



## 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 hybrid Public meeting on October 18, 2024 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:40 a.m.

**Board Directors Present:** Adele Imrie (Chair)  
Brian Smith  
Councillor Anthony Perruzza  
Councillor Parthi Kandavel  
Councillor Paula Fletcher  
Debbie Douglas  
John Campbell  
Marcel Charlebois (9:40 a.m. – 12 :22 p.m.)  
Naram Mansour (9:40 a.m. – 12:22 p.m.)  
Nick Macrae  
Ubah Farah  
Ziva Ferreira  
Vinita Jajware-Beatty

**Board Directors Absent:**

**Management Present:** Sean Baird, President and Chief Executive (“CEO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Ada Wong, Acting Vice President, Strategic Planning & Communications  
Allen Murray, Vice President, Facilities Management  
Barbara Shulman, Chief People & Culture Officer  
Jessica Hawes, Acting Chief Development Officer (“CDO”)

Katie Douglas, Legal Counsel  
Lily Chen, Chief Financial Officer & Treasurer  
Nadia Gouveia, Acting Chief Operating Officer  
Melanie Martin, Interim Commissioner of  
Housing Equity (“OCHE”)  
Sonia Chaabane, Acting Assistant Corporate  
Secretary

**Guests Present:**

Kwame Addo, Ombudsman Toronto, City of  
Toronto (9:40 a.m. – 10:26 a.m.)  
Luke Brown, Acting Deputy Ombudsman  
(Housing), City of Toronto (9:40 a.m. – 11:35  
a.m.)  
Janina Fogels, Ombudsman Investigator  
(Housing), City of Toronto (9:40 a.m. – 11:35  
a.m.)  
Clara Matheson, Ombudsman Investigator  
(Housing), City of Toronto (9:40 a.m. – 11:35  
a.m.)  
Doug Rollins, Director, Housing Stability  
Services (“HSS”), Housing Secretariat, City of  
Toronto (9:40 a.m. – 11.35 a.m.)  
Emily Gaus, Manager, HSS, Housing  
Secretariat, City of Toronto (9:40 a.m. – 11.35  
a.m.)

A quorum being present, Ms. Imrie, serving as Chair, called the meeting to order, and Ms. Chaabane served as recording secretary.

**ITEM 1 CHAIR’S REMARKS**

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The Chair welcomed everyone to the meeting, taking place both in-person at City Hall, Committee Room 1, 100 Queen Street West and via Webex, and noted the Acknowledgement of the Land.

The Chair thanked the Board of Directors, Stakeholders, TCHC’s Executive Leadership, the City of Toronto, TCHC staff, and tenants for their participation and input in the development TCHC’s 2025-2029 Strategic Plan.

The Chair noted TCHC's United Way Committee launched the 2024 fundraising campaign and thanked staff for their support of the United Way.

## **DEPUTATIONS**

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

- Item 6 – Ombudsman Toronto Report: An Investigation into TCHC Tenant Human Rights Complaint Process (*Catherine Wilkinson, Chad Hamad, Miguel Avila-Velarde, Jacqueline Yu*)
- Item 8 – Q2 2024 Quarterly Report to Ombudsman Toronto: TCHC's Tenant Human Rights Complaints Process (*Chad Hamad, Miguel Avila-Velarde*)
- Item 9 - Tenant Human Rights Policy (*Catherine Wilkinson, Chad Hamad, Ann Marie Tomlinson, Cathy Birch, Jacqueline Yu*)
- Item 11A - Swansea Mews Initial Development Proposal (*Mark Richardson*)
- Item 11C - Past Tenant Arrears (*Catherine Wilkinson*)
- Item 13B - Security Video Surveillance Policy (*Catherine Wilkinson*)
- Item 14 - Ongoing Opportunities and Challenges between TCHC and The Office of the Commissioner of Housing Equity ("OCHE") (*Catherine Wilkinson, Cathy Birch*)

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

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*Motion carried* **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors unanimously approved:

1. the Agenda for its Public meeting of October 18, 2024; and
2. all matters on the Agenda with the exception of:
  - Item 6 - Ombudsman Toronto Report: An Investigation into TCHC Tenant Human Rights Complaint Process
  - Item 7 - Auditor General Report re Cybersecurity Assessment (Part II)

