



Toronto Community
Housing Corporation
931 Yonge Street
Toronto, Ontario
M4W 2H2

October 26, 2007

City Manager's Office
City of Toronto
City Hall, 11th floor East Tower
Toronto, ON M5H 2N2

**Attention: Shirley Hoy
City Manager**

Dear Ms. Hoy:

**Subject: Citizen Directors – Results of Tenant Process for Selection of
Toronto Community Housing Tenants for Nomination by the
Shareholder to the Toronto Community Housing Board of Directors**

The Toronto Community Housing Board of Directors

Toronto Community Housing Corporation is a business corporation established under the *Ontario Business Corporations Act* in October 2001 by order of City Council. The City of Toronto is the sole shareholder. The relationship is set out in a Shareholder Direction.

The Shareholder Direction identifies the principles and reporting requirements that the shareholder requires. Policy and operations are the mandate of the Board of Directors. The term, composition, director criteria and the selection process for the Board of Directors is the responsibility of the shareholder.

The shareholder has set the composition of the Toronto Community Housing Board, as follows:

- 3 Councillors,
- the Mayor or Mayor's designate, and
- 9 citizen members, 2 of whom are to be Toronto Community Housing tenants.

The nine (9) Citizen Directors for Toronto Community Housing are appointed through two (2) processes identified in the City of Toronto Public Appointments Policy. Seven (7) Directors are appointed through a city designed and managed process in accordance with the City of Toronto Public Appointments Policy, while the two (2) Citizen Director's, required to be tenants, are selected through an "Interest Group" process approved by City Council. The 2004 process was approved by the City on the spring of 2004.

An additional requirement in place for the "interest group" process for tenants of Toronto Community Housing is that "The 2 tenants are elected by tenants through a process developed by tenants and approved by council"

Tenant Selection Process

Planning for the 2007 Tenant Board Member Nomination process began in December 2006. A team of tenants, supported by staff, came together to plan all the various stages and steps of a process designed by tenants.

The four (4) tenant members were drawn from volunteers who responded to a request posted in the fall 2006 Tenant Representative Bulletin and the Toronto Community Housing website.

Through discussions with the 2007 team and the evaluation of the 2004 Selection Process a number of changes were made to enhance the process, improve outreach, tenant engagement, transparency and the assurance of accountability. The changes to the process were enhancements only and did not change the principles established by City Council in their approval of the process in 2004. Staff in the City Manager's office were kept informed of the enhancements as determined by the tenant working committee and later confirmed by Tenant Representatives through a survey held in June 2007. The enhancements are outlined in Attachment 1 (*Tenant Selection Process – 2007 Enhancements to 2004 Process*)

Tenant Representative Vote

While there was advance polling ability from October 15 to 17 the actual voting day was on October 18, 2007. The 383 active Tenant Representatives across all 27 Community Housing Units of Toronto Community Housing were encouraged to vote for the selection of two candidates for nomination by City Council to the Toronto Community Housing Board of Directors. Seventy-five percent (75%) or 287 of the 383 Tenant Representatives cast ballots.

The result of the selection voting was that **Mr. Dan King** and **Ms. Catherine Wilkinson** received the highest number of votes and through this submission are hereby recommended to City Council for nomination to the Toronto Community Housing Board of Directors as selected by Tenant Representatives. **Ms. Linda Coltman** and **Ms. Eva Tavares** finished third and fourth in the vote. Their names are provided in the potential that the shareholder makes a determination to appoint alternates.

The names are provided to the shareholder, through the office of the City Manager, to process within the shareholder Board appointment process.

Conclusion

The vote by Tenant Representatives of Toronto Community Housing for the selection of two (2) Toronto Community Housing tenants for recommendation to the shareholder for nomination to the Board is completed.

A tenant working committee led the process and engaged their peers in decisions they had made through a Tenant Representative survey conducted in June 2007. There was a 75% turnout rate by the Tenant Representative voters eligible to vote. The result of the vote was that Dan King and Catherine Wilkinson were selected by their peers for recommendation to the shareholder for nomination to the Toronto Community Housing Board of Directors. Profiles for the nominees and potential alternates are provided in Attachment 2 (*Selected Tenant Candidates – Candidate Profiles*)



Derek Ballantyne
Chief Executive Officer
Toronto Community Housing

Attachment: 1: Overview of 2007 Tenant Selection Process
2: Tenant Board Member Nominees and Alternates Profiles

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cc. Nancy Autton - City of Toronto, City Manager's Office
Joe Borowiec - City of Toronto, City Manager's Office
Eileen Carroll - Toronto Community Housing

Attachment 1 (Overview of 2007 Tenant Selection Process)

**Toronto Community Housing Corporation
Tenant Selection Process for Board of Directors**

Overview of 2007 Tenant Selection Process

The tenant members of the organization team proposed a Candidate Selection process that enhanced the 2004 process. The enhancements were recommended by the tenant working group, factoring in the evaluation results of the 2004 process, to further promote the principles of outreach, engagement, transparency and accountability.

