



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 virtual Public meeting on February 24, 2023 via WebEx, commencing at 11:33 a.m.

Directors in Attendance: Adele Imrie, Chair
John Campbell
Marcel Charlebois
Councillor Lily Cheng
Debbie Douglas
Ubah Farah
Councillor Paula Fletcher
Nick Macrae
Brian Smith

Directors Absent: Tim Murphy
Councillor Vincent Crisanti
Mohammed Haque
Naram Mansour

Management Present: Jag Sharma, President and Chief Executive Officer (“CEO”)
Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Lily Chen, Chief Financial Officer (“CFO”)
Barbara Shulman, Interim Vice President, Human Resources
Jessica Hawes, Acting Chief Development Officer (“CDO”)
Luisa Andrews, Vice President, Information Technology Services
Allen Murray, Vice President, Facilities Management

Paula Knight, Vice President, Strategic
Planning & Communications
Barry Thomas, Acting Director, Centre for
Advancing the Interests of Black People
Melanie Martin, Acting Commissioner of
Housing Equity
Summer Nudel, Senior Advisory, Office of the
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 to the Board meeting and noted that in the absence of the Board Chair, Mr. Tim Murphy, the Board asked Ms. Imrie to serve as Chair at today's meeting. The Chair noted the Acknowledgement of the Land and shared an acknowledgement of our community members of African descent.

Black History Month Acknowledgement

The Chair noted that February is Black History Month, with the 2023 theme being "Ours to tell", which represents an opportunity to engage in open dialogue and a commitment to learning more about the stories Black communities in Canada have to tell about their histories, successes, sacrifices and triumphs.

Swansea Mews Update

Today TCHC is requesting Board approval to submit a demolition permit application to the City of Toronto. The Chair recognized the traumatic impact this incident has had on the residents of Swansea Mews. In requesting this approval, TCHC is doing their best to put the safety of tenants first and any plan for demolition would include a plan to replace these units as soon as possible. Swansea Mews households will continue to receive information so they are aware of any meaningful developments in this process.

TCHC Budget Passed

The City of Toronto passed the 2023 Budget earlier this month, solidifying TCHC's budget for this year. The Chair noted the Board's appreciation for the Finance and Strategic Planning teams who worked incredibly hard on this year's budget.

Passing of David Onley

The Chair acknowledged the passing of the Honourable David C. Onley, former Lieutenant Governor of Ontario, on January 14, 2023. As Ontario's first Lieutenant Governor with a physical disability, Mr. Onley adopted accessibility as the overarching theme of his mandate.

On December 6, 2022, Cathy Birch, Chair of the R-PATH Committee, received the David C. Onley Award for Leadership in Accessibility, an award that commemorates Mr. Onley's legacy by recognizing Ontarians who have gone above and beyond to improve accessibility for people with disabilities.

The Chair invited Cathy to say a few words as part of today's meeting.

Debbie Douglas

Debbie is the Executive Director of the Ontario Council of Agencies Serving Immigrants. Through her work in the NGO sector and particularly at the Ontario Council of Agencies Serving Immigrants, Debbie has highlighted issues of equity and inclusion including race, gender and sexual orientation within the immigration system and promoted the creation of safe, welcoming spaces within the settlement and integration sector.

The Legacy Poster Collection is published during Black History Month every year, and this year Debbie is one of four Canadians being celebrated for their Black excellence. TCHC and the Board are very proud and fortunate to have such an accomplished leader as part of the Board.

The Chair invited Debbie to say a few words as part of today's meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Imrie and carried, the Board unanimously congratulated Ms. Cathy Birch for being awarded the David C. Onley Award for Leadership in Accessibility.

DEPUTATIONS

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

- Item 6 – Confronting Anti-Black Racism Update Report (*Miguel Avila-Velarde*)
- Item 10A – City Council Directions Requiring Board Attention (*Cathy Birch*)

The following written deputations were received:

- Item 6 – Confronting Anti-Black Racism Update Report (*Miguel Avila-Velarde*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Fletcher and carried, the Board unanimously approved:

1. the Agenda for its Public meeting of February 24, 2023; and
2. all matters on the Agenda, with the exception of items:
 - Item 6 – Confronting Anti-Black Racism Update Report;
 - Item 7 – Swansea Mews;
 - Item 10A – City Council Directions Requiring Board Attention; and
 - Item 11A – Office of the Commissioner of Housing Equity (“OCHE”) 2023 Work Plan – Revised.

