



## Building Investment, Finance and Audit Committee

931 Yonge Street,  
Toronto, M4W 2H2

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The Building Investment, Finance and Audit Committee (“BIFAC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on September 8, 2022, via WebEx, commencing at 10:55 a.m.

**BIFAC Directors Present:** Adele Imrie, Chair  
Naram Mansour  
Brian Smith  
Nick Macrae (10:55 a.m. – 11:40 a.m.)  
John Campbell  
Mohammed Haque

**BIFAC Directors Absent:** Deputy Mayor Ana Bailão

**Management Present:** Jag Sharma, President and Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)  
Kelly Skeith, Acting Chief Development Officer  
Barbara Shulman, Interim Vice President, Human Resources  
Luisa Andrews, Vice President, Information Technology Services  
Paula Knight, Vice President, Strategic Planning and Communications  
Allen Murray, Vice President, Facilities Management  
Albert Koke, Senior Director, Strategic Procurement

Nagesh Dinavahi, Corporate Controller  
Karim Jessani, Director, Internal Audit  
Christine Yan, Acting Assistant Corporate  
Secretary

**Guests Present:** Omar Tucci, Global Agile and Modern Delivery  
Leader, KPMG

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

## **ITEM 1 CHAIR'S REMARKS**

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The Chair welcomed everyone to the BIFAC meeting, 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 is holding this BIFAC meeting virtually.

The Chair noted that this is the last BIFAC meeting for Chief Financial Officer & Treasurer, Rose-Ann Lee, and Chief Development Officer, Kelly Skeith, both of whom will be leaving the organization. The Chair thanked Ms. Lee and Ms. Skeith for their many contributions to Toronto Community Housing and for their outstanding leadership and deep commitment to tenants.

## **DEPUTATIONS**

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The Chair polled for any depositions to be heard at the meeting. No depositions were received.

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

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*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC approved the Public meeting agenda for the BIFAC's September 8, 2022 meeting.

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**ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST**

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The Chair requested members of the BIFAC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **No conflicts were declared.**

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**ITEM 4 CONFIRMATION OF MINUTES OF THE PUBLIC BIFAC MEETING OF JULY 27, 2022**

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

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**ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of July 27, 2022 for its information.

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**ITEM 6A VENDOR AWARD: DEMAND MAINTENANCE SERVICES – HEATING (VAC 22338/RFP 22033)** BIFAC:2022-122

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

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

- More companies are included in the contract to provide better backup coverage.

- Buildings are grouped based on geographic location and TCHC works with the successful contractors to divide the portfolio evenly.

*Motion carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Macrae and carried, the BIFAC unanimously approved and forwarded to the Board for approval the following recommendations, as set out in Report BIFAC:2022-122, to:

1. approve the award of work up to \$35,000,000.00 (exclusive of taxes) for heating systems demand maintenance services for a term of five (5) years as follows:
  - a. up to \$21,000,000.00 for the first three (3) years of the contract; and
  - b. up to \$14,00,000.00 for two (2) additional one-year terms at TCHC management's discretion;
2. approve the award of work to the following vendors:
  - Bomben Plumbing & Heating Ltd.
  - Climate Works (1799541 Ontario Inc.)
  - Firenza Plumbing & Heating Ltd.
  - Richmond Mechanical Ltd.
  - Smith and Long Limited; and
3. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 6B**      **VENDOR AWARD: DEMAND MAINTENANCE SERVICES FOR DUCT AND VENT CLEANING (VAC 22404/RFP 22024)**      BIFAC:2022-123

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

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC unanimously approved and forwarded to the Board for approval the following recommendations, as set out in Report BIFAC:2022-123, to:

1. approve the award of work up to \$7,986,375.00 (exclusive of taxes) for demand maintenance and key holder services for duct and vent cleaning at the rates established based on the outcome of Request for Proposal (RFP 22024) for a term of five (5) years as follows:
  - a. up to \$4,650,000.00 (exclusive of taxes) for the initial contract of three (3) years; and
  - b. up to an additional \$3,336,375.00 for two (2) additional one-year terms at TCHC management's discretion; and
2. approve the award of work to the following vendors:
  - Climate Works (1799541 Ontario Inc.)
  - Ontario Duct Cleaning (2004666 Ontario Ltd.); and
3. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**VENDOR AWARD: DEMAND  
MAINTENANCE SERVICES FOR DRAINS  
AND WATER MAINS (VAC 22403/RFP  
22059)**

