



## Building Investment, Finance and Audit Committee

931 Yonge Street,  
Toronto, M4W 2H2

Page 1 of 14

The Building Investment, Finance and Audit Committee (“BIFAC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on June 23, 2021, via WebEx, commencing at 9:53 a.m.

**BIFAC Directors Present:** Adele Imrie, Chair  
Deputy Mayor Ana Bailão  
Naram Mansour  
Brian Smith

**BIFAC Directors Absent:** Nick Macrae

**Management Present:** Sheila Penny, Acting Chief Executive Officer (“CEO”)  
John Angkaw, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Rose-Ann Lee, Chief Financial Officer & Treasurer  
Vincent Tong, Chief Development Officer  
Luisa Andrews, Vice President, Information Technology Services  
Allen Murray, Vice President, Facilities Management  
William Anderson, Senior Director, Community Safety Unit  
Paula Knight, Vice President, Strategic Planning & Communications  
Barbara Shulman, Interim Vice President, Human Resources  
Jill Bada, General Manager, Seniors Housing Unit  
Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Ms. Imrie, 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 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.

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

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*Motion carried* **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour and carried, the BIFAC approved the Public meeting agenda as amended for the BIFAC's June 23, 2021 meeting.

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**ITEM 2B 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 2C CONFIRMATION OF MINUTES OF THE PUBLIC BIFAC MEETING OF MAY 18, 2021**

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

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**ITEM 2D      ANNUAL REVIEW OF BOARD, PRESIDENT  
AND CEO, AND EMPLOYEE EXPENSES  
FOR 2020      BIFAC:2021-52**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour and carried, the BIFAC received for its information the Annual Review of Board, President and CEO, and Employee Expenses for 2020 as outlined in Attachments 1-6 to Report BIFAC:2021-52.

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**ITEM 3      BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES  
AND ACTION ITEMS UPDATE**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. Smith and carried, the BIFAC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of May 18, 2021 for its information.

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**ITEM 4      APPOINTMENT OF BIFAC VICE-CHAIR      BIFAC:2021-53**

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The above-captioned report (BIFAC:2021-53) was circulated to BIFAC members prior to the meeting.

The Chair noted that:

- Mr. Macrae is an excellent candidate given his professional experience, and his experience serving on BIFAC and as the Chair of the Investment Advisory Committee (“IAC”).
- Mr. Macrae has confirmed his willingness to serve as the Vice-Chair of BIFAC.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Smith, seconded by Deputy Mayor Bailão and carried, the BIFAC approved and recommended that the Board of Directors approve the following recommendation as outlined in Report BIFAC:2021-53:

1. The appointment of Nick Macrae as the Vice-Chair, Building Investment, Finance and Audit Committee, effective July 22, 2021 until a successor is appointed; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendation.

**DIRECT AWARD: IMPLEMENTATION AND  
MAINTENANCE OF OPTIC NICHE  
RECORDS MANAGEMENT SYSTEM,  
COMPUTER AIDED DISPATCH SYSTEM  
AND PROTECTED B CLOUD SOLUTION**

**ITEM 5**

**BIFAC:2021-54**

The above-captioned report (BIFAC:2021-54) was circulated to BIFAC members prior to the meeting.

Mr. Anderson was available to answer questions of the BIFAC. Highlights of the discussion include:

- There are no changes to how CSU will handle the data collected and inputted into this new records management system (“RMS”), nor how CSU interacts with TCHC communities as a result of this award. This is simply a technology upgrade to CSU’s RMS to OPTIC Niche.
- CSU continues to work with the Confronting Anti-Black Racism (“CABR”) team at TCHC to review their processes. A number of issues have been addressed as a result of these reviews and how OPTIC Niche is used will be reviewed with a CABR lens.
- There will be restrictions on the information that can be accessed and by who in OPTIC Niche.
- Performing criminal reference checks is not within the scope of CSU’s mandate.
- A small portion of the Information Technology Services (“ITS”) budget

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will cover some costs in 2021, however moving forward the CSU budget will pay for this contract.

