



# Board of Director Committees Public Minutes

**Item 5**  
February 23, 2012

**BOARD OF DIRECTORS**

**To:** Board of Directors

**Report:** TCHC:2012-03

**From:** Committee Chairs

**Date:** February 3, 2012

Page 1 of 1

## **PURPOSE:**

To provide the Board of Directors with the public minutes of the Committees.

## **RECOMMENDATION:**

It is recommended that the Board of Directors receive the attached public minutes of the Committees for information.

*"Len Koroneos"*

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Len Koroneos  
Chief Executive Officer (Interim)

- Attachments:**
- 1: Building and Investment Committee Public Minutes – November 28, 2011
  - 2: Corporate Affairs and Audit Committee Public Minutes – November 24, 2011
  - 3a: Corporate Governance Committee Public Minutes – September 30, 2011 (Amended)
  - 3b: Corporate Governance Committee Public Minutes – November 28, 2011
  - 4: Tenant and Community Services Committee Public Minutes – November 24, 2011

# **Board of Director Committees Public Minutes**

Report: TCHC:2012-03

**Attachment 1: Building and Investment Committee Public Minutes –  
November 28, 2011**



## Building and Investment Committee

931 Yonge Street  
Toronto M4W 2H2

Page 1 of 7

The Building and Investment Committee of Toronto Community Housing Corporation met on November 28, 2011, in the Main Floor Conference Room, 931 Yonge Street, commencing at 9:05 a.m.

**Committee Directors present:** Ms. Audrey Wubbenhorst, Chair  
Zahir Bhaidani  
Norman (Bud) Purves, Chair of the Board of Directors

**Regrets:** Councillor Norm Kelly

**Additional Directors present:** Ms. Catherine Wilkinson

**Also present:** Marta Asturi, Assistant Corporate Secretary and Legal Counsel  
Heather Grey-Wolf, Housing Development Manager  
Hugh Lawson, Director - Strategic Planning & Stakeholder Relations  
Michelle Haney-Kileeg, General Manager  
Mitzie Hunter, Chief Administrative Officer  
Len Koroneos, Chief Executive Officer (Interim)  
Deborah Simon, Chief Operating Officer  
Frank Sutton, Director Construction  
Bill Ward, Director Property Management  
Howie Wong, Corporate Secretary and General Counsel  
Lizette Zuniga, Director, Development and Real Estate

Ms. Audrey Wubbenhorst, the Chair, called the meeting to order and Ms. Mirela Bolentiru served as recording secretary.

### **DECLARATION OF CONFLICT OF INTEREST**

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

### **CONFIRMATION OF AGENDA**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Mr. Zahir Bhaidani, the Building and Investment Committee unanimously approved the agenda.

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**MINUTES      CONFIRMATION OF BUILDING AND INVESTMENT COMMITTEE  
MINUTES – SEPTEMBER 30, 2011**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Mr. Zahir Bhaidani, the Building and Investment Committee confirmed the above-captioned minutes and recommended that:

- the Building and Investment Committee defer revisiting the recommendations respecting the establishment of a Toronto Community Housing Development Advisory Committee (DAC) to a future meeting (page 4);
- page 7, Item 3: “Building and Investment Committee Terms of Reference” (BIC:2011-16) the last paragraph before the motion be replaced with the following paragraph:

“Mrs. Audrey Wubbenhorst discussed the Building and Investment Committee Terms of Reference with Mr. Christian Buhagiar, Chair of the Corporate Governance Committee. The Terms of Reference for all committees will be forwarded by the Corporate Governance Committee to the Board of Directors for approval at its December 13, 2011 meeting.”
- the above-captioned minutes be forwarded to the Board of Directors for information.

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**ITEM 1      Q3 2011 QUARTERLY PERFORMANCE REPORT      BIC:2011-26**

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*Motion carried*      The Building and Investment Committee had before it the above-captioned report (BIC:2011-26) from the Interim Chief Executive Officer.

Ms. Deborah Simon presented the Committee with a summary of the MLS deficiencies that occurred and were resolved within the third quarter of 2011, including the following highlights:

- page 18 shows a decrease of 7.5% in performance compared to Q1 and Q2 2011; the number of deficiencies increased by 10% in Q3 2011 compared to Q2 2011.
- all MLS orders were centralized, therefore Q3 2011 data reflects more accurately the MLS deficiencies than Q2 2011 and last year.

In response to questions raised by the Committee with respect to the difference between deficiencies and fees and the classification of deficiencies, Ms. Deborah Simon informed the Committee that:

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- deficiency is a situation when a building does not meet the MLS standards;
  - a fee is an amount that the Corporation has to pay to MLS in order to identify deficiencies and then to report back to MLS on the remedial actions;
  - management met with MLS staff and discussed the Corporation's deficiencies;
  - MLS wants to see more work from the Corporation in addressing all deficiencies, no matter their category: small or capital;
  - example of a small deficiency is a blowout in the wall that requires plastering; example of a capital deficiency is replacing balconies that do not meet MLS standards;
  - there is a difference between the capital deficiencies as they are defined according to MLS standards and the capital deficiencies included in the Corporation's Capital Plan;
  - staff is compiling data in EasyTrak to provide the Committee with the dollar amount for all MLS deficiencies.

In response to questions from the Committee, Mr. Bill Ward informed the Committee that 30% to 40% of the MLS deficiencies are capital and included in the Corporation's Capital Plan. The time line to complete the MLS orders is 30 days and trying to extend it to 60 days. There are no life safety issues identified. There is a new Executive Director of MLS and management will start discussions with the new MLS staff. The Committee agreed that the Corporation cannot afford wasting money on MLS fees. The money charged could be directed to capital repairs.

Ms. Deborah Simon informed the Committee that Mr. Len Koroneos will contact the City to discuss the MLS deficiencies.

Mr. Bill Ward informed the Committee that next week will be held a meeting with the legal department to determine the capital deficiencies that were not closed up.

*Motion carried* **ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Norman (Bud) Purves, the Building and Investment Committee received the report and recommended that the report be forwarded, with performance measures that are below target, to the Board of Directors for information.

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**ITEM 2                    2012 MORTGAGE RENEWALS**

**BIC:2011-27**

The Building and Investment Committee had before it the above-captioned report (BIC:2011-27) from the Interim Chief Executive Officer.

The Committee recommended that management contact other financial institutions in an attempt to obtain longer term mortgages at lower rates.

The Committee requested that once mortgages are re-negotiated, management will report back to the Committee on the terms of renewals.

*Motion carried*    **ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Zahir Bhaidani, the Building and Investment Committee adopted this report and recommended that the report be forwarded to the Board of Directors:

- (1) to authorize the refinancing, through MMAH, of TCHC's mortgage obligations maturing in 2012 by adopting the attached Resolution set forth in Appendix "1", and
- (2) that the CEO and/or CFO of the Corporation be authorized to take the necessary action, including negotiating and executing such documents as may be necessary, to give effect to Recommendation (1) above.

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**ITEM 3                    PROJECT COMPLETION REPORT –  
717 BROADVIEW AVENUE**

**BIC:2011-28**

*Motion carried*    The Building and Investment Committee had before it the above-captioned report (BIC:2011-28) from the Interim Chief Executive Officer.

