

BUILDING INVESTEMENT, FINANCE AND AUDIT COMMITTEE MEETING AGENDA

PUBLIC SESSION

Date: January 27, 2022

Time: 10:20 a.m. – 11:55 a.m.

Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
10:20	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
10:25	2. Consent agenda		<i>15 minutes</i>		
	a) Approval of Public Meeting Agenda	BIFAC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of November 3, 2021	BIFAC Approval	Minutes	Chair	4
	d) Q4 2021 PAC Awards and Revenue Contracts	Information	BIFAC:2022 -10	General Counsel & Corporate Secretary	24
	e) Q4 2021 Tenants First Update	Information	BIFAC:2022 -11	Vice President, Strategic Planning and Communications	28

Time	Description	Action	Pre-read	Presenter	Page #
	f) BIFAC 2022 Public Work Plan	BIFAC and Board Approval	BIFAC:2022 -12	General Counsel & Corporate Secretary	34
	g) Internal Audit Update: Q4 2021	Information	BIFAC:2022 -13	Manager, Internal Audit	38
10:40	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	44
10:45	4. Annual Audit Plan for 2022	BIFAC Approval	BIFAC:2022 -14 <i>10 minutes</i>	Manager, Internal Audit	46
10:55	5. Change Order: Fire Alarm Monitoring Services	BIFAC Approval	BIFAC:2022 -21 <i>10 minutes</i>	Chief Operating Officer	52
	6. Facilities Management Reports				
11:05	a) VAC22015 Vendor Award: Residential Packaged Terminal Air Conditioning (PTAC) Replacement Program (RFP 21196)	BIFAC & Board Approval	BIFAC:2022 -18 <i>10 minutes</i>	Vice President, Facilities Management	58
11:15	b) VAC21505 Contract Award: Site Building Repairs and Retrofit at 3943 to 3945 Lawrence Avenue East (RFP 21129-PP)	BIFAC & Board Approval	BIFAC:2022 -19 <i>10 minutes</i>	Vice President, Facilities Management	63
11:25	c) Grant Application: Green Municipal Fund Sustainable Affordable Housing Pilot Project	BIFAC & Board Approval	BIFAC:2022 -20 <i>10 minutes</i>	Vice President, Facilities Management	68

Time	Description	Action	Pre-read	Presenter	Page #
11:35	7. Direct Award: Toronto Seniors Housing Corporation Transition: HoMES Update	BIFAC Approval	BIFAC:2022 -23 10 minutes	Vice President, ITS	72
11:45	8. Q4 2021 HoMES Project Update	Information	BIFAC:2022 -17 10 minutes	Vice President, ITS	76

TERMINATION



Building Investment, Finance and Audit Committee

931 Yonge Street,
Toronto, M4W 2H2

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The Building Investment, Finance and Audit Committee (“BIFAC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on November 3, 2021, via WebEx, commencing at 10:25 a.m.

BIFAC Directors Present: Adele Imrie, Chair
Naram Mansour
Brian Smith (10:59 a.m. – 11:45 a.m.)
Nick Macrae
John Campbell (10:25 a.m. – 10:59 a.m.)

BIFAC Directors Absent: Deputy Mayor Ana Bailão

Management Present: Jag Sharma, President and Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer
Kelly Skeith, Acting Chief Development Officer
Barbara Shulman, Interim Vice President, Human Resources
Luisa Andrews, Vice President, Information Technology Services
Allen Murray, Vice President, Facilities Management
John Angkaw, Senior Director, Business Operations
Paula Knight, Vice President, Strategic Planning & Communications
Grant Coffey, General Manager, Seniors Housing Unit
Karim Jessani, Manager, Internal Audit

Christine Yan, Acting Assistant Corporate
Secretary

Guests Present: Beverly Romeo-Beehler, Auditor General, City of
Toronto (10:25 a.m. – 10:59 a.m.)
Ina Chan, Deputy Auditor General, City of Toronto
(10:25 a.m. – 10:59 a.m.)
Elaine Lu, Audit Manager, City of Toronto (10:25
a.m. – 10:59 a.m.)

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the BIFAC meeting, noted the Acknowledgement of the Land and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC is holding this BIFAC meeting virtually.

DEPUTATIONS

The Chair polled for any deputations to be heard at the meeting. No verbal deputations were presented. The following written deputation was received in relation to the following item:

- Item 8M – Change Order: Additional Construction Costs associated with the CSU Station Renovation at 90 Wildcat Rd (fm-450034)
(Cheryl Duggan)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

The BIFAC elected to re-order the agenda to hear Item 4B first, followed by Item 4A, ahead of Item 3.

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

carried Mansour and carried, the BIFAC approved the Public meeting agenda, as amended, for the BIFAC's November 3, 2021 meeting.

ITEM 2B CHAIR'S POLL RE: CONFLICT OF INTEREST

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

ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC BIFAC MEETING OF SEPTEMBER 2, 2021

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

ITEM 2D INTERNAL AUDIT UPDATE: Q3 2021 BIFAC:2021-100

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-100, being the Internal Audit Update: Q3 2021 report.

ITEM 2E Q3 2021 INFORMATION TECHNOLOGY SERVICES DIVISIONAL UPDATE BIFAC:2021-101

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-101, being the Q3 2021 Information Technology Services Divisional Update.

ITEM 2F	Q3 2021 PAC AWARDS AND REVENUE CONTRACTS	BIFAC:2021-102
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Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-102, being the Q3 2021 PAC Awards and Revenue Contracts report.

ITEM 2G	Q3 2021 TENANTS FIRST UPDATE	BIFAC:2021-103
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Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-103, being the Q3 2021 Tenants First Update.

ITEM 4B	TCHC – EMBEDDING ACCOUNTABILITY INTO SERVICE DELIVERY: LESSONS LEARNED FROM CONTRACTED PROPERTY MANAGEMENT SERVICES	BIFAC:2021-122
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The above-captioned report was circulated to BIFAC members prior to the meeting.

The Chair welcomed the Auditor General of the City of Toronto (the “City”) and her team and thanked the office on behalf of TCHC for the work and continued support of TCHC. The Chair emphasized that the BIFAC takes the audit recommendations seriously and is committed to overseeing management’s progress actioning on the recommendations. The Chair thanked the TCHC management for the fulsome report and appreciated the team approach in addressing issues identified in the report.

Ms. Romeo-Beehler and Ms. Chan gave a presentation with respect to the report, highlights of which include:

- Overview

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- Background
- Mayor’s Task Force and TCHC’s Response
- 3 Lessons Learned
- Three Lessons Learned
 - TCHC goals
 - What we found
 - Recommendations
- Conclusion

Highlights of the discussion include:

- It was emphasized that adopting clear and well-defined performance expectations for the Contract Management team could enhance accountability in performance.
- Discussions were held on the recommended culture shift around information accuracy, proper monitoring and acting on KPIs, and dedicated resources for internal audits.
- Mr. Sharma provided that TCHC is embracing the recommended culture shift and will continue gathering reliable data to track performance and drive decisions. Reinforcing internal audits and delivering actions in response to audit findings have been priorities for TCHC management. TCHC is committed to having all the appropriate oversight and ensuring that actions in response to the Auditor General’s recommendations be completed in a timely manner.

Motion carried

ON MOTION DULY MADE by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-122, being the TCHC – Embedding Accountability into Service Delivery: Lessons Learned from Contracted Property Management Services report.

**RESULTS OF 2021 FOLLOW-UP OF
PREVIOUS AUDIT RECOMMENDATIONS
ON TCHC’S REDEVELOPMENT AND**

ITEM 4A

REVITALIZATION ACTIVITIES

BIFAC:2021-104

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

meeting.

Ms. Romeo-Beehler, Ms. Chan, and Ms. Lu left the meeting at 10:59 a.m.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-104, being the Results of 2021 Follow-up of Previous Audit Recommendations on TCHC's Redevelopment and Revitalization Activities report.

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

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of September 2, 2021 for its information.

ITEM 5 Q3 2021 HOMES PROJECT UPDATE BIFAC:2021-105

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

Ms. Andrews provided an overview of the report, noting that upon a review of project status and in consultation with key project resources, the HoMES Project Management Office proposed to postpone the final phase of HoMES rollout to the end of Q1 2022. The proposal was endorsed by the HoMES Steering Committee and approved by the Executive Sponsor. The project plan and the budget have been revised accordingly to reflect the new timeline.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC received for its information Report BIFAC:2021-105, being the Q3 2021 HoMES Project

Update.

**ITEM 6 CHANGE ORDER: QUALITY ASSURANCE
SERVICES FOR THE HOMES PROJECT BIFAC:2021-120**

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

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-120, to:

1. Approve a change order to KPMG LLP for \$90,000 (exclusive of taxes) to add three (3) months of Quality Assurance Management Services at the current negotiated rates to accommodate an extended Track 2B rollout as outlined in Project Background
 - a. Monthly QA Management Services to be billed at a fixed rate of \$30,000/month from January 1 to March 31, 2022.
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**ITEM 7 CHANGE ORDER: EIGHT MONTH
CONTRACT EXTENSION FOR APPLIANCE
SUPPLY AND DELIVERY BIFAC:2021-106**

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

Mr. Angkaw provided an overview of the change order and was available to answer questions of the BIFAC. Highlights of the discussion include:

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- A question was asked regarding why the interim vendor did not qualify for the RFP issued in June 2021. It was provided that education sessions will be provided to all vendors that are to submit bids so they have a full understanding of the process and the information requirements for the RFP.

*Motion
carried*

ON MOTION DULY MADE by Mr. Mansour, seconded by Mr. Smith and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-106, to:

1. Approve a change order to The Brick Warehouse LP, doing business as Midnorthern Appliances (“Midnorthern”) for up to \$2,000,000 (exclusive of taxes) for the supply and installation of appliances for an eight-month period on an as needed basis for units west of Yonge Street and act as a secondary vendor for the units east of Yonge Street; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**CONTRACT AWARD: PREVENTATIVE
MAINTENANCE SERVICES AND DEMAND
REPAIRS FOR FIRE
ALARM/SUPPRESSION SYSTEMS (RFP
ITEM 8A 21125 AND RFQ 21247)**

BIFAC:2021-107

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

The Chair provided that the Committee had discussions on Public Items 8A and 8B in the in-camera session. As additional information is required regarding these two items, the BIFAC is forwarding Public Items 8A and 8B to the Board without recommendations.

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Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour and carried, the BIFAC forwarded Report BIFAC:2021-107 to the Board for its consideration.

**CHANGE ORDER: ADDITIONAL FUNDING
FOR PREVENTIVE MAINTENANCE
SERVICES AND DEMAND REPAIRS FOR
FIRE ALARM/SUPPRESSION SYSTEMS**

ITEM 8B **(RFP 18349 AND RFP 19390)** BIFAC:2021-108

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

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Mansour and carried, the BIFAC forwarded Report BIFAC:2021-108 to the Board for its consideration.

**CONTRACT AWARD: ALL-INCLUSIVE
PREVENTIVE MAINTENANCE SERVICES
AND DEMAND REPAIRS FOR
RESIDENTIAL FURNACES, DOMESTIC
HOT WATER (DHW), TANKLESS, AND
COMBO WATER HEATERS AT VARIOUS**

ITEM 8C **TCHC LOCATIONS (RFP 21096)** BIFAC:2021-109

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

Mr. Murray provided an overview of all the FM reports being presented at the BIFAC today, highlights of which include:

- Annually FM delivers hundreds of projects under the \$350M Building Renewal Capital Budget, some change orders are brought forward for complex programs with a combination of preventative maintenance services and demand repairs components, coupled with the additional scope of work as a result of the repatriation of the contracted

management portfolio.

