



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 9, 2021, via WebEx, commencing at 11:03 a.m.

Directors in Attendance: Tim Murphy (Chair)
Deputy Mayor Ana Bailão
John Campbell
Marcel Charlebois
Councillor Paula Fletcher
Adele Imrie
Naram Mansour
Councillor Frances Nunziata
Brian Smith
Nick Macrae (11:03 a.m. – 12:25 p.m.)

Directors Absent: Debbie Douglas
Ubah Farah

Management Present: Jag Sharma, President and Chief Executive Officer (“CEO”)
Sheila Penny, 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
Grant Coffey, General Manager, Seniors Housing
Unit
Christine Yan, Acting Assistant Corporate
Secretary

Guests Present:

Beverly Romeo-Beehler, Auditor General, City of
Toronto (11:03 a.m. – 11:15 a.m.)
Ina Chan, Deputy Auditor General, City of
Toronto (11:03 a.m. – 11:15 a.m.)
Elaine Lu, Audit Manager, City of Toronto (11:03
a.m. – 11:15 a.m.)
Denise Andrea Campbell, Executive Director,
Social Development, Finance & Administration
Division, City of Toronto
Scott McKean, Manager of SafeTO, Community
Safety and Well-Being Planning, City of Toronto

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.

Centre for Advancing the Interests of Black People

The Chair provided an update regarding the launch of the Centre for Advancing the Interests of Black People on December 2 and shared that Toronto Community Housing is committed to confronting anti-Black racism in the workplace and its communities. The Chair thanked staff and tenants who have contributed to the work to develop the CABR Strategy and establish The Centre.

TCHC United Way Campaign

The Chair shared that Toronto Community Housing wrapped up its 2021 United Way campaign which has raised more than \$55,000 to date, surpassing last year's total of \$43,000.

On behalf of the Board, the Chair thanked everyone who has given generously to help those facing even greater challenges during this pandemic and thanked the team led by Darragh Meagher for running this year's campaign.

Public Session Items

The Chair noted an important item for the Board's approval on today's public agenda: the corporation's 2022 operating and capital budgets. A special meeting of the Building Investment, Finance and Audit Committee was held earlier this week to review the draft budgets being brought forward for Board approval. The Chair thanked the CEO Jag Sharma, Chief Financial Officer Rose-Ann Lee and all their staff for the hard work in developing the budgets, the Board members who have played an active role in reviewing the budgets, and the City of Toronto finance team for their support.

The Chair noted that the City of Toronto, Toronto Community Housing and the Transition Team for Toronto Seniors Housing Corporation are working closely to implement a plan to transfer responsibility for operating TCHC's 83 seniors buildings to the new corporation, which will be considered by the Board today.

COVID-19 Update

The Chair shared that following on the mandatory vaccination policy for employees, TCHC has put in place a mandatory vaccination policy for vendors.

On behalf of the Board, the Chair thanked all employees for the tremendous work they are doing during the pandemic and wished everyone a safe, healthy and happy holiday season.

DEPUTATIONS

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

- Item 2P – Centre for Advancing the Interests of Black People Report (*Walied Khogali Ali, Miguel Avila-Velarde, and Rita Sadat*)
- Item 2Q – Crisis Priority Transfers (*Veronika Hering*)

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

- Item 2E – Plan for 2022 Board Evaluation (*Cheryl Duggan*)
- Item 8 – Seniors Housing Transition (*Bill Lohman*)
- General Comments re the New Tenant Engagement Refresh System (*Jackie Yu*)

ITEM 2 APPROVAL OF CONSENT AGENDA ITEMS

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 October 7, 2021
- Item 2D – Change Order: Eight Month Contract Extension for Appliance Supply and Delivery
- Item 2E – Plan for 2022 Board Evaluation
- Item 2F – Office of the Commissioner of Housing Equity (OCHE) Bi-annual Update
- Item 2G – Office of the Commissioner of Housing Equity (OCHE) Systemic Recommendations Report – August 1, 2019, to September 30, 2021
- Item 2H – Office of the Commissioner of Housing Equity (OCHE) 2022 Work Plan
- Item 2J – Contract Award: All-Inclusive Preventive Maintenance Services and Demand Repairs for Residential Furnaces, Domestic Hot Water (DHW), Tankless, and Combo Water Heaters at Various TCHC locations (RFP 21096)

