



Board of Directors

931 Yonge Street,
Toronto, M4W 2H2
Page 1 of 20

The Board of Directors (“Board”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on December 11, 2025 via Webex and in-person in the Main Floor Conference Room at 931 Yonge Street, commencing at 10:27 a.m.

Board Directors Present: Adele Imrie (Chair)
Marcel Charlebois
Ubah Farah
Mary Hogan
Vinita Jajware-Beatty
Councillor Parthi Kandaval (10:05 a.m. – 11:34 a.m.)
Nick Macrae
Naram Mansour
Dan McIntyre
Councillor Anthony Perruzza
Brian Smith

Board Directors Absent: Debbie Douglas
Councillor Gord Perks

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

Noah Slater, Vice President, Facilities Management
Vidal Chavannes, Senior Director, Community Safety
Allan Britton, Director, Community Safety
Melanie Martin, Interim Commissioner of Housing Equity
Ceilidh Wilson, Assistant Corporate Secretary

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone, called the meeting to order, and noted the Land and African Ancestral Acknowledgements.

United Way

Fundraising continues as part of the United Way campaign. In November, a number of TCHC employees participated in the CN Tower Climb in support of the United Way, and staff also participated in the City of Toronto's United Way Civic Gala, which was hosted at the Toronto Zoo this year.

On behalf of the Board, the Chair thanked TCHC employees for their support of the United Way, and noted that many TCHC communities benefit from the work of United Way-funded agencies.

Ontario Non-Profit Housing Association ("ONPHA") Conference

Several Board Directors attended the ONPHA conference in October, including Director Hogan, Director Charlebois, Director Jajware-Beatty, Director Smith, Director Farah, and the Chair, who were excited to see TCHC represented very strongly on stage. Mr. Baird participated in a podcast conversation about how to build social and economic sustainability in community housing, and staff from Strategic Planning, Development, Legal Services and Operations delivered presentations on a variety of areas of work going on every day at TCHC.

Ratification of TCHC’s Collective Agreement with CUPE Local 79

During the In-Camera session of today’s meeting, the Board unanimously ratified TCHC’s Collective Agreement with CUPE Local 79 (“Local 79”). The four-year agreement is a strong reflection of our shared commitment to supporting the vital and meaningful work that Local 79 employees carry out every day for TCHC and our tenant communities. It also speaks to the dedication, collaboration, and perseverance demonstrated by the bargaining teams, whose hard work over the past several months made this successful outcome possible.

On behalf of the Board, the Chair extended sincere appreciation and congratulations to TCHC’s bargaining team and our valued labour partners at CUPE Local 79.

Darragh Meagher’s Retirement

The Chair noted that Mr. Meagher announced his decision to retire at the end of the summer after a distinguished career in municipal law, which brought him from private practice to the City of Mississauga, to the City of Toronto, and finally, to TCHC. Since 2019, TCHC has been the beneficiary of his experience, tact, and thoughtfulness.

Today’s meeting will be Mr. Meagher’s final Board meeting as TCHC’s General Counsel and Corporate Secretary, the role through which he has kept the Board on track and on-side for many meetings over the years. In these meetings, Mr. Meagher is known for his quiet composure, his judicious use of language, and being an exceptional, compassionate and warm defender of both this organization and its tenants.

Mr. Meagher has given countless strategic insights to the Board and TCHC’s Executive team, and has helped his colleagues to unpack and resolve many complex issues. Thanks to his mastery of governance, his legal expertise, and his strategic use of a raised eyebrow, Mr. Meagher has been a force for positive change here at TCHC. His leadership has helped to improve the tenant experience and uphold TCHC’s reputation as a trustworthy and effective housing leader.

Board of Directors
Public Minutes
 December 11, 2025

Page 4 of 20

On a personal note, the Chair noted that she found Mr. Meagher to be a true gentleman and a very wise council, and he is leaving TCHC in a better position than when he arrived.

On behalf of the Board, the Chair thanked Mr. Meagher and expressed her sincere gratitude for his years of service to the public and particularly to TCHC. The Chair wished Mr. Meagher well in his retirement and noted that he will be missed.

