



## **Board of Directors of Directors**

931 Yonge Street,  
Toronto, M4W 2H2  
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The Board of Directors (the “Board”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on April 28, 2025 via Webex and in-person at City Hall commencing at 10:30 a.m.

**Board of Directors Present:** Adele Imrie (Chair)  
Brian Smith  
Debbie Douglas  
Councillor Anthony Perruzza  
Councillor Gordon Perks  
John Campbell  
Marcel Charlebois  
Naram Mansour  
Nick Macrae  
Ubah Farah  
Ziva Ferreira  
Vinita Jajware-Beatty

**Board of Directors Absent:** Councillor Parthi Kandavel

**Management Present:** Sean Baird, President and Chief Executive (“CEO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Barbara Shulman, Chief Corporate Services Officer  
Lily Chen, Chief Financial Officer  
Nadia Gouveia, Chief Operating Officer  
Daisy Wong, Acting Vice President, Facilities Management  
Linda Barratt, Vice President, Information and Technology Services  
Lindsay Viets, Director, Operations Planning and Program Services

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Sonia Chaabane, Acting Assistant Corporate Secretary

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

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**ITEM 1 CHAIR'S REMARKS**

The Chair, called the meeting to order and delivered the Land Acknowledgement. She welcomed back Director John Campbell, who was returning from a leave of absence.

The Chair spoke in recognition of the National Day of Mourning, honoring individuals who have been injured or killed due to workplace incidents. She reaffirmed the Board's commitment to supporting TCHC management in maintaining safe work environments. She acknowledged the contributions of TCHC's labour partners, including CUPE Local 416, CUPE Local 79 and OPSEU Local 529, Carpenters Local 27, International Trades, as well as the staff volunteers on TCHC's Joint Health and Safety Committees. A moment of silence was observed.

The Chair also expressed condolences for the victims of the Lapu-Lapu Festival incident in Vancouver, calling it a Canadian tragedy.

The Chair also highlighted the success of TCHC's Next Surgeon program, which supports student tenants with aspirations in health sciences. The program provides exposure to careers such as orthopedic and cardiac surgery, emergency medicine, and other medical professions through simulations and panels at St. Michael's Hospital. It is delivered in partnership with Unity Health Toronto, University of Toronto's Temerty Faculty of Medicine, and UpSurge. The program, now in its third year, connects students with mentors including doctors, nurses, medical students, and program alumni. A recent Toronto Star feature—pitched by TCHC Communications Consultant Daniel Kim—drew the attention of Councillor Paula Fletcher, resulting in formal recognition at City Council for participating students and staff. The Chair praised Stacey Golding, the Community Services Coordinator who created the program, and Raquel Nelson, Manager of Community Economic Development, for their leadership and dedication.

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## **DEPUTATIONS**

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

- Item 13 – Tenant Transfer Policy – *(Cathy Birch)*
- Item 18 – City Council Directions Requiring Board Attention – *(Arnold Margulis)*

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

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*Motion  
carried*

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

1. the Agenda for its Public meeting of April 28, 2025; and
2. all matters on the Agenda with the exception of:
  - Item 5 – Business Arising from the Public Meeting Minutes And Action Items Update As Of February 13, 2025
  - Item 6 – Facilities Management Budget Envelope Reallocations to February 28, 2025
  - Item 12 – Annual General Meeting Process
  - Item 13 – Tenant Transfer Policy
  - Item 17 – Review of Q4 2024 Financial Results
  - Item 18 - City Council Directions Requiring Board Attention

## **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.**

## **ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF FEBRUARY 13, 2025**

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

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*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.

**BUSINESS ARISING FROM THE PUBLIC MEETING  
 MINUTES AND ACTION ITEMS UPDATE AS OF**

**ITEM 5 FEBRUARY 13, 2025**

Relating to Briefing Note provided to the Board on the Credit Worthiness of TCHC's Commercial Tenants, Ms. Wong, Ms. Chen, Ms. Barratt, and Mr. Meagher were available to answer questions of the Board. Highlights of the discussion include:

- Security risks associated with Personally Identifiable Information ("PII") have been identified and are being addressed through solutions that are both cost-effective and efficient.
- TCHC recently issued a cybersecurity checklist to improve internal awareness and education.
- The evaluation of PII protection includes assessing:
  - Confidentiality practices;
  - Cybersecurity risk posture;
  - Governance principles aligned with the National Institute of Standards and Technology framework; and
  - Security mechanisms in place both at TCHC and within third-party organizations handling data.
- TCHC continues to reinforce its records management framework and retention policies, ensuring records are not held beyond required business periods and are disposed of appropriately once expired.

