

EX16.11.1

To the City of Toronto Executive Committee
City Hall

Attention Ms Jennifer Forkes

Clive E Williams
416 760 5537
1/6/2016

RE:- TCHC & MOVING ON FROM THE MAYORS TASK FORCE.

Much of what you will read here was verbally disclosed to Vice President G Leah and Interim CEO G Sporn on April 1st 2015 at a pub North of TCHC Head Office, from 2 to 5 pm. They said little as i made the dissertation.

Amongst improved names for the renewed corporation i suggest:-

NEW DAY (HOUSING) CORPORATION

VILLAGE HOMES INC

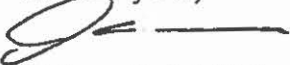
Please bear with me i do not have secretarial help on word processing so what follows is as perfect as WYSWYG will permit.

Thank you, in advance, for your interest and your time.

We can make this(mess) something to be really proud of over time. Without pretence, we can change this mess into a genuinely admirable Housing facility. Then we can abandon the mess to history and those who are mesmerised by the things sheer size.

I have painted a picture that sets the format going forward, it simply needs to be executed with renewed vigor and in the manner of upliftment both of the real estate, its' workers, and the tenants that have little choice other than the street or the river.

Thank you,


Clive E Williams

1/6/2016

Tenant

Clive E Williams
416 760 5537
31/5/2016

Please find herewith

Batch #1 pages 1 to 11. Pages numbered bottom right
Drawing of split company - butterfly = 1ppg. Page #1.
TCHC Going Forward - 2x pages. Pages # 2 & 3.
To the City 3x pages. Page # 4,5 &6
Security 1x page. Page # 7.
Company Structure 4x pages. Page # 8,9,10 & 11.

Batch #2 pages 12 to 27.

Some sums 3x pages. Pages # 12,13 &14.
Devolution & 5x pages. Page# 15,16,17,18 & 19.
Board 1x page. Page # 20.
Tenant Participation 3x pages. Page # 21,22,&23.
Hiring 2x pages. Page # 24 & 25.
Dawn 2x pages. Pages # 26 & 27.

Batch # 3 pages 28 to 33.

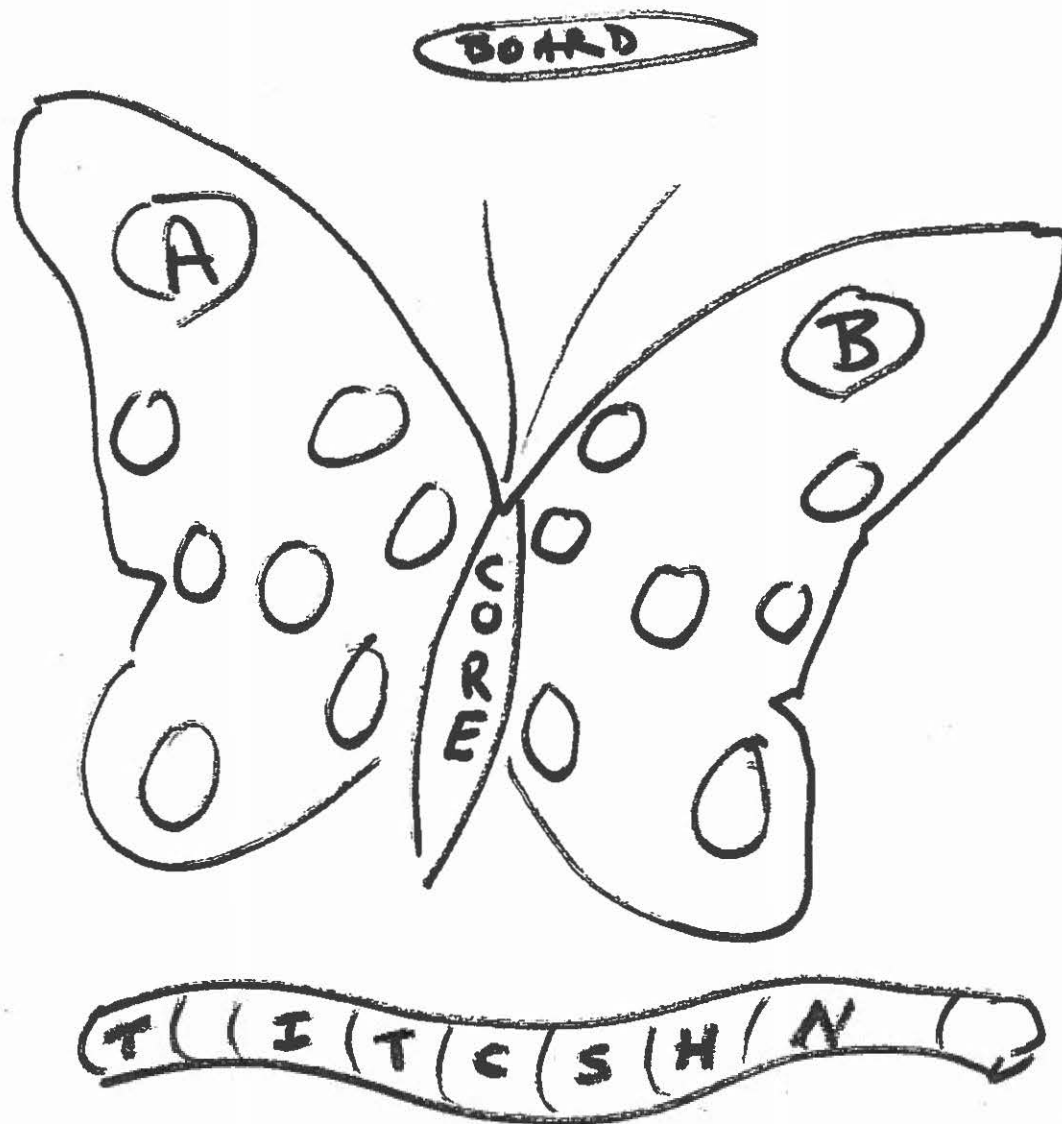
positive stories bias. 1x page. Page # 28.
94% did NOT participate. 1x page. Page #29
Stealing our common rooms. 1x page. Page # 30
Only "their" reps. 1x page. Page # 31
Their silly numbers. 1x page. Page # 32.
The Fable of the Ridge Back Dog. 1x page. Page # 33

Happy trails,

Best regards,



Clive E Williams 31/5/2016



(A) and (B) equal TCHC inventory split into 2x divisions fully integrated Asset & Facility Departments with a CORE Building, Investments Finance & Accounts

PLUS

Community Safety Unit (CSU) at least double strength and specially trained in US

PLUS

Referrals unit for external service providers for tenants in need.

AND

a (to be) self funding and Totally Independant Tenant Communications and Self Help Network (the crysalis)

N.B. A and B divisions split the 13 Operating Units + / -.

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2/5/16

TCHC - GOING FORWRD FROM THE MAYOR'S TASK FORCE REPORT 2016.

