

BUILDING INVESTEMENT, FINANCE AND AUDIT COMMITTEE MEETING AGENDA

PUBLIC SESSION

Date: May 18, 2021

Time: 10:25 a.m. – 11:45 a.m.

Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda (Updated)					
10:25	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
10:30	2. Consent agenda		<i>5 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 April 27, 2021	BIFAC Approval	Minutes	Chair	4
	d) Internal Audit Update: Q1 2021	Information	BIFAC:2021-39	Manager, Internal Audit	8
	e) Q1 2021 – Information Technology Services Divisional Update	Information	BIFAC:2021-40	Vice President, Information Technology Services	15
	f) Q1 2021 – PAC Awards and Revenue Contracts	Information	BIFAC:2021-41	General Counsel & Corporate Secretary	19

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	g)	Q1 2021 – Tenants First Update	Information	BIFAC:2021-42	Director, Strategic Planning & Stakeholder Relations and General Manager, Seniors Housing Unit	25
10:35	3.	Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	29
10:40	4.	Q1 2021 – HoMES Project Update	Information	BIFAC:2021-43 <i>-10 minutes</i>	Vice President, Information Technology Services	40
10:50	5.	Annual Review of BIFAC, IAC and PAC Charters	BIFAC & Board Approval	BIFAC:2021-44 <i>10 minutes</i>	General Counsel & Corporate Secretary	45
11:00	6.	Board and Committee Meeting Materials on TCHC's Public Website	BIFAC & Board Approval	BIFAC:2021-45 <i>10 minutes</i>	General Counsel & Corporate Secretary and Vice President, Strategic Planning & Communications	64
11:10	7.	Contractor Award: Garage Restoration Services at Trimbee Court (30 Denarda Street) (RFQ 20288-PP)	Approval	BIFAC:2021-47 <i>10 minutes</i>	Vice President, Facilities Management	68

	8.	Operations Reports				
11:20	a)	Change Order: Commercial Laundry (Sparkle Solutions Corporation)	Approval	BIFAC:2021-46 <i>5 minutes</i>	Acting Chief Operating Officer	72
11:25	b)	Change Order: Six Month Contract Extension for Appliance Supply and Delivery	Approval	BIFAC:2021-48 <i>5 minutes</i>	Acting Chief Operating Officer	78
11:30	c)	Contractor Award: Supply, Delivery and Installation of New Appliances at Various TCHC Locations (RFP 20314)	BIFAC & Board Approval	BIFAC:2021-49 <i>5 minutes</i>	Acting Chief Operating Officer	82
11:35	d)	Appliance Program: Audit Recommendation Action Plan	Information	BIFAC:2021-37 <i>10 minutes</i>	Acting Chief Operating Officer	87

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 April 27, 2021, via WebEx, commencing at 9:05 a.m.

BIFAC Directors Present: Adele Imrie, Chair
Deputy Mayor Ana Bailão
Nick Macrae
Brian Smith

BIFAC Directors Absent: n/a

Non-BIFAC Directors Present: John Campbell (9:08 a.m. – 9:18 a.m.)
Marcel Charlebois
Debbie Douglas
Ubah Farah
Naram Mansour

Management Present: Sheila Penny, Acting Chief Executive Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer
Vincent Tong, Chief Development Officer
Allen Murray, Vice President, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications

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Nagesh Dinavahi, Corporate Controller
Raymond Yip, Director, Expenditures &
Financial Controller
Jeff Sharp, Director, Property Accounting
Ceilidh Wilson, Assistant Corporate Secretary

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

ITEM 1 CHAIR'S REMARKS

No comments or remarks from the Chair were received.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Deputy Mayor Bailão, seconded by Mr. Smith and carried, the BIFAC approved the Public meeting agenda for the BIFAC's April 27, 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 MARCH 11, 2021, MARCH 26, 2021 AND APRIL 15, 2021

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

ITEM 4 2020 ANNUAL INFORMATION RETURN BIFAC:2021-33

The above-captioned report (BIFAC:2021-33) was circulated to BIFAC members prior to the meeting.

Ms. Lee was available to answer questions of the BIFAC. Highlights of the discussion include:

- When any units are transferred from the rent-geared-to-income (“RGI”) portfolio (e.g. the single family houses), the number of RGI units that TCHC is responsible for administering is adjusted accordingly.

Motion carried **ON MOTION DULY MADE** by Deputy Mayor Bailão, seconded by Mr. Macrae and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following:

1. Approve the Annual Information Return of Toronto Community Housing Corporation for the year ended December 31, 2020; and
2. That two Directors be authorized to sign the report as is required per the Operating Agreement, on behalf of the Board.

TERMINATION

The public meeting terminated at 9:18 a.m.

Secretary

Chair, Building Investment,
Finance & Audit Committee



Internal Audit Update: Q1 2021

Item 2D

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-39

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

From: Manager, Internal Audit

Date: April 14, 2021

PURPOSE:

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

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

Background:

Q1-2021 Work Plan Update:

The Q1 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 will be completed or substantially completed in 2021;
- 2) **Table 2 - Status of Standing Items:** Engagements that are being completed every year;
- 3) **Table 3 - Status of 2020 Projects:** 2020 engagements completed and/or presented in 2021; and

- 4) **Table 4 - Other Items:** Other IAD activities not categorized as New Projects or Standing Items.

Resource Requirements

We believe we have the resources available to complete all engagements as detailed in the Q1 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. March 31, 2021 Internal Audit Department Work Plan Update

STAFF CONTACT:

Karim Jessani, Manager, Internal Audit
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Amyn Bhayani, Internal Audit Analyst
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Amyn.Bhayani@torontohousing.ca

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	March 31, 2021 Update	% completion as of March 31st
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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.	<ul style="list-style-type: none"> - Non-compliance with policies and procedures. - Health & Safety - Reputational Risk 	4- Operational Processes 16- Health & Safety 20- Non-compliance with Legislations & Regulations	Operations	Initial planning completed and fieldwork started during Q1 2021.	17%
Business Continuity & Disaster Recovery Plan Review	A review of TCHC Business Continuity & Disaster Recovery plan.	<ul style="list-style-type: none"> - 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 13- Organization Resiliency	ITS, Operations, ERM	Will be initiated in Q2 2021.	Not Started
Budgeting & Monitoring Process Review	A review of financial planning, budgeting and monitoring process.	<ul style="list-style-type: none"> - Inadequate policies and procedures to manage the budgeting process. - Inadequate or ineffective monitoring of the approved budget. 	4- Operational Processes 8- Records Management	Finance	Will be initiated in Q2 2021.	Not Started
Capital Projects Close-out Process Review	A review of the inspection process that supports the issuance of the substantial completion certificate.	<ul style="list-style-type: none"> - 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	Will be initiated in Q3 2021.	Not Started

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	March 31, 2021 Update	% completion as of March 31st
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 with 2 corporate audit analysts and one manager to audit 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	Will be initiated in Q4 2021.	Not Started
Management requests	Due to the organizational restructuring, 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 are being finalized for sending 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. 	Ongoing

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 reviewing 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	<ul style="list-style-type: none"> - Status update on open audit recommendations as of Dec. 31, 2020 was presented to BIFAC on March 11, 2021. - Follow-up is ongoing with process owners. Status as of June 30, 2021 will be presented to BIFAC in Sept. 2021. 	19%
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Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	March 31, 2021 Update	% completion as of March 31st
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	- Communicated with KPMG for their RGI Review requirements. Awaiting their response on sample selection to initiate the fieldwork. - Initiated planning for Contract Management Review.	17%
Information Technology and other Advisory Services	As and when requested, the Manager Internal Audit will participate on Committees for IT projects or procurement of various IT assets to provide independent and objective advisory services.	TCHC is going through a company-wide transformation by implementing an Enterprise Resource Planning system to replace more than 30 legacy systems. The risks are: change management; time, budget and scope creep.	4- Operational Process 7- Information Technology Systems	ITS	Participating in HoMES testing where requested and providing input to the Management.	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 would be done in consultation with ERM 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 the corporation's priorities. By performing this operational risk assessment refresh, IAD ensures that its services yield value to the Management.	22- Strategic Alignment	Various	Will be initiated in Q4 2021.	Not Started

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

Insurance Coverage & Claims Review	A review of the adequacy of insurance coverage and claims management.	<ul style="list-style-type: none"> > Company assets are inadequately insured. > Insurance claims are not filed on a timely basis. 	<ul style="list-style-type: none"> 5- Operational Process 17- Non-compliance with legislations & regulations 	Legal (ERM)	Completed. Final Audit Report with Management's Action Plan was presented to BIFAC on February 05, 2021.	Completed
IT Asset Management Review	A review of ITS processes to manage IT assets.	<ul style="list-style-type: none"> > IT assets are inadequately inventoried and managed. > IT assets' lifecycle is not optimized. 	<ul style="list-style-type: none"> 1- Information Technology Systems 5- Operational Process 	ITS	Initial planning completed and fieldwork is in progress.	45%
Hiring and Onboarding Review	A review of HR end to end hiring and onboarding process.	<ul style="list-style-type: none"> > Hiring policies and procedures are not followed. > Applicable legislative compliance is not achieved. > Suboptimal onboarding process. 	<ul style="list-style-type: none"> 6- HR Process 17- Non-compliance with legislations & regulations 	HR	Completed. Final Audit Report with Management's Action Plan was presented to BIFAC on February 05, 2021.	Completed
Payroll Process Review	A review of HR payroll process including Public Sector Salary Disclosure	<ul style="list-style-type: none"> > Payroll policies and procedures are not followed. > Applicable legislative compliance is not achieved. > Inaccurate payroll processing. 	<ul style="list-style-type: none"> 6- HR Process 17- Non-compliance with legislations & regulations 	HR	Completed. Final Audit Report with Management's Action Plan was presented to BIFAC on March 11, 2021.	Completed

Table 4 - Other Items

BIFAC Status Reporting	Quarterly status update to BIFAC providing progress on Annual Audit Plan.				Ongoing	
Internal Audit Manual	To guide the Corporate & RGI Audit Teams.				Ongoing	

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	March 31, 2021 Update	% completion as of March 31st
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	
Staffing, training, etc.	Ongoing.				Ongoing	

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



Q1 2021 – Information Technology Services Divisional Update

Item 2E

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-40

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

From: Vice President, Information Technology Services ("ITS")

Date: May 3, 2021

PURPOSE:

The purpose of this report is to provide the Building Investment, Finance and Audit Committee ("BIFAC") with the Q1 2021 update from Information Technology Services ("ITS").

RECOMMENDATION:

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

SUMMARY:

This report covers the period of January 1 to March 31, 2021.

2021 ITS Business Plan Finalized

The ITS leadership team finalized the 2021 ITS Business Plan in January 2021.

