



## Board of Directors

931 Yonge Street  
Toronto M4W 2H2

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The Board of Directors of the Toronto Community Housing Corporation met on December 8, 2008 at Access Housing Connections, 176 Elm Street, Toronto at 9:47 a.m.

**Directors present:** Mr. David Mitchell, Chair  
Ms. Zahra Dhanani  
Councillor Paula Fletcher  
Councillor Suzan Hall  
Ms. Michelle Joseph  
Mr. Greg Kalil  
Mr. Dan King  
Councillor Giorgio Mammoliti  
Ms. Carol Osler  
Councillor Anthony Perruzza  
Ms. Sheerin Sheikh  
Mr. Ron Struys  
Ms. Catherine Wilkinson

**Regrets:**

**Also present:** Mr. Derek Ballantyne, Chief Executive Officer  
Mr. Harold Ball, Vice President, Human Resources  
Mr. Gordon Chu, Chief Financial Officer and Treasurer  
Mr. Ian Fichtenbaum, Director Asset Management  
Mr. Mark Guslitz, Chief Development Officer  
Ms. Kristin Jenkins, Vice President, Public Affairs and Communications  
Mr. Hugh Lawson, Director Corporate Governance  
Ms. Keiko Nakamura, Chief Operating Officer

The Chair, Mr. David Mitchell called the meeting to order, and Elora Nichols served as recording secretary.

**DECLARATION OF CONFLICT OF INTEREST**

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The Chair requested members of the Board of Directors to indicate any Public Agenda Item in which they had a conflict of interest, together with the nature of the interest. None were declared.

**MINUTES      CONFIRMATION OF PUBLIC MINUTES OF THE TORONTO  
COMMUNITY HOUSING CORPORATION FOR NOVEMBER 5, 2008**

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*Motion carried*      **ON MOTION MADE** by Ms. Carol Osler, seconded by Ms. Catherine Wilkinson:

the Board of Directors adopted the above-captioned minutes without amendments.

**APPROVAL OF PUBLIC AGENDA**

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*Motion carried*      **ON MOTION MADE:**

the Agenda was approved as presented.

**ITEM 1      2009-2011 COMMUNITY MANAGEMENT REPORT      TCHC:2008-164**

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*Motions carried as amended*      The Board of Directors had before it the above-captioned report (TCHC:2008-164) from the Chief Executive Officer recommending that the Board of Directors:

- (1) approve the attached Community Management Plan, 2009-2011;
- (2) authorize the Chief Executive Officer to submit the Community Management Plan, 2009-2011 to the City of Toronto as required under the Shareholder Agreement;
- (3) request that the CEO present to each of the relevant Board committees the outcomes and measures for the Community Management Plan for discussion; and
- (4) authorize staff to take the necessary actions to give effect to these decisions

**ON MOTION MADE** by Ms. Carol Osler, seconded by Councillor Suzan Hall the Board of Directors amended recommendation (3) by adding:

*“and report back to the Board of Directors for final approval; and”*

**ON MOTION MADE** by Mr. Ron Struys, seconded by Mr. Greg Kalil the Board made a further recommendation (5) as follows:

*“(5) that staff report back to the Board of Directors on the feasibility of creating a 2010 capital budget based on actual financial needs rather than financial capacity.”*

and adopted the report as so amended.

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**ITEM 2                      REAL ESTATE ASSET INVESTMENT STRATEGY                      TCHC:2008-165**

*Motions carried as amended.*

The Board of Directors had before it the above-captioned report (TCHC:2008-165) from the Chief Executive Officer recommending that the Board of Directors:

- (1) approve the real estate asset investment strategy as outlined in this report including:
  - a. The target facility condition index to be achieved for the portfolio of housing;
  - b. The actions necessary to achieving a 40% reduction in green house gas emissions and the related energy savings;
  - c. The revitalization of 13 communities and the development of plans and obtaining planning approvals to proceed with four of these sites;
  - d. The sale and replacement of 371 units of housing as outlined in this plan;
  - e. The financial plan to increase the annual capital expenditures on achieving a good state of repair in the housing portfolio;
- (2) direct the CEO to develop implementation and business plans as necessary for approval by the Board of Directors in the first quarter 2009;
- (3) direct the CEO to provide a report to the City of Toronto Council,

through the Executive Committee on the strategy presented in this report and seek:

- a. approval to proceed with the sale of assets as outlined in this report as required by the Shareholder Agreement;
  - b. approval to exempt Toronto Community Housing Corporation from the payment of property taxes as outlined in this report;
  - c. assistance with the development of a financial strategy for the implementation of the 13 revitalization initiatives as outlined in this report;
- (4) direct the CEO to review the real estate asset investment strategy annually report on the outcomes annually and to recommend further actions to be taken annually or as required; and
- (5) authorize staff to take the necessary actions to give effect to these decisions.

**ON MOTION MADE** by Councillor Paula Fletcher, seconded by Ms. Sheerin Sheikh, the Board of Directors approved the report and deferred Recommendation 1 (d).

**ON MOTION MADE** by Councillor Paula Fletcher, seconded by Ms. Sheerin Sheikh, the Board of Directors amended Recommendation 1 (d) to read as follows:

*1(d) that the sale and replacement of 371 units of housing as outlined in this plan; be reviewed in detail including options for the timing of the sales and exploring potential sale to social agencies of some or all of the assets, and that Recommendation 1 (d) be forwarded to the City Building Committee for discussion and all Board members be notified of the meeting.*

**ON MOTION MADE** by Councillor Paula Fletcher, seconded by Mr. Greg Kalil, the Board of Directors made a further recommendation (6) as follows:

*“(6) that when developing the implementation plans for the revitalization of Alexandra Park and other communities the CEO consider:*

- (a) opportunities for businesses to exist on site where those businesses have a social enterprise component or other*

*opportunities for social enterprise involvement;*

*(b) opportunities for partnership with large social agencies in the provision of services; and*

*(c) opportunities for using geothermal energy to reduce conventional energy consumption be considered.”*

the Board of Directors approved the report as amended.

**ON MOTION MADE** by Ms. Sheerin Sheikh, seconded by Councillor Suzan Hall the Board of Directors made the following recommendation:

*that the Board, through the CEO request the City Manager to present the Board with a briefing on the Shareholder Direction at a meeting in 2009.”*

Councillor Paula Fletcher requested staff provide the Board of Directors with a briefing note on the Cooperative Housing Federation and their involvement with TCHC.

**DEPUTATIONS:**

The following deputations were made respecting the sale of TCHC properties:

- Ms. Stacey Reilly
- Mr. Peter Crawford
- Mr. Randy Donohue
- Ms. Linda Spong
- Ms. Melanie Peters
- Ms. Tracy Silcox
- Ms. Susan Gauvin
- Ms. Angela Kinnear
- Ms. Janice Hadfield (Written deputation December 8, 2008)

The Chair, on behalf of the Board thanked the deputants for addressing the Board.

**ITEM 3            2009 OPERATING PLAN (INTERIM)**

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*Motions carried*

The Board of Directors had before it the above-captioned report (TCHC:2008-158) from the Finance Committee recommending that the Board of Directors:

- (1)    approve the 2009 Operating Plan (interim) as detailed in the attached Appendix “A” to give the CEO spending authority for 2009, pending confirmation of funding level from the Service Manager (City of Toronto);
- (2)    direct the CEO to report to the Board of Directors upon approval of subsidy levels by the Service Manager (City of Toronto); and
- (3)    authorize the appropriate Toronto Community Housing officials to take the necessary action to give effect to the recommendations.

**ON MOTION MADE** by Ms. Zahra Dhanani, seconded by Mr. Greg Kalil:

the Board of Directors approved the report without amendment.

**ITEM 4            5 YEAR BUILDING CAPITAL PLAN 2009-2013            TCHC:2008-159**

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*Motions carried*

The Board of Directors had before it the above-captioned report (TCHC:2008-159) from the Finance Committee recommending that the Board of Directors:

- (1)    receive the summary of the 5 Year Building Capital Plan, 2009-2013;
- (2)    approve the 2 year rolling capital budget for 2009 and 2010 in the amount of \$168.7 M and \$115.4 M, respectively
- (3)    authorize the CEO to contract directly or with Housing Services Inc. for the work included in this 2 year rolling budget up to a maximum of the overall two year budget; and
- (4)    authorize the appropriate Toronto Community Housing officials to take the necessary action to give effect to the above recommendations to implement the 2 year rolling capital budgets for the years 2009 and 2010.

