



Board of Directors

931 Yonge Street,
Toronto, M4W 2H2

Page 1 of 22

The Board of Directors (“Board”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on June 24, 2025 via Webex, and in-person at City Hall commencing at 10:05 a.m.

Board Directors Present: Adele Imrie (Chair)
Councillor Gord Perks
John Campbell
Ziva Ferreira
Brian Smith
Debbie Douglas
Marcel Charlebois
Ubah Farah
Vinita Jajware-Beatty

Board Directors Absent: Councillor Anthony Perruzza
Nick Macrae
Naram Mansour
Councillor Parthi Kandavel

Management Present: Sean Baird, President and Chief Executive Officer (“CEO”)
Darragh Meagher, General Counsel & Corporate Secretary
Nadia Gouveia, Chief Operating Officer (“COO”)
Lily Chen, Chief Financial Officer
Barbara Shulman, Chief Corporate Services Officer
Yves Cheung, Chief Development Officer (“CDO”)
Noah Slater, Vice President, Facilities Management

Board of Directors
Public Minutes
June 24, 2025

Page 2 of 22

Daisy Wong, Senior Director, Operations
Delivery, Facilities Management
Katie Douglas, Legal Counsel, Legal Services
Cristina Raviele, Senior Director, Development
Pritha Josiah, Senior Manager, Construction,
Development
Raj Atma, Director, Property Accounting,
Finance
William Mendes, Director, Program Delivery,
Development
Pablo Vivanco, Director, Tenant Engagement
and Community Development
Racquel Nelson, Manager, Community
Economic Development and Social
Procurement
Allan Britton, Senior Director, Community Safety
Unit
Sonia Chaabane, Acting Assistant Corporate
Secretary

Guests Present: n/a

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 and delivered the Land Acknowledgement.

The Chair recognized June as Pride Month in Toronto and highlighted the 2025 theme, "All In", celebrating shared strength in the face of today's challenges. She acknowledged the ongoing commitment across the organization to diversity and inclusion, noting that the President and CEO, along with leaders across the company, have been vocal in reinforcing these values. The Chair expressed appreciation for TCHC's Pride Network, which hosted a successful social event on June 5, and is organizing a Pride Parade Watch Party on June 29. She extended thanks to the Network's steering committee— Sarah Zerihun, Laudeniro Dasilva, Kamal Singh, and Marka Hrivik—for their leadership in planning and delivering this year's Pride events.

Board of Directors**Public Minutes**

June 24, 2025

Page 3 of 22

The Chair proceeded to introduce two new members of the Executive Leadership Team.

Noah Slater joined TCHC as Vice President of Facilities Management on May 22, 2025. Mr. Slater is a licensed architect with over two decades of experience in the sector and has spent the last ten years focused on the renewal and improvement of public housing infrastructure in a variety of City of Toronto roles. He previously served at TCHC as Senior Director of Capital Planning, Design and Engagement from 2016 to 2022. The Chair welcomed Mr. Slater back to TCHC and noted that his experience would be a valuable asset to the organization.

Yves Cheung assumed the role of Chief Development Officer on June 2, 2025. Mr. Cheung brings senior leadership experience from organizations such as Tricon, Empire Communities, and Mattamy and Tridel, and has played a key role in the development of numerous rental, condominium, and mixed-use projects—including the Alexandra Park revitalization. The Chair highlighted Ms. Cheung's expertise in public-private partnerships and securing funding for affordable housing as critically important to TCHC's mission.

On behalf of the Board, the Chair welcomed both Mr. Slater and Mr. Cheung to the Executive Leadership Team and conveyed full support for their success in their new roles.

