

BUILDING INVESTEMENT, FINANCE AND AUDIT COMMITTEE MEETING AGENDA

PUBLIC SESSION

Date: September 2, 2021

Time: 9:40 a.m. – 10:50 a.m.

Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
9:40	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
9:45	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 July 20, 2021	BIFAC Approval	Minutes	Chair	5
	d) Internal Audit Update: Q2 2021	Information	BIFAC:2021-72	Manager, Internal Audit	11
	e) Status Update on Audit Recommendations from Internal Audit Reports as of June 30, 2021	Information	BIFAC:2021-73	Manager, Internal Audit	18

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Time	Description	Action	Pre-read	Presenter	Page #
	f) 2021 Internal Audit Work Plan Revisions	Approval	BIFAC:2021-74	Manager, Internal Audit	27
	g) Q2 2021 HoMES Project Update	Information	BIFAC:2021-75	Vice President, Information Technology Services	31
	h) Q2 2021 Information Technology Services Divisional Update	Information	BIFAC:2021-76	Vice President, Information Technology Services	36
	i) Q2 2021 PAC Awards and Revenue Contracts	Information	BIFAC:2021-77	General Counsel & Corporate Secretary	39
	j) Q2 2021 Tenants First Update	Information	BIFAC:2021-78	Vice President, Strategic Planning and Communications	46
	k) Q2 2021 Update on MABELLEarts Long Term Lease and Operating Agreement for Parts of Mabelle Park	Information	BIFAC:2021-79	Chief Operating Officer	92
	l) December 2021 Mortgage Renewal	BIFAC & Board Approval	BIFAC:2021-80	Chief Financial Officer & Treasurer	95
9:50	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	98
9:55	4. Appointment of Citizen Member(s) to Investment Advisory Committee	Approval	BIFAC:2021-81 <i>5 minutes</i>	Chair, Investment Advisory Committee	104

Time	Description	Action	Pre-read	Presenter	Page #
	5. Development Reports				
10:00	a) Change Order: Costs for Additional Consulting Services for Regent Park Phase 2 Site Servicing	Approval	BIFAC:2021-82 <i>5 minutes</i>	Acting Chief Development Officer	107
10:05	b) Regent Park Phases 4-5 Pre-Development Spending Authority	BIFAC & Board Approval	BIFAC:2021-83 <i>10 minutes</i>	Acting Chief Development Officer	117
10:15	c) Alexandra Park Phase 2 Revitalization: Transfer of Site 1 Development Block to Partnership	BIFAC & Board Approval	BIFAC:2021-84 <i>10 minutes</i>	Acting Chief Development Officer	126
	6. Facilities Management Reports				
10:25	a) Contractor Award: Portable Terminal Air Conditioning Unit (“PTAC”) Replacement and In-Suite Ventilation Upgrade at 145 Mutual Street (RFP 21102-PP)	Approval	BIFAC:2021-85 <i>5 minutes</i>	Vice President, Facilities Management	150
10:30	b) Contractor Award: Decommissioning, Abatement, Demolition and Site Grading Services at Firgrove Crescent (RFP 21084-PP)	Approval	BIFAC:2021-86 <i>5 minutes</i>	Vice President, Facilities Management and Acting Chief Development Officer	154

Time	Description	Action	Pre-read	Presenter	Page #
10:35	c) Change Order: Additional Scope to Renovate Townhouse Units at 275, 285 & 295 Shuter Street (Moss Park)	BIFAC & Board Approval	BIFAC:2021-87 <i>5 minutes</i>	Vice President, Facilities Management	159
10:40	d) Contractor Award: Balcony Restoration and Railing Replacement at 200 Wellesley Street East (RFPQ 21166)	Approval	BIFAC:2021-88 <i>5 minutes</i>	Vice President, Facilities Management	164
10:45	e) Contractor Award: Architectural and Mechanical Upgrades at 40 Asquith Avenue (RFQ 21254-PP)	BIFAC & Board Approval	BIFAC:2021-89 <i>5 minutes</i>	Vice President, Facilities Management	168

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 July 20, 2021, via WebEx, commencing at 11:28 a.m.

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

BIFAC Directors Absent: 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
Luisa Andrews, Vice President, Information Technology Services
Allen Murray, Vice President, Facilities Management
Noah Slater, Director, Capital Planning & Design Engineering
Paula Knight, Vice President, Strategic Planning & Communications
Kelly Skeith, Acting Chief Development Officer
Jill Bada, General Manager, Seniors Housing Unit
Ceilidh Wilson, Assistant Corporate Secretary

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

ITEM 1 CHAIR’S REMARKS

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

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Deputy Mayor Bailão, seconded by Mr. Macrae and carried, the BIFAC approved the Public meeting agenda for the BIFAC’s July 20, 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 JUNE 23, 2021

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

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

Mr. Meagher and Ms. Penny were available to answer questions of the BIFAC. Highlights of the discussion include:

- The 2021 Facility Condition Index (“FCI”) report will come to the BIFAC in June 2022.

-
- Action item: Management to provide FCI forecasting beyond 2026 at the September 2, 2021 BIFAC meeting, and to include forecasting beyond 2026 in all future annual FCI reports.

Motion carried **ON MOTION DULY MADE** by Deputy Mayor Bailão, seconded by Mr. Macrae and carried, the BIFAC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of June 23, 2021 for its information.

**CHANGE ORDER: PROJECT
MANAGEMENT SERVICES FOR THE
ITEM 4 HOMES PROJECT BIFAC:2021-63**

The above-captioned report (BIFAC:2021-63) was circulated to BIFAC members prior to the meeting.

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

- While BIFAC:2021-63 indicates that the reason that this change order requires BIFAC approval is that the award exceeds the \$2.5M approval limit of the Procurement Award Committee (“PAC”), this is incorrect; the reason BIFAC approval is required is that the cumulative value of all change orders exceeds 20% of the original contract amount.
- This change order has been incorporated into the overall project budget, which remains below budget with a healthy contingency available.
- It is anticipated that the project will conclude in 2021, with some training requirements in 2022, which will be provided internally by TCHC staff.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-63:

1. Approve a change order to 2431933 Ontario Inc. for \$171,600.00 (exclusive of taxes) for project management

services for the Integrated Housing Management Solution project now known as the HoMES project; and

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

**CHANGE ORDER: DESIGN REVISIONS
AND EXTENSION TO CONTRACT
SCHEDULE FOR THE TENANT SERVICE
HUBS PROJECTS AT CENTENNIAL
APARTMENTS, MCCLAIN PARK**

ITEM 5

APARTMENTS AND KINGSTON ROAD

BIFAC:2021-66

The above-captioned report (BIFAC:2021-66) was circulated to BIFAC members prior to the meeting.

Mr. Allen and Mr. Slater were available to answer questions of the BIFAC. Highlights of the discussion include:

- The Kingston Road Tenant Service Hub (“Hub”) is almost ready to open, and the Centennial Apartments and McClain Park Apartments Hubs will be open by year-end.
- 88 Hubs will be opened in their permanent or interim state by the end of 2021. Approximately 36 Hubs are in an interim state (e.g. sites where the Hub will be modular), however an interim space will be available so tenants can receive the same level of service as sites with a permanent Hub in place.
- It is anticipated that where there are interim Hubs, construction of the majority of their permanent locations will be completed by the end of Q2 2022, with a few expected to take slightly longer.
- The Hubs work remains within budget.
- Overall change order for the Hubs is around 8%, which is within TCHC’s average for capital projects and below the industry average.
- With the province moving into Phase 3 of its reopening plan, Board members can start attending Hub openings.

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*Motion
carried*

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC unanimously approved the following recommendations as outlined in Report BIFAC:2021-66:

1. Approve the change order to Century Group Inc. for design revisions to the projects scope of work and contract schedule extensions for the following three Tenant Service Hubs:
 - a. \$400,169.05 (exclusive of taxes) for the Centennial Apartments (5 Wakunda Place) Tenant Service Hub as follows:
 - i. \$103,846.15 for construction extension from the original substantial performance date of April 8, 2021 to the new substantial performance date of October 11, 2021 (27 weeks); and
 - ii. \$296,322.90 for additional scope of work to complete construction (includes construction contingency);
 - b. \$277,098.20 (exclusive of taxes) for the McClain Park Apartments (10 Glen Everest Road) Tenant Service Hub as follows:
 - i. \$111,538.46 for construction extension from the original substantial performance date of March 31, 2021 to a new substantial performance date of October 18, 2021 (29 weeks); and
 - ii. \$165,559.74 for additional scope of work to complete construction (includes construction contingency);
 - c. \$51,570.00 (exclusive of taxes) for the Kingston Road (520 Kingston Road) Tenant Service Hub as follows:
 - i. \$50,000.00 for construction extension from the original substantial performance date of March 24, 2021 to the new substantial performance

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- date of June 2, 2021 (13 weeks); and
- ii. \$1,570.00 for additional scope of work to complete construction (includes construction contingency); and

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

TERMINATION

The public meeting terminated at 11:44 a.m.

Secretary

Chair, Building Investment,
Finance & Audit Committee



Internal Audit Update: Q2 2021

Item 2D

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-72

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

From: Manager, Internal Audit

Date: August 13, 2021

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on the work conducted by the Internal Audit Department ("IAD") up to June 30, 2021.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

Background:

Q2-2021 Work Plan Update:

The Q2 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 that are in progress in 2021; and

- 4) **Table 4 - Other Items:** Other IAD activities not categorized above.

Resource Requirements

We believe we have the resources available to complete all engagements as detailed in the Q2 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. June 30, 2021 Internal Audit Department Work Plan Update

STAFF CONTACTS:

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

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

Attachment 1

Internal Audit Department Work Plan Update as at June 30, 2021

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	June 30, 2021 Update	% completion as of June 30th
Table 1 - Status of 2021 Projects						
Annual Unit Inspection Process Review	A review of the effectiveness of TCHC's process of annual inspection of residential units.	- Non-compliance with policies and procedures. - Health & Safety - Reputational Risk	4- Operational Processes 16- Health & Safety 20- Non-compliance with Legislations & Regulations	Operations	Completed. Final Audit Report with Management Action Plan being presented to BIFAC on September 02, 2021.	Completed
Business Continuity & Disaster Recovery Plan Review	A review of TCHC Business Continuity & Disaster Recovery plan.	- 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	This audit is being replaced with another audit. Revision to Internal Audit Workplan being presented to BIFAC on September 02, 2021.	Not Applicable
Budgeting & Monitoring Process Review	A review of financial planning, budgeting and monitoring process.	- Inadequate policies and procedures to manage the budgeting process. - Inadequate or ineffective monitoring of the approved budget.	4- Operational Processes 8- Records Management	Finance	This audit is being replaced with another audit. Revision to Internal Audit Workplan being presented to BIFAC on September 02, 2021.	Not Applicable
Capital Projects Close-out Process Review	A review of the inspection process that supports the issuance of the substantial completion certificate.	- Ineffective close-out process, resulting in financial loss to the company. - Criteria for substantial completion not adequately documented. - Non-compliance with laws & regulation.	4- Operational Processes 20- Non-compliance with Legislations & Regulations	FM	Will be initiated in Q3 2021.	Not Started

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	June 30, 2021 Update	% completion as of June 30th
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 were finalized and sent to the Management for review. - Mileage and Fleet Cost Analysis: To evaluate reasonability of mileage claims and fleet costs. Preliminary findings were sent to the Management for review. - Arrears Analysis for CM and DM: To provide the trend of the Arrears' movement. Results and findings were sent to the Management for review. - Parking Analysis for DM: To identify low or no income RGI tenants with more parking spots than the number of family members in the household. Results and findings were sent to the Management for review. 	Ongoing

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	June 30, 2021 Update	% completion as of June 30th
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Table 2 - Status of Standing items						
Follow Up on the Implementation of Recommendations from Previous Internal Audit Reports	This is the review of the status of recommendations made in previous Internal Audit reports including 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	- Status update on open audit recommendations as of Dec. 31, 2020 was presented to BIFAC on March 11, 2021. - Status as of June 30, 2021 being presented to BIFAC on September 02, 2021.	62%
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. No RGI Review support requested by them. - Contract Management RGI review is in progress. - Future Dated Review was put on hold until the end of June 2021 due to COVID-19. The review resumed in July 2021 and will continue on a monthly basis.	45%
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	Participated in HoMES testing where requested and provided input to the HoMES Team.	Ongoing

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	June 30, 2021 Update	% completion as of June 30th
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	June 30, 2021 Update	% completion as of June 30th
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Table 3 - Status of 2020 Projects						
IT Asset Management Review	A review of ITS processes to manage IT assets.	> IT assets are inadequately inventoried and managed. > IT assets' lifecycle is not optimized.	1- Information Technology Systems 5- Operational Process	ITS	Initial planning completed and fieldwork is in progress.	62%

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	
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.



Status Update on Audit Recommendations from Internal Audit Reports as of June 30, 2021

Item 2E

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-73

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

From: Manager, Internal Audit

Date: August 13, 2021

PURPOSE:

The purpose of this report is to provide the BIFAC with a status update on Internal Audit's follow-up on outstanding recommendations from public Internal Audit reports submitted to the BIFAC as of June 30, 2021.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

Background

The Internal Audit Department reports to the BIFAC on our follow-up of all public Internal Audit reports issued to ensure that management has taken appropriate action to implement recommendations included in those reports.

Reports Issued

This report presents a review of outstanding recommendations from the following public Internal Audit report:

Report Name	Covering Report Date	Date of BIFAC Meeting
<i>Tenant Parking Charges Monitoring</i>	April 3, 2018	April 12, 2018

Summary of Findings

The implementation status of the recommendations contained in the above report is summarized in the following table:

Report Name	Total No. of Recs	Implemented	In Progress	Not Started
<i>Tenant Parking Charges Monitoring</i>	6	0	2	4
Total	6	0	2	4

Attachment 1 to this report sets out the recommendations that are in progress.

Attachment 2 to this report sets out the recommendations that have not been started.

In Attachments 1 and 2, target dates have been highlighted in red fonts if they are not within three years from the date of the BIFAC meeting when the report was presented.

IMPLICATIONS AND RISKS:

Recommendations from Internal Audit reports are meant to improve internal controls and processes of TCHC. Such recommendations hold little value if they are not fully and properly implemented by management. By conducting follow-up procedures, we are able to measure management's implementation of previous Internal Audit recommendations.

SIGNATURE:

“Karim Jessani”

Karim Jessani
Manager, Internal Audit

ATTACHMENTS:

1. Internal Audit Recommendations – In Progress as on June 30, 2021.
2. Internal Audit Recommendations – Not Started as on June 30, 2021.

STAFF CONTACTS:

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

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

Recommendation:	Status Update:	Target Date:	Staff:
<p>access controls, version control, audit trails).</p>	<p>management database known as AIMS.</p> <p>Controls have been built into HoMES that limit staff authority to change the description of parking space categories within the system.</p> <p>Significant errors identified in former West region Contract Managed properties has slowed progress however we remain on track for completion in Q4 2021.</p> <p>Integrity of data to be reconciled and cleansed prior to the transfer of data to HoMES.</p> <p>To commence on completion of parking inventory which is in progress. (Recommendation #1(a)).</p> <p>As part of the transition of the Operations Division staff will be transferred to the Regional Offices on March 31, at which point vacancies in the parking team will be filled, and there will be capacity to address the recommendations.</p>	<p>Revised from Q2-2021</p> <p>Revised from Q4-2020</p> <p>Revised from Q2-2018</p>	

Recommendation:	Status Update:	Target Date:	Staff:
<p>3. Management support the PEO enforcement process by (i) replacing the current barcode reader program/process with a simpler, more viable option and (ii) ensuring the PEOs can access up-to-date parking data and information from the field.</p>	<p>Work to replace the current Barcode Parking Permit with a more cost efficient Permit type is ongoing. Yardi / Voyageur is in process of developing a solution to simplify the ability of PEO's to access up to date Parking data.</p> <p>Work to replace the current Barcode Parking Permit with a more cost efficient Permit type is ongoing. Yardi / Voyageur to be leveraged to simplify the ability of PEO's to access up to date Parking data.</p>	<p>Q4-2021</p> <p>Revised from Q2-2021</p> <p>Revised from Q4-2020</p> <p>Revised from Q1-2019</p>	<p>William Anderson</p>



Attachment 2
Toronto Community Housing Corporation Internal Audit Department
Internal Audit Recommendations – Not Started as at
June 30, 2021

Report: Tenant Parking Charges Monitoring
Presented to BIFAC on: April 12, 2018

Recommendation:	Status Update:	Target Date:	Staff:
2. Management perform a periodic analysis of a sample of tenant parking data to billing information for both DM and CM buildings, as a detective control to ensure tenants are paying for parking.	Process to be built into a refresh of the Parking Program and Yardi/Voyageur will be leveraged to run standardized reports.	Q4-2021 Revised from Q2-2021 Revised from Q4-2020 Revised from Q2-2018	William Anderson
4. Management develop a risk-based method of parking enforcement assignments in order to make the best use of limited resources.	In 2021 The administration of The Parking Program has transitioned to the CSU. CSU to leverage parking data to inform effective enforcement strategies.	Q4-2021 Revised from Q2-2021 Revised from Q4-2020 Revised from Q3-2018	William Anderson
5. Management review the functionality of all processes and systems used to record	This will require investments in handheld and other	Q4-2021	William Anderson

Recommendation:	Status Update:	Target Date:	Staff:
<p>parking permits and offence data and, where feasible (i) increase the automation of the data capture and (ii) identify fewer systems to replace the current legacy systems.</p>	<p>parking enforcement related technology.</p>	<p>Revised from Q2-2021</p> <p>Revised from Q4-2020</p> <p>Revised from Q1-2019</p>	
<p>6. Management determine the feasibility, including the cost/benefit, of increasing the use of a third-party service provider to administer all or part of the TCHC Parking Program, including enforcement.</p>	<p>Staff recommendation is to consider eliminating the reliance on 3rd party providers to manage this program. Consideration should be given examining the feasibility of bringing this work In-House in an effort to reduce Overhead and provide real time information that can be leveraged to inform effective enforcement strategies.</p> <p>Delayed due to restructuring and COVID-19</p>	<p>Q4-2021</p> <p>Revised from Q2-2021</p> <p>Revised from Q4-2020</p> <p>Revised from Q1-2019</p>	<p>William Anderson</p>



2021 Internal Audit Work Plan Revisions

Item 2F

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-74

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

From: Manager, Internal Audit

Date: August 13, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval of revisions to 2021 Internal Audit Work Plan (the "2021 Work Plan"), as presented in Attachment 1 to this report.

RECOMMENDATION:

It is recommended that the BIFAC approve the revisions to Internal Audit's 2021 Work Plan, as presented in Attachment 1.

REASONS FOR RECOMMENDATION:

Background

Each year, BIFAC approves Internal Audit's annual work plan as per section *F Internal Audit, Accounting Systems and Internal Controls* of the BIFAC Charter, which describes one of the BIFAC responsibilities as: "Reviewing and approving the Internal Audit work plans..."

The 2021 Internal Audit Work Plan was approved by the BIFAC on February 5, 2021 and any subsequent edits require BIFAC approval.

2021 Internal Audit Work Plan Revisions

The recommended revisions to the 2021 Work Plan are set out in Attachment 1 to this report.

There are two tables, as follows:

- 1) **Table 1 – Audits deleted from 2021 work plan:** Engagements that management requested to delete from the 2021 Work Plan; and
- 2) **Table 2 – Audits added to 2021 work plan:** New engagements added to the 2021 Work Plan.

Resource Requirements

We believe we have the resources available to complete and/or substantially complete all engagements in the 2021 Work Plan as presented in this document.

IMPLICATIONS AND RISKS:

Internal Audit will provide BIFAC with quarterly updates on the status of all Internal Audit engagements.

SIGNATURE:

“Karim Jessani”

Karim Jessani
Manager, Internal Audit

ATTACHMENT:

1. 2021 Internal Audit Work Plan Revision

STAFF CONTACTS:

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

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

2021 Internal Audit Work Plan Revision

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Time Est. (Hours)	Estimated Start	Comments
Table 1 - Audits deleted from 2021 work plan							
Business Continuity & Disaster Recovery Plan Review	A review of TCHC Business Continuity & Disaster Recovery plan.	- 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	363	Q-2	Management informed us that TCHC currently does not have a corporate Business Continuity Plan (BCP). Management will be developing a proposed corporate BCP framework to be presented to ELT this year. It will be more beneficial if this audit is conducted once the plan is implemented.
Budgeting & Monitoring Process Review	A review of financial planning, budgeting and monitoring process.	- Inadequate policies and procedures to manage the budgeting process. - Inadequate or ineffective monitoring of the approved budget.	4- Operational Processes 8- Records Management	Finance	363	Q-2	Management informed us that, from 2022, Yardi will be used for budgeting and monitoring purposes. It will be more beneficial if this audit is conducted after the staff is familiar with the new system.

Table 2 - Audits Added to 2021 work plan							
CSU Operations Review	An operational review of the effectiveness and efficiency of CSU core operations.	- Inadequate policies and procedures. - Non-compliance with policies & procedures and applicable legislation. - Inefficient use of available resources.	4- Operational Processes 5- Physical Safety 16- Health & Safety 20- Non-compliance with Legislations & Regulations	CSU	363	Q-3	To replace the deleted audits in Table 1 above, we selected this audit from Internal Audit Rolling Plan, approved by BIFAC on Feb. 05, 2021.

Audit Engagement	Description	Potential Risk	Alignment with ERM Priority Risks	Division	Time Est. (Hours)	Estimated Start	Comments
Learning & Organizational Development Operational Review	An operational review of learning & organizational development function including Performance Management Program (PMP).	<ul style="list-style-type: none"> - Inadequate identification/management of staff training needs. - Ineffective PMP process. - Sub-optimal value for money invested in organizational training. 	<ul style="list-style-type: none"> 13-Organizational Resiliency 14- HR Process 	HR	363	Q-4	To replace the deleted audits in Table 1 above, we selected this audit from Internal Audit Rolling Plan, approved by BIFAC on Feb. 05, 2021.



Q1 2021 HoMES Project Update

Item 2G

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-75

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

From: Vice President, Information Technology Services

Date: August 9, 2021

PURPOSE:

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

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

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

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

STATUS:

This report covers the period of April 1 to June 30, 2021

The completion date to implement the remaining components of the HoMES Yardi solution is currently scheduled for October 2021. The HoMES Project Management Office ("PMO") is reviewing the impact to staff

for the final phase of the project to determine the appropriate training and rollout schedule.

The HoMES project budget remains with the board approved amount.

PROGRESS UPDATE:

Track 2A (Residential Tenancy Management):

Track 2A, the core tenancy management solution, went live on June 28, 2021. As of the date of this report, Track 2A has been live for six weeks and TCHC has successfully run two months of full residential rent billing in the new solution (July and August).

The HoMES project has been providing dedicated support to all new users. Common support themes in first few weeks were:

- “How do I...”
- Access
- Data conversion questions/clean up
- Letter and report formatting

Refresher training has been scheduled for August for staff requiring additional support.

There will be no further reporting on Track 2A.

Track 2B (Demand Maintenance and Call Centre):

The HoMES project continues to move forward towards completion of the final phase of the rollout while also reviewing the impact to staff in this final phase.

Activities completed in Q2 include:

- Advanced the Maintenance and Customer Relationship Management (“CRM”) solution second test cycle, which was conducted in June;
- The PMO and Yardi reviewed portions of the solution that are not streamlined and intuitive enough for building staff. Yardi Product Development teams proposed enhancements and reviews with the TCHC team were completed by July 27;

- The PMO evaluated options for a revised rollout schedule to reduce impact to staff. Recommendations will be brought to the Steering Committee in August;
- The Change Management Working Group worked with Subject Matter Experts to build a plan for user adoption for building staff impacted by Track 2B; and
- TCHC continued working with Yardi on solution development for Move Outs, Exclusive and Non-Exclusive Use of Space, Unit Turnover, Inspections, and Inventory.

Track 3 (Onboarding Contract Managed Providers):

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

Stage of Completion:

The HoMES project had been in progress for 26 months, with four months remaining in the original 30 month schedule. The percentage of project activities completed for each Track are shown in Table 1.

Table 1: Percentage of Project Activities Completed

Track	% of Project Activities Completed
Track 1A	100
Track 1B	100
Track 2A	100
Track 2B	56

The remaining components of the HoMES solution are currently scheduled to be implemented by October 2021. The HoMES project team, including key business members, are reviewing the impact to staff and the amount of training required for this final phase. The HoMES project is considering a revised rollout/training plan, which will help to reduce the impact to staff while still keeping the project within the approved budget of \$55.3M.

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 June 30, 2021

Total Spend as of June 30, 2021 (Amounts in \$000s)	
External Contracts	23,958
Internal Resources/Expenses	10,371
Total HoMES spend as of June 30, 2021	34,329

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 and is provided in Confidential Attachment 2.

IMPLICATIONS AND RISKS:

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

The HoMES project has identified one new high risk related to COVID-19 restrictions: offering remote training for the final phase of the implementation may hinder successful adoption of the new solution. Staff impacted by Track 2B are primarily building staff. The HoMES project team is developing a comprehensive training plan for Track 2B to move to in-person training.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

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

CONFIDENTIAL ATTACHMENTS:

Confidential Attachment 1: 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.

Confidential Attachment 2: HoMES Summary 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.



Q2 2021 Information Technology Services Divisional Update

Item 2H

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-76

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

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

Date: August 9, 2021

PURPOSE:

The purpose of this report is to provide the Building Investment, Finance and Audit Committee ("BIFAC") with the Q2 2021 Information Technology Services divisional update.

RECOMMENDATION:

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

SUMMARY:

This report covers the period of April 1 to June 30, 2021.

Q2 ACTIVITY SUMMARY:

An overview of the team's activities in the second quarter of 2021 are outlined in the following three categories:

1. 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 Q2 2021, the ITS team responded to and resolved 2,597 incidents. Approximately 43% of the incidents were issues under the category of Software and Applications. In Q2 2021, the ITS team also responded to and completed 3,576 requests.

2. 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.

Some accomplishments for Q2 include:

- Updates to applications to support changes to regional boundaries;
- Identifying and resolving security issues with Active Directory;
- Technology deployment for new Tenant Service Hubs launched in Q2;
- Completion of pilot for Jabber, a new instant messaging tool;
- Project planning for Data Centre move in August and September; and
- HoMES Yardi One Upgrade, which is the landing page that users can access all HoMES modules and environments such as training and testing environments.

3. Business-Led Initiatives: The ITS team supports the organization through the implementation or enhancement of technologies. In Q2, the ITS team focused on the following business initiatives:

- Deployment of a new mobile timesheet app to all staff;
- Final implementation phase of Paradox, a virtual recruitment personal assistant on torontohousing.ca;
- Upgrade of the TCHC Board of Directors' Portal; and
- Implementation of the 2021 Annual Unit Inspection application.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

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



Q2 2021 – PAC Awards and Revenue Contracts

Item 21

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-77

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

From: General Counsel and Corporate Secretary

Date: August 6, 2021

PURPOSE:

The purpose of this report is to notify the BIFAC of the Procurement Awards Committee (“PAC”) awards in Q2 2021 and revenue contracts between \$500,000 and \$5,000,000 entered into in Q2 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 Q2 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. TCHC has not entered into any revenue contracts between \$500,000 and \$5,000,000 in Q2 2021.

