



**Report on Business Arising from Public Meeting Minutes**  
**BIFAC Action Item List**

<b>Report No. and Meeting Date</b>	<b>Description</b>	<b>Status</b>	<b>Target Date</b>	<b>Assigned To</b>
<b>1. BIFAC:2019-100</b> November 20, 2019	<b>HoMES Project Update</b>  Management to provide report outlining impact of new IT software on TCHC's business, on staff and tenants, and anticipated efficiencies to be created.	In progress	November 3, 2021 (as part of Q3 HoMES project update)	Vice President, Information Technology Services
<b>2. BIFAC:2019-102</b> November 20, 2019	<b>Seniors Housing Unit</b>  Management to provide a presentation, in conjunction with City staff, at a future BIFAC meeting as to the manner in which the implementation of the Seniors Housing Corporation will impact TCHC's staffing model and the services that are provided to impacted senior tenants.	In progress	September 2, 2021 <sup>1</sup>	General Manager, Seniors Housing Unit
<b>3. BIFAC:2020-34</b> September 14, 2020  <b>BIFAC:2020-73</b>	<b>Status of Facility Condition Index ("FCI")</b>  The Vice President, Facilities Management to provide the BIFAC with a 2020 year-end report	In progress	June 23, 2021	Vice President, Facilities Management

<sup>1</sup> Timing of report back has shifted to better align with reporting to City Council.

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November 16, 2020	<p>outlining where we are and where we plan to be in terms of lowering FCI throughout the portfolio as a result of the 10-year capital plan.</p> <ul style="list-style-type: none"> <li>In the 2020 FCI report, Management to include both the FCI projections and actuals to identify any variance between the two.</li> </ul>			
<b>4. BIFAC:2021-19</b> March 11, 2021	<p><b>Development Staffing Model</b></p> <p>Chief Development Officer to provide the BIFAC with the breakdown of staff numbers in the four functional areas of the Development division.</p>	Complete	Briefing note included in May 18, 2021 materials	Chief Development Officer
<b>5. BIFAC:2021-21</b> March 11, 2021	<p><b>Internal Audit Support to City Auditor</b></p> <p>Manager, Internal Audit to report back to the BIFAC with the list of projects that Internal Audit will be supporting the City Auditor on.</p>	Complete	Briefing note provided as part of May 18, 2021 materials	Manager, Internal Audit
<b>6. BIFAC:2021-27</b> March 26, 2021	<p><b>Contract Award: Emergency Property Containment and Restoration Services</b></p> <p>In advance of the April 27, 2021 Board meeting,</p>	Complete	Provided to BIFAC	General Counsel &

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	<p>Management to provide the BIFAC with the following information:</p> <ul style="list-style-type: none"> <li>• the breakdown of the \$44M contract in terms of how much funding comes from the operating budget, how much funding comes from the capital budget, and the items associated with each budget source;</li> <li>• the source of funding for non-construction related items such as transportation costs, hotel stays, master keys, etc., who performs this work, the process to award this work, and whether these items are included in the overall \$44M budget;</li> <li>• whether non-construction related items were included in the previous years' \$6.8M annual budget; and</li> <li>• whether the four recommended vendors are unionized companies.</li> </ul>		members offline via email on April 16, 2021	Corporate Secretary
7. April 27, 2021 meeting	<p><b>TCHC Staffing Numbers</b></p> <p>At the May 18<sup>th</sup> BIFAC meeting, Management to provide the number of staff</p>	Complete	Briefing note included in	

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	employed at TCHC over the last five years.		May 18, 2021 materials (To be distributed separately prior to May 18 <sup>th</sup> meeting)	Chief Executive Officer

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

**Briefing Note:**

**To:** Building Investment Finance and Audit Committee

**From:** Vincent Tong, Chief Development Officer

**Date:** May 6, 2021

**Re:** Action Item #4 – Development Staff Model

The BIFAC requested that the Chief Development Officer report on a breakdown of staff numbers in the four functional areas of the Development Division, which are:

- Development/Planning
- Construction Management/Project Delivery
- Revitalization engagement
- Relocation

<b>Function</b>	<b>Number of Employees<sup>1</sup></b>
Executive	1
Directors	4
Administrative	5
Development/Planning	11
Construction Management/Project Delivery	11
Revitalization engagement	23
Relocation	11
<b>Total</b>	<b>66</b>

<sup>1</sup> The information in this table is current as of March 2021.