- Item 8 – Q2 2024 Quarterly Report to Ombudsman Toronto: TCHC’s Tenant Human Rights Complaints Process
- Item 9 - Tenant Human Rights Policy
- Item 11A - Swansea Mews Initial Development Proposal
- Item 11B - Review of Q2 2024 Financial Results
- Item 11C - Past Tenant Arrears
- Item 12D - City Council Directions Requiring Board Attention
- Item 12E - Progress Update – Developing a Strategic Plan for TCHC (2025-2029)
- Item 13A - Office of the Commissioner of Housing Equity (“OCHE”) Bi-Annual Update – January to June 2024
- Item 13B - Security Video Surveillance Policy
- Item 14 - Ongoing Opportunities and Challenges between TCHC and The Office of the Commissioner of Housing Equity (“OCHE”)

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

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

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**ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF JULY 30, 2024**

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The above-captioned minutes were circulated to the Board of Directors prior to the meeting.

*Motion carried* **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors confirmed the above-captioned minutes without amendments.

**ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES  
AND ACTION ITEMS UPDATE AS OF JULY 30, 2024**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors received the updates provided as Business Arising from Public Meeting Minutes and Action Items Update.

**ITEM 6 OMBUDSMAN TORONTO REPORT: AN  
INVESTIGATION INTO TCHC TENANT  
HUMAN RIGHTS COMPLAINT PROCESS PRESENTATION**

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The above-captioned presentation was circulated to the Board of Directors prior to the meeting.

Verbal deputations were received by Catherine Wilkinson, Chad Hamad, Miguel Avila-Velarde and Jacqueline Yu with respect to this item.

Kwame Addo, Ombudsman Toronto, City of Toronto introduced his team and provided the Board of Directors with a presentation in relation to this matter, highlights of which include:

- An overview of the Ombudsman investigation
- Key findings of the investigation
- TCHC's response to the investigation
- How the Ombudsman monitors the implementation of their recommendations
- New notices and reporting requirements under the Toronto Municipal Code

A discussion and questions followed the presentation, with the highlights as follows:

- 6 out of the 14 recommendations for the tenant human rights complaints process have been fully implemented (2, 3, 5, 6, 7, 8)
- The Ombudsman received the TCHC's draft Human Rights policy and procedures and provided feedback.
- The Ombudsman is satisfied with TCHC's cooperation in addressing the recommendations.

- TCHC added four additional staff as part of the 2024 budget process to address the Ombudsman's recommendations.
- TCHC is managing the Human Rights complaints internally. The Ombudsman will continue to provide oversight to TCHC's delivery of services; instances of Human Rights violations that cannot be addressed internally, will be referred externally.
- Staff training on meeting Human Rights should mitigate the number of complaints received; Directors of the Board are welcome to join the staff training on Human Rights
- Metrics are being developed to measure the success of the system being implemented by TCHC as part of its implementation of the Ombudsman recommendations.
- Since the implementation of the interim Human Rights complaint procedure in January 2024, 79 complaints have been received, not all of which are violations of the Human Rights Code
- All complaints are investigated, regardless of their nature, through various complaints investigation processes at TCHC.
- TCHC is obligated under the Human Rights Code to accommodate and not discriminate against individuals or groups protected under the Code.
- Staff training includes the difference between a complaint and a Human Rights Code violation.
- The Human Rights Tribunal is backlogged and often TCHC isn't notified of an application until approximately six months after the application is submitted.
- Individual complaints may implicate various regulations and legislation that make it challenging to address each complaint.

***Action Item:***

Management to report on the metrics of the Human Rights complaints including complaints that are submitted to the Human Rights Tribunal or the Ombudsman.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Campbell and carried, the Board of Directors received the Ombudsman Toronto Report: An Investigation into TCHC Tenant Human Rights Complaint Process.



- The approval of the Tenant Human Rights Policy is a key component in the ability to meet the above-mentioned timelines

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Smith and carried, the Board of Directors received the Q2 2024 Quarterly Report to Ombudsman Toronto: TCHC's Tenant Human Rights Complaints Process.

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**ITEM 9      TENANT HUMAN RIGHTS POLICY      TCHC:2024-58R**

The above-captioned report was circulated to the Board of Directors prior to the meeting.