IMPLICATIONS AND RISKS:

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

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel and Corporate Secretary

ATTACHMENT:

1. Q2 2021 PAC Awards

STAFF CONTACT:

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

Attachment 1: Q2 2021 Procurement Awards Committee Awards

Item 21 - BIFAC:2021-77 - Attachment 1

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
Apr. 9, 2021	Change Order	n/a	n/a	\$145,532.50	Additional Architectural, Mechanical and Structural Design Services	Paul Johnston Architect	March 2021	91 Augusta Avenue	Facilities Management (FM)
Apr. 9, 2021	RFP 20272-PP	12	7	\$744,615.00	Building Envelope	Brook Restoration Ltd.	December 2021	52-82 Pelham Avenue	FM
Apr. 9, 2021	RFP 20312-PP	7	4	\$835,000.00	Interior and Exterior Accessibility Common Area Upgrades	Aplus General Contractors Corporation	May 2022	17 Brimley Road	FM
Apr. 9, 2021	RFQ 21028-PP	7	7	\$601,001.00	Phase 1 Roof Replacement	Nortex Roofing Ltd.	June 2021	200-374 Mills Boulevard	FM
Apr. 9, 2021	RFQ 21031-PP	6	6	\$559,666.00	Roof Replacement	Rooftops & Sheetmetal Corporation	July 2021	121 Humber Boulevard	FM
Apr. 9, 2021	RFQ 21009-PP	7	7	\$2,076,425.00	Construction Services for New Tenant Service Hubs	Cypruss Contracting Inc.	December 2021	<ul style="list-style-type: none"> • 10 Humberline Drive • 61 Pelham Park Gardens • 245 Dunn 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
								<ul style="list-style-type: none"> 4020 Dundas Street West 	
Apr. 29, 2021	City of Toronto Joint RFP #3409-19-0079	8	4	\$1,076,892.56	Multi-Function Printers and Managed Print Services	HP Canada Co.	June 2026	n/a	Information Technology Services (ITS)
Apr. 29, 2021	RFQ 21022-PP	7	7	\$525,237.19	Make Up Air Unit Replacement & Exhaust Fan Inspections	Ambient Mechanical Ltd.	September 2021	55 & 77 Rankin Crescent	FM
Apr. 29, 2021	RFQ 21031-PP	6	6	\$611,942.00	Roof Replacement	Trinity Roofing Ltd.	July 2021	50, 60 & 70 John Garland Boulevard	FM
Apr. 29, 2021	RFP 20316-PP	14	2	\$579,000.00	Common Area Accessibility Upgrades	Joe Pace & Sons Contracting Inc.	August 2022	140 Adanac Drive	FM
May 13, 2021	Change Order	n/a	n/a	\$1,535,278.65	Replacement of Packaged Terminal Air Conditioners (PTAC) Units	Gordon R. Williams Corp.	December 2021	Various Locations	FM
May 13, 2021	RFQ 21058-PP	7	7	\$596,502.60	Roof Replacement	Eileen Roofing Inc.	October 2021	<ul style="list-style-type: none"> 20 St. Dennis Drive, Units 31-37 	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
								<ul style="list-style-type: none"> 58 Grenoble Drive, Units 23-30, 31-34, 40-50, 58-64 	
May 13, 2021	RFQ 21046	6	5	\$534,450.00	Elevator Maintenance & Modernization	965046 Ontario Inc. o/a Quality Allied Elevator	June 2026	12 Thorncliffe Park Drive	FM
May 13, 2021	RFQ 21046	6	5	\$531,159.00	Elevator Maintenance & Modernization	TK Elevator (Canada) Limited	June 2026	30 Gordonridge Place	FM
May 13, 2021	RFQ 21046	6	5	\$731,246.00	Elevator Maintenance & Modernization	TK Elevator (Canada) Limited	June 2026	100 High Park Avenue	FM
May 27, 2021	RFP 20318	8	3	\$1,107,262.54	CCTV Upgrades	EllisDon Energy & Digital Services Inc.	November 2021	20, 30 & 40 Falstaff Avenue	FM
May 27, 2021	RFP 21027-PP	7	3	\$1,284,532.00	Mechanical Retrofit	Active Mechanical (1246175 Ontario Ltd.)	November 2021	3101 Weston Road	FM
May 27, 2021	RFP 21056	2	2	\$699,000.00	Change Data Capture Framework for HoMES Consulting Services	Adastra Corporation	November 2021	n/a	ITS
Jun. 10, 2021	RFP 20027	6	2	\$881,761.61	Supply of Community Safety Unit Uniforms	The Uniform Group	July 2024	n/a	Community Safety Unit (CSU)

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
Jun. 10, 2021	Change Order	n/a	n/a	\$991,409.70	Building and Site Renewal Design Services	CS&P Architects Inc.	December 2027	1-153 & 2-154 Swansea Mews	FM
Jun. 10, 2021	RFQ 21087	4	3	\$1,411,643.00	Elevator Maintenance and Parts Replacement	TK Elevator (Canada) Limited	June 2026	29 TCHC Buildings	FM
Jun. 10, 2021	RFQ 21087	4	3	\$713,483.00	Elevator Maintenance and Parts Replacement	TK Elevator (Canada) Limited	June 2026	9 TCHC Buildings	FM
Jun. 24, 2021	RFP 21060-PP	9	3	\$1,258,868.00	Mechanical Retrofit	Bird Mechanical Ltd.	March 2022	250 Davenport Road	FM
Jun. 24, 2021	RFQ 21095-PP	5	5	\$576,462.30	Landscape Revitalization & Drainage Improvements	Joe Pace & Sons Contracting Inc.	December 2021	3190 Kingston Road	FM
Jun. 24, 2021	RFQ 21049-PP	5	5	\$693,298.00	Radiator Valve & Building Automation System Replacement	LCD Mechanical Inc.	December 2021	341 Bloor Street West	FM
Jun. 24, 2021	RFP 20279	15	7	\$792,500.00	Façade & Site Redesign	LGA Architectural Partners	February 2022	300 Dufferin 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
Jun. 24, 2021	RFQ 20266-PP	8	8	\$1,199,575.00	Parking Garage Repairs	Trinity Services Ltd.	2023	900, 910 & 930 Queen's Plate Drive	FM
Jun. 24, 2021	RFQ 21105-PP	9	9	\$591,446.00	Construction Services for a New Tenant Service Hub	Martinway Contracting Ltd.	December 2021	47 Lower Jarvis Street	FM
Jun. 24, 2021	RFQ 21105-PP	8	8	\$606,289.00	Construction Services for a New Tenant Service Hub	Martinway Contracting Ltd.	December 2021	90 Parma Court	FM
Q2 Total PAC Committee Awards Approved:				\$24,491,477.60	29 awards				

Item 21 - BIFAC:2021-77 - 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.

[FAC/May%2018%202021%20BIFAC/Item%20G%20-%20Q1%202021%20-%20Tenants%20First%20Update%20FINAL.pdf](#)

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. TCHC is working closely with the Transitional Lead for the Toronto Seniors Housing Corporation (“TSHC”) to ensure that all transition efforts are coordinated and that TCHC is providing all requested and required support to the TSHC.

UPDATES:

Incorporation of TSHC

With adoption of EX23.4, “Implementing Tenants First: Creating a Seniors Housing Corporation” by City Council on May 5, 2021, Council directed City staff to take all necessary steps to incorporate the TSHC.

The TSHC was incorporated in late June and the TSHC Board of Directors held the Corporation’s first Board meeting on June 30, 2021, where the selection of the Transitional Lead was finalized. Michael Sherar began his role as Transitional Lead and Chief Corporate Officer for the TSHC on July 19, 2021. The Board approved their preliminary work plan and passed a resolution establishing the authority for the TSHC Board to select the executive search firm to support the recruitment of a permanent CEO (see Attachment 1 for the TSHC Public Board meeting package).

Shared Services Consultant

In July 2021, City staff, in collaboration with TCHC and TSHC, released an RFP for the selection of a consultant to provide advice and recommendations on the Shared Services Agreement between TCHC and TSHC. Staff from the City, TCHC and TSHC will sit on the RFP review panel and the consultant is expected to begin their work in September.

The consultants will be providing advice on the following:

- What areas of TCHC’s service delivery are currently provided to the SHU, and to what extent are they are provided?

- What areas of service delivery could be provided by TCHC to the TSHC, and why?
- What services should be developed and delivered by the TSHC itself?
- What services should be procured and delivered by a third party?

TCHC staff have been working since May to pull together baseline information about current service delivery standards and metrics to share with the consultant when they begin their work.

The consultant's final report is expected in February 2022.

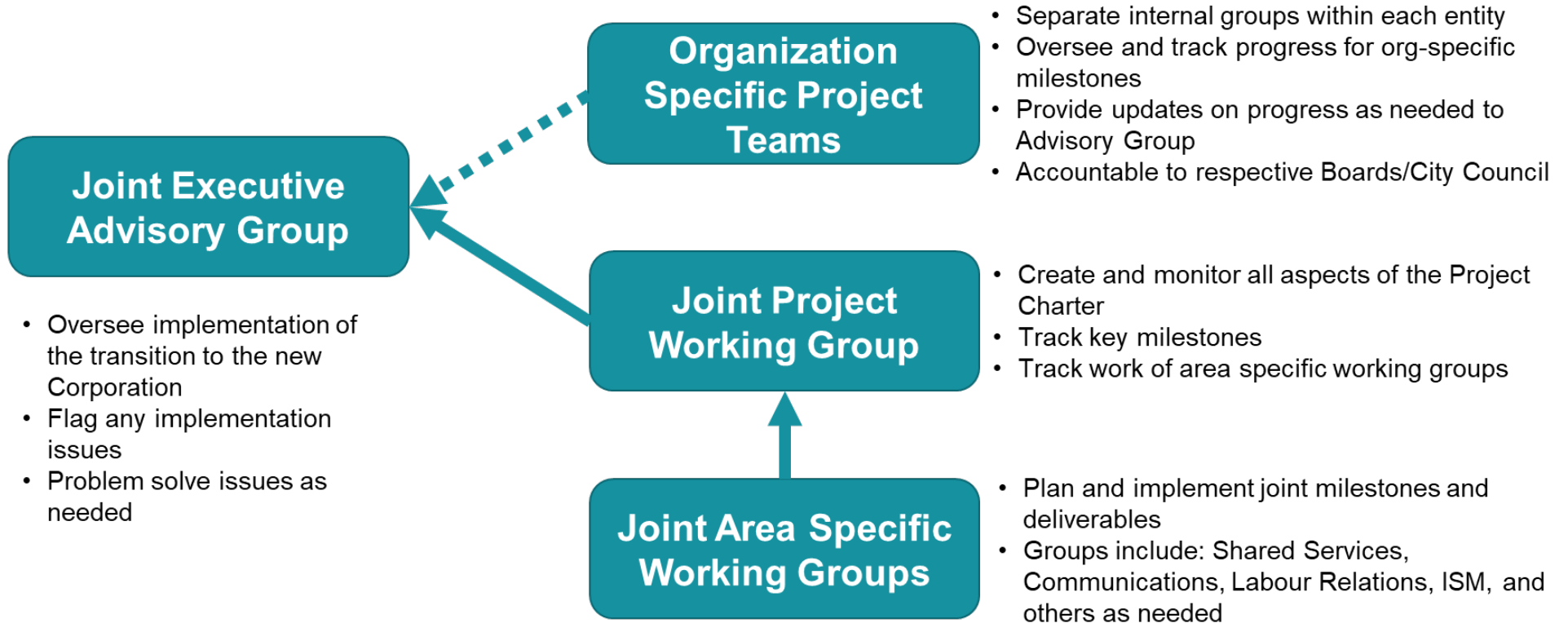
Joint Project Governance Structure

Given the complexity of this project, which is happening across three different organizations, the City identified the need for a joint project governance structure. This structure is meant to support joint project work, and to ensure that staff from both corporations can benefit from advice and support from an executive advisory group made up of the City Manager and the CEOs of TCHC and TSHC. This structure also ensures that TCHC and TSHC are able to engage in negotiations between themselves, and that each individual corporation's project team is accountable to their respective executive teams and Boards.

Progress on major milestones continues to be on track, with a target date for the transfer of the operational responsibility for the 83 Seniors-designated buildings to TSHC in mid-2022

The project governance structure is outlined below:

Joint Project Governance Structure



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, 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, and subsequent implementation across the remaining buildings in the Seniors Housing portfolio is scheduled to take place later in 2021 and 2022.

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 SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM.

Moving forward, ISM Phases 2 and 3 will be implemented across three additional regions of the City, for a total of four regions, which represents an adjustment from the original five region-model. The transition to the ISM in all four regions is expected to be completed in June 2022.

Updated Shareholder Direction for TCHC

City Council adopted the updated Shareholder Direction on July 14, 2021 (Report EX25.12). The updated Shareholder Direction (Attachment 2) better reflects TCHC's current work and was completed in close collaboration with the Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office.

Scattered Properties Request for Proposals (“RFP”)

The successful proponents, Circle Community Land Trust and Neighbourhood Land Trust, were announced on June 25, 2021 in a [joint press release](#) by the City and TCHC following the execution of the Agreement of Purchase and Sale. TCHC notified tenants of the process a week prior to the press release and attended Tenant Information Sessions hosted by the City's Tenants First Team in early July.

TCHC has entered the 180 day due diligence period with both proponents and as part of that process, expects unit inspections to be begin in August. Per the Agreement of Purchase and Sale, tenants will be notified five days

prior to inspections taking place and COVID-19 health and safety protocols will be followed.

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

SIGNATURE:

“Paula Knight”

Paula Knight
Vice President, Strategic Planning and Communications

ATTACHMENTS:

1. TSHC Board of Directors Package for June 30 2021 Meeting
2. Shareholder Direction - TCHC – July 2021

STAFF CONTACTS:

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

Jill Bada, General Manager, Seniors Housing Unit
416-981-4548
Jill.Bada@torontohousing.ca

Attachment 1

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: June 30, 2021

Time: 8:30AM-10:45AM

Location: WebEx

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Supporting Documents (Attached Separately)

- Item 4 Attachment 1** – Toronto Seniors Housing Corporation Articles of Incorporation
- Item 5 Attachment 1** – Toronto Seniors Housing Corporation Standard Form of Share Certificate
- Item 6 Attachment 1** – By-Law No.1
- Item 14 Attachment 1** – Letter from Deputy City Manager, Community and Social Services

TORONTO SENIORS HOUSING CORPORATION BOARD OF DIRECTORS MEETING AGENDA

Date: June 30, 2021
Time: 8:30AM-10:45AM
Location: WebEx

Item	Time	Description	Action	Pre-Read	Presenter
1	8:30	Chair's Remarks	Information	Verbal report	Chair
2	8:35	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3	8:38	Conflict of Interest (Presentation & Chair's Poll)	Declaration	Agenda	City Legal Chair
4	8:42	Filed Articles of Incorporation	Approval	Articles of Incorporation	City Legal
5	8:46	Approval of Share Certificate and Issuance of Shares	Approval	Share Certificate	City Legal
6	8:48	Adoption of General By-law No. 1	Approval	By-Law No.1	City Legal
7	9:00	Motion to move into closed session	Approval		Chair
8	9:02	Approval of closed meeting agenda	Approval	Closed Meeting Agenda	Chair
9	9:04	Chair's Poll re: Conflict of Interest for Closed Session	Declaration	Closed Meeting Agenda	Chair
10	9:06	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Discussion		Deputy City Manager, Community & Social Services
11	9:28	Motion to move into public session	Approval		Chair
12	9:30	Motion to approve in camera decision	Approval		Chair
13	9:35	Process to Select Vice-Chair	Approval	NA	Chair
14	9:45	Receive Financial Letter from Deputy City Manager	Information	Letter from Deputy City	City Staff

				Manager, Community and Social Services	
15	10:00	Approval of Board of Directors Preliminary Work Plan	Approval	NA	City Staff
16	10:45	Adjournment			Chair

Toronto Seniors Housing Corporation Filed Articles of Incorporation

Item 4

June 30, 2021

Board of Directors

Report: BD: 2021-01

To: Board of Directors

From: Reema Patel, Solicitor, City of Toronto Legal Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is to inform the Board of the filing of Articles of Incorporation for the Toronto Seniors Housing Corporation.

RECOMMENDATION:

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that the Directors receive the report on the incorporation of the Toronto Seniors Housing Corporation and direct that the certified Articles of Incorporation be inserted into the Corporation's minute book.

REASONS FOR RECOMMENDATION:

The City Solicitor filed Articles of Incorporation in a form acceptable to the Ministry of Government and Consumer Services on June 23, 2021 after which the Toronto Seniors Housing Corporation came into being as a distinct legal entity.

SIGNATURE:

Reema Patel, Solicitor
City of Toronto Legal Services

Attachment 1: Toronto Seniors Housing Corporation Articles of Incorporation

Toronto Seniors Housing Corporation

Approval of Share Certificate and Issuance of Shares

Item 5

June 30, 2021

Board of Directors

Report: BD: 2021-02

To: Board of Directors

From: Michael Smith, Solicitor, City of Toronto Legal Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is seek approval on the form of share certificate of the Corporation; and to approve the issuance of 100 common shares in the Corporation to the City of Toronto.

RECOMMENDATIONS:

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that:

- a) the form of share certificate, a specimen of which is attached hereto as Schedule A, is hereby approved and adopted as the form of certificate to evidence common shares of the Corporation;
- b) any two directors or officers of the Corporation may sign all share certificates on behalf of the Corporation;
- c) the subscription of the City of Toronto (the "Subscriber") for one hundred (100) common shares in the capital of the Corporation is hereby accepted;
- d) the Directors hereby fix the sum of \$1 as the aggregate consideration for the Shares, respecting the issuance of the Shares to the Subscriber, and

hereby add such consideration to the stated capital account in respect of the Shares.

REASONS FOR RECOMMENDATION:

On May 5, 2021, City Council adopted EX23.4, "Implementing Tenants First: Creating a Seniors Housing Corporation", in which it approved the shareholder direction to the Toronto Seniors Housing Corporation appointing the City as the corporation's sole shareholder. The Articles of Incorporation also state that "no share or beneficial interest in any shares shall be allotted, issued or transferred to or owned by, any person other than the City of Toronto."

Directors can decide to issue shares by majority vote. Once a share has been issued, the shareholder is entitled to a share certificate which states the Corporation's name as set out in the Articles of Incorporation, the name of the Shareholder, and the number and class of shares it represents. The share certificate does not carry any monetary value and no value appears on the certificate.

SIGNATURE:

Michael Smith
Solicitor, City of Toronto Legal Services

Attachment 1: Toronto Seniors Housing Corporation Standard Form of Share Certificate

Toronto Seniors Housing Corporation

Adopt General By-Law 1-2021

Item 6

June 30, 2021

Board of Directors

Report: **BD: 2021-03**

To: Board of Directors

From: Michael Smith, Solicitor, City of Toronto Legal Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is to present a general by-law for the Board's consideration and approval in order to govern the internal operations of the Corporation.

RECOMMENDATIONS:

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that:

- a) By-Law No.1 in the form which has been presented to the Directors, is hereby enacted as a By-Law of the Corporation.
- b) The Chair is hereby authorized and directed to sign the said By-Law as so enacted as evidence of the foregoing and to insert the same into the front portion of the minute book of the Corporation.

RATIONALE FOR RECOMMENDATIONS

Under sections 116(1) and 117(1)(a) of the Ontario *Business Corporations Act* ("OBCA"), the Directors may make by-laws that regulate the business

or affairs of a corporation. A general by-law supports the efficient and effective management of the Corporation.

City staff have developed By-Law No.1 for the approval of the Board. The content of By-Law No.1 is based on general by-laws of other City corporations, and incorporates elements of the TSHC Shareholder Direction, as well as provisions from relevant legislation.

By-Law No.1 may be amended by the Board at any time. Under Section 116(2) of the OBCA, the Board is required to submit any by-law approved by the Board for confirmation at the next meeting of the Shareholder.

SIGNATURE:

Michael Smith
Solicitor, City of Toronto Legal Services

Attachment 1: By-Law No.1

Toronto Seniors Housing Corporation Process to Select Vice-Chair

Item 13

June 30, 2021

Board of Directors

Report: BD: 2021-05

To: Board of Directors

From: Maureen Quigley, Board Chair

Date: June 30, 2021

PURPOSE

The Purpose of this report is to recommend and approve a process to select a Vice-Chair for the Board of Directors.

RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors adopt the Vice-Chair Selection Process as described in this report from the Chair.

RATIONALE FOR RECOMMENDATION

Clause 6.5.2 of the Shareholder Direction provides that “The Board shall elect a Vice-Chair from amongst its members who shall act as Chair in the absence of the Chair.”

In our recent orientation presentation, the role of the Board Chair was defined as:

- Objective chairing of meetings and keeping the public informed of the status of the business;
- Representing the Board to the general public, media, stakeholders and Council;

- Support Board capacity and participation of Board members;
- Specific roles set out in the Board's procedures by-law regarding conduct of meetings.

The Role of the Vice-Chair was defined as:

- Assumes the duties of the Chair when delegated, or when the Chair is unable to assume their duties.

The City of Toronto does not have any specific requirements for the process by which a City Corporation Board selects the Vice-Chair. Pending information that I have requested on whether there are any common elements in the process for selection of Vice-Chair among the City of Toronto Corporations, I am recommending the following approach.

Proposed Approach:

To facilitate the election of the Vice-Chair at the September 2021 Board meeting, the following process is recommended for approval by the Board:

- The Board Chair will canvass all Directors for expressions of interest to be elected as Vice-Chair;
- The Board Chair will establish an Ad Hoc Nominating Panel comprising the Board Chair, one Councillor and one Public member who has not expressed interest to be elected as Vice-Chair;
- The Ad Hoc Nominating Panel will meet with the candidates and recommend a nominee for approval by the Board.

SIGNATURE:

Maureen Quigley
Board Chair

Toronto Seniors Housing Corporation Financial Letter from Deputy City Manager

Item 14
June 30, 2021
Board of Directors

Report: BD: 2021-06

To: Board of Directors

From: Giuliana Carbone, Deputy City Manager, Community and Social Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is to inform the Board of how the Toronto Seniors Housing Corporation's City-allocated budget will be administered in 2021.

RECOMMENDATIONS:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors receive the report and attachments from the Deputy City Manager, Community and Social Services, for information.

SIGNATURE:

Giuliana Carbone, Deputy City Manager, Community and Social Services

Attachment 1: Letter from Deputy City Manager, Community and Social Services

Toronto Seniors Housing Corporation Board of Directors Preliminary Work Plan

Item 15

June 30, 2021

Board of Directors

Report: BD: 2021-07

To: Board of Directors

From: Jenn St. Louis, Manager, Tenants First, City of Toronto

Date: June 30, 2021

PURPOSE

The purpose of this report is to recommend elements of work that will be undertaken by City staff, the Transitional Lead and Chief Operating Officer and the Board in advance of the September 28, 2021, Board meeting.

RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors adopt the preliminary Work Plan as described in the report and that the Board Chair work with the Transitional Lead and Chief Operating Officer and City staff to amend as necessary and implement the preliminary Work Plan.

RATIONALE FOR RECOMMENDATION

The work plan below presents a timeline and method for dealing with key board start-up items. City staff have prepared the work plan and it will be reviewed by the Transitional Lead and Chief Operating Officer once hired, who may decide to amend it.

TSHC – Preliminary Work Plan

Toronto Seniors Housing Corporation Preliminary Work Plan		
Item	Interim Steps	Method for Approval
Appoint Officers (in Camera)	<ul style="list-style-type: none"> - Appoint Vice-Chair - Determine next steps with Transitional Lead and Chief Operating Officer for hiring of personnel 	Approval at September 28, 2021 Board meeting
Appoint Auditor	<ul style="list-style-type: none"> - City staff solicit proposals from auditors - Negotiate engagement - Execute agreement 	Written resolution, circulated by email
Banking Arrangements	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer work with City staff to solicit proposals from banks 	Approval at September 28, 2021 Board meeting
Selection of Executive Search firm	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer to engage an executive search to hire a Chief Executive Officer and other Officers as needed 	Written resolution, circulated by email
Directors and Officers Insurance	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer work with City staff to engage insurance broker and solicit quotations 	Written resolution, circulated by email
Retain Legal Counsel for Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer to engage in retaining independent legal counsel or hiring general counsel for the Corporation 	Written resolution, circulated by email

SIGNATURE:

Jenn St. Louis, Manager, Tenants First, City of Toronto

SHAREHOLDER DIRECTION

CITY OF TORONTO

TO

TORONTO COMMUNITY HOUSING CORPORATION

June 2021

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1. INTERPRETATION

1.1 Definitions

In this *Shareholder Direction* the following terms will have the meanings set out below:

"*Auditor*" means the auditor of *TCH*;

"*Auditor General*" means the Auditor General of the *City* or any *Person* appointed to act in the place of that individual or their delegate;

"*Board*" means the Board of *Directors* of *TCH*;

"*CEO*" means President and Chief Executive Officer, the most senior employee and officer of *TCH*;

"*Chair*" means a *Director* of the *TCH Board* appointed as *Chair* of the *Board* from time to time;

"*City*" means the City of Toronto;

"*City CFO & Treasurer*" means the Chief Financial Officer and Treasurer of the City of Toronto or any *Person* appointed to act in the place of that individual or their delegate;

"*City Manager*" means City Manager of the City of Toronto or any *Person* appointed to act in the place of that individual or their delegate;

"*Council*" means the Council of the City of Toronto;

"*Develop*" or "*development*" means to develop, redevelop or revitalize existing buildings and property for housing and related purposes consistent with *TCH's* mandate. Includes construction of new buildings and infill opportunities, on property with existing structures or vacant land;

"*Directed by Council*" means a direction from *City Council*, acting on behalf of the City of Toronto in its capacity as *Shareholder*, to the *Corporation*, which direction shall be in the form of a recommendation or resolution adopted by *City Council* which applies to *TCH* and/or any of its *Subsidiaries*;

"*Director*" means a member of the *Board* of *Directors* of *TCH*;

"*Duly appointed representatives of the Shareholder*" means the *City Manager*, *City CFO*, Deputy City Manager Community and Social Services, Deputy City Manager Infrastructure and Development Services, Deputy City Manager Corporate Services, the General Manager, Shelter, Support and Housing Administration, and the City Solicitor or their designates, or others as approved by *Council* from time to time;

"*Financial Management Expertise*" means possession of an accounting designation or an equivalent combination of skills and experience providing the ability to read and understand a set of financial statements that present the breadth and level of complexity of accounting issues that can reasonably be expected to be raised by *TCH's Financial Statements*;

"*Financial Statements*" means, for any particular period, audited or unaudited (as stipulated in this *Shareholder Direction*), consolidated or unconsolidated (as stipulated in this *Shareholder Direction*), comparative *Financial Statements* of *TCH* consisting of not less than a Statement of Financial Position,

a Statement of Operations and Accumulated Surplus, a Statement of Changes in Net Assets, a Statement of Cash Flows, a report or opinion of the *Auditor* (in the case of audited *Financial Statements*) and such other statements, reports, notes and information prepared in accordance with generally accepted accounting principles (consistently applied) and as are required in accordance with any applicable law or upon the request of *City* staff;

"*HSA*" means the *Housing Services Act, 2011* and regulations thereunder or successor legislation, as amended from time to time;

"*Joint Venture*" means an investment in any form of business enterprise with third parties, which investment is held for active operating business purposes and not as a passive or portfolio investment;

"*Local Housing Corporation*" means a local housing corporation as defined under the *Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1*, as it may be amended, replaced or re-enacted from time to time;

"*OBCA*" means the *Business Corporations Act R.S.O. 1990, c. B. 16* (Ontario), and the regulations thereunder, as the same may be amended, replaced or re-enacted from time to time;

"*Person*" means an individual, a natural person or a body corporate;

"*Program Administrator*" means the City of Toronto (as represented by its Shelter, Support and Housing Administration Division) when acting in its role as *Service Manager* or as the administrator of funding for any other housing program not subject to the *HSA* and any other regulatory authority or order of government having authority to establish housing program legislation and regulations;

"*Public Member*" means an individual who is a *Director* and who is not a member of *Council*;

"*Senior Executive*" means the *CEO* and the senior management team that reports directly to the *CEO*;

"*Service Manager*" means the City of Toronto when carrying out its roles and responsibilities as a *Service Manager* under the *HSA*;

"*Shareholder*" means the City of Toronto acting as the owner of *TCH*;

"*Shareholder Direction*" means this *Shareholder Direction* as it may be amended, revised, supplemented or superceded in writing from time to time;

"*Subsidiary*" or "*subsidiaries*" shall have the meaning ascribed thereto by the *OBCA*;

"*Subsidized rental housing*" means rental housing portfolio where *TCH* receives an operating subsidy, or the *Tenant* receives a rent subsidy;

"*Tenant Directors*" means *Public Members* of the *TCH Board* who are *Tenants*. There are 2 *Tenant Directors* on the *Board*;

"*Tenants*" means the tenants of *TCH*, as defined in the *Residential Tenancies Act, 2006* as amended from time to time;

"*TCH*" means Toronto Community Housing Corporation.