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

**FACILITIES MANAGEMENT BUDGET  
 ENVELOPE REALLOCATIONS TO**

**ITEM 6 FEBRUARY 28, 2025**

TCHC:2025-14

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

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the meeting.

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

- Elevator upgrades were required to meet new Technical Standards and Safety Authority compliance requirements and were modest in cost, at approximately \$558,000.
- In-suite LED retrofits have been deferred to 2025 to better align 2024 spending with approved capital funding.
- Structural or site improvements enhance building conditions, however, only a limited number of these projects significantly improve the Facility Condition Index (“FCI”).
- Buildings where repairs are not being undertaken continue to deteriorate, potentially offsetting FCI improvements made elsewhere; while TCHC’s overall portfolio FCI is slowly improving, the pace is gradual and must be managed holistically.
- TCHC is exploring ways to stratify the portfolio to reflect the condition of buildings—identifying how many are improving or declining in FCI.
- Current FCI reporting to BIFAC is portfolio-based and highlights numerous distressed buildings. A more comprehensive report is being developed for the Board.
- Urgent structural repairs often refer to deterioration discovered after work has begun and typically require change orders.
- Attachment 1 to this report represents the year-end forecast as of the reporting period. It includes:
  - “Total Budgets – Budget Allocated to Jobs”: the amount assigned to jobs as of February 2025.
  - “Budget Allocated – Job Cost Only”: the forecasted total spending for the year.

**Action Item:** To present the budget reallocation schedule to clearly reflect what is already spent, what is forecasted to spend, and where the organization stands in terms of budget versus actuals and cost to complete.

*Motion carried*     **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Macrae, and carried, the Board of Directors:

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1. Approved the reallocation of \$9,969,495 from the RCXZ – Contingency envelope to accommodate projects within the current capital program forecast, including;
  - (a) \$5,912,425 to HBRP - Holistic Building Retrofit Program;
  - (b) \$1,077,744 to RC03 – Electrical;
  - (c) \$558,661 to RC05 – Elevators;
  - (d) \$1,100,321 to RC19 - Cameras and Access Control;
  - (e) \$505,485 to RC23 – Structural; and
  - (f) \$814,859 to EW10 - In-Suite LED Lighting and E Renewable; and
2. Authorized the Acting Vice President, Facilities Management or their designate to implement the foregoing recommendations and to take all other necessary actions to give effect to the above recommendations.

**ITEM 7      FIRGROVE REVITALIZATION UPDATE      TCHC:2025-15**

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:

1. Authorized staff to issue a Request for Proposal (“RFP”) for civil engineering services to develop the detailed subdivision design and oversee the contract administration municipal infrastructure in the Firgrove revitalization;
2. Authorized staff to issue an RFP for architectural services to design TCHC rental Block 2;
3. Directed staff to return to the Building Investment, Finance and Audit Committee (“BIFAC”) and the Board of Directors with a report detailing the cost and funding/financing before proceeding to construction; and
4. Authorized the Acting Chief Development Officer or their designate to take all other necessary actions to give effect to the above recommendations.

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**ITEM 8      JUNE 2025 MORTGAGE RENEWAL      TCHC:2025-16**

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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. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors:

1. Approved the mortgage renewal in the amount of \$214,556.70 with a lender selected by MMAH for a 57-month term maturing March 1, 2030; and
2. Authorized the Chief Financial Officer or her designate 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.

**2024 LETTER TO THE SHAREHOLDER,  
 ANNUAL REPORT, AND ADDITIONAL  
 INFORMATION REPORTED ANNUALLY**

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**ITEM 9      TO THE SHAREHOLDER      TCHC:2025-17**

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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. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors:

1. Approved the 2024 Letter to the Shareholder, Annual Report, and Additional Information Reported Annually to the Shareholder as outlined in Attachment 1 to this report; and
2. Authorized the President and Chief Executive Officer, or his or her designate, to take all actions and execute all necessary documents to implement the above recommendation.

