



Board of Directors

931 Yonge Street,
Toronto, M4W 2H2
Page 1 of 15

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 10:07 a.m.

Board Directors Present: Adele Imrie (Chair)
Brian Smith
Councillor Anthony Perruzza
Councillor Paula Fletcher (*10:07 a.m. – 11:29 a.m.*)
John Campbell
Marcel Charlebois
Naram Mansour
Nick Macrae
Ubah Farah
Ziva Ferreira
Vinita Jajware-Beatty (*10:07 a.m. – 11:21 a.m., 11:30 a.m. – 12:16 p.m.*)

Board Directors Absent: Councillor Parthi Kandavel
Debbie Douglas

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

Officer (“CDO”)
Luisa Andrews, Vice President Information
Technology
Lily Chen, Chief Financial Officer & Treasurer
Nadia Gouveia, Chief Operating Officer
Melanie Martin, Interim Commissioner of
Housing Equity (“OCHE”)
Sonia Chaabane, Acting Assistant Corporate
Secretary

Guests Present: Althea Hutchinson, Executive Director,
Financial Planning, City of Toronto
Marko Petrovski, Analyst, Financial Planning,
City of Toronto

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

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 noted highlights from TCHC’s United Way fundraising activities:

- TCHC’s summer barbecue raised \$10,000 with CUPE Local 416 support.
- TCHC had the largest team in the City of Toronto's 5K Civic Run, raising \$5,000.
- The online auction and CN Tower climb collectively raised \$12,000.
- Facilities management golf tournament raised \$48,000.

The Chair highlighted awards received by TCHC at the annual Ontario Non-Profit Housing Association’s conference in Ottawa:

- Birchmount Community Action Council for community gardening and social initiatives.
- Trevaun Douglas for raising funds for youth and family programs in Lawrence Heights.
- Next Surgeon Program for mentoring youth in marginalized communities towards careers in medicine. A video highlighting the

program was shared.

The Chair thanked everyone involved in the 2025 Capital and Operating budgets including Mr. Baird, Ms. Chen and the City of Toronto.

DEPUTATIONS

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

- Item 7 – Q3 2024 Quarterly Report to Ombudsman Toronto: TCHC’s Tenant Human Rights Complaints Process (*Miguel Avila-Velarde,*)
- Item 11C – Write Off of Commercial Tenant Arrears due to COVID-19 and COVID Funding from the City (*Miguel Avila-Velarde, Walied Khogali Ali*)
- Item 11D - Policy Management Framework Update (*Cathy Birch*)
- Item 12B - Refreshed Tenant Engagement System and Implementation Plan (*Miguel Avila-Velarde, Walied Khogali Ali*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

*Motion
carried*

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

1. the Agenda for its Public meeting of December 12; and
2. all matters on the Agenda with the exception of:
 - Item 6 - 2025 Capital and Operating Budgets and Multi-Year Capital Plans
 - Item 7 – Q3 2024 Quarterly Report to Ombudsman Toronto: TCHC’s Tenant Human Rights Complaints Process
 - Item 8 – Direct Award: TELUS International (CDA) Inc.
 - Item 10A - Facilities Management Budget Envelope Reallocations to September 30, 2024
 - Item 11A - 2025 Board and Committee Meeting Schedule

- Item 11C - City Council Directions Requiring Board Attention
- Item 11D - Policy Management Framework Update
- Item 12B - Refreshed Tenant Engagement System and Implementation Plan

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

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. **Ms. Vinita Jajware-Beatty declared a conflict of interest in connection with Item 8 on the public agenda (Direct Award: TELUS International (CDA) Inc.) and abstained from voting on the item.**

ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF OCTOBER 18, 2024

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, 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 OCTOBER 18, 2024

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, 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 2025 CAPITAL AND OPERATING BUDGETS AND MULTI-YEAR CAPITAL PLANS PRESENTATION

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

**Board of Directors
In-Camera Minutes
December 12, 2024**

Page 5 of 15

Mr. Baird thanked City Finance team, TCHC staff, the Housing Secretariat and the City as Service Manager, for the work on the 2025 Capital and Operating Budgets and Multi-Year Capital Plans.

