



Board of Directors

931 Yonge Street,
Toronto, M4W 2H2

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The Board of Directors (“Board”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on June 15, 2021, via WebEx, commencing at 10:02 a.m.

Directors in Attendance: Tim Murphy (Chair)
Deputy Mayor Ana Bailão
John Campbell (10:02 a.m. – 12:42 a.m.)
Marcel Charlebois
Debbie Douglas
Ubah Farah
Councillor Paula Fletcher
Adele Imrie
Councillor Frances Nunziata
Brian Smith

Directors Absent: Nick Macrae
Naram Mansour

Management Present: Sheila Penny, Acting Chief Operating Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)
Vincent Tong, Chief Development Officer (“CDO”)
Allen Murray, Vice President, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications
Barbara Shulman, Interim Vice President, Human Resources
Cynthia Summers, Commissioner of Housing Equity

Nadia Gouveia, Director, Programs and Partnerships

Evelyn Amponsah, Manager, Strategy Development

Ceilidh Wilson, Assistant Corporate Secretary

Guests Present:

Abi Bond, Housing Secretariat, City of Toronto
(10:49 a.m. – 11:05 a.m.)

A quorum being present, Mr. Murphy, serving as Chair called the meeting to order and Ms. Wilson served as recording secretary.

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the Board meeting, noted the Acknowledgement of the Land and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC's holding this Board meeting virtually.

Moment of Silence

The Chair asked for a moment of silence to reflect on the targeted attack in London, Ontario that left four innocent members of a Muslim family dead and one child seriously injured, and the discovery of the remains of 215 Indigenous children at a former residential school in British Columbia.

Pride Month

The Chair wished a Happy Pride to TCHC tenants and staff who are members of the 2SLGBTQ+ community and allies.

Vincent Tong's Final Meeting

This is the final board meeting for Chief Development Officer Vincent Tong. On behalf of the Board, the Chair thanked Vincent for his many contributions in leading TCHC's development function and wished him the best in this next stage of his career. Effective June 23, 2021, Kelly Skeith will step in as Acting Chief Development Officer.

CEO Search

While there is no news to report at this time, the Board looks forward to

communicating the results once the Board has selected and appointed a new President and CEO.

Public Session Items

Acting CEO, Ms. Penny, will bring two reports forward for the Board's approval: a report on using three TCHC sites for the City's modular supportive housing program, and a report on implementing the Centre for Advancing the Interests of Black People.

Reports will also be provided on TCHC's COVID-19 response and recovery plan, on TCHC's corporate goals for revitalization, as well as the a report from the Commissioner of Housing Equity on her 2020 performance for the Board's approval.

COVID-19 Update

Staff continue to deliver essential services and supports in our buildings and communities, and many staff have worked hard to support the City's vaccine roll-out. So once again, on behalf of the Board, the Chair thanked all our employees for the outstanding work they are doing during the pandemic.

DEPUTATIONS

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

- Item 2D – City Council Directions Requiring Board Attention (*Kathy Kunsman*)
- Item 2J – Continuation of Residential Eviction Moratorium (*Kathy Kunsman*)
- Item 3 – Business Arising from the Public Meeting Minutes and Action Items Update as of April 27, 2021 (*Kathy Kunsman*)
- Item 5 – CABR Strategy Implementation – Centre for Advancing the Interests of Black People (*Muna Mohamoud and Kathy Kunsman*)
- Item 6 – COVID-19 Response and Recovery (*Kathy Kunsman*)
- Item 7A – OCHE – 2020 Annual Report (*Kathy Kunsman*)
- Item 7C – Corporate Goals for Revitalization (*Walied Khogali and Ismail Afrah*)

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

- Item 2D – Annual Review of TSC, BIFAC, IAC and PAC Charters (*Cheryl Duggan*)
- Item 2E – Change Order: Commercial Laundry (Sparkle Solutions Corporation) (*Cheryl Duggan*)
- Item 2G – Bi-annual Human Resources Division Update (*Cheryl Duggan*)
- Item 2H – City Council Directions Requiring Board Attention (*Cheryl Duggan*)
- Item 2I – Board and Committee Meeting Materials on TCHC’s Public Website (*Cheryl Duggan*)
- Item 6 – COVID-19 Response and Recovery (*Cheryl Duggan*)