DEPUTATIONS

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

- Item 4 – Confirmation of Board of Directors’ Public Meeting Minutes of October 17, 2025 (*Victoria Ojubuyi*)
- Item 7A – Toronto Community Housing Safety and Wellbeing Strategy (2026-2030) (*Victoria Ojubuyi and Veronika Hering*)

The following verbal deputations were presented:

- Item 4 – Confirmation of Board of Directors’ Public Meeting Minutes of October 17, 2025 (*Victoria Ojubuyi*)
- Item 7A – Toronto Community Housing Safety and Wellbeing Strategy (2026-2030) (*Miguel Avila-Velarde and Victoria Ojubuyi*)
- Item 7B – Community Safety Unit 2024 Annual Report to Toronto Police Services Board – Supplemental Report (*Miguel Avila-Velarde*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried

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

1. the Agenda for its Public meeting of December 11, 2025; and
2. all matters on the Agenda with the exception of:
 - Item 4 – Confirmation of Board of Directors’ Public Meeting Minutes of October 17, 2025;

- Item 6 – 2026 Operating Budget and the 10-Year Capital Plan;
- Item 7A – Toronto Community Housing Safety and Wellbeing Strategy (2026-2030);
- Item 7B – Community Safety Unit 2024 Annual Report to Toronto Police Services Board – Supplemental Report; and
- Item 10A – Office of the Commissioner of Housing Equity’s (“OCHE”) 2026 Work Plan.

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the Board of Directors to indicate any agenda item with 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 OCTOBER 17, 2025

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

A written deputation from Victoria Ojubuyi was received in relation to this matter and was circulated to the Board of Directors prior to the meeting.

A verbal deputation from Victoria Ojubuyi was received in relation to this matter.

Motion amended **ON MOTION DULY MADE** by Mr. Smith, 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 OCTOBER**

ITEM 5 17, 2025

The above-captioned Action Items List was circulated to the Board of Directors prior to the meeting.

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

**ITEM 6 2026 OPERATING BUDGET AND THE 10-
YEAR CAPITAL PLAN** TCHC:2025-75

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

Mr. Baird and Ms. Chen thanked the staff involved in putting together the 2026 budget.

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

- Operational context;
- Overview of who we serve;
- Ability to meet standards of service;
- Housing people and supporting needs;
- Aging infrastructure, climate, and market pressures;
- Building organizational resilience;
- Highlights of accomplishments and outcomes;
- Building off our accomplishments and delivering critical housing for Toronto;
- 2026 risks and mitigation strategies;
- Considerations for implementing the Strategic Plan;
- TCHC budget framework and guiding principles;
- 2026 budget request at a glance;

Board of Directors
Public Minutes
 December 11, 2025

Page 7 of 20

- 2026 operating budget pressures and offsets;
- Operating budget: Self-funded initiatives;
- New requests approved for the 2026-2035 capital budget and plan;
- Strategic Plan activities impacted by no 2026 new and enhanced funding;
- 2026 operating budget summary and breakdown;
- 2026 operating budget: Staffing complement;
- 2027 and 2028 outlooks;
- 2026-2035 capital budget and plan submission;
- State of Good Repair (“SOGR”) 10-year capital plan;
- SOGR funding and backlog;
- Development capital 10-year capital plan (in-flight projects);
- Information Technology (“IT”)/Corporate 10-year capital plan;
- Community and Tenant Support 10-year capital plan;
- Carbon Program 10-year capital plan; and
- Capital delivery constraints (unmet needs).

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

- The Board asked for confirmation that the \$1.2M funding gap, which the surplus was used to address, will be highlighted in the submission to the City of Toronto (the “City”). Management confirmed that this has been reflected in the budget notes that will be published in the new year.
- The Board thanked Ms. Chen and her team for their hard work as well as their efforts to take the Board through the various drafts of the budget, recognizing that this has been a challenging budget year.
- The Chair wished management all the best in their presentation to the City.

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

1. Approved the 2026 Operating Budget totaling \$666.210 million in gross expenditures and \$666.210 million in revenues;
2. Approved the 2026 Capital Budget totaling \$524.291 million, excluding carryforward funding from 2025 and prior years, which includes:
 - a. \$361.982 million for State of Good Repair projects;
 - b. \$127.442 million for Development projects;
 - c. \$13.816 million for ITS/Corporate projects;
 - d. \$5.187 million for Community and Tenant Support projects; and
 - e. \$15.865 million for Carbon and RPEI projects;
3. Approved future year (2027-2035) funding requirements totaling \$2,731.133 million which include:
 - a. \$1,786.524 million for State of Good Repair projects;
 - b. \$879.175 million for Development projects;
 - c. \$12.041 million for ITS/Corporate projects;
 - d. \$7.186 million for Community and Tenant Support projects; and
 - e. \$46.207 million for Carbon and RPEI projects;
4. Approved adjustments to the TCHC's 2026 Operating Budget to reflect a new cost allocation model resulting from cost reallocation assessment by MNP, once it is approved by City Council as part of the 2026 budget process;
5. Approved the creation of operating stabilization reserve with specifications as outlined in Attachment 2 and \$5.110 million initial one-time contribution funded through 2025 operating surplus and a 2026 reserve draw required to balance the 2026 Base Operating Budget;
6. Directed management to forward such information as may be required, in support of City Council's approval of TCHC's 2026 Operating Subsidy and Capital funding

requirements, through the City's Budget Committee;