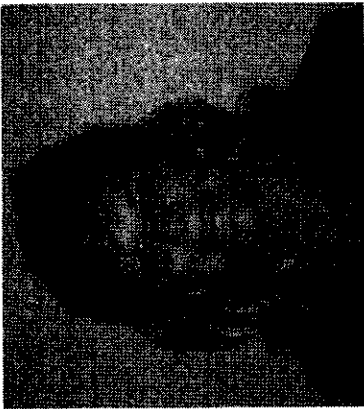
The enhancements included that candidate qualifications be completed by Tenant Representatives during a one day session and that Tenant Representatives who had submitted an application not be eligible to participate in this process which was felt to create a conflict of interest.

The process as implemented included:

- Four (4) information sessions were held across the portfolio to engage all potentially interested tenants in an overview of the process and the role, in March 2007;
- Information was posted on the Toronto Community Housing website and was placed in the Tenant Representative newsletter sent to all Tenant Representatives across the portfolio;
- Up to 2 tenant representatives from each Community Housing Unit (CHU) were selected by each CHU Councils to sit on Selection Review Panels to review the qualifications of all eligible applicants;
- In September 2007, the Tenant Representatives selected by their CHU Councils to sit on the Selection Review Panel attended a qualification review session.
- During the review of qualifications the tenant representatives selected by each CHU Council were divided into groups with each group reviewing a different set of applications;
- The applications did not have any personal identifiers on them so that the panels were reviewing strictly based on qualifications;
- Each group selected up to 2 candidates from their set of applications that they felt were most qualified to sit on the Toronto Community Housing Board of Directors;
- This resulted in up to 8 candidates who then campaigned to eligible voters in advance of the vote;
- Candidates were provided with four (4) Meet the Candidate sessions at which to present their qualification and respond to questions of potential voters. They were also invited to approach CHU Councils to speak at their Council meeting;
- Candidate profiles were developed and distributed to Tenant Representatives in text and video and were also posted on the internet.
- Advance polls were made available for those who wanted to vote but were not able to attend on the October 18th voting day;
- On October 18th, 2007, eligible voters (all current Toronto Community Housing Tenant Representatives) voted for the two (2) candidates that they felt were most qualified;
- Sealed ballot boxes were transported to Toronto Community Housing's 931 Yonge St office by a staff person and a tenant together after the 8:00 p.m. close of voting;

- The ballot boxes and sealed ballots were opened in full public view at the 931 Yonge St office. Ballot selections were read out loud as each ballot was opened and votes were marked on large sheets in full public view;
- When the last ballot was read, the votes were tallied up and the tenants with the most votes were announced;
- The names of the two (2) candidates with the highest number of votes are to be forwarded to the City recommending nomination to the Board of Directors;
- The names of the two candidates with the next highest votes are to be forwarded to the City to be recommended as potential alternates in case the shareholder decides to appoint alternates.

2007 Tenant Board Member Nominees and Alternates Profiles



Nominee Name:
Catherine Wilkinson

My Community:

- Family oriented caring Neighbours
- Active participants in Tenant Functions and Community

Experience:

- 30 years experience in business and community organizations, experienced Board Member, created a Tenant Association and Tenant computer resource centre
- Involved and informed member of the community with strong leadership skills, solid working relationship with TCHC Staff
- Proven track record representing Tenants

Skills:

- Solid working knowledge of Municipal, Provincial & Federal Governments, Social Services, Ontario Works & ODSP, computer literate
- Served on Finance, Governance and Labour Relations committees
- Previously worked in Real Estate and a strong advocate on behalf of Seniors

Key Message:

- Provide educational/employment opportunities for Tenants, desire to affect positive change for all Tenants – not just my own neighbourhood
- Improve communications between the Board and Tenant Reps, will serve honestly and in good faith
- I believe in YOU – please believe in ME.

Thank you for the opportunity to present myself as a Board Candidate.

Being a director on the TCHC Board will enable me to be involved in the front line decision-making process to bring about change and to revise existing policies and procedures as well as to develop new ones that are workable for tenants, staff and other community stakeholders. In addition, it will enable me to be a part of the team to work with TCHC in achieving its overall vision for the corporation.

We are not all the "same" and the Board needs to remain open to compromise to accommodate communities that have identified specific needs while at the same time considering the impact exceptions may have on the bottom line.

Tenant Reps elected to the Board should be accessible and accountable to the Tenant Reps who voted for them. We need to open the lines of communication between the Board and CHU Councils.

At the same time, we need to educate and encourage Tenant Reps to be more proactive and to come forward and make depositions to the Board to ensure effective two-way communication.

I am dedicated, honest and passionate about working for you and will represent you in good faith. Working together we can make a difference. I believe in YOU - please believe in ME. I look forward to hearing from you by email or by telephone to discuss how I can best serve your tenants and your community.

Sincerely,
Catherine Wilkinson

catwilks@hotmail.com

416-850-8724



Catherine Wilkinson



Nominee Name:
Dan King, MBA

My Community:
My community loves our City & believes public housing is a core part of it.