ITEM 2 APPROVAL OF CONSENT AGENDA ITEMS

The following items were not held for discussion:

- Item 2A – Approval of Public Agenda
- Item 2B – Chair’s Poll re: Conflict of Interest
- Item 2C - Confirmation of Board of Directors’ Public Meeting Minutes of April 27, 2021
- Item 2D – Annual Review of TSC, BIFAC, IAC and PAC Charters
- Item 2H – City Council Directions Requiring Board Attention
- Item 2I – Board and Committee Meeting Materials on TCHC’s Public Website
- Item 2J – TCHC Eviction Moratorium

The following items were held for discussion:

- Item 2E – Change Order: Commercial Laundry (Sparkle Solutions Corporation)
- Item 2F – Contractor Award: Supply, Delivery and Installation of New Appliances at Various TCHC Locations (RFP 20314)
- Item 2G – Bi-annual Human Resources Division Update

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Councillor Fletcher and carried, the Board approved the following revised consent agenda items: Items 2A, 2B, 2C, 2D, 2H, 2I, 2J.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Smith and carried, the Board approved the Public meeting agenda for the Board's June 15, 2021 meeting.

ITEM 2B CHAIR'S POLL RE: CONFLICT OF INTEREST

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

ITEM 2C CONFIRMATION OF BOARD OF DIRECTORS' PUBLIC MEETING MINUTES OF APRIL 27, 2021

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

ITEM 2D ANNUAL REVIEW OF TSC, BIFAC, IAC AND PAC CHARTERS TCHC:2021-29

Written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Smith and carried, the Board unanimously approved the

revisions to:

1. the Tenant Services Committee Charter as set out in Attachment 1;
2. the Building Investment, Finance and Audit Committee Charter as set out in Attachment 2;
3. the Investment Advisory Committee Charter as set out in Attachment 3; and
4. the Procurement Award Committee Charter as set out in Attachment 4;

to Report TCHC:2021-29.

**CHANGE ORDER: COMMERCIAL
LAUNDRY (SPARKLE SOLUTIONS
CORPORATION)**

ITEM 2E

TCHC:2021-30

Written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-30) was circulated to Board members prior to the meeting.

Mr. Angkaw was available to answer questions of the Board. Highlights of the discussion include:

- Sparkle Solutions Corporation was a TCHC-owned enterprise that was sold in 2010.
- It took considerable time and effort to put together the Request for Proposals (“RFP”) as this work has not been awarded via RFP in the past. Staff had to conduct a fulsome inventory of the current machines and take time to properly scope out the work to make a good business recommendation to the Board for approval.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-30:

1. Approve a change order to the existing contract with Sparkle Solutions Corporation to an upset limit of \$1,870,029.00 (exclusive of taxes) at a cost of \$178,098 per month (with a declining value for the final four months of transition) for continued commercial laundry services at TCHC buildings and townhouses, on a month-to-month basis for up to 12 months, expiring June 30, 2022; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CONTRACTOR AWARD: SUPPLY,
DELIVERY AND INSTALLATION OF NEW
APPLIANCES AT VARIOUS TCHC
LOCATIONS (RFP 20314)**

ITEM 2F

TCHC:2021-31

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Imrie and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-31:

1. Approve the award to Canadian Appliance Recycling Enterprise (“CARE”) of the Commitment governing the supply, delivery and installation of new appliances and the removal and disposal of old appliances at various TCHC locations for up to \$12,000,000 (\$2,400,000 per annum) (exclusive of taxes) for a 3 year term for the East Group, with an option to extend for two additional 1-year terms at TCHC management’s discretion, based on the outcome of Request for Proposals (“RFP”) 20314; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

BI-ANNUAL HUMAN RESOURCES
ITEM 2G DIVISION UPDATE

TCHC:2021-32

Written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-32) was circulated to Board members prior to the meeting.

