



Board of Directors

931 Yonge Street,
Toronto, M4W 2H2

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The Board of Directors (“Board”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on October 7, 2021, via WebEx, commencing at 10:00 a.m.

Directors in Attendance: Tim Murphy (Chair) *(10:00 a.m. – 11:36 a.m.)*
Deputy Mayor Ana Bailão
John Campbell
Marcel Charlebois
Ubah Farah
Councillor Paula Fletcher
Adele Imrie
Naram Mansour *(10:00 a.m. – 12:00 p.m.)*
Councillor Frances Nunziata
Brian Smith
Debbie Douglas *(10:00 a.m. – 10:30 a.m.)*
Nick Macrae *(10:00 a.m. – 10:30 a.m.)*

Directors Absent: n/a

Management Present: Jag Sharma, President and Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)
Barbara Shulman, Interim Vice President, Human Resources
Kelly Skeith, Acting Chief Development Officer (“CDO”)
Noah Slater, Senior Director, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications

Grant Coffey, General Manager, Seniors
Housing Unit
Christine Yan, Acting Assistant Corporate
Secretary

A quorum being present, Mr. Murphy, serving as Chair called the meeting to order and Ms. Yan served as recording secretary.

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the Board meeting, noted the Acknowledgement of the Land and notified everyone that due to the public health measures to prevent the spread of COVID-19, TCHC's holding this Board meeting virtually.

Welcome, President and Chief Executive Officer ("CEO")

The Chair welcomed the new President and CEO, Jag Sharma, who began in the role on August 3.

Welcome, Director for the Centre for the Advancement of the Interests of Black People

The Chair welcomed Evelyn Amponsah, who is attending the Board meeting for the first time as the Director for the Centre for the Advancement of the Interests of Black People.

National Day of Truth and Reconciliation

The Chair noted the first-ever National Day for Truth and Reconciliation took place on September 30. In recognition of the event, Toronto Community Housing held several educational events to raise staff awareness of the tragic legacy of residential schools and promote meaningful discussions about how we can continue to take action towards reconciliation.

Combatting Gun Violence

On behalf of the Board, the Chair extended condolences to the family, friends and neighbours of the victims of the fatal shootings last month, and offered sympathies and well wishes to those who have been injured in the incidents of gun violence.

The Chair emphasized Toronto Community Housing is committed to working alongside partners and tenants to find solutions that will make our communities safer.

Improvements to Service Delivery

The Chair updated that Toronto Community Housing continues to move forward in 2021 with its plans to improve housing and service delivery for tenants through the Tenant Service Hubs in the family portfolio and the Integrated Service Model in the Seniors Portfolio.

TCHC United Way campaign

The Chair noted Toronto Community Housing is launching its 2021 United Way campaign on October 13. On behalf of the Board, the Chair encouraged everyone to give generously to help those are facing even greater challenges during this pandemic and thanked the team led by Darragh Meagher for running this year's campaign.

COVID-19 update

The Chair shared that Toronto Community Housing is following the City's direction about mandatory COVID-19 vaccinations and encouraged staff, tenants and stakeholders to get the vaccine as soon as they are eligible.

On behalf of the Board, the Chair thanked all employees for the tremendous work they are doing during the pandemic.

DEPUTATIONS

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

- Item 2E – Regent Park Phases 4-5 Pre-Development Spending Authority (*Waliedkhogali, Ismail Afrah, Miguel Avila-Velarde, Ibrahim Afrah, and Ines Garcia*)

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- Item 2J – Community Advisory Sub-Committee Charter (*Kathy Kunsman*)
 - Item 2L – TCHC COVID-19 Response Update (*Lena Valenzuela and Tom Robson*)

The following written deputations were received in relation to the following items:

- Item 2E – Regent Park Phases 4-5 Pre-Development Spending Authority (*Waliedkhogali*)
- Item 2J – Community Advisory Sub-Committee Charter (*Cheryl Duggan*)
- Item 2K – Work Plan for Comparison of TCHC to Other Social Housing Providers (*Cheryl Duggan*)
- Item 2L – TCHC COVID-19 Response Update (*Cheryl Duggan, Lena Valenzuela, and Tom Robson*)
- Item 6 – Strategic Priorities – Progress Report (*Cheryl Duggan*)

ITEM 2 APPROVAL OF CONSENT AGENDA ITEMS

The following items were not held for discussion:

- Item 2A – Approval of Public Agenda
- Item 2B – Chair’s Poll re: Conflict of Interest
- Item 2C – Confirmation of Board of Directors’ Public Meeting Minutes of July 22, 2021
- Item 2D – December 2021 Mortgage Renewal
- Item 2F – Alexandra Park Phase 2 Revitalization: Transfer of Site 1 Development Block to Partnership
- Item 2G – Change Order: Additional Scope to Renovate Townhouse Units at 275, 285 & 295 Shuter Street
- Item 2H – Contract Award: Architectural and Mechanical Upgrades at 40 Asquith Avenue
- Item 2I – City Council Directions Requiring Board Attention

