Board of Directors

931 Yonge Street,
Toronto, M4W 2H2

The Board of Directors ("Board") of the Toronto Community Housing Corporation ("TCHC") held a hybrid Public meeting on June 23, 2026 via Webex and in-person at City Hall, Committee Room 2, 100 Queen Street West, commencing at 10:04 a.m.

Board Directors Present: Adele Imrie (Chair)
Marcel Charlebois
Debbie Douglas
Ubah Farah
Mary Hogan
Vinita Jajware-Beatty
Naram Mansour
Dan McIntyre
Councillor Gord Perks
Brian Smith

Board Directors Absent: Councillor Parthi Kandaval
Nick Macrae
Councillor Anthony Perruzza

Management Present: Sean Baird, President and Chief Executive Officer ("CEO")
Nadia Gouveia, Chief Operating Officer ("COO")
Lily Chen, Chief Financial Officer ("CFO")
Barbara Shulman, Chief Corporate Services Officer
Yves Cheung, Chief Development Officer ("CDO")
Kirryn Hashmi, General Counsel
Noah Slater, Vice President, Facilities Management

Demola Oloyede, Corporate Secretary
Ceilidh Wilson, Assistant Corporate Secretary

Guests Present: Cathy Birch, Chair, Responsible Personal Accessibility in Toronto Housing ("R-PATH")

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.

New Corporate Secretary: Demola Oloyede
The Chair introduced TCHC's new Corporate Secretary, Demola Oloyede, who brings more than 10 years of experience supporting boards and committees in both the financial and public sectors. His expertise covers corporate governance, corporate law, financial services, regulation, regulatory compliance, and stakeholder engagement.

The Board looks forward to the support Mr. Oloyede will provide to the Board and management.

Pride Month and Filipino Heritage Month
June is both Pride Month and Filipino Heritage Month, and TCHC employee networks representing both of these communities have been hard at work creating moments to celebrate, inviting friends and colleagues to join them.

The Chair thanked TCHC's Pride Network and the Filipino Kababayan Network for their efforts this month. The Board is proud and grateful to have these networks as part of TCHC.

The Public Housing Dividend Report
On June 1, the Board was invited to attend the launch of the Public Housing Dividend Report, which TCHC produced in partnership with the GTHA Community Housing Collaborative and Scotiabank.

The venue was at capacity, and featured closing remarks by MP Leslie Church, Parliamentary Secretary to the Secretaries of State for Labour, for Seniors, and for Children and Youth, and participation from experts in their field, including Dr. Andrew Boozary from University Health Network and Rebekah Young, Vice President of Economic Policy at Scotiabank.

This Report is an important milestone in TCHC's journey to be a leader in the sector, and to help show the value that this organization and others like it can provide. The Board congratulated the entire GTHA Community Housing Collaborative for this achievement.

<u>The Board's Video Feature</u>
Today's video feature replays some recent news coverage of TCHC's YouthWorx program.

Staff and young residents were interviewed by CTV News last month, showcasing the work it takes to make this program happen and the tremendous impact it has for bright young people in TCHC community.

The Chair thanked Danielle Doody for her support in organizing the Board's video feature.

DEPUTATIONS

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

- Item 9D – Feasibility Analysis of Accessible Unit Turnover Program (*Elana Eid*)
- Item 11A – Bi-annual Community Safety and Wellbeing Update (*Elana Eid*)

The following verbal deputations were presented:

- Item 9B – Business Expense Policy Review (*Harini Puvaneswaran*)
- Item 9D – Feasibility Analysis of Accessible Unit Turnover Program (*Elana Eid and Cathy Birch*)

- Item 10B – Elections Policy (*Miguel Avila-Velarde*)
- Item 11A – Bi-annual Community Safety and Wellbeing Update (*Elana Eid*)
- Item 11B – Tenant Survey Results (*Miguel Avila-Velarde*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried

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

1. the Agenda for its Public meeting of June 23, 2026; and
2. all matters on the Agenda with the exception of:
    - Item 4 – Confirmation of Board of Directors' Public Meeting Minutes of April 28, 2026;
    - Item 6 – Accessibility Build Standards ("ABS");
    - Item 7 – TCHC 2025-2029 Strategic Plan Implementation Plan;
    - Item 8 – TCHC 2025 Strategic Plan Achievement Report;
    - Item 9A – Q1 2026 State of Good Repair Capital Budget Adjustments;
    - Item 9B – Business Expense Policy Review;
    - Item 9D – Feasibility Analysis of Accessible Unit Turnover Program;
    - Item 10A – People and Culture 2025 Annual Report;
    - Item 10B – Elections Policy;
    - Item 11A – Bi-annual Community Safety and Wellbeing Update; and
    - Item 11B – Tenant Survey Results.

