



## 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 hybrid Public meeting on February 15, 2024 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 10:49 a.m.

**Board Directors Present:** Adele Imrie (Chair)  
John Campbell  
Marcel Charlebois  
Joe Cressy (10:49 a.m. – 12:29 p.m.)  
Debbie Douglas  
Ubah Farah  
Councillor Parthi Kandavel (10:49 a.m. – 12:53 p.m.)  
Nick Macrae  
Naram Mansour (10:49 a.m. – 12:37 p.m.)  
Councillor Anthony Perruzza (10:49 a.m. – 12:30 p.m.)  
Brian Smith

**Board Directors Absent:** Ziva Ferreira  
Councillor Paula Fletcher

**Management Present:** Tom Hunter, Interim President and Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Lily Chen, Chief Financial Officer & Treasurer  
Barbara Shulman, Chief People & Culture Officer  
Jessica Hawes, Acting Chief Development

Officer (“CDO”)  
Allen Murray, Vice President, Facilities  
Management  
Luisa Andrews, Vice President, Information  
Technology Services  
Ada Wong, Acting Vice President, Strategic  
Planning & Communications  
Melanie Martin, Interim Commissioner of  
Housing Equity (“CHE”)  
Ceilidh Wilson, Assistant Corporate Secretary

**Guests Present:**

Mark McDonald, Public Finance Management  
Lead, Ernst & Young (*10:49 a.m. – 12:13 p.m.*)  
Ashley Challinor, Senior Manager, Government  
and Public Sector, Ernst & Young (*10:49 a.m. –  
12:13 p.m.*)

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**

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The Chair welcomed everyone to the meeting, taking place both in-person at 931 Yonge Street and via Webex, and noted the Acknowledgement of the Land.

New Newsletter for Board of Directors

The Chair acknowledged the first edition of the new newsletter for Board Directors, On Board, was recently sent out. There was a great story on the Midnight Basketball program, which has been running for ten years for boys aged 13 to 18, with a program for girls emerging as well. The Chair highlighted this very inspirational and important program. The new President and Chief Executive Officer will be attending a Midnight Basketball event when he comes onboard with TCHC.

The Chair extended her thanks to the Strategic Communications team for their work on the Board newsletter.

Debbie Douglas, Order of Canada

The Chair noted that Debbie Douglas was appointed as a Member of the Order of Canada on December 28, 2023 for her work in support of migrants and other marginalized communities. It is the latest of a long series of well-deserved accolades and awards that she has received for her community service.

Debbie's work highlights issues of equity, anti-racism, gender, economic class, and sexual orientation in the immigration system, largely through her role as the executive director the of the Ontario Council of Agencies Serving Immigrants.

On behalf of the Board, the Chair expressed her gratitude and admiration for Debbie's role in TCHC's mission.

#### Beginning of CEO Transition

Sean Baird has been announced as TCHC's new President and Chief Executive Officer ("CEO"). Sean's expertise and background in the housing and social service sectors distinguished him as a truly transformational leader with the skills to guide the organization into the future.

In addition to his strong track record as a public sector executive, Sean has a passionate perspective on social service delivery. His approach is underpinned by an understanding of why we must bring greater empathy, value and accountability to public service.

Sean is joining TCHC at a pivotal moment in its history, when the organization must continue to drive the transformation and enhancement of tenant service delivery, while preparing to support Mayor Chow and the City of Toronto in the planned expansion of affordable housing in Toronto.

The Chair noted her gratitude to the Selection Committee for their diligence in the search for the right leader. Directors Cressy, Douglas, Farah, Fletcher, Mansour and Smith reviewed a highly qualified group of candidates, finding Sean to bring all the qualities and experience that the Board believes TCHC's next leader requires to be successful. Sean assumes his new role on April 2, 2024.

The Chair recognized Tom Hunter who has been the Interim President and CEO since August 2023. Not only has Tom been an engaging and

empathetic leader, he brought a wealth of knowledge from the social housing sector that TCHC has benefitted greatly from.

Today's meeting is Tom's last in the role of Interim President and CEO, as he returns to Toronto Seniors Housing on April 8, 2024. On behalf of the Board, the Chair thanked Tom for his contribution to TCHC's mission and wished him well in the future.

### Black History Month

February is Black History Month and TCHC staff celebrate this period with several City of Toronto and TCHC-led events.