Mr. Frank Sutton presented the Committee with an overview of the report, including the following highlights:

- it is a residential building for seniors and WoodGreen;
- there is a geothermal field installed in the parking lot to reduce heating costs;
- there is an energy recovery ventilation system in place;
- at its February 2010 meeting, the Board of Directors of the Corporation approved the transfer of the building to WoodGreen;

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there are restrictions to the transfer, so WoodGreen cannot sell, sub-lease or mortgage the building and/or the land.

The Committee was supportive of the partnership with WoodGreen. WoodGreen is a community services organization, funded by all three levels of government, with various locations across the City. It provides a range of services including childcare, employment services, immigrant services, housing and homelessness services, neighbourhood services and seniors' wellness. The space offers programming to seniors including mental health support, active living programs, workshops and training, and Meals on Wheels.

*Motion carried* **ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Norman (Bud) Purves, the Building and Investment Committee received this report for information.

**ITEM 4                    PROJECT COMPLETION REPORT –  
   92 CARLTON STREET**

BIC:2011-29

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*Motion carried* The Building and Investment Committee had before it the above-captioned report (BIC:2011-29) from the Interim Chief Executive Officer.

Mr. Frank Sutton presented the Committee with an overview of the report, including the following highlights:

- the project was completed in May 2010, 18 months since its inception;
- financial results are good;
- there is geothermal field in place;
- there is a recovery system for hot water;
- the building consists of large units occupied by families;
- two thirds of the units are RGI and one third of the units are at the market price;
- the Corporation acquired the original building that was ready for demolition due to termite infestation.

In response to a question raised, Mr. Frank Sutton informed the Committee that the onus for remediating deficiencies stays with the construction manager, H&R Construction, which is not paid until the deficiencies are remediated.

*Motion carried* **ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Norman (Bud) Purves, the Building and Investment Committee received this report for information.

**ITEM 5            REGENT PARK – ONE OAK – PROJECT  
                          COMPLETION REPORT**

BIC:2011-30

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The Building and Investment Committee had before it the above-captioned report (BIC:2011-30) from the Interim Chief Executive Officer.

Mr. Frank Sutton presented the Committee with a summary of the report, including the following highlights:

- it is a good looking building, occupied, well maintained and with good financial results;
- deficiencies are remediated in due time;
- the general contractor was Daniels Construction Corporation that built an excellent project, while interfacing well and respectfully with the tenants;
- management identified some areas where Daniels' performance may be improved such as: seeking timely authorization from the Corporation for change orders prior to work proceeding and a higher level of client service;
- management is looking to identify other development partners that, for example, brings its own management property company.

In response to a question raised, Ms. Lizette Zuniga informed the Committee that tenants were moved only once from the building when they were relocated; therefore, there was no duplication of moving costs that are \$5,000 for each unit.

*Motion carried* **ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Zahir Bhaidani, the Building and Investment Committee received this report for information.

## ***IN CAMERA* PROCEEDINGS**

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*Motion carried*    **ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Zahir Bhaidani, the Building and Investment Committee resolved to meet *in camera* to consider items A, B, C, D, E, and F.

## **PUBLIC PROCEEDINGS**

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*Motion carried*    At 11:00 a.m. the Chair announced the resumption of the public proceedings and the public meeting reconvened at that time.

**ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Mr. Zahir Bhaidani, the Building and Investment Committee ratified the actions authorized during the *in camera* meeting.

## **ADJOURNMENT**

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**ON MOTION DULY MADE** by Ms. Audrey Wubbenhorst, seconded by Mr. Zahir Bhaidani, the meeting of the Building and Investment Committee was adjourned at 11:00 a.m.

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Secretary

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Chair, Building and Investment Committee

## **Board of Director Committees Public Minutes**

Report: TCHC:2012-03

**Attachment 2: Corporate Affairs and Audit Committee Public Minutes –  
November 24, 2011**



## Corporate Affairs and Audit Committee

931 Yonge Street  
Toronto M4W 2H2

Page 1 of 8

The Corporate Affairs and Audit Committee of Toronto Community Housing Corporation met on November 24, 2011, in the Main Floor Conference Room, 931 Yonge Street, commencing at 12:59 p.m.

**Committee** Jason Gorel, Chair  
**Directors** Brian Kwan  
**present:** Councillor John Parker  
**Regrets:** none

**Additional** Norman (Bud) Purves, Chair of the Board of Directors  
**Directors** Ms. Catherine Wilkinson  
**present:**

**Also** Marta Asturi, Assistant Corporate Secretary and Legal Counsel  
**present:** Mary Boushel, Legal Counsel  
Paul Chisholm, General Manager, Access Housing Connections Inc.  
Michelle Haney-Kileeg, General Manager  
Mitzie Hunter, Chief Administrative Officer  
Ismail Ibrahim, Legal Counsel  
Len Koroneos, Chief Executive Officer (Interim)  
Hugh Lawson, Director - Strategic Planning & Stakeholder Relations  
Deborah Simon, Chief Operating Officer  
Howie Wong, Corporate Secretary and General Counsel

Mr. Jason Gorel, the Chair, called the meeting to order and Ms. Mirela Bolentiru served as recording secretary.

### **DECLARATION OF CONFLICT OF INTEREST**

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

### **CONFIRMATION OF AGENDA**

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*Motion carried* **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee unanimously approved the agenda.

**MINUTES**      **CONFIRMATION OF CORPORATE AFFAIRS AND AUDIT  
COMMITTEE MINUTES – SEPTEMBER 29, 2011**

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The Committee had before it the draft Corporate Affairs and Audit Committee minutes for the September 29, 2011 public meeting.

*Motion carried*

**ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee confirmed the above-captioned minutes and recommended they be forwarded to the Board of Directors for information subject to the following amendments:

Page 6 of 9, Item 6: Access Housing Connections Q3 and Q4 2010 and Q1 2011 Quarterly Performance Reports:

- in the third paragraph, replace “Province” with “City.”
- last bullet in the fourth paragraph should read “...they meet legislated criteria...”
- correct the name “Chisholm” throughout the minutes.

**DEPUTATIONS**

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The Committee Chair polled for any deputations to be heard at the meeting and explained the deputation process. A list of people wishing to provide verbal deputations was received for the meeting.

**ITEM 1**      **2010 TORONTO COMMUNITY HOUSING  
CORPORATION FINANCIAL STATEMENTS**      CAAC:2011-14

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The Corporate Affairs and Audit Committee had before it the above-captioned report (CAAC:2011-14) from the Interim Chief Executive Officer.

Mr. Dan King provided a verbal deputation in relation to this item.

Daniel D'Archivio, PricewaterhouseCoopers representative (auditor) presented the financial statements.

*Motion carried*

**ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee unanimously adopted the report and forwarded the report recommending the Board of Directors to:

- 1) receive the 2010 Toronto Community Housing Financial

Statements;

- 2) approve the 2010 Toronto Community Housing Financial Statements, and authorize two directors to sign the Balance Sheet on behalf of the Board of Directors;
- 3) forward the signed Financial Statements to the Shareholder as part of the annual reporting to the Shareholder and for purposes of Toronto Community Housing's Annual General Meeting; and
- 4) authorize the appropriate Toronto Community Housing officials to take the necessary action to give effect to the above recommendations.