- Unlike the capital project system which allows staff to clearly track project spending against the project budget, the existing work order system for demand repairs work does not allow staff to easily track specific spending against the contract. It is anticipated that the HoMES solution will build a tracking mechanism which helps staff to proactively identify any additional spending authority that is required.
- Strong financial controls are in place to ensure spending does not exceed the overall budget.
- Regardless of the system challenges, FM recognizes the responsibility to reconcile the demand repairs spending on these programs and bring these items forward sooner. Apart from the HoMES solution, the team has implemented a quarterly formal reconciliation process as an immediate action to address the issue.

Mr. Murray presented the recommended contract for award and was available to answer questions of the BIFAC. Highlights of the discussion include:

- The Chair emphasized the importance of improving the monitoring of demand repairs contracts.
- It is requested that management bring forward the capital budget and demonstrate how the change orders impact the capital budget.

Motion carried

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-109, to:

1. Approve the award of work to Firenza Plumbing & Heating Ltd. for up to \$6,909,440.00 (exclusive of taxes) for all-inclusive preventive maintenance services and demand repairs for residential furnaces, domestic hot water tanks, and tankless and combo water heaters at various TCHC townhouses, excluding Operating Units OUX and OUY, based on the outcome of Request for Proposal (RFP 21096) for a term of five years as follows:

- a) \$6,659,440.00 (exclusive of taxes) for preventive maintenance and demand services for the current direct managed portfolio:
 - i. \$3,995,664.00 for three years of the initial contract (\$1,331,888.00 annually); and
 - ii. \$2,663,776.00 for two additional optional one-year terms (\$1,331,888.00 annually) at TCHC management's discretion;

 - b) Up to \$250,000 for demand services for the direct managed portfolio for services not in scope as follows:
 - i. \$150,000 for three years of the initial contract (\$50,000 annually); and
 - ii. \$100,000.00 for two additional optional one-year terms (\$50,000.00 annually) at TCHC management's discretion;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDS
FOR THE TRANSITION OF OUX AND OUY
INTO THE ALL-INCLUSIVE PREVENTIVE
MAINTENANCE SERVICES AND DEMAND
REPAIRS FOR RESIDENTIAL FURNACES,
DOMESTIC HOT WATER (DHW),
TANKLESS, AND COMBO WATER
HEATERS AT VARIOUS TCHC
LOCATIONS (RFP 21096)**

ITEM 8D

BIFAC:2021-110

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

*Motion
carried*

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-110, to:

1. Approve a change order to Firenza for up to \$650,000.00 (exclusive of taxes) for the addition of Operating Units OUX and OUY starting on January 18, 2022 to the current RFP 21096 all-inclusive preventive maintenance services and demand repairs for residential furnaces, domestic hot water (DHW), tankless, and combo water heaters at various TCHC locations:
 - a) Up to \$525,000 for the preventive and demand services for the addition of OUX and OUY starting on January 18, 2022 as follows:
 - i. \$315,000 for three years of the initial contract (\$105,000 annually); and
 - ii. \$210,000 for an addition of two optional one-year terms (\$105,000 annually) at TCHC's management discretion;
 - b) Up to \$125,000 for demand services for OUX and OUY for work not included in the scope services as follows:
 - iii. \$75,000 for three years of initial contract (\$25,000 annually); and
 - iv. \$50,000 for two additional two-one year options (\$25,000 annually) at TCHC management's discretion;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDS
FOR PREVENTATIVE MAINTENANCE
SERVICES AND DEMAND REPAIRS FOR
RESIDENTIAL FURNACES AND
DOMESTIC HOT WATER (DHW) HEATERS
CONTRACT (RFP 16174)**

ITEM 8E

BIFAC:2021-111

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

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

- It was provided that some of the amount presented in this change order had been spent and the change order should have been brought forward earlier. The quarterly reconciliation process is being implemented to address this issue.

Motion carried

ON MOTION DULY MADE by Mr. Mansour, seconded by Mr. Smith and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-111, to:

1. Approve a change order to Firenza for up to \$86,237.65 (exclusive of taxes) for additional funding to the current contract RFP 16174 preventative maintenance services and demand repairs for residential furnaces and domestic hot water (DHW) heaters from January 1, 2021 to present, and work to be performed until December 31, 2021; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CONTRACT AWARD: DEMAND SERVICES
REPLACEMENT OF RESIDENTIAL
FURNACES AND DOMESTIC HOT WATER
HEATERS (DHW) ON DEMAND AT ALL**

ITEM 8F

TCHC TOWNHOUSES (RFP 21094)

BIFAC:2021-112

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

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

- Action Item: management to provide updates on the quarterly reconciliation process and elaborate how processes have been/will be improved to monitor service level and the value for money.

*Motion
carried*

ON MOTION DULY MADE by Mr. Mansour, seconded by Mr. Macrae and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-112, to:

1. Approve the award of work to Richmond Mechanical Ltd. for up to \$9,533,600.00 (exclusive of taxes) for the replacement of residential furnaces and domestic hot water heaters (DHW) on demand at various TCHC townhouse locations at the rates established based on the outcome of Request for Proposal (RFP 21094) for a term of five years as follows:
 - a) Replacement services: \$8,858,600.00 (exclusive of taxes) for replacement services as follows:
 - i. \$5,315,160.00 for three years of initial contract (\$1,771,720.00 approx. annually); and
 - ii. \$3,543,440.00 for two additional one-year terms (\$1,771,720.00 approx. annually) at TCHC management's discretion;
 - b) Demand services: Up to \$675,000.00 (exclusive of taxes) for demand services as follows:
 - i. \$185,000.00 for initial contract of year 1;
 - ii. \$185,000.00 for initial contract of year 2;
 - iii. \$135,000.00 for initial contract of year 3;
 - iv. \$85,000.00 for the first additional optional one-year term; and
 - v. \$85,000.00 for the second additional optional one-year term; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITIONAL FUNDS
FOR DOMESTIC FURNACE AND HOT
WATER HEATER REPLACEMENT – RFP**

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

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

- It was reinforced that change orders should have been submitted ahead of spending and a mechanism should be in place to ensure change orders are brought forward in a timely manner.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-113, to:

1. Approve a change order to Richmond Mechanical Ltd. for up to \$1,350,000.00 (exclusive of taxes) for additional funding under the current RFP 16176 domestic furnace and hot water heater replacement contract from January 1, 2021 to December 31, 2021; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: EXTENSION TO THE
PREVENTIVE MAINTENANCE SERVICES
AND DEMAND REPAIRS FOR
RESIDENTIAL FAN COIL UNITS AND
PACKAGED TERMINAL AIR**

ITEM 8H CONDITIONER (PTAC) UNITS (RFP 16175) BIFAC:2021-114

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

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

- A question was raised regarding the late timing of issuing a new RFP given that the contract is expiring at the end of December 2021.

Motion carried

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-114, to:

1. Approve a change order to Midsteel Mechanical Ltd. for \$1,434,790.00 (exclusive of taxes) for a one year extension to RFP 16175 for preventive maintenance service and demand repairs for residential fan coil units and packaged terminal air conditioner units (PTAC) from January 01, 2022 to the end of December 31, 2022 for locations throughout TCHC's portfolio including Operating Unit OUX which will be transitioning from contract management starting January 18, 2022:
 - a) An amount of \$1,384,790.00 is requested for a one-year extension of the current contract;
 - b) Up to \$50,000.00 for demand services;
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: THREE MONTH
CONTRACT EXTENSION FROM JANUARY
01, 2022 TO MARCH 31, 2022 FOR
REPLACEMENT OF PTAC UNITS IN
VARIOUS BUILDINGS THROUGHOUT
TCHC'S PORTFOLIO (RFP 16177)**

ITEM 8I

BIFAC:2021-115

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

Motion carried

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

115, to:

1. Approve a change order to Gordon R. Williams Corp. (GRW) for up to \$240,000.00 (exclusive of taxes) for a three month extension to the current contract (RFP 16177) for the replacement of PTAC units from January 01, 2022 to March 31, 2022 to locations throughout TCHC's portfolio including locations in Operating Unit X (OUX) which will be transitioning from contract management starting January 18, 2022; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**DESIGN REVISIONS AND ENHANCED
CONTRACT ADMINISTRATION AT 4100,
4110 LAWRENCE AVENUE EAST
(LAWRENCE GALLOWAY)**

ITEM 8J

BIFAC:2021-116

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

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

- As per the TCHC Procurement Policy, a contract will normally be awarded to the lowest bid from a competitive procurement process unless there is a significant factor that prevents TCHC from awarding the contract to the lowest bid. The contractor that was awarded the work has a satisfactory track record working with TCHC. As a result of the variance between the initial cost estimate and the bid value, additional measures, including additional oversight by the consultant if required, were put in place by TCHC to mitigate potential risks presented by the contractor's significant low bid.
- The rationale of reconciling the percentage based consultant fees was elaborated.
- It was commented that reports should have been indicated prior to the agenda discussion meeting and moving forward reports should be submitted and distributed in a timely manner to provide the Committee with sufficient time to read the materials.

*Motion
carried*

ON MOTION DULY MADE by Mr. Mansour, seconded by Mr. Macrae and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-116, to:

1. Approve LGA Architectural Partners (“LGA”) for \$607,519.64 (exclusive of taxes) in order to reconcile the consultant’s percentage based fee and for the provision of enhanced contract administration services at 4100 and 4110 Lawrence Avenue East (Lawrence Galloway; Dev. 23); and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

**CHANGE ORDER: ADDITION TO
CONTRACT AS PER VARIOUS EXTERIOR
AND INTERIOR EXTRA WORK DUE TO
UNFORESEEABLE SITE CONDITIONS
AND TCH REQUESTS TO THE RE-
CLADDING PROJECT AT 1021**

ITEM 8K

BIRCHMOUNT ROAD (440949)

BIFAC:2021-117

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

The Committee decided to defer Public Items 8K, 8L, 8M and 8N by either arranging a special BIFAC meeting by the end of the year to consider these matters or referring the matters to the December 9, 2021 Board meeting.

This matter was deferred.

*Motion
carried*

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved deferring Report BIFAC:2021-117.

**CHANGE ORDER: ADDITION TO
CONTRACT FOR SECURITY CAMERA
UPDATES, IMPROVED INSULATED
CORNER DETAIL, CONSTRUCTOR ROLE
CASH ALLOWANCE, AND STAIRCASE
EXTERIOR FINISHING FOR THE RE-
CLADDING PROJECT AT 110 MORNELLE
COURT (441240)** BIFAC:2021-118

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

This matter was deferred.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved deferring Report BIFAC:2021-118.

**CHANGE ORDER: ADDITIONAL
CONSTRUCTION COSTS ASSOCIATED
WITH THE CSU STATION RENOVATION
AT 90 WILDCAT RD (FM-450034)** BIFAC:2021-119

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

A written deputation was received from Cheryl Duggan with respect to this item and circulated to Board members prior to the meeting.

This matter was deferred.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved deferring Report BIFAC:2021-119.

**CHANGE ORDER: ADDITION TO
CONTRACT TO COVER REIMBURSABLE
EXPENSES AS PER OAA-600 CONTRACT
INCURRED BY HILDITCH ARCHITECT**

ITEM 8N INC. AT 389 CHURCH STREET BIFAC:2021-121

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

This matter was deferred.