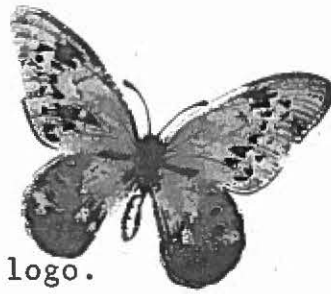
- Some fast, and best at-time, facts
- TCHC employs over eighty people who, salaried or, are paid over one hundred thousand dollars Canadian per year PLUS benefits as per employment.
- These people, some
500 around head office and 1100 line staff. All presiding over 58,000 households, (many many of them really not nice,) you would not want to live in the majority of TCHC properties by dint of bad design, construction and financial starvation. "They" let "it" collapse from within.
- Hence the beyond huge mess, both financially and administratively. "They", of course are the previous governing bodies Provincial, Federal and City, who all, in prior incarnations, ignored the growing problem and made themselves subject to ever more legislative complex in the documents of rule. Meaning that TCHC is imposed upon from more than three directions. And must show willing to fullfill these sometimes onerous and complex, impositions. See Shareholder Direction to TCHC, And All the other stuff, and they TCHC havent done a stitch of work yet today. To make this splendid situation even more choice, the employees labour under
Employment agreement and obligations
Non disclosure
Code/s of Conduct
Conflict of interest
Protocols
Union undertakings and conditions
and now they want to add some "Charters for Everyone."
- Let me see, it does not work now, with fear and distrust being prime experiences for many of the staff. Some of whom have been with us for 20 years or more and really know their stuff. They cant really TALK, EXPLORE, maybe, if we? ... Suspicion? phone tapped? electronic evesdropping. ... and a Charter or two are gonna fix this, right?
- Half of all staff time at TCHC HO must be taken up with all these reports - everyone, to prove their alertness, asks for a report. (Some of them are monsters), some pleasant aesthetically, reports, dozens of them - all the time, it never stops. Read once, refered to twice, maybe.
 - And now for something completely different.....



TCHC GOING FORWARD

page .2..

TENANT INVOLVEMENT (IF ANY).



- A butterfly, emerged from a crysalis, our logo.
The wings are two mostly equal divisions composed of the thirteen
- Operating Units, ac-ross the City. Division by Yone, or such, OR by two V.P. leads cherry picking, right to the last of them. These two units of, say 29,000 households are to be fully integrated (as to Asset and Facility/s existing work division) They are Centred by the Core - which is BIFAC - business / cash flow. Demolishing Resident Services save 1) CSU = Community Safety Unit - about a hundred personnel, 20 mil a year. Double the size , at least. They must be trained to recognise when they are being recruited by unsound minds = CSU must be "in the communities, but NOT of them . They are working for the Common Good. They are employed to ensure that the Common Areas in all their aspects are free and clear at all times, this with Police back up. To the comfort and well being for all. " In The Community but not of it ". CSU employees may not insinuate themselves into a community their credibility would go to zero in most places. and 2) Referals-to-Services Uni
- Tenant Involvement = is the corporate failed effort, to employ themselves, and perpetuate some kind of interaction with tenants.
Freedom of speach you say? There isnt any. TCHC controls all mass media outside of electronic. As a mass, we tenants cannot talk privately without the landlord say so. NFG.
- We will set up a system of Villages, each of some 240 households.
As a tenant, (or resident if you prefer), each is automatically a village council member and has an equal voice , none above the other. Facilitaters not leaders. ALL Equal, at ALL times. (More on structure later...).
- When all is said and done - Each person wakes up in the morning and is whole and complete unto themselves. No matter, whether their conditions are great or lousy, each is whole and complete unto themselves and therefore since this applies to Everyone all over - it stands to reason that in this manner = ALL are equal - in this manner. all. "None above the other ". When a given number of villages are formed ac-ross the City they will assume control of the exchange facilities built to give Tenants Independant Communications and Self Help Network/s. We could probably Self Fund in three to five years. We can assume many of the defunct corporate departments functions in taking care of ourselves - or try.

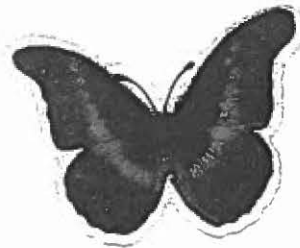
TO THE CITY



- Take back the RGI calculations in order to professionalise access to subsidy and housing along with the controlled roll out of portable subsidy's.
- Increase the claw back for those on Social Service benefits to \$300 from the 100 today. This to encourage recipients to seek bona fide work and to give them room to get their feet under them and become a monetarily functioning member of society. This rather than the existing system that drives them underground and into prostitution and possibly drug dealing to relieve abject poverty. TCHC to mirror this relief. Net cost, could be a gain.
- City to at least double the Land Transfer Tax on residential housing bought and sold within a five year period. Those that drive homelessness by such activity should pay for the housing of those that are disenfranchised thereby. The fifty thousand that your home just went up is fifty k that tenants could not come up with, let alone the cost of the base property. This should also act to cool the overheated market that sees prices climb inexorably.
- The City should completely overhaul the shopping for housing format to give photos, maps, site plans, typical apartment layouts, shops nearby all designed to make it easy to search and find a suitable locale for each household.
- The City should issue an order in council to TCHC to annually provide a mailing list of all operating units in its portfolio and an update on the anticipated availability of new/refurbished units. The mailing list without names to be provided to a properly constituted Independent Tenant Communications and SelfHelp Network. This network could be self financing within a few short years by adding a line or two to the Annual Rent Review documents, all revenues so given to flow through to this properly constituted network without hindrance or imposition by TCHC.
- City to change the Shareholder Direction to allow the formation of this Network without any involvement of the landlord. Landlord should focus on land and money, as landlords do, and only be involved with tenants via the referrals department and at-arms-length the CSU.

- The City to order TCHC to hand over the electronic communications systems set up during the failed "ResidentConnection" the concept of which was usurped and missapplied by the failed Tenant Rep system and its projection onto the Board which being a corporate structure set up to "involve" tenants, compromises the independance of the Board, since the system is a product of and answerable to the Corporation. AND ~94% PLUS of us ignore or despise it.
- The City to order TCHC to employ highly qualified experts in construction project management and to dissolve the separation of Asset and Facility Management into the two operating units described above.
- City to order TCHC to respect the services of long term non unionised employees, their right to continue to make a living and the security of their pensions, thsi has been conveniently ignored and leaves them, and many at head office, scared and uncertain as to their future well being. This is not the environment required to transit these changes with alacrity and good faith and disposition. Let alone the unkindness of the situation towards long serving often very knowledgeable and understanding employees. Not good enough, but typical of TCHC's obtuse approach to rule.
- City to remove any and all inference that TCHC can promote itself as a cradle to grave all encompassing entity. It is a landlord with security issues prompted by us, tenants, and the need for referral to support agencies, by some tenants.
- Order TCHC to rename the OCHEquity to something far less pompous, unclear and indecipherable.
- City to remove Purves as Chair of the Board. He is unquestionably an elitist luddite. He has never shown ANY inclination to open up to free discussion. Nor to see for himself the abomination of crash spending by Facilities Management and their cruel treatment of tenants in situ during upheaval. He will not allow communication with Board members without it passing through his venturi, and being patently unaware of the ramifications of his intellectual narrowness and refusal to listen to those of us with long long hours understanding the issues herein. he is a dedicated impedence to progress towards a humane and well considered future in the near distance.