**ON MOTION MADE** by Ms. Catherine Wilkinson, seconded by Mr. Greg Kalil:

the Board of Directors approved the report without amendment.

**ITEM 5** **TENANT PARTICIPATION SYSTEM: REVIEW AND NEXT STEPS** TCHC:2008-148

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*Motions carried as amended*

The Board of Directors had before it the above-captioned report (TCHC:2008-148) from the Communities Committee recommending that the Board of Directors;

- (1) approve the new Tenant Engagement System structure as outlined in the report; and
- (2) authorize the appropriate officials to take the necessary action to give effect to Recommendation (1).

**ON MOTION MADE** by Councillor Fletcher, seconded by Ms. Zahra Dhanani, the Board made a further recommendation (3) as follows:

*(3) that the Board of Directors convey their appreciation to the tenants involved in the process.*

**ON MOTION MADE** by Ms. Zahra Dhanani, seconded by Mr. Greg Kalil, the Board made a further recommendation (4) as follows:

*(4) that the Board of Directors acknowledge staff for their outstanding work.*

and adopted the report as amended.

**DEPUTATION:**

Ms. Susan Gapka, Tenant Representative thanked staff for a positive experience in participating in the Tenant Participation System.

The Chair, on behalf of the Board thanked the Ms. Gapka for her deputation.

**ITEM 6 LEGISLATIVE REQUIREMENTS**

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*Motion carried* The Board of Directors had before it the above-captioned report (TCHC:2008-146) from the Communities Committee recommending that the Board of Directors receive the report for information.

**ON MOTION MADE** by Councillor Suzan Hall, seconded by Ms. Michelle Joseph:

the Board of Directors received the report for information.

**ITEM 7 SUPPORT FOR THE PROPOSED HOUSING BENEFITS FOR ONTARIO** TCHC:2008-145

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*Motions carried* The Board of Directors had before it the above-captioned report (TCHC:2008-145) from the Communities Committee recommending that the Board of Directors:

- (1) support the recommendations of the Housing Benefit for Ontario paper as one element of the Poverty Reduction Strategy and an Affordable Housing Strategy provided the Affordable Housing Strategy also has significant rent-geared-to-income housing supply elements; and

that Toronto Community Housing communicate this endorsement through a letter to the appropriate Ministers at the Province of Ontario.

**ON MOTION MADE** Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors approved the report without amendment.

**ITEM 8 CITY OF TORONTO'S REGULATORY STRATEGY FOR MULTI-RESIDENTIAL BUILDINGS** TCHC:2008-147

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*Motion carried* The Board of Directors had before it the above-captioned report (TCHC:2008-147) from the Communities Committee recommending that the Board of Directors receive the report for information.

**ON MOTION MADE** by Ms. Catherine Wilkinson, seconded by Ms. Sheerin Sheikh:



the Board of Directors received the report for information.

**ITEM 9                    SUSTAINING AGE FRIENDLY COMMUNITIES  
FOR SENIOR TENANTS: TCHC SENIORS  
IMPLEMENTATION FAMEWORK 2008-2010                    TCHC:2008-149**

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*Motions carried*

The Board of Directors had before it the above-captioned report (TCHC:2008-149) from the Communities Committee recommending that the Board of Directors:

- (1) approve the report entitled ***Sustaining Age Friendly Communities for Senior Tenants: Toronto Community Housing’s Seniors Implementation Framework 2008-2010***; and
- (2) authorize the appropriate officials of the Corporation to take the necessary actions to give effect to the recommendation (1).

**ON MOTION MADE** by Ms. Catherine Wilkinson, seconded by Ms. Michelle Joseph:

the Board of Directors approved the report without amendment.

