



**TORONTO COMMUNITY HOUSING CORPORATION**

**BOARD OF DIRECTORS' MEETING**

**AGENDA  
PUBLIC SESSION**

**10:45 a.m. – 1:30 p.m.**

**Date:** February 26, 2021

**Location:** Webex

| <b>Time</b>  | <b>Description</b>   | <b>Action</b> | <b>Pre-read</b>                   | <b>Presenter</b>                      | <b>Page #</b> |
|--------------|--|---------------|-----------------------------------|---------------------------------------|---------------|
| <b>10:45</b> | <b>1. Chair's Remarks</b>  | Information   | Verbal Report<br><i>5 minutes</i> | Chair                                 | --            |
| <b>10:50</b> | <b>2. Consent Agenda</b>   |               | <i>5 minutes</i>                  | Chair                                 | --            |
|              | a) Approval of Public Meeting Agenda   | Approval      | Agenda                            | Chair                                 | 1             |
|              | b) Chair's Poll re: Conflict of Interest   | Declaration   | Conflict of Interest Policy       | Chair                                 | --            |
|              | c) Confirmation of Board of Directors' Public Meeting Minutes of December 15, 2020   | Approval      | Minutes                           | Chair                                 | 5             |
|              | d) Change Order: Additional Compliance Measures for Constructor Role and Unforeseen Conditions to the Envelope Repairs and Structural Rehabilitation | Approval      | TCHC:2021-02                      | Vice President, Facilities Management | 23            |

| <b>Time</b> | <b>Description</b>   | <b>Action</b> | <b>Pre-read</b> | <b>Presenter</b>                      | <b>Page #</b> |
|-------------|--|---------------|-----------------|---------------------------------------|---------------|
|             | Project at Mornelle Ellsemere  |               |                 |                                       |               |
| e)          | Direct Award: Integrated Project Delivery (Design and Construction) of an Energy Retrofit at Leslie Finch              | Approval      | TCHC:2021-03    | Vice President, Facilities Management | 29            |
| f)          | Status Update on Design and Construction of Tenant Services Hubs and Interior Improvements                             | Information   | TCHC:2021-04    | Vice President, Facilities Management | 34            |
| g)          | Contract Assignment: Operation and Maintenance for Combined Heat and Power (“CHP”) Systems at 24 Locations (RFP 19062) | Approval      | TCHC:2021-12    | Vice President, Facilities Management | 49            |
| h)          | Update on Lease Agreement for 35 Carl Hall Road (Unit 1, 3 & 4)  | Approval      | TCHC:2021-13    | Vice President, Facilities Management | 53            |
| i)          | April 2021 Loan Renewal with City of Toronto   | Approval      | TCHC:2021-10    | Chief Financial Officer               | 56            |
| j)          | Appointment of Officer – Vice President of Human Resources   | Approval      | TCHC:2021-05    | Chief Executive Officer               | 59            |
| k)          | 2021 Public Board and Committee Work Plans   | Approval      | TCHC:2021-06    | General Counsel & Corporate           | 61<br>2       |

| <b>Time</b>  | <b>Description</b>   | <b>Action</b> | <b>Pre-read</b>                      | <b>Presenter</b>                                     | <b>Page #</b> |
|--------------|--|---------------|--------------------------------------|--|---------------|
|              |  |               |                                      | Secretary  |               |
| <b>10:55</b> | <b>3.</b> Business Arising from the Public Meeting Minutes and Action Items Update as of December 15, 2020 | Information   | Action Item List<br><i>5 minutes</i> | Chair  | 70            |
| <b>11:00</b> | <b>4.</b> CEO's Year-End Performance Report  | Information   | Verbal Report<br><i>30 minutes</i>   | Chief Executive Officer                              | --            |
| <b>11:30</b> | <b>5.</b> TCHC's Confronting Anti-Black Racism Strategy Development  | Approval      | TCHC:2021-07<br><i>90 minutes</i>    | Chief Executive Officer                              | 74            |
| <b>1:00</b>  | <b>6. TSC Chair's Report</b>   | Information   | Verbal Report<br><i>5 minutes</i>    | TSC Chair  | --            |
| <b>1:05</b>  | a) Harm Reduction Policy   | Approval      | TCHC:2021-01<br><i>5 minutes</i>     | Director, Strategic Planning & Stakeholder Relations | 139           |
| <b>1:10</b>  | <b>7. GCHRC Chair's Report</b>   | Information   | Verbal Report<br><i>5 minutes</i>    | GCHRC Chair  | --            |

| <b>Time</b> | <b>Description</b>   | <b>Action</b> | <b>Pre-read</b>                   | <b>Presenter</b>   | <b>Page #</b> |
|-------------|--|---------------|-----------------------------------|--|---------------|
| <b>1:15</b> | <b>8. BIFAC Chair's Report</b>   | Information   | Verbal Report<br><i>5 minutes</i> | BIFAC Chair  | --            |
| <b>1:20</b> | <b>9. Q2 2021 Agreement of Purchase and Sale of Scattered Properties</b> | Approval      | TCHC:2021-09<br><i>10 minutes</i> | Director, Strategic Planning & Stakeholder Relations and Senior Legal Counsel, Real Estate | 153           |

**TERMINATION**



## 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 15, 2020, via WebEx, commencing at 9:20 a.m.

**Directors in Attendance:** Tim Murphy (Chair)  
Councillor Ana Bailão (9:20 a.m. – 11:30 a.m.)  
Amanda Coombs  
John Campbell  
Debbie Douglas (9:20 a.m. – 12:52 a.m.)  
Ubah Farah  
Councillor Paula Fletcher (9:20 a.m. – 12:20 p.m.)  
Adele Imrie  
Linda Jackson  
Nick Macrae  
Brian Smith

**Directors Absent:** Councillor Nunziata

**Management Present:** Kevin Marshman, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)  
Vincent Tong, Chief Development Officer (“CDO”)  
Cynthia Summers, Commissioner of Housing Equity  
Kelly Skeith, Senior Development Director  
William Mendes, Director, Program Delivery  
Ceilidh Wilson, Assistant Corporate Secretary

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

**ITEM 1 CHAIR'S REMARKS**

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The Chair welcomed everyone to the last Board meeting of the year, 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's holding this Board meeting virtually.

**In-Camera Session:**

There are no decisions to report out from the in-camera session this morning.

**Public Session:**

Two very important items on the public agenda are TCHC's 2021 Budget and the results of the Request for Proposals (RFP) to select a developer partner for Phases 4 and 5 of the Regent Park revitalization.

2021 Budget

The proposed 2021 budget, if approved, it will enable TCHC to implement new service delivery models in both the family and senior's portfolios, increase tenant access to community services and supports, and maintain vigilance around COVID-19. It will also enable TCHC to continue to upgrade its buildings at a record pace to enhance living conditions, accessibility, safety and quality of life for tenants.

Regent Park Phases 4 and 5 RFP

The Regent Park report will outline the competitive public procurement process TCHC has followed to select a developer partner for the final two phases of the revitalization and bring forward for the Board's approval a recommended developer partner based on the results of the RFP.

The Chair thanked all TCHC employees for the exemplary work performed, day after day after day, to deliver services and to support its tenants during the pandemic.

Lastly, the Chair wished TCHC's employees, tenants and its partners the very best for a safe, healthy and happy holiday season.

## DEPUTATIONS

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

- Item 2D – OCHE Quarterly Update (Q3 2020) (*Kathy Kunsman*)
- Item 5A – 2021 Operating & Capital Budgets (*Cathy Birch*)
- Item 5B – Regent Park Phases 4/5 Developer Partner (*Emad Hussain, Ismail Afran, Marlene DeGenova, Miguel Avilia-Velarde, Brent Mitchell, Walied Khogali Ali, Kumsa Baker and Michael Rosenberg*)
- Item 6A – Human Resources Plan (*Kathleen Doobay*)

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

- Item 5B – Regent Park Phases 4/5 Developer Partner (*Emad Hussain, Miguel Avilia-Velarde, Walied Khohgali Ali and Kumsa Baker*)
- Item 6A – Human Resources Plan (*Kathleen Doobay*)

## ITEM 2 APPROVAL OF CONSENT AGENDA ITEMS

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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 November 20, 2020;
- Item 2E - Review of Investment Advisory Committee Charter;
- Item 2F – Change Order: Constructor Services for Recladding at Jane/Falstaff;
- Item 2G – Allenbury Gardens Parkland Transfer;
- Item 2H – 2021 Board and Committee Meeting Schedule;
- Item 2I – Moving External CARR to Sinking Fund;
- Item 2J – Don Mount Court Development Corporation Dissolution Update;
- Item 2K – OCHE 2021 Work Plan;
- Item 2M - Change Order: Additional Costs for Domestic Furnace and

- Hot Water Heater Replacement; and
- Item 2N - TCHC Commercial Portfolio – Update on Commercial Rent Revenue.

The following items were held for discussion:

- Item 2D – OCHE Quarterly Update (Q3 2020); and
- Item 2L – TCHC Provision of Internet Access to All TCHC Households.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board approved the following revised consent agenda items: Items 2B, 2C, 2E, 2F, 2G, 2H, 2I, 2J, 2K, 2M and 2N.

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

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded Ms. Farah and carried, the Board approved the Public meeting agenda for the Board’s December 15, 2020 meeting.

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**ITEM 2B    CHAIR’S POLL RE: CONFLICT OF INTEREST**

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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.

Mr. Meagher announced that Mr. Campbell declared a conflict of interest with item 2L – TCHC Provision of Internet Access to All TCHC Households at the Tenant Services Committee (“TSC”) meeting of November 24, 2020 due to the fact that he is working for a company that has a client that is interested in this matter of internet access.

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**ITEM 2C    CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF NOVEMBER 20, 2020**

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



**ITEM 2D OCHE QUARTERLY UPDATE (Q3 2020)**

TCHC:2020-81

Verbal deputation was received from Kathy Kunsman with respect to this item.

The above-captioned report (TCHC:2020-81) was circulated to Board members prior to the meeting.

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

- Two pilots began in Q3 2020, which increased the number of referrals to the OCHE. One pilot was to address hardened arrears (e.g. those more than one year old) and one pilot allowed TCHC staff to refer files to the OCHE without rigidly following the current arrears collection process (“ACP”).
- Through the pilots, more vulnerable tenants were referred to the OCHE, whereas pre-COVID-19, the majority of referrals were for senior tenants. Files are also referred to the Tenant Resolutions Office (“TRO”) where extra support is required.
- The new legislation governing rent-geared-to-income (“RGI”) rent calculations will not be in effect until 2021. This legislation will allow TCHC to calculate RGI rent based on income tax filings.
  - The COO committed to having her team develop partnerships with organizations that provide income tax assistance to ensure tenants are supported in accessing these services.
  - It was suggested that Management also consider how to bring services to senior tenants who require assistance, but may not necessarily seek it out.
- A communications plan is being developed to inform tenants that they need to file their taxes in order for TCHC to perform their annual RGI rent calculations, and will advise how they can file their taxes. Translation will be available where required.
- In 2019, the OCHE provided RGI rent calculation training in 24 seniors’ communities. This was not possible in 2020 due to COVID-19.
- With the implementation of the new ACP, referral times are expected to improve.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded Ms. Farah and carried, the Board received the information contained in Report TCHC:2020-81 for its information.

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**ITEM 2E      REVIEW OF INVESTMENT ADVISORY COMMITTEE CHARTER      TCHC:2020-82**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the Investment Advisory Charter, as amended, in the form provided as Attachment 1 to Report TCHC:2020-82.

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**ITEM 2F      CHANGE ORDER: CONSTRUCTION SERVICES FOR RECLADDING AT JANE/FALSTAFF      TCHC:2020-83**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-83 to:

1. Approve the change order of the work up to \$60,000.00 (exclusive of taxes) to Trinity Services Ltd. for constructor services for recladding at Jane/Falstaff (40 Falstaff Avenue); and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

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**ITEM 2G      ALLENBURY GARDENS PARKLAND TRANSFER      TCHC:2020-84**

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*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-84 to:

1. Authorize the transfer of Part 2 on Plan 66R-27191 dated December 19, 2013 prepared by J.D. Barnes (also shown

as Part 3 on Plan 66R-29296, dated May 5, 2017) from TCHC to the City of Toronto; and

2. Authorize the Chief Executive Officer or his designate to take the necessary actions and execute any and all documents as may be necessary to give effect to the above recommendation.

|                       |   |              |
|-----------------------|---|--------------|
|                       | <b>2021 BOARD AND COMMITTEE MEETING</b>   |              |
| <b>ITEM 2H</b>        | <b>SCHEDULE</b>   | TCHC:2020-85 |
| <i>Motion carried</i> | <b>ON MOTION DULY MADE</b> by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the 2020 Board and Committee meeting schedules as contained in Attachment 1 to Report TCHC:2020-85.   |              |
|                       | <b>MOVING EXTERNAL CARR TO SINKING FUND</b>   |              |
| <b>ITEM 2I</b>        | <b>FUND</b>   | TCHC:2020-91 |
| <i>Motion carried</i> | <b>ON MOTION DULY MADE</b> by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved:  |              |
|                       | <ol style="list-style-type: none"><li>1. The transfer of the existing external Capital Asset Replacement Reserve ("CARR") balance of \$67.262M as at September 30, 2020 to the debenture sinking fund (the "Sinking Fund"); and</li><li>2. Future annual contributions of \$9.09M to the Sinking fund as set out in Confidential Attachment 1 to this report.</li></ol> |              |
|                       | <b>DON MOUNT COURT DEVELOPMENT CORPORATE DISSOLUTION UPDATE</b>   |              |
| <b>ITEM 2J</b>        | <b>CORPORATE DISSOLUTION UPDATE</b>   | TCHC:2020-92 |
| <i>Motion carried</i> | <b>ON MOTION DULY MADE</b> by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-92 to:   |              |

1. Approve the Shareholder confirming resolutions of DMCDC; and
2. Authorize the President and Chief Executive Officer (or his designate) to take all actions and execute all necessary documents, on behalf of Toronto Community Housing Corporation, to implement the above recommendation.

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**ITEM 2K OCHE 2021 WORK PLAN** TCHC:2020-86

*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the OCHE 2021 Work Plan as outlined in Attachment 1 to Report TCHC:2020-86.

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**TCHC PROVISION OF INTERNET ACCESS**  
**ITEM 2L TO ALL TCHC HOUSEHOLDS** TCHC:2020-87

The above-captioned report (TCHC:2020-87) was circulated to Board members prior to the meeting.

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

- Management have been in discussion with Deputy City Manager Josie Scioli's team regarding how to proceed on this matter; the feasibility study that is reported back to the Board will reflect this.
- The current proposal is to provide internet to only RGI households. The feasibility study will explore what is provided and at what price, and the governance of this.
- Action item: As part of the feasibility study, Management look at the feasibility of providing internet to all units (e.g. RGI, Affordable and Market units), the associated costs, and the potential for cost recovery from tenants paying varied amounts for access.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Jackson and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-87 to:

1. Authorize a study to determine the feasibility of providing access to the internet in all TCHC buildings (the inclusion of townhouses and individual homes to be determined depending on the technology available) and to bring the findings back to the Board for consideration. The study to explore:
  - a. The feasibility of participating in the City of Toronto's (the "City") provision of Wi-Fi connectivity to vulnerable communities;
  - b. A TCHC solution;
  - c. Third party delivery with TCHC covering costs; and
  - d. A model for common space internet access and in-unit based access;
2. Authorize the establishment of an inter-departmental group of staff to set the terms for and to administer the feasibility study; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

Due to a stated conflict of interest, Mr. Campbell left the meeting for the discussion of this item and did not vote on this matter.

**CHANGE ORDER: ADDITIONAL COSTS  
FOR DOMESTIC FURNACE AND HOT**

**ITEM 2M**

**WATER HEATER REPLACEMENT**

TCHC:2020-94

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-94 to:

1. Approve the change order to Richmond Mechanical Ltd. for \$355,357.00 (exclusive of taxes) for replacement of domestic hot water heaters; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**TCHC COMMERCIAL PORTFOLIO –  
UPDATE ON COMMERCIAL RENT  
REVENUE**

**ITEM 2N**

TCHC:2020-95

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Douglas and carried, the Board received the information contained in Report TCHC:2020-95 for its information.

**BUSINESS ARISING FROM THE PUBLIC MEETING  
MINUTES AND ACTION ITEMS UPDATE OF NOVEMBER 20,  
2020**

**ITEM 3**

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Imrie, seconded by Deputy Mayor Bailão and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of November 20, 2020 for its information.

**ITEM 4 TENANT SERVICES COMMITTEE (“TSC”) CHAIR’S REPORT**

The Chair of TSC provided a verbal update on the activity of the November 24, 2020 Public TSC meeting, highlights of which included:

- The Deputy City Manager, Giuliana Carbone, attended with City staff to provide a presentation on the implementation of Tenants First.
- A research report on the benefits of internet access was presented, which the TSC was very supportive of.
- The Committee did not get through the full agenda, so a number of matters will be brought back to the first meeting in 2021.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded Mr. Campbell and carried, the Board received the Tenant Services Committee Chair's report for its information.

**ITEM 5      BUILDING INVESTMENT, FINANCE AND AUDIT COMMITTEE ("BIFAC") CHAIR'S REPORT**

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The Chair of BIFAC provided a verbal update on the activity of the November 16, 2020 Public BIFAC meeting, highlights of which included:

- In its in-camera session, the BIFAC approved the 2021 operating and capital budgets and the phase 4/5 Regent Park developer partner, both of which are for approval during today's public Board meeting.
- The Chair thanked Management for their work on the 2021 budget.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Macrae, seconded by Deputy Mayor Bailão and carried, the Board received the Building Investment, Finance and Audit Committee Chair's report for its information.

**ITEM 5A      2021 OPERATING AND CAPITAL BUDGETS      TCHC:2020-88**

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

The above-captioned report (TCHC:2020-88) was circulated to Board members prior to the meeting.

Mr. Marshman, Ms. Lee and Ms. Penny provided the Board with a presentation regarding this matter, highlights of which include:

- Overview Of TCHC;
- 2021 Budget Highlights;
- 2020 Accomplishments – Core Business;
- Organizational Restructure – TCHC Service Quality Indicators;
- Organizational Restructure – 2020 TCHC Service Quality Indicators;
- 2020 Accomplishments – COVID-19 Response;
- 2020 COVID – The Financial Pressures;
- 2020 Updates – TCHC Funding;

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- 2021 Strategic Priorities – Summary;
  - 2021 Budget – At a Glance;
  - 2021 Operating Budget;
  - 2021 Budget – Non-Discretionary Drivers;
  - 2021 Budget Efficiencies/Offsets;
  - 2021 COVID Pressures;
  - Key Capital Objectives & Priority Actions;
  - 10 Year Building Renewal Capital Budget and Forecasted FCI;
  - Multi-Year Building Renewal Capital Commitment;
  - Key Capital Objectives & Priority Actions; and
  - Development – 2021 Capital Budget Breakdown.

Ms. Lee and Mr. Marshman were available to answer questions of the Board. Highlights of the discussion include:

- The City’s subsidy is flat to the 2020 amount, but it is still at approximately 75% of average market rent (“AMR”). The subsidy will be reviewed annually to ensure TCHC can continue to operate at this level.
- The delays in hiring are primarily in the Community Safety Unit (“CSU”), followed by the Seniors Housing Unit (“SHU”).
- The SHU operating costs are the same operating costs for the family portfolio.
- There are no incremental hires in the CSU planned for 2021; the CSU budget line is to address vacancies in 2021.
- For the air conditioner (“AC”) unit exchange program, all high rise buildings have had AC units replaced. The next phase is to address townhouses and low rise buildings under three storeys.
- There is an elevator condition report that monitors condition, rates of failure, age, type, etc., which is used to plan the replacement of elevators on an annual basis.
- Action item: Management to refer to the next TSC meeting information with respect to the staffing compliment within CSU in the context of the TSC’s oversight of the Violence Reduction Program.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board unanimously approved the recommendations to:



1. Approve the 2021 Operating Budget as outlined in Report TCHC:2020-88 and the Attachment 1 thereto;
2. Approve the 2021 Capital Budget outlined in Report TCHC:2020-88 and the Attachment 1 thereto, which includes:
  - a. the 2021 to 2024 Building Renewal Capital Budget; and
  - b. the 2021 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.

**REGENT PARK PHASES 4/5 DEVELOPER**

**ITEM 5B PARTNER**

TCHC:2020-89

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Verbal deputations were received from Emad Hussain, Ismail Afran, Marlene DeGenova, Miguel Avila-Velarde, Brent Mitchell, Walied Khogali Ali, Kumsa Baker and Michael Roseberg with respect to this item.

Written deputations were received from Emad Hussain, Miguel Avila-Velarde, Walied Khogali Ali and Kumsa Baker with respect to this item.

The above-captioned report (TCHC:2020-89) was circulated to Board members prior to the meeting.

Ms. Skeith provided the Board with a presentation regarding this matter, highlights of which include:

- Recommendations for the Board's approval;
- Regent Park revitalization overview;
- Procurement process overview;
- RFP evaluation criteria;
- Requirements for advancement: RFP;
- Tenant involvement; and

- 
- Reasons for recommended developer partner.

Mr. Tong along with Ms. Skeith and Mr. Mendes were available to answer questions of the Board. Highlights of the discussion include:

- The importance of paying close attention to accountability related to the community economic development (“CED”) contribution.
- Congratulations to Development staff for completing this major milestone.
- Through the approval and rezoning process in 2005 and 2013 respectively, there was a specific exemption for affordable housing in Regent Park, but there have still been 400 net new affordable units created to-date. Moving forward, TCHC will continue to work with the Housing Secretariat, CreateTO and Tridel to identify opportunities to increase affordable housing in Regent Park.
- Councillor Wong-Tam has put forward a motion for TCHC, the Housing Secretariat and CreateTO to report back to the Planning and Housing Committee in Q1 2021 on opportunities to increase not only affordable housing, but also RGI housing in Regent Park.
- TCHC has been working with Toronto Public Library (“TPL”) for the past three years around relocating the existing library in Regent Park in phases 4 and 5. TPL has it in their capital plan. We do not currently have the zoning permission for the library space in phases 4 and 5, but will continue to work with the City to ensure the library is incorporated.
- The CED contribution includes salaries, including those hired via subcontractors. This CED contribution is significantly larger than previous commitments by developer partners, so it is not unreasonable to have salaries paid out of the CED portion. This is similar to the practice used by Metrolinx and Woodbine Casino.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Macrae and carried, the Board unanimously approved the recommendations outlined in Report TCHC:2020-89 to:

1. Approve the selection of Tridel Builders Inc. (“Tridel”) as the developer partner and construction manager for Regent Park Revitalization Phases 4 and 5;

2. Approve the terms of the business deal for Regent Park Revitalization Phases 4 and 5 between the recommended proponent and Toronto Community Housing Corporation (“TCHC”) outlined in Report TCHC:C2020-55 on the In-Camera Agenda;
3. Authorize the Chief Development Officer (or his designate) to finalize and execute a memorandum of understanding and definitive project agreements, in addition to any and all ancillary agreements necessary to give effect to the above recommendations;
4. Authorize TCHC staff to undertake any community engagement, planning approvals, relocation and service manager consents required to implement the redevelopment of Regent Park Phases 4 and 5;
5. Approve and delegate to the Chief Development Officer (or his designate) expenditure authority of up to \$1 million for legal, consulting, relocation, tenant engagement and any other internal TCHC costs to give effect to the above recommendations; and
6. Authorize the Chief Development Officer (or his designate) to take the necessary actions, incur capital commitments, and execute any and all documents as may be necessary in connection with development and construction of Phases 4 and 5 of the Regent Park Revitalization, that shall include, but not be limited to, legal services, consulting contracts, construction contracts and planning documents and other ancillary contracts and permits required to give effect to the above recommendations.

**ITEM 6 GOVERNANCE, COMMUNICATIONS, HUMAN RESOURCES COMMITTEE (“GCHRC”) CHAIR’S REPORT**

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The Chair of GCHRC provided a verbal update on the activity of the November 27, 2020 Public GCHRC meeting, highlights of which included:

- Work is continuing with the search for the new CEO. The job posting is currently on the Knightsbridge website and will be on the TCHC website later this week.
- The GCHRC are doing some work to improve the Board evaluation process for next year.

*Motion Carried*      **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board of Directors received the Governance, Communications and Human Resources Committee Chair's report for its information.

**ITEM 6A HUMAN RESOURCES PLAN**

TCHC:2020-93

Verbal and written deputations were received from Kathleen Doobay with respect to this item.

The above-captioned report (TCHC:2020-93) was circulated to Board members prior to the meeting.

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

- The staff survey will be distributed in Q1 2021, followed by focus groups and Management will develop the appropriate actions to address any issues that are identified.
- It is important that the Board receives a report back on the process and progress being made. The Board requested that they receive an update on accountability and timelines by no later than Q2 2021.
- Action item: In Q1 2021, the CEO to provide the GCHRC with timelines for the implementation of the Human Resources Plan.
- The issue of trust was identified as a key theme in the Rubin Thomlinson ("RT") report. If this continues to be a theme in the survey and focus group results, this will be addressed in the Human Resources Plan as required.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the Board received the information contained in Report TCHC:2020-93 and directed TCHC

management to develop an implementation timeline for the Human Resources Plan.