Verbal deputations were received by Catherine Wilkinson, Ann Marie Tomlinson, Chad Hamad, Cathy Birch and Jacqueline Yu with respect to this item.

Mr. Meagher, Ms. Douglas, Mr. Brown and Mr. Rollins were available to answer questions of the Board of Directors. Highlights of the discussion include:

- Comments from the Ombudsman were received on the policy, and it is in compliance with the Ombudsman recommendations.
- TCHC will continue to work with the Ombudsman as the Procedures are adopted pursuant to the Policy, to consider the Ombudsman comments when developing the Procedures for staff and tenants that outline how TCHC responds to tenant's needs under the Code
- The Tenant Human Rights Policy was deferred from the July Board of Directors meeting with the request to include the supporting policies, which are included in the attachment to this report.
- It is TCHC's obligation to have internal processes that can address and respond to tenant's complaints and is not a conflict of interest; tenants also have the ability to submit complaints to the Human Rights Tribunal or the Ombudsman.
- TCHC is responsible for the internal transfer policy with the City, through the Housing Services Act, regulating the Special Priority Program ("SPP") and the Overhoused priority.
- Overhoused is defined as a household that occupies a unit with more bedrooms than they need, and SPP applies to anyone who is



experiencing gender-based violence and has an absolute priority on the internal transfer list.

- The Tenant Human Rights Policy was not reviewed by external counsel and have been drafted with the Ombudsman recommendations, the City's policy and other organizations approaches taken into consideration.

***Action Item:***

Management to report any modifications to the policy required to address the Ombudsman feedback.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Macrae, and carried, the Board of Directors unanimously approved the proposed Tenant Human Rights Policy as set out in Attachment 1 of the report.

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**ITEM 10      2024-2025 CORPORATE INSURANCE RENEWAL      TCHC:2024-62**

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The above-captioned report was circulated to the Board of Directors prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors unanimously:

1. Approved the 2024-25 core and non-core corporate insurance program renewal, with an annual cost as outlined in Confidential Attachment 1 to this report; and
2. Authorized the appropriate staff to take the necessary action(s) to implement the above recommendation.

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**ITEM 11      BIFAC CHAIR'S REPORT      VERBAL UPDATE**

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No comments or remarks from the BIFAC Chair were received.

**SWANSEA MEWS INITIAL  
ITEM 11A DEVELOPMENT PROPOSAL**

TCHC:2024-63

The above-captioned report was circulated to the Board of Directors prior to the meeting.

A verbal deputation was received by Mark Richardson with respect to this item.

The Board of Directors discussion included the goal to maximize the delivery of new affordable housing units and create an optimal mix of housing on the site.

*Motion*        **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by  
*Amended*    Mr. Macrae and amended, the Board of Directors unanimously:

1. Approved the Acting Chief Development Officer or their designates to proceed with submitting to the City the Initial Development Proposal outlined in this report as a general concept for the revitalization of TCHC's properties located at 1-154 Swansea Mews ("Swansea Mews"), to be brought forward by City Staff to Council for approval in order to proceed with a comprehensive redevelopment planning process *with an aim to maximize the delivery of new affordable housing units through an optimal mix of housing on the site;*
2. Directed the Acting Chief Development Officer or their designates to proceed with the preparation and submission of a comprehensive development plan for the Swansea Mews property and to return to the BIFAC / Board with a recommendation on the housing delivery model, financial proforma and overall community plan for the Swansea Property in advance of submitting an Official Plan and Zoning Amendment to the City of Toronto, and;
3. Authorized the Acting Chief Development Officer or their designate to reallocate approved spending budgets as

outlined in the confidential attachment 2, in order to retain the necessary consultants required to proceed with the next stage of the redevelopment process following IDP approval, to design and submit an Official Plan Amendment and Rezoning application to seek the necessary planning approvals and consents;

4. Authorized the Acting Chief Development Officer or their designates to enter into an agreement with the City of Toronto setting out the terms and conditions of deferred payment of all planning and building application fees, exclusive of base fees, until such time as TCHC submits a Site Plan Application.
5. Authorized the Acting Chief Development Officer or their designates to work with the City and CMHC to examine funding and financing opportunities to support the Swansea Mews Comprehensive Plan in order to return to the BIFAC / Board with a recommendation on the housing delivery model, financial proforma and overall community plan in Q4 2025.
6. Authorized the Acting Chief Development Officer or their designates to take the necessary actions and execute any and all documents, and contracts as may be necessary in connection with proceeding with the next stage of the redevelopment process following IDP approval, to design and submit an Official Plan Amendment and Rezoning application to seek the necessary planning approvals and consents. confirmed the above-captioned minutes without amendments.