The Chair noted that she looks forward to attending an event organized by TCHC's Black Staff Caucus on February 21, 2024. The focus of the event is the end of the United Nation's International Decade for People of African Descent and the work that continues to be required to further what was accomplished in those ten years. The event includes a panel discussion.

## **DEPUTATIONS**

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

- Item 11A – Urgently Building More Affordable Homes – TCHC Next Steps (*Chad Hamad and Miguel Avila-Velarde*)
- Item 12A – Developing a Strategic Plan for TCHC (2025-2029) (*Miguel Avila-Velarde*)
- Item 13B – Process Update – Overhoused Households (*Miguel Avila-Velarde*)

## **ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

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*Motion carried*

**ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors unanimously approved:

1. the Agenda for its Public meeting of February 15, 2024;  
and
2. all matters on the Agenda with the exception of:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update as of January 4, 2024;
- Item 6 – Board Directors’ Attendance at Board and Committee Meetings;
- Item 8 – 2024 Public Board and Committee Work Plans;
- Item 9 – 2023 Strategic Financial Sustainability Plan;
- Item 10 – Confronting Anti-Black Racism Strategy Update;
- Item 11A – Urgently Building More Affordable Homes – TCHC Next Steps;
- Item 11C – Q3 2023 Facilities Management Quarterly Capital Budget Update;
- Item 12A – Developing a Strategic Plan for TCHC (2025-2029);
- Item 12B – City Council Directions Requiring Board Attention; and
- Item 13B – Process Update – Overhoused Households.

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**ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST**

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

**CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF DECEMBER 6, 2023 AND JANUARY 4, 2024**

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**ITEM 4**

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

*Motion carried*      **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors confirmed the above-captioned minutes.

**ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES  
AND ACTION ITEMS UPDATE AS OF JANUARY 4, 2023**

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

- In the development of TCHC’s procurement policy, an environmental scan has been completed to review the practices of other City of Toronto (“City”) agencies, boards and commissions (“ABC”).
- The last revamp of the procurement policy was done in 2014. The regulations have since changed, which requires that the policy be updated. The social procurement policy component is only a small piece of that scope of work.
- A Request for Proposal (“RFP”) process was undertaken to select the law firm that will complete the procurement policy review.
- Concern was raised that the review of the procurement policy could have been completed in-house and could have mirrored an existing policy from one of the other City ABCs.
- It was noted that TCHC’s procurement requirements are unique, particularly in terms of the volume of work through the State of Good Repair program and the work undertaken in the Development division, which would not necessarily be captured in the policies of other City ABCs.
- Director Campbell stated his strong objection to outsourcing the review of the procurement policy.
- A key area of focus of the Ernst & Young (“EY”) financial sustainability plan is procurement and the opportunities that exist to improve and find efficiencies in how TCHC awards contracts, which could potentially save TCHC approximately \$25M. It will be critical to ensure that TCHC has the best procurement practices in place to find the efficiencies identified in the EY report.
- The external law firm will look at existing equity policies that are in place at the City, including the equity policy of Social Development, Finance and Administration.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Ms. Douglas and carried, the Board of Directors received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update.

**ITEM 6 BOARD DIRECTORS' ATTENDANCE AT BOARD AND COMMITTEE MEETINGS TCHC:2023-63R**

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

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

- In conjunction with this report, it is proposed that the Board Chair will receive detailed quarterly attendance reports to identify any issues with individual Directors' ability to attend meetings.
- This report is more general without highlighting the attendance of any one particular Director, and applies to attendance at both Board and Committee meetings. This allows for any attendance issues to be identified sooner and for the Chair to discuss concerns with individual Directors.
- The Board raised concern with approving unjustified meeting absences.
- The Board is not required to approve the absences of Directors if they do not feel it is warranted. In accordance with the Shareholder Direction, management are to report to the City any Directors who miss three consecutive meetings and for the City to determine whether actions need to be taken, up to and including removal from the Board.
- The Board voiced a preference for having any attendance issues raised with the Chair to determine how to proceed.
- The Board directed that the report be deferred indefinitely to allow further consultation with the Chair and other Directors regarding how the report will be presented in future.

