



## **Board of Directors**

931 Yonge Street,  
Toronto, M4W 2H2

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The Board of Directors (“Board”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on December 15, 2020, via WebEx, commencing at 9:20 a.m.

**Directors in Attendance:** Tim Murphy (Chair)  
Councillor Ana Bailão (9:20 a.m. – 11:30 a.m.)  
Amanda Coombs  
John Campbell  
Debbie Douglas (9:20 a.m. – 12:52 a.m.)  
Ubah Farah  
Councillor Paula Fletcher (9:20 a.m. – 12:20 p.m.)  
Adele Imrie  
Linda Jackson  
Nick Macrae  
Brian Smith

**Directors Absent:** Councillor Nunziata

**Management Present:** Kevin Marshman, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)  
Vincent Tong, Chief Development Officer (“CDO”)  
Cynthia Summers, Commissioner of Housing Equity  
Kelly Skeith, Senior Development Director  
William Mendes, Director, Program Delivery  
Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Mr. Murphy, serving as Chair called the meeting to order and Ms. Wilson served as recording secretary.

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**ITEM 1 CHAIR'S REMARKS**

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The Chair welcomed everyone to the last Board meeting of the year, noted the Acknowledgement of the Land and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC's holding this Board meeting virtually.

**In-Camera Session:**

There are no decisions to report out from the in-camera session this morning.

**Public Session:**

Two very important items on the public agenda are TCHC's 2021 Budget and the results of the Request for Proposals (RFP) to select a developer partner for Phases 4 and 5 of the Regent Park revitalization.

2021 Budget

The proposed 2021 budget, if approved, it will enable TCHC to implement new service delivery models in both the family and senior's portfolios, increase tenant access to community services and supports, and maintain vigilance around COVID-19. It will also enable TCHC to continue to upgrade its buildings at a record pace to enhance living conditions, accessibility, safety and quality of life for tenants.

Regent Park Phases 4 and 5 RFP

The Regent Park report will outline the competitive public procurement process TCHC has followed to select a developer partner for the final two phases of the revitalization and bring forward for the Board's approval a recommended developer partner based on the results of the RFP.

The Chair thanked all TCHC employees for the exemplary work performed, day after day after day, to deliver services and to support its tenants during the pandemic.

Lastly, the Chair wished TCHC's employees, tenants and its partners the very best for a safe, healthy and happy holiday season.

## DEPUTATIONS

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The Chair polled for any deputations to be heard at the meeting. The following verbal deputations were presented:

- Item 2D – OCHE Quarterly Update (Q3 2020) (*Kathy Kunsman*)
- Item 5A – 2021 Operating & Capital Budgets (*Cathy Birch*)
- Item 5B – Regent Park Phases 4/5 Developer Partner (*Emad Hussain, Ismail Afran, Marlene DeGenova, Miguel Avilia-Velarde, Brent Mitchell, Walied Khogali Ali, Kumsa Baker and Michael Rosenberg*)
- Item 6A – Human Resources Plan (*Kathleen Doobay*)

The following written deputations were received in relation to the following items:

- Item 5B – Regent Park Phases 4/5 Developer Partner (*Emad Hussain, Miguel Avilia-Velarde, Walied Khohgali Ali and Kumsa Baker*)
- Item 6A – Human Resources Plan (*Kathleen Doobay*)

## ITEM 2 APPROVAL OF CONSENT AGENDA ITEMS

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The following items were not held for discussion:

- Item 2A – Approval of Public Agenda;
- Item 2B – Chair’s Poll re: Conflict of Interest;
- Item 2C - Confirmation of Board of Directors’ Public Meeting Minutes of November 20, 2020;
- Item 2E - Review of Investment Advisory Committee Charter;
- Item 2F – Change Order: Constructor Services for Recladding at Jane/Falstaff;
- Item 2G – Allenbury Gardens Parkland Transfer;
- Item 2H – 2021 Board and Committee Meeting Schedule;
- Item 2I – Moving External CARR to Sinking Fund;
- Item 2J – Don Mount Court Development Corporation Dissolution Update;
- Item 2K – OCHE 2021 Work Plan;
- Item 2M - Change Order: Additional Costs for Domestic Furnace and

- Hot Water Heater Replacement; and
- Item 2N - TCHC Commercial Portfolio – Update on Commercial Rent Revenue.

