



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 June 28, 2022 via WebEx, commencing at 9:45 a.m.

Directors in Attendance:

Tim Murphy (Chair) (9:45 a.m. – 10:45 a.m.)
Brian Smith (Vice Chair)
Adele Imrie
John Campbell (9:45 a.m. – 10:57 a.m.)
Marcel Charlebois
Deputy Mayor Ana Bailão (9:45 a.m. – 10:57 a.m.)
Councillor Frances Nunziata
Ubah Farah
Naram Mansour
Debbie Douglas
Mohammed Haque

Directors Absent:

Nick Macrae
Councillor Paula Fletcher

Management Present:

Jag Sharma, President and Chief Executive Officer (“CEO”) (9:45 a.m. – 10:00 a.m.)
Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)
Barbara Shulman, Interim Vice President, Human Resources
Kelly Skeith, Acting Chief Development Officer (“CDO”)
Allen Murray, Vice President, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications

Luisa Andrews, Vice President, Information
Technology Services
Cynthia Summers, Commissioner of Housing
Equity
Richard Grotsch, Acting Senior Director,
Business Operations
Anita Tsang-Sit, Director, Risk Management and
Insurance
Daisy Wong, Senior Director, Construction and
Preservation
Allan Britton, Acting Senior Director, Community
Safety Unit
Jamie Kramer, Senior Consultant, Diversity and
Inclusion
Kelly Schilthuis, Director, Talent Management
Lindsay Viets, Director, Strategic Planning and
Stakeholder Relations
Christine Yan, Acting Assistant Corporate
Secretary

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the Board meeting, noted the Acknowledgement of the Land and notified everyone that due to the public health measures to prevent the spread of COVID-19, TCHC's holding this Board meeting virtually.

Toronto Seniors Housing

The Chair shared that on June 1, Toronto Seniors Housing Corporation assumed responsibility for operating TCHC's 83 seniors-designated buildings as landlord to some 15,000 senior tenants. On behalf of the TCHC Board, the Chair thanked the many staff across both organizations for their work on this major undertaking, and congratulated them on meeting the goal of a smooth transition with minimal disruption to tenants.

Swansea Mews

The Chair updated that CEO Jag Sharma will bring a report to the Board about the Swansea Mews response. On behalf of the Board, the Chair thanked Swansea Mews tenants for their patience and cooperation during this very difficult time. A number of Board members attended the June 14 tenant Town Hall and heard, directly from them, the frustration that Swansea Mews tenants are feeling. The Chair expressed his appreciation to the staff for the work that they have been doing to assist those tenants.

COVID-19 Update

After more than 800 days, TCHC ended its emergency response to the COVID-19 pandemic on May 31, 2022. This decision was made based on TCHC's emergency management plan and in consultation with Toronto Public Health. The Chair thanked TCHC's employees for their outstanding work during an emergency response that lasted more than 26 months.

Public Session Items

The Chair highlighted a few reports presented at today's public session, in addition to the Swansea Mews update, which include a presentation on the Equity, Diversity and Inclusion Strategy and an update on the transition of all contract-managed buildings to direct management. The Board will consider a number of items for approval, among them a quarterly capital budget update and a proposal to transfer a portion of 1080 Eastern Avenue to the City of Toronto to add it to the Housing Now site at 1631 Queen Street East.

DEPUTATIONS

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

- Item 7 – Review of TSC, BIFAC and PAC Charters (*Jackie Yu and Catherine Wilkinson*)
- Item 8A – Price Impacts on General Repair Programs due to COVID-19 and Other Factors (*Veronika Hering and Rida*)
- Item 8D – Contract Award: Kitchen Sanitary Drain Treatment and Cleaning Program (*Catherine Wilkinson*)
- Item 9A – Equity, Diversity and Inclusion Survey Results and Strategy Updates (*Cathy Birch*)

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- Item 10A – Management Response to OCHE Bi-Annual Report
(*Catherine Wilkinson*)

The following written deputations was received:

- Item 7 – Review of TSC, BIFAC and PAC Charters (*Jackie Yu*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Mr. Campbell moved to add an item, Update on the Renting of Bachelor Units, to the agenda.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Imrie and carried, the Board approved the Public meeting agenda, as amended, of its June 28, 2022 meeting.