*Motion carried* **ON MOTION DULY MADE** by Ms. Imrie, seconded by Campbell and carried, the Board of Directors deferred consideration of Report TCHC:2023-63R, being the Board Directors' Attendance at Board and Committee Meetings report, indefinitely.

**COMMITTEE APPOINTMENT OF NEW  
BOARD DIRECTOR – COUNCILLOR  
ITEM 7 KANDAVEL TCHC:2024-02**

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

*Motion carried* **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors unanimously:

1. Approved the appointment of Councillor Parthi Kandavel as a Member of the Building Investment, Finance and Audit Committee (effective February 15, 2024 AND until a successor is appointed); and
2. Authorized the General Counsel and Corporate Secretary to take all actions to implement the above recommendation.

**2024 PUBLIC BOARD AND COMMITTEE  
ITEM 8 WORK PLANS TCHC:2024-03**

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

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

- Amendments were requested to the Board and Committee work plans during today’s in-camera session. Revised versions of the work plans will be presented at the April 22, 2024 Board meeting.

*Motion carried* **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Mansour and carried, the Board of Directors unanimously approved the Public Board and Committee Work Plans provided as Attachments 1 to 4 to Report TCHC:2024-03, subject to amendments to the Public Board Work Plan, which will be amended in consultation with the Board Chair and brought back to the next Board of Directors meeting.



**ITEM 9                    2023 STRATEGIC FINANCIAL  
                                  SUSTAINABILITY PLAN**

TCHC:2024-04

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

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

- Project overview;
- What does ‘sustainability’ mean for TCHC?;
- TCHC’s funding needs expected to grow considerably;
- TCHC experiences structural challenges that undermine sustainability;
- A structural solution to structural challenges;
- A new funding structure should recognize TCHC’s layers of financial responsibility;
- A potential approach to funding;
- KPI examples in a new funding approach;
- Potential benefits of a new approach;
- Other opportunities to put TCHC on a path to sustainability; and
- TCHC could potentially realize millions in cash and non-cash efficiencies depending upon the opportunities pursued.

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

- Concern was raised regarding the recommendation to seek lower water costs via a City rebate or exemption from Toronto Water.
- Social impact bonds can be used to fund non-City sourced investment to fund activities that can lead to social benefits. This could be used in addition to funding achieved through subsidies and rent revenues. Other municipalities have used social impact bonds for employment services for tenants, which led to greater economic participation by tenants and increased rent revenue for the housing provider by moving tenants up the rent-geared-to-income (“RGI”) equation.
- TCHC’s Executive Leadership Team (“ELT”) has been focusing on the items they identified as priority recommendations in the report. The funding model is where ELT continues to be focused: on achieving a level of subsidy that reflects the needs of TCHC and its tenants.

- Finance did considerable work with the City in relation to TCHC's subsidy for 2024, using the Ernst & Young ("EY") report as a powerful tool to add \$40M to the base budget.
- The City's Rapid Rehousing Initiative and TCHC's tenant engagement approach have additional costs to TCHC outside of the traditional landlord function. Identifying how to fund this work will be a critical undertaking as future budgets are established with the City.
- ELT is also focused on how to be more efficient. Discussions are underway with the City's Chief Financial Officer for a three-year outlook on TCHC's budget, but they have been clear that TCHC must continue to look for efficiencies through the budgeting process.
- There are opportunities to improve procurement efficiencies through improved analytics and using HoMES more effectively. For example, if there are regular complaints or repair requests related to a particular brand of stove in tenants' units, using that information to make better purchasing decisions in future. Currently, this type of data is not linked to procurement decisions.
- Examples of Tenant Incentive Schemes are largely available in the United Kingdom and can result in savings in areas such as maintenance and cleaning while increasing the greater wellbeing and engagement of tenants in their communities. Examples include providing incentives to ensure units are clean and in a state of good repair or incentives for participating in community gardening activities.
- Ottawa Community Housing recently founded a charitable organization. There is a deep philanthropic base in the city that TCHC could engage with through the creation of a charitable organization, which would allow for donations and partnerships to raise funds for key initiatives.
- The Board discussed whether other orders of government should be responsible for funding the tenant services and supports that are provided in addition to TCHC's mandate as a landlord.
- The City is facing a \$1.9B deficit so it is critical for TCHC to position ourselves as best possible to receive the necessary funding to deliver our mandate.
- A new funding model will need to both deliver better outcomes for tenants while also driving greater accountability and efficiencies.
- The EY report identifies risks to TCHC's sustainability based on current operations and attached costs for those risks at a very

detailed level. EY’s scope did not include designing a possible alternative policy framework for TCHC to operate within.