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**ITEM 6B 2020 BOARD EVALUATION RESULTS** TCHC:2020-90

This item was not discussed.

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**CHANGE ORDER: EMERGENCY  
PROPERTY CONTAINMENT AND  
ITEM 7 RESTORATION SERVICES** TCHC:2020-96

The above-captioned report (TCHC:2020-96) was circulated to Board members prior to the meeting.

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

- The RFP for this work was issued in 2018 for emergency repair work for unexpected events such as fire or flood, expenditures that are challenging to budget for. The budget did not take into account a 7% increase in unit prices or the significant increase in work required to respond to these events, thus the full contract budget was spent in the first two years of the three year contract.
- There was sufficient contingency in the capital budget to cover the overages, which is why this contract was not identified as overspent sooner.
- This is coming to the Board at the first possible opportunity since identifying the issue at the Procurement Award Committee (“PAC”) last week.
- The new RFP process is underway; the RFP was released publically on December 2, 2020.
- Management are exploring new processes to manage controls over reporting and accountability for multi-year contracts.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Imrie and carried, the Board unanimously approved the

recommendations outlined in Report TCHC:2020-96 to:

1. Approve a change order of up to eight million, five hundred and fifty thousand (\$8,550,000.00) dollars (exclusive of taxes) to the contract, issued pursuant to RFP 17065, governing work performed through the Emergency Property Containment and Restoration Program by the following pre-qualified vendors:
  - i. 1519448 Ontario Inc. operating as CCC Restoration;
  - ii. Bi-Views Building Services Limited; and
  - iii. Universal Cleaning and Painting Ltd;
2. Approve the extension of the contract term to May 31, 2021; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

## **OTHER BUSINESS**

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The Board discussed the following matters:

- The possibility of having Governance staff print materials for Directors for Board and/or Committee meetings;
- How to keep meetings shorter and more focused; and
- The possibility of approving contracts and awards for relatively small dollar amounts through BIFAC or written resolutions.

## **TERMINATION**

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The public meeting terminated at 12:54 p.m.

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Secretary

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Chair, Board of Directors



## **Change Order: Additional Compliance Measures for Constructor Role and Unforeseen Conditions to the Envelope Repairs and Structural Rehabilitation Project at Mornelle Ellesmere**

Item 2D

February 26, 2021

Board of Directors

**Report: TCHC:2021-02**

**To:** Board of Directors (the “Board”)

**From:** Building Investment, Finance and Audit Committee (“BIFAC”)

**Date:** February 5, 2021

### **PURPOSE:**

The purpose of this report is to seek the Board’s approval for the change order to Tritan Inc. (“Tritan”) for constructor role services and unforeseen conditions to the recladding project at Mornelle Ellesmere (110 Mornelle Court).

BIFAC approval was required for the recommended change order, as the cumulative amount exceeds the financial approval limit of Toronto Community Housing’s (“TCHC’s”) Procurement Award Committee (“PAC”).

### **RECOMMENDATIONS:**

It is recommended that the Board approve the following recommendations:

- (a) Approve the change order of the work up to \$478,607.79 (exclusive of taxes) to Tritan Inc. for envelope repairs and structural rehabilitation at Mornelle Ellesmere (110 Mornelle Court) as follows;
  - \$50,000.00 for ongoing constructor role requirements on-site; and

- \$428,607.79 to address unforeseen site conditions; and
- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

## **BIFAC**

This report was approved by the BIFAC on February 5, 2021.

## **REASONS FOR RECOMMENDATIONS:**

### Background

The contract award to Tritan for \$2,440,960.00 (exclusive of taxes) for envelope repairs and structural rehabilitation at Mornelle Ellesmere was approved by the Procurement Award Committee (“PAC”) on October 29, 2019.

Mornelle Ellesmere is a 15-storey residential building built in 1971 and consists of 145 units.

The scope of work for this award included:

- Structural rehabilitation, envelope repairs and waterproofing of the building;
- Installation of new over cladding systems to the exterior of the building;
- Replacement of exterior balcony guard rails;
- Removal and replacement of ground floor doors; and
- Hazardous material (“HAZMAT”) abatement.

### Change Order Recommendation

A change order of up to \$478,607.79 (exclusive of taxes) is recommended for the constructor services and additional costs associated with unforeseen site conditions.

For an additional 10 months of constructor services, \$50,000 is recommended as a result of changes in project timelines. Constructor services are a unit rate, which was obtained as part of the public tender.

As identified during construction, an additional \$428,607.79 is recommended for increased scopes of work, including:

- Closure plates to close the gap between the balcony slab and the balcony guard rail, an additional safety compliance requirement by the City of Toronto;



- An increase in pricing for the relocation of Rogers Telecommunication equipment; and
- Additional costs for work and materials for structural reinforcement at the balcony slabs and waterproofing around building windows.

Attachment 1 provides site photos. Table 1 provides a summary of change orders to date, including the recommended change order.

*Table 1: Change order summary*

| Scope of Work                         |   | Reason for Change                       | Value                 |
|---------------------------------------|---|---|-----------------------|
| 1                                     | Constructor Role  | TCHC-Directed                           | \$60,000.00           |
| 2                                     | Extra cost to cover the labor, material, and other associated construction cost increases with the use of Exterior Insulation and Finish Systems (“EIFS”) for re-cladding per additional compliance measures identified through collaboration with TCHC and TFS | TCHC-Directed (mandated by TFS)         | \$189,150.00          |
| 3                                     | A. Constructor Role<br>B. Unforeseen site conditions for balcony guard safety compliance, telecommunication relocation costs, structural reinforcement at balcony slabs, and window waterproofing   | TCHC-Directed and Unforeseen Conditions | \$478,607.79          |
| <b>Approved Change Orders to Date</b> |   |   | <b>\$249,150.00</b>   |
| Recommended Change Order              |   |   | \$478,607.79          |
| <b>Total Change Orders</b>            |   |   | <b>\$727,757.79</b>   |
| <b>Original contract award</b>        |   |   | <b>\$2,440,960.00</b> |
| <b>Cumulative Change Order %</b>      |   |   | <b>29.81%</b>         |

**IMPLICATIONS AND RISKS:**

The change order is recommended for the delivery of the project, addressing unforeseen site conditions at the building. It is also recommended for risk management by extending constructor services, as multiple contractors will be onsite for the duration of the project.

The recommended change order is in accordance with TCHC's current Procurement Policy. The Procurement Award Committee has reviewed and recommends that the change order be approved by the BIFAC.

Performance will continue to be evaluated in accordance with TCHC's Vendor Compliance evaluation system. Results gathered through project reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities. Funding is confirmed within the 2021 Capital Budget as approved by the Board (TCHC:2020-88).

**SIGNATURE:**

*"Allen Murray"*

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Allen Murray  
Vice President, Facilities Management

**ATTACHMENT:**

1. Site Photos

**STAFF CONTACT:**

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Item 2D – Change Order: Additional Compliance Measures for Constructor Role and Unforeseen Conditions to the Envelope Repairs and Structural Rehabilitation Project at Mornelle Ellsemere  
TCHC February 26, 2021 Board Meeting  
Report #: TCHC:2021-02

## **ATTACHMENT 1 – SITE PHOTOS**

Image 1: Example of the current conditions of the structural reinforcement at the balcony slabs. Once uncovered, it was revealed that portions of the steel reinforcement required replacement, as well as a coating to prevent continued deterioration and rusting.

**Reason for change** – Unforeseen site condition



Image 2: The gap between the balcony slab and balcony guard rail that requires a closure plate per City of Toronto safety compliance measures.

**Reason for change** - Unforeseen site condition





## Direct Award: Integrated Project Delivery (Design and Construction) of an Energy Retrofit at Leslie Finch

Item 2E

February 26, 2021

Board of Directors

**Report:** TCHC:2021-03

**To:** Board of Directors (the “Board”)

**From:** Building Investment, Finance and Audit Committee (“BIFAC”)

**Date:** February 5, 2021

### PURPOSE:

The purpose of this report is to seek the Board’s approval for the direct award to The Atmospheric Fund (“TAF”) for integrated project delivery (design and construction) of an energy retrofit at Leslie/Finch (1-15 Field Sparroway & 2-10 Tree Sparroway).

BIFAC approval was required for this contract award as it exceeds the \$500,000 financial approval limit of TCHC’s President and CEO, and the contract award does not arise from a competitive procurement call.

### RECOMMENDATIONS:

It is recommended that the Board approve following recommendations:

- (a) Approve the direct award to The Atmospheric Fund for an upset limit of \$7,821,068.00 (exclusive of taxes) for the integrated project delivery of an energy retrofit at Leslie/Finch as follows:
  - \$3,236,200.00 of TCHC capital funding;
  - \$2,841,800.00 loan from The Atmospheric Fund; and
  - \$1,743,068.00 of interest for the loan based on 5% per annum over a 20 year term (the effective interest rate is 2.58%); and

- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

## **BIFAC**

This report was approved by the BIFAC on February 5, 2021.

## **REASONS FOR RECOMMENDATIONS:**

### Partnership with TAF

TAF is a City of Toronto agency that finances and supports initiatives that reduce greenhouse gas emissions and improve air quality in Toronto and across the Greater Toronto and Hamilton area.

TCHC has partnered with TAF on a number of projects to utilize expertise and funding opportunities to implement a range of energy retrofit programs and projects. Facilities Management will be looking to establish a broader relationship with TAF around other future funding and service opportunities to help achieve TCHC's energy goals.

TAF is recommended to deliver the energy retrofit project as they have the project management resources and technical expertise to deliver the work. With additional funding from TAF, TCHC can complete a building retrofit with comprehensive energy conservation measures for increased energy and utility savings at this site.

TAF will provide project management services, including procurement of the designer and construction contractor, and provide contract administration services, with oversight and approval from TCHC.

### Energy Retrofit Project

Leslie/Finch was built 1973 and is a townhouse development that consists of 175 three and four bedroom units.

The heating and ventilation systems at Leslie/Finch are in need of replacement and/or upgrades. When constructed, little attention was paid to energy-efficient design, and the heating and ventilation system upgrades represent an opportunity to implement comprehensive energy conservation measures and a full energy retrofit at this site. Additional energy conservation measures for this project include window replacement, lighting retrofits, and installation of high-efficiency toilets and low-flow showerheads/aerators.

An engineering firm was retained to conduct a feasibility study, outlining options and recommendations for heating and ventilation system upgrades. A subsequent engineering firm conducted an energy audit to identify energy conservation measures for increased energy and utility savings.

TAF is recommended to execute the design and construction of the energy retrofit at Leslie/Finch, per the recommendations outlined in the feasibility study and energy audit.

The estimated construction cost of the project is \$6,600,000.00. In partnering with TAF, TCHC is able to leverage \$522,000.00 in incentives and grants, and \$2,841,800.00 in loans. TCHC will finance \$3,236,200.00 in planned capital funding.

With the \$522,000.00 in incentives and grants, the effective interest rate of the loan is 2.58%, which is comparable to other funding opportunities available to TCHC. The loan repayment and interest on the loan will be paid through \$5,773,169.00 in projected energy savings over 20 years, upon completion of the project.

The partnership with TAF is the most efficient option to deliver the energy retrofit project at Leslie/Finch, when compared to other available funding opportunities. It also aligns with the initiative to enhance TCHC's strategic relationship with TAF to secure future funding opportunities over and above the capital plan. This will allow TCHC to further implement energy conservation measures to achieve corporate energy goals and meet CMHC energy targets.

The financing of the project is outlined in Table 1 and the details of the loan are provided in Table 2.

*Table 1: Funding Table*

| <b>Funding Source</b>              | <b>Amount</b>         |
|------------------------------------|-----------------------|
| <b>Construction Costs</b>          | <b>\$6,600,000.00</b> |
| Non-repayable Incentives/Grants    | \$522,000.00          |
| Loan from TAF                      | \$2,841,800.00        |
| TCHC Capital Including Contingency | \$3,236,200.00        |
| <b>Total Funding Sources</b>       | <b>\$6,600,000.00</b> |



Table 2: Loan Details

| Item   | Details        |
|--|----------------|
| Principal Loan                               | \$2,841,800.00 |
| Term   | 20 years       |
| Interest Rate                                | 5%             |
| Annual Payment*                              | \$229,243.00   |
| Total Interest Over 20 years                 | \$1,743,068.00 |
| Total Projected Energy Savings Over 20 years | \$5,773,169.00 |

\*The annual payment is calculated based on the assumption that the loan interest starts at the beginning of 2022 and an annual payment is to be made at the end of each year.

### **PROCUREMENT PROCESS:**

The direct award is recommended under the following justification under section 4.3(a) of TCHC's Procurement Policy:

- i. For the purchase of goods or services where there is a sound business case the details of which may include:
  - a) the purchase of goods under exceptionally advantageous financial circumstances, including but not limited to bankruptcy or receivership, but not for routine purchases.

By partnering with TAF, TCHC is able to leverage additional funding through a combination of grants and loans. With additional funding, TCHC can implement higher performing systems and additional energy conservation measures that would otherwise not have been included in the project.

The \$2,841,800.00 loan was secured by TAF through the Federation of Canadian Municipalities – Municipal Greenfund. The \$522,000.00 grant was secured through a combination of sources available to TAF, from various incentives and funds.

TAF will procure the design consultant and construction contractors in keeping with the City of Toronto's procurement guidelines, and with oversight and approval from TCHC.

The Procurement Award Committee approved the recommendation to award the work to TAF at its meeting on January 21, 2020, subject to BIFAC and Board approval. At that time, the Committee took note of the following considerations:



- The award is within reasonable and acceptable range for the scope of work;
- The recommended proponent has performed similar work for TCHC with satisfactory results;
- The recommended proponent has confirmed they have the capability and capacity to deliver the scope of work; and
- The pricing is reasonable and acceptable for the work, and is comparable to similar scopes of work.

### **IMPLICATIONS AND RISKS:**

The scope of work will replace the heating and ventilation systems that have reached the end of their life-cycle and require significant upgrades. This scope of work will improve the quality of building systems, provide opportunities for energy savings and support TCHC's overall energy efficiency goals, including achieving National Co-Investment Fund energy reduction targets.

To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the project. Performance will be evaluated in accordance with TCHC's Vendor Compliance evaluation system. Results gathered through project reviews can be used to support decisions to partner with TAF for future projects.

Funding is confirmed within the 2021 Capital Budget as approved by the Board (TCHC:2020-88).

### **SIGNATURE:**

*"Allen Murray"*

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Allen Murray  
Vice President, Facilities Management

### **STAFF CONTACT:**

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## Status Update on Design and Construction of Tenant Service Hubs and Interior Improvements

Item 2F

February 26, 2021

Board of Directors

**Report:** TCHC:2021-04

**To:** Board of Directors (“Board”)

**From:** Vice President, Facilities Management

**Date:** February 4, 2021

### PURPOSE:

The purpose of this report is to provide the Board with a status update on the delivery of the tenant service hubs and interior improvements as requested at its February 20, 2020 meeting.

This program will deliver significant building improvements that directly affect the quality of tenants’ lives, including the return of units to service and housing more tenants in need.

### RECOMMENDATIONS:

It is recommended that the Board receive this report for information.

### REASONS FOR RECOMMENDATIONS:

#### Background

As part of Toronto Community Housing’s (“TCHC”) corporate restructuring of the on-site staff and operations model, Facilities Management is delivering the design and construction of 88 tenant service hub locations across TCHC’s portfolio. The tenant service hubs will include work spaces

for TCHC staff, and serve as important points of local interaction with tenants. This decentralized model will allow TCHC to improve and strengthen service at the local level.

Each tenant service hub consists of approximately 1,250 to 1,650 square feet of administrative and service space established at existing residential buildings, with 11 tenant service hubs designed as modular, stand-alone structures.

The tenant service hubs are being planned and delivered in conjunction with initiatives to make much needed improvements to building interiors, including reinvestment in tenant common areas, lobbies, accessible washrooms, laundry rooms, community agency spaces and reclaimed residential units.

Three categories of interior improvements as part of this project include:

- Tenant Service Hub Spaces: Space required for staff to provide services to tenants, including reception, offices, workstations, meeting rooms and administrative spaces.
- Service Spaces: Space required to support staff, including washrooms, change rooms, and kitchenette/break areas.
- Tenant Spaces: Spaces for tenant use, including lobbies, mailrooms, new accessible washrooms, common rooms, agency spaces, laundry rooms and reclaimed units.

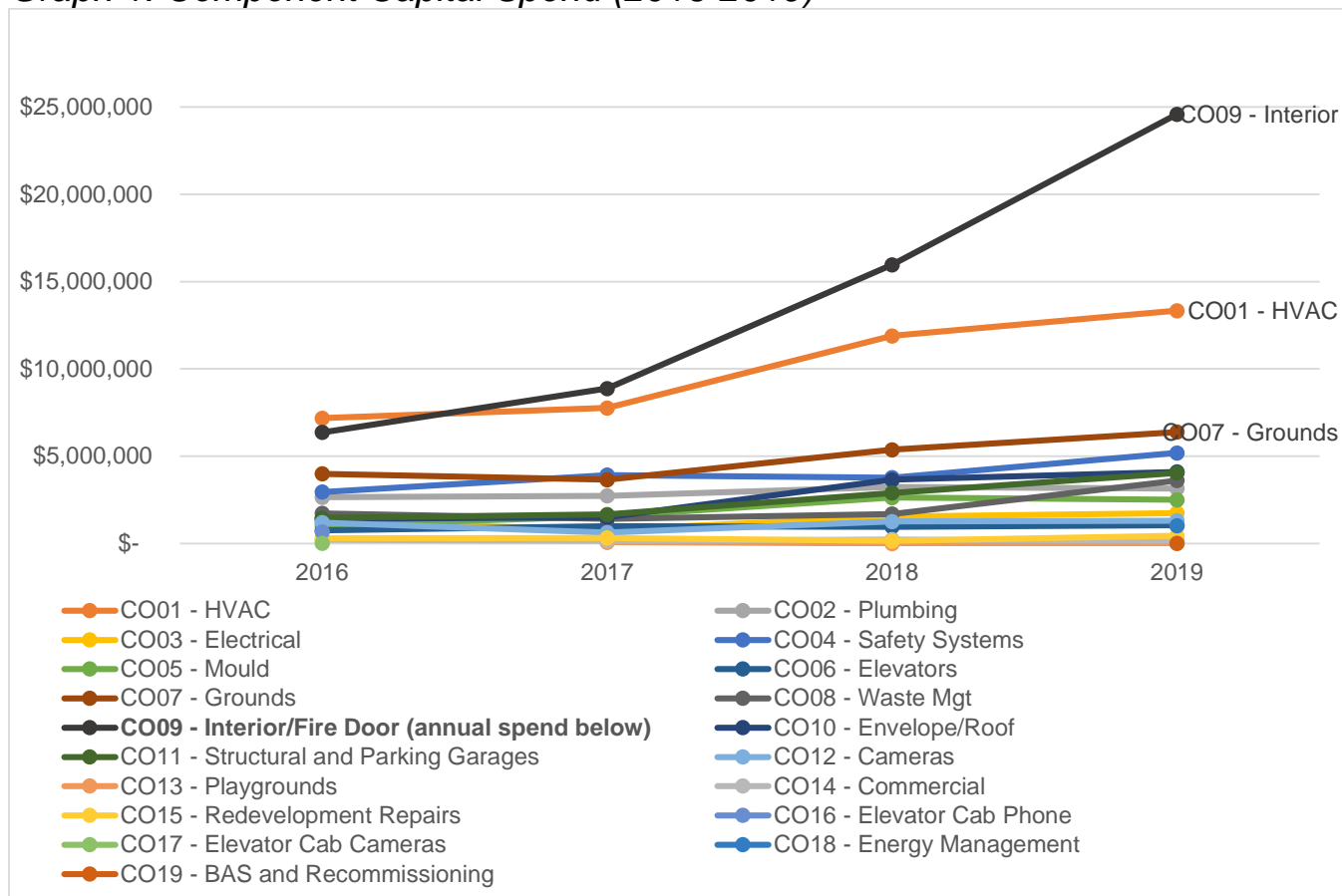
A complete summary of tenant service hubs can be found in Attachment 1, including a breakdown of interior improvements at each site, along with details on the project status and schedule.

#### Interior Improvements and Tenant Spaces

Currently, TCHC has an estimated backlog of over \$470M in interior capital repairs, representing 29.5% of the total repair backlog. This includes critical work in important tenant spaces such as lobbies, corridors, common rooms, agency spaces and laundry facilities.

The need to invest in these spaces is evident from the increased spending in on-site demand work for interior improvements. Interior work has been the fastest growing category for demand repairs, quadrupling from \$6.3 million to \$24.6 million between 2016 and 2019. See Graph 1 below, which illustrates the increased demand for interior repairs.

Graph 1: Component Capital Spend (2016-2019)



|  | 2016        | 2017        | 2018         | 2019         |
|--|-------------|-------------|--------------|--------------|
| <b>Interior Repairs Capital Spend (CO09)</b> | \$6,372,481 | \$8,877,104 | \$15,964,845 | \$24,586,093 |

**Note:** 2018 corresponds with a change in policy lowering the minimum expenditure threshold of component capital repairs.

The tenant service hub program is an important opportunity to strategically deliver a large cross section of interior improvements across TCHC’s portfolio, alongside the corporate restructuring of the operations model.

By investing approximately 5% of TCHC’s planned capital spend over two years, this program will proactively address the growing backlog of interior repairs, while also implementing new local infrastructure for improved tenant service and support.

The delivery of interior improvements and tenant service hubs supports the objectives of TCHC’s 10-year capital renewal plan, and is in keeping with

the terms of the National Co-Investment Fund and City of Toronto capital funding requirements. TCHC's third-party capital planning consultant, Ameresco Inc., has reviewed the program and confirmed that this work will positively impact and support TCHC in achieving a Facility Condition Index ("FCI") portfolio target of 10% by 2026.

This program will deliver significant improvements in areas that directly affect the quality of tenants' lives. For instance, through this program TCHC will reopen five net new affordable housing units, a priority for both TCHC and the City of Toronto. These five net new units are made up of 1, 2 and 3 bedroom apartments. See Table 1 for a summary of program interior improvements to tenant spaces.

*Table 1: Summary of interior improvements to tenant spaces*

| <b>Tenant Space</b>   | <b># of Sites</b> |
|---|-------------------|
| Reclaimed residential units available to be rented  | 5                 |
| New TCHC accessible washrooms   | 27                |
| Common area refurbishments<br><i>Includes new community rooms, kitchens, lobbies and agency spaces (all accessible)</i> | 14                |
| Accessible laundry room upgrades  | 3                 |

### Project Status

Since the announcement of the decentralized service delivery model, the delivery team has conducted consultation, developed build standards and guidelines, implemented an integrated design process, opened three regional centers, opened three tenant service hubs and mobilized construction at 43 sites. See Table 2 for a high level summary of the current project status on the 88 tenant service hubs. The project status for each tenant service hub can be found in Attachment 1.

Table 2: Project Status as of January 2021

| Project Status                          | # of Tenant Service Hubs |
|---|--------------------------|
| Complete                                | 3                        |
| Construction Ready                      | 43                       |
| In Tender                               | 12                       |
| In Design                               | 16*                      |
| Pre-Design Review                       | 3                        |
| Standalone Structure (ready for tender) | 11                       |
| <b>Total</b>                            | <b>88</b>                |

\*includes newly added sites that were transitioned from Del Management Solutions to the west portfolio.

This program is being rolled out over 2020 and 2021. Attachment 1 includes a high level schedule of the tenant service hub delivery. All tenant service hubs up will be operational by the end of 2021, either in a complete or interim state.

### Budget

The program construction budget was determined based on the following input:

1. Third Party Cost Consultant Recommendations: A targeted average of per-square-foot costs was established by an independent, third-party cost consultant (A.W. Hooker).
2. Recent Capital History: Facilities Management staff examined records of recent, similar capital projects to create a comparative pricing schedule.
3. Project Costs Estimates: Design consultant teams provided elemental cost estimates for each individual project site.

For a typical tenant service hub, a range of \$225-\$250 per square foot was established as a fair and reasonable value for this work under the current market conditions. Tenant service hubs that are complete or currently under construction are being delivered within this target range.

See Table 3 for a budget breakdown, including actuals to date. Construction, design and security equipment costs represent approximately 5% of the total capital plan over the two year period.