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**ITEM 10      2024 ANNUAL INFORMATION RETURN      TCHC:2025-18**

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

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

1. Approved Toronto Community Housing's ("TCHC") Social Housing Service Manager Annual Information Return ("SMAIR") for the year ended December 31, 2024; and
2. Authorized the Chair of the Board of Directors and the Chair of the Building Investment, Finance and Audit Committee to sign the Board of Directors of Directors' Declaration on the SMAIR return on behalf of the Board of Directors.

**TCHC'S 2024 CONSOLIDATED  
 AUDITED FINANCIAL STATEMENTS**

**ITEM 11 AND KPMG'S YEAR-END REPORT** TCHC:2025-19

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:

1. Approved Toronto Community Housing's Audited Consolidated Financial Statements ("Financial Statements") for the year ended December 31, 2024;
2. Approved the internally restricted contribution to the Capital Risk Reserve of \$21.2 million specifically for the State of Good Repair building capital;
3. Authorized the Chair of the Board of Directors and the Chair of the BIFAC to sign the Balance Sheets on behalf of the Board of Directors;
4. Forwarded the signed Financial Statements and related items to the City of Toronto as our Shareholder as part of the 2024 annual reporting to the Shareholder and for purposes of TCHC's Annual General Meeting; and
5. Authorized the Chief Financial Officer, or their designate, to take all other necessary actions to give effect to the above recommendations.



**ANNUAL GENERAL MEETING**

**ITEM 12 PROCESS**

TCHC:2025-20

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

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

- The Signed Resolution in Lieu of a Shareholders' Meeting, included as Attachment 1 to the report, is the document the Board is being asked to approve as the annual general meeting resolution for TCHC subsidiaries. The officers and directors named in the resolution are those of TCHC's subsidiary corporations.
- The TCHC Board of Directors holds the authority to appoint officers and directors for TCHC's subsidiaries.

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

1. Authorized the President and Chief Executive Officer or designate to represent the sole shareholder, Toronto Community Housing Corporation, and conduct the annual meetings of the shareholder via written resolution in the form attached as Appendix 1 to the report for the following subsidiaries that are wholly-owned by TCHC:
  - a. 2001064 Ontario Inc.;
  - b. Alexandra Park Development Corporation;
  - c. Allenbury Gardens Development Corporation;
  - d. Leslie Nymark Development Corporation;
  - e. Railway Lands Development Corporation;
  - f. Regent Park Development Corporation;
  - g. Toronto Affordable Housing Fund; and
  - h. Toronto Community Housing Enterprises Inc.;
  - i. Regent Park Development 2 Corporation ("RPDC2")
2. Authorized the Corporate Secretary, on behalf of the Board, to forward the Board's recommendation regarding the appointment of the Auditor of Toronto Community Housing Corporation for the year ending December 31, 2025 to the City Clerk for the information of City Council's Executive

Committee and City Council, once approved by the Board at its meeting of April 28, 2025;

3. Authorized the Corporate Secretary, on behalf of the Board, to submit the Board's decisions and following materials to the City Clerk for information of City Council's Executive Committee and City Council, once approved by the Board at its meeting of April 28, 2025:
  - a. the Board-approved "Toronto Community Housing Corporation 2024 Annual Report", including such "Additional Information" as the City requires, including TCHC's 2024 executive compensation disclosure; and
  - b. the Board-approved "Toronto Community Housing Corporation 2024 Audited Consolidated Financial Statements" and cover report;
4. Recommended that City Council treat that portion of the City Council meeting at which these recommendations are considered as the Annual General Meeting of the Shareholder for Toronto Community Housing Corporation and:
  - a. receive the Board-approved "Toronto Community Housing Corporation 2024 Annual Report including such "Additional Information" as the City requires, including TCHC's 2024 executive compensation disclosure;
  - b. receive the Board-approved "Toronto Community Housing Corporation 2024 Audited Consolidated Financial Statements" and cover report to the Board of Directors; and
  - c. acting as shareholder of the corporation dispense with the requirement to appoint an auditor for the current financial year during this annual general meeting pursuant to section 149(2) of the Business Corporations Act.;
5. Recommended that City Council forward a copy of the Board of Directors-approved "Toronto Community Housing Corporation 2024 Audited Consolidated Financial

Statements" to City Council's Audit Committee for its information; and

6. Authorized 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.

### **ITEM 13 TENANT TRANSFER POLICY**

TCHC:2025-21

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

A deputation by was received by Cathy Birch in relation to this item.