2. INTRODUCTION

2.1 City as TCH Shareholder

The City of Toronto is the sole Shareholder of TCH pursuant to Part IV of the HSA.

2.2 Purposes of this Shareholder Direction

The purposes of this Shareholder Direction are as follows:

- (a) to set out the accountability, responsibility and relationship between the Board and the Shareholder.
- (b) subject to the Board's authority to supervise the management of the business and affairs of TCH, to provide the Board with the Shareholder's operating principles regarding the business;
- (c) to recognize the Board's authority to supervise the management of the business and affairs of TCH in accordance with this Shareholder Direction or as Directed by Council;
- (d) to inform the Tenants, other residents of the City and the general public of the Shareholder's operating principles regarding TCH in Section 3.1;
- (e) to set out the City's expectations of and objectives for TCH;
- (f) to set out TCH's mandate in Section 4.1, scope of responsibilities and reporting requirements;
- (g) to set out certain rules of the Service Manager governing the operation of TCH authorized by subsection 27(1)(b) of the HSA;
- (h) to constitute in part a declaration by the City pursuant to subsection 108(3) of the OBCA with respect to certain powers of the Board; and
- (i) to describe the structure of the Board.

3. SHAREHOLDER PRINCIPLES

3.1 Operating Principles

3.1.1 TCH is integral to the well-being and the infrastructure of the City. TCH shall conduct its affairs in a manner consistent with the operating principles outlined below:

Governance:

- (a) through the Board, TCH will be responsible for determining and implementing the appropriate balance among the operating principles in this Section of the Shareholder Direction (Section 3.1), causing TCH to conduct its affairs in accordance with the same, and be accountable to the Shareholder for how this balance is achieved;
- (b) TCH will establish policies to mitigate financial risks to TCH and to the City as Shareholder and as Program Administrator while maintaining or enhancing service standards and levels of service;

- (c) *TCH* will work from a *Tenant*-centered perspective, recognizing the unique challenges experienced by *Tenants*;

Housing Portfolio Management:

- (d) Subject to the terms of this *Shareholder Direction*, *TCH* will be responsible for the management of its housing portfolio and making all policy and operational decisions;
- (e) *TCH* will maintain its assets in a state of good repair consistent with Council approved policy objectives and priorities and in accordance with law;
- (f) *TCH* will manage its housing portfolio consistent with *Council*-approved policy objectives and priorities, including the *City's* plans related to housing, homelessness, real estate or as *Directed by Council* and in compliance with all applicable law;
- (g) *TCH* will seek out methods to operate as efficiently as possible, while maintaining service levels and meeting requirements, including consideration of reviews of programs, services and processes and opportunities to share services with other providers;
- (h) *TCH* will ensure that the need for state of good repair investments in the *TCH* housing portfolio operated by Toronto Seniors Housing Corporation (TSHC) are assessed and made on the same priority basis as other comparable housing in *TCH's* housing portfolio;
- (i) *TCH* will consider the transfer of management responsibilities for appropriate buildings in its housing portfolio to self-managed cooperative housing, where appropriate and feasible;

Accountability:

- (j) *TCH* will be accountable for complying with the requirements of this *Shareholder Direction* to the *City as Shareholder*, including reporting requirements, and as required by the *City* from time to time;
- (k) *TCH* will ensure that its policies and business practices are consistent with *City* standards of public accountability, financial management and transparency for the effective and efficient use of public funds;
- (l) *TCH* will have due regard for the role of Members of *Council* in representing the interest of their constituents and the *City*, and will provide timely access to information concerning the activities of *TCH* respectively in the *City* and in their wards subject to confidentiality requirements;

Tenant Matters:

- (m) *TCH* will consult with *Tenants* through efficient and effective engagement mechanisms on issues and policies that will have an impact on service standards or the level of services, and communicate such policies and changes to policies to all *Tenants*;
- (n) *TCH* will provide *Tenants* with housing intended to respond to their housing needs and wherever feasible within communities where there is a diversity of incomes and a mix of rent geared-to-income and market rent paying *Tenants*; and

- (o) *TCH* will operate with an emphasis on providing responsive customer service, promoting *Tenant* satisfaction, maintaining successful tenancies and supporting *Tenant* access to information and services.

4. MANDATE OF TORONTO COMMUNITY HOUSING

4.1 Mandate of TCH

4.1.1 *TCH* is a Local Housing Corporation under the *HSA*. The core mandate of *TCH* is to provide *subsidized rental housing* in a state of good repair to low and moderate income households in Toronto.

4.1.2 In support of the core mandate in Section 4.1.1, and subject to the ongoing ability of *TCH* to comply with this *Shareholder Direction*, the funding arrangements established by any *Program Administrator* and the ability of the *Board* to demonstrate the same, *TCH*, directly or through *Subsidiaries*, *Joint Ventures*, partnerships or arrangements for the purchase of services, may engage in any of the following business activities, consistent with *TCH*'s Articles of Incorporation, the Operating Agreement, and the *HSA*, other applicable law and best practices:

- (a) own, operate or have an ownership interest in rental housing and provide related services;
- (b) assist Tenants in need of support to maintain their tenancies, through eviction prevention policies and programs, as well as referrals to external organizations for supports and services, as described in Section 9.1;
- (c) facilitate the development of the *TCH* housing portfolio, including *subsidized rental housing*, through the development of *TCH* lands and buildings, utilizing a process led by the *City* and CreateTO, as *Directed by Council*;
- (d) lease or operate commercial space and other commercial services in support of meeting business objectives;
- (e) manage an investment program for reserves and other funds, and borrow funds to meet long and short term requirements, subject to the provisions of Sections 7.3 and 7.4;
- (f) deliver program-related services on behalf of any *Program Administrator* as requested or required; and
- (g) undertake any additional activity consistent with *TCH*'s core mandate as described in Section 4.1.1 and additional *City* objectives and Council priorities, as *Directed by Council* from time to time, and subject to relevant provisions in Section 8.5.

4.2 Subsidiaries

4.2.1 *TCH*, may, from time to time, create one or more *Subsidiaries* to meet its Mandate. *TCH* will consult with the *City Manager* regarding the business purpose and financing of any proposed *subsidiary* prior to the creation of any *subsidiary*.

4.2.2 Subject to any matters requiring approval of the *Shareholder* pursuant to this *Shareholder*

Direction, the business and affairs of the *Subsidiaries* will be managed or supervised by their respective Boards of Directors.

- 4.2.3 *TCH* will appoint the Directors of the *Subsidiaries* from among the *Directors* and officers of *TCH* or establish and follow a process for the nomination and appointment of the Directors that is approved by the *Shareholder*.
- 4.2.4 Members of the *Board* or officers of *TCH* shall comprise a majority of the Board of Directors of any *Subsidiary*.
- 4.2.5 The Chair and Vice-Chair of the Board of Directors of any *Subsidiary* shall be a member of the *Board of TCH*.
- 4.2.6 When a *Subsidiary* is created, *TCH* will so inform the *Shareholder* at the earliest possible opportunity, and include information related to the purpose, governance structure, *Board* composition, operations, financing and such other information as may be requested by the *City Manager*.
- 4.2.7 Upon the creation of a *Subsidiary*, *TCH* shall establish a *Shareholder Direction* for that *Subsidiary* that applies the same business principles, policy requirements and standards of accountability and reporting, with appropriate modification as determined by *TCH*, to the *Subsidiary* as are applied to *TCH* by the *City* through this *Shareholder Direction*.
- 4.2.8 *TCH* will not permit a *Subsidiary* to incur or create any indebtedness or interest or issue any security which impairs the ability of *TCH* to comply with the provisions of Section 7.4.
- 4.2.9 *TCH* shall ensure that the Directors and officers of the *Subsidiaries* will strictly abide by the requirements of the *OBCA* and the *HSA*. *TCH* shall adopt and apply a policy regarding conflicts of interest, including requirements concerning disclosure and abstention from voting.
- 4.2.10 The Directors and officers of the *Subsidiaries* will ensure that no confidential information of the *Subsidiaries* is disclosed or otherwise made available to any *Person*, except to the extent that:
- (a) disclosure to the *Shareholder's* or the *Subsidiary's* employees or agents is necessary for the performance of any of their duties and obligations under this *Shareholder Direction*; or
 - (b) disclosure is required in the course of judicial proceedings or pursuant to law; or the confidential information becomes part of the public domain (other than through unauthorized disclosure by any party).
- 4.2.11 If a member of the Board of Directors of any *Subsidiary* ceases to be a Director for any reason, *TCH* will cause the vacancy to be filled by another *Director* or officer of *TCH* or other nominee in accordance with 4.2.3, as soon as reasonably possible.
- 4.2.12 When a *Subsidiary* is dissolved, *TCH* will so inform the *Shareholder* at the earliest possible opportunity, and include information such as final audited financial statements, report from the liquidator or equivalent, notice to the Province of Ontario, and other information as may be requested by the *City Manager*.

4.3 Joint Ventures

- 4.3.1 *TCH*, may from time to time, invest in one or more *Joint Ventures* to meet its goals. *TCH* will consult with the *City Manager* regarding the business purpose, financing, governance structure and reporting requirements of any proposed *Joint Venture* prior to its creation.
- 4.3.2 Each *Joint Venture* will provide *TCH* with such reporting as *TCH* considers appropriate but at a minimum includes the *Joint Venture's* annual *Financial Statements*, the achievement of financial and service targets or other performance indicators and such explanations, notes and information as is required to explain and account for any variances between actual results from operations and the targets set out in its annual business plan or budget.
- 4.3.3 When a *Joint Venture* is created, *TCH* will so inform the *City Manager* at the earliest possible opportunity, and include information related to the purpose, governance structure, *Board* composition, operations, financing and such other information as may be requested by the *City Manager*.
- 4.3.4 *TCH* will not invest in a *Joint Venture* that will undertake actions that *TCH* would otherwise be prohibited from doing by the terms of this *Shareholder Direction*.
- 4.3.5 *TCH* shall ensure that no *Joint Venture* shall incur or create any indebtedness or interest or issue any security which impairs the ability of *TCH* to comply with the provisions of Section 7.4.
- 4.3.6 If a member nominated by or representing the interests of *TCH* on any Board of Directors or other governing body of any *Joint Venture* ceases to be a member for any reason, *TCH* will cause the vacancy to be filled by another *Director* or officer of *TCH* or other nominee as soon as reasonably possible.

5. BOARD OF DIRECTORS

5.1 Board Responsibilities

Subject to any matters requiring approval of the *Shareholder* pursuant to this *Shareholder Direction*, the *Board* will supervise the management of the business and affairs of *TCH*, including the following specific matters:

- (a) establishing annual and long range strategies and plans consistent with the provisions of this *Shareholder Direction*, including the *TCH* Strategic Plan described in Section 10.1;
- (b) establishing policies and other directives consistent with this *Shareholder Direction*, Council directives or requests, the *HSA* and all applicable law, agreements, and best practices of corporate governance and financial and risk management;
- (c) establishing and maintaining appropriate reserves consistent with sound financial principles and the program regulations established by any *Program Administrator* from time to time;
- (d) selecting bankers and other financial institutions and establishing all banking authorities;
- (e) managing and directing all labour and employee relations matters;

- (f) establishing committees of the *Board* including those referred to in Section 6.9 of this *Shareholder Direction*, and delegating to the committees such authority as the *Board* determines is appropriate or as *Directed by Council*, provided that the delegation of that authority is permitted under the *OBCA*;
- (g) appointing the *CEO*, approving the terms of and compensation for their employment, establishing performance objectives for the *CEO*, monitoring the *CEO's* success in meeting those objectives, and holding the *CEO* accountable for meeting those objectives;
- (h) appointing the officers of *TCH*, other than the Chair who is appointed by the *Shareholder*;
- (i) approving and submitting required reporting to the *Shareholder*, including but not limited to requirements in Section 10 of this *Shareholder Direction*; and
- (j) ensuring that the *Board* has appropriate processes in place to ensure that information is reported to the *Board* in a timely manner to enable the *Board* to monitor implementation of its decisions and the performance of *TCH* staff.

5.2 Meetings

- 5.2.1 Meetings of the *Board* and its committees shall be open to the public, except where matters may be considered closed to the public for the reasons set out in Section 190 of the *City of Toronto Act, 2006*. Advance public notice of the agenda is required.
- 5.2.2 The *Board* shall pass a by-law that includes procedures for governing the calling, place and proceedings of meetings of the *Board* and its committees. The *Board* shall seek approval from Council for the by-law.

5.3 Conflict of Interest Policy

The *Directors* and officers of *TCH* will strictly abide by the requirements of the *OBCA* and the *HSA*. *TCH* shall adopt and apply a policy regarding conflicts of interest, including requirements concerning disclosure and abstention from voting.

5.4 Confidentiality

- 5.4.1 The *Shareholder* and the *Directors* and officers of *TCH* will ensure that no confidential and/or privileged information of the *Shareholder* or *TCH* is disclosed or otherwise made available to any *Person*, except to the extent that:
 - (a) disclosure to the *Shareholder's* or *TCH's* employees or agents is necessary for the performance of any of their duties and obligations under this *Shareholder Direction*;
 - (b) disclosure is required in the course of judicial proceedings or pursuant to law; or
 - (c) the confidential information becomes part of the public domain (other than through unauthorized disclosure by any party).
- 5.4.2 The *Duly Appointed Representatives* of the *Shareholder* shall, for the purposes set out in Section 5.4.1:

- (a) have unrestricted access to the data, books and records of *TCH* and the *Subsidiaries*, including confidential materials from meetings, closed to the public, during normal business hours; and
- (b) treat all information of *TCH* with the same level of care and confidentiality as any confidential and/or privileged information of the *Shareholder*, and shall be deemed to be subject to, and shall at all times comply with all law with respect to such information.

5.4.3 The *Chair* may, at their discretion, allow *Duly Appointed Representatives* of the *Shareholder*, other than the recording secretary or members of the *Board*, to attend the in camera portion of a meeting on a matters necessary for the performance of their duties and obligations.

5.5 Remuneration

The remuneration of the members of the *Board* for their services as *Directors* will be as authorized by *Council* from time to time. *TCH* will reimburse *Directors* for all reasonable expenses. The *Board* shall report annually to the *Shareholder* the total remuneration and expenses paid to each *Director* using the protocols established by the *City CFO & Treasurer*.

5.6 Removal of Directors

Board Directors are appointed to serve on the *Board* at pleasure of *Council*. A *Director* may be removed from the *Board* by the *Shareholder* in accordance with the *OBCA* for any reason as may be determined by the *Shareholder*. *TCH* shall advise the *Shareholder* immediately when there is cause for removal of a *Director*. The reasons for such removal may include, but are not restricted to:

- (a) breach of the *Director's* obligations under the *OBCA*;
- (b) conflict of interest that cannot be resolved in any other manner satisfactory to the *Board*;
- (c) engaging in activities that are deemed by the *Board* to have an adverse impact on their duties as a *Board* members;
- (d) ceasing to meet the eligibility requirements in Sections 6.2.1; and
- (e) failure to attend three or more consecutive meetings of the *Board* or its committees without approval of the *Board*.

6. BOARD STRUCTURE

6.1 Composition of the Board

The *Board* will be composed of 12 *Directors*, comprised of 9 *Public Members*, 2 of whom shall be *Tenants*, and 3 members of *Council*, one of whom shall be the Mayor or the Mayor's designate, as appointed by *Council*.

6.2 Eligibility and Qualifications of Directors

6.2.1 All *Directors* must meet the general eligibility requirements in the City's Public Appointments Policy for *Public Members*, any additional eligibility requirements for corporate board members under the *OBCA* and requirements in Section 6.1 and 6.7.

6.2.2 In naming *Directors* to the *Board*, the *Shareholder* will give due regard to terms of reference for the *TCH Board* to ensure that the *Board* collectively represents a range of relevant skills, knowledge and experience, including the following:

- (a) knowledge of the field of social housing;
- (b) housing advocacy or community development;
- (c) land development;
- (d) property management;
- (e) business management;
- (f) corporate governance;
- (g) organizational development;
- (h) labour relations;
- (i) business law; and
- (j) social services for *Tenants*.

6.2.2 At least one *Director* of the *Board* shall possess *Financial Management Expertise*.

6.3 Council Member Appointment Process

Council members will be nominated for appointment to the *Board* on the recommendation of the Striking Committee or through any other process approved by *Council* from time to time, and are appointed by *Council*.

6.4 Public Member Appointment Process

6.4.1 The appointment of *Public Members* to the *TCH Board* will follow the provisions of the *City's* Public Appointments Policy.

6.4.2 For the seven (7) *Public Members* at large, the Corporations Nominating Panel, or a Committee of *Council*, as determined by *Council* from time to time, will review applications, conduct interviews, and recommend nominees to *Council* for appointment to the *Board*.

6.4.3 For the two (2) *Public Members* who are current *Tenants* ("*Tenant Directors*"), *City* staff will review applications, conduct interviews, and recommend nominees, with input from *Tenants*, to the Corporations Nominating Panel, or a Committee of *Council*. The Corporations Nominating Panel, or such other Committee as *Council* may determine, will recommend nominees to *Council* for appointment to the *Board*.

6.5 Chair and Vice-Chair

Council will select the *Chair* of the *Board*. In the event the *Chair* resigns or otherwise vacates the position of *Chair* prior to the end of the term, the *Shareholder* may choose to appoint a new *Chair* to sit until the

end of the term, or ask the *Board* to elect a *Chair* from among the remaining *Directors*. The *Board* shall elect a Vice-Chair from amongst the other *Directors* who shall act as *Chair* in the absence of the *Chair*.

6.6 Vacancies

If a *Director's* position becomes vacant for any reason, *TCH* shall inform the *Shareholder* and the *Shareholder* will fill the vacancy as soon as reasonably possible.

6.7 Term

6.7.1 All *Directors* of the *Board* serve at the pleasure of the *Council* for a term as specified by the *Council* or until their successor is appointed. *Directors* may be reappointed to the *Board*.

6.7.2 The term for *Directors* appointed to the *Board* who are Members of *Council* shall be two years. Incumbent Councillor *Directors* may be reappointed as *Council* may determine.

6.7.3 The term for *Public Members* appointed to the *Board* shall be two years. *Directors* who are *Public Members* may serve a maximum of four two year terms.

6.7.4 *Directors* of the *Board* who are Members of *Council* cease to be *Directors* as soon as they cease to be Members of *Council*.

6.7.5 *Tenant Directors* appointed to the *Board* cease to be *Directors* as soon as they cease to be *Tenants*.

6.8 Committees of the Board

6.8.1 The *Board* is required to establish a committee of the *Board* that is responsible for, among other matters, *TCH's Financial Statements* and auditing compliance by *TCH* with this *Shareholder Direction* and the compliance of *TCH* staff with *Board* policies. One member of the Committee is required to have *Financial Management Expertise*.

6.8.2 The *Board* is required to establish a committee of the *Board* that is responsible for, among other matters, preparing a *Senior Executive* compensation policy as referred to in Section 12 of this *Shareholder Direction*. At least one member of this committee is required to be a *Director* who is a Member of *Council*.

6.8.3 The *Board* may establish other committees of the *Board* as the *Board* determines are appropriate, and may delegate to the committees such authority as the *Board* determines is appropriate, provided that the delegation of that authority is permitted under the *OBCA* and this *Shareholder Direction*.

7. SHAREHOLDER MATTERS

7.1 Decisions of the Shareholder

7.1.1 Subject to law, *TCH* shall and shall direct its *Subsidiaries* to conduct their affairs and govern their operations in accordance with such rules, policies and directives or objectives as *Directed by Council* from time to time.

7.1.2 Where *TCH* wishes to obtain an approval or decision from the *City*, *TCH* shall submit a written

request to the appropriate *City* liaison, in accordance with Section 7.2, for the approval or decision which includes all information necessary for the *City* to make an informed decision. *TCH* shall submit its request and supporting information in a timely manner that enables the *City* liaison to comply with deadlines for submission to Committees and *Council*. The *City Manager*, the *City CFO & Treasurer* or the General Manager Shelter, Support & Housing Administration, as appropriate, shall determine how a particular matter for which approval or decision has been requested will proceed.

7.2 Liaison

- 7.2.1 For matters requiring *Shareholder* approval or other action regarding governance matters set out in this *Shareholder Direction* and intergovernmental matters, the designated liaison is the *City Manager* or their representative.
- 7.2.2 *TCH* shall ensure that proposals regarding Provincial or Federal legislation, policies or programs are co-ordinated with the *City Manager's* Office and *TCH* shall follow such protocols as are established by that office from time to time.
- 7.2.3 For financial matters set out in this *Shareholder Direction*, the designated *City* liaison is the *City CFO & Treasurer*.
- 7.2.4 For matters concerning *TCH's* administration of programs within the scope of the *HSA* or pursuant to agreements between *TCH* and the *Service Manager*, the designated *City* liaison is the General Manager, Shelter, Support and Housing Administration Division.

7.3 Matters Requiring Shareholder Approval under the OBCA

- 7.3.1 In accordance with the provisions of the *OBCA* and without the approval of the *Shareholder*, *TCH* will not, and will not permit any *Subsidiary* to:
 - (a) apply to make changes to its Articles of Incorporation;
 - (b) amalgamate (except for an amalgamation with one or more *Subsidiaries*), apply to continue as a body corporate under the laws of another jurisdiction, merge, consolidate or effect a reorganization as defined in the *OBCA*, or approve or effect any plan of arrangement, in each case whether statutory or otherwise;
 - (c) take or institute proceedings for any winding up, arrangement, corporate governance or legal reorganization or dissolution;
 - (d) create new classes of shares or reorganize, consolidate, subdivide or otherwise change its outstanding securities;
 - (e) dispose of, by conveyance, transfer, lease, sale and leaseback, or other transaction, all or substantially all of its assets or undertaking, with the exception of entering into residential and commercial leases for the units and commercial spaces of *TCH*;
 - (f) change the *Auditor*;
 - (g) make any change to the number of *Directors* comprising the *Board*, or appoint *Directors*; and

- (h) enter into any transaction or take any action that requires *Shareholder* approval pursuant to the *OBCA*.

7.3.2 Subject to law, *TCH* may be requested or *Directed by Council* to undertake any action in Section 7.3.1.

7.4 Other Matters Requiring Shareholder Approval

7.4.1 Without the approval of the *Shareholder*, *TCH* shall not, and shall ensure that the *Subsidiaries* do not,

- (a) create any additional indebtedness that would require additional payment in the form of subsidies from any *Program Administrator*, not including the impact of increased subsidy payments that may be required pursuant to other program cost increases as identified in any agreement with any *Program Administrator* and not including the renewal of existing mortgages and loans;
- (b) dispose of real property assets used for the purposes of providing rent-geared-to-income and market housing, or which are zoned or deemed suitable for housing purposes; but not including assets which are not zoned or deemed suitable for housing or that are used for commercial purposes;
- (c) proceed with facilitating new *development* projects. Approval by *Shareholder* and *Service Manager* shall be sought through a process led by the City and CreateTO as *Directed by Council*;
- (d) pass or amend any by-laws with respect to the composition or number of *Directors* or the term of *Directors* or that are inconsistent with this *Shareholder Direction*; or
- (e) provide any financial assistance, whether by loan, guarantee or otherwise, to any *Director*, officer or employee of *TCH* or of any *Subsidiary* or *Joint Venture*.

7.4.2 Subject to Sections 7.3 and 7.4, the *Board* may by resolution make, amend, or repeal any of its by-laws and the changes take effect at such time as the *Board* approves. Such changes shall be submitted to the *City*, as *Shareholder*, immediately upon approval by the *Board* for *Council* approval. If *Council* makes any amendments to any by-law passed by the *Board*, the amendments take effect when approved by *Council* and are not retroactive, in accordance with Section 116 of the *OBCA*, as amended from time to time.

7.4.3 Subject to law, *TCH* may be *Directed by Council* to undertake any action in Section 7.4.1.

7.5 Regulatory Matters

7.5.1 *TCH* shall, at all times, act in compliance with all applicable law in its administration of housing programs. Where conflicts arise between statutory obligations and this *Shareholder Direction*, *TCH* shall notify the *Shareholder* and seek the cooperation of the *Service Manager* in ensuring that issues that require Provincial intervention are resolved quickly.

7.5.2 *TCH* is subject to a variety of laws that governs its operations and sets out the responsibilities of the *Board* including but not limited to the *OBCA*, *HSA*, *Residential Tenancies Act*, the *Human Rights Code*, *Accessibility for Ontarians with Disabilities Act*, and municipal property standards

by-laws. In all cases such legislation will prevail over this *Shareholder Direction* and any other direction of the *Shareholder* where there is a conflict between these directions and such legislation.

8. FUNDING RELATIONSHIP WITH CITY AND OPERATING AGREEMENT

8.1 General

The *City* has a dual role in social housing – that of the *Shareholder* of *TCH*, which in turn owns a large portfolio of housing, as well as that being the designated *Service Manager* of social housing programs under the *HSA*. *TCH* and other social housing providers in the *City* participate in these programs. Through the *HSA*, the Province has considerable powers over the *City* as a *Service Manager*, and over *TCH* as a *Local Housing Corporation*. The powers of *TCH* and of the *City* as *Shareholder* may, in certain circumstances, be subject to Provincial authority.

8.2 Scope of Operating Agreement

8.2.1 The role of the *City* as *Service Manager* and that of *TCH* as a *Local Housing Corporation* is governed by the *HSA* and the relationship of the two parties shall be defined in an Operating Agreement between the *City* and *TCH*. The parameters of such agreement are identified in Sections 8.3 and 8.4 below, and relate to service level standards, implementation of the flow of subsidies, detailed program-level reporting and other such issues.

8.2.2 The funding relationships between the *City* and *TCH* do not constitute a guarantee by the *City* of any debt issued or payable by *TCH*.

8.3 Operating Agreement Principles

TCH will maintain an Operating Agreement with the *City*, with accountability through the *City* General Manager, Shelter, Support and Housing Administration. In executing the Operating Agreement, both parties will seek to ensure:

- (a) stable and predictable funding for *TCH*;
- (b) efficient operations including consideration of reviews of programs, services and processes and opportunities to share services with other providers and the *City*;
- (c) simplified and harmonized social housing program structures and funding models; and
- (d) transparent reporting relationships and lines of accountability between *TCH* and the *City*.

8.4 Operating Agreement Contents

8.4.1 The Operating Agreement between the *City* and *TCH* defines how *TCH* meets the requirements legislated under the *HSA* and or any other *Service Manager* direction as allowable in the role of system *Service Manager*, and how social housing programs under which *TCH* operates are administered.

8.4.2 The Operating Agreement includes, but not necessarily limited to:

- (a) defining level of *Service Manager* service standards allocated to *TCH*;

- (b) requirements for the provision of budget and other financial information as deemed appropriate by the *City CFO & Treasurer*, to the Shelter, Support and Housing Administration Division in order to prepare their budget;
- (c) requirements for program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill *Service Manager* obligations under the *HSA*;
- (d) requirements for providing any other information described in the Operating Agreement;
- (e) method and timing for the payment of subsidies to *TCH*;
- (f) method for calculation of the amount payable to *TCH*; and
- (g) identification of the *Service Manager's* delegated responsibilities to *TCH* under the *HSA*.