Table 3: Program Budget and Actuals (commitment as of January 2021)

| <b>Item</b>                              | <b>Budget</b>       | <b>Actuals<br/>(commitment to date)</b> |
|--|---------------------|---|
| <b>Construction</b>                      | \$32,324,757        | \$21,575,497                            |
| <i>Tenant Service Hub Construction</i>   | \$21,313,645        | \$13,986,105                            |
| <i>Service Space Construction</i>        | \$6,445,263         | \$3,945,307                             |
| <i>Tenant Space Construction</i>         | \$4,565,849         | \$3,644,085                             |
| <b>Design Consultants and Soft Costs</b> | \$3,400,000         | \$3,109,922                             |
| <b>Security Equipment</b>                | \$882,000           | \$655,024                               |
| <b>Furniture</b>                         | \$1,182,000         | -                                       |
| <b>Moving &amp; Temp</b>                 | \$207,500           | \$202,087                               |
| <b>Standalone Structure</b>              | \$6,456,685         | \$69,000                                |
| <b>Total</b>                             | <b>\$44,452,942</b> | <b>\$25,611,530</b>                     |

**SIGNATURE:**

*“Allen Murray”*

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Allen Murray,  
Vice President, Facilities Management

**ATTACHMENT:**

1. Tenant Service Hub Summary and Schedule

**STAFF CONTACT:**

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Item 2F - Status Update on Design and Construction of Tenant Service Hubs and Interior Improvements  
 TCHC February 26, 2021 Board Meeting  
 Report #: TCHC:2021-04

Item 2F - TCHC:2021-04 - Attachment 1

**Attachment 1**  
**Tenant Service Hub Summary and Schedule**

Jan-21

|   | Hub ID # | DevName                 | Address                   | Op Unit | Region  | Ward | Tenant Spaces |          |         |          | Status          |
|---|----------|-------------------------|---------------------------|---------|---------|------|---------------|----------|---------|----------|-----------------|
|   |          |                         |                           |         |         |      | Common        | B.F. W/C | Laundry | Res Unit |                 |
| 1 | 19       | McCormick Park          | 1525 Dundas St. W         | E       | Central | 9    |               |          |         |          | Modular Program |
| 2 | 20       | Dunn Avenue             | 245 Dunn Ave              | E       | Central | 4    |               | X        |         |          | In Tender       |
| 3 | 36       | Northcliffe Blvd. (659) | 659 Northcliffe Boulevard | J       | Central | 12   |               |          |         |          | In Tender       |
| 4 | 37       | McCaul St. (22)         | 22 McCaul St.             | J       | Central | 10   |               |          |         |          | Construction    |
| 5 | 38       | Queen Vanauley          | 20 Vanauley St.           | J       | Central | 10   |               |          | X       |          | Construction    |
| 6 | 39       | Lambert Court           | 177 Pendrith              | J       | Central | 12   |               |          |         |          | In Design       |
| 7 | 40       | Senator D. Croll Apts   | 341 Bloor St. W.          | J       | Central | 11   |               |          |         |          | In Design       |
| 8 | 41       | Elm St. (25)            | 25 Elm St.                | J       | Central | 11   |               |          |         |          | In Tender       |
| 9 | 43       | Scadding Ave. (15)      | 15 Scadding Ave           | J       | Central | 10   |               |          |         |          | Construction    |
|   | 45       | Bishop Tutu Blvd. (25)  | 25 Bishop Tutu Blvd       | J       | Central | 10   |               |          |         |          | Construction    |



|    | Hub ID # | DevName                | Address                             | Op Unit | Region  | Ward | Tenant Spaces |          |         |          | Status            |
|----|----------|------------------------|-------------------------------------|---------|---------|------|---------------|----------|---------|----------|-------------------|
|    |          |                        |                                     |         |         |      | Common        | B.F. W/C | Laundry | Res Unit |                   |
| 10 | 47       | Wellesley Jarvis Place | 460 Jarvis St.                      | K       | Central | 13   | X             | X        |         |          | Construction      |
| 11 | 48       | Dan Harrison Complex   | Multiple addresses at Sherbourne    | K       | Central | 13   |               |          |         |          | In Design         |
| 12 | 49       | Sherbourne Shuter      | 155 Sherbourne St.                  | K       | Central | 13   | X             |          |         |          | Construction      |
| 13 | 50       | Wellesley St. E. (200) | 200 Wellesley St. E.                | K       | Central | 13   |               | X        |         |          | Construction      |
| 14 | 51       | Moss Park              | 285 Shuter St.                      | K       | Central | 13   |               |          |         |          | In Design         |
| 15 | 52       | Pembroke Mews          | 200 Sherbourne                      | K       | Central | 13   | X             | X        | X       |          | Construction      |
| 16 | 53       | Asquith Park           | 40 Asquith Ave.                     | L       | Central | 11   | X             | X        |         |          | In Design         |
| 17 | 54       | Broadway/Eglinton      | 8, 12 Broadway / 220 Eglinton Ave E | L       | Central | 15   |               |          |         |          | Pre-design Review |
| 18 | 57       | Rivertowne             | Multiple addresses                  | L       | Central | 14   |               |          |         |          | Modular Program   |
| 19 | 59       | Blake Boulton          | 80 Blake Boulton                    | L       | Central | 14   |               |          |         |          | Construction      |
| 20 | 60       | Queen St. (1167)       | 1167 Queen St. E.                   | L       | Central | 14   |               |          |         |          | Construction      |

| Hub ID # | DevName | Address               | Op Unit                  | Region | Ward    |    |
|----------|---------|-----------------------|--------------------------|--------|---------|----|
| 21       | 64      | Regent Park (North)   | 415 Gerrard Street East  | M      | Central | 13 |
| 22       | 65      | River Street (110)    | 110 River St.            | M      | Central | 13 |
| 23       | 67      | Sackville St. (230)   | 230 Sackville St.        | M      | Central | 13 |
| 24       | 68      | Gerrard River         | 220 Oak St.              | M      | Central | 13 |
| 25       | 55      | Danforth Ave. (1275)  | 1275 Danforth Ave.       | L      | East    | 14 |
| 26       | 58      | Edgewood Avenue       | 59 Edgewood              | L      | East    | 19 |
| 27       | 61      | Kingston Rd. (520)    | 520 Kingston Rd.         | L      | East    | 19 |
| 28       | 62      | Don Summerville       | 1555,1575 Queen St. E.   | L      | East    | 14 |
| 29       | 63      | Stephenson Ave. (139) | 121-137A, 141 Stephenson | L      | East    | 19 |
| 30       | 69      | Centennial Apartments | 5 Wakunda Place          | G      | East    | 19 |
| 31       | 70      | Finch Brahms          | 2 Brahms                 | G      | East    | 17 |

| Tenant Spaces |          |         |          |
|---------------|----------|---------|----------|
| Common        | B.F. W/C | Laundry | Res Unit |
|               |          |         |          |
|               |          |         |          |
|               |          |         |          |
|               |          |         |          |
|               | X        |         |          |
| X             | X        |         |          |
|               |          |         |          |
|               |          |         |          |
|               |          | X       |          |
|               | X        |         | X        |

| Status           |
|------------------|
| Construction     |
| Construction     |
| Construction     |
| Complete         |
| Construction     |
| Construction     |
| Construction     |
| In Design        |
| Predesign Review |
| Construction     |
| Construction     |

| Hub ID # | DevName | Address                  | Op Unit                              | Region | Ward |    |
|----------|---------|--------------------------|--------------------------------------|--------|------|----|
| 32       | 71      | Willowdale Avenue        | 415 Willowdale                       | G      | East | 18 |
| 33       | 72      | O'Connor Drive           | 10 Parma Court                       | G      | East | 19 |
| 34       | 73      | Parkwoods Rayoak         | 14 Rayoak Dr                         | G      | East | 16 |
| 35       | 74      | Leslie Finch             | 2 Treesparroway & 11 Field Sparroway | G      | East | 17 |
| 36       | 75      | Kingslake Allenbury      | Allenbury Gardens, King Lake         | G      | East | 17 |
| 37       | 76      | Sheppard Victoria Park   | 2743, 2739 Victoria Park             | G      | East | 22 |
| 38       | 77      | Victoria Park Chester Le | 160 Chester Le Blvd, Unit 91         | G      | East | 22 |
| 39       | 78      | Canlish Road             | 10,15 Canlish                        | H      | East | 21 |
| 40       | 79      | Gilder Drive             | 31 and 81 Gilder Dr                  | I      | East | 21 |
| 41       | 80      | Kennedy Glamorgan        | 7 Glamorgan                          | H      | East | 21 |
| 42       | 81      | Ellesmere Markham        | 2180 Ellesmere                       | H      | East | 24 |

| Tenant Spaces |          |         |          |
|---------------|----------|---------|----------|
| Common        | B.F. W/C | Laundry | Res Unit |

|   |   |  |  |
|---|---|--|--|
|   |   |  |  |
| X |   |  |  |
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|   |   |  |  |
|   | X |  |  |
|   |   |  |  |

| Status |
|--------|
|--------|

|                   |
|-------------------|
| Construction      |
| In Tender         |
| Construction      |
| In Tender         |
| Pre-design Review |
| Complete          |
| Construction      |
| In Design         |
| Construction      |
| Construction      |
| Construction      |

| Hub ID # | DevName | Address                 | Op Unit                              | Region | Ward |    |
|----------|---------|-------------------------|--------------------------------------|--------|------|----|
| 43       | 83      | Empringham Mews         | Multiple addresses on Empringham Dr. | H      | East | 25 |
| 44       | 84      | Finch Birchmount        | 2821 Birchmount Rd                   | H      | East | 22 |
| 45       | 85      | Sheppard Birchmount 1   | 365 Bay Mills                        | H      | East | 22 |
| 46       | 86      | McClain Park Apartments | 10 Glen Everest                      | I      | East | 20 |
| 47       | 87      | Adanac Apartments       | 140 Adanac Dr                        | I      | East | 20 |
| 48       | 88      | Danforth Midland        | 40 Gordonridge Place                 | I      | East | 20 |
| 49       | 89      | McCowan Rd. (400)       | 400 McCowan                          | I      | East | 21 |
| 50       | 90      | Teesdale Pharmacy       | 30 Teasdale Place                    | I      | East | 20 |
| 51       | 91      | Warden Woods            | 1 Firvalley Crt                      | I      | East | 20 |
| 52       | 92      | Leslie Nymark           | 1-35, 45-69, 6-66 Adra Villaway      | G      | East | 17 |
| 53       | 1       | Islington St.Andrews    | 2063 and 2067 Islington Ave.         | C      | West | 1  |

| Tenant Spaces |          |         |          |
|---------------|----------|---------|----------|
| Common        | B.F. W/C | Laundry | Res Unit |
|               |          |         |          |
|               | X        |         |          |
|               |          |         |          |
| X             |          |         |          |
|               |          |         |          |
|               | X        |         |          |
|               | X        |         |          |
|               | X        |         |          |
|               | X        |         |          |
|               |          |         |          |
|               |          |         |          |

| Status          |
|-----------------|
| Modular Program |
| Construction    |
| Modular Program |
| Construction    |
| Modular Program |
| Construction    |
| In Tender       |
| Construction    |
| In Tender       |
| Construction    |
| Modular Program |

|    | Hub ID # | DevName                    | Address                     | Op Unit | Region | Ward | Tenant Spaces |          |         |          | Status          |
|----|----------|----------------------------|-----------------------------|---------|--------|------|---------------|----------|---------|----------|-----------------|
|    |          |                            |                             |         |        |      | Common        | B.F. W/C | Laundry | Res Unit |                 |
| 54 | 2        | Eagle Manor                | 1901 Weston Rd.             | C       | West   | 5    |               |          |         |          | Construction    |
| 55 | 4        | Rowntree Manor             | 2765 Islington Ave.         | C       | West   | 1    |               |          |         | X        | Construction    |
| 56 | 5        | Robert J. Smith Apartments | 101 and 121 Kendleton Drive | C       | West   | 1    |               |          |         |          | Modular Program |
| 57 | 6        | Humberline Place           | 10 Humberline Drive         | C       | West   | 1    | X             | X        |         |          | In Tender       |
| 58 | 7        | Thistle town 1             | 232 Jamestown Cres          | C       | West   | 1    |               |          |         |          | Construction    |
| 59 | 8        | Westacres                  | 1 to 8 Arbor Dell Rd        | C       | West   | 1    |               |          |         |          | Modular Program |
| 60 | 9        | Downsview Acres            | 2195 Jane St                | D       | West   | 6    |               |          |         |          | Modular Program |
| 61 | 10       | Edgeley Village Driftwood  | 415 Driftwood               | D       | West   | 7    | X             | X        |         |          | Construction    |
| 62 |          | Edgeley Village Driftwood  | 30 Driftwood                | D       | West   | 7    | X             | X        |         |          | Construction    |
| 63 | 11       | Finch Tobermory            | 15 Tobermory Dr             | D       | West   | 7    |               | X        |         | X        | Construction    |
| 64 | 12       | Jane Falstaff              | 30 Fallstaff                | D       | West   | 5    |               |          |         |          | Construction    |

|    | Hub ID # | DevName                | Address                | Op Unit | Region | Ward | Tenant Spaces |          |         |          | Status       |
|----|----------|------------------------|------------------------|---------|--------|------|---------------|----------|---------|----------|--------------|
|    |          |                        |                        |         |        |      | Common        | B.F. W/C | Laundry | Res Unit |              |
| 65 | 13       | Jane Firgrove          | 5 Needle Firway        | D       | West   | 7    | X             | X        |         |          | Construction |
| 66 | 14       | Jane Milo              | 4400 Jane St           | D       | West   | 7    |               | X        |         |          | Construction |
| 67 | 15       | Sheppard Magellan      | 1901 Sheppard          | D       | West   | 6    |               |          |         |          | Construction |
| 68 | 16       | Yorkwoods Village      | 10 Driftwood           | D       | West   | 7    | X             |          |         | X        | Construction |
| 69 | 17       | Pelham Park Gardens    | 61 Pelham Park Gardens | E       | West   | 9    | X             | X        |         |          | In Tender    |
| 70 | 18       | High Park Quebec       | 100 High Park Ave      | E       | West   | 4    |               |          |         |          | Construction |
| 71 | 21       | Cooper Mills Townhomes | 4020 Dundas St W       | E       | West   | 4    |               |          |         |          | In Tender    |
| 72 | 23       | Humber Boulevard       | 101, 121 Humber Blvd   | E       | West   | 5    | X             | X        |         |          | In Tender    |
| 73 | 24       | Jane Woolner           | 190 Woolner Ave        | E       | West   | 5    |               |          |         |          | Construction |
| 74 | 25       | Dundas Mabelle         | 5005 Dundas St W       | W       | West   | 3    | X             | X        |         |          | In Design    |
| 75 | 28       | Symington Place        | 600 Symington Ave      | E       | West   | 9    |               | X        |         |          | In Tender    |

|    | Hub ID # | DevName                 | Address  | Op Unit | Region | Ward | Tenant Spaces |          |         |          | Status          |
|----|----------|-------------------------|--|---------|--------|------|---------------|----------|---------|----------|-----------------|
|    |          |                         |  |         |        |      | Common        | B.F. W/C | Laundry | Res Unit |                 |
| 76 | 29       | Queensway Windermere    | 1-154 Swansea Mews                               | E       | West   | 4    |               |          |         |          | In Design       |
| 77 | 30       | Champlain Place         | 495 Wilson Ave                                   | F       | West   | 6    |               | X        |         |          | Complete        |
| 78 | 31       | Neptune Drive           | 135, 145, 155 Neptune Dr                         | F       | West   | 8    |               |          |         |          | Modular Program |
| 79 | 32       | Northwood Apartments    | 3680 Keele St                                    | F       | West   | 7    |               |          |         |          | Modular Program |
| 80 | 33       | Roselawn Marlee         | 855 Roselawn Ave                                 | F       | West   | 8    |               |          |         | X        | Construction    |
| 81 | 34       | Lawrence Heights E.& W. | 10 Old Meadow                                    | F       | West   | 8    |               | X        |         |          | Construction    |
| 82 | 93       | Kipling Mr. Olive       | 1-11, 15-27 Mt Olive Dr. 53-55 Silverstone Drive | W       | West   | 1    |               |          |         |          | In Design       |
| 83 | 94       | Trethewey Tedder        | 710, 720 Trethewey Drive                         | W       | West   | 5    |               |          |         |          | In Design       |
| 84 | 95       | Capri Road              | 7 Capri Road                                     | W       | West   | 2    |               |          |         |          | In Design       |
| 85 | 96       | Queens Plate            | 900-910 Queens Plate Dr                          | W       | West   | 1    |               |          |         |          | In Design       |
| 86 | 97       | Tandridge Crescent 2    | 75 Tandridge Crescent                            | W       | West   | 1    |               |          |         |          | In Design       |

| Hub ID # | DevName | Address | Op Unit | Region | Ward |
|----------|---------|---------|---------|--------|------|
|----------|---------|---------|---------|--------|------|

87

|    |             |                     |   |      |   |
|----|-------------|---------------------|---|------|---|
| 98 | York Square | 2468 Eglinton Ave W | W | West | 5 |
|----|-------------|---------------------|---|------|---|

88

|    |                      |                |   |      |   |
|----|----------------------|----------------|---|------|---|
| 99 | Willowridge Richview | 44 Willowridge | W | West | 1 |
|----|----------------------|----------------|---|------|---|

| Tenant Spaces |          |         |          |
|---------------|----------|---------|----------|
| Common        | B.F. W/C | Laundry | Res Unit |

| Status |
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| In Design |
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|-----------|
| In Design |
|-----------|

| Project Schedule                       |                          |            |
|--|--------------------------|------------|
| Tenant Service Hub Delivery by Quarter | # of Tenant Service Hubs | Cumulative |
| Q4 2020 (complete)                     | 3                        | 3          |
| Q1 2021                                | 1                        | 4          |
| Q2 2021                                | 24                       | 28         |
| Q3 2021                                | 14                       | 42         |
| Q4 2021                                | 46*                      | 88*        |
| <b>2021 Total (year-end) 88*</b>       |                          |            |

\* includes up to 29 interim tenant service hubs





## **Contract Assignment: Operation and Maintenance for Combined Heat and Power (“CHP”) Systems at 24 Locations (RFP 19062)**

Item 2G

February 26, 2021

Board of Directors

**Report: TCHC:2021-12**

**To:** Board of Directors (the “Board”)

**From:** Vice President, Facilities Management

**Date:** February 19, 2021

### **PURPOSE:**

The purpose of this report is to seek the Board’s approval to assign the project contracts from Ecosystem Energy Services Inc. (“Ecosystem”) to Oshawa PUC Energy Services Inc. (“OPUC”) for CHP systems at 24 locations, based on the outcome of Request for Proposals (“RFP”) 19062.

### **RECOMMENDATIONS:**

It is recommended that the Board approve the following recommendations:

- a. Approve the contract assignments to Oshawa PUC Energy Services Inc. totaling \$10,716,877.07 (exclusive of taxes) for operation and maintenance of CHP and emergency generator systems for Group 2 (8 locations) in keeping with the requirements of RFP 19062 as follows:
  - \$3,028,684.99 for operations and maintenance for a term of seven years;
  - \$3,781,869.36 for an additional seven years of operations and maintenance at TCHC management's discretion;

- \$3,906,322.72 for an additional six years of operations and maintenance at TCHC management's discretion;
- b. Approve the contract assignments to Oshawa PUC Energy Services Inc. totaling \$9,923,883.96 (exclusive of taxes) for operation and maintenance of CHP and emergency generator systems for Group 4 (8 locations) in keeping with the requirements of RFP 19062 as follows:
- \$2,810,541.92 for operations and maintenance for a term of seven years;
  - \$3,504,330.46 for an additional seven years of operations and maintenance at TCHC management's discretion;
  - \$3,609,011.58 for an additional six years of operations and maintenance at TCHC management's discretion;
- c. Approve the contract assignments to Oshawa PUC Energy Services Inc. totaling \$10,006,215.66 (exclusive of taxes) for operation and maintenance of CHP and emergency generator systems for Group 5 (8 locations) in keeping with the requirements of RFP 19062 as follows:
- \$2,845,211.87 for operations and maintenance for a term of seven years;
  - \$3,529,076.20 for an additional seven years of operations and maintenance at TCHC management's discretion;
  - \$3,631,927.59 for an additional six years of operations and maintenance at TCHC management's discretion; and
- d. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

### **REASONS FOR RECOMMENDATIONS:**

At the September 12, 2019 meeting, the Board approved the award to Ecosystem for the design, build, operation and maintenance of CHP and emergency generator systems at 24 locations, based on the outcome of RFP 19062 (TCHC:C2019-46). Upon approval, TCHC executed the Design, Build, Operation and Maintenance Agreements (“DBOMA”) with Ecosystem for the CHP and emergency generator systems at each location. To date, Ecosystem has only been issued purchase orders for the value of the design and build costs.

TCHC's Procurement Policy does not permit joint venture bids, as entering into contracts with a single entity ensures clear accountability and liability. In name, Ecosystem was the successful proponent in the RFP 19062, and submitted a single lead bid to design, build, operate and maintain the CHP and emergency generator systems. Because Ecosystem was not permitted to submit a joint venture bid under TCHC's Procurement Policy, Ecosystem identified OPUC as its subcontractor in its proposal. The RFP submission was evaluated and awarded to Ecosystem with the intention that OPUC would assume the operations and maintenance portion of the DBOMAs, upon completion of the design and build phases.

Note, it is stated in the executed DBOMAs with Ecosystem that TCHC acknowledges Ecosystem's intention to seek TCHC's approval to assign operation and maintenance to OPUC upon completion of the design and build phases.

It is recommended that the Board approve the contract assignments to OPUC for the operation and maintenance portion of the DBOMAs, in keeping with the requirements of RFP 19062. The 24 locations are approaching the end of the design and build phases, and OPUC is now prepared to assume operations. OPUC is a public utility and is currently performing satisfactory work on two other similar projects with TCHC.

#### **IMPLICATIONS AND RISKS:**

As the current party to the DBOMAs, Ecosystem is liable for all operations and maintenance requirements, and will remain liable until the contract assignments are executed. All bonds remain in place, as per the original agreement, leaving no risk to TCHC.

To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the agreement. Performance will be evaluated in accordance with TCHC's Vendor Compliance evaluation system. Results gathered through reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

**SIGNATURE:**

*“Allen Murray”*

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Allen Murray  
Vice President, Facilities Management

**STAFF CONTACT:**

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(416) 981-6955



## Update on Lease Renewal for 35 Carl Hall Road (Unit 1, 3 & 4)

Item 2H

February 26, 2021

Board of Directors

**Report:** TCHC:2021-13

**To:** Board of Directors (the “Board”)

**From:** Vice President, Facilities Management

**Date:** February 19, 2021

### PURPOSE:

The purpose of this report is to seek the Board’s approval on the proposed revisions for the renewal of TCHC’s existing lease agreement for 35 Carl Hall Road, units 1, 3 and 4.

### RECOMMENDATIONS:

It is recommended that the Board:

1. Approve the revised terms of the lease renewal agreement for 35 Carl Hall Road, units 1, 3 and 4 with Downsview Park Inc. for a term of three years (plus two one-year renewal options) with a total rent amount of \$1,831,527.00 (exclusive of taxes); and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

### REASONS FOR RECOMMENDATIONS:

35 Carl Hall Road is the main office for approximately 400 permanent and mobile staff from various TCHC divisions including Strategic Procurement, Facilities Management, Finance, and Operations (Maintenance Dispatch

and Client Care). Approximately 300 staff have permanent workstations at this location.

At its July 30, 2020 meeting, the Board approved the authorization to renew the lease agreement for 35 Carl Hall Road, units 1, 3 and 4 (47,180 sq.ft.) with Downsview Park Inc. (“Landlord”) for a term of five years with rent in the total amount of \$2,038,815.00 (exclusive of taxes) (TCHC:2020-53).

Since Board approval, the ModernTO planning team has notified TCHC that it has identified January 2024 as the optimal date for Carl Hall staff to migrate to City-run facilities. ModernTO is a City of Toronto led initiative that seeks to consolidate and modernize the City’s administrative spaces for improved efficiency and effectiveness. This initiative includes City corporations and agencies, such as TCHC and the Toronto Transit Commission.

TCHC has renegotiated the terms of the lease with the Landlord to align with the ModernTO timeline. The term of the lease has been amended from five to three years, with two one-year renewal options. These amendments will ensure TCHC avoids incurring an early termination penalty of approximately \$750,000.00, as stipulated in the original terms of the lease.

Table 1 provides the revised rent breakdown. Note, with the updated terms of the renewal, additional rent has been added and covers estimated annual operating costs.

*Table 1: Revised Rent Breakdown (exclusive of taxes)*

| <b>Term</b>  | <b>Basic Rent</b>  | <b>Additional Rent*</b> | <b>Annual Rent</b>    |
|--------------|--------------------|-------------------------|-----------------------|
| 2021         | \$393,953          | \$216,556               | <b>\$610,509.00</b>   |
| 2022         | \$393,953          | \$216,556               | <b>\$610,509.00</b>   |
| 2023         | \$393,953          | \$216,556               | <b>\$610,509.00</b>   |
| <b>Total</b> | <b>\$1,181,859</b> | <b>\$649,668</b>        | <b>\$1,831,527.00</b> |

\* Additional Rent is estimated each fiscal year based on the square footage of Rentable Area. The figures above are based on estimated operating costs at \$3.93/s.f. and taxes at \$0.66/s.f.

**IMPLICATIONS AND RISKS:**

Implementation of ModernTO and consolidation of Carl Hall is planned for the next three years. The expiry of the 35 Carl Hall Road lease, as amended on the basis of the recommendations in this report, will align with the City of Toronto's ModernTO timeline, which will absorb applicable TCHC departments within the new office optimization plan.

The ModernTO initiative will not include space for trade, technician and shop staff (approximately 70 staff). TCHC will be responsible for finding new workspace for these staff.

**SIGNATURE:**

*"Allen Murray"*

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Allen Murray  
Vice President, Facilities Management

**STAFF CONTACTS:**

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Allen.Murray@torontohousing.ca



## April 2021 Loan Renewal with City of Toronto

Item 21

February 26, 2021

Board of Directors

**Report: TCHC:2021-10**

**To:** Board of Directors (the “Board”)

**From:** Building Investment, Finance and Audit Committee (“BIFAC”)

**Date:** February 5, 2021

### **PURPOSE:**

The purpose of this report is to seek approval from the Board to renew a loan with the City of Toronto (“the City”) that will expire on April 1, 2021.

