



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 July 18, 2025 via Webex and in-person at City Hall, commencing at 10:12 a.m.

Board Directors Present: Adele Imrie (Chair)
Councillor Gord Perks
John Campbell
Ziva Ferreira
Nick Macrae (10:12 a.m. – 12:20 p.m.)
Debbie Douglas
Marcel Charlebois
Ubah Farah
Vinita Jaiware-Beatty
Naram Mansour (10:12 a.m. – 12:31 p.m.)
Councillor Parthi Kandavel
Brian Smith (10:12 a.m. – 12:31 p.m.)

Board Directors Absent: Councillor Anthony Perruzza

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 & Treasurer
Barbara Shulman, Chief Corporate Services Officer
Yves Cheung, Chief Development Officer (“CDO”)

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Noah Slater, Vice President, Facilities Management
Raquel Nelson, Manager, Community Economic Development and Social Procurement
Peter Zimmerman, Senior Director, Development
William Mendes, Director, Program Delivery, Development
Sonia Chaabane, Acting Assistant Corporate Secretary

Guests Present:

Tess Rutherford, Senior Manager, Digital Supply Chain & Operations, Ernst & Young (“EY”)
Andrea Clemencio, Vice President, Municipal Vu Consulting
James Jorgensen, Vice President, Asset Management Practice Lead, GEI Consultants
Tara Anderson, Auditor General, City of Toronto
Ina Chan, Deputy Auditor General, City of Toronto
Elaine Lu, Audit Manager, 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 and delivered the Land Acknowledgement.

The Chair recognized John Campbell and Ziva Ferreira, who are retiring from the TCHC Board of Directors.

The Chair expressed appreciation for Ms. Ferreira’s contributions as a Tenant Director during her two-year term. She noted that this was Ms. Ferreira’s first experience on a Board and hoped it was a beneficial and valuable opportunity for professional development. The Chair commended
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Ms. Ferreira's informed and thoughtful voice on behalf of tenants, especially during the strategic planning process and Board workshops.

The Chair also acknowledged Mr. Campbell's six years of service, noting that they joined the TCHC Board of Directors at the same time. She highlighted Mr. Campbell's leadership as Chair of the Tenant Services Committee and his service on the Building Investment, Finance and Audit Committee. She thanked him for his insight, professionalism, and diligent preparation, emphasizing the value of his probing questions and dedicated service.

On behalf of the Board, the Chair extended thanks to both retiring Directors and wished them well.

DEPUTATIONS

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

- Item 7 – 2025-2029 Strategic Plan Performance Measurement and Reporting Framework (Miguel Avila-Velarde)
- Item 9C – Regent Park Phases 1-5: Revitalization Update (Miguel Avila-Velarde, Walied Khogali Ali)
- Item 9E – State of Good Repair Program and Process Review (Miguel Avila-Velarde)
- Item 10A – Deputation Policy for Stakeholders (Miguel Avila-Velarde)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

The Chair advised that further review of the Board and Committee Charters and the Chair and Vice Chair mandates would be deferred to the October 17, 2025 Board meeting.

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors unanimously approved:

1. the Agenda for its Public meeting of July 18, 2025, with the removal of Item 10C – Annual Review of Board and

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Committee Charters and Chair and Vice Chair Mandates;
 and

2. all matters on the Agenda with the exception of:
 - Item 7 – 2025-2029 Strategic Plan Performance Measurement and Reporting Framework;
 - Item 9A – Auditor General – Toronto Community Housing Corporation – 2025 Follow-up – Status of Previous Auditor General’s Recommendations;
 - Item 9B – Procurement Policy and Procurement Transformation Plan;
 - Item 9C – Regent Park Phases 1-5: Revitalization Update;
 - Item 9E – State of Good Repair Program and Process Review;
 - Item 10A – Deputation Policy for Stakeholders; and
 - Item 10B – City Council Directions Requiring Board Attention.

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.**

CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC
ITEM 4 MEETING MINUTES OF JUNE 24, 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.

BUSINESS ARISING FROM THE PUBLIC MEETING
MINUTES AND ACTION ITEMS UPDATE AS OF JUNE 24,
ITEM 5 2025

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

CITY OF TORONTO QUAYSIDE RFP – OPPORTUNITY TO
BUILD, OWN AND OPERATE AFFORDABLE RENTAL
ITEM 6 HOMES ON CITY-OWNED LAND

The above-captioned report was withdrawn prior to the meeting.

