refresh is nowhere to be seen. After numerous meetings and consultations, Seniors have asked for their own refresh only to be ignored and the original refresh thrown down their throats. Deputations in the past have been given in good faith.

Stifling tenant's voices, opinions and perceptions will create an atmosphere of distrust, lack of transparency, honesty and accountability. You have created Focus Groups, for us to voice concerns. Focus groups are actually information sessions on staff's agenda. The concept is "pull the wool over their eyes, tenants are too stupid to know any difference."

We have tried to work with you, we have voiced our concerns and made suggestions. All of this done to make you the Best Landlord. Now the perception is that persons sitting in their posh offices or working from home are making bad decisions.

What ever happened to being **tenant centric**??

Tenants are concerned that what looks good to you on paper is the end result that will impact us. You should not only be dealing with reports, you are dealing with people's well being. (Mentally, physically and emotionally). Tenants no longer have to step up to the plate and volunteer, to go to focus meetings, or help agencies with programs. Many feel that what has been proposed is a sham to shut down tenants' voices.

It has been stated many times that as a Landlord you have obligations. Many issues are ignored.

Our voices, doing deputations to the Board created good relationships with Staff and Management. Trust was built. A mutual respect. Your decision to stifle voices has created distrust and lack of respect. Tenants are becoming apathetic or more belligerent. I do not believe that in your hearts you expected or wanted this to occur. Those that try to stifle our voices are doing exactly what has occurred in many countries, whose Leaders dictate and there is no free will.

We have been your unpaid workers. We have volunteered our time and experience to strengthen communities. You expect us to participate.

But what are we participating in? A biased, prearranged plan to treat us like sheep or zombies to follow your command.

In the last three or four years, your plans have not created vibrant communities but have taken away independence and a feeling of pride. Stopping oral deputations and making sure that tenants deputations are not heard deletes all actions to help to build trust, honesty, accountability and transparency.

I hope that saner minds will prevail and that some one realizes that our input is of value.

Removing deputations that other tenants can hear, on u-tube makes me wonder, "**What are you afraid of?**" When tenants hear what is being said in a deputation, they take time to think about the issues and ponder solutions to the issues. They become involved in their communities and focus sessions and engagement.

It is obvious that we are of no value to you.

Respect can not be demanded, it must be earned. This latest decision on removing oral deputations has chipped away at the very little respect that was left. Dissimulation, dupery and deception prevail.

Respectfully submitted
Anita Dressler
Chair of Seniors Voice
Tenant Rep

Written Submission of Bill Lohman
Deputation Policy Changes

01-17-2022

Item 6 - GCHRC:2022-10 - Attachment 2

The aim of the Deputation Policy is to provide tenants with the opportunity to advise the Board on important information and insights they feel is missing from an agenda item before Board about knowledge.

It is mandated that Toronto Community Housing ensure stakeholders are given an opportunity to provide input into the TCHC decisions that have an impact on their community, prior to Board deliberations.

The communication and engagement processes that Toronto Community Housing has in place are there to ensure stakeholders have the opportunity to provide input and influence related to Toronto Community Housing issues, before those items reach the Board. The methods created for tenants and other stakeholders to provide input into items going before the Board, include: Tenant Representatives, tenant Councils, local business planning, focus groups, building level meetings and theme groups. Deputation are an additional avenue for stakeholders to increase the Board's cognizance, understanding and import of a given issue.

“All items under consideration by the Board that have a direct impact on tenants and/or staff will have received input from those affected, before recommendations are made to the committee or Board.”

We have witnessed the steady erosion and disappearance of the mechanisms for tenant expression, over the past 4 years. The decentralized management system demands greater scrutiny and oversight to avoid sacrificing the intent of tenant input and influence as mandated in TCHC's deputation policy.

The lack of senior involvement in ISM development, no say on the Refresh and no senior input to the transition speaks to the concerns raised by deputants about fair treatment and the lack of empathy of staff that frustrate and impede trust in the model and decision-makers, who openly disregard the mandated tenant inclusion. Are you not interested to hear from tenants about what your committee reports are not telling you?

If you don't know what staff are doing, you don't have the ability to oversee them. It would be turning a deaf ear to the Tin-ear approach of Tenant Services toward senior concerns, by instituting changes to the deputation policy for expediency and corporate-centered efficiencies only, and a clear detriment to tenant interests by further diminishing the ability of tenant voices to be heard by the Board, as intended. Especially when all the other methods created for tenants to be heard and provide input, at all levels, have been curtailed in

response to COVID-19.

To put it bluntly, with all the things about TCHC and TSHC that are 'up in the air' that need to be considered right now, to move on this would be asinine and irresponsible.

Thank you.

Bill Lohman

Sonia Fung

From: Cheryl Duggan [REDACTED]
Sent: Thursday, January 6, 2022 3:11 PM
To: Darragh Meagher
Cc: Deputy Mayor Michael Thompson; mayor_tory@toronto.ca; ombudsman@toronto.ca; Deputations
Subject: Re: Focus Groups Regarding Proposed Changes to TCHC Deputation Procedures
Attachments: image001.png

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If deputations are meant to inform committee and board decisions how does compiling them at the end of a meeting going to meet that goal?

As for when written deputations may be submitted to committee or board meetings you are simply reinforcing the fact that I don't believe written deputations are read prior to meetings by changing protocols to allow them to be submitted right up to the beginning of the meeting.