- Item 2K – Change Order: Additional Funds for the Transition of OUX and OUY into the All-Inclusive Preventive Maintenance Services and Demand Repairs for Residential Furnaces, Domestic Hot Water (DHW), Tankless, and Combo Water Heaters at Various TCHC locations (RFP 21096)
- Item 2L – Change Order: Additional Funds for Preventative Maintenance Services and Demand Repairs for Residential Furnaces and Domestic Hot Water (DHW) Heaters contract (RFP 16174)
- Item 2M – Contract Award: Demand Services Replacement of Residential Furnaces and Domestic Hot Water Heaters (DHW) on Demand at all TCHC Townhouses (RFP 21094)
- Item 2N – Change Order: Extension to the Preventive Maintenance Services and Demand Repairs for Residential Fan Coil Units and Packaged Terminal Air Conditioner (PTAC) Units (RFP 16175)
- Item 2O – Change Order: Additional Funding for Preventive Maintenance Services (all OUs Except OUF, OUL, and OUM) and Demand Repairs (all OUs Including OUF, OUL, and OUM) for Fire Alarm/ Suppression Systems (RFP 18349)
- Item 2R – Strategic Priorities – Q3 2021 Progress Report
- Item 2S – Results of 2021 Follow-up of Previous Audit Recommendations on TCHC’s Redevelopment and Revitalization Activities
- Item 2T – Toronto Community Housing Corporation – Embedding Accountability into Service Delivery: Lessons Learned from Contracted Property Management Services

The following items were held for discussion:

- Item 2I – TCHC Response to Office of the Commissioner of Housing Equity (OCHE) Systemic Recommendations
- Item 2P – Centre for Advancing the Interests of Black People Report
- Item 2Q – Crisis Priority Transfers

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board approved the consent agenda items, with the exception of Items 2I, 2P and 2Q.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

The Board resolved to pull Item 4B from the agenda.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board approved the Public meeting agenda, as amended, of its December 9, 2021 meeting.

ITEM 2B 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 2C CONFIRMATION OF BOARD OF DIRECTORS' PUBLIC MEETING MINUTES OF OCTOBER 7, 2021

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

ITEM 2D CHANGE ORDER: EIGHT MONTH CONTRACT EXTENSION FOR APPLIANCE SUPPLY AND DELIVERY TCHC:2021-65

The above-captioned report (TCHC:2021-65) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-65 to:

1. Approve a change order to The Brick Warehouse LP, doing business as Midnorthern Appliances (“Midnorthern”) for up to \$2,000,000 (exclusive of taxes) for the supply and installation of appliances for an eight-month period on an as needed basis for units west of Yonge Street and act as a secondary vendor for the units east of Yonge Street; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

ITEM 2E BOARD EVALUATION

TCHC:2021-72

The above-captioned report (TCHC:2021-72) was circulated to Board members prior to the meeting.

A written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

Motion carried

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-72 to:

1. Consider an alternative evaluation tool to support the implementation of the 2022 Board Evaluation survey;
2. Consider the retainer of an external adviser to assist in the facilitation of the 2022 Board Evaluation survey;
3. Approve the Questions, as set out in Attachment 1 to this report, as the basis for the 2022 Board Evaluation survey; and

4. Direct the appropriate staff to assist the Board Chair in taking all necessary actions to implement the following recommendations.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (OCHE) BI-ANNUAL
ITEM 2F UPDATE** TCHC:2021-74

The above-captioned report (TCHC:2021-74) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board received Report TCHC:2021-74, being the Office of the Commissioner of Housing Equity (OCHE) Bi-annual Update, for its information.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (OCHE) SYSTEMIC
RECOMMENDATIONS REPORT – AUGUST
ITEM 2G 1, 2019, TO SEPTEMBER 30, 2021** TCHC:2021-75

The above-captioned report (TCHC:2021-75) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board received Report TCHC:2021-75 for its information and unanimously approved the following recommendation contained in the report to:

Approve the recommendation to expand the OCHE's jurisdiction from that of working with Senior and Vulnerable tenants to that of working with all tenants living in Toronto Community Housing.