Experience:

- Appointed City of Toronto Task force on Election Finances
- Director of Citizens for Local Democracy, historically Toronto's largest ratepayer group.
- Spokesperson for the Civic Efficiency Group, a think tank that has proposed \$100 million in savings for Toronto without service cuts.

Skills:

- MBA: Financial understanding on how public housing is funded in Ontario
- I serve this community: People with Disabilities - recovered \$1.4 million in overpaid taxes for families that really need their money back.
- Fundraising: I co-founded a local charity which has raised \$5.5 million in 8 years.

Key Message:

- Toronto & TCHC must renegotiate funding with the Province.
- The Province must provide relief for the impact of downloading on Toronto and \$300 million unbudgeted maintenance costs on the TCHC.
- Ontario must reinvest in its cities, starting with public housing.



First Alternate Name:

Linda Coltman

My Community:

Dundas Gooch – a 285 unit community located in Toronto's west end

Experience:

Most proud of the relevant experience that I have in respect to the areas of:
Advocacy, Community Development and Leadership & Governance

Skills:

My talents of relevance for the Board position I seek can be best defined in relation to the areas of:
Communications, Administrative and Financial Management & Strategic Planning

Key Message:

If elected, I would work to ensure that not only my issues of importance are given consideration but too, that the issues that are of common importance to you, as tenants, are given the respect of consideration that they deserve to be at the governance levels of the TCHC.

I'm seeking your vote as, in addition to possessing an interest in the governance issues that being a Board member presents, I have the experience of being a tenant participant and strong advocate of tenants issues and also have the experience of serving on multiple organizational groups in leadership positions that I believe would prove me to be both capable and an excellent choice to serve as one of your tenant representative elect choices.

I personally have been a strong supporter of ensuring that the TCHC's practical commitments to accountability, equity, fairness and transparency of operations are not only a reality at the corporate/Board level, but too one at the local/CHU levels all across the portfolio.

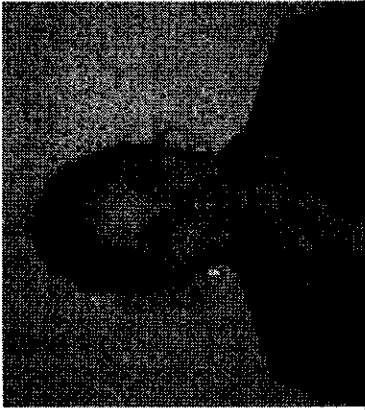
Too, I also represent the diverse nature of the City in being able to contribute a perspective of that of an adult disabled woman having spent most of the last twenty years of my life managing a variety of chronic and acute health conditions.

Aside from my issues of concern in guaranteeing that all tenants are treated well and with respect and all the commitments of the CMP are followed up on, I too think it is of great importance to have a Board that listens to and considers the needs of all in making their determinations of how the TCHC shall be governed.

I would be honored to receive your vote and if elected would work diligently to both earn and keep your trust in me as one of your Board representatives.



Linda Coltman



Second Alternate Name:

Eva Tavares

My Community:

Lawrence Heights a connected community, with colourful art, music, talent and festivals.

Experience:

As Chair of the Board of Directors Governance experience with policy, bylaws, financial, budgeting and advocating for people in need. To Strategic Plan, in a fair and balanced style.

I have lived in housing and in poverty, going to college and raising 5 daughters.

Skills:

- The ability to articulate and have vision
- To make good decisions
- To connect with many cultures and enjoy traditions from Africa and the Caribbean
- To connect to our Youth and our Seniors

Key Message:

- To keep tenant participation as a priority
- To advocate for funding provincially and federally for maintenance, security and more housing
- To support programs for disabled, youth and seniors
- To support the safe and secure lives of every tenant

I am on the Board of Lawrence Heights Community Health Centre. I am the Vice Chair of the Downsview Legal Services Board.

I have lived in St. Jamestown, Regent Park, Jane and Finch, Mornelle Court, Brahms and now in Lawrence Heights.

We have turned this 100-acre area, through partnerships, into a vibrant and wonderful place to live.

We have made 4 community gardens, artwork on our lampposts, an amazing renovated meeting space out of an unused space. We have leadership programs for our Youth. Programs for our Seniors. Our disabled community is part of all our programs and multicultural festivals.

Many of you may remember me through out the years, meeting at forums, candidates meetings, attending every aspect of this TCHC participatory governing structure. This is an honor to be at his level of this participation. I have many years of experience in governance structures and policy making.

To be on this Board, I would hope to provide thoughtful and know ledged decisions. I hope to meet others of you whom I have not yet connected yet. I am now also working with Elections Ontario in the advanced polls. Please excuse me if I don't get to every CHU during this campaign. I would like to be invited to have a tour of each CHU, even each building. Can you arrange this in your CHU?

My heart and my mind is still working towards a better tomorrow for everyone in poverty and in housing.

Thank you,

Please vote Eva Tavares



Eva Tavares