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**Briefing Note:** For Information

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**To:** Building Investment, Finance and Audit Committee

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**From:** Karim Jessani, Manager, Internal Audit

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**Date:** April 14, 2021

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**Re:** Public Action Item #5: Internal Audit Support to City Auditor

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At its March 11, 2021 meeting, the BIFAC requested the Manager, Internal Audit, to report back with the list of projects that Internal Audit will be supporting the City Auditor on. As identified and requested by the City Auditor's office, Toronto Community Housing's Internal Audit Department has been asked to support the following project being led by the City Auditor's office in 2021:

- Support on their 'Financial Statement Review' (Project Code 01-CFO-19).
  - Require a trial balance from TCHC from which they would select samples of accounts and from there they would select transactional samples and request for supporting documentation.
  - No timeline has been assigned yet for when the review will be completed.

The City Auditor's office advised that this is the only audit for 2021 for which they require support/data from TCHC's Internal Audit Department.

## Briefing Note

To: Building Investment, Finance and Audit Committee (“BIFAC”)

From: Sheila Penny, Acting President & Chief Executive Officer

Date: May 18, 2021

Re: TCHC Staff Overview, 2017 - 2021

At its meeting on April 27, 2021, BIFAC requested an overview of the staffing levels at Toronto Community Housing (“TCHC”) for the last five years. This briefing note responds to the request.

### OVERVIEW:

As indicated in Table 1, during the period from 2017 to 2021, the total number of TCHC employees grew from 1,879 to 2,427. The majority of this growth occurred amongst TCHC’s unionized workforce. While TCHC employed 1,336 unionized front-line staff in 2017, this number has increased to 1,875 unionized front-line staff in 2021, representing an increase of 539 unionized positions or 40% of the 2017 unionized workforce. In contrast, during the same time period, growth in the number of management and non-union staff was limited to 9 employees or 1.6% of the 2017 management and non-union staff complement. Ninety-eight (98%) percent of the growth in TCHC’s staff complement, between 2017 and 2021 has occurred amongst front-line staff, consistent with TCHC’s efforts to better serve tenants (see Table 2).

**Table 1: Board Approved Budgeted FTE’s, 2017 - 2021**

	2017	2018	2019	2020	2021
Net Annual Increase	27	31	137	257	123
<b>Board Approved Budgeted FTE’s</b>	<b>1,879</b>	<b>1,910</b>	<b>2,047</b>	<b>2,304</b>	<b>2,427</b>

**Table 2: Employee Growth 2017 - 2021**

<b>Employee Group</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Unionized Staff	1,336	1,355	1,505	1,710	1,875
Management & Non-Unionized Staff	543	555	542	594	552
<b>Total</b>	<b>1,879</b>	<b>1,910</b>	<b>2,047</b>	<b>2,304</b>	<b>2,427</b>

The change in the size of TCHC's workforce is also consistent with prior decisions that TCHC lacked appropriate funding to deliver those services. From 2015 to 2017, the Mayor's Task Force ("MTF") considered TCHC's role as a landlord in social housing and concluded that it was underfunded to deliver front-line services to tenants. As a result, through the MTF, Tenant's First, and Getting it Done funding, additional resources were allocated to TCHC from 2016 to 2018.

In 2020, TCHC's base subsidy was reassessed by the Tenant's First team, resulting in an increase to the City subsidy to bring TCHC, in line with other social housing providers, to 75% of Canada Mortgage and Housing Corporation's ("CMHC") Average Market Rent ("AMR") (See Table 3). This increase in funding led to staffing increases to allow for the growth of front-line staff to better serve tenants locally, a strategic goal of Tenant's First.