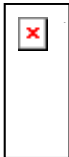
On Thu., Jan. 6, 2022, 2:12 p.m. Darragh Meagher, <Darragh.Meagher@torontohousing.ca> wrote:

Good afternoon Ms Duggan,

As was noted in our earlier communication regarding this matter, the review of the manner in which we receive deputations at the TCHC Board is taking place in the context of a review of the Board's Rules of Procedure. I am attaching, hereto, the Report to the GCHRC regarding this matter that has led to seeking your input in relation to these changes. The process that we are undertaking is consistent with the direction that we have received, from City Council, through the City's Shareholder Direction to enact a by-law that includes procedures for governing the calling, place and proceedings of meetings of the Board and its committees and is not an attempt to cut down on deputations. However, recognizing that the changes that are being proposed would impact the manner in which we manage the deputation process we have sought input from former deputants, like yourself, in relation to those proposed changes.

This report was presented at our Governance, Communications and Human Resources Committee as that Committee is responsible for overseeing the design, implementation, and reporting of corporate governance guidelines and procedures, monitoring best practices in corporate governance, and reporting and making recommendations to the Board on such matters. When the Committee considered the attached report, they directed management to engage former deputants in relation to the changes proposed. We have contacted you, and others, in that regard. We will, at the Committee's direction, be reporting back to the Board on the outcome of those discussions through the Tenant Services Committee.

We will include you in one of our focus groups and provide further details in this regard, next week.



Darragh Meagher (he/him)

General Counsel and Corporate Secretary

Toronto Community Housing

931 Yonge Street, 6th Floor, Toronto, ON M4W 2H2

T: 416 981 4241
torontohousing.ca

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From: Cheryl Duggan [mailto:████████████████████]
Sent: January 5, 2022 9:32 PM
To: Deputations
Cc: Deputy Mayor Michael Thompson; mayor_tory@toronto.ca; ombudsman@toronto.ca
Subject: Re: Focus Groups Regarding Proposed Changes to TCHC Deputation Procedures

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OMG ... Let me start with the things you missed. For starters there is the why? Why is TCHC trying to cut down on deputations?

Then the obvious follow up for me is the who? Have you looked at ways to streamline these meetings from the committee member or board member side? Or is this the only instance that I can qualify as a quote unquote Tenants First initiative. You should watch yourselves on YouTube. That may give you some insight into the need to tidy things up on your end.

The what? and when? are also important. With the way things can develop at TCHC between a committee and board meeting a deputant may have additional information during that time that could further the discussion.

You all know I don't believe you should be setting any limitations on deputations. If anything you should hold off on any changes until we have reached the level of tenant engagement we had pre-Covid. This should be run through the Tenant Services Committee meetings. Hiding this within the Governance, Communications, and Human Resources agenda isn't appropriate given that very few if any other tenants have deputed to that committee other than myself.

I'd love to sit in on one those focus groups. I can't wait to see how you try to frame this silencing of the tenants.

On Wed., Jan. 5, 2022, 8:51 p.m. Deputations, <deputations@torontohousing.ca> wrote:

Hello,

TCHC is considering changes to the Procedural Rules that govern its Board and Committee meetings. Some of these changes may affect the way that the Board and its Committees receive deputations from members of the public. At the direction of TCHC's Governance, Communications and Human Resources Committee, I am contacting you to request your input regarding these proposed changes.

You are being contacted because we've identified you as someone who has asked to make a deputation to the Board or one of its Committees since 2018. As a result, you may have an opinion regarding these changes. The changes that are proposed to the Board rules would affect deputations to the Board in the following ways:

- At present, when an individual wants to make a deputation on a matter that is on a Consent Agenda, the matter to which the deputation relates is removed from the Consent Agenda in order to permit the deputation to take place. The matter is considered at the beginning of the meeting, before the Board or Committee considers the items on the Meeting's Regular Agenda. A change to the Procedural Rules would result in those matters being considered, once the Board or Committee had considered all of the matters on the Regular Agenda, meaning that deputations would be heard towards the end of the meeting Agenda.
- At present, when an individual wants to make an oral deputation on a matter that is being considered by the Board, they will be heard even if the matter was previously considered by one of the Board's Committees. A change to the Procedural Rules would end this practice. This would mean that anyone who wanted to make an oral deputation would need to do so at the Committee meeting. Written submissions would continue to be accepted on all matters being considered by the Board, whether or not it was previously considered by a Committee.
- At present, an individual who wants to make an oral deputation on a matter that is being considered at the Board or one of its Committees is encouraged to inform the Board Secretary of their intent to do so by noon on the business day prior to the meeting. A proposed change to the Procedural Rules would make this a mandatory requirement. Written deputations would be provided to the Board or Committee as long as they were received prior to the beginning of the meeting, where possible.

In the event that you are interested in expressing your views with respect to these proposed changes, you can do so in two ways. Firstly, you can do so in a response to this email that will need to be received by not later than **January 17, 2022**. Secondly, a series of focus group discussions will be scheduled for the week of **January 17, 2022**. Should you want to participate in one of these focus group discussions, you should indicate that you wish to do so by not later than January 12, 2022. Finally, you can, as always, seek to make a deputation to the Governance, Communications and Human Resources Committee in relation to these proposed changes when they are considered by the Committee at its meeting of April 5, 2022.

