



Board of Directors

931 Yonge Street,
Toronto, M4W 2H2

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The Board of Directors (“Board”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on July 26, 2023 via Webex, commencing at 12:50 p.m.

Board Directors Present: Adele Imrie (Chair)
Councillor Lily Cheng
Joe Cressy
Debbie Douglas
Ubah Farah
Ziva Ferreira
Councillor Paula Fletcher

Board Directors Absent: John Campbell
Marcel Charlebois
Councillor Vincent Crisanti
Nick Macrae
Naram Mansour
Brian Smith

Management Present: Jag Sharma, President and Chief Executive Officer (“CEO”)
Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Lily Chen, Chief Financial Officer (“CFO”)
Barbara Shulman, Chief People & Culture Officer
Jessica Hawes, Acting Chief Development Officer (“CDO”)
Allen Murray, Vice President, Facilities Management

Paula Knight, Vice President, Strategic
Planning & Communications
Luisa Andrews, Vice President, Information
Technology Services
Richard Grotsch, Senior Director, Business
Operations
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 meeting, taking place virtually via Webex, and noted the Acknowledgement of the Land.

Toronto's New Mayor

The Chair noted that the new Mayor, Mayor Olivia Chow, has an extraordinary career of public service and she was very happy to congratulate her earlier this month on a successful campaign.

Mayor Chow was once a member of the TCHC Board of Directors, and she knows the importance of affordable housing as a fundamental element of a household's success and stability.

The Chair noted she is certain that TCHC is ready to support Mayor Chow as she takes on one of Canada's most important offices, and looks forward to working with her in the future.

Update on CEO Transition

As announced earlier this month, Tom Hunter, the CEO of Toronto Seniors Housing Corporation ("TSHC"), will be taking on the role of Interim CEO at TCHC.

Tom and Jag have worked closely and collaboratively over the past year through the transition of the seniors portfolio to the newly established TSHC. Tom and Jag have been working together to ensure a smooth transition, and Tom will work alongside Jag during the period from July 31 to August 15, which will be Jag's final day as President and CEO of TCHC.

On behalf of the Board, the Chair thanked Jag for his contributions to TCHC.

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried

ON MOTION DULY MADE by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors unanimously approved:

1. the Agenda for its Public meeting of July 26, 2023; and
2. all matters on the Agenda with the exception of items:
 - Item 4 – Confirmation of Board of Directors’ Public Meeting Minutes of June 27, 2023;
 - Item 7A – Vendor Award: Window, Roof Replacement and Mechanical Upgrades at 3680 Keele Street; and
 - Item 7E – Vendor Award: Move-Out Unit Turnover Program.

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

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

ITEM 4 CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC MEETING MINUTES OF JUNE 27, 2023

The above-captioned minutes were circulated to the Board of Directors prior to the meeting.

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

- The Chair requested that the June 27, 2023 minutes be amended to reflect that she offered her sincere gratitude to Director Smith for his service as Vice Chair of the Board and Chair of the Governance, Communications and Human Resources Committee.

Motion carried **ON MOTION DULY MADE** by Councillor Cheng, seconded by Mr. Cressy and carried, the Board of Directors confirmed the above-captioned minutes as amended.

ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update.

ITEM 6 BOARD DIRECTORS ATTENDANCE AT BOARD AND COMMITTEE MEETINGS TCHC:2023-41

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors unanimously approved the absence of any Directors from the Board and any Committee meetings held since the June 27, 2023 Board of Directors meeting, in accordance with TCHC's Bylaw 2 and the City of Toronto's Shareholder Direction.

ITEM 7 BIFAC CHAIR'S REPORT VERBAL REPORT

No comments or remarks from the BIFAC Chair were received.

ITEM 7A VENDOR AWARD: WINDOW, ROOF REPLACEMENT AND MECHANICAL UPGRADES AT 3680 KEELE STREET TCHC:2023-43

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

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

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- TCHC staff administer performance evaluations of vendors undertaking capital work in TCHC buildings at the end of a project, and will administer performance evaluations throughout the course of a project when necessary. Those evaluations are maintained in TCHC's procurement database and are taken into account when awarding future projects.
- If there are concerns with a vendor's performance, staff will work with TCHC's Vendor Compliance Office to address those issues, which can ultimately result in a vendor being removed from a roster or becoming ineligible to bid on future projects.
- Scaffolding is erected at construction sites to preserve the health and safety of tenants, staff and visitors to buildings. With larger projects, a Health and Safety consultant will also be hired to perform regular inspections to ensure there are no dangerous conditions on-site.
- Largescale projects will often take multiple years to complete, and while they can be disruptive to residents, it is necessary work to preserve the integrity of TCHC's portfolio.
- Part of the job of consultants hired for capital projects is contract administration, which provides an extra set of eyes, in addition to TCHC staff, to ensure work is proceeding, health and safety requirements are met, to monitor schedule and budget, and to report back on the project. Consultants are involved in completing contractor performance evaluations.
- On larger capital projects where the Planned Project Services team is involved, tenants are surveyed at the completion of the project. This feedback is used in planning future projects.
- Regular project meetings are also held at buildings when there are largescale capital projects to keep tenants informed and provide an opportunity to provide their feedback.
- The Planned Project Services team do not support all capital projects; their involvement is prioritized based on projects that will have a larger tenant impact (e.g. work taking place in tenants' units).
- A pilot was implemented in recent years to garner tenants' feedback on vendor performance when completing repairs in tenants' units, however this was put on pause. Operations is looking to reimplement this pilot.

