

TORONTO COMMUNITY HOUSING CORPORATION

BOARD OF DIRECTORS TEE MEETING
DECEMBER 8, 2022

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WRITTEN DEPUTATIONS

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Deputation - David Ng
Item 8D - Violence Reduction Program update- Q3 , 2022
TCHC BOARD Public Meeting - December 8, 2022

Written deputation/ comments TCHC board of directors meeting item
8 Violence Reduction Program update- Q3 , 2022 December 8, 2022 Item 8 D
from David Bo Hung Ng.

Good morning.

Mr. Chair Murphy and Community Members.

My name is David Bo Hung Ng and I live at [REDACTED] Street unit [REDACTED].

Today I want to talk about violence Reduction Program update-Q3 2022 (Item 8 D).

I truly believe Violence Reduction is linked to Regional Management Operation Direction and Tenant Engagement Refresh non- transparency selected tenant representatives for the false tenants voices. As of today, I still don't know who our tenant Rep. and all the new developments are behind our back without notify us.

I am a long time TCHC tenant since it was formerly named City Home and I have still lived in this current address for over 25 years. My building at [REDACTED] Street which is a mixed family and senior building. It is one of the very best TCHC buildings in our Community in the past, We could trust and depend on our management team when time needed help before Restructuring decentralization Services to the Regional Management team.

Since TCHC restructuring decentralized service to the Regional management Operation. Our peaceful quiet building went from one of the best to one of the worst in the TCHC building. We are living in a nightmare.

Violence increased, drug dealers gathering in common spaces, including bullies, and unwelcome friends of bully tenants , this leading to many unwelcome guests and outsiders trespassing into our lobby door, front building and common space social gathering. This new direction of development has made me and my PSW feel unsafe in and out of the building.

Recently our building has almost daily arguing and conflict in common space inside and outside the building and surrounding. Drug dealers stay in the stairs, and also gather in the front lobby waiting to get into our building or social gathering in the front building.

In the first week of September, 2022, early morning, a large group of police marched into our building and another large group of Police with a large gun pointing at the third floor from our back building common space lawn to the third floor, where the floor I was living, loud noises in the hallway between mid-night - early morning, Police team marching on my floor and a loud Bang noise I mistook it was a gun fired and later found out it was the police breaking the unit door using force sound and not the real gun fired.

Around 1-2 month ago, a live cat was dumped from the third floor balcony to the ground floor backyard common space and almost hit the child's head while the child was playing in the common space causing another big argument.

Around a few weeks ago, Over 10 police cars and a paramedic team occupied and filled in around our building and drove on the sidewalk surrounding our building. I found out later one of the main floor tenants was being attacked by those drug dealers.

I am a disable 84 years old senior, I was terrified and kept myself silent inside my unit [REDACTED].

My PSW caregiver witnessed the scenes and was terrified and very nervous to come to my building to provide the services which I daily needed.

We all need to feel safe and need peace of mind for my PSW in order to perform her duty as my caregiver and I also need to feel safe at my own home.

All the above problems were reported to the management team and security Division from my neighbors; nothing seems to have improved. In fact we have countless un-report problems among us. Some residents are afraid to go out to dump garbage since the path to the garbage chute was occupied by bullies blocking the lobby and myself and My PSW feel intimidated to go to dump garbage into the chute since the common space was occupied by bullies.

Some neighbors talk about contact media, some neighbors contact MP. Nothing improved the situation. All problems were reported to TCHC management and security on record but nothing was improved.

I don't understand why our Regional Management operation wants to open up the common space to attract people who? TCHC is a social housing provider, why TCHC restructured operations divisions link to and include the following newly created divisions and all under the Regional General Manager ?

The following are newly created Divisions, all under Regional General Manager single staff to control all Divisions.

- Regional Operations.
- Business Operations.
- Program & partnerships.
- Tenancy Resolutions offices.
- Tenant Engagement Refresh.
- Community Safety unit.