The following items were held for discussion:

- Item 2D – OCHE Quarterly Update (Q3 2020); and
- Item 2L – TCHC Provision of Internet Access to All TCHC Households.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board approved the following revised consent agenda items: Items 2B, 2C, 2E, 2F, 2G, 2H, 2I, 2J, 2K, 2M and 2N.

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**ITEM 2A    APPROVAL OF PUBLIC MEETING AGENDA**

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded Ms. Farah and carried, the Board approved the Public meeting agenda for the Board’s December 15, 2020 meeting.

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**ITEM 2B    CHAIR’S POLL RE: CONFLICT OF INTEREST**

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The Chair requested members of the Board to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest.

Mr. Meagher announced that Mr. Campbell declared a conflict of interest with item 2L – TCHC Provision of Internet Access to All TCHC Households at the Tenant Services Committee (“TSC”) meeting of November 24, 2020 due to the fact that he is working for a company that has a client that is interested in this matter of internet access.

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**ITEM 2C    CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF NOVEMBER 20, 2020**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board confirmed the above-captioned minutes without amendments.

**ITEM 2D OCHE QUARTERLY UPDATE (Q3 2020)**

TCHC:2020-81

Verbal deputation was received from Kathy Kunsman with respect to this item.

The above-captioned report (TCHC:2020-81) was circulated to Board members prior to the meeting.

Ms. Summers was available to answer questions of the Board. Highlights of the discussion include:

- Two pilots began in Q3 2020, which increased the number of referrals to the OCHE. One pilot was to address hardened arrears (e.g. those more than one year old) and one pilot allowed TCHC staff to refer files to the OCHE without rigidly following the current arrears collection process (“ACP”).
- Through the pilots, more vulnerable tenants were referred to the OCHE, whereas pre-COVID-19, the majority of referrals were for senior tenants. Files are also referred to the Tenant Resolutions Office (“TRO”) where extra support is required.
- The new legislation governing rent-geared-to-income (“RGI”) rent calculations will not be in effect until 2021. This legislation will allow TCHC to calculate RGI rent based on income tax filings.
  - The COO committed to having her team develop partnerships with organizations that provide income tax assistance to ensure tenants are supported in accessing these services.
  - It was suggested that Management also consider how to bring services to senior tenants who require assistance, but may not necessarily seek it out.
- A communications plan is being developed to inform tenants that they need to file their taxes in order for TCHC to perform their annual RGI rent calculations, and will advise how they can file their taxes. Translation will be available where required.
- In 2019, the OCHE provided RGI rent calculation training in 24 seniors’ communities. This was not possible in 2020 due to COVID-19.
- With the implementation of the new ACP, referral times are expected to improve.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded Ms. Farah and carried, the Board received the information contained in Report TCHC:2020-81 for its information.

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**ITEM 2E      REVIEW OF INVESTMENT ADVISORY COMMITTEE CHARTER      TCHC:2020-82**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the Investment Advisory Charter, as amended, in the form provided as Attachment 1 to Report TCHC:2020-82.

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**ITEM 2F      CHANGE ORDER: CONSTRUCTION SERVICES FOR RECLADDING AT JANE/FALSTAFF      TCHC:2020-83**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-83 to:

1. Approve the change order of the work up to \$60,000.00 (exclusive of taxes) to Trinity Services Ltd. for constructor services for recladding at Jane/Falstaff (40 Falstaff Avenue); and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

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**ITEM 2G      ALLENBURY GARDENS PARKLAND TRANSFER      TCHC:2020-84**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-84 to:

1. Authorize the transfer of Part 2 on Plan 66R-27191 dated December 19, 2013 prepared by J.D. Barnes (also shown

as Part 3 on Plan 66R-29296, dated May 5, 2017) from TCHC to the City of Toronto; and

2. Authorize the Chief Executive Officer or his designate to take the necessary actions and execute any and all documents as may be necessary to give effect to the above recommendation.

