

TORONTO COMMUNITY HOUSING CORPORATION

BOARD MEETING

JUNE 15, 2021

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WRITTEN DEPUTATIONS

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TCHC BofD – June 15th, 2021
Item 2D Attachment 1 – TSC Charter

I don't provide deputations to the TCHC “Board” and it's Committees just to complain. I actually provide solutions. So when I provided a concrete solution to the Governance, Communications and Human Resources Committee that seemed to generate a positive response I am unsure as to why my recommendation requires me to hold your hand in order for you to move forward and do the right thing.

That thing being including a minimum of four tenant members to the Tenant Services Committee equal to the minimum four board member requirement. If TCHC showed as much vim and vinegar in following through on my suggestion, as they do about trying to swap out my toilet, I would have received at least six communications from someone to confirm what was meant in, and how we could move forward with, my recommendation in my March 31, 2021 deputation.

I am the idea person. I have taken it upon myself to provide solutions that seem to make sense. It's your job, literally, to implement changes that can improve the governance structure of TCHC. Seeing as you won't increase tenant participation at the Board level our only option is to increase tenant participation on the committee that is named for us – the Tenant Services Committee. I think it's beyond time that TCHC make room for tenants on the committee that can greatly improved our lived experience.

TCHC BofD – June 15th, 2021

Item 2E – Change Order (Sparkle Solutions)

I have a several questions with respect to this change order.

- i) How many vendors applied/bid?
- ii) How many envelopes were opened?
- iii) Has TCHC considered the implications of how the transitioning of the Seniors Housing portfolio to the Seniors Housing Corporation may impact this and other future service oriented contracts?
- iv) Is there any restrictions on how old the washers and dryers can be that are installed in TCHC buildings?
- v) Are the vendors permitted to replaced older machines with “certified refurbished” ones?
- vi) When a laundry room is upgraded shouldn't it be common practice that there be brand new washers and dryers installed?

TCHC BofD – June 15th, 2021
Item 2G – Bi-Annual Human Resources Update

What is TCHC doing to scare away unionized employees?
It seems shocking to me that year after year they are the category of worker that are experiencing the most mobility.

Is there a way to indicate in future charts whether or not these employees departures were the employees or managements choice?

Are there any consistencies between the grievances this year that could be related to systemic issues?

Shouldn't the recruitment of new board members be acknowledged on this document somewhere?

What is the difference between, with examples of, technical skills and enabling skills? It sounds like TCHC is hiring unqualified individuals. But I can stand to be corrected.

Who came up with that Culture Model Impact chart? Has TCHC surveyed tenants on whether or not they agree with the size of those pie slices? If you asked me you'd be looking at an empty pie plate. Just sayin'

This smells like TCHC's one-sided 2021 Gratitude Report. I don't believe gratitude is what either of my neighbours felt before they died in the last year.

At some point in the future will TCHC be performing off-boarding interviews to see where they may be losing the

employees that choose to leave the organization in the hope of addressing any systemic issues that could lead to another Rubin-Thomlinson Report?

Deputation - Cheryl Duggan
Item 2H - City Council Directions Requiring Board Attention
BOARD Public Meeting - June 15, 2021

TCHC BofD – June 15th, 2021
Item 2H – City Council Directives

The moratorium of evictions due to the non-payment of rent during COVID would have been a prime time to fine tune the evictions process for those tenants involved in anti-social and criminal behaviours. In my opinion, this past year TCHC has served as an incubator for crime not just for COVID.

Deputation - Cheryl Duggan

Item 21 - Board and Committee Meeting Materials on TCHC's Public Website

BOARD Public Meeting - June 15, 2021

TCHC BofD – June 15th, 2021

(Item 21 - Board and Committee Meeting Materials on
TCHC's Public Website)

I'm curious as to how TCHC is going to make their
financial reports AODA compliant.

I'm also curious as to whether or not people seeking
information beyond the one year website lifespan will
need to fill out a Freedom of Information request despite
the fact that the material should be in the public domain?

Deputation - Cheryl Duggan
Item 6 - COVID-19 Response and Recovery
BOARD Public Meeting - June 15, 2021

TCHC BofD – June 15th, 2021
(Item 6 – COVID19 Response and Recovery)

I think TCHC should be doing more to highlight initiatives that have been created by tenants for tenants since the beginning of COVID. With all the money that TCHC has saved by not having to engage TCHC tenants in person (the meals & bus fare) maybe you could create an award for tenants that have gone above and beyond during the pandemic.