DEPUTATIONS

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

- Item 13 - Community Safety Unit 2024 Annual Report to Toronto Police Services Board (Nicole Corrado, Arnold Margulis and Miguel Avila-Velarde)
- Item 15 - Q1 2025 Quarterly Report to Ombudsman Toronto: TCHC's Human Rights Complaints Process (Ines Garcia)
- Item 16 - Community and Staff Safety at TCHC (Arnold Margulis and Miguel Avila-Velarde)
- Item 17 - 250 Davenport Revitalization Closeout Report (Miguel Avila-Velarde)
- Item 19 - 2024 Annual Pest Management Report (Nicole Corrado and Janice Freund)

- Item 20 - 2024 Annual Unit Inspections Report (Cathy Birch and Arnold Margulis)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

*Motion
carried*

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

1. the Agenda for its Public meeting of June 24, 2025 as amended to include Item 10A; and
2. all matters on the Agenda with the exception of:
 - Item 9 – Tenant Funds Distribution Policy (re LIFT)
 - Item 10 – City Council Directions Requiring Board Attention
 - Item 10A – Annual General Meeting Process for TCHC and its Subsidiaries – Technical Amendments to the Recommendations
 - Item 13 – Community Safety Unit 2024 Annual Report to Toronto Police Services Board
 - Item 14 – Financial Reconciliation COXX – Demand Capita
 - Item 15 – Q1 2025 Quarterly Report to Ombudsman Toronto: TCHC's Human Rights Complaints Process
 - Item 16 – Community and Staff Safety at TCHC
 - Item 17 – 250 Davenport Revitalization Closeout Report
 - Item 19 – 2024 Annual Pest Management Report
 - Item 20 – 2024 Annual Unit Inspections Report

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. **No conflicts were declared.**

ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS' PUBLIC MEETING MINUTES OF April 28, 2025

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

Board of Directors
Public Minutes
June 24, 2025

Page 5 of 22

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors confirmed the above-captioned minutes.

ITEM 5 CONFIRMATION OF BOARD OF DIRECTORS' PUBLIC MEETING MINUTES OF JUNE 10, 2025

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

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors confirmed the above-captioned minutes.

ITEM 6 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE AS OF JUNE 24, 2025

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

ITEM 7 Q1 2025 FACILITIES MANAGEMENT SOGR CAPITAL BUDGET VARIANCE ANALYSIS AND REALLOCATIONS TCHC:2025-31

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

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

1. Approved the allocation of \$25,850,000 from the \$40M Non-Tangible Capital Assets ("NTCA") Fund to accommodate projects within the component capital program including;
 - (a)\$21,000,000 to CO30 – Regional Demand General Repairs; and
 - (b)\$4,850,000 to CO28 – Demand Capital Contingency;

Board of Directors
Public Minutes
June 24, 2025

Page 6 of 22

2. Approve the allocation of \$14,150,000 from the \$40M NTCA Fund to accommodate projects within the planned capital program as follows;
 - i. \$2,000,000 to RC08 – Grounds;
 - ii. \$1,600,000 to RC09 – Interiors;
 - iii. \$2,300,000 to RC15 – HVAC;
 - iv. \$1,600,000 to RC16 – Plumbing;
 - v. \$1,400,000 to RC18 – Roofing;
 - vi. \$450,000 to RC23 – Structural;
 - vii. \$1,800,000 to RC39 – Common Area Hallway Repairs; and
 - viii. \$3,000,000 to SOGI – State or Good Repairs Interiors;
3. Approved the reallocation of \$2,100,000 from the three Regional Demand Capital envelopes (CO24, CO25, CO26) to CO30 – Regional Demand General Repairs; and
4. Authorized the Chief Financial Officer and Acting Vice President, Facilities Management, or their designates, to implement the foregoing recommendations and to take all other necessary actions to give effect to the above recommendations.

ITEM 8 AUGUST 2025 MORTGAGE RENEWAL TCHC:2025-33

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

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

1. Approved the mortgage renewal in the amount of \$4,431,883 with a lender selected by the Ministry of Municipal Affairs and Housing; and
2. Authorized the Chief Financial Officer, or their 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.