- The contract costs cover the physical server implementation, cloud server hosting for OPTIC Niche, cloud server hosting for the intelligence database, and the OPTIC Niche membership.

*Motion carried*

**ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. Smith and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-54:

1. Approve a direct award to FSET Information Technology Inc. ("FSET"), totaling \$3,801,949.10 (exclusive of taxes) as follows:
  - a. \$2,520,307.64 to implement, configure, maintain and support the OPTIC Niche Records Management System ("RMS"), Computer Aided Dispatch ("CAD") system, and provide a secure Protected B Cloud solution over a five year period;
  - b. \$44,953.54 to purchase three CAD servers, software licenses, accessories and 5 years' support that are required to implement the CAD System (one-time cost);
  - c. \$37,900.00 for set up and installation of the Niche RMS and CAD system (one-time cost);
  - d. \$501,000.00 to provide a secure Protected B Cloud Solution to host the Community Safety Unit's ("CSU") planned implementation of an Intelligence Database to be used as an Information database for sensitive data system (IBM i2) for a period of five years; and
  - e. Contingency amount of \$697,788.00 that covers growth over the next five years; and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation, while ensuring that appropriate contractual and procedural safeguards continue be in place in order to address the privacy impacts of this commitment and the implementation of the OPTIC Niche Records Management System.

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<b>ITEM 6A</b>	<b>ANNUAL CAPITAL PROJECT MANAGEMENT UPDATE – 2020 BIFAC APPROVED CONTRACTS</b>	<b>BIFAC:2021-55</b>
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The above-captioned report (BIFAC:2021-55) was circulated to BIFAC members prior to the meeting.

Mr. Murray was available to answer questions of the BIFAC. Highlights of the discussion include:

- On average, the percentage of change orders for all capital projects is 8%, which is well within the industry average of 5-20%.
- All change order requests were reviewed to identify if there were any anomalies with a particular contractor, however none stood out. Staff were able to validate all requested change orders.
- As projects conclude, FM staff review change orders on a project by project basis. Change orders are also reviewed through this process to ensure there are no concerns.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour and carried, the BIFAC received for its information the Annual Capital Project Management Update – 2020 BIFAC Approved Contracts as outlined in Report BIFAC:2021-55.

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<b>ITEM 6B</b>	<b>2020 FACILITY CONDITION INDEX (“FCI”) REPORT</b>	<b>BIFAC:2021-56</b>
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The above-captioned report (BIFAC:2021-56) was circulated to BIFAC members prior to the meeting.

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Mr. Murray was available to answer questions of the BIFAC. Highlights of the discussion include:

- The 2020 FCI was 15.7%, which is ahead of the original forecast of 18.4%, and we remain on track to meet our 10% FCI goal by 2026.
- Action item: For the 2021 FCI report, Management to provide FCI forecasting beyond 2026.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Smith, seconded by Deputy Mayor Bailão and carried, the BIFAC received for its information the 2020 Facility Condition Index (“FCI”) Report as outlined in Report BIFAC:2021-56.

**CONTRACTOR AWARD: ANNUAL  
GROUNDS MAINTENANCE AND SNOW  
CLEARING SERVICES FOR 24  
DEVELOPMENTS IN THE FORMER OUW  
(RFP 21006)**

**ITEM 6C**

BIFAC:2021-57

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The above-captioned report (BIFAC:2021-57) was circulated to BIFAC members prior to the meeting.

Mr. Murray was available to answer questions of the BIFAC. Highlights of the discussion include:

- Humberview Maintenance Group Ltd. is a current vendor with TCHC and has a satisfactory performance rating.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. Smith and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-57:

1. Award the work for annual grounds maintenance and snow clearing services at 24 developments in the former Operating Unit W (“OUW”) to Humberview Maintenance Group Ltd. for a term of 3 years and 7 months (19 months) with the option of two one-year extensions at TCHC’s discretion, at the rate of \$4,173,064.00 (\$1,164,576.00 annually) (exclusive of taxes); and

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

**CONTRACTOR AWARD: COMPREHENSIVE  
RETROFIT CONSTRUCTION – ENVELOPE,  
MECHANICAL AND ELECTRICAL AT 4100  
& 4110 LAWRENCE AVENUE EAST (RFQ**

**ITEM 6D 20317 PP)**

**BIFAC:2021-62**

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The above-captioned report (BIFAC:2021-62) was circulated to BIFAC members prior to the meeting.