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Mansour and carried, the BIFAC unanimously approved deferring Report BIFAC:2021-121.

TERMINATION

A Motion to adjourn the meeting was moved by Mr. Macrae and seconded by Mr. Mansour.

The public meeting terminated at 11:45 a.m.

Secretary

Chair, Building Investment,
Finance & Audit Committee



Q4 2021 – PAC Awards and Revenue Contracts

Item 2D

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-10

To: Building Investment, Finance & Audit Committee (“BIFAC”)

From: General Counsel and Corporate Secretary

Date: January 10, 2022

PURPOSE:

The purpose of this report is to notify the BIFAC of awards by the Procurement Awards Committee (“PAC”) and revenue contracts with a value between \$500,000 and \$5,000,000 initiated during the fourth quarter of 2021.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

PAC Awards

According to the PAC Charter, PAC reports, quarterly, all contract awards, approvals and change orders up to \$2.5 million (exclusive of taxes) to BIFAC. The contracts and change orders approved by PAC in Q4 2021 are listed in Attachment 1.

Revenue Contracts

Pursuant to Bylaw No. 3, revenue contracts with a value between \$500,000 and \$5,000,000 are reported to the Board on a quarterly basis.

TCHC has not entered into any revenue contracts with a value between \$500,000 and \$5,000,000 in Q4 2021.

IMPLICATIONS AND RISKS:

Reporting of PAC awards and revenue contracts on a quarterly basis is in compliance with the PAC Charter and Bylaw No. 3, respectively.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel and Corporate Secretary

ATTACHMENT:

1. Q4 2021 PAC Awards

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary
416-981-4241
Darragh.Meagher@torontohousing.ca

Item 2D – Q4 2021 PAC Awards and Revenue Contracts
 BIFAC Public Meeting – January 27, 2022
 Report: BIFAC:2022-10 **Attachment 1**

Attachment 1: Q4 2021 Procurement Awards Committee Awards

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
14-Oct-2021	RFQ 21163 PP	5	5	\$610,800.00	Common area renovations	Martinway Contracting Ltd.	May 2022	4301 Kingston Rd.	Facilities Management (FM)
28-Oct-2021	RFP 21141 PP	6	2	\$1,149,425.00	Interior and Exterior Retrofit	Trinity Services Ltd.	January 2023	410 McCowan Road	FM
28-Oct-2021	RFQ 21241 PP	6	6	\$636,450.00	Balcony Repairs	Tritan Inc.	NA	3101 Weston Rd.	FM
28-Oct-2021	RFP 21145 PP	6	4	\$915,440.00	Common Area Accessibility Upgrades	Joe Pace & Sons Contracting Inc.	December 2022	3174 Bathurst St.	FM
12-Nov-2021	RFP 21151 PP	8	2	\$885,266.24	Common Area Accessibility Upgrades	Joe Pace & Sons Contracting Inc.	December 2022	400 McCowan Road	FM
12-Nov-2021	Change order	n/a	n/a	\$1,069,998.00	Required Upgrades and Unforeseen Site Conditions	Oshawa PUC Energy Services Inc.	March 2022	275, 285 and 295 Shuter St.	FM
29-Nov-2021	RFP 21116 PP	4	4	\$1,693,157.21	Site Services Retrofit	Bevcon Construction & Paving Ltd.	June 2022	607-617, 635 The East Mall	FM
29-Nov-2021	RFP 21160 PP	7	4	\$637,446.00	Landscape Repairs	S. McPherson Lawn & Snow Service Inc.	December 2022	50-66, 90, 92, 94-126 Empringham Drive	FM
29-Nov-2021	RFP 21174	7	2	\$1,132,500.01	Building Retrofit	LGA Architectural Partners	November 2022	3181 Eglinton Avenue East	FM
29-Nov-2021	Change order	n/a	n/a	\$676,895.97	Yardi Professional Services	Yardi Canada Ltd.	May 2022	n/a	Information Technology Services (ITS)
8-Dec-2021	RFQ 21240	8	7	\$1,056,110.00	Balcony Construction Structural Repairs	Adco Building Restoration Ltd.	December 2023	2765 Islington Ave.	FM

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.

Meeting Date	RFX #	# of Bids Submitted	# of Envelopes Opened	Total of Winning Bids (excl. taxes)	Procurement Category	Winning Vendor(s)	Contract Term	Location(s)	TCHC Division
8-Dec-2021	RFQ 21273 PP	5	5	\$857,400.00	Construction of New Tenant Service Hub Space	Cypruss Contracting Inc.	October 2022	341 Bloor St. W.	FM
8-Dec-2021	RFP 21146 PP	4	2	\$814,136.00	In-Suite Electrical Sub-metering System	Smith and Long Limited	April 2022	Various TCHC locations (Group 1)	FM
8-Dec-2021	RFQ 21255	1	1	\$684,289.89	Platform Hardware Maintenance Renewal	OnX Enterprise Solutions Ltd.	December 2024	n/a	ITS
8-Dec-2021	RFQ 21280	4	1	\$1,099,873.60	Portable Air Conditioner Units	NEPO Appliance USA Inc.	June 2022	All	FM
23-Dec-2021	RFQ 21250	5	5	\$769,500.00	Comprehensive Retrofit Design Services	Enform Architects Inc.	September 2022	2999 Jane Street	FM
23-Dec-2021	RFP 21213 PP	6	1	\$949,837.00	Ground Floor Renovations	Martinway Contracting Ltd.	October 2022	3947 Lawrence Ave. E	FM
23-Dec-2021	RFP 21238	3	1	\$1,187,129.00	Networking and Server Integration of Digital Thermostats and Sensors	Ambient Mechanical Ltd.	November 2022	9 TCHC Buildings	FM
23-Dec-2021	RFP 21291	6	2	\$982,737.35	Integrated Pest Management Services	Safe Guard 24/7 Inc. and Terminix Canada Ltd.	September 2022	OUX and OUY	Operations
Q4 Total PAC Committee Awards Approved:				\$17,808,391.27	19 awards				

Item 2D - BIFAC:2022-10 - Attachment 1

Note: This report only includes contract awards approved by the Procurement Award Committee where the PAC (PAC) has full delegated authority from the Board to award the contract, in line with the PAC Charter. PAC also approves contracts above their approval authority limit for recommendation to BIFAC for final approval. Those awards are not included in this table, as BIFAC is the final approving authority for those contracts.



Q4 2021 Tenants First Update

Item 2E

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-11

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

From: Vice President, Strategic Planning and Communications

Date: January 12, 2022

PURPOSE:

The purpose of this report is to provide the BIFAC with the Q4 2021 update on the City’s Tenants First initiatives.

RECOMMENDATION:

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

BACKGROUND:

Reporting History:

In 2021, Management have submitted the following reports to the BIFAC providing an update on work that took place related to the Tenants First Initiative:

Management reported to the BIFAC at its January 25, 2021 meeting (BIFAC:2021-13) and provided the Committee with an update on the work that took place in Q4 2020 related to the Tenants First initiative.

Management reported to the BIFAC at its March 11, 2021 meeting and provided the Committee with an update on implementation of the Development Transition as part of the Tenants First initiative.

https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/March%2011/Item%204%20-%20Tenants%20First%20Development%20Transition_v2.pdf

Management reported to the BIFAC at its May 18, 2021 meeting and provided the Committee with an update on the work that took place in Q1, 2021 related to the Tenants First initiative.

<https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/May%2018%202021%20BIFAC/Item%202G%20-%20Q1%202021%20-%20Tenants%20First%20Update%20FINAL.pdf>

Management reported to the BIFAC at its September 2, 2021 meeting and provided the Committee with an update on the work that took place in Q2, 2021 related to the Tenants First initiative.

<https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/September%202%202021%20BIFAC/Item%202J%20-%20Q2%202021%20Tenants%20First%20Update%20w%20attachments.pdf>

Management reported to the BIFAC at its November 3, 2021 meeting and provided the Committee with an update on the work that took place in Q3, 2021 related to the Tenants First initiative.

<https://www.torontohousing.ca/events/Documents/BIFAC/2021%20BIFAC/November%203%202021%20BIFAC/Item%202G%20-%20Q3%202021%20Tenants%20First%20Update%20-%20FINAL.pdf>

UPDATES:

Toronto Seniors Housing Corporation Transition

Toronto Community Housing (“TCHC”) Management, Toronto Seniors Housing Corporation (“TSHC”) and the City’s Tenants First team continue to work closely together on this project by Deputy City Manager Paul Johnson, and attended by senior representatives from TCHC, TSHC and the City. This table oversees progress and works with staff to remove barriers to project success. TCHC and TSHC are working closely together to ensure that all transition efforts are well coordinated between the two corporations.

In July 2021, City staff, in collaboration with TCHC and TSHC, released an RFP for the selection of a consultant to provide advice and recommendations on the Shared Services Agreement between TCHC and TSHC. Staff from the City, TCHC and TSHC are working closely with MNP to support their work. The consultant's final report is expected in February 2022.

A comprehensive updated report on the TSHC transition project will be presented at the Special Board Meeting scheduled for January 27th.

Integrated Service Model ("ISM") Implementation

The ISM's key features include increased staff to tenant ratios, seniors-specific policies and procedures, better coordinated access to health services and supports through the Home and Community Care Support Services (formerly called the Local Health Integration Network), community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East area of the city and in September of 2021 implementation began in the North West region and in eight additional buildings in the South East region. The ISM is now being implemented in 52 out of 83 Seniors Housing Unit buildings.

Various roles, including the new ISM-specific Seniors Services Coordinator and Tenant Service Administrator roles were on-boarded in the South East and North West regions and have begun to deliver an integrated approach to supporting senior tenants. Recruitment is underway for Phase 3. Two seniors-specific online training modules were also developed and implemented, one on mental health and one on understanding dementia, and were mandatory for all Seniors Housing Unit staff. A third module on suicide prevention is set to launch early in 2022.

The SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM and designated Care Coordinators from Home and Community Care Support Services have been identified for more than half of the 83 Seniors Housing Unit buildings. Joint training has been held with Care Coordinators and Seniors Services Coordinators in the South East and North West regions. As well, five new and eight modified seniors-specific procedures have been or are in the process of being developed, tested and implemented to better support senior tenants.

The implementation of Seniors Health and Wellness Hubs is currently paused while further consultations on the model take place to make sure it meets the needs of senior tenants. The consultations are being led by the City and are expected to begin in Q1 2022 and be completed by mid-2022 through a third-party consultation service. The Seniors Housing Unit will support the City in reaching tenants for the consultations, interpreting results and determining next steps, also in collaboration with TSHC.

Members of the Senior Tenants Advisory Committee (“STAC”) met in November and provided feedback on the maintenance and annual unit inspection process and the ISM Tenant Experience Survey results. STAC had their final 2021 meeting in December where members were able to see how their feedback impacted work on the ISM across all items discussed in the 10 STAC meetings since December 2020. As per City Council direction adopted December 17, 2021, going forward the STAC will be led by the City. The Seniors Housing Unit will continue to work with the City to assist with STAC activities.

Implementation of Phase 3, the final phase of the ISM, is expected to officially launch in March of 2022 in the South West and April in the North East region, with full implementation expected by the end of 2022.