7. Authorized the President and CEO or their designate to take the necessary actions to give effect to the above recommendations.

TORONTO COMMUNITY HOUSING SAFETY
ITEM 7A AND WELLBEING STRATEGY (2026-2030) TCHC:2025-76

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

Written deputations from Victoria Ojubuyi and Veronika Hering were received in relation to this matter and was circulated to the Board of Directors prior to the meeting.

Verbal deputations from Miguel Avila-Velarde and Victoria Ojubuyi were received in relation to this matter.

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

- Why TCHC needs a safety strategy;
- City-led Community Safety Unit (“CSU”) review findings;
- The strategic approach;
- Definition of safety and CSU mandate;
- Strategic Building Block #1: Integrating services;
- Strategic Building Block #2: Tenants engaged in safety;
- Strategic Building Block #3: Equity in safety;
- Strategic Building Block #4: Partnerships and diversions;
- Strategic Building Block #5: Building culture and operational effectiveness;
- Implementation road map; and
- Next steps.

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

Board of Directors
Public Minutes
December 11, 2025

- Tenants are not allowed to rent out their units through short-term rental sites such as Airbnb. Where this type of activity may be identified, it is addressed with the household through tenancy management services.
- Weekend cleaning is available, but it is limited to the highest needs buildings as determined by established criteria.
- In the event of a winter storm, staff and/or vendors are called in to ensure that pathways to buildings are cleared.
- The Board commended management on the presentation and materials provided.
- Part of the TCHC Safety and Wellbeing Strategy (the “Strategy”) is to update the Community Safety Unit’s (“CSU”) mandate to be very clear in that their role is to safeguard tenants, staff and property through an integrated model. Staff and tenant safety is being prioritized, and conversations have begun regarding community partners, vendors and contractors who access TCHC spaces. Management are committed to creating healthy and safe environments for anyone working or living in TCHC communities.
- The Board sees the hiring of Mr. Chavannes as an important step in the successful implementation of the Strategy.
- The Board asked Mr. Chavannes to comment on the allegations of racism that are included in the CSU review report. Mr. Chavannes noted that some great work has been done in the CSU since its inception approximately 25 years ago, but the racism in the division that has been identified is alarming and will be addressed. Mr. Chavannes thanked the individuals who came forward for their bravery in providing their experiences.
- Mr. Chavannes also noted that there may be business processes in place that cause harm and disparate outcomes and therefore need to be identified and amended.
- Management will be looking at opportunities to find efficiencies within CSU (e.g. discontinuation of some existing programming that may not be required future state) to reallocate funding in support of the Strategy.
- The Board asked that management look at key performance indicators (“KPI”) beyond counting to measure how beneficial the proposed

initiatives are. It was confirmed that both qualitative and quantitative data exists that can be useful in providing diagnostic analytics.

- The Board asked that management engage with the Tenant Advisory Committee (“TAC”) and the Youth Tenant Advisory Committee (“YTAC”) to get real-time data on the Strategy in between now and the broader Tenant Survey. It was confirmed that developing a mechanism to receive tenant feedback throughout is part of the Strategy’s implementation plan.
- Operations worked with the Centre for Advancing the Interests of Black People (the “Centre”) in engaging Black staff for the CSU review report and will continue to work with them on human resources practices and the confronting anti-Black racism roadmap. The Centre has a strategy coming forward that is well aligned with the Safety and Wellbeing Strategy.
- One of the recommendations from CSU staff is to explore an integrated team model that would pair mental health professionals and law enforcement together to respond to CSU calls in a more holistic manner. It was noted that the Toronto Police Service (“TPS”) may be moving away from this model, so conversations are underway to determine if there may be best practices that can be adapted to the TCHC context. A challenge with this model is that it is often too late when the call is made and TCHC’s goal is to take a more upstream, preventative approach.
- Proactive joint patrols are carried out with CSU and TPS, but this work has been reduced in recent years due to capacity issues with TPS. CSU continues to work with TPS Community Patrol Officers, but a formalized model is not in place for CSU and TPS to respond to calls together.
- CSU staff wear two hats: one related to safety and one related to the landlord function.
- CSU will regularly perform wellness checks on tenants where there are concerns about tenants’ ability to provide for themselves.
- There were issues in the past with TPS coming onto TCHC property due to the *Trespass to Property Act (Ontario)*, but this has been worked out with the TPS Chief and Deputies, and TPS Officers are able to

