



Corporate Affairs Committee

931 Yonge Street
Toronto M4W2H2

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The Corporate Affairs Committee of Toronto Community Housing Corporation met on Wednesday, November 17, 2010, in the Main Floor Conference Room, 931 Yonge Street, commencing at 9:58 a.m.

Committee Directors present: Ms. Carol Osler, Chair
Mr. Dan King, Vice Chair
Ms. Sheerin Sheikh

Regrets: Councillor Giorgio Mammoliti
Mr. David Mitchell

Additional Directors present: Ms. Catherine Wilkinson

Also present: Ms. Mitzie Hunter, Chief Administrative Officer
Ms. Marta Asturi, Legal Counsel and Assistant Corporate Secretary
Ms. Michelle Haney-Kileeg, General Manager, Housing Connections Inc.
Ms. Ivana Jovanovic, Human Resources Associate
Mr. Len Koroneos, Chief Financial Officer
Mr. Hugh Lawson, Director, Strategic Planning
Mr. Roman Mesec, Senior Director, Finance, Housing Services Inc.
Ms. Janice Parker, Legal Services Administrator and Executive Assistant
Ms. Josie Scioli, Chief Executive Officer, Housing Services Inc.
Mr. Howie Wong, General Counsel

Ms. Carol Osler, the Chair, called the meeting to order and Mr. Kamba Ankunda served as recording secretary.

DECLARATION OF CONFLICT OF INTEREST

The Chair requested members of the Corporate Affairs Committee to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **None were declared.**

APPROVAL OF AGENDA

The Corporate Affairs Committee approved the agenda with an amendment adding ***Item 7 - Implementation of LeSage Report Update.***

MINUTES CONFIRMATION OF CORPORATE AFFAIRS COMMITTEE MINUTES – SEPTEMBER 8, 2010

Motion carried **ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Mr. Dan King, the Corporate Affairs Committee adopted the above-

captioned minutes and recommended they be forwarded to the Board of Directors for information with an amendment on page 2, Paragraph 6, second sentence, the word “employees” should read as “employers”.

**ITEM 1 THIRD QUARTER 2010 CORPORATE AFFAIRS
 COMMITTEE PERFORMANCE REPORT**

CAC:2010-27

Motion carried The Corporate Affairs Committee had before it the above-captioned report (CAC: 2010-27) from the Chief Executive Officer.

Ms. Mitzie Hunter informed the Committee that the above report highlights the general performance of the Committee addressing the six measures relating to two outcomes under its responsibility:

- (1) Healthy Workplaces, and
- (2) Managed Risk and Effective Governance.

The Committee commented that Toronto Community Housing should pay more attention to the number of acting positions to maintain appropriate performance and customer service to tenants. The Committee also noted that the planned ongoing restructuring with the Superintendent position will have a large impact on tenants. The Committee further recommended that workforce demographics should also include key positions.

The Committee wanted to know how best the Board can participate in the development of the performance matrixes. Staff informed the Committee that the performance matrixes have been used in Q2 and Q3. Staff are still working on the appropriate measures to track organization’s performance while Directors have an opportunity to provide input on the adjustments they are interested in creating. The new measures for CMP priorities are also being developed.

On query raised by the Committee of how staff were dealing with matters arising at Committee meetings such as requests/reports made by the Committees/Board, Mr. Howie Wong clarified that matters arising are put on Committee’s work plans thus becoming future activities of the Committees/Board.

The Committee recommended that at the next Corporate Affairs Committee Meeting, a Corporate Risk Management report should be provided for information highlighting management risks the organization is facing, the best practices so far and the risk indicators with respect to both vendor contracts and portfolio management.

ON MOTION DULY MADE by Ms. Sheerin Sheikh and seconded by Mr. Dan King, the Corporate Affairs Committee unanimously adopted Q3 2010 Corporate Affairs Committee Performance Report and recommended that performance measures that are below target to be forwarded to the Board of Directors.

ITEM 2 PERFORMANCE REPORTING PROGRESS UPDATE CAC:2010-28

The Corporate Affairs Committee had before it the above-captioned report (CAC: 2010-28) from the Chief Executive Officer.

The Committee held a long discussion on whose mandate, under the new Board Committee structures, the following measures belonged to:

- (1) Arrears;
- (2) Vacancy Management; and
- (3) Risk Management

The Committee was informed that Vacancy Management was covered under the Building and Investment Committee and a report was to be brought to the Committee at its next meeting.