2025-2029 STRATEGIC PLAN
PERFORMANCE MEASUREMENT AND
ITEM 7 REPORTING FRAMEWORK TCHC:2025-43

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. Baird provided a presentation in relation to this matter, highlights of which include:

- Work is ongoing to normalize use of the Strategic Plan across three areas: the annual business plan, the budget, and the accountability framework.
- Significant effort is required to bring all elements to the necessary level of maturity before they can be fully aligned.
- The Board will be accountable for the outcomes and how it wants Management to measure and report progress against strategic objectives. These measures are intended to be outcome oriented.
- Executive Leadership will be accountable for the initiatives that support the objectives, with progress tracked through a mix of milestones and metrics. Both types of measures will be brought forward to the Board to show ongoing progress.

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- Reporting will include both an annual performance report and periodic updates on progress against the business plan, acknowledging that this type of comprehensive, integrated reporting is still being developed.
- While the draft performance measures are a reasonable starting point, they are not yet finalized. Some measures already exist and can be reported against now, while others require further development.
- A dual-track approach was proposed: continue refining the full dashboard of outcome-based measures while simultaneously beginning to report on those already available.
- Although the agenda noted this as an approval item, it was recommended that the Board receive the item for information only. Further feedback from Board members to revise and improve the measures and reporting approach is encouraged.

Following the presentation, Mr. Baird and the Board engaged in a discussion. Highlights of the discussion include:

- The Chair noted that in prior years, the Board was not involved in strategy development and only received the final plan for approval, which lacked alignment with budget and reporting processes. She expressed appreciation for the inclusive process used this time and recommended continued engagement of Committee Chairs between meetings to maintain momentum.
- Mr. Baird confirmed that staff would continue to engage with Board leadership, as done through prior strategic workshops.
- The Board emphasized the importance of aligning the Strategic Plan with the Shareholder Direction and Board and Committee Charters. Reliance on Key Performance Indicators (“KPI”) and dashboards alone would be insufficient for effective governance, and a more fulsome approach to oversight should include evaluation of trade-offs and decision-making criteria.
- Where current-state data is available, short-term annual improvement targets will be developed, with long-term projections tied to the Strategic Plan’s end date. Where data is not yet available, efforts are underway to establish baseline measures.

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- Decisions about significantly changing the ratio of rent-geared-to-income (“RGI”) to market rent units would require Shareholder input and discussion, given potential financial implications for the City.
- The alignment between TCHC and the City is essential; any changes or divergence in priorities would require a discussion with the City.
- Regarding concerns raised about survey limitations, a recent pilot project where tenants received follow-up phone calls after work orders were completed, provided more detailed and actionable feedback than online surveys.
- TCHC is exploring other ways to expand tenant engagement to ensure timely and reliable input and is committed to embedding those sources into future discussions on performance and reporting.
- Board members are invited to provide feedback via email to Mr. Baird or Ms. Shulman or to schedule a call. Additional details on the working group process will be communicated to Board members later in the summer.

*Motion
amended*

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2025-43, being the 2025-2029 Strategic Plan Performance Measurement and Reporting Framework, for its information.

**UPDATE ON TENANTS FIRST: TSHC,
 ASSET TRANSFERS AND**

ITEM 8 DEVELOPMENT FUNCTION

TCHC:2025-44

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

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors received Report TCHC:2025-44, being the Update on Tenants First: TSHC, Asset Transfers and Development Function, for its information.

ITEM 9 BIFAC CHAIR’S REPORT

VERBAL REPORT

No comments or remarks from the BIFAC Chair were received.

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**AUDITOR GENERAL – TORONTO
 COMMUNITY HOUSING
 CORPORATION – 2025 FOLLOW-UP –
 STATUS OF PREVIOUS AUDITOR**

ITEM 9A GENERAL’S RECOMMENDATIONS TCHC:2025-42

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

Ms. Tara Anderson, Auditor General, City of Toronto, introduced herself and members of her team: Ina Chan, Deputy Auditor General, and Elaine Lu, Audit Manager. She also acknowledged team members Patricia Lee and Vitak Kam, and thanked TCHC staff—Jessica Hawes, John Angkaw, Abdulle Elmi, Lily Chen, and Kareem Jessani—for their cooperation and support throughout the review.