Darragh Meagher

From: Darragh Meagher
Sent: January 14, 2022 3:29 PM
To: 'Cheryl Duggan'; mayor_tory@toronto.ca; Deputy Mayor Michael Thompson; ombudsman@toronto.ca
Subject: RE: TCHC Deputation Focus Group Meetings

Good afternoon Ms Duggan,

I have introduced the Deputations email account as we were unfortunately experiencing some inappropriate communications, to Sonia, from parties who were contacting her in relation to the deputation process. When we receive an email communication from a member of the public this approach allows one of us to provide a personal response, without it defaulting to Sonia to do so. As the direction to send emails from this account came from me, I am responsible for both the decision to establish the account and the content of the emails that are sent from that account.

As to the deputation process, we recognize that deputations are an important aspect of the Board and Committee process. We understand that they are important to both the Board and tenants. We are pursuing this exercise in order to ensure that our Board’s meetings, and those of its Committees, are conducted in an efficient manner and result in informed and responsible decisions that benefit TCHC tenants.

The email that you received, today, invited you to attend focus group discussion(s) that are scheduled for next week as an opportunity for us to receive your input in relation to the changes that are proposed to our Rules of Procedure. I continue to look forward to receiving your input in relation to this issue.



Darragh Meagher (he/him)
General Counsel and Corporate Secretary

Toronto Community Housing
931 Yonge Street, 6th Floor, Toronto, ON M4W 2H2
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From: Cheryl Duggan [mailto:]
Sent: January 14, 2022 11:46 AM
To: mayor_tory@toronto.ca; Deputy Mayor Michael Thompson; ombudsman@toronto.ca; Darragh Meagher
Subject: Re: TCHC Deputation Focus Group Meetings

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Item 6 - GCHRC:2022-10 - Attachment 2

It's disturbing that no one within the corporation signs off on these emails. Proving that no one within the organization actually believes in this process. And I'm going to reiterate for posterity sake that the board and committees efforts at efficiencies should begin with themselves. At many committee meetings I am the only deputant and have submitted materials in writing to forgo the possibility that I may not be heard out. Therefore there are meetings where deputations take up literally 0% of the scheduled time. At others deputations may take up 10%. So that leaves 90% - 100% of the efficiency issues at the Boards or committees feet. May I strongly suggest that the board undertake a review of any and all publicly available YouTube videos on TCHCs Board Live channel. This should be occurring annually as part of the Board evaluation. Otherwise, outsource the board review process to someone who will evaluate the TCHC Board of Directors in an effort to improve their performance and not simply pat each other on the back.

This seems to be an attempt to reframe your time efficiency issues by pointing the finger at tenants when you so clearly have three aimed back at yourselves as I outlined in the deputation I submitted for the November 18th, 2021 Tenant Services Committee attached below.

That new recommendation of accepting written deputations up to the start of a meeting is completely unacceptable. Given that I have in all likelihood submitted the majority of such items in recent years this change would, as stated before reinforce my concerns that the board and committees are not doing their due diligence by reading all the meeting materials. When, if not before a meeting, will the board or committee read such material? Definitely not in time to have any appreciable effect whatsoever on any board or committee decisions. There may as well be no deputation policy at all. Cuz you so clearly don't want to hear from us. As for time efficiency issues this is the link to your YouTube channel -

https://m.youtube.com/channel/UCAIstCjuOtfKCZGI6-m9_Og You really do need to take a look at yourselves. If this is how the public session of these meetings looking I can imagine the organizational nightmare of the incamera/private sessions. Let's not forget my recent deputation about those disorganized agendas that is also attached below.

In other words, TCHC board and committee meetings are a complete mess before any tenant even has the chance to depute.

On Fri., Jan. 14, 2022, 10:42 a.m. Deputations, <deputations@torontohousing.ca> wrote:

Good Morning,

Thank you for agreeing to participate in our focus group discussions regarding the introduction of Procedures governing TCHC's Board and Committee meetings. The Rules are an attempt to ensure that Board meetings are run efficiently and that Board decisions are made in an environment in which differing points of view are heard and respected. At the same time, the introduction of Rules of Procedure for Board meetings will affect the manner in which we receive deputations at the TCHC Board. We have attached the Report to the GCHRC regarding the introduction of these Rules, which has led to our inviting your input in relation to these changes.

The process that we are undertaking is consistent with the direction that we have received, from City Council, through the City's Shareholder Direction to enact a by-law that includes procedures for governing the calling, place and proceedings of meetings of the Board and its committees and is not an attempt to cut down on deputations. However, recognizing that the changes that are being proposed would impact the manner in which we manage the deputation process we have sought input from former deputants, like yourself, in relation to those proposed changes.

The attached report was presented at our Governance, Communications and Human Resources Committee as that Committee is responsible for overseeing the design, implementation, and reporting of corporate governance guidelines and procedures, monitoring best practices in corporate governance, and reporting and making recommendations to the Board on such matters. When the Committee considered the attached report, they directed management to engage former deputants in relation to the changes proposed. We have contacted you, and others, in that regard. We will be reporting back to the Board on the outcome of those discussions through the Tenant Services Committee.

In order to hear from you, we have scheduled two focus group meetings during the week of January 17. The first of these meetings will take place on Tuesday, January 18 at 4 p.m. The second of these meetings will take place on Thursday, January 20 at 4 p.m. Each meeting is expected to be roughly an hour long. You are welcome to attend either meeting or both meetings if that is your preference.

These meetings are not intended to replace your ability to depute to the Governance Committee in relation to the proposed rule changes when the report on that matter is considered.