Tenants are forced to live in fear without any division to report because all divisions are under 1 Staff which is the Regional General Manager's decision. The CEO, COO and Solution team are all covering up by using the false tenants voices and in fact we are never being informed . All new development is quietly behind our back created without our input by false tenants feedback.

TCHC also created a use of space for staff to make documentation for TCHC opened up spaces to partners (agencies and tenant-led groups). TCHC should know if opening up more common space for agencies and tenants-led groups into our building common space will have a negative impact on our safety, and will increase violence in our building.

The TCHC Regional Management team is heading in the wrong direction. It is motivated by greed , wanting to create private profit by using TCHC public resources. It could lead to bypassing building codes, property standards and legal obligations and tenants legal rights, increasing illegal activities and violence.

Newly created divisions also want to maximize the private profit by misleading and falsely claiming to better serve tenants by meeting community needs and priority.

Who defined that? It is totally untrue. TCHC put the words in tenants' mouths and falsely claimed we are part of the non-transparency team, in fact for their own greedy plan to take advantage of the Social Housing public resource for their own

private profit gain.

The program is harmful to tenants, increases Violence It attracts trespassing, Large group social gathering and illegal activities inside and outside of the building and surrounding area. It is a wrong Direction heading to. Operations are led and headed to by using public (TCHC) resources for private profit gain (newly created business Operations divisions) by using false Tenants Voices.

TCHC needed to set up a legal adviser team to look deep and investigate into the system of possibly gang corruption and violating city By law and property standard and landlord legal responsibility to tenants rights.

We needed Clearly re-define and enforce why we needed to create many new divisions and business operations in Social housing ? Who is the leader of those newly created Business?

What is the role and purpose of the following newly created divisions linked to tenants?

1. Regional operations. (what services are provided to us as tenants ?).
2. Tenancy resolution office. (how to serve us ?).
3. Business operations. (how to serve us as tenants?).
4. Program and partnerships. (how to serve us as tenants ?).
5. Tenant Engagement . (we all know, it is non real.)
6. Community safety unit. (how to serve us as tenants ?).

TCHC needed to stay focused. TCHC is a housing provider and Not Business provider and should not be allowed using public resources for private Profit gain.

What is the responsibility of the CEO in TCHC and how to control quality services to tenants? and why is he always found nowhere? Why is CEO [REDACTED] not responsible for tenants issues? What is the CEO's role with tenants?

What is the role of Chief Operating Officer ? What is her responsibility to tenants and did she oversee Regional General Manager office performance ?

Why is she covering up the FACT and Truth and she is in fact part of the improper Regional Management team at the expense of the tenants?

We tenants gather together and watch Youtube in all public TCHC meetings, (COO [REDACTED]) answers to the TCHC board of Directors are covered up and not exactly true.

TCHC new development turned our building from Social Housing Provider into Business Provider leading to increase the violence, illegal activities, trespassing and social gathering inside and outside our building and our building surroundings area to create an unsafe environment for us and should stop immediately.

Please stop taking advantage of the TCHC public fund motivated by the greedy goal to legalize illegal activities. Using public resources for private gain by using non-real Tenant Engagement Refresh to dictate the way to fulfill the greedy goal by using false tenants voices including Community benefits. It is a large amount of money and should be better used to revitalize new buildings to replace the older buildings to create more affordable Housing units for the needy tenants.

Mr. Chair Murphy.

For our safety and Violence Reduction in our buildings. TCHC needs: External Auditor, an external law firm investigating the TCHC Regional Management team and the regional management system and Tenant Engagement Refresh system and Solution Team system investigated should be deep down from top to bottom and review this new Business development. We really needed the External Consultant Firm to review TCHC and Refresh the whole system from top to Bottom. If necessary Reform the System Based on Mayor Task , former Mayor Art Eggleton's recommendations reform and release the whole TCHC system. We are really living in a dangerous situation as violence keeps increasing with the new decentralized system to the Regional Management team.