An ITS Business Plan is developed each year with consideration of the following inputs:

- TCHC's technology roadmap. TCHC's technology roadmap was refreshed by the current leadership team in 2018 and is validated at the start of each year. Emerging cybersecurity threats, shifting

organizational priorities and the ever changing technology landscape require ITS to refresh this roadmap periodically. TCHC's technology roadmap will be refreshed in 2022;

- Business initiated requests/projects;
- TCHC's strategic priorities; and
- Projects inflight from previous years.

Major areas of focus in the 2021 ITS Business Plan include:

1. Cybersecurity initiatives focused in three key areas:
 - building on the activities completed in 2020 to continue to improve TCHC's security culture and governance structure;
 - continuing to improve security awareness amongst our employees; and
 - implementing new technologies.

2. Enhance the end user experience:
 - refreshing data centre equipment and/or end of life hardware to mitigate risk of system failures;
 - implementing new client self-serve options (such as password reset); and
 - deploying new collaboration tools.

3. Continued operational improvement will focus on improving the operations of the ITS team and includes:
 - operationalizing the Technology Intake Process developed in 2020;
 - actioning the findings from the 2021 ITS Business Vision Survey;
 - operationalizing a Service Excellence Standing Committee to identify and support continual service improvement initiatives; and
 - continuing to mature ITIL service management processes.

4. Strategy development is necessary to prepare for future initiatives. In 2021 the ITS team will focus on the development of two strategies:
 - O365 Roadmap; and
 - Resource Management.

Q1 ACTIVITY SUMMARY:

An overview of the team's activities in the first quarter of 2021 are outlined in three categories.

Keep the Lights On ("KTLO"): This category outlines all the activities required to ensure that the business remains up and running. These activities include actioning any issues impacting business operations as they arise or fulfilling standard requests from the business, such as setting up new shared folders or onboarding a new employee.

In the first quarter of 2021, the ITS team responded to and resolved 3,123 incidents. Approximately 45% of the incidents were issues under the category of Software and Applications. In the first quarter of 2021, the ITS team responded to and completed 4,915 requests.

Information Technology Services Led Initiatives: Information Technology Services projects initiated in 2021 are part of the ITS long-term technology roadmap and include the modernization of many of TCHC's end of life technologies. Information Technology Services projects in 2021 are, for the most part, multi-year initiatives with specific milestones scheduled for completion in 2021. A major accomplishment for Q1 2021 is the implementation of new cybersecurity technologies.

Business-Led Initiatives: The ITS team supports the organization through the implementation or enhancement of technologies. In Q1 2021, the ITS team focused on four initiatives:

- upgrade of Call Centre Technology to support HoMES and the implementation of TCHC's new Unified Communications and Collaboration tools;
- remediation of TCHC's corporate website to meet *Accessibility for Ontarians with Disabilities Act* ("AODA") compliance requirements;
- enhancements to three Human Resources modules; and
- updates to TCHC's Annual Unit Inspection ("AUI") tool to support the 2021 Annual Unit Inspections program. This tool will be replaced by HoMES for future AUI.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

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Toronto Community Housing



Q1 2021 – PAC Awards and Revenue Contracts

Item 2F

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-41

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

From: General Counsel and Corporate Secretary

Date: May 5, 2021

PURPOSE:

The purpose of this report is to notify the BIFAC of the Procurement Awards Committee (“PAC”) awards in Q1 2021 and revenue contracts between \$500,000 and \$5,000,000 entered into in Q1 2021.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

PAC Awards

According to the PAC Charter, PAC shall report 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 Q1 2021 are listed in Attachment 1.

Revenue Contracts

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

The following commercial lease was entered into by TCHC in Q1 2021:

Commercial Tenant	Location	Term	Value
Baroness Ontario	423 Yonge Street	10 years	\$881,508.14

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. Q1 2021 PAC Awards

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary
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Darragh.Meagher@torontohousing.ca

Attachment 1: Q1 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
Jan. 7, 2021	RFP 20256	2	2	\$502,692.00	Water Treatment for Closed Loop, Glycol & Water Systems	PMC Water Systems Services Inc.	January 2024	Multiple locations	Facilities Management (FM)
Jan. 7, 2021	RFQ 20289-PP	7	7	\$587,909.55	Roof Replacement	Rooftops & Sheetmetal Corporation	November 2021	12, 18 & 22 Driftwood Court and 179-184, 221-225, 284-288 & 300-304 Grandravine Drive	FM
Jan. 7, 2021	RFQ 20284	14	14	\$987,500.00	Retrofit Design Services	Workshop Architecture Inc.	October 2021	90 Mornelle Court	FM
Jan. 7, 2021	RFQ 20284	12	12	\$646,250.00	Retrofit Design Services	Enform Architects Inc.	October 2021	828 Kingston Road	FM
Jan. 7, 2021	RFQ 20277	6	4	\$1,356,400.00	Supply of 5,000 Portable A/C Units	Nepo Appliance USA Inc.	June 2021	Townhouse units	FM
Jan. 21, 2021	RFQ 21005	6	6	\$537,123.00	Roof Replacement & Repairs	Nortex Roofing Ltd.	July 2021	2-12, 14-51, 27, 49, 53-83 Scarletwood Court	FM
Feb. 23, 2021	Change Order	n/a	n/a	\$213,022.38	Architectural Design Work (Tenant Service Hubs)	Architectural Counsel Inc.	August 2022	Moss Park, Pembroke Mews, Regent Park, River Street & 230 Sackville Street	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
Feb. 23, 2021	RFP 20236-PP	7	4	\$1,449,543.64	Fencing, Gates and Security Upgrades	1108575 Ontario Ltd. o/a Kon-Strutt Construction	November 2021	249-285 Sherbourne Street	FM
Feb. 23, 2021	RFP 20269-PP	7	4	\$797,800.00	Generator Replacement	Zerem Electrical Services Ltd.	December 2021	10 Glen Everest Road	FM
Mar. 4 2021	RFQ 20313	9	9	\$2,478,245.00	Parking Garage Repairs	Riviera Restoration Services Ltd.	December 2021	44 Willowridge Road	FM
Mar. 4 2021	RFQ 20289-PP	7	7	\$611,339.71	Roof Replacements	Trinity Roofing Ltd.	June 2021	182, 192 & 202 Sentinel Road	FM
Mar. 4 2021	RFP 20123-PP	19	12	\$560,863.58	Construction Services for Interior Improvements including a New Tenant Service Hub	Joe Pace & Sons Contracting Inc.	September 2021	4400 Jane Street	FM
Mar. 4 2021	RFP 20123-PP	19	12	\$696,638.15	Construction Services for Interior Improvements including a New Tenant Service Hub	Stracor Inc.	August 2021	30 Falstaff Avenue	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
Mar. 22, 2021	RFQ 21018	3	2	\$951,450.90	Zscaler Secure Internet Gateway & Avast CloudCare Endpoint Protection	Axanto Group Inc.	March 2024	n/a	ITS
Mar. 22, 2021	Change Order	n/a	n/a	\$196,130.00	Quality Assurance Management Services (5 months)	KPMG LLP	October 2021	n/a	ITS
Mar. 22, 2021	RFP 20170	6	3	Up to \$2,250,000.00	Provision of Health & Safety Construction Site Inspections	<ul style="list-style-type: none"> • Thompson Roach and Huges Consulting Inc. (The TRH Group) • Safety Design Strategies Inc. (SDS) • Audeng International Ltd. 	February 2024	Multiple locations	FM
Mar. 22, 2021	Change Order	n/a	n/a	\$6,000.00	Permit Liaison Work (Tenant Service Hubs)	Architectural Counsel Inc.	May 2021	Moss Park, Pembroke Mews, Regent Park, River Street & 230 Sackville Street	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
Mar. 22, 2021	RFP 20242	6	3	\$635,000.00	Open Space Landscape Revitalization Design Services	The Planning Partnership Ltd.	July 2022	200 Wellesley Street East	FM
Mar. 22, 2021	RFQ 21013-PP	7	7	\$1,903,141.00	Parking Garage Restoration and Landscape Revitalization	Amlin Contracting Ltd.	December 2021	Pelham Park Gardens	FM
Q1 Total PAC Committee Awards Approved:				\$17,367,048.90	19 awards				

Item 2E - BIFAC:2021-41 - 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.



Q1 2021 Tenant First Update

Item 2G

May 18, 2021

Tenant Services Committee

Report: BIFAC:2021-42

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

From: Director, Strategic Planning & Stakeholder Relations and
General Manager, Seniors Housing Unit

Date: April 6, 2021

PURPOSE:

The purpose of this report to provide the BIFAC with the Q1 2021 update on the City’s Tenants First initiatives, which will align with the City’s report for the Executive Committee meeting on April 29th.

RECOMMENDATION:

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

BACKGROUND:

Reporting History:

Management and City staff reported to the BIFAC at its November 24, 2020 meeting and provided an overview of Council’s most recent report, [EX17.2 – Implementing Tenants First: 2020 Action Updates](#).

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.

Overall TCHC-City Coordination Process

Toronto Community Housing (“TCHC”) Management and the City’s Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by Acting CEO Sheila Penny and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success.

UPDATES:

Seniors Housing Corporation Timeline

City staff and TCHC staff are meeting regularly to complete the work required for the creation of the Seniors Housing Corporation (“SHC”). A report will be going to Executive Committee on April 29, 2021 and City Council on May 5, 2021 to secure approval on this key Tenants First initiative. Key recommendations are that Council direct:

- the City Solicitor to establish a corporation on behalf of the City;
- TCHC to negotiate with the SHC to take over the operations of the 83 senior-designated buildings, including the establishment of a Shared Services Agreement, with a target date of Q2 2022; and
- the Office of the Commissioner of Housing Equity, as part of the negotiated Shared Services Agreement, provide the services of the Office to the tenants in the SHC.

Updated Shareholder Direction for TCHC

Staff from the City’s Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager’s Office have been meeting regularly with staff from TCHC to review and revise the current Shareholder Direction, per Council’s direction. A draft is currently under review and will be finalized in the coming months, with a target date to bring it to Council by July 2021. This review adopts practices in good governance, and ensures that the corporation’s current practices and values are reflected more accurately, including TCHC’s tenant culture.

Scattered Properties Request For Proposals (“RFP”)

Pursuant to the RFP, the City and TCHC have jointly identified the top-ranked non-profit proponents to whom the Scattered Houses are to be conveyed, subject to successful negotiations. Negotiations of the agreement of purchase and sale are ongoing and are expected to be executed and signed by TCHC and the proponents in early May.

At the February 26, 2021 Board Meeting, the Board provided staff the authority to execute the Agreement of Purchase and Sale (“APS”). Following the signing of the agreement, the selected proponents will have a 180 day period of due diligence to satisfy themselves with respect to the condition of the properties. As part of the due diligence process, TCHC will provide the selected proponents access to TCHC’s records relating to the properties, but will ensure that the privacy of tenants is protected. The updated agreement will ensure that tenants are minimally impacted and that COVID-19 provisions are in place.