Thus allowing the OCHE to support tenants in arrears of rent prior to TCHC filing an *Application to Evict a Tenant for Non-Payment of Rent and to Collect Rent a Tenant Owes* (“L1 Application”) to the Landlord and Tenant Board.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (OCHE) 2022 WORK**

ITEM 2H PLAN

TCHC:2021-76

The above-captioned report (TCHC:2021-76) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the Office of the Commissioner of Housing Equity’s (“OCHE”) 2022 Work Plan as recommended in Report TCHC:2021-76.

**TCHC RESPONSE TO OFFICE OF THE
COMMISSIONER OF HOUSING EQUITY**

ITEM 2I (OCHE) SYSTEMIC RECOMMENDATIONS

TCHC:2021-77

The above-captioned report (TCHC:2021-77) was circulated to Board members prior to the meeting.

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

- A question was asked on the KPIs/system identified to enhance staff accountability based on the recommendations of the report. It was provided that the new Arrears Collection Process (“ACP”) has been embedded in the new tenancy management system to track the steps taken by staff to implement the ACP.
- Action item: Management to report back on the implementation of the new Arrears Collection Process, specifically on how staff

accountability has been tracked and enhanced in the new process.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the Board received Report TCHC:2021-77, being the TCHC Response to Office of the Commissioner of Housing Equity (OCHE) Systemic Recommendations report, for its information.

**CONTRACT AWARD: ALL-INCLUSIVE
PREVENTIVE MAINTENANCE SERVICES
AND DEMAND REPAIRS FOR
RESIDENTIAL FURNACES, DOMESTIC HOT
WATER (DHW), TANKLESS, AND COMBO
WATER HEATERS AT VARIOUS TCHC**

ITEM 2J LOCATIONS (RFP 21096)

TCHC:2021-67

The above-captioned report (TCHC:2021-67) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-67 to:

1. Approve the award of work to Firenza Plumbing & Heating Ltd. for up to \$6,909,440.00 (exclusive of taxes) for all-inclusive preventive maintenance services and demand repairs for residential furnaces, domestic hot water tanks, and tankless and combo water heaters at various TCHC townhouses, excluding Operating Units OUX and OUY, based on the outcome of Request for Proposal (RFP 21096) for a term of five years as follows:
 - (a) \$6,659,440.00 (exclusive of taxes) for preventive maintenance and demand services for the current direct managed portfolio:

- i. \$3,995,664.00 for three years of the initial contract (\$1,331,888.00 annually); and
 - ii. \$2,663,776.00 for two additional optional one-year terms (\$1,331,888.00 annually) at TCHC management's discretion;
 - (b) Up to \$250,000 for demand services for the direct managed portfolio for services not in scope as follows:
 - i. \$150,000 for three years of the initial contract (\$50,000 annually); and
 - ii. \$100,000.00 for two additional optional one-year terms (\$50,000.00 annually) at TCHC management's discretion;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDS
FOR THE TRANSITION OF OUX AND OUY
INTO THE ALL-INCLUSIVE PREVENTIVE
MAINTENANCE SERVICES AND DEMAND
REPAIRS FOR RESIDENTIAL FURNACES,
DOMESTIC HOT WATER (DHW),
TANKLESS, AND COMBO WATER
HEATERS AT VARIOUS TCHC LOCATIONS**

ITEM 2K (RFP 21096)

TCHC:2021-68

The above-captioned report (TCHC:2021-68) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-68 to:

1. Approve a change order to Firenza for up to \$650,000.00 (exclusive of taxes) for the addition of Operating Units OUX and OUY starting on January 18, 2022 to the current RFP 21096 all-inclusive preventive maintenance services and demand repairs for residential furnaces, domestic hot water (DHW), tankless, and combo water heaters at various TCHC locations:
 - a) Up to \$525,000 for the preventive and demand services for the addition of OUX and OUY starting on January 18, 2022 as follows:
 - i. \$315,000 for three years of the initial contract (\$105,000 annually); and
 - ii. \$210,000 for an addition of two optional one-year terms (\$105,000 annually) at TCHC's management discretion;
 - b) Up to \$125,000 for demand services for OUX and OUY for work not included in the scope services as follows:
 - iii. \$75,000 for three years of initial contract (\$25,000 annually); and
 - iv. \$50,000 for two additional two-one year options (\$25,000 annually) at TCHC management's discretion;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDS
FOR PREVENTATIVE MAINTENANCE
SERVICES AND DEMAND REPAIRS FOR**

ITEM 2L RESIDENTIAL FURNACES AND DOMESTIC TCHC:2021-69

**HOT WATER (DHW) HEATERS CONTRACT
(RFP 16174)**

The above-captioned report (TCHC:2021-69) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-69 to:

1. Approve a change order to Firenza for up to \$86,237.65 (exclusive of taxes) for additional funding to the current contract RFP 16174 preventative maintenance services and demand repairs for residential furnaces and domestic hot water (DHW) heaters from January 1, 2021 to present, and work to be performed until December 31, 2021; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CONTRACT AWARD: DEMAND SERVICES
REPLACEMENT OF RESIDENTIAL
FURNACES AND DOMESTIC HOT WATER
HEATERS (DHW) ON DEMAND AT ALL**

ITEM 2M TCHC TOWNHOUSES (RFP 21094)

TCHC:2021-70

The above-captioned report (TCHC:2021-70) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-70 to:

1. Approve the award of work to Richmond Mechanical Ltd. for up to \$9,533,600.00 (exclusive of taxes) for the replacement of residential furnaces and domestic hot water heaters (DHW) on demand at various TCHC townhouse locations at the rates established based on the outcome of Request for Proposal (RFP 21094) for a term of five years as follows:
 - a) Replacement services: \$8,858,600.00 (exclusive of taxes) for replacement services as follows:
 - i. \$5,315,160.00 for three years of initial contract (\$1,771,720.00 approx. annually); and
 - ii. \$3,543,440.00 for two additional one-year terms (\$1,771,720.00 approx. annually) at TCHC management's discretion;
 - b) Demand services: Up to \$675,000.00 (exclusive of taxes) for demand services as follows:
 - i. \$185,000.00 for initial contract of year 1;
 - ii. \$185,000.00 for initial contract of year 2;
 - iii. \$135,000.00 for initial contract of year 3;
 - iv. \$85,000.00 for the first additional optional one-year term; and
 - v. \$85,000.00 for the second additional optional one-year term; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: EXTENSION TO THE
PREVENTIVE MAINTENANCE SERVICES
AND DEMAND REPAIRS FOR
RESIDENTIAL FAN COIL UNITS AND
PACKAGED TERMINAL AIR CONDITIONER**

ITEM 2N (PTAC) UNITS (RFP 16175) TCHC:2021-71

The above-captioned report (TCHC:2021-71) was circulated to Board members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-71 to:

1. Approve a change order to Midsteel Mechanical Ltd. for \$1,434,790.00 (exclusive of taxes) for a one year extension to RFP 16175 for preventive maintenance service and demand repairs for residential fan coil units and packaged terminal air conditioner units (PTAC) from January 01, 2022 to the end of December 31, 2022 for locations throughout TCHC's portfolio including Operating Unit OUX which will be transitioning from contract management starting January 18, 2022:
 - a) An amount of \$1,384,790.00 is requested for a one-year extension of the current contract;
 - b) Up to \$50,000.00 for demand services;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDING
FOR PREVENTIVE MAINTENANCE
SERVICES (ALL OUS EXCEPT OUF, OUL,
AND OUM) AND DEMAND REPAIRS (ALL**

