

# Public Minutes

Friday, April 30, 2010

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 April 30, 2010 in the Community Centre at 20 Gordonridge Place, Toronto at 9:45 a.m.

<b>Directors:</b>	Mr. David Mitchell	<b>Regrets:</b>	Ms. Michelle Joseph
	Ms. Catherine Wilkinson		Councillor Suzan Hall
	Mr. Ron Struys		Mr. Greg Kalil
	Ms. Zahra Dhanani		
	Councillor Paula Fletcher		
	Mr. Dan King		
	Ms. Carol Osler		
	Ms. Sheerin Sheikh		
	Councillor Giorgio		
	Mammoliti		
	Councillor Anthony		
	Perruzza		

<b>Also present:</b>	Ms. Keiko Nakamura, Chief Executive Officer
	Ms. Mitzie Hunter, Chief Administrative Officer
	Mr. Harold Ball, VP, Human Resources
	Mr. Gordon Chu, Chief Financial Officer and Treasurer
	Mr. Howie Wong, General Counsel and Corporate Secretary
	Mr. Steve Floros, A/Chief Operating Officer
	Mr. John Fox, A/VP, Development and General Counsel (Development)
	Ms. Marta Asturi, Assistant Corporate Secretary

Mr. David Mitchell, Chair, called the meeting to order, and Howie Wong served as recording secretary.

### **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.

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**MINUTES      CONFIRMATION OF BOARD MINUTES OF THE TORONTO  
COMMUNITY HOUSING CORPORATION FOR MARCH 25, 2010**

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*Motion carried*      The Board had before it the draft Board minutes for the March 25, 2010 public meeting.

**ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Mr. Dan King, the Board of Directors confirmed the above-captioned minutes without amendment.

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**DEPUTATIONS**

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The Chair requested if there were any deputations to be heard at the meeting.

The Board received the written deputation of Ms. Pat McKendry relating to Item 2 – 2010 Operating Plan.

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

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Mr. Dan King, the Board of Directors approved the public agenda.

The following items were held for discussion:

- Item 1 – Report on the 2010-2012 Community Management Plan
- Item 2 – 2010 Operating Plan
- Item 3 – New Board Committees
- Item 4 – Board and Committee Attendance Report for 2008 and 2009

There was a query from the Board whether “for information items” can be held for discussion. The CEO advised that all items on the Board agenda can be discussed or held. Approved and Information items at Committee will stay there.

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**ITEM 1      REPORT ON THE 2010-2012 COMMUNITY  
MANAGEMENT PLAN      TCHC:2010-43**

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*Motion carried*      The Board of Directors had before it the above-captioned report (TCHC:2010-43) from the Chief Executive Officer. The CEO provided an overview of the CMP, including:

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- background on consultations which included over 1000 participants
  - 3 focus areas
  - implementation will include a communication plan and leadership streams
  - implementation with tenants
  - the new plan is comprehensible, achievable and results driven
  - more focused on outcomes and quality
  - the CMP, once approved, will be provided to the City

The CEO thanked staff and stakeholders for their work on the CMP.

The Chair commended the CEO and the team on their work and results. The Board described the new plan as having more focus and a level of clarity that is important.

The Board stressed that quantifiable performance metrics are needed. The CEO explained that staff are working on a realignment of the new CMP with the performance measures. Each of the outcomes are aligned with the 3 new Board committees, with separate performance measures. The performance measures will be presented to the new Board committees in June. The Board requested that the performance scorecard and status be reported at the Board level as well.

The Board requested more information on the how the CMP will address security and safety. The CEO discussed the need to re-emphasize that good property management is key to community safety. The CEO explained that security will be included as part of the performance measures.