Integrated Service Model (“ISM”) Implementation

The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network and 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 Region. In early 2021, various roles, including the Seniors Services Coordinators and Tenant Service Administrators, were on-boarded and have begun to deliver an integrated approach to supporting senior tenants. As well, the Seniors Housing Unit has continued the review of partnership agreements and is working with partners to develop specific programs and services under the ISM. As part of the ISM Phase 1, a partnership with Woodgreen Community Services to establish a Seniors Health & Wellness Hub at 145 Strathmore/Greenwood Towers is being established and will meet a variety of needs for senior tenants in the building and community. It is expected that the ISM Phase 2 will be implemented in Q3-Q4 of 2021, and the ISM Phase 3 in 2022.

SIGNATURE:

“Lindsay Viets”

Lindsay Viets
Director, Strategic Planning & Stakeholder Relations

“Jill Bada”

Jill Bada
General Manger, Seniors Housing Unit

STAFF CONTACT:

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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	November 3, 2021 (as part of Q3 HoMES project update)	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 will impact TCHC's staffing model and the services that are provided to impacted senior tenants.	In progress	September 2, 2021 ¹	General Manager, Seniors Housing Unit
3. BIFAC:2020-34 September 14, 2020 BIFAC:2020-73	Status of Facility Condition Index ("FCI") The Vice President, Facilities Management to provide the BIFAC with a 2020 year-end report	In progress	June 23, 2021	Vice President, Facilities Management

¹ Timing of report back has shifted to better align with reporting to City Council.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
November 16, 2020	<p>outlining where we are and where we plan to be in terms of lowering FCI throughout the portfolio as a result of the 10-year capital plan.</p> <ul style="list-style-type: none"> In the 2020 FCI report, Management to include both the FCI projections and actuals to identify any variance between the two. 			
4. BIFAC:2021-19 March 11, 2021	<p>Development Staffing Model</p> <p>Chief Development Officer to provide the BIFAC with the breakdown of staff numbers in the four functional areas of the Development division.</p>	Complete	Briefing note included in May 18, 2021 materials	Chief Development Officer
5. BIFAC:2021-21 March 11, 2021	<p>Internal Audit Support to City Auditor</p> <p>Manager, Internal Audit to report back to the BIFAC with the list of projects that Internal Audit will be supporting the City Auditor on.</p>	Complete	Briefing note provided as part of May 18, 2021 materials	Manager, Internal Audit
6. BIFAC:2021-27 March 26, 2021	<p>Contract Award: Emergency Property Containment and Restoration Services</p> <p>In advance of the April 27, 2021 Board meeting,</p>	Complete	Provided to BIFAC	General Counsel &

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>Management to provide the BIFAC with the following information:</p> <ul style="list-style-type: none"> the breakdown of the \$44M contract in terms of how much funding comes from the operating budget, how much funding comes from the capital budget, and the items associated with each budget source; the source of funding for non-construction related items such as transportation costs, hotel stays, master keys, etc., who performs this work, the process to award this work, and whether these items are included in the overall \$44M budget; whether non-construction related items were included in the previous years' \$6.8M annual budget; and whether the four recommended vendors are unionized companies. 		members offline via email on April 16, 2021	Corporate Secretary
7. April 27, 2021 meeting	<p>TCHC Staffing Numbers</p> <p>At the May 18th BIFAC meeting, Management to provide the number of staff</p>	Complete	Briefing note included in	

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	employed at TCHC over the last five years.		May 18, 2021 materials (To be distributed separately prior to May 18 th meeting)	Chief Executive Officer

Briefing Note:

To: Building Investment Finance and Audit Committee

From: Vincent Tong, Chief Development Officer

Date: May 6, 2021

Re: Action Item #4 – Development Staff Model

The BIFAC requested that the Chief Development Officer report on a breakdown of staff numbers in the four functional areas of the Development Division, which are:

- Development/Planning
- Construction Management/Project Delivery
- Revitalization engagement
- Relocation

Function	Number of Employees¹
Executive	1
Directors	4
Administrative	5
Development/Planning	11
Construction Management/Project Delivery	11
Revitalization engagement	23
Relocation	11
Total	66

¹ The information in this table is current as of March 2021.

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



Briefing Note: For Information

To: Building Investment, Finance and Audit Committee

From: Karim Jessani, Manager, Internal Audit

Date: April 14, 2021

Re: Public Action Item #5: Internal Audit Support to City Auditor

At its March 11, 2021 meeting, the BIFAC requested the Manager, Internal Audit, to report back with the list of projects that Internal Audit will be supporting the City Auditor on. As identified and requested by the City Auditor's office, Toronto Community Housing's Internal Audit Department has been asked to support the following project being led by the City Auditor's office in 2021:

- Support on their 'Financial Statement Review' (Project Code 01-CFO-19).
 - Require a trial balance from TCHC from which they would select samples of accounts and from there they would select transactional samples and request for supporting documentation.
 - No timeline has been assigned yet for when the review will be completed.

The City Auditor's office advised that this is the only audit for 2021 for which they require support/data from TCHC's Internal Audit Department.



Briefing Note

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

From: Sheila Penny, Acting President & Chief Executive Officer

Date: May 18, 2021

Re: TCHC Staff Overview, 2017 - 2021

At its meeting on April 27, 2021, BIFAC requested an overview of the staffing levels at Toronto Community Housing (“TCHC”) for the last five years. This briefing note responds to the request.

OVERVIEW:

As indicated in Table 1, during the period from 2017 to 2021, the total number of TCHC employees grew from 1,879 to 2,427. The majority of this growth occurred amongst TCHC’s unionized workforce. While TCHC employed 1,336 unionized front-line staff in 2017, this number has increased to 1,875 unionized front-line staff in 2021, representing an increase of 539 unionized positions or 40% of the 2017 unionized workforce. In contrast, during the same time period, growth in the number of management and non-union staff was limited to 9 employees or 1.6% of the 2017 management and non-union staff complement. Ninety-eight (98%) percent of the growth in TCHC’s staff complement, between 2017 and 2021 has occurred amongst front-line staff, consistent with TCHC’s efforts to better serve tenants (see Table 2).

Table 1: Board Approved Budgeted FTE’s, 2017 - 2021

	2017	2018	2019	2020	2021
Net Annual Increase	27	31	137	257	123
Board Approved Budgeted FTE’s	1,879	1,910	2,047	2,304	2,427

Table 2: Employee Growth 2017 - 2021

Employee Group	2017	2018	2019	2020	2021
Unionized Staff	1,336	1,355	1,505	1,710	1,875
Management & Non-Unionized Staff	543	555	542	594	552
Total	1,879	1,910	2,047	2,304	2,427

The change in the size of TCHC's workforce is also consistent with prior decisions that TCHC lacked appropriate funding to deliver those services. From 2015 to 2017, the Mayor's Task Force ("MTF") considered TCHC's role as a landlord in social housing and concluded that it was underfunded to deliver front-line services to tenants. As a result, through the MTF, Tenant's First, and Getting it Done funding, additional resources were allocated to TCHC from 2016 to 2018.

In 2020, TCHC's base subsidy was reassessed by the Tenant's First team, resulting in an increase to the City subsidy to bring TCHC, in line with other social housing providers, to 75% of Canada Mortgage and Housing Corporation's ("CMHC") Average Market Rent ("AMR") (See Table 3). This increase in funding led to staffing increases to allow for the growth of front-line staff to better serve tenants locally, a strategic goal of Tenant's First.

Table 3: TCHC Funding Overview, 2016 - 2020

Funding	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Actuals	Inc.	% Inc.
Operating	197.9	230.4	231.2	232.5	251.0	53.0	27%
Regent Park P&I	-	6.0	6.0	6.0	-	-	
Getting it Done	5.5	4.2	4.2	-	-	(5.5)	
Operating	203.4	240.5	241.3	238.5	251.0	47.6	23%
Capital	-	-	160.0	40.0	160.0	160.0	
SHAIP	-	-	-	133.1	-	-	
Capital	-	-	160.0	173.1	160.0	160.0	
Total	203.4	240.5	401.3	411.6	411.0	207.6	102%

From 2017 to 2021, there has been consistent growth in TCHC's overall headcount. The growth was primarily in support of operations restructuring,

violence reduction program, seniors housing unit, capital program, and transition of west contract managed properties.

Operations Restructuring:

To support the operations restructuring, there was a growth of 129 front line staff (e.g. superintendents, maintenance and cleaning staff, community service coordinators, operating unit clerks, and administrative assistants) to deliver essential services: cleaning, maintenance, collecting and managing rents, and providing access supports for tenants.

Violence Reduction Program:

To support increased community safety in high needs buildings, 96 staff (including special constables) were added to provide as much as 24/7 security coverage through staff based in the community. This allowed special constables to enhance localized presence and work with the community to implement tailored safety solutions. Additionally, 15 Community Service Coordinators were added to provide community engagement and programming.

Seniors Housing Unit:

To support the implementation of the Tenant's First integrated service delivery model in the seniors housing unit, there was a growth of 82 staff to support the implementation of the service model across the portfolio. This includes front-line staff to deliver essential services and specialized supports to seniors' tenants.

Capital Program:

To support the expansion of the capital program from \$250M in 2017 to \$350M in 2021, there was a growth of 36 staff to better support the delivery of additional capital projects. As well, there was an allocation of dedicated staff to the energy management program to ensure that it was able to meet its energy program and reporting requirements as required to support the \$1.34B CMHC Co-Investment fund.

Contract Managed Property Transition:

As a result of the transition of 24 developments and more than 3,800 units in the West region to a direct management service delivery model, there was a growth of 86 staff as they transitioned into roles at TCHC to provide front-line services and supports in these developments.

Appendix A: Board Approved Budgeted FTEs, 2017- 2021

	2017	2018	2019	2020	2021
Net Annual Increase	27	31	137	257	123
Board Approved Budgeted FTE's	1,879	1,910	2,047	2,304	2,427

Appendix B: Board Approved Budgeted FTEs & Net Annual Increase, 2017 - 2021

	2017	2018	2019	2020	2021
Net Annual Increase	27	31	137	257	123
Board Approved Budgeted FTEs	1,879	1,910	2,047	2,304	2,427

Net Annual Increase	2017	2018	2019	2020	2021	Notes
Mayor Task Force roles	10					
Facilities Management, Resident Community Services, Information Technology, Pest Management	17					
Special Constables to reduce 3rd party security costs		12				Decreased use of third party security
Staffing increase for CSCs to increase program staff ratios		9				
Legal Services for capital, real estate and development work		5				
Fire Life Safety program		4				
Violence Reduction Program			66	30		Expanded VRP
Integrated Seniors Model			21	40	21	Implemented ISM in 18 buildings
Crisis Priority Transfer			7			

Net Annual Increase	2017	2018	2019	2020	2021	Notes
Conversion of outsourced site staff to front line (cleaners)			24			
CSU - Dan Harrison and Strathmore High Risk Communities			18			
Restructuring				129		Covered in \$5M restructuring budget and deletion of budgeted FTEs
Facilities Management: Capital Plan and Energy management				36		Expanded program capacity
Pest Management				2		Creation of termite program
Tenant Engagement				20		
Contract Managed staff bring in-house					86	Transitioned West CM Properties
Facilities Management					4	FM staff for CM properties
Confronting Anti-Black Racism					2	Initiated CABR strategy
Other Movements due to budget finalization (no \$ change)		1	1		10	
Total	27	31	137	257	123	



Q1 2021 – HoMES Project Update

Item 4

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-43

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

From: Vice President, Information Technology Services

Date: May 3, 2021

PURPOSE:

The purpose of this report is to provide the BIFAC with an update as to the status of the HoMES Project as of Q1 2021.