- City to remove the imposition to translate into umpteen languages. If those who wrote this requirement understood the onerous nature of this along with the various dialects within most languages they would not impose this requirement. All materials should be in the language of business in the City of Toronto, which is English in the main. Those who may never be inclined to learn the languages of their adopted country Canada may be given some assistance to employ their own to translate documents and communications into the dialect of their choosing at their own risk of misinterpretation.
- The City to terminate without further discussion the Tenant rep system universally regarded as dysfunctional. That there are some so called reps in this landlords system that work hard and well for their people is not questioned, but they are few. Look at the corporations figures as to unfilled rep areas, areas where no one "voted" only one person ran and was appointed as representing all immediate tenants. Come ON. Those from this corporate system that use us to sit on the Board and taking our voice unto themselves, must be dismissed summarily.
- City to order TCHC to strip away all no talk restriction save for sensitive areas such as employment applicants and financial issues. The Board to be open and transparent in actuality, sensitive issues to be discussed in Committee minimising the closed door meetings rampant. = real transparency.
- This will open up the possibility of vital unfettered exploration of both possibilities and potential and give good people back their backbone destroyed by fear and loathing, and desperation. Meanwhile the same three "old guard" old men rule the roost.



SECURITY

- Community Safety Unit. Numbers about one hundred people. Costs average less than 200,000 each member. = 20,000,000. was 14,000,000 a year ago. Doubling this group and training them in dealing with the varieties of tenants and to recognise when they are being recruited by a tenant in order to use them in a personal dispute with another tenant. Especially crafty in such persuits are the seriously mentally ill.
- Doubling the CSU should provide economies of scale. It should also prove less expensive than hiring outside contractors, who are not trained in dealing with us tenants in all our varieties and conditions. Guards are to be "In the community, but NOT of it"
- For guards to be seen as cozy with tenants undermines any professional conduct they may have and to render them untrustworthy. Guards are in employment, they are not there for personal reasons or to insinuate themselves into the fabric of the "community" and to thereby become unprofessional. They are not here to make friends but to protect the common interest and the fear free lawful use of the company's common area spaces by all.
- A small tenant handbook distributed to all by mail will set the parameters for the use of the common areas, and the NON use (garbage, storage, and expropriation as part of a persons fiefdom et al).
- Superintendants should be rotated every four years in order to inhibit the formation of biased alliances and collusion. Those superintendants who are highly regarded and valued by tenants in their area could be allowed to extend past the four year period by a simple vote of ALL tenants and pass with a majority vote of 70%, sufficient to ensure the true will of the tenants in that area.



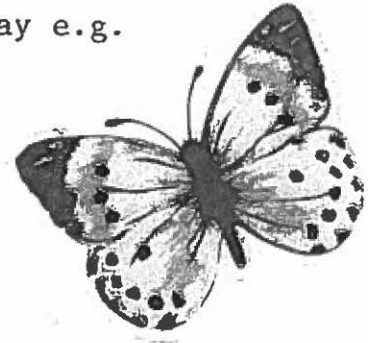
COMPANY STRUCTURE.



- The MTF calls for devolution.
- QED split the corporation into two divisions of fully integrated Asset and Facilities management. The split could be geographic or by lot with the two division heads picking Operating Units from a hat and thereby ensuring that the most undesirable Units are evenly allocated between the two. The core of these two divisions would be composed of centralised accounting, cash flow in and out, buildings, investment, legals, PLUS a doubled up CSU, and the Access to Services referrals unit.
- The pompously named Office of the Commissioner of Housing Equity to be renamed The Office of Fair Treatment in eviction for cause.
- Shut down the entire Propaganda Unit whose sole purpose is to paint only the pink fluffy parts of TCHC and thereby perpetrating the lie that all is rosy at TCHC. Keep the Press Relations person. Savings - millions in unnecessary personnel and expensive full colour print designed to pull the wool over everyone's eyes. See the Communications department mandate, it is quite clear, it is only interested in the pink fluffy stuff, obscuring the real truth.
- Shut down the Resident Services division completely, relocate the CSU and referrals unit to the central core between the two operating units.
- Have the two operating units compete with one another for excellence in design, concept, execution, use of materials, sourcing and compassionate consideration of tenants during reconfiguration and construction.
- Consider installing a Construction Project Manager in each Operating Unit. Have these Project Managers ready to assist in other areas as their work load and circumstance permit,
- Order the Board to allocate fifteen minutes at ALL Board and Committee meetings for interested parties (tenants) to speak freely on any subject germane to the employment of these bodies.
- Have the City repatriate the RGI calculation system to go with the

- Access Housing Division recently sent back there. This would be far more efficient, facilitate the further roll out of Portable Subsidy's and free up Operating Unit staff for more direct attention to the needs in their area. All furthering the devolution of the company.
- The company's various departments must go through ALL the legislation that governs them and make up shopping lists to address the three governments, City, Provincial and Federal on the removal of complex and duplication. Thereby freeing up the corporation to better apply itself to the business of property and people management.
- An outside computer expert needs to build a theoretical system based on software better suited to the company than Microsoft as is used by the City but is inferior for our purposes.
- TCHC must adopt the mantra that "Cheapest is seldom the best".
CSU must adopt and promote the mantra " In the Community, but not of it".
- A tough short tenant handbook laying out the rules of tenancy and the use/non use of the common areas must be mailed to all households so that Everyone is on the same page at the same time, and can refer to it to resolve disputes and enforce the common interest.
- The company will locate eco friendly aromatherapy style cleaning fluids in order to improve tenants sense of well being and obviate the smell of poverty inherent in most buildings under TCHC.
- All hallways in buildings clad in easy to clean materials to have random sound absorbent pannels installed on walls and ceilings to counter the ^Wec^Aotic effects of flat hard materials.
All buildings with no or poor airflow to be considered for add on hallway pressurised air systems. This to aid circulation of air, the minimising of cross pollution of smells from one unit to the other.
- A simple system of clip in sound insulation panels to deaden noise transmission between units without major refit.

- The company is overlaid with restrictions on personnel:- Communications with them are trunkated at least due to this overlay e.g.
 - Codes of Conduct
 - Terms of employment
 - Non disclosure
 - Union conditions
 - Protocols
 - And now Charters.
- The company fails at every turn to evenly uphold all such constrictions. Obviously Non disclosure is required of certain sensitive subject matter.
- People must be freed of this Boa Constrictor complex of inhibitions, so that free thought, creative searching for solutions are possible and NOT forbidden and inhibited by fear and overbearing imposition at all levels within the corporation.
- As part of structural change the City must be encouraged to increase the Social Services claw back to start at 300.00 and not 100.00 as now. This would likely not cost the City anything, and could actually increase revenues by giving the most wretched of us some room to breathe and to take on above board employment rather than to seek under the table deals and hide income. TCHC should mirror any such increase in the clawback so that people can see daylight and the possibility of getting their feet under them and maybe move on from Housing.
- The corporation must focus on spending money WELL. Not the cheap and nasty results evident today.
- The corporation should focus hiring on knowledge and experience rather than paper qualifications as if we were a regular corporation, which we most definitely are not, aside from real estate and cash flow. Neither are we a government unit, we are arms length, and if we devolve into community based non profit/s we will need to further reduce the pompous elitism of paper qualified ignorants. Strong fiscal management and in-touch humanism will prevail.
- The Tenant Representative system will be put to sleep, as it should have been already. It is a cancer on the tenant body that serves only the corporations interpretation of the Shareholder Direction 9:1:1. If there are 120,000 of us and just 7,300 participated in this sham