	<b>2021 BOARD AND COMMITTEE MEETING</b>	
<b>ITEM 2H</b>	<b>SCHEDULE</b>	TCHC:2020-85
<i>Motion carried</i>	<b>ON MOTION DULY MADE</b> by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the 2020 Board and Committee meeting schedules as contained in Attachment 1 to Report TCHC:2020-85.	
	<b>MOVING EXTERNAL CARR TO SINKING FUND</b>	
<b>ITEM 2I</b>	<b>FUND</b>	TCHC:2020-91
<i>Motion carried</i>	<b>ON MOTION DULY MADE</b> by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved:	
	<ol style="list-style-type: none"><li>1. The transfer of the existing external Capital Asset Replacement Reserve (“CARR”) balance of \$67.262M as at September 30, 2020 to the debenture sinking fund (the “Sinking Fund”); and</li><li>2. Future annual contributions of \$9.09M to the Sinking fund as set out in Confidential Attachment 1 to this report.</li></ol>	
	<b>DON MOUNT COURT DEVELOPMENT CORPORATE DISSOLUTION UPDATE</b>	
<b>ITEM 2J</b>	<b>CORPORATE DISSOLUTION UPDATE</b>	TCHC:2020-92
<i>Motion carried</i>	<b>ON MOTION DULY MADE</b> by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-92 to:	

1. Approve the Shareholder confirming resolutions of DMCDC; and
2. Authorize the President and Chief Executive Officer (or his designate) to take all actions and execute all necessary documents, on behalf of Toronto Community Housing Corporation, to implement the above recommendation.

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**ITEM 2K OCHE 2021 WORK PLAN** TCHC:2020-86

*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the OCHE 2021 Work Plan as outlined in Attachment 1 to Report TCHC:2020-86.

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**TCHC PROVISION OF INTERNET ACCESS**  
**ITEM 2L TO ALL TCHC HOUSEHOLDS** TCHC:2020-87

The above-captioned report (TCHC:2020-87) was circulated to Board members prior to the meeting.

Ms. Penny was available to answer questions of the Board. Highlights of the discussion include:

- Management have been in discussion with Deputy City Manager Josie Scioli's team regarding how to proceed on this matter; the feasibility study that is reported back to the Board will reflect this.
- The current proposal is to provide internet to only RGI households. The feasibility study will explore what is provided and at what price, and the governance of this.
- Action item: As part of the feasibility study, Management look at the feasibility of providing internet to all units (e.g. RGI, Affordable and Market units), the associated costs, and the potential for cost recovery from tenants paying varied amounts for access.



*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Jackson and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-87 to:

1. Authorize a study to determine the feasibility of providing access to the internet in all TCHC buildings (the inclusion of townhouses and individual homes to be determined depending on the technology available) and to bring the findings back to the Board for consideration. The study to explore:
  - a. The feasibility of participating in the City of Toronto's (the "City") provision of Wi-Fi connectivity to vulnerable communities;
  - b. A TCHC solution;
  - c. Third party delivery with TCHC covering costs; and
  - d. A model for common space internet access and in-unit based access;
2. Authorize the establishment of an inter-departmental group of staff to set the terms for and to administer the feasibility study; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

Due to a stated conflict of interest, Mr. Campbell left the meeting for the discussion of this item and did not vote on this matter.

**CHANGE ORDER: ADDITIONAL COSTS  
FOR DOMESTIC FURNACE AND HOT**

**ITEM 2M**

**WATER HEATER REPLACEMENT**

TCHC:2020-94

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-94 to:

1. Approve the change order to Richmond Mechanical Ltd. for \$355,357.00 (exclusive of taxes) for replacement of domestic hot water heaters; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

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**ITEM 2N**      **TCHC COMMERCIAL PORTFOLIO –  
UPDATE ON COMMERCIAL RENT  
REVENUE**      TCHC:2020-95

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board received the information contained in Report TCHC:2020-95 for its information.