At this time, tenants are afraid and have no channel to get help and voice the complaint, all complaints are going back to the Regional Management team and the complaints tenants will get targeted and the Solution team will put the complaints tenants in tenants file with false incidents against the complaint tenants .

No resolution in the Solution Team, Solution team is set up to against the complaint tenants with false information against tenants to protect the violence.

All TCHC Board Directors should be responsible and oversee CEO, COO, the Regional General Manager , Solution team and Tenant Engagement Refresh operations, development , income from all resources and expenses to avoid improper management leading to Violence increase in our buildings.

Stop all Business operations and pause /review immediately the tenant Engagement Refresh system and Solution Team by external investigator.

It is the best way for Violence Reduction program update-Q3 2022

Thank You for your time and your consideration.

David Bo Hung Ng

Deputation - Miguel Avila-Velarde
 Item 8D - Violence Reduction Program update- Q3 , 2022
 & Item 8E - TCHC Internal Tenant Transfer Program
 TCHC BOARD Public Meeting - December 8, 2022

Good Morning

I would love to address Item 8D and 8E because CSU and Police play an important role in the Internal Transfer Process recommended by the Ombudsman when you make an internal transfer under the Categories of CRITICAL when your life is in danger you need the Police Report but you also have to contact the CSU it is complicated in involves coming forward with real accusations against a neighbor..

Page 13 of the report 8D Violent Reduction Program
 Tenancy Management – CSU Involvement This is a critical component of CSU operations. Improved communication with CSAs and other internal stakeholders sees an improvement in the documentation quality and the escalation of incidents impacting the residents of our communities.

On Page 8 of the report 8E Internal Transfer Program:
 EMERGING ISSUES AND CHALLENGES TCHC’s Legal department and Toronto Police Service (“TPS”) legal services have been working together to develop a new information-sharing process, which requires the Intake Specialists to obtain information through a TPS Freedom of Information (“FOI”) process. Staff from the TCHC CrisisPriority Transfer team can no longer reach out to TPS officers to obtain direct information. As such, an interim procedure has been developed to outline some of the changes, and how to process applications. The interim procedures have been reviewed by Legal, and are awaiting ELT review and final approval.

Item 8E - Briefing Note re: TCHC Internal Tenant Transfer Program Page 10 of 10
 Discussion has taken place with TCHC’s Community Safety Unit (“CSU”). Staff are looking to develop a new process to retrieve information from CORA reports and utilize TCHC’s internal intelligence department, as well as the resources from the CSU. In consultation with Ombudsman Toronto, there have been some changes made to the Transfer Request Form to address the concerns the Ombudsman’s office had raised. The form has been reviewed by Legal, and is awaiting ELT review and approval.

I spoke on December 01 2022 and Councilor Fletcher made a motion to be consider by the board to come to a final solution to the Underhoused and Over housed living in TCHC :As of July 1, 2018, TCHC received approval and authorization from the City, consistent with the Ombudsman’s recommendation, to rank Crisis Priority Transfer requests below the Special Priority Program (“SPP”) priority and above the Service Manager’s prescribed internal transfer priority of Over-housed. Additionally, Toronto

Community Housing is obligated to meet requirements set out in the Ontario Human Rights Code related to our “Duty to Accommodate” Tenants

So, the question what are we going to do with “Under Housed” Tenants?

In Regent Park we are talking Rezoning Perspectives... solutions to keep our YOUTH living on the places where they were born, gone to school, play in the aquatic center, etc. etc. one of them is “Rent to Own” opportunities

The Regent Park Neighborhood Association on NOVEMBER 30th, 2022 , the RPNA hosted a meeting for the residents of Regent Park The purpose of this meeting was to update and engage community members on the Re-zoning application submitted by Tridel and Toronto community housing for the phases 4 and 5 of the Regent Park revitalization.