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**ITEM 2                      Q3 2011 QUARTERLY PERFORMANCE REPORT                      CAAC:2011-15**

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*Motion carried* The Corporate Affairs and Audit Committee had before it the above-captioned report (CAAC:2011-15) from the Interim Chief Executive Officer.

The Committee Chair requested that:

- the first page of the report show explicitly what the performance metrics are and what does the refinement process of those performance metrics mean;
- the full compensation review of management salaries (page 3 of 10 of the Quarterly Performance Report) be redirected to the Corporate Governance Committee Chair to be addressed jointly with the Succession Management Plan (page 4 of 10 of the Quarterly Performance Report); and
- accuracy of rent reporting be considered as a new metric.

The Committee Chair raised a question with respect to when the Committee will be provided with a report emphasizing the work completed. In response, Ms. Mitzie Hunter informed the Committee that a specific report will be generated in Q1 2012. Usually, these reports are generated quarterly.

The Committee requested further information to be provided with respect to front-line staff (Human Resources chart); looking to issues such as morale, social aspects, ensuring there is more connection among employees, ensuring that new employees are attracted in the organization and that they fully understand the policies and processes

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in place.

The Committee had a discussion on vacancy loss. Mr. Paul Chisholm presented the Committee with an overview of Access Housing Connections, including the following highlights:

- there are not so many bachelor units;
- large percentage of units in hard to rent category;
- there are agreements in place with landlords;
- stock and lack of desirability are main drawbacks.

Ms. Deborah Simon explained to the Committee that a unit is considered vacant when the tenant is given notice. The newly built units will not be included in the statistics reported, so the numbers will decrease. The Rental Task Force (RTF) is part of the Community Management Plan. The RTF has continued to identify developments with higher than normal vacancy rates and to work with operating unit staff to reduce the number of vacancies in those locations. In the past, a geographical strategy was used to move units all over the portfolio. Currently, there two strategies are used to fill vacancies: the Open House and the 90+Day. The Open House strategy is most effective when used in locations where there are more than 10 vacant units of the same size. If there are fewer vacancies available, the 90+Day strategy has proved to be more efficient.

*Motion carried* **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee unanimously received the report and recommended that the report with performance measures that are below target be forwarded to the Board of Directors for information.

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**ITEM 3      FINANCIAL PERFORMANCE REPORT – Q3 2011      CAAC:2011-16**

*Motion carried* The Corporate Affairs and Audit Committee had before it the above-captioned report (CAAC:2011-16) from the Interim Chief Executive Officer.

The Committee Chair requested clarification with respect to the:

- budgeting process;
- projected net cash flow and how management will dispose of it;
- impending sale of 257 Jarvis Street – anticipated sale proceeds not included in statistics.

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In response, Mr. Len Koroneos informed the Committee that the sale of 257 Jarvis Street is subject to a zoning clause. The process is taking longer than expected (January or February 2012). With respect to the budgeting process, the budget has to be approved first by the Board of Directors. Once approved, it will be submitted to the City for its approval to allow the Corporation to spend the money allocated. In February 2012, the final budget will be submitted to the City to obtain the funding.

In response to a question raised by the Committee Chair, Mr. Len Koroneos explained that the interim budget will be presented to the Board of Directors for approval at its December 13, 2011 meeting. He also informed the Committee that the projected surpluses will be directed towards capital repairs.

In response to a question raised by the Committee Chair, Mr. Len Koroneos informed the Committee that the insurance costs are negative due to higher tenant claims. Annual premiums starting in November are increasing significantly. As the unrecoverable costs for the Wellesley fire are still unknown, the 2011 budgeted \$3.5 million is included in the projection. There are 13 more months until the Corporation may negotiate with the insurance company.

*Motion carried* **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee unanimously received the report for information.

**ITEM 4 REVIEW OF BOARD AND CEO EXPENSES  
Q3 2011**

CAAC:2011-17

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The Corporate Affairs and Audit Committee had before it the above-captioned report (CAAC:2011-17) from the Interim Chief Executive Officer.

The Committee requested that management add on the future reports all the staff members who are remunerated with more than \$100,000 per year.

*Motion carried* **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee unanimously received the report for information.

**ITEM 5 IMPLEMENTATION OF AUDITOR GENERAL  
RECOMMENDATIONS: STATUS REPORT**

CAAC:2011-18

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*Motion carried* The Corporate Affairs and Audit Committee had before it the above-captioned report (CAAC:2011-18) from the Interim Chief Executive Officer.

Mr. Dan King provided a verbal deputation in relation to this item.

The Committee Chair requested that the Auditor General be in attendance at a future Committee meeting to present his view of the process, while the Committee will present the status of implementing the recommendations.

Ms. Michelle Haney-Kileeg informed the Committee that the Auditor General's office will audit the Corporation in 2012 to determine the status of progress. A third party has been retained to review our procurement documents and process, who was selected through a request for proposals (RFP) process.

In response to a question raised by the Committee Chair, Ms. Michelle Hainey-Kileeg informed the Committee that Mr. Michael Vear has been acting as the Secretary of the management team in charge with overseeing the internal audit process. There are 10 recommendations for expenses and 31 recommendations for procurement. Most recommendations for procurement were achieved in 2011, with the remainder to be achieved in Q1 or Q2 2012.

Management (Michael Vear) will contact the Auditor General's office to find out and document the process that the Corporation is required to follow subsequent to the Auditor General's review.

Management will bring an updated status report back to the Committee at a future meeting, showing the timelines when all 41 recommendations will be achieved.

In response to a question raised, Mr. Len Koroneos informed the Committee that there is now implemented a new accounts payables system; it is a more efficient centralized system versus a non-centralized system used before. In the centralized system, all vendors' invoices are entered and then sent to the operating units. The purchase orders are then matched with invoices.

*Motion carried* **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee unanimously received the report for information.

<b>ITEM 6</b>	<b>ACCESS HOUSING CONNECTIONS</b>	CAAC:2011-19
<b>ITEM 7</b>	<b>Q2 AND Q3 2011 PERFORMANCE REPORTS</b>	CAAC:2011-20

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*Motion carried* The Corporate Affairs and Audit Committee had before it the above-captioned reports (CAAC:2011-19 and CAAC:2011-20) from the Interim Chief Executive Officer.

The Committee Chair recommended that there should be a liaison with the City to better understand the applicable legislation and the vacancy loss.

Mr. Paul Chisholm presented the Committee with a summary of the Q2 and Q3 2011 performance reports, including the following highlights:

In response to a question raised by the Committee Chair, Mr. Paul Chisholm explained that an application becomes inactive after 24 month period when the applicant has lost contact with Access Housing Connections. In case an inactive applicant contacts Access Housing Connections again, there is no penalty to add that applicant again in the system.

