



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 hybrid Public meeting on October 27, 2023 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 10:56 a.m.

Board Directors Present: Adele Imrie (Chair)
John Campbell
Joe Cressy
Ubah Farah
Ziva Ferreira (10:56 a.m. – 11:30 a.m.)
Councillor Paula Fletcher
Nick Macrae
Naram Mansour
Councillor Anthony Perruzza
Brian Smith

Board Directors Absent: Marcel Charlebois
Debbie Douglas
Councillor Jamaal Myers

Management Present: Tom Hunter, Interim President and Chief Executive Officer (“CEO”)
Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Lily Chen, Chief Financial Officer (“CFO”)
Barbara Shulman, Chief People & Culture Officer
Jessica Hawes, 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
Anita Tsang-Sit, Director, Risk Management &
Insurance
Clinton Reid, Manager, Operations
Compliance
Melanie Martin, Interim Commissioner of
Housing Equity (“CHE”)
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.

ITEM 1 CHAIR’S REMARKS

The Chair welcomed everyone to the meeting, taking place both in-person at City Hall and via Webex, and noted the Acknowledgement of the Land.

The Chair welcomed the Interim President and CEO, Tom Hunter, and Councillor Anthony Perruzza to their first public meeting of the Board of Directors.

Chair’s Visit to West Region

The Chair toured the west region with the Community Safety Unit (“CSU”) this week and was able to sit down with the west Regional Manager and his staff. The Chair noted she was very impressed with staff’s dedication to TCHC and tenants, as well as their insightful comments on how TCHC can improve. The Chair thanked the west region staff for their constructive feedback and noted she looks forward to meeting with staff from the other two regions.

Ombudsman Recommendations

Earlier this year, TCHC received recommendations from Ombudsman Toronto on human rights processes that were inadequate. Management has made significant progress in implementing recommendations from the Ombudsman, including the development of a new interim policy, which will

be available on TCHC's website in the coming weeks. The policy was developed with feedback from tenants and stakeholders. Employee training will also be an important component of this work.

The Ombudsman's report was presented to City Council on October 12, 2023 and the Chair thanked the Board Councillor Directors for their support of TCHC's efforts in addressing the recommendations within the report.

Mayor Chow's Affordable Housing Targets

The Chair noted her excitement from the recent conversations with the Mayor's office and TCHC's Executive Leadership Team as TCHC moves to support the Mayor's ambitious affordable housing plan announced at the end of August.

TCHC has unparalleled experience and skills to enable the advancement of this work in Toronto and looks forward to working with the City.

United Way Campaign

TCHC staff continue to plan and participate in fundraising activities including a golf tournament, the 5K Civic Run, and the CN Tower Climb. TCHC has raised \$71,000 for the United Way so far this year, with a goal to match last year's fundraising success of \$90,000. The work that United Way does in our communities to address the challenges of poverty is so complimentary to the work that TCHC staff do in our communities every day.

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors unanimously approved:

1. the Agenda for its Public meeting of October 27, 2023;
and
2. all matters on the Agenda with the exception of items:
 - Item 8 – Update on Tenant Led Improvements in Basement Spaces;
 - Item 9A – 2023-24 Corporate Insurance Renewal;

- Item 9B – Vendor Award: Supply, Delivery, and Installation of New Appliances to the West Portfolio;
- Item 9F – Change Order: Preventive Maintenance and Demand Repairs for Fire Alarm/Suppression Systems;
- Item 9G – Q2 2023 Facilities Management Quarterly Capital Budget Update; and
- Item 11A – Office of the Commissioner of Housing Equity’s (“OCHE”) Bi-Annual Update – January to June 2023.

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the Board of Directors 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 JULY 26, 2023

The above-captioned minutes were circulated to the Board of Directors prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors confirmed the above-captioned minutes.

ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE AS OF JULY 26, 2023

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update.

ITEM 6 BOARD DIRECTORS' ATTENDANCE AT BOARD AND COMMITTEE MEETINGS TCHC:2023-51

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the absence of any Directors from the Board and any Committee meetings held since the July 26, 2023 Board of Directors meeting, in accordance with TCHC's Bylaw 2 and the City of Toronto's Shareholder Direction;
2. Received the resignation of Councillor Paula Fletcher from the Governance, Communications and Human Resources Committee (effective October 27, 2023); and
3. Authorized the General Counsel & Corporate Secretary to take all actions to implement the above recommendations.

ITEM 7 2024 BOARD AND COMMITTEE MEETING SCHEDULE TCHC:2023-62

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors unanimously approved the proposed Board and Committee Meeting Schedule for 2024 as set out in Attachment 1 to Report TCHC:2023-62.