We look forward to seeing you at either one or both of our focus group meetings.

Please see below for information on joining the meetings.



TCHC Deputations

Email: Deputations@torontohousing.ca

Toronto Community Housing

931 Yonge Street, 6th Floor, Toronto, ON M4W 2H2

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The first Deputation Focus Group Meeting is scheduled for Tuesday, January 18th, 2022, starting at 4:00 p.m.

Webex Coordinates

When it's time, join your Webex meeting here.

[Join meeting](#)

More ways to join:

Join from the meeting link

<https://torontohousing.webex.com/torontohousing/j.php?MTID=mc00f74c82a17b168f2cc470f0bb74402>

Join by meeting number

Meeting number (access code): 2634 773 5452

Meeting password: Cpg8C2XUX63

Tap to join from a mobile device (attendees only)

+1-416-216-5643,,26347735452## Canada Toll (Toronto)

Join by phone

+1-416-216-5643 Canada Toll (Toronto)

[Global call-in numbers](#)

The

Join from a video system or application

Dial [26347735452@torontohousing.webex.com](tel:26347735452)

You can also dial 173.243.2.68 and enter your meeting number.

Join using Microsoft Lync or Microsoft Skype for Business

Dial [26347735452.torontohousing@lync.webex.com](tel:26347735452)

If you are a host, [click here](#) to view host information.

Need help? Go to <https://help.webex.com>

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<https://torontohousing.webex.com/torontohousing/j.php?MTID=m9c40107f96d39920bc37de35792db2c3>

Join by meeting number

Meeting number (access code): 2633 759 9555

Meeting password: 2G8kxMMQK3

Tap to join from a mobile device (attendees only)

+1-416-216-5643,,26337599555## Canada Toll (Toronto)

Join by phone

+1-416-216-5643 Canada Toll (Toronto)

[Global call-in numbers](#)

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Dial [26337599555.torontohousing@lync.webex.com](tel:26337599555)

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Darragh Meagher

From: Cheryl Duggan <[REDACTED]>
Sent: January 14, 2022 3:59 PM
To: mayor_tory@toronto.ca; Deputy Mayor Michael Thompson; ombudsman@toronto.ca; Darragh Meagher
Subject: Re: TCHC Deputation Focus Group Meetings

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Darragh if that's your official response I expected a more detailed argument regarding the facts beyond the first couple sentences. I bring into question the Boards overall effectiveness at performing their due diligence. Especially related to meeting preparedness. Maybe you could go back and read the who email then send me something worthy of a "Congratulations you got that right." Challenge yourself. Challenge me.

On Fri., Jan. 14, 2022, 11:46 a.m. Cheryl Duggan, <[REDACTED]> wrote:

It's disturbing that no one within the corporation signs off on these emails. Proving that no one within the organization actually believes in this process. And I'm going to reiterate for posterity sake that the board and committees efforts at efficiencies should begin with themselves. At many committee meetings I am the only deputant and have submitted materials in writing to forgo the possibility that I may not be heard out. Therefore there are meetings where deputations take up literally 0% of the scheduled time. At others deputations may take up 10%. So that leaves 90% - 100% of the efficiency issues at the Boards or committees feet. May I strongly suggest that the board undertake a review of any and all publicly available YouTube videos on TCHCs Board Live channel. This should be occurring annually as part of the Board evaluation. Otherwise, outsource the board review process to someone who will evaluate the TCHC Board of Directors in an effort to improve their performance and not simply pat each other on the back.

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In other words, TCHC board and committee meetings are a complete mess before any tenant even has the chance to depute.

On Fri., Jan. 14, 2022, 10:42 a.m. Deputations, <deputations@torontohousing.ca> wrote:

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Thank you for agreeing to participate in our focus group discussions regarding the introduction of Procedures governing TCHC’s Board and Committee meetings. The Rules are an attempt to ensure that Board meetings are run efficiently and that Board decisions are made in an environment in which differing points of view are heard and respected. At the same time, the introduction of Rules of Procedure for Board meetings will affect the manner in which we receive deputations at the TCHC Board. We have attached the Report to the GCHRC regarding the introduction of these Rules, which has led to our inviting your input in relation to these changes.

The process that we are undertaking is consistent with the direction that we have received, from City Council, through the City’s Shareholder Direction to enact a by-law that includes procedures for governing the calling, place and proceedings of meetings of the Board and its committees and is not an attempt to cut down on deputations. However, recognizing that the changes that are being proposed would impact the manner in which we manage the deputation process we have sought input from former deputants, like yourself, in relation to those proposed changes.

The attached report was presented at our Governance, Communications and Human Resources Committee as that Committee is responsible for overseeing the design, implementation, and reporting of corporate governance guidelines and procedures, monitoring best practices in corporate governance, and reporting and making recommendations to the Board on such matters. When the Committee considered the attached report, they directed management to engage former deputants in relation to the changes proposed. We have contacted you, and others, in that regard. We will be reporting back to the Board on the outcome of those discussions through the Tenant Services Committee.

In order to hear from you, we have scheduled two focus group meetings during the week of January 17. The first of these meetings will take place on Tuesday, January 18 at 4 p.m. The second of these meetings will take place on Thursday, January 20 at 4 p.m. Each meeting is expected to be roughly an hour long. You are welcome to attend either meeting or both meetings if that is your preference.

These meetings are not intended to replace your ability to depute to the Governance Committee in relation to the proposed rule changes when the report on that matter is considered.