8.5 Other City Program Funding

- 8.5.1 The *City* may, from time to time, request of *TCH* that it perform certain functions and assume certain responsibilities of any *Program Administrator* consistent with *TCH's* mandate, in support of *Council* priorities, in support of the *City's Service Manager* role under the *HSA*, or as directed by *City Council*.
- 8.5.2 In areas referred to in Section 8.5.1, in which the *City* requests that *TCH* perform functions that are not mandated functions of a *Local Housing Corporation*, the *City* and *TCH* will enter into agreements that include:
 - (a) the source and level of funding to be provided for performance of functions subject to specific conditions and requirements;
 - (b) the conditions and performance expectations of the *City*, including requirements for cooperation, and transparent and timely access to all related information; and
 - (c) the accountability requirements of *TCH* in undertaking these functions.

9. TENANT MATTERS

9.1 Tenant-Centered Operations

TCH shall, in consultation with *Tenants* and other parties as required, maintain and apply:

- (a) eviction prevention policies which:
 - (i) are designed to keep individuals and families in their home and help them avoid entering into homelessness;
 - (ii) aim to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent; and
 - (iii) comply with *TCH's* statutory obligation to ensure that *Tenants* have reasonable enjoyment of their rental unit and the residential complex;

- (b) an accessible, transparent complaints process that advocates on behalf of *Tenants* to seek a solution to their complaints, respects the management accountabilities within *TCH* and allows for the review of operational decisions at a senior level within *TCH*;
- (c) an environment in which *Tenants* are protected from harassment and human rights are respected and upheld; and
- (d) a strategy in place to identify *Tenant* language needs and shall deliver communications to *Tenants* in a way that is responsive to those language needs.

9.2 Tenant Engagement

- 9.2.1 *TCH* will ensure that *Tenants* are engaged in a manner that allows *Tenants* to be involved in community decision making that affects their housing as appropriate. *TCH* shall support an approach to *Tenant* engagement that includes:
- (a) Opportunities for *Tenant* engagement regarding their housing, and the full *TCH* housing portfolio;
 - (b) Opportunities for *Tenants* to provide input on *TCH* corporate decisions including capital plans, operating budget, service levels, service delivery and *Tenant* facing policies; and
 - (c) Opportunities for *Tenant* input on setting local spending priorities; and
 - (d) Information about opportunities for engagement in other City and community initiatives.
- 9.2.2 *TCH's* approach to *Tenant* engagement will respect the terms of this *Shareholder Direction* and the financial targets and performance benchmarks that are established for *TCH* by the *Service Manager*.

10. ACCOUNTABILITY

10.1 Strategic Plan

- 10.1.1 *TCH* shall prepare a multi-year Strategic Plan. *TCH* shall review and revise its Strategic Plan, as appropriate, at intervals no less frequent than every four years. The content of the Strategic Plan will include:
- (a) long term business strategies and objectives and goals that support and advance the mandate of *TCH* and align with applicable City plans and Council priorities for the period covered by the Strategic Plan;
 - (b) identification of key issues and challenges and material enterprise risks facing *TCH*, and strategies to be implemented to resolve these key issues and challenges and material risks;
 - (c) identification of financial, business and service targets and performance measures based on benchmarks set out in regulations pursuant to the *HSA* or established in the Operating Agreement or Strategic Plan to be reported on annually;
 - (d) identification of environmental and energy efficiency strategies and targets to be reported

on annually;

- (e) major initiatives to be undertaken by *TCH* in the medium and long term; and
- (f) other matters as may be required by the *Shareholder*.

10.1.2 *TCH* will consult with the *City Manager*, the General Manager Shelter, Support & Housing Administration, and other relevant City staff in preparation of the *Strategic Plan*, including on its targets and major initiatives, to ensure strategic alignment with City goals and objectives.

10.1.3 *TCH* will submit each new Strategic Plan to the Shareholder along with its annual report for the previous fiscal year as described in section 10.3.1.

10.2 City Budget Process

10.2.1 To inform the City's financial planning process, *TCH* shall participate in the City's annual Budget Process. This includes:

- (a) Submitting *TCH's* Operating and Capital Budgets to the *CFO & Treasurer* in accordance with the format, scope and timing determined by the *CFO & Treasurer*, and guided by Budget targets established by *Council*; and
- (b) Participating in the administrative review process, preparing budget notes as required and presenting *TCH's* Budgets to Budget Committee.

10.2.2 *TCH* will submit spending estimates, including separate capital and operating budget requirements as specified in the Operating Agreement with the City referred to in Section 8.4.2 and in a format and as per timing as deemed appropriate by the *City CFO & Treasurer* to the Shelter, Support and Housing Administration Division in order to inform the SSHA annual budget submission.

10.3 Annual Reporting

10.3.1 Within 120 days after the end of the fiscal year, or as requested by the *City*, *TCH* will prepare an annual report for approval by the *Board* and submit this report to the *City Manager*. This report will include:

Program and Financial Reporting

- (a) objectives, accomplishments since the prior year and performance trends;
- (b) information on the disposition and uses of funds provided to *TCH* by the *City*;
- (c) such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in the *TCH* operating and capital budget, and any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the *Shareholder*;
- (d) the achievement of the financial, business and service targets set out in the Strategic Plan or the Operating Agreement and such explanations, notes and information as is required to explain and account for any variances between the actual results from

operations and the targets established in the Strategic Plan or the Operating Agreement;

- (e) information that is likely to materially affect the Shareholder's financial objectives;
- (f) information regarding any matter, occurrence or other event which is a material breach or violation of any law, including major findings of internal and other audits;

Tenant-Centered Services

- (g) initiatives to provide responsive customer service;
- (h) *Tenant*-centered operations and *Tenant* engagement activities;
- (i) information that is likely to materially affect *Tenants'* views or opinions regarding *TCH*;
- (j) information regarding the number of evictions each year and the rationale for these evictions;

Other Matters

- (k) the status of the sale of any properties and on any *Tenant* or community impacts resulting from such sales;
- (l) information concerning new or dissolved *TCH Subsidiaries* and *Joint Ventures*, including their purpose, financial implications and associated material risks;
- (m) information on current *development* projects, as *Directed by Council*;
- (n) environmental and energy efficiency targets identified in the Strategic Plan;
- (o) disclosure of *Senior Executive* compensation as permitted by law;
- (p) the status of any specific actions *Directed by Council* during the past fiscal year; and
- (q) any such additional information as the *Shareholder* may specify from time to time.

10.4 Accounting and Financial Statements

10.4.1 *TCH* will adopt and use the accounting policies and procedures that may be approved by the *Board* from time to time and all such policies and procedures will be in accordance with generally accepted accounting principles and applicable regulatory requirements.

10.4.2 *TCH's* financial year end shall be December 31.

10.4.3 The *Board* will deliver to the *City Manager* and the *City CFO & Treasurer*, as soon as practicable and in any event within 120 days after the end of each fiscal year, the audited consolidated and unconsolidated annual *Financial Statements* of *TCH* for consideration by the *Shareholder*, including information concerning its *Subsidiaries* and *Joint Ventures*, for consideration by the *Shareholder*.

10.4.4 *TCH* shall provide quarterly unaudited *Financial Statements* to the *City CFO & Treasurer* within 30 days after the end of each fiscal quarter.

10.5 Operating Agreement Reporting

10.5.1 As a requirement under the Operating Agreement, *TCH* will report to the *Service Manager* information that is consistent with social housing program funding requirements. This information includes:

- (a) annual budget and other financial information as deemed appropriate by the *City CFO & Treasurer*, to the Shelter, Support and Housing Administration Division in order to prepare their budget, as specified in Section 10.2.2 of this *Shareholder Direction*;
- (b) program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill *Service Manager* obligations under the *HSA*;
- (c) the achievement of annual financial, business and service targets set out in the Operating Agreement and such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Operating Agreement; and
- (d) any other information described in the Operating Agreement .

10.6 Audit

10.6.1 The *Auditor* shall be appointed by the *Shareholder* in accordance with the *OBCA*. *TCH* will be responsible for payment of the remuneration for the *Auditor*. The annual consolidated and unconsolidated *Financial Statements* of *TCH* will be audited by the *Auditor*.

10.6.2 All other audit and review requirements, including internal audits, will be the sole responsibility of the *Board*.

10.6.3 The *Auditor General* may conduct periodic operational audits. All reports by the *Auditor General* shall be considered first by the *Board* and be forwarded immediately thereafter by the *Board* or the *Auditor General* to the *City Audit Committee* for consideration and recommendation to *City Council*.

11. EMPLOYMENT, PROCUREMENT AND RELATED MATTERS

11.1 *TCH* will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will prepare appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the *City* and employee compensation to address these objectives.

11.2 The *Board* shall approve a *Senior Executive* compensation policy that is:

- (a) Prepared and updated independent of *Senior Executives*, through a process involving at least one *Director* who is a Member of Council;
- (b) Consistent with the *City's Guiding Principles in the Development of Senior Executive Compensation Policies for City agencies and corporations*; and

(c) Reviewed every four years and the results are disclosed on public websites and in annual reporting referred to in Section 10.3.1.

11.3 The *Board* shall ensure that *Senior Executive* employment contracts contain a provision providing employee consent to the disclosure of their individual compensation through annual public reporting referred to in Section 10.3.3 through the *Board*.

11.4 *TCH* will ensure all procurement activities including, but not limited to, materials management, purchasing goods, services and construction contracts, involving purchasing, leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies and procedures and are managed in an open and transparent manner.

11.5 *TCH* is required to adopt policies related to conflict of interest, political activity, disclosure of wrongdoing and reprisal protection.

11.6 *TCH* will be responsible for determining how the obligations in Sections 11.1 through 11.5 are to be carried out, recognizing its responsibilities as a public sector employer that is a model to the community.

12. EMERGENCY SOCIAL SERVICES PLANNING AND RESPONSE

12.1 *TCH* will at all times inform the Office of Emergency Management (“OEM”) of the names, titles and 24/7 contact information of key staff at *TCH* responsible for emergency social services planning and response, including the most senior officer to *TCH* with overall accountability.

12.2 In emergencies involving the displacement of *TCH Tenants* and that exceed the capacity of *TCH* to manage internally, *TCH* will activate the *City's* Emergency Social Services response according to a protocol between *TCH* and the OEM. *TCH* will support the OEM to implement the response according to this protocol. The OEM will lead the emergency social services response according to its policies, plans and protocols.

13. MEMBER OF THE SOCIAL HOUSING SECTOR

TCH may be an active participant in the social housing sector and seek to identify and support, directly or through its work with associations, opportunities for sector cooperation, information sharing and other activities that promote an effective partnership among stakeholders, the efficient use of resources and effective operations and programs. Subject to Section 7.2.2 of this *Shareholder Direction*, *TCH* may advocate on behalf of all social housing providers on issues related to the supply, quality and affordability of housing in the community. However, in conducting advocacy on issues that affect the social housing sector, *TCH* will make clear that it speaks on its own behalf as a member of the social housing sector and not on behalf of the *City*.

14. AMENDMENTS

This *Shareholder Direction* may only be amended or terminated by a resolution adopted by the *Council* of the *City* as *Shareholder* of *TCH* as at the time such amendment or termination is to become effective. Promptly following the amendment or termination of this *Shareholder Direction*, the *City* shall give written notice of the amendment or termination to the *Board*.

15. NOTICE

Any notices required or desired to be given to any of the Parties in connection with this *Shareholder Direction* or arising there from, shall be in writing and shall be personally delivered or sent by email or other means of instantaneous transmission in regular commercial usage at such time:

To the City at:

City Manager
4th Floor, East Tower, Toronto City Hall
100 Queen Street West,
Toronto, ON M5H 2N2
Email:

General Manager, Shelter Support and Housing Administration
6th Floor, Metro Hall
55 John Street
Toronto, ON M5V 3C6
Email:

To Toronto Community Housing Corporation at:

Chief Executive Officer
Toronto Community Housing Corporation
7th Floor, 931 Yonge Street
Toronto, ON M4W 2H2
Email:

DATED at Toronto as of this _____ day of _____ 2021.

CITY OF TORONTO

by

:

City Manager

by:



Q2 2021 Update on MABELLEarts Long Term Lease and Operating Agreement for Parts of Mabelle Park

Item 2K

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-79

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

From: Chief Operating Officer

Date: August 9, 2021

PURPOSE:

The purpose of this report is to provide an update on the MABELLEarts long term lease and operating agreement for parts of Mabelle Park, as requested by the Board of Directors at its April 27, 2021 meeting.

RECOMMENDATIONS:

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

BACKGROUND:

On April 27, 2021, the Toronto Community Housing (“TCHC”) Board of Directors (“Board”) approved the terms of the memorandum of understanding (“MOU”) with MABELLEarts for a long term lease and operating agreement for parts of Mabelle Park.

MABELLEarts is an award winning community arts organization in Central Etobicoke; it has worked with over 70 professional artists and over 3,000 Etobicoke residents of all ages and backgrounds to provide free performances, workshops and community events in parks and public spaces. In addition, MABELLEarts has worked in the Dundas Mabelle TCHC community for over 12 years, and has built lasting relationships with local

residents and the broader community.

Over the past four years, MABELLEarts has been able to secure \$800,000 in Section 37 investments from the City of Toronto to transform Mabelle Park, which is owned by TCHC and situated across from three TCHC buildings. Once approved for development, the group will launch a fundraising campaign to secure the additional funding required to complete the park transformation. Specifically, this will include the development of a small, multi-purpose arts and culture clubhouse that will include two universal washrooms and an indoor/outdoor multi-purpose art and performance space. As well, the clubhouse will serve as a space for tenants to come together, build leadership skills and continue to positively impact their community. It will create opportunities for tenants to benefit from new infrastructure while providing economic opportunities, including micro-business development and employment opportunities.

The transformation project has been openly discussed with the community through an extensive community engagement process and received the support of regional staff and the local City Councillor, in addition to the support of tenants in both TCHC and private buildings.

UPDATE:

MABELLEarts and TCHC entered into a twenty (20) year MOU outlining the next phase of the transformation; at the core of this agreement is the formation of a shared governance platform.

As outlined in the MOU, the Mabelle Park Governance Committee (the “Committee”) has been established and will be comprised of seven members: two TCHC tenants, two Mabelle staff, two TCHC staff, and one member representing local City Councillor Mark Grimes. The Committee will meet three times per year.

The Committee will have the overall responsibility of selecting the location, services and programming, as well addressing any complaints arising from the delivery of services and programming. The Committee’s activities will be carried out in a manner that serves the tenants well, reflects community priorities, and adheres to TCHC guidelines.

Members of the community have committed time and effort towards this goal and are encouraged to see the project moving forward as it is a culmination of multiple stakeholders coming together and working towards a common goal: instilling a sense of community, wellbeing and inclusiveness. A values document has been developed, and it is meant to be a living document to govern the work and will be shared with all stakeholders involved in the project.

NEXT STEPS:

1. MABELLEarts will finalize the fundraising commitment to complete the space transformation;
2. The Mabelle Park Governance Committee will hold its inaugural meeting in September 2021; and
3. TCHC's Community Safety and Support, and Strategic Service Partnerships and Compliance teams will continue to support MABELLEarts.

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

STAFF CONTACTS:

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

Marilyn Lee, Senior Legal Counsel, Real Estate
416-981-4228
Marilyn.Lee@torontohousing.ca

Nadia Gouveia, Director, Programs and Partnerships
416-981-4090
Nadia.Gouveia@torontohousing.ca



December 2021 Mortgage Renewal

Item 2L

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-80

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

From: Chief Financial Officer & Treasurer

Date: August 11, 2020

PURPOSE:

The purpose of this report is to seek approval from the BIFAC and the Board of Directors (the "Board") to renew one mortgage with a lender selected by the Ministry of Municipal Affairs and Housing. The mortgage will mature on December 1, 2026.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and forward to the Board for approval the following recommendations:

1. Approve the transaction in the amount of \$3,314,313.61 with a lender selected by the Ministry of Municipal Affairs and Housing, in connection with the mortgage due for renewal on December 1, 2021; and
2. Authorize the President and Chief Executive Officer or the Chief Financial Officer & Treasurer to take all necessary actions, including negotiation and execution of such documentation as may be required, in order to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

The current MCAP (previously named TD Canada Trust) mortgage in the original amount of \$8,753,644.62 started on December 1, 2011 as a 10-year term mortgage with a fixed interest rate of 2.684%. The renewal balance as at December 1, 2021 is \$3,314,313.61.

Under the Ontario Competitive Financing Renewal Process, the Ministry of Municipal Affairs and Housing (“the Ministry”) has assumed responsibility for facilitating and coordinating the renewal of subject mortgage. A resolution of the Board of Directors is needed in order for the Ministry to arrange the subject mortgage renewal on behalf of TCHC.

At this point in time, the complete mortgage renewal package consisting of various forms and documents, including the resolution of board of directors, certificate of incumbency, insurance policy, realty tax bill, corporation’s standing and Ministry’s letter of refinancing, etc. from the Ministry, is not yet available. Staff will provide the renewal package for the BIFAC/Board to review once they are received from the Ministry. As a standard practice, the subject mortgage has to go for a tender by the Ministry and the lender that bids the lowest interest rate will be renewing the subject mortgage.

IMPLICATIONS AND RISKS:

There are no significant additional implications or risks as a result of the subject mortgage renewal.

SIGNATURE:

“Rose-Ann Lee”

Rose-Ann Lee
Chief Financial Officer & Treasurer

Confidential Attachment 1: Summary of Mortgage Details

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

STAFF CONTACTS:

Rose-Ann Lee, Chief Financial Officer & Treasurer
416-981-4316
Rose-Ann.Lee@torontohousing.ca

Nagesh Dinavahi, Corporate Controller
416-981-4315
Nagesh.Dinavahi@torontohousing.ca

Tony Zhu, Manager, Treasury
416-981-4043
Tony.Zhu@torontohousing.ca



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 ("SHC") will impact TCHC's staffing model and the services that are provided to impacted senior tenants.	In progress	September 2, 2021 To be reported after City completes review of services and staffing requirements for transfer of SHC to the City	Director, Strategic Planning & Stakeholder Relations
3. BIFAC:2021-57 June 23, 2021	Facility Condition Index ("FCI") Report Management to provide FCI forecasting beyond 2026 at the September 2, 2021 BIFAC meeting, and to include forecasting beyond	Complete	Briefing note included in September 2, 2021 materials	Vice President, Facilities Management

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	2026 in all future annual FCI reports.			

Briefing Note: For Information

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

From: Allen Murray, Vice President, Facilities Management

Date: September 2, 2021

Re: **Public Action Item #3:** Facility Condition Index (“FCI”) Report

At the July 20, 2021 BIFAC meeting, the following requests were made by the Committee regarding the 2020 Facility Condition Index (“FCI”) Report presented to the BIFAC at its June 23, 2021 meeting:

- Provide FCI forecasting beyond 2026 to accompany the 2020 FCI report at the September 2, 2021 BIFAC meeting; and
- Provide FCI forecasting beyond 2026 for all future annual FCI reporting.

Below is an updated table outlining FCI forecasting to 2036:

Table 1: Capital Repair Plan and Beyond – FCI Forecast to 2036

Year	Fully Funded Capital Plan (\$)	Original 2017 Forecasted FCI	2020 FCI
2017	\$250M	16.2%	16.2%
2018	\$300M	16.4%	15.0%
2019	\$313M	18.2%	15.6%
2020	\$350M	18.4%	15.7%
2021	\$350M	17.6%	15.3%*
2022	\$350M	15.9%	14.4%*
2023	\$350M	14.5%	13.5%*
2024	\$325M	13.1%	12.4%*
2025	\$325M	11.4%	11.1%*
2026	\$300M	10.1%	9.9%*
2027	\$247M	10.1%	9.5%*
2028	\$160M	-	9.5%*
2029	\$160M	-	10.1%*
2030	\$160M	-	10.2%*
2031	\$160M	-	10.2%*

Year	Fully Funded Capital Plan (\$)	Original 2017 Forecasted FCI	2020 FCI
2032	\$160M	-	10.3%*
2033	\$160M	-	10.3%*
2034	\$160M	-	10.3%*
2035	\$160M	-	10.9%*
2036	\$160M	-	10.8%*

*Re-forecasted FCI targets

Toronto Community Housing (“TCHC”) continues to work with Ameresco, our third party consultant on an asset management review to project beyond 2036, taking into account escalations in the total cost of ownership, cost of construction, adaptive reuse and other factors that impact FCI.

Concurrently, TCHC’s Capital Planning Department continues to examine the period following the current Ten Year Capital Repair Plan window (ending in 2027) to assess portfolio funding needs and goals beyond the federal National Co-Investment Funding period.

It is important to note that the above forecast assumes no additional funding over the City’s permanent \$160M annual funding. Portfolio asset modelling will experience an incremental decrease in accuracy relative to longer term forecasting (10+ years).

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



Briefing Note

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

From: Sheila Penny, Chief Operating Officer (“COO”)

Date: August 10, 2021

Re: **In-Camera Action Item #5:** Application and Screening Process for Potential RGI Tenants

At the June 23, 2021 BIFAC meeting, the BIFAC requested Management to provide an overview of the application and screening process for rent-geared-to-income (“RGI”) housing applicants.

Background

All Toronto Community Housing (“TCHC”) RGI tenants are selected through the City of Toronto’s Centralized Waitlist (“CWL”), which is managed by Access to Housing at the City of Toronto.

The CWL is managed on a first-come-first-serve basis, where applicants receive an offer for RGI housing based on the date of their application approval. In addition, provincial regulations stipulate the prioritization of specific groups ahead of those without a priority code on the CWL. These groups include:

1. Special Priority Program: survivors of family/domestic abuse and human trafficking (provincial-mandated priority);
2. Terminal Illness: applicants who have less than two years to live (provincial-mandated priority); and
3. Overhoused Households: tenants living in RGI units that are larger than units they qualify for.

Acting in its capacity as the Service Manager, the City is empowered to implement its own priority policies in addition to the provincial regulations listed above. In Toronto, there are local priority rules, which outline the prioritization of the following applicants:

1. Homelessness: applicants experiencing homelessness, living in a shelter, including homeless newcomers;
2. Separated Families: families separated because of a lack of affordable housing; and
3. RGI Youth Applicants: youth who are 16+ years old at the time of application for RGI housing.

It should be noted that one in every seven tenants placed through the CWL are from one of these categories.

In order to maintain a fair application screening process, this process is facilitated directly by the Service Manager through the Access to Housing program. In addition, the CWL facilitates access to RGI units through the various RGI housing providers, including TCHC. As part of the application screening, applicants on the CWL must identify their preferred communities and outline the number of individuals in the household. The number of individuals in the household will determine what bedroom size they qualify for based on occupancy standards, as set by the City of Toronto Building Standards. Once the screening process is complete, Access to Housing ensures the applicant is placed on the waitlist for the unit they qualify for based on eligibility requirements and in chronological order based on their application date.

Applicants are then offered available units by the TCHC rental task force staff based on their requirements and priority; once an applicant is matched to a unit, the TCHC rental task force staff proceed to inform the applicant and facilitates a lease signing, which involves the completion of the initial annual review.



Appointment of Citizen Member(s) to Investment Advisory Committee

Item 4

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-82

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

From: Chair, Investment Advisory Committee

Date: August 6, 2021

PURPOSE:

To advise the BIFAC on the outcome of the recruitment process for additional volunteer Citizen member(s) to serve on the Investment Advisory Committee (IAC) and approve the appointment of the selected candidates.

RECOMMENDATIONS:

It is recommended that the BIFAC approve the appointment of the individuals identified in Confidential Attachment 1 to this Report to serve on the Investment Advisory Committee for a term of 2 years, renewable for an additional 2 years.

REASONS FOR RECOMMENDATIONS:

The IAC is an advisory committee to the BIFAC that is responsible for providing strategic advice with respect to the investment policy, and monitoring the performance of TCHC’s investment portfolio in accordance with its investment policy. Barry Nowoselski, who was a member since December of 2014, resigned from his role effective December of 2020. A recruitment strategy was developed to fill the vacancy on the IAC.

The volunteer IAC position was publicly posted. The posting made clear there is no remuneration for the position. The following qualifications were noted in the posting:

- High level of business and financial acumen;
- Investment experience - preferably in Canadian and Global markets;
- Understanding of various investment classes – Money Market, Fixed Income, Equities and Derivatives and risks associated with each;
- Knowledge of fiduciary responsibilities of managing a trust would be preferred;
- Experience in the Pension funds, investment management and banking;
- Financial designations such as CFA or CIM would be desired.

Eight (8) applicants submitted an application for the position. Upon review of the resumes, two (2) applicants were selected for an interview. The interview panel included the following members of the IAC: Nick Macrae, Adele Imrie and Rose-Ann Lee. TCHC's General Legal Counsel and Corporate Secretary facilitated the interviews.

Upon completion of the interview process, the interview panel determined that it would recommend that addition of both candidates to the Investment Advisory Committee. Confidential Attachment 2 and 3 includes the resumes of the respective candidates. Both demonstrate a high level of business, financial and investment acumen. They have experience providing advice and direction on investment mandates and strategies. They possess work experience in Canadian and global investment markets. The IAC is recommending to the BIFAC the appointment of both candidates to the IAC.

IMPLICATIONS AND RISKS:

Ensuring the right candidate(s) with the appropriate background without any conflict of interest with the operations of TCHC is selected.

SIGNATURE:

"Nick Macrae"

Nick Macrae
Chair, Investment Advisory Committee

CONFIDENTIAL ATTACHMENT:

1. Recommended Candidates
2. Resume of Candidate 1
3. Resume of Candidate 2

STAFF CONTACT:

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



Change Order: Costs for Additional Consulting Services for Regent Park Phase 2 Site Servicing

Item 5A

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-64

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

From: Acting Chief Development Officer

Date: August 11, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC’s approval to approve a change order to Dillon Consulting Ltd. (“Dillon”) for additional fees for civil engineering services in Phase 2 of the revitalization of Regent Park.

BIFAC approval is required for the recommended change order as the cumulative contract term is beyond the approval limit of Toronto Community Housing’s (“TCHC”) Procurement Award Committee (“PAC”), which does not have authority to approve commitments that extend TCHC’s contracts beyond five years. The existing contract with Dillon is more than five years old and is valued at less than \$5 million.

RECOMMENDATIONS:

It is recommended that the BIFAC:

1. Approve fee increases for Dillon Consulting Ltd. totaling \$124,276.68 (exclusive of taxes) for civil engineering and contract administration work in Phase 2 of the Regent Park revitalization for additional civil engineering services associated with roadway repairs and top-works

(asphalt paving) of the Phase 2 roads in Regent Park;

2. Approve a contingency of \$50,000.00 for anticipated additional costs to carry the project through the assumption of Phase 2 roads by the City; and
3. Authorize the appropriate TCHC staff to take the necessary actions to give effect to the above recommendations.

BACKGROUND:

In 2008, TCHC issued two Requests for Proposals (“RFP”) for separate but related civil engineering services in Phase 2 of the Regent Park revitalization project to design and construct five roads as shown in Public Attachment 1. Both projects were awarded to Dillon in 2009 and signed under one contract, with a total value of \$276,000 as summarized in Table 1 below:

Table 1: Original Dillon Contract Values

RFP #	Scope	Contract Value
07/08	Servicing Engineering Services for Regent Park Phase 2	\$256,500
08/08	Traffic Engineering Services for Regent Park Phase 2	\$19,500
	Total	\$276,000

Dillon’s scope of work included traffic studies and civil engineering (design and contract administration) for all Phase 2 roadways up to, but not including, asphalt paving. Construction began in 2011 and, excepting asphalt, was largely completed by 2015.

Conveying the roadways to the City of Toronto was delayed for two main reasons beyond the usual construction delays associated with work of this nature. First, the Phase 2 roads and services were, by necessity, constructed before work could begin on the buildings to be erected on the new city blocks created by those roads; however, the roads could not be readied for acceptance by the City until the buildings were largely completed. Second,

additional work related to an environmental review was required to ready the roads for turnover.

All of these steps have now been completed. Acceptance by the City of the roadways and underground services is anticipated in late summer/early fall 2021, and assumption is anticipated for mid-2022; TCHC remains responsible for their maintenance until then.

The term of Dillon's contract terminates upon successful completion of the tasks associated with the assumption of services of the roadways.