We still have issues with our YOUTH being displaced by out-of-town residents due to the ratio of MORE Condos vs TCHC residents we are OUTNUMBERED in our own community, our youth who seek independence and wish to stay in the community is next to impossible. it requires involving the Toronto Police , The CSU and it quite lengthy

My Deputation comes from my Comments made on our RPNA REZONING MEETING 2022 go to 1: 27: 33 to listen to my comments. here is the link:

<https://youtu.be/1lhsZ-eBEbg>

and the past TSC meeting of December 01 2022 here is the link: <https://youtu.be/Im-LoXELR3I>

I will give credit to the work of previous activist like Joey Connolly who had deputed at this board in 2012, <https://openingthewindow.com/2012/10/18/moving-made-easy/>

“SWAP UNITS” was practiced before with CITY HOMES before the amalgamation of the TCHC 20 years ago and in the UK.. <https://www.gov.uk/apply-swap-homes-council>

I ask that you implement old Solutions such as “Swap Units” to the current Tenant Transfer Program to address the under house problem within tchc is a win win for everyone.. and because is 2023 remember we have been telling you solutions since 2012

Sincerely, Miguel

Deputation - Jackie Yu
Item 9 - Strategic Priorities - Q3 2022 Progress Report
TCHC BOARD Public Meeting - December 8, 2022

Good morning , Mr. Chair Murphy and Community Members.

My name is Jacqueline Yu and I live at [REDACTED] Street,unit [REDACTED].

Thank you for the opportunity to share my comments with all of you on Item 9, Strategic Priorities- Q 3, 2022 Progress Report.

I feel this report Strategic Priority and Strategic Goals does not reflect the TCHC regional management team delivery service to tenants. In reality, regional management team delivery services to tenants is exactly opposite what is described in TCHC Strategic Priority Q3- 2022 progress Report .

Since the restructuring of services to the regional manager's team, tenant complaints have not been adequately addressed as all tenant complaints make their way back to the regional manager's team. This concentration of power into one team creates an environment where tenant complaints can be covered up and not adequately dealt with. From my personal experience, I have brought up issues with the regional manager's team, which were not dealt with to my satisfaction. When I brought up my tenant issues with the Solutions Team, I received a letter dated April 8, 2022 from the [REDACTED], Manager, Tenant Relations-Solutions Team, that was based on the regional manager's perspective rather than the full factual situation. In that letter, my front and side yards are described as "common space" (instead of as a buffer zone), fencing is described as a capital improvement project instead of acknowledging that the fencing, signs, etc. were all put up at my request and with my design input due to the illicit and illegal activities that used to go on in my front and side yards that are contrary to TCH's legal duty to provide quiet and safe enjoyment to tenants of their units, the fencing specifically encircles the areas in front of my windows and not other units, saying that the space is not for my personal use despite my ability to control the exterior lighting of my front yard from a light switch installed by TCH within my unit (until recently-see below) and my decorating and planting in the front and side yards of my unit. I also brought up errors naming the tenant representatives in the email dated December 8, 2021 from [REDACTED],

Executive Assistant to the [REDACTED] office to me that meant TCH was following through on advice from incorrect and improper tenant representatives. The written reply from the Solutions Team was that incorrect information was revised and updates were sent to me. To date, I have still received no such update. To make matters worse, this inaccurate letter placed in my tenant file means that I am not heard despite the reality of the situation as evidenced above as the regional manager's perspective is now TCH's position. Tenants should be treated with compassion with facts based on reality, not on the perspective and position of one regional manager. To avoid this situation, tenants need to be part of the solution in addressing tenant complaints.