The Board offered the following comments on particular sections of the report:

- page 3 - suggested we add “accessible” to our Emerging Vision
- page 10 – under Housing Market Shifts, consider vacant apartments especially bachelor units
- page 16 - Eviction Prevention Policy - add Ombudsman Office recommendations to LeSage reference
- page 19 - include single family homes in engagement section
- page 29 - include an accessibility strategy re: capital repairs
- page 34 - in accordance with the Accessibility Act, we are required to include an accessibility standard re: customer service this year

The CEO discussed the top challenges in the new CMP – 1) capital plans and 2) customer service with respect to staff consistency and ability to

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deliver.

The Board suggested the Community Revitalization section (page 30) be enlarged to leverage other financial opportunities in addition to increased density eg. in partnerships with other organizations other than developers such as long term/private enterprises.

The Board asked what strategy we would be using to increase resources to help tenants with mental health issues. The CEO advised that the Mental Health Framework was reported to the Communities Committee at its meeting in January 2010 and then approved by the Board in February which clarified our roles and the involvement of other agencies.

The Board discussed the need to move overhoused families into appropriately sized units. The A/Chief Operating Officer explained the process of transferring overhoused tenants and explained the restrictions on enforcement.

The CEO reported on the communication strategy for the CMP and advised that the plan would be the platform used when speaking with the City regarding property taxes, sale of properties, and to reinforce that investments in social housing are good ones.

The Board would like to see more on social justice/advocacy imbedded in the plan as part of our core values. The CEO explained that the language used (eg. inclusion) was that which would resonate with the tenants.

The Board requested additional comments be discussed in camera.

**ON MOTION MADE** by Ms. Carol Osler, seconded by Ms. Zahra Dhanani, the Board of Directors

- (1) approved the Community Management Plan 2010-2012 attached to the report;
- (2) authorized the Chief Executive Officer to submit the Community Management Plan 2010-2012 to the City of Toronto as required under the Shareholder Agreement; and
- (3) authorized staff to take the necessary actions to give effect to these decisions

and further requested that CMP performance measures and a community safety plan be brought back to the Board.

**ITEM 2            2010 OPERATING PLAN**

TCHC:2010-40

*Motion carried*    The Board of Directors had before it the above-captioned report (TCHC:2010-40) from the Finance Committee.

The Board discussed the written deputation of Ms. Pat McKendry relating to the 2010 Operating Plan and market rent values.

The CEO explained that the 2010 rent is not the current rent paid by the deputant. The actual market rent is \$1,096 in the area that deputant resides; but maximum rent is \$998 for currently residing tenants. Although Toronto Community Housing is exempt from *Residential Tenancies Act* restrictions, the internal policy is maximum increase of 4.9% and the 2.1% reference is the average. When a market unit is vacated, we have the ability to charge a new tenant the maximum market rent. The Board stressed the need to ensure that staff can explain rent increases to tenants.

The Board discussed a need to engage the City in a discussion regarding market rents with respect to using citywide averages for downtown locations (eg. Regent Park) rather than zone averages. Mr. John Fox, A/VP of Development, advised that this is a City requirement and also mandatory for municipal tax exemption.

The Board discussed two major risks in the Operating Plan: 1. waste charges and 2. subsidy reduction which may negatively impact bond rating. The Board requested that staff notify the City Manager to discuss these two issues. The CEO advised that she has been discussing with the City that waste charges must be a flow through.

The Board requested an update on the Unit Refurbishment plan and the amount allocated for the Community Based Capital program. The CEO reported that the interim budget assumed a certain amount of funding through the SHRRP program which is going into the OU budgets.

The Board inquired about changes to the budgets for community support and community safety. The CEO reported that the change is just a reallocation of the amounts from the last interim.

**ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Mr. Dan King, the Board of Directors

(1) approved the 2010 Operating Plan as detailed in Appendix "A" of the

report to give the CEO spending authority for 2010; and

- (2) authorized the appropriate Toronto Community Housing officials to take the necessary action to give effect to the recommendations

and further requested that staff notify the City Manager that it is offside the *Social Housing Reform Act, 2000* in its reduction of subsidy to Toronto Community Housing and that the City must treat the waste charge as a flow through without impact to Toronto Community Housing.

