



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 July 28, 2022 via WebEx, commencing at 10:15 a.m.

Directors in Attendance:

Tim Murphy (Chair)
Brian Smith
Adele Imrie
Marcel Charlebois
Nick Macrae (11:11 a.m. – 11:22 a.m.)
Mohammed Haque
Ubah Farah
Councillor Paula Fletcher

Directors Absent:

Deputy Mayor Ana Bailão
Councillor Frances Nunziata
Naram Mansour
Debbie Douglas
John Campbell

Management Present:

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

Cynthia Summers, Commissioner of Housing Equity
Adriana Morariu, Manager, Payroll, Pension & Benefits
Richard Grotsch, Acting Senior Director, Business Operations
Allan Britton, Acting Senior Director, Community Safety Unit
Adam Sweedland, General Manager, West Region
John Kraljevic, General Manager, Central Region
Marva Jeffers, General Manager, East Region
Jeff Sharp, Director, Property Accounting
Nagesh Dinavahi, Corporate Controller
Raymond Yip, Director, Expenditures & Financial Controller
Christine Yan, Acting Assistant Corporate Secretary

Guests Present:

Doug Rollins, Director, Housing Stability Services, City of Toronto
Tom Hunter, Chief Executive Officer, Toronto Seniors Housing Corporation
Brad Priggen, Assistant General Manager, Toronto Seniors Housing Corporation

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the Board meeting, noted the Acknowledgement of the Land and notified everyone that due to the public health measures to prevent the spread of COVID-19, TCHC's holding this Board meeting virtually.

Cynthia Summer's Departure

The Chair updated that Cynthia Summers, Commissioner of Housing

Equity, will be leaving the Office of the Commissioner of Housing Equity (“OCHE”) on August 21, pursuing her new role as President and Chief Executive Officer of Windsor Essex Social Housing. The Chair thanked Ms. Summers for her contributions and leadership in building a strong foundation of fairness and advocacy at the OCHE.

The Chair invited Ms. Summers to say a few words at her final Board meeting at TCHC.

Swansea Mews

The Chair was pleased to share that as of July 11, Swansea Mews is fully vacated and the work to secure the area is nearly complete. A relocation process was developed rapidly in response to this crisis and as of this week, 35 leases have been signed to move Swansea residents into stable, long-term homes in the TCHC portfolio.

The Chair thanked the staff on the ground in Swansea Mews who worked tirelessly to engage tenants and acknowledged the Swansea Mews residents that remain in temporary accommodation as they wait to choose a new relocation unit. The Board is committed to supporting all measures that get the impacted tenants into stable, suitable homes as soon as possible.

Public Session Items

The Chair highlighted a few reports brought forward to today’s public session, which include updates from the President and CEO on the Q1 2022 Strategic Priorities Progress Report, as well as TCHC’s continued efforts in response to the Swansea Mews crisis.

DEPUTATIONS

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

- Item 6 – Q1 2022 Strategic Priorities Progress Report (*Miguel Avila-Velarde*)
- Item 10A – Review of Community Safety Advisory Sub-Committee Charter (*Jackie Yu*)

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- Item 10B – TCHC’s Operational Performance Measures (*Catherine Wilkinson*)
 - Item 11B – Impact of the Modern TO Strategy on 931 Yonge Street and Tenant Services (*Catherine Wilkinson*)

The following written deputations were received:

- Item 6 – Q1 2022 Strategic Priorities Progress Report (*Miguel Avila-Velarde*)
- Item 10A – Review of Community Safety Advisory Sub-Committee Charter (*Jackie Yu*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board approved the Public meeting agenda, as amended, of its July 28, 2022 meeting.

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

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

ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF JUNE 28, 2022

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

**BUSINESS ARISING FROM THE PUBLIC MEETING
MINUTES AND ACTION ITEMS UPDATE AS OF JUNE 28,
2022**

ITEM 5

*Motion
carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Smith and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of June 28, 2022 for its information.

**ITEM 6 Q1 2022 STRATEGIC PRIORITIES
PROGRESS REPORT**

TCHC:2022-54

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

A written deputation was received from Miguel Avila-Velarde with respect to this item and was circulated to the Board.

A verbal deputation was received from Miguel Avila-Velarde with respect to this item.