The Committee recommended that as part of the governance model, the Corporate Affairs Committee will lead the Board Members in self evaluation and therefore this should be included in the Corporate Affairs Committee next quarter Work Plan.

Motion carried **ON MOTION DULY MADE** by Mr. Dan King, seconded by Ms. Sheerin Sheikh, the Corporate Affairs Committee unanimously received the report for information.

ITEM 3 ACCESS HOUSING CONNECTIONS SECOND CAC:2010-29
QUARTER 2010 PERFORMANCE REPORT

The Corporate Affairs Committee had before it the above-captioned report (CAC: 2010-29) from the Chief Executive Officer.

Ms. Michelle Haney-Kileeg provided the Committee with an overview of the second quarter performance. She highlighted that the waiting list remained virtually unchanged in the past two quarters – with steady levels of new applications, visitors to the Resource Centre and telephone enquiries. Telephone contact with an agent remains the most used service.

Ms. Haney-Kileeg noted that the Community Partner Evaluation process was completed with 40 agencies and follow up to new agencies was featured in this quarter. The 'At Home'/'Chez Soi' Demonstration Project

is evolving well, including development of protocols and training materials for the Fidelity evaluation process. 31 participants were housed and outreach to secure new landlords is a focus of activities this quarter.

She informed the Committee that overall, Access Housing Connections ("Housing Connections") comes out of the second quarter without a surplus. There is a \$500 positive cash flow.

The Committee sought to know why over 66% of the calls (300) have not required follow-up by staff. The Committee was informed that the callers were satisfied with the manual provided by the answering machine.

The Committee was concerned that there were delays in responding to targeted tenants, particularly those that have testified against criminal activity. In response, the Committee was informed that transfers depend on the availability of vacant units and Housing Connections' deals with external clients and not internal (dealt by Toronto community Housing).

The Committee requested to know the shortfall to the Housing Allowance Program administered on behalf of the City and what could have triggered the shortfall. Ms. Michelle Haney-Kileeg informed the Committee that the shortfall was \$57,000 and caused by the inflexibility of the Federal and Municipal terms in the contract. The contract terms changed just before the commencement of the implementation of the program.

The Committee recommended that since the Provincial Government is funding long-term care, Housing Connections should look at the possibility of housing people on the unit list at the long-term care sites. They also recommended that the corporation should take advantage of the ongoing review of terminally ill policy to raise awareness on how to deal with 441 households as contained in the report. The Committee requested that future reports should have a chart assessing the progress.

On request for clarity on the actual number of people on the waiting list, Ms. Michelle Haney-Kileeg informed the Committee that the current total stands at 73,920 persons.

The Committee unanimously appreciated the detailed report brought forward and commended the efforts of Ms. Michelle Haney-Kileeg and her team. The Committee acknowledged the constraints created by demand and supply, but are committed to supporting Housing Connections towards success as they continue to find new opportunities.

Motion carried **ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded Mr. Dan King, the Corporate Affairs Committee unanimously received the report for information.

**ITEM 4 REVIEW OF BOARD AND CEO'S EXPENSES
 FOR Q3, 2010**

CAC:2010-40

Motion carried The Corporate Affairs Committee had before it the above-captioned report (CAC: 2010-40) from the Chief Executive Officer.

The Committee requested that future reports should have a column indicating the annual budget as well as the quarterly expenses in order to easily monitor what has been spent or not.

ON MOTION DULY MADE by Ms. Sheerin Sheikh, seconded by Mr. Dan King, the Corporate Affairs Committee unanimously received the report for information.

ITEM 5 FIRE AND LIFE SAFETY - UPDATE

CAC:2010-31

Motion carried The Corporate Affairs Committee had before it the above-captioned report (CAC: 2010-31) from the Chief Executive Officer.

Mr. Steve Floros provided an overview of the report highlighting the 7 activities that the organization has undertaken to ensure fire and life safety:

- (1) Regular Unit inspections;
- (2) Preventative Maintenance;
- (3) Equipment Standards;
- (4) Tenancy Education;
- (5) Tenant Management;
- (6) Staff Training; and
- (7) False Fire Alarms.

He informed the Committee that a decision has been made to replace all fire alarms that were either close to or 10 years old and that **Kiddle P1235CA model smoke detectors** had been identified as the most reliable model.

The Committee commended the warning letters, however noted that they should be translated in different languages to improve communications to tenants on this critical issue. They emphasized that there should be zero tolerance to those implicated in interfering with fire alarms.