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**ITEM 3**      **BUSINESS ARISING FROM THE PUBLIC MEETING  
MINUTES AND ACTION ITEMS UPDATE OF NOVEMBER 20,  
2020**

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Deputy Mayor Bailão and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of November 20, 2020 for its information.

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**ITEM 4**      **TENANT SERVICES COMMITTEE (“TSC”) CHAIR’S REPORT**

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The Chair of TSC provided a verbal update on the activity of the November 24, 2020 Public TSC meeting, highlights of which included:

- The Deputy City Manager, Giuliana Carbone, attended with City staff to provide a presentation on the implementation of Tenants First.
- A research report on the benefits of internet access was presented, which the TSC was very supportive of.
- The Committee did not get through the full agenda, so a number of matters will be brought back to the first meeting in 2021.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded Mr. Campbell and carried, the Board received the Tenant Services Committee Chair’s report for its information.

**ITEM 5      BUILDING INVESTMENT, FINANCE AND AUDIT COMMITTEE (“BIFAC”) CHAIR’S REPORT**

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The Chair of BIFAC provided a verbal update on the activity of the November 16, 2020 Public BIFAC meeting, highlights of which included:

- In its in-camera session, the BIFAC approved the 2021 operating and capital budgets and the phase 4/5 Regent Park developer partner, both of which are for approval during today’s public Board meeting.
- The Chair thanked Management for their work on the 2021 budget.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Macrae, seconded by Deputy Mayor Bailão and carried, the Board received the Building Investment, Finance and Audit Committee Chair’s report for its information.

**ITEM 5A      2021 OPERATING AND CAPITAL BUDGETS      TCHC:2020-88**

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Verbal deputation was received from Cathy Birch with respect to this item.

The above-captioned report (TCHC:2020-88) was circulated to Board members prior to the meeting.

Mr. Marshman, Ms. Lee and Ms. Penny provided the Board with a presentation regarding this matter, highlights of which include:

- Overview Of TCHC;
- 2021 Budget Highlights;
- 2020 Accomplishments – Core Business;
- Organizational Restructure – TCHC Service Quality Indicators;
- Organizational Restructure – 2020 TCHC Service Quality Indicators;
- 2020 Accomplishments – COVID-19 Response;
- 2020 COVID – The Financial Pressures;
- 2020 Updates – TCHC Funding;

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- 2021 Strategic Priorities – Summary;
  - 2021 Budget – At a Glance;
  - 2021 Operating Budget;
  - 2021 Budget – Non-Discretionary Drivers;
  - 2021 Budget Efficiencies/Offsets;
  - 2021 COVID Pressures;
  - Key Capital Objectives & Priority Actions;
  - 10 Year Building Renewal Capital Budget and Forecasted FCI;
  - Multi-Year Building Renewal Capital Commitment;
  - Key Capital Objectives & Priority Actions; and
  - Development – 2021 Capital Budget Breakdown.

Ms. Lee and Mr. Marshman were available to answer questions of the Board. Highlights of the discussion include:

- The City’s subsidy is flat to the 2020 amount, but it is still at approximately 75% of average market rent (“AMR”). The subsidy will be reviewed annually to ensure TCHC can continue to operate at this level.
- The delays in hiring are primarily in the Community Safety Unit (“CSU”), followed by the Seniors Housing Unit (“SHU”).
- The SHU operating costs are the same operating costs for the family portfolio.
- There are no incremental hires in the CSU planned for 2021; the CSU budget line is to address vacancies in 2021.
- For the air conditioner (“AC”) unit exchange program, all high rise buildings have had AC units replaced. The next phase is to address townhouses and low rise buildings under three storeys.
- There is an elevator condition report that monitors condition, rates of failure, age, type, etc., which is used to plan the replacement of elevators on an annual basis.
- Action item: Management to refer to the next TSC meeting information with respect to the staffing compliment within CSU in the context of the TSC’s oversight of the Violence Reduction Program.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the recommendations to:

1. Approve the 2021 Operating Budget as outlined in Report TCHC:2020-88 and the Attachment 1 thereto;
2. Approve the 2021 Capital Budget outlined in Report TCHC:2020-88 and the Attachment 1 thereto, which includes:
  - a. the 2021 to 2024 Building Renewal Capital Budget; and
  - b. the 2021 Development Capital Budget as outlined in this report; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**REGENT PARK PHASES 4/5 DEVELOPER**

**ITEM 5B PARTNER**

TCHC:2020-89

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Verbal deputations were received from Emad Hussain, Ismail Afran, Marlene DeGenova, Miguel Avila-Velarde, Brent Mitchell, Walied Khogali Ali, Kumsa Baker and Michael Roseberg with respect to this item.

Written deputations were received from Emad Hussain, Miguel Avila-Velarde, Walied Khogali Ali and Kumsa Baker with respect to this item.

The above-captioned report (TCHC:2020-89) was circulated to Board members prior to the meeting.

Ms. Skeith provided the Board with a presentation regarding this matter, highlights of which include:

- Recommendations for the Board's approval;
- Regent Park revitalization overview;
- Procurement process overview;
- RFP evaluation criteria;
- Requirements for advancement: RFP;
- Tenant involvement; and

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- Reasons for recommended developer partner.

Mr. Tong along with Ms. Skeith and Mr. Mendes were available to answer questions of the Board. Highlights of the discussion include:

- The importance of paying close attention to accountability related to the community economic development (“CED”) contribution.
- Congratulations to Development staff for completing this major milestone.
- Through the approval and rezoning process in 2005 and 2013 respectively, there was a specific exemption for affordable housing in Regent Park, but there have still been 400 net new affordable units created to-date. Moving forward, TCHC will continue to work with the Housing Secretariat, CreateTO and Tridel to identify opportunities to increase affordable housing in Regent Park.
- Councillor Wong-Tam has put forward a motion for TCHC, the Housing Secretariat and CreateTO to report back to the Planning and Housing Committee in Q1 2021 on opportunities to increase not only affordable housing, but also RGI housing in Regent Park.
- TCHC has been working with Toronto Public Library (“TPL”) for the past three years around relocating the existing library in Regent Park in phases 4 and 5. TPL has it in their capital plan. We do not currently have the zoning permission for the library space in phases 4 and 5, but will continue to work with the City to ensure the library is incorporated.
- The CED contribution includes salaries, including those hired via subcontractors. This CED contribution is significantly larger than previous commitments by developer partners, so it is not unreasonable to have salaries paid out of the CED portion. This is similar to the practice used by Metrolinx and Woodbine Casino.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Macrae and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-89 to:

1. Approve the selection of Tridel Builders Inc. (“Tridel”) as the developer partner and construction manager for Regent Park Revitalization Phases 4 and 5;

2. Approve the terms of the business deal for Regent Park Revitalization Phases 4 and 5 between the recommended proponent and Toronto Community Housing Corporation (“TCHC”) outlined in Report TCHC:C2020-55 on the In-Camera Agenda;
3. Authorize the Chief Development Officer (or his designate) to finalize and execute a memorandum of understanding and definitive project agreements, in addition to any and all ancillary agreements necessary to give effect to the above recommendations;
4. Authorize TCHC staff to undertake any community engagement, planning approvals, relocation and service manager consents required to implement the redevelopment of Regent Park Phases 4 and 5;
5. Approve and delegate to the Chief Development Officer (or his designate) expenditure authority of up to \$1 million for legal, consulting, relocation, tenant engagement and any other internal TCHC costs to give effect to the above recommendations; and
6. Authorize the Chief Development Officer (or his designate) to take the necessary actions, incur capital commitments, and execute any and all documents as may be necessary in connection with development and construction of Phases 4 and 5 of the Regent Park Revitalization, that shall include, but not be limited to, legal services, consulting contracts, construction contracts and planning documents and other ancillary contracts and permits required to give effect to the above recommendations.

