

# Public Minutes

August 17, 2011

Toronto Community Housing



## 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 Wednesday, August 17, 2011 in the Main Floor Conference Room, 931 Yonge Street, Toronto at 9:32 a.m.

**Directors in Attendance:** Norman (Bud) Purves, Chair  
Munira Abukar  
Zahir Bhaidani  
Christian Buhagiar  
Jason Gorel  
Councillor Norm Kelly  
Brian Kwan  
Councillor Frances Nunziata  
Councillor John Parker  
Catherine Wilkinson  
Jennifer Wood  
Audrey Wubbenhorst

**Directors Absent:** Councillor Cesar Palacio

**Also present:** Len Koroneos, Chief Executive Officer (Interim) and Chief Financial Officer  
Steve Floros, Community Housing Director – Central  
Michelle Haney-Kileeg, General Manager  
Mitzie Hunter, Chief Administrative Officer  
Bronwyn Krog, Vice President and Chief Development Officer  
Howie Wong, General Counsel and Corporate Secretary  
Paul Chisholm, General Manager, Access Housing Connections Inc.

Mr. Norman (Bud) Purves, Chair, called the meeting to order, and Mrs. Janice Lewkoski served as recording secretary.

The Chair welcomed everyone to the meeting and congratulated the new Board members on their appointments. He noted that the new Board is very enthusiastic. One of the tasks of the Board will be to look at the organization and the financial controls of the organization. He emphasized Board members' role and responsibilities,

including reviewing materials in advance, focusing on strategic goals, asking questions, maintaining ethics and integrity, and engaging in full and candid discussions. He thanked the Board members for accepting their role as Board directors.

**DECLARATION OF CONFLICT OF INTEREST**

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

**DEPUTATIONS**

The Chair polled for any deputations to be heard at the meeting. The following individuals provided deputations in relation to items on the agenda:

Amended Minutes of March 3, 2011

- Dan King

Items 2A – Eviction Prevention Policy for Non-Payment of Rent (Arrears) and 2B – Policy on Evictions for Cause (Non-Arrears)

- Dan King
- Linda Mitchell, Scarborough Legal Services

*Councillor Kelly joined the meeting at 10:00 a.m.*

Item 3 – Board Committees

- Susan Gapka
- Tom Robson
- Beverly Smith
- Silvina Hollingsworth

Item 5 – Implementation of Auditor General Recommendations, and Enterprise Risk and Corporate Compliance Initiative: Status Report

- Dan King
- Violet Halliday

Item 6 – Sale of 22 Houses: Update

- Magdalena Palma
- Miguel Avila
- Susan Gapka
- Beverly Smith

Item 7 – Q1 2011 Quarterly Performance Report

- Robert Frederickson
- Dan King

- Murray Bevan
- Sharon Younger

During deputations on Item 7, the Chair noted that accountability will be set up with the Committees and he would like to have a presentation with management on statistics.

In Camera Agenda

- Dan King

The Chair thanked the deputants for their time.

**MINUTES      RECEIPT OF BOARD MINUTES OF TORONTO COMMUNITY HOUSING CORPORATION FOR MAY 25, 2011**

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The Board had before it the Board minutes for the May 25, 2011 public meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor John Parker, seconded by Ms. Jennifer Wood, the Board of Directors received the above-captioned minutes as circulated.

The Board asked for a standing item report on action items from meetings.

The Board noted that there was a request in the May 25 minutes under items 4 and 5 for staff to report back on vacancies and the costs of vacancies as they relate to these projects. The Board asked that this report that went to the Managing Director be shared with them.

The Board requested access to previous reports and an update on action items requested by previous Boards.

In response to a question from the Board as to why the total cost for vacancies are being capitalized as noted in the May 25, 2011 minutes, Mr. Len Koroneos advised that this is specific to vacancies related to revitalizations in order to get a true cost of construction.

**MINUTES      RECEIPT OF AMENDED BOARD MINUTES OF TORONTO COMMUNITY HOUSING CORPORATION FOR MARCH 3, 2011**

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The Board had before it the amended minutes for the March 3, 2011 public Board meeting.

*Motion carried* **ON MOTION DULY MADE** by Mr. Brian Kwan, seconded by Mr. Christian Buhagiar, the Board of Directors received the above-captioned amended minutes as circulated.