The following items were held for discussion:

- Item 2E – Regent Park Phases 4-5 Pre-Development Spending Authority
- Item 2J – Community Advisory Sub-Committee Charter

- Item 2K – Work Plan for Comparison of TCHC to Other Social Housing Providers
- Item 2L – TCHC COVID-19 Response Update

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Imrie and carried, the Board approved the consent agenda items, with the exception of Items 2E, 2J, 2K and 2L.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Imrie and carried, the Board approved the Public meeting agenda for the Board’s October 7, 2021 meeting.

ITEM 2B CHAIR’S POLL RE: CONFLICT OF INTEREST

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

ITEM 2C CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF JULY 22, 2021

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Imrie and carried, the Board confirmed the above-captioned minutes without amendments.

ITEM 2D DECEMBER 2021 MORTGAGE RENEWAL TCHC:2021-53

The above-captioned report (TCHC:2021-53) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Ms. Imrie and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-53 to:

1. Approve the transaction in the amount of \$3,314,313.61 with MCAP, in connection with the mortgage due for renewal on December 1, 2021;
2. Ratify and approve the resolution in the form set out in Confidential Attachment 2 to this Report; and
3. Authorize the President and Chief Executive Officer or the Chief Financial Officer & Treasurer and TCHC staff acting pursuant to their delegated authority to take necessary actions, including negotiation and execution of such documentation as may be required in order to give effect to the above recommendation.

**REGENT PARK PHASES 4-5 PRE-
ITEM 2E DEVELOPMENT SPENDING AUTHORITY TCHC:2021-54**

Verbal deputations were received from Walied Khogali, Ismail Afrah, Miguel Avila-Velarde, Ibrahim Afrah, and Ines Garcia with respect to this item.

A written deputation was received from Walied Khogali with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-54) was circulated to Board members prior to the meeting.

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

- TCHC's team on the ground has been working closely with members of the community, including TCHC tenants, the Regent Park Neighbourhood Association (RPNA), the Community Benefits Coalition (CBC), since December 2020 when Tridel Builders Inc. ("Tridel") was approved as the developer partner for the Regent Park Revitalization of Phases 4 and 5.
- All voices in Regent Park, including tenant voices, are being heard so that input from the community can inform future work in Phases 4 and 5. TCHC is also working with the local Councillor's office, City of Toronto and tenants in order to better respond to the recommendations put forward by community members.
- Consultations started in summer with a focus on providing information regarding master planning and rezoning, and Tridel was introduced to the community.
- TCHC's development and engagement team has partnered with the Tridel engagement team to work with tenants, RPNA and CBC to set up the launch of a one-year Community Benefits Agreement (CBA) process, which is expected to start early 2022.
- A Working Group consisting of TCHC tenants, RPNA, and other stakeholders has been formed to lead the engagement process, alongside TCHC, and with support from Tridel.
- A number of questions were raised regarding the rationale for the rezoning of Regent Park Phases 4 to 5 and the cost sharing formula for rezoning. It was provided that rezoning will permit TCHC to achieve a number of important objectives not possible under current zoning, which include pursuing additional density for RGI replacement units, adding community space as requested by the community, and responding to the City's focus on expanding affordable housing opportunities. The rationale for rezoning was referenced in the December 15, 2020 Board report. Both City Planning and the local Councillor have been engaged in the rezoning discussion.
- Further discussion will be held in the next BIFAC In-Camera meeting to address matters raised in this report, as part of the requested information relates to confidential deal terms between Tridel and TCHC that could not be discussed at this public meeting.

*Motion
carried*

ON MOTION DULY MADE by Deputy Mayor Bailão, seconded by Councillor Nunziata and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-54 to:

1. Authorize additional spending authority of \$2,649,200 to complete Phases 4-5 master planning, rezoning, and operational costs as described in Report TCHC:2021-54;
2. Authorize the Acting Chief Development Officer to execute an Interim Cost Sharing Agreement whereby TCHC will contribute 75% and Tridel will contribute 25% of the total costs on an as-incurred basis, inform satisfactory to the General Counsel and Corporate Secretary and the Acting Chief Development Officer; and
3. Authorize the appropriate staff to take the necessary actions, incur capital commitments, and execute any and all documents as may be necessary, including negotiation and execution of such documents as may be required to give effect to the above recommendations and to report to BIFAC further on the matters raised in this report.