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.

STATUS:

This report covers the period of January 1 to March 31, 2021.

The HoMES project completion date to implement the full Yardi solution, as noted in the Q4 2020 report, remains scheduled for October 2021. The HoMES project budget remains within the approved amount.

PROGRESS UPDATE:**Track 1 (Finance and Capital Planning and Maintenance)**

Track 1 is fully implemented. On January 25, 2021, Track 1B Capital Planning and Maintenance went live as scheduled. Post-Go Live White Glove support was in place for six weeks. There were minimal issues reported. There will be no further reporting for Track 1.

Track 2A (Residential Tenancy Management)

Track 2A, the core tenancy management solution, was planned to Go Live in late May 2021 however, some critical solution enhancements needed for Go Live identified in February during end user testing will not be delivered until mid-May. In order to conduct sufficient testing of these enhancements, the Project Management Office (“PMO”) has delayed the implementation date by approximately four weeks. This four week delay will have no impact on budget or the overall project schedule.

At the end of Q1, the project team:

- Completed updates to the Integrated Project Plan to reflect the new Track 2A June Go Live date.
- Completed second Conference Room Pilot testing cycle for Track 2A including testing of automated integrations with other TCHC systems, and began preparations for upcoming User Acceptance Testing.
- Completed updates to business processes involving the City of Toronto’s RENTCafé solution.
- Completed test conversion of TCHC’s full set of 57,000 units and 110,00 tenants, along with a review of tenant, unit and tenant financial data with Finance subject matter experts (“SME”).
- Completed prioritization of all Operations and Finance reports required for 2A Go Live.
- Continued focus on resolving 2A testing issues and preparation for user acceptance training (“UAT”).
- Updated the 2A training plan, and continued training content preparation for 2A training.
- Completed 13 roadshows to prepare Track 2 users for 2021 rollouts.

Track 2B (Demand Maintenance and Call Centre)

Track 2B activities are running in parallel with Track 2A

At the end of Q1, the project team:

- Finalized Track 2B configurations and created the first draft of the Track 2B Conference Room Pilot 2 schedule.
- Implemented a Change Management Working group with a primary focus on user adoption for building staff impacted by Track 2B.
- Continued working with Yardi on solution development for Move Outs, Exclusive and Non-Exclusive Use of Space, Unit Turnover and Inventory.

Track 3 (Onboarding Contract Managed Providers)

This track is scheduled to start after Track 2 goes live and will be reported on once project activities have started.

Stage of Completion

The HoMES project has been in progress for 23 months, with seven months remaining until Go Live for Track 2B.

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	70
Track 2B	35
Overall Project	74%

The HoMES solution is scheduled to be fully implemented by October 2021.

Budget Status Update

The total spend to date on the HoMES project is shown in Table 2.

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

Total Spend as of March 31, 2021 (Amounts in \$000s)	
External Contracts	22,044
Internal Resources/Expenses	9,223
Total HoMES spend as of March 31, 2021	31,267

Detailed budget information including contract awards and change orders is provided in Confidential Attachment 1.

The HoMES estimated spend at completion remains within the approved budget amount of \$55.3M. Details are provided in Confidential Attachment 2.

IMPLICATIONS AND RISKS:

There are no new risks identified during this reporting period.

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

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

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CONFIDENTIAL ATTACHMENTS:

Confidential Attachment 1:	HoMES Summary Budget Information
Reason for Confidential Attachment:	Matters that are not required to be disclosed under the <i>Municipal Freedom of Information and Protection of Privacy Act</i> , including financial information belonging to TCHC that has monetary or potential monetary value.

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.



Annual Review of BIFAC, IAC and PAC Charters

Item 5

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-45

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

From: General Counsel and Corporate Secretary

Date: May 6, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval of recommended amendments to the BIFAC, Investment Advisory Committee ("IAC") and Procurement Award Committee ("PAC") Charters.

RECOMMENDATIONS:

It is recommended that BIFAC approve the Building Investment, Finance and Audit Committee Charter (Attachment 1), the Investment Advisory Committee Charter (Attachment 2) and the Procurement Award Committee Charter (Attachment 3) and forward them to the Board for its approval.

REASONS FOR RECOMMENDATIONS:

At its March 31, 2021 meeting, the Governance, Communications and Human Resources Committee ("GCHRC") approved the BIFAC Charter and forwarded it to the BIFAC for its approval. The GCHRC also approved the IAC and PAC Charters and forwarded them to their respective Committees for approval. The PAC approved its amended Charter at its May 6, 2021 meeting and the IAC approved its Charter at its May 14, 2021 meeting, and both Committees forwarded their Charters to the BIFAC for its approval.

Following approval by the BIFAC, the Charters will be forward to the Board for its approval.

Under their Charters, BIFAC, IAC and PAC are tasked with reviewing their respective Charters on an annual basis.

Appended to this report are recommended changes to the BIFAC and PAC Charters, while there are no recommended changes to the IAC Charter. It is recommended that the BIFAC Charter be amended in order to provide for the Board's appointment of a Committee Vice Chair upon recommendation from the Committee. The amendments to the PAC Charter are intended to be more reflective of the language used by the City of Toronto in relation to commitment approvals and to provide greater clarity with regard to awarding change orders.

IMPLICATIONS AND RISKS:

It is good governance practice and in compliance with the BIFAC, IAC and PAC Charters to review and recommend changes to the charters annually.

The PAC Charter was last amended on June 29, 2020 to provide greater clarity and accuracy in relation to the operations of that Committee. The IAC Charter was last amended on December 15, 2020 to reduce the frequency of IAC meetings from quarterly to bi-annually.

SIGNATURE:

"Darragh Meagher"

Darragh Meagher
General Counsel and Corporate Secretary

ATTACHMENTS:

1. Building Investment, Finance and Audit Committee Charter
2. Investment Advisory Committee Charter
3. Procurement Award Committee Charter – Track Change Version
4. Procurement Award Committee Charter – Clean Version

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary

416-981-4241

Darragh.Meagher@torontohousing.ca



Attachment 1

**THE BUILDING INVESTMENT, FINANCE AND AUDIT
 COMMITTEE CHARTER**

Mandate

The Building Investment, Finance and Audit Committee (the "BIFAC" or "Committee") is established as a committee of the Board of Directors ("Board") of Toronto Community Housing Corporation ("TCHC") to assist the Board in fulfilling its responsibilities in respect of:

- Capital Funds and investments (with an Advisory Committee, if needed);
- Capital projects, real property and building revitalization;
- Building state of repair and environmental sustainability;
- Budget, Financial Reporting and Financial Statements;
- Subsidiaries and joint ventures;
- Internal Audit, Accounting Systems and Internal Controls;
- External Audits;
- Financial Compliance;
- Financial and Fraud Risk;
- Information Technology;
- Enterprise Risk Management;
- Insurance; and
- Delegated Financial authority: \$5 million.

Advisory Subcommittees:

- The Investment Advisory Committee shall continue as a subcommittee of the BIFAC.

Responsibilities

The Committee fulfills its purpose by carrying out the following responsibilities:

- A. Capital Funds and Investments
 - Overseeing the design, implementation, and reporting of investment policies, strategies and initiatives by Management for capital reserves and reporting and making recommendations to the Board on such matters.
- B. Capital Projects, Real Property and Building Revitalization

- Reviewing and recommending to the Board for its approval, capital projects and their respective capital budgets, real estate transactions, monitoring the execution of such matters by Management, and reporting to the Board on such matters;
- Overseeing policies, strategies and initiatives by Management related to real property, including initiatives to achieve a good state of repair throughout the portfolio, and reporting and making recommendations to the Board on such matters;
- Overseeing policies, strategies, and initiatives by Management on the management of physical assets and reporting and making recommendations to the Board on such matters; and
- Monitoring Management's execution of development plans (including community revitalizations) and reporting and making recommendations to the Board on such matters.

C. Building State of Repair and Environmental Sustainability

- Overseeing the disposition of assets in connection with the State of Good Repair Fund and/or any other capital reserve funds; and
- Overseeing policies, strategies and initiatives by Management on green plans, energy and environmental plans and reporting and making recommendations to the Board on such matters.

D. Budget, Financial Reporting and Financial Statements

- Reviewing with Management, and as necessary with the external auditor, and recommending to the Board for approval, the annual operating and capital plan and associated budgets of the organization, the annual audited consolidated financial statements of the Corporation, quarterly financial reports to include balance sheet, income statement, statement of cash flows, and management notes on variances between actual to budget levels, and prior years; as well as provide financial forecasts and other financial reporting as determined by the Board;
- Reviewing with Management, and as necessary with the external auditor, the Corporation's key accounting, tax, and financial reporting policies and practices and reporting and making recommendations to the Board on such matters;
- Reviewing with Management, and as necessary with the external auditor, significant accounting or disclosure issues, including complex or unusual transactions, and significant changes to accounting principles and reporting and making recommendations to the Board on such matters; and

- Overseeing with Management the financial reporting of all elements in connection with the State of Good Repair Fund and/or any other capital reserve funds.

E. Subsidiary and Joint Ventures

- Recommending to the Board for approval the creation or disposition of any subsidiary or joint venture;
- Receiving and reviewing with Management the annual operating plan and budget of all subsidiaries and joint ventures, and reporting and making recommendations to the Board on such matters; and
- Receiving and reviewing with Management the annual financial statements of all subsidiaries and joint ventures, and reporting and making recommendations to the Board on such matters.

F. Internal Audit, Accounting Systems and Internal Controls

- Reviewing and approving the Internal Audit work plans and reports and advising the Board, as appropriate, on the adequacy, accuracy, timeliness and reliability of financial reports and on the efficacy of internal accounting, auditing, and management control systems and procedures.

G. External Audits

- Annually reviewing and evaluating the external auditor, including the independence and the terms of engagement and remuneration, and making recommendations to the Board for presentation to the Shareholder;
- Reviewing and approving the annual audit plan of the external auditors;
- Reviewing with the external auditor any significant changes in financial reporting and accounting practices and reporting and making recommendations to the Board on such matters;
- Reviewing with the external auditor the findings of the annual audit of the organization's financial statements and recommending to the Board the approval of the annual audit report;
- Reviewing with Management any management responses to the annual audit report and reporting to the Board on such matters; and
- Reviewing with the Auditor General any findings of its audits of the Corporation, monitoring management responses to recommendations by the Auditor General, and reporting and making recommendations to the Board on such matters.