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**ITEM 11B REVIEW OF Q2 FINANCIAL RESULTS**

TCHC:C2024-64

The above-captioned report was circulated to the Board of Directors prior to the meeting.

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

- Market rent is below budget due to COVID-related factors and the annual rent review process.
- Concerns related to the Demand Capital being \$53M under the spending rate for 2023 and its impact and root causes will be addressed as part of the existing action item.
- Project timelines and scopes are being revised to ensure TCHC is within budget and funding requirements.
- Program budgets that are underutilized will be used to fund the move-out program where required.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Councillor Kandavel and carried, the Board of Directors received the Review of Q2 Financial Results.

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**ITEM 11C    PAST TENANT ARREARS** TCHC:C2024-65

The above-captioned report was circulated to the Board of Directors prior to the meeting.

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

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Ms. Douglas and carried, the Board of Directors unanimously approved the Phase 1 write-off of past arrears from 2017 and prior in the amount of \$10,488,627.

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**ITEM 12    GCHRC CHAIR'S REPORT** VERBAL UPDATE

No comments were received from the GCHRC Chair.

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**ANNUAL REVIEW OF BOARD AND  
COMMITTEE CHARTERS, AND BOARD  
ITEM 12A    AND VICE CHAIR MANDATES** TCHC:C2024-51

The above-captioned report was circulated to the Board of Directors prior to the meeting.



Mr. Baird was available for questions of the Board of Directors. Highlights of the discussion include:

- The Auditor General's audit of TCHC's Cybersecurity indicates compliance at a point of time.
- The CISO is able to assess various organizations including TCHC against established international standards on an ongoing basis.
- The AG Audit and collaboration with the CISO are intended to achieve strong cybersecurity resilience.
- Economies of scale and access to the additional resources the City has are valuable with the common set of standards established by the City allows TCHC to focus on the operative challenges.
- The work with the CISO is ongoing with reporting back to the Board being part of the recommendations.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Councillor Kandavel and carried, the Board of Directors:

1. In accordance with Council direction under EX14.3 - Extending the Mandate of the City's Chief Information Security Officer directed the President and CEO or their designate to:
  - a. collaborate with the City's Chief Information Security Officer to formulate an organizational cyber security framework that aligns with Council direction in EX14.3(2);
  - b. engage with the City's Chief Information Security Officer with respect to cyber-security risk mitigation as directed by Council in EX14.3(3);
  - c. engage with the City's Chief Information Security Officer in the event of a cyber security incident or data breach affecting the corporation, and to work with the Chief Information Security Officer to contain, mitigate and resolve the cyber security incident or data breach; and
2. In accordance with Council direction under PH11.7 – Progress Update on Toronto Community Housing Corporation's (TCHC) Tenant Advisory Committee,

directed the President and CEO or their designate to:

- a. submit a report on the refreshed Tenant Engagement System and a comprehensive implementation plan to the Board before the end of 2024; and
- b. forward a copy of the report to the Economic and Community Development Committee and City Council for their information.

**PROGRESS UPDATE – DEVELOPING A  
STRATEGIC PLAN FOR TCHC (2025-**

**ITEM 12E 2029)**

TCHC:2024-55

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The above-captioned report was circulated to the Board of Directors prior to the meeting.

Ms. Wong provided a brief update. Highlights include:

- Stakeholder engagement
- Summary of themes
- Next steps

Mr. Baird and Ms. Wong were available for questions of the Board of Directors. Highlights of the discussion include:

- Focus of the Strategic Plan will be clarified in the specific initiatives and allocation of resources and how progress will be measured.
- The Strategic Plan will inform how governance is applied towards key initiatives and will be presented to the Board of Directors.
- The Strategic Plan presented at the December Board of Directors meeting will include annualized/business planning.
- In Q1 2025, the measures of success related to the Strategic Plan will be presented and will include the manner of reporting to the Board of Directors.
- TCHC's Strategic Plan will be aligned with the City as our shareholder and will ensure alignment with the city stakeholders' interests.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Councillor Fletcher and carried, the Board of Directors received

the Progress Update – Developing a Strategic Plan for TCHC (2025-2029).

