



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, October 21, 2011 in the Main Floor Conference Room, 931 Yonge Street, Toronto at 9:35 a.m.

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

Directors Absent: Councillor Norm Kelly

Also present: Len Koroneos, Chief Executive Officer (Interim) and Chief Financial Officer
Mitzie Hunter, Chief Administrative Officer
Bronwyn Krog, Vice President and Chief Development Officer
Deborah Simon, Chief Operating Officer
Howie Wong, General Counsel and Corporate Secretary

Mr. Norman Purves, Chair, called the meeting to order, and Janice Lewkoski 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.

MINUTES **CONFIRMATION OF BOARD MINUTES OF TORONTO COMMUNITY HOUSING CORPORATION FOR AUGUST 17, 2011**

The Board had before it the draft Board minutes for the August 17, 2011 public meeting.

Motion carried **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Jason Gorel and carried, the Board of Directors confirmed the above-captioned minutes subject to a change on page 8 regarding the establishment of an Executive Committee. The sentence to be amended to read "The Board referred discussion of the establishment of an Executive Committee to the Corporate Governance Committee."

APPROVAL OF AGENDA AND REVIEW OF AGENDA ORDER

ON MOTION DULY MADE by Councillor Cesar Palacio, seconded by Councillor Frances Nunziata and carried, the Board of Directors approved the agenda as circulated.

The following agenda items were held for discussion:

- Item 1: Stand-alone Units Portfolio
- Item 4: 2011 Biannual Performance Review (January to June)

ON MOTION DULY MADE by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood and carried, the Board of Directors approved the public agenda items not held for discussion.

DEPUTATIONS

The Chair polled for any deputations to be heard at the meeting and explained the deputation process. He noted that several written submissions had been distributed to the Board members and a list of those who had made written submissions would be included with the minutes. A list of people wishing to provide verbal deputations was received for the meeting.

ITEM 1 **STAND-ALONE UNITS PORTFOLIO**

TCHC:2011-83

The Board of Directors had before it the above-captioned report (TCHC:2011-83) from the Chief Executive Officer (Interim).

The Chair provided opening remarks and then invited deputants to speak to the agenda item. The following individuals provided verbal deputations in relation this item:

- Ceta Ramkhalawansingh

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- Joy Connelly
 - Barbara Hurd
 - Councillor Paula Fletcher
 - Susan Gapka
 - Ron Johnson
 - Stephanie Morrone
 - Wallace Simpson
 - Miguel Avila
 - Cassie Bond
 - Sherri Williams
 - Sandra Di Pedro
 - Councillor Raymond Cho
 - Dan King
 - Jennifer Gonsalves
 - Beverly Smith
 - Jeffery Ewener
 - Kevin Lee
 - Antoinette Wassilyn
 - Michael Smith
 - Anthony Smith
 - Adelaide MacDonald
 - Koyes Ahmed
 - Charlie Diamond
 - Ann Dembinski
 - Anne Woolger
 - Heather Rumball
 - Pari Hassaniani
 - Hussein Hussein
 - Linda Spong
 - Karen Brown
 - Samah Ali
 - Hassen Sultan
 - Kathleen Ross
 - Saeed Timir
 - Councillor Mike Layton
 - Shams Mohamed
 - Lynn Kobayashi
 - Doris Power
 - Ken Nebone
 - Lisa Schofield
 - Frank Boscarlon
 - Councillor Adam Vaughn
 - Councillor Janet Davis
 - Gary Bruner

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- Silvinia Hollingsworth
 - Sarah Mason

The following individuals provided written submissions in relation this item which were provided to the Board members prior to the Board meeting:

- Jane Murdoch Adams
- Lyn Adamson
- Patricia Aldana
- Jon Alexander
- Estelle Amaron
- Susan Barksdale
- Gillian Bartlett
- Morris Beckford
- Keli Bellaire
- John Bent and Karen Viva-Haynes
- Deborah Black
- Elizabeth Block
- Paula Bowley
- Doris Bradley
- Dennis Bryant
- Hilary Buttrick
- Andrea Calver
- Elizabeth Carman
- Smadar Carmon
- John Cartwright
- Andrew Clement
- Joy Connelly
- Samantha Danielle Cornish
- Heather Cornish
- Mary Cowper-Smith
- Marcia Crist
- Ann Dembinski
- Janice Dembo
- Suzanne DePoe
- Dushan R. Divjak
- Melissa Donheim
- Naomi Duguid
- Nadine Feldman
- Dennis Findlay
- Councillor Mary Fragedakis
- Gail Fraser
- Robert Fugere
- Amy Furness
- Dr. Miriam Garfinkle
- David Getgood