We look forward to seeing you at either one or both of our focus group meetings.

Please see below for information on joining the meetings.

The first Deputation Focus Group Meeting is scheduled for Tuesday, January 18th, 2022, starting at 4:00 p.m.

Webex Coordinates

When it's time, join your Webex meeting here.

Join meeting

More ways to join:

Join from the meeting link

<https://torontohousing.webex.com/torontohousing/j.php?MTID=mc00f74c82a17b168f2cc470f0bb74402>

Join by meeting number

Meeting number (access code): 2634 773 5452

Meeting password: Cpg8C2XUX63

Tap to join from a mobile device (attendees only)

+1-416-216-5643,,26347735452## Canada Toll (Toronto)

Join by phone

The

+1-416-216-5643 Canada Toll (Toronto)

[Global call-in numbers](#)

Join from a video system or application

Dial [26347735452@torontohousing.webex.com](tel:26347735452)

You can also dial 173.243.2.68 and enter your meeting number.

Join using Microsoft Lync or Microsoft Skype for Business

Dial [26347735452.torontohousing@lync.webex.com](tel:26347735452)

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second Deputation Focus Group Meeting is scheduled for Thursday, January 20th, 2022, starting at 4:00 p.m.

Webex Coordinates

When it's time, join your Webex meeting here.

Join meeting

More ways to join:

Join from the meeting link

<https://torontohousing.webex.com/torontohousing/j.php?MTID=m9c40107f96d39920bc37de35792db2c3>

Join by meeting number

Meeting number (access code): 2633 759 9555

Meeting password: 2G8kxMMQK3

Tap to join from a mobile device (attendees only)

+1-416-216-5643,,26337599555## Canada Toll (Toronto)

Join by phone

+1-416-216-5643 Canada Toll (Toronto)

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Join from a video system or application

Dial [26337599555@torontohousing.webex.com](tel:26337599555)

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Sonia Fung

From: Cheryl Duggan [REDACTED]
Sent: Monday, January 10, 2022 9:43 AM
To: Jag Sharma; Sheila Penny; Deputations
Subject: My thoughts Tweeted

CAUTION: This email originated from outside of Toronto Community Housing (TCHC). Do not click links or open attachments unless you recognize the sender and know the content is safe.

It's bad enough that #TCHC tenants are no longer allowed to vote for the Tenant Board Members appointed to the @TOhousing Board of Directors with the city assuming responsibility for those appointments. #TOpoli #TOombudsman

It's bad enough that TCHC will not consider increasing the tenant participation on it's Boards various committees to equal the Board Member representation beginning with including four tenant voices to the Tenant Services Committee.

A compromise I thought would increase tenant participation without @TOHousing having to increase the number of Tenant Board Members from two of thirteen to half of total Board. The two tenant Board Members are rarely ever heard. Even if they were they are severely outvoted.

Now TCHC is trying to officially silence tenant voices by shoving those voices to the end of the Board and committee agendas where they would be completely irrelevant because any item agenda they were associated with would have been voted on and passed without our consent.

Now that brings us to consent agendas. @TOHousing 's Governance, Communications & Human Resources Committee would like to try to quantify a difference between an agenda and a consent agenda. IMO there is no discernible difference other than to state that the agenda is ...

... prepared before the meeting and the consent agenda is that same agenda approved by the Board and Committee members. Never with a space for "Other Business" that many, if not all, other Corporations would include.

@TOHousing is marching in exactly the wrong direction and weren't kidding when Board members indicated it wasn't their job to empower tenants. It certainly isn't their job to put up roadblocks to our self-empowerment either. #TenantEngagement

Sonia Fung

From: Jackie Yu [REDACTED]
Sent: Thursday, January 20, 2022 1:36 AM
To: Deputations
Subject: Unfair and Undemocratic Tenant Engagement Process and Policy

CAUTION: This email originated from outside of Toronto Community Housing (TCHC). Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello deputations Chair and membership team,

My name is Jacqueline Yu and I live at 11 Sullivan Street Unit 101.

Thank you for the opportunity to share my terrible experience as a TCHC tenant under the new tenant engagement refresh system. I believe that decisions made by the regional general manager's team under the new tenant engagement refresh system have led to very bad consequences for tenants such as myself.

Issues with Tenant Engagement Refresh System

The whole situation is exacerbated by the tenant engagement refresh system. I am very concerned about the current new tenant engagement refresh. Both community representatives appear to have been pre-approved and automatically appointed and there is no community representative from the apartment building at 11 Sullivan Street. This is bad policy as shown in this case as townhouse representatives are trying to use land and areas that are not a part of townhouse rental agreements to the detriment of 11 Sullivan Street representatives. Townhouse representatives should not have any say in 11 Sullivan apartment matters as they are self-interested and should not be using 11 Sullivan for any reason, much less an area that directly affects a tenant's right to quiet enjoyment of her unit. However, if TCHC wants to have a mix, then the only fair policy is to have the community representatives mix be proportional to the number of tenants in the townhouses and apartment building.

[REDACTED]

[REDACTED]

Item 6 - GCHRC:2022-10 - Attachment 2

Sonia Fung

From: Jackie Yu [REDACTED]
Sent: Thursday, January 20, 2022 1:19 AM
To: Sonia Fung; Deputations
Cc: Darragh Meagher
Subject: Re: Focus Group Presentation

CAUTION: This email originated from outside of Toronto Community Housing (TCHC). Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Sonia and Deputations,

Thank you Deputations and Sonia for your detailed explanations. I would like to share my thoughts on the questions 1, 2 and 3 attached in Board and Committee meetings- Rules of Procedure Debutantes Focus Group.