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 APRIL 28, 2026

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

Highlights of the discussion include:

- The Chair asked that the minutes be updated to include the names of the three tenants, Joseph, Nelson and Meaco, with whom she flipped pancakes at the pancake breakfast.

Motion amended

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. McIntyre and carried, the Board of Directors confirmed the above-captioned minutes as amended.

ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE AS OF APRIL 28, 2026

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

Motion carried

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

ITEM 6 ACCESSIBILITY BUILD STANDARDS ("ABS") VERBAL REPORT

Ms. Birch provided an overview of the updated Accessibility Build Standards and was available to answer questions of the Board of Directors. Highlights of the discussion include:

- TCHC's ABS are the result of thousands of collective hours of work by Facilities Management ("FM"), Development and R-PATH dating back to 2014.

- Several years ago, there was an engagement meeting at a brand new building at 246 Sackville Street and the bathrooms were not accessible, resulting in the need to redesign and rebuild those spaces. Leadership from FM and Development at the time agreed that TCHC needed to establish its own set of standards to ensure buildings are functional and provide the best value for money. The first ABS were approved in 2015.
- The ABS are a key part of TCHC's accessibility program and what makes TCHC a leader in accessible housing.
- Some of the ABS have been adopted by the City of Toronto (the "City") as part of the universal standards that will affect new builds in the city.
- The Board thanked Ms. Birch and the FM and Development teams involved in this work.
- There has been interest from stakeholders across Canada and the United States to learn more about these standards. The ABS are available on TCHC's website for the public to access.
- The province has not incorporated similar standards into their provincial standards but may be influenced to do so based on TCHC's and the City's adoption and leadership in this area.
- TCHC is leading by example with the ABS, which the Board noted the organization and R-PATH should be proud of.

ITEM 7 TCHC 2025-2029 STRATEGIC PLAN IMPLEMENTATION PLAN TCHC:2026-22

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

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

- Work continues on identifying some of the key success indicators to demonstrate the organization is making progress against its objectives. Some baseline targets have been included, but others remain a work in progress that management are committed to solidifying as soon as possible.

- The recommendations in the report were amended to articulate the timing to provide data, targets and baselines to the Board, to ensure linkages between other reporting and the key performance indicators (“KPI”) included in the Strategic Plan, to tighten up the timing and naming conventions for future reporting, and to articulate that the President and Chief Executive Officer is responsible for the strategic direction and implementation of that work.
- Reporting to the Board should be simple and clearly articulate progress and KPIs.
- Management flagged that due to timing challenges around the availability of data, the February report may not be as fulsome as other reports throughout the year.
- Some metrics will be reported quarterly, while others will be presented annually.

Motion amended

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

1. Approved the 2025-2029 Strategic Plan Implementation Plan as set out in Attachment 1 to this report;

2. Approved the proposed performance measures that are clearly defined and contained in the 2025-2029 Strategic Plan Implementation Plan;

3. Directed management to establish and present, commencing with the first quarter and each subsequent reporting Strategic Plan reporting cycle until complete, the progress in establishing the baseline values and target outcomes for the identified performance measures according to the timelines outlined in the implementation plan, and to review the measures with the Board of Directors annually to assess, evaluate and amend them, as required, to ensure they provide the Board with meaningful insights to track and monitor progress in advancing the Strategic Plan;

4. Directed management to incorporate Committee reporting results into aligned Board reporting deliverables for single point of reference;

5. Approved the recommended Board reporting cycle, in accordance with the Board Charter, that will provide for quarterly reporting to the Board as follows:

   For the Current Implementation Year:
   a. April Board meeting: Q1 Implementation Plan Review;
   b. July Board meeting: Q2 Implementation Plan Review;
   c. December Board meeting: Q3 Implementation Plan Review;
   d. February Board meeting of following year: Year-end Implementation Plan Review (prior year);

   For the Next Implementation Year:
   a. October Board meeting: Next year Annual Implementation Plan (to align with the budget process at the Building Investment, Finance and Audit Committee in November);

6. Directed management to include material implementation risks, dependencies, assumptions, and resource requirements in Strategic Plan reporting to support the Board's oversight of Strategic Plan execution; and

7. Authorized the President and Chief Executive Officer, or their designate, to take all other necessary actions to give effect to the above recommendations.

ITEM 8 TCHC 2025 STRATEGIC PLAN ACHIEVEMENT REPORT TCHC:2026-23

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

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

- In some instances, the milestones identified in 2025 were included the main report, some were in the appendix, and some were not included. As the implementation plan and reporting framework was not yet approved, this achievement report was presented in a narrative format and not all measures and milestones are fully captured. Management will look into whether any milestones identified for 2025 were not achieved.
- The reference to 40,000 units reflects the TCHC managed units and does not include units managed by the Toronto Seniors Housing Corporation (“TSHC”). State of Good Repair reporting references 55,000 units as Facilities Management has oversight of capital work for both TCHC and TSHC managed buildings. The Board asked that future reporting articulate this distinction.