perform joint patrols with CSU in TCHC communities. The practice of performing joint patrols is ad hoc on a community-by-community basis.

- The Board Chair thanked Mr. Britton for his leadership and past reporting to the Board.

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

1. Approved the Toronto Community Housing Safety and Wellbeing Strategy (2026-2030) as set out in Attachment 1 to Report TCHC:2025-76; and
2. Directed management to implement the Strategy and provide biannual updates on the Strategy's implementation to the Board of Directors.

**COMMUNITY SAFETY UNIT 2024 ANNUAL
REPORT TO TORONTO POLICE SERVICES**

ITEM 7B BOARD – SUPPLEMENTAL REPORT TCHC:2025-77

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

A verbal deputation from Miguel Avila-Velarde was received in relation to this matter.

Motion carried **ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. McIntyre and carried, the Board of Directors received Report TCHC:2025-77, being the Community Safety Unit 2024 Annual Report to Toronto Police Service Board Supplemental Report, for information.

ITEM 8 BIFAC CHAIR'S REPORT VERBAL REPORT

No comments or remarks were received from the BIFAC Chair.

Q3 2025 FACILITIES MANAGEMENT
STATE OF GOOD REPAIR CAPITAL
ITEM 8A BUDGET REALLOCATIONS TCHC:2025-78

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

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

1. Approved the reallocation of \$7,413,480 between the nine envelopes as outlined in Attachment 1 to Report TCHC:2025-78; and
2. Authorized the Chief Financial Officer & Treasurer and 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 recommendation.

INTEGRATED PROJECT DELIVERY: DEEP
RETROFIT OF THE SCARLETTWOOD
ITEM 8B COMPLEX TCHC:2025-79

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

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

1. Approved the award of work to Prime Contractor – Chandos Construction LP. and Prime Consultant – Baird Sampson Neuert (subsidiary of WF Group Inc.) for up to the upset limit identified in Table 1 in Confidential Attachment 1 to Report TCHC:2025-79 for integrated

project delivery at the Scarlettwood Complex based on the outcome of Request for Proposal (“RFP”) 25177;

2. Authorized the Vice President, Facilities Management to execute an agreement with the recommended proponent; and
3. Authorize the appropriate staff to take all other necessary actions to give effect to the above recommendations.

**VENDOR AWARD: STATE OF GOOD
REPAIR INTERIORS PROGRAM AND
ITEM 8C ROSTER** TCHC:2025-80

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

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

1. Approved the establishment of a roster with the following four prequalified vendors and approve the award of up to \$52,500,000 (exclusive of taxes) for the State of Good Repair Interiors Program at the rates established based on the outcome of Request for a Vendor Qualification 25190 for a term of three years (January 1, 2026, to December 31, 2028) to:
 - a. C2C Construction Ltd.;
 - b. Greenline Renovations Plus Ltd.;
 - c. Joe Pace and Sons Contracting Inc.;
 - d. Universal Cleaning and Painting Ltd.;
2. Authorized the Vice President, Facilities Management to execute an agreement with the recommended proponents;

3. Authorize the appropriate staff to take all other necessary actions to give effect to the above recommendations.

**VENDOR AWARD: CONSTRUCTION
MANAGER AT RISK AT 300 DUFFERIN
ITEM 8D STREET TCHC:2025-81**

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

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

1. Approved the award of work to Canadian Turner Construction Company Ltd. for up to the upset limit identified in Table 1 in Confidential Attachment 1 to Report TCHC:2025-81 for construction management services for 300 Dufferin Street (Dufferin Gwynne, Dev. 416) based on the outcome of Request for Proponent Qualification ("RFPQ") 24022;
2. Authorized the Vice President, Facilities Management to execute an agreement with the recommended proponent; and
3. Authorize the appropriate staff to take all other necessary actions to give effect to the above recommendations.