1. What has your experience been as a deputation to a TCHC Board or Committee

My first deputation was July 16, 2019. English is not my first language, I am very nervous and know nothing about the rules and procedures. I am very worried about my limited English ability, after I found out Ms. Sonia Fung speaks Cantonese, With her detail and patience guided me through the procedures. I delivered my first deputation successfully in the TSC Committee on July 16, 2019.

2. Why do you make a deputation to the Board or one of its Committee?

I want to take the opportunity to make sure that the new Tenants Engagement Refresh , including the selection process, will be transparent to all of the tenants in my building. Both claimed our Community representatives are townhouses listed tenants. How could Community representatives who either do not live at my building or who do not even regularly live in the townhouses address the problems at my building? This new tenants engagement refresh system does not make sense to me, particularly as there was not even a minimum tenant voter turnout that was even needed. As far as I can see, there was no quorum or minimum number of tenants needed to participate to pass proposals, no elections and with only members of townhouses as Community representatives. This does not reveal a democratic process or system that would take into account all tenant views. Nor would this provide local management teams with feedback that would actually be an indicator of performance or whatever metric local management was hoping to get out of this process. Tenant input would be limited to a select group who would merely push forward their own agenda.

3. When you make a deputation to the Board or one of its Committee's what are expectations?
(A) from TCHC staff?

Despite the tenant Community Representative Election being set on November 19, 2020 no election ever took place , no information was given out, including who our Community Representative was, I did bring my concerns of this new , un-democratic tenant's engagement to Mr. General Manager Kraljevic's attention in November , 2020 and December 31, 2020.
Nothing was done that I could see.

TCHC officially provided me with incorrect information dated December 8, 2021 regarding Tenants Engagement Refresh election in my building. I was most shocked to find out that , with the incorrect mix and match incorrect information, I was a Committee Member sitting in our building Committee without my consent.

I will send 2 separate emails to share my terrible experience as a TCHC tenant under the new tenant engagement refresh system that has led to bad consequences for tenants such as myself. My expectations from TCHC staff: " Fair and equal treatment towards chronically ill seniors."

Mr. Kraljevic's support of townhouses tenants to use unfair and undemocratic tenant engagement as a tool to take advantage of the tenants in a separate building creates a two tier system in our project with the support by our local management team resulting in application of their selected policy. The reality is that townhouses tenants are unlikely to know of the problems with building tenants and vice versa. The model of " townhouses and building "combined with the same community representative is a problem itself.

3.(B)from Board or Committee Members?

The Board or Committee Members make up with different kinds of culture and different walks of life. They could provide more objective opinions and ideas.

[Redacted]

Particularly under the new Management policy, no Division at TCHC oversees our local management team. I have complaints from my local management , further complaints to solution, facility management , COO Penny and CEO Sharma, but nothing has done [Redacted]

[Redacted] In my case, my expectation from Board or Committee Members review my case and review the tenants engagement refresh system.

I will provide 2 separate emails for your (deputations) review before I consider I put forward my deputation on January 31, 2022 and February 2022.

Thank you for the opportunity to share my thoughts.

A concern TCHC tenant,

Jacqueline Yu

[Redacted]

On Wed, Jan 19, 2022 at 2:55 PM Sonia Fung <Sonia.Fung@torontohousing.ca> wrote:

Ms. Yu,

The next Depuration Focus Group is scheduled for tomorrow (Thursday) starting at 4:00 p.m. The link to that meeting was sent to you in an email from Deputations on January 15th.

As per your request in your earlier email to me, I will call you and go through the steps on joining the discussion via Webex.

Best regards,

Sonia

From: Jackie Yu [mailto: [REDACTED]]
Sent: Wednesday, January 19, 2022 2:11 PM
To: Sonia Fung; Darragh Meagher
Subject: Re: Focus Group Presentation

CAUTION: This email originated from outside of Toronto Community Housing (TCHC). Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Sonia and Mr. Meagher ,

Please let me know, Thursday is it tomorrow? and what time ? I could participate in the discussion group.

Will you send me a link for participation?

Please be advised.

I really want to participate in this group.

Thank You.

TCHC tenant, Jacqueline Yu

[REDACTED]

[REDACTED]

On Wed, Jan 19, 2022 at 1:42 PM Jackie Yu < [REDACTED] > wrote:

Hello Ms. Fung,

I needed your help on how to connect this and which button I should press in order to join the group. What time tomorrow.

Please call me at [REDACTED] at your convenience time.

Thank You.

Jackie Yu

[REDACTED]

[REDACTED]

----- Forwarded message -----

From: **Darragh Meagher** <Darragh.Meagher@torontohousing.ca>

Date: Tue, Jan 18, 2022 at 10:08 PM

Subject: Focus Group Presentation

To: Deputations <deputations@torontohousing.ca>

Thank you to those of you who were able to join us for today's Focus Group discussion. For those of you who weren't able to do so, we hope to see you on Thursday. During the Focus Group discussion I shared the attached presentation, which I promised that I would share. I welcome any further input regarding the document and or any other matter that we discussed, regarding our Board Procedures.



