



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 22, 2021, via WebEx, commencing at 10:19 a.m.

Directors in Attendance: Tim Murphy (Chair)
Deputy Mayor Ana Bailão
John Campbell
Marcel Charlebois
Ubah Farah
Councillor Paula Fletcher (*10:37 a.m. – 10:45 a.m.; 11:22 a.m. – 11:50 a.m.*)
Adele Imrie
Naram Mansour (*10:19 a.m. – 11:56 a.m.*)
Councillor Frances Nunziata
Brian Smith (*10:19 a.m. – 12:01 p.m.*)

Directors Absent: Debbie Douglas
Nick Macrae

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

Barbara Shulman, Interim Vice President,
Human Resources

Cynthia Summers, Commissioner of Housing
Equity

Jill Bada, General Manager, Seniors Housing
Unit

Nadia Gouveia, Director, Programs and
Partnerships

Evelyn Amponsah, Director of Transition,
Confronting Anti-Black Racism

Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Mr. Murphy, 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 Board 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's holding this Board meeting virtually.

President and Chief Executive Officer ("CEO")

The Chair noted that this was Ms. Penny's last Board meeting as Acting President and CEO and that when the Board meets next in October, the new President and CEO, Jag Sharma, will have joined the organization and Ms. Penny will have returned to her role as Chief Operating Officer. The Chair, on behalf of the Board, thanked Ms. Penny for all the work she has done over the past four months to keep things on track.

COVID-19 Update

The Chair noted that the Province moved to Step 3 of its recovery plan on July 16, which will relax many restrictions, and will enable more indoor facilities to reopen and more programs to resume with the appropriate safety protocols in place.

On behalf of the Board, the Chair thanked all employees for the tremendous work they have done and continue to do during the pandemic.

DEPUTATIONS

The Chair polled for any depositions to be heard at the meeting. The following verbal depositions were presented:

- Item 2I – City Council Directions Requiring Board Attention (*Bill Lohman*)
- Item 4A – OCHE – 2020 Annual Report (*Kathleen Doobay*)
- Item 5 – Update on Confronting Anti-Black Racism Strategy (*Kathleen Doobay and Zamani Ra*)

The following written depositions were received in relation to the following items:

- Item 2I – City Council Directions Requiring Board Attention (*Bill Lohman*)
- Item 4A – OCHE – 2020 Annual Report (*Kathleen Doobay*)
- Item 5 – Update on Confronting Anti-Black Racism Strategy (*Cheryl Duggan and Kathleen Doobay*)

ITEM 2 APPROVAL OF CONSENT AGENDA ITEMS

The following items were not held for discussion:

- Item 2A – Approval of Public Agenda
- Item 2B – Chair’s Poll re: Conflict of Interest
- Item 2C – Confirmation of Board of Directors’ Public Meeting Minutes of June 15, 2021
- Item 2D – Appointment of BIFAC, GCHRC and TSC Vice-Chairs
- Item 2E – Contractor Award: Comprehensive Retrofit Construction – Envelope, Mechanical and Electrical at 4100 & 4110 Lawrence Avenue East (RFQ 20317 PP)
- Item 2F – Contractor Award: Move-Out Unit Turnover Services (RFP 21008)
- Item 2G – Contractor Award: Demand General Repairs Program (RFP 21032)
- Item 2K – Appointment of Officer to Regent Park 2 Development Corporation

The following items were held for discussion:

- Item 2H – Contractor Award: Commercial Laundry Appliances (RFP 21010)
- Item 2I – City Council Directions Requiring Board Attention
- Item 2J – Appointment of Chairs of Access Housing Connections Inc. and Toronto Affordable Housing Fund

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board approved the following consent agenda items, without discussion: Items 2A, 2B, 2C, 2D, 2E, 2F, 2G and 2K.

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board approved the Public meeting agenda for the Board’s July 22, 2021 meeting.