Ms. Anderson provided a high-level overview of her office’s follow-up process, highlights of which include:

- Recommendations from prior audits are entered into the Auditor General’s (“AG”) tracking system following their adoption by the TCHC Board and City Council. TCHC provides implementation updates and uploads supporting documentation via the system.
- The AG’s office generally waits one year after a report’s release before including its recommendations in the Citywide follow-up cycle. Recommendations from the 2024 cybersecurity audits were not included in the current review but will be reviewed in a future cycle.
- Follow-up verification is conducted once TCHC has reported a recommendation as “fully implemented” or “no longer applicable.” The AG team conducts documentation reviews, meets with staff, and conducts verification checks before formally closing items.
- The report before the Board summarizes the implementation status of 33 prior recommendations from two reports:
 - The 2019 Revitalization Audit, which contained 23 recommendations, 12 of which were closed in 2021.

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- The 2021 Contracted Property Management Lessons Learned Audit, which contained 10 recommendations, now being followed up for the first time.
- Twelve additional recommendations were assessed as fully implemented during this cycle—nine from the revitalization audit and three from the contracted property management report. All twelve were verified and closed.
- Ms. Anderson highlighted two achievements from the review:
 - Since 2019, an additional 1,008 affordable rental units have been added to revitalization plans. While some funding approvals remain pending, this marks significant progress.
 - The City's role in revitalization oversight has been strengthened through new approval checkpoints, enhanced progress reporting, and improved transparency in development funding requirements.
- As of the end of this cycle, nine recommendations remain open. These are listed in Appendix 2 of the report, along with management's action plans and projected completion timelines.
- The Chair noted that the Board had not been regularly updated on implementation progress related to these audits and requested that going forward, regular updates be brought to the Building Investment, Finance and Audit Committee ("BIFAC"), rather than relying solely on AG follow-up cycles.
- Ms. Chen confirmed that Management is working to expand its internal compliance capabilities, which has historically been a gap. This includes monitoring not only AG recommendations, but also Internal Audit and Ombudsman reports.

Action Item: Management to implement regular reporting to BIFAC on the progress of outstanding audit recommendations.

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

1. Received TCHC:2025-42, being the Auditor General Report re: Toronto Community Housing Corporation – 2025 Follow-up – Status of Previous Auditor General's Recommendations, for its information; and

2. Resolved to forward the report, together with the Auditor General's (June 23, 2021) report, Toronto Community Housing Corporation – Results of 2021 Follow-up of Previous Audit Recommendations, that was received by the Board of Directors at its December 9, 2021 meeting, to City Council to receive the report for information, through the City's Audit Committee.

**PROCUREMENT POLICY AND
 PROCUREMENT TRANSFORMATION**

ITEM 9B PLAN

TCHC:2025-45

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

Ms. Chen provided a brief overview of the report, highlights of which include:

- The procurement transformation initiative is intended to align TCHC's procurement operations with leading public sector practices. Phase two of the project is underway, led by Ernst & Young ("EY"), TCHC's Strategic Procurement Unit, and internal divisions.
- Significant progress has been made since project commencement in February 2025. All deliverables are on schedule and on budget, with strong internal alignment across teams.
- TCHC's procurement policy, last updated in 2012, has been substantially expanded through collaboration with EY, internal stakeholders, external counsel, and the City's Purchasing and Materials Management Division.
- The new policy introduces stronger oversight and explicitly incorporates principles of value for money. It supports participation in cooperative purchasing programs with entities like OECM, Supply Ontario, and Kinetic GPO. TCHC has realized cost savings and cost avoidance benefits through these approaches.
- The policy includes provisions to expand supplier diversity and workforce development through social procurement strategies. Management is working with the City (including the Social Development, Finance and Administration division) and internal divisions to integrate training, education, and employment opportunities into the procurement process.

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- Emergency procurement provisions have also been added, addressing a prior gap.
- Vendor lifecycle management, including performance tracking and oversight, is a major focus of the new policy. Market engagement strategies are being developed to address thin vendor markets, broaden participation, and attract small and medium-sized enterprises.
- Clear definitions for competitive and non-competitive procurement are now included, with updated thresholds aligned to City practices, City of Toronto Agencies and Corporations, and applicable trade treaties.
- A key change includes allowing TCHC's Procurement Award Committee ("PAC") to approve direct awards up to \$2.5 million.