In response to a question raised by the Committee with respect to improvements and overcoming roadblocks, Mr. Paul Chisholm informed the Committee that Access Housing Connections has to review the business back to back. This quarter initiated the work flow process. The waiting list increased from 58,000 people a few years ago to 80,000 people now. People are not getting housing while they are struggling with same problems. Access Housing Connections reports on these issues differently and addresses them as they move forward.

The Committee agreed that the demand increased while the staff remained the same or less. It also agreed that is helpful to understand the work flow process, what the deliverables are and what is the outcome of this process.

Mr. Paul Chisholm informed the Committee that a small investment in

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high technologies will allow Access Housing Connections to make a difference in the application process.

Ms. Catherine Wilkinson requested that staff gather information with respect to an investment in new technologies that will allow Access Housing Connections to improve their current process of addressing housing applications, becoming more effective and faster, and to forward a report in this respect for approval to the Building and Investment Committee.

*Motion carried* **ON MOTION DULY MADE** by Mr. Brian Kwan, seconded by Councillor John Parker, the Corporate Affairs and Audit Committee unanimously received the reports for information.

#### ***IN CAMERA PROCEEDINGS***

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*Motion carried* **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Brian Kwan, the Corporate Affairs and Audit Committee resolved to meet *in camera* to consider items A, B, C, D, E, F, G, H and I.

#### ***PUBLIC PROCEEDINGS***

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*Motion carried* At 5:02 p.m. the Committee Chair announced the resumption of the public proceedings and the public meeting reconvened at that time.

**ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Jason Gorel, the Corporate Affairs and Audit Committee ratified the actions authorized during the *in camera* meeting.

#### ***ADJOURNMENT***

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The meeting of the Corporate Affairs and Audit Committee was adjourned at 5:02 p.m.

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Secretary

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Chair, Corporate Affairs and Audit Committee

## **Board of Director Committees Public Minutes**

Report: TCHC:2012-03

**Attachment 3a: Corporate Governance Committee Public Minutes –  
September 30, 2011 (Amended)**



## **Corporate Governance Committee**

931 Yonge Street  
Toronto M4W 2H2

Page 1 of 10

The Corporate Governance Committee of Toronto Community Housing Corporation met on September 30, 2011, in the Main Floor Conference Room, 931 Yonge Street, commencing at 9:05 a.m.

<b>Committee</b>	Christian Buhagiar, Chair	<b>Regrets:</b>	none
<b>Directors present:</b>	Jennifer Wood Ms. Catherine Wilkinson		
<b>Additional Directors present:</b>	Norman (Bud) Purves, Chair of the Board of Directors		
<b>Also present:</b>	Marta Asturi, Assistant Corporate Secretary and Legal Counsel Paul Chisolm, General Manager, Access Housing Connections Inc. Michelle Haney-Kileeg, General Manager Mitzie Hunter, Chief Administrative Officer Len Koroneos, Chief Executive Officer (Interim) Bronwyn Krog, Vice President and Chief Development Officer Brian Laur, Manager, Risk Management and Insurance Hugh Lawson, Director - Strategic Planning & Stakeholder Relations Deborah Simon, Chief Operating Officer Michael Vear, Sr. Manager, Audit and Compliance Howie Wong, Corporate Secretary and General Counsel		

The Chair called the meeting to order and Ms. Mirela Bolentiru served as recording secretary.

### **ITEM 1: DECLARATION OF CONFLICT OF INTEREST**

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

### **ITEM 2: APPROVAL OF AGENDA**

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*Motion carried* **ON MOTION DULY MADE** by Jennifer Wood, seconded by Catherine Wilkinson, the Corporate Governance Committee unanimously approved the agenda with the recommendation that Item 6H “Fire and Life Safety Update” be deferred to the Building and Investment Committee and the Tenant and Community Services Committee for their joint review.

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**ITEM 3            APPROVAL OF PREVIOUS MINUTES**

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There were no minutes presented as this meeting was the first meeting of the Corporate Governance Committee.

**ITEM 4            BUSINESS ARISING FROM THE MINUTES AND COMMITTEE ACTION ITEMS UPDATE**

There was no business arisen from minutes as there were no minutes presented.

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**ITEM 5            REPORT FROM THE CHAIR** Verbal Report

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The Chair welcomed Committee members and presented the Committee with a verbal report, including the following highlights:

- Emphasized the importance of the minutes as legal, official documents and recommended to the Committee that the minutes should be circulated a few days after each meeting.
- Requested that a rolling Action Item List be created after each Committee meeting and distributed to all Committee members and executives with the recommendation to the Board of Directors that all action items include:
  - Assigned lead;
  - Timeline; and
  - Status.
- Plan and organize a Board of Directors strategic mini-retreat (half day) before the end of the year, in preparation for the February 2012 retreat.
- Recommended research on best practices in the governance field, benchmarking with effective boards from other large, complex organizations.
- Tone at the top is incredibly important.

*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Jennifer Wood, the Corporate Governance Committee unanimously received the verbal report with the recommendation that a Board of Directors mini-retreat be held before the end of the year.

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**ITEM 6 A            REVIEW OF COMMITTEES STRUCTURES AND TERMS OF REFERENCE OF COMMITTEES** CGC:2011-02

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*Motion carried* The Corporate Governance Committee had before it the above-captioned report (CGC:2011-02) from the Interim Chief Executive

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Officer.

The Chair advised the Committee that he has held discussions about the Terms of Reference with each of the other Committee Chairs.

A thorough discussion ensued regarding the appropriate delineation of responsibilities between the various committees.

It was noted that some responsibilities are shared amongst committees. The Committee requested joint meetings to address overlapped issues between Corporate Affairs and Audit Committee and Corporate Governance Committee, and between Tenant and Community Services Committee and Building and Investment Committee.

The Committee recommended that a Board of Directors Charter be drafted in the near future for recommendation to the Board.

The Committee recommended that oversight of the subsidiaries be articulated within the revisions and subject to functional separation between the committees such as:

- Governance (AGM, appointment of their own Board of Directors) – falls under Corporate Governance Committee;
- Business establishment – falls under the Corporate Affairs and Audit Committee;
- Quarterly Performance Reporting – falls under the most responsive committee

A discussion ensued on the appropriateness and value of establishing an Executive Committee of the Board and concluded that the perceived value of such a committee would be limited, that the proposed responsibilities are better-suited to being handled through revisions to the terms of references of the other committees of the Board, and that leading practice is moving boards away from having executive committees. The Committee shall report back to the Board regarding its deliberations and advise the Board that it is not bringing forth a recommendation to establish an Executive Committee of the Board.

*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Jennifer Wood, the Corporate Governance Committee unanimously received the report for information and recommended that:

- the Corporate Governance Committee empower the Chair to work with management to revise all committee mandates, taking into consideration discussions with other committee Chairs and its own discussion;
- all amendments to the Terms of Reference be re-circulated to the Corporate Governance Committee by e-mail; and
- all amended Terms of Reference be forwarded to the Board of Directors with the Committee's recommendation for approval.

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**ITEM 6B      SHAREHOLDER DIRECTION UPDATE**

CGC:2011-03

*Motion carried* The Corporate Governance Committee had before it the above-captioned report (CGC:2011-03) from the Interim Chief Executive Officer.