REASONS FOR RECOMMENDATIONS:

A change order is recommended for additional fees totaling \$124,276.68 as follows:

1. Assessment of damages to the Phase 2 roadways

As the roads and services were constructed before work could begin on the Phase 2 buildings, they were exposed to heavy construction vehicles since their completion in 2015 and suffered considerable wear and tear.

The next step in conveying the roadways to the City requires that TCHC ensure that all underground sewers, sidewalks, boulevards (sod and trees), curbs, and concrete road bases are in a good (like new) state of repair. As TCHC's design engineer for the project, Dillon was engaged to assess and quantify the damage in order for the contractor (RB Somerville) to effect the required repairs, and to also conduct the requisite construction observation and contract administration of Somerville's work.

It is to be expected that some repair work would be required prior to acceptance and assumption of the roadways. However, the extent of the required repairs was much greater than what might have been reasonably anticipated on account of the delay between completion of the roadway base works and their eventual acceptance by the City. Dillon's requested fee is \$9,607.68, which staff find to be fair and reasonable.

2. Observation and contract administration of top-works

Asphalt paving of the Phase 2 roads (along with ancillary work such as street signage, road markings, etc.) began in September 2020 and was completed by November 2020. Construction observation and contract administration of asphalt paving were not included in Dillon's original scope of work. Their requested fee is \$92,572.20, which staff find to be fair and reasonable.

3. Additional fees for construction delays

Dillon's fee in reason #2 above was based on a construction schedule provided by RB Somerville. Delays resulted in an additional 11 days' effort on Dillon's part, for which they have requested an additional \$22,096.80. Staff find the request to be fair and reasonable.

4. Contingency

It should be noted that additional effort will likely be required of Dillon in order to assist with repairs resulting from normal wear and tear prior to TCHC seeking assumption of the Phase 2 roads by the City. That work is not included in Dillon's current scope and will therefore constitute an extra; while the amount is likely to be relatively minimal, it is impossible to fully assess at this point in time. Although not considered by the Procurement Award Committee ("PAC") when they reviewed this change order, in anticipation of the expected future costs outlined above, a contingency of \$50,000 is recommended for this project.

None of the work described above was anticipated in Dillon's original contract and all of it represents additional scope. The amounts requested are based on hourly rates stipulated in Dillon's contract with TCHC. Their claimed time (effort) spent on the work was compared against the actual project construction schedule and found to be accurate, and was also confirmed by TCHC's construction manager, Daniels CM.

Change Order Summary:

The total value of change orders issued to Dillon Consulting Ltd. to date is \$984,111 for a total current contract value of \$1,260,111.

With approval of this request, the total cumulative value of change orders issued to Dillon will be \$1,108,388, equivalent to 401.6% of the original contract value, and the revised total contract amount will be \$1,384,388 as outlined in Table 2 below.

Table 2: Change Order Summary and Revised Contract Value

CO No.	Approval Date	Description	Reason	CO Amount
1	04/09/2009	Changes in scope of work	Re-zoning	\$372,283
2	12/04/2009	Fee adjustment for added scope	Re-zoning	\$5,994
3	03/16/2010	Fee adjustments for added scope	Re-zoning	\$250,443
4	04/28/2010	Fee adjustment for added scope	Other	\$975
5	12/24/2010	Changes in scope of work	Other	\$9,550
6	03/30/2012	Fee adjustment for added scope	Other	\$1,450
7	04/16/2012	Fee adjustment for added scope	Other	\$1,700
8	05/17/2013	Change in Scope Request 1	Other	\$215,000
9	04/7/2014	Change in Scope Requests 2 - 6	Various	\$57,549
10	12/17/2015	Change in Scope Request 7	Other	\$47,925
11	04/28/2016	Change in Scope Request 8	Other	\$1,750
12	01/16/2017	Change in Scope Request 9	Other	\$16,00
13	04/12/2018	Change in Scope Request 10	Other	\$3,488
Cumulative value of change orders approved to date (total of CO 1 to 13)				\$984,111
Total value of change orders requested in this report				\$124,277
Cumulative value of change orders				\$1,158,388
Original contract value (RFP 07/08 + 08/08)				\$276,000
Cumulative CO value as a % of the original contract value				419.7 %
Revised contract amount				\$1,434,388

The magnitude of the change in Dillon's contract value is due to changes in the project timeline and addition of scope as outlined above, and, in the inherent unpredictability associated with this type of construction.

Furthermore, it is important to note that TCHC and Daniels sought a rezoning of all the Phase 2 lands, which was enacted by Council on October 1, 2009, after RFPs 07/08 and 08/08 were issued and after Dillon was awarded the contract. The rezoning changed the scope in both RFPs by increasing the length of roadways and municipal services, and also the number of city blocks requiring services. This significantly increased Dillon's scope of work, for which they were awarded Change Orders 1, 2, and 3, totaling \$628,720, or about two-thirds of the cumulative value of change orders approved to date (\$984,111).

IMPLICATIONS AND RISKS:

Separation of Work:

The civil engineering services outlined above cannot be disassociated from the original scope of work for two main reasons:

1. TCHC's Subdivision Agreement with the City of Toronto prohibits TCHC from engaging a new (different) engineer before the roadways have been completed and assumed by the City. According to paragraph 3.1 of the agreement:

The Owner agrees to retain a Consulting Engineer to design all Services and carry out all the necessary engineering and inspection requirements to be performed for the development of the Subdivision and for the provision and installation of Services required by this Agreement. The Consulting Engineer shall continue to be retained until the Assumption of Services as provided for in this Agreement is complete.

2. Notwithstanding point 1 above, it remains more cost effective to expand Dillon's scope rather than seek competitive pricing by putting the new/added scope out to tender because:

- Engaging another engineer would require a lengthy RFP process and contract negotiation;
- A new engineer would require additional fees to review work that TCHC has already paid Dillon for; this is justified, as the second engineer would assume legal liability for some aspects of work by the first engineer; and
- The roadways and site services have been designed by Dillon, and it would be highly unusual for a second engineer to be engaged to inspect and report on their construction.

Evaluation of Pricing:

Development staff carefully assessed each of Dillon's requests for additional fees by:

- requesting from Dillon a detailed breakdown of the proposed work, including rates and time estimates for each work item;
- carefully examining the contract to make sure that the proposed work is not already included in Dillon's scope of work;
- where appropriate, verifying with TCHC's construction manager (Daniels CM) that the work is required, and that the scope described by Dillon is reasonable;
- comparing the request at hand with previous requests for similar or comparable previous work; and
- assessing the amount of time that Dillon proposes to spend on the tasks to make sure that these are reasonable and that their hourly rates are consistent, and negotiating adjustments as required.

Financial Implications:

Funding for this change order is within the total spending authority requested and approved for Regent Park Phase 2 Site Servicing of \$19,412,000 (TCHC:2010-116 and TCHC:C2014-23). The Board-approved budget is summarized in Table 3 below.

Table 3: Board-Approved Spending Authority

	Original Approved Budget (TCHC:C2010- 116)	Reduction in Spending Authority (TCHC:C2014- 23)	Current Approved Budget (TCHC:C2014- 23)
Regent Park Phase 2 Site Servicing	\$22,520,000	- \$3,108,000	\$19,412,000

SIGNATURE:*"Kelly Skeith"*

Kelly Skeith
Acting Chief Development Officer

PUBLIC ATTACHMENTS:

1. Map of the Regent Park Phase 2 Roadways

**Confidential
Attachment 1:**

Dillon Change in Scope # 30 Rev. 1

**Reason for
Confidential
Attachment:**

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

**Confidential
Attachment 2:**

Dillon Change in Scope # 31

**Reason for
Confidential
Attachment:**

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

Confidential Attachment 3: Dillon Change in Scope # 33 Rev. 1

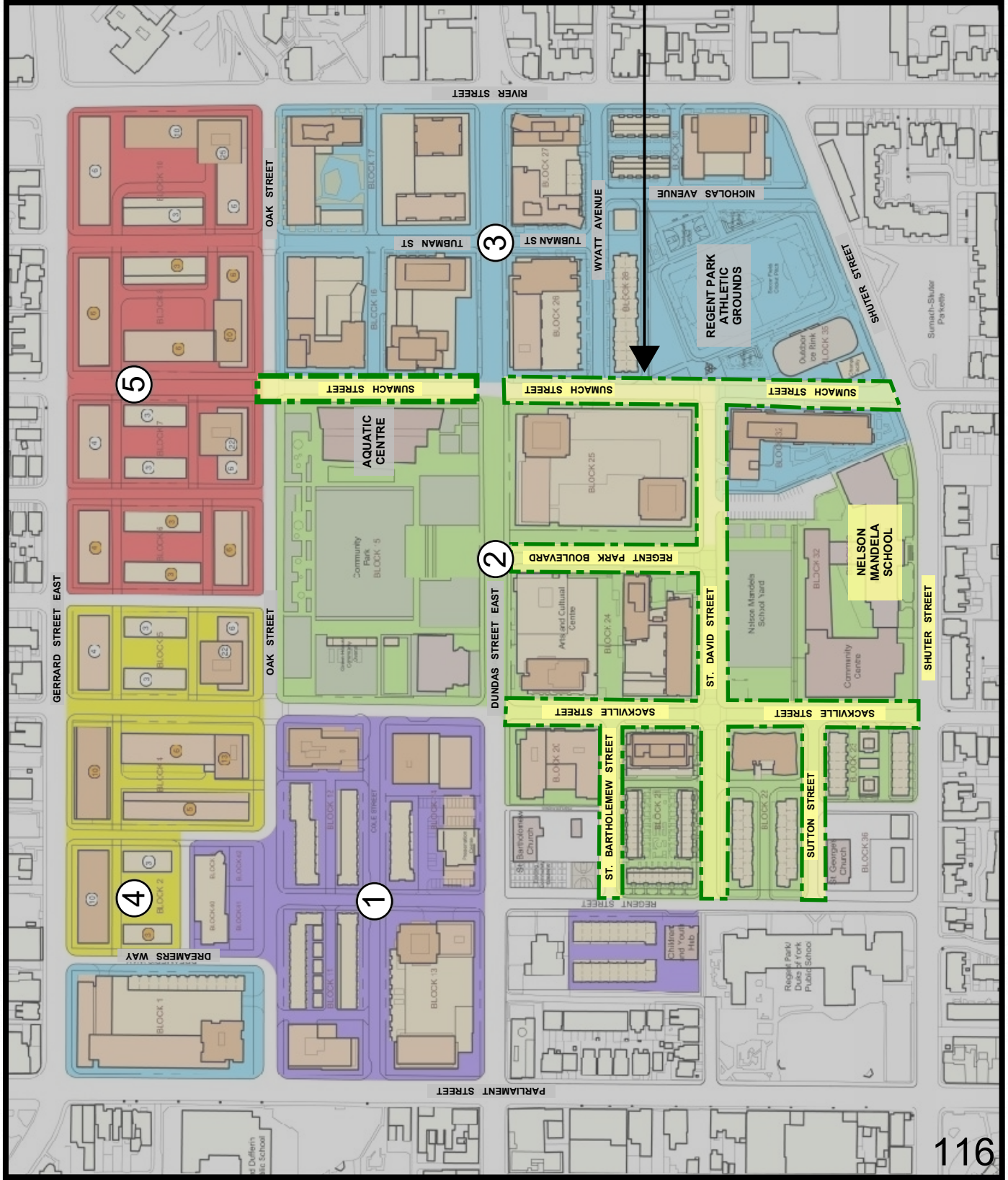
Reason for Confidential Attachment: Third party commercial information supplied in confidence and commercial information belonging to TCHC that has monetary value or potential monetary value and whose disclosure could reasonably be expected to be injurious to its financial interests.

STAFF CONTACTS:

Peter Zimmerman, Senior Development Director
437-855-4117
Peter.Zimmerman@torontohousing.ca

Robert Boyd, Senior Construction Manager
647-218-9409
Robert.Boyd@torontohousing.ca

REGENT PARK
REVITALIZATION
PROJECT:
PHASE 2 ROADWAYS
AUGUST, 2020





Regent Park Phases 4-5 Pre-Development Spending

Authority

Item 5B

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-83

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

From: Acting Chief Development Officer

Date: August 10, 2021

PURPOSE:

The purpose of this report is to seek the Building Investment, Finance and Audit Committee’s (“BIFAC”) approval for additional spending authority for the pre-development costs associated with the Regent Park Revitalization of Phases 4-5 to complete the work related to the master planning and rezoning process.

RECOMMENDATIONS:

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

1. Authorize additional spending authority of \$2,649,200 to complete Phases 4-5 master planning, rezoning, and operational costs as described in this report;
2. Authorize the Acting Chief Development Officer to execute an Interim Cost Sharing Agreement whereby TCHC will contribute 75% and Tridel will contribute 25% of the total costs on an as-incurred basis, in form satisfactory to the General Counsel and Corporate Secretary

and the Acting Chief Development Officer; and

3. Authorize the appropriate staff to take the necessary actions, incur capital commitments, and execute any and all documents as may be necessary, including negotiation and execution of such documents as may be required to give effect to the above recommendations.

REASONS FOR RECOMMENDATIONS:

Background

At its December 15, 2020 meeting, the Board of Directors approved the selection of Tridel Builders Inc. (“Tridel”) as the developer partner and their construction management company, Deltera, for the Regent Park Revitalization of Phases 4 and 5 (TCHC:2020-89). The Board approved a spending authority of up to \$1 million for legal, consulting, relocation, tenant engagement and any other internal TCHC costs (see Attachment 1).

TCHC and Tridel have since decided to review the existing Phases 4 and 5 master plan to explore opportunities for increased density through a rezoning of the lands. This process is anticipated to achieve both increased revenues to TCHC as well as incorporate a number of important project elements not contemplated in the 2014 zoning for the site. These elements include new affordable rental housing (in addition to the rent-geared-to-income (“RGI”) and market housing already in the plan), a new Toronto Public Library, and additional community space for the Regent Park community. The \$1 million approved in December 2020 for pre-development reflected TCHC’s portion of expenses based on assumptions in Tridel’s proposal, including an assumption of no rezoning prior to development.

In spring 2021, TCHC and Tridel began the process of selecting a consultant team to assist with the rezoning and master planning process through an RFP process. The selected team consists of a consortium of firms with expertise in community planning, urban design, sustainability, landscape architecture and community engagement. They will be supported by additional consultants including civil, structural, and acoustical engineers, retail, transportation, geotechnical, hydrogeological, environmental, indigenous consultants, and other consultants as may be required to complete the rezoning process. The current schedule

contemplates a first rezoning submission in December 2021, a number of resubmissions and final Council approval in 2023.

In addition to the direct expenses associated with the master planning process, there will be ongoing operating and tenant engagement expenses required to carry the project through the rezoning and completion of an anchor business plan. These expenses include security costs for existing Phases 4 and 5 buildings (these buildings will have low tenancy levels leading up to relocation and demolition, and require enhanced security to maintain tenant safety) and enhanced tenant engagement to support the rezoning process. Again, these expenses were not anticipated and included in the December 2020 Board report, as a rezoning and the related delay to first construction was not contemplated at that time.

Agreements and Cost Sharing for Rezoning

At this point, Tridel and TCHC have entered into a binding Memorandum of Understanding (“MOU”), which provides they will enter into definitive agreements for the joint venture including the Agreement of Purchase and Sale for the market lands, the partnership agreement between the new TCHC subsidiary and the Tridel subsidiary that will construct and market the condominiums, and a development cost sharing agreement for project pre-development expenses.

The MOU also contemplates that the parties may also contribute to any rezoning pre-development expenses, on the basis that the partnership will commit to contributing 50% of any rezoning pre-development expenses and TCHC will contribute 50% of such expenses, on an as incurred basis. Accordingly, TCHC will be responsible for 75% of the rezoning pre-development expenses. It is proposed that either TCHC or Tridel will enter into the consulting agreements for the rezoning pre-development expenses. Tridel has agreed to pay 50% of those expenses pending execution of the partnership agreement. Upon execution of the partnership agreement, TCHC will reimburse Tridel for its portion (50%) of the partnership’s expenditures. TCHC will finalize an interim cost sharing agreement with Tridel for the rezoning pre-development expenses prior to expending any expenses beyond the \$1M approved in the 2020 Board report.

Phases 4 and 5 Pre-development Budget

Table 1 presents a summary of the anticipated budget for pre-development costs and the associated increase to the budget reflecting expenses until mid-2023. As noted above, TCHC will be responsible for 50% of the rezoning expenses and the partnership will carry the other 50%, bringing TCHC's total to 75% of these costs.

TCHC will also incur predevelopment costs not subject to the cost sharing arrangements contemplated in the Memorandum of Understanding and will be responsible for 100% of these costs. These expenses include outside legal costs for agreements, enhanced security expenses for Phases 4 and 5 lands, and tenant relocation expenses.

Table 1: Pre-Development Budget	Budget
Current Budget, August 2021 (see Attachment 2)	\$ 4,529,300
TCHC 100% Pre-Development Costs	\$ 1,009,000
TCHC Shared Costs, 75%	\$ 2,640,200
Tridel Shared Costs, 25%	\$ 880,100
Board Approved Budget, December 2020	\$ 1,000,000
Recommended Additional Expenditures*	\$ 2,649,200

* Recommended Additional Expenditures = Current Budget – Tridel Shared Costs – Board Approved Budget, December 2020

Next Steps

Staff will continue to work towards the rezoning submission for December 2021, and will work with the consultants and community to create the new master plan for Phases 4 and 5 of the revitalization.

IMPLICATIONS AND RISKS:

Financial Risk

The pre-development consultant team budget outlined in Attachment 2 includes estimates of consultant fees made by TCHC's developer partner, Tridel, that are not yet retained.

Consultant fees presented in Attachment 2 assume a two year process for seeking rezoning approval from the City. In the event that the application is not approved by Council, costs associated with re-initiating the master planning process and lengthened redevelopment timelines would result in additional expenses for the project.

The \$2.649 million in funds will satisfy TCHC's obligation to fund pre-development costs for the project until mid-2023. It is anticipated that an anchor business plan will be brought to the TCHC Board for approval in early 2023 towards the end of the master planning process.

Upon execution of the definitive agreements in December 2021, TCHC will receive \$1 million in deposits from Tridel. Upon launch of marketing, expected in mid-2023, TCHC will receive a further \$1 million in deposits.

Planning Risk

The budget outlined in Attachment 2 assumes that Council will approve the rezoning application for the Regent Park Phases 4 and 5 lands, and that there will be no appeal of the application to the Local Planning Appeal Tribunal ("LPAT"), such that the zoning will be final and binding by summer 2023. TCHC and Tridel have had multiple conversations with the ward councillor, Kristyn Wong-Tam, who is in support of reimagining the 2014 plan for the Phases 4 and 5 lands. In the event that the application is not approved by Council, some of the planning and engagement work relating to developing the Phases 4 and 5 lands will likely have to be re-done.

Strategic and Reputational Risk

A key component of the revitalization is the support of Regent Park residents. The project cannot succeed without community support. The master planning consultant team contains a highly respected community engagement consultant, and TCHC and Tridel will work closely with the community to ensure resident voices are heard and the master plan design is tailored to meet the needs of the Regent Park community based on their input.

By approving this increase to the pre-development budget, staff will be able to continue their commitment to work towards the tight timelines associated with the Phases 4 and 5 rezoning process, as well as to fulfil our goal of getting TCHC tenants into new housing as soon as possible.

SIGNATURE:

“Kelly Skeith”

Kelly Skeith
Acting Chief Development Officer

ATTACHMENTS:

1. Resolution for Regent Park Phases 4-5 Developer Partner (TCHC:2020-89)
2. Pre-Development Budget Breakdown

STAFF CONTACTS:

Peter Zimmerman, Senior Development Director
437-855-4117
Peter.Zimmerman@torontohousing.ca

Joyce Ho, Senior Development Manager
416-886-0282
Joyce.Ho@torontohousing.ca



Board of Directors

931 Yonge Street
Toronto M4W 2H2

SECRETARY'S CERTIFICATE


I HEREBY CERTIFY that the foregoing is a true copy of a Resolution passed by the Board of Directors of the Toronto Community Housing Corporation during its *public virtual* meeting held on the 15th day of December, 2020, which Resolution was duly enacted in the manner authorized by law and in conformity with the constating documents of the Corporation and that this Resolution has not been amended and continues to be in full force and effect.

REPORT: Regent Park Phases 4/5 Developer Partner
TCHC:2020-89

The Board of Directors resolved to:

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

DATED at the City of Toronto this _____ day of December, 2020.

DocuSigned by:

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Dec-18-2020 1

Darragh Meagher
General Counsel & Corporate Secretary
Toronto Community Housing Corporation

Item 5B - BIFAC:2021-83 - Attachment 1

Attachment 2: Pre-Development Budget Breakdown

Shared Pre-development Expenses	Total Expense	TCHC Share
Master Planning/Urban Design	1,410,160	1,057,620
Urban Planning/Draft By-laws	98,000	73,500
Suveys	33,486	25,115
Structural Engineering	10,000	7,500
EIS Phase 1/2/Soils/HydroG Engineer	100,000	75,000
Transportation Engineer	75,000	56,250
Municipal Legal Fees	150,000	112,500
Servicing	200,000	150,000
Printing	10,000	7,500
Acoustical Engineer	30,000	22,500
Microclimatic (Wind/Shade)	55,000	41,250
Site Travel	10,000	7,500
Archaeological	30,000	22,500
Retail	30,000	22,500
Segement Study	60,000	45,000
Indigenous	70,000	52,500
Miscellaneous (10%)	433,433	325,075
Contingency (15%)	715,164	536,373
Total Planning Cost	3,520,243	2,640,182
100% TCHC Pre-development Expenses		
Engagement Costs (26 months)	260,000	260,000
Legal - (Agreements)	74,000	74,000
Tenant Relocation	375,000	375,000
Security	300,000	300,000
Total Non-Shared Expenses	1,009,000	1,009,000
Total Expenses	4,529,243	3,649,182
Board Approved Budget, December 2020		1,000,000
Recommended Additional Expenditures		2,649,182



Alexandra Park Phase 2 Revitalization: Transfer of Site 1 Development Block to Partnership

Item 5C

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-84

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

From: Acting Chief Development Officer

Date: August 11, 2021

PURPOSE:

The purpose of this report is to seek the Building Investment, Finance and Audit Committee’s (“BIFAC”) approval for the transfer of the Site 1 development block (Attachment 1) within Alexandra Park Phase 2A from Toronto Community Housing (“TCHC”) to Dundas Alexandra Park Residences Inc.

RECOMMENDATIONS:

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

1. Authorize the transfer of the Site 1 lands, substantially as shown on the plans prepared by CS&P Architects and SvN Architects + Planners, dated January 22, 2020 (Attachment 2), (the “Subject Lands”), from Toronto Community Housing to Dundas Alexandra Park Residences Inc.;

2. Authorize entering into reciprocal easements and a shared facilities agreement with the declarant or condominium corporation which acquires the Subject Lands to provide for the operation and management of the shared garage, loading and garbage areas, building facilities and shared outdoor areas;
3. Authorize any further retransfer of the Subject Lands required in order to correct the boundaries in accordance with any subsequent as-built stratified plan; and
4. Authorize the Chief Development Officer (or designate) to take such further actions to execute any and all agreements and documents as may be necessary to give effect to the above recommendations.

REASONS FOR RECOMMENDATIONS:

TCHC has been engaged in the revitalization of Alexandra Park since 2009. In 2016, Tridel was approved as the developer partner for Phase 2 (TCHC:C2016-48). Pursuant to the joint venture arrangements, Alexandra Park Development Corporation, a wholly owned subsidiary of TCHC, entered into partnership with 2526577 Ontario Limited (“Tridel Subco”) and will construct and sell the condominium on the market lands as Alexandra Park Phase 2 Partnership (the “Partnership”). Dundas Alexandra Park Residences Inc. (“DAPR Inc.”) will hold title to the market lands as nominee for the Partnership, whereby it agreed to sell all of the Phase 2 lands to the Partnership. The Phase 2 Anchor Business Plan was approved by the Board in 2019 (TCHC:2019-40).

Phase 2A is the first sub-phase in Phase 2 and is comprised of Site 1 (being the Subject Lands), on which the partnership is constructing the market condominium and Site 2, on which TCHC is constructing its rental replacement building, to be operated by Atkinson Co-op.

The proposed development on Sites 1 and 2 consists of two towers sitting on long narrow floor plates connected by a 5-storey podium. The integrated

building will allow for sharing of a number of common areas, including the underground parking garage and outdoor amenity space, located between the market condominium and the TCHC/Atkinson rental apartment.

The sale will be completed based on a stratified reference plan based on the architectural drawings (Attachment 2), which will be finalized and registered in the Land Registry Office prior to land transfer. Pursuant to the stratified reference plan, TCHC will own the entirety of parking level two under the two towers and the condominium will own the entirety of parking level one (subject to minor encroachments for storage lockers, stairwells, building facilities, etc.). The above grade portions of the buildings being constructed on Site 1 and Site 2 will be owned separately by the condominium and TCHC respectively, with the dividing line running roughly between the two buildings. Once the construction of the two buildings is sufficiently completed, a subsequent stratified reference plan will be completed to determine final as-built boundaries. At that time, it may be necessary for each of the Partnership and TCHC to re-convey additional lands to each other in order to correct the boundaries of any of the lands, based on the as-built conditions. The Agreement of Purchase and Sale provides the parties will forthwith execute the transfers for such re-conveyances.

Presently, all 45 units located in Phase 2A have been vacated and demolished. We are now in a position to have Site 1 transferred to the Partnership in preparation for construction. The remaining lands (including Site 2) will remain in TCHC's ownership. TCHC is ready to proceed with obtaining the necessary consent from the City as Service Manager in advance of the land transfer. Service Manager Consent will also be required to permit the encumbrance of TCHC lands with easements and the shared facilities agreement in connection with any shared uses of space. Shared facilities include the underground parking garage, garbage and loading areas and outdoor amenity spaces. Long-term management of these spaces will be in accordance to the shared facilities agreement, which will be registered on title.

IMPLICATIONS AND RISKS:

There is minimal risk associated with adopting the recommendations included in this report. The conveyance is contemplated by the joint venture documents with Tridel, and TCHC is required to complete this conveyance at this time pursuant to the Agreement of Purchase and sale between the Partnership and TCHC.

Both TCHC and Tridel are committed to the Phase 2 revitalization plan. If TCHC does not obtain the necessary land transfer consents, TCHC will be in default under the terms of the Agreement of Purchase and Sale. The Board of Directors resolution as outlined in this report will fulfill the City of Toronto's requirement as Service Manager for the land transfer.