Single Family Home Asset Transfers

The successful proponents, Circle Community Land Trust and Neighbourhood Land Trust, were announced on June 25, 2021 in a [joint press release](#) by the City and TCHC following the execution of the Agreement of Purchase and Sale. TCHC notified tenants of the process a week prior to the press release and attended Tenant Information Sessions hosted by the City’s Tenants First Team in early July. Tenants impacted by both transfers will be provided an update before the end of January, 2022, and frequent, additional communication will occur leading up to the transfer dates.

TCHC has completed the 180 day due diligence period with Neighbourhood Land Trust, and are working towards a March 1st closing date. Circle Community Land Trust has extended due diligence until the end of February and TCHC continues to support that process. Currently, TCHC is working with the City to secure Service Manager Consent and

ensure there are a Social Housing Agreements in place for all of the transfers.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022.

Transfer of Development Function to CreateTO

Staff continue to work in partnership with CreateTO and the City's Real Estate team to complete the transfer of the Development function to CreateTO. A final timeline for the transfer has not been confirmed, and staff will bring recommendations to the Board for approval as soon as a proposed approach has been solidified.

IMPLICATIONS AND RISKS:

Financial implications associated with implementing the Joint Work plan and the transition of the operations of the 83 seniors-designated buildings to the TSHC include a significant amount for external legal counsel costs to provide expert advice on key legal risks and implications to TCHC, given the aggressive timeline contemplated in the joint work plan. These costs and other items are included in TCHC's 2022 budget as one-time expenses.

The Seniors Housing Corporation transition is one of the largest projects of this nature that TCHC has ever been involved in and ongoing engagement with this Board will be a requirement. Management expects to engage with the Board on an ongoing basis, at every opportunity, as we prepare for the approval of all agreements and the transition date of June 1, 2022.

Ongoing collaboration with the TSHC Board and Transition team is also be extremely important and TCHC is committed doing everything possible to ensure this transition is successful and that TSHC is set up to move ahead as a strong corporation operating the 83 seniors-designated buildings.

SIGNATURE:

“Paula Knight”

Paula Knight
Vice President, Strategic Planning and Communications

STAFF CONTACTS:

Lindsay Viets, Director Strategic Planning and Stakeholder Relations
416-676-7155
Lindsay.Viets@torontohousing.ca

Grant Coffey, Acting General Manager, Seniors Housing Unit
(416) 981-4548
Grant.Coffey@torontohousing.ca

2022 Public BIFAC Work Plan

Q1 January 27, 2022	Q1 March 8, 2022
REGULAR ITEMS	
Q4 2021 – HoMES Update	Internal Audit Report for 2021
2022 Internal Audit Work Plan	Status Update on Audit Recommendations as of December 31, 2021
Q4 2021 – Internal Audit Update and Annual Report	Procurement Policies and Procedures
2022 BIFAC Public Work Plan	Q4 2021 – ITS Update
Q4 2021 – PAC Awards and Revenue Contracts	
SPECIAL ITEMS	
Q4 2021 Tenants’ First Update	Implementation of Procedural and Operational Controls Update
	Q3 and Q4 2021 – Quarterly Update on MABELLEarts Long Term Lease and Operating Agreement for Parts of Mabelle Park
	Strategic Priorities – Q4 2021 Progress Report

Q2 April 25, 2022	Q2 June 1, 2022
REGULAR ITEMS	
Annual Information Return	HoMES Project Close Out
2021 Annual Report and Letter to the Shareholder	Review of BIFAC, IAC and PAC Charters
Q1 2022 – PAC Awards and Revenue Contracts	
Q1 2022 – HoMES Update	
Q1 2022 – ITS Update	
Q1 2022 – Internal Audit Update	
SPECIAL ITEMS	
Green Fleet Plan Update	Strategic Priorities – Q1 2022 Progress Report

Q3 July 14, 2022	Q3 September 8, 2022
REGULAR ITEMS	REGULAR ITEMS
Review of Board, President and CEO Expenses – Annual	2022-2023 Insurance Renewal of TCHC Core Insurance Group Program
Q2 2022 – ITS Update	Q2 2022 – PAC Awards and Revenue Contracts
SPECIAL ITEMS	SPECIAL ITEMS
Implementation of Procedural and Operational Controls Update	Strategic Priorities – Q2 2022 Progress Report

Q4 TBD, 2022	Q4 November 3, 2022
REGULAR ITEMS	REGULAR ITEMS
	Q3 2022 – ITS Update
	Q3 2022 – Internal Audit Update
	Q3 2022 – PAC Awards and Revenue Contracts
SPECIAL ITEMS	SPECIAL ITEMS
	Implementation of Procedural and Operational Controls Update
	Strategic Priorities – Q3 2022 Progress Report



2022 Public BIFAC Work Plan

Item 2F

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-12

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: General Counsel & Corporate Secretary

Date: January 10, 2022

PURPOSE:

The purpose of this report is to establish a 2022 Public Work Plan for the Building Investment, Finance and Audit Committee ("BIFAC").

RECOMMENDATION:

It is recommended that BIFAC approve the 2022 Public Work Plan provided as Attachment 1 to this report.

REASON FOR RECOMMENDATION:

The proposed 2022 Public BIFAC Work Plan includes the meeting dates to be approved by the Board at its meeting of February 25, 2022 and reflects those matters that have been identified, at this time, as requiring BIFAC's approval during the 2022 calendar year, while not restricting BIFAC from identifying additional matters that it wishes to consider.

SIGNATURE:

"Darragh Meagher"

Darragh Meagher
General Counsel & Corporate Secretary

ATTACHMENT:

1. Proposed 2022 Public BIFAC Work Plan

STAFF CONTACTS:

Darragh Meagher, General Counsel & Corporate Secretary
416-981-4241
Darragh.Meagher@torontohousing.ca

Christine Yan, Acting Assistant Corporate Secretary
416-981-4348
Christine.Yan@torontohousing.ca



Internal Audit Update: Q4 2021

Item 2G

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-13

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Manager, Internal Audit

Date: January 12, 2022

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on the work conducted by the Internal Audit Department ("IAD") up to December 31, 2021.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

Background:

Q4 2021 Work Plan Update:

The Q4 2021 Work Plan Update is set out in Attachment 1 to this report. There are four tables, as follows:

- 1) **Table 1 - Status of 2021 Projects:** New engagements that were started or completed in 2021;
- 2) **Table 2 - Status of Standing Items:** Engagements that are being completed every year;
- 3) **Table 3 - Status of 2020 Project:** 2020 engagement that was completed in 2021; and
- 4) **Table 4 - Other Items:** Other IAD activities not categorized above.

Resource Requirements

We believe we have the resources available to complete all engagements as detailed in the Q4-2021 Work Plan Update.

IMPLICATIONS AND RISKS:

IAD will continue to provide BIFAC with quarterly updates on the status of our Work Plan.

SIGNATURE:

“Karim Jessani”

Karim Jessani
Manager, Internal Audit

ATTACHMENT:

1. December 31, 2021 Internal Audit Department Work Plan Update

STAFF CONTACTS:

Karim Jessani, Manager, Internal Audit
416-981-4052
Karim.Jessani@torontohousing.ca

Amyr Bhayani, Internal Audit Analyst
416-688-6767
Amyr.Bhayani@torontohousing.ca

TCHC Internal Audit Department
 Quarterly Work Plan Update as on December 31, 2021

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Update as of December 31, 2021	% completion as of December 31, 2021
Table 1 - Status of 2021 Projects						
Annual Unit Inspection Process Review	A review of the effectiveness of TCHC's process of annual inspection of residential units.	- Non-compliance with policies and procedures. - Health & Safety. - Reputational Risk.	4- Operational Processes 16- Health & Safety 20- Non-compliance with Legislations & Regulations	Operations	Completed. Final Audit Report with Management's Action Plan was presented to BIFAC on September 02, 2021.	Completed
CSU Operations Review	An operational review of the effectiveness and efficiency of CSU core operations.	- Inadequate policies and procedures. - Non-compliance with policies & procedures and applicable legislation. - Inefficient use of available resources.	4- Operational Processes 5- Physical Safety 16- Health & Safety 20- Non-compliance with Legislations & Regulations	CSU	Completed. Final Audit Report with Management's Action Plan being presented to BIFAC on January 27, 2022.	Completed
Budgeting & Monitoring Process Review	A review of financial planning, budgeting and monitoring process.	- Inadequate policies and procedures to manage the budgeting process. - Inadequate or ineffective monitoring of the approved budget.	4- Operational Processes 8- Records Management	Finance	Fieldwork in progress. Final Audit Report with Management's Action Plan will be presented to BIFAC on March 08, 2022.	71%
Capital Projects Close-out Process Review	A review of the inspection process that supports the issuance of the substantial completion certificate.	- Ineffective close-out process, resulting in financial loss to the company. - Criteria for substantial completion not adequately documented. - Non-compliance with laws & regulation.	4- Operational Processes 20- Non-compliance with Legislations & Regulations	FM	Terms of Reference document issued. Audit planning in progress. Preliminary research completed.	22%
Continuous Controls Monitoring (CCM)	Data analytics to identify unusual transactions/trends and identifying areas where internal controls can be strengthened.	IAD is a small team to review all the risks in the organization. CCM provides an efficient and effective means to focus on high or medium risk areas.	4- Operational Process	Various	Follow-up analysis conducted for previous CCM areas. Management will be updated with our findings during Q1-2022.	76%

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Update as of December 31, 2021	% completion as of December 31, 2021
Management requests	Due to the organizational transformation, we expect assignments in various business areas. Corporate & RGI team members will carry-out special projects, analysis, regional/hub-level operational reviews and other Management requests.	Various	Various	Various	<ul style="list-style-type: none"> - Incorrect Annual Review Data Analysis for DM: To identify accounts where rent reviews were not done properly in HMS. Results and findings were sent to the Management for review. - Mileage and Fleet Cost Analysis: To evaluate reasonability of mileage claims and fleet costs. Preliminary findings were sent to the Management for review. - Arrears Analysis for CM and DM: To provide the trend of the Arrears' movement. Results and findings were sent to the Management for review. - Parking Analysis for DM: To identify low or no income RGI tenants with more parking spots than the number of family members in the household. Results and findings were sent to the Management for review. - Market Rent Analysis for CM Properties: To identify households where Annual Rent Increase Guideline was not followed. Results and findings were sent to the Management for review. - Rent Roll Data Analysis: To review Rent Roll Report from HoMES and identify missing rent charges. Results and findings were sent to the Management for review. - PCard Statements Review: To review requested PCard statements to provide feedback on compliance with Expense Reimbursement Procedure. Results and findings were sent to the Management for review. 	Ongoing

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Update as of December 31, 2021	% completion as of December 31, 2021
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Table 2 - Status of Standing items