Community Benefits Terminology

Community Benefits

Community benefits are a wide spectrum of benefits that could be leveraged from public or private infrastructure investments to support local neighbourhoods, as defined by the local community. Community benefits can range from good jobs and apprenticeships to social procurement to neighbourhood improvements like building affordable housing and other priorities

Community Benefits Framework

A Community Benefits Framework is a set of guiding principles that informs commitments and process to achieve community benefits. A Community Benefits Framework can vary from project specific to neighbourhood specific (community led) to jurisdictional wide.

Signed between: Contracting Authority and Community Coalition

Community Benefits Declaration/Memorandum of Understanding (MOU)

Community Benefits Declaration is a signed statement prepared by the project Owner/Funder (e.g., Metrolinx) that announces the Community Benefits Framework it has entered into with the designated Community Partner, (e.g., TCBN) to achieve the range of benefits it has agreed to for the community. It describes the guiding principles it aspires to as set out in the Framework Document, the obligations and commitments of the Contracting authority and/or Developer to the community, and an approach to achieving the commitments.

Signed between: Contracting Authority, Community Coalition and Developer

Community Benefits Agreement (CBA)

A Community Benefits Agreement (CBA) is a legally binding contract between a project Owner/Funder, Community coalition and the Developer who has won the bid for a development project. The CBA sets forth a range of community benefits that will be included in the project, that result from substantial community consultation and involvement.

Based on practices in Canada, the US and elsewhere, a CBA is defined by:

1. A signed, legally enforceable agreement, having clear monitoring and enforcement mechanisms;
2. Specificity to a particular construction project (rather than an institutional policy);
3. An inclusive, collaborative and accountable process of leveraging a development project towards achieving a broader range of policy objectives such as equity, poverty reduction, environmental sustainability and local economic development
4. A CBA details in writing the specific benefits that a community will receive from a given development project. These benefits might include equitable hiring practices, funding for training and apprenticeships, neighbourhood improvements, social procurement, etc.;
5. There is substantial community involvement** in all phases of the CBA.

Signed between: Contracting Authority and Developer, Coalition may also be signatory

Community Benefits Program

A Community Benefits Program also known as the Implementation plan is the overall document prepared by the Contractor (may be co-developed with community), that outlines the approach and process it will be using to fully realize the community benefits specified in the Community Benefits Agreement or Framework. It generally contains the following details:

- A Community Benefits Plan that describes the steps/partnerships the Contractor will take to implement the community benefits it has committed to providing
- An Employment Plan that describes the approach and steps the Contractor will take to ensure that it will meet its agreed to hiring goals for apprentices, or hiring by its subcontractors and/or commercial tenants
- A Community Benefits Liaison Plan is prepared jointly by the key project stakeholders, (Owner, Contractor, Community Representatives) and describes how the Community Benefits Program will be promoted and implemented in the community

Project Agreement

The Project Agreement is the primary agreement between the Owner/Funder and the selected contractor to deliver the project. The agreement outlines the specific deliverables including the design, build, financing, maintenance and/or operations of the infrastructure project.

Signed between: Contracting Authority and Developer

Project Labour Agreement (PLA)

A project labour agreement consists of a general section setting out terms applicable to all employees and sub-agreements that are applicable to particular unions or groups of unions representing employees on a project. PLAs may also extend to non-union contractors performing work on a project. These agreements are more common on large public infrastructure projects.

Signed between: Contracting Authority and Unions

Social Procurement

Social procurement leverages the purchasing power of anchor institutions and the private sector to support social enterprises and/or aboriginal and minority owned businesses through procurement. These institutions who embed social procurement practices use innovative market-based opportunities to create social impact through existing purchasing.

Equity Impact Assessment

Equity impact assessments are a process used by community groups, organizations and government to assist the public and decision makers to determine and manage the effects of proposed projects on equity seeking groups and community members from historically disadvantaged communities. The purpose is to identify and address existing or potential equity impacts resulting from policy and planning development.

Community Involvement**

TCBN defines community involvement as going beyond public consultation and into direct engagement on a development project. It is expected that an “involved” community group will be recognized by the project’s principle parties (the contracting authority or developer and the contractor) as a partner with roles in the design, implementation, performance monitoring, enforcement and overall evaluation for a development project on matters relating to the community benefits that have been mutually agreed as project objectives.

Target Groups for Community Benefits

At TCBN, community benefits is focused on the local community in which the project occurs and residents of Toronto that are from historically disadvantaged communities and equity seeking groups. We define historically disadvantaged communities and equity seeking groups as: Groups residing in the City of Toronto’s 31 neighbourhoods identified as falling below the Neighbourhood Equity Score and requiring special attention (these neighbourhoods have been termed Neighbourhood Improvement Areas), Women, newcomers, youth, individuals who are members of visible minorities (racialized groups), Indigenous people, people with different abilities and veterans