SIGNATURE:

"Kelly Skeith"

Kelly Skeith
Acting Chief Development Officer

ATTACHMENTS:

1. Alexandra Park Master Plan
2. Phase 2A Architectural Plans

STAFF CONTACT:

Tyler Baker, Senior Development Director (Acting)
647-217-2933
Tyler.Baker@torontohousing.ca

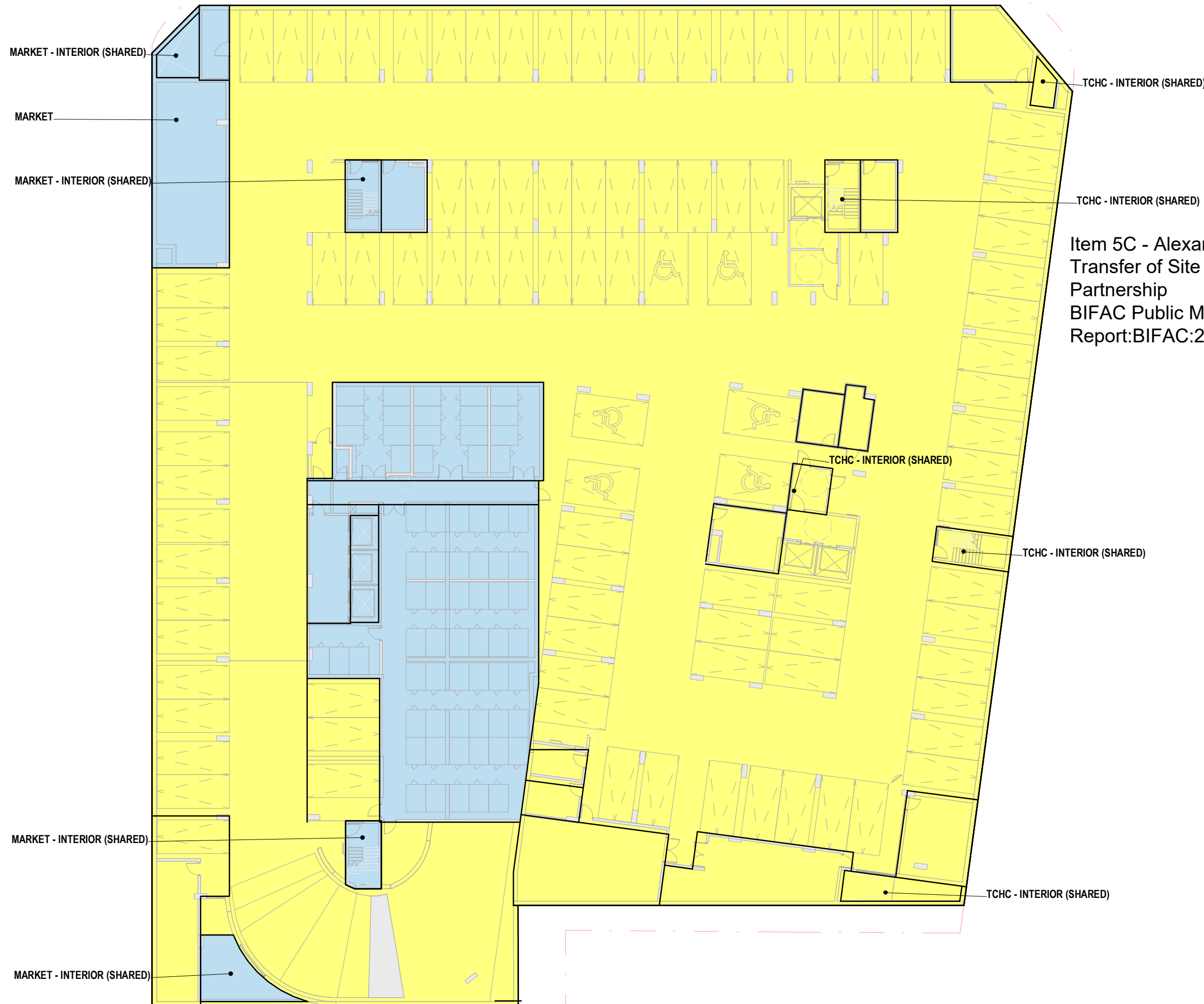
Shawni Lo, Senior Development Manager
437-245-1634
Shawni.Lo@torontohousing.ca

ATTACHMENT 1: ALEXANDRA PARK MASTER PLAN



ATTACHMENT 2: PHASE 2A ARCHITECTURAL PLANS

Item 5C - BIFAC:2021-84 - Attachment 2



NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

MARKET

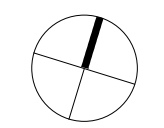
TCHC

Item 5C - Alexandra Park Phase 2 Revitalization:
 Transfer of Site 1 Development Block to
 Partnership
 BIFAC Public Meeting - September 2, 2021
 Report: BIFAC:2021-84

— PROPERTY LINE

CS&P Architects Inc.
 2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners
 110 Adelaide St. E, 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
 Corporation and
 Tridel Inc.

PARKING LEVEL P2

scale 1 : 300
 date 01/22/2020



NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

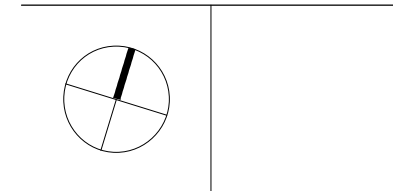
MARKET

TCHC

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CS&P Architects Inc.
 2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners
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**Alexandra Park Redevelopment
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 Toronto Community Housing
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PARKING LEVEL P1

scale 1 : 300
 date 01/22/2020

NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

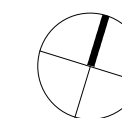
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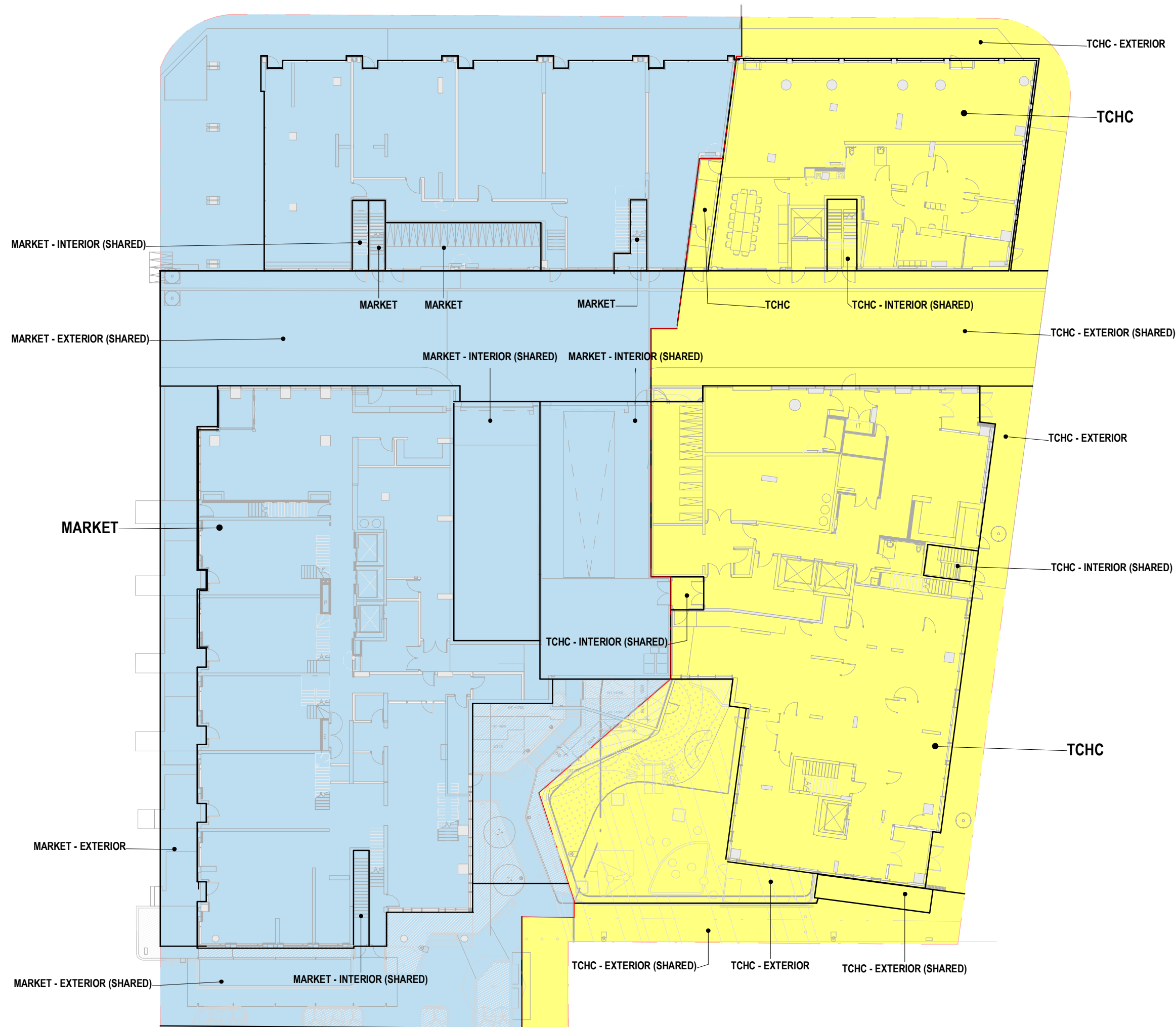


**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

GROUND FLOOR PLAN

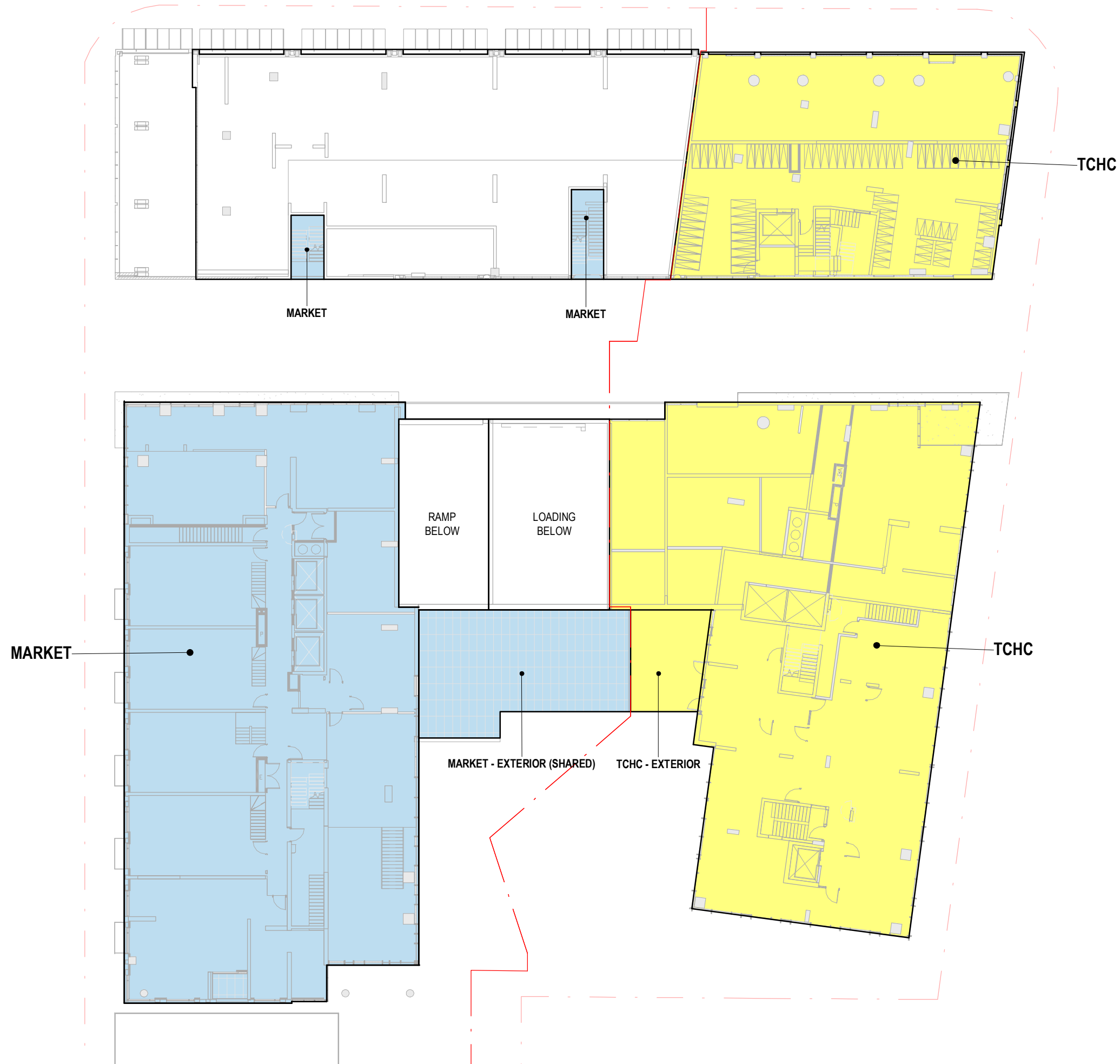
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC



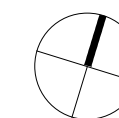
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 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
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**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
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FLOOR 2

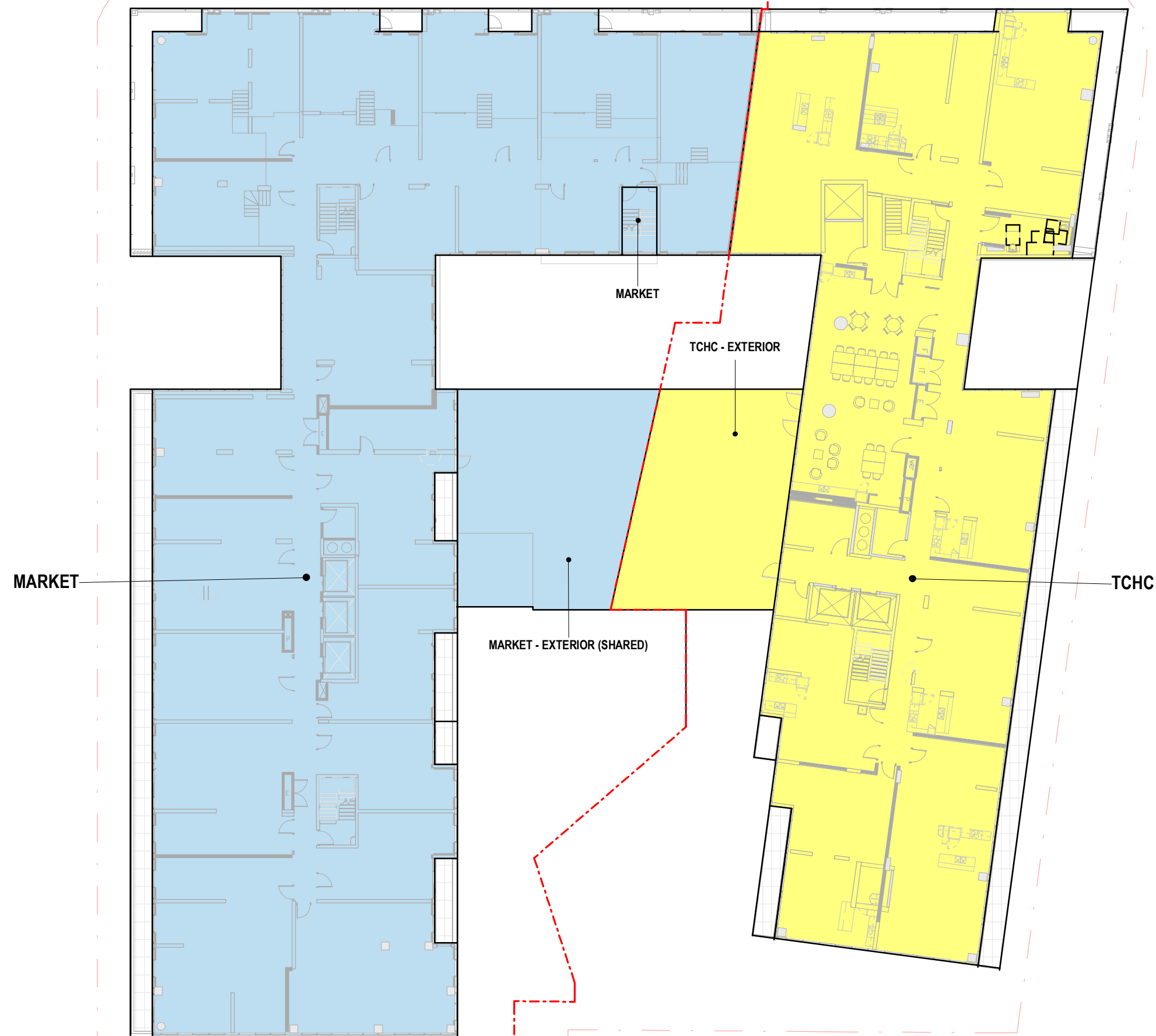
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OWNERSHIP PLAN LEGEND

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- TCHC

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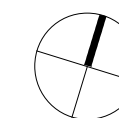


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**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
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FLOOR 03

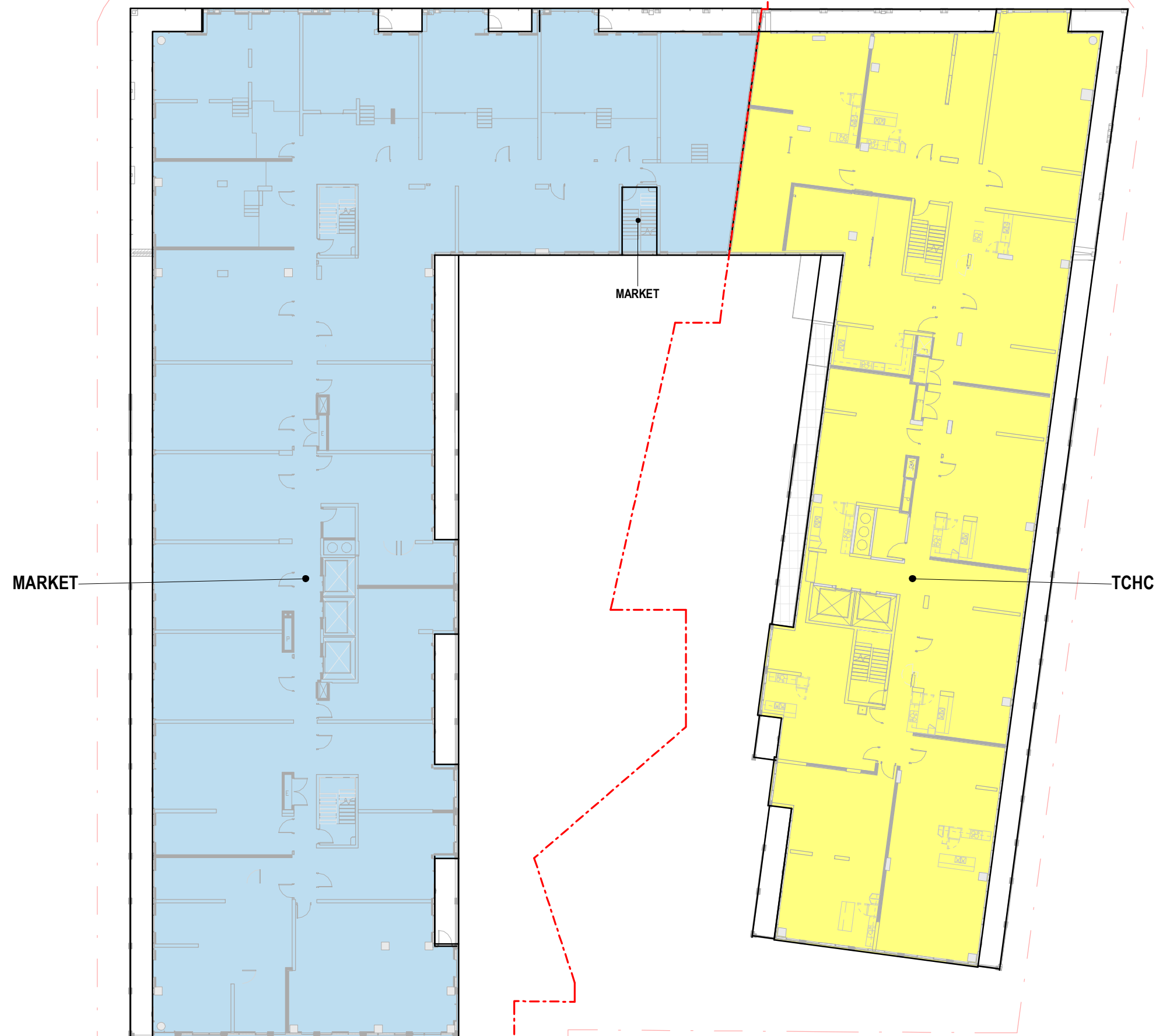
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

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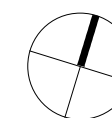


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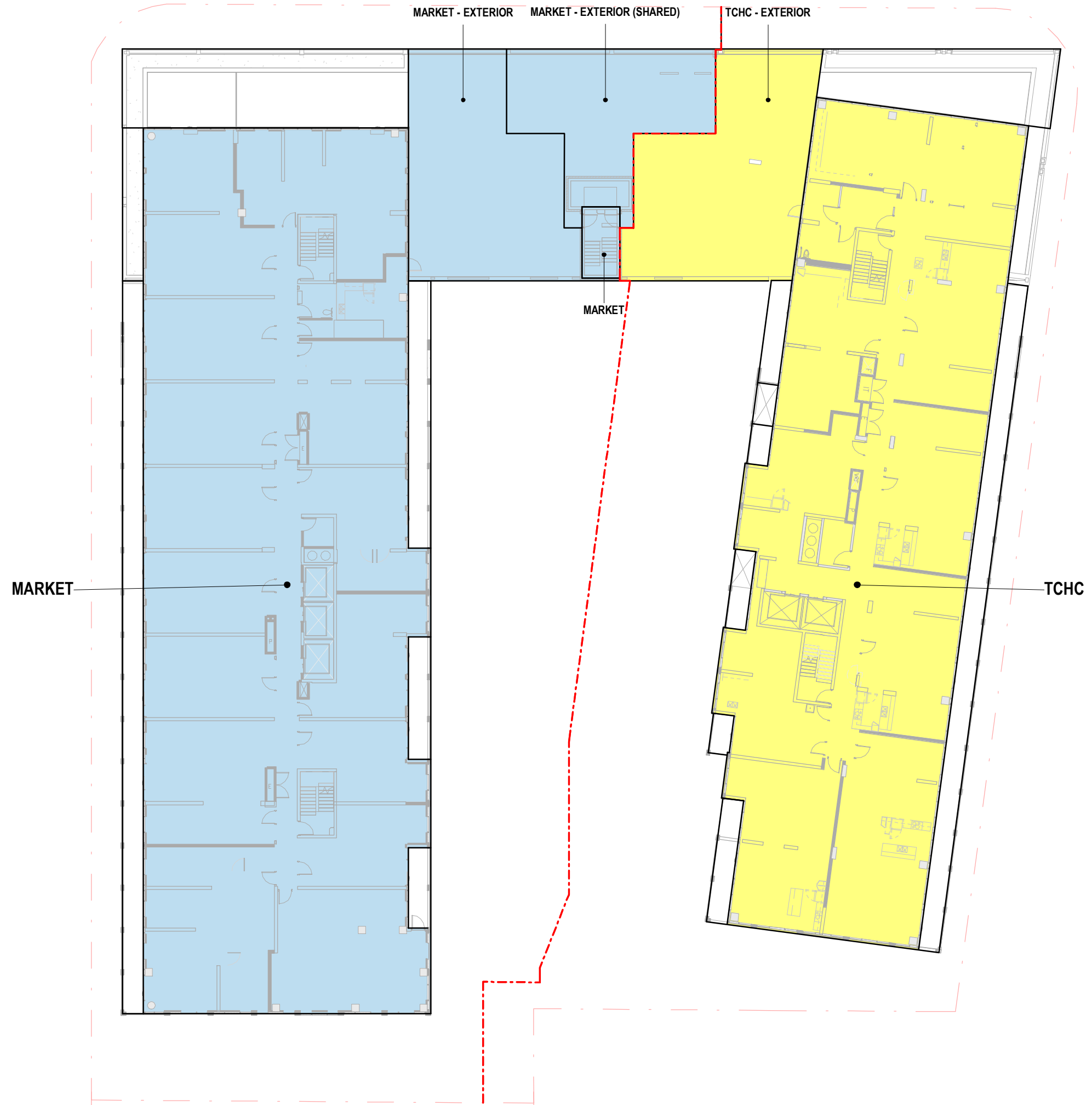


**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
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FLOOR 04

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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

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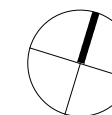
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2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

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 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

FLOOR 05

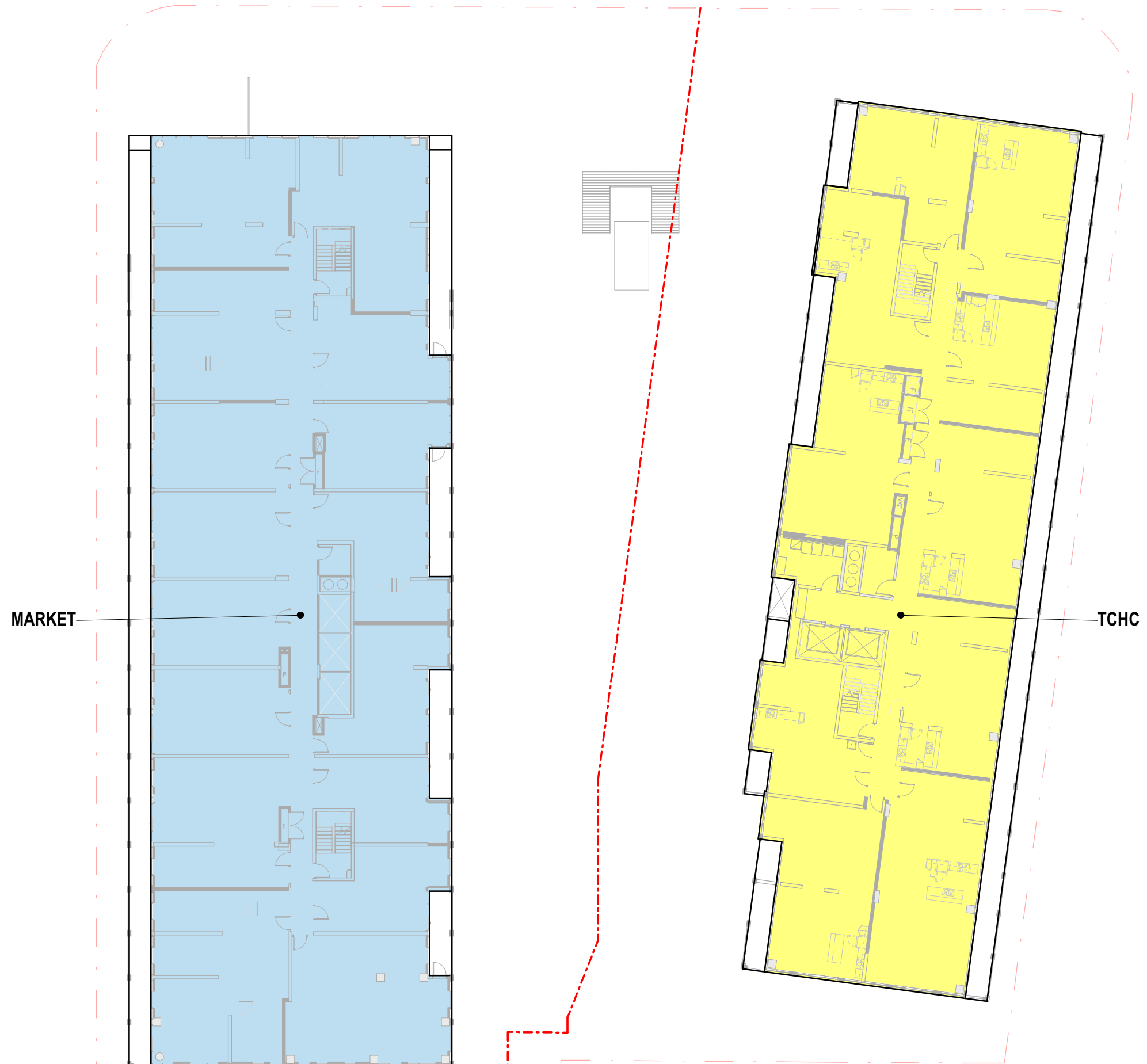
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OWNERSHIP PLAN LEGEND

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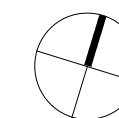


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Toronto Community Housing Corporation and Tridel Inc.