Motion carried

ON MOTION DULY MADE by Mr. Charlebois, seconded by Mr. Mansour and carried, the Board of Directors received Report TCHC:2026-23, being the TCHC 2025 Strategic Plan Achievement Report, for its information.

ITEM 9 BIFAC CHAIR’S REPORT VERBAL REPORT

No comments or remarks were received from the BIFAC Chair.

ITEM 9A Q1 2026 STATE OF GOOD REPAIR CAPITAL BUDGET ADJUSTMENTS TCHC:2026-24

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

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

- The recommendation in the report was amended to remove reference to approving an increase to the 2027 capital budget.

Motion amended

ON MOTION DULY MADE by Ms. Hogan, seconded by Mr. Charlebois and carried, the Board of Directors unanimously:

1. Approved an increase to the 2026 Capital Budget for State of Good Repair by $1,661,730.05 from $399,572,818.50 to $401,234,548.55 with cash flow in 2026 as outlined in Public Attachment 1 for the following:
   a. $614,230.05 in the RC07 - Envelope for the 330 Gerrard Street East project as outlined in Confidential Attachment 1 to this report; and
   b. $1,047,500 in the S37/S45XX Capital Improvements envelope to complete landscaping, security, and energy upgrades at six (6) buildings in Ward 11;

2. Approved the reallocation of $10,751,836 between twenty-one (21) envelopes as outlined in Public Attachment 1 to this report;

3. Received the reallocation of $700,000 between two (2) sub-envelopes within the broader COXX Demand Capital envelopes, as detailed in Public Attachment 2 to this report; and

4. Authorized the Chief Financial Officer 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 recommendations.

ITEM 9B BUSINESS EXPENSE POLICY REVIEW TCHC:2026-25

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

A verbal deputation from Harini Puvaneswaran was received in relation to this item.

Motion carried

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

1. Approved TCHC's Business Expense Policy as set out in Attachment 1 to this report;

2. Received the Business Expense Procedure as set out in Attachment 2 to this report and the Expense Reimbursement Procedure as set out in Attachment 3 to this report for information;

3. Delegated to the President & CEO and Chief Financial Officer & Treasurer authority to approve and maintain related procedures, rate schedules, and system controls provided they remain consistent with the Board-approved Business Expense Policy; and

4. Authorized the Chief Financial Officer & Treasurer, or their designate, to take all other necessary actions to give effect on the above recommendations.

ITEM 9C REVIEW OF Q1 2026 FINANCIAL RESULTS TCHC:2026-26

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

Motion carried

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. Smith and carried, the Board of Directors received Report TCHC:2026-26, being the Review of Q1 2026 Financial Results, for information.

ITEM 9D FEASIBILITY ANALYSIS OF ACCESSIBLE UNIT TURNOVER PROGRAM TCHC:2026-27

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

A written deputation from Elana Eid was received in relation to this item and was circulated to the Board of Directors prior to the meeting.

Verbal deputations from Elana Eid and Cathy Birch were received in relation to this item.

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

- Management have been in communication with Housing Secretariat staff, specifically around the recommendations and potential budget ask as part of the 2027 budget cycle. If TCHC were to expand an accessible unit turnover program, additional support is required.
- It is more cost effective to build accessible units as part of new development projects, however there are constraints upon TCHC in terms of the criteria used to achieve funding for those new builds. There is also the challenge of new build construction taking several years, which does not allow for more immediate occupancy.
- While this report focuses on retrofitting the existing housing stock, it does not preclude TCHC from exploring opportunities to increase the number of accessible units in new builds as well. TCHC’s practice is to build more accessible units than are required and to build them at a higher standard than is required, as was done at Don Summerville.

- Building more accessible units comes with a higher price tag, which can require negotiations with funding partners to determine the right number of accessible units to include in a development project.
- TCHC has a robust accessibility transfer program wherein tenants can request either a fully or partially modified unit or a transfer due to medical needs. The cost of moving tenants as part of this process is not significant.
- There are currently 60 households on the waitlist for a fully or partially modified accessible unit.
- As much as possible, the goal is for tenants to remain in their existing unit, but there are instances where that is not possible given the built form of the unit or building in which they reside (e.g. someone living in a townhouse unit that can no longer use the stairs).
- This report arises out of a request from the City approximately 18 months ago to look at what can be done to increase the amount of accessible social housing stock.
- One of the requirements of the Canada Mortgage and Housing Corporation funding is that 20% of TCHC's units be modified and accessible, a target that TCHC has exceeded.
- There are several measures that can be put into place that are low and no cost and can assist with accessibility, allow individuals to age in place, and help units to be more flexible and modifiable. An example that Development has implemented is putting blocking behind walls to make future retrofits easier.
- No funding source has been confirmed for this work. Management will continue to work with the City to determine if this can be implemented via the budget process or if other sources of funding may be available.
- Currently tenants cannot transfer between TCHC and TSHC units. Management continues to work with the City to address this as it would be advantageous for tenants to be able to transfer between portfolios.
- The Board asked that if a budget request is made for this work, that all costs be included (e.g. lost revenue during unit conversions).