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- Action item: Management to report back on the process through which tenants are involved, with staff, in the evaluation of work completed in their units.
- All capital work is tendered through a public procurement process.
- TCHC does work with Building Up, a social enterprise that employs TCHC tenants. TCHC also works with other vendors who hire tenants.
- Action item: Management to bring back a report regarding the outcome of the vendor investigation to a future Board meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the Board of Directors unanimously:

1. Approved the award of work to Limen Group Const. (2019) Ltd. for \$7,562,218.00. (exclusive of taxes) for window, roof replacement and mechanical upgrades at 3680 Keele Street (Northwood Apartments, Dev. 127); and
2. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 7B **VENDOR AWARD: COMPREHENSIVE RETROFIT AT 40 TEESDALE PLACE** TCHC:2023-44

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the award of work to Limen Group Const. (2019) Ltd. for \$17,529,400.00 (exclusive of taxes) for comprehensive retrofit construction including over cladding, window replacement, roof replacement and mechanical upgrades at 40 Teesdale Place based on the outcome of RFQ 23100-PP; and

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

**VENDOR AWARD: EMERGENCY
PROPERTY CONTAINMENT AND
RESTORATION SERVICES**

ITEM 7C TCHC:2023-45

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the award of work up to \$48.6M (exclusive of taxes) for emergency property containment and restoration services at the rates established from the outcome of Request for Proposal (“RFP”) 23002 for a term of up to five (5) as follows:
 - i. up to \$8.8M for the first year of initial contract; and
 - ii. up to \$39.83M for four (4) additional one-year terms at TCHC management’s discretion;
2. Approved the award of the work to the following four (4) vendors based on the outcome of Request for Proposal (RFP) 23002 as follows:
 - i. Bi-Views Building Service Ltd.;
 - ii. LYR Inc.;
 - iii. Spectrum Building Services Co. Inc.; and
 - iv. Universal Cleaning & Painting Ltd.; and
3. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

**VENDOR AWARD: DEMAND GENERAL
ITEM 7D REPAIRS PROGRAM**

TCHC:2023-46

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors unanimously:

1. Approved the award of work up to \$200,561,829.00 (exclusive of taxes) for demand general repairs at the rates established based on the outcome of Request for Proposal (“RFP”) 23013 for a term of up to five (5) as follows:
 - i. up to \$29,900,000.00 for the first year of initial contract; and
 - ii. up to \$170,661,829.00 for four (4) additional one-year terms at TCHC management’s discretion;
2. Approved the award of the work to the following fifteen (15) vendors based on the outcome of Request for Proposal (RFP) 23013 as follows:
 - i. Bestway Renovations Inc.;
 - ii. Bi-Views Building Service Ltd.;
 - iii. C2C Construction Ltd.;
 - iv. CCA Contracting Inc.;
 - v. Finecraft Group Inc.;
 - vi. G&G Contracting (1762550 Ont. Inc.);
 - vii. GH Renovations Inc.;
 - viii. Greenline Renovations Plus Ltd.;
 - ix. Joe Pace & Sons Contracting Inc.;
 - x. LYR Inc.;
 - xi. Malomar Construction & Renovation Inc.;
 - xii. Abdul Wahed Syed carrying on business as New Daz Construction;
 - xiii. Richview Renovations & Restorations Ltd.;
 - xiv. SNL Techlink (2450419 Ontario Inc.);

xv. Universal Cleaning & Painting Ltd.; and

3. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

VENDOR AWARD: MOVE-OUT UNIT
ITEM 7E TURNOVER PROGRAM TCHC:2023-47

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

Ms. Gouveia and Mr. Grotsch were available to answer questions of the Board of Directors. Highlights of the discussion include:

- Vendors are required to demonstrate they can maintain a six-month inventory of the required products stipulated in the RFP.
- Vendors are required to turn units over in 90 days, as set out by the Service Manager. This includes the 30-day notice period, 30 days to turnover the unit, and 30 days to match the unit with a new tenant.
- The Board requested clarity as to why TCHC is afforded additional time to turnover units.
- Action item: Management to engage the Service Manager in order to confirm the manner in which the unit turnaround standard operates in relation to TCHC units.
- Work needs be 90% complete before photos are taken and the unit is placed on the choice-based rental system.
- There are daily penalties for vendors who do not complete the work within the specified timeframe, which are a daily rate deducted as liquidated damages. Management are exploring opportunities to reward vendors who exceed service standards.
- The Board recommended looking at the service standards and identifying ways to shorten the timing of unit turnovers.
- The choice-based rental system requires that photos be uploaded as part of the unit posting. To assist in units being posted earlier in the process, staff have worked with the Service Manager to allow for units that have the same address and floor plan to be posted with like-for-like photos, even if the photos are not of the unit for rent.
- Most floor plans have been uploaded to the choice-based rental system at this point.

- Dashboards have been developed to track where units are in the turnover process and to identify any delays, which has helped to contribute to today’s low vacancy levels.
- Action item: Management to report back to the Board, through the Tenant Services Committee, on the dashboard utilized to identify the status of units that are the subject of unit turnover.
- The Board requested clarity as to how the 90-day unit turnover process relates to units that are reported as vacant, and whether vacant units are moving through the unit turnover process or are vacant for other reasons.
- Action item: Management to report back to the Board, outside of the Board meeting process, on the relationship between the units that are reported as vacant to the Tenant Services Committee, and the status of units that are identified as the subject of the unit turnover report.
- Lawrence Heights has a zero-displacement requirement that tenants only relocate within the Lawrence Heights community. This varies from community to community and is based on the revitalization agreement established for each site.
- The Board recommended that management consider how to incorporate vendors into reducing unit turnover timelines. There is value in incentivizing vendors to decrease unit turnover timelines, as it translates into increased rent and revenue for TCHC.

Motion carried **ON MOTION DULY MADE** by Mr. Cressy, seconded by Councillor Cheng and carried, the Board of Directors unanimously:

1. Approved the award of work up to \$171,294,568.75 (exclusive of taxes) for the Move-Out Unit Turnover Program at the rates established based on the outcome of Request for Proposal (“RFP”) 23012 for a term of five (5) years as follows:
 - i. up to \$31,000,000.00 for the first year of initial contract; and
 - ii. up to \$140,294,568.75 for four (4) additional one-year terms at TCHC management’s discretion;
2. Approved the award of the work to the following fifteen

(15) vendors based on the outcome of Request for Proposal (“RFP”) 23012 as follows:

- i. Bestway Renovations Inc.;
- ii. C2C Construction Ltd.;
- iii. DHI Renovations Inc.;
- iv. GH Renovations Inc.;
- v. LYR Inc.;
- vi. Pandora General Contracting Inc.;
- vii. SCL Property Maintenance Ltd. (2089377 Ontario);
- viii. Universal Cleaning & Painting Ltd. ;
- ix. Bi-Views Building Service Ltd.;
- x. CCA Contracting Inc.;
- xi. G&G Contracting (1762550 Ont. Inc.);
- xii. Joe Pace & Sons Contracting Inc.;
- xiii. Malomar Construction & Renovation Inc.;
- xiv. Richview Renovations & Restorations Ltd.;
- xv. SNL Techlink (2450419 Ontario Inc.); and

3. Authorized the appropriate staff to take the necessary actions to give effect to the above recommendations.

ITEM 8 GCHRC CHAIR’S REPORT VERBAL REPORT

No comments or remarks from the GCHRC Chair were received.

ITEM 8A ANNUAL UPDATE ON SUBSIDIARIES TCHC:2023-48

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors received Report TCHC:2023-48, being the Annual Update on TCHC Subsidiaries, for its information.

ITEM 8B ANNUAL COMPLIANCE REPORT FOR 2022 TCHC:2023-49

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors received Report TCHC:2023-49, being Annual Compliance Report for 2022, for its information.

ITEM 8C CITY COUNCIL DIRECTIONS REQUIRING BOARD ATTENTION TCHC:2023-50

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors received Report TCHC:2023-50, being the City Council Directions Requiring Board Attention report, for its information.

ITEM 9 TSC CHAIR'S REPORT VERBAL REPORT

No comments or remarks from the TSC Chair were received.

ITEM 10 TCHC Q4 2022 STRATEGIC PRIORITIES UPDATE REPORT TCHC:2023-37

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Cressy and carried, the Board of Directors received Report TCHC:2023-37, being the TCHC Q4 2022 Strategic Priorities Update Report, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Ferreira and seconded by Mr. Cressy. The Board of Directors resolved to terminate the public meeting at 1:38 p.m.

Secretary

Chair, Board of Directors