ITEM 3 CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the Board to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **No conflicts were declared.**

ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS' PUBLIC MEETING MINUTES OF DECEMBER 8, 2022 AND DECEMBER 22, 2022

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the Board confirmed the above-captioned minutes without amendments.

ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE AS OF DECEMBER 8, 2022 AND DECEMBER 22, 2022

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of December 8, 2022 and December 22, 2022 for its information.

ITEM 6 CONFRONTING ANTI-BLACK RACISM UPDATE REPORT TCHC:2023-02

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

A written deputation was received from Miguel Avila-Velarde with respect to this item and was circulated to the Board.

A verbal deputation was received from Miguel Avila-Velarde with respect to this item.

Mr. Thomas provided the Board with a presentation regarding this matter, highlights of which include:

- Purpose of presentation;
- Strategic direction of the Centre for Advancing the Interests of Black People (the “Centre”);
- Advancing the implementation of the Confronting Anti-Black Racism (“CABR”) Strategy – Core functions and mandate;
- Advancing the implementation of the CABR Strategy – Service delivery and supports;
- Overview of achievements for 2022, including Centre impact;
- Collaborating with divisions to address anti-Black racism (“ABR”) – Achievements in addressing ABR and cultural redress;
- Collaborating with divisions to address ABR – Achievements in meaningful economic development and uplifting social support networks;
- Improving the Black tenant and staff experience – Achievements in community centered safety and access to culturally responsive health and mental health services;
- Employee training and development in addressing ABR – Staff engagement;
- Centre community engagement – Centre funds and training supports offered to tenants;
- Transition to Toronto Seniors Housing Corporation (“TSHC”) – Key achievements;
- Challenges and areas for support; and
- Key areas of focus and priorities for 2023.

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

- The Board noted the importance of language when discussing this work, and cautioned against referring to ABR being embedded into divisions, and instead using terminology such as confronting or addressing ABR.
- The Board asked that the next update include information such as the number of staff at the Centre, what their roles are, the mission of the Centre and its desired outcomes, the Centre’s role within TCHC, and challenges that have been encountered.
- There are currently 13 staff who work at the Centre.

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- The Centre's complaints program is being reviewed to better understand how the Centre's mandate comes into play in relation to the work of TCHC.
 - It is projected that the Centre will provide 4,000-6,000 hours of training in 2023. All senior TCHC staff have been trained, and now the training will be expanded to reach other levels of staff.
 - There is often confusion amongst tenants as to the Centre's role in resolving complaints and the overall complaints process.
 - The implementation of the Centre has been overall positive, however challenges have come up when confronting long-standing practices and attitudes.
 - 40% of TCHC tenants are Black.
 - It is important to ensure TCHC's customer service is delivered through a CABR lens to ensure all tenants are treated in a more equitable manner.
 - The Centre is focused on both addressing individual complaints and identifying opportunities for broader systemic changes.
 - The information obtained through the complaints process can help to identify areas where TCHC needs to improve, in turn informing the content of training provided to staff.
 - To scale up the impact of the Centre, the Centre is looking at training staff across the organization to become experts in embedding CABR in their areas of work, which in turn can help with resolving complaints rather than sending everything to the Centre (e.g. training Superintendents and Tenant Services Coordinators to resolve ABR complaints).

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Mr. Macrae and carried and carried, the Board received Report TCHC:2023-02, being the Confronting Anti-Black Racism Update Report, for its information.