Ms. Michelle Haney-Kileeg informed the Committee that the City wants to revise the current Shareholder Direction. Ms. Catherine Wilkinson advised the Committee that the City has to give the Corporation six weeks notice if it wants to revise the Shareholder Direction.

The Committee requested to be provided with the amended Shareholder Direction. In response, Mr. Len Koroneos informed the Committee that he will present the amended draft to the Committee, as soon as it is received from the City Manager.

The Committee requested that the Board of Directors have a dialog with the City with respect to the Shareholder Direction. The Committee further suggested that the City representatives should discuss the Shareholder Direction with the Committee at a future meeting.

In response to a question raised, Mr. Len Koroneos informed the Committee that management will develop a "wish" list of the changes the Corporation would like to have in the revised draft Shareholder Direction, once the City has provided the Corporation with the revised draft.

Mr. Len Koroneos informed the Committee that management will prepare and present to the Committee, in a report format, the following information:

- current status – if the Corporation's mandate remains the same, then more funding will be needed;

- 
- amended status – the Corporation can match the City's changes;
  - there is more in this mandate than management can handle;
  - there is a shift in the staff's morale;
  - Corporation's mission and values remain the same, or will they change?

The Committee will report back to the Board of Directors on the status of the new amended Shareholder Direction, at the October 21, 2011 meeting.

*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Jennifer Wood, the Corporate Governance Committee unanimously received the report for information.

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**ITEM 6C** **2011-2012 BOARD WORK PLAN** CGC:2011-04

The Corporate Governance Committee had before it the above-captioned report (CGC:2011-04) from the Interim Chief Executive Officer.

*Motion carried* **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood, the Corporate Governance Committee unanimously received the report for information.

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**ITEM 6D** **TORONTO COMMUNITY HOUSING POLICY MANAGEMENT PROCESS** CGC:2011-05

*Motion carried* The Corporate Governance Committee had before it the above-captioned report (CGC:2011-05) from the Interim Chief Executive Officer.

Mr. Hugh Lawson informed the Committee that the Policy Management Process was framed out in writing at a request of the former Board of Directors.

In response to a question raised, Mr. Hugh Lawson informed the Committee that usually, a policy is reviewed annually, or every other year according to the specifications of each policy. The Committee suggested that tenant consultations should be part of tenants' policy development process.

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In response to a question raised, Mr. Hugh Lawson informed the Committee that there are no standards and guidelines in place when a policy is created. Currently, the policy staff group is working on developing such standards and guidelines.

The Committee requested that:

- management develop a standard format with respect to policy review and implementation to include guidelines, communication plan, and review schedule;
- management bring this framework and present it to the Committee at its November 24, 2011 meeting.

In response to a question raised, Mr. Hugh Lawson informed the Committee that when the Board of Directors approves a policy, while management does not provide any feed back to the Board of Directors on how the new policy rolls out, the new policy is communicated properly and in due time to the tenants.

The Committee requested that a binder with all the Corporation's policies and guidelines be provided to the Committee members at the November 24, 2011 Committee meeting.

The Committee suggested that there should be flexibility into timing of policy review (i.e., Procurement Policy).

The Committee will report back to the Board of Directors on the Corporation's Policy Management Process at its October 21, 2011 meeting.

*Motion carried* **ON MOTION DULY MADE** by Ms. Jennifer Wood, seconded by Ms. Catherine Wilkinson, the Corporate Governance Committee unanimously received the report for information.

**ITEM 6E            DIRECTOR EDUCATION AND BOARD DEVELOPMENT**

CGC:2011-06

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*Motion carried* The Corporate Governance Committee had before it the above-captioned report (CGC:2011-06) from the Interim Chief Executive Officer.  
Mr. Christian Buhagiar pointed out that to be an effective board member and good governance; this can be achieved through commitment to Director Education and Board of Directors Development.

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Mr. Christian Buhagiar will draft a policy on Director Education and Board Development, e-mail it to the Committee for approval and forward it to the Board of Directors at its October 21, 2011 meeting for adoption. The Committee will make a recommendation to the Board of Directors for a budget on this matter.

- Motion carried* **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood, the Corporate Governance Committee unanimously received the report for information and recommended that:
- Mr. Christian Buhagiar work with management to draft a policy on Director Education and Board of Directors Development, e-mail it to the Committee for approval and forward it to the Board of Directors at its October 21, 2011 meeting for adoption.

**ITEM 6F COMPLIANCE, ETHICS AND ENTERPRISE RISK  
MANAGEMENT OVERVIEW**

CGC:2011-01

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*Motion carried* The Corporate Governance Committee had before it the above-captioned report (CGC:2011-01) from the Interim Chief Executive Officer.

Mr. Michael Vear presented the Committee with a brief historical summary of the Compliance, Ethics and Enterprise Risk Management.

The Committee requested that a copy of the Richter Report be provided to the Committee members after the meeting.

Mr. Christian Buhagiar clarified that while Enterprise Risk is a process affecting the entire Corporation, the pilot projects are specific to certain areas of the Corporation. Ms. Michelle Haney-Kileeg informed the Committee that the pilot projects intended to build an understanding of the Enterprise Risk Management. She also reported that yesterday management received the report from KPMG Inc., the company that was engaged to conduct the pilot projects. Management will present the KPMG Report to the Committee as soon as it is ready for signing off. Mr. Christian Buhagiar proposed that the Enterprise Risk Pilot Project partner from KPMG be in attendance at the November 28, 2011 Committee meeting.

The Committee recommended that the ERM compliance framework sit

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with the Corporate Governance Committee. He also recommended that the functional items and the Auditor General's Recommendations Report go to the Corporate Affairs and Audit Committee.

In response to a question raised, Ms. Michelle Haney-Kileeg informed the Committee that the staff members assigned to implementing policies are different from the staff members assigned to ensure compliance with policies implemented.

The Committee recommended a certification process as he would like to find the balance between onerous process and directors' liability and owner's responsibility.

*Motion carried* **ON MOTION DULY MADE** by Ms. Jennifer Wood, seconded by Ms. Catherine Wilkinson, the Corporate Governance Committee unanimously received the report for information and as background to its work plan.

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**ITEM 6G Q2 2011 QUARTERLY PERFORMANCE AND PROGRESS REPORT**

CGC:2011-07

The Corporate Governance Committee had before it the above-captioned report (CGC:2011-07) from the Interim Chief Executive Officer.

*Motion carried* **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood, the Corporate Governance Committee unanimously received the report for information.

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**ITEM 6H FIRE AND LIFE SAFETY UPDATE**

CGC:2011-08

*Motion carried* The Corporate Governance Committee had before it the above-captioned report (CGC:2011-08) from the Interim Chief Executive Officer.

The Committee requested that the report on Fire and Life Safety Update be deferred to the Tenant and Community Services Committee and Building and Investment Committee, for their joint review. The Committee also requested that this item be added on the Committee's

*Motion carried* Work Plan at a later date.

Mr. Christian Buhagiar pointed out that while on the first page of the

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report the chart shows an increase in the number of fires over the years, it does not provide any insight with respect to the reasons why it happened. He recommended that the data used should be more comparable to similar data to add value to discussion.