Darragh Meagher (he/him)

General Counsel and Corporate Secretary

Toronto Community Housing

931 Yonge Street, 6th Floor, Toronto, ON M4W
2H2

T: 416 981 4241
torontohousing.ca

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Sonia Fung

From: janet mcleod [REDACTED]
Sent: Monday, January 10, 2022 11:31 AM
To: Deputations
Cc: Anita Dressler; Cathy Birch; WILLIAM LOHMAN; Maureen Clohessy; Cheryl Duggan; Mary Tomes; Cat Wilks; Miguel Avila-velarde; Roberta Butler; Kiarafine
Subject: Response to the January 5 email re-changes to deputations

CAUTION: This email originated from outside of Toronto Community Housing (TCHC). Do not click links or open attachments unless you recognize the sender and know the content is safe.

Question: If we as deputants object to these changes, will our objections be implemented, or is it already decided and asking us is just the usual lip-service paid to tenant involvement in decisions? We recipients have no idea from whom this email emanated, as there's no such committee and no individuals are identified. The thrust of these changes is to relegate deputations to the end of the "Agenda" when time is running out, quorum is lost, and deputations won't be heard at all. We saw this this this past December 2021 when one deputation was submitted in advance, scheduled, but not presented orally when the meeting was adjourned "because of time." No one livestreaming was any the wiser. Surely hitting over 110,000 TCHC tenants where they live, literally, that if discussion requires another meeting, it is important enough to do so. It was only external pressure when nine of us were sent home silently that caused a second meeting in July of 2019 instead of waiting till September.

Those of us who have given deputations do so because all other avenues to be heard are closed. We are experienced in sending emails and making phone calls to the appropriate managers in charge of the issue we're bringing forward. We get no response, or "We're looking into it," and/or "We'll get back to you." They do not. The end. A deputation to the Board is our only forum for drawing attention to a problem.

Focus group is a way to conceal what's really going on, as was the case in the attempt to shove through Greenwood Towers as a Health and Wellness Hub when tenants were tricked. No one know who was asked or how many there actually were, or if they were rubber stampers. Miraculously, selected from the inception of the Senior Tenants' Advisory Committee (with Bill Lohman, Anita Dressler, and Maureen Clohessy), we soon found meetings were totally dominated by TCHC management with tenant requests for agenda items completely and consistently ignored.

Further, with no tenant councils, even as “tenant engagement (refreshment system)” has been in gobbledegook discussions going back to 2016 if not earlier, we tenants and deputants are truly engaged in what’s going on in our buildings. Others’ deputations provide excellent education for those who earnestly seek to improve things.

In the first bullet point item, I find “Consent Agenda,” “Regular Agenda”, and “Agenda.” In my experience, submitting a deputation in writing to be presented orally, one identifies the Agenda Item to be addressed, then even if the order of Agenda Items is changed at the meeting, one does the oral presentation *before* the staff report identified as the Agenda Item. But your first item states a deputant would present “at the end of the Agenda.” Is this deliberate obfuscation?

As you require this before January 12 and today is January 10, I would be pleased to volunteer as a member of the focus group to try to clarify who’s on first, what’s on second and ensure that although tenants never come first, we do not lose even more of the voice that we currently are allowed. I hope my fellow deputant/regulars will do the same.

Janet McLeod
[Redacted]

Written Submission of Veronica Hering

Sonia Fung

From: [REDACTED]
Sent: Thursday, January 13, 2022 4:15 PM
To: Deputations
Subject: board deputations

CAUTION: This email originated from outside of Toronto Community Housing (TCHC). Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi,

This is an attempted to stop deputations at the board. This is wrong they need to hear from the tenants They make decisions for who can tell them if anything is wrong. Like when they put in credit and debit cards only for the laundry room this is not feasible for many tenants. The board of directors need to be reminded of the life style thier tenants live by. They are so out of touch with the tenants cutting off then only voice that they have is wrong. This system is the way tenants get though to them. This is more decentralization from the head office. You can hear the deputations just before the item Is coming up. This way deputations will know the out coming. Board members already have thier minds made up before deputations are heard this is wrong too.

If you have a large amount of deputations on one item you could hold meeting in the communities to get fair in put. This anti black racism policy is wrong and has no place in housing. TCHC is suppose to represent all cultures not just favor one. This centre should never have been opened and the money wasted on this bias centre and tenants Do without repairs because of it.

We want fairness for everyone not just on special interest group. Written submissions are not good enough, we have no way of knowing if the board is really considering them or if they tossed them in the garbage.

The noon dead line if fine but it must not be held against the tenant if the staff member does not get back to the tenant in time.

All view points give different perspectives, that need to be heard.

Tenants rights, voice must be heard not ignored.

**Thanks
Veronika Hering**

Item 6 - GCHRC:2022-10 - Attachment 2

Tenants rights, voice must be heard not ignored.

**Thanks
Veronika Hering**

Sent from [Mail](#) for Windows

Summary of Focus Session Feedback

1. The principles that the Governance Committee endorsed as the basis for the Board's Rules should reflect the rights and interests of TCHC tenants and not focus, exclusively, on the rights and interests of Board members;
2. The adoption of changes to the Board's Rules of Procedure should be deferred until such time as the COVID pandemic, the Tenant Engagement Refresh and the Seniors' Transition has concluded;
3. The Board should consider more frequent Board and Committee meetings in order to ensure that it has sufficient time to complete all Agenda Items;
4. Changes proposed to the deputation process do not reflect an approach consistent with TCHC's Tenants First philosophy;
5. Consider restructuring the Tenant Services Committee in order to have an equal number of tenants (not including directors drawn from tenants) and Directors on the Committee;
6. Consider the addition of non-voting tenant members to Board Committees;
7. Focus group participants were unanimously opposed to the proposal to restrict oral deputations to the Board on matters that had been previously considered at Committee as:
 - a. the opportunity to depute to the Board is important if a deputants concern remains unresolved, following their deputation to Committee;
 - b. the opportunity to depute to all Board members in a single forum is substantively different from the opportunity to depute to a subset of Board members, through Committee;
 - c. deputations should be made where decisions are made and, to the extent that the Board is the ultimate decision maker, deputants should be heard there; and
 - d. deputants perceive that Board members do not read written deputations.