ITEM 7 SWANSEA MEWS

TCHC:2023-11

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

Mr. Murray, Ms. Hawes and Mr. Meagher were available to answer questions of the Board. Highlights of the discussion include:

- The purpose of this report is to seek the Board's approval to submit an application to the City of Toronto (the "City") to demolish Swansea Mews.
- The first step in the process is to submit a Rental Housing Demolition Application to the City for approval. The application for Swansea Mews will be slightly out of order from the regular process, and TCHC will be looking to the City for advice as to how to proceed in a timely manner.
- There are costs associated with keeping Swansea Mews secured while it is vacant.
- The projected cost of demolition is included as part of the confidential attachment to this report, as the final cost is subject to future tendering for the work.
- Management have initiated conversations with TCHC's insurance provider to submit a claim for the costs of the Swansea Mews incident and reconstruction, and will report back to the Board on the outcome of that process.
- Communication has already gone out to the tenants of Swansea Mews, and they will continue to receive regular updates as the process moves forward.
- The intention is that tenants will remain in the unit that they were matched with through the relocation process rather than move them again should another unit become available (e.g. one closer to Swansea Mews).
- TCHC will engage with the City's Housing Secretariat and CreateTO to determine the future redevelopment options for the site. A proposal will be presented to TCHC's Board and City Council before proceeding, however timelines are currently unknown. Once more information is available, Management will report back to the Board.
- The timing of the site demolition is subject to City Planning approval and potential City Council approval, which could take several months,

as well as the selection of a successful proponent to perform the work.

- The Board asked that Management consider how the tenants of Swansea Mews will be able to say goodbye to the buildings set for demolition. It was confirmed that there have already been discussions of a closure event for tenants.
- Swansea Mews was initially planned to be part of the ReSet program, which was announced without funding, thus did not proceed as the funding was not secured.
- The Board reiterated the importance of keeping tenants informed throughout the whole process.
- Tenants who have been relocated will have the first right of refusal to return to Swansea Mews.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried and carried, the Board unanimously:

1. received the information contained in Report TCHC:2023-11 that there is no viable engineering solution that would permit the buildings located at TCHC properties at Swansea Mews to be remediated to satisfy the Chief Building Official's Order to Remedy Unsafe Condition;
2. authorized TCHC to apply to the City of Toronto for a permit to demolish the buildings located at Swansea Mews in light of that advice; and
3. authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

**ITEM 8 2023 BOARD AND COMMITTEE PUBLIC
WORK PLANS TCHC:2023-01**

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried and carried, the Board reviewed and unanimously approved the 2023 Public Board and Committee Work Plans provided as Attachments 1 to 4 to Report TCHC:2023-01.

**ITEM 9 BUILDING INVESTMENT, FINANCE AND
AUDIT COMMITTEE (“BIFAC”) CHAIR’S
REPORT VERBAL REPORT**

No comments or remarks from the BIFAC Chair were received.

**ITEM 9A REGENT PARK, PHASE 3, 175 OAK
STREET (16N), CITY OF TORONTO
CONTRIBUTION AGREEMENT TCHC:2023-03**

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried and carried, as set out in Report TCHC:2023-03, the Board unanimously:

1. authorized staff to finalize the terms of a Contribution Agreement with the City of Toronto requiring TCHC to maintain 55 social housing units, 24 of which are affordable rental units, located at 175 Oak Street in Regent Park (16N) for a period of 99 years, in exchange for City incentives valued at \$3,059,879 including relief

from development charges, building permit fees, Toronto District School levies, and property tax relief; and

2. authorized the Acting Chief Development Officer or the Chief Financial Officer (or designate) to take the necessary actions, including execution of the Contribution Agreement and Promissory Note in favour of the City as may be required by the terms of the Contribution Agreement and to give effect to the above recommendation.