**ITEM 6C**

**BIFAC:2022-124**

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

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

- Three proponents submitted bids but one did not quality.
- The two successful contractors have a track record of working with TCHC and have been responsive to TCHC’s needs.
- Due to the size of the portfolio and specific site requirements, not many contractors choose to bid on this type of project.
- Given that TCHC continues to own the buildings now managed by Toronto Seniors Housing Corporation (“TSHC”) and is responsible for delivering capital work, it is of TCHC’s best interest to continue providing preventive maintenance services to those buildings directly. Furthermore, splitting the TSHC portfolio would not make a difference in terms of the number companies putting forward their applications, as contractors have the ability to bid on certain groups as opposed to the entire portfolio.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Smith and carried, the BIFAC unanimously approved and forwarded to the Board for approval the following recommendations, as set out in Report BIFAC:2022-124, to:

1. approve the award of work up to \$7,000,000.00 (exclusive of taxes) for drains and water mains demand maintenance services for a term of five (5) years as follows:
  - a. up to \$4,200,000.00 for the first three (3) years of the contract; and
  - b. up to \$2,800,000.00 for two (2) additional one-year terms at TCHC management’s discretion; and
2. approve the award of work to the following vendors:
  - Bomben Plumbing & Heating Ltd.
  - Firenza Plumbing & Heating Ltd.; and
3. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CONTRACTOR AWARD: COMPREHENSIVE  
RETROFIT - ENVELOPE, MECHANICAL  
AND ELECTRICAL AT 828 KINGSTON  
ROAD (VAC 22402/RFQ 22126-PP)**

**ITEM 6D** BIFAC:2022-125

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

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

- A question was raised on the energy cost of this building and how much savings will be achieved as a result of the retrofit.
- In general energy retrofit programs tend to result in a 10% reduction (on costs), however the result depends on how the building is being used by tenants. The Conservation Team works with tenants to provide education on topics such as water conservation, electricity conservation and garbage reduction.
- Action Item: management to provide further information regarding the expected efficiencies of the comprehensive retrofit project at 828 Kingston Road.
- It was cautioned that a decision of delivering retrofit projects cannot be made solely based on the payback, as TCHC also needs to ensure buildings are maintained properly from a capital perspective and provide a comfortable environment for tenants.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC unanimously approved and forwarded to the Board for approval the following recommendations, as set out in Report BIFAC:2022-125, to:

1. approve the award of work to Trinity Services Ltd. for \$12,869,300.00 (exclusive of taxes) for the comprehensive retrofit - envelope, mechanical and electrical at 828 Kingston Road (Glen Stewart Acres, Dev. 112) based on the outcome of RFQ 22126-PP; and

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

**Q2 2022 FACILITIES MANAGEMENT**

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**ITEM 6E      QUARTERLY CAPITAL BUDGET UPDATE      BIFAC:2022-126**

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

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

- Action Item: management to update Attachment 1 to the report to clearly mark where the recommended fund reallocations are from.
- Staff further elaborated on the funding submission milestones. The requirements attached to the Federal National Housing Co-Investment Funding specify that at the end of the 10-year period, TCHC is required to meet a 25% energy reduction across the portfolio, and ensure a certain percentage of units are assessable based on tenant needs. These factors are taken into account when Facilities Management prioritizes capital projects across the portfolio. From 2016 to 2021, TCHC has consistently delivered its entire annual capital budget and met funding submission milestones.
- The Facility Condition Index (“FCI”) serves to be the main KPI for the delivery of capital budget, in addition, Facilities Management also looks at indicators such as energy efficiency and accessibility to meet the funding requirements, as well as other factors such as tenant comfort and livability of buildings.
- Tenant feedback is obtained through multiple channels, which include the general Tenant Satisfaction Surveys, project support work led by the Project Support Group within Facilities Management, and tenant engagement work led by the Tenant Engagement Team.



*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the BIFAC unanimously approved and recommended the Board:

1. approve the following reallocation of funds from other budget envelopes within TCHC's capital repair budget recommended in Report BIFAC:2022-126:
  - a. \$7,000,000.00 to the Local Moveout budget envelope; and
  - b. \$4,126,174.00 to the AIP1 - Social Housing Apartment Improvement Program budget envelope; and
  - c. \$8,626,935.00 to the COXX - Demand Capital budget envelope; and
2. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**FACILITIES MANAGEMENT DIRECT  
AWARDS IN RESPONSE TO THE MAY 27  
EVENT AT SWANSEA MEWS**

**ITEM 6F**

BIFAC:2022-135

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

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2022-135, regarding the Facilities Management Direct Awards in Response to the May 27 Event at Swansea Mews, and forwarded it to the Board for its information.