Mr. Norman (Bud) Purves requested a presentation on all policies in this area, respecting fire alarms, sprinklers, first response policy, etc. and how management addresses this topic.

Ms. Catherine Wilkinson expressed concerns with respect to pages 6 and 8 of the report:

- page 6 mentions twice the training the Toronto Fire Service offered to tenants;
- page 8 under “Implications and Risks” mentions that “...will continue to experience fires.” - Ms. Catherine Wilkinson recommended that the current wording be reformulated.

In response, Mr. Len Koroneos explained the Committee that the wording intended to be very general and to suggest that in the Corporation’s communities fire hazards are more likely to happen than in other communities.

Christian Buhagiar requested that management spell out better the risks and implications. Ms. Jennifer Wood recommended that due to higher risks in the Corporation’s communities there should be an in-depth process in place to minimize risks.

In response to a question raised, Ms. Deborah Simon informed the Committee that staff worked on an up-to-date list of all accessible units (mentioned on page 8 of the report) through the 2011 Unit Inspections Program; now the list is accessible through Easy Trac.

Mr. Len Koroneos informed the Committee that the Corporation is strengthening re: fire by implementing now a centralized system versus the old decentralized system.

The Committee requested that fire strengthening be articulated in the report for joint submission to the Tenant and Community Services and Building and Investment Committees.

*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Jennifer Wood, the Corporate Governance Committee

unanimously received the report for information and recommended that the report, subject to re-wording the sections mentioned above, be forwarded to the Tenant and Community Services and Building and Investment Committees for their joint consideration and review.

## ***IN CAMERA* PROCEEDINGS**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood, the Corporate Governance Committee resolved to meet *in camera* to consider items 8A and 8B.

## **PUBLIC PROCEEDINGS**

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At 12:10 p.m. the Chair announced the resumption of the public proceedings and the public meeting reconvened at that time.

*Motion carried* **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood, the Corporate Governance Committee ratified the actions authorized during the *in camera* meeting.

## **ADJOURNMENT**

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The meeting of the Corporate Governance Committee was adjourned at 12:10 p.m.

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Secretary

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Chair, Corporate Governance Committee

## **Board of Director Committees Public Minutes**

Report: TCHC:2012-03

**Attachment 3b: Corporate Governance Committee Public Minutes –  
November 28, 2011**



## Corporate Governance Committee

931 Yonge Street  
Toronto M4W 2H2

Page 1 of 5

The Corporate Governance Committee of Toronto Community Housing Corporation met on November 28, 2011, in the Main Floor Conference Room, 931 Yonge Street, commencing at 12:25 p.m.

<b>Committee</b>	Christian Buhagiar, Chair	<b>Regrets:</b>	none
<b>Directors present:</b>	Jennifer Wood Ms. Catherine Wilkinson		
<b>Additional Directors present:</b>	Norman (Bud) Purves, Chair of the Board of Directors by telephone conference call		
<b>Also present:</b>	Marta Asturi, Assistant Corporate Secretary and Legal Counsel Michelle Haney-Kileeg, General Manager Mitzie Hunter, Chief Administrative Officer Len Koroneos, Chief Executive Officer (Interim) Brian Laur, Manager, Risk Management and Insurance Hugh Lawson, Director - Strategic Planning & Stakeholder Relations Deborah Simon, Chief Operating Officer Michael Vear, Sr. Manager, Audit and Compliance Howie Wong, Corporate Secretary and General Counsel Clive Williams, tenant		

The Chair called the meeting to order and Ms. Mirela Bolentiru served as recording secretary.

### **ITEM 1: DECLARATION OF CONFLICT OF INTEREST**

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The Chair requested members of the Corporate Governance Committee to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. The Committee Chair informed the Committee that there might be a perception of a conflict of interest for him with respect to Item 5A because of his employment with the Institute of Corporate Directors and responsibility for director education. The Committee agreed that the Committee Chair may participate in the discussion, but should abstain from voting on the matter.

### **ITEM 2: APPROVAL OF AGENDA**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Christian Buhagiar, seconded by Ms. Jennifer Wood, the Corporate Governance Committee unanimously approved the agenda as presented.

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**ITEM 3                    APPROVAL OF PREVIOUS MINUTES SEPTEMBER 30, 2011**

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*Motion carried*    **ON MOTION DULY MADE** by Ms. Jennifer Wood, seconded by Ms. Catherine Wilkinson, the Corporate Governance Committee adopted the above-captioned minutes and recommended they be forwarded to the Board of Directors for information subject to the following amendment:

- Page 4 of 10, Item 6B: Shareholder Direction Update, delete third paragraph from the bottom of the page.

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**ITEM 4                    BUSINESS ARISING FROM THE MINUTES AND COMMITTEE ACTION ITEMS UPDATE**

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The Committee requested the following changes on the Action Item List from the September 30, 2011 Committee meeting:

- Page 14 “Review of All Committees Structure and Terms of Reference of Committees” CGC:2011-02 the recommended changes (five bullets) be deleted;
- Page 16 “Director Education and Board Development” CGC:2011-06 a target date be inserted when the Committee will make a recommendation to the Board of Directors for a budget for Director Education and Board Development.

The Committee had a discussion about the format of the minutes, the content of information and the action item list. The Committee made the following recommendations:

- while the minutes should be conservative with respect to the amount of information contained, they should capture the essential points of discussions and motions made;
- the names of the Committee members are not necessarily required to be mentioned in the minutes;
- when a staff/management member makes a presentation the name of that person should be mentioned in the minutes;
- the action item list should be a rolling list, containing only the action items that are not yet completed; once an action item is reported as completed it should be taken off the next iteration of the list.

The Committee agreed that the Corporation should be engaged in a dialog with the Shareholder with respect to the Shareholder Direction. The Chair of the Board of Directors informed the Committee that a revised version of the Shareholder Direction will follow shortly.

A Committee meeting was requested to be scheduled as soon as the

City Manager provides a revised version of the Shareholder Direction to the Chief Executive Officer (Interim).

Ms. Michelle Haney-Kileeg informed the Committee that it would be useful to have the revised Shareholder Direction in the first quarter of 2012, so it can be included in the next strategic planning session of the Board of Directors.

**ITEM 5**

**REPORTS FROM THE CORPORATE GOVERNANCE COMMITTEE CHAIR**

**A) DIRECTOR EDUCATION AND BOARD DEVELOPMENT POLICY**

**B) BOARD COMMITTEES: AMENDMENT TO TERMS OF REFERENCE**

A) CGC:2011-11

B) CGC:2011-12

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**A) Director Education and Board Development Policy**

The Corporate Governance Committee had before it the above-captioned report (CGC:2011-11) from the Committee Chair.

A discussion ensued on a number of issues including striking an appropriate balance between financial prudence and the need for Board members to continually be most effective in discharging their fiduciary duties.

The Chair of the Board of Directors requested that the Shareholder (City) be advised of the Corporation's proposed director recruitment process to achieve a diverse range of skills and knowledge.