FLOOR 06

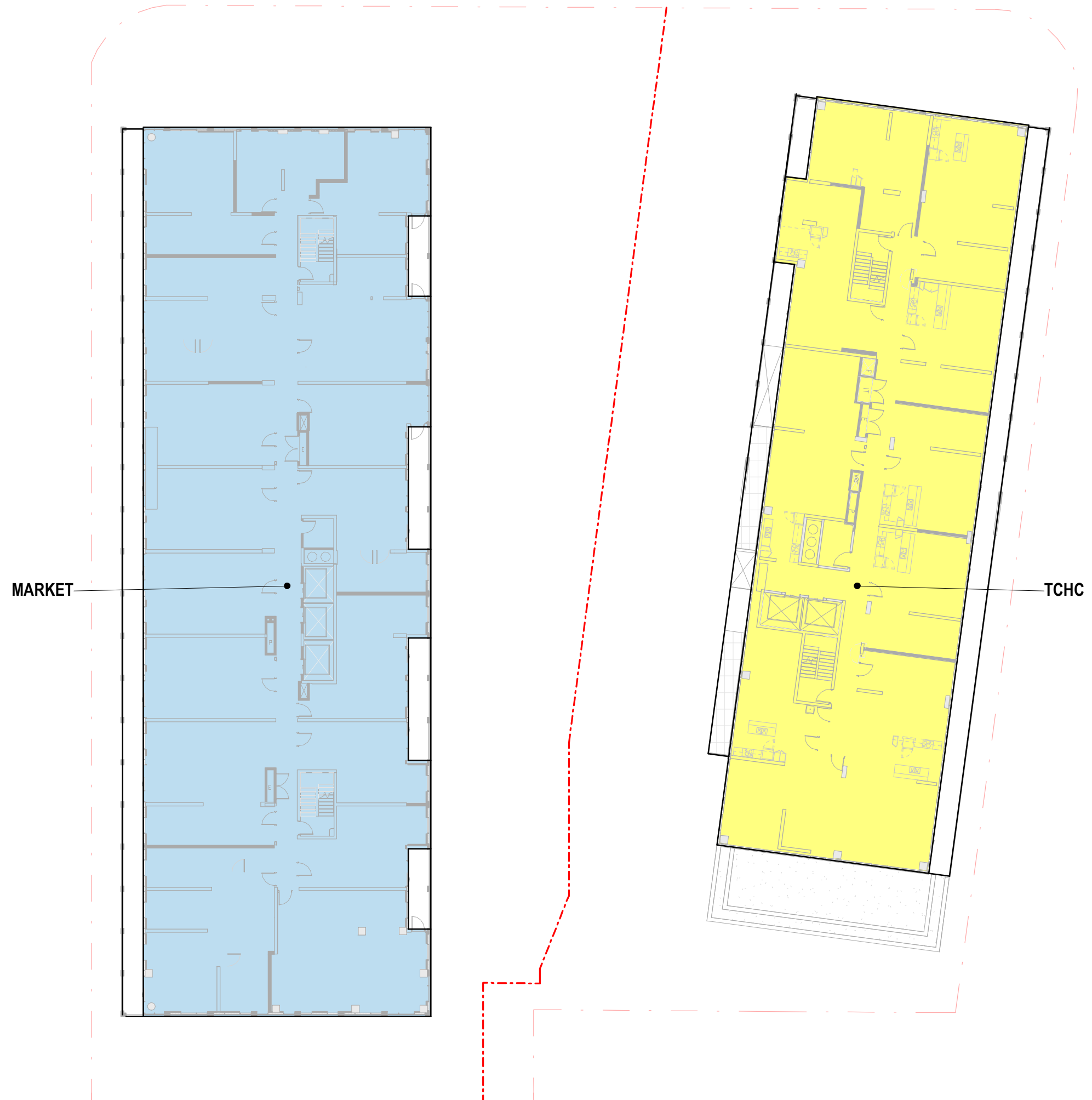
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OWNERSHIP PLAN LEGEND

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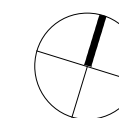


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 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

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**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
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FLOOR 07

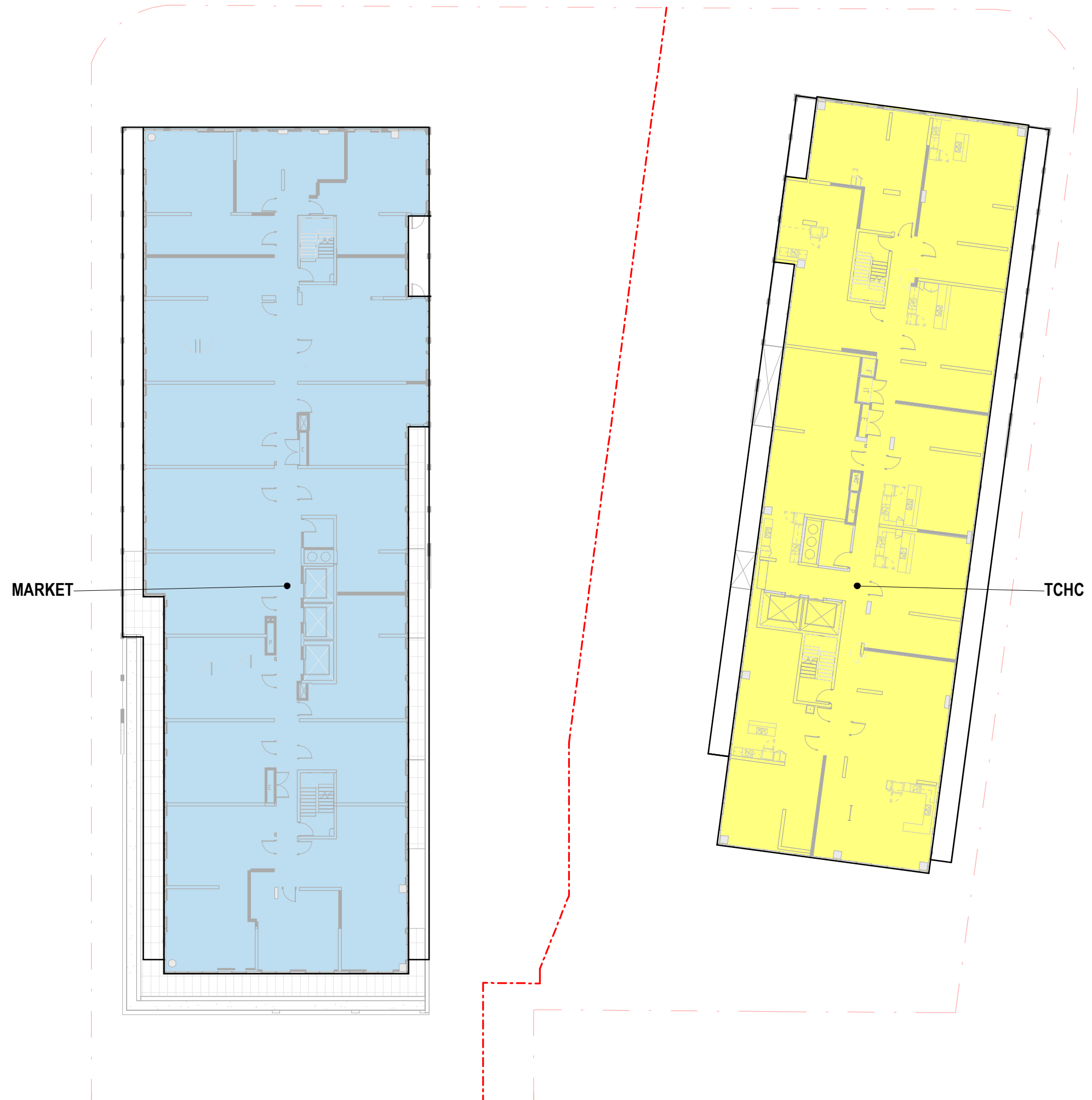
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

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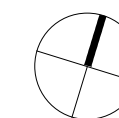


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SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
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**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

FLOOR 08

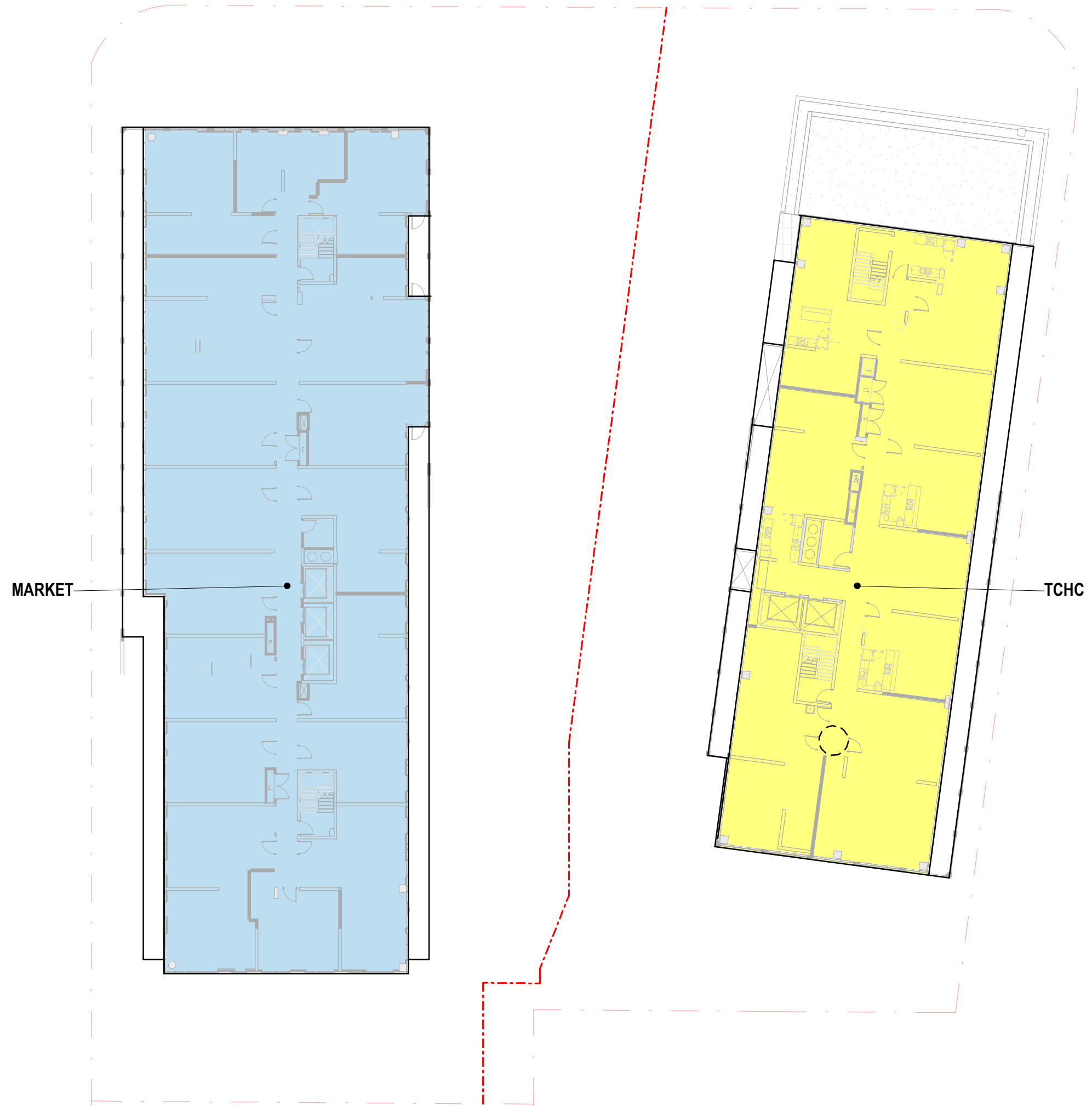
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

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- TCHC

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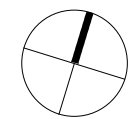


CS&P Architects Inc.

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 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
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**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

FLOOR 09

scale 1 : 300
 date 01/22/2020

NO	DATE	ISSUANCE / COMMENT

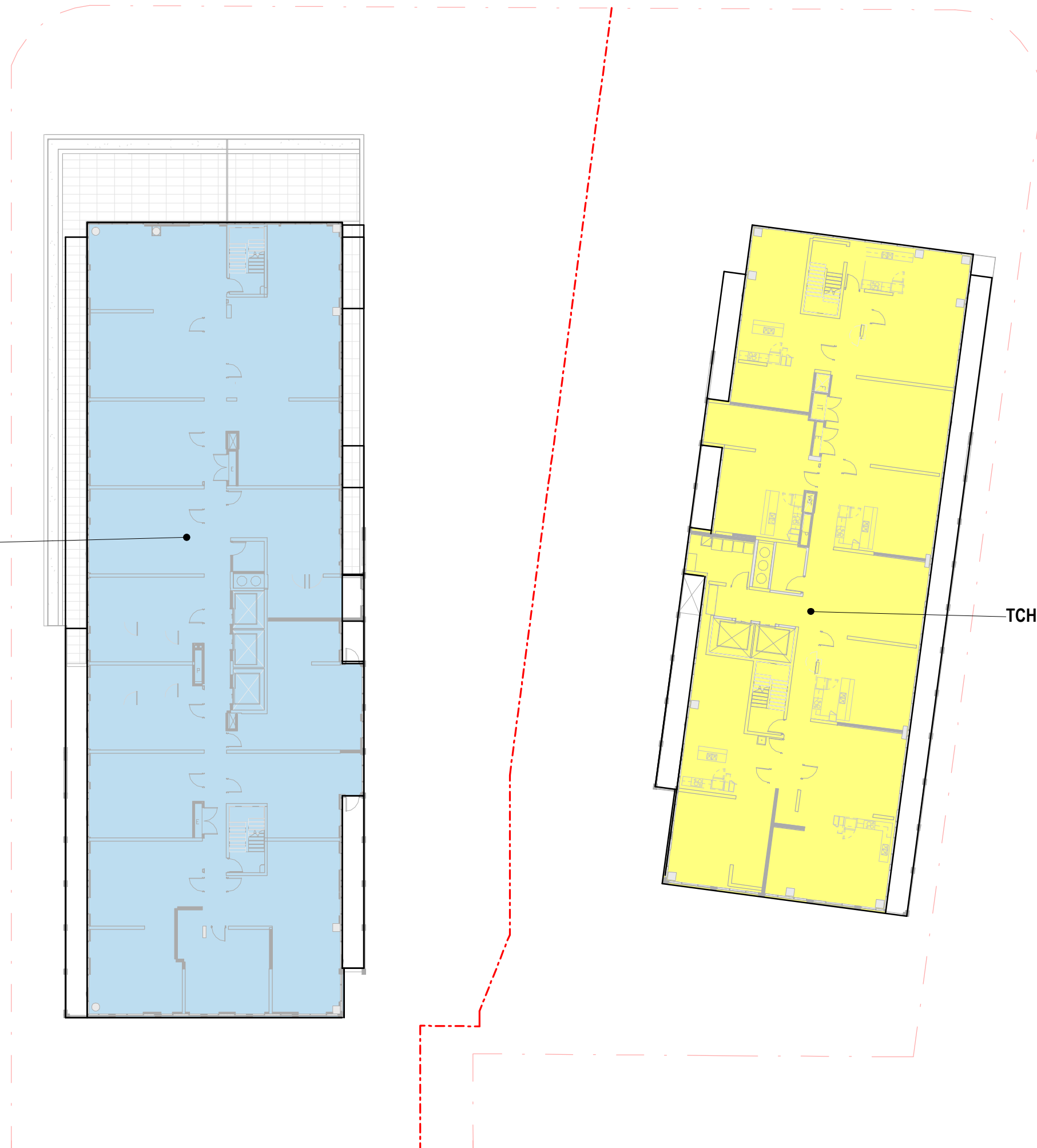
OWNERSHIP PLAN LEGEND

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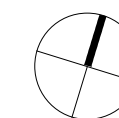


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110 Adelaide St. E, 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
 Corporation and
 Tridel Inc.

FLOOR 10

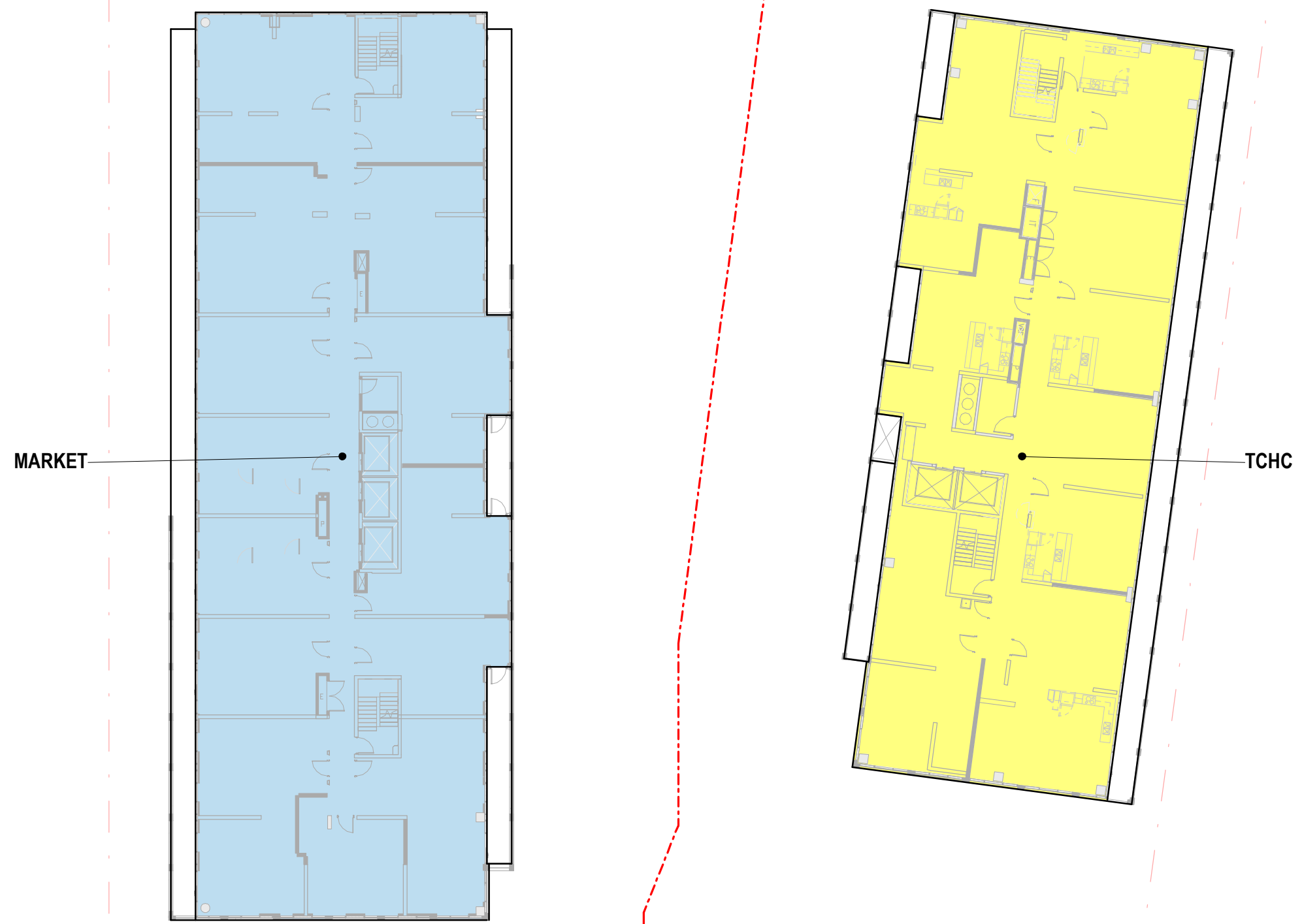
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

PROPERTY LINE

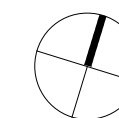


CS&P Architects Inc.

2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

FLOOR 11

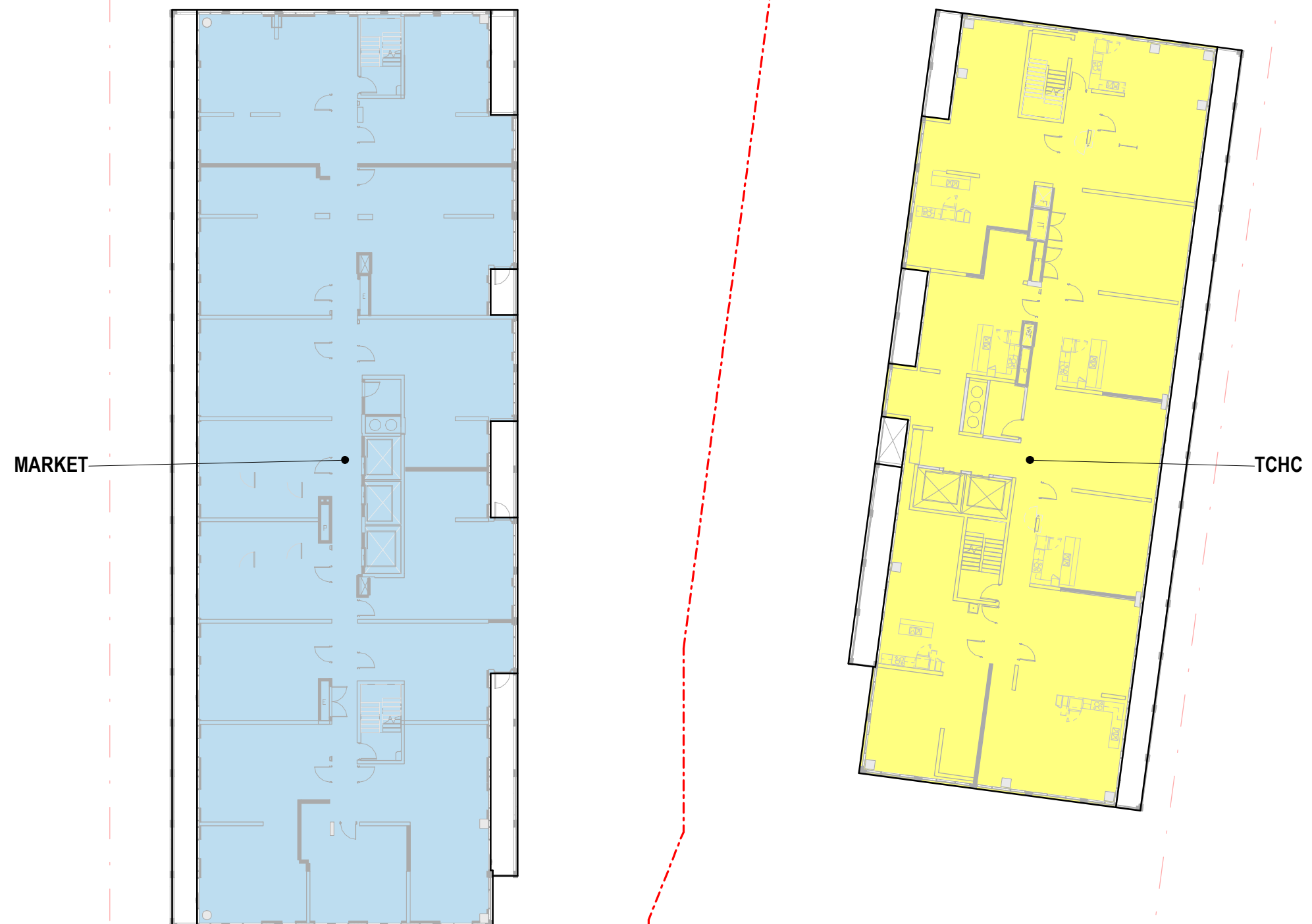
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

PROPERTY LINE

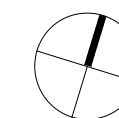


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 Toronto, ON M5C 1K9
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**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

FLOOR 12

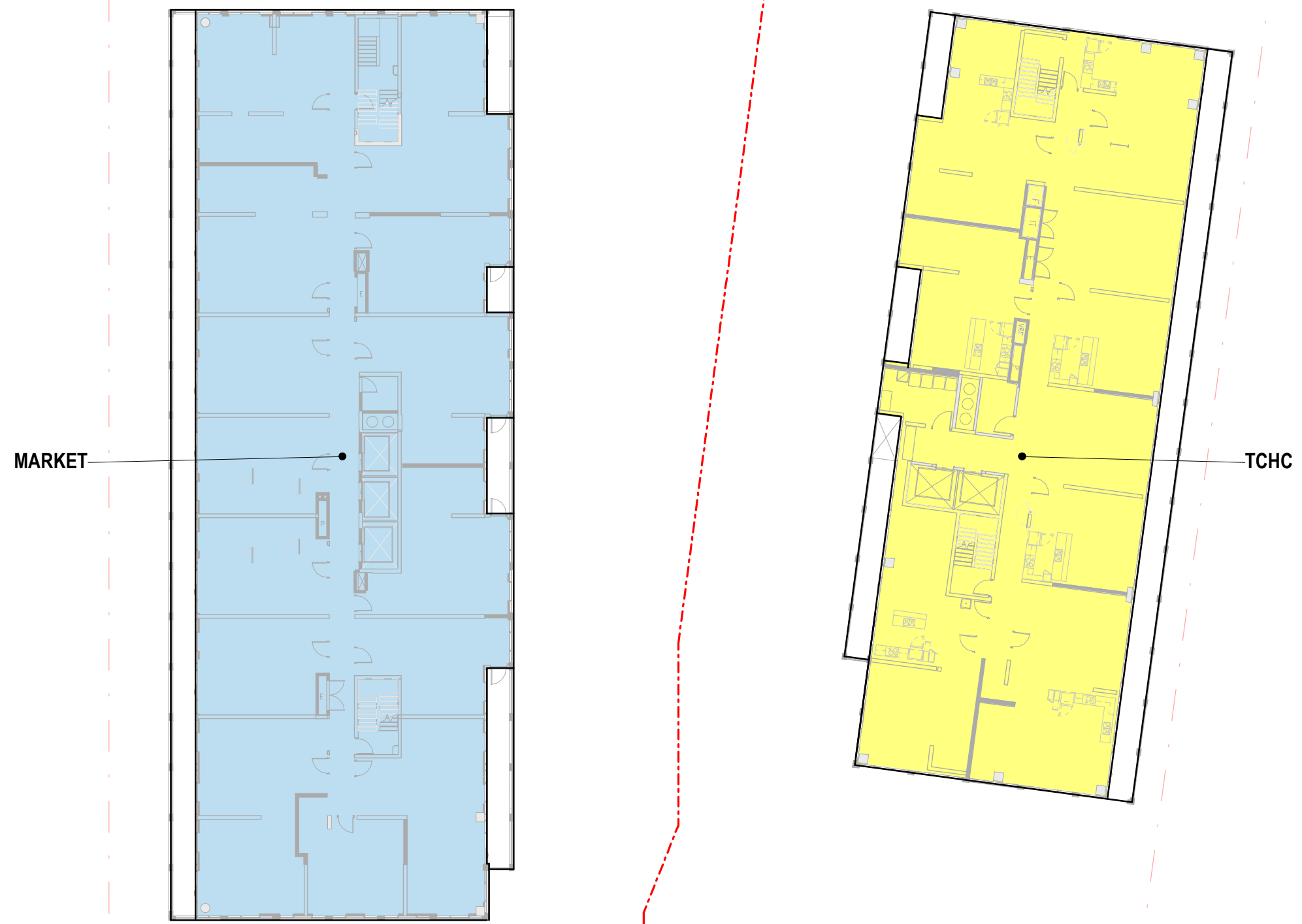
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 date 01/22/2020

NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

PROPERTY LINE

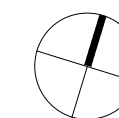


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 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
 Corporation and
 Tridel Inc.

FLOOR 13

scale 1 : 300
 date 01/22/2020

NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

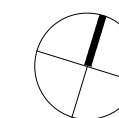
PROPERTY LINE

CS&P Architects Inc.