**RECONCILIATION OF PREVENTIVE  
MAINTENANCE AND DEMAND REPAIR  
PROGRAMS – Q2, 2022**

**ITEM 6G**

N/A

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This item was deferred to the next BIFAC meeting on November 3, 2022.

	<b>DIRECT AWARD: MICROSOFT CANADA INC. ENTERPRISE AGREEMENT (EA)</b>	
<b>ITEM 7A</b>	<b>VOLUME LICENSING</b>	BIFAC:2022-133

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

Ms. Andrews provided an overview of the report and was available to answer questions of the BIFAC. Highlights of the discussion include:

- It was clarified that a small portion of funding is included in the 2022 ITS budget. A portion of the costs will be recovered through the Shared Delivery Agreement with Toronto Seniors Housing Corporation (“TSHC”). Funding for future years will be requested in each consecutive year of the term from the ITS Divisional Capital and Operating Budgets and appropriate costs recovered through the Shared Delivery Agreement.
- Ongoing conversations in relation to the IT roadmaps, plans and costs of shared services have been held with TSHC, and TSHC has committed to contributing to the cost of these services.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. Campbell and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2022-133, to:

1. Approve a commitment to Microsoft Canada Inc. (“Microsoft”) with a value of \$4,080,588.84 (CAD, exclusive of taxes) for enrolment into Microsoft’s Enterprise Agreement (EA) volume licensing agreement to provide TCHC and TSHC with Microsoft software licensing, bringing all licensing to a common termination date

(desktop, server, and security) for a term of three (3) years as outlined below:

- a) \$905,308.44 (CAD, exclusive of taxes) for software licensing and services from October 1, 2022 to September 30, 2023
  - b) \$1,587,640.20 (CAD, exclusive of taxes) for software licensing and services from October 1, 2023 to September 30, 2024; and
  - c) \$1,587,640.20 (CAD, exclusive of taxes) for software licensing and services from October 1, 2024 to September 30, 2025;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

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**ITEM 7B HOMES PROJECT CLOSE OUT**

BIFAC:2022-128

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

Ms. Andrews provided an overview of the report and was available to answer questions of the BIFAC. Highlights of the discussion include:

- With respect to the Deferred Rollout of Planned Scope, it was updated that the Annual Unit Inspection process has been deployed. Information Technology Division is working with business units to get resolutions on the rest of the deferred processes.

*Motion carried*

**ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Haque and carried, the BIFAC received for its information Report BIFAC:2022-128, being the HoMES Project Close Out report.

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**ITEM 7C KPMG QUALITY ASSURANCE PROJECT**

BIFAC:2022-129

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**CLOSE OUT REPORT – HOMES**

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

Ms. Andrews introduced the report and the Mr. Tucci from KPMG delivered a presentation on the Quality Assurance Project Close Out for HoMES. No major risks or issues have been flagged in the review.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Haque and carried, the BIFAC received for its information Report BIFAC:2022-129, being the KPMG Quality Assurance Project Close Out Report for HoMES.

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**ITEM 8      Q2 2022 TENANTS FIRST UPDATE      BIFAC:2022-130**

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

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2022-130, being the Tenants First Update report for the second quarter of 2022.

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**ITEM 9      Q2 2022 PAC AWARDS AND REVENUE CONTRACTS      BIFAC:2022-131**

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

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2022-131, being the PAC Awards and Revenue

Contracts report for the second quarter of 2022.

**STATUS UPDATE ON AUDIT  
RECOMMENDATIONS FROM INTERNAL  
AUDIT REPORTS AS OF JUNE 30, 2022**

**ITEM 10**

**BIFAC:2022-134**

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

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

- With respect to the recommendation on parking tracking, the current target timeline is Q3 2022. Internal Audit Team was advised that the Community Safety Unit (“CSU”) has included the parking related data in HoMES. Internal Audit Team will continue to follow up with the CSU on the complete implementation timeline and update the status accordingly.
- The parking revenue in 2021 is around \$9.4M for tenant parking, and \$1.8M for commercial parking.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. Haque and carried, the BIFAC received for its information Report BIFAC:2022-134, regarding the Status Update on Audit Recommendations from Internal Audit Reports as of June 30, 2022.

**ITEM 11**

**Q2 2022 INTERNAL AUDIT UPDATE**

**BIFAC:2022-132**

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

*Motion*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr.

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*carried* Mansour and carried, the BIFAC received for its information Report BIFAC:2022-132, being the Internal Audit Update report for the second quarter of 2022.

**TERMINATION**

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A Motion to adjourn the meeting was moved by Mr. Campbell and seconded by Mr. Haque. The public meeting terminated at 12:04 a.m.

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Secretary

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Chair, Building Investment,  
Finance & Audit Committee