**APPROVAL OF AGENDA AND REVIEW OF AGENDA ORDER**

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**ON MOTION DULY MADE** by Councillor Frances Nunziata, seconded by Mr. Christian Buhagiar, the Board of Directors approved the agenda as circulated.

**ITEM 1                      ACCESSIBLE CUSTOMER SERVICE POLICY                      TCHC:2011-63**

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The Board of Directors had before it the above-captioned report (TCHC:2011-63) from the Chief Executive Officer (Interim).

The Board requested that staff conduct a review of Toronto Community Housing's tenants to learn more about its customers to modify delivery of services, as required.

The Board suggested, for the guidelines, that staff go to meet with tenants with disabilities rather than requiring the tenants to attend at their offices.

The Board requested that the phrase "deal with tenants" on page 2 of the policy be changed to "interact with tenants". The Board requested that the typo on page 2 of the policy, in the Independence section, be changed from "maybe" to "may be" and that the definitions on page 5 be clarified as being those "as defined by the Act."

In response to a question from the Board regarding whether all TCHC buildings are accessible, Mr. Koroneos reported that not all buildings are accessible at this time. The Accessible Customer Service Policy is the first stage of complying with the Act; there will be additional standards implemented later. Toronto Community Housing is working on accessibility in all of its buildings to the extent possible.

The Board requested that tenants be engaged in the development of guidelines for the policy. The Board suggested, for the guidelines, that tenant designates be permitted when feedback is sought. The Board further suggested, for the guidelines, that Toronto Community Housing reserve the right to require a support person for those deemed at risk of not having the ability to access Toronto Community Housing's services.

The Board requested a report back on tenant feedback on the policy and guidelines.

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In response to a question from the Board regarding the costs associated with implementation of the new policy, Mr. Koroneos noted that the customer service standards are mandated and costs are included in the budgeting process.

- Motion carried* **ON MOTION MADE** by Councillor Frances Nunziata, seconded by Mr. Jason Gorel, the Board of Directors unanimously approved the recommendations in the report to approve:
- (1) the Accessible Customer Service Policy attached as Appendix A; and
  - (2) direct the CEO (or his designate) to take the necessary actions to comply with prescribed Customer Service Standards under the *Accessibility for Ontarians with Disabilities Act.*, subject to the following amendments:
    - a. Page 2: under Independence heading, change “maybe” to “may be”
    - b. Page 2: under Training heading, change “deal” to “interact”
    - c. Page 5: indicate that Definitions are derived from the Act.

<b>ITEM 2A</b>	<b>EVICITION PREVENTION POLICY FOR NON-PAYMENT OF RENT (ARREARS)</b>	TCHC:2011-64
<b>ITEM 2B</b>	<b>POLICY ON EVICTIONS FOR CAUSE (NON-ARREARS)</b>	TCHC:2011-65

The Board of Directors had before it the above-captioned reports (TCHC:2011-64 and TCHC:2011-65) from the Chief Executive Officer (Interim).

In response to a question from the Board regarding the communication plan for the new policies, Mr. Koroneos noted that the policies would be communicated to tenants in the normal way and monitored in quarterly reports.

The Board suggested that internal staff guidelines require an expedited eviction process. The Board requested that the internal staff guidelines be brought to the Board Committee level for information purposes.

In response to a request for clarity from the Board regarding “damage to property”, Mr. Koroneos noted that this includes acts of vandalism and willful damage to property.

The Board requested that the word “ensure” on page 4 of the Eviction for Cause Policy be replaced with language that reflects reasonable efforts.

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The Board requested a copy of the LeSage report and Ombudsman's report from 2010.

The Board requested a report back on the implementation of the policies.

The Board discussed whether there should be flexibility with respect to pursuing eviction immediately.

In response to a question from the Board, regarding payment of rent, Mr. Koroneos advised that Toronto Community Housing provides tenants with a range of options for paying their rent, including pre-authorized payments.

In response to a question from the Board regarding evictions for cause and whether the entire family would be evicted or just the offending individual, Mr. Koroneos explained that, depending on the situation, there is flexibility to just have the offending individual agree to leave the unit.