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

- Management will be bringing a progress report to the October 7, 2021 Board meeting on the status of the work to analyze TCHC's staffing and operating models when compared to other social housing providers.
- This matter will be added to the June 29, 2021 Governance, Communications and Human Resources ("GCHRC") agenda, with the additionally requested information from the May 25, 2021 GCHRC meeting provided on June 29th.
- Action item: At the June 29, 2021 GCHRC meeting, Management to provide:
 - more information on the recruitment of 30 positions in the Development division in Q1 2021 (e.g. the revitalization sites that these positions support, the types of positions being filled, and whether these positions interface with the tenant side or the developer side of the work); and
 - the breakdown of recruitment activity in terms of temporary vs. permanent positions being filled.
- The vacancies shown in Development are not net new positions, but are a result of backfilling positions, acting assignments, and movement of staff within the division.
- There will be a similar report on Human Resources ("HR") activities for Q2 2021.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the Board received the Bi-annual Human Resources Division Update, for its information, and directed Management to refer matters arising from Report

TCHC:2021-32 to the Board meeting in October, through the Governance, Communications and Human Resources Committee, to be considered as part of the report to the Board on the comparison between TCHC's operations and the operations of other comparable housing providers.

ITEM 2H CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION TCHC:2021-33

Written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Smith and carried, the Board received Report TCHC:2021-33, being the report regarding City Council Directors Requiring Board Attention, for its information.

ITEM 2I BOARD AND COMMITTEE MEETING MATERIALS ON TCHC'S PUBLIC WEBSITE TCHC:2021-34

Written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Smith and carried, the Board unanimously approved and directed staff to proceed with the following approach to remediation of TCHC's public website, as outlined in Report TCHC:2021-34:

1. With the exception of Board and Committee meeting agendas remove Board and Committee PDF meeting materials for meetings of the Board and its Committees that occurred prior to January 1, 2021 that are not compliant with standards established pursuant to the *Accessibility for Ontarians with Disabilities Act* ("AODA")

and retain non-compliant materials off-line;

2. Remediate Board and Committee PDF materials for meetings of the Board and its Committees that occurred subsequent to January 1, 2021 to comply with AODA standards and allow materials to remain on the website;
3. Remediate all Board and Committee PDF agendas to comply with AODA standards and allow agendas to remain on the website; and
4. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

ITEM 2J TCHC EVICTION MORATORIUM

TCHC:2021-41

Verbal deputation was received from Kathy Kunsman with respect to this item.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Imrie and carried, the Board received Report TCHC:2021-41, being the TCHC Eviction Moratorium report, for its information.

**BUSINESS ARISING FROM THE PUBLIC MEETING
MINUTES AND ACTION ITEMS UPDATE AS OF APRIL 27,
2021**

ITEM 3

Mr. Meagher and Ms. Penny were available to answer questions of the Board. Highlights of the discussion include:

- There will be a report back at the November 18, 2021 Tenant Services Committee (“TSC”) meeting on the provision of internet access in TCHC communities. Staff are putting together a plan for a pilot to provide common area and in-suite internet access, and will report on their findings, including costs to implement, on November

18th.

- Staff have sought the advice of outside legal counsel to ensure TCHC would be compliant with federal telecommunications regulations in this initiative from a regulatory perspective.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Imrie and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of April 27, 2021 for its information.

ITEM 4 CITY MODULAR HOUSING PROJECT TCHC:2021-35
USING 3 TCHC SITES

Ms. Bond from the City of Toronto joined the meeting at 10:49 a.m.

The above-captioned report (TCHC:2021-35) was circulated to Board members prior to the meeting.

Ms. Penny and Ms. Bond were available to answer questions of the Board. Highlights of the discussion include:

- TCHC and the Housing Secretariat's Office worked closely together to identify the three TCHC sites where the modular housing will be built.
- The City will be responsible for building, maintaining and operating the modular structures over the terms of the lease agreements. Discussions are ongoing as to what will happen at the end of the lease agreements in terms of the properties and the tenancies.
- At 75 Tandridge Crescent ("Tandridge"), there are discussions of relocating the parking and playground, which would be paid for by the City. Further consultations with the community will take place in September before any decisions are made.
- The area leased at Tandridge will be a portion of the land under the building, not the full open space on the site plan.
- Tenants at all three sites were engaged in a variety of ways including postcards and fact sheets being delivered to all affected households, tenant engagement sessions, and discussions were convened with tenant leaders outside of the regular engagement sessions.
- TCHC has recommended to the Housing Secretariat that at year 45 in

the lease agreements, TCHC and the City review the condition of the buildings and the state of the tenancies to make a plan as to whether TCHC will assume the buildings and tenancies, or require vacant possession of the land at the end of the 50 year lease. If this cannot be resolved by year 47 of the lease agreements, the parties would proceed to arbitration.