**Table 3: TCHC Funding Overview, 2016 - 2020**

<b>Funding</b>	<b>2016 Actuals</b>	<b>2017 Actuals</b>	<b>2018 Actuals</b>	<b>2019 Actuals</b>	<b>2020 Actuals</b>	<b>Inc.</b>	<b>% Inc.</b>
Operating	197.9	230.4	231.2	232.5	251.0	53.0	27%
Regent Park P&I	-	6.0	6.0	6.0	-	-	
Getting it Done	5.5	4.2	4.2	-	-	(5.5)	
<b>Operating</b>	<b>203.4</b>	<b>240.5</b>	<b>241.3</b>	<b>238.5</b>	<b>251.0</b>	<b>47.6</b>	<b>23%</b>
Capital	-	-	160.0	40.0	160.0	160.0	
SHAIP	-	-	-	133.1	-	-	
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>160.0</b>	<b>173.1</b>	<b>160.0</b>	<b>160.0</b>	
<b>Total</b>	<b>203.4</b>	<b>240.5</b>	<b>401.3</b>	<b>411.6</b>	<b>411.0</b>	<b>207.6</b>	<b>102%</b>

From 2017 to 2021, there has been consistent growth in TCHC's overall headcount. The growth was primarily in support of operations restructuring,



violence reduction program, seniors housing unit, capital program, and transition of west contract managed properties.

**Operations Restructuring:**

To support the operations restructuring, there was a growth of 129 front line staff (e.g. superintendents, maintenance and cleaning staff, community service coordinators, operating unit clerks, and administrative assistants) to deliver essential services: cleaning, maintenance, collecting and managing rents, and providing access supports for tenants.

**Violence Reduction Program:**

To support increased community safety in high needs buildings, 96 staff (including special constables) were added to provide as much as 24/7 security coverage through staff based in the community. This allowed special constables to enhance localized presence and work with the community to implement tailored safety solutions. Additionally, 15 Community Service Coordinators were added to provide community engagement and programming.

**Seniors Housing Unit:**

To support the implementation of the Tenant's First integrated service delivery model in the seniors housing unit, there was a growth of 82 staff to support the implementation of the service model across the portfolio. This includes front-line staff to deliver essential services and specialized supports to seniors' tenants.

**Capital Program:**

To support the expansion of the capital program from \$250M in 2017 to \$350M in 2021, there was a growth of 36 staff to better support the delivery of additional capital projects. As well, there was an allocation of dedicated staff to the energy management program to ensure that it was able to meet its energy program and reporting requirements as required to support the \$1.34B CMHC Co-Investment fund.

**Contract Managed Property Transition:**

As a result of the transition of 24 developments and more than 3,800 units in the West region to a direct management service delivery model, there was a growth of 86 staff as they transitioned into roles at TCHC to provide front-line services and supports in these developments.

### Appendix A: Board Approved Budgeted FTEs, 2017- 2021

	2017	2018	2019	2020	2021
Net Annual Increase	27	31	137	257	123
<b>Board Approved Budgeted FTE's</b>	<b>1,879</b>	<b>1,910</b>	<b>2,047</b>	<b>2,304</b>	<b>2,427</b>

### Appendix B: Board Approved Budgeted FTEs & Net Annual Increase, 2017 - 2021

	2017	2018	2019	2020	2021
Net Annual Increase	27	31	137	257	123
<b>Board Approved Budgeted FTEs</b>	<b>1,879</b>	<b>1,910</b>	<b>2,047</b>	<b>2,304</b>	<b>2,427</b>

Net Annual Increase	2017	2018	2019	2020	2021	Notes
Mayor Task Force roles	10					
Facilities Management, Resident Community Services, Information Technology, Pest Management	17					
Special Constables to reduce 3rd party security costs		12				Decreased use of third party security
Staffing increase for CSCs to increase program staff ratios		9				
Legal Services for capital, real estate and development work		5				
Fire Life Safety program		4				
Violence Reduction Program			66	30		Expanded VRP
Integrated Seniors Model			21	40	21	Implemented ISM in 18 buildings
Crisis Priority Transfer			7			

<b>Net Annual Increase</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Notes</b>
Conversion of outsourced site staff to front line (cleaners)			24			
CSU - Dan Harrison and Strathmore High Risk Communities			18			
Restructuring				129		Covered in \$5M restructuring budget and deletion of budgeted FTEs
Facilities Management: Capital Plan and Energy management				36		Expanded program capacity
Pest Management				2		Creation of termite program
Tenant Engagement				20		
Contract Managed staff bring in-house					86	Transitioned West CM Properties
Facilities Management					4	FM staff for CM properties
Confronting Anti-Black Racism					2	Initiated CABR strategy
Other Movements due to budget finalization (no \$ change)		1	1		10	
<b>Total</b>	<b>27</b>	<b>31</b>	<b>137</b>	<b>257</b>	<b>123</b>	