



MINUTES of the meeting of Toronto Global Human Resources & Governance Committee
held at 225 King Street West, Suite 901, Toronto, Ontario
on Wednesday, January 22, 2020 at 3:00 p.m.

Present:	Steve Howse	-	Committee Chair
	Mark Cohon	-	Board Chair
	Janet Ecker	-	Board Vice Chair
	Bilal Khan		(via teleconference)
By Invitation:	Toby Lennox	-	Chief Executive Officer
	Leslie Sutherland	-	Corporate Secretary, VP, HR & Business Operations
	Aneta Krzysciak	-	Executive Assistant, Senior Management and Assistant Corporate Secretary
	Nicole Guy	-	Recording Secretary, MinuteTakers Inc. (via teleconference)
Regrets:	Lisa De Wilde		

1. **CALL TO ORDER**

- (a) *Notice and Quorum* – Proper notice having been given and there being a quorum present, S. Howse called the meeting to order at 3:03 p.m. and presided as Chair.
- (b) *Conflict of Interest Declaration* – No conflict of interest was declared under the *Municipal Conflict of Interest Act* and the *Ontario Business Corporations Act*.

2. **APPROVAL OF PREVIOUS MINUTES**

The Chair asked for any errors or omissions in the Minutes of the HR & Governance Committee Meeting meeting dated November 5, 2019 that were distributed prior to the meeting.

- (a) *Item 6(a) Overview* – It was clarified that a memo was sent instead of a letter as directed by the action item

On Motion by J. Ecker and seconded by M. Cohon it was,
RESOLVED THAT the Minutes of the HR & Governance Committee Meeting of November 5, 2019 be accepted as presented. Motion carried.

3. **CEO REPORT**

T. Lennox provided an operations update, with highlights noted as follows:

- (a) *Closes* – Toronto Global is expecting to end the year with about 45 closes; it was suggested that this may trigger a discussion about metrics going forward. The organization's 100th close is imminent and a celebration will be held for this milestone. There are still performance concerns related to the lack of wins in Brampton and York; will be scheduling meetings with these municipalities to discuss this issue.
- (b) *Staffing Update* – L.Sutherland noted that two new team members have been hired in January, a permanent hire for Marketing & Communications to replace N. Pantaleo and a one year contract hire for Investment Attraction D. Silverman will be departing Toronto Global for another opportunity; D. Hengeveld will be taking on many of D. Silverman's responsibilities.
- (c) *Organizational Restructuring* – T. Lennox noted that D. Silverman's departure is being used as an opportunity to look at the organizational structure of Toronto Global going forward. Role gaps are being assessed, such as a potential business development role, and consideration is being given to filling roles internally where possible. T.Lennox noted he is reviewing the current organizational chart and will prepare a new one with recommended changes for the Committee's review when complete.

4. **BOARD MEMBER RECRUITMENT**

M. Cohon provided an update on the progress of the search for new Board members. Highlights of discussion were noted as follows:

- (a) *Director Term Renewals* – Renewal of the existing Directors is due on February 4, 2020. It was inquired whether the new terms should be staggered; a member pointed out that some members were more recently added, which should naturally stagger the terms going forward. M. Cohon will contact each of the current Directors to discuss their plans for staying on with Toronto Global.
- (b) *New Member Recruitment* – It was suggested that another request be put out to Board members to propose candidates for the pool of potential new Directors. M. Cohon will be following up with candidates that have already been suggested.

5. **ADVOCACY AND COMMUNICATIONS**

T. Lennox presented the draft Advocacy Policy for review. Highlights of discussion were noted as follows:

- (a) *Newsletter* – Every six weeks, Toronto Global will be sending a newsletter to the Mayors and Chairs, providing a status snapshot of the organization, and providing some insight into how the team works, via small articles from staff members on how they do their work.
- (b) *Communications* – Regular meetings are being held with Ministers, Boards of Trade, etc., and T. Lennox is speaking at an upcoming conference.



- (c) *Advocacy* – A member suggested that the policy should be narrower, to protect the organization and to ensure that the normal work of Toronto Global is not inadvertently captured by the policy, such as sharing information and opportunities with government agencies where required. It was suggested that this type of information-sharing work be included in the opening summary to ensure it is clear within the policy that it does not constitute advocacy. The ability of Toronto Global to advocate for itself should also be preserved within the policy. A member suggested that the test for advocacy be based on whether a company is a legitimate potential investment opportunity, and discussion ensued. **Action: T. Lennox is directed to revise the draft Advocacy Policy.**

6. **WORK FROM HOME POLICY**

L. Sutherland provided an update on the six-month pilot “Work from Home” policy roll out for information, noting that all is going well to date.

7. **NEW / OTHER BUSINESS**

No other business was brought before the meeting.

8. **ADJOURNMENT**

There being no further business, the meeting was concluded at 3:52 p.m. for an in-camera session.

Chair