- Given that the housing landscape will likely be different in 50 years, this approach allows for flexibility to meet the needs of the parties at the end of the lease agreements.
- If the assets are not in good condition, TCHC will not take ownership of the buildings.
- The City will issue an RFP for the operation of the buildings and TCHC will likely be involved in the selection process. The successful proponent will have a strong track record of providing supportive housing.
- The RFP will also seek proponents who are able to provide support to the tenants of the adjacent TCHC buildings.

Ms. Bond left the meeting at 11:05 a.m.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Ms. Douglas and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-35:

1. Authorize TCHC to execute lease agreements with the City of Toronto for the construction, operation, maintenance and management of 3 modular housing developments at the following TCHC sites:
 - 175 Cummer Avenue (3-storey building, 59 units)
 - 75 Tandridge Crescent (5-storey building, 113 units)
 - 7 Glamorgan Avenue (5-storey building, 57 units)

With the following terms:

- Term shall be 50 years less a day; and
- Rent shall be \$1 per annum, provided the City of Toronto and/or its third-party non-profit operator shall pay all taxes, charges, impositions, insurance,

construction, operating, maintenance and capital and non-capital repair costs

2. Authorize the President and Chief Executive Officer or their designate to execute the form of the lease, including the major lease terms, in form acceptable to General Counsel and Corporate Secretary and the Vice President Facilities Management;
3. Authorize the President and Chief Executive Officer or their designate to execute the above-noted lease in accordance with the major lease terms to be determined, and otherwise in a form acceptable to the General Counsel and Corporate Secretary; and
4. Authorize the appropriate staff to take the necessary actions and execute all necessary documents to give effect to the above recommendations.

**CABR STRATEGY IMPLEMENTATION –
CENTRE FOR ADVANCING THE**

ITEM 5 INTERESTS OF BLACK PEOPLE

TCHC:2021-36

Verbal deputation was received from Muna Mohamoud with respect to this item.

The above-captioned report (TCHC:2021-36) was circulated to Board members prior to the meeting.

Ms. Penny, Ms. Amponsah and Ms. Gouveia provided the Board with a presentation regarding this matter, highlights of which include:

- Reasons for recommendations;
- Centre for Advancing the Interests of Black People (the “Centre”) mandate;
- The Centre’s approach;
- Emerging Confronting Anti-Black Racism (“CABR”) issues – Tenants;
- Emerging CABR issues – Staff;

-
- CABR work over time;
 - Proposed positions and transition;
 - The Centre benefits divisions;
 - The Centre is aligned with Equity, Diversity and Inclusion (“EDI”) work;
 - City of Toronto – CABR Unit;
 - Implications and risks; and
 - Next steps.

Ms. Penny, Ms. Amponsah and Ms. Gouveia were available to answer questions of the Board. Highlights of the discussion include:

- The lower satisfaction score amongst Black tenants with the Tenant Engagement Survey is representative of a sampling of tenants who identify as Black from across the portfolio. These responses can be mapped geographically.
- Centre staff are currently mapping tenant data to the regional hubs to understand where in the portfolio there is a higher percentage of Black tenants.
- Some examples of anti-Black racism (“ABR”) that tenants have raised include acts of vandalism, use of derogatory language, and feelings of being discriminated against when going through the eviction process. Tenants have indicated they do not know who to call to resolve or address these matters.
- Black transgender tenants have also reported issues with getting service from the Community Safety Unit (“CSU”) and Toronto Police Service (“TPS”).
- Some examples of ABR reported by staff include experiencing racism and derogatory language from their teams, supervisors and/or tenants, and not knowing how to respond or have these issues addressed.
- Action item: The Centre for Advancing the Interests of Black People to review the case of the Neptune 4 and report back to the Board in terms of what happened, what TCHC’s role was, how the affected tenants were supported, and what led to staff being fired coming out of this incident.
- FTEs who are hired to support the development of the Centre’s policies and procedures will then return to their respective divisions to help drive implementation. These FTEs will report to their respective

division, but will work closely with Centre staff to ensure consistency across divisions.