Follow-up on the implementation of recommendations from previous Internal Audit Reports	This is the review of the status of recommendations made in previous Internal Audit reports including review of supporting audit evidence. BIFAC will be provided 2 status updates during the year.	The risks identified in the initial audits are now known but not adequately mitigated.	Various	Various	- Status update on open audit recommendations as of June 30, 2021 was presented to BIFAC on Sept. 02, 2021. - Status update on open audit recommendations as of Dec. 31, 2021 will be presented to BIFAC on March 08, 2022.	89%
RGI continuous auditing	This includes: - Support to KPMG for their RGI Review - Future Dated Review - Contract Management Review - New samples - Contract Management Review - Follow-up samples - Special requests such as from AG's office, etc.	- Inaccurate RGI rent calculation resulting in recording inaccurate revenue in the financial statements. - Overcharge to tenants resulting in reputational risk due to tenant complaints. - Inadequate documentation supporting rent calculation resulting in non-compliance with applicable legislation and regulations.	3- Brand and Reputation 4- Operational Process 8- Records Management 20- Non-Compliance with Legislation & Regulations	Operations	- Completed Contract Management RGI review for 2021 cycle and communicated our findings to the Management as well as to the contract management companies. Debrief sessions also held with them. - Future Dated Review was put on hold until the end of June 2021 due to COVID-19. This project has resumed in July 2021 and is continuing on a monthly basis. - Communicated with KPMG for the RGI Review support from Internal Audit. No RGI Review support is required by them for their 2021 audit cycle.	94%
Information Technology and other Advisory Services	As and when requested, Internal Audit Department will participate on Committees for IT projects or procurement of various IT assets to provide independent and objective advisory services.	Various	Various	ITS	Participated in HoMES testing where requested and provided input to the HoMES Team.	Ongoing
Annual Audit Plan, Rolling Plan & Risk Assessment refresh	The Manager, Internal Audit will revisit operational risks and will update it to reflect current processes and other factors in the organization. This will be done in consultation with ERM Unit and will be used to prepare the Annual Audit Plan for 2022 and to update the Rolling Plan for 2023-25.	IAD's workplan should align with organizational risks. By performing the operational risk assessment update, IAD ensures that its services yield value to the Management.	22- Strategic Alignment	Various	Internal Audit Work Plan for 2022 and Rolling Plan for 2023-25 being presented to BIFAC on January 27, 2022 for approval.	Completed

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Update as of December 31, 2021	% completion as of December 31, 2021
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Table 3 - Status of 2020 Project

IT Asset Management Review	A review of ITS processes to manage IT assets.	- IT assets are inadequately inventoried and managed. - IT assets' lifecycle is not optimized.	1- Information Technology Systems 5- Operational Process	ITS	Completed. Final Audit Report with Management's Action Plan being presented to BIFAC on January 27, 2022.	Completed
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Table 4 - Other Items

BIFAC Status Reporting	> Quarterly status update to BIFAC providing progress on Annual Audit Plan. > Half-yearly status update to BIFAC on implementation of open audit recommendations.				Ongoing	
Internal Audit Manual	To guide the Corporate & RGI Audit Teams.				Ongoing	
Internal Audit Charter	It is a formal document that defines Internal Audit Department's purpose, authority, responsibility and position within the organization.				Ongoing	
Document Standardization	To guide all IAD team members and promote audit efficiencies.				Ongoing	
Staff recruitment, training, etc.	Ongoing.				Ongoing	

Note: Time commitment for each of the above item varies depending upon the stage of completion, etc.



Report on Business Arising from Public Meeting Minutes
BIFAC Action Item List

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. BIFAC:2019-100 November 20, 2019	HoMES Project Update Management to provide report outlining impact of new IT software on TCHC's business, on staff and tenants, and anticipated efficiencies to be created.	In progress	Q1, 2022	Vice President, Information Technology Services
2. BIFAC:2019-102 November 20 2019	Seniors Housing Unit Management to provide a presentation, in conjunction with City staff, at a future BIFAC meeting as to the manner in which the implementation of the Seniors Housing Corporation ("SHC") will impact TCHC's staffing model and the services that are provided to impacted senior tenants.	In progress	To be reported after City completes review of services and staffing requirements for transfer of SHC to the City	Director, Strategic Planning & Stakeholder Relations

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
3. TCHC:2021-51D October 7, 2021 Board Meeting	Strategic Priorities – Progress Report Management to provide more details to BIFAC on what business processes are under review, what changes are being made, and how progress is being measured.	In progress The information will be provided as part of the Committee’s In-Camera session.	March 8, 2022	Chief Operating Officer
4. BIFAC:2021-112 November 3, 2021	Contract Award: Demand Services Replacement Of Residential Furnaces And Domestic Hot Water Heaters (DHW) On Demand At All TCHC Townhouses (RFP 21094) Management to provide updates on the quarterly reconciliation process and elaborate how processes have been/will be improved to monitor service level and the value for money.	In progress	March 8, 2022	VP, Facilities Management



Internal Audit: 2022 Internal Audit Work Plan

Item 4

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-14

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Manager, Internal Audit

Date: January 12, 2022

PURPOSE:

To provide the BIFAC with a plan on utilization of the Internal Audit Department resources in 2022.

This plan is presented in a document entitled "2022 Internal Audit Work Plan" and referred through the rest of this document as "The 2022 Work Plan".

RECOMMENDATIONS:

It is recommended that the BIFAC approve the 2022 Work Plan as presented in the attached document.

REASONS FOR RECOMMENDATIONS:

Background

Each year, BIFAC approves Internal Audit Work Plan as per section *F Internal Audit, Accounting Systems and Internal Controls* of the charter, which describes one of BIFAC responsibilities as: "*Reviewing and approving the Internal Audit work plans...*"

The 2022 Work Plan has been prepared considering the available staffing resources and the following:

- 1) Collaboration with ERM Unit keeping in view top 10 organizational risks identified by them.
- 2) Audit projects deferred from last year.
- 3) Audit projects executed during the last 5 years (2017-21).
- 4) BIFAC/BOD direction and Management's requests, if any.
- 5) Review and discussion of audit plans for the AG's office and City's Internal Audit Department.
- 6) Rolling Audit Work Plan for 2022-2024 (see note below).

Note:

*Out of 4 audits planned for the year 2022 in the Rolling Audit Work Plan for 2022-2024 presented to BIFAC last year, we have included **Learning & Organizational Development Operational Review** and **Accounts Payable Operational Review** in the 2022 Work Plan being presented to BIFAC today. We have not included the following 2 audits in the 2022 Work Plan and instead made it part of our Rolling Audit Work Plan for 2023-2025 for the reasons mentioned:*

1. **Parking Revenue Follow-up Review:** *All recommendations from our 2018 audit report are not fully implemented yet. We will execute this follow-up audit once our recommendations are fully implemented. This audit has now been included in our updated Rolling Work Plan for 2023-25.*
2. **Ethics & Corporate Governance Review:** *This audit involves Legal Division. We have already included another audit (deferred from 2021 – approved by BIFAC) for this division in our 2022 Work Plan hence this audit has now been included in our updated Rolling Work Plan for 2023-25.*
3. *In addition to the above 2 audits, we have planned 5 more audit projects in 2022 for a total of 7 audit projects given the improved staffing levels.*

2022 Internal Audit Work Plan

The 2022 Work Plan is set out in Attachment 1 to this report.

There are three tables, as follows:

- 1) **Table 1 – New Projects:** New engagements that will be completed or substantially completed in 2022;
- 2) **Table 2 – Standing Items:** Engagements that are being completed every year; and
- 3) **Table 3 – Other Items:** Other Internal Audit activities not categorized as New Projects or Standing Items (above).

Resource Requirements

We believe we have the resources available to complete and/or substantially complete all engagements in the 2022 Work Plan as presented in the attached document.

IMPLICATIONS AND RISKS:

The 2022 Work Plan takes into consideration risks and other factors as mentioned above.

We will provide BIFAC with quarterly status updates on this Work Plan.

SIGNATURE:

“Karim Jessani”

Karim Jessani
Manager, Internal Audit

ATTACHMENT:

1. 2022 Internal Audit Work Plan

STAFF CONTACT:

Karim Jessani - Manager, Internal Audit
416-981-4052
Karim.Jessani@torontohousing.ca

Amyr Bhayani - Internal Audit Analyst
416-688-6767
Amyr.Bhayani@torontohousing.ca

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Time Est. (Hours)	Estimated Start	Last Report Issued
Table 1 - New Projects							
Learning & Organizational Development Operational Review	An operational review of Learning & Organizational Development function including Performance Management Program (PMP).	- Inadequate identification/management of staff training needs. - Ineffective PMP process. - Sub-optimal value for money invested in organizational training.	13-Organizational Resiliency 14- HR Process	HR	432	Q-1	New Audit Area
Scholarship Program Review	An operational and compliance review to assess the Scholarship programs in order to confirm the manner in which appropriate controls exist in the administration of those programs.	- Inadequate policies and procedures. - Inadequate oversight/controls over the disbursement and use of funds.	3- Brand and Reputation	Development	432	Q-1	New Audit Area
Cyber Security & Access Controls Review	A follow-up review of ITS processes to manage IT cyber security risks and management of access controls for major IT Systems.	- Inadequate security leading to a potential leak/misuse of sensitive information. - Unavailability of information/data due to cyber attack. - Ineffective management of access controls.	7- Information Technology Systems 10- Cyber Security and Privacy 13- Organizational resiliency	ITS	432	Q-2	2020
Hub Operations Review	A review of selected Hub locations from all regions to cover the following four service pillars: 1. Cleaning; 2. Maintenance; 3. Tenancy Management; and 4. Community Safety and Support.	- Non-compliance with policies and procedure. - Inefficiencies in processes. - Suboptimal services to tenants, resulting in reputational risk. - Incorrect calculation of RGI rent.	4- Operational Process	Operations	781	Q2-Q4	New Audit Area
Preventive Maintenance Program Review	An operational review of the preventive maintenance program.	- Deterioration of organizational assets. - Reputational risk due to inadequate maintenance. - Health and safety risk due to insufficient maintenance of assets.	3- Brand and Reputation 4- Operational Processes 16- Health and Safety	FM	432	Q-3	New Audit Area
Accounts Payable Operational Review	An operational review of efficiency and effectiveness of accounts payable function.	- Inadequate policies and procedures. - Delayed and/or duplicate payments. - Inadequate segregation of duties.	4- Operational Process 6- Vendor Management	Finance	432	Q-3	2018
Business Continuity & Disaster Recovery Planning Process Review	A review of Business Continuity & Disaster Recovery planning process.	- Inadequate measures in place to prepare and respond to emergencies or service disruptions. - Reputational risk due to unavailability of information or services.	2- Data Governance & Integrity 3- Brand and Reputation 13- Organization Resiliency	ITS, Operations, Legal (ERM)	432	Q-4	New Audit Area
Continuous Controls Monitoring (CCM)	Data analytics to identify unusual transactions/trends and identifying areas where internal controls can be strengthened.	- Non-compliance with existing internal control measures. - Data entry errors. - Inefficiencies in processes.	4- Operational Process	Various	288	Q-4	N/A
Management requests	These projects are usually initiated based on a request by the Management. This includes review of specific processes, providing advice and/or our analysis on an activity or proposed change, agreed upon procedures or conducting investigations.	Various	Various	Various	685	Q-1 to Q-4	N/A