**ITEM 13 TSC CHAIR’S REPORT**

VERBAL UPDATE

No comments were received from the TSC Chair.

**OFFICE OF THE COMMISSIONER OF  
HOUSING EQUITY (“OCHE”) BI-ANNUAL**

**ITEM 13A UPDATE – JANUARY TO JUNE 2024**

TCHC:2024-66

The above-captioned report was circulated to the Board of Directors prior to the meeting.

Ms. Gouveia and Ms. Martin were available for questions of the Board of Directors. Highlights of the discussion include:

- Approximately 30% of repayment agreements are breached.
- TCHC, TSHC and the OCHE were approached by the City to participate in the Rent Bank program which is funded by the City of Toronto
- Rent Bank was initially for market rent tenants as a loan. During the COVID-19 pandemic it became a grant to support tenants employed on pensions or groups that have historically not had access to funding to address arrears and continues to be a grant
- The program is a pilot that now includes RGI tenants with the stipulation that the tenant can demonstrate sustainable tenancy with supports in place to maintain tenancy including an agreement with pay direct.
- The Rent Bank program has eliminated some of the need for repayment agreements and long-term repayment agreements.
- Factors contributing to the percentage of tenants not being engaged in the first month of arrears include staff vacancies, the difficulty in reaching tenants, staff training, and the OCHE report not reflecting tenants who pay their arrears within the first month of arrears.
- Staff vacancies are being addressed with the People and Culture Division and short-term vacancies can be attributed to the Hub model.
- Tenants receiving grants through the Rent Bank program are those that are referred to OCHE through TCHC’s process with OCHE



- submitting the application on behalf of the tenant.
- The Arrears Collection Process at TCHC outlines the timelines associated with the issuance of N4's; tenants with Late Payer status aren't reflected in the OCHE report.
  - TCHC and the OCHE prioritize early intervention to address arrears.

***Action Item:***

To include the amount received from Rent Bank, the impact on tenant arrears, and additional information on how the Rent Bank can be accessed.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Campbell and carried, the Board of Directors received the Office of the Commissioner of Housing Equity ("OCHE") Bi-Annual Update – January to June 2024.

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**SECURITY VIDEO SURVEILLANCE**  
**ITEM 13B    POLICY** TCHC:2024-67

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The above-captioned report was circulated to the Board of Directors prior to the meeting.

A verbal deputation was received by Catherine Wilkinson with respect to this matter.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Campbell and carried, the Board of Directors unanimously approved the proposed Security Video Surveillance Policy as set out in Attachment 1 of the report.

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**ONGOING OPPORTUNITIES AND  
CHALLENGES BETWEEN TCHC AND  
THE OFFICE OF THE COMMISSIONER  
OF HOUSING EQUITY ("OCHE")** TCHC:2024-68

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The above-captioned report was circulated to the Board of Directors prior to the meeting.

Verbal deputations were received by Catherine Wilkinson and Cathy Birch with respect to this matter.

Ms. Gouveia and Ms. Martin were available for questions of the Board of Directors. Highlights of the discussion include:

- Breached repayments and sent back to OCHE, with the OCHE determining if there are a material change to circumstances that warrants a second repayment; 20% of cases are considered exceptional circumstances.
- Community Service Coordinators, Access and Support, provide case management support, particularly with vulnerable tenants.
- Volunteers from Woodgreen provide support to low-income households across the City to file taxes.
- Frontline staff were acknowledged for their commitment.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by John Campbell and carried, the Board of Directors received the Ongoing Opportunities and Challenges between TCHC and the Office of the Commissioner of Housing.

## **TERMINATION**

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A motion to adjourn the meeting was moved by Mr. Macrae and seconded by Councillor Kandavel. The Board of Directors resolved to terminate the public meeting at 12:59 p.m.

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Secretary

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Chair, Board of Directors