### **RECOMMENDATIONS:**

It is recommended that the Board approve the following:

1. Approve the renewal of the loan amount of \$ 602,812.42 with the City of Toronto; and
2. Authorize the President and Chief Executive Officer or the Chief Financial Officer & Treasurer to take necessary actions, including negotiation and execution of such documentation as may be required, in order to give effect to the above recommendation.

### **BIFAC**

This report was approved by the BIFAC on February 5, 2021.



**REASONS FOR RECOMMENDATIONS:**

The original loan amount was \$1,248,000.00 and started in 2006 as a 15 year term loan with 25 year amortization. The interest rate was 2.75%. Pursuant to the loan agreement, TCHC has an option to renew the loan for a further term of 10 years. The interest rate for the renewal term will be determined on the renewal date.

The terms of the loan renewal are subject to approval by the City. Once the approval is obtained, finalizing the renewal with the City is targeted for Q1 2021.

**IMPLICATIONS AND RISKS:**

There are no significant additional implications or risks as a result of the City loan renewal.

**SIGNATURE:**

*“Rose-Ann Lee”*

\_\_\_\_\_  
Rose-Ann Lee  
Chief Financial Officer & Treasurer

**ATTACHMENT:**

**Confidential Attachment 1:** Summary of City Loan Details

**Reason for Confidential Attachment:**

Matters that are not required to be disclosed under the *Municipal Freedom of Information and Protection of Privacy Act*, including but not limited to a proposed or pending transaction with a third party.

**STAFF CONTACTS:**

Rose-Ann Lee, Chief Financial Officer & Treasurer

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Tony Zhu, Manager, Treasury

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## Appointment of Officer – Vice President of Human Resources

Item 2J

February 26, 2021

Board of Directors

**Report:** TCHC:2021-05

**To:** Board of Directors (the “Board”)

**From:** President and Chief Executive Officer

**Date:** February 18, 2021

### **PURPOSE:**

To seek the Board’s approval to appoint Barbara Shulman as an Officer of Toronto Community Housing Corporation, effective February 26, 2021.

### **RECOMMENDATION:**

It is recommended that the Board:

1. appoint Barbara Shulman as an Officer of Toronto Community Housing Corporation, effective February 26, 2021; and
2. Authorize the President and CEO (or his designate) to take all actions and execute all necessary documents, on behalf of Toronto Community Housing Corporation, to implement the above recommendation.

### **BACKGROUND:**

TCHC’s By-law 2 provides that the Board is empowered, from time to time, to appoint such officers as the Board may determine. In January of 2021, Barbara Shulman (“Shulman”) was appointed to the role of Vice President of Human Resources. Shulman joins TCHC on a secondment basis, from her regular employment with the City of Toronto.

By virtue of section 19 of Ontario's *Business Corporations Act*, Officers of TCHC are deemed to have the authority to exercise the powers and perform the duties that are customary in the business of the corporation or usual for an officer. In the present context, TCHC's Vice President of Human Resources will be required to execute a collective agreement, with CUPE, Local 79, at the conclusion of the current round of collective bargaining in which TCHC is engaged.

The President and CEO has negotiated, with the City and Shulman, the terms and conditions of her secondment that will govern her acting appointment as Vice President of Human Resources. Those terms came into effect on January 1, 2021 and will continue for a term of one year.

### **IMPLICATIONS AND RISKS:**

In order to engage in those activities that are necessary for TCHC to achieve its mandate, person dealing with the corporation must be able to rely on individual held out by TCHC as Officers to have the authority to bind TCHC to agreements and to enter agreements that are within their delegated authority. By appointing Shulman as an Officer of TCHC, the Board delegates, to her, the authority to perform such duties as she requires in order to effectively implement TCHC's mandate in relation to the Human Resources portfolio.

### **SIGNATURE:**

*"Kevin Marshman"*

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Kevin Marshman  
President and Chief Executive Officer



**2021 Public Board and Committee Work Plans**

Item 2K

February 26, 2021

Board of Directors

**Report: TCHC:2021-06**

**To:** Board of Directors (the “Board”)

**From:** General Counsel & Corporate Secretary

**Date:** February 3, 2021

**PURPOSE:**

The purpose of this report is to establish the 2021 Public Board and Committee Work Plans.

**RECOMMENDATION:**

It is recommended that Board review and approve the draft 2021 Public Board and Committee Work Plans provided as Attachments 1-4 to this report.

The draft 2021 Public Work Plans include the meeting dates approved by the Board at its meeting of December 15, 2020.

**REASON FOR RECOMMENDATION:**

The draft 2021 Public Committee Work Plans were approved by their respective Committees at their recent meetings including:

- Public TSC meeting of January 25, 2021;
- Public GCHRC meeting of February 1, 2021; and
- Public BIFAC meeting of February 5, 2021.

**SIGNATURE:**

*“Darragh Meagher”*

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Darragh Meagher  
General Counsel & Corporate Secretary

**ATTACHMENT:**

1. Draft 2021 Public Board Work Plan
2. Draft 2021 Public TSC Work Plan
3. Draft 2021 Public GCHRC Work Plan
4. Draft 2021 Public BIFAC Work Plan

**STAFF CONTACTS:**

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**Attachment 1**

**2021 Public Board Work Plan**

| Q1                                  | Q2  |
|-------------------------------------|---|
| February 26, 2021                   | April 27, 2021  |
| <b>REGULAR ITEMS</b>                | <b>REGULAR ITEMS</b>  |
| 2020 Board and Committee Work Plans | 2020 Annual Report and Letter to the Shareholder                              |
|                                     | 2020 Consolidated Draft Unaudited Financial Statements & KPMG Year End Report |
|                                     | Annual Information Return   |
|                                     | 2021 Policy Review Schedule   |
|                                     | AGM Process   |
|                                     | OCHE 2020 Annual Report   |
|                                     | Q1 2021 – OCHE Update   |
|                                     | OCHE 2020 Work Plan Performance Appraisal                                     |
| <b>SPECIAL ITEMS</b>                | <b>SPECIAL ITEMS</b>  |
| Harm Reduction Policy               | Strategic Priorities – Quarterly Progress Report                              |
| CABR Corporate Plan                 |   |
| OCHE – Terms of Reference           |   |

| Q2<br>June 15, 2021                             | Q3<br>July 22, 2021                              |
|---|--|
| <b>REGULAR ITEMS</b>                            |  |
| Consolidated Draft Audited Financial Statements | Q2 2021 – OCHE Update                            |
| <b>SPECIAL ITEMS</b>                            |  |
| Review of Board and Committee Charters          | Annual State of Good Repair Report               |
|   | Strategic Priorities – Quarterly Progress Report |

| Q3<br>October 7, 2021  | Q3<br>October TBD, 2021                       |
|--|---|
| <b>REGULAR ITEMS</b>   |   |
| 2022 Board and Committee Meeting Schedule                        | Approval of 2022 Operating and Capital Budget |
| 2021-2022 Insurance Renewal of TCHC Core Insurance Group Program |   |
| <b>SPECIAL ITEMS</b>   |   |
|  |   |

| Q4<br>December 9, 2021                           |
|--|
| <b>REGULAR ITEMS</b>                             |
| Q3 2021 – OCHE Update                            |
| OCHE – 2022 Work Plan                            |
| 2022 Committee and Board Work Plans              |
| <b>SPECIAL ITEMS</b>                             |
| Strategic Priorities – Quarterly Progress Report |



**Attachment 2**

**2021 Public TSC Work Plan**

| Q1<br>January 25, 2021  | Q1<br>March 24, 2021                          |
|---|---|
| <b>REGULAR ITEMS</b>  |   |
| Chief Operating Officer’s Report on Tenant Services and Initiatives<br><i>[deferred from November 16, 2020 meeting]</i> | OCHE 2020 Annual Report                       |
| 2021 Public TSC Work Plan   | OCHE 2020 Work Plan Performance Appraisal     |
| Operational Performance Measures  | Operational Performance Measures              |
| Tenant Engagement Refresh Update  | Tenant Engagement Refresh Update              |
| Q4 2020 Tenants First Update  | Tenant Complaints Process Update              |
| Tenant Complaints Process Update  |   |
| <b>SPECIAL ITEMS</b>  |   |
| Harm Reduction Policy   | CCTV Cameras and Crime Prevention             |
| Employment Opportunities for Tenants  | CSU Annual Report                             |
| Violence Reduction Plan: Service Delivery Alignment   | Lawrence Heights Community Benefits Agreement |
| Contract Management Update  | Corporate Goals for Redevelopment             |
|   | Annual Unit Inspections Report                |
|   | Smoke-Free Policy Update                      |

| Q2<br>May 4, 2021   | Q3<br>July 5, 2021               |
|---|----------------------------------|
| <b>REGULAR ITEMS</b>  | <b>REGULAR ITEMS</b>             |
| Q1 2021 – OCHE Quarterly Update                             | Operational Performance Measures |
| Operational Performance Measures                            | Tenant Engagement Refresh Update |
| Tenant Engagement Refresh Update                            | Tenant Complaints Process Update |
| Q1 2021 Tenants First Update                                |                                  |
| Tenant Complaints Process Update                            |                                  |
| Q1 2021 – Violence Reduction Program Update                 |                                  |
| Review of TSC Charter                                       |                                  |
| <b>SPECIAL ITEMS</b>  | <b>SPECIAL ITEMS</b>             |
| Annual Pest Control Report                                  |                                  |
| Update: Provision of Internet Access to All TCHC Households |                                  |
| Joint Presentation with SDFA re: Violence Reduction Program |                                  |

| Q3<br>September 14, 2021                    | Q4<br>November 18, 2021                                  |
|---|--|
| <b>REGULAR ITEMS</b>                        | <b>REGULAR ITEMS</b>                                     |
| Q2 2021 – OCHE Quarterly Update             | Q3 2021 – OCHE Quarterly Update                          |
| Operational Performance Measures            | Operational Performance Measures                         |
| Tenant Engagement Refresh Update            | Tenant Engagement Refresh Update                         |
| Q2 2021 Tenants First Update                | Q3 2021 Tenants First Update                             |
| Tenant Complaints Process Update            | Tenant Complaints Process Update                         |
| Q2 2021 – Violence Reduction Program Update | Q3 2021 – Violence Reduction Program Update              |
| <b>SPECIAL ITEMS</b>                        | <b>SPECIAL ITEMS</b>                                     |
| Tenant Volunteer Policy                     | OCHE – 2022 Work Plan                                    |
|   | TCHC Provision of Internet Access to All TCHC Households |

### 2021 Public GCHRC Work Plan

| Q1  |  | Q1  |  |
|---|--|---|--|
| February 1, 2021                                  |  | March 31, 2021                                    |  |
| <b>REGULAR ITEMS</b>                              |  | <b>REGULAR ITEMS</b>                              |  |
| 2021 Public GCHRC Work Plan                       |  | AGM Process                                       |  |
| City Council Directions Requiring Board Attention |  | Review of Board and Committee Charters            |  |
|   |  | City Council Directions Requiring Board Attention |  |
| <b>SPECIAL ITEMS</b>                              |  | <b>SPECIAL ITEMS</b>                              |  |
|   |  | 2021 Policy Review Schedule                       |  |
|   |  | Strategic Communications Plan                     |  |

| Q2  |  | Q2  |  |
|---|--|---|--|
| May 25, 2021                                      |  | June 29, 2021                                     |  |
|   |  | <b>REGULAR ITEMS</b>                              |  |
| City Council Directions Requiring Board Attention |  | Compliance Reporting (Annual)                     |  |
|   |  | Update on Subsidiaries (Annual)                   |  |
|   |  | City Council Directions Requiring Board Attention |  |
|   |  | <b>SPECIAL ITEMS</b>                              |  |
| Board and Committee Meetings Rules of Procedure   |  |   |  |

| Q3  |  | Q4  |  |
|---|--|---|--|
| September 8, 2021                                 |  | November 8, 2021                                  |  |
| <b>REGULAR ITEMS</b>                              |  | <b>REGULAR ITEMS</b>                              |  |
| 2022 Board and Committee Meeting Schedule         |  | City Council Directions Requiring Board Attention |  |
| City Council Directions Requiring Board Attention |  |   |  |
| <b>SPECIAL ITEMS</b>                              |  | <b>SPECIAL ITEMS</b>                              |  |
|   |  | Board and Committee Meetings Rules of Procedure   |  |

**Attachment 4**

**2021 Public BIFAC Work Plan**

| Q1<br>February 5, 2021                            | Q1<br>March 11, 2021   |
|---|--|
| <b>REGULAR ITEMS</b>                              | <b>REGULAR ITEMS</b>   |
| Q4 2020 – HoMES Update                            | Internal Audit Report for 2020                                 |
| Q4 2020 – ITS Update                              | Status Update on Audit Recommendations as of December 31, 2020 |
| Q4 2020 – Internal Audit Update and Annual Report |  |
| 2021 Internal Audit Work Plan                     |  |
| Q4 2020 – PAC Awards and Revenue Contracts        |  |
| 2021 BIFAC Work Plan                              |  |
| <b>SPECIAL ITEMS</b>                              | <b>SPECIAL ITEMS</b>   |
| Q4 2020 Tenants' First Update                     |  |
| 2 Murray Street Mortgage Renewal                  |  |

| Q2<br>April 27, 2021  | Q2<br>May 18, 2021                         |
|---|--|
| <b>REGULAR ITEMS</b>  | <b>REGULAR ITEMS</b>                       |
| Annual Information Return   | Q1 2021 – HoMES Update                     |
| 2020 Annual Report and Letter to the Shareholder                    | Q1 2021 – ITS Update                       |
| Review of BIFAC, IAC and PAC Charters                               | Q1 2021 – Internal Audit Update            |
|   | Q1 2021 – PAC Awards and Revenue Contracts |
| <b>SPECIAL ITEMS</b>  | <b>SPECIAL ITEMS</b>                       |
| Alexandra Park: Transfer of Site 1 and Charge for Construction Loan | Q1 2021 Tenants First Update               |
|   | 2020 FCI Report                            |
|   | Green Fleet Plan Update                    |
|   | Seniors Housing Unit Presentation          |
|   | Alexandra Park Servicing Budget Update     |

| Q2<br>June 23, 2021  | Q3<br>September 2, 2021  |
|--|--|
| <b>REGULAR ITEMS</b>   |  |
| Q2 2021 – HoMES Update   | 2021-2022 Insurance Renewal of TCHC Core Insurance Group Program |
| Q2 2021 – ITS Update   | Procurement Policies and Procedures                              |
| Q2 2021 – PAC Awards and Revenue Contracts                               |  |
| Review of Board, President and CEO Expenses – Annual                     |  |
| <b>SPECIAL ITEMS</b>   |  |
| Annual Capital Project Management Update – 2020 BIFAC Approved Contracts | Q2 2021 Tenants First Update                                     |
| Alexandra Park: Predevelopment Spending for Phase 2B                     | The Kempford Mortgage Renewal                                    |
| Regent Park Block 16N Budget Update                                      | Alexandra Park: Sites 2, 3 and 16 Construction Budget            |
|  | Parkland Transfer for Don Summerville                            |

| Q3<br>September TBD, 2021 | Q4<br>November 3, 2021   |
|---------------------------|--|
| <b>REGULAR ITEMS</b>      |  |
|                           | Q3 2021 – HoMES Update   |
|                           | Q3 2021 – IT Update  |
|                           | Q3 2021 – Internal Audit Update                                      |
|                           | Q3 2021 – PAC Awards and Revenue Contracts                           |
| <b>SPECIAL ITEMS</b>      |  |
|                           | Q3 2021 Tenants First Update   |
|                           | Annual schedule of Development funds for all revitalization projects |
|                           | Alexandra Park Refurbishment of 91 Augusta                           |
|                           | Regent Park Phase 2 Update/Close Out                                 |



Toronto Community Housing Corporation  
**Board of Directors**  
 931 Yonge Street, Ground Floor Conference Room

**Report on Business Arising from Public Meeting Minutes**  
**Board Action Item List**

| <b>Report No. and Meeting Date</b>          | <b>Description</b>  | <b>Status</b> | <b>Target Date</b>  | <b>Assigned To</b>                                     |
|---|---|---------------|---|--|
| <b>1. TCHC:2019-43</b><br>December 12, 2019 | <b>Comparison of TCHC to Other Social Housing Providers</b><br><br>Management to report back on comparison of FCIs, per unit cost, rent per unit, income per unit to other housing providers (Ottawa/Hamilton) by Q1 2020.            | In progress   | May 18, 2021 BIFAC meeting<br><br>June 15, 2021 Board meeting | Director, Strategic Planning and Stakeholder Relations |
| <b>2. TCHC:2020-10</b><br>February 20, 2020 | <b>Capital Budget – Tenant Services Hubs</b><br><br>The Board requested the breakdown of capital budget for the 92 tenant services hubs.  | Complete      | February 26, 2021 (TCHC:2020-04)                              | Vice President, Facilities Management                  |
| <b>3. TCHC:2020-15</b><br>April 27, 2020    | <b>State of Good Repair</b><br><br>Management to bring a report to the Board, annually, re: the number of unit repairs completed through the State of Good Repair program vs. the number of units planned, and explain any variances. | In progress   | Q3 2020 <sup>1</sup>  | Vice President, Facilities Management                  |

<sup>1</sup> As a result of the COVID-19 pandemic, the 2020 State of Good Repair Program will not conclude until mid-2021. A report will be brought forward upon the conclusion of the 2020 Program.

| Report No. and Meeting Date          | Description  | Status      | Target Date                      | Assigned To             |
|--------------------------------------|--|-------------|----------------------------------|-------------------------|
| 4. November 20, 2020                 | <p><b>Employment Opportunities for Tenants</b></p> <p>Management to bring a report to the Tenant Services Committee summarizing employment opportunities available to TCHC tenants, and clarifying if there is a job portal specific for tenants applying to positions at TCHC.</p>  | Complete    | January 25, 2021 TSC meeting     | Chief Operating Officer |
| 5. TCHC:2020-57<br>November 20, 2020 | <p><b>Staff Demographics</b></p> <p>Management to report back to the Board with the number of staff who identify as Black and their placement in the organization (e.g. unionized, management, director and above).</p>  | In progress | Q2 2021 <sup>2</sup>             | Chief Executive Officer |
| 6. TCHC:2020-57<br>November 20, 2020 | <p><b>TCHC's Confronting Anti-Black Racism Strategy Development</b></p> <p>As part of the finalized CABR strategy:</p> <ul style="list-style-type: none"> <li>• clearly define the reporting relationship of the CABR unit within the organization and who is accountable for this work;</li> <li>• review the Community Safety Unit ("CSU") as a discrete division and its</li> </ul> | Complete    | February 26, 2021 (TCHC:2020-07) | Chief Executive Officer |

<sup>2</sup> The all-staff survey will be conducted in Q1 2021 and this matter will be reported back to the Board when data from the survey is available.

| Report No. and Meeting Date                         | Description  | Status      | Target Date                   | Assigned To             |
|---|--|-------------|-------------------------------|-------------------------|
|   | <p>relationship and interactions with the Black community, identifying any issues that need to be addressed;</p> <ul style="list-style-type: none"> <li>• identify what the ABR training looks like that CSU has received or will be receiving;</li> <li>• include the role of the Board in the CABR strategy; and</li> <li>• identify how success of the CABR strategy will be measured.</li> </ul> |             |                               |                         |
| <p><b>7. TCHC:2020-87</b><br/>December 15, 2020</p> | <p><b>TCHC Provision of Internet Access to All TCHC Households</b></p> <p>As part of the feasibility study, Management look at the feasibility of providing internet to all units (e.g. RGI, Affordable and Market units), the associated costs, and the potential for cost recovery from tenants paying varied amounts for access.</p>  | In progress | November 18, 2021 TSC meeting | Chief Operating Officer |
| <p><b>8. TCHC:2020-88</b><br/>December 15, 2020</p> | <p><b>CSU Staffing Compliment</b></p> <p>Management to refer to the next TSC meeting information with respect to the staffing compliment within CSU in the context of the TSC's oversight of the Violence Reduction Program.</p>   | Complete    | January 25, 2021 TSC meeting  | Chief Operating Officer |



| Report No. and Meeting Date                 | Description  | Status      | Target Date                  | Assigned To             |
|---|--|-------------|------------------------------|-------------------------|
| <b>9. TCHC:2020-93</b><br>December 15, 2020 | <b>Human Resources Plan</b><br>In Q1 2021, the CEO to provide the GCHRC with timelines for the implementation of the Human Resources Plan. | In progress | March 31, 2021 GCHRC meeting | Chief Executive Officer |



## TCHC's Confronting Anti-Black Racism Strategy Development

Item 5

February 26, 2021

Board of Directors

**Report:** TCHC:2021-07

**To:** Board of Directors (the "Board")

**From:** President and Chief Executive Officer

**Date:** February 18, 2021

### **PURPOSE:**

The purpose of this report is to seek the approval of the Board for TCHC's Confronting Anti-Black Racism Strategy, as set out in Attachment 1 to this Report, and to approve the recommendations contained in Part II of that document.

### **RECOMMENDATION:**

It is recommended that the Board:

1. Approve TCHC Confronting Anti-Black Racism Strategy, as set out in Attachment 1 to this Report, and the 8-Point Plan for implementation set out at pages 40 to 48 of the Strategy;
2. Authorize the establishment of a new TCHC Centre for Advancing the Interests of Black People (the "Centre") and the hiring of staff to develop and implement the Centre;
3. Require semi-annual reporting to the Board of Directors, by TCHC on steps taken to implement the Strategy; and

4. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations including the creation of action plans and actions to give effect thereto.

## **REASONS FOR RECOMMENDATION:**

### **Decision History**

At its meeting of November 20, 2020 TCHC provided the Board with an update on its efforts to develop and implement a Confronting Anti-Black Racism Strategy and work undertaken to that date. Since that date, the work to develop and implement the CABR Strategy has continued.

TCHC's sole shareholder, the City of Toronto, adopted an Action Plan to Confront Anti-Black Racism at City Council's meeting of December 5 to 8, 2017.

Most recently, City Council received a year two update on efforts to implement the City's Action Plan to Confront Anti-Black Racism at its meeting of November 25 and 26, 2020.

TCHC's Confronting Anti-Black Racism Strategy arose from the groundswell of Black staff and tenants in the wake of the racial consciousness we saw in 2020. After hearing from staff and tenants, it was clear TCHC as an organization has not adequately addressed the realities of Anti-Black racism in our communities and as an employer. The Strategy was developed to specifically address a series of issues that have long contributed to anti-Black Racism at TCHC. It is a clear action plan to address the issues head on and to be proactive and solution-oriented, consistent with TCHC's Core Cultural Competencies.

### **BACKGROUND:**

The murder of George Floyd in the United States on May 25, 2020 and the ensuing global protests against racial injustice and anti-Black racism, along with the death of a Toronto Community Housing ("TCHC") tenant on May 27, 2020 led Black staff to reflect and begin discussions around anti-Black Racism at TCHC. In response to concerns raised by Black staff, TCHC

reached out to the Confronting Anti-Black Racism (CABR) Unit at the City of Toronto (the “City”) and initiated Anti-Black Racism training with the Executive Leadership Team (“ELT”). In addition, TCHC made arrangements for all people managers to complete this full day training session. In addition, CABR training was also delivered by the City of Toronto’s CABR unit to the members of TCHC’s Board of Directors and management through the fall, concluding in December of 2020. The training encompasses a full day in person session which features a historical view of the Black experience in Toronto while challenging training participants to have some critical moments of discourse and self-reflection. Plans are also in place to roll out CABR training to frontline staff in 2021.

Ongoing communication and meetings continued with Senior Black Operations Staff and ELT members on a bi-weekly basis. In July 2020 the Black Staff Caucus hosted a series of healing sessions with staff culminating in a series of preliminary recommendations, including the recommendation to develop a dedicated team to create a more fulsome strategy. A dedicated CABR Strategy Development Team (Manager and a Policy Development Staff) began this work on September 14, 2020. Additional part time staffing supports (3) were subsequently put in place, including administrative, engagement and communications team members. Additionally, six Interns, identified at page 8 of the Strategy, were hired to support the CABR Strategy Development process October through December.

Over the course of the consultations the CABR Strategy unit was able to engage with a total of more than 600 of TCHC’s tenants and staff members. Through these focus groups, the CABR Strategy team gathered strategic insights, stories, and solutions in order to inform the strategy. The sessions aimed to inform the Strategy, through an examination of tailored case studies and group dialogue, session facilitators worked to capture what the transformations tenants and staff wanted to see in TCHC to make their homes, communities, and workplace more livable, enjoyable and meaningful for Black tenants and staff.

From these consultations, we collected substantial feedback and input to develop the CABR Strategy. The strategy has been shared with many of the tenant leaders that helped lead the tenant sessions and key staff that contributed to the strategy throughout. The strategy is a solution-focused reflection of the tenants, staff and community leaders who participated in the consultation session. The strategy contains an 8-Point Plan, that address the experience Black staff and tenants with a focus on creating impactful outcomes.