Table 2 - Standing items							
Follow-up on the implementation of recommendations from previous Internal Audit reports	This is the review of the status of recommendations made in previous Internal Audit reports including review of supporting audit evidence. BIFAC will be provided 2 status updates during the year.	The risks identified in the initial audits are now known but not adequately mitigated.	Various	Various	288	Q-1 to Q-4	N/A
RGI continuous auditing	This includes: - Future Dated Review - Special requests such as from External Auditors, AG's office, Management, etc.	- Inaccurate RGI rent calculation resulting in recording inaccurate revenue in the financial statements. - Overcharge to tenants resulting in reputational risk due to tenant complaints. - Inadequate documentation supporting rent calculation resulting in non-compliance with applicable legislation and regulations.	3- Brand and Reputation 4- Operational Process 8- Records Management 20- Non-Compliance with Legislation & Regulations	Operations	1559	Q-1 to Q-4	N/A
HoMES Related Analysis	HoMES implementation will be completed during the year. Internal Audit will perform various analysis related to RGI rent review process. Potential areas for these analysis will be identified in consultation with the Management and HoMES's Team.	- Non-compliance with policies and procedures. - Data entry errors. - Control deficiencies in processes.	4- Operational Process	Operations	725	Q-1 to Q-4	N/A
Information Technology and other Advisory Services	As and when requested, Internal Audit Department will participate on Committees for IT projects or procurement of various IT assets to provide independent and objective advisory services.	Various	Various	ITS	218	Q-1 to Q-4	N/A
Annual Audit Plan & Rolling Audit Plan	The Manager, Internal Audit will review top organizational risks identified by the ERM Unit and prepare the Annual Audit Plan for 2023 and update the Rolling Plan for 2024-26. This will be done in collaboration with ERM Unit.	IAD's work plan should align with TCHC's top risks. By reviewing the ERM risk assessment refresh, IAD ensures that its services yield value to the Management by aligning the Annual Audit Plan and Rolling Audit Plan with organizational risks.	3- Brand and Reputation 4- Operational Process 20- Non-Compliance with Legislation & Regulations	Various	109	Q-4	N/A

Table 3 - Other Items							
BIFAC Status Reporting	- Quarterly status update providing progress on Annual Audit Plan. - Half-yearly status update providing progress on implementation of open audit recommendations from previously issued Internal Audit reports.						
Internal Audit Manual	To guide the Corporate Audit Team.						
RGI Manual	To guide the RGI Audit Team.						
Internal Audit Charter	It is a formal document that defines Internal Audit's purpose, authority, responsibility and position within the organization.						
Document Standardization	To guide all IAD team members and promote audit efficiencies.						
Staff recruitment, training, etc.	Ongoing.						
Note: Time commitment for each of the above item varies depending upon the stage of completion, etc.							



Change Order: Fire Alarm Monitoring Services

Item 5

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-21

To: Building Investment, Finance and Audit Committee
(BIFAC)

From: Senior Director, Business Operations

Date: January 12, 2022

PURPOSE:

The purpose of this report is to seek the approval of the Building Investment, Finance and Audit Committee (“BIFAC”) for a change order to the contract with API Alarm Inc. for the continued provision of fire alarm monitoring equipment and services and integrated key box equipment from January 1 to July 31, 2022.

BIFAC approval is required for the recommended change order, as the cumulative value of change orders issued to API Alarm Inc. exceeds twenty (20%) percent of the original contract award.

RECOMMENDATIONS:

It is recommended that the BIFAC:

1. Approve a change order to the contract with API Alarm Inc. in the global amount of **\$743,948.00** (exclusive of taxes) which includes:
 - (a) \$372,948.00 (exclusive of taxes) for services rendered from March 1 to December 31, 2021 for fire alarm monitoring equipment and services and integrated key box equipment across the Toronto Community Housing (TCHC) building portfolio;
 - (b) \$159,000.00 (exclusive of taxes) for services to be delivered from January 1 to March 31, 2022, which includes addressing previous unforeseen issues associated with the delivery of fire alarm

monitoring equipment and services and integrated key box equipment; and

(c) \$212,000.00 (exclusive of taxes) for a contract extension from April 1 to July 31, 2022 for the continued provision of fire alarm monitoring equipment and services and integrated key box equipment and will allow sufficient time to issue an RFP and award a new contract; and

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

REASONS FOR RECOMMENDATIONS:

In August 2014, a public Request for Proposal (RFP) 111/14 was issued for fire alarm monitoring services at TCHC. Specifically, it required a vendor to deliver the following:

- Replacement of existing fire alarm monitoring equipment (e.g. transmitter, modem);
- Replacement of key box equipment with integrated equipment (e.g. vendor key box); and
- Provision of 24/7 monitoring and dispatching in response to fire alarms.

In April 2015, an award was approved to API Alarm Inc. for \$3.52M (exclusive of taxes) for fire alarm monitoring systems and services for a term of 7 years; comprised of an initial five (5) year term, with the option of two one-year contract extensions.

Currently, API Alarm Inc. continues to provide fire alarm monitoring equipment and services; a critical activity that keeps buildings and tenants safe. As a result of a budget reconciliation process, TCHC identified the need for a change order in the amount of \$372,948 for services rendered from March 1 to December 31, 2021, as services provided by API Alarm Inc. exceeded the \$3.5M that had been previously approved. While TCHC has directed API Alarm Inc. to continue to provide fire alarm monitoring equipment and services, pending approval of the required change order, it has accrued invoices from API Alarm Inc. that exceed the approved amount and no payments have been issued for the excess amount, pending approval of the change order. Additionally, an additional \$371,000 has been identified as required to cover services through July 31, 2022. This sum is composed \$159,000, which is identified as required to continue services to March 31,

2022, being the end of the current contract term, and \$212,000, which is identified as required to cover the cost of services that will be required during an extension period from April 1 to July 31, 2022 (See Attachment 1).

On January 20, 2022, the Procurement Award Committee approved the proposed change order, subject to BIFAC approval. Approval of the change order requires BIFAC approval, as the cumulative value of change orders now exceeds 20% of the original contract award. The total approved budget is sufficient to cover the contract amount in total (see Attachment 1).

The recommended change order will ensure the continued provision of fire alarm monitoring equipment and services and will allow TCHC enough time to issue an RFP and award a new contract. The requested change order will address:

- Costs to be incurred through the provision of equipment and services that were not included in the original scope of the contract due to unforeseen issues, which include:
 - Service calls to repair damages to vandalized equipment;
 - Relocation of fire alarm monitoring and key box equipment;
 - Installation of new phone lines, as per new ULC requirements; and
 - Installation of new equipment at new buildings across the portfolio.
- Costs for an additional 4 months of monitoring charges from April 1, to July 31, 2022, which will allow sufficient time for TCHC to issue an RFP and award a new contract.

The recommended change order is in accordance with TCHC's current Procurement Policy.

IMPLICATIONS AND RISKS:

The circumstances that give rise to these COs highlights the need to further focus on the following key areas to ensure that this situation does not recur:

- Business unit oversight: Ensure that the business unit assign a dedicated staff to oversee the program and to conduct diligent review of invoices as they are received from the vendor;
- Regular budget review: Ensure that the business unit conducts regular budget reconciliation (e.g. monthly, quarterly), which include a review of actual, budgeted, and forecasted figures;

- Inclusion of comprehensive RFP requirements: Ensure the inclusion of a comprehensive list of requirements into the RFP for the new contract; and
- Contracts database: Ensure that the business unit utilize the recently launched TCHC contract repository to track contract renewals.

API Alarm Inc. is currently delivering fire alarm monitoring equipment and services and integrated key box equipment across the TCHC building portfolio. The requested contract extension will ensure service continuity of service and will provide TCHC with enough time to issue a new RFP and award a new contract.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Senior Director, Business Operations

STAFF CONTACT:

Michelle Laita, Manager, Fire Life Safety & Emergency Management
(416) 936-8041
Michelle.Laita@torontohousing.ca

ATTACHMENTS:

- | | |
|--|---|
| Attachment 1: | Change Order Summary |
| Confidential Attachment 2: | Briefing Note re: Public Agenda - Item 5
Change Order: Fire Alarm Monitoring Services |
| 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 the security of the property of TCHC and commercial and financial information of TCHC that has monetary value or potential monetary value. |

Attachment 1: Change Order Summary

VAC No.	PO No.	Approval Date	Description	Individual CO (\$)	Cumulative CO (\$)	Cumulative CO % of Original Contract
15028	C45116	March 2015	Funding adjustment for fire alarm monitoring and keybox installations at new building sites.	\$28,465	\$28,465	0.81%
15028	E1 1744	April 2016	Funding adjustment for installation of primary and back up phone lines, as per ULC requirements.	\$81,399	\$109,864	3.12%
15028	E1 24838/330 #1	March 2020	Funding adjustment for service calls for all sites and installation of additional equipment at new building sites.	\$29,206	\$139,070	3.95%
21137	E1 24838/330 #4	March 2021	Funding adjustment for service calls for all sites and, installation of additional equipment at new building sites, and movement of key boxes.	\$149,997	\$289,067	8.20%
22021	E1 24838/330 #5	January 2022	Funding adjustment for service calls for all sites and, installation of additional equipment at new building sites, and movement of	\$372, 948	\$662,015	19%

VAC No.	PO No.	Approval Date	Description	Individual CO (\$)	Cumulative CO (\$)	Cumulative CO % of Original Contract
			key boxes. Period covered is from March 1 to December 31, 2021.			
22021	E1 24838/330 #5	Pending	Funding adjustment for service calls for all sites, installation of additional equipment at new building sites, and additional 4 months of monitoring services. Period covered is from January 1 to March 31, 2022 (\$159,000) and April 1 to July 31, 2022 (\$212,000).	\$371,000	\$1,033,015	29%



Vendor Award: Residential Packaged Terminal Air Conditioning (PTAC) Replacement Program (VAC 22015/RFP 21196)

Item 6A

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-18

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Facilities Management

Date: January 10, 2022

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award work to 1799541 Ontario Inc. o/a Climate Works ("Climate Works") for the residential packaged terminal air conditioning (PTAC) replacement program at the rates established based on the outcome of Request for Proposal (RFP 21196) and approve a program budget for up to \$7,568,492.42 (exclusive of taxes).

BIFAC approval is required for this award as it exceeds the \$2.5 million financial approval limit of TCHC's Procurement Award Committee ("PAC"), and Board of Directors (the "Board") approval is required as it exceeds the \$5M financial approval limit of the BIFAC.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and recommend that the Board approve the following recommendations to:

- 1) approve a program budget for up to \$7,568,492.42 (exclusive of taxes) for replacement and demand services as follows:
 - a) \$7,344,261.32 (exclusive of taxes) for replacement services as follows:

- \$3,325,515.00 for three (3) years of initial contract (\$1,108,505.00 annually); and
 - \$1,274,780.75 for the first additional optional one-year term at TCHC management's discretion;
 - \$1,338,519.79 for the second additional optional one-year term; and \$1,405,445.78 for the third additional optional one-year term.
- b) Up to \$224,231.10 (exclusive of taxes) for demand services as follows as follows:
- \$111,000.00 for three years of the initial contract (\$37,000.00 annually); and
 - \$37,370.00 for the first additional optional one-year term at TCHC management's discretion at 1% increase over prior year for year 4;
 - \$37,930.55 for the second additional optional one-year term at TCHC management's discretion at 1.5% increase over prior year for year 5; and
 - \$37,930.55 for the third additional optional one-year term at TCHC management's discretion at 0% increase over prior year for year 6
- 2) authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

PROJECT BACKGROUND:

PTAC units provide heating and cooling to the units in various buildings across the portfolio. Due to age and condition, replacement of PTAC units is required on an as-needed basis. Supply and installation of PTAC units in various buildings across the portfolio is required when PTAC units are found to be beyond economical repair.

Pre-determined unit rates were established as part of RFP 21196 to ensure that replacement work is completed quickly and consistently to minimize disruption to tenants due to equipment breakdown. This contract covers replacements only, maintenance is performed by another vendor.

REASONS FOR RECOMMENDATIONS:

The recommendation is to award the work to Climate Works for 3 years of replacement and demand services with the option of three additional 1 year terms at TCHC management's discretion. Climate Works is the qualified and lowest priced submission and has performed services for other programs for TCHC. The recommended proponent has also performed PTAC replacement services for other organizations which was evaluated during the RFP evaluation process with satisfactory results.