In response to a question from the Board, Mr. Koroneos reported that Toronto Community Housing will report back to the Ombudsman's Office on the Policy on Evictions for Cause if approved by the Board as she requested.

The Board noted that the policy review in 2012 should include tenant consultations.

*Motion carried* **ON MOTION MADE** by Councillor Frances Nunziata, seconded by Mr. Jason Gorel, with respect to Item 2A, Report TCHC2011-64: Eviction Prevention Policy for Non-Payment of Rent (Arrears), the Board of Directors unanimously approved the recommendations in the report to:

- (1) receive the update on Eviction Prevention and approve the reporting move to a quarterly format; and
- (2) approve the revised *Eviction Prevention Policy for Non-payment of Rent (Arrears)* attached as Appendix A.

*Motion carried* **ON MOTION MADE** by Councillor Frances Nunziata, seconded by Mr. Jason Gorel, with respect to Item 2B, Report TCHC2011-65: Policy on Evictions for Cause (Non-arrears), the Board of Directors unanimously approved the Policy on Evictions for Cause (Non-Arrears) attached as Appendix A. subject to the following amendment:

- (i) page 4, under Fair Review and Resolution, third bullet: delete "ensure" in favour of reasonable efforts language; and
- (ii) staff are to report back on the implementation of the policies

**ITEM 3 BOARD COMMITTEES**

TCHC:2011-66

The Board of Directors had before it the above-captioned report (TCHC:2011-66) from the Chief Executive Officer (Interim).

The Chair noted that he would be speaking with the Board members regarding the appointments to the Committees.

The Board questioned whether the responsibilities of the Corporate Affairs and Audit Committee and the Executive Committee were in conflict with respect to subsidiary and joint venture interests mandates. Mr. Koroneos noted that this duplication was intended and represents the responsibility of the Executive Committee to oversee the governance structure of the subsidiaries and joint ventures; whereas the responsibility of the Corporate Affairs & Audit Committee is to oversee the performance reporting. This will be clarified with the subsidiaries and joint ventures.

In response to a question from the Board regarding the audit reporting to the Corporate Affairs and Audit Committee, Mr. Koroneos noted that the financial audit is being conducted by PricewaterhouseCoopers. The Chair noted that the CEO would be reporting on Auditor General matters as a standing item for Board meetings.

The Board debated the establishment of an Executive Committee and considered:

- whether Executive Committee decisions should be brought to the full Board for ratification,
- whether the representation on the Executive Committee would match that of the Board (with a Councillor member, tenant member and citizen member), and
- changing the wording of the Committee mandate.

In response to a question from the Board whether the establishment of an Executive Committee would violate the shareholder agreement, Mr. Howie Wong advised that the Ontario Business Corporations Act permits and encourages the creation of committees.

The Board discussed making the following changes to the terms of reference for the Executive Committee:

- the Executive Committee will only meet on urgent matters where a meeting of the full Board or approval by written resolution is not practical or possible;
- remove the last sentence of the mandate which states that “the

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Committee shall possess and may exercise all the powers, authorities and discretions vested in or exercisable by the Board of Directors"; and

- remove the authority to award contracts.

The Board discussed the need to consider the establishment of an Executive Committee further.

*Motion carried* **ON MOTION MADE** by Ms. Catherine Wilkinson, seconded by Ms. Audrey Wubbenhorst, the Board of Directors unanimously approved the recommendations in the report to approve:

- (1) the following Board committees:
  - a. Corporate Affairs and Audit Committee
  - b. Tenant & Community Services Committee
  - c. Building & Investment Committee
  - d. Corporate Governance Committee
- (2) the Chair of the board of Directors be authorized to appoint the Chairs, Vice-Chairs and members to each of the Board Committees; and
- (3) the Interim CEO (or his designate) to take all necessary actions and execute all documents as required to implement the above resolutions.

The Board deferred the establishment of an Executive Committee until a later date.

*Councillor Nunziata left the meeting at 12:30 p.m.*

**ACCESS HOUSING CONNECTIONS INC.  
(HOUSING CONNECTIONS) 2010 ANNUAL  
GENERAL MEETING**

**ITEM 4**

TCHC:2011-67

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The Board of Directors had before it the above-captioned report (TCHC:2011-67) from the Chief Executive Officer (Interim).