- This work will need to tie into the strategic planning process. A foundational element will be identifying a sustainable funding model for TCHC that is more aligned with what TCHC is trying to achieve and the associated costs.
- The Board thanked EY for their work, which was a key component of the successful budgeting process with the City in 2024.

Mr. McDonald and Ms. Challinor left the meeting at 12:13 p.m.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Cressy, seconded by Mr. Macrae and carried, the Board of Directors received Report TCHC:2024-04 for its information and directed staff to report back to the Board of Directors with an implementation roadmap for the opportunities identified in the Financial Sustainability Plan Report in the second quarter of 2024.

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| <b>ITEM 10</b> | <b>CONFRONTING ANTI-BLACK RACISM<br/>STRATEGY UPDATE</b> | TCHC:2024-05 |
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The above-captioned report was circulated to the Board of Directors prior to the meeting.

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

- Highlights of key accomplishments;
- Year two of the Action Plan;
- Employee training and development in Confronting Anti-Black Racism (“CABR”);
- Progress on the CABR Strategy and Action Plan; and
- Priorities for 2024.

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

- The Board noted that it is good to see that the Centre for Advancing the Interests of Black People (the “Centre”) is more integrated into TCHC rather than acting as a standalone entity.
- The Neptune 4 matter will be brought to the Board for discussion.

- 40% of tenants across TCHC identify as Black, with 56% of tenants in the east and west regions identifying as Black.
- Next year's CABR update report will include data regarding tenants' experiences of customer service interactions with TCHC and whether there has been a shift in satisfaction.
- Staff training sessions are full-day sessions and are facilitated by Centre staff.
- The Centre's annual budget is \$1.2M.
- Board members noted that they would appreciate CABR training. Centre management will discuss with the Board and ELT to recommend the best training options to address the Board's needs.
- The Community Safety Unit will receive CABR training in 2024.
- As part of the CABR initiative, a tenant advisory committee is being reestablished and will be involved in identifying tenant training needs related to CABR.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Macrae and carried, the Board of Directors received Report TCHC:2024-05, being the Confronting Anti-Black Racism Strategy Update report, for its information.

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**ITEM 11      BIFAC CHAIR'S REPORT      VERBAL REPORT**

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No comments or remarks from the BIFAC Chair were received.

**URGENTLY BUILDING MORE AFFORDABLE**  
**ITEM 11A      HOMES – TCHC NEXT STEPS      TCHC:2024-07**

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

Verbal deputations were received from Chad Hamad and Miguel Avila-Velarde with respect to this item.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the Board of Directors unanimously approved the following:

1. Work with the Deputy City Manager, Development and Growth Services, in support of Recommendation 5 in Item 2023.EX7.2, to undertake the development of complete communities on TCHC lands and properties through revitalization, redevelopment or stand-alone developments on existing sites, and create a model that includes TCHC staff and Board members to initiate and carry out this work;
2. Authorize the President and Chief Executive Officer and the Chief Development Officer or their designates to work with the City Manager and the Deputy City Manager, Development and Growth Services, or their designates, in support of the implementation of Recommendations 6 in Item 2023.EX9.3, to advance early due diligence work on the list of potential housing sites outlined in the Confidential Attachment to the City's Council Report, in order to report back by the end of the second quarter of 2024, with a prioritized list and recommendations, including any financial implications, to advance appropriate sites for housing purposes;
3. Request that the President and Chief Executive Officer, or their designate, continue to work with the City's Deputy City Manager, Development and Growth Services, in support of Recommendation 17 in Item 2023.EX9.3, and explore options to enhance the financial viability of Toronto Community Housing Corporation in-flight and planned revitalization and infill projects, including exploring both public and private options for financing, while delivering a wider range of net new rent-controlled affordable, rent-geared-to-income and market rental homes and other City-building uses;
4. Request that the President and Chief Executive Officer, or their designate, work with the City's Deputy City Manager, Development and Growth Services, in support of Recommendation 26 in Item 2023.EX9.3, to report back to the Executive Committee by the second quarter of 2024 on a strategy to accelerate the implementation of

the Lawrence Heights Revitalization Phases II and III;

