

# Public Minutes

August 6, 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 Friday, August 6, 2010 in the Ground Floor Conference Room at 931 Yonge Street, Toronto at 9:38 a.m.

**Directors:** Mr. David Mitchell, Chair  
Ms. Zahra Dhanani  
Councillor Paula Fletcher  
Councillor Suzan Hall  
Mr. Dan King  
Ms. Carol Osler  
Ms. Sheerin Sheikh  
Mr. Ron Struys  
Ms. Catherine Wilkinson

**Regrets:** Ms. Michelle Joseph  
Mr. Greg Kalil  
Councillor Giorgio Mammoliti  
Councillor Anthony Perruzza

**Also present:** Ms. Keiko Nakamura, Chief Executive Officer  
Ms. Marta Asturi, Legal Counsel and Assistant Corporate Secretary  
Mr. Gordon Chu, Chief Financial Officer and Treasurer  
Mr. Steve Floros, A/Chief Operating Officer  
Ms. Mitzie Hunter, Chief Administrative Officer

Mr. David Mitchell, Chair, called the meeting to order, and Janice Parker 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.

### **CONFIRMATION OF BOARD MINUTES OF THE TORONTO COMMUNITY HOUSING CORPORATION FOR JUNE 29, 2010**

*Motion carried* The Board of Directors had before it the draft Board minutes for the June 29, 2010 public meeting.

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

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

The agenda was approved with the following amendment:

- Item 6 – Proposal for Youth Tenant Board Members was deferred to the next Board meeting.

**DEPUTATIONS**

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

The following tenants provided written and/or verbal deputations in relation to Item 1 on the LeSage Review Report – Implementation Plan:

- Linda Coltman (verbal and written deputation)
- Michael Boyle (verbal and written deputation)
- John Burman (written deputation)
- Pat McKendry (verbal and written deputation)
- Grace Pluchino (verbal and written deputation)
- Nina Hall (verbal and written deputation)
- Linda Mitchell (verbal deputation)
- Jennifer Gonsalves (verbal deputation)
- Beverly Smith (verbal deputation)
- Tom Robson (verbal deputation)
- Anita Barnes (written deputation)
- Kathy Kunsmann (verbal deputation)
- Lawrence Crawford (verbal and written deputation)
- Ann Dembinski (written deputation)

**ITEM 1                      LESAGE REVIEW REPORT – IMPLEMENTATION PLAN                      TCHC:2010-83**

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*Motion carried*    The Board of Directors had before it the above-captioned report (TCHC:2010-83) from the Chief Executive Officer.

On behalf of the Board, the Chair gave opening remarks and advised that the report was prepared by the CEO, under the Board’s direction, to be a strategic, high-level plan to respond to the LeSage Review. He described the Board’s role to ensure that the plan meets the desired outcomes requested and aligns with the organization’s vision, mission and values – that the plan is effective, viable and credible. Going forward, the Board

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will be monitoring the plan's progress closely through quarterly updates from the CEO. This is just the beginning of the process. The Chair advised that Toronto Community Housing staff have been and will continue to develop workplans for implementation that engages tenants, staff, union partners and external stakeholders.

Ms. Nakamura thanked everyone for the great ideas that have come forward and presented the report highlighting:

- There are 5 key outcomes:
  - o the organization is equipped to support successful tenancies;
  - o tenants are knowledgeable about their rent responsibilities and eviction prevention processes;
  - o tenants receive necessary services from third parties to support housing success;
  - o tenants have access to transparent, fair and equitable rent review processes; and
  - o fewer tenants are evicted
- The report speaks to the broader impacts on social housing and is flexible on how issues are addressed to allow for input from tenants and outside agencies.
- Toronto Community Housing needs to advocate for agencies that support tenants.
- The plan includes the establishment of formal review panels made up of Board members and external representatives to review rent arrears cases.
- The implementation plan will apply equally across all of the Operating Units.
- Staff have shown they are committed to change and they have challenged Toronto Community Housing to provide them with the supports they need to do the job. Staff do care and are committed to making Toronto Community Housing a better place to live.

A number of individuals deputed to the Board. On behalf of the Board, the Chair thanked the deputants for taking the time to attend and share their thoughtful words and advice. He let them know that the Board is listening and that the corporation is open to further input, consultation and advice from interested parties. The Chair emphasized that Toronto Community Housing is committed to an effective change process – a process that is inclusive and consultative and one that will see us emerge as a better, stronger organization.

The Board discussed the need for more frequent reporting on the key performance indicators and requested that the reporting frequency be

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changed to not exceed quarterly and that staff work towards reporting monthly where possible. This will ensure that any issues will not reach the Board too late. Ms. Nakamura responded that the infrastructure to collect some of the information on key performance indicators still needs to be developed. She will increase the reporting frequency and respond to the Board if there are any delays. The Board suggested we look at the measurement methods used by the City of Baltimore as an example.