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

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.
No conflicts were declared.

ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF APRIL 25, 2022

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

ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE AS OF APRIL 25, 2022

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of April 25, 2022 for its information.

ITEM 6 SWANSEA MEWS UPDATE TCHC:2022-42

The above-captioned report was circulated to Board members prior to the meeting.

Mr. Sharma provided an overview of the report and was available to answer questions of the Board. Highlights of the discussion include:

- It was provided that the current priority of TCHC is to work with tenants remaining at Swansea Mews to encourage them to move to temporary accommodations for their safety.
- The Chair shared that the Board had an extensive discussion on this update at the in-camera session and both the Board and TCHC are focused on the safety of tenants impacted by the Swansea Mews incident.
- The Board appreciated staff's effort in responding to the Swansea Mews incident and assisting the tenants.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Haque and carried, the Board received Report TCHC:2022-42, being the Swansea Mews Update report, for its information.

ITEM 7 REVIEW OF TSC, BIFAC AND PAC CHARTERS TCHC:2022-30

The above-captioned report was circulated to Board members prior to the meeting.

A written deputation was received from Jackie Yu with respect to this item and was circulated to the Board.

Verbal deputations were received from Jackie Yu and Catherine Wilkinson with respect to this item.

Mr. Meagher provided an overview of the report and was available to answer questions of the Board.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the following Charters in accordance with Report TCHC:2022-30:

- a) The Tenant Services Committee Charter (Attachment 1);
- b) The Building Investment, Finance and Audit Committee Charter (Attachment 2); and
- c) The Procurement Award Committee Charter (Attachment 3).

ITEM 8	BUILDING INVESTMENT, FINANCE AND AUDIT COMMITTEE (“BIFAC”) CHAIR’S REPORT	VERBAL REPORT
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No comments or remarks from the BIFAC Chair were received.

ITEM 8A	PRICE IMPACTS ON GENERAL REPAIR PROGRAMS DUE TO COVID-19 AND OTHER FACTORS	TCHC:2022-31
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The above-captioned report was circulated to Board members prior to the meeting.

Verbal deputations were received from Veronika Herring and Rida with respect to this item.

Mr. Grotsch provided an overview of the report and was available to answer questions of the Board. Highlights of the discussion include:

- The Board noted the high percentage (30%) of price increases. It was provided that significant due diligence work has been done, including conducting extensive independent market research and validating with the Procurement Department of the City of Toronto (the “City”), all of which pointed to a 30% increase.

*Motion
Carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Deputy Mayor Bailão and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-31 to:

1. Approve a temporary pricing increase of 30% for six months, effective July 1, 2022 until December 31, 2022, to contracts with vendors supporting the Move-out Unit Turnover Program;
2. Approve a temporary pricing increase of 30% for six months, effective July 1, 2022 until December 31, 2022, to contracts with vendors supporting the Demand General Repairs Program; and
3. Approve an increase to the budget for:
 - (a) the Move-Out Unit Turnover Program in the amount of \$ 6.6M in order to fund the temporary pricing increase contemplated in recommendation 1;
 - (b) the Demand General Repairs Program in the amount of \$ 11.74M in order to fund the temporary pricing increase contemplated in recommendation 2.

**CONTRACTOR AWARD: FIRE ALARM
MONITORING SERVICES (VAC 22184/RFP
ITEM 8B 21325)**

TCHC:2022-32

The above-captioned report was circulated to Board members prior to the meeting.