### **The Centre for Advancing the Interests of Black People**

Dealing with anti-Black racism at TCHC requires more than training, it will require systemic as well as immediate changes. To address this we are proposing the development of a central office, within TCHC with a mandate to advance the interests of Black, Indigenous and Racialized people. The Centre for Advancing the Interests of Black People (the “Centre”) will report directly to the CEO and have a seat at the Executive Leadership Table. It will drive institutional reform through strategy design and implementation, accountability and oversight, strategic training and coaching, capacity building, public education, investigations into human rights issues through an ABR and an equity lens, advocacy, communications, and an oversight network made up of both tenants and staff. Together the Strategy and the Centre will lead to skill-building, leadership development, organization and alliance-building, issue-framing, messaging, the advancing of solutions and the transforming of TCHC’s organizational culture by developing pathways into racial equity work for TCHC divisions, by employing systems thinkers through an ABR and an equity lens and the ability to respond to issues that require both immediate action and long-term strategy.

**NEXT STEPS:**

Subsequent to Board approval:

- The CABR Strategy Team will pivot to working collaboratively with TCHC Divisions to develop division specific tangible action plans that will move us from Strategy to implementation.
- A CABR Steering Committee (made of tenants, staff and CABR subject matter experts) will be put in place to oversee the rollout, implementation and will support ongoing accountability of the Strategy.
- The development of the new staffing structure to create the Centre to support the ongoing change management and implementation supports required to fully realize the Strategy.
- CABR Strategy implementation updates will be brought back to Board in Q3, 2021, and semi-annually thereafter.

**IMPLICATIONS AND RISKS:**

Black staff and tenants alike are deeply invested in the desire to see change in the area of Anti-Black racism. The risk of inaction is significant on staff morale and on tenant experience. There will be financial costs associated with the need to staff the Centre which will be developed under the CEO's guidance.

**SIGNATURE:**

*“Kevin Marshman”*

---

Kevin Marshman  
President and Chief Executive Officer

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**ATTACHMENT:**

1. TCHC's Confronting Anti-Black Racism Strategy



# Confronting Anti-Black Racism Strategy

February 2021





Anique Jordan, 2020

**We have done enough.**

We have protested, we have rallied, we have cried, we have grieved, we have made art and have offered you models of difference, we have begged and held arms, we have shown love and kindness, we have been angry, we have taught our children they are beautiful, to try and offer themselves to the world in spite of it.

You have taken our tools, our music, our rituals, our labour, yet we have written and taught and organized and prayed, we have offered evidence, facts and history and still are denied. We have given hope when we shouldn't have any left. We have done it all, and right now, for many of us, there are no words left for the exhaustion, the fear, the grief, the hurt. Our mothers have told you they are scared. We are scared.

We are tired, so tired.

**We have done enough.**

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## Land acknowledgement

We acknowledge that Toronto Community Housing is on the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We further acknowledge all Treaty peoples, including those who came here as settlers – as migrants either in this generation or in generations past – and those who came here involuntarily, particularly Africans brought here as a result of the Trans-Atlantic Slave Trade.

This report discusses racism and our commitments to challenge anti-Black racism. We must recognize the lands from which we gather and recognize the historical impact and multi-generational effects of colonization, oppressive laws and broken treaties that have occurred here and are an ongoing dimension of our collective responsibilities. Therefore, this work is done in solidarity with First Nations, Inuit and Métis peoples. We also endeavour to go beyond land acknowledgments to material support and advocacy to forward Indigenous people's interests.

## Summary

**Over 600 tenants and staff contributed to this strategy's development, and their input and wisdom have guided the document to follow.**

This strategy outlines clear goals while providing actions on how to reach them, including:

- Creating conditions for the success of the Toronto Community Housing Corporation's (TCHC) Confronting Anti-Black Racism (CABR) Strategy by focusing on several interventions, including:
  - TCHC Anti-Black racism action plans
  - Cultural redress initiatives

- Competency in an anti-Black racism analysis
  - Public engagement
  - Ethical use and collection of race-based data
  - Human resources transformation
  - Advocacy work
- Implementing an eight-point plan that places TCHC's focus on eight major outcomes:
    - Decent and fair housing
    - Meaningful economic investment
    - Healthy children, youth and families
    - Access to culturally responsive health and mental health services
    - Community-centered safety
    - Divesting from police culture
    - Uplifting social support networks
    - Addressing anti-Black racism and cultural redress
- Implementing four central recommendations that capture the overarching pieces that will allow for the CABR Strategy to be executed:
    - Approve the Confronting Anti-Black Racism Strategy and its 8-Point Plan for implementation.
    - Authorize the establishment of a new TCHC Centre for Advancing the Interests of Black People and staff to develop and implement the Centre.
    - Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.
    - Require semi-annual reporting to the TCHC Board of Directors.

We acknowledge that our work will have limitations, but through advocacy and action we will work to eliminate the barriers we face. We will support the efforts and calls for the system changes necessary to confront anti-Black racism.

The City of Toronto is mandated to confront anti-Black racism through The Toronto Action Plan to Confront Anti-Black Racism.<sup>1</sup> TCHC, as an extension of the City, is implicated by this mandate, with a focus on social housing.

This document acknowledges how TCHC's inactions and actions contribute to anti-Black racism. We recognize that for us to effect change, we must begin by taking an honest look at ourselves and invest in change by locating our work in this conversation. This situational analysis report and strategy is our commitment to our Black tenants and staff. We located our inactions and actions and created a plan to move us forward.

Our goal is for the CABR strategy to capture the changes needed to systematically address the realities and experiences of anti-Black racism across TCHC, both as an employer and as a social housing provider. Real change must be realized in the experiences of Black tenants and Black staff at TCHC – this is the benchmark for success. This strategy is a reflection of the collection of the Black voices we heard. The solutions come directly from them, as they experience the reality of anti-Black racism at TCHC.

"[We must precisely name] the roots of ABR and how it intersects with income inequality, the ways in which ABR intrudes upon the daily lives of TCHC residents, a forceful naming of TCHC's culpability in aiding and abetting structural racism, and the context that informs the ABR work that is now occurring"

- Community Stakeholder

## Our commitment

### **Moving forward, TCHC is committing to advance the interests of Black staff and tenants.**

By advancing Black staff and tenants' interests, we will create systems, policies, programs, and initiatives that result in better outcomes for Black people. TCHC will be an organization that proactively tackles anti-Black racism and dismantles policies, systems and procedures that reinforce it.

In recognition of and honouring the work that has been done historically and continues to be done today across Canada, our vision reflects the Anti-racism and Equity Unit's contributions in the City of Vancouver<sup>ii</sup> and the Confronting Anti-Black Racism Unit in the City of Toronto<sup>iii</sup>. The vision also has been influenced by the Advocacy Centre for Tenants Ontario<sup>iv</sup>, the Centre for Social Innovation<sup>v</sup> and Access Alliance Multicultural Health and Community Services<sup>vi</sup>. Finally, our vision has also been shaped by many American initiatives, including the Othering and Belonging Institute<sup>vii</sup> in Berkeley, California, the Race Forward: The Center for Racial Justice Innovation<sup>viii</sup> in Oakland, California and The Government Alliance on Race and Equity<sup>ix</sup>.

### **Our commitments to advancing the interests of Black staff and tenants**

Our commitments are directly informed and inspired by the Anti-racism and Equity unit's work at the City of Vancouver.

**“We will be a leader by being a learner first:** As an institution and individuals, we will learn how anti-Black racism shapes our processes, procedures, policies, investments, and choices with openness and humility.

**We will be less defensive, more receptive:** We commit to listen receptively and actively work to advance change rather than defending or justifying the current practice.

**We will amplify, connect and prioritize:** We work to amplify the expertise that Black communities have already offered to us, connect work where appropriate, and prioritize efforts to address anti-Black racism.

**We will commit to resources and action:** We seek ongoing funding to support the necessary financial resources, dedicated staff, and integration across work plans.”<sup>x</sup>

**We will be transparent and consistent:** We commit to regular updates on progress and engagement with communities, including:

1. A web page
2. A tenant and staff-led oversight and accountability mechanism
3. A steering committee for the strategy implementation
4. Working closely with the Black Staff Caucus
5. Ongoing public dialogue to be outlined through the strategy to address anti-Black racism

**We will "fail forward":** We acknowledge that there is a high likelihood that mistakes will be made in the course of our work. We commit to the principle of "failing forward." We will accept the premise that mistakes are inevitable, but we account for them, expect them, and hold ourselves responsible for responding to them.

## Background

**The Confronting Anti-Black Racism Strategy Team at Toronto Community Housing (TCHC) began in September of 2020. TCHC acknowledged it has failed to address the realities of anti-Black racism in its communities and organization.**

This team was created through the advocacy work that took place over the summer of 2020 from the Black staff at TCHC, who engaged in an open dialogue with the Executive Leadership Team and several Black staff in management on how the organization can commit to dismantling anti-Black racism.

We acknowledge that these conversations were inspired by and happened parallel to the Black Lives Matter movement's valiant efforts in Toronto and globally to bring awareness to the social injustices of Black people worldwide. Through staff healing circles, TCHC began its commitment to a long-term engagement in confronting anti-Black racism by creating an internal CABR Strategy team to investigate, diagnose, and prescribe solutions to address the condition of Black tenants and staff that was underpinned by anti-Black racism.

As of December 2020, the CABR Strategy Team comprised:

- Three full-time staff members: Nadia Gouveia, Director Programs and Partnerships, Evelyn Amponsah, Manager Strategy Development CABR and Safia Hirsi, Business Planner;
- Two part-time staff members: Brianna Plummer, Communications Consultant and Zainab Godwin, Community Services Coordinator; and
- Six interns: K'Mesha Maloney, Stephen Mensah, Nafisa Mohamed, Vanessa Oraekwe, Charles Ozzoude, and Natalie Redda.

The team worked to build on much of the information and insight garnered through the Black Staff Caucus-led healing sessions in the summer of 2020. One hundred Black staff from across the organization participated in the four healing circle sessions. The all-staff session brought in 88 participants, including several Black employees.

Through additional tenant and staff focus groups held from November 2020 to January 2021, the CABR Strategy team gathered strategic insights, stories, and solutions to inform a long-term, transformational strategy to confront anti-Black racism at Toronto Community Housing directly. The focus group sessions informed the CABR Strategy through an examination of tailored case studies and group dialogue. Session facilitators worked to capture the transformations tenants and staff wanted to see in TCHC to make it a place where Black tenants and staff are proud to live and work.



The focus group sessions were created for three audience groups: all-staff, Black staff and Black tenants, consisting of current and former TCHC tenants. Over 50 two-hour, small group consultations were conducted in November and December 2020, and numerous one-on-one sessions with past TCHC staff also occurred. The CABR Strategy unit provided payments to current and former TCHC tenants and Black community groups to facilitate sessions across the City of Toronto.

Throughout the focus groups, the CABR Strategy team consulted with more than 600 tenants and staff. The team also researched to understand the landscape of anti-Black racism initiatives in Canada and abroad and consulted with subject matter experts in Toronto to gather critical feedback on the work being done. Together, these conversations informed the CABR strategy.

## **How to read this document**

When you are reading this document, pay attention to the parts that trigger you. The feeling you may have that wants you to question what you are reading, the need to want more proof, the inclination to challenge Black people's experience or feelings to justify these experiences by blaming Black people – the guilt, the surprise, the anxiousness, and the fear. Pay attention to these feelings and before continuing to read the document, ask yourself why you are feeling these things and are these feelings helpful to improving Black people's lives. To Black readers, who are tired and frustrated over the many anti-Black racism reports, strategies, consultations, conversations, approaches, dialogues, we quote Toronto-based award-winning artist and curator Anique Jordan, who writes, "We have done enough." Anything else we do is above and beyond. We did not create the problem, and it is not ours alone to solve.

Read this document as a reflection of the 600 Black tenants and staff who participated in the consultation sessions. This is a grassroots reflection that centers on staff and tenants' qualitative experiences, which should be enough to require change. Full stop. This report is not an attempt to represent the totality of the TCHC experience. This report describes the

part of the TCHC experience that is impacted by anti-Black racism. We recognize that other people, both staff and tenants, have positive experiences that look different from what is stated. This strategy does not aim to minimize those experiences, but it seeks to ensure all tenants and staff can have those positive experiences. What is shared here is likely nothing new for many; however, we aim to connect these experiences and the outcomes that exist for Black people that interact with Toronto Community Housing.

Our goal is to ensure that our work at TCHC is in line with our mission and gets us to our vision. We asked tenants and staff to come forward to speak about anti-Black racism, and that is exactly what they did. You will get from this document the various ways anti-Black racism impacts TCHC through tenants, staff and stakeholders.

It is imperative to note that this document is long and heavy, reflecting Black people's history. The work to diagnose the issues was also heavy and taxing, and thus the work ahead to rectify the issues will be hard, heavy and taxing. The document must be read comprehensively to effectively capture the recommendations and actions necessary, as they may not be immediately easy to digest.

You might notice that the document is written in both past and present tense. This is an intentional decision to capture the Black experience's flux and capture that work has already begun. It will continue until we can guarantee better outcomes for Black people.

There are two parts to this document. Part I, which is a situational analysis, comprises a summary of what we heard from tenants and staff and our diagnosis of how anti-Black racism manifests in TCHC. Part II comprises the strategy and recommendations on how TCHC can move forward to confront anti-Black racism.

## Why an anti-Black racism strategy?

**The term anti-Black racism is defined by the City of Toronto's Confronting Anti-Black Racism Unit as policies and practices that are embedded in Canadian institutions that reflect and/or reinforce prejudice, attitudes, beliefs, stereotyping and/or discrimination directed at people of African descent and is rooted in their unique history and experience of enslavement and colonization.<sup>xi</sup>**

The dominant negative stereotypes, attitudes and beliefs about Black people today were popularized during enslavement and used to justify and excuse the practice of anti-Black racism and they live with us today as a legacy of that time period that lasted more than two centuries.

“Conceptualize the failure to address ABR as an existential risk to TCHC’s mandate that requires profound transformation.”  
-Community Stakeholder

A critical expression of anti-Black racism is the inability to see how negative ideas about Black people impact the way Black people experience life, have access to services and get treated by others. Anti-Black racism is also when Black people are blamed for the disparities their communities face instead of the systems, policies and practices being blamed for these disparities. Anti-Black racism is learned behaviour.

To understand anti-Black racism, it is important to understand that racism and racist ideas are created, mobilized and weaponized to create privilege or protect privilege. This historical and ongoing process has led to Black people being disadvantaged. This leads to anti-Black racism as learned behaviour, learned from histories and practices of generations before us.<sup>xii</sup>

Despite the disenfranchisement that has occurred and continues to occur because of anti-Black racism, Black communities continue to innovate and create new ways to counter systemic oppression. Black communities have been at the forefront of equity, creating safe spaces and support systems to ensure our survival. The conversations that have resulted in TCHC's

confronting anti-Black racism strategy are evidence of how Black people are committed to the difficult work of challenging organizations, speaking truth to power and holding people in power accountable. It takes a lot of courage to believe that change is possible. The Black people and activists who protest, raise issues, advocate, and complain are doing so from a place of love and have the courage to dream and work toward positive outcomes and change.

An anti-Black racism strategy at Toronto Community Housing will allow us to be intentional about acknowledging how Black people continue to be impacted by racist ideas and action, toward confronting anti-Black racism in our work, and to create safer realities in and outside of Black communities. This strategy allows TCHC to have the courage to work toward positive outcomes.

“It is important that TCHC recognizes it operates in a critical position to ameliorate [combat] many of the stigmas surrounding Black people in the city. The brand of TCHC is [seen] as steeped in ideas of poverty, mismanagement, failure to act, laziness, disarray, financial mismanagement – countless negative, unhelpful ideas that, in a structural form, mirror how racism sees Black people.” -Community Stakeholder

## Doing things differently

In the past, reports about TCHC have come from external bodies. While external feedback is important and valued, we intentionally decided it was integral to this work that this time, we do things differently. We wanted to reflect on our actions and inactions, own our stuff and be accountable. We wanted to take the time to reflect, ask questions, and meaningfully connect with tenants and staff who are impacted by anti-Black racism.

We wanted to come up with solutions by taking ownership of these matters and centering our culpability. Recognizing the experience of Black tenants

and staff is not binary, but fluid. We acknowledge that the continuum of the anti-Black racism doesn't stop at work or when you leave your home. We chose to create a strategy that takes on anti-Black racism for staff and our tenants.

First of all, we want to acknowledge the way we do our work and its impact on Black tenants and staff is disconnected from the [mission and vision of TCHC](#). We want to acknowledge that our policies and procedures have made it difficult for our tenants and staff, specifically our Black tenants and staff, to feel safe, supported and valued. We want to say that our colourblind approach has not allowed us to see the impact of our work through an anti-Black racism lens. Due to our reporting relationship to the City of Toronto, our ability to be autonomous is limited. While we must work to see the ways we can do better internally, we must also negotiate external pressures in a way that does not harm our staff and tenants. Finally, we must be ready to advocate for our stakeholders and ourselves when we see the harmful impacts of requests and policies from other orders of government.

As the largest social housing provider in Canada, TCHC holds a unique position to reduce negative outcomes for Black Canadians grounded in anti-Black racism. We will do this by acknowledging and understanding how anti-Black racism operates at TCHC and beyond. We will manage anti-Black racism as a risk, see how our policies, programs and services can work to mitigate the impacts of anti-Black racism, as well as honour and advance the recommendations provided by Black tenants and staff.

# Part I



## Situational analysis

To understand the current reality of TCHC, it's important to situate it within a history of various disjointed decisions, directions and oversights made by various levels of government. These decisions individually and from an external perspective may have been seen as being in the best interest of tenants and organizational effectiveness. For example, concerns about financial oversight and accountability were addressed by moving TCHC from a decentralized model to a centralized model, unintentionally producing a move away from community development approaches to being more focused on risk. Over time, these decisions consolidated in a way that removed power away from those closest to the ground and therefore taking power away from those who most understood TCHC from a tenant perspective. In this section, you will see how this context has resulted in entrenching anti-Black racism in TCHC's operations and organizational culture.

“Because of the chronic lack of economic opportunities, Black people are overwhelmingly the folks who will require this type of state support. TCHC is then in a unique and critical position – one unlike any other major city infrastructure – to have a massive influence on how the stigmas thrown on Black people are taken up.”  
-Community Stakeholder

As a landlord, TCHC must manage risk. There are traditional risks that all landlords must manage; however, as a social housing provider, TCHC has additional risks to consider. Beyond the traditional landlord risks (e.g., slips and falls, maintenance of buildings), TCHC must also think about social and political risks, for example the effects of poverty or funding restrictions by the Federal, Provincial and Municipal governments (e.g., funding cuts can foster conditions of crime which result in unit takeovers). While we must protect property, we must also protect our staff and tenants – which includes being able to respond to and support them with the social and political issues they face. The "social" in social housing provider is not an option. The current reality of TCHC is a product of the "social" being treated

as a choice and a bonus rather than it being seen as part of our mandate. When making decisions, the condition of our buildings and the social realities of our tenants need to be seen by all of us in the social and political arena as equal priorities. The current assessments of risk are offered in a way that suggests neutrality and objectivity but these assessments are imbedded with assumptions, values and standards that are impacted by racially bias values, attitudes, beliefs, preferences and ideas. We need a critical race approach to "risk," one that moves against these assumptions, prejudices, and stereotypes.

The social realities of our tenants can be captured by the ways in which our society assumes that those who live in social housing and experience poverty are makers of their own realities. Low-income people are viewed as choosing laziness and social handouts as opposed to hard work and financial independence.

“The handymen crew won’t respect people’s households or cultures. They refuse to take their shoes off when they enter our houses and then step on our prayer mats even when we tell them not to. These same staff that will disrespect people’s homes then try and scare us with the threat of reporting us as difficult.”

-Tenant

As a social housing provider, it should be our intention to mitigate this assumption and the material effects of it, namely the stigma that paints people experiencing poverty as less than and undeserving of meaningful care. If we are to recognize the systemic oppression that has generationally placed Black communities in poverty, we have to go a step further to deviate from the narrative that demonizes and criminalizes poverty. The social aspect of how TCHC chooses to engage tenants must have a commitment to countering discrimination and unfair treatment of tenants who experience poverty. In TCHC, this work looks like reworking our policies and interpersonal interactions to mirror a practice of valuing those who have been economically undervalued, especially because of their



race. We recognize that we must center this approach. However, for this to be truly transformational there also needs to be synergy between TCHC and our municipal, provincial and federal partners.

Statistically, we know that Black people in Toronto disproportionately experience lower rates of income.<sup>xiii</sup> In addition to the stigmatization of people who live in poverty, Black people are also faced with racist ideas about what it means to be Black, such as being criminals, dangerous and suspicious.<sup>xiv</sup> Therefore, Black people including our tenants are viewed through both of these classist and racist stereotypes and the risks associated with them. These attitudes and behaviours grounded in anti-Black racism, coupled with the choices we make as a social housing landlord, means that being a "good landlord" can and often has meant being anti-Black – especially when we start to look at these decisions through an anti-Black racism analysis.

The experiences mentioned here have long been documented. Reports such as The Black Experience Project<sup>xv</sup>, along with reports on racial profiling by the Ontario Human Rights Commission like Under Suspicion<sup>xvi</sup>, Social Determinants and Inequities in Health for Black Canadians<sup>xvii</sup> by the Government of Canada, are just a few of the reports have detailed in depth the experiences of Black Canadians.

An anti-Black racism analysis asks us to consider how the history of slavery and colonialism that resulted in the disenfranchisement of Black people continues to show up in our systems, practices and behaviours today. With this analysis in mind, we begin to see and understand how what and whom we consider as risks is underpinned by anti-Blackness and how our approach to risk can have anti-Black implications. Through our consultations with staff and tenants we can conclude that the way TCHC manages risks and its approach to being a landlord has anti-Black implications for tenants and staff.

Anti-Black racism is a risk and threat that impacts how our tenants and staff experience TCHC. TCHC has failed to adequately address anti-Black racism as a threat or a risk. Instead our approach historically has been colourblind, as a result anti-Black racism is embedded throughout our organization. This results in anti-Black racism being a risk that threatens our staff, our tenants and our mandate. Due to our colourblind approach our legal responses don't consider anti-Black racism as a risk to be managed. An understanding of anti-Black racism and its detrimental impacts will mean we can develop policies and procedures that manage anti-Black racism as a risk. By doing this we advance the interests of those that anti-Black racism impacts. Historically, we have not done this and our inactions and actions have harmed Black staff and tenants.

“My family had to move to a smaller unit because TCHC re-assessed our situation and said we're overhoused. My mom didn't report my information for years for this same reason, but once they found out they immediately took our home away. We can't afford market rent so it's a sticky situation. Right now it's 5 of us living in a two bedroom, we even have to hide sometimes because housing isn't supposed to know that me and my sister still live with my mom.”

-Tenant

What we heard during our consultation sessions spoke to what can happen when a risk adverse approach impacts the day-to-day experiences of tenants and staff. We heard that this approach depletes the capacity of all staff and the corporation as a whole, while also producing what one participant described as an "erosion" of skillset. The erosion of skillset affects the work of staff across the organization, from front-line staff and superintendents to business planners and managers, all the way up to the Board of Directors.

Over time, this erosion leads to a greater disconnection between those who work for TCHC and those who live in TCHC. It creates a corporate culture where people are working in a way that leads to poor outcomes in communities. People have grown used to working in a way that is disconnected from the real experiences and without a real understanding of the people they are serving. For example, multiple Muslim tenants shared stories of superintendents or contractors entering their units and stepping on prayer mats. When you believe your job is to just fix something, rather than your job being about the whole tenant experience, then a person's prayer mat is not your concern. When you think your job is only to provide livable units, you don't consider exercise rooms or afterschool programs as essential. This is illustrated when tenants in the social housing side of revitalization buildings can see their neighbours exercising inside, while they are forced to work out outside. It is by addressing this erosion of skillset that our organization can make inroads for staff to see themselves reconnect with the people who they serve.

We heard that the disconnected way in which we work, means staff do not know nor do they make it their business to know that young people trying to save for post-secondary education are strategically left off the lease because of the impacts of rent-geared to income (RGI), but then due to not being on the lease, these same young people are charged with trespassing when hanging out in the hallway of their building. But also the spaces where they could hang out, tenants are not given access to because of lack of staff and perceptions around safety and protection of property.

When TCHC believes that their responsibility is to "watch tenants" rather than *watch out for tenants*, then we fail to consider what being safe in a community means to those who live there. Being removed from our tenants means there is an unawareness that they are forced to think about scheduling their work shifts so that they don't have to come home at night and walk through a poorly lit neighbourhood feeling scared.

This feeling of fear makes it so that tenants are forced into doing safety audits of their community that end up being ignored by TCHC. The centralization of power at the top leaves the well-intentioned, but under-resourced frontline staff having to advocate for tenants without the proper resources or support to respond to their needs. Anti-Black racism manifests in the lack of data available on our tenants for staff to validate our decision making and policy choices. TCHC becomes complicit by not making it our business to know, when we have the institutional ability to learn. What we choose to know and then respond to impacts how we use our skillset. When it seems like we don't know when it is our job is to know, tenants and the public looks at the organization like TCHC doesn't know what it is doing or is incompetent. Once this happens we become more concerned with our image than our impact, resulting in communications functioning as image control rather than holistic truth telling and strategic planning being unable to guide us through policy toward our vision.