H. Financial Compliance

- Monitoring Management's compliance with laws and regulations, including but not limited to the reporting requirements of the Shareholder Direction and Canadian GAAP and, where there is non-compliance, reporting to the Board with recommendations for rectifying.

I. Financial and Fraud Risk

- Reviewing with Management, the internal auditor, and the external auditors their assessment and monitoring of financial risks including but not limited to liquidity risk, financing and refinancing risk, and litigation costs risk, reviewing and assessing steps to respond to such risks, and reporting and making recommending to the Board on such matters;
- Monitoring and reporting, as necessary, to the Board on issues of fraud, including employee and tenant fraud; and
- Monitoring and reporting, as necessary, to the Board any referrals of financial whistleblower issues with recommendations for addressing the issues.

J. Information Technology

- Annually reviewing with Management the information technology and management strategies of the Corporation and reporting and recommending to the Board for approval significant investments in technology.

K. Enterprise Risk Management

- Review with Management its assessment of identified risks that the corporation faces and has established a risk management infrastructure to address those risks.

L. Insurance

- Annually reviewing with Management the Insurance program of the Corporation and recommending to the Board for approval the annual insurance policy renewal.

Authority

The Committee has full delegated authority from the Board in respect of the matters that fall within its Charter.

The Committee may establish ad-hoc or advisory committees to provide input on specific issues identified by the Committee.

The Committee will have full, free and unrestricted access to Management and its employees, the external auditor, and internal auditors.

The Committee may retain the services of external advisors at the expense of the Corporation as may be deemed necessary to ensure its due diligence and in accordance with TCHC's procurement policy and procedures.

Within the scope of the Committee, the Committee may award contracts up to \$5,000,000.

Composition

- Appointment of the Committee Chair and members shall be by the Board upon recommendation by the Board Chair.
- Appointment of the Committee Vice-Chair shall be by the Board upon recommendation by the Committee.
- The Chair of the Board shall be a voting *ex officio* member of the Committee.
- The President and Chief Executive Officer will appoint an Executive staff liaison to support the Chair.
- The President and Chief Executive Officer will appoint a staff person as Corporate Secretary for the Committee.
- The Committee shall be composed of a minimum of four Directors.

Terms of Membership

- Two-year term. The term is renewable for an additional two-year term.

Quorum

- Quorum shall be the minimum of fifty percent of the Directors of BIFAC.
- Where a quorum is present, decisions shall be taken by motion, with passage by simple majority (fifty percent plus one) of the total Committee members present at a meeting of the Committee, in person or by teleconference call.
- Written resolution in lieu of meeting signed by all members of the Committee is permitted.

Meetings

- The Committee will meet as frequently as it determines necessary but not less than once each quarter. Meetings may be called by the Chair of the Board or the Chair of the Committee. The Chair of the Committee must call a meeting when requested to do so by any member of the Committee, the Chairman of the Board, the President and Chief Executive Officer, or the General Counsel and Corporate Secretary.
- Time-limited sub-committees or advisory committees may be formed to address specific issues and perform clear tasks.
- The procedure at meetings shall be determined by the Committee Chair adhering to the by-laws of the Corporation or any resolution of the Board.
- Meetings will be held in public other than matters to be dealt with in closed session, such as:
 - a. the security of the property of the Corporation;
 - b. personal matters about an identifiable individual, including an employee;
 - c. a proposed or pending acquisition or disposition of land by the Corporation;
 - d. labour relations or employee negotiations;
 - e. litigation or potential litigation, including matters before administrative tribunals, affecting the Corporation;
 - f. advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - g. any other matter City Council would be permitted to discuss at a meeting or part of a meeting that is closed to the public under *City of Toronto Act, 2006* or any other Act; or
 - h. a request under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

Review

- The Committee shall review its Charter on an annual basis and recommend any changes to such terms to the Governance, Communications and Human Resources Committee.

Reporting

- The Committee will report the proceedings of each meeting and all recommendations made by the Committee at such meeting to the Board at the Board's next meeting. The Committee will make such recommendations to the Board as it may deem appropriate.

Approved: December 16, 2014

Amended: April 27, 2016

Amended: December 11, 2017

Amended: June 12, 2018
Amended: February 27, 2019
Amended & Approved: July 30, 2020

Attachment 2 - REVISED Investment Advisory Committee Charter

Mandate

The Investment Advisory Committee (the "Committee") is established as an advisory subcommittee to the Building Investment, Finance and Audit Committee. The purpose of the Committee is to assist the Building Investment, Finance and Audit Committee in fulfilling its responsibilities in respect of:

- Capital Funds and Investments.

Responsibilities

The Committee shall:

- Provide strategic advice with respect to the investment policy and strategy for capital reserves, including the investment of funds allocated for the purposes of the State of Good Repair Fund and/or other capital reserve funds;
- Monitor investment performance and report on implementation of the investment policy; and
- Periodic review of performance reports generated by the fund manager(s) and report regularly to the Building Investment, Finance and Audit Committee with respect to the performance of all invested funds.

Composition

- The Committee shall be composed of a minimum of 4 members: a Board member sitting on the Building Investment, Finance and Audit Committee, the President and Chief Executive Officer, and a minimum of 2 external advisors with expertise in investment management and finance.
- The Chair of the Committee shall be the Building Investment, Finance and Audit Committee representative with expertise in investment management strategies and management of investment portfolios.
- The President and Chief Executive Officer will appoint a staff person to act as Corporate Secretary for the Committee.

Authority

- **The Committee will have full, free and unrestricted access to Management and its employees and any external advisors deemed necessary to ensure its due diligence.**
- **The Committee may retain the services of external advisors at the expense of the Corporation as may be deemed necessary to ensure its due diligence and in accordance with TCHC's procurement policy and procedures.**

Quorum

- Quorum shall be a minimum of three (3).
- Where a quorum is present, decisions shall be taken by motion, with passage by simple majority (fifty (50) per cent plus one) of the total Committee members present at a meeting of the Committee, in person or by teleconference call. Decisions may also be by resolution in writing signed by all members of the Committee.

Meetings

- The Committee will meet **twice** ~~bi~~-annually, or more frequently at the call of the Committee Chair.
- Meetings will be held at a time and place as determined by the Committee.
- The procedure at meetings shall be determined by the by-laws of the Corporation or by resolution of the Board.

Review

- The Committee shall review its term of reference on an annual basis and recommend any changes to such terms to the Building Investment, Finance and Audit Committee.

Approved: April 29, 2013

Amended: February 4, 2015- Replaced Terms of Reference with Charter and Building and Investment Committee with Building Investment, Finance and Audit Committee.

Amended: September 28, 2017

Amended: February 27, 2019

Amended: September 2020 (presented at December 15 2020 Board Meeting)



THE PROCUREMENT AWARD COMMITTEE CHARTER

Mandate

The Procurement Award Committee (“PAC”) is established as a management committee of Toronto Community Housing Corporation (“TCHC”) to assist the Board in fulfilling its responsibilities in respect of contract award approvals ~~up to \$2.5 million (exclusive of taxes)~~ within the scope of its approval authority, as described in this Charter.

Responsibilities

The PAC fulfills its mandate by reviewing and approving contract awards ~~up to \$2.5 million (inclusive within the scope of any change orders and exclusive of taxes)~~ its approval authority, as described in this Charter, and by recommending approval by the Building Investment, Finance and Audit Committee (“BIFAC”) and/or the Board ~~for the approval of~~ contract awards above beyond the scope of that authority.

Prerequisites for PAC Authority (Competitive Procurement)

~~limit~~ The PAC has authority to approve contracts, with the exception of consultant contracts not directly related to capital repair and/or development projects.

~~Prerequisites for PAC Authority (Competitive Procurement)~~

~~The PAC has authority to approve contracts~~ if all of the following conditions are met:

1. The Senior Director of Procurement has recommended the award as being conducted in a fair and transparent manner and in compliance with the terms of a competitive procurement call, and applicable procurement policies, procedures, and protocols.

3.2. The ~~recommended~~ award is to the lowest bidder or highest scoring proponent as determined by an evaluation team, supplier(s) whose response meets the specifications and qualification requirements set out in the solicitation and whose response represents the best value to TCHC based

on the evaluation criteria outlined set out in the procurement call solicitation, including price criteria:

~~5.3.~~ The award and resulting commitment term of the contract does not result in exceed a commitment maximum term exceeding of five (5) years, including extensions or the projected term of capital funding for a project as approved by the TCHC Board of Directors;

~~7.4.~~ The award and resulting commitment is less than or equal to \$2.5 million (exclusive of taxes);

~~9.~~ The funding for the award and subsequent commitment was approved by the Board of Directors through a budget process, for all years that have been the subject of the Board's budget approval process.

~~11.5.~~ The PAC has not received a material written objection to the merits of the award, prior to the decision to award by the PAC.

~~13.6.~~ All members of the PAC, present at the meeting when the matter is considered, vote in favour of the award.

Prerequisites for PAC Authority (Change Orders)

The PAC has authority to award change orders to previously approved contracts, with the exception of consultant contracts not directly related to capital repair and/or development projects, if all of the following conditions are met:

1. The original contract was awarded through a competitive procurement call, and applicable procurement policies, procedures, and protocols.
- ~~2.~~ 2. When the original contact was approved by either the President and CEO, pursuant to their delegated authority or by the PAC:
 - (a) the cumulative value of the change order(s), original contract(s) and resulting commitments is less than or equal to \$2.5 million (exclusive of taxes); and
 - (b) the cumulative value of the change order(s) (exclusive of taxes) is less than or equal to twenty (20%) percent of the original contract value.

3. When the original contact was approved by the BIFAC or the Board of Directors, the cumulative value of the change order(s) does not exceed the lesser of twenty (20%) percent of the original contract value or \$2.5 million (exclusive of taxes).~~3.~~

2.4. The funding for the change order and subsequent commitment is within existing budget approvals from the Board of Directors.

4.5. ~~4.~~ All members of the PAC, present at the meeting when the matter is considered, vote in favour of the change order.

Authority

The PAC has full delegated authority from the Board in respect of the matters that fall within this Charter.

The PAC is accountable to the Board and shall not be entitled to sub-delegate all or any of the powers and authority delegated to it, unless authorized under TCHC's Financial Control Bylaw No. 3.

Composition

- President and Chief Executive Officer;
- General Counsel and Corporate Secretary;
- Vice President, Human Resources;
- Chief Financial Officer and Treasurer;
- Chief Operating Officer;
- Chief Development Officer; and
- Senior Director, Strategic Procurement.

Quorum

- Quorum shall be a minimum of four members.
- Where a quorum is present, decisions shall be taken by motion, with passage by unanimous vote.
- Written resolution in lieu of meeting signed by all members of the PAC is permitted.

Meetings

- The PAC will meet as frequently as it determines necessary, generally through monthly meetings.
- The procedure at meetings shall adhere to the by-laws of the Corporation or any resolution of the Board.