*Motion
Carried*

ON MOTION DULY MAD by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-32 to:

1. Approve the award of work to a.p.i. Alarm Inc. for \$5,758,661.18 (exclusive of taxes) for Fire Alarm Monitoring Systems and services for a term of 7 years (5 years with the option of two 1-year contract extensions at TCHC's discretion) based on the outcome of the Request for Proposal (RFP) 21325 as follows:
 - \$491,021.18 for the one-time installation cost of new equipment;
 - \$3,162,600 (\$632,520 annually) for monitoring for the initial five-year term;
 - up to \$600,000 (\$120,000 annually) for demand repairs for the initial 5-year term;
 - \$1,265,040.00 (\$632,520.00 annually) for monitoring for the two optional 1-year terms at TCHC's discretion;
 - Up to an additional \$240,000 (\$120,000.00 annually) for demand repairs for the two optional 1-year terms at TCHC's discretion;
2. Seek the approval of the Procurement Award Committee, Building Investment, Finance and Audit Committee and the Board of Directors to award the work in line with financial spending authorities, as the total value of the contract is beyond the approved spending limit of the Chief Financial Officer; and
3. Authorize the appropriate staff to take the necessary actions to affect the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDING
FOR 3RD PARTY SECURITY SERVICES
(VAC22309/RFP18315)**

ITEM 8C

TCHC:2022-40

The above-captioned report was circulated to Board members prior to the meeting.

*Motion
Carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-40 to:

1. Approve change orders of up to \$28,301,603 (exclusive of taxes) for third-party contract security services ending November 14, 2023:
 - a. \$5,925,587 is the amount overspent on security services by TCHC as of April 30, 2022.
 - b. \$22,376,016 is the forecasted spend for May 1, 2022 to November 14, 2023.
2. Authorize the appropriate staff to take the necessary actions to affect the above recommendation.

**CONTRACT AWARD: KITCHEN SANITARY
DRAIN TREATMENT AND CLEANING**

ITEM 8D

PROGRAM (VAC 22240/RFP 21312)

TCHC:2022-33

The above-captioned report was circulated to Board members prior to the meeting.

A verbal deputation was received from Catherine Wilkinson with respect to this item.

Mr. Murray provided an overview of the report and was available to answer questions of the Board. Highlights of the discussion include:

- The Board resolved to amend the recommendations to direct management to assess the impact of the program, two years after its

implementation, and report back the result to the Board, through BIFAC.

- It was provided that TCHC has the ability to terminate the contract for convenience, if the assessment after the two-year cycle does not support the program is at value.

*Motion
Carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Ms. Douglas and carried, the Board unanimously approved the following amended recommendations in accordance with Report TCHC:2022-33 to:

1. approve the award of work to Climate Works for up to \$8,007,584.95 (exclusive of taxes) for a kitchen sanitary drain treatment and cleaning program as follows:
 - I. \$7,207,584.95 (exclusive of taxes) for preventative maintenance as follows:
 - a. \$3,308,272.00 for four (4) years of the initial contract; and
 - b. Up to an additional \$3,899,312.95 for four (4) additional one-year terms at TCHC management's discretion (based on an estimated CPI 3% increase for each additional year); and
 - II. Up to \$800,000 (exclusive of taxes) for demand repair services (services of work outside of preventive maintenance scope of work) as follows:
 - a. Up to \$400,000.00 for four (4) years of the initial contract; and
 - b. Up to an additional \$400,000.00 for four (4) additional one-year terms at TCHC management's discretion;
2. direct management to report back to the Board in 2024, through BIFAC, in relation to the implementation of the program and its impact; and

3. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

Q1 2022 FACILITIES MANAGEMENT
ITEM 8E QUARTERLY CAPITAL BUDGET UPDATE TCHC:2022-34

The above-captioned report was circulated to Board members prior to the meeting.

Motion Carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-34 to:

1. receive the information in this report for its information in accordance with Financial Control Bylaw 3; and
2. approve the reallocation of \$7.5M from the budget for the Holistic Building Retrofit Program (HBRP) to the Single Dwelling Units (RC22) in relation to the transfer of TCHC's Scattered Homes.

TRANSFER OF A PORTION OF 1080
ITEM 8F EASTERN AVE TO THE CITY OF TORONTO TCHC:2022-43

The above-captioned report was circulated to Board members prior to the meeting.

Motion Carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the transfer of a portion of lands located at 1080 Eastern Avenue and currently owned by Toronto Community Housing Corporation, to the City of Toronto at nominal cost to be included

as part of the Housing Now site at 1631 Queen Street East,
which it will thereafter form part of.