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

- Sustainability criteria are embedded into the evaluation framework, with weighted scores applied in Request For Proposals ("RFP"). Vendors can be awarded contracts based on meeting evaluation criteria even if their cost is higher, provided the total evaluation score justifies the selection.
- Mr. Campbell raised a concern about limited vendor competition in certain categories—specifically fire safety, noting that TCHC currently spends \$34 million across just two vendors, despite the City maintaining a broader vendor list.
- TCHC is working closely with Facilities Management to develop the fire safety roster. Leveraging City vendor lists is a key strategy, and efforts to expand outreach are underway during the planning and market sounding phases.
- Addressing thin markets is not embedded in the policy but is a priority of the broader procurement strategy, including proactive vendor engagement and outreach prior to issuing RFPs.
- Vendor relations management is a key part of the transformation, with TCHC looking to reintroduce vendor information sessions
- While the policy sets the guiding framework, specific controls and lessons, such as those from the Auditor General reports on vendor oversight and procurement risk controls, will be embedded in standard operating procedures and playbooks.

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- The Social Procurement program is in development and is being designed in partnership with EY, Legal, Operations, and Development. The goal is to embed equity and community economic development throughout procurement processes.
- The social procurement program includes two key focus areas:
 - Supplier diversity, including support for tenant-run businesses and social enterprises employing tenants; and
 - Workforce development and community economic development, such as scholarships, training, and employment initiatives.
- A \$5 million organizational target has been set in the 2025 budget for social procurement initiatives.
- Outreach is underway to identify and support small businesses and equity-deserving groups, including those requiring help navigating the procurement process. Management is also looking to carve out specific scopes of work suitable for smaller vendors.
- Ms. Douglas noted that the City offers startup grants and education programs to support small business development and encouraged TCHC to leverage those programs in its outreach.
- The Closing the Loop pilot launched in 2024 and proactively contacts tenants following vendor service delivery. Early results show an 89% satisfaction rate, with staff following up on the remaining 11%. Feedback is being consolidated and routed through the Strategic Procurement Unit to support vendor oversight.
- Tenants can raise concerns through frontline staff, the Client Care Centre, regional management, or the Complaints Department. Management is exploring ways to improve feedback captured from community meetings and other informal sources.
- A tenant application is part of TCHC's technology roadmap, with a detailed implementation plan expected by year-end, and a phased rollout anticipated in 2026. The application is intended to centralize intake, track performance, and report back to tenants.
- Addressing delays in the procurement cycle time is a top priority; current state assessments are underway with EY and the Facilities Management team.

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- Improvements to procurement processes include defining roles between Procurement and operating divisions, enhancing planning prior to market issuance, and improving post-close evaluation practices.
- Tess Rutherford, Senior Manager, Digital Supply Chain & Operations, EY confirmed that EY is still supporting the procurement transformation, including training, change management, and implementation of value creation strategies. The 16-month transformation is now six months in.

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

1. Approved the updated TCHC Procurement Policy, as included as Attachment 1 to Report TCHC:2025-45, being the Procurement Policy and Procurement Transformation Plan report;
2. Authorized the Chief Financial Officer, or their designate to take the necessary actions and execute all necessary documents to give effect to the above recommendations; and
3. Approved amendments to the Procurement Award Committee ("PAC") Charter, consistent with the provisions of the approved Procurement Policy.

REGENT PARK PHASES 1-5:

ITEM 9C REVITALIZATION UPDATE

TCHC:2025-46

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

Deputations were received by Walied Khogali Ali and Miguel Avila-Velarde in relation to this matter.

Mr. Baird, Mr. Mendes, and Mr. Zimmerman were available for questions of the Board of Directors, highlights of which include:

- The entire \$26.8 million community benefits package is allocated toward community benefits, including employment commitments and direct financial investments in community initiatives.