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- Andre Gombay
 - Jenny Gonsalves
 - Kyrell Grant
 - Shawn Grey
 - Leslie Hardy
 - Judy Hellman
 - Rose Holloway
 - Janice Honore
 - Barbara Hurd
 - Karen Kaplan
 - Councillor Mike Layton
 - Martin Lea
 - Kevin Lee
 - Mik Legrady
 - Kim Li
 - Susan Maggi
 - Linda Manzer
 - Glenda Martinez
 - Julie Mathien
 - Alex McKenna and Suzanna Ivanovics
 - Gail Misra
 - Aaleem Mohammed
 - Luiza Monteiro
 - Zoe Newman
 - Anthony Nolan
 - Margaret G. Norman
 - Catherine Oliver
 - JP Ouellette
 - Emily Paradis
 - George Popper
 - Mary Pugh
 - Milagros Quintela and family
 - Ceta Ramkhalawansingh
 - Dominique Russell
 - Barbara Saunders
 - Ilana Singer
 - Nancy Singer
 - Sue Smith
 - Lynn Spink
 - Mary Stinson
 - Joey Tavares
 - Joy Taylor
 - Tristan R. Tsuji
 - G. Turner

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- Alex von Thorn
 - Anna Willats
 - Sherri Williams
 - Jane Wolff
 - Anne Woolger- Bell

The following individuals provided written submissions in relation this item which were received and provided to the Board members subsequent to the Board meeting:

- Tony Araujo
- Jack Brannigan
- Gary Bruner
- Janice Honore
- Peter Lue
- Sarah Mason
- Eric J. Miller
- Frank O'Hara
- Jeffrey G. Reitz
- Katherine Sendrowicz
- Brenda Thompson
- Saeed Timir
- Brigitte Vander Knaap
- Sherri Williams

The Chair thanked all of the deputants and invited the Chief Executive Officer (Interim), Mr. Len Koroneos, to present the report.

Mr. Koroneos presented the report noting that the report proposes a self-funded solution for reducing Toronto Community Housing's \$650-million backlog of unfunded capital repairs. He stated that staff will work with tenants and he highlighted the costs and moving assistance that Toronto Community Housing will provide to affected tenants.

Mr. Koroneos explained the process that will follow should the proposal be approved. He noted that the plan involves a phased approach which will take a few years to complete, starting with the sale of the 70 vacant houses. He noted that the plan will convert costly assets into a financial asset – the State of Good Repair Fund – to be managed as a low-risk investment fund to finance capital repairs and tenants, stakeholders, the City and public will be able to track the fund.

Mr. Koroneos noted that Toronto Community Housing will also be seeking

matching support and funding from all levels of government to pay for the capital repairs Toronto Community Housing needs.

In response to a question from the Board for clarification of the process, Mr. Koroneos reported that the plan will follow a phased approach. He noted that tenants were not notified that their units were up for sale because the decision to do so had not yet been made by the Board.

In response to a question from the Board as to whether the repair backlog could be resolved through a phased approach, Mr. Koroneos reported that the funds generated through the proposal would help reduce Toronto Community Housing's annual \$90-million funding shortfall.

The Board discussed the idea of working with other organizations and building partnerships with respect to these properties.

The Board discussed a number of issues related to the report, including the repair backlog, communication to tenants, and the impact on the waiting list for social housing.

The Board requested that the following issues be clarified in the report to the City on this matter:

- the proposal's impact on Toronto Community Housing's overall number of units
- the impact on the waiting list
- that families will be moved to units of appropriate size

For future matters, the Board advised management that it should be comfortable in communicating in advance with impacted tenants about proposals being put forward to the Board for approval.