**ALEXANDRA PARK PHASE 2
REVITALIZATION: TRANSFER OF SITE 1**

ITEM 2F DEVELOPMENT BLOCK TO PARTNERSHIP TCHC:2021-55

The above-captioned report (TCHC:2021-55) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Ms. Imrie and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-55 to:

1. Authorize the transfer of the Site 1 lands, substantially as shown on the plans prepared by CS&P Architects and SvN Architects + Planners, dated January 22, 2020 (Attachment 2), (the “Subject Lands”), from Toronto Community Housing to Dundas Alexandra Park Residences Inc.;
2. Authorize entering into reciprocal easements and a shared facilities agreement with the declarant or condominium corporation which acquires the Subject Lands to provide for the operation and management of the shared garage, loading and garbage areas, building facilities and shared outdoor areas;
3. Authorize any further retransfer of the Subject Lands required in order to correct the boundaries in accordance with any subsequent as-built stratified plan; and
4. Authorize the Chief Development Officer (or designate) to take such further actions to execute any and all agreements and documents as may be necessary to give effect to the above recommendations.

**CHANGE ORDER: ADDITIONAL SCOPE TO
RENOVATE TOWNHOUSE UNITS AT 275,**

ITEM 2G 285 & 295 SHUTER STREET

TCHC:2021-56

The above-captioned report (TCHC:2021-56) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Ms. Imrie and carried, the Board unanimously approved the

following recommendations contained in Report TCHC:2021-56 to:

1. Approve the change order of the work up to \$1,031,270.54 (exclusive of taxes) to Martinway Contracting Ltd. for the extra cost to expand the interior renovation of 41 townhouse units at 275, 285 and 295 Shuter Street as follows:
 - \$941,270.54 for the extra cost to expand the interior renovation of 41 townhouse units; and
 - \$90,000 as an allowance to accommodate the potential increased cost of materials due to supply chain issues as a result of the COVID-19 pandemic; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CONTRACTOR AWARD: ARCHITECTURAL
AND MECHANICAL UPGRADES AT 40**

ITEM 2H ASQUITH AVENUE (RFQ 21154-PP)

TCHC:2021-57

The above-captioned report (TCHC:2021-57) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Ms. Imrie and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-57 to:

1. Approve the award of the work to Trinity Services Ltd. for \$12,104,223.00 (exclusive of taxes) for architectural envelope and mechanical HVAC services at 40 Asquith Avenue based on the outcome of Request for Quotations (“RFQ”) 21154-PP; and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 2I CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION TCHC:2021-58

The above-captioned report (TCHC:2021-58) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Imrie and carried, the Board received Report TCHC:2021-58, being the report regarding City Council Directions Requiring Board Attention, for its information.

ITEM 2J COMMUNITY SAFETY ADVISORY SUB-COMMITTEE CHARTER TCHC:2021-59

A verbal deputation was received from Kathy Kunsmann with respect to this item.

A written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-59) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Councillor Fletcher and carried, the Board unanimously approved the Community Safety Advisory Sub-Committee Charter.

**WORK PLAN FOR COMPARISON OF TCHC
ITEM 2K TO OTHER SOCIAL HOUSING PROVIDERS TCHC:2021-62**

A written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-62) was circulated to Board members prior to the meeting.

Mr. Sharma, Ms. Penny and Ms. Knight were available to answer questions of the Board. Highlights of the discussion include:

- It was suggested that ratio of frontline staff per unit, ratio of management per unit, and budget per unit be included in the key deliverables.
- TCHC is in the process of drafting the RFP to secure a third party consultant to implement the comparative review, with a budget of \$150K allocated to the project. Initial work has started internally to define the scope of work and key deliverables.
- It was agreed that the Chair of BIFAC and the Chair of TSC be engaged to review the scope of work and ensure key components will be included in the RFP for comparison.
- Members acknowledged the challenge in acquiring information from other social housing providers to facilitate a fulsome comparison. While commitment has not been made by other housing providers during TCHC's early conversations with them, as many housing providers with a scale comparable to TCHC are associated with their respective municipalities, TCHC would have good opportunities to engage those housing providers to obtain key information for the comparative review, or with assistance from the municipalities if required.
- It was also suggested that resources/information provided through organizations and groups such as the Ontario Non-Profit Housing Association (ONPHA) and the Homeless Hub could be utilized to inform the work plan.

*Motion
carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously received Report TCHC:2021-62, being the Work Plan for Comparison of TCHC to Other Social Housing Providers report, for its information and direct staff to engage the Chairs of the BIFAC and TSC in the development of the Work Plan process.

ITEM 2L TCHC COVID-19 RESPONSE UPDATE TCHC:2021-63

Verbal deputations were received from Tom Robson and Lena Valenzuela with respect to this item.

Written deputations were received from Cheryl Duggan, Tom Robson and Lena Valenzuela with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-63) was circulated to Board members prior to the meeting.