- ~ then only 6% of us participated, meaning that ~94% of us hold this imposition as meaningless. Add to this offence the fact that the company will not uphold its own rules and codes of conduct for its Tenant rep system, and thereby falsely inflates its "success" + it has turned to this ignored system to renovate itself, which equals the blind leading the blind. Everyone holds this system of limited corporate driven tenant "involvement" as hideous, yet it is allowed to persist, much to our disgust. See heading TENANT INDEPENDANCE AND SELF HELP for the new tenant system.
- Dozens of great people have come and gone in the immediate past, yet the core group of three males persist through it all. ? What does that tell you ?. You want to know why the company is moribund, look no further than those who costruct to survive through this turmoil and who falsify the truth of the corporations poverty and obstruct evolution into a progressive admirable humane facility to house the working poor, the sick and the old. The core is rotten and has to be removed. Some of the great people who could not stand against these three should be invited to come back and help us to transition into something actually admirable, in the near future. They have to go, like so many they have destroyed, without cause, out.
 - The VP Facilities Management could not organise her way out of a paper bag. She would not even visit three locations where money was spent in ill considered ways, neither would Purves. OUT.
 - We all need room for enthusiasm, for open conversation that may not be flattering, that may spawn enthushism and vitality and the pursuit of well considered rebuilding and the well being of tenants and the staff that serve them.
 - Enough of this culture of fear, where doing nothing, endless reports that take up much of head office staff's time, are prefered over decisive action.
 - In this writing a new picture will evolve to you. A picture that can be seen and built towards with clear objectives, and where people can sleep at nights at long last.

SOME SUMS... Approximate.

page 1

- TCHC normal cash flow yearly from rents and subsidies 600,000,000.00
roughly split 50/50, 300 million each, rents / subsidies.
- TCHC has mortgage and liabilities of 1.3 Billion, this being the cap
on its estimated assets value of 9 Billion dollars, at 15% of gross value.
- We are told that TCHC will require to spend 2.6 Billion dollars to refurbish
it's inventory to within 10% of acceptable!!!! This number was arrived at by
a third party, namely Ameresco. TCHC will not release the report that
Ameresco prepared that details HOW they came up with that number !!!!!
- It is a guesstimate therefor. It was not done on a property by property
accurate costing. It is highly unlikely that they costed-in making TCHC
properties ~~Actually~~ livable, maybe even pleasant place^s to luxuriate in in
poverty, as would be the case for most tenants.
Did they include sound deadening throughout all building^s in units and
common areas guess 500,000,000.00
Did they include pressurising the air in all multi storied buildings
guess 1,500,000,000.00
Did they include Professional movers for each and every one of the
households necessarily disrupted in re/construction at 2,000.00 each,
say times 10,000 households (out of 60,000), ADD 1000,00 cash for each
disrupted household for the massive inconvenience and out of pocket
expenses.
Therefore 10,000 households times 3000.00 = 30,000,000.00
- Assumption, Ameresco's guesstimate of 2.6 Billion is far short of bringing
TCHC properties up to good quality, livable quality versus the 10% target
shortfall put out by the Board.
- New figure probably in the order of 4,800,000,000.00
4.8 Billion.
- If TCHC refinanced itself upon separation from the City's books to 40%
of gross asset value (from 15%) it would raise some extra 2.3 Billion in
addition to the 1.3 Billion extant, totaling 3.6 Billion. The service
cost of our standing 1.3B debt is some 80,000,000.00 P & I, ADD service
costs on the extra monies raised thus at say 7% P & I, this totals about
200,000,000.00 a year in service costs alone (out of basic cash flow of
\$600,000,000.00).
- It could be said that we (TCHC) aspire to bankruptcy, we are in such a mess.

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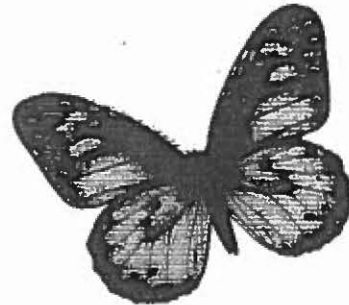
- There are some 90,000 people on the waiting list for subsidised housing. Just for information :- 90,000 households times 500.00 per month in any form, portable or not, works out to an additional subsidy cost of yearly - ADD existing to- 540,000,000.00
- TCHC alone consumes 230,000,000.00. ADD all other types and styles of subsidy.
- ? Beginning to fog out. There's more...
- We did not include World Class design and consideration of tenants. peanuts in relation to, or as a percentage of Billions in refurbishment costs. And why would we not do the work well with proper consideration for design, use of materials, and the comfort of tenants ? Why not. 'cause we can't afford it ? They have been using that as an excuse for decades. TCHC has been allowed to collapse from within. Honchos strut about boasting of the things size. In its colossal dereliction honchos allow peer outfits to pander to them, encouraging them, and their boastings.
- There are some 80 people at TCHC that make over 100,000.00 a year that is PLUS 10,000,000.00 Regular staff are in addition, both union and non union.
- The City takes in about 430,000,000.00 a year in land transfer taxes. If say 25% is from residential housing flipped within any five year period, and since this drives homelessness, doubling the land transfer tax on such profiteering, would raise PLUS 100,000,000.00 this would defray the increased service costs if TCHC raises its debt levels to 40% (out of a market high of 50% it is said), of gross asset values.
- In ten years at 40% debt TCHC would pay back P & I of 2 Billion dollars. 1x Billion of this would be principal and therefor increase asset value on the books. 1x Billion would be interest which could be completely offset by escalating real estate values. Or more, if we do a superb job of refurbishment. You get your opera houses, we get pleasant, well thought out places to live, in a never ending ramp up of real estate values which disenfranchises those of us who cannot participate.
- And in all this TCHC witholds the Guesstimate that Ameresco came up with without a close building by building costing or the embellishments listed above.
- About one in five people at TCHC Head Office pull down upwards of 100,000.00

~ .. a year. ADD the approximately 1000 line staff both union and non union for a staff total of 1500 +/- . See TCHC Consolidated Financial Statements from 2015 for costs of staff in salary, benefits and get out and keep your mouth shut payments on honcho termination.

- Incidentally.... we NEVER ever see these "honchos" from one year to the next, unless we go to 931 Yonge Street.

- Depressed by all of this ?.. try living within it.

- DEVOLUTION ... coming up.



- As stated prior, we split the company into two semi equal divisions with a common core of finance, CSU and Referral to Services, add Development to core group, set up to devolve items to the two divisions once secured.
- Have each department in TCHC make up a list of changes to all three levels of government legislation in order to simplify, eliminate duplication and render such as more effective, useful, understandable and applicable.
- Whether TCHC is set up as non profit seems moot, and is most likely to occur. It will be easier to strip away elements of the portfolio when the mass of TCHC is already split into two divisions. What form such negotiation take need not involve us here save that any such must make fiscal and operational sense.
- As we move forward we must assure non union staff that subject to their employment agreement and work effectiveness, their employment and pensions will not be negatively affected by the changes foreseen and unforeseen. It is unpleasant and unfortunate that the unionised staff have such assurance, yet their managers and other non union staff do not. Divisive yes.
- A foreign concept today that we should adopt in all our dealings runs, " always do well by those you do business with. That way they will want to do business with you again "
- In any devolution a strong, well trained CSU (Community Safety Unit) will be required. This group now comprises about 100 people in the office and on the beat/s. The cost is somewhere north of 12,000,000.00. This group is augmented by outside contractors who are probably paid less than our unionised people. We must at least double our own CSU officials and specially train them to deal with the variety of us tenants, in particular with regards to not being recruited in tenant to tenant squabbles or partisan politics. "In the communities, but not OF them". This central core group can serve the combined divisions and any deemed fit devolution.
- The Shareholder Direction must be re written to permit tenant independence from the landlord in their communications and self help organisation that will preclude ANY involvement of the landlord in tenant affairs or the ongoing financing of such affairs.
- The Common area meeting rooms in all areas will be returned to tenants for their primary use. The landlord may request to rent out these facilities from each community when it is set up - See TENANT INDEPENDANCE