*Motion carried* **ON MOTION DULY MADE** by Ms. Jennifer Wood, seconded by Ms. Catherine Wilkinson, the Corporate Governance Committee:

- adopted the report subject to the following amendments to the policy:
  - Page 24 B. Director Education, second paragraph:
    - "...must take personal responsibility for their..." be replaced with "...is responsible for taking...";
    - After the word "pursuit" a period be added and the next sentence be deleted.
  - Page 25 Informal Director Education, first paragraph: the word "things" be replaced with "sources".
  - Page 26 Policy Administration: second paragraph be deleted.

and

- 
- recommended that the report be forwarded to the Board of Directors to approve:
    1. The Director Education and Board Development Policy (attached); and
    2. Authorize the interim CEO (or his designate) to take all necessary actions to support the Corporate Governance Committee to implement the above policy.

**B) Board Committees: Amendment to Terms of Reference**

The Corporate Governance Committee had before it the above-captioned report (CGC:2011-12) from the Committee Chair.

The Committee discussed the draft terms of reference in detail, including issues of definition and purpose.

The Committee requested that the General Counsel / Corporate Secretary work with the Committee Chair to redraft the Terms of Reference to reflect the discussion and to circulate revisions to the Committee for recommendation to the Board at its next meeting.

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**ITEM 6 A      TORONTO COMMUNITY HOUSING POLICY  
MANAGEMENT FRAMEWORK**

CGC:2011-13

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The Corporate Governance Committee had before it the above-captioned report (CGC:2011-13) from the Chief Executive Officer (Interim).

The Committee requested that on page 3 of the Guide to Policy Development, Review or Amendment, under 3. Policy Triggers, second bullet from the bottom the word “and” be added between “New” and “best-practices”.

Staff will report on their due diligence during the policy development process, including consultations with tenants, as it is provided in the Guide (page 3). Policies have to be well written, feasible and implementable.

Mr. Hugh Lawson informed the Committee that the Guide (5. Policy Review – *Management Policies*) provides the timeframe for the review

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of all existing management policies. The Policy Administration Team will submit an annual policy review schedule to the Executive Committee and report twice a year (June and December) on progress against the review schedule and any impact. There is a new policy format that is being now used indicating also the date of the policy or of its review.

***IN CAMERA PROCEEDINGS***

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*Motion carried* **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood, the Corporate Governance Committee resolved to meet *in camera* to consider items 8, 9, 10, 11, 12A - F.

**ADJOURNMENT**

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The meeting of the Corporate Governance Committee was adjourned at 1:35 p.m.

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Secretary

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Chair, Corporate Governance Committee

## **Board of Director Committees Public Minutes**

Report: TCHC:2012-03

**Attachment 4: Tenant and Community Services Committee Public Minutes –  
November 24, 2011**



## Tenant & Community Services Committee

931 Yonge Street  
Toronto M4W 2H2

Page 1 of 9

The Tenant & Community Services Committee of Toronto Community Housing Corporation met on November 24, 2011, in the Main Floor Conference Room, 931 Yonge Street, commencing at 9:30 a.m.

**Committee Directors present:** Councillor Cesar Palacio, Chair  
Munira Abukar, Vice Chair  
**Regrets:** Councillor Frances Nunziata

**Additional Directors present:** Norman (Bud) Purves, Chair of the Board of Directors  
Ms. Catherine Wilkinson

**Also present:** Marta Asturi, Assistant Corporate Secretary and Legal Counsel  
Mary Boushel, Legal Counsel  
LoriAnn Girvan, Director, Community Health Unit  
Nadia Gouveia, Social Investment Fund Coordinator  
Michelle Haney-Kileeg, General Manager  
Mitzie Hunter, Chief Administrative Officer  
Len Koroneos, Chief Executive Officer (Interim)  
Deborah Simon, Chief Operating Officer

Councillor Cesar Palacio, the Chair, called the meeting to order and Mirela Bolentiru served as recording secretary.

### **DECLARATION OF CONFLICT OF INTEREST**

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

### **CONFIRMATION OF AGENDA**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Munira Abukar, seconded by Mr. Norman (Bud) Purves, the Tenant & Community Services Committee approved the change of the agenda order to have items 7 and 8 discussed before item 6.

## DEPUTATIONS

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The Committee Chair polled for any deputations to be heard at the meeting and explained the deputation process. He noted that several written submissions had been distributed to the Committee members and a list of those who had made written submissions would be included with the minutes. A list of people wishing to provide verbal deputations was received for the meeting.

## MINUTES      CONFIRMATION OF TENANT & COMMUNITY SERVICES COMMITTEE MINUTES – SEPTEMBER 29, 2011

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee received the above-captioned minutes and recommended they be forwarded to the Board of Directors for information.

## ITEM 1      Q3 2011 QUARTERLY PERFORMANCE REPORT      TCSC:2011-12

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*Motion carried*      The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-12) from the Interim Chief Executive Officer.

The Committee Chair provided opening remarks and then invited deputants to speak to the agenda item. Mr. Dan King provided a verbal deputation in relation to this item.

The Chair thanked Mr. Dan King and opened the floor for questions.

Catherine Wilkinson recommended that:

- on page 3 of the report “Tenant in Arrears & Changes over Time” the amount and percentage of Rent and Parking Arrears be split for clarification purposes;
- due to some work orders entered in Easy Trac that do not end up in the superintendent’s office – on pages 11-12 of the report “Improved Customer Service” – there should be a process in place to ensure that all work orders reach the on site staff in due time; a better communication is needed to improve turning over the work orders to new staff;
- the approved capital repairs list should be kept by management and readily available for reference, showing the outstanding items;
- large capital repair items to be addressed in due time and management should include them in the capital repairs list;
- management should clarify the numbers associated with empty

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units and turnover units under Vacancy Loss metric that are not included in the total numbers provided in the report.

In response to Ms. Catherine Wilkinson's recommendations, Mr. Hugh Lawson informed the Committee that large capital repair items are addressed within one year and then they are included in the capital repair list. He also noted that management's approach was based on the assumption that the following units have not been included in the vacancy loss calculations:

- non-rentable units, including units on hold, under refurbishment, and held for Regent Park Relocations;
- 200 Wellesley Street East vacant units;
- units that are vacant in new developments at revitalization sites; as soon as they are turned over to the Operating Units for ongoing operational management they will be accounted for under the vacancy loss review;
- the Rental Task Force (RTF) is focusing on hard-to-rent units in buildings with high vacancies, most of which have been vacant for long periods of time; the rental of these units will cause a temporary spike in average rental turnaround times.

Staff informed that the breakdown of the above requested information is not readily available, but it will be brought back at a future meeting.

*Motion carried* **ON MOTION DULY MADE** by Ms. Munira Abukar, seconded by Mr. Norman (Bud) Purves, the Tenant & Community Services Committee unanimously received the report and recommended to forward the report with performance measures that are below target to the Board of Directors for information.

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**ITEM 2            SUCCESSFUL TENANCIES AND HEALTHY  
COMMUNITIES PRESENTATION**

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*Motion carried* The Tenant & Community Services Committee had before it the above-captioned PowerPoint presentation from Mary Bushel, Legal Counsel.