Further to my control of the exterior lights from a light switch installed by TCH inside my unit, on November 22, 2022 early morning, I was woken up by a loud noise from my windows. I saw 2 men with 2 long ladders jump into my lawn over my 4 feet front metal fence and 6 feet side metal fence. They quickly put up their ladders in front of my windows. I thought someone was breaking in and wanted to enter my unit through my large windows. I was still in my sleeping clothes and was woken up by that loud noise and was shocked to see 1 man with tools already standing on top of the long ladder drilling into my front lawn exterior wall brick. The other man was standing in front of my windows looking around and looking into my unit. I was terrified and ran out of my unit with my phone on hand to prepare to call 911. When I was out, I asked both of them what they are doing on top of my windows and they told me they are repairing. I asked both of them what they are repairing? They refused to tell me and I asked them for their Business Card. They told me they don't have business cards because they are both apprentices and under an apprenticeship program. I asked them, where is their mentor or Master? What company are they coming from and what are they doing? After requesting them for half an hour, they finally told me they come from [REDACTED] Electric and their Boss is [REDACTED] (Phone number [REDACTED]), their names are [REDACTED] and [REDACTED], both are under an apprenticeship program and they admitted that there was no mentor or master overseeing their electrical job on my exterior front lawn lights. Their job today was to dis-connect my exterior front wall 2 lights from my inside unit electrical panel and re-connect my outside 2 exterior front lawn lights to the building electrical resource so that my 2 exterior front lawn lights will be controlled by the building light after they finish their job and my 2 front lawn exterior lights would be totally disconnected from my electrical panel. Starting November 22, 2022, my exterior front lawn lights have been disconnected from my unit electrical panel and I will be forced not to pay the electrical cost from November 22, 2022.

I also witnessed these 2 trainee electricians step over and destroyed all my flowers and some of the shrubs. They told me because they needed to put the long ladder on top of the flower bed for safety issues and they acknowledged they damaged the flowers and some of the shrubs. I requested TCHC replace those damaged flowers and shrubs caused by TCHC secretly actions against me causing unnecessary damage to my lawn and flowers and shrubs.

Superintendent [REDACTED] arrived around 1:00PM after I was unsuccessful in looking for him the whole morning and after I asked Superintendent [REDACTED] for an answer in an email that morning and went to look for the superintendent at 3 different buildings in hopes of seeing him on-site at one of the buildings he looks after, particularly since no notice was given? Superintendent [REDACTED] showed up when the apprentices were almost finished and superintendent [REDACTED] took photos of the damaged flowers and shrubs by these 2 apprentices.

These are serious issues. Why was I not provided with notice of this work as this affects my unit in numerous ways: 1. TCHC is disconnecting my lights without notice; 2. my privacy is invaded as my unit is surrounded by lots of large windows and the apprentices can look right into my unit; 3. The work involves noise and vibration that affects my wall; 4. without any notice, I had no way of knowing initially if these apprentices were trying to break into my unit or not; 5. Why was a key not provided to the apprentices to access my lawn through the gate instead of having them jump over the fence with ladders and tools?

Why was a key not provided to the apprentices to access my lawn through the gate instead of having 2 guys secretly jump into my lawn over the 4 feet and 6 feet metal fence with ladders and tools and equipment. There are many "No Trespassing", "No Loitering", and "Private Property" signs on the fence so it is very bold for two men in broad daylight to jump over the fence. Why did the apprentices refuse to tell me what they were doing until I told them that this would become a police matter if they are not honest with me. Why was the superintendent unavailable that morning as I sent an email and went to look for the superintendent at different buildings in hopes of seeing him on-site at one of the buildings he looks after, particularly since no notice was given?

My two exterior lights were connected to my light switch and electrical panel (both inside my unit) since it was put up and I have always been the only person to exclusively pay the electrical cost for my two exterior lights to light up my front lawn. TCHC never paid any electrical cost for my 2 exterior front lawn lights and

I was shocked to see two apprentices without a mentor or master to oversee their work suddenly appear in front of my windows and unit.

I feel that my tenancy right is being violated: with no notice, 2 men arrived early in the morning while I was sleeping, with one person putting a long ladder in front of my window, and the other person on the ground in front of my large windows. They could see through inside my unit, and I am a single woman living alone. I have the right to keep my privacy at all times, and without notifying me, TCHC violated my privacy as my bedroom, living room, dining room and kitchen windows all directly face my front and side lawns. COO [REDACTED] and Manager [REDACTED] at Tenant Engagement Refresh Manager visited me and toured inside and outside of my building on September 26, 2022. They both agreed my lawn can't be opened up as a common space and told me they will work with me and that I need to give them more time.