- The Common rooms were taken away from the tenant bodies to pay for TCHC's interpretation of the Shareholder Direction 9:1:1. This iteration of the landlords concept of tenant involvement is universally known to be broken and a corruption of the intent of the writers who sought to include tenants but who are held to be even more subject to the landlord by a monolithic structure that serves the landlord pretty much exclusively, and is no more democratic than a rural vote in Cuba. Give us back our meeting rooms. Put the landlords system of self glorification to sleep. Permanently.
- The landlord cons^rtr^es to work on all issues. It does NOT work on them to resolve them, to finish with them, to render themselves unemployed by this or that issue. This must change. The core triumvirate must walk the plank, voluntarily or involuntarily. They assiduously persue the status quo, to employ themselves in continuance, to the detriment of the whole.
- OCHE - the Office of the Commissioner of Housing Equity. What a pompous offensive stream of incomprehensible vebal diarrhoea, that makes us bristle. The office of final resort in eviction for any reason. OFR - simple and to the point. Broader also.
- Remove translation into the dialects, into the hands of those specialised groups who could be assisted to carry this responsibility themselves.
- N.B. under the split divisions model with a central financial core, all cash flows in and out stay essentially the same as today. Rent and subsidies in, salaries fixed costs and refurbishments/ maintenance out.
- Do (not) consider naming the reformed TCHC "new home". Something friendlier NOT sterile corporate speak.
- TCHC is cruel by ignorance, not necessarily by design, it's designs are based in ignorance, hence it throws money away on cheap shot projects. Come see.
- A mother living in TCHC said she was fearful for her children growing up thinking that TCHC was the only world and with a landlord bent on being a cradle to grave de facto city state - all encompassing, all embracing, all about itself and its constructs and interpretations, its octopidian outreach suckers groping the population for succour. This will devolve. See Tenant Independence.

- TCHC is NOT a conventional company. Yes it has cash flows and real estate, employees, assets and liabilities. It has its hands full with these items and should limit itself to them and to housing us, tenants in all our variety and mien.
- Tenant to tenant communications will devolve to tenant hands in general and not to limited self interests. All must be convinced that they can contribute should they wish without the landlord or those who feed from it having any say or approval. Control of the media is central to all tyrannies benign or otherwise. Slavery benefits the enslavers - those subject to slavery, of any kind, pay, to the benefit of the enslavers. The legislation that TCHC interprets to its service, drives it to push its tentacles out to us, disgusting, get off us. Devolve the terms and conditions of these layered determinations by all levels of government.
- With the split divisions competing in friendly fashion for annual awards in design excellence, materials usage, planning, execution and the painless transition of tenants from rat hole living to pleasant levels of comfort in their physical surroundings where others do not infringe on a persons rightful use of their rental unit, via noise, smells et al so typical in sub standard construction. You want to rebuild it to last, to help people feel less disenfranchised - at least vis a vis their unit / premises.
- Tenant outreach handled by tenants, unfolding over time as per TENANT INDEPENDENCE, will risk elevating the disposition of those distressed by the THOUGHT of an all encompassing landlord, with its tentacles groping lustfully for them/us in order to perpetuate itself. This will be part of necessary devolution, save money for the corporation and allow tenants to involve themselves in trying to raise themselves up from grinding poverty and an insidious landlord.
- Devolve the Strategic Communications group to zero. 1x PR person. Hire in graphics design to beautify and humanise NOT corporate ^{at} TCHC external media.
- Devolve the Strategic Planning group as substantially not required. Compliance, and dispute, of onerous directives should be maintained.
- Devolve the Resident Services unit almost completely.
- SAVINGS from these last three at least forty people, their salaries, benefits and real estate.

- Devolve by ordering staff and by creating an ethos of solving problems and issues (a stitch in time save^s nine) RATHER than "engaging - employing oneself in working on the problem, to perpetuate ones own benefit.
- Devolve by repatriating RGI calculations back to the City to go with Housing Access where it properly belongs. Maybe the City will be able to stop the idiocy of duplication driven by obscure directions in the Annual Rent Review forms. A simple matter you or i could complete in minutes, but TCHC in all its magnificance could not do in YEARS.
- This will free up local staff, if they do not chose to transfer with the RGI machinery, with no loss of income or benefits. Thus freed up, Operating Unit staff (local) will be able to better serve their constituents.
- Devolve by installing a Construction Manager in each Operating Unit, they will be pooled as required by demands and loaned out to help other units in overload.
- Devolve from an overbearing octopus into the tenat^d equivalent of the Bhutanese ethos of "Gross National Happiness" where tenants have a self help facility that, over time, takes over from the corporation such activities on a defined and pre ordained basis. Tenants will have the opportunity to build a stable positive sense of well being, helping and benefiting each other without "honchos" breathing down their/our necks.
- Devolve into the mantra " The cheapest is seldom the best". We must spend money well. We do not want to revisit these conditions again. Penny wise and pound foolish, is a dumb way to proceed. The results are awful.
- Devolve by removing the triumvirate. For years the best most knowledgable and understanding have been purged by them. Now it is their time to go, to be removed.
- Devolve so that one hand does know what the other is doing, rather than as now where one hand does not even know what the other looks like, let alone what it is doing.
- Devolve by throwing off the " keep-yer-mouth-shut", in almost all circumstances "or else" modus. Only keep-yer-mouth-shut in personnel discussions and in evolving scenarios where privacy is required.
- Devolve into unionised superintendants being rotated every four years,

- Rotating superintendants every four years, unless specifically requested by local tenants, would act in the common good by inhibiting the formation of partisan alliances that promote gossip, strife, slander and unhealthy communities in many instances. Argument :- the comfort of such unionised employees cannot prevail over the common interest. They are human, they may form sympathy groups contrary to the common interest. This will give the grounds for a healthier structure, staff to tenants.
- Devolve back to referring to tenants as tenants. To call a tenant a resident is to infer that they agree to be institutionalised by the landlord. Most of us (50% +/-) just pay rent and do not want anything to do with the landlord otherwise. Technically we are tenants who pay rent. Those who want to be institutionalised may call themselves residents of this cradle-to-grave misconception.
- Devolve into new computer software that better suits the structure and modus of the corporation. Build a theoretical new system alongside the existing one (Microsoft) until happy with it then switch over. Just because the City favours Microsoft does not mean that we should. Differences and interactions can be accommodated.
- Devolve anything with the word STRATEGY in it. strategy-strategem = a device for deceiving (the enemy) - Oxon. Strategic Planning, Strategic Communication et al.