Mr. Murray was available to answer questions of the BIFAC. Highlights of the discussion include:

- Tenants are notified of planned work in their buildings and once the award is approved, staff will provide tenants with the exact timing of the project.
- As COVID-19 restrictions ease, it will help staff to create more quiet spaces in the buildings for tenants to access during periods of work.
- Multiple entries into tenants' units will be required to complete this work. Tenants will be informed of the multiple entries and the rationale for entry, and 24-48 hours' notice will be provided in advance of any entry.
- If there are concerns with vendors entering their units, staff will work tenants to try and reschedule work, or make other arrangements for their comfort while the work takes place in their homes.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Smith, seconded by Deputy Mayor Bailão and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for approval the following recommendations as outlined in Report BIFAC:2021-62:

1. Approve the award for the work to Trinity Services Ltd. for \$7,725,060.00 (exclusive of taxes) for comprehensive retrofit construction to the building envelope, mechanical and electrical at 4100 Lawrence Avenue East;



2. Approve the award for the work to Trinity Services Ltd. for \$7,936,875.00 (exclusive of taxes) for comprehensive retrofit construction to the building envelope, mechanical and electrical at 4110 Lawrence Avenue East;
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

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**ITEM 7A      CONTRACTOR AWARD: MOVE-OUT      BIFAC:2021-59**  
**TURNOVER PROGRAM (RFP 21008)**

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The above-captioned report (BIFAC:2021-59) was circulated to BIFAC members prior to the meeting.

Mr. Angkaw was available to answer questions of the BIFAC. Highlights of the discussion include:

- TCHC turns over approximately 3,000-4,000 units per year through this program.
- Once unit turnover work is completed, the building Superintendent will do an inspection. If the work is not satisfactorily completed, the Superintendent will discuss the deficiencies that need to be remedied within a particular timeframe with the vendor, and the vendor is charged a daily fee until the deficiencies are rectified.
- If issues persist with the quality of work being performed, TCHC will look at bringing in another vendor to do the work.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Mansour, seconded by Mr. Smith and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for approval the following recommendations as outlined in Report BIFAC:2021-59:

1. Approve the award of the work up to \$56.5M (exclusive of taxes) for move-out unit turnover services at the rates established based on the outcome of Request for Proposal (“RFP”) 21008:
  - a. Up to \$16.5M for one (1) year; and
  - b. Up to \$40M for two (2) additional one-year terms (\$20M annually) at TCHC management’s discretion;

2. Approve the award for the work to the following vendors:
  - a. Armico Services Inc.;
  - b. Joe Pace & Sons Contracting Inc.;
  - c. Burke's Restoration Pickering;
  - d. C2C Construction Ltd.;
  - e. SNL Techlink;
  - f. GH Renovations Inc.;
  - g. Greenline Renovations Plus Ltd.;
  - h. Bestway Renovations Inc.;
  - i. Pandora Professional Painting Ltd.;
  - j. Richview Renovations & Restorations Ltd.;
  - k. CCA Contracting Inc.;
  - l. Solid General Contractors Inc.;
  - m. Universal Cleaning & Painting Ltd.; and
  
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**CONTRACTOR AWARD: DEMAND  
GENERAL REPAIRS PROGRAM (RFP**

**ITEM 7B 21032)**

**BIFAC:2021-60**

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The above-captioned report (BIFAC:2021-60) was circulated to BIFAC members prior to the meeting.

Mr. Angkaw was available to answer questions of the BIFAC. Highlights of the discussion include:

- TCHC issues around 20,000 work orders for demand general repairs annually.
- Management recently have begun a process for tenants to provide feedback on the quality of work performed in their units, which will provide a direct line of sight into the quality of work being carried out.
- If there are issues with the quality of work being performed, staff will discuss with the vendor and set a timeframe within which they must rectify the problems. If they cannot resolve the issues, we would proceed with bringing in another vendor to perform the work.