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- The employment commitment target is set at \$13.4 million, with Tridel accountable for achieving this during the revitalization period. If the target is not met, the agreement requires Tridel to provide the remaining value in cash. The remaining \$13.4 million is allocated for direct community investment.
- Management worked with the Community Benefits Oversight Working Group over the past three years to co-design an engagement process. More than 1,000 Regent Park residents, primarily TCHC tenants, provided feedback on investment priorities through this process.
- Community voting began three weeks prior to the Board meeting, and as of July 18, 2025, 627 residents had participated; the aim is to reach 1,000 participants.
- The direct investment portion is structured into three options; residents are voting to prioritize them using a ranked ballot. Each option maintains consistent allocations for employment and local granting to avoid creating conflict between different community priorities. The \$3.5 million for local granting was also kept constant across all options.
- The \$13.4 million employment target – representing 50% of the total \$26.8 million community benefits package – was established following careful consideration of several factors:
 - The original developer proposal was for \$17 million, which included a significant employment focus.
 - Community advocacy emphasized the need for local job opportunities.
 - Historical revitalization employment data and the projected length of the construction timeline suggested that \$13 million would enable sustained employment opportunities throughout the revitalization period.
- The Regent Park revitalization has attracted international attention, with groups visiting to learn from community-led efforts.
- Phases 4 and 5 included a substantive increase in Community Economic Development (“CED”) investment required from the developer.
- Tridel’s selection as development partner was partly based on their proposed CED contribution—the largest to date across TCHC revitalizations and comparable projects nationally.

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- Community engagement was embedded from the outset of Phases 4 and 5 with community members participating in developer presentations and proposal evaluations, including CED scoring.
- TCHC and Tridel continue to work with the Economic and Employment Working Group of the Regent Park Social Development Stakeholders Table.
- External funding has been secured to support innovative community engagement and training programs for Regent Park tenants.
- A future-state engagement model will involve community consultation every three to five years via surveys and focus groups. Feedback will be used to refresh priorities, assess effectiveness, and adapt implementation. Results will be shared with stakeholders to support transparent, aligned decision-making.
- The original Community Benefits Agreement (“CBA”) established a \$26.8M investment. A one-year community process was initiated to guide allocation of these funds.
- All current investment activity is consistent with and informed by the Social Development Plan.
- Funding pressure exists due to changing commitments from external stakeholders (e.g. the City of Toronto).
- Not all initiatives can be funded from the CBA alone; collaboration is required to secure supplemental funding.
- TCHC is fully adhering to the agreed-upon CBA framework.
- The release and use of funds are phased over the course of the development, tied to project milestones.
- The Board will receive regular updates on the implementation and allocation of community benefits.

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2025-46, being the Regent Park Phases 1-5: Revitalization Update, for its information.

**ALLENBURY GARDEN
 REVITALIZATION: CLOSEOUT**

ITEM 9D REPORT

TCHC:2025-47

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

*Motion
 carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors received Report TCHC:2025-47, being the Allenbury Garden Revitalization: Closeout Report, for its information.

STATE OF GOOD REPAIR PROGRAM

ITEM 9E AND PROCESS REVIEW

TCHC:2025-48

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. Macrae, Chair of the BIFAC, provided introductory remarks. He emphasized that this report reflects significant and foundational work for TCHC, aligning with TCHC's strategic focus on improving building conditions. He noted that BIFAC had an extensive discussion on the item and stressed the urgency of implementation.

Mr. Slater provided an overview of the report, highlights of which include:

- The GEI report was prepared by Andrea Clemencio, Vice President, Municipal Vu Consulting and James Jorgensen, Vice President, Asset Management Practice Lead, GEI Consultants; both were in attendance.
- The report outlines a shift in approach and structure for managing TCHC's capital portfolio, focusing on processes, preservation, modernization, funding, redevelopment, deep tower renewal, preventative maintenance, and recommissioning.
- The GEI roadmap proposes:
 - Establishing a clearer and more accurate understanding of the current state of the portfolio;
 - Segmenting the portfolio to better assess its performance;
 - Developing deeper, outcome-based KPIs; and