STATE OF GOOD REPAIR PROGRAM AND
ITEM 8E PROCESS REVIEW – UPDATE TCHC:2025-82

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

Motion carried **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors received Report TCHC:2025-82, being the State of Good Repair Program and Process Review Update, for information.

ITEM 8F REVIEW OF Q3 2025 FINANCIAL RESULTS TCHC:2025-83

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

Motion carried **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors received Report TCHC:2025-83, being the Review of Q3 2025 Financial Results, for information.

ITEM 9 GCHRC CHAIR’S REPORT VERBAL REPORT

No comments or remarks were received from the GCHRC Chair.

ANNUAL REVIEW OF BOARD AND
COMMITTEE CHARTERS, AND CHAIR AND
ITEM 9A VICE CHAIR MANDATES TCHC:2025-84

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

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

1. Approved the Charter of the Board, included as Attachment 1 to Report TCHC:2025-84;

2. Approved the Mandate of the Chair of the Board, included as Attachment 2 to this report;
3. Approved the Mandate of the Vice-Chair and Committee Chair, included as Attachment 3 to this report, to replace the previously approved Mandate of the Vice-Chair;
4. Approved the Charter of the Governance, Communications and Human Resources Committee, included as Attachment 4 to this report;
5. Approved the Charter of the Tenant Services Committee, included as Attachment 5 to this report;
6. Approved the Charter of the Building, Investment, Finance and Audit Committee, included as Attachment 6 to this report;
7. Approved the Charter of the Investment Advisory Committee, included as Attachment 7 to this report; and
8. Authorized the General Counsel and Corporate Secretary, or their designate, to implement the foregoing recommendations and to give effect to the above recommendations.

2026 BOARD AND COMMITTEE MEETING

ITEM 9B SCHEDULE

TCHC:2025-85

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

*Motion
carried*

ON MOTION DULY MADE by Mr. Mansour, seconded by Ms. Jajware-Beatty and carried, the Board of Directors unanimously approved the proposed Board and Committee Meeting Schedule for 2026 as set out in Attachment 1 to Report TCHC:2025-85.

CITY COUNCIL DIRECTIONS REQUIRING
ITEM 9C BOARD ATTENTION TCHC:2025-86

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

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

In accordance with City Council direction under MM33.29 – Rightsizing Regent Park: Providing Adequate Affordable Housing to Over-housed Families:

1. Directed the President and CEO and/or his designate, in collaboration with the Executive Director, Housing Secretariat, to conduct a review and needs assessment of over-housed households within Toronto Community Housing Corporation buildings in Regent Park, and to bring forth recommendations that:
 - a. Maximize right-sizing opportunities in Regent Park including in Phases 4 and 5: Ensure over-housed households in Regent Park are provided with opportunities as much as possible to move into appropriately sized units within Regent Park in accordance with the Housing Services Act, 2011, and City rules, so they can remain rooted in their community; and
 - b. Strengthen transparency and communication: Improve clarity for tenants on eligibility, timelines, and the process for internal transfers within Regent Park to prevent confusion and uncertainty.

ITEM 10 TSC CHAIR'S REPORT

VERBAL REPORT

No comments or remarks were received from the TSC Chair.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY'S ("OCHE") 2026 WORK**

ITEM 10A PLAN

TCHC:2025-87

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

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

- The Board asked that the Office of the Commissioner of Housing Equity ("OCHE") be involved in Operations' work on rent and lease services transformation based on learnings from Ottawa Community Housing, which will be reported back to the Board.
- The OCHE 2026 work plan aims to strategically put controls in place such as referring cases with \$10K or above in arrears to OCHE so that front-line staff can focus their efforts on new arrears cases as well as using OCHE to pilot new initiatives before they are rolled out more broadly across TCHC.
- Management acknowledged that there have been challenges with Tenant Service Coordinators and staff feeling disengaged, noting that there is commitment to reengage the team and support them with the tools they need to be successful as these staff are critical to TCHC's operations.

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

1. Approved Goals 1 to 4, as described in the Office of the Commissioner of Housing Equity's 2026 Work Plan as set out in Attachment 1 (the "OCHE 2026 Work Plan") to Report TCHC:2025-87; and

2. Received for its information Goal 5, as described in the OCHE 2026 Work Plan, related to the OCHE's role in serving the Toronto Seniors Housing Corporation.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Smith and seconded by Ms. Jajware-Beatty. The Board of Directors resolved to terminate the Public meeting at 12:26 p.m.

Secretary

Chair, Board of Directors