Ms. Knight provided an overview of the report highlighting the progress made in six key priorities areas in the first quarter of 2022, and noted that as TCHC moves into Q2 and Q3, there are expected impacts as a result of the Swansea Mews emergency response. Ms. Knight was available to answer questions of the Board. Highlights of the discussion include:

- It was commented that while the progress report is measuring activities, more focus could be shifted to measuring the results and outcomes (e.g. tenant satisfaction) to assess if the organization is moving toward the right direction to achieve the objectives that tied to each goal. Management provided that work is underway to develop a set of outcome measures to evaluate if the processes and activities implemented have the desired impacts on tenants.
- With respect to engaging tenants, the Tenant Satisfaction Survey serves as the main tool to obtain feedback from tenants. The survey design connects directly to the Strategic Priorities so that data collected can be referenced while tracking the progress of each Strategic Priority.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Imrie and carried, the Board received Report TCHC:2022-54, being the Q1 2022 Strategic Priorities Progress Report, for its information.

ITEM 7 SWANSEA MEWS UPDATE TCHC:2022-56

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

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board received Report TCHC:2022-56, being the Swansea Mews Update report, for its information.

ITEM 8 AGREEMENT OF PURCHASE AND SALE OF ROOMING HOUSES TCHC:2022-55

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

Motion Carried **ON MOTION DULY MAD** by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-55 to:

1. Accept the purchase price for the Rooming Houses as set out on Confidential Attachment 1; and
2. Authorize staff to negotiate, finalize, and execute agreements of purchase and sale and execute such further documents as may be necessary.

**BUILDING INVESTMENT, FINANCE AND
AUDIT COMMITTEE (“BIFAC”) CHAIR’S
ITEM 9 REPORT VERBAL REPORT**

No comments or remarks from the BIFAC Chair were received.

**CHANGE ORDER: EMPLOYEE BENEFIT
CARRIER SERVICES (VAC22344/RFP
ITEM 9A 17296) TCHC:2022-45**

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

The BIFAC Chair noted a concern with respect to the Change Order of Employee Benefit Carrier Services. The concern was around TCHC Board/Committee approving a contract where Toronto Seniors Housing Corporation (“TSHC”) will be paying part of the amount directly, without knowledge of whether appropriate spending authority is secured on the TSHC side. While the financial obligation associated with this change order has been approved by the TSHC Board through the Transition Agreement, the BIFAC Chair suggested that moving forward appropriate spending authority/funding sources from TSHC be confirmed for similar agreements where TCHC is the master agreement holder and TSHC’s financial contribution is required for the part of services they receive.

Motion Carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-45 to:

1. Approve a change order to Medavie Inc. (operating as Medavie Blue Cross) for \$30,038,993.86 (exclusive of taxes) for additional spend within the original term (Year 1 to 5) of the TCHC and TSHC current employee benefit carrier services arrangement, plus a one (1) additional year request, with funding of the commitment allocated as follows:

TCHC:

- (a) \$11,423,368.86 to cover the balance of Year 5 (January 1, 2022 to December 31, 2022) of the contract;
- (b) \$15,531,250 for a one (1) year extension to the contract (Year 6: January 1, 2023 – December 31, 2023)

TSHC

- (c) \$1,115,625.00 to cover the balance of Year 5 (June 1, 2022 to December 31, 2022) of the contract;
- (d) \$1,968,750.00 for a one year extension to the contract (Year 6 January 1. 2023 to December 31, 2023);

- 2. Authorize the Vice President, Human Resources to execute a contract amendment with Medavie Inc. (operating as Medavie Blue Cross);
- 3. Authorize the Vice President, Human Resources to re-allocate costs as between TCHC and TSHC related to funding for the commitment related to this contract in accordance with changes in the staff complement of TCHC and TSHC, as applicable, during the remainder of the contract term; and
- 4. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**VENDOR AWARD: DEMANDELECTRICAL
MAINTENANCE SERVICES (VAC 22362/RFP
ITEM 9B 22023)**

TCHC:2022-46

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

*Motion
Carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-46 to:

1. approve the award of work up to \$18,000,000.00 (exclusive of taxes) for demand electrical maintenance services at the rates established based on the outcome of Request for Proposal (RFP 22023) for a term of five years as follows:
 - a. up to \$10,800,000.00 for the first three years of the contract; and
 - b. up to an additional \$7,200,000.00 for two additional one-year terms at TCHC management's discretion; and
2. approve the award of work to the following vendors based on the outcome of RFP 22023.
 - a. ARC Electrical (2618064 Ontario Incorporated)
 - b. Igman Electric Ltd.
 - c. Oak Ridge Building Solutions Inc.
 - d. Pegasus Electric Company Ltd.; and
3. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REQUEST TO ADVANCE THE WATER

ITEM 9C

EFFICIENCY RETROFITS PROGRAM

TCHC:2022-47

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

*Motion
Carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-47 to:

1. authorize spending to the remaining approved spend limit of up to \$20,000,000 (exclusive of taxes) approved in the program budget without the annual limitation of \$4,000,000.00 per year; and
2. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**VENDOR AWARD: ALL INCLUSIVE
PREVENTIVE MAINTENANCE SERVICES
AND DEMAND REPAIRS FOR FAN COIL
UNITS AND PACKAGED TERMINAL AIR
CONDITIONER (PTAC) UNITS (VAC**

ITEM 9D

22305/RFP 22007)

TCHC:2022-48

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

*Motion
Carried*

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-48 to:

1. approve the award of work to Midsteel Mechanical Ltd. for up to \$8,711,892.01 (exclusive of taxes) for all inclusive preventative maintenance services demand repairs for fan coil and PTAC units at the rates established based on the outcome of Request for Proposal (RFP 22007) for a term five (5) years as follows:
 - \$8,334,255.76 (exclusive of taxes) for preventive maintenance as follows:
 - i. \$5,062,592.25 for three (3) years of initial contract; and
 - ii. \$3,271,663.51 for two (2) additional one-year terms at TCHC management's discretion;

- Up to \$377,636.25 (exclusive of taxes) for demand services (services of work outside of scope of work) as follows:
 - i. Up to \$225,000 for three (3) years of the initial contract; and
 - ii. Up to an additional \$152,636.25 for two (2) additional one-year terms at TCHC management's discretion; and
- 2. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

CONTRACTOR AWARD FOR GARAGE RESTORATION AT 40 GORDONRIDGE

ITEM 9E

PLACE (VAC 22327/RFQ22130 PP)

TCHC:2022-49

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

Motion Carried

ON MOTION DULY MADE by Ms. Imrie, seconded by Mr. Smith and carried, the Board unanimously approved the following recommendations in accordance with Report TCHC:2022-49 to:

1. approve the award of work to Trinity Services Ltd. for \$5,863,405.00 (exclusive of taxes) for garage restoration services at 40 Gordonridge Place as follows:
 - Phase 1 (2022): \$846,625.00
 - Phase 2 (2023): \$1,392,500.00
 - Phase 3 (2024): \$1,957,150.00
 - Phase 4 (2025): \$1,667,130.00
2. authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

TENANT SERVICES COMMITTEE
ITEM 10 (“TSC”) CHAIR’S REPORT **VERBAL REPORT**

No comments or remarks from the TSC Chair were received.

REVIEW OF COMMUNITY SAFETY
ITEM 10A ADVISORY SUB-COMMITTEE CHARTER **TCHC:2022-50**

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

A written deputation was received from Jackie Yu with respect to this item and was circulated to the Board.

A verbal deputation was received from Jackie Yu with respect to this item.

The Board had a discussion following the deputation, highlights of the discussion include:

- It was recommended that the TSC Chair report back to the Board on the discussion and any recommendations at the TSC regarding the issues related to the transfer process mentioned in the deputation.
- It was commented that the transfer policy involves other stakeholders including the City of Toronto as the Service Manager and requires a broader discussion beyond the TSC.
- It was cautioned that the Board does not operationalize tenants’ individual issues and tenants should seek for other avenues (e.g. Ombudsman Toronto or Ontario Human Rights Commission) outside of the Board of Directors to address their particular issues.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Ms. Farah and carried, the Board unanimously approved the Community Safety Advisory Sub-Committee Charter in the form set out in Attachment 1 to Report TCHC:2022-50.

TCHC'S OPERATIONAL PERFORMANCE
ITEM 10B MEASURES

TCHC:2022-51
TCHC:2022-51
Supplemental

The above-captioned reports were circulated to Board members prior to the meeting.

A verbal deputation was received from Catherine Wilkinson with respect to this item.