Review

- The PAC shall review its Charter on an annual basis and recommend any changes to such terms to the Governance, Communications and Human Resources Committee.

Reporting

- The PAC will report the proceedings of each meeting, all contracts and change orders awarded, and all recommendations made by the PAC to the BIFAC at the BIFAC's next meeting. The PAC will make such recommendations to the BIFAC as it may deem appropriate.

Approved: June 27, 2019

Amended & Approved: July 30, 2020

Amended:



THE PROCUREMENT AWARD COMMITTEE CHARTER

Mandate

The Procurement Award Committee (“PAC”) is established as a management committee of Toronto Community Housing Corporation (“TCHC”) to assist the Board in fulfilling its responsibilities in respect of contract award approvals within the scope of its approval authority, as described in this Charter.

Responsibilities

The PAC fulfills its mandate by reviewing and approving contract awards within the scope of its approval authority, as described in this Charter, and by recommending approval by the Building Investment, Finance and Audit Committee (“BIFAC”) and/or the Board the approval of contract awards beyond the scope of that authority.

Prerequisites for PAC Authority (Competitive Procurement)

The PAC has authority to approve contracts, with the exception of consultant contracts not directly related to capital repair and/or development projects, if all of the following conditions are met:

1. The Senior Director of Procurement has recommended the award as being conducted in a fair and transparent manner and in compliance with the terms of a competitive procurement call, and applicable procurement policies, procedures, and protocols;
2. The award is to the supplier(s) whose response meets the specifications and qualification requirements set out in the solicitation and whose response represents the best value to TCHC based on the evaluation criteria set out in the solicitation, including price criteria;
3. The term of the contract does not exceed a maximum term of five (5) years, or the projected term of capital funding for a project as approved by the TCHC Board of Directors;
4. The award and resulting commitment is less than or equal to \$2.5 million (exclusive of taxes);
5. The PAC has not received a material written objection to the merits of the award, prior to the decision to award by the PAC.
6. All members of the PAC, present at the meeting when the matter is considered, vote in favour of the award.

Prerequisites for PAC Authority (Change Orders)

The PAC has authority to award change orders to previously approved contracts, with the exception of consultant contracts not directly related to capital repair and/or development projects, if all of the following conditions are met:

1. The original contract was awarded through a competitive procurement call, and applicable procurement policies, procedures, and protocols.
2. When the original contract was approved by either the President and CEO, pursuant to their delegated authority or by the PAC:
 - (a) the cumulative value of the change order(s), original contract and resulting commitments is less than or equal to \$2.5 million (exclusive of taxes); and
 - (b) the cumulative value of the change order(s) (exclusive of taxes) is less than or equal to twenty (20%) percent of the original contract value.
3. When the original contract was approved by the BIFAC or the Board of Directors, the cumulative value of the change order(s) does not exceed the lesser of twenty (20%) percent of the original contract value or \$2.5 million (exclusive of taxes).
4. The funding for the change order and subsequent commitment is within existing budget approvals from the Board of Directors.
5. All members of the PAC, present at the meeting when the matter is considered, vote in favour of the change order.

Authority

The PAC has full delegated authority from the Board in respect of the matters that fall within this Charter.

The PAC is accountable to the Board and shall not be entitled to sub-delegate all or any of the powers and authority delegated to it, unless authorized under TCHC's Financial Control Bylaw No. 3.

Composition

- President and Chief Executive Officer;
- General Counsel and Corporate Secretary;
- Vice President, Human Resources;
- Chief Financial Officer and Treasurer;
- Chief Operating Officer;
- Chief Development Officer; and
- Senior Director, Strategic Procurement.

Quorum

- Quorum shall be a minimum of four members.
- Where a quorum is present, decisions shall be taken by motion, with passage by unanimous vote.
- Written resolution in lieu of meeting signed by all members of the PAC is permitted.

Meetings

- The PAC will meet as frequently as it determines necessary, generally through monthly meetings.
- The procedure at meetings shall adhere to the by-laws of the Corporation or any resolution of the Board.

Review

- The PAC shall review its Charter on an annual basis and recommend any changes to such terms to the Governance, Communications and Human Resources Committee.

Reporting

- The PAC will report the proceedings of each meeting, all contracts and change orders awarded, and all recommendations made by the PAC to the BIFAC at the BIFAC's next meeting. The PAC will make such recommendations to the BIFAC as it may deem appropriate.

Approved: June 27, 2019

Amended: July 30, 2020

Amended:



Board and Committee Meeting Materials on TCHC's Public Website

Item 6

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-45

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

From: General Counsel & Corporate Secretary and Vice President, Strategic Planning & Communications

Date: April 12, 2021

PURPOSE:

The purpose of this report is to advise the BIFAC of Toronto Community Housing's ("TCHC") obligations under the *Accessibility for Ontarians with Disabilities Act* ("AODA") with respect to public websites and to seek the BIFAC's approval to proceed with the recommended approach to remediating TCHC's public website to comply with AODA standards.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and direct staff to proceed with the following approach to remediate TCHC's public website:

1. With the exception of Board and Committee meeting agendas remove Board and Committee PDF meeting materials up to January 1, 2021 that are not compliant with AODA standards and retain non-compliant materials off-line;
2. Remediate Board and Committee PDF materials starting from January 1, 2021 to comply with AODA standards and allow materials to remain on the website;

3. Remediate all Board and Committee PDF agendas to comply with AODA standards and allow agendas to remain on the website; and
4. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

REASONS FOR RECOMMENDATIONS:

Background:

At its meetings of January 25, 2018, February 23, 2018 and April 30, 2018, the Board requested that staff make all Board and Committee public agendas, minutes and meeting materials from before 2016 available on TCHC's external website to be easily accessible to members of the public.

Beginning January 1, 2021, TCHC's public website and web content posted after January 1, 2012 must meet web content accessibility guidelines ("WCAG") by December 31, 2021. In order to comply with the deadline, TCHC has engaged a third party vendor to remediate TCHC's public website and web content to meet WCAG 2.0.

AODA does not discuss what content or documents a corporation may place on their website; the Act only provides that if a corporation uploads documents or content to its public website, it needs to be WCAG 2.0 compliant. Therefore, TCHC has the discretion to remove content from its public website.

In an effort to reduce the costs associated with remediating web content, TCHC has been working with relevant business units to remove old and outdated web content on the public website, and remediate remaining web content to ensure that they are WCAG 2.0 compliant.

Taking the approach outlined above to ensure compliance with AODA requirements allows for a cost effective solution to remediating Board and Committee web content. Board and Committee materials that are over one year old will be removed from the website, but will still remain available to the public upon request. Additionally, materials stored off-line will be provided in an accessible format upon request.

Irrespective of age, all board and committee meeting agendas will remain on the public website and will be remediated to comply with WCAG 2.0. The agendas will remain available on-line to assist the public in searching for the associated Board and Committee meeting materials that have been removed.

It is estimated that by utilizing the recommended approach, TCHC's website will be AODA compliant by the December 31, 2021 deadline.

The alternative approach would be to remediate all Board and Committee materials on the public website dating back to 2003 to comply with AODA requirements. This approach is not recommended as it is not cost effective and will require additional resources to implement. There are currently more than 10,000 PDF documents on TCHC's external website, approximately 80% of which are Board and Committee materials. Since the remediation of PDFs is a manual process, the amount of hours required to successfully remediate all ~8,000 files will be substantial and would cost upwards of \$500,000. Opting for the alternative approach would prevent TCHC from being able to meet the December 31, 2021 deadline, and would also risk TCHC incurring significant daily administrative penalties, up to a maximum of \$100,000.

Next steps:

Staff will begin the process to remediate Board and Committee materials on the external website in line with the direction approved by BIFAC through this report and in adherence to the AODA WCAG 2.0 guidelines.

IMPLICATIONS AND RISKS:

Legal and Financial Risk

The Ministry for Seniors and Accessibility (the "Ministry") oversees compliance with, and enforcement of, accessibility laws. If TCHC fails to meet the AODA WCAG 2.0 guideline by December 31, 2021, the Ministry may apply daily administrative penalties until TCHC becomes compliant to a maximum of \$100,000. Failure to comply will also result in reputational risk to the corporation.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel & Corporate Secretary

“Paula Knight”

Paula Knight
Vice President, Strategic Planning & Communications

STAFF CONTACT:

Darragh Meagher, General Counsel & Corporate Secretary
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Priya Subramanian
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Contractor Award: Garage Restoration Services at Trimbee Court (30 Denarda Street) (RFQ 20288-PP)

Item 7

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-47

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

From: Vice President, Facilities Management

Date: April 22, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract for garage restoration services at Trimbee Court (30 Denarda Street) based on the outcome of Request for Quotations ("RFQ") 20288-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").

RECOMMENDATIONS:

It is recommended that the BIFAC approve the following recommendations:

- (a) Approve the award of the work to DanMichael Construction Ltd. for \$3,029,525.00 (exclusive of taxes) for garage restoration services at Trimbee Court based on the outcome of Request for Quotations (RFQ) 20288-PP as follows:
 - \$602,675.00 for phase one in 2021;
 - \$1,450,850.00 for phase two in 2022;
 - \$976,000.00 for phase three in 2023; and
- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

Trimbee Court (30 Denarda Street) consists of a 15-storey building with 255 units. The garage was built in 1983 and has two levels at the north side and three levels at the south side of the building. There are a total of 281 parking stalls inside the garage. There is also a childcare center with a playground above the garage.

Part of the garage was closed and temporary structural supports were installed in January 2020. In response to concerns regarding the condition of the garage, an engineering firm was retained and conducted an investigation, noting concrete deterioration and structural damage. The firm also provided recommendations, specifications and the scope of work based on the results of the investigation.

The recommended scope of work includes drainage improvement, partial slab replacement and localized concrete repair to prevent further deterioration of the structural components. Garage restoration will be delivered under a phased approach, with phase one taking place in 2021, phase two in 2022, and phase three in 2023.

PROCUREMENT PROCESS:

An RFQ was issued on November 5, 2020 and closed on December 7, 2020. Seven submissions were received. The submissions were evaluated to determine the best price. The Confidential Attachment provides a summary of the submissions.

DanMichael Construction Ltd. submitted the lowest price and is recommended for the work. Overall, DanMichael Construction Ltd.'s submission satisfied all mandatory requirements and surpassed the standard required to permit consideration of its pricing proposal. The recommendation is based on awarding the work as per the RFQ requirements.

DanMichael Construction Ltd. has confirmed understanding that phase one will be awarded in 2021, and that the awards for phase two and three will be awarded in 2022 and 2023, respectively, depending on budget and performance. DanMichael Construction Ltd. has agreed to hold the submitted pricing during the entire duration of the project.

Originally, the BIFAC approved the award of the work to Roma Building Restoration Ltd. at its March 11, 2021 meeting (BIFAC:2021-22). Roma Building Restoration Ltd. submitted the lowest bid, however was later disqualified after refusing to comply with the RFQ requirement to hold the submitted bid price throughout all three phases of the project.