Ms. Gouveia and Ms. Viets provided the Board with a presentation in relation to this matter, followed by a discussion. Highlights of which include:

- The revised Tenant Transfer Policy (the "Policy") was developed over an 18-month period, led by the Operations Division, and included extensive consultations with tenants and stakeholders.
- The Policy aims to strike a balance between:
  - Enabling urgent transfers for tenants who need them;
  - Meeting accommodation obligations under the *Ontario Human Rights Code*; and
  - Managing the limited availability of vacant units.
- Following deputations at a recent Tenant Services Committee meeting, two revisions were made to the version of the Policy that was circulated to the Board prior to this meeting:
  - On page 2 – "This Policy does not apply to Tenants wishing to transfer for non-priority reasons. Tenants interested in a non-priority transfer are directed to the Centralized Waiting List through Access to Housing at the City of Toronto."
  - On page 6 – "Overhoused Tenants have the option to request an exception to continue residing in their current unit through two existing processes, both of which are set out in the City's RGI Administration Manual.
    - Request for Additional Bedroom process: If a household is too small by only one bedroom, they may apply to add someone to the household, so they are eligible for an

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additional bedroom. If approved, this adjustment deems the household “right-sized”, resolving the Overhoused Status.

- Addition to the Household Process: Any additions to the household must comply with the Housing Services Act and undergo assessment based on TCHC’s existing Addition to the Household Process.”
- Implementation of the revised Policy will involve extensive communication with tenants, staff, and stakeholders.
- Information sessions for all involved groups will be critical to the successful rollout.
- Public-facing forums and educational materials will be updated to reflect the changes.
- Objectives of the revisions to the Tenant Transfer program include:
  - legislative compliance to the *Ontario Human Rights Code*, the *Residential Tenancies Act*, and the *Housing Services Act*;
  - Promoting tenant autonomy and choice;
  - Improving clarity of materials for tenants, partners, and staff; and
  - Efficient use of TCHC’s limited housing stock.
- Staff, tenants, Responsible Personal Accessibility in Toronto Housing, the Tenant Advisory Committee, the Legal Services Division including Katie Douglas, and the TCHC Transfer and Accessibility team were acknowledged for their contribution to the revised Policy.
- TCHC is working with the Housing Secretariat to maintain a pool of units in the non-rentable category to ensure availability for transfers.
- To resolve an Overhoused status through “Right Sizing,” the person added to the household must qualify for Rent-Geared-to-Income housing as determined by Access to Housing and comply with occupancy guidelines.
- Overhoused households may choose to remain in their unit by opting into market rent.
- TCHC will follow up with the Housing Secretariat to ensure the “Right Sizing” process is fair to those on the Centralized Waiting List and will connect with Director Douglas offline in relation to her questions in this regard.
- In 2024, TCHC received 1,524 transfer requests; 30% were approved, approximately 51% were denied or referred for follow up, 16% were withdrawn or abandoned by the tenant

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- There are currently 368 approved tenants waiting for transfer. This number is increasing year over year, partly due to limited availability of larger units needed by approved applicants.
- The City of Toronto (the “City”) is in discussions with TCHC about reserving 100 vacant units for transfer requests. Currently, units that become vacant but are not suitable for existing transfer requests are reallocated to the Centralized Waiting List.
- TCHC previously allowed tenants to arrange their own transfers, but the process was discontinued due to operational complexities.
- TCHC is exploring the provision of temporary, furnished accommodations for tenants in crisis (e.g., after a fire), in consultation with the Legal Services Division to assess legal implications.
- It may take several months to retain the 100 vacant units proposed for transfers, with a focus on ensuring they meet the needs of transferring tenants.
- The Special Priority Program (“SPP”) is provincially mandated. However, TCHC is open to discussions with the City about potentially merging the SPP and crisis categories.
- Split tenancies (e.g., two adjacent units for large households) are not currently authorized by the Service Manager, but TCHC is open to raising this possibility.
- Access to units in the Toronto Seniors Housing Corporation is managed through the Centralized Waiting List, as it is a separate housing provider.
- Revisions to the Rapid Rehousing Program were discussed at length at the last Tenant Services Committee meeting:
  - The target number of individuals entering TCHC through the program has been reduced by nearly half for 2025 compared to 2024.
  - Referrals now prioritize individuals with lower support needs.
  - TCHC is working with the City to identify cases requiring support beyond one year and to ensure those supports are provided.