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- As part of the RFP evaluation process, staff looked at vendors' past related experience, qualifications of their direct staff and any sub-trades they use, their methodology of scoping and scheduling work, how they will interact with tenants, and quality control measures they have in place.

*Motion  
carried*

**ON MOTION DULY MADE** by Deputy Mayor Bailão, seconded by Mr. Smith and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for approval the following recommendations as outlined in Report BIFAC:2021-60:

1. Approve the award of work for up to \$170.6M (exclusive of taxes) for demand general repair services at the rates established based on the outcome of Request for Proposal ("RFP") 21032:
  - a. Up to \$87.9M for three (3) years (Year 1: \$25.3M, Year 2: \$29.1M, and Year 3: \$33.5M); and
  - b. Up to \$82.7M for two (2) additional one-year terms (Year 1: \$38.5M and Year 2: \$44.2M) at TCHC management's discretion;
2. Approve the award for the work to the following vendors:
  - a. BiView Building Services Ltd.;
  - b. C2C Construction Ltd.;
  - c. Direct Construction Company Ltd.;
  - d. Joe Pace & Sons Contracting Inc.;
  - e. G&G Contracting;
  - f. Greenline Renovations Plus Ltd.;
  - g. GH Renovations Inc.;
  - h. Finecraft Group Inc.;
  - i. LYR Inc.;
  - j. Malomar Construction and Renovation;
  - k. Richview Renovation and Restorations Ltd.;
  - l. SNL Techlink;
  - m. Universal Cleaning & Painting; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**CONTRACTOR AWARD: COMMERCIAL**  
**ITEM 7C LAUNDRY APPLIANCES (RFP 21010) BIFAC:2021-61**

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The above-captioned report (BIFAC:2021-61) was circulated to BIFAC members prior to the meeting.

Mr. Angkaw was available to answer questions of the BIFAC. Highlights of the discussion include:

- All existing appliances will be replaced with brand new appliances as part of this contract.
- The recommended vendor has two thirds of the required inventory in stock and the remaining inventory can be deployed within two weeks of being awarded the contract.
- Commercial laundry machines have a lifespan of approximately 5-7 years.
- The machines currently in place are owned by Sparkle and will be removed by Sparkle.
- This contract consists of licensing fees for machines, card readers, and Coinamatic's portion of the revenue share. TCHC retains 90% of revenue.
- As part of the contract, Coinamatic is responsible for all machine maintenance, repairs and upkeep.
- Tenants will be refunded the amounts they have remaining on their Sparkle laundry cards.
- Since Coinamatic will have the inventory to replace the existing Sparkle machines, the timelines in the change order for Sparkle awarded at the June 15, 2021 Board meeting will be shortened such that Sparkle's contract will likely conclude in February 2022 rather than June 2022.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for approval the following recommendations as outlined in Report BIFAC:2021-61:

1. Approve the award for the work Coinamatic Canada Inc. for \$26,292,435.00 (exclusive of taxes) for the provision and maintenance of commercial laundry appliances based on the outcome of RFP 21010 for a term of ten (10) years as follows:
  - a. Up to \$12,746,873.00 for five (5) years including:
    - i. \$11,846,025.00 for license fees (\$2,369,205.00 annually);
    - ii. \$151,800.00 for card reader license fees (\$30,360.00 annually); and
    - iii. \$749,048.00 for revenue to Coinamatic (\$149,810.00 annually);
  - b. Up to \$13,545,562.00 for one additional five (5) year term at TCHC management's discretion including:
    - i. \$12,718,125.00 for license fees (\$2,543,625.00 annually);
    - ii. \$165,600.00 for card reader license fees (\$33,120.00 annually); and
    - iii. \$661,838.00 for revenue to Coinamatic (\$132,368.00 annually); and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

## **TERMINATION**

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The public meeting terminated at 10:38 a.m.

**Building Investment, Finance and Audit Committee**  
**Public Minutes**  
June 23, 2021

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Secretary

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Chair, Building Investment,  
Finance & Audit Committee