I am happy they agreed to work with me and I honestly opened up and told them, I did put my case in the landlord and Tenant Board and we all agreed to work on settling with [REDACTED] and [REDACTED] to resolve the situation efficiently. On November 19, 2022, COO [REDACTED] told me that she received the notice from the Landlord and Tenant Board. She did discuss my case with Regional General Manager [REDACTED], and COO [REDACTED] told me that Regional General Manager [REDACTED] position is that he will wait for the tribunal decision. While I am prepared to wait for the tribunal's decision, I was hoping that we would be able to continue to try to resolve the situation efficiently. Furthermore, COO [REDACTED] informed me that they will not be providing mediation to resolve our issues, which is not consistent with TCHC's process, and will instead wait for the tribunal decision. I am disappointed by this immediately seemingly uncooperative response. In my view, TCHC is being sneaky and secretly disconnected my access to my exterior lights which light up my front lawn without any notice at all.

Regardless of who is paying the electric bill for my lawn, the construction of my metal fence was referred to Facility Management by former CEO [REDACTED] in 2019 to replace my original (can't see-through) wooden fence located as my lawn attracted many homeless people and drug dealers. I outlined the problems to TCHC and my fence project was referred to Facility management overseen by former senior director [REDACTED] and the metal fence designed by landscaping manager [REDACTED] designed with my input idea that has a metal fence that encircles my unit and provides the privacy, security and safety as a corner ground unit buffer zone.

I was approved for medical priority transfer and the TCHC system changed to a matching system and I am not successful in being a match. Please refer to my medical priority approved date and my transfer not being match dated. I need a peaceful and quiet home for my medical needs and I was told by TCHC former Asset Vice President [REDACTED] in a consultation that I could request a modified unit. The approved metal fence in 2019 and buffer zone lawn serves my medical needs and no transfer was needed.

I am happy continually paying my electrical costs for my front lawn lights. In my heart it is still my lawn because all my lawn flowers and shrubs are requested by me and designed by me. My metal fence was also requested by me and co-designed by me with landscaping Manager [REDACTED] and I am the only person to tidy my lawn for over 14 years and water my lawn and flowers daily except in winter since my water hose was put up by Facility management. I was authorized By Regional General Manager [REDACTED] to get a quote from a third party flower shop and spent several months doing so. My flower choices were planted and a wall mounted hose was likewise installed to allow me to water my land. During the 2020 December holiday season, I decorated the lawn and fence area with lights and other festive decorations.

All I am requesting is that my situation be the same as it was in April of 2021, when I had metal gates with signs to discourage people from accessing my front and side yards, when I had unimpeded access to my front and side yards, when I could water and maintain my lawn, when I could control my exterior lights to light up my lawn, and when I could clean my outside window as required.

All my requests were ignored by the CEO [REDACTED], COO [REDACTED], Regional General Manager [REDACTED] and the written letter reply from the Solution Team manager [REDACTED] dated April 8, 2022 stating that: TCHC now considers my case closed.

Solution team manager [REDACTED] was misleading by saying that incorrect information was revised and updates were sent to me. Today, I have still received NO such update. To make matters worse, this inaccurate letter placed in my tenant file means that I am not heard despite the reality of the situation as evidenced above as the regional Manager's perspective is now TCH's position. Tenants should be treated with compassion with facts based on reality, not on the perspective and position of one regional general manager.

To avoid this situation, tenants need to be part of the solution in addressing tenant complaints.

Thank you for the opportunity to allow me to share my comments in TCHC Strategic Priority- Q3 2022 Progress Report.