**GOVERNANCE, COMMUNICATIONS,
HUMAN RESOURCES COMMITTEE**
ITEM 9 (“GCHRC”) CHAIR’S REPORT **VERBAL REPORT**

No comments or remarks from the GCHRC Chair were received.

**EQUITY, DIVERSITY AND INCLUSION
SURVEY RESULTS AND STRATEGY**
ITEM 9A UPDATES **TCHC:2022-38**

The above-captioned report was circulated to Board members prior to the meeting.

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

Ms. Shulman and Ms. Kramer provided a presentation on the Equity, Diversity and Inclusion (“EDI”) Survey Results and Strategy Updates, highlights of which include:

- Informative Consultations and Survey Results;
- Measuring and Evaluation of the EDI Strategy;
- EDI Strategy Goals;
- EDI Strategy Phases:
 - Phase One: Internal Strengthening of EDI
 - Phase Two: Audit and Access Goods, Programs, Services and Information
 - Phase Three: Collaborate and Build More Inclusive Practices
- Next Steps, which include the first progress report that will be distributed to the GCHRC and the Board in December 2022.

Ms. Shulman and Ms. Kramer were available to answer questions of the Board. Highlights of the discussion include:

- With respect to the survey methodology, it was provided that the survey consists of 45 to 50 questions and takes 15 to 20 minutes to complete.

Some feedback the team heard from the internal committee indicates that people may not feel comfortable to answer some of the demographic questions at the end of the survey. The team will review the survey methodology to identify potential improvements for future surveys.

- It was provided that the EDI Strategy is for both staff and tenants. The first phase of the strategy will focus on internal strengthening of EDI, while in Phase Three TCHC will work collaboratively through a tenant-based lens to incorporate EDI into all interactions at TCHC. Further consultation will be done with tenants in Phase Three to address their needs.
- It was provided that through the data collected the team is able to see the different experiences of various demographic groups. The team will use this data to inform how pilot programs can be tailor-made to address the specific needs of different demographic groups.
- In terms of further consultation with tenants, the team will draw on the experience of staff working on tenant engagement and develop a comprehensive tenant consultation strategy.

*Motion
Carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Douglas and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-38 to:

1. Receive and endorse the Equity, Diversity, and Inclusion Strategy 2022 to 2026 as outlined in Attachment 1 to Report TCHC:2022-38; and
2. Direct the Vice President, Human Resources to bring forward status reports to the Governance, Communications and Human Resources Committee on an annual basis presenting an update on the Equity, Diversity, and Inclusion Strategy 2022 to 2026.

The above-captioned report was circulated to Board members prior to the meeting.

Ms. Knight provided an overview of the report and was available to answer questions of the Board. A question was asked around the City Council's request to revisit the funding requirements for TCHC, including \$16M of capital funding in 2031.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Haque and carried, the Board received Report TCHC:2022-39, a report regarding the City Council Directions Requiring Board Attention, for its information.

ITEM 10 TENANT SERVICES COMMITTEE
(“TSC”) CHAIR’S REPORT VERBAL REPORT

No comments or remarks from the TSC Chair were received.

ITEM 10A MANAGEMENT RESPONSE TO OCHE BI-ANNUAL REPORT TCHC:2022-35

The above-captioned report was circulated to Board members prior to the meeting.

A verbal deputation was received from Catherine Wilkinson with respect to this item.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. Haque and carried, the Board received Report TCHC:2022-35, a report outlining Management Response to OCHE Bi-Annual Report, for its information.

ITEM 10B CONTRACT MANAGEMENT UPDATE

TCHC:2022-36

The above-captioned report was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board received Report TCHC:2022-36, being the Contract Management Update report, for its information.

OTHER BUSINESS – UPDATE ON THE RENTING OF BACHELOR UNITS

It was recommended that management reach out to Mr. Campbell to understand in detail the request on the update and add this item to a future TSC meeting agenda and to the Board agenda accordingly.

TERMINATION

A Motion to adjourn the meeting was moved by Mr. Charlebois and seconded by Mr. Haque. The public meeting terminated at 11:15 a.m.

Secretary

Chair, Board of Directors