ITEM 2O OUS INCLUDING OUF, OUL, AND OUM) TCHC:2021-82

**FOR FIRE ALARM/ SUPPRESSION
SYSTEMS (RFP 18349)**

The above-captioned report (TCHC:2021-82) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-82 to:

1. Approve a change order to Eurotech Safety Inc., Greater Toronto Fire Protection, and TBR Mechanical/Electrical Inc. for \$6,968,361.17 (exclusive of taxes) for preventive maintenance services and demand repairs for fire alarm/suppression systems (RFP 18349); and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 2P CENTRE FOR ADVANCING THE
INTERESTS OF BLACK PEOPLE REPORT TCHC:2021-79**

The above-captioned report (TCHC:2021-79) was circulated to Board members prior to the meeting.

Verbal deputations were received from Walied Khogali Ali, Miguel Avila-Velarde, and Rita Sadat with respect to this item.

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

- It was provided that the cases regarding staff issues the Centre has managed include alleged discrimination, salary discrepancies, overall racism, etc. The Centre has been working closely with the Human Resources Division to resolve the cases.

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- The Centre pledges to achieve equity for everyone with a focused and targeted approach. It has supported staff and tenants from diverse racial backgrounds.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Macrae and carried, the Board received Report TCHC:2021-79, being the Centre for Advancing the Interests of Black People Report, for its information.

ITEM 2Q CRISIS PRIORITY TRANSFERS TCHC:2021-73

The above-captioned report (TCHC:2021-73) was circulated to Board members prior to the meeting.

A verbal deputation was received from Veronika Hering with respect to this item.

The Board directed management to reach out to the deputant to address the issues raised. Challenges around using the new debit-reloading laundry cards were brought up in the discussion.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Deputy Mayor Bailão and carried, the Board received Report TCHC:2021-73 regarding the Crisis Priority Transfers, for its information.

STRATEGIC PRIORITIES – Q3 2021
ITEM 2R PROGRESS REPORT TCHC:2021-78

The above-captioned report (TCHC:2021-78) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board received Report TCHC:2021-78,

being the Strategic Priorities – Q3 2021 Progress Report, for its information.

**RESULTS OF 2021 FOLLOW-UP OF
PREVIOUS AUDIT RECOMMENDATIONS
ON TCHC'S REDEVELOPMENT AND**

ITEM 2S REVITALIZATION ACTIVITIES

TCHC:2021-91

The above-captioned report (TCHC:2021-91) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board received Report TCHC:2021-91, being the Results of 2021 Follow-up of Previous Audit Recommendations on TCHC's Redevelopment and Revitalization Activities report, for its information.

**TCHC - EMBEDDING ACCOUNTABILITY
INTO SERVICE DELIVERY: LESSONS
LEARNED FROM CONTRACTED**

ITEM 2T PROPERTY MANAGEMENT SERVICES

TCHC:2021-92

The above-captioned report (TCHC:2021-92) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board unanimously approved the recommendations contained in Report TCHC:2021-92, being the TCHC – Embedding Accountability into Service Delivery: Lessons Learned from Contracted Property Management Services report.

**BUSINESS ARISING FROM THE PUBLIC MEETING
MINUTES AND ACTION ITEMS UPDATE AS OF OCTOBER
7, 2021**

ITEM 3

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of October 7, 2021 for its information.

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

ITEM 4

VERBAL REPORT

No comments or remarks from the BIFAC Chair were received.

**2022 OPERATING AND CAPITAL
ITEM 4A BUDGETS**

TCHC:2021-80

The above-captioned report (TCHC:2021-80) was circulated to Board members prior to the meeting.