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

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

**CONFIRMATION OF BOARD OF DIRECTORS’ PUBLIC
ITEM 2C MEETING MINUTES OF JUNE 15, 2021**

The Chair polled Board members for any changes to the public meeting minutes of June 15, 2021. The following amendments were requested:

- Remove all references to ‘Tenant Directors’ and replace with references to ‘Citizen Directors’.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board confirmed the above-captioned minutes as amended.

**ITEM 2D APPOINTMENT OF BIFAC, GCHRC AND
TSC VICE-CHAIRS TCHC:2021-42**

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-42:

1. The appointment of Nick Macrae as the Vice-Chair, Building Investment, Finance and Audit Committee, effective July 22, 2021 until a successor is appointed;
2. The appointment of Debbie Douglas as the Vice-Chair, Governance, Communications and Human Resources Committee, effective July 22, 2021 until a successor is appointed;
3. The appointment of Ubah Farah as the Vice-Chair, Tenant Services Committee, effective July 22, 2021 until a successor is appointed;
4. The reassignment of John Campbell as member of the Building Investment, Finance and Audit Committee from the Governance, Communications and Human Resources Committee; and
5. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendations.

**ITEM 2E CONTRACTOR AWARD COMPREHENSIVE
RETROFIT CONSTRUCTION – 4100 & 4110
LAWRENCE AVENUE EAST TCHC:2021-43**

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-43:

1. Approve the award for the work to Trinity Services Ltd. for \$7,725,060.00 (exclusive of taxes) for comprehensive retrofit construction to the building envelope, mechanical and electrical at 4100 Lawrence Avenue East;
2. Approve the award for the work to Trinity Services Ltd. for \$7,936,875.00 (exclusive of taxes) for comprehensive retrofit construction to the building envelope, mechanical and electrical at 4110 Lawrence Avenue East; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**ITEM 2F CONTRACTOR AWARD: MOVE-OUT UNIT
TURNOVER SERVICES (RFP 21008) TCHC:2021-44**

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-31:

1. Approve the award of the work up to \$56.5M (exclusive of taxes) for move-out unit turnover services at the rates established based on the outcome of Request for Proposal (RFP 21008):
 - a) Up to \$16.5M for one (1) year; and
 - b) Up to \$40M for two (2) additional one-year terms (\$20M annually) at TCHC management's discretion;
2. Approve the award for the work to the following vendors:
 - a) Armico Services Inc.;
 - b) Joe Pace & Sons Contracting Inc.;

- c) Burke's Restoration Pickering (10603716 Canada Ltd.);
 - d) C2C Construction Ltd.;
 - e) SNL Techlink (2450419 Ontario Inc.);
 - f) GH Renovations Inc.;
 - g) Greenline Renovations Plus Ltd.;
 - h) Bestway Renovations Inc.;
 - i) Pandora Professional Painting Ltd.;
 - j) Richview Renovations & Restorations Ltd.;
 - k) CCA Contracting Inc.;
 - l) Solid General Contractors Inc.;
 - m) Universal Cleaning & Painting Ltd.; and
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

**CONTRACTOR AWARD: DEMAND
GENERAL REPAIRS PROGRAM (RFP**

ITEM 2G

21032)

TCHC:2021-45

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-45:

1. Approve the award of work for up to \$170.6M (exclusive of taxes) for demand general repair services at the rates established based on the outcome of Request for Proposal (RFP 21032):
 - a) Up to \$87.9M for three (3) years (Year 1: \$25.3M, Year 2: \$29.1M, and Year 3: \$33.5M); and
 - b) Up to \$82.7M for two (2) additional one-year terms (Year 1: \$38.5M, Year 2: \$44.2M) at TCHC management's discretion;
2. Approve the award for the work to the following vendors:
 - a) BiView Building Services Ltd.;
 - b) C2C Construction Ltd.;

- c) Direct Construction Company Ltd;
- d) Joe Pace & Sons Contracting Inc.;
- e) G&G Contracting (1762550 Ont. Inc.);
- f) Greenline Renovations Plus Ltd.;
- g) GH Renovations Inc.;
- h) Finecraft Group Inc.;
- i) LYR Inc.;
- j) Malomar Construction and Renovation;
- k) Richview Renovation and Restorations Ltd.;
- l) SNL Techlink (2450419 Ontario Inc.);
- m) Universal Cleaning & Painting; and

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

CONTRACTOR AWARD: COMMERCIAL
ITEM 2H LAUNDRY APPLIANCES (RFP 21010) TCHC:2021-46

The above-captioned report (TCHC:2021-46) was circulated to Board members prior to the meeting.