The Procurement Award Committee approved the recommendation to award the work to DanMichael Construction Ltd. at its meeting on April 29, 2021, subject to BIFAC approval. At that time, the Committee took note of the following considerations:

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

IMPLICATIONS AND RISKS:

The scope of work is recommended to address structural damage and concrete deterioration of the parking garage. This work is required to maintain its structural integrity and ensure all building codes are met.

Parking relocation of 50 tenant vehicles during each of the construction phases within the existing garage is required. The garage has a sufficient number of parking stalls to accommodate the closure of 50 stalls. Timely and appropriate notification will be provided to tenants to notify them of planned parking relocations.

To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the project. The engineering firm will provide contract administrative services to ensure the work is delivered in accordance with the design and specifications, and is on budget and on time. A third-party health and safety monitoring agent will also be retained to conduct health and safety site inspections during construction. 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 is confirmed within the 2021 Capital Budget as approved by the TCHC Board (TCHC:2020-88). Phase two and three will be awarded upon availability of funding and general contractor performance.

SIGNATURE:

“Allen Murray”

Allen Murray
Vice President, Facilities Management

Attachment 1: RFP 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

STAFF CONTACT:

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



Change Order: Commercial Laundry (Sparkle Solutions Corporation)

Item 8A

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-46

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

From: Acting Chief Operating Officer

Date: May 18, 2021

PURPOSE:

The purpose of this report is to seek approval from the BIFAC to approve a change order to Sparkle Solutions Corporation (“Sparkle Solutions”) for the continued provision of commercial laundry services at Toronto Community Housing (“TCHC”).

BIFAC approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the \$2.5 million financial approval limit of Toronto Community Housing’s (“TCHC”) Procurement Award Committee (“PAC”).

RECOMMENDATIONS:

It is recommended that the BIFAC approve and forward to the Board of Directors (the “Board”) for approval the following recommendations:

1. Approve a change order to Sparkle Solutions Corporation for up to \$1,870,029.00 (exclusive of taxes) on a month-to-month basis at \$178,098 per month (with a declining value for the final four months of transition) for continued commercial laundry services at TCHC buildings and townhouses for up to a 12 month term, expiring June 30, 2022. This will:
 - Allow for the continued provision of laundry equipment currently existing in TCHC buildings;

- Avoid disruption of service while a request for proposal (“RFP”) award process continues; and
 - Allow appropriate transition to a new proponent based on the outcome of the RFP, if applicable; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

BACKGROUND:

At TCHC, the scope of the commercial laundry services contract includes the provision of washers and dryers, as well the provision of maintenance services to the equipment located in TCHC buildings and townhouses. Currently, Sparkle Solutions supplies and provides maintenance services to 4,885 laundry appliances (2445 washers and 2440 dryer units).

On October 25, 2005, TCHC entered into a 10 year commercial laundry services contract with Sparkle Solutions. In 2010, the contract was extended until October 24, 2020.

At its September 14, 2020 meeting, the BIFAC approved a change order in the amount of \$1,098,590.85 (exclusive of taxes) to extend services another six months, expiring April 24, 2021.

While TCHC established the Operations Compliance business unit, delays were encountered in recruiting the business unit manager, who would lead the development of the Request for Proposal (“RFP”) for commercial laundry services. Additional delays were experienced as the development of the RFP required extensive research and external consultation to inform the development of the RFP requirements. The RFP for commercial laundry services was eventually posted in February 2021, which required a subsequent change order to the existing contract to accommodate the close-out of the RFP in the amount of \$356,196, which was approved by the Acting Chief Executive Officer (“CEO”) on April 24, 2021 for two months, expiring June 24, 2021.

UPDATE:

To accommodate for the approval and awarding of the RFP contract (see Table 1), a change order to Sparkle Solutions is recommended on a month-to-month basis for up to a twelve month term, expiring June 30, 2022. The extension will allow TCHC to conclude the RFP process and allow time to transition to the successful proponent, should the successful proponent not be the incumbent.

Table 1: RFP Timeline for Award

Milestone	Date
RFP Closing Date	May 7, 2021
Confirm Successful Proponent	June 15, 2021
Board of Directors Approval	July 22, 2021
Effective Date of New Contract	September 1, 2021
Installation of Laundry Appliances*	September 1, 2021 to June 30, 2022

* Note: Only required if incumbent vendor is not the successful proponent. If incumbent vendor is successful, this phase is not required.

It should be noted that the change order will not result in net new costs, as it is an extension of the current contract of the incumbent.

RISK AND IMPLICATIONS:

With the change order extension, an additional timeline buffer was included to account for the following identified risks and their implications:

- 1. Supply chain during COVID-19 pandemic:** As the COVID-19 pandemic has impacted the appliance supply chain market, the extended timeline accounts for the successful proponent, should the successful proponent not be the incumbent, to have a longer lead time to receive the required laundry appliances to install in the TCHC portfolio; and
- 2. Installation of Laundry Appliances:** As the commercial laundry appliances are located throughout the TCHC portfolio, the extended timeline accounts for the transition for the successful proponent,

should the successful proponent not be the incumbent, to install their commercial laundry appliances

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

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

SIGNATURE:

"John P. Angkaw"

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENT:

1. Appliance Program Primary and Backup Vendors by Regions – **NEW**

STAFF CONTACT:

Mustafa Ansari
Manager, Operations Compliance
437-288-7670
Mustafa.Ansari@torontohousing.ca

Attachment 1: RFP for Commercial Laundry Program Overview

		Month		RFP – Commercial Laundry
2021	May	BIFAC Approval – Change Order (Sparkle Solutions) RFP Closing Date - RFP Commercial Laundry		
	June	Confirm Successful Proponent BIFAC Approval – RFP Commercial Laundry Board of Directors Approval – Change Order (Sparkle Solutions)		
	July	Board of Directors Approval – RFP Commercial Laundry		
		If Sparkle Solutions is successful, the following actions occur.	If a New Proponent is successful, the following actions occur.	
	September	September 1 st – New Contract	September 1 st – New Contract	
	October	Install 25% of Laundry Appliances	Organizing and Ordering of New Appliances	
	November	Install 50% of Laundry Appliances		
	December	Install 75% of Laundry Appliances		
January	Install 100% of Laundry Appliances			
2022	February			
	March*		Install 25% of Laundry Appliances**	
	April*		Install 50% of Laundry Appliances**	
	May*		Install 75% of Laundry Appliances**	
	June*		Install 100% of Laundry Appliances**	

*Note: Only required if incumbent vendor (Sparkle Solutions) is not successful vendor. If incumbent vendor is successful vendor, this phase is not required as they can implement the program initially and change it over to new appliances in the following months.

**Note: As new laundry appliances are installed by the new proponent, incumbent vendor (Sparkle Solutions) will remove the corresponding % of laundry appliances.



Change Order: Six Month Contract Extension for Appliance Supply and Delivery

Item 8B

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-48

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

From: Acting Chief Operating Officer

Date: May 5, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to approve a change order to Appliance Canada (Division of Leon's Furniture Ltd.) ("Appliance Canada") and a change order to The Brick Warehouse LP, doing business as Midnorthern Appliances ("Midnorthern Appliances") for a six month extension of services related to appliance supply and delivery from June 1, 2021 to November 30, 2021.

BIFAC approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the \$2.5 million financial approval limit of Toronto Community Housing's ("TCHC") Procurement Award Committee ("PAC")

RECOMMENDATIONS:

It is recommended that the BIFAC approve the following recommendations:

1. Approve a change order to Appliance Canada (Division of Leon's Furniture Ltd.) for up to \$800,000.00 (exclusive of taxes) for the

supply and installation of appliances for a two month period on an as needed basis for units east of Yonge Street, and for an additional four month period for half the units west of Yonge Street;

2. Approve a change order to The Brick Warehouse LP, doing business as Midnorthern Appliances (“Midnorthern Appliances”) for up to \$800,000.00 (exclusive of taxes) for the supply and installation of appliances for a two month period on an as needed basis for units west of Yonge Street, and for an additional four month period for half the units west of Yonge Street; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

REASONS FOR RECOMMENDATIONS:

As part of tenancy agreements, TCHC provides all tenants with a refrigerator and stove. In some instances, microwaves (for tenant-specific needs) and washers and dryers (for standalone homes and some townhouse communities) may also be provided. When appliances break down and are deemed to be beyond economical repair, a new appliance is ordered.

The current agreements for the appliance program expire as of May 31, 2021. Pending the BIFAC’s and Board of Directors’ (the “Board”) approval, a new RFP is recommended to be awarded to Canadian Appliance Recycling Enterprise (“CARE”) for the supply, delivery and installation of new appliances and the removal and disposal of old appliances at TCHC locations for a three year term for the East portfolio (RFP 20314). To allow time to execute on the agreement with CARE, it is recommended that Appliance Canada (East portfolio) and MidNorthern (West portfolio), who are currently delivering these services, be offered an extension on their agreements for a period of two months. After this time, both vendors will each be offered half of the West region and to act as a backup vendor for the East region for a period of four months. This strategy is being implemented to best mitigate the current supply chain issues, and to avoid delays while a new RFP is issued and awarded for the West region.

The change order amount of \$800,000 (exclusive of taxes) is based on a monthly run rate of approximately \$200,000 (exclusive of taxes) for the west group (2 months) and half of the west group (4 months).

IMPLICATIONS AND RISKS:

Appliance Canada and Midnorthern are currently successfully delivering appliance supply and delivery services. The requested contract extension will ensure the tenants do not experience disruption in the supply, delivery, installation and removal of old appliances.

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

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

SIGNATURE:

"John P. Angkaw"

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENT:

1. Appliance Program Primary and Backup Vendors by Regions – **NEW**

STAFF CONTACT:

Mustafa Ansari
Manager, Operations Compliance
437-288-7670
Mustafa.Ansari@torontohousing.ca

Attachment 1: Appliance Program Primary and Backup Vendors by Regions

	Month	West of Yonge St.	East of Yonge St.
2021	May	BIFAC Approval – RFP Appliance Program (CARE) BIFAC Approval – Change Order (Appliance Canada and Midnorthern)	
	June	Board of Directors Approval – RFP Appliance Program (CARE)	
	June	Primary Vendor:	Primary Vendor:
	July	<ul style="list-style-type: none"> • MidNorthern 	<ul style="list-style-type: none"> • Appliance Canada
	August	New Agreement In-Effect – Appliance Program (CARE)	
	August	Primary Vendor:	Primary Vendors:
	September	<ul style="list-style-type: none"> • Appliance Canada (1/2 of West Region) 	<ul style="list-style-type: none"> • CARE
	October	<ul style="list-style-type: none"> • MidNorthern (1/2 of West Region) 	Backup Vendors:
	November	Backup Vendors:	<ul style="list-style-type: none"> • Appliance Canada • Midnorthern
	December	Primary Vendor: <ul style="list-style-type: none"> • Successful RFP Proponent Backup Vendor <ul style="list-style-type: none"> • CARE 	Primary Vendor: <ul style="list-style-type: none"> • CARE Backup Vendor <ul style="list-style-type: none"> • Successful RFP Proponent



Contractor Award: Supply, Delivery and Installation of New Appliances at Various TCHC Locations (RFP 20314)

Item 8C

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-49

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

From: Acting Chief Operating Officer

Date: May 5, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract for supply, delivery and installation of new appliances at various Toronto Community Housing ("TCHC") locations in the East portfolio based on the outcome of Request for Proposal ("RFP") 20314.