- Clearly we require a board that knows about finance, law, structure, being subject to three masters (City, Province, Federal).
- We do not need tenants on the Board unless there are six or so to reduce the pursuit of vainglory. Tenants could be Directors-at-large which would alleviate their inherent distaste for the strait jackets of corporate manners. At-large tenant Board members could have a voice but not necessarily a vote at Board and Committee meetings.
All meetings of Committees and the Board will have a fifteen minute open forum wherein tenants or the public may have 3/5 minutes to wax on any subject germane to the employment of the committee or Board.
- In camera aspects of the corporation should be held in committee, and only when absolutely necessary. The Board should be free of as much intrigue as possible. Today half of all meetings appear to be in camera. No more.
- Dissolve the Executive Leadership Team as dysfunctional, elitist, remote.
- The Board Chair - Purves is well regarded by some. Not so by others since he is a calm elitist luddite and therefore has no place in going forward.
- The tenants on the Board are an insult. Everyone agrees that the Corporations structure that put them there is broken, obsolete, undemocratic and serves to divide tenants, not involve them. Yet these nitwits allow the system to continue, worse they ask this broken ridiculed corporate system to reinvent itself - such insolence. This can-do-no-wrong approach by TCHC leads to usurping communications for their own aggrandisement and furtherance. We see this and disrespect it. It will change forthwith.
- The tenant rep system will be put to sleep once and for all. Tenants will be able to assume the contact information usurped, and be given an order in council to receive a yearly update of all mailing addresses sans names in order to communicate amongst themselves with impunity from the imposition of the landlord or narrow self interests.
- The Board of the future will specifically prohibit the assembly of the peoples voice into one persons hands, and by doing so will refuse to sideline each individuals voice in favour of one "annointed" by it who claims to speak for all - like, hello.
- The Board and all staff need to be indoctrinated with the truth:-
Without US they do not have a reason, or a paycheck, to be here.
Without them, we will still be here.

- IF ANY.
- 50% of tenants just pay rent and ignore the rest, all the stuff and puff of the landlord. This fact can not be ignored. They do not want to participate, at least under this necrotic regime, and its overbearing laws and rules, which mean absolutely nothing to them. Not all but most of us feel this way. Most tenants are inundated with people overseeing them, their activities, compliances . People stealing their voice for their sole benefit, and reducing a person to bystander with not much of a voice, if any. You do not have to fraternise with tenants to realise that we are not as obtuse as some would like to think. Some of us are bellicose, driven in part by frustration at being marginalised whilst superficially pandered to
- Currently we have about 450 "villages" of 150 households. The numbers do not add up since the system is broken. Many of them are without a landlord implant (aka mole) under the current system.
- It is proposed that these villages be approached with steady consistency as independant of outside influence, particularly the landlord or any of its employees or adherents or beneficiaries. All tenants will be invited to recognise that they are automatically a councillor in their village, and may assume to have a full voice in any community endeavour at all times, with NO need to sign up, to register or to forgo their privacy. They may attend ANY meeting as a full member/councillor. Outsiders may attend most meeting but would not have a vote, yet have a voice. Councillors may migrate to other villages under these terms during meetings. A mechanism to inhibit monopolisation of the village will curb this. Villages will ask for speakers and facilitators to step up for City wide meetings, they will not be permanent fixtures.
- Tenants will be impressed with the concept of "no one above the other", "all are equal". At all times. The village system can be self funding via a simple, expedient and easy to understand method, over time.
- When eight villagers per location agree to meet at 6pm on the 6th day of each month for one year, that village will be accorded full status and be entrusted the keys to their common rooms (insured under common cover BY THE CORPORATION.). These common rooms were taken from us to fund the current derelict tenant rep system set up by/for the corporation to fulfill its interpretation of the Shareholder Direction.

- When one hundred villages are established they will be offered the opportunity to assume the mantle of the self help network, and the tenant services removed from TCHC in its devolution.
- The Independent Tenant Communication and Self Help Network will be composed of the villages, an office core with a business C.E.O. to handle funding and the accounting of funds from all sources. It will have rooms for incubators of small business, special interest groups, micro banking where a group of borrowers are self moderating, teaching kitchens, meeting space for speakers from the assembled villages (or rented facilities - hotel assembly rooms) perhaps stage areas and sports rooms.
- Whilst this is being built the self funding system will be put in place, and over time, perhaps five years, could be entirely self funding.
- Each village will have a voicemail number from a community provider that is reliable and already well established. This to facilitate communications. The cost of this service is \$40.00 a year each, times 400 villages = 16,000.00 per year at full throttle, if all are up and running.
- Generally speaking tenants do not want leaders, that is corporate speak, if anything they want a continuous voice of their own, without fear of a landlord and its politics. With this village system they will always, at all times have their own voice without imposition or joining anything. It is envisioned that the 95% of us who ignored, if not despised, the corporations tenant rep system, will be much more inclined to participate of their own volition without the hot breath of the octopus TCHC breathing down their necks, and or screwing everything up as it does now.
- Regular print and electronic communications will offer tenants paid and service opportunities in all areas as it develops and grows.
- It is realised that the idea-thieves are out in force and will take, use, misuse all that they can , as they have in the past when approached openly about progressive change for the better.
Since the corporation has consistently proved incapable of producing a short (8ppg) tenant handbook that lays down the rules of occupancy and the use/non use of common areas, along with the CSU mantra of "In the Communities, but not OF them" and their mandate to secure the peaceful use of the unobstructed common areas by all tenants and their wards (visitors). This latter will change CSU focus somewhat, and improve their professionalism in our eyes.

~ ... since TCHC has never been able to produce such a simple blunt document, an eight page tenant handbook that is delivered to ALL households, we will have to do it ourselves. We would not want their influence or input, we can seek our own counsel. Landlord must focus on being landlord with its CSU and Referals to Services Dpartment in the hands of a gentle soul.

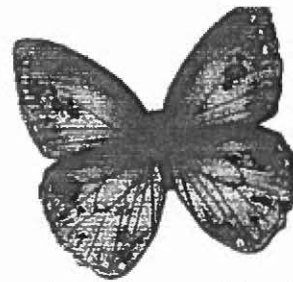
— N.B. since the village system is tenant owned and driven it is not limited by a landlord. It can therefor be extended to any other quarters as desired.



- The corporation hires head office personnel according to paper qualification before knowledge and understanding. This must change save in the areas of specific specialised expertise (Accounting, watching paint dry, etc). There are many very knowledgeable staff who are blocked, frustrated, by imperious paper demands for getting new appointments or a change of job description. This must change.
- STAFF ARE BURDENED BY
BOUND HAND AND FOOT BY
(with certain work some of the following are unavoidable)
Terms of employment
Confidentiality
Conflict of interest
Union (if any) terms and conditions
Non disclosure
Code/s of conduct
Protocols
and recently Charters.
- AND
When they are fired without cause they sign "omerta" get paid out and ordered to keep their mouths shut, or else.
- When employed the above list effectively secures the triumvirate by silencing all conversation except for social trivia.
- Therefor with no exploratory conversations in the spirit of upliftment, no descriptions, of circumstance, irregularities, or new ways of doing things being possible without fear of reprisals, of loosing twenty years of employer contributions to pensions, are possible, and seldom happen.
- This protects the "honchos", serves nothing else, for the most part. The whole tone of employment has to change to one of unfolding, of enthusiasm of fearless exploration and cooperation.
- The truth of the media control by vested interests in the corporation must out. Since Strategic Communications' mandate is to only emphasise the pink and fluffy, and let us say that that represents 30% of the whole picture therefore 70% is left knowingly unsaid which equals a lie. So its mandate is to lie. To pull the wool over your eyes, to only tell you what they want you to know and obscure, or leave out altogether the non pink and fluffy bits. See page 11 GRHRC 2014-13