Board of Directors
Public Minutes
 June 24, 2025

Page 7 of 22

ITEM 9 TENANT FUNDS DISTRIBUTION POLICY TCHC:2025-39

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

Ms. Gouveia provided a brief overview of the report. Highlights of which include:

- The report responds to the Board and the Tenant Services Committee's ("TSC") request for information on financial controls supporting the implementation of the Local Initiative Funding for Tenants ("LIFT") Program.
- TCHC tenants provided feedback emphasizing the need for greater tenant control and decision-making; the policy reflects this input while ensuring appropriate oversight.
- The policy was developed collaboratively by Operations, Finance, Procurement, and Legal Services, with accompanying procedures outlining robust financial controls.

Ms. Gouveia, Mr. Vivanco, Ms. Chen and Ms. Nelson were available to answer questions of the Board of Directors. Highlights of the discussion include:

- Minimum funding is \$1,000 per community; allocations increase based on unit count and bedroom size, with some communities receiving over \$20,000.
- Funds are not intended for capital improvements; eligible purchases include supplies such as gardening tools to support tenant-led activities.
- Planning is carried out through local "community circles," which engage tenants early in the year to determine funding priorities over a 12-month cycle.
- Tenants set priorities in collaboration with Community Services Coordinators; funding decisions reflect local needs and seasonal preferences.
- Budgets are allocated once priorities are confirmed; staff assist with planning and ensure alignment with funding limits.
- The policy outlines eligible expenses; expenditures are approved by local staff and Community Safety and Support managers.
- Tenant circles are not elected and are open to local residents; a separate election will be held for tenant councils later in the year.

Board of Directors
Public Minutes
June 24, 2025

Page 8 of 22

- Decision-making within circles is consensus-based; where needed, tenants may vote to prioritize initiatives.
- Some priorities may be deferred to the following year if resources are limited.
- In certain cases, tenant-led initiatives may be supported by community agencies to expedite delivery and build capacity.
- The program design draws on established practices used by the City and includes agreements, controls, and monitoring procedures.
- The Chair requested that Management consider lessons from past programs to avoid repeating issues.
- Program budget for 2025 is approximately \$1 million.
- Staff will explore opportunities to involve tenant-led businesses or social enterprises where feasible.
- While vendor procurement remains the norm, the policy allows for controlled purchasing card use to increase flexibility.
- Finance is expanding the vendor roster to provide more choice and responsiveness to tenant needs.
- The Chief Financial Officer confirmed confidence in the policy, noting alignment with recommendations from an external review and built-in compensating controls across the full payment lifecycle.
- Mr. Smith commended the program as a key tool for tenant engagement and crime prevention, highlighting its low material risk and strong potential for positive community impact.
- Management committed to transparency and noted the policy will evolve over time with tenant input.
- Staff acknowledged past feedback on the limitations of a pre-set catalog of items and committed to a more responsive, need-driven approach.
- The goal is to enable activities that foster community, not simply procure items; vendor limitations should not constrain outcomes.
- The Tenant Action Fund will be phased out as the LIFT Program becomes the sole funding stream.
- Social procurement efforts are ongoing to identify and support tenant-owned businesses.
- TCHC has met with several vendors, including tenant-led businesses, and anticipates awarding new contracts in 2025.
- The Board expressed strong support for the program and recognized the revised policy as a significant improvement.

Board of Directors
Public Minutes
 June 24, 2025

Page 9 of 22

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

1. Approved the updated Tenant Funds Distribution Policy, as set out in Attachment 1 to this report;
2. Authorized staff to proceed with the implementation of the Local Initiative Funding for Tenants program; and
3. Authorized the Chief Operating Officer, or their designate, to implement the foregoing recommendations and to take all other necessary actions to give effect to the above recommendations.

CITY COUNCIL DIRECTIONS REQUIRING
ITEM 10 BOARD ATTENTION TCHC:2025-40

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

Ms. Shulman was available for questions of the Board of Directors. Highlights of which include:

- City Council Item 2023.EX6.1 has been shared with the Governance team and will be included on the next City Council Status Tracker.
- Staff noted that, at the time the original Council direction was issued, tracking mechanisms may not have been as robust; however, multiple cross-referencing tools are now in place.
- A comprehensive scan will be undertaken to ensure all City Council directives are accurately captured and reflected in the tracker.