The Committee suggested that in light of the 200 Wellesley Fire, staff should look into developing signs that can be translated in several languages and placed behind the doors of each unit, stating how tenants

should deal with fire and false fire alarms.

The Committee further requested to know what steps have been taken to avoid fire incidences following that of 200 Wellesley and whether there is a plan to manage the risk of such catastrophes. In response, Mr. Steve Floros informed the Committee that the Unit Inspection Strategy had changed from review of the physical structure only to include assessment of life safety equipment. Staff are now more focused on smoke alarms, pests and bags, window locks, and looking out for hoarders and vulnerable tenants as opposed to previously looking at floors and door locks.

In addition, follow up meetings are being held with tenants and steps are being taken to evict those putting other tenants at risk by not complying with fire safety warnings.

The Committee noted that the Operations Division should participate in building design to ensure that certain buildings meet accessibility standards. In response, Mr. Steve Floros noted that Operations fully participates in design, finishing and functionality. However, there is no building code that requires that accessibility should be created at all buildings.

The Committee reminded staff of the impending AODA requirements and that consideration is given to the Disability and Accessibility Policy as well as the desirability to have inclusive housing.

Motion carried **ON MOTION DULY MADE** by Mr. Dan King, seconded by Ms. Sheerin Sheikh, the Corporate Affairs Committee unanimously received the report for information.

ITEM 6 POLICY REVIEW PROCESS REPORT CAC:2010-32

Motion deferred The Corporate Affairs Committee had before it the above-captioned report (CAC: 2010-32) from the Chief Executive Officer.

Ms. Mitzie Hunter presented the above report and indicated that it comes as a response to the Committee's request for an overview of the policy review process.

The Committee recommended that tenants, as key stakeholders, must be encouraged to participate in this policy process review. The deputation policy should be amended to allow people to make verbal deputations.

In response, Ms. Mitzie Hunter noted that an impact analysis will be added to the policy review process.

ON MOTION DULY MADE by Mr. Dan King, seconded by Ms. Sheerin Sheikh, the Corporate Affairs Committee unanimously **deferred** the report and recommended that the Policy Review Process address the following:

- Board level policies should be reviewed on an annual basis as opposed to the proposed three year time line and senior staff should have a compliance analysis;
- the policy process should have a control framework in terms of financial control and management and should be realistic;
- the policy review process should include an analysis of the cost of implementation;
- an executive compliance certificate including contractual arrangements/debt requirement should be included in the policies; and
- senior executives should be required to attest compliance for certain policies and indicate potential risks.

**ITEM 7 IMPLEMENTATION OF THE LESAGE REPORT
 UPDATES**

Motion carried The Committee had a discussion on the progress of the implementation of the LeSage report. The Committee requested staff to develop a clear set of measurable outcomes of the actions for implementation. The Committee acknowledged the receipt of a report indicating which actions of the 81 recommendations that staff was willing to implement and those that staff were to take no action. However, no further update had been provided.

Ms. Mitzie Hunter informed the Committee that a cross-functional team had been put together containing IT, Research, Communications, Operations and Legal to work on specific measures relating to implementation of the work plan. She noted that staff members were aware of the Board requirement for frequent reporting and accountability on progress. She informed the Committee that staff was concentrating on 200 Wellesley and, therefore, not so much progress had been made.

ON MOTION DULY MADE by Mr. Dan King, seconded by Ms. Sheerin Sheikh, the Corporate Affairs Committee unanimously received the information and recommended that:

A report should be brought at the next Board meeting indicating accountability of the progress staff is making towards the

implementation of the LeSage Report. The report should highlight the measurable outcomes and should narrow key deliverables attached to key outputs.

IN CAMERA PROCEEDINGS

Motion carried **ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Mr. Dan King, the Corporate Affairs Committee resolved to meet *in camera* to consider items A, B, C and D.

PUBLIC PROCEEDINGS

Motion carried At 1:15 p.m. the Chair announced the resumption of the public proceedings and the public meeting reconvened at that time.

ON MOTION DULY MADE by Mr. Dan King, seconded by Ms. Sheerin Sheikh, the Corporate Affairs Committee ratified the actions authorized during the *in camera* meeting.

ADJOURNMENT

The meeting of the Corporate Affairs Committee was adjourned at 1:15 p.m.

Secretary

Chair, Corporate Affairs Committee