- In pursuit of Bhutans idealistic " Gross National Happiness" vis a vis TCHC , there is NO place for the triumvirate. We have to see that the "old guard" has departed with or without dignity, but we will not believe that real change has arrived unless we know full well that they are gone.
- In no other arena would staff be given to suffer the prolonged misery of collapse without any assurances of contiuity of income or pension, of broken systems, and being the but of jokes and a laughing stock for all wags. Not anywhere would such be the unkindness towards those without whom the corporation could not function at all.
- Non union staff must be given assurances that their employment and their pensions are sacrosanct, conditional on their effectiveness and conditions of employment. M U S T.
- Fear and distrust amongst staff leads to them being unambitious, distracted, unwilling to fiⁿalise a problem or issue, but to rather make work of it, to protract the continuance, to not seek to unemploy themselves in that particular area. It is less risky NOT to do than TO do, this leads to mediocrity at a time when we can least afford it. This must change.
= kind of like working for North Korea. Shamefull in a modern society that bleats humanism but practices servitude.



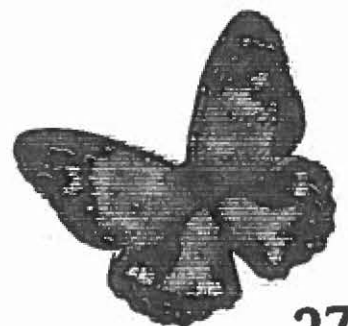


— New name for TCHC (other than the Titanic Concordia Hindenberg Corps)

VILLAGE HOMES

- We need something friendly, not sterile corporate in the way of a name change.
- TCHC is a landlord of last resort. There is no where lower than this, other than the street or the river.
- As you read this , right now, tens of thousands of tenants in TCHC are desperate for \$20. Many will prostitute themselves for that twenty some will sell small quantities of drugs, some will work under the table.
- Most would leave TCHC if they could. To go where you might ask. As a corporation we need to do enough things RIGHT simultaneously to make a decisive and real difference.
- We need to undo the corporate speak of BRANDING. Most of us have had enough of Branding. We need to UN brand the corporation and ourselves.
- The Board is parachuted in from (to us) outer space, and added to by the corporation in the form of IT'S tenant rep system of ingrates and thereby prejudicing the independence of the Board. We will always have parachutists on the Board - the point is to educate them on US, what we have to deal with, live with. Thus informed they will govern themselves appropriately, rather than pontificating from the high alter of self importance and ignorance. We might then respect them, might.
- The "old guard " has no taste for change. The triumvirate are dedicated corporate men, old men, anachronism^s in a rapidly changing environment. They go on search and destroy missions under the pretext of consulting tenants, mostly their own sychophants.
- The substantially inreadable rules and regulations the three levels of government set upon TCHC must be simplified as detailed prior.
- A new sequence of events, new priorities, dignity for both tenants and support staff, money spent carefully and well (not as matches some peoples opinion of US as shoddy nere do well's).
- We need to UP VIBE the whole entity for everyone. We need to erase the smell of poverty that pervades many of our buildings - perhaps a little aromatherapy to go with cleaning.

- Many of the Mayors Task Force suggestions have been put forward before. There is little new. This does not make it unworthy, it is just not NEW.
- Removing the rot at the core of TCHC will require some determination.
- Trying to work with the triumvirate in the past has been tantamount to feeding the sharks whilst decorating the pool.
- We must end the predilection^{to} drown staff in vast quantities of paperwork, where people are too busy being busy, even good executives fail miserably in the details and in maintaining a personal touch with staff.
- The infatuation of the "old Guard" with having the biggest, the most bowed to, the most sought after as friend/adviser, the huge empire that others look to for guidance = the blind leading the blind, and this has to change. The rot is far more than monetary deprivation and shabby buildings.
- We must man up and fire superintendants that are bone lazy, incompetent, or gossip mongers.
- Creating salubrious conditions for tenants shall reside with the Independent Tenant Communications and Self Help Network. The landlord will focus on the difficult work of doing World class redevelopment of the inventory, upgrading the physical environments of the disenfranchised poor. Changes (small) to the Shareholder Direction will facilitate this. It is, after all, not just getting the work done (the current ethos) , the solution to a permanent revitalisation lies in HOW the money is spent, how thorough is the consideration of ALL the elements that go into the rebuild and the relief of duress to tenants.
- We have a massive financial and logistical complex of problems. New blood, new vitality, new direction, new ethos are the order of the day. Out with the old.
- ONWARD to the new DAWN brightening the rise of "Village Homes"



- o Keep the Mayor, Deputy Mayor, Council, City Manager and Service Manager informed through regular updates and briefings, in collaboration with Stakeholder Relations and Council Liaison

Measurement

- Successful placement of positive stories in high-profile media on major themes of capital repairs, community revitalization, community safety, resident quality of life, accountability, transparency, advocacy, and service excellence.
- Successful placement of positive stories in community, trade and ethnic media on community-level programs and activities aimed at improving resident well-being and quality of life; access to services, supports and opportunities; and awareness of Toronto Community Housing's progress toward being a landlord of excellence.
- Analysis of number, tone and reach of positive stories generated by through proactive media outreach (pitching) to indicate success in terms of placement, message penetration, and profile
- Annual reputation assessment survey in Q2 shows improvement in overall impression and number of positive media stories vs. negative stories
- Social media metrics show positive trends (e.g., increase in the number of followers on Twitter consistent with other public sector organizations)
- Metrics for insidehousing stakeholder e-newsletter (number of subscribers, click-throughs, survey comments) shows increased readership and engagement

VISUAL IDENTITY STANDARDS

Toronto Community Housing will maintain its existing brand identify and logo through 2014, with the following exceptions:

- At the board's request, we have created a logo and letterhead for the Office of the Commissioner of Housing Equity.

Tenant Representative elections by the numbers

Successful candidates of the Tenant Representative elections started a new term in April 2015.

418 orientation and all-candidate meetings were held over two months

479 ✖

The number of residents that were nominated

69 polling stations across the city were open for 10 hours on March 26

7,392

ballots were cast on March 26

Tenants were also able to vote in advance on March 20

- 96 Tenant Representatives elected
- 219 Tenant Representatives acclaimed
- 141 vacant Tenant Representative positions*

*Where there are vacancies, resident engagement will happen over the summer and by-elections will be held in fall of 2015.

Visit torontohousing.ca/elections to read more.

Selecting two tenants to sit on Toronto Community Housing's Board of Directors

The process to choose two Toronto Community Housing tenants to join the Board of Directors is underway.

Two new directors will be chosen in a voting process open to the recently elected Tenant Representatives. This vote will be held from May 12 to May 15. From this process, the names of two nominees and two alternates will be submitted to Toronto City Council, which will then consider the nominees as part of the public appointment process.

performance. The board consists of:

- Three City Councillors
- The Mayor or Mayor's designate
- Nine citizen appointees, including two Toronto Community Housing tenants

This nomination process was developed in partnership with residents. It helps make sure that tenant voices are heard in the governance of Toronto Community Housing. IT WAS L??

The board oversees the management of Toronto Community Housing and monitors its

Read more at torontohousing.ca/board or call 416-981-4929.

7397 votes out of 120,000+ = ~6% ∴ 94% DID NOT PARTICIPATE.