Action Item: Include City Council Item - 2023.EX6.1 on the Status Tracker and conduct a scan to ensure all directives are captured accurately on the directives list before the next meeting.

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

1. In accordance with City Council direction under EC18.5 – Toronto Community Housing Tenant Engagement System and Implementation Plan, direct the President and Chief Executive Officer, or their designate, to:

Board of Directors
Public Minutes
June 24, 2025

Page 10 of 22

- (a) work with the Executive Director, Housing Secretariat to establish a Youth Tenant Advisory Committee in the similar manner that Tenant Advisory Committee members were recruited through Tenants First, and report back to the Economic and Community Development Committee once completed;
 - (b) explore the development of a tenant-focused mobile application that enables tenants to:
 - i. create and track maintenance work orders;
 - ii. receive real-time push notifications for important announcements and updates; and
 - iii. access other features aimed at strengthening tenant engagement, communication, and access to services; and
 - (c) consult with the Tenant Advisory Committee, tenants, tenant representatives, and relevant stakeholders in the design and development of the mobile application to ensure it meets the needs and priorities of the communities served; and
2. Authorize the President and Chief Executive Officer, or his or her designate, to take all other necessary actions to give effect to the above recommendations.

**ITEM 10A ANNUAL GENERAL MEETING
PROCESS FOR TCHC AND ITS
SUBSIDIARIES**

TCHC:2025-20R

The above-captioned report was circulated to the Board of Directors as part of the June 24th, 2025 meeting.

Mr. Meagher provided context regarding the amendments to the previously approved Annual General Meeting Process for TCHC and its Subsidiaries. Highlights of the discussion include:

- The Board had previously approved a recommendation that City Council forward the Board-approved audited financial statements to the City's Audit Committee for information.
- City staff advised that, under current Council procedures, such a referral is redundant. Reports from the Board are reviewed by the

Board of Directors
Public Minutes
June 24, 2025

Page 11 of 22

Executive Committee, which determines whether to forward them to other committees, including Audit.

- The City Clerk has ruled that Council cannot refer items to the Audit Committee, as Council is the final decision-making body.
- Based on this ruling, City staff recommended the removal of the Audit Committee referral from the Board's original recommendation.
- Management brought the matter back to the Board to formally reopen and reconsider the recommendation, rather than unilaterally amending it.
- As the matter constituted a reopening, a two-thirds majority vote of Directors present was required to proceed with the amendment.

*Motion to
reconsider*

ON MOTION DULY MADE by Ms. Douglas, seconded by Councillor Perks, and carried by a two thirds majority of Directors present, the Board of Directors approved the reconsideration of its prior decision in relation to Report TCHC:2025-20, made at its meeting of April 28, 2025;

*Motion to
amend*

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Ms. Douglas, and carried, the Board of Directors approved the deletion, from that report, of the recommendation to recommend that City Council refer the audited financial statements to the City of Toronto's Audit Committee; and

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors approved the revised recommendations contained in Report TCHC:2025-20R, being the Annual General Meeting Process for TCHC and its Subsidiaries, that:

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 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;
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.; and

5. 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 11 SOCIAL PROCUREMENT

TCHC:2025-30

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

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received Report TCHC:2025-30, being the Social Procurement report, for its information.

OFFICE OF THE COMMISSIONER OF HOUSING EQUITY ("OCHE") BI- ANNUAL UPDATE – JULY TO

ITEM 12 DECEMBER 31 2024

TCHC:2025-35

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

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Jajware-Beatty, and carried, the Board of Directors received Report TCHC:2025-35, being the Office of the Commissioner Of Housing Equity ("Oche") Bi-Annual Update – July to December 31 2024 report, for its Information.

COMMUNITY SAFETY UNIT 2024
ANNUAL REPORT TO TORONTO POLICE

ITEM 13 SERVICES BOARD

TCHC:2025-36

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

Deputations were received by Nicole Corrado, Arnold Margulis and Miguel Avila-Velarde, in relation to this matter.