PROCUREMENT PROCESS:

An RFP was issued on September 21, 2021 and closed on October 25, 2021. Four submissions were received. The submissions were evaluated through a three stage process to determine qualified vendors based on rated criteria and pricing.

- **Stage 1** – Mandatory requirements: Strategic Procurement staff reviewed the submissions for mandatory requirements. 4 proponents met the mandatory requirements.
- **Stage 2** – Rated Criteria: On August 3, 2021, an evaluation team (Asset Management and Facilities Management) evaluated submissions based on the Rated Criteria in the RFP documents. Only those proponents who received a minimum score of 70 points were considered for further evaluation. Two proponents received the minimum score.
- **Stage 3** – Pricing: Submitted pricing was evaluated to determine the lowest price.

See **Confidential Attachment 1: VAC 22015/RFP 21196 Summary of Submissions** for tables detailing the outcomes of each stage of the evaluation process.

Climate Works was one of two qualified bidders. They scored the highest on rated criteria and submitted a bid price lower than the estimate and lower than the next qualified bidder.

Strategic Procurement staff facilitated a confirmation meeting on December 8, 2021 with FM-Construction and Preservation staff and Climate Works in

attendance. The vendor has confirmed understanding, ability and pricing. The Plumbing Manager, in consultation with the Program Manager and the Facilities Manager, has determined that the pricing is reasonable and acceptable for the work.

As at the date of this report, the Procurement Award Committee (“PAC”) has not considered the recommendation to award the work to Climate Works. A PAC meeting will be scheduled to consider this matter, prior to the BIFAC meeting of January 27 and the outcome of PAC’s consideration of the matter will be reported to BIFAC in conjunction with this matter.

IMPLICATIONS AND RISKS:

A public RFP was issued and the recommendation is based on awarding the work as per the RFP requirements. Thus, the risk of a proponent challenging the awarding of the contract is minimized.

To mitigate risks, TCHC FM - Construction and Preservation Plumbing staff will continuously and rigorously monitor the performance of the recommended proponent during the course of the project. Performance will be evaluated in accordance with TCHC’s Vendor Compliance evaluation system. Results gathered through program reviews will be used to support decisions to remove underperforming vendors from TCHC’s programs and/or future bidding opportunities.

Funding for this award will be requested within the 2022-2025 Operating Budget Account 527200 and Capital Budget Account CO01.

SIGNATURE:

“Allen Murray”

Allen Murray
Vice President, Facilities Management

STAFF CONTACT:

Allen Murray, Vice President, Facilities Management
(416) 981-6955
Allen.Murray@torontohousing.ca

ATTACHMENT:

Confidential Attachment 1: Summary of Submissions

Reason for Confidential Attachment: Third party commercial information supplied in confidence and commercial information belonging to TCHC that has monetary value or potential monetary value and whose disclosure could reasonably be expected to be injurious to its financial interests



Contract Award: Site Building Repairs and Retrofit at 3943 to 3945 Lawrence Avenue East (VAC 21505/RFP 21129-PP)

Item 6B

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-19

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Facilities Management

Date: January 10, 2022

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award work to Trinity Services Ltd. (Trinity) for \$7,896,482.00 (exclusive of taxes) for site building repairs and retrofit services at 3943 to 3945 Lawrence Avenue East (Lawrence Orton, Dev. 080) based on the outcome of Request for Proposals (RFP) 21129-PP.

BIFAC approval is required for this contractor award as it exceeds the \$2.5 million financial approval limit of TCHC's Procurement Award Committee ("PAC"), and Board of Directors (the "Board") approval is required as it exceeds the \$5M financial approval limit of the BIFAC.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and recommend that the Board approve the following recommendations to:

1. approve the award of the work to Trinity Services Ltd. for \$7,896,482.00 (exclusive of taxes) for site building repairs and retrofit services at Lawrence Orton, Dev. 080 based on the outcome of Request for Proposals (RFP) 21129-PP; and

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

PROJECT BACKGROUND:

Lawrence Orton, Dev. 080 consists of a 19-storey building and four-storey blocks of low-rises, totaling 337 units and built in 1970.

In 2019, a set of schematic design and reports were submitted by the consultant team LGA Architectural Partners (LGA) in order to provide an assessment of the condition of the buildings, its systems and site. It was determined that these buildings would benefit from repair and retrofit work with the goals of:

- Maximizing energy performance;
- Enhancing tenants quality of living and comfort;
- Restoring building conditions

LGA was retained (RFP 19429) to investigate, provide recommendations, prepare specifications, scope of work and RFX documents, and provide contract administration services.

The scope includes a comprehensive retrofit of the interior and exterior work to two low rise blocks (3943 and 3945 Lawrence Avenue) as well as the surrounding landscaped area.

REASONS FOR RECOMMENDATIONS:

The recommendation is to award the work to Trinity Services Ltd. for \$7,896,482.00 as the lowest priced qualified submission.

The project is expected to take approximately 26 months, weather permitting and no delays due to Covid-19. Work will not commence until this award has been approved, a contract has been executed (if required), and the purchase order issued. Any significant delays in issuing the purchase order will impact the construction schedule.

PROCUREMENT PROCESS:

An RFP was issued on June 4, 2021 and closed on July 20, 2021. Four submissions were received. The submissions were evaluated through a three stage process to determine qualified vendors based on rated criteria and pricing.

- **Stage 1** – Mandatory requirements: Strategic Procurement staff reviewed the submissions for mandatory requirements. 4 proponents met the mandatory requirements.
- **Stage 2** – Rated Criteria: On August 3, 2021, an evaluation team (Asset Management and Facilities Management) evaluated submissions based on the Rated Criteria in the RFP documents. Only those proponents who received a minimum score of 70 points were considered for further evaluation. Two proponents received the minimum score.
- **Stage 3** – Pricing: Submitted pricing was evaluated to determine the lowest price.

See **Confidential Attachment 1: VAC 21505/RFP 21129-PP Procurement Process** for tables detailing the outcomes of each stage of the evaluation process.

Trinity was one of two qualified bidders and submitted a bid price lower than the estimate and lower than the next qualified bidder. A bid confirmation meeting was held on August 11, 2021, facilitated by Strategic Procurement and attended by the Architectural Design Manager, Construction Manager, LGA and Trinity to confirm Trinity's understanding of the tendered scope of work, their capacity and pricing submission. The Architectural Design Manager and LGA have determined that the pricing is low, however there is no basis under current procurement policies to not proceed with the award.

As at the date of this report, the Procurement Award Committee ("PAC") has not considered the recommendation to award the work to Trinity Services Ltd. A PAC meeting will be scheduled to consider this matter, prior to the BIFAC meeting of January 27 and the outcome of PAC's consideration of the matter will be reported to BIFAC in conjunction with this matter.

IMPLICATIONS AND RISKS:

A public RFP was issued and the recommendation is based on awarding the work as per the RFP requirements. Thus, the risk of a proponent challenging the awarding of the contract is minimized. Trinity have performed similar work for the TCHC and received passing performance evaluation scores with an average of 2.98/5 for 6 similar projects in 2020.

Facilities Management (FM) staff has determined that the recommended proponent has the capability and capacity to deliver the work within the timeline. To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the project. A third party health and safety monitoring agent will also be retained to conduct health and safety site inspections during construction. LGA will provide contract administrative services, which in conjunction with FM Project Management staff will ensure the work is delivered in accordance with the design and specifications. 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 remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

Funding for this award is within the program budget of the 2021 Capital Budget. Funding for 2022, 2023 and 2024 will be requested within the 2022-2024 Capital Budgets. Confidential Attachment 2 provides information on source and use of funds.

SIGNATURE:

"Allen Murray"

Allen Murray
Vice President, Facilities Management

STAFF CONTACT:

Allen Murray, Vice President, Facilities Management
(416) 981-6955
Allen.Murray@torontohousing.ca

ATTACHMENTS:

Confidential Attachment 1: Summary of Submissions

Reason for Confidential Attachment: Third party commercial information supplied in confidence and commercial information belonging to TCHC that has monetary value or potential monetary value and whose disclosure could reasonably be expected to be injurious to its financial interests.

Confidential Attachment 2: Source and Use of Funds/Budget Allocation

Reason for Confidential Attachment: Information related to the security of the property of TCHC and commercial and financial information of TCHC that has monetary value or potential monetary value.



Grant Application: Green Municipal Fund Sustainable Affordable Housing Pilot Project

Item 6C

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-20

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Facilities Management

Date: January 10, 2022

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to complete the application process for the Green Municipal Fund's (GMF) Sustainable Affordable Housing (SAH) Pilot Project Grant made available from the Federation of Canadian Municipalities (FCM).

BIFAC approval is requested as the application process requires an authorizing resolution or by-law from the Lead Applicant Council or Board of Directors.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and recommend that the Board of Directors (the "Board") approve the following recommendations to proceed with the full application to the FCM's GMF SAH Pilot Project grant including:

1. providing an authorizing resolution or by-law, as applicable, from the Board of Directors, confirming application to FCM for Loan and Grant funds; and
2. authorizing the appropriate staff to take the necessary actions to give effect to the above recommendation.

PROJECT BACKGROUND:

TCHC Facilities Management has planned a deep retrofit at one of its low-rise multi-unit residential buildings, 575 Danforth Road. The scope of work involves fuel switching and high-performance envelope, ventilation and air quality upgrades. This project aligns with TCHC's commitments to reduce energy consumption across its portfolio by 25% by 2028 and achieve a portfolio average FCI of 10% by the end of 2026.

The project is included in Facilities Management's 2022 budget which was approved by the Board as part of the broad capital renewal plan on December 9, 2021. At the encouragement of City staff (Shelter Support and Housing Administration), TCHC is seeking a \$500k grant through the Sustainable Affordable Housing funding program (Pilot Project stream) to partly fund the project. This funding would be above and beyond any existing stream of City funding.

The FCM is an advocacy organization representing over 2,000 municipalities across Canada. FCM offers grants and loans for municipal environmental projects including the Sustainable Affordable Housing (SAH) initiative. FCM's Sustainable Affordable Housing initiative is delivered through the Green Municipal Fund (GMF) and is funded by the Government of Canada. Per the SAH funding and review process, TCHC submitted an initial proposal in August 2021.

REASONS FOR RECOMMENDATIONS:

The initial proposal was approved by FCM and TCHC has been invited to submit a full application.

The SAH Application Guide requires an authorizing resolution or by-law, as applicable, from the Board of Directors, confirming application to FCM for Loan and Grant funds. TCHC has submitted all other available supporting documentation in order for FCM to start their review. See **Appendix: Sample Letter** for an example of what is being requested.

SIGNATURE:

"Allen Murray"

Allen Murray
Vice President, Facilities Management

STAFF CONTACT:

Allen Murray, Vice President, Facilities Management

(416) 981-6955

Allen.Murray@torontohousing.ca

APPENDIX: Sample Letter

Toronto Community Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H2



December 13, 2021

Sustainable Affordable Housing Program
Federation of Canadian Municipalities
24 Clarence Street
Ottawa, ON K1N 5P3

To Whom It May Concern:

The Federation of Canadian Municipalities (FCM) is an advocacy organization representing over 2,000 municipalities across Canada. FCM offers grants and loans for municipal environmental projects including the Sustainable Affordable Housing (SAH) initiative. FCM's Sustainable Affordable Housing initiative is delivered through the Green Municipal Fund (GMF) and is funded by the Government of Canada.