**ITEM 3                      NEW BOARD COMMITTEES**

TCHC:2010-44

*Motion carried*    The Board of Directors had before it the above-captioned report (TCHC:2010-44) from the Chair of the Governance Task Force.

The CEO outlined the report, including the appointment process. The Board Chair will appoint the new Committee members in May. Meetings for the new Committees will be set up for June.

The Board discussed:

- reasons for the new Committee structure;
- other options for the process of appointing Committee members;
- reasons for both Chair and Vice Chair positions for the new Committees in order to develop abilities, successors and in case of absences;
- number of directors needed for quorum; and
- the need for staff to work with the City Clerks in scheduling meetings.

Councillor Anthony Perruzza put forth a motion to have the Board Chair appoint the Committee Chairs and V/Chairs only and recommend to Board regarding committee appointments for final appointment at next Board meeting. No seconder found for motion.

**ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Ms. Zahra Dhanani, the Board of Directors adopted the report approving the following recommendations:

- (1) the creation of the following Board committees:
- a. Corporate Affairs Committee
  - b. Tenant & Community Services Committee
  - c. Building & Investment Committee,

with the mandates and financial authorities described in the report and Appendix B of the report, effective as at June 1, 2010;

- (2) the Chair of the Board of Directors be authorized to appoint Committee Chairs and the members to the new Board Committees; and
- (3) the CEO (or her designate) to take all necessary actions and execute all documents as required to implement the above resolutions.

and further resolved to keep the quorum for the new Committees at 4 directors.

Councillor Anthony Perruzza voted against the motion.

**ITEM 4 BOARD AND COMMITTEE ATTENDANCE  
REPORT FOR 2008 AND 2009**

TCHC:2010-35

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*Motion carried* The Board of Directors had before it the above-captioned report (TCHC:2010-35) from the Chief Executive Officer.

Councillor Paula Fletcher requested that it be noted that she should not be listed as a director on the Finance Committee as she is not a member on that Committee.

Ms. Catherine Wilkinson requested that it be noted that page 3 of the report which lists her as absent from the June 13, 2008 Board meeting is incorrect. She has never missed a Board meeting.

**ON MOTION DULY MADE** by Mr. Dan King, seconded by Ms. Catherine Wilkinson, the Board of Directors received the report for information.

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**ITEM 5                      RECEIPT OF BOARD COMMITTEES PUBLIC                      TCHC:2010-37**  
**MINUTES**

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*Motion carried* The Board of Directors had before it the above-captioned minutes (TCHC:2010-37) from the following Committees:

- Communities Committee – March 11, 2010
- Finance Committee – March 2, 2010
- City Building Committee – March 2, 2010
- Organization Committee – March 11, 2010

**ON MOTION DULY MADE** by Ms. Zahra Dhanani, seconded by Ms. Sheerin Sheikh, the Board approved receipt of the Committee minutes.

Councillor Giorgio Mammoliti registered that he objects to Board acceptance of the March 2, 2010 City Building/Finance Committee meeting minutes, in particular Item D in upcoming *In Camera* items.

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**IN CAMERA PROCEEDINGS**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Zahra Dhanani, seconded by Ms. Sheerin Sheikh, the Board of Directors unanimously resolved to meet “in camera” to consider items A, B, C, D, and E.

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**PUBLIC PROCEEDINGS**

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*Motions carried* **ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Councillor Paula Fletcher, the Board of Directors unanimously approved resumption of the public proceedings at 12:31 p.m. and the public meeting reconvened at that time.

**ON MOTION DULY MADE** by Ms. Carol Osler, seconded by Councillor Paula Fletcher, the Board of Directors ratified the actions authorized during the “in camera” meeting.



**ADJOURNMENT**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously approved the adjournment of the meeting at 12:32 p.m.

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Secretary

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Chair