The Chair left the meeting at 11:36 am, and Mr. Smith proceeded to chairing the meeting as the Vice Chair.

The Board recommended that management follow up with Ms. Valenzuela to address her concerns.

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board unanimously received Report TCHC:2021-63, being the TCHC COVID-19 Response Update report, for its information.

**BUSINESS ARISING FROM THE PUBLIC MEETING
MINUTES AND ACTION ITEMS UPDATE AS OF JULY 22,
2021**

ITEM 3

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Councillor Nunziata and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of July 22, 2021 for its information.

ITEM 4 **OUTCOME OF COLLECTIVE BARGAINING
WITH CUPE LOCAL 79**

TCHC:2021-61

The above-captioned report (TCHC:2021-61) was circulated to Board members prior to the meeting.

Ms. Shulman provided an overview of the successfully negotiated collective agreement. Highlights of the discussion include:

- On August 20th, 2021, a tentative agreement was reached between TCHC and CUPE Local 79 with the assistance of a Mediator. On October 1, 2021, following a vote by the union membership, the Agreement was ratified by CUPE Local 79.
- The terms of the agreement achieved by TCHC and CUPE Local 79 fall within the mandate previously approved by the Board.
- Through the negotiated agreement, TCHC aligns its outcomes to those achieved in the collective agreement with CUPE Local 416, and achieves alignment with outcomes of the collective bargaining of the labour partners with the City of Toronto.
- The Board acknowledged Ms. Shulman and her team's efforts in successfully negotiating this collective agreement.

*Motion
carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Councillor Fletcher and carried, the Board unanimously

approved the following recommendations contained in Report TCHC:2021-61 to:

1. Ratify and approve the Memorandum of Settlement between TCHC and CUPE, Local 79, which falls within the mandate approved by the Board of Directors, in order to effect a new Collective Agreement;
2. Authorize staff to make the necessary adjustments to the 2021 Operating Budget of the Divisions to reflect provisions of the Memorandum of Settlement;
3. Authorize the public release of Confidential Attachment 1, if the Memorandum of Settlement is ratified and approved by the Board, at the conclusion of the Meeting; and
4. Authorize the appropriate staff to take all necessary actions, including necessary amendments to rates of pay, benefits and other issues identified as agreed changes in the new Memorandum of Settlement, and execute all necessary documents to implement the above recommendations.

ITEM 5 PRESIDENT AND CEO'S STATUS REPORT TCHC:2021-60

The above-captioned report and presentation (TCHC:2021-60) were circulated to Board members prior to the meeting.

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

- 100 Day Plan;
- Early Observations;
- Vision;
- Key Focus Opportunities;
- Moving Forward: Strategy; and
- Leadership Principles.

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

- The Board appreciated the fulsome status report and presentation provided by Mr. Sharma.
- A question was raised regarding the number of former seniors-designated buildings that have been converted to family/mixed buildings.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board received Report TCHC:2021-60, being the President and CEO's Status Report and the accompanying presentation, for its information.

ITEM 6 STRATEGIC PRIORITIES – PROGRESS TCHC:2021-51D
REPORT

A written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-51D) was circulated to Board members prior to the meeting.

Ms. Penny, Ms. Shulman, and Ms. Knight provided an overview of achievement under each of the following Strategic Goals:

- Support the rights of every tenant to have reasonable enjoyment of their homes;
- Build high performing teams that bring to life a culture of tenant service;
- Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs;
- Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures;
- Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools; and
- Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments.

Ms. Penny, Ms. Shulman, and Ms. Knight were available to answer questions of the Board. Highlights of the discussion include:

- Regarding the key business processes that have been reviewed under the HoMES project, it was requested that management provide more details on what business processes are under review, what changes are being made, and how progress is being measured, in a future BIFAC meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Charlebois and carried, the Board of Directors unanimously approved deferring Report TCHC:2021-51 to the October 7, 2021 Board of Directors meeting.

ITEM 7 SENIORS HOUSING TRANSITION TCHC:2021-66

This matter was deferred to the December 9, 2021 Board of Directors meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Charlebois and carried, the Board of Directors unanimously approved deferring Report TCHC:2021-66 to the December 9, 2021 Board of Directors meeting.

ITEM 8 BUILDING INVESTMENT, FINANCE AND AUDIT COMMITTEE (“BIFAC”) CHAIR’S REPORT

No comments or remarks from the Chair were received.

ITEM 9 GOVERNANCE, COMMUNICATIONS, HUMAN RESOURCES COMMITTEE (“GCHRC”) CHAIR’S REPORT

No comments or remarks from the Chair were received.

ITEM 10 TENANT SERVICES COMMITTEE (“TSC”) CHAIR’S REPORT

No comments or remarks from the Chair were received.

TERMINATION

The public meeting terminated at 1:00 p.m.

Secretary

Chair, Board of Directors