TCHC Facilities Management has planned a deep retrofit at one of its low-rise multi-unit residential buildings, 575 Danforth Road. The scope of work involves fuel switching and high-performance envelope, ventilation and air quality upgrades. This project aligns with TCHC's commitments to reduce energy consumption across its portfolio by 25% by 2028.

The TCHC Board of Directors is aware of and supports TCHC's application to FCM to request \$500,000 worth of grant funding through the SAH Retrofit Pilot Project program. If successful, this grant would contribute to the capital costs associated with the aforementioned project.

Should TCHC's application for grant funding be successful, TCHC is committed to entering into the funding agreement with FCM.

Sincerely,

Tim Murphy
Chair
Board of Directors



Direct Award Toronto Seniors Housing Corporation Transition: HoMES Update

Item 7

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-23

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Information Technology Services

Date: January 13, 2022

PURPOSE:

The purpose of this report is to seek BIFAC approval for a direct award for **Yardi Canada Ltd** ("Yardi") for professional services to implement changes to HoMES in support of the transition to Toronto Seniors Housing.

BIFAC approval is required for this contract award as it exceeds the authority of the Chief Executive Officer to approve a Commitment Change Order.

RECOMMENDATIONS:

It is recommended that BIFAC approve the following recommendations to:

- (a) approve a direct award to **Yardi Canada Ltd** ("Yardi") for an upper limit of **\$711,801.50** (exclusive of taxes) for professional services to implement changes to the HoMES; and

- (b) authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

REASONS FOR RECOMMENDATIONS:

The transition of the operation of the 83 seniors-designated buildings to the newly formed Toronto Seniors Housing Corporation (“TSHC”) on June 1, 2022 presents significant financial and operational challenges to TCHC.

The successful outcome of this transition will be that TSHC will have the information, resources, staff and systems they need to successfully function as a separate entity with the right services in place to serve senior tenants.

The project is proceeding with an aggressive timeline, and significant work is required to ensure a successful transition on June 1, 2022.

Due to the complexity of the project, work is underway in many parallel streams. There are four main areas of focus for the transition: employee transfers, tenancy transfers, a functional service delivery agreement and a lease agreement. All four of these areas require Information Technology Services (ITS) inputs and outputs, including but not limited to:

- business process changes,
- negotiations with existing TCHC vendors,
- changes to contracts,
- IT system architecture adjustments.

The service delivery approach will leverage existing capacity and expertise at TCHC to the benefit of both corporations including:

- minimizing net new costs to both;
- simplifying the transition of TSHC from TCHC;
- reducing the costs of transformation at both corporations; and
- minimizing impact on staff and tenants

TCHC must engage Yardi Canada Ltd to implement changes to HoMES to create a new legal entity within our current instance for a successful June 1, 2022 transition.

This proposal is based on a project duration of up to 28 weeks of total effort implemented in two phases. Phase 1 is expected to be up to 18 weeks and involve the initial implementation of changes to support the transition on June 1, 2022. Duration of Phase 2 is expected to be 6-12 weeks which will address any changes that may surface post transition and to provide post go-live support to TSHC. Yardi will work with TSHC/TCHC to make configuration changes to reflect a separate and distinct corporate entity. The detailed scope of work from Yardi dated December 21, 2021, for which this award is based, was reviewed and approved by representatives from TCHC and TSHC.

PROCUREMENT PROCESS:

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

- v. Where there is an absence of competition for technical or market scarcity reasons and the goods or services can only be supplied by one particular vendor and no alternative or substitute exists.

IMPLICATIONS AND RISKS:

Yardi Canada Ltd. is the current implementation partner for the HoMES project and the Original Equipment Manufacturer (OEM) for the software solution being implemented, and they have the in depth knowledge of their product, as well as TCHC's business requirements. As TCHC is still implementing the final phase of the HoMES solution, procuring another vendor to complete this scope of work would introduce an unnecessary amount of complexity to coordinate the two projects. In addition, TCHC would not be able to initiate a procurement, award and onboard a new implementation partner before the June 1, 2022 deadline. Yardi is the only vendor capable and knowledgeable enough to complete this work to meet this deadline.

CONCLUSION:

VP, Information Technology Services ("ITS") has reviewed the scope of work in collaboration with other ITS resources and Toronto Seniors Housing Corporation representatives and the VP, ITS has determined it to be reasonable and acceptable for the work. Pricing is based on previously agreed upon hourly rates negotiated with Yardi.

SIGNATURE:

"Luisa Andrews"

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

Luisa Andrews, VP IT Services
416-981-5012
luisa.andrews@torontohousing.ca



Q4 2021 HoMES Project Update

Item 8

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-17

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Information Technology Services

Date: January 20, 2022

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on the status of the HoMES Project.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

TCHC has committed to continuing to provide the following level of reporting to the BIFAC and the Board of Directors:

- Quarterly project updates to BIFAC; and
- Yearly, and as required, project updates to the Board.

This report covers the period of October 1 to December 31, 2021.

The HoMES Project Management Office ("PMO") completed a review with key stakeholders on the feasibility of commencing in-person training scheduled for late January 2022 in light of the most recent developments of the COVID-19 pandemic. There is great concern that increased illness

absences compounded by training absences will mean that TCHC services to tenants will be significantly impacted over the coming months. Therefore, training scheduled to commence in January 2022 for the final phase has been postponed. A new training plan, incorporating a hybrid approach, reduced class size from original plan, and enhanced COVID protocols, is in development. A new plan will be provided to the HoMES Steering Committee and the Emergency Operations Centre for COVID-19 for approval in January 2022.

The HoMES project budget remains within the board approved amount at the end of Q4.

Omicron Variant, Training and Final Launch:

As a result of the fourth wave of the COVID-19 pandemic, TCHC has experienced higher than normal absenteeism amongst its front line and management staff in the Operations division. To continue to deliver critical front line services to our tenants and communities and to keep buildings open, the HoMES Steering Committee, in consultation with TCHC's Emergency Operations Centre Steering Committee determined that it was necessary to defer HoMES training for those same front line staff to mid-March. TCHC has also deferred some management initiatives to allow management staff to preserve the appropriate bandwidth and reallocate their time and focus to supporting front line services.

New users to HoMES for Track 2B-2 will require the majority of their training to be delivered in-person to ensure that the new processes and solution are well adopted.

The following aspects are being incorporated into a new training plan, with the final Go Live date for Track 2B-2 to be determined in the next few weeks.

- Enhanced COVID-19 protocols to include rapid testing;
- Schedule to take into consideration increased staff absenteeism so as to minimize service disruption to tenants;
- Continue HoMES project momentum by introducing four weeks of virtual instructor-led introductory training courses. Three role based training courses to take no more than 60 minutes with multiple sessions available to staff to schedule as time permits;
- Plan to start in-person session in March 2022 allowing additional time to assess variant impact;

- Reduce in-person and virtual training class size by 30% to reduce the number of front-line staff in training. The intention is to minimize contacts and impact to tenant services;
- Prepare all materials, schedules and training locations in February with a Go/No Go decision to proceed with in-person training to be made 2-weeks prior to the proposed training start date;
- If in-person training cannot proceed, the project team will pivot to virtual training; and
- Additional refresher training and make-up training will be required post-go live in anticipation of staff absences and the less effective virtual training will be less effective.

While no date has been determined for the final launch of the HoMES project, a proposed date of May 9, 2022 is under consideration. The final phase of the HoMES project should be implemented prior to the transition of the Seniors Housing Corporation scheduled for June 1, 2022 to minimize the additional complexity of a project launch involving two independent corporations and to avoid system updates to legacy applications should Track 2B-2 not go live before the transition.

COVID-19 Costs

The HoMES project has estimated that the total cost to be allocated to COVID-19 expenses as a result of the training delay. It is estimated that the total costs will be between \$1.2M – \$1.5M. Detailed information will be provided in the next HoMES project update and COVID-19 update to BIFAC.

Progress Update:

Track 2b (Demand Maintenance and Call Centre):

The HoMES project continues to move forward towards completion of the final phase despite the training delay.

- Activities completed in Q4 include:
 - Development and testing of Track 2B-2 reports;
 - Continued development of Training materials;
 - Completion of additional testing on data converted from legacy systems;
 - The Change Management Working Group continued to work with Subject Matter Experts to build a plan for user adoption for building staff impacted by Track 2B;

- Continued working with the HoMES team and Yardi on solution refinement for Move Outs, Unit Turnover, Inspections, and Inventory; and
- Developed Track 2B-2 support plan incorporating project team and business in the model.

Stage of Completion:

The HoMES project had been in progress for thirty-two months. Due to the postponement of training for the final phase, the number of remaining months of the HoMES project is to be determined. The percentage of project activities completed for each Track are shown in Table 1.

Table 1: Percentage of Project Activities Completed

Track	% of Project Activities Completed
Track 1A	100
Track 1B	100
Track 2A	100
Track 2B	85
Overall Project	94

Budget Status Update:

The overall HoMES project remains within the board approved amount. The total project spend as of December 31, 2021 is detailed in Table 2.

Table 2: Total Project Budget Spend Summary as of December 31, 2021

Project Spending Category	Total Spend as of December 31, 2021 (Amounts in \$000s)
External Contracts	\$ 30,366
Internal Resources/Expenses	\$ 14,417
Total HoMES spend as of December 31, 2021	\$ 44,783

Detailed budget information, including contract awards and change orders, is provided in Confidential Attachment 1. The HoMES estimated spend at completion remains within the reduced approved budget amount of \$54.4M and is provided in Attachment 2. Costs due to the COVID-19 impact will be included in the COVID expenses requests that are submitted to the City of Toronto. The HoMES project will continue to report on all change orders and

new contracts initiated in the detailed budget information and they will be identified separately as COVID-19 expenses.

IMPLICATIONS AND RISKS:

The HoMES project continues to monitor and mitigate the risks due to the COVID-19 pandemic.

The HoMES project management office and QA advisor KPMG continue to monitor the project closely in this final phase. The final phase on boards the greatest number of employees onto the HoMES solution and ensuring that employees can adapt to the change is paramount to the success of this phase.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

Luisa Andrews, Vice President, Information Technology Services
416-981-5012
Luisa.Andrews@torontohousing.ca

ATTACHMENTS:

Attachment 1: HoMES Summary Budget Information

Confidential Attachment 2: HoMES Detailed Budget Information

Reason for Confidential Attachment: Matters that are not required to be disclosed under the *Municipal Freedom of Information and Protection of Privacy Act*, including financial information belonging to TCHC that has monetary or potential monetary value.

Attachment 1. HoMES Summary Budget Information

(Amounts in \$000s)	Total Spend Dec-21	Forecast 2021	Budget 2022	Est. Spend at Completion	Approved Budget	Variance to Budget	Remaining \$	% Spent of Budget
Yardi Software Subscription	5,530	2,648	-	5,530	7,700	2,170	2,170	72%
Yardi Implementation Services	14,656	4,912	4,648	19,304	18,695	(609)	4,039	78%
External Consultants/ Vendors	10,180	2,564	540	10,721	12,460	1,739	2,280	82%
Internal Resources & Other Expenses	14,417	6,289	2,171	16,587	13,545	(3,042)	(872)	106%
Total Homes	44,783	16,412	7,359	52,142	52,400	258	7,617	NA
Implementation Contingency			1,598		2,008		2,008	
Total	44,783	16,412	8,957	52,142	54,408	258	9,625	82%

**Overall budget decreased due to Track 3 descope