Mr. Dan King provided a verbal deputation in relation to this item.

Mr. Clive Williams provided a verbal deputation and a written submission in relation to this item, which it was provided to the Committee members prior to the Committee meeting.

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*Motion carried* Ms. Catherine Wilkinson requested that:

- staff bring back to the Committee a summary of the legislative framework, including subtitles/specific sections, to ensure that the Committee members have a better understanding of their roles;
- the summary should also cover the pest control and hoarding issues.

Ms. Mary Boushel explained to the Committee that there are many challenges along the road, especially related to the tenants' behaviour and actions, which are either intentional or mental related. In such circumstances, there is also a challenge for staff to maintain quiet neighbourhoods. She also explained that the issue of hoarding will be included in the new category named "Unit Condition Initiative".

The Committee Chair informed the Committee that in his neighbourhood there are many people living with mental disabilities, as well as many senior citizens. He expressed his concerns with respect to the safety of the senior citizens in relation to the behaviour of the mentally challenged individuals, suggesting enhanced security services.

In response to a question raised, management explained that the Residential Tenancies Act provides alternate options, such as mediation agreements and conditional orders that are available through the Landlord and Tenant Board, to prevent termination of tenancy and eviction.

In response to a question raised, staff explained that the cost of eviction consists of the following cost categories:

- administrative cost of enforcing the eviction
- vacancy and turnover costs
- emergency shelter costs borne by the City, which are higher than the Corporation's costs
- start-up funds for people re-housed elsewhere
- emergency room and health care costs, and
- personal and emotional costs to tenants and their families.

Mr. Norman (Bud) Purves requested that the costs of eviction be specified and spread over each cost category.

Councillor Palacio informed the Committee that there will be meetings in all four points of the City with respect to raising the necessary funds

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required for successful tenancies, by working with communities and shaping the TCHC's strategies. Councillor Palacio will keep the Committee informed of the development of this initiative.

*Motion carried* **ON MOTION DULY MADE** by Ms. Munira Abukar, seconded by Mr. Norman (Bud) Purves, the Tenant & Community Services Committee unanimously received the presentation on Successful Tenancies and Healthy Communities for information.

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**ITEM 3                      POLICY ON EVICTIONS FOR CAUSE - UPDATE                      TCSC:2011-13**

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The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-13) from the Interim Chief Executive Officer.

Mr. Dan King provided a verbal deputation in relation to this item.

Ms. Catherine Wilkinson requested that:

- the Le Sage Report be distributed to the new Board of Directors as the new directors have not yet seen it;
- public consultations be held with tenants to determine ways of improvement;
- the issues that cannot be addressed and the reasons why they cannot be addressed;
- tenants need to be educated as well as staff;
- communications should be posted in all superintendent's offices.

Mr. Norman (Bud) Purves requested that staff report back to the Committee at a future meeting on all 81 recommendations included in the Le Sage Report.

Staff informed the Committee that management developed strategies, included in the Community Management Plan that are intended to address all 81 recommendations of the Le Sage report.

*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee unanimously received the report for information.

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<b>ITEM 4</b>	<b>COMMUNITY SAFETY INITIATIVES – STATUS REPORT</b>	TCSC:2011-14
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The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-14) from the Interim Chief Executive Officer.

Mr. Dan King provided a verbal deputation in relation to this item.

Ms. Beverly Smith provided a verbal deputation in relation to this item.

Ms. Catherine Wilkinson requested that:

- issues of addicted people should be tied into the Mental Health Strategy;
- due to reducing the number of community officers by 100 staff, the TCHC staff is now responsible for clusters of communities, which represents a huge workload;
- staff bring back to the Committee the pilot project's results;
- staff bring back to the Committee the results of the CCTV audit and provide the Committee with information on who was responsible for what happened;
- there is inconsistency in parking enforcement; staff should revisit the policy that addresses the parking payments and clarify the tenants' situation;
- staff should ensure that all communications reach in due time the mentally challenged individuals and that they understand them.

The Committee Chair requested that staff bring the Community Safety Initiatives back to the Committee at a future meeting.

*Motion carried*     **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee unanimously received the report for information.

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<b>ITEM 5</b>	<b>MENTAL HEALTH STRATEGY UPDATE</b>	TCSC:2011-15
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The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-15) from the Interim Chief Executive Officer.

Mr. Dan King provided a verbal deputation in relation to this item.

Ms. Susan Gapka provided a verbal deputation in relation to this item.

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Ms. Catherine Wilkinson recommended that the Corporation build its own business case and present it to the City advocating for funding for mental health.

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*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee unanimously received the report for information.

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**ITEM 6 ACCESSIBLE CUSTOMER SERVICE - UPDATE TCSC:2011-16**

*Motion carried* The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-16) from the Interim Chief Executive Officer.

**The Committee agreed to hear the deputations on this item, but deferred for discussion to the January 16, 2012 Committee meeting.**

Mr. Dan King provided a verbal deputation in relation to this item.

Ms. Catherine Wilkinson informed the Committee that elevators are out of service very often. There has never been a policy to provide for situations when tenants get stuck in elevator. In reference to section 2.3 of the "Guidelines Accessible Customer Service September 2011", the Corporation cannot decide whether a disable tenant should come with a support person. This is their right. Ms. Catherine Wilkinson recommended that the policy be amended to say "...a person with disability, or his/her support person be allowed to give feedback".

*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee deferred the report for information to the January 2012 Committee meeting.

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**ITEM 7 SOCIAL INVESTMENT FUND 2011 UPDATES TCSC:2011-17**

The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-17) from the Interim Chief Executive Officer.

Mr. Chris Lytle and Ms. Beverley Smith provided a verbal deputation and a written submission in relation to this item, which was provided to the Committee members prior to the Committee meeting.

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*Motion carried* **ON MOTION DULY MADE** by Ms. Munira Abukar, seconded by Mr. Norman (Bud) Purves, the Tenant & Community Services Committee unanimously received the report for information.

**ITEM 8 TENANT COMMUNICATIONS STRATEGY -  
UPDATE**

TCSC:2011-18

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The Tenant & Community Services Committee had before it the above-captioned report (TCSC:2011-18) from the Interim Chief Executive Officer.

**The Committee agreed to hear the deputations on this item, but deferred for discussion to the January 16, 2012 Committee meeting.**

Ms. Susan Gapka provided a verbal deputation in relation to this item.

Mr. Clive Williams provided a verbal deputation and a written submission in relation to this item, which was provided to the Committee members prior to the Committee meeting.

Mr. Noor Hussain provided a written submission in relation to this item, which was provided to the Committee members prior to the Committee meeting.

Ms. Halima Saad provided a verbal deputation in relation to this item.

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*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee deferred the report for information to the January 2012 Committee meeting.

**IN CAMERA PROCEEDINGS**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Norman (Bud) Purves, seconded by Ms. Munira Abukar, the Tenant & Community Services Committee resolved to defer the *in camera* items A and B to the January 2012 Committee meeting.

**ADJOURNMENT**

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The meeting of the Tenant & Community Services Committee was adjourned at 11:10 a.m.

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Secretary

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Chair, Tenant & Community Services Committee