“One time I was called racist by an employee [because] I asked to speak to a call center employee with a cultural understanding. The white women then called me racist and hung up on me.”  
-Tenant

Finally, while issues and concerns were raised about all areas of TCHC, there were two areas that tenants and staff emphasized: the Community Safety Unit and Human Resources. It would be remiss of us to speak about the current situation without focusing on these two areas of our company. Both of these divisions are concerned with people management, CSU mainly for tenants and HR mainly for staff. Through our consultations it is evident that both of these spaces manage liability through enforcement and an adherence to policies that have created a culture of fear internally for our staff and externally for our Black tenants.

## **Community Safety Unit**

The Community Safety Unit is made up of special constables, parking enforcement officers, dispatchers, community safety advisors and other management and administrative staff whose responsibilities include:

- conducting daily patrols on Toronto Community Housing properties
- delivering a variety of safety programs for tenants
- ensuring the security of tenants, buildings, and events
- working in close partnership with other law enforcement agencies including the Toronto Police Service
- participating in a variety of community policing liaison committees

After the amalgamation of various public housing organizations into the Toronto Community Housing Corporation in 2002, the Community Safety Unit began its work through what was characterized as a community engagement approach. Over time, coinciding with tough on crime initiatives and efforts to address gun violence in the city, the unit moved towards a more rigid enforcement approach, including giving CSU officers special constable status.

To inform this report, we held a series of group consultation sessions with CSU officers, and one-on-one sessions with past and current CSU special constables. We also heard directly from tenants, as CSU came up consistently in almost every tenant session we held.

The evolution of CSU, including the increased hiring of ex-police officers at all levels, privileging enforcement, valuing of policing skill sets and experience and special constable status, has resulted in tenants and staff noticing and feeling the impacts of an approach that is more aligned with the Toronto Police Service. TCHC special constables have peace officer authority on Toronto Community Housing property and the ability to enforce legislation, including the *Criminal Code of Canada*, the *Controlled Drugs and Substances Act*, the *Mental Health Act*, the *Liquor License Act*, the *Trespass to Property Act*, and the *Provincial Offences Act*<sup>1</sup> through use of force and the power of arrest.

CSU has these powers so they are able to respond to critical incidences on TCHC properties from a community safety approach and not so they can replace or replicate TPS. CSU is supposed to be an alternative option;

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<sup>1</sup> <https://www.torontohousing.ca/careers/communitysafetyunit>

however, giving them police-like power, which overshadows the community development aspects, means replicating the same historical injustices that have existed between Toronto police and Black communities.

Based on what staff and tenants shared it is clear that there is confusion about the Community Safety Unit's mandate. CSU special constables stated not only did they not see a significant difference between them and the Toronto Police Service, but tenants did not as well, naming the uniform's likeness to those of TPS as contributing to the confusion. The

"We market ourselves, like we are the police for TCHC properties. We try to have it both ways, we want to be police and then be different than police. We do everything the police do, but we don't carry guns. In some instances, the guys are saying they would like to. I don't know if we're trying to be different, because in some instances it works for us."

-Staff

sessions with officers also demonstrated a lack of adequate training around cultural sensitivity, anti-Black racism, and interpersonal skills and human rights.

Tenant consultations suggest that over time, CSU's emphasis has been more on policing approaches to manage safety. Practices of de-escalation and internal conflict resolution have become less apparent in the engagement between tenants and CSU. Tenants recalled stories of CSU in its earlier years where officers would connect with youths' parents if they

noticed mischievous behaviour. In contrast, they stated that the CSU of today has the reputation of "treating youth as criminals." As Black youth continue to be criminalized through unfair carding practices and the school to prison pipeline, the additive policing that is facilitated through CSU that impacts young Black tenants in TCHC is alarming.

During the course of the consultations, tenants raised many points about the kinds of changes to CSU they would consider meaningful from TCHC. A theme that continuously came up was that of building stronger ties between CSU and local communities, including:

- CSU being made up of community members only, who have lived or are currently living in TCHC
- CSU receiving sensitivity training from community members
- Community members being empowered to help select CSU special constables and being part of the disciplinary oversight process.

Tenants suggested that CSU should connect with community peacemakers before calling TPS. Tenants want the community as part of the CSU decision-making processes and for CSU to be more community friendly, through close partnerships with social workers and community organizations instead of police.

Tenants also emphasized the need for CSU to use a community-centered approach, and should truly understand the effect calling the police can have on people's lives and should only do so when absolutely necessary. Tenants expressed the need for CSU to be more engaged in the community, and work as advocates for tenants not act as enforcement. Tenants mentioned that CSU officers should have a background in social work and youth work and that the job description for community safety needs to change.

“Someone [I know] was on curfew after being on house arrest as a minor and was caught by CSU in the elevator going home late from a friend's house. The friend lived in the same building but, he was supposed to have been in his unit earlier. So they handcuffed him and called the police before even asking his name and details around his curfew. The boys say it's clear TCHC is working with the police because there is no way the CSUs could have known about the curfew - it was just a 17-year-old Black boy in the elevator of his own building.”

- Tenant

Lastly, tenants spoke about the CSU budget, stating CSU should be subject to an in-depth external review of its budget and financial allocations

and the CSU's budget should reflect a commitment to confronting anti-Black racism and community development, with allocations towards community partnerships that are attuned to the defunding conversations happening locally in Toronto.

CSU special constables recounted stories of talking to parents, parents counting on them to help steer youth in the right direction, but that they were only able to do this once they established meaningful relationships with community that went beyond yearly "public relations events." Carrying groceries, walking in community, having conversations created pathways for residents to connect with CSU officers when they needed them. Officers emphasized building relationships and trust during "good times" rather than only showing up during "the bad."

These ideas can and should act as stepping-stones in the re-imagining policing conversations. They are concrete suggestions that move the conversation from imagination to reality. Adopting innovative approaches to community safety empowers tenants to engage in fostering safe spaces alongside social housing staff. Approaches that are more punitive duplicate and embed policing bodies into neighbourhoods, and as a result further criminalize tenants who are vulnerable to policing forces.

It is important to recognize that enforcement does not guarantee safety. Successful community safety strategies consistently point to more investment in young people, poverty reduction, and overall community well-being. Community safety must be looked at holistically and not replicate policing models that have been historically and are currently are being critiqued for their anti-Blackness.

A summary of frequently repeated tenant-related concerns reflected in the sessions include:

- **Enforcement** – A significant number of tenants stated CSU operates from a policing approach instead of a community development approach and contributes to the school to prison pipeline by enforcing minor infractions.



- **Similarity to the Toronto Police Service:** A significant number of tenants spoke at lengths of the likeness between TCHC's special constables and police officers and that the increase of CSU presence does not make the community feel safer.
- **"Us vs. Them" dynamics:** A significant number of tenants see special constables as a threat. All young Black men in the sessions noted that they feel targeted, mocked and unsafe in their communities. The use of the Agent of the Landlord Agreements between TCHC and TPS also fosters the "us vs. them" dynamic.

A summary of frequently repeated CSU officer concerns reflected in the sessions include:

- **"Us vs. Them" dynamics:** CSU special constables stated they feel the community does not understand their role which contributes to an "us vs. them" dynamic. They also noted that the community sees them as police which often makes it difficult for them to do their job.
- **Lack of training and support:** CSU staff highlighted a lack of cultural sensitivity training and support, impacting their ability to effectively connect with all residents in TCHC communities.
- **The similarity to the Toronto Police Service:** CSU staff noted the similarities between them and TPS, stating that they "essentially do the same things except that CSU officers don't have guns." They also noted the uniforms look the same as TPS resulting in tenants seeing them as TPS.
- **Lack of diversity at senior levels:** Senior levels of the CSU and front-line staff comprise many ex-police officers and do not reflect the diversity of the communities they serve.

## Human Resources

Human Resources is often understood to be the space that manages the people resources needed to ensure companies can deliver their mandate. The HR division provides human resources support to all employees, including the areas of recruitment, training, and labour relations. Staff, specifically Black staff, spoke at length about how HR's policies and

procedures are deployed only for those in positions of power and influence, but not for those further from positions of power, creating a culture of fear and inequity in the organization.

“TCHC does have policies on discrimination. It is not transparent on how the complaint will be processed which needs to change. What are the steps for employees? Policies need to be out there in the open for TCHC staff to access.”

-Staff

During the consultations, both Black and non-Black staff highlighted concerns about:

“[one of] the barrier[s] to allyship in TCHC is nepotism. There are entire families that work at TCHC - husband and wife, siblings, cousins, etc [...] So when there’s nepotism it makes people ‘untouchable’, accountability is ruined and workplace culture is ruined by things like bullying.”

-Staff

- **A culture of fear:** Mistreatment from management and constant restructuring have contributed to a toxic culture. Although several of the employees who created this culture no longer work at TCHC, there are ongoing negative impacts on the staff that remain at TCHC.
- **Inconsistency and non-transparency of policies and procedures:** There is inconsistency in how policies and procedures are enforced. The organization has failed to communicate the use of these policies to staff.
- **Lack of trust:** Over the years, the constant changes occurring at TCHC (i.e., staff changes, executive leadership changes, organizational changes, and what some staff identified as a history and culture

of patronage and nepotism within TCHC) and how HR manages these changes have contributed to the ongoing distrust between HR and staff.

The culture of fear and inequity still exists both in the behaviours of HR and in the perceptions of staff because the conditions and behaviours resulting from HR's history have not been directly addressed or unlearned. This document acknowledges the current efforts of HR to address this current reality; however, the strategy will ensure that the work is effectively accomplished by focusing on the impacts on anti-Black racism. TCHC as an employer must respond to the internal conditions that prevent staff from being able to do their best work, and are actively working to address this and other historical challenges through its current commitment to transformation and change.

## **Informing narratives of anti-Black racism at TCHC**

This section is a reflection of what we heard from staff and tenants. These narratives have informed our work in diagnosing the problems and developing solutions. While reading this section, images will come to mind; while seeing these images, try and see what the opposite experience would be and how we can make that opposite experience possible. This is not the opinion of a few people, these are the experiences of all of those we spoke to during the consultations.

### **What we heard from Black tenants:**

Being a Black tenant living in Toronto Community Housing means you are reminded daily that as a Black person, people see you as a problem. Your experience is shaped by how TCHC sees you and how the City of Toronto sees you. As a Black person living in social housing, your experiences will be impacted by the many stereotypes and assumptions about Black people that exist. The stereotypes and assumptions that say that Black people are criminals, complacent, fatherless, single moms, dangerous, dishonest and therefore undeserving. TCHC's policies that are influenced by these stereotypes will make it so that the unique

“TCHC often treats their tenants like criminals and don't want to seem accommodating to residents because it feels like you're accommodating criminals.”

-Tenant

intersectional experiences of Black people are not included in the assessment of your needs.

Being a Black tenant means the biases and lack of cultural competency of staff will shape how you receive service, and if those services are not adequate, your complaints will sometimes be met with threats or consequences, that's if those complaints are heard at all. In 2018, police in Canada reported 283 incidents motivated by hatred against the Black population. This represented 36 per cent of all hate crimes targeting race or ethnicity, and 16 percent of all hate crimes in 2018,<sup>xviii</sup> which means being a Black tenant in TCHC there's a high chance your neighbours will use racial slurs and racially charged language towards you. There is also a chance that you will be subjected to a culture of spying by your neighbours, who will watch your movements and report you as being "suspicious." In Toronto Black people are over-policed. For Black tenants that means CSU officers or police officers independently or together work to protect property and other people from you, without offering you those same protections.

Due to systematic racism, a disproportionate number of Black Torontonians are more likely to be unemployed or under-employed. Torontonians of African descent have an unemployment rate of 13 per cent, nearly two times the provincial rate.<sup>xix</sup> They are also more likely to live in poverty, which means Black people will likely rely on low-income housing for safe places to live. However, being a Black TCHC tenant also means the policies of the company penalize saving money and having any increase in income you receive be stripped in additional rent and loss of subsidies. When employers see a TCHC address, they may reject your application. Your ability to gain employment can be impacted based on a charge you received because a special constable enforced a policy and charged you rather than de-escalating and supporting you.

In 2016, close to 35 per cent of Black children in Toronto were living in a low-income household, compared with close to 20 per cent of children in the rest of the population.<sup>xx</sup> Because of limited opportunities, racism and a general sense of hopelessness as documented in the Roots of Violence report<sup>xxi</sup>, Black youth are more at-risk of contact with the justice system,

“A lot of tenants are losing faith in TCHC. The physical condition of the buildings has been so dilapidated that they have to be torn down, in the process displacing residents which is an added inconvenience in their lives. Why are there no consistent repairs done and it is left to the point where the only way to fix things is through redevelopment and displacement?”

-Tenant

and that involvement impacts their and their family's tenancies at TCHC. Black youth, particularly young Black boys, don't feel safe: Not only from other potential threats, but unsafe from the people who are supposedly here to keep them safe.

The vague language of the policies in place will allow you to be evicted for “anti-social” behaviour through the discretion of staff, discretion that ends up getting applied in racially biased ways. Being young, Black and male in TCHC means that the way you are treated by your communities and by staff leaves you unsupported, completely misunderstood and stereotyped. For TCHC, this means the way we do our work disproportionately harms young

Black people. Being Black at TCHC means that your experience of what it means to be Black and senior, Black and queer, Black and an immigrant, Black and Muslim, Black and of different ability, are not accounted for or acknowledged when interacting with TCHC.

Black people throughout the city experience the dehumanizing impacts of anti-Black racism on transit, in the workplace, in stores, in schools, and health care settings. However, for some Black people, their homes are sites of refuge, safety, and security— a sanctuary from the damaging experiences of anti-Black racism. This is not the case for Black tenants living in TCHC. Anti-Black racism is seemingly inescapable for them.

### **What we heard from Black staff:**

If you are a Black employee at TCHC, you will not consistently see yourself reflected in senior management and not at all in executive leadership. If

you are in a management role, you are often seen as a leader/representative for the Black staff voice but are ill equipped to support them because the systems do not support you. You will be asked to choose between upholding and implementing policies and procedures that are harmful to people who look like you or risk losing your job. You will have to make tough decisions because you are intimately aware of the outcomes for Black people and although you want to help the tenants you work with, the system is not set up in a way that supports you to center the experiences of tenants.

“Tenants make comments like ‘you don’t fight for our people’ or ‘you don’t represent the Black community.’” They feel like the system is against them, and you’re not helping us. Tenants see Black staff as a means to help them against the failing of the system. I try my best to see how I can help. It takes energy and effort. You have to be able to give the help they need, but not do it for them, or else it becomes impossible.”  
-Staff

As a Black staff person, you will be seen as a source of support for Black tenants, as kin, but if you are doing your job as is, you will be known as a “sell-out.” You will not just be a staff person, you will be a Black staff person, which means you play the dual role of the Black informant. When it works for your colleagues your lived experience of blackness will be leveraged, but you will not be acknowledged for it. When it doesn't work for your colleagues, that experience will be reduced, dismissed, and invalidated. You will be asked to prove yourself more while being promoted less. You will have your hair touched, your food will be described as "interesting," told you are not like "other Black people", "you are one of the good ones", "wow, you are so articulate" and if you bring this up to HR, you will be told you are creating a hostile work environment.

You will come to work and hear your teammates talk about “single Black mothers” and “ghetto Black people” and you will wonder if they say these things about you when you're not around. Some of your colleagues will even create and advocate for policies that would make you feel like a

criminal, if you were not a staff person. When you attend events and meetings, you will be spoken to with the cloyingly sweet tones reserved for tenants from staff that rarely meet with tenants and mistake you for a tenant based solely on the fact that you are Black.

### **What we heard from non-Black staff:**

Being a non-Black employee at TCHC means that you will be a witness to anti-Black racism and not know how to respond. Being a non-Black employee at TCHC means that you will witness or see your colleagues experience anti-Black racism and not have the support, knowledge or language necessary to help them. You will see your colleagues marching in the streets in response to violence against Black people, and see them take that activism into the workplace, and wonder how you can help, without jeopardizing your job. It means you'll see your organization put out a public statement saying they have a "commitment to eliminating anti-Black racism and all forms of discrimination" but not put out a statement acknowledging how the work we do is also harmful to Black people or what you can and should do to be a part of the solution and not the problem.

“What has been done historically at TCHC, is making our policies colour blind. We don't see when the policies impact different communities differently. We don't ask how these policies impact the Black tenants in a different way, through an ABR lens. On paper these policies look neutral, but they are not.”

-Staff

You will see tenants struggle, suffer, and be unable to respond with feeling, but only with a cold and cruel sense of professionalism. It means you'll see things, but never speak or react to them in ways that are meaningful. It means that you are expected to follow policies and procedures that fail to capture the realities of what tenants and staff experience at TCHC and you may experience push back for even trying

to solve the problems.

As a racialized employee you can feel left out, frustrated and apathetic because you experience racism too but no one is addressing it. It means you work for a company that is in the public eye, many times for negative stories. It means you'll work for an organization that serves vulnerable, marginalized populations but operates primarily from a corporate lens that is sometimes in conflict with what is most supportive to tenants. It means that your colleagues with business and professional backgrounds are tasked with creating policies and procedures, while never meeting or working with tenants, and not seeing how these policies and procedures impact tenants.

## **What we heard and learned: Understanding the collective experience of anti-Black racism**

Anti-Black racism manifests in our policies and programs, interactions between tenants and staff. It is found in our offices and our communities. It directly impacts the lives of countless Black people in Toronto. There is a contradiction that exists between what being a social housing provider means and the way we do our work. This contradiction is underpinned by anti-Black racism. Anti-Black racism threatens TCHC's success and its stakeholders. The conversations on anti-Black racism have raised fundamental questions about what it means to function more as a landlord *or* a social housing provider. Our ability to act as a social housing provider has implications for anti-Black racism. This is where the contradiction, a disconnection, between our role as a social housing provider and the way we work is created. What has become apparent is TCHC is a product of the anti-Black racism that exists in our country, province and city. Our internal response to the external reality and the way in which we work contributes to an anti-Black environment at TCHC.

Being an employee at TCHC means that this contradiction prevents us from being able to provide care and invest in the wellbeing of tenants and their communities. This contradiction leaves employees feeling unsupported in being able to address problems innovatively and confront anti-Black racism when they see it or experience it. This contradiction



leaves staff with little or no institutional support when trying to make TCHC meaningfully better for tenants and staff.

Being a Black tenant at TCHC means that this contradiction creates an environment where your opinion will never be meaningfully heard, no matter how many community consultations you attend, no matter how many staff you speak to, or how many emails you write. A small group of non-Black tenants can challenge what is agreed upon and be catered to without reflecting the TCHC tenant population. It means you will only see superficial changes to your community over the years, but never receive investments that are transformational. It means you will always feel unsupported by our organization.

“On some level [people] benefit from the structure currently in place. [There can’t be a] removal of the individual in upholding, drafting and passing these damaging policies without taking the social lens in consideration. If there is not a structural benefit to non-Black staff, at minimum they benefit by not having the discomfort of having to learn, imagine, propose something and work differently. [We can’t remove] all onus from people and puts it on things – policy, company, institution – as if people do not directly inform these things.”

-Community Stakeholder

Being Black at TCHC means that you might be able to do good for yourself by upholding systems that are inherently anti-Black, but you will not see that same good for the Black community collectively. This is the collective experience of anti-Black racism at Toronto Community Housing. By addressing the roots of this contradiction and confronting anti-Black racism directly, our aim is that systemic change can be experienced and how TCHC operates can be transformed. By directly going after the inherent contradiction that underpins our work, we can directly impact the lives of our tenants and staff and make our organization and our City better.

# Part II: Recommendations



## Recommendations

Guided by the learnings from consulting with staff, tenants and stakeholders, we have developed a strategy that offers a way forward. This strategy allows us to mitigate and manage the risk of anti-Black racism. Dealing with anti-Black racism at TCHC requires more than teaching people how to be anti-racist, as anti-Black racism is both predictable and unpredictable, and systemic anti-Black racism intends to find ways to sustain itself. This work requires an approach that allows for both short- and long-term tactics, but also flexibility. It needs experts and a day-to-day focus on the work. It needs leadership at all levels, especially at both the grassroots and at the top. Our approach allows us to locate the roots of anti-Black racism within TCHC and work to ameliorate it.

We recommend implementing this strategy alongside the implementation of a Centre to focus on cultural reform at Toronto Community Housing. The strategy and the Centre must be implemented together as the modalities required to effectively and sustainably support TCHC toward improving outcomes for Black staff and tenants. This strategy is not fixed in time, but rather *a living document*. Our goal is to achieve the outcomes set out in the strategy, but the actions we take to get to those outcomes must be flexible and responsive to the changing realities experienced by Black TCHC tenants and staff.

Together, the strategy and the Centre will lead to skill-building, leadership development, organization and alliance-building, issue-framing, messaging, advancing solutions and transforming organizational culture. We will do this by developing pathways into racial equity work for TCHC divisions, employing systems thinkers that utilize an ABR and equity lens, and enhancing the ability to respond to issues that **require both immediate action and long-term strategic direction**.

We are asking that the Board of Directors approve the following four items:

1. Approve the Confronting Anti-Black Racism Strategy and its 8-Point Plan for implementation

2. Authorize the establishment of a new TCHC Centre for Advancing the Interests of Black People and staff to develop and implement the Centre
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations
4. Require semi-annual reporting to the Board of Directors

“This strategy, it captures most of the discussions I’ve had with folks, beyond the CABR discussions but also in my years of living in TCHC. It’s like there’s finally a part of the organization that can take everyone to account for years of systemic violence that happens in our communities. I hope that it brings effective change in our communities. When I think about TCHC, I think about trauma. It makes the experience of Black people treacherous, it makes the day-to-day living painful, and we suffer. I hope the Centre will function as a healing tool for Black people who have never known peace in their life.”

-Tenant

## TCHC strategies for change

The strategies for change are adopted from the Vancouver strategy to confront anti-Black racism and City of Toronto's Confronting Anti-Black Racism strategy. These strategies serve as the guiding principles to assess the recommendations in the eight-point plan. The TCHC Centre to Advance the Interests of Black people will lead the organization in applying the following strategies for change:

**TCHC anti-Black racism action plans:** Holistic action plans with resources, dedicated staff, connections to leadership, and work programs integrated across departments have been identified as critical to advancing meaningful action to address anti-Black racism in TCHC policies, practices, programs, and investments.

**Cultural redress:** Cultural redress initiatives will attempt to repair the harms of systemic anti-Black exclusion, displacement, and discrimination and consider how historic and contemporary forms of anti-Black racism shape the social housing landscape.

**Competency in anti-Black racism analysis:** Understanding and incorporating an anti-Black racism analysis into TCHC's strategic priorities allows us to see how the historical and current racist experiences is crucial to addressing anti-Black inequities in revitalization, tenant engagement and programming, community economic development, violence reduction strategy, community safety, tenancy management, and capital repairs.

**Public engagement:** Recommendations include work to consistently invest in culturally relevant, socially safe design, engagement, and participatory budgeting processes led by Black tenants, that reflect diverse experiences and the spectrum of complex intersectional identities, as well as mechanisms to catalogue and connect engagement across departments.

**Human rights data:** The ethical use and collection of race-based data should be implemented to inform budget, corporate initiatives, investment

processes, human resources practices and leadership diversity, and the development and delivery of services, including tenant engagement, tenancy management, revitalization, and community economic development initiatives.

**Human resources:** ABR analysis of the current HR policies and practices (hiring, retention, promotion, performance evaluation, and workplace culture initiatives) can support the implementation of processes to address unconscious bias and systemic anti-Black racism, as well as intentional hiring and advancement opportunities for Black tenants and staff.

**Advocacy:** The use of advocacy can influence decisions by external agencies and partners that impact TCHC staff and tenants and create partnerships to ensure TCHC can support needs of tenants and staff that are beyond our scope.<sup>xxii</sup>

## TCHC's 8-point plan to advance the interests of Black people

The TCHC 8-point plan captures the vision and are success indicators for TCHC. Addressing each point will come in phases as the work of the Centre and TCHC evolve. The 8-point plan captures some of the priority actions, but not all of the work that will be done since our actions must and will be responsive to the needs of Black tenants and staff.

The 8-point plan is influenced by the City of Toronto's Action Plan to Confront Anti-Black Racism that explicitly names TCHC in playing a role in confronting anti-Black racism within the wider context of the City by “improving the quality of Toronto Community Housing through a revised tenant-focused service delivery model that better serves families, youth and vulnerable tenants, including seniors, with a stable funding formula.”<sup>xxiii</sup>

“In terms of neighbourhood trauma, there’s a constant fear in your brain in how to navigate in your neighbourhood, that feel of being unsafe, afraid of being chased, on a deep mental level. Even when you’re outside your neighbourhood, you still have that engrained level of fear, of always being watchful. You’re always looking to find ways to cope constantly, that’s what the trauma is doing to us.”

-Tenant

## 1. Decent and fair housing

TCHC recognizes that the stigmatization and oppression of Black people is further compounded by their presence in social housing. As a social housing provider, TCHC mitigates the material effects of this stigmatization and oppression by providing social housing that is clean, safe and modern, through reworking policies, procedures and interpersonal interactions that mirror a practice of valuing those who have been historically undervalued because of their race.