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- Defining a long-term investment plan aligned with measurable results.
- The report highlights gaps in current ground-level processes, which are being actively addressed.
- Two parallel efforts are underway:
 - Completing the final years of the current State of Good Repair (“SOGR”) plan, which includes active deliverables; and
 - Advancing a renewed strategic approach.
- Several evaluation initiatives being reported will inform the SOGR strategy including the GEI report, the AG’s audit report, internal reports, and the annual Facilities Condition Index (“FCI”) report.
- TCHC’s approach to the SOGR framework includes:
 - Understanding the current state of the portfolio, the effectiveness of past spending, and process gaps;
 - Defining a future investment plan: what it should cost, what it should achieve, and how it supports service outcomes; and
 - Aligning the plan with intergovernmental funding opportunities, while leveraging TCHC’s demonstrated strengths in project delivery, FCI reduction, and financial stewardship.
- A full implementation strategy is expected to be brought forward in Q4 2025. However, in recognition of the Board’s concern about the 2026 budget submission timeline, Management will bring a preliminary report or progress update to the September 11, 2025 BIFAC meeting.
- Mr. Jorgensen from GEI provided an overview of the firm’s recommendations, highlights of which include:
 - This is not a one-time corrective plan, but the beginning of a long-term asset management transformation.
 - The objective is to establish a State of Good Repair framework that is defensible, transparent, and cost-effective.
 - There is technical complexity involved in building a fully integrated asset management system—ranging from KPI development to lifecycle modelling and understanding asset interdependencies.
 - To define value for money, he recommends strengthening the connection between investments and outcomes, such as risk reduction or service improvements.

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- Aligning individual projects and operational decisions with broader strategic objectives – a principle in asset management known as “line of sight,” – ensures priorities are consistently linked from planning through execution.
- Mr. Slater reiterated TCHC’s challenge in the absence of clear metrics that demonstrate value for money to stakeholders. Several areas require deeper analysis, including:
 - Quantifying the long-term value of preventative maintenance;
 - Targeted investment in buildings approaching critical condition;
 - Shifting from a building-by-building FCI model to one that also considers the number of impacted units;
 - Tracking operating costs and utility usage as essential factors in capital planning; and
 - Identifying small-scale investments, such as leak detection, that yield disproportionate benefits in energy performance.
- Deep retrofits should not only be seen as cost-saving measures, but as long-term asset preservation strategies that integrate energy performance with capital renewal.

Action Item: To provide the implementation plan and timelines for the GEI recommendations at the September 11th 2025 BIFAC meeting, with a focus on prioritizing recommendations impacting the 2026 budget process.

Motion carried **ON MOTION DULY MADE** by Ms. Jajware-Beatty, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2025-48, being the State of Good Repair Program and Process Review – Update, for its information.

**CONSTRUCTION MANAGEMENT
 AGREEMENT – ST. JAMES TOWN**

ITEM 9F PUBLIC REALM AND OPEN SPACE TCHC:2025-49

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

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

1. Authorized TCHC to execute a Construction Management Agreement with the City of Toronto for the subject land outlined in the St. James Town Public Realm and Open Space Plan (ITEM - 2018.TE34.90) and in alignment with City Report for Action GG4.22 included as Attachment 2 to Report TCHC:2025-49; and
2. Authorized the Vice President of Facilities Management, or their designate, to take the necessary actions and execute all necessary documents to give effect to the above recommendations including the Construction Management Agreement in a form acceptable to the General Counsel.

TCHC LEASE RENEWAL AT 721, 727

ITEM 9G AND 729 PETROLIA ROAD TCHC:2025-50

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

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

1. Approved a lease renewal agreement at 721, 727 and 729 Petrolia Road with 555262 Ontario Inc. for a term of three years from November 1, 2025, to October 31, 2028, for a total of up to \$765,417.90 (net of all applicable taxes and charges); and
2. Authorized the Vice President of Facilities Management, or their designate, to execute the lease agreement with 555262

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Ontario Inc. in the foregoing recommendation and to take all necessary actions to give effect to the above recommendation.

	TCHC LEASE RENEWAL AT 90 WILDCAT ROAD	
ITEM 9H		TCHC:2025-51

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

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

1. Approved the lease renewal agreement for 90 Wildcat Road with 2462304 Ontario Inc. for a term of five (5) years from October 1, 2025, to September 30, 2030, for a total of up to \$1,837,870.00 (net of all applicable taxes and charges) as follows:
 - (a) \$1,354,220.00 in basic rent (\$270,844.00 per year of the lease); and
 - (b) \$483,650.00 (\$96,730.00 per year of the lease) in additional rent; and
2. Authorized the Vice President of Facilities Management, or their designate, to execute the lease agreement with 2462304 Ontario Inc. in the foregoing recommendation and to take all other necessary actions to give effect to the above recommendation.