The Board requested that the name of the plan presented in this report be changed to Toronto Community Housing's Directional Plan and asked the CEO to report back to the Board with a detailed action plan.

The Board requested that the recommendations in report TCHC:2010-83 be amended to reflect these changes.

**ON MOTION DULY MADE** by Ms. Carol Osler, seconded by Ms. Sheerin Sheikh, the Board of Directors unanimously approved the following amended recommendations:

- (1) adopt Toronto Community Housing's Directional Plan – LeSage Review;
- (2) direct the CEO to report back to the Board with a detailed action plan;
- (3) direct the CEO to take the necessary actions to carry out the plan;  
and
- (4) direct the CEO to take the necessary actions to commemorate Al Gosling

subject to increasing the reporting frequency of the key performance indicators not to exceed quarterly.

**ITEM 2 HOUSING SERVICES INC. (HSI) 2009 ANNUAL GENERAL MEETING**

TCHC:2010-69

*Motion carried*

The Board of Directors had before it the above-captioned report (TCHC:2010-69) from the Corporate Affairs Committee.

**ON MOTION DULY MADE** by Councillor Suzan Hall, seconded by Ms. Sheerin Sheikh, the Board of Directors unanimously approved the following recommendations contained in the report:

- (1) convene the 2009 Annual General Shareholder Meeting of Housing Services Inc. on August 16, 2010 to:
  - (a) approve and accept Housing Services Inc.'s audited financial statements for 2009;
  - (b) appoint Toronto Community Housing's auditor as the auditor for Housing Services Inc. for 2010;
  - (c) approve By-Law No. 1 as amended;
  - (d) approve Financial Control By-Law No. 2 as amended;
- (2) appoint the Chair of the Corporate Affairs Committee as proxy to act on behalf of Toronto Community Housing at Housing Services Inc.'s Annual General Shareholder Meeting; and
- (3) authorize the appropriate Toronto Community Housing staff to give effect to the above recommendations.

**ACCESS HOUSING CONNECTIONS INC.  
(HOUSING CONNECTIONS) 2009 ANNUAL  
GENERAL MEETING**

**ITEM 3a**

TCHC:2010-70

*Motion carried* The Board of Directors had before it the above-captioned report (TCHC:2010-70) from the Corporate Affairs Committee.

**ON MOTION DULY MADE** by Councillor Suzan Hall, seconded by Ms. Sheerin Sheikh, the Board of Directors unanimously approved the following recommendations contained in the report:

- (1) approve an exemption from the requirement for Housing Connections to produce audited financial statements for the 2009 fiscal year;
- (2) convene the 2009 Annual General Meeting of Access Housing Connections on September 27, 2010 to:
  - (a) approve and accept the *Access Housing Connections Inc. Financial Statements for 2009* (attachment 1), in line with the requirements of the Shareholder Direction and the Ontario Business Corporations Act;

- (3) appoint the Chair of the Corporate Affairs Committee as proxy to act on behalf of Toronto Community Housing at Access Housing Connection's Annual General Shareholders Meeting; and
- (4) authorize the appropriate Toronto Community Housing staff to give effect to the above recommendations.

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**ITEM 3b**                      **ACCESS HOUSING CONNECTIONS INC., ANNUAL REVIEW 2009**                      TCHC:2010-71

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*Motion carried*      The Board of Directors had before it the above-captioned report (TCHC:2010-71) from the Corporate Affairs Committee.

**ON MOTION DULY MADE** by Councillor Suzan Hall, seconded by Ms. Sheerin Sheikh, the Board of Directors unanimously received the report for information.

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**ITEM 4**                      **SUBSIDIARY REVIEW TASK FORCE REPORT**                      TCHC:2010-75

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*Motion carried*      The Board of Directors had before it the above-captioned report (TCHC:2010-75) from the Subsidiary Review Task Force.

**ON MOTION DULY MADE** by Councillor Suzan Hall, seconded by Ms. Sheerin Sheikh, the Board of Directors unanimously approved the recommendations contained in the report related to:

- 1) Revamped Subsidiary Board/Officers Structure,
- 2) Key Matters requiring Parent Board Approval,
- 3) Annual and Quarterly Reporting, and
- 4) New Shareholder Direction.

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**ITEM 5**                      **TORONTO CITY COUNCIL APPROVAL OF THE COMMUNITY MANAGEMENT PLAN 2010-2012**                      TCHC:2010-68

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*Motion carried*      The Board of Directors had before it the above-captioned report (TCHC:2010-68) from the Chief Executive Officer.

In response to a question from the Board, Ms. Nakamura reported that staff will be meeting with the City to discuss the issue of the shortfall related to solid waste levies and understands that this will be addressed

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as part of the 2011 budget process.

In response to a query from the Board, Ms. Nakamura clarified that Recommendation 5 from the City Council Decision refers to Toronto Community Housing preparing its staff to support tenant engagement. She reported that Toronto Community Housing provided a draft response which is contained in the appendices and invites the Board to provide input and approval to send to the Committee.