In response to a comment from the Board that there is a discrepancy in the report regarding the recommended proxy, Mr. Koroneos confirmed that the proxy reference on page 3 of the report is a typo and confirmed that the report seeks to have the Interim CEO appointed as Toronto Community Housing's proxy at Access Housing Connections Inc.'s 2010 annual general meeting.

*Ms. Audrey Wubbenhorst exited the meeting room at 12:32 p.m.*



The Board requested a review as to whether in-person AGMs are required for wholly-owned subsidiaries.

In response to a question from a Board member regarding PricewaterhouseCoopers, Mr. Koroneos reported that Toronto Community Housing uses the same accounting firm used by the City to audit its financials.

*Motion carried* **ON MOTION MADE** by Mr. Christian Buhagiar, seconded by Mr. Zahir Bhaidani, the Board of Directors unanimously approved the recommendations in the report to:

- (1) appoint the Interim Chief Executive Officer (or designate) as Toronto Community Housing's proxy for the purposes of the 2010 annual shareholder meeting of Housing Connections to be held on September 27, 2011 and any adjournment thereof and direct the proxy holder to attend same and vote as follows:
  - (a) receive Housing Connections Financial Statements for the period ended December 31, 2010 (attached as Appendix 2);
  - (b) approve an exemption from the requirement for Housing Connections to produce audited financial statements for the 2011 fiscal year; and
  - (c) appoint PricewaterhouseCoopers LLP, Chartered Accountants as Housing Connections' auditor until the next annual general meeting; and
  - (d) to approve such other matters that may properly come before the annual shareholder's meeting;
- (2) authorize the appropriate Toronto Community Housing staff to give effect to the above recommendations,

subject to page 3 amendment to delete typo that a board member will be appointed as proxy.

*Ms. Audrey Wubbenhorst rejoined the meeting at 12:36 p.m.*

**IMPLEMENTATION OF AUDITOR GENERAL  
RECOMMENDATIONS, AND ENTERPRISE RISK  
AND CORPORATE COMPLIANCE INITIATIVE:  
STATUS REPORT**

**ITEM 5**

TCHC:2011-68

The Board of Directors had before it the above-captioned report (TCHC:2011-68) from the Chief Executive Officer (Interim).

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In response to a question from the Board regarding the reporting structure of the internal auditors, Mr. Koroneos noted that the auditors are part of a new unit that reports directly to the CEO and that reports will be submitted to the Committee on a quarterly basis.

*Motion carried* **ON MOTION MADE** by Mr. Jason Gorel, seconded by Mr. Christian Buhagiar, the Board of Directors unanimously received the report for information.

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**ITEM 6                    SALE OF 22 HOUSES: UPDATE**

TCHC:2011-69

The Board of Directors had before it the above-captioned report (TCHC:2011-69) from the Chief Executive Officer (Interim).

Mr. Len Koroneos presented the report, providing an update on the status of the 47 properties previously approved for sale.

The Board encouraged management to move forward on the 10 houses that require Ministerial Consent before the provincial election.

In response to a question from the Board regarding the possible sale of 389 Church Street, Mr. Koroneos noted that any potential sales will be brought to the Board for approval.

In response to a request from the Board that unit sizes of properties slated for sale be provided to the Board, Mr. Koroneos noted that this information is provided to the Board and the City and will continue to be provided in future reports. The Chair requested an inventory of all the homes, including those for possible sale.

In response to a question from the Board regarding how the proceeds of any sales are used, Mr. Koroneos reported that management is responsible for using the funds as noted in the report and are prioritized by life safety requirements, by-law requirements and then other priorities.

The Board requested a copy of the capital repairs report approved earlier in 2011 by the Managing Director.

*Motion carried* **ON MOTION MADE** by Mr. Jason Gorel, seconded by Ms. Munira Abukar, the Board of Directors unanimously received the report for information.

**ITEM 7**

**Q1 2011 QUARTERLY PERFORMANCE REPORT**

TCHC:2011-70

The Board of Directors had before it the above-captioned report (TCHC:2011-70) from the Chief Executive Officer (Interim).