	FACILITIES MANAGEMENT SOGR CAPITAL BUDGET VARIANCE ANALYSIS	
ITEM 9I	TO MAY 31, 2025	TCHC:2025-52

The above-captioned report was deferred to the Board meeting of October 17, 2025.

ITEM 10 GCHRC CHAIR’S REPORT

VERBAL REPORT

No comments or remarks from the GCHRC Chair were received.

DEPUTATION POLICY FOR
ITEM 10A STAKEHOLDERS

TCHC:2025-53

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.

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

1. Approved the Deputation Policy for Stakeholders included as Attachment 1 to Report TCHC:2025-53, being the Deputation Policy for Stakeholders; and
2. Authorized the General Counsel and Corporate Secretary, or their designate, to implement the foregoing recommendations and to give effect to the above recommendations.

CITY COUNCIL DIRECTIONS REQUIRING
ITEM 10B BOARD ATTENTION

TCHC:2025-54

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

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

- Board members raised concerns regarding TCHC’s internal awareness of City Council directives, particularly those related to digital policy, artificial intelligence (“AI”), and the City’s Digital Infrastructure Strategic Framework (“DISF”). A recent City Council directive on AI governance and other digital frameworks issued by the City had not been captured on the City Council Status tracker.
- TCHC monitors all City Council and committee agendas, reports, and decision documents to identify directives relevant to TCHC. While the City may occasionally flag directives directly, the primary responsibility lies

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with TCHC to conduct monitoring and determine what is added to the tracker.

- Staff maintain strong working relationships with relevant divisions at the City, including the Housing Secretariat, Technology Services, and People & Equity, which helps to surface emerging issues before formal directives are issued.
- With respect to the City Council directive regarding AI, the direction was for City divisions to form a working group that would include agencies and corporations. The directive requires those divisions to report back to Council by the end of the year. As TCHC's role in the initiative is not yet defined, staff are monitoring developments and will update the Board as more information becomes available.
- TCHC is enhancing cross-functional collaboration, both internally and with City partners, to align with evolving City frameworks.
- TCHC may participate in the Mayor's AI Challenge and other City technology initiatives, such as the technology roadshow organized by the City's Technology Services Division.
- TCHC's progress in consolidating legacy systems into an enterprise-wide property management platform – HoMES – is an example of improved digital infrastructure, with continued enhancements to follow.
- The IT roadmap for 2026 will incorporate digital policy awareness and AI governance; updates will be brought forward to both the BIFAC and the Board.

*Motion
carried*

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

1. Received Council direction under PH21.4 - Toronto Builds - A Policy Framework to Build More Affordable Rental Homes on Public Land, requesting the Board to consider adopting the Toronto Builds Policy Framework described in the report "Toronto Builds - A Policy Framework to Build More Affordable Rental Homes on Public Land"; and
2. Directed the President and CEO, or their designate, to report back to the Board on the manner in which the Board may consider adopting City Council's direction, as set out in

PH21.4 – Toronto Builds: A Policy Framework to Build More Affordable Rental Homes on Public Land, to guide TCHC revitalization projects on its land where a development partner has not been selected.

**ANNUAL REVIEW OF BOARD AND
COMMITTEE CHARTERS, AND CHAIR**

ITEM 10C AND VICE CHAIR MANDATES TCHC:2025-55

The above-captioned report was deferred to the Board meeting of October 17, 2025.

ANNUAL UPDATE ON TCHC

ITEM 10D SUBSIDIARIES TCHC:2025-56

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors received report TCHC:2025-56, being the Annual Update on TCHC Subsidiaries, for its information.

ANNUAL COMPLIANCE REPORT FOR

ITEM 10E 2024 TCHC:2025-57

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors received report TCHC:2025-57, being the Annual Compliance Report for 2024, for its information.

CODE OF ETHICS AND CONDUCT –
ITEM 10F BOARD OF DIRECTORS TCHC:2025-58

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors received report TCHC:2025-58, being the Code of Ethics and Conduct – Board of Directors, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Jajware-Beatty, seconded by Mr. Campbell. The Board of Directors resolved to terminate the public meeting at 12:54 p.m.

 Secretary

 Chair, Board of Directors