C

*

participants has been developed and is currently being finalized. Through a fair, open and transparent process, residents from across the City will be invited to attend town hall meetings within each Directorate. The purpose of the town hall meetings will be to provide a re-orientation to the Resident Engagement System Refresh and to lead the residents through a process to self-identify members to participate on the working group.

Who?

The working group will develop a workplan that will include addressing areas that need change. These were highlighted in the consultations conducted with residents in 2013. Work areas will include, but are not limited to, developing infrastructure that will address funding mechanisms, conflict and complaints processes and structures; and evaluation, compliance and monitoring systems and processes. The Terms of Reference for the working group have been drafted and will be put forward for approval at the next working group meeting.

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CONCLUSION

The new Resident Engagement System will address concerns raised in resident consultations by providing a broad spectrum of opportunities for resident participation.

???

IMPLICATIONS AND RISKS:

Communications: Communication is fundamental to the function of the system, as well as the roll out of any changes or enhancements. A comprehensive communications plan will be developed and reviewed with the standing staff/tenant Communications Committee.

Financial: In the past, the Tenant Engagement System has been funded by an annual allocation, as well as from funds generated by renting/leasing common space within TCHC buildings. The new Resident Engagement System will also require funding. Any new funding will be subject to the budget approval process, and available funding sources.

95% unused now

Delay: There has been a declining number of resident leaders participating in the System since the suspension of the June of 2012 Tenant Representative Election. Further delay may result in a continuing decrease in resident representation within the engagement system.

TCHC Resources: Resident and Community Services will need to review its structure and resources to ensure it is positioned to fully support the new model.

Elections for Resident Board Members – Background on Current Process

Report: RSC:2014-21R

Page 2 of 4

The City's Public Appointment Policy sets out some guiding principles with respect to the appointment of individuals to Boards. One guiding principle is that the most suitable candidates are selected. A further guiding principle is that the process is to be open, competitive and equitable. With respect to equity, the policy seeks to remove barriers to the selection of systemically disadvantaged groups.

The most current election process was developed for the 2007 election by a joint Resident-Staff working group. The process used by TCHC in 2011 was similar to that used in 2007 with some minor changes. The election in 2011 was supported by many resident volunteers and staff. The effort involved approximately 665 hours of staff time.

In deciding on the original process in 2007, there were two significant issues that the residents had. The first was how to have an election process that could be achieved with a low cost. The second was who would be eligible to be a candidate. The cost question was resolved by allowing any resident to be a candidate but restricting voting to Tenant Representatives. The eligibility question was resolved by using the eligibility requirements in the Ontario Business Corporations Act plus those in the City's Public Appointments Policy, and adding a requirement that candidates show commitment to the values in our human rights policy.

The election process allows any eligible resident to be a candidate but only Tenant Representatives are eligible to vote. Residents are eligible to be a candidate if they are tenants of Toronto Community Housing, 18 or over, not a City of Toronto employee or directly related to a current Councillor. The process used to elect resident board members has three stages:

1. Outreach / Information Sessions
2. Application Review and Selection Process
3. Voting

Process Details

1. Outreach / Information Session

The election process kicked off with information made available on the TCH website on April 1, 2011. Tenant Board Members Election postcards were mailed to all TCH households in the first week of April 2011, and posters were also posted in all the buildings.

In addition, a voice mail box and an e-mail address were also set up for tenants interested in becoming candidates to ask questions and to get more information.

Four information sessions were held for interested tenants across the city. The sessions covered the roles and responsibilities of the Board of Directors, qualifications and eligibility for being a Board Member and the election process. Application forms were available at

GCHR 25/6/15.

Report No. and Meeting Date	Description	Status	Target Date	Assigned to
GCHRCC-2013-19, MARCH 27, 2016	Item 10 - Compliance Reporting, Q4 2012 Management to provide an update on timelines for establishing processes for the balance of reporting items.	The Director of Compliance and Legal Counsel is in the process of developing a work plan to achieve a more fulsome compliance certification process.	Q3 2015	Director of Compliance and Legal Counsel

**GCHRCC:
2015-29
JUNE 1, 2015**

Item 6 - Tenant Board Member Selection Process Update

** GCHR DOES NOT KNOW HOW MANY TENANTS IT HAS.*

The GCHRCC noted that out of the total of 320 eligible voters (Tenant Representatives only), less than half (154) voted. The GCHRCC requested comparable data from prior years with respect voting participation.

In progress

TENANT "PARTICIPATION" TBD

VP, Resident and Community Services

** 154 AS % of 165 000 = 0.09333%*
154 AS % of 125 000 = 0.123 %

% of TENANTS "VOTED" FOR 'THEIR' (TENANT REP ONLY) BOARD MEMBER/S.

**GCHRCC:
2015-31
JUNE 1, 2015**

Item 11 - Accessibility Policy

The GCHRCC resolved to defer the matter and recommended more detail in an amended report to the Committee with respect to the following:

- resident consultation and engagement processes
- the proposed action plan including more specific deadlines with respect to implementation and reporting to the Committee/Board
- resources needed and

An updated report will be submitted to the next GCHRCC meeting.

June 25, 2015

VP, Asset Management

The Fable of the Ridgeback dog and a Tale of Hairs by Clive E 5/10/11

Once upon a time there was a huge Ridgeback dog. It was so big that it could not support its own weight, its bones were necrotic. The dog sat in a puddle of its own making gazing adoringly at its reflection in a very large mirror conveniently placed for this purpose.

The dog had several masters and was confused by the complex rules and demands placed on it from several directions.

No one wanted the dog. It was permanently undernourished which along with its vast size meant it could not lift its own weight.

No one loved the dog.

Running down the dogs back was a ridge of hairs.

The dog was covered in some 161 thousand four hundred and thirteen hairs in all. (161,413). 1,400 of these hairs ran down the ridge and considered themselves to run the dog. 160,000 hairs covered the rest of the dog, of these some 450 were "elected" by the most important hairs from each section of the dog as representing the rest of the 160,000 general hairs.

Of the 1,400 ridge hairs 1,000 were worker hairs, unionised and hourly paid.

Of the 400 remaining hairs 20 or so were chief hairs backed up by 380 others.

13 of the hairs were given oversight on the whole lot. Each group of hairs thought of itself as different from the others. The 400 hairs were so busy that they could not operate effectively, just as when one is very tired continuously, forward thinking is impossible, what is before one is not seen clearly. Distrust, confusion even with heroic effort produces little forward momentum. Anarchy prevails. Fear congests. The hairs on the ridge and the hairs on the belly almost never interact. The hairs on the ridge enjoy the slight privilege of the view of the sky from there and have no clue as to what the rest of the hairs endure, except by remote observation from their privileged place on the ridge.

Of course the dog died.

As the dog lay dying a miracle was seen to occur, all the 160,000 hairs fell off the dog. The dog gave birth. The birth of the puppies was held in awe by the People since it was widely known that the dog was a neutered male. The hairs that fell off were woven into a many hued blanket which was then used to provide meaning and comfort to the puppies.

?What happened to the 1,400 ridge hairs? No one knows, few cared.

Of the 13 hairs, they went on to significant other matters and lived happily ever after.

The end.

PS The dogs name you ask ? Why that's Toronto Community Housing Corporation - TCHC for short, and most responsive to. Anybody got a shovel? Help digging, some flowers? It is huge, this Dog.