**CONTRACTOR AWARD: COMPREHENSIVE
RETROFIT – ENVELOPE, MECHANICAL
AND ELECTRICAL AT 330 GERRARD**

ITEM 9B STREET EAST (RFQ 22261-PP/VAC 22619) TCHC:2023-05

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried and carried, as set out in Report TCHC:2023-05, the Board unanimously:

1. approved the award of work to Brook Restoration Ltd. for \$9,449,693.00 (exclusive of taxes) for comprehensive retrofit, envelope, mechanical and electrical at 330 Gerrard Street East (Donvale Manor); and
2. authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CONTRACTOR AWARD: OVER CLADDING,
WINDOW AND ROOF REPLACEMENT,
LANDSCAPE AND MECHANICAL
UPGRADES AT 2195 JANE STREET (RFP**

ITEM 9C 22114-PP/VAC 22562)

TCHC:2023-06

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

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Fletcher and carried and carried, as set out in Report TCHC:2023-06, the Board unanimously:

1. approved the award of work to Trinity Services Ltd. for \$12,988,312.00 (exclusive of taxes) for over cladding, window and roof replacement, landscape and mechanical upgrades at 2195 Jane Street (Downsview Acres, Dev. 116) based on the outcome of RFP 22114-PP: and
2. authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

**GOVERNANCE, COMMUNICATIONS
AND HUMAN RESOURCES COMMITTEE**

ITEM 10 (“BIFAC”) CHAIR’S REPORT

VERBAL REPORT

No comments or remarks from the GCHRC Chair were received.

2023 BOARD AND COMMITTEE MEETING

ITEM 10A SCHEDULE

TCHC:2023-07

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

A verbal deputation was received from Cathy Birch with respect to this item.

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

- Management will provide more information regarding the tenant advisory committee (“TAC”) to the Tenant Services Committee at its March 28, 2023 meeting.
- TCHC will work with the City on outreach efforts to ensure there is clarity for tenants as to what the TAC is and how they can get involved.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the Board received Report TCHC:2023-07, being the City Council Directions Requiring Board Attention report, for its information.

2023 BOARD AND COMMITTEE MEETINGS

ITEM 10B AT CITY HALL

TCHC:2023-08

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, as set out in Report TCHC:2023-08, the Board unanimously:

1. approved the Board Meeting Procedures in the form set out in Attachment 1 to Report TCHC:2023-08, and forward them to City Council for its consideration and recommended approval, as TCHC By-law #4; and
2. approved an amendment to the Board and Committee Meeting Schedule for 2023 by moving the Board meeting, scheduled for December 7, 2023 to December 6, 2023.

TENANT SERVICES COMMITTEE
ITEM 11 (“TSC”) CHAIR’S REPORT **VERBAL REPORT**

No comments or remarks from the TSC Chair were received.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (“OCHE”) 2023 WORK**
ITEM 11A PLAN – REVISED **TCHC:2023-09**

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

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

- The TSC Chair introduced Ms. Martin as the new Interim Commissioner of Housing Equity (“CHE”), and thanked Ms. Nudel for her time in the Interim CHE role.
- The TSC Chair worked with Ms. Martin and Ms. Nudel to address the Board’s comments at its December 8, 2022 meeting to make the Office of the Commissioner of Housing Equity’s (“OCHE”) work plan more specific, outcome-based and measurable, which is what is being presented today for approval.
- The OCHE is focused on setting up more sustainable repayment agreements with tenants.
- The OCHE trained TCHC staff in early February 2023 on the OCHE Approach, which is now embedded in the revised Arrears Collection Process (“ACP”), and the revised checklist that will be used to reduce the number of files sent to the OCHE. More training is scheduled for March 2023.
- The revised checklist has been simplified to become more of a screening tool for TCHC and OCHE staff to confirm that the ACP has been followed prior to the OCHE accepting a file from TCHC.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Charlebois and carried, the Board reviewed and unanimously approved the Office of the Commissioner of Housing Equity

(“OCHE”) 2023 Work Plan – Revised, as set out in Attachment 1 to Report TCHC:2023-09.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (“OCHE”) – 2022 WORK**

ITEM 11B PLAN PERFORMANCE APPRAISAL TCHC:2023-10

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the Board reviewed and unanimously approved the Commissioner of Housing Equity (“OCHE”) 2022 Work Plan Performance Appraisal, as set out in Attachment 1 to Report TCHC:2023-10.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Smith and seconded by Ms. Douglas. The public meeting terminated at 12:57 p.m.

Secretary

Chair, Board of Directors