8. Review the process for putting forward directors drawn from tenants including the possibility of a greater number of directors who are tenants;
9. Consider establishing Board-Tenant forums or Board Sub-Committees with Agendas developed by tenants in order to ensure that tenant concerns are heard;
10. Ensure that each tenant deputation is followed up with a thank you for their concerns from the Chair;
11. The requirement to register the day prior to a meeting in order to make an oral deputation may privilege those who have access to technology that would support written deputations, to the exclusion of members of equity deserving groups;
12. In general, the language of the proposed Board Rules of Procedure continues to require simplification in order to be more broadly accessible;
13. Consider scheduling the Closed portion of a Board or Committee meeting on a different day than the Public portion of the meeting so that the Public portion of the meeting starts on time;
14. Consider taking actions that would inform and educate tenants in relation to the potential to depute to the Board and its Committees as the majority of TCHC tenants do not know that they have that opportunity;
15. Consider offering tools and/or workshops for tenants on written and oral deputations, without the involvement of either TCHC Board members or staff; and
16. Consider permitting individuals to depute by recorded video submission.

Notes of Discussion

SESSION 1: January 18, 2022 4:00 – 5:30 pm

Participants:

Cathy Birch, Cheryl Duggan, Ismail Afrah, Bill Lohman, Janet McLeod, Anita Dressler, Catherine Wilkinson

Summary of Discussion:

- Participants commented on the less frequent Board/Committee meetings and longer agendas. It was recommended that meetings be better managed so tenant voices can be heard at Board/Committee meetings.
- A participant spoke about not getting responses after deputing at the TSC. When other channels have been exhausted, the Board channel is tenants' last resort to have their requests heard.
- Participants emphasized that tenants provide input to Board/Committee meetings with their lived experience, they have the rights to be heard.
- A participant stated that reports provided to the Board/Committee were not always accurate and relied upon tenants' deputations to better inform the Board/Committee of the issues.
- It was commented that the in-camera meetings take too long which delay the public meetings and deputations. It was suggested that in-camera meetings be held on a separate day so public meetings can start on time. A participant added that in the pre-pandemic time, deputants with accessibility needs had to make arrangements to be able to go to meetings to depute, only to be kept waiting for a long time.
- A few participants agreed that going to the Board is their only option after receiving no responses from staff/management on their issues.
- A participant provided that some of the issues they deputed were significant and can only be addressed at the Board level. By limiting deputations to the Committee level significant issues will not be heard by the full Board.
- It was suggested that a sub-Committee be set up which is dedicated to addressing tenant issues.

- It was also commented that the submission deadline of deputations should be flexible. Tenants sometimes need to make certain arrangements to be able to attend meetings and make deputations.
- It was requested that deputations be heard at the beginning of the meeting instead of the end of meeting.

SESSION 2: January 20, 2022 4:00 – 5:30 pm

Participants:

Miguel Avila-Velarde, Cathy Birch, Kumsa Baker, Jacqueline Yu, Janet McLeod, Cheryl Duggan, Ismail Afrah, Maureen Clohessy, Deany, Walied Khogali, Catherine Wilkinson, Gail E Lynch, ZERO, Marlene DeGenova

Summary of Discussion:

- There should be time management protocols that facilitate the procedural aspects of these meetings. Timed agenda items can increase procedural efficiency and ensure deputants are not waiting for their agenda items.
- It was suggested that meetings be scheduled in the afternoons to accommodate more tenant deputants (since many have jobs or attend school).
- It was commented that acknowledgement should be made to written deputations. The participant emphasized there is an obligation for each Director to read the deputations and the participant felt that it has not been the case.
- Participants expressed concerns around the proposed change to limit oral deputations at the Committee level.
- Participants would like to have flexibility around the timeline they register for deputations.
- Some participants asked for other channels (e.g. Board Directors' email addresses) to communicate with Board Directors directly.
- A participant called for equal representation in the Board (tenant members vs. non-tenant members).
- Some participants suggested allowing deputants to make a video of their deputations to be played at the meeting if they are not able to attend the meetings, to encourage equitable participation.

- It was suggested that TCHC consider having tenants as non-voting members in the Board/Committees.
- A participant recommended that tenant leaders can advocate deputations among tenants to make sure tenants are informed of how to make deputations, and how to make effective deputations. The efforts should be led by tenants not by staff.
- It was also discussed that tenant consultation be built into the report writing process to ensure issues/reports that impact tenant interests have engaged tenant input before being presented to the Board/Committee. The tenant engagement refresh system can be utilized.
- Other suggestions in relation to enhancing Board-tenant interactions include Board-tenant forums, tenant-driven meetings, open meetings with Board Directors etc. A challenge was identified that tenants may bring in personal issues in these open meetings.
- Participants appreciated the engaging discussion.