2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E, 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com

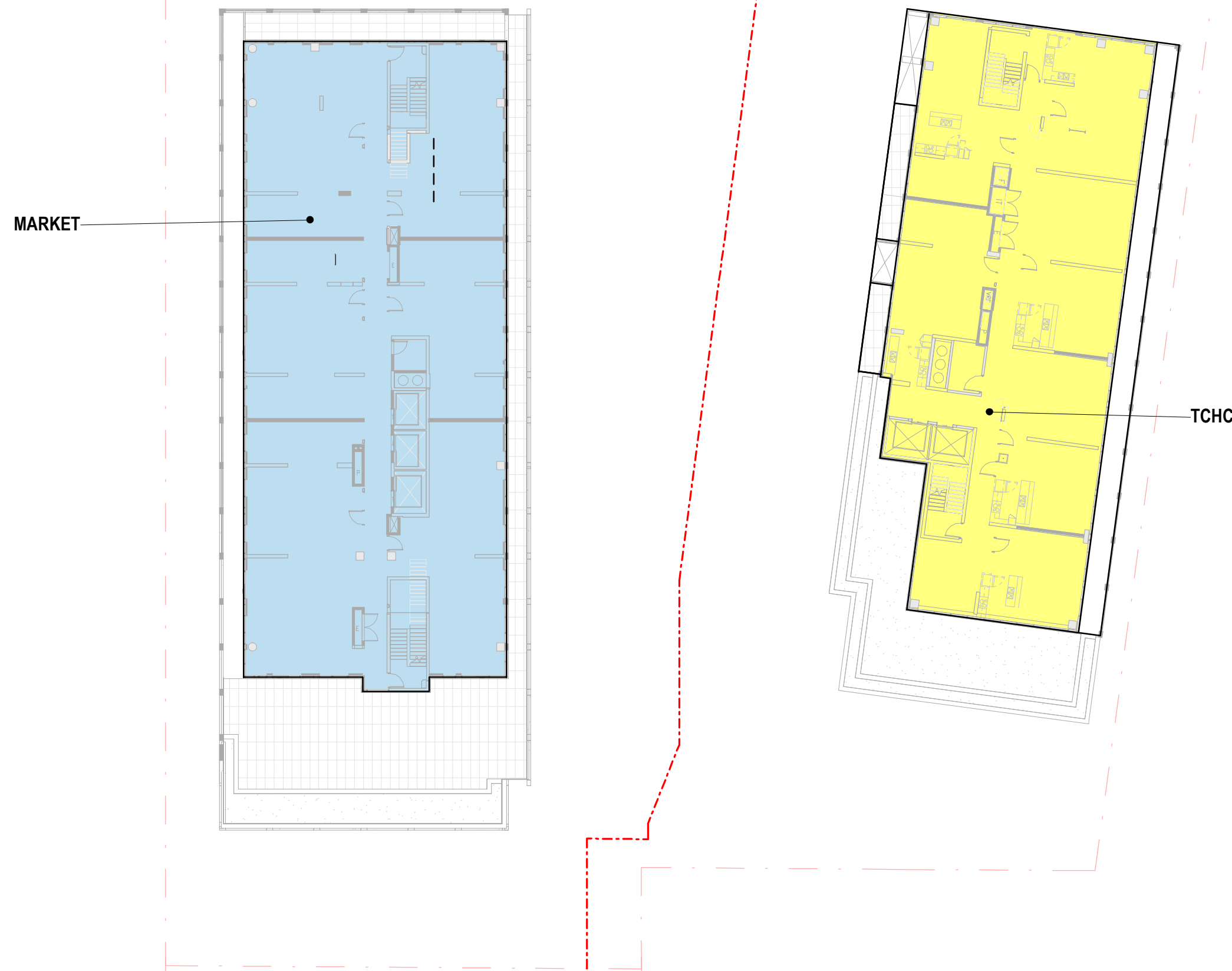


**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

FLOOR 14

scale 1 : 300
 date 01/22/2020



NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

PROPERTY LINE

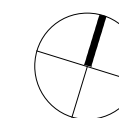


CS&P Architects Inc.

2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E, 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing
 Corporation and
 Tridel Inc.

FLOOR 15

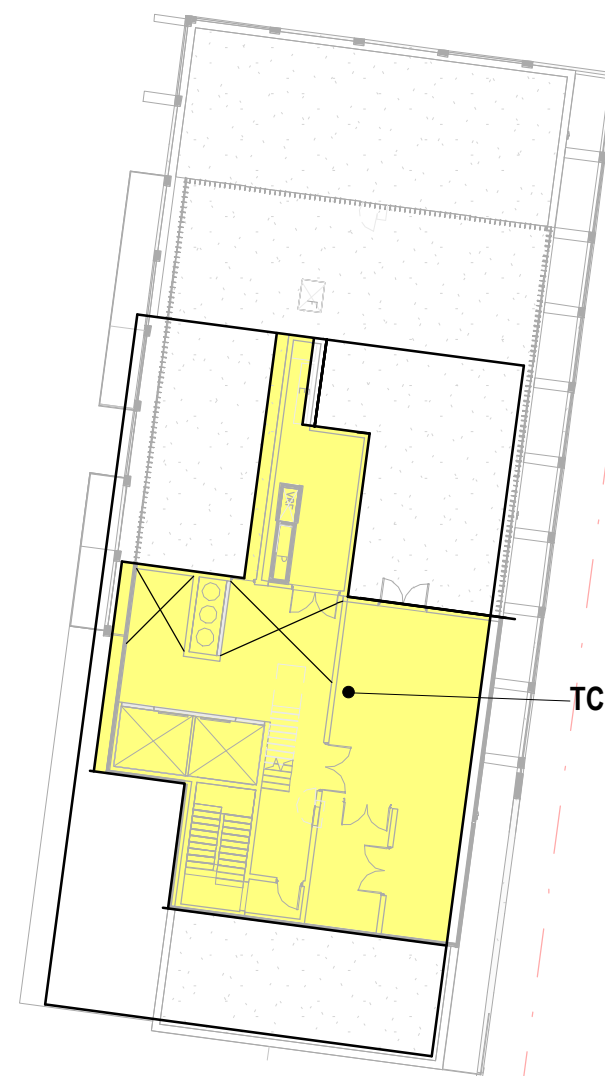
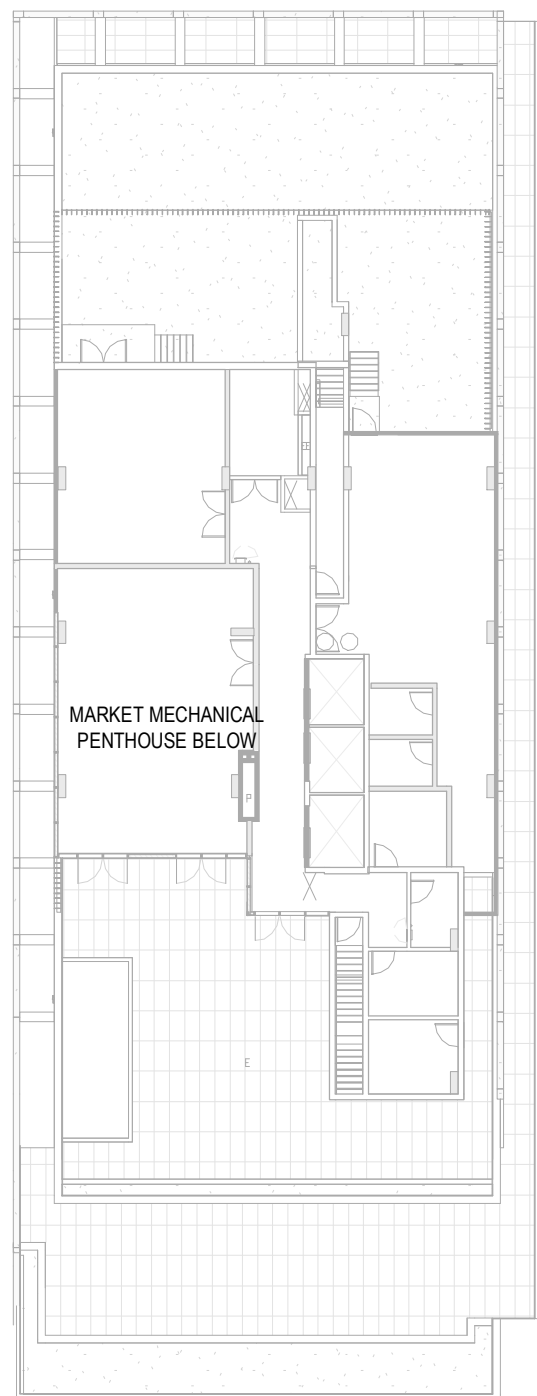
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NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

PROPERTY LINE



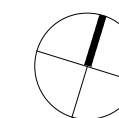
TCHC - MECH PENTHOUSE

CS&P Architects Inc.

2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

**MECHANICAL
 (ATKINSON)**

scale 1 : 300
 date 01/22/2020

NO	DATE	ISSUANCE / COMMENT

OWNERSHIP PLAN LEGEND

- MARKET
- TCHC

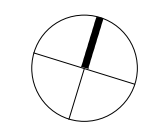
PROPERTY LINE

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2345 Yonge St., Suite 200
 Toronto, ON M4P 2E5
 416.482.5002 cspa@csparch.com

SvN Architects + Planners

110 Adelaide St. E., 4th Floor
 Toronto, ON M5C 1K9
 416.593.6499 info@svn-ap.com



**Alexandra Park Redevelopment
 Phase 2 Sites 1 & 2**

Toronto Community Housing Corporation and Tridel Inc.

OVERALL ROOF PLAN

scale 1 : 300
 date 01/22/2020





Contractor Award: Portable Terminal Air Conditioning Unit (“PTAC”) System Replacement and In-suite Ventilation Upgrade at 145 Mutual Street (RFP 21102-PP)

Item 6A

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-85

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

From: Vice President, Facilities Management

Date: August 10, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC’s approval to award a contract for the replacement of the Portable Terminal Air Conditioning Unit (“PTAC”) system and in-suite ventilation upgrades at 145 Mutual Street based on the outcome of Request for Proposal (“RFP”) 201102-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 Martinway Contracting Ltd. for \$3,977,414,21 (exclusive of taxes) for PTAC replacement and in-suite ventilation upgrades at 145 Mutual Street based on the outcome of Request for Proposal (RFP) 21002-PP; and
- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

145 Mutual Street, built in 1985, consists of a 15-storey building and walk-up apartments with a total of 145 units.

Over recent years, TCHC has received tenant complaints regarding issues related to the poor operation and performance of the building's PTAC units, located in every tenant suite. Issues have included:

- Water penetration in suites leading to floor and finish damage caused by the opening in the envelope required to accommodate the PTAC unit installation.
- Poor thermal comfort due to deficiency in the PTAC unit's original air flow design.
- High tenant hydro bills due to inefficient PTAC performance and a need for tenants to run the units continuously at high levels in order to increase thermal comfort and reduce drafts.
- Significant moisture and mold issues due to poor ventilation in suites.

The recommended scope of work includes the removal of each suite's PTAC unit and the installation of a new air-source heat pump system. This proposed new system is highly energy efficient (reducing tenant utility bills), quieter, requires a far smaller penetration at the envelope (eliminating leaks and drafts), and will significantly improve tenant comfort.

The installation can be performed on a unit by unit basis utilizing the existing electrical service. Auxiliary work will include infilling the envelope at the former PTAC opening, a new drywall bulkhead, and the replacement of bathroom exhaust fans with low continuous running fans.

PROCUREMENT PROCESS:

An RFQ was issued on May 18, 2021 and closed on June 23, 2021. Seven submissions were received. The submissions were evaluated to determine the best price. Confidential Attachment 1 provides a summary of the submissions.

Martinway Contracting Ltd. submitted the lowest price and is recommended for the work. Overall, Martinway Contracting 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 RFP requirements.

Martinway Contracting Ltd. has confirmed understanding, ability and pricing during a bid confirmation meeting held on July 13, 2021.

The Procurement Award Committee approved the recommendation to award the work to Martinway Contracting Ltd. at its meeting on July 21, 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 poor thermal conditions, water penetration, and poor ventilation and mold issues. This work is required to maintain the building integrity and ensure all codes are met.

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 based on general contractor performance.

SIGNATURE:

“Allen Murray”

Allen Murray
Vice President, Facilities Management

Confidential RFP Submissions
Attachment 1:

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



Contractor Award: Decommissioning, Abatement, Demolition and Site Grading Services at Firgrove Crescent (RFP 21084-PP)

Item 6B

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-86

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

From: Vice President, Facilities Management and Acting Chief
Development Officer

Date: August 9, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract for decommissioning, abatement, demolition and site grading services at 5, 10 & 40 Turf Grassway, 4 & 17 Cane Grassway, 7 & 11 Blue Grassway, 1, 2 & 8 Dune Grassway, and 3 & 36 Marsh Grassway (Firgrove Crescent, Dev. 097) based on the outcome of Request for Proposal ("RFP") 21084-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 Budget Environmental Disposal Inc. for \$4,959,650.00 (exclusive of taxes) for decommissioning, abatement, demolition and site grading services at 5, 10 & 40 Turf Grassway, 4 & 17 Cane Grassway, 7 & 11 Blue Grassway, 1, 2 & 8 Dune Grassway, and 3 & 36 Marsh Grassway (Firgrove Crescent,

Dev. 097) based on the outcome of Request for Proposal (“RFP”) 21084-PP; and

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

REASONS FOR RECOMMENDATIONS:

Firgrove Crescent currently includes two blocks of stacked two-storey apartments (‘Block A’ and ‘Block B’), with a total of 236 units built in 1971. Block A represents a total of 102 units at 5, 10 and 40 Turf Grassway and 4 and 17 Cane Grassway, and Block B represents a total of 134 units at 1, 2 and 8 Dune Grassway, 3 and 36 Marsh Grassway and 7 and 11 Blue Grassway. There is also a TCHC owned community space, outdoor pool and City-run childcare facility within the Firgrove Crescent development.

Through the 10-year Building Repair Capital Program, it was determined that 134 of the 236 units within Firgrove Crescent (Block B) had to be evacuated as they were no longer safe and secure homes for tenants. It was also determined that it will be more cost-effective to demolish and rebuild all 236 units rather than repair them. As such, both Blocks A and B have undergone a master planning process that (pending funding) anticipates the replacement of the TCHC units and the introduction of new affordable and market units.

The recommended scope of work includes decommissioning, abatement, demolition and site grading services at Firgrove Crescent (Blocks A and B) in order to facilitate the Firgrove-Grassways Revitalization (the “Revitalization”).

In September 2019, the TCHC Board approved \$7.2 million in spending authority for demolition as part of the Revitalization (TCHC:2019-23). The award to Budget Environmental Disposal Inc. will come from this approved budget, which will also cover security costs, utility disconnections, salvage and site preparation work, and a health and safety monitoring agent.

PROCUREMENT PROCESS:

An RFP was issued on April 27, 2021 and closed on June 8, 2021. Ten submissions were received. The submissions were evaluated to determine

the best price. Confidential Attachment 1 provides a summary of the submissions.

Budget Environmental Disposal Inc. submitted the lowest price and is recommended for the work. Overall, Budget Environmental Disposal Inc.'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 RFP also included, as a condition of award, a requirement to allocate 1.5% of the total bid amount to implement a community economic development ("CED") plan. As part of the CED plan, the vendor would provide skill-building opportunities to TCHC tenants such as employment, apprenticeships, and training opportunities that link the skill development of TCHC tenants with needs in the local labour market.

The Procurement Award Committee approved the recommendation to award the work to Budget Environmental Disposal Inc. at its meeting on August 5, 2021, subject to BIFAC approval. At that time, the Committee took note of the following considerations:

- The award and pricing is fair and reasonable for the scope of work;
- This is a new vendor to TCHC and staff have checked their references; and
- The recommended proponent has confirmed they have the capability and capacity to deliver the scope of work.

IMPLICATIONS AND RISKS

Risk of Not Proceeding

The scope of work is recommended in order to accommodate new development in Firgrove. In December 2017, 134 units within Block B were relocated outside of Firgrove due to safety concerns with respect to the habitability and structural integrity of the buildings. The relocation process has commenced for the 102 units at Block A and is anticipated to be complete by September 30, 2021, at which point all 236 units will be vacant. Not proceeding with demolition would pose a safety risk on site and result in significant security costs for TCHC if the buildings were to remain vacant for an extended period of time.

Strategic and Reputational Risk

After extensive consultation with tenants, it was determined that the demolition of Blocks A and B would occur in a single phase following the relocation of all tenants. In order to accommodate this, TCHC requested the City to advance the rental housing demolition and conversion application. Approval of the demolition permit application has been added to the Community Council agenda for September 10, 2021. Not proceeding with demolition upon completion of the Block A relocation would be inconsistent with previous requests and communications to the City of Toronto and tenants.

Tenant Implications

It is anticipated that tenants living in Block A will have been relocated out of Firgrove Crescent by September 30, 2021. As such, the site will be vacant for the duration of demolition work.

Timely and appropriate notification will be provided to site staff and tenants for any demolition work occurring close to the adjacent Jane Firgrove development. A third-party health and safety monitoring agent will also be retained to conduct health and safety site inspections during construction.

Delivery of Work

To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the project. TCHC has retained a consultant to provide contract administrative services to ensure the work is delivered in accordance with the design and specifications, and is on budget and on time. 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.

SIGNATURES:

"Allen Murray"

Allen Murray
Vice President, Facilities Management

“Kelly Skeith”

Kelly Skeith
Acting Chief Development Officer

Confidential RFP Submissions
Attachment 1:

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:
Noah Slater, Director, Capital Planning, Design & Engineering
647-217-2451
Noah.Slater@torontohousing.ca



Change Order: Additional Scope to Renovate Townhouse Units at 275, 285 and 295 Shuter Street (Moss Park)

Item 6C

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-87

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

From: Vice President, Facilities Management

Date: August 10, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC approval for the change order to Martinway Contracting Ltd. ("Martinway") for the extra cost to expand the interior finish renovation of 41 townhouse units at 275, 285 and 295 Shuter Street in Moss Park.

BIFAC approval is required for the recommended change order, as the cumulative award amount exceeds the financial approval limit of Toronto Community Housing's ("TCHC's") Procurement Award Committee ("PAC").

RECOMMENDATIONS:

It is recommended that the BIFAC approve and forward to the Board for approval the following recommendations:

- (a) Approve the change order of the work up to \$1,031,270.54 (exclusive of taxes) to Martinway Contracting Ltd. for the extra cost to expand the interior renovation of 41 townhouse units at 275, 285 and 295 Shuter Street as follows:

- \$941,270.54 for the extra cost to expand the interior renovation of 41 townhouse units; and
- \$90,000 as an allowance to accommodate the potential increased cost of materials due to supply chain issues as a result of the COVID-19 pandemic; and

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

REASONS FOR RECOMMENDATIONS:

Background

At its September 14, 2020 meeting, the BIFAC approved a contractor award to Martinway for \$4,024,935.00 (exclusive of taxes) for the replacement of all of sanitary plumbing drain and pipe lines at 275, 285 and 295 Shuter Street (Moss Park).

Moss Park consists of three 16-storey buildings that were built in 1964. There are a total of 41 two-storey townhouse units located in the lowest levels of the three buildings.

The original scope of work for this award included:

- Replacement of all sanitary plumbing drains and pipelines from the third floor down to the outgoing main drains in townhouse units, lobbies and basements of each building;
- Replacement of sanitary piping, domestic water supply piping, plumbing valves, sinks, plumbing fixtures (p-traps, faucets and aerators), cabinets, lighting fixtures and tile flooring in kitchens;
- Replacement of sanitary piping, domestic water supply piping, plumbing valves, toilets, bathtubs, pedestal sinks, plumbing fixtures (p-traps, sinks and shower faucets, aerators and shower heads), towel racks, medicine cabinets, tile backsplash and tile flooring in first floor bathrooms; and
- Painting of entire unit.

Change Order Recommendation

A change order of up to \$1,031,270.54 (exclusive of taxes) is recommended for the extra cost to expand the interior finish renovations in the 41 townhouse units including a building materials allowance as follows:

- \$941,270.54 for the extra cost to expand the scope of interior renovations in the 41 townhouses units; and
- \$90,000 to accommodate the potential increase cost of materials due to supply chain issues during to the pandemic.

Expanded Scope of Work

Prior to the commencement of work, Operations staff recommended a strategy for full relocation based on consultation with tenants. With this approach, tenants are moved to other vacant units in the portfolio during the course of construction. Belongings and furniture are moved from the townhouses, leaving the units entirely empty and available for more complete interior renovations.

The townhouse finish interiors are in poor repair. The original interior work was planned to be limited in scope in order to minimize disruption to tenants during the delivery of critical, but highly invasive, plumbing repairs. The additional scope of work (approximately \$25,000 per unit) includes the full replacement of flooring throughout the unit, interior doors, baseboards, lighting and electrical cover plates, stair refinishing and additional washroom renovations.

Tenants will be given first right of refusal to return to their original units at the conclusion of the project, or to remain in their relocated units. Tenants who choose to return will find the interior of their units completely renovated with all new plumbing services.

Table 1 provides a summary of change orders to date, including this recommended change order.

Table 1: Change order summary

Scope of Work		Reason for Change	Value
1	Replace water piping branches and fittings	TCHC-Directed	\$32,203.13
2	Revise kitchen millwork	TCHC-Directed	\$25,830.00
3	Interior finishes to renovate 41 townhouses Materials Supplies Contingency	TCHC-Directed	\$1,031,270.54
Approved Change Orders to Date			\$58,033.13
Recommended Change Order			\$1,031,270.54
Total Change Orders			\$1,089,303.67
Original contract award			\$4,024,935.00
Revised total contract amount			\$5,114,238.67
Cumulative Change Order %			27%

IMPLICATIONS AND RISKS:

This change order is recommended as it allows TCHC to perform all necessary work within these suites to bring them to a completely revitalized state for tenants to return to. It represents an operational efficiency by leveraging tenant relocation to perform more complete repair work.

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

The project consultant has reviewed the pricing and has found it to be fair, reasonable and in keeping with current market costs. TCHC staff have compared the pricing to recent, similar interior renovations and found it in line with other projects.

Performance will continue to be evaluated in accordance with TCHC's Vendor Compliance evaluation system. Results gathered through project reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

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

SIGNATURE:

“Allen Murray”

Allen Murray

Vice President, Facilities Management

STAFF CONTACT:

Allen Murray, Vice President, Facilities Management

416-981- 6955

Allen.Murray@torontohousing.ca



Contractor Award: Balcony Restoration and Railing Replacement at 200 Wellesley Street East (RFPQ 21166)

Item 6D

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-88

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

From: Vice President, Facilities Management

Date: August 13, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract for balcony restoration and railing replacement services at 200 Wellesley Street East based on the outcome of Request for Pre-Qualification ("RFPQ") 21166-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 Adco Building Restoration Ltd. for \$3,653,235.00 (exclusive of taxes) for balcony restoration and railing replacement services at 200 Wellesley Street East based on the outcome of Request for Quotations (RFPQ) 21166-PP as follows:
 - \$210,045.00 for phase one in 2021;

- \$1,544,250.00 for phase two in 2022;
 - \$1,898,940.00 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:

200 Wellesley Street East is a 29-storey high-rise building with 719 units, built in 1970. It has been identified by TCHC's Design and Engineering team that the building's balconies require restoration to address structural damage including extensive broken balconies' slab edges and corroded balcony rail guards with corroded baseplates and anchors. Performing these repairs will improve the building's structural integrity and in turn extend the life span of the building.

The recommended scope of work includes full balcony suspended slab edge replacement, deteriorated concrete repair, waterproofing traffic coating applications, new rail guard and new bird net replacement, and structural repair of three canopies.

PROCUREMENT PROCESS:

An RFPQ was issued on June 28, 2021 and closed on July 27, 2021. Seven submissions were received. The submissions were evaluated to determine the best price. Confidential Attachment 1 provides a summary of the submissions.

Adco Building Restoration Ltd. submitted the lowest price and is recommended for the work. Overall, Adco Building Restoration 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 RFPQ requirements.

Adco Building Restoration 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. Adco Building Restoration Ltd. has agreed to hold the submitted pricing during the entire duration of the project.

IMPLICATIONS AND RISKS:

The scope of work is recommended to address structural damage and concrete deterioration of the balconies. This work is required to maintain the building's structural integrity.

Tenant balcony doors will be closed during each of the construction phases. Timely and appropriate notification will be provided to notify tenants of each planned balcony closing. During the concrete removal activities, there will be a high level of noise, thus the contractor will provide ear plugs to tenants and recreation rooms will be opened for tenant use subject to any applicable COVID-19 protocols.

To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the project. The consultant will provide contract administrative services to ensure the work is delivered in accordance with the design and specifications, and is on budget and on schedule. 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 for phase 1 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

Confidential RFP Submissions
Attachment 1:

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



Contractor Award: Architectural and Mechanical Upgrades at 40 Asquith Avenue (RFQ 21154-PP)

Item 6E

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-89

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

From: Vice President, Facilities Management

Date: August 13, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract for a holistic building retrofit at Asquith Park (40 Asquith Avenue) based on the outcome of Request for Quotations ("RFQ") 21154-PP.

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

RECOMMENDATIONS:

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

- (a) Approve the award of the work to Trinity Services Ltd. for \$12,104,223.00 (exclusive of taxes) for architectural envelope and mechanical HVAC services at 40 Asquith Avenue based on the outcome of Request for Quotations ("RFQ") 21154-PP; and
- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

40 Asquith Avenue was built in 1984 and consists of a 17-storey building and walk-up apartments totaling 192 suites.

Over the last two years, tenants have complained about a number of issues related to the poor operation and design of the building's heating and cooling system, which features separate, standalone units located in each tenant suite known as a portable terminal air conditioning ("PTAC") unit. Additionally, the existing central ventilation in the building is inadequate, by current standards, due to changes to the architecture over the years. Upgrades are also required to address the deterioration of the brick in localized areas, to address the age of the windows and doors (original to the building), to repair areas where mechanical units would be removed and replaced, and to improve the envelope insulation performance.

The recommended scope of work includes:

- In-suite and corridor PTAC removal and replacement.
- Replacement of all make up air units.
- Addition of ventilation unit on the second floor.
- Associated in-suite lighting replacement with LED lighting.
- Second floor corridor lighting replacement with LED lighting.
- Boiler replacement.
- In-suite bathroom exhaust fan replacement, and kitchen exhaust fan filter replacement.
- All associated service modifications to support new equipment (gas meter and electrical infrastructure modifications).
- Suite and corridor window replacement.
- Door replacement in select areas (balconies, lobby entrance, etc.).
- Localized brick repair.
- Exterior insulation and finish systems ("EIFS") installation in select areas.
- Restoration of openings left in envelope by the removal of the existing mechanical equipment.
- Envelope penetrations required to support mechanical equipment installation.
- Associated interior repair and finishes to support above items.
- All associated hazardous material abatement required to complete the scope of work outlined above.

PROCUREMENT PROCESS:

An RFQ was issued on June 23, 2021 and closed on August 3, 2021. Five submissions were received. The submissions were evaluated to determine the best price. Confidential Attachment 1 provides a summary of the submissions.

Trinity Services Ltd. submitted the lowest price and is recommended for the work. Trinity Services 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.

Trinity Services Ltd. has confirmed understanding that the project duration shall be from 2021 to 2024. Trinity Services Ltd. has agreed to hold the submitted pricing during the entire duration of the project.

The Procurement Award Committee approved the recommendation to award the work to Trinity Services Ltd. at its meeting on August 19, 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 an upgrade to the mechanical systems (heating, cooling, and ventilation) and to the aging envelope. This work is required to address severe tenant comfort issues, address aging infrastructure, and ensure all current building codes are met.

Entry into tenant units is required. Timely and appropriate notification will be provided to tenants to notify them of planned disruptions and restrictions. TCHC's tenant engagement group has been engaged for this project. Tenants have already been frequently engaged on the design aspects of this project including input on window configurations and the review of full unit mock-ups, which allowed tenants to review and comment on the proposed mechanical solutions prior to a building wide roll-out. The tenant engagement

representative will also work to communicate with tenants ahead of and during the construction to ensure that tenants are prepared for suite entry and construction. Security key holder services will be also be engaged to support suite entry. Additionally, the project budget accounts for services to assist tenants with furniture moving and the possible removal and reinstatement of wall mounted items that would interfere with construction scope (shelves, blinds, etc.).

To mitigate risks, staff will continuously and rigorously monitor the performance of the contractor during the course of the project. The engineering firms 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).

SIGNATURE:

"Allen Murray"

Allen Murray
Vice President, Facilities Management

Confidential RFP Submissions
Attachment 1:

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

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