Ms. Chen and Mr. Baird provided the Board of Directors with a presentation in relation to this matter, highlights of which include:

- 2025 budget – City Budget Directives
- TCHC areas of focus
- Supporting high needs communities
- Long term stewardship of the public asset
- 2025 risks and mitigation strategies
- 2025 priority actions
- TCHC/TSCH 2025 budget – at a glance (capital for 2025 only)
- TCHC/TSHC 2025 proposed budget vs 2024 budget (capital for 2025 only)
- 2025-2034 Capital budget and plan: net new funding from City
- 2025 Operating budget overview – TCHC & TSHC
- 2025 operating budget overview – TCHC only
- 2025 key cost drivers
- Three-year plan with 2026/2027 outlook (TCHC/TSHC)
- 2025 - 2034 capital budget & plan submission
- SOGR capital – funding and backlog
- SOGR - 10 year building repair capital plan by envelope
- Development Capital 2025-2034
- IT Capital
- Corporate capital/Tenant support
- Capital needs constraints

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

- Previously, small projects (\$5,000 or less) were included in the capital budget, reducing funds for state-of-good-repair (SOGR) projects. The City has now allocated \$40M to address small repairs, but it isn't enough to address the backlog of repairs and renewals that exceeds \$2 billion.
- The federal funding for capital repairs ends in 2027; negotiations for extension with the National Housing Strategy (CMHC) are ongoing.

- The 6.7% increase in Direct Gross Expenditures relate to labour and the reclassification of SOGR funds to address smaller repairs.
- Management regularly reviews headcounts including line level reviews; approximately \$12M in savings was identified from the prior year budget
- The increase in the headcount in the CEO's office is to support the Ombudsman recommendation on the Tenant Human Rights Complaints Process and will eventually move to another Division
- Economic and income constraints including recipients of OW and ODSP impact TCHC's ability to maintaining financial stability
- Advocacy efforts will also focus on securing support from other levels of government to sustain and expand housing stock.

Action Item: Consider whether the Board might adopt a motion that asks the City to advocate for an increase and OW and ODSP amounts and report back to the Board.

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

1. Approved the 2025 Operating Budget as outlined in Attachment 1 to this report;
2. Approved the 2025 Capital Budgets as outlined in Attachment 1 to this report which include: a. 2025 Building Renewal Capital Budget;
b. 2025 In-flight Development Capital Budget;
c. 2025-2028 ITS/Corporate/Tenant Supports Capital Budget and Plan; and
d. 2025-2027 Carbon Budget and Plan;
3. Approved multi-year capital plans as outlined in Attachment 1 to this report which include:
a. 2025 to 2034 Building Renewal Capital Budget and Plan;
b. 2025 to 2034 In-flight Development Capital Budget and Plan;
4. Directed management to forward such information as may be required, in support of City Council's approval of TCHC's

2025 Operating Subsidy and Capital funding requirements, through the City's Budget Committee; and

5. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

**Q3 2024 QUARTERLY REPORT TO
OMBUDSMAN TORONTO: TCHC'S
TENANT HUMAN RIGHTS COMPLAINTS
PROCESS**

ITEM 7

TCHC:2024-70

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

A verbal deputation was received by Miguel Avila-Velarde with respect to this matter.

*Motion
carried*

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. Smith, and carried, the Board of Directors received the Q3 2024 Quarterly Report To Ombudsman Toronto: TCHC's Tenant Human Rights Complaints Process for its information.

ITEM 8

**DIRECT AWARD: TELUS INTERNATIONAL
(CDA) INC.**

TCHC:2024-71

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

A verbal deputation was received by Miguel Avila-Velarde with respect to this matter.

Ms. Jajware-Beatty declared conflict of interest on this item, exited the room during the discussion, and abstained from voting.