- This is similar to the City's approach of having a City leads table, but the CABR unit is responsible for the City's CABR strategy.
- Management are confident that there is available money in the existing budget to get the Centre's work going as presented in today's report.
- The Participatory Budgeting program was cancelled in 2021, which freed up \$800K in available funding for the CABR strategy implementation for 2021. The Participatory Budgeting program is under review and a report will come to TSC and the Board prior to its reimplementation.
- To help combat tenant-to-tenant racism, a Tenant Workshop Facilitator will work to ensure tenants are educated in relation to racism and the consequences for engaging in racist behaviour. Where tenants may not proactively engage in workshops, additional strategies will need to be established to incentivize participation.
- Staff are also being trained so they are equipped with the knowledge and tools to address incidents of tenant-to-tenant racist behaviour. Additionally, policies and procedures will be reviewed to ensure they support the training that will be provided.
- The 10 FTEs from other divisions will be part of the Centre for 18 months before returning to their home division.
- Every divisional head has CABR competencies built into their professional management plans ("PMP") and is accountable for their division's implementation of anti-Black racism work.
- Divisions are giving up an FTE position, not an actual person from their team. The positions will be posted and recruited for.
- The Equity, Diversity and Inclusion ("EDI") plan developed by Human Resources will be merged with the Centre's work eventually to increase the intersectionality of issues that the Centre can assist with.
 - The recruitment process will also intentionally seek applicants with EDI expertise to ensure if hired, they will be able to address issues of an intersectional nature.
- The Centre will be very intentional in ensuring that tenants are aware of the CABR Strategy and can use it to advocate for themselves.
- All materials related to the CABR Strategy will be available in multiple

languages.

- Tenants will be engaged in the CABR Strategy's implementation in multiple ways include being part of the oversight body, through workshops, through the Tenant Service Hubs, through direct conversations with tenants in communities, etc.
- The budget for 2022 has not yet been approved to permanently fund the Centre and the 5.5 FTE that will be permanently hired. This will be addressed through the annual budgeting process.

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Ms. Farah and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-36:

1. Approve the 2022 budget for the Centre for Advancing the Interests of Black People as set out in Attachment 3 to this Report;
2. Approve the staffing plan for the Centre for Advancing the Interests of Black People as set out in Attachment 2 to this Report;
3. Direct TCHC staff to fund the Centre for Advancing the Interests of Black People that funds any staff positions, aside from the 5.5 FTE that will be permanently assigned to the Centre, through the existing TCHC divisional operating budget allocations; and
4. Direct TCHC staff to report back to the Board with an assessment of the Centre and TCHC's implementation of the CABR Strategy after 3 years.

ITEM 6 COVID-19 RESPONSE AND RECOVERY TCHC:2021-37

Written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-37) was circulated to Board

members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Smith and carried, the Board received Report TCHC:2021-37, regarding TCHC's COVID-19 Response and Recovery, for its information.

ITEM 7 TENANT SERVICES COMMITTEE (“TSC”) CHAIR’S REPORT

No comments or remarks from the Chair were received.

ITEM 7A OCHE – 2020 ANNUAL REPORT TCHC:2021-38

This matter was deferred to the July 22, 2021 Board of Directors meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board of Directors unanimously approved deferring Report TCHC:2021-38 to the July 22, 2021 Board of Directors meeting.

**ITEM 7B OCHE – 2020 WORK PLAN
PERFORMANCE REPORT** TCHC:2021-39

This matter was deferred to the July 22, 2021 Board of Directors meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board of Directors unanimously approved deferring Report TCHC:2021-39 to the July 22, 2021 Board of Directors meeting.

**ITEM 7C CORPORATE GOALS FOR
REVITALIZATION**

TCHC:2021-40

The above-captioned report (TCHC:2021-40) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board of Directors received Report TCHC:2021-40, being the Corporate Goals for Revitalization Initiatives report, for its information, and referred to the Tenant Services Committee the Goal and Objective regarding 'Secure Opportunities for Tenants' for further discussion.

**ITEM 8 BUILDING INVESTMENT, FINANCE AND AUDIT
COMMITTEE ("BIFAC") CHAIR'S REPORT**

No comments or remarks from the Chair were received.

**ITEM 9 GOVERNANCE, COMMUNICATIONS, HUMAN RESOURCES
COMMITTEE ("GCHRC") CHAIR'S REPORT**

No comments or remarks from the Chair were received.

TERMINATION

The public meeting terminated at 12:44 p.m.

Secretary

Chair, Board of Directors