Ms. Gouveia and Mr. Britton were available for questions of the Board of Directors. Highlights of which include:

- The report was prepared for submission to the Toronto Police Services Board and is being shared with the TCHC Board for transparency. A broader discussion on community and staff safety is scheduled later in the meeting, with an updated Community Safety Strategy to follow once the City-led review is complete.
- Director Macrae, who was unable to attend the meeting, submitted written comments emphasizing the need for a more analytical report. He requested data on the number and types of incidents, violent vs. non-violent trends, TPS involvement, geographic concentration of activity, and changes over time. He identified staff and tenant safety as one of his top priorities.
- Management noted that discussions on staff and tenant safety occur regularly at the Tenant Services Committee and are tracked through quarterly operational performance reports. A more detailed update will be provided when the new strategy is presented in the fall.
- TCHC staff continue to engage with Mr. Avila-Velarde regarding his concerns expressed during his deputation, though they have not been substantiated. Staff are exploring alternative accommodations in collaboration with him.
- Appropriate staff have been involved in reviewing the deputations presented at the meeting.
- Additional training referenced in Attachment 1 includes new modules introduced in response to current needs. Most will be delivered on an annual basis. Community Safety Unit (“CSU”) members have access to a broad catalogue of courses through the Canadian Police Knowledge Network (“CPKN”), which includes both mandatory and optional content.
- A CPKN module on animal wellbeing and welfare is being explored for CSU staff.

Board of Directors
Public Minutes
June 24, 2025

Page 15 of 22

- CSU staffing currently includes 120 sworn special constables, including 19 recently reappointed. Nine additional constables are pending reappointment.
- A new class of 16 fully trained recruits is expected to join in September, subject to background checks under the Community Safety and Policing Act. This would bring CSU staffing to 145, although attrition to municipal police forces continues, with five to six members typically leaving per intake.
- TCHC has engaged in dialogue with Toronto Police Services about training standards and service quality, though no discussions have taken place regarding recruitment competition. The broader sector is highly competitive, with significant hiring planned across police services.
- TCHC's security program includes: (1) static guards for building access control (\$5.8M), (2) firewatch guards required under the Fire Code (~\$2M), and (3) key-holder services managed by Facilities Management for site access during project work. The \$5.8M budget referenced pertains solely to static guards.
- Management indicated that funds currently allocated to static guards could potentially be redirected to support CSU staffing.
- Feedback from community consultations shows tenants generally prefer the presence of special constables due to their expanded capabilities and consistent performance in buildings.
- Director Charlebois recommended that additional wellness supports be made available to CSU staff at the start or end of shifts to support mental health and decompression

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Councillor Perks, and carried, the Board of Directors received Report TCHC:2025-36, being the Community Safety Unit 2024 Annual Report to Toronto Police Services Board report, for its information.

FINANCIAL RECONCILIATION COXX –
ITEM 14 DEMAND CAPITAL TCHC:2025-28

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

Board of Directors
Public Minutes
June 24, 2025

Page 16 of 22

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

- The Chair noted that the handling of work in contract-managed buildings could have been approached more efficiently as a planned capital initiative rather than through demand work.
- The Auditor General's report underscored gaps in vendor oversight, particularly in buildings where managers operate under TCHC's direction using TCHC capital funds.
- The Chair emphasized the need for a shift from reactive measures to a more proactive and strategic approach. She encouraged Management to return to BIFAC with a forward-looking plan and timeline that addresses oversight, budgeting, key performance indicators ("KPIs"), and tracking.
- Mr. Slater acknowledged the concerns and confirmed that several initiatives are underway across the corporation. Early results are already evident in 2024 spending and mid-year 2025 projections.
- Management is observing improvements stemming from the triage program, enhanced vendor oversight, and in-house training initiatives implemented by the Operations team.
- Improved budgeting practices are contributing to 2026 capital planning, supported by an external consultant's review of capital planning and delivery processes.
- A renewed ten-year capital investment plan is in development and will reflect deeper KPIs to track value for money beyond traditional Facility Condition Index ("FCI") metrics and overall spending.
- An Auditor General audit on capital delivery is currently underway and will be presented to BIFAC, building on these themes.
- Additional reports, including one focused on reconciliation processes and supporting technology systems, are expected to be brought forward.
- Mr. Slater noted the need to better utilize available data on project selection and spending and committed to presenting this in a more accessible format to the Board
- The Board emphasized the importance of improved systems, including updates to Yardi, and more accurate budgeting models for planned work.