**ITEM 10                    AMENDMENTS TO FAIR WAGE POLICY                    TCHC:2008-142**

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*Motion carried*

The Board of Directors had before it the above-captioned report (TCHC:2008-142) from the Organization Committee recommending that the Board of Directors:

- (1) approve the exemption of not for profit organizations that operate social purpose enterprise businesses from the Fair Wage policy and recommend approval by the Board of Directors;
- (2) authorize the CEO to approve contracts with exempted social enterprises based on the criteria listed in the report below, within the delegated financial authorities of the Corporation; and
- (3) authorize appropriate Toronto Community Housing Corporation officials to take the necessary actions to give effect thereto.

**ON MOTION MADE** by Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors approved the report without amendment.

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**ITEM 11                      RESEARCH PROGRAM UPDATE                      TCHC:2008-140**

*Motions carried*

The Board of Directors had before it the above-captioned minutes (TCHC:2008-140) from the Organization Committee recommending that the Board of Directors:

- (1) endorse the overall direction of the Research Program; and
- (2) approve the creation of a Research Advisory Committee.

**ON MOTION MADE** by Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors approved the report without amendment.

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**ITEM 12                      WEST DONLANDS                      TCHC:2008-163**

*Motions carried*

The Board of Directors had before it the above-captioned report (TCHC:2008-163) from the City Building Committee recommending that the Board of Directors:

- (1) request that Toronto Community Housing staff to inform the City of Toronto, the Waterfront Corporation and other interested parties that Toronto Community Housing's interest in proceeding in the West Donlands will terminate on January 31, 2009 should no reasonable progress be achieved on an agreement for purchasing the lands; and
- (2) request that staff report back to the next City Building Committee meeting with opportunities for development in the near term for Toronto Community Housing.

**ON MOTION MADE** by Mr. Ron Struys, seconded by Ms. Sheerin Sheikh:

the Board of Directors approved the report without amendment.

**ITEM 13 CITY BUILDING COMMITTEE MINUTES – OCTOBER 24, 2008 TCHC:2008-155**

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*Motion carried* The Board of Directors had before it the above-captioned minutes (TCHC:2008-155) from the City Building Committee recommending that the Board of Directors receive the minutes for information.

**ON MOTION MADE** Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors received the minutes for information.

**ITEM 14 ORGANIZATION COMMITTEE MINUTES – SEPTEMBER 16, 2008 TCHC:2008-153**

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*Motion carried* The Board of Directors had before it the above-captioned minutes (TCHC:2008-153) from the Organization Committee recommending that the Board of Directors receive the minutes for information.

**ON MOTION MADE** by Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors received the minutes for information.

**ITEM 15 FINANCE COMMITTEE MINUTES – OCTOBER 23, 2008 TCHC:2008-157**

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*Motion carried* The Board of Directors had before it the above-captioned minutes

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(TCHC:2008-157) from the Finance Committee recommending that the Board of Directors receive the minutes for information.

**ON MOTION MADE** by Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors received the minutes for information.

**ITEM 16 COMMUNITIES COMMITTEE MINUTES –  
OCTOBER 22, 2008**

TCHC:2008-150

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*Motion carried* The Board of Directors had before it the above-captioned minutes (TCHC:2008-150) from the Communities Committee recommending that the Board of Directors receive the minutes for information.

**ON MOTION MADE** by Councillor Suzan Hall, seconded by Ms. Carol Osler:

the Board of Directors received the minutes for information.

**IN CAMERA PROCEEDINGS**

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*Motion carried* **ON MOTION MADE** by Ms. Sheerin Sheikh, seconded by Mr. Greg Kalil:

the Board of Directors resolved to meet “*in camera*” to consider items A, B, C, D, E, F, H, I, K, L, M, N, O, P and Q.

**PUBLIC PROCEEDINGS**

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*Motion carried* At 12:56 p.m. the Chair announced the resumption of the public proceedings and the public meeting reconvened at that time.

**ON MOTION MADE** by Councillor Anthony Perruzza, seconded by Ms. Michelle Joseph:

the Board of Directors ratified the actions authorized during the “*in camera*” meeting.

**ADJOURNMENT**

The meeting of the Board of Directors was adjourned at 12:57 p.m.

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Secretary

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Chair