Ms. Lee delivered a detailed presentation on the 2022 Budgets, highlights of which include:

- TCHC has mitigated \$39.0M in non-discretionary costs through efficiencies, improvements and City of Toronto (“City”) support.
- The Facility Condition Index (“FCI”) improvements in 2022 continue a downward trend towards achieving the 10% industry standard for a state of good repair.
- In 2022, TCHC will continue providing essential services to tenants throughout the pandemic, focusing on tenant services and building operations, community safety, building capital renewal, Seniors Housing Unit transition, and IT modernization. In collaboration with the City, TCHC has developed a break-even base budget for 2022

with increased funding. Separate from the base budget, TCHC is projecting a COVID cost of \$26.8M, which will be covered by City funding.

- TCHC will begin construction of 223 rental replacement units (RGI) and 39 affordable rental units, and continue construction of 254 RGI units.
- The ongoing development revitalizations have projected a shortfall of approximately \$475M over the next 10 years with no identified funding source, which requires City funding in 2024.

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

- Due to the financial pressure the City has been experiencing, TCHC has worked on a line by line budget review with the City over the past two months to ensure all the efficiencies and savings have been identified and there is no other discretionary spending included in the budgets. It was noted that the operational nature of TCHC dictates that the budget is largely non-discretionary.
- With the repatriation of the contract management portfolio, some of the costs will be moved from Operations to Facilities Management. The net financial impact of contract managed buildings is projected to be \$1.6M.
- It was provided that the 2021 TCHC Service Quality Indicator (“SQI”) Survey results represent a sample of 45 buildings. The SQI Survey will be expanded to all buildings in 2022 with the necessary resources taken into account in the 2022 Budgets.
- Questions were asked around the cybersecurity budget, the COVID expenses, key cost drivers, the one-time costs, the CSU budget and complement, and costs of relocation for the revitalization projects.
- It was suggested that the language under the “Implications and Risks” section in the cover report be revisited.

Motion carried

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the following recommendations contained in Report TCHC:2021-80 to:

1. Approve the 2022 Operating Budget as outlined in this report;
2. Approve the 2022 Capital Budget which includes:
 - a. the 2022 to 2025 Building Renewal Capital Budget; and
 - b. the 2022 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.

**GOVERNANCE, COMMUNICATIONS,
HUMAN RESOURCES COMMITTEE**

ITEM 5 (“GCHRC”) CHAIR’S REPORT

VERBAL REPORT

No comments or remarks from the GCHRC Chair were received.

2022 BOARD AND COMMITTEE MEETING

ITEM 5A SCHEDULE

TCHC:2021-88

The above-captioned report (TCHC:2021-88) was circulated to Board members prior to the meeting.

This matter was deferred to the February 25, 2022 Board of Directors meeting.

Motion carried

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved deferring Report TCHC:2021-88, being the 2022 Board and Committee Meeting Schedule, to the February 25, 2022 Board of Directors meeting.

ITEM 6 TENANT SERVICES COMMITTEE
(“TSC”) CHAIR’S REPORT **VERBAL REPORT**

No comments or remarks from the TSC Chair were received.

ITEM 7 SAFETO: TORONTO'S TEN YEAR
COMMUNITY SAFETY AND WELL-BEING
PLAN **TCHC:2021-89**

The above-captioned report (TCHC:2021-89) was circulated to Board members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Deputy Mayor Bailão and carried, the Board of Directors unanimously approved the following recommendations contained in Report TCHC:2021-89 to:

1. Adopt the SafeTO: Toronto’s Ten Year Community Safety and Well-Being Plan (SafeTO);
2. Partner with the City of Toronto on the SafeTO Implementation Plan; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 8 SENIORS HOUSING TRANSITION **TCHC:2021-90**

The above-captioned report (TCHC:2021-90) was circulated to Board members prior to the meeting.

A written deputation was received from Bill Lohman with respect to this item and was circulated to Board members prior to the meeting.

This matter was deferred to the February 25, 2022 Board of Directors meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved deferring Report TCHC:2021-90, being the Seniors Housing Transition report, to the February 25, 2022 Board of Directors meeting.

TERMINATION

The public meeting terminated at 12:40 p.m.

Secretary

Chair, Board of Directors