### **Within TCHC this looks like, but is not limited to:**

- Updating the culture model, all corresponding policies, and performance management tools, to reflect a commitment to advancing the interests of Black people
- Embedding anti-Black racism analysis into Operations Service Quality Indicators and the service delivery model
- Implementing ongoing strategic training and coaching, developed by subject matter experts, on anti-Black racism and anti-oppression for all staff
- Mapping and analyzing repair backlogs through an anti-Black racism analysis
- Conducting an anti-Black racism analysis on CSU's policies and practices



## 2. Meaningful economic investment

TCHC recognizes that due to systemic anti-Black racism, Black people in Toronto are more likely to experience poverty and be underrepresented in positions of decision-making and power. TCHC shifts this reality by prioritizing the attainment of meaningful economic opportunities through investments, the creation of meaningful pathways to employment and promotion, and mobilizing local resources such as people, capital, institutions and organizations for staff and tenants.

### **Within TCHC this looks like, but is not limited to:**

- Developing employment and advancement opportunities for Black tenants and staff
- Using disaggregated data to intentionally recruit Black staff into underrepresented positions
- Targeted recruitment of Black vendors for all TCHC service areas
- Actively supporting the education, training and hiring of Black youth into meaningful employment opportunities through career-based mentorship programs for Black youth to support skill development and the building of professional networks
- Developing a pilot program between TCHC and Black North Initiative with learnings informing and developing into increased procurement awards for contracting businesses owned by Black people
- Developing targeted programs that focus on poverty reduction for Black tenants, (i.e., arrears forgiveness or temporary rent support programs)
- Creating financial literacy programming and pathways for tenants to achieve their financial goals
- Reintroducing pilots and programs that create opportunities for Black tenants into skilled trades and other professional industries

### 3. Healthy children, youth and families

TCHC recognizes that due to anti-Black racism, educational institutions and poverty harm Black children and youth. Black children and youth are over-represented in the child welfare system and the youth justice system. Collectively, Black families are harmed when there is a lack of investment in children and youth, and the lack of ability to protect children and youth from the impacts of anti-Black racism making them more vulnerable to negative outcomes. TCHC invests in long-term, tenant-led, sustainable programming for Black children, youth and families that will provide access and support to programs needed to create healthy and vibrant communities.

#### **At TCHC this looks like, but is not limited to:**

- Targeting communication to Black tenants around new opportunities available at TCHC
- Consulting with a diverse group of members from the Black community to inform an engagement strategy for Black tenants living in TCHC
- Developing a corporate-wide Black families, youth and children strategy including long-term, sustainable funding
- Creating impactful year-round programming for Black youth and children that provides clear access to recreational, educational and employment opportunities
- Strengthening the Use of Space Policy to allow spaces in communities to be more accessible to tenants

#### 4. Access to culturally responsive health and mental health services

In line with Toronto Public Health, TCHC recognizes anti-Black racism as a public health crisis, reinforcing the impacts of anti-Black racism on the social determinants of health and other social inequities for Black people in Canada. Systemic discrimination within the health care system and lack of culturally sensitive services are detrimental to Black tenants and staff. TCHC uses an anti-Black racism analysis to identify and address the intersectionality of race, housing and social determinants of health and the disproportionate impacts on Black tenants and staff.

##### **Within TCHC this looks like, but is not limited to:**

- Reviewing the Employee and Family Assistance Program to determine its effectiveness and explore the feasibility of alternative mental health and wellness supports (e.g., healing circles, culturally relevant mental health services) that will meet staff needs to address their physical and mental health
- Partnering with Toronto Public Health and other community agencies to develop a mental health strategy for tenants and staff
- Developing a crisis communications protocol for when ABR incidents occur affecting either staff or tenants
- Using an anti-Black racism analysis to review policies and procedures that focus on social determinants of health for Black tenants and staff
- Create culturally relevant and responsive, intersectional mental health service programs for tenants, including peer-to-peer supports and family counselling

## 5. Community centered safety and wellness

TCHC recognizes that the impacts of anti-Black racism create unsafe spaces for Black tenants and staff. Due to the school to prison pipeline, it's rare that Black youth are afforded second chances and are criminalized and written off at a young age. This cycle of criminalization creates a cycle of violence and a culture of fear. Black people and communities are barred from equal access to justice and community based support. TCHC disrupts the school to prison pipeline by employing tactics that afford Black youth second chances, anticipating dangerous situations, responding to crises in a holistic and restorative way and ensuring we are not putting our staff in harm's way by expecting them to enforce policies that have anti-Black implications.

### **Within TCHC this looks like, but is not limited:**

- Creating a mechanism within the Centre that acts as a safe space for Black staff and tenants experiencing ABR issues
- Conducting a review of the Violence Reduction Program's funding model and explore opportunities to fund more community initiatives
- Establishing an external investigations process for complex ABR issues
- Developing a CABR risk management strategy for TCHC and its business units
- Focusing on tenant-led safety initiatives, including the development of gun-violence reduction initiatives
- Focusing on community safety from a wellness perspective
- Exploring the impacts of environmental racism on the wellness of Black tenants
- Conducting property audits through an anti-Black racism analysis

## 6. Divesting from police culture

TCHC recognizes that the blurred lines between TPS and CSU provide an entryway for the relationship between the police, Black tenants and CSU to overlap. The historical relationship between police and Black people in Toronto therefore reflects in the relationship between Black tenants and CSU. In line with the wider calls for transformation in how policing is done and how it impacts the Black community, TCHC invests in creating a culture of policing reform within our Community Safety Unit.

### **Within TCHC this looks like, but is not limited to:**

- Creating a community driven task force to do a full-scale review of the CSU
- Reviewing all current enforcement-related programs and policies in an effort to address the tensions between TCHC communities and the CSU
- Eliminating the use of Agent of the Landlord Agreements
- Create and implement a standardized staff and managerial developmental and evaluation process, with a particular focus on ABR, equity and inclusion
- Reviewing the CSU budget to reflect a commitment to the CABR strategy, a community development approach, and to be in line with current local police reform conversations
- Establishing annual training modules in the areas of ABR, anti-oppression, cultural sensitivity and mental health for CSU recruits and staff including management staff
- Establishing a CSU advisory tenant board to build relationships that foster trust and legitimacy through consistent messaging, collaborative initiatives and measured outcomes
- Implementing non-policing alternatives in two key areas, mental health and youth, through the usage of specialized community based outreach workers

- Modifying staff qualifications to align with a community engagement and development approach

## 7. Uplifting social support networks

TCHC recognizes that dominant cultural norms do not reflect Black people in all of their diversity. Structures of anti-Black racism normalize forced assimilation into Eurocentric norms that prevent Black people from connecting with one another in culturally relevant and meaningful ways. TCHC recognizes the harms that anti-Black racism creates towards the Black community and recognizes that healing from the psychological and physiological consequences of anti-Black racism must also occur collectively. The impacts of anti-Black racism are combated by investing in mutual support networks that are organized by Black communities themselves.

### **Within TCHC this looks like, but is not limited to:**

- Supporting Black Staff Caucus initiatives to participate and provide input in corporate projects, including CABR and HR's diversity and inclusion initiatives
- Improving tenant engagement and leadership streams for tenants to be actively involved in shaping the social and physical transformation of their community
- Using existing and new channels to help document and track tenant-led success stories and community histories
- Developing an engagement and access to information strategy to effectively communicate with marginalized and isolated seniors
- Creating a mentorship program that prepares Black staff for promotions and leadership opportunities
- Developing and implementing intergenerational and cultural connections through Black mentorship initiatives in TCHC communities

## 8. Addressing anti-Black racism and cultural redress

Black people make up 8.5 per cent of the population of Toronto, yet 85 per cent of racist hate crimes are against Black people.<sup>1</sup> From microaggressions to overt forms of racism to stereotyping, anti-Black racism impacts all areas of Black people's lives. While a human rights and equity lens can serve as a way to bring Black people justice, this approach often misses the mark when it is not grounded in an anti-Black racism analysis. Black communities have long noted the ways in which they are expected to accept racism and the lack of consequences for racist behaviours. TCHC engages in cultural redress initiatives to repair the harms of systemic anti-Black exclusion, displacement, and discrimination, and develops mechanisms to repair the harms of anti-Black racism.

### Within TCHC this looks like, but is not limited to:

- Strategic training and coaching on anti-Black racism and anti-oppression for all staff developed by subject matter experts
- Anti-Black racism, anti-oppression, anti-bias training and engagement for the current and new Board of Directors and creating opportunities for the Board to meaningfully hear from tenants
- Developing and implementing a mechanism to hold the corporation and divisions accountable in upholding CABR principles, advancing the CABR strategy, and addressing and resolving ABR issues
- Developing and implementing an anti-racism policy that allows TCHC to hold accountable and reprimand all stakeholders, including tenants, for any form of racism
- Exploring a transformative justice approach to addressing community harm
- An explicit commitment to understanding Black experiences through an intersectional lens

- Developing a crisis communications protocol for when ABR incidents occur affecting either staff or tenants
- Developing protections for whistleblowers
- Empowering the Centre to hold staff accountable through CABR-specific accountability mechanisms
- Empowering the Executive Leadership Team through training and support that allows them to build confidence and competency to be able to model and guide organizational commitment to the CABR Strategy

## The TCHC Centre for Advancing the Interests of Black People

**The Centre aims to lead sectorial change in shaping the discussion around housing policy and race.**

TCHC needs the Centre in order to drive innovative responses towards confronting anti-Black racism and all forms of discrimination and prejudice. The goal of the Centre is to transform the operations and experiences at Toronto Community Housing and lead the sector in defining the experience of social housing for all tenants. Our work is primarily concerned with the experience of anti-Black racism; however, the Centre should evolve into a space that is able to respond to all forms of racism and discrimination, including anti-Indigenous and anti-Asian racism.

The Centre will drive institutional reform through the following job functions:

- **Centre Director:** Will oversee the Centre, provide direction, visioning and leadership, report to the CEO and Board and sit as a member of the Executive Leadership Team at TCHC.
- **Policy, Planning and Coaching Consultant:** Will utilize expertise on key issues on race, racism and in particular anti-Black racism to manage, influence, develop and provide recommendations on policies and manage systemic change efforts. Will be connected to the front-line as a way to ensure a ground-up approach to their work.



Will work to address silos throughout the execution of the strategy supporting capacity building of TCHC staff. This role will aim to shift corporate culture through coaching, ensure accountability and oversight measures are in place and guide TCHC transformation by providing professional advice to divisions and staff to implement work plans.

- **Education and Advocacy Consultant:** Will educate staff and tenants about the strategy and its recommendations, empower tenants and staff to use and engage the Centre effectively, and help staff and tenants to have the language to advocate their needs.
- **Resolutions Coordinator:** Will use a human rights lens, equity lens and ABR lens to resolve tenant and staff complaints and concerns. This role will liaise with relevant partners including unions, HR and Legal Services to manage issues to the point of resolution.
- **Tenant and Staff Oversight and Advisory Board:** Will function as an external accountability mechanism to hold the Centre and TCHC to account to fulfil the mandate of the CABR strategy.

These job functions will be responsible for working with business units and tenants at TCHC to design and oversee the implementation of the strategy.

The Centre team will support TCHC to design strategy and work plans, oversee implementation of work plans, foster accountability and oversight, conduct strategic training and coaching, and lead capacity building, public

“[TCHC] can no longer participate in the criminalization and hyper surveillance of their tenants simply because they cannot afford to live somewhere else.”

-Tenant

education and investigations into human rights issues through an ABR and equity lens. The team will also advocate and communicate on behalf of the strategy, and implement an oversight network made up of both tenants and staff. They will also lead in the implementation of the TCHC 8-Point Plan to advance the interests of Black tenants.

## Next steps

The strategy provides the framework upon which action can begin. In order to execute the strategy we will:

- Develop clear, concise and measurable work plans with every division
- Develop a dedicated staffing structure to establish the Centre for Advancing the Interests of Black People
- Continue and maintain anti-Black racism training amongst all levels of staff
- Report on progress bi-annually to the Board of Directors, commencing in the third quarter of 2021
- Establish an accountability oversight group, composed of Black tenants, staff and service providers

## Conclusion

As we move forward, our inspiration as a social housing provider must be guided by the understanding that despite your social location, you are worth meaningful housing and safety. This work requires us to care about the people that society tells us not to care about, but we cannot do this if we have consciously or subconsciously bought into the idea that these people, Black people, Indigenous people, immigrants, poor people, queer people, people living with disabilities, people living with mental health issues, are a burden on our society.

This narrative exists within broader society and inevitably shows up at TCHC. When we put policies over people, procedure over well-being and liability over advocacy, we harm our staff and our tenants. When we see our tenants as risks, or see fixing a toilet as a bigger risk or responsibility than providing safe places for children to play, rather than seeing the barriers and challenges they face as risks too, we move away from being a social housing provider. Being a social housing provider requires us to see

that we are just as responsible for community wellbeing as we are for fixing buildings, and that requires us to truly see all of our tenants.

In organizational change, there is a saying, "culture trumps strategy." Policy implemented through phases and with iterations can change culture. The core of our work is to transform the operating culture of TCHC in order for the changes we set forth in this strategy not to lose momentum and to be wholeheartedly taken up and adopted by staff and departments.

This strategy is the first step in confronting anti-Black racism at Toronto Community Housing. It cannot and will not represent the totality of action required to dismantle anti-Black racism, but it commits us to action and moving forward. True success will require collaboration, learning, growing and evolving. Together we will build an organization that will honour the staff and tenants upon which it relies. Anti-Black racism will not be solved in a year or potentially in a generation, but inaction is equivalent to complicity. TCHC will no longer remain silent, we are choosing to be a part of the solution.

## **Acknowledgements**

To the Black Staff Caucus who have been longtime champions of supporting Black staff and tenants, including inviting Black staff leadership to the discussion of addressing anti-Black racism at TCHC, we acknowledge and thank you for your continuous work over the years. To the Black staff in management who escalated this very difficult conversation, who used your positions in leadership to make this conversation happen, we thank you and acknowledge your courage, leadership and creativity. Thank you for trusting us to take this important work on and make this vision come to life.

To the Black tenant leaders and the communities who have repeatedly engaged with TCHC to make us listen, know that through this strategy, we aim for your stories to not just be heard, but to be responded to in a way that reflects your realities and concerns.

We would also like to thank all the non-Black staff and tenants who supported us throughout the creation of this document. We recognize that it will require many voices around the table to address Anti-Black racism, and thank you for your support in moments that were not always easy.

Finally, to the countless other Black tenants and staff that have been fighting to be heard for years, it is your stories of courage and resiliency upon which we built this strategy. Without your ongoing participation and feedback, the strategy would not be reflective of the experiences of Black staff and tenants in Toronto Community Housing.

## Glossary

### **Anti-Black racism:**

"Anti-Black racism is defined here as policies and practices rooted in Canadian institutions that mirror and reinforce beliefs, attitudes, prejudice, stereotyping and/or discrimination towards people of Black-African descent. The term "anti-Black racism" was first expressed by Dr. Akua Benjamin, a Ryerson Social Work Professor. It seeks to highlight the unique nature of systemic racism on Black-Canadians and the history as well as experiences of slavery and colonization of people of Black-African descent in Canada."<sup>xxiv</sup>

### **Community development approach:**

"Community development is a process where community members are supported by agencies to identify and take collective action on issues which are important to them. Community development empowers community members and creates stronger and more connected communities. Community development is a holistic approach grounded in principles of empowerment, human rights, inclusion, social justice, self-determination and collective action (Kenny, 2007). Community development considers community members to be experts in their lives and communities, and values community knowledge and wisdom. Community development programs are led by community members at every stage – from deciding on issues to selecting and implementing actions, and evaluation. Community development has an explicit focus on the redistribution of power to address the causes of inequality and disadvantage."<sup>xxv</sup>

### **Cultural redress:**

"Redress can be used as both a noun and a verb. In the noun form, it is the compensation for setting something right. As a verb it means to correct, right a wrong, or make restitution for something."<sup>xxvi</sup>

### **Culturally responsive:**

"Cultural responsiveness requires individuals be cultural competent. This competency is having an awareness of one's own cultural identity and views about difference, and the ability to learn and build on the varying cultural and community norms. It is the ability to understand the within-group differences that make each [person] unique, while celebrating the between-group variations that make our [world] a tapestry."<sup>xxvii</sup>

### **Experiencing poverty:**

"Poverty has many faces, changing from place to place and across time, and has been described in many ways. Most often, poverty is a situation people want to escape. So poverty is a call to action – for the poor and the wealthy alike – a call to change the world so that many more may have enough to eat, adequate shelter, access to education and health, protection from violence, and a voice in what happens in their communities."<sup>xxviii</sup>

### **Risk management approach:**

"Risk management is the process of identifying, assessing and controlling threats to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disasters [...] Every business and organization faces the risk of unexpected, harmful events that can cost the company money or cause it to permanently close. Risk management allows organizations to attempt to prepare for the unexpected by minimizing risks and extra costs before they happen."<sup>xxix</sup>

### **School to prison pipeline:**

"The school to prison pipeline has been used to refer to the disciplinary policies and patterns of socialization utilized within school settings to differentially target minority students (particularly young African-Canadian males) away from educational success, and towards incarceration. School disciplinary policies also discriminate against African-Canadian students and help to form the school to prison pipeline. [...] Zero tolerance policies have emerged in this new policy environment both within Canadian school

systems and within the criminal justice system. These policies echo political rhetoric of being "tough on crime" by outlining that some behaviour is not acceptable (and even criminal). As a result of these policies, rather than giving students an opportunity to learn from their mistakes, the outcome is to punish and criminalize their actions, thereby limiting further educational opportunities."<sup>xxx</sup>

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## Harm Reduction Policy

Item 6A

February 26, 2021

Board of Directors

**Report:** TCHC:2021-01

**To:** Board of Directors (“Board”)

**From:** Tenant Services Committee (“TSC”)

**Date:** January 25, 2021

### **PURPOSE:**

The purpose of this report is to seek the Board’s approval of the Harm Reduction Policy.

### **RECOMMENDATIONS:**

It is recommended that the Board approve the Harm Reduction Policy as set out in Attachment 1 to this report.

### **TSC**

This report was approved by the TSC on January 25, 2021.

### **BACKGROUND:**

In June 2018, City Council directed Toronto Community Housing (“TCHC”) to undertake actions in support of the Toronto Overdose Action Plan. Following Council’s decision, TCHC assembled an inter-divisional team to respond to the three directed areas:

- staff training on overdose;
- training and safe disposal of drug use equipment; and
- review of policies related to eviction that could discriminate against people who use drugs.

In its December 6, 2018 report to the Board of Directors (TCHC:2018-48), Management identified a number of ways in which we can build on our existing business practices, and expand activities to support harm reduction, including developing a corporate-wide harm reduction policy.

Strategic Planning and Stakeholder Relations consulted with and received input from staff in Operations (Community Safety Unit and Tenant Resolution Office), the Legal Division, and Human Resources (both Health and Safety and Labour Relations), as well as a stakeholder working group comprised of tenants with lived experience, and agencies that support harm reduction approaches and services.

### **HARM REDUCTION POLICY:**

TCHC recognizes that a harm reduction approach allows tenants who use substances to receive the services and resources that they need while supporting a healthy and safe environment for all members of the community. It reiterates TCHC's commitment to ensuring that all tenants are treated fairly and equitably under the Ontario *Human Rights Code*, and are able to access services and supports that help them to maintain successful tenancies.

The policy outlines responsibilities of staff, agencies and service providers for ensuring that harm reduction services are provided in a way that prioritizes the safety and security of Toronto Community Housing communities while delivering necessary harm reduction services.

### **NEXT STEPS:**

The Harm Reduction Policy is intended to validate work already being done by staff to support tenants. Once approved, TCHC will implement staff training, and improve how we safely dispose of drug use equipment in our buildings. In addition, TCHC will implement a robust partnership strategy with community based agencies who support harm reduction in a manner that supports tenants and those who may be involved in drug use.

**IMPLICATIONS AND RISKS:**

The implementation of the Harm Reduction Program will address the direction given by City Council in 2018, help the City address safety needs of vulnerable populations, and prevent deaths.

**SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning and Stakeholder Relations

**ATTACHMENT:**

1. Harm Reduction Policy

**STAFF CONTACT:**

Scott Kirkham, Manager, Stakeholder Relations  
416-981-4285  
Scott.Kirkham@torontohousing.ca

**Attachment #1**

# Harm Reduction Policy

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**Policy Owner:** Strategic Planning and Stakeholder Relations

**Approval:** Board of Directors

**First Approved:** N/A

**Effective Date:** September 30, 2020

## 1. Policy Statement

Toronto Community Housing is committed to promoting successful tenancies while ensuring that tenants can live together in strong, safe, and healthy communities.

Harm Reduction is an evidence-based approach which aims to reduce substance-related harms without requiring abstinence. Harm Reduction encompasses programs, services and practices premised on the concept that substance use should not be a barrier to the delivery of service, and in fact, the services delivered should be structured to account for the unique circumstances of substance use.

By partnering with Harm Reduction providers and adopting Harm Reduction principles in the delivery of services to tenants, we will be increasing the safety and quality of life for individual tenants and our communities as a whole.

All tenants, regardless of their specific circumstances, deserve equitable access to landlord services, to be treated with respect, and to enjoy the benefits of their home and community.

While the Ontario *Human Rights Code* protects Toronto Community Housing tenants with addictions and other mental health disabilities from discrimination under the ground of Disability, we recognize that extreme stigma and the fear of legal consequences frequently prevent tenants who use substances from accessing services, expressing their needs, or successfully participating in the broader community.

We know that any tenant who lacks adequate supports and is socially isolated is more likely to experience negative health outcomes, is more likely to be victimized from outside the community, and is more likely to engage in anti-social behaviour.

Toronto Community Housing recognizes that a Harm Reduction approach allows tenants who use substances to receive the services and resources that they need while supporting a healthy and safe environment for all members of the Toronto Community Housing community.

Under this policy Toronto Community Housing will:

- Work to support successful, stable tenancies for tenants who use substances;
- Support and facilitate the delivery of Harm Reduction services to tenants;
- Support the safe disposal of needles and other paraphernalia; and
- Facilitate the availability of Naloxone and overdose prevention resources.

## 2. Scope

- This Policy applies to all Toronto Community Housing staff, volunteers, community partners, and agencies who interact with tenants or staff on behalf of Toronto Community Housing.
- This Policy applies to Community Safety Unit (CSU) Special Constables when they are acting as agents of the landlord recognizing that as peace officers:
  - CSU officers should use their discretion to apply the specifics and principles of this Policy to the application of their powers.
  - This Policy does not supersede any duties that CSU special constables may have in their capacity as peace officers.
- This Policy applies to all residential tenants directly managed by Toronto Community Housing and tenants living in contract managed buildings, including rent-geared-to-income (RGI), affordable and market tenants. It also applies to occupants, visitors, and guests insofar as tenants are responsible for the conduct of all occupants, guests, and visitors who they invite onto the residential complex.

### 3. Values

In keeping with the Tenant Charter, Toronto Community Housing will implement this Policy in accordance with the following principles:

- **Respect:** All employees will provide respectful, professional and courteous service at all times. All tenants will communicate and interact with all persons who live in and work at Toronto Community Housing in a polite and courteous manner.
- **Accountability:** All employees will take appropriate tenancy management action to address illegal activity and antisocial behaviour on Toronto Community Housing property. All tenants will maintain their own units, keep common spaces clean and be responsible for their own conduct as well as the conduct of occupants, guests and all pets they bring into the community, and report safety issues and/or hazardous conditions to staff.
- **Integrity:** All employees will provide service in an unbiased and equitable manner. All employees and tenants will support an inclusive environment that promotes dignity and respect
- **Community Collaboration:** All employees will provide access to common spaces in a fair and equitable manner and work collaboratively with community partners and provide relevant information to tenants to maintain successful tenancies
- **Accessibility:** Toronto Community Housing is and will continue to be committed to providing accessible service. This includes meeting its duty to accommodate disabilities under the Human Rights Code, and the standards set out in the Accessibility for Ontarians with Disabilities Act.

### 4. Definitions

**Anti-Social Behaviour:** A disturbance caused by a tenant, occupant or guest which does not arise in the normal course of everyday activity, which is ongoing and which interferes with the reasonable enjoyment of the unit or complex for its reasonable uses by the landlord or tenants.

**Disability:** In accordance with the Toronto Community Housing *Accessibility Policy*, Toronto Community Housing relies upon the Ontario *Human Rights Code* (the Code) definition of disability.<sup>1</sup> Mental health disabilities and

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<sup>1</sup> Section 10 of the Ontario Human Rights Code defines “disability” as including:



addictions are included in the definition of disability.<sup>2</sup> As a result, the Code protects persons in Ontario with mental health and addiction from discrimination and harassment under the grounds of disability.

**Discrimination:** A practice or behaviour that treats people unequally or creates a distinction based on a prohibited ground under the Code resulting in an obligation, burden or barrier by perpetuating prejudice or stereotyping. Discrimination may result from the effect of applying general rules to everyone, because it has a discriminatory or unequal effect on a particular person or group based on a prohibited ground. Systemic Discrimination is a specific type of discrimination characterized by patterns of behaviour, policies or practices that are part of the structure or culture of the organization.