The Board requested the Q2 report and suggested that numbers be gauged against external indicators. Mr. Koroneos noted that it is difficult to find external indicators that have a similar tenant mix as Toronto Community Housing.

The Board requested that management provide them with quarterly financial statements which are mapped to the audited report.

The Board requested that capital be an agenda item for the next Board meeting. The Chair requested that capital and cashflow be added as standing items on the Board agenda.

In response to a question from the Board regarding page 5 of the quarterly performance report attachment regarding the use of Landlord and Tenant Board agreements rather than local agreements, Mr. Steve Floros advised that Toronto Community Housing achieves better results using the Landlord and Tenant Board agreements.

The Board requested an update on the pilot projects for the Focused Community Safety Strategy when the results are available. In response to a question from the Board regarding the amount of security officers at Toronto Community Housing, Ms. Terry Skelton, Director of the Community Safety Unit, reported that there are 91 officers and 7 supervisors working across the City. The pilot program involves on-site security at 6 communities to respond to calls and conduct preventative measures.

With respect to the statistics on pest control, the Board requested a breakdown of those statistics related specifically to bed bugs.

*Councillor Norm Kelly left the meeting at 1:11 p.m.*

*Motion carried* **ON MOTION MADE** by Mr. Christian Buhagiar, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously received the report for information.

**ITEM 8                    REVIEW OF BOARD AND CEO EXPENSES Q1  
AND Q2, 2011**

TCHC:2011-71

The Board of Directors had before it the above-captioned report (TCHC:2011-71) from the Chief Executive Officer (Interim).

In response to a question from the Board regarding similar reporting for staff, Mr. Len Koroneos advised that expenses are posted on the Toronto Community Housing website for staff who earn over \$100,000.

The Board noted that it should provide tone at the top guidance on expenses by showing its own restraint in the expenses claimed by Board members.

The Board requested a report on available conferences for Board members. It was noted that the early bird deadline for the upcoming ONPHA conference is August 26.

*Motion carried* **ON MOTION MADE** by Mr. Christian Buhagiar, seconded by Ms. Audrey Wubbenhorst, the Board of Directors unanimously received the report for information.

**ITEM 9                    CORRESPONDENCE TO BOARD FROM CITY OF TORONTO**

It was noted that no correspondence to the Board had been received from the City of Toronto for this reporting period.

The Chair requested that the CEO report on correspondence received by the corporation from City Councillors at the next Board meeting.

**ITEM 10                  RECEIPT OF BOARD COMMITTEES PUBLIC  
MINUTES**

TCHC:2011-72

The Board of Directors had before it the above-captioned minutes (TCHC:2011-72) from the following Committees:

- Building & Investment Committee – November 15, 2010
- Tenant & Community Services Committee – November 12, 2010

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In relation to the closing reports for 60 Richmond and 501 Adelaide, the Board noted that it was mentioned at the November Building & Investment Committee meeting that there was \$670k outstanding from the architect and asked for a status update on our collection of this.

At the November meeting, the Building & Investment Committee noted that the building at 501 Adelaide needed automatic door openers and wheelchair access. Mr. Koroneos reported that the building met accessibility requirements when built and that additional needs are being reviewed. The Board requested a report from staff as to whether it is more cost effective to install these devices during construction vs. after construction is complete.

*Motion carried* **ON MOTION DULY MADE** by Mr. Christian Buhagiar, seconded by Mr. Jason Gorel, the Board of Directors unanimously received the Committee minutes for information.

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**IN CAMERA PROCEEDINGS**

*Motion carried* **ON MOTION DULY MADE** by Mr. Christian Buhagiar, seconded by Ms. Jennifer Wood, the Board of Directors unanimously resolved to meet "in camera" to consider items A, B, C, D, E, F, G, H, I and J.

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**PUBLIC PROCEEDINGS**

*Motions carried* **ON MOTION DULY MADE** by Mr. Christian Buhagiar, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously approved resumption of the public proceedings at 3:50 p.m. and the public meeting reconvened at that time.

**ON MOTION DULY MADE** by Mr. Christian Buhagiar, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously ratified the actions authorized during the "in camera" meeting.

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**TERMINATION**

The meeting terminated at 3:50 p.m.

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Secretary

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Chair