Motion carried

ON MOTION DULY MADE by Mr. Charlebois, seconded by Mr. Smith and carried, the Board of Directors received Report

TCHC:2026-27, being the Feasibility Analysis of Accessible Unit Turnover Program, for information

ITEM 10 GCHRC CHAIR'S REPORT VERBAL REPORT

No comments or remarks were received from the GCHRC Chair.

ITEM 10A PEOPLE AND CULTURE 2025 ANNUAL REPORT TCHC:2026-28

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

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

- There was a Community Safety Unit ("CSU") report that included specific comments as it relates to hiring practices. While that report was not specifically referenced in the People and Culture 2025 Annual Report, there are a number of departmental needs that ladder up to the larger People and Culture ("P&C") strategy such as diverse recruitment initiatives, as referenced in the CSU report.
- The Board noted that they would like to see the totality of strategies that P&C are employing to advance the organization.
- As part of the 2026 priorities, P&C are working to develop division-specific action plans as part their Equity, Diversity and Inclusion work. In the past, action plans have been corporate-wide, however the move to the divisional level will allow the action plans to be tailored to divisional experiences and address division specific recommendations.
- A report should come back to the Board to discuss progress being made against the CSU report.
- The chart on slide 18 (Attachment 1) provides P&C's targets, with the target being to trend downwards on lost time injury severity. This metric is currently trending upwards.
- Rather than including the timing of training delivered, it would be more useful to include the total number of staff who receive training.

- The Workplace Diversity Census and Inclusion Survey included a question to see if the workforce understands the direction that the organization has set for them. The Executive Leadership Team's vision was not specifically provided to staff; the question aimed to gauge whether the multi-pronged approach of regular communication and education as it relates to organizational priorities was successful in helping staff to understand the vision.

Action item: Provide a report back on progress being made against the matters raised in the review of the Community Safety Unit report as it relates to staff from across the organization.

Motion carried

ON MOTION DULY MADE by Mr. Charlebois, seconded by Ms. Jajware-Beatty and carried, the Board of Directors received Report TCHC:2026-28, being the People and Culture 2025 Annual Report, for information

ITEM 10B ELECTIONS POLICY TCHC:2026-29

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 item.

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

- The Elections Policy (the "Policy") permits the placement of signs in front of an individual unit provided it is fenced in.
- The suggested Policy change relates to the ability to post election signage on balconies, which aligns with a recent amendment to the City's policy.

Motion carried

ON MOTION DULY MADE by Mr. McIntyre, seconded by Ms. Jajware-Beatty and carried, the Board of Directors unanimously approved the Elections Policy as set out in Attachment 1 to Report TCHC:2026-29.

ITEM 10C CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION TCHC:2026-30

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

Motion carried

ON MOTION DULY MADE by Ms. Jajware-Beatty, seconded by Mr. Smith and carried, the Board of Directors received Report TCHC:2026-30, being the City Council Directions Requiring Board Attention report, for information.

ITEM 11 TSC CHAIR'S REPORT VERBAL REPORT

No comments or remarks were received from the TSC Chair.

ITEM 11A BI-ANNUAL COMMUNITY SAFETY AND WELLBEING UPDATE TCHC:2026-31

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

A written deputation from Elana Eid was received in relation to this item and was circulated to the Board of Directors prior to the meeting.

Motion carried

ON MOTION DULY MADE by Ms. Jajware-Beatty seconded by Mr. Mansour and carried, the Board of Directors received Report TCHC:2026-31, being the Bi-Annual Community Safety and Wellbeing Update, for information.

ITEM 11B TENANT SURVEY RESULTS TCHC:2026-32

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 item.

Motion carried

ON MOTION DULY MADE by Mr. Charlebois, seconded by Ms. Jajware-Beatty and carried, the Board of Directors received Report TCHC:2026-32, being the being the 2025 Tenant Survey report, for information.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Jajware-Beatty and seconded by Mr. Charlebois. The Board of Directors resolved to terminate the Public meeting at 11:33 a.m.

Secretary

Chair, Board of Directors