**Guests:** Persons who require temporary accommodation with a tenant (guests do sleep in the tenant’s unit but only for a maximum of 30 days within any 12-month period unless they are a “Special Case” as defined by the Visitor and Guest Policy). Guests are not part of the tenant’s household.

**Harassment:** A course of unwanted comment(s) or conduct related to a prohibited ground that is known or ought reasonably to be known to be unwelcome. Harassment may result from one incident or a series of incidents.

**Harm Reduction:** Policies and programs which attempt primarily to reduce the adverse health, social and economic consequences of psychoactive substances to people who use drugs, their families and communities, without requiring decrease in drug use.<sup>3</sup>

**Service Delivery Partner:** In this Policy, a service delivery partner includes an incorporated not-for-profit organization, a registered charity with the Canada

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1. any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
  2. a condition of mental impairment or a developmental disability,
  3. a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
  4. a mental disorder, or
  5. an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

<sup>2</sup>Ontario Human Rights Commission. (2014). *Policy on preventing discrimination based on mental health disabilities and addictions*. Retrieved from the Ontario Human Rights Commission website: <http://www.ohrc.on.ca/en/book/export/html/11238>

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Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act*, 1991, SO 1991, c 18, or a City of Toronto department or subsidiary.

**Substance Use:** Refers to the consumption of alcohol, cannabis, opioids or other drugs.<sup>4</sup>

**Tenant:** For the purpose of this policy, the term “tenant” includes all individuals living lawfully in a Toronto Community Housing household. Both Tenants and Occupants are defined by Toronto Community Housing’s *Addition to Household Composition Directive and Visitor and Guest Policy*.

**Visitors:** Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant’s unit). Visitors are not part of the tenant’s household.

**Volunteers:** any individual who works for or on behalf of Toronto Community Housing on an unpaid basis, or for nominal consideration, including, but not limited to, volunteers, tenant representatives, interns, and students.

## 5. Policy Details

### 5.1 Drug Use and Eviction

Toronto Community Housing does not discriminate against tenants who use drugs and does not evict tenants for drug use.

Toronto Community Housing may pursue an eviction for cause against a tenant engaged in drug use when one or more of the following grounds for eviction, identified in the *Residential Tenancies Act* (RTA), is also present:

- **Substantial interference with reasonable enjoyment or with other rights, interests or privileges:** The conduct of the tenant, another occupant of the rental unit or a person permitted in the residential complex by the tenant is such that it substantially interferes with the reasonable enjoyment of the residential complex for all usual purposes by the landlord or another tenant or substantially interferes with another lawful right, privilege or interest of the landlord or another tenant.

<sup>4</sup> Public Health Ontario Agency for Health Promotion and Protection. 2020. *Substance Use*. Retrieved from: <https://www.publichealthontario.ca/en/health-topics/health-promotion/substance-use>

- **Illegal act:** The tenant or another occupant of the rental unit commits an illegal act or carries on an illegal trade, business or occupation or permits a person to do so in the rental unit or the residential complex. For an act to be considered 'illegal' in this context, it must be serious in that it has the potential to affect the character of the premises or to disturb the reasonable enjoyment of the landlord or other tenants.
- **Impairment of safety:** An act or omission of the tenant, another occupant of the rental unit or a person permitted in the residential complex by the tenant that seriously impairs or has seriously impaired the safety of any person and that act or omission occurs in the residential complex.

Toronto Community Housing employs a balanced approach when assessing whether to pursue an eviction for cause, as articulated in its Evictions for Cause Policy. Specifically, Toronto Community Housing will consider the specific circumstances of a tenant's situation and employ a problem-solving approach, which may include alternate resolution methods, opportunities for the tenant to correct the problem and where appropriate, negotiated agreements to preserve the tenancy. Toronto Community Housing may also facilitate separate third-party support services when a tenant faces barriers or difficulties maintaining a successful tenancy.

Eviction is pursued when:

- Despite all efforts to resolve the problem, the behaviour at issue continues to negatively impact tenants, staff or the community and constitutes one of the above-mentioned grounds for eviction, recognized by the RTA; or
- The behaviour is of a severity that immediate action is required, which generally involves a serious impairment of safety or serious criminal activity.

Toronto Community Housing is committed to ensuring that individual rights under the Code are upheld and that all tenants can live together in strong, safe, and healthy communities.

## 5.2 Protection from Harassment / Discrimination

In accordance with Toronto Community Housing's *Human Rights, Harassment and Fair Access Policy*, Toronto Community Housing will not tolerate, ignore or

condone any form of discrimination, harassment or hate activity on Toronto Community Housing property. Under the Code, everyone has a right to be free from harassment and discrimination and a right to equal treatment. Toronto Community Housing is committed to delivering services in a manner that respects the dignity, self-worth and human rights of every person. Relevant policies and programs are summarized below and the substantive details of those policies and programs can be found in the documents themselves.

- Accessible Customer Service Policy: Outlines our commitment to provide customer service that is inclusive, barrier free and meets the unique needs of persons with disabilities, pursuant to the *Accessibility Standards for Customer Service (ASCS)* created under the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Human Rights, Harassment & Fair Access Policy: Includes proactive measures to eliminate harassment and discrimination in accommodation, employment, delivery of services, and in all other contract arrangements. It reflects the requirements of the Code and policies established by the City of Toronto.
- Tenant Complaints Process: Ensures that tenant complaints are heard, the facts of the complaints are established, and where required, remedial actions are taken. One of the primary objectives of this process is to outline a simple process which is accessible to all.

### **5.3 Harm Reduction Program Delivery in Toronto Community Housing Communities**

Toronto Community Housing is committed to working with service delivery partners to deliver harm reduction programs and services to its tenants.

5.3.1 Toronto Community Housing will support the delivery of harm reduction services and drop-in programs in identified buildings provided that service delivery partners:

- have a valid Use of Space Agreement in place, in accordance with the Toronto Community Housing *Use of Space Policy*;
- hold a building meeting prior to the commencement of programming to share relevant communication materials, program information and harm reduction education that may address questions from tenants; and

- prohibit the use of equipment or paraphernalia related to drug use in or around the Licensed Area, Common Areas and Facilities, or around the Complex, as defined in the Toronto Community Housing *Use of Space Policy*.

#### 5.3.2 Service delivery partners are not permitted to:

- operate supervised consumption services;
- provide tenant participants with honorariums to operate services within units; and / or
- seek to provide services to non-Toronto Community Housing tenants.

5.3.3 Toronto Community Housing recognizes that effective harm reduction services may require service delivery partners to deliver services to a client directly within their Toronto Community Housing unit. Toronto Community Housing will not prohibit or prevent service delivery partners from accessing clients residing within Toronto Community Housing buildings provided that service delivery partners follow standard safety protocols and do not use unit visits as a means to solicit further clientele from Toronto Community Housing tenants, guests, or visitors.

5.3.4 Toronto Community Housing recognizes that a peer-support model is an effective harm reduction tool that has demonstrated positive outcomes and can foster positive social interactions with community. Toronto Community Housing supports the use of peer-support models and will not prohibit tenants from serving as peer-support provided that peer-support services do not interfere with the safety or reasonable enjoyment of other tenants.

## 5.4 Supports for Policy Implementation

5.4.1 Staff Training: Toronto Community Housing will support any staff who wish to voluntarily register for trainings related to overdose prevention and response, and the use of naloxone by providing

necessary, paid leave to complete training, and covering registration costs associated with training.

5.4.2 Toronto Community Housing positions with a first aid training requirement under Toronto Community Housing's First Aid Program will be required to complete additional training components in:

- First Aid for Opioid Overdose with or without Naloxone
- Opioids, types of Fentanyl, toxicity
- Sign and symptoms of overdose, methods of exposure
- Scene safety, assessment and action
- Naloxone/Narcan, indications for use, use of Narcan nasal sprays
- Steps for responding to an overdose with Naloxone available
- Steps for responding to an overdose without Naloxone

The training will be appropriate to the duties of the person being trained and will be provided as soon as practicable. A record will be kept of the dates of the training and the number of individuals trained.

## **5.5 Tenant & Staff Engagement:**

5.5.1 Toronto Community Housing will support service delivery partners in their efforts to deliver education and awareness training on harm reduction for both staff and tenants who wish to receive it.

5.5.2 Toronto Community Housing will consult and work with tenants with lived experience of substance use in the development of the above policies, plans, and programs. Toronto Community Housing will consult with appropriate stakeholders, which may include tenants with lived experience, tenant councils, resident advocacy groups, experts in the field of harm reduction, and Toronto Community Housing staff when undertaking formal reviews of this policy and any other Toronto Community Housing policies related to harm reduction.

## 5.6 Harm Reduction Supplies and Naloxone:

5.6.1 While Toronto Community Housing does not provide or require staff to carry naloxone kits, Toronto Community Housing does not prohibit staff from personally obtaining, carrying, and or using a naloxone kit, if they choose to do so.

5.6.2 Toronto Community Housing will strive to make naloxone nasal spray more easily available in Toronto Community Housing communities, and will work with the City of Toronto and healthcare partners to identify appropriate supply and distribution options.

## 5.7 Sharps Disposal

Toronto Community Housing will work with the City of Toronto to ensure that the safe disposal of sharps is included in waste disposal and collection processes including needles, syringes, injectors (i.e. insulin delivery device) and pre-filled pens, as household hazardous waste.

- Staff will be trained on the safe handling of sharps and needlestick injury prevention.
- Relevant education materials will be provided to tenants.
- Where deemed necessary, Toronto Community Housing will work with the City of Toronto and additional service delivery partners to facilitate the installation of sharps containers in common spaces.

## 6. Compliance and Monitoring

Toronto Community Housing will:

- develop and maintain procedures to assist staff in interpreting and applying this Policy;
- ensure clear documentation practices are in place;
- monitor the effectiveness of this Policy in responding to and reducing incidents and behaviours that negatively impact the health of communities; and,
- provide reports to the Board on activities within this Policy as required.

## 7. Governing and Applicable Legislation

- *Accessibility for Ontarians with Disabilities Act, 2005*
- *Good Samaritan Act, 2001*
- *Housing Services Act, 2012*
- *Ontario Human Rights Code, 1990*
- *Residential Tenancies Act, 2006*

## 8. Related Policies and Procedures

- Accessibility Policy
- Addition to Household Composition Directive and Visitor and Guest Policy
- Evictions for Cause Policy and Procedures
- Human Rights, Harassment and Fair Access Policy- Tenants
- Toronto Community Housing Tenant Charter
- Non-Residential Use of Space Policy
- Vulnerability Definition Policy and Vulnerability Operational Guidelines
- Human Rights, Harassment and Fair Access Policy

## 9. Commencement and Review

| Revision | Date | Description of changes | Approval |
|----------|------|------------------------|----------|
|          |      |                        |          |

## 10. Next Scheduled Review Date: April 2023





## Q2 2021 Agreement of Purchase and Sale of Scattered Properties

Item 9

February 26, 2021

Board of Directors

**Report:** TCHC:2021-09

**To:** Board of Directors (the “Board”)

**From:** Director, Strategic Planning & Stakeholder Relations and Senior Legal Counsel, Real Estate, Legal Services Division

**Date:** February 1, 2021

### PURPOSE:

The purpose of this report is to provide the Board with an update on the joint City of Toronto (the “City”) and TCHC Request for Proposals (“RFP”) pursuant to the Tenants First initiative for the sale of 623 scattered houses containing 729 units (the “Scattered Properties”), and to gain approval for staff at TCHC to negotiate agreements of purchase and sale for the Scattered Properties with direction from the Deputy City Manager, Community and Social Services.

### RECOMMENDATION:

It is recommended that the Board approve the following recommendations:

1. Resolve to accept the jointly selected non-profit proponents identified as Proponent 1 and 2 for the bundles of Scattered Houses as set out on Confidential Attachment 1;
2. Accept the purchase price for the bundles of Scattered Properties as set out on Confidential Attachment 1;
3. Authorize staff to negotiate, finalize, and execute agreements of purchase and sale with the selected proponents substantially on the terms and conditions outlined in the RFP and on such other terms and

conditions that are satisfactory to both TCHC and the Deputy City Manager, Community and Social Services, and to take such further actions and execute such further documents as may be necessary to give effect to the above recommendations.

### **REASON FOR RECOMMENDATION**

The timeline for the transfer of scattered properties has been significantly impacted by COVID-19. TCHC and the City are working hard to expedite the transfers and ensure the process moves swiftly.

Pursuant to the RFP, the City and TCHC have jointly identified the top-ranked non-profit proponents to whom the Scattered Houses are to be conveyed, subject to successful negotiations. At its October 27, 2020 meeting, City Council was informed of the top-ranked proponents in *EX 17.2 - Implementing Tenants First: 2020 Action Updates*. TCHC staff will now proceed to negotiate and execute agreements of purchase and sale with the selected proponents, substantially on the terms and conditions outlined in the RFP and such other terms and conditions that are satisfactory to both TCHC and the Deputy City Manager, Community and Social Services. Should negotiations be unsuccessful, TCHC staff is able to undergo negotiations with the next ranked proponent per the terms of the RFP.

The agreements of purchase and sale with the selected proponents provide for a period of due diligence of between 120 to 180 days for the proponents to satisfy themselves with respect to the condition of the properties. As part of the due diligence process, TCHC will provide access to the selected proponents to TCHC's records relating to the properties. It is possible that during the period of due diligence unknown variables may arise.

The agreement of purchase and sale was written with the goal of transferring all scattered properties and ensuring proponents would be unable to select specific properties for purchase and not others. The RFP set out an attractive opportunity such that the purchaser would be obliged to take all the properties or elect not to proceed with the agreement. That said, TCHC and the City are committed to the full transfer of all scattered properties and will work together to navigate challenges with successful proponents.

TCHC Management and the City's Tenants First team continue to work closely together on this project, and updates on the negotiations will be provided to the CEO and City manager at the Monthly Executive Oversight Table.

## **BACKGROUND**

### **Item History**

On October 27, 2020, the report *EX 17.2 - Implementing Tenants First: 2020 Action Updates* (Public Attachment 1) was adopted by City Council without debate. Among the recommendations, the Board of TCHC was directed to “negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, for the sale of the 623 scattered properties containing 729 units.” It is understood that the agreement of purchase and sale will be based on the terms and conditions outlined in the RFP, with additional terms and conditions made such that they are satisfactory to TCHC and the Deputy City Manager, Community and Social Services.

If negotiations are successful, TCHC staff will need to execute the agreements of purchase and sale with the selected proponents promptly. TCHC requires the Board's approval to ensure timelines are met and the process can proceed to a due diligence period that will last between 120 to 180 days. The transfers will close after the due diligence period is completed and the City has finalized Social Housing Agreements with the selected proponents.

### **IMPLICATIONS AND RISKS:**

TCHC is undertaking these actions related to the transfer of the scattered houses in accordance with directions from City Council. It is recognized and accepted by TCHC that the full portfolio of scattered properties will not be sold at fair market value and management is supportive of moving ahead with the transfers.

At the close of the 30 day negotiation, TCHC will need staff to execute the agreements of purchase and sale in order to proceed to the due diligence period with the selected proponents. Approval is essential to ensure due diligence can happen swiftly and ensure the successful transfer of the scattered properties within the expected timelines.

**SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning & Stakeholder Relations

*“Marilyn Lee”*

\_\_\_\_\_

Marilyn Lee  
Senior Legal Counsel, Real Estate Legal Services Division

**CONFIDENTIAL ATTACHMENT:**

**Confidential Attachment 1:** Q2 2021 Agreement of Purchase and Sale of Scattered Properties

**Reason for Confidential Attachment:** Matters that are not required to be disclosed under the *Municipal Freedom of Information and Protection of Privacy Act*, including but not limited to a proposed or pending transaction with a third party, and a proposed or pending acquisition or disposition of land by the Corporation.

**PUBLIC ATTACHMENT:**

- 1. EX 17.2 - Implementing Tenants First: 2020 Action Updates

**STAFF CONTACT:**

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**Item**

**Attachment #1**

Item 9 - TCHC:2021-09

**Tracking Status**

- [City Council](#) adopted this item on October 27, 2020 without amendments and without debate.
- This item was considered by the [Executive Committee](#) on October 21, 2020 and adopted without amendment. It will be considered by City Council on October 27, 2020.

**City Council consideration on October 27, 2020**

|        |        |                    |  |           |
|--------|--------|--------------------|--|-----------|
| EX17.2 | ACTION | Adopted on Consent |  | Ward: All |
|--------|--------|--------------------|--|-----------|

**Implementing Tenants First: 2020 Action Updates**

**City Council Decision**

City Council on October 27, 28 and 30, 2020, adopted the following:

Updated Mandate for Toronto Community Housing Corporation

1. City Council adopt the 2021 Mandate Direction Document for Toronto Community Housing Corporation outlined in Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services and, as Shareholder, request the Board of Directors of Toronto Community Housing Corporation to work with the Deputy City Manager, Community and Social Services to carry out the actions described in the 2021 Mandate Direction document.

2. City Council direct the City Manager to amend the Shareholder Direction to make permanent the process for selecting Tenant Board members outlined in Attachment 2 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services and originally adopted by City Council in 2018.EX30.2 as an interim procedure to select Tenant Board members.

3. City Council direct the City Manager to report back to City Council in 2021 with an updated the Shareholder Direction for the Toronto Community Housing Corporation.

Integrated Service Model Implementation

4. City Council approve the Integrated Service Model Accountability Framework in Attachment 4 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services.

5. City Council, as Shareholder, direct the Board of Directors of Toronto Community Housing Corporation to comply with the Integrated Service Model Accountability Framework

requirements in Attachment 4 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services.

6. City Council, as Shareholder, direct the Board of Directors of Toronto Community Housing Corporation to support the successful implementation of the Integrated Service Model in the Seniors Housing Unit at Toronto Community Housing Corporation by completing the actions related to the Integrated Service Model in the 2021 Mandate Direction Document as listed in Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services.

7. City Council acknowledge and formally thank the leadership of the Toronto Central Local Health Integration Network for their involvement in the development and continued contribution to the Integrated Service Model for seniors-designated social housing in Toronto.

#### Toronto Seniors Housing Corporation Timeline

8. City Council direct the Deputy City Manager, Community and Social Services to report to the Executive Committee by the Spring of 2021 with recommended timelines for the creation of the Seniors Housing Corporation and recommendations for related approvals.

#### Office of the Commissioner of Housing Equity

9. City Council direct the City Manager to consider the investigation and process review functions of the Office of the Commissioner of Housing Equity in the City's development of the future Housing Commissioner role or function, with a focus on aligning roles between these two offices, if appropriate.

#### Scattered Properties Request For Proposals Process and Transfers

10. City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, for the sale of the 623 scattered properties containing 729 units described in Attachment 6 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services to the selected non-profit proponent(s) identified in Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services based substantially on the terms and conditions outlined in the joint City-Toronto Community Housing Corporation Request for Proposals, the submission of the selected proponent(s), and such other terms and conditions that are satisfactory to both the Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

11. City Council approve the reclassification of the properties listed in Attachment 7 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services that were originally identified as uninhabitable in Confidential Attachment of 2018.EX34.3 to be considered scattered houses and City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, of those addresses to the selected proponent(s) of the Request for Proposals process identified in Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services, based on the terms and conditions outlined in the joint City-Toronto

Community Housing Corporation Request for Proposals and such other terms and conditions that are satisfactory to both Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services with pricing determined by the Deputy City Manager, Community and Social Services and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

12. City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, for any remaining uninhabitable or agency houses that the Deputy City Manager, Community and Social Services deems unallocated to the selected proponent(s) of the Request for Proposals identified in Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services or with other qualified proponents identified by the Deputy City Manager, Community and Social Services, at the direction of the Deputy City Manager, Community and Social Services based on the terms and conditions outlined in the joint City-Toronto Community Housing Corporation Request For Proposals and such other terms and conditions that are satisfactory to both the Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services with pricing determined by the Deputy City Manager, Community and Social Services, and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

13. City Council amend the previously approved lists of transfers of Toronto Community Housing Corporation Agency, Rooming and Uninhabitable Houses by:

- a. adding the following addresses to the list of Agency Houses approved by City Council and listed in Appendix 1 to the report (January 9, 2018) from the Deputy City Manager, Cluster A of Item 2018.EX30.2: 143A Stephenson Avenue, 143B Stephenson Avenue, and 143C Stephenson Avenue;
- b. adding 41 D'arcy Street to the list of Rooming Houses described in 2018.EX30.2; and
- c. deleting 127 Sackville Street from the list of Agency Houses.

14. City Council direct the Board of Directors of Toronto Community Housing Corporation to negotiate an agreement of purchase and sale, with direction from the Deputy City Manager, Community and Social Services, of any additional scattered housing not identified in the Request For Proposals but identified through forthcoming due diligence with the selected proponent(s) based on the terms and conditions outlined in the joint City-Toronto Community Housing Corporation Request For Proposals and such other terms and conditions that are satisfactory to both Toronto Community Housing Corporation and the Deputy City Manager, Community and Social Services with pricing determined by the Deputy City Manager, Community and Social Services, and to complete such agreements of purchase and sale with any additional direction from the Deputy City Manager, Community and Social Services.

15. City Council direct the Board of Directors of Toronto Community Housing Corporation to transfer ownership of any agency, uninhabitable or rooming house property approved by to non-profit corporations in each case at a below market transfer price determined by the City Manager.

16. City Council acting as Shareholder, approve the sale and transfer of all the properties referenced in the Parts 10, 11, 12, 13, 14, and 15 above pursuant to Section 7.4.1(b) of the Shareholder Direction.

17. City Council authorize the General Manager, Shelter, Support and Housing Administration to provide, on behalf of the City acting as Service Manager under the Housing Services Act, consents pursuant to subsection 161(2) and 162(2) of the Housing Services Act, as required, to transfers by Toronto Community Housing Corporation described in Parts 10, 11, 12, 13, 14, and 15 above, and to mortgages by transferees, subject to such terms and conditions that the General Manager, Shelter Support and Housing Administration considers reasonable and necessary to carry out City Council's decision, including, without limitation, compliance with the Housing Services Act and the Service Manager's local rules and standards, occupancy costs, the operation of the housing project, funding, reporting and accountability, the mandate and target tenants or residents for the housing project, and tenant supports.

18. City Council authorize the General Manager, Shelter, Support and Housing Administration, on behalf of the City, to enter into one or more operating agreements and other such agreements as may be required with the selected proponent(s) and the entities that may operate the properties referenced in Parts 10, 11, 12, 13, 14 and 15 above to ensure the housing assets are operated as affordable housing in perpetuity and to address compliance with the Housing Services Act and the Service Manager's local rules, occupancy costs, the operation of the housing project, funding, reporting and accountability, the mandate and target tenants or residents for the housing project, and tenant supports.

19. City Council authorize the General Manager, Shelter, Support and Housing Administration acting as Service Manager on behalf of the City of Toronto under the Housing Services Act, 2011, to adjust funding and rent-gear-to-income service levels for the operating agreement with the Toronto Community Housing Corporation to reflect its reduced operating costs as a result of the transfers approved in Parts 10, 11, 12, 13, 14 and 15 above.

20. City Council direct that Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services remain confidential in its entirety as it pertains to the pending disposition of property by the Toronto Community Housing Corporation until the Deputy City Manager, Community and Social Services authorizes its release.

Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services remains confidential in its entirety at this time in accordance with the provisions of the City of Toronto Act, 2006, as it pertains to the pending disposition of property by the Toronto Community Housing Corporation. Confidential Attachment 1 to the report (October 6, 2020) from the Deputy City Manager, Community and Social Services will be made public when the Deputy City Manager, Community and Social Services authorizes its release.

**Confidential Attachment - A proposed or pending acquisition or disposition of land by the Toronto Community Housing Corporation in collaboration with the City of Toronto.**

### **Background Information (Committee)**

(October 6, 2020) Report from the Deputy City Manager, Community and Social Services on Implementing Tenants First: 2020 Action Updates

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157307.pdf>)

Attachment 1 - 2021 Mandate Direction Document



(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157308.pdf>)

Attachment 2 - Process to Select Tenant Directors to the Toronto Community Housing Corporation Board of Directors

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157309.pdf>)

Attachment 3 - Integrated Service Model Implementation Plan

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157310.pdf>)

Attachment 4 - Accountability Framework for the Integrated Service Model

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157311.pdf>)

Attachment 5 - Overview of the Office of the Commissioner of Housing Equity and Review of Functions and Roles

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157312.pdf>)

Attachment 6 - List of Toronto Community Housing Corporation Scattered Houses by Bundle

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157313.pdf>)

Attachment 7 - Toronto Community Housing Corporation Scattered Properties to be Reclassified

(<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157314.pdf>)

Revised Confidential Attachment 1 - Selected Proponent(s) from the RFP Process

### **Communications (Committee)**

(October 15, 2020) E-mail from Marcel Pereira on behalf of Save Improved TCHC (EX.Supp.EX17.2.1)

(<http://www.toronto.ca/legdocs/mmis/2020/ex/comm/communicationfile-122348.pdf>)

(October 20, 2020) E-mail from Anita Dressler, Chair, Senior Advisory and Advocacy Council (EX.New.EX17.2.2)

(<http://www.toronto.ca/legdocs/mmis/2020/ex/comm/communicationfile-122428.pdf>)

### **Executive Committee consideration on October 21, 2020**

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Source: Toronto City Clerk at [www.toronto.ca/council](http://www.toronto.ca/council)