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

- Negotiations with Telus began in April 2024 were finalized in November
- Increased pricing is based on changes in square footage, power and cooling needs, and inflation

- There were discussions with the City about moving into the City’s data centre and discussions will continue once TCHC assesses its own infrastructure needs
- Relocation was considered costly at this time due to RFP issuance, planning and significant business disruption
- There are ongoing efforts to migrate systems to cloud-based technologies, reducing dependence on physical data centres
- The contract is a three-year lease with flexibility to transition to a month-to-month agreement
- TCHC plans to assess its data centre needs over the next two years, with the possibility of moving to the City’s data centre or issuing a new RFP
- The board emphasized the need for earlier communication to BIFAC and the Board on such negotiations to avoid last minute decisions

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour, and carried, the Board of Directors voted as follows:

In Favour

Adele Imrie (Chair)
Brian Smith
Councillor Anthony Perruzza
Councillor Paula Fletcher
Marcel Charlebois)
Naram Mansour
Nick Macrae
Ubah Farah
Ziva Ferreira

Against

John Campbell

The Board of Directors:

1. Approved a direct award to TELUS International (CDA) Inc. “TELUS” for \$532,260.00 (exclusive of taxes) for Co-Location Data Center Services for three (3) years (January 1, 2025, to December 31, 2027)

2. Authorized the Vice President, Information Technology Services to execute an agreement with the recommended vendor; and
3. Authorized the appropriate staff to take all other necessary actions to give effect to the above recommendations.

ITEM 9 BI-ANNUAL UPDATE ON TENANTS
FIRST TCHC:2024-72

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received the Bi-Annual Update on Tenants First for its information.

ITEM 10 BIFAC CHAIR'S REPORT VERBAL UPDATE

No comments or remarks from the BIFAC Chair were received.

**FACILITIES MANAGEMENT BUDGET
ENVELOPE REALLOCATIONS TO**
ITEM 10A SEPTEMBER 30, 2024 TCHC:2024-73

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

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

- Holistic budget \$3M over budget as of Q3 2024 due to faster project progress; the overspend was initially contemplated for spending in 2025
- There are significant emergency boiler replacements for units beyond their lifespan
- Increase spending on parking garages due to unforeseen delamination issues and deeper retrofits than anticipated

Motion Carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received the Facilities Management Budget Envelope Reallocations to September 30, 2024.

FEBRUARY 2025 MORTGAGE

ITEM 10B RENEWAL TCHC:2024-74

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

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

1. Approved the transaction in the amount of \$4,726,747.29 with a lender selected by the Ministry of Municipal Affairs and Housing, in connection with the mortgage due for renewal on February 1, 2025 at the location identified in Confidential Attachment 1 to this report; and
2. Authorized the Chief Financial Officer to take all necessary actions, including negotiation and execution of such documentation as may be required, in order to give effect to the above recommendation.

**WRITE OFF OF COMMERCIAL TENANT
ARREARS DUE TO COVID-19 AND**

ITEM 10C COVID FUNDING FROM THE CITY TCHC:2024-75

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

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

1. Approved the proposed write-off of commercial rental arrears related to the COVID-19 pandemic in the amount of \$2,118,101.10. This figure represents COVID related arrears accumulated between April 2020 and December 2021.

Included in this amount is \$373K from 12 commercial tenants whose leases were terminated;

2. Approved the reallocation of the remaining \$1.4 million in funding provided by the City of Toronto to offset operational pressures as part of the 2025 budget process; and
3. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

REVIEW OF Q3 2024 FINANCIAL

ITEM 10D RESULTS

TCHC:2024-76

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

Motion carried **ON MOTION DULY MADE** Mr. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received the Review of Q3 2024 Financial Results for its information.

ITEM 11 GCHRC CHAIR'S REPORT

VERBAL UPDATE

This item was deferred in the absence of the GCHRC Chair.

2025 BOARD AND COMMITTEE

ITEM 11A MEETING SCHEDULE

TCHC:2024-78

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

Mr. Meagher provided a brief statement in relation to proposed amendments to the 2025 Board and Committee Schedule put before the Board. Highlights include:

- The proposal to move the June 30th, 2025 Board of Directors meeting to June 24th, 2025 to accommodate the Board Chair's availability
- The proposal to schedule the Board meeting of December 12th, 2025 to either December 11th or December 19th as a result of the City Hall meeting room no longer being available

The Chair raised concerns with having quorum if scheduling a Board meeting on December 19th, 2025.

Councillor Fletcher was unavailable to confirm availability on December 11th, 2025.