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

- Management updated that TCHC has been working closely with the Service Manager to reduce the vacancy rate through a variety of actions, highlighting that the vacancy rate has improved since May with a decline of 0.28% in June to a rate of 2.7%. With the current actions and other proposed actions, the vacancy rate is anticipated to continue to decline in the coming months with the goal of reaching the 2% vacancy target by the end of the year.
- More information was requested in relation to the 52 units held for recreation purpose and the 131 units held for staff use as identified in Table 5: Non-Rentable Vacant Units by Category of the report.
- Management provided that units were taken out of circulation for recreational purposes to respond to the significant interests in the communities and address the lack of community space in buildings. Units are held for staff use to fulfill TCHC's contract obligations to provide necessary work space and amenities for unionized employees, so that staff can work on site and provide services to tenants, typically in buildings where no other options are available (e.g. townhouse communities).
- Action item: management to provide further information on the non-rentable units held for recreation purpose, including a breakdown of units held for recreational use and units held for storage purpose, types

of programs provided in units held for recreational use, and categories of items stored in units held for storage purpose.

- Action item: management to provide a breakdown of the units held for staff use.
- It was commented that units held for the necessary use should be removed from the list of vacant units and be labeled with a different designation.
- It was confirmed that TCHC does not receive subsidies for units taken out of circulation. Further to the Auditor General's report, the Service Manager is signing off on any new units being taken out of service. An ongoing review is underway to take off non-residential units from the list of units.

Motion Carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Ms. Farah and carried, the Board received for its information Reports TCHC:2022-51 and TCHC:2022-51 Supplemental, regarding TCHC's Operational Performance Measures.

**GOVERNANCE, COMMUNICATIONS,
HUMAN RESOURCES COMMITTEE**

ITEM 11 ("GCHRC") CHAIR'S REPORT VERBAL REPORT

No comments or remarks from the GCHRC Chair were received.

**REQUEST TO RENAME TORONTO
SENIORS HOUSING CORPORATION**

ITEM 11A PROPERTY TCHC:2022-52

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

The GCHRC Chair provided an overview of the report and was available to answer questions of the Board.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Haque and carried, the Board resolved to request that the Board of Directors of the Toronto Seniors Housing Corporation (“TSHC”) re-name the TSHC Building, located at 3036 Bathurst Street and currently designated as Bathurst Place, “The Michael Feldman Place” in honour of former City of Toronto Councillor Michael Feldman.

IMPACT OF THE MODERNT0 PROGRAM

ITEM 11B ON TENANT SERVICES

Motion

The above-captioned motion was circulated to Board members prior to the meeting.

A verbal deputation was received from Catherine Wilkinson with respect to this item.

The GCHRC Chair provided an overview of the motion and was available to answer questions of the Board. Highlights of the discussion include:

- Management provided that Metro Hall is identified as the future location of the TCHC Head Office. Management will be having discussions with the City of Toronto on a list of requirements for the future location and the timeline of relocation, updates of which will form part of management’s report back to the Board.
- The Board resolved to direct TCHC management to report to the Tenant Services Committee on the manner in which service to TCHC’s tenants and TCHC’s site requirements will be addressed as part of the proposed relocation of TCHC staff from 931 Yonge Street to the civic center network to ensure that tenants needs are considered as part of this process in accordance with the City’s Tenants First Principles; and City staff leading the ModernTO program attend the TSC meeting at which the report is considered.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Haque and carried, the Board resolved to request that:

1. TCHC management report to the Tenant Services Committee on the manner in which service to TCHC's tenants and TCHC's site requirements will be addressed as part of the proposed relocation of TCHC staff from 931 Yonge Street to the civic center network to ensure that tenants needs are considered as part of this process in accordance with the City's Tenants First Principles; and
2. City staff leading the ModernTO program attend the TSC meeting at which the report is considered.

CITY COUNCIL DIRECTIONS REQUIRING
ITEM 11C BOARD ATTENTION TCHC:2022-53

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

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board received Report TCHC:2022-53, a report regarding the City Council Directions Requiring Board Attention, for its information.

TERMINATION

A Motion to adjourn the meeting was moved by Ms. Imrie and seconded by Mr. Haque. The public meeting terminated at 11:22 a.m.

Secretary

Chair, Board of Directors