**ON MOTION DULY MADE** by Ms. Sheerin Sheikh, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously approved the following recommendations contained in the report:

- (1) that staff report to the Building & Investment Committee on the development of a divestment policy to consider the creation of housing co-operatives as set out in Recommendation 3 in the City Council decision (Attachment 1);
- (2) that staff report to the Tenant & Community Services Committee on the implementation of Recommendation 4, in the City Council decision (Attachment 1), to investigate increasing the amount of seniors' designated housing;
- (3) approve and forward to the City Executive Committee the response set out in Attachment 2 on how the Community Management Plan addresses the need for human resource development for public domains of participatory action set out in Recommendation 5 in the City Council decision (Attachment 1);
- (4) that staff report to the Tenant & Community Services Committee on the appropriate staff response to the implementation of Recommendation 6, in the City Council decision (Attachment 1), to address plans for resident participation with sufficient budgetary allocations and expertise for such programs; and
- (5) authorize the appropriate Toronto Community Housing officials to take the necessary actions to give effect to the above recommendations.

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(TCHC:2010-76) from the Chair of the Board of Directors.

This item was deferred to the next Board meeting.

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<b>ITEM 7</b>	<b>TENANT &amp; COMMUNITY SERVICES COMMITTEE: REDUCTION IN QUORUM</b>	TCHC:2010-81
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*Motion carried* The Board of Directors had before it the above-captioned report (TCHC:2010-81) from the Chief Executive Officer.

The Board asked if the change in quorum was a temporary change. Ms. Nakamura responded that the change will make this Committee quorum consistent with the other Committees and advised that if the Board wants the change to be temporary the Board can consider the matter again after the elections.

**ON MOTION DULY MADE** by Councillor Suzan Hall, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously approved the following recommendations contained in the report:

- (1) the reduction in the Tenant & Community Services Committee meeting quorum from 4 members to 3 members; and
- (2) the CEO (or her designate) to take all necessary actions and execute all documents as required to implement the above resolution.

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<b>ITEM 8</b>	<b>SUPPORT FOR REVERSING THE CENSUS LONG FORM DECISION</b>	TCHC:2010-79
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*Motion carried* The Board of Directors had before it the above-captioned report (TCHC:2010-79) from the Chief Executive Officer.

In response to a question from the Board regarding the resource commitment that would be involved, Ms. Nakamura reported that a letter of support will be sent – only minimal resource commitment will be required.

The Board requested that staff consider outreach to tenants to get them involved. Ms. Nakamura advised that there may be the opportunity for deputations on this matter.

**ON MOTION DULY MADE** by Mr. Dan King, seconded by Councillor



Suzan Hall, the Board of Directors unanimously approved the following recommendations contained in the report:

- (1) support the reversal of the federal government's decision to eliminate the Census long form, and communicate this support through a letter to Prime Minister Stephen Harper and Industry Minister Tony Clement; and
- (2) direct staff to work with research and housing sector partners, community organizations and others in urging the federal government to reverse this decision.

**ITEM 9            BOARD OF DIRECTORS 2010 PERFORMANCE  
SCORECARD – 1<sup>ST</sup> QUARTER**

TCHC:2010-80

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*Motion carried*    The Board of Directors had before it the above-captioned report (TCHC:2010-80) from the Chief Executive Officer.

The Board asked that staff report back to the Board on the following queries with respect to Client Care Centre Responsiveness (% Inquiries Answered within Baseline):

- why is the Total Calls Received (75,338) not equal to the combined amount of Calls Live Answered (5 min or Less) and the Total Abandoned Calls and the combined amount of Total Administrative Calls and Total First Call Resolutions,
- clarify "First Call Resolution", explaining whether this means, for example, a maintenance call was logged or if it means that the request was resolved, and
- provide statistics on the volume of email and voicemail contact as an alternative customer service option.

**ON MOTION DULY MADE** by Mr. Dan King, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously received the report for information and noted that the report is exception-based identifying performance measures that are below targets initially set.

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

TCHC:2010-73

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The Board of Directors had before it the above-captioned minutes (TCHC:2010-73) from the following Committees:

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- Organization Committee – April 28, 2010
  - Tenant & Community Services Committee – June 17, 2010
  - Building & Investment Committee – June 16, 2010
  - Audit Committee – March 12, 2010

**ON MOTION DULY MADE** by Councillor Suzan Hall, seconded by Ms. Sheerin Sheikh, 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. Ron Struys, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously resolved to meet “in camera” to consider items A, B, C, D, E, F, and G.

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**PUBLIC PROCEEDINGS**

*Motion carried* **ON MOTION DULY MADE** by Mr. Dan King, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously ratified the actions authorized during the “in camera” meeting.

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**ADJOURNMENT**

*Motion carried* **ON MOTION DULY MADE** by Mr. Dan King, seconded by Ms. Catherine Wilkinson, the Board of Directors unanimously approved the adjournment of the public meeting at 12:23 p.m.

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Secretary

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Chair