Board of Directors
Public Minutes
June 24, 2025

Page 17 of 22

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty seconded by Mr. Smith, and carried, the Board of Directors received Report TCHC:2025-28, being the Financial Reconciliation COXX – Demand Capital report, for its information.

**Q1 2025 QUARTERLY REPORT TO
OMBUDSMAN TORONTO: TCHC'S
TENANT HUMAN RIGHTS COMPLAINTS**

ITEM 15 PROCEDURE

TCHC:2025-27

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

A deputation was received by Ines Garcia in relation to this matter.

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

- Management confirmed follow-up has taken place in relation to the concerns raised by Ms. Garcia in her deputation.
- TCHC will continue to work with tenants at the local level to address concerns, noting that the incidents referenced may not be representative of the broader tenant experience. Staff regularly engage with tenants to de-escalate issues as part of ongoing frontline service delivery.
- The importance of tenants feeling safe to raise concerns was emphasized. Staff are expected to maintain a respectful and non-punitive approach, and Management continues to reinforce this expectation across teams.
- All major tenant communications are issued in multiple languages. Tenants may also request translated materials in their preferred language, and interpretation services are available as needed.
- Tenant complaints follow a distinct process separate from local, on-site service delivery. If tenants are not satisfied with the outcome of a local resolution, they may access TCHC's internal Tenant Human Rights Complaint Procedure.
- Tenant Services Coordinators are assigned by portfolio, meaning they are responsible for a set of specific units and addresses. Requests for reassignment are considered on a case-by-case basis but are not standard practice.
- Complaints data—including outcomes and any escalations—are reported quarterly to the Tenant Services Committee. there has been

Board of Directors
Public Minutes
 June 24, 2025

Page 18 of 22

follow up with respect to the concerns related to the staff in identified by Ms. Garcia's deputation.

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Smith, and carried, the Board of Directors received report TCHC:2025-27 being the Q1 2025 Quarterly Report to Ombudsman Toronto: TCHC's Tenant Human Rights Complaints Procedure report for its information.

COMMUNITY AND STAFF SAFETY AT

ITEM 16 TCHC

TCHC:2025-29

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

Deputations were received by Arnold Margulis and Miguel Avila-Velarde in relation to this matter.

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

- The percentage of city-wide shootings occurring on TCHC property has declined from approximately 45% in 2018 (147 documented shootings) to 14.6% in 2024 (approximately 60 incidents).
- This reduction was attributed to joint partnerships with Toronto Police Service, the City of Toronto, and internal TCHC stakeholders, particularly through regional integrated team meetings that coordinate referrals to support services and focus tables.
- A new deployment committee is being established to assess CSU staffing needs and inform an updated deployment model for the Violence Reduction Program, originally launched in 2019. This committee includes staff, CSU, union representatives, and site-level input.
- Once CSU is fully staffed, Management will assess whether current staffing levels are sufficient or if increases are required. Current staffing limitations make such determinations challenging.
- Management acknowledged that response times for CSU vary, sometimes arriving within 30 minutes, but may take longer due to current resource constraints.
- CSU uses dispatch tracking systems to monitor response times, and KPIs have been established. However, some performance metrics were not met last year due to high call volumes and reduced staffing.

Board of Directors
Public Minutes
 June 24, 2025

Page 19 of 22

- Limitations in in-car technology impact the ability to track arrival times at calls; current tracking relies on verbal radio updates, which are not always used consistently. Improvements to this system are underway.
- TCHC continues to prioritize staff and tenant safety. Safety meetings have been held with district supervisors to share tips and resources with frontline staff, and efforts have been made to improve access to CSU support through direct contact points.
- Staff safety training modules are being adapted for internal use, with material currently used for external partners being modified for frontline building staff.
- A peer support program has been implemented for non-CSU frontline staff, including building superintendents, cleaners, community service coordinators, and tenant service coordinators.
- Management acknowledged that while supports have improved, there is more work to be done to meet the needs of staff who are not trained for post-incident response. This remains an area for ongoing development.
- The Board emphasized the importance of receiving analytics to understand the impact of safety initiatives and to evaluate outcomes.