Sincerely,
Jacqueline Yu

Deputation - Zamani Ra
 Item 9 - Strategic Priorities - Q3 2022 Progress Report
 TCHC BOARD Public Meeting - December 8, 2022

December 8th, 2022

Deputation - @ the City, and the TCHC Board

I stand here as 1 but I come as 10 thousand more. Greetings everyone, my name is Zamani Ra and I am many things but today, I am a TCHC resident, who has experienced oppression, marginalization and doing my best to navigate through living in Toronto Community Housing. I am here in my capacity as tenant, a building representative, and a member on the Tenant Staff Oversight Advisory Board. CABR and the Centre were part of the Strategic Priorities around Equity Diversity and Inclusion and that's why I am speaking to item #9 today.

This deputation is about amazing things. I find it amazing that only 1 year, 9 months, and 12 days ago, I was here making a deputation expressing my excitement and joy to everyone who was involved with the work of the then, CABR Strategy.

It's amazing that during my deputation on February 26th, 2021, I advised you that "To do CABR work of collecting, evaluating, and presenting data (while living in our skin) is by itself a full-time job, on top of the ones they may also have (like Director, or Manager, partner, parent, daughter, or caregiver of some kind to family and community alike. To both be the subject and the object of what you are gathering proof to resolve can be an INCREDIBLY TAXING thing and can take an ENORMOUS TOLL on all aspects of your wellness if you are not careful."

It's amazing that I also said "This is the part of the journey where we the people pause. Pause to see what TCHC ELT and Board will do because [the adoption of the strategy] is where the heavier lifting actually begins as we continue our navigation towards equitable outcomes because make no mistake, we will always be pushing for justice and to claim our right to be and to thrive..." where we stand. That was then.

Recently I have heard members of the ELT say that they are committed to doing anti-racism, anti-black racism, anti-oppression work. Yet in one year the director of the Centre for the Interest of Black People has left. What happened? When did something change that led to the voluntary departure of that director? How did we go from esteemed leader to this moment? Has the Centre mandate changed? The solutions came directly from [us] as [we] experience the reality of anti-Black racism

at TCHC.” That means the Resolutions Coordinator and Human Rights and Diversity Specialists as well as the Trainers are a deliberate component of how the Centre functions. And how come we (as community residents, tenants, and Oversight Committee, had no say in the matter? It’s amazing that you say we are building and doing work, but it feels like things falling apart. How do we shift this?

By moving at the speed of trust and integrity. Integrity is a critical part of building trust. To the ELT and the Board, how can we have effective leadership if we do not trust you? In order to experience, express and demonstrate that you are an organization with integrity, what you think, say, feel, and do must all be in organizational alignment; only then will you have the strength and fortitude that is not only required but difficult to break, diminish or deny. Swansea gave us a physical manifestation of what is happening at TCHC at the moment (and has been for a long time). The structure could no longer stand because the integrity of the structure was severely compromised.

This mismatch of thought word feeling, and deed are the makings of a breach and when there is a breach in your integrity, there is a much higher likelihood that you are prone to do something, say something, dishonor commitments, and cause due harm to someone or something which will ultimately diminishes your sense of value and undermines our trust in your ability to lead. When you let it sit at that level, be willing to make room for people to be upset with you for not being willing to act without integrity.

The last thing I’ll share is a story. I was getting on the bus during rush hour on a very hot day with my nephews. One was in my arms as I dropped my fare. All of a sudden, my nephew starts screaming and kicking, bending backwards (I almost dropped him). I didn’t have a clue of what was happening. Someone takes pity on me and I finally sit down. Moments after, he let me know that he didn’t get to show the bus driver his transfer, and that episode was his way of letting me know. I said to him, “well if I knew that piece of information, we would not have had to go through all of this”.

I learned an important lesson that day. It taught me about the importance of being on the same page of understanding. That lesson was 22 years ago. It also taught me that information provides clarity which is key, particularly when you are speaking from lived experience. If you and I are not on the same level of clarity

and understanding as much as humanly possible about a situation, then it is unjust for you to decide the fate of that situation without consultation. Otherwise, with power in the stroke of a pen, keystroke and or a verbal directive, you will have demonstrated again that you are continuously willing to act without integrity. It didn't work for us then, and it is not working for us now. Thank you!