5. Authorize the President and Chief Executive Officer and the Chief Development Officer, or their designates, to work with the City Manager and the Deputy City Manager, Development and Growth Services, in support of the implementation of Recommendations 1 and 3 in Item 2023.EX10.2, to update TCHC's current strategic plan mandated by its shareholder direction and amend section 4.1.2(c) of TCHC's shareholder direction to facilitate and identify opportunities for enhanced alignment to support delivery of the City's housing plans and targets; and
6. Request the Chief Development Officer to report back on the opportunities and impacts associated with the implementation of the above recommendations including potential long-term outcomes on staffing impacts, unit type mixes, financial implications, etc.

**VENDOR AWARD: MANAGEMENT,  
OPERATIONAL MAINTENANCE AND  
CAPITAL MANAGEMENT SERVICES FOR  
THE COMMUNITY ENERGY SYSTEM  
OWNED AND OPERATED BY REGENT**

**ITEM 11B PARK ENERGY INC.**

TCHC:2024-08

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

*Motion carried* **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors unanimously:

1. Approved the award of work to Oshawa PUC Energy Services Inc. for up to \$36,932,299.11 (exclusive of taxes) subject to finalizing the terms of an agreement governing performance of the work, to provide management, operational, maintenance, and capital management services for the Community Energy System ("CES") owned and operated by Regent Park Energy Inc. ("RPEI") at 252 Sackville Street, Toronto based on the

outcome of Request for Proposal (“RFP”) 23197 as follows:

- a. up to \$25,107,780.86 for the operating and maintenance costs operations and maintenance base free, incremental heating and colling) for the full 10-year term including a maximum of 5% for consumer price index (“CPI”) year over year;
  - b. \$250,000.00 for transitional costs in final year (year 10) of the agreement. This amount is to remain static, and CPI will not be included;
  - c. up to \$4,336,668.25 for project management fees based on a submission of 14% for year 1 through year 6. This amount is to remain static, and CPI will not be included;
  - d. up to \$1,045,000.00 for strategic business advice (approx. \$100,000.00 for year 1 and \$105,000.00 for year 2 through 10) for the 10-year term including a maximum of 5% for CPI year over year;
  - e. up to \$6,192,850.00 for the operation of combined heat and power unit for the full 10-year term including 5% CPI year over year; and
2. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

### **Q3 2023 FACILITIES MANAGEMENT**

#### **ITEM 11C QUARTERLY CAPITAL BUDGET UPDATE**

TCHC:2024-09

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

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

- The Chair asked that the management involved in the weekly meetings to improve projections and reporting take into consideration

the other changes recommended by the Board to ensure the process becomes as effective as possible.

- Action Item: Management to report to the Board in relation to the Quarterly Capital Budget Update in a timely manner to allow the Board to fulfill its obligations.

*Motion carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mr. Macrae and carried, the Board of Directors approved the reallocation of funds within the 2023 Capital Repair Budget as follows:

| <b>Envelope Name</b>  | <b>Reallocation Amount</b> |
|-----------------------|----------------------------|
| COXX - Demand Capital | \$36,071,154               |

*\*Forecast for Q3 includes reallocations of various budgets inclusive of contingency.*

Abstained: Ms. Imrie

**VENDOR AWARD: BACKFILL DAY-TO-DAY**  
**ITEM 11D JANITORIAL SERVICES** TCHC:2024-10

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

*Motion carried*

**ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors unanimously:

1. Approved the award of work up to \$12,779,815.00 (excluding HST) for backfill day-to-day janitorial services at the rates established from the outcome of Request for Proposal (“RFP”) 23091 for a term of up to five years as follows:
  - i. up to \$7.5M for the first three years of the initial contract; and
  - ii. up to \$5.3M for two additional one-year terms at TCHC management’s discretion;



2. Approved the award of the work to the following eight vendors based on the outcome of RFP 23091 as follows:
  - i. Green Maples Environment Inc
  - ii. Universal Cleaning and Painting Ltd.
  - iii. Alpha Resources Ltd.
  - iv. Evergreen Maintenance & Janitorial Services Ltd.
  - v. Bi-Views Building Service Ltd.
  - vi. SQM Janitorial Services Inc.
  - vii. The Grandmother's Touch Inc.
  - viii. Michael Manalo o/a Entrust the Care; and
  
3. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

**VENDOR AWARD: PREVENTIVE  
MAINTENANCE/DEMAND SERVICES FOR  
FIRE/ ALARM SUPPRESSION SYSTEMS  
AND FIRE HYDRANT TESTING,  
INSPECTION AND MAINTENANCE  
SERVICES - SENIORS EAST REGION**

**ITEM 11E (GROUP 4)**

TCHC:2024-15

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

*Motion carried* **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2024-15, being the report regarding the Vendor Award for Preventive Maintenance/Demand Services for Fire/Alarm Suppression Systems and Fire Hydrant Testing, Inspection and Maintenance Services – Seniors East Region (Group 4), for its information.

**VENDOR AWARD: DEMAND MAINTENANCE  
SERVICES FOR FIRE/ALARM  
SUPPRESSION SYSTEMS AND FIRE  
HYDRANT TEST, INSPECTION AND**

**ITEM 11F MAINTENANCE SERVICES (GROUP 2) TCHC:2024-17**

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

*Motion carried* **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2024-17, being the report regarding the Vendor Award for Demand Maintenance Services for Fire/Alarm Suppression Systems and Fire Hydrant Test, Inspection and Maintenance Services (Group 2), for its information.

**Q4 2023 FACILITIES MANAGEMENT**

**ITEM 11G QUARTERLY CAPITAL BUDGET UPDATE TCHC:2024-16**

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

*Motion carried* **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2024-16, being the Facilities Management Quarterly Capital Budget Update for the fourth quarter of 2023, for its information.

**ITEM 12 GCHRC CHAIR'S REPORT VERBAL REPORT**

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No comments or remarks from the GCHRC Chair were received.

**DEVELOPING A STRATEGIC PLAN FOR**

**ITEM 12A TCHC (2025-2029) TCHC:2024-11**

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

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

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

- The first two phases of the strategic planning process have been completed by internal staff and the next phase will involve stakeholder engagement and Board engagement. Updates are planned to come to the Governance, Communications and Human Resources Committee (“GCHRC”) as touchpoints throughout that process.
- It was noted that oversight and development of the strategic plan is a key responsibility of the Board and should therefore be part of the Board’s meeting agendas and not just the GCHRC.
- It was requested that a retreat or special Board meeting be held specifically to provide input into the strategic planning process. The Board is not just a stakeholder or approver of the final product and should be involved along the way.
- The Board must own the strategy set out in the strategic plan. It was suggested that there be time set aside at each in-camera Board meeting to discuss the strategic planning process.
- A strategic planning retreat will need to be a facilitated conversation with the Board.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2024-11, being the report regarding Developing a Strategic Plan for TCHC for 2025-2029, for its information.

**CITY COUNCIL DIRECTIONS REQUIRING**  
**ITEM 12B BOARD ATTENTION** TCHC:2024-12

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

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

- At page 7 of Attachment 1 to this report, under the Management Recommendations column for 22-MM47.33, the Board asked that the final sentence be struck from the recommendation.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors received Report TCHC:2024-12, being the City Council Directions Requiring Board Attention report, for its information.

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**ITEM 13      TSC CHAIR’S REPORT      VERBAL REPORT**

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No comments or remarks from the TSC Chair were received.

**OFFICE OF THE COMMISSIONER OF  
HOUSING EQUITY’S 2023 WORK PLAN**

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**ITEM 13A      PERFORMANCE APPRAISAL      TCHC:2024-13**

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

*Motion carried*      **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors unanimously approved the Office of the Commissioner of Housing Equity’s (“OCHE”) 2023 Work Plan Performance Appraisal, as set out in Attachment 1 to Report TCHC:2024-13.

**PROCESS UPDATE – OVERHOUSED**

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**ITEM 13B      HOUSEHOLDS      TCHC:2024-14**

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

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

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Macrae and carried, the Board of Directors received Report TCHC:2024-14, being the Process Update – Overhoused Households report and presentation, for its information.

**TERMINATION**

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A motion to adjourn the meeting was moved by Ms. Douglas and seconded by Mr. Campbell. The Board of Directors resolved to terminate the public meeting at 1:18 p.m.

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Secretary

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Chair, Board of Directors