**Action Item:** To report back to the Tenant Services Committee regarding the possibility of allowing tenants to engineer their own transfers.

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*Motion amended* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas, and carried, the Board of Directors approved the Tenant Transfer Policy, provided as Attachment 1 to Report TCHC:2025-21, and as amended in the updated Policy document being the Tenant Transfer Policy.

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**ITEM 14 2025 PUBLIC TSC WORK PLAN** **TCHC:2025-22**

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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. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors approved the 2025 Public Tenant Services Committee Work Plan provided as Attachment 1 to Report TCHC:2025-22.

**Q4 2024 QUARTERLY REPORT TO  
 OMBUDSMAN TORONTO: TCHC'S  
 HUMAN RIGHTS COMPLAINTS**

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**ITEM 15 PROCESS** **TCHC:2025-23**

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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. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received Report TCHC:2025-23, being the Q4 2024 Quarterly Report to Ombudsman Toronto: TCHC's Human Rights Complaints Process, for its information.

**Q4 2024 FACILITIES MANAGEMENT  
 BUDGET ENVELOPE**

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**ITEM 16 REALLOCATIONS** **TCHC:2025-24**

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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. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received Report TCHC:2025-24, being the Q4 2024 Facilities Management Budget Envelope Reallocations for its information.

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	<b>REVIEW OF Q4 2024 FINANCIAL RESULTS</b>	<b>TCHC:2025-25</b>
<b>ITEM 17</b>		

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

Ms. Chen and Ms. Gouveia were available for questions of the Board of Directors, highlights of which include:

- New tracking codes and subcategories will enable transactional-level tracking and program-level roll-ups.
- Demand General Repair (“DGR”) expenses may be classified as either operating or capital, depending on whether they meet the capitalization threshold.
- Internal testing with Yardi has been completed, allowing for improved reporting to the Board of Directors.
- The geographical realignment of the management team enhances oversight at both the regional and local levels for better tracking of work orders.
- Additional oversight measures are being considered, including supplemental vendor quality checks, to ensure value for money.
- Regional accountability is being introduced to improve alignment with approved budgets.
- Monthly reporting by frontline managers will enhance oversight of budget usage and variance tracking.
- Board members acknowledged and commended TCHC staff for their efforts in strengthening internal controls.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Mansour, and carried, the Board of Directors received Report TCHC:2025-25, being Review of Q4 2024 Financial Results, for its information.

	<b>CITY COUNCIL DIRECTIONS REQUIRING BOARD OF DIRECTORS</b>	
<b>ITEM 18</b>	<b>ATTENTION</b>	<b>TCHC:2025-26</b>

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

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A deputation by was received by Arnold Margulis in relation to this item.

*Motion carried* **ON MOTION DULY MADE** by Councillor Perks, seconded by Mr. Macrae, and carried, the Board of Directors received Report TCHC:2025-26, being City Council Directions Requiring Board Of Directors Attention, for its information.

### **OTHER BUSINESS**

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The Chair noted the \$116 million in commitments to vendor contracts in 2024, despite having a limited number of vendors actively supporting TCHC programs. She encouraged TCHC management to strengthen efforts to engage vendors in supporting the organization's programs and scholarship initiatives.

In response, Mr. Baird indicated that significant work is underway to enhance TCHC's Community Economic Development framework and strategy and acknowledged that there remains considerable opportunities to expand vendor involvement in these efforts.

### **TERMINATION**

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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 11:57 a.m.

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Secretary

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Chair, Board of Directors of  
Directors