ITEM 8 UPDATE ON TENANT LED IMPROVEMENTS IN BASEMENT SPACES TCHC:2023-52

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

Mr. Hunter was available to answer questions of the Board of Directors. Highlights of the discussion include:

- Concern was raised regarding tenants not being able to make modifications to their units outside of the criteria listed in the report. It was noted that tenants are willing to fund the unit modifications, get the necessary permits, and use pre-approved contractors to carry out the work.
- TCHC faces significant budgetary pressures in terms of both preventive and demand maintenance, and management advised that this is not a priority area given the other urgent matters that TCHC is tasked with addressing. Management also have concerns related to the health and safety implications of such an initiative.
- It was suggested that if tenants are permitted to proceed with this type of work, it would be useful to establish a framework for staff to refer to when reviewing and assessing requests to undertake basement modifications.
- After exploring the issue, it was determined that is not feasible to build new rooms in basement spaces. However, it was noted that tenants should have the option to work with TCHC to identify ways to create safer, better basement spaces that can be used by the household.
- One option offered is to put up moveable screens as a mechanism to create separation of space within the basement.
- Concern was raised that by approving the option for tenants to make basement modifications, requests may come forward from tenants in smaller sized apartment units (e.g. bachelor) to erect walls in their spaces, which present health and safety concerns.
- Concern was also raised regarding the staff time required to oversee this type of initiative.
- It was noted that several tenants have already made basement modifications without pre-authorization from TCHC.
- The recommendations in this report outline options to modify basement spaces that do not require permits.
- All children living in TCHC deserve to live in a safe space.
- Where tenants have modified their basement spaces, it is for staff to determine how to proceed in these instances.

- If tenants come forward with requests to modify their basement spaces, requests can be reviewed on a case-by-case basis.
- It is TCHC's responsibility to ensure that health and safety requirements are met. Where there are instances that a tenant's unit modifications compromise the household's health and safety, TCHC needs to address this.

*Motion
carried*

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Smith and carried, the Board of Directors provided direction to TCHC staff in relation to any future action to be taken in pursuit of this initiative in response to management's recommendations that TCHC amend its existing policies to allow tenants to complete the following improvements to basement spaces that do not require a building permit:

1. Painting of existing ceilings or walls;
2. Installation of drapes or window coverings;
3. Installation of loose flooring/area rugs;
4. General decorating; and
5. Placement of furniture, including moveable privacy screens, required to permit virtual learning, work from home, or other activities.

ITEM 9 BIFAC CHAIR'S REPORT VERBAL REPORT

No comments or remarks from the BIFAC Chair were received.

ITEM 9A 2023-24 CORPORATE INSURANCE RENEWAL TCHC:2023-53

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

Mr. Meagher and Ms. Tsang-Sit were available to answer questions of the Board of Directors. Highlights of the discussion include:

- TCHC maintains liability, risk, and property insurance for property owned by TCHC; this does not extend to contents insurance for tenants.

- Tenants are encouraged to get contents insurance for their units, and the Communications team undertook a significant campaign to promote this.
- Where there are issues in buildings, by virtue of TCHC's ownership of the property, this can give rise to claims, which are responded to pursuant to TCHC's insurance policy.
- Staff will work to resolve any claims to the extent that TCHC has responsibility for the event in question.
- 1% of TCHC tenants have insurance through the Housing Services Corporation ("HSC") program.
- To the extent that TCHC has insurance coverage that extends to providing support to tenants, those cases will be looked at on a claim-by-claim basis to address tenants' needs. Where TCHC has responsibility, we will respond, and where TCHC has no responsibility, staff will still work with tenants to provide support.
- Some subsidies exist for tenants purchasing insurance and staff will work with tenants to access those types of programs.
- Concern was raised that there are barriers to accessing insurance for tenants (e.g. costs, access to relevant information, etc.).
- Tenants are asked to provide proof of insurance as part of the leasing process, which is then noted on their file.
- The concept of insurable risk requires that the party purchasing insurance has to have an interest in the property being insured. As TCHC does not own tenants' unit contents, TCHC cannot insure this property.
- Tenants receiving Ontario Works ("OW") have access to funds to secure insurance. Discussions have taken place with Toronto Employment and Social Services regarding making sure recipients of OW are aware of the funds available to them.
- Action item: Following consultation with the Tenant Advisory Committee, management to bring a report to the Tenant Services Committee on tenant insurance and opportunities to increase participation in the tenant insurance programs that exist.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Macrae and carried, the Board of Directors unanimously:

1. Approved the 2023-24 core and non-core corporate

insurance program renewal, with an annual cost as outlined in Confidential Attachment 1 to Report TCHC:2023-53; and

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

**VENDOR AWARD: SUPPLY, DELIVERY,
AND INSTALLATION OF NEW APPLIANCES**

ITEM 9B TO THE WEST PORTFOLIO

TCHC:2023-54

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

Ms. Gouveia and Mr. Reid were available to answer questions of the Board of Directors. Highlights of the discussion include:

- In 2022, there were a total of 3,312 appliances ordered, 1,094 of which were fridges and 1,284 of which were stoves.
- The cost of fridges varies depending on the model specifications, but the average cost across all fridges purchased in 2022 was \$995. The average cost for stoves purchased in 2022 was \$1,055.
- In 2023, approximately 3,800 appliances have been purchased in the West portfolio alone, 1,100 of which were fridges and 1,300 of which were stoves.
- 6,700 appliance purchases were processed in 2022 and 2023 to-date.
- Management will provide Director Campbell, offline, with details of the dollar value of appliance purchases on an annualized basis.
- Proponents were provided with a list of the most ordered items as part of the Request for Proposal (“RFP”) process including model numbers, sizes, specifications, etc. There were two rounds of negotiations with proponents of each line item to confirm availability of required inventory and pricing, which was based on an average of the pricing submitted from proponents.
- The two recommended proponents are third party distributors rather than wholesalers.
- TCHC is one of the largest purchasers of appliances in Canada.

- TCHC’s appliance specifications are very specific and some proponents were disqualified from the RFP process as they were unable to secure the appliances required for our units.
- The Board noted that they hope that Operations is implementing the tracking system identified as required through the Internal Audit review.

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the award of work up to \$20,157,766.90 (excluding HST) for the supply, delivery and installation of new appliances as well as the removal and disposal of old appliances for all TCHC units west of Yonge Street at the rates established from the outcome of Request for Proposals (RFP) 22278, and the subsequent second stage Request for Quotations (“RFQ”) 23145 for a term of up to five years as follows:
 - a. \$12,094,660.20 for the initial 3-year term; and
 - b. \$8,063,106.79 for two additional 1-year terms at TCHC management’s discretion;
2. Approved the award of the work to the following two vendors based on the outcome of RFP 22278 and RFQ 23145 as follows:
 - a. Canadian Appliance Recycling Enterprise (“CARE”) for the supply, delivery and installation of new appliances and the removal and disposal of old appliances if and when required for Group 2 (OUC, OUE, OUJ, and OUZ) of the West Portfolio (half of all TCHC units west of Yonge Street), as well as a backup supplier for West Portfolio Group 1 (OUD, OUF, OUO, and OUQ);
 - b. HD Supply Canada Inc. for the supply, delivery, and installation of new appliances and the removal and

disposal of old appliances if and when required for Group 1 (OUC, OUE, OUJ, and OUZ) of the West Portfolio (half of all TCHC units west of Yonge Street), as well as a backup supplier for West Portfolio Group 2 (OUC, OUE, OUJ, and OUZ); and

3. Authorized the appropriate staff to take all other necessary actions to give effect to the above recommendations.

ITEM 9C VENDOR AWARD: PROVISION OF SECURITY AND FIRE WATCH SERVICES TCHC:2023-55

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approve the award of work to Star Security Inc. for up to \$41,136,500.00 (exclusive of taxes) for security services and fire picket services at various TCHC and TSHC locations for a term of up to five years (three years with the option of two 1-year contract extensions at TCHC's discretion) based on the outcome of Request for Proposal ("RFP") 23062; and
2. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 9D VENDOR AWARD: KEY HOLDER SERVICES FOR TORONTO COMMUNITY HOUSING TCHC:2023-56

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the award of work to Universal Protection Service of Canada Corporation o/a Allied Universal Security Services of Canada for up to \$10,175,104.59 (exclusive of taxes) for key holder services at various TCHC locations for a term of up to five years (three years with the option of two one-year contract extensions at TCHC's discretion) as follows:
 - up to \$5,805,131.72 for the initial three year term; and
 - up to \$4,369,972.88 for two additional one-year terms at TCHC management's discretion; and
2. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

**VENDOR AWARD: REHABILITATION OF 17
ITEM 9E VACANT UNITS AT 50 TORBOLTON DRIVE TCHC:2023-57**

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the award of work to Martinway Contracting Ltd. for \$6,737,810.00 (exclusive of taxes) for rehabilitation of 17 vacant units at 50 Torbolton Drive (Torbolton Drive, Dev. 18) based on the outcome of Request for Proposal ("RFP") 23040-PP; and
2. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: PREVENTIVE
MAINTENANCE SERVICES AND DEMAND
REPAIRS FOR FIRE ALARM/SUPPRESSION
SYSTEMS** **ITEM 9F** TCHC:2023-58

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

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

- This is a change order to an existing contract that spans January 1, 2023 to December 31, 2023. This report is not seeking retroactive approval, but rather additional funds to carry out the remainder of the contract term.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Campbell and carried, the Board of Directors unanimously:

1. Approved a change order to Eurotech Safety Inc. for \$1,200,000.00 (exclusive of taxes) for preventive maintenance and demand repairs for fire alarm/suppression system from January 1, 2023 to December 31, 2023; and
2. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

**Q2 2023 FACILITIES MANAGEMENT
QUARTERLY CAPITAL BUDGET UPDATE** **ITEM 9G** TCHC:2023-59

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

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

- This report seeks approval to reallocate funds within the overall capital budget, not to move funds from the operating to the capital budget.