**ITEM 6 GOVERNANCE, COMMUNICATIONS, HUMAN RESOURCES COMMITTEE (“GCHRC”) CHAIR’S REPORT**

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The Chair of GCHRC provided a verbal update on the activity of the November 27, 2020 Public GCHRC meeting, highlights of which included:

- Work is continuing with the search for the new CEO. The job posting is currently on the Knightsbridge website and will be on the TCHC website later this week.
- The GCHRC are doing some work to improve the Board evaluation process for next year.

*Motion Carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board of Directors received the Governance, Communications and Human Resources Committee Chair's report for its information.

**ITEM 6A HUMAN RESOURCES PLAN**

TCHC:2020-93

Verbal and written deputations were received from Kathleen Doobay with respect to this item.

The above-captioned report (TCHC:2020-93) was circulated to Board members prior to the meeting.

Mr. Marshman was available to answer questions of the Board. Highlights of the discussion include:

- The staff survey will be distributed in Q1 2021, followed by focus groups and Management will develop the appropriate actions to address any issues that are identified.
- It is important that the Board receives a report back on the process and progress being made. The Board requested that they receive an update on accountability and timelines by no later than Q2 2021.
- Action item: In Q1 2021, the CEO to provide the GCHRC with timelines for the implementation of the Human Resources Plan.
- The issue of trust was identified as a key theme in the Rubin Thomlinson ("RT") report. If this continues to be a theme in the survey and focus group results, this will be addressed in the Human Resources Plan as required.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board received the information contained in Report TCHC:2020-93 and directed TCHC



management to develop an implementation timeline for the Human Resources Plan.

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**ITEM 6B 2020 BOARD EVALUATION RESULTS** TCHC:2020-90

This item was not discussed.

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**CHANGE ORDER: EMERGENCY  
PROPERTY CONTAINMENT AND  
ITEM 7 RESTORATION SERVICES** TCHC:2020-96

The above-captioned report (TCHC:2020-96) was circulated to Board members prior to the meeting.

Mr. Meagher was available to answer questions of the Board. Highlights of the discussion include:

- The RFP for this work was issued in 2018 for emergency repair work for unexpected events such as fire or flood, expenditures that are challenging to budget for. The budget did not take into account a 7% increase in unit prices or the significant increase in work required to respond to these events, thus the full contract budget was spent in the first two years of the three year contract.
- There was sufficient contingency in the capital budget to cover the overages, which is why this contract was not identified as overspent sooner.
- This is coming to the Board at the first possible opportunity since identifying the issue at the Procurement Award Committee (“PAC”) last week.
- The new RFP process is underway; the RFP was released publically on December 2, 2020.
- Management are exploring new processes to manage controls over reporting and accountability for multi-year contracts.

*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Imrie and carried, the Board unanimously approved the

recommendations outlined in Report TCHC:2020-96 to:

1. Approve a change order of up to eight million, five hundred and fifty thousand (\$8,550,000.00) dollars (exclusive of taxes) to the contract, issued pursuant to RFP 17065, governing work performed through the Emergency Property Containment and Restoration Program by the following pre-qualified vendors:
  - i. 1519448 Ontario Inc. operating as CCC Restoration;
  - ii. Bi-Views Building Services Limited; and
  - iii. Universal Cleaning and Painting Ltd;
2. Approve the extension of the contract term to May 31, 2021; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

## **OTHER BUSINESS**

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The Board discussed the following matters:

- The possibility of having Governance staff print materials for Directors for Board and/or Committee meetings;
- How to keep meetings shorter and more focused; and
- The possibility of approving contracts and awards for relatively small dollar amounts through BIFAC or written resolutions.

## **TERMINATION**

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The public meeting terminated at 12:54 p.m.

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Secretary

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Chair, Board of Directors