Action Item: Management to return with a comprehensive Community Safety Strategy in the fall, which will include how crimes are trending, violent vs non-violent, what proportion involves TPS, the concentration of criminal activity by community and how that activity is trending within those communities.

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty seconded by Councillor Perks, and carried, the Board of Directors received Report TCHC:2025-29, being the Community and Staff Safety at TCHC report, for its information.

250 DAVENPORT REVITALIZATION

ITEM 17 CLOSEOUT REPORT

TCHC:2025-32

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

A deputation was received by Miguel Avila-Velarde in relation to this matter. Mr. Cheung, Mr. Mendes and Mr. Baird were available for to answer questions of the Board of Directors. Highlights of the discussion include:

Board of Directors
Public Minutes
 June 24, 2025

Page 20 of 22

- Management noted that over the past decade, important lessons have been learned about how to structure community economic development programming within revitalization sites.
- Recent agreements have been tailored to reflect tenant priorities and employment needs across a range of demographics, including vulnerable individuals and youth entering the workforce. These insights have informed the development of more customized community benefit provisions within developer agreements.
- Flexibility has been built into newer agreements to accommodate evolving community priorities over long-term development timelines, such as 10- to 15-year projects.
- At 250 Davenport, TCHC collaborated with the developer to pivot the community benefit strategy and secure cash investments for community-based employment programming, enabling barriered tenants to access opportunities in construction and skilled trades.
- Staff emphasized the importance of meeting tenants “where they are,” with programming designed to increase accessibility rather than rely on standard application-based job postings.
- Management confirmed their commitment to maximizing vendor contributions, including through internal procurement and external development partnerships.
- Staff highlighted that TCHC has signed what is believed to be the largest community benefits agreement related to social housing in Canadian history, reflecting the organization’s increased focus on achieving significant social procurement outcomes.
- In total, 37 jobs were created through the 250 Davenport project, including 6 long-term positions for tenants. Job types ranged from minimum wage to \$40/hour roles, across both construction and skill-building opportunities.
- While job creation data was previously reported to BIFAC, Management acknowledged the need to strengthen how such data is leveraged and communicated in future revitalization projects.
- The Board congratulated staff and emphasized the importance of applying lessons learned to future initiatives.

*Motion
carried*

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. Smith, and carried, the Board of Directors received report TCHC:2025-32, being the 250 Davenport Revitalization Closeout Report, for its information.

	REVIEW OF Q1 2025 FINANCIAL	
ITEM 18	RESULTS	TCHC:2025-34

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

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Jaiware-Beatty, and carried, the Board of Directors received report TCHC:2025-34 being the Review of Q1 2025 Financial Results for its information.

	2024 ANNUAL PEST MANAGEMENT	
ITEM 19	REPORT	TCHC:2025-37

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

Deputations were received by Nicole Corrado and Janice Freund in relation to this matter.

Motion carried **ON MOTION DULY MADE** by Ms. Jaiware-Beatty, seconded by Councillor Perks, and carried, the Board of Directors received report TCHC:2025-37, being the 2024 Annual Pest Management Report, for its information.

	2024 ANNUAL UNIT INSPECTION	
ITEM 20	REPORT	TCHC:2025-38

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

Deputations were received by Cathy Birch and Arnold Margulis in relation to this matter.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Jaiware-Beatty, and carried, the Board of Directors received report TCHC:2025-38, being the 2024 Annual Unit Inspection Report, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Campbell and seconded by Ms. Jajware-Beatty. The Board of Directors resolved to terminate the public meeting at 1:32 p.m.

Secretary

Chair, Board of Directors