The Board requested information on the 70 vacant units, including:

- the FCI on those units
- how long they have been vacant and at what cost

In response to a question from the Board regarding other strategies that could be considered, Mr. Koroneos advised that Toronto Community Housing needs cash in order to deal with the backlog of repairs. He noted that management will continue to look for additional options to generate cash. The Board suggested management look at having a super-fundraiser to raise money for its backlog.

The Board asked that the moving supports and information be broader and put into a procedure.

In response to a question from the Board regarding whether there are enough large bed-sized units to accommodate this change in the portfolio, staff advised that with the revitalizations 3-, 4- and 5-bed units are being replaced as well as new ones added to the revitalized communities.

The Board requested that staff follow up with Kevin Lee at Scadding Court and Joy Connelly on their deputation proposals.

The Board asked that motions be presented on a screen at future meetings.

The Board asked that tenants not be moved until suitable accommodation can be found that is appropriate to their circumstances including accommodation for the number of tenants in the unit, children, special needs and the elderly.

The Board requested management to bring back to the Board for review each sale tranche with confirmation that tenant relocation protocols have been complied with including assurances that tenants have been relocated in light of their age and special needs.

The Board asked that management bring this issue back to the Board if the current funding levels and current state of repairs changes.

Motion carried **ON MOTION DULY MADE** by Councillor Cesar Palacio, seconded by Councillor Frances Nunziata and carried, the Board of Directors approved adding the following recommendations to the recommendations in the report:

1. That Toronto Community Housing staff be directed to initiate negotiations with affordable housing providers, such as Habitat for Humanity and other neighbourhood agencies, to assist families that may be affected by the "Stand-Alone Units" whereby these tenants are prioritized within their housing portfolios; and
2. That staff be requested to conduct an overall cost analysis of the state of bad repair that reflects the actual quantum to bring our housing stock to housing standards; and furthermore the province and federal governments be requested to share the costs.

Ms. Munira Abukar, Ms. Catherine Wilkinson and Councillor John Parker

voted against the motion.

Motion lost

ON MOTION DULY MADE by Ms. Munira Abukar, seconded by Mr. Christian Buhagiar, it was proposed that the report be deferred until staff report back on the following:

Tenant Information

- identify occupied and vacant units and the reason for the vacancy address by address
- number of tenants at each address including ages and length of residency
- request a report on the cost and guidelines that will govern tenant relocation
- policy on relocation (i.e. how much notice, geographic area of relocation, school daycare support, moving expenses, bank and doctor relocation help, what input from residents and opportunities for individual negotiations)

Repair Information

- property by property breakdown of repair costs on inhabited units address by address
- what would the cost of bringing the vacant units back on line be address by address
- what is the size and location of the off line units in multi-residential buildings

Property Information

- breakdown of unit size by bedroom with an inventory of similar sized units in the TCHC portfolio
- identify which houses are RGI and which are market rent houses
- which houses would require severances to be sold as individual units
- list by cluster not street and identify which houses are co-located with multi-residential purpose built social housing complexes and share services such as parking, recreational, laundry and garbage services
- which houses are listed on the Heritage rolls of the City

Cost Information

- total cost of re-location exercise and source of funds to finance the transactions
- financial impact on TCHC for losing market rent revenue

Policy Direction (request for reports)

- report from staff on the Market Unit portfolio including costs, revenue and public policy objectives served by market units provided within the overall housing portfolio
- staff report back on options and assistance programs for existing

tenants to purchase their units.

Ms. Munira Abukar and Ms. Catherine Wilkinson voted in favour of the motion. Motion lost.

Motion carried **ON MOTION DULY MADE** by Councillor Frances Nunziata, seconded by Mr. Christian Buhagiar and carried, the Board of Directors approved the recommendations in the report, including the two additional recommendations, to approve:

1. The standards for supporting Toronto Community Housing tenants affected by the sale of stand-alone units set out in Appendix 1;
2. The sale of the stand-alone units listed in Appendix 2;
3. That the company seek City Council's approval of the sale of the stand-alone units listed in Appendix 3;
4. That as a condition of approval of sale, proceeds be placed in a "State of Good Repair Fund" dedicated to the capital repair needs of Toronto Community Housing's existing residential buildings;
5. That in addition to the funds from the sale, Toronto Community Housing seek support and matching funding, with the support of the Service Manager, from all levels of government for its capital repair needs and the replacement of units;
6. That the CEO be authorized to delegate authority to sign agreements of purchase and sale on behalf of the company;
7. That the appropriate Toronto Community Housing staff be authorized to take the necessary actions, including preparing and implementing budgets and executing such procurement activities as are required to implement recommendations 1, 2, 3, 4 and 5;
8. That Toronto Community Housing staff be directed to initiate negotiations with affordable housing providers, such as Habitat for Humanity and other neighbourhood

agencies, to assist families that may be affected by the "Stand-Alone Units" whereby these tenants are prioritized within their housing portfolios; and

9. That staff be requested to conduct an overall cost analysis of the state of bad repair that reflects the actual quantum to bring our housing stock to housing standards; and furthermore the province and federal governments be requested to share the costs.

Ms. Munira Abukar and Ms. Catherine Wilkinson voted against the motion.

ITEM 2 UNITED WAY CORPORATE CONTRIBUTION TCHC:2011-84

The Board of Directors had before it the above-captioned report (TCHC:2011-84) from the Chief Executive Officer (Interim).

Motion carried **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood and carried, the Board of Directors approved the recommendations in the report to:

- (1) authorize a corporate gift to the United Way of Greater Toronto (UWGT) in 2011 matching, on a dollar for dollar basis, the amount employees donate through payroll deductions and other fundraising activities not to exceed a corporate contribution cap of \$65,000, and
- (2) authorize the appropriate Toronto Community Housing officials to take the necessary actions to give effect to the recommendation.

ITEM 3 Q2 2011 QUARTERLY PERFORMANCE REPORT TCHC:2011-85

The Board of Directors had before it the above-captioned report (TCHC:2011-85) from the Chief Executive Officer (Interim).

Motion carried **ON MOTION DULY MADE** by Ms. Catherine Wilkinson, seconded by Ms. Jennifer Wood and carried, the Board of Directors received the report for information.

ITEM 4 **2011 BIENNIAL PERFORMANCE REVIEW** TCHC:2011-86
(JANUARY TO JUNE)

The Board of Directors had before it the above-captioned report (TCHC:2011-86) from the Chief Executive Officer (Interim).

In response to a question from the Board regarding the lobbyist registry, Mr. Koroneos advised that the lobbyist registry was only required during the managing director's tenure.

The Board asked that staff clarify to tenants that they will not be charged for maintenance items if they did not cause the damage that requires maintenance.

The Board asked staff if the driveway surcharge would be charged to existing tenants.

The Board asked that an update on the LeSage recommendations be provided.

The Board of Directors received the report for information.

ITEM 5 **RECEIPT OF BOARD OF DIRECTOR** TCHC:2011-87
COMMITTEES PUBLIC MINUTES

The Board of Directors had before it the above-captioned minutes (TCHC:2011-87) from the following Committees:

- Building & Investment Committee – November 15, 2010 (amended)
- Building & Investment Committee – February 14, 2011
- Corporate Affairs Committee – November 17, 2010
- Tenant & Community Services Committee – February 15, 2011

Motion carried **ON MOTION DULY MADE** by Mr. Jason Gorel, seconded by Ms. Catherine Wilkinson and carried, the Board of Directors received the Committee minutes for information.

IN CAMERA PROCEEDINGS

Motion carried **ON MOTION DULY MADE** by Councillor John Parker, seconded by Mr. Jason Gorel and carried, the Board of Directors resolved to meet

“in camera” to consider items A, B, C, D, E, F, G, H and I.

PUBLIC PROCEEDINGS

*Motions
carried*

ON MOTION DULY MADE by Mr. Norman Purves, seconded by Councillor John Parker and carried, the Board of Directors approved resumption of the public proceedings at 4:36 p.m. and the public meeting reconvened at that time.

ON MOTION DULY MADE by Mr. Norman Purves, seconded by Councillor John Parker and carried, the Board of Directors ratified the actions authorized during the “*in camera*” meeting.

TERMINATION

The meeting terminated at 4:36 p.m.

Secretary

Chair