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").

RECOMMENDATIONS:

It is recommended that the BIFAC approve and forward to the Board of Directors (the "Board") the following recommendations:

1. Approve the award of the work to Canadian Appliance Recycling Enterprise ("CARE") for the supply, delivery and installation of new appliances and the removal and disposal of old appliances at various TCHC locations for up to \$12,000,000 (\$2,400,000 per annum)

(exclusive of taxes) for a 3 year term for the East Group, with an option to extend for two additional 1-year terms at TCHC management's discretion, based on the outcome of Request for Proposals ("RFP") 20314; and

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

REASONS FOR RECOMMENDATIONS:

As part of tenancy agreements, TCHC provides all tenants with a refrigerator and stove. In some instances, microwaves (for tenant-specific needs) and washers and dryers (for standalone homes and some townhouse communities) may also be provided. When appliances break down and are deemed to be beyond economical repair, a new appliance is ordered.

RFP 20314 was issued on January 12, 2021 and closed March 19, 2021, to seek a primary vendor(s) to deliver, supply and install appliances for both the east and west groups, plus a backup vendor for both groups for their supply area. Through the evaluation process of the RFP Submissions, Canadian Appliance Recycling Enterprise was the lone successful proponent. Current vendors MidNorthern and Appliance Canada will continue to service both east and west groups pending the award approval of Canadian Appliance Recycling Enterprise. A subsequent RFP will be issued as soon as possible to source a primary vendor for the group not selected by Canadian Appliance Recycling Enterprise as well as select potential back up vendors.

Canadian Appliance Recycling Enterprise submitted the lowest price and is recommended for the work. Overall, Canadian Appliance Recycling Enterprise's submission satisfied all mandatory requirements and surpassed the standard required to permit consideration of its pricing proposal. The recommendation is based on awarding the work per the RFP requirements.

The Procurement Award Committee approved the recommendation to award the work to Canadian Appliance Recycling Enterprise at its meeting on May 13, 2021, subject to BIFAC and Board approval. At that time, the Committee took note of the following considerations:

- The award is within reasonable and acceptable range for the scope of work;

- The recommended proponent has performed similar work for TCHC with satisfactory results; and
- The recommended proponent has confirmed they have the capability and capacity to deliver the scope of work.

IMPLICATIONS AND RISKS:

Operations Compliance will monitor performance, establish points of contact as well as schedule quarterly meetings to discuss any issues or hindrances to service delivery. Performance will be evaluated in accordance with TCHC’s Vendor Compliance Evaluation System.

The pre-qualified proponent vendor has demonstrated that inventory levels for appliances are/will be adequate upon the initiation date of the agreement.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

PUBLIC ATTACHMENT:

1. Appliance Program Primary and Backup Vendors by Regions – **NEW**

CONFIDENTIAL ATTACHMENT:

Confidential Attachment 1: Appliance RFP Overview – **NEW**

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.

STAFF CONTACT:

Mustafa Ansari
Manager, Operations Compliance
437-288-7670
Mustafa.Ansari@torontohousing.ca

Attachment 1: Appliance Program Primary and Backup Vendors by Regions

		Month	West of Yonge St.	East of Yonge St.
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	June	Board of Directors Approval – RFP Appliance Program (CARE)		
	June	Primary Vendor:	Primary Vendor:	
	July	<ul style="list-style-type: none"> • MidNorthern 	<ul style="list-style-type: none"> • Appliance Canada 	
	August	New Agreement In-Effect – Appliance Program (CARE)		
	August	Primary Vendor:	Primary Vendors:	
	September	<ul style="list-style-type: none"> • Appliance Canada (1/2 of West Region) 	<ul style="list-style-type: none"> • CARE 	
	October	<ul style="list-style-type: none"> • MidNorthern (1/2 of West Region) 	Backup Vendors:	
	November	Backup Vendors:	<ul style="list-style-type: none"> • Appliance Canada • Midnorthern 	
	December	<ul style="list-style-type: none"> • CARE 	Primary Vendor:	<ul style="list-style-type: none"> • CARE
	Backup Vendor	Backup Vendor	<ul style="list-style-type: none"> • Successful RFP Proponent 	
	<ul style="list-style-type: none"> • CARE 			



Appliance Program: Audit Recommendation Action Plan

Item 8D

May 18, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-37

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

From: Acting Chief Operating Officer

Date: May 18, 2021

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on the action plan to implement the recommendations from Internal Audit's appliance program audit.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

At its March 11, 2021 meeting, the BIFAC requested that Management report back on the action plan to implement the recommendations from the appliance program audit.

BACKGROUND:

As part of its tenancy agreements, TCHC provides all tenants with a refrigerator and stove. In some instances, microwaves (for tenant-specific needs) and washers and dryers (for standalone homes and some townhouse communities) may also be provided. When appliances break down and are deemed to be beyond economical repair, a new appliance is ordered.

In 2020, Internal Audit ("IA") completed an audit of the appliance program at TCHC. IA identified gaps related to policies and procedures, segregation of

duties, and inventory management, and provided 12 recommendations to strengthen the appliance program (see Attachment 1).

UPDATE:

As a result of the appliance program audit, an action plan has been developed to implement the 12 recommendations. The action plan will focus on the following five areas (see Attachment 2):

1. Policy and Procedures (Recommendations 1, 4, and 7)

It will involve the development of a policy and procedures to standardize the administration of the appliance program at TCHC.

2. Segregation of Duties (Recommendation 2)

It will involve working with operational leadership to distinguish roles that order and receive of appliances and ensure the appropriate segregation of duties or oversight controls are in place.

3. Asset Management (Recommendations 3, 8, and 9)

It will involve the configuration and implementation of the integrated Yardi Inventory module to manage appliance tagging, deployment, movement, and inventory across TCHC.

4. Vendor Compliance (Recommendation 11)

It will involves the establishment of regular program reporting and vendor performance reviews to ensure compliance with the service level agreement.

5. Program Administration (Recommendations 5 , 6, 10 and 12)

It will involve the establishment of oversight mechanisms on staff system access, documentation retention, and order/cancellation verification.

NEXT STEPS:

Operations Compliance will continue to work with key stakeholders to develop and operationalize the 12 recommendations from the appliance program audit. Status updates will be provided to BIFAC, as required.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENTS:

1. Appliance Program Audit Recommendations
2. Action Plan

STAFF CONTACT:

Mustafa Ansari
Manager, Operations Compliance
437-288-7670
Mustafa.Ansari@torontohousing.ca

Attachment 1: Appliance Program Audit Recommendations

1. Management should develop and document comprehensive policies and procedures covering the following areas:
 - Ordering;
 - Receiving;
 - Tagging;
 - Tracking movement between locations;
 - Tracking warranty;
 - Storage and safeguarding;
 - Periodic physical verification;
 - Disposal; and
 - Periodic reporting from the vendor as per contract.

2. Management should ensure adequate segregation of duties where ordering and receiving is carried out by different individuals. If segregation of duties is not feasible due to unavailability of staff, management should ensure that adequate supervisory reviews are carried out.

3. Management should introduce an Asset Management System to track the movement of all appliances, including loaners and spares. This system should also be linked with the Appliance Ordering System to prevent ordering to replace appliances within warranty period.

4. Management should determine normal life cycle of all appliances and require approvals at the Supervisor and/or Manager level for any orders for appliances within the warranty period and/or within their normal life cycle.

5. Management should ensure that:
 - All the appliances are procured from the approved vendor through BIR system; and
 - If appliances are procured outside the BIR system, such purchases are duly approved and adequate supporting documentation is maintained.

6. Management should ensure that all the cancelled orders are appropriately transferred to Yardi to ensure that payments are not made for those cancelled orders.
7. Management should ensure that the Operations Division staff retains all the Packing Slips for future reference and audit trail purposes.
8. Management should ensure that all the appliances including loaners and spares are properly tagged and tracked for movement. To manage this effectively, management should use a suitable Asset Management System.
9. Management should ensure that Annual Unit Inspection process is leveraged to physically verify appliances in the unit with the asset records as per the Asset Management System.
10. Management should ensure that complete information is available for all the disposals. This must include serial number and asset tag number of the item, date of disposal and any documentary evidence of disposal provided by the vendor.
11. Management should ensure that the vendor(s) provide all the reports in compliance with their agreement(s).
12. Management should periodically review list of staff who can access BIR system to ensure that their access is based on business needs.

Attachment 2: Action Plan

Focus Areas and Deliverables	Status	Q1	Q2	Q3	Q4	Rec.
Program Administration						
• Establish initial review cycle of staff BIR system access	Complete	x				12
• Establish quarterly review cycle of staff BIR system access	Complete	x				12
• Confirm that orders are primarily ordered in BIR system	Complete	x				5
• Establish oversight and process controls (e.g. supervisor approach, obtain quote) for orders outside of BIR system.	Complete	x				5
• Review all cancelled orders prior to transfer to Yardi	Not Started			x		6
• Ensure cancelled orders are transferred from BIR to Yardi	Not Started				x	6
Segregation of Duties						
• Confirm all roles that order and receive of appliances	In Progress		x			2
• Confirm all roles involved in each phase of appliance program	In Progress		x			2
• Confirm approach to segregation of duties or oversight controls	Not Started			x		2
Vendor Compliance						
• Ensure new vendor agreements include reporting requirements	In Progress		x			11
• Establish vendor performance report for appliance program	Not Started			x		11
• Establish quarterly vendor performance reviews	Not Started				x	11
Policy and Procedure						
• Develop initial draft of policy and procedures	Completed		x			1
• Confirm feasibility of including packing slip in inventory module	In Progress		x			7
• Confirm approach to appliance depreciation	Not Started		x			4
• Establish appliance disposal oversight and procedure	In Progress			x		10
• Conduct revision of draft policy and procedures	Not Started			x		1
• Conduct stakeholder engagement for policy and procedure	Not Started			x		1
• Finalize policy and procedures	Not Started				x	1

Focus Areas and Deliverables	Status	Q1	Q2	Q3	Q4	Rec.
• Disseminate policy and procedures to all stakeholders	Not Started				x	1
Asset Management						
• Reconfirm business requirements for inventory module	In Progress		x			3
• Configure inventory module to meet business requirements	In Progress		x			3
• Exploring tracking of appliances within TCHC properties	In Progress		x			8
• Integrate appliance oversight with annual unit inspections	In Progress			x		9
• Implement inventory module across TCHC	Not Started				x	3