Motion amended **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Ms. Imrie, and carried, the Board of Directors approved the proposed Board and Committee Meeting Schedule for 2025 as amended to reflect the change to the June Board meeting to June 24th, 2025 and the change to the December Board meeting to December 11th, 2025, subject to confirmation from Councillor Fletcher that her attendance at another council committee meeting does not present a conflict.

UPDATED BOARD AND COMMITTEE

ITEM 11B CHARTERS

TCHC:2024-79

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

Motion carried **ON MOTION DULY MADE** Mr. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors unanimously approved the updated Board and Committee Charters.

CITY COUNCIL DIRECTIONS

ITEM 11C REQUIRING BOARD ATTENTION

TCHC:2024-80

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

Verbal deputations were received by Miguel Avila-Velarde and Walled Khogali Ali with respect to this matter.

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty,, seconded by Mr. Smith , and carried, by, seconded by and carried, the Board of Directors, in accordance with Council direction under PH15.6 - Increasing the City's Supply of Accessible Affordable Housing directed the President and CEO or their designate, in consultation with the Responsible Personal Accessibility in Toronto Housing Committee (R-PATH), to evaluate the feasibility of implementing an enhanced accessibility modification program as part of TCHC's turnover renovation program, to gradually

support increasing the number of accessible units within the City's social housing portfolio, and report back with any additional authorities or financial impacts as part of future years budget process.

POLICY MANAGEMENT FRAMEWORK

ITEM 11D UPDATE

TCHC:2024-81

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

A verbal deputation was received by Cathy Birch with respect to this matter.

Ms. A. Wong provided a response to concerns raised related to the Policy Management Framework. Highlights include:

- TCHC will ensure policies are accessible and are in plain language
- Policies requiring Board approval will be named at the beginning of the year, and will be brought to the Board again for approval following any revisions or updates
- The word "accessibility" will be added to the Confronting Anti-Black Racism and Equity Diversity and Inclusion Lens subheading of the Policy Management Framework (page 8 of 12)

Motion amended **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Jajware-Beatty, and carried, Board of Directors approved the updated Policy Management Framework as set out in Attachment 1 to this Report, as amended to include "accessibility" to the Confronting Anti-Black Racism and Equity Diversity and Inclusion Lens subheading of the Policy Management Framework.

ITEM 12 TSC CHAIR'S REPORT

VERBAL UPDATE

No comments were received from the TSC Chair.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (“OCHE”) 2025 WORK**

ITEM 12A PLAN

TCHC:2024-82

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

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Campbell, and carried, the Board of Directors unanimously approved the OCHE 2025 Work Plan, as set out in Attachment 1 to this report.

REFRESHED TENANT ENGAGEMENT

ITEM 12B SYSTEM AND IMPLEMENTATION PLAN

TCHC:2024-83

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

Verbal deputations were received by Miguel Avila-Velarde and Walled Khogali Ali with respect to this matter.

Ms. Gouveia was available for questions. Highlights of the discussion included:

- The Tenant Advisory Committee appointment is co-administered by TCHC and the City; future plans include expanding outreach
- Transitioning to an election-based process would require further discussions with the City
- TCHC is exploring a hybrid model with centralized supports and decentralized implementation
- TCHC is adding a new director to oversee tenant engagement and the LIFT program
- There are 7 Community Service Coordinators (“CSCs”) in the East region, 6 in Central, 6 in the West and 3 centralized staff members supporting tenant engagement

Action Item: Prior to the implementation of the LIFT program, management to bring back additional materials to the board regarding the tenant funds distribution policy and financial controls.

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

1. Approved the “Engage Together” model as set out in this report;
2. Approved the Implementation Workplan, set out at page 6 of this Report, through which TCHC will adopt a phased approach to retiring the current tenant engagement model;
3. Directed the President and Chief Executive Officer forward the report to City Council, through the Economic and Community Development Committee, for its information.

TERMINATION

A motion to adjourn the meeting was moved by and seconded by Ms. Jajware-Beatty, seconded by Mr. Mansour. The Board of Directors resolved to terminate the public meeting at 12:16 p.m.

Secretary

Chair, Board of Directors