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- The move-out program and appliances program are both funded through the capital budget. It was noted that not everything funded through the capital budget are attributable to the Facilities Condition Index (“FCI”) calculation.
- Facilities Management works closely with Ameresco Canada Inc. to ensure anything that is attributed to FCI can be quantified, verified and authenticated.
- The move-out program contributes to FCI as it involves carrying out improvements to interior spaces. The appliances program does not contribute to FCI.
- It was noted that the attachment to this report is missing that outlines financials such as year-to-date spends, budgets, actuals, projections, etc. The materials for today’s meeting will be updated with the attachment.
- The Board recommended that management and the Building Investment, Finance and Audit Committee look into the \$1,500 threshold for capitalizing costs as this threshold results in a significant amount of money being spent from the capital budget that does not contribute to FCI.

Motion carried **ON MOTION DULY MADE** by Mr. Cressy, seconded by Mr. Mansour and carried, the Board of Directors unanimously approved the reallocation of funds within the capital repair budget as follows:

Envelope Name	Reallocation Amount
RCHH - Heritage Houses	\$53,630
CI01 - Risk Management and insurance Claims	\$700,000
COXX - Demand Capital	\$12,131,260
LC - Local Demand & Residential Appliances	\$500,000
LM - Local Moveouts	\$10,000,000
AIP1 - Social Housing Apartment Improvement Program-10 Buildings	\$305,870

ITEM 10 GCHRC CHAIR’S REPORT **VERBAL REPORT**

No comments or remarks from the GCHRC Chair were received.

CITY COUNCIL DIRECTIONS REQUIRING

ITEM 10A BOARD ATTENTION **TCHC:2023-60**

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Cressy and carried, the Board of Directors received Report TCHC:2023-60, being the City Council Directions Requiring Board Attention report, for its information.

ITEM 11 TSC CHAIR’S REPORT **VERBAL REPORT**

No comments or remarks from the TSC Chair were received.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (“OCHE”) BI-ANNUAL**

ITEM 11A UPDATE – JANUARY TO JUNE 2023 **TCHC:2023-61**

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

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

- The ~\$360K in arrears directly paid to TCHC in the first half of 2023 represents the files that the OCHE recommended that TCHC not file an L1 application for. These results are comparable to the trends to-date in the second half of 2023.
- Historically, OCHE had read-only access to TCHC’s tenancy management software, however OCHE staff now have access to HoMES to triage their work.
- TCHC staff are actively using HoMES to manage tenancies. Working with OCHE in real-time in HoMES allows for the entirety of the tenancy management process to be managed through HoMES.
- The Annual Unit Inspection process is tracked in HoMES.

- Operations is working through HoMES to ensure tenants submit the appropriate documentation for their annual income reviews.
- The Solutions team has a manager, a clerk, and five complaints resolution specialists. The Solutions team does deal with arrears; their mandate is to address escalated complaints from tenants.
- Outside of OCHE, Tenant Services Coordinators (“TSC”), along with their supervisors, managers, and regional general managers are responsible for handling rent and arrears.
- The hiring process is underway for a centralized role that trains TSCs to effectively perform their role to ensure consistency across regions.
- The Building Investment, Finance and Audit Committee (“BIFAC”) received a HoMES evaluation report as the implementation project was concluding. The HoMES project cost \$54M to implement.
- Action item: Management to report back to BIFAC and the Board with an independent evaluation of the HoMES application.
- It currently takes approximately 7-8 months for a referral to be sent to the OCHE, but there is a backlog of files resulting from the moratorium on evictions and the COVID-19 pandemic. This is an improvement from previous years when the referral timeframe was closer to 16 months.
- The Board noted that they would like to hear more about how the changes to the Arrears Collection Process are impacting TSCs and whether it is benefitting their work processes.
- Action item: Management to report back to the Board with an evaluation of the “OCHE Approach”, incorporating feedback from Tenant Service Coordinators.
- It was noted that when compared to the private rental market, tenants residing in TCHC have a greater security of tenancy.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Macrae and carried, the Board of Directors received Report TCHC:2023-48, being the Bi-Annual Update from the Office of the Commissioner of Housing Equity (“OCHE”) for the period of January to June 2023, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Mr. Campbell and seconded by Mr. Macrae. The Board of Directors resolved to terminate the public meeting at 12:30 p.m.

Secretary

Chair, Board of Directors