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

- There are a limited number of companies able to provide laundry services on the scale required by TCHC.
- A decision was made to go with only one vendor across the portfolio to ensure consistency of prices and service to all tenants.
- Over the ten years of the contract, TCHC will receive approximately \$45M in revenue sharing.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Imrie and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-46:

1. Approve the award of the work to Coinamatic Canada Inc. ("Coinamatic") for \$26,292,435.00 (exclusive of taxes) for

the provision and maintenance of commercial laundry appliances based on the outcome of RFP 21010 for a term of ten (10) years as follows:

- a) Up to \$12,746,873 for five (5) years including:
 - i. \$11,846,025 for license fees (\$2,369,205 annually);
 - ii. \$151,800 for card reader license fees (\$30,360 annually); and
 - iii. \$749,048 for revenue to Coinamatic (\$149,810 annually);

- b) Up to \$13,545,562 for one additional five (5) year term at TCHC management's discretion including:
 - i. \$12,718,125 for license fees (\$2,543,625 annually);
 - ii. \$165,600 for card reader license fees (\$33,120 annually); and
 - iii. \$661,838 for revenue to Coinamatic (\$132,368 annually); and

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

CITY COUNCIL DIRECTIONS REQUIRING
ITEM 2I BOARD ATTENTION TCHC:2021-47

A verbal deputation was received from Bill Lohman with respect to this item.

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

Ms. Penny and Ms. Bada were available to answer questions of the Board. Highlights of the discussion include:

- The Seniors Housing Unit ("SHU") will be establishing regional offices, similar to the Tenant Service Hubs model in the family portfolio.
- The Tenants First initiative, as approved by City Council, directed that the SHU establish a wellness hub in a TCHC building in each region

to provide programming to TCHC tenants and seniors in the surrounding community.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Campbell and carried, the Board received Report TCHC:2021-47, being the report regarding City Council Directions Requiring Board Attention, for its information.

**APPOINTMENT OF CHAIRS OF ACCESS
HOUSING CONNECTIONS INC. AND
ITEM 2J TORONTO AFFORDABLE HOUSING FUND TCHC:2021-48**

The above-captioned report (TCHC:2021-48) was circulated to Board members prior to the meeting.

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

- We are in the process of dissolving Access Housing Connections Inc. and expect to conclude the process by the end of 2021. There is presently one outstanding financial issue to be resolved between the City and TCHC, and once addressed, the dissolution will be finalized.

Motion carried **ON MOTION DULY MADE** by Deputy Mayor Bailão, seconded by Ms. Farah and carried, the Board unanimously approved the following, as outlined in Report TCHC:2021-48:

1. Appointment of the following individuals to each of the TCHC Subsidiaries as outlined below:
 - a. John Campbell – Director and Chair of Access Housing Connections Inc. (effective July 22, 2021 for the ensuing year or until his successor is appointment);
 - b. John Campbell – Director and Chair of Toronto Affordable Housing Fund (effective July 22, 2021 for the ensuing year or until his successor is

appointed); and

2. Authorize the President and Chief Executive Officer or General Counsel and Corporate Secretary, or designates, to take all actions and execute all necessary documents, on behalf of TCHC, to implement the above recommendations.

**ITEM 2K APPOINTMENT OF OFFICER TO REGENT
PARK 2 DEVELOPMENT CORPORATION TCHC:2021-49**

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the Board unanimously approved the following recommendations as outlined in Report TCHC:2021-49:

1. Approve the appointment of Kelly Skeith as one of the TCHC representatives on the Board of Regent Park 2 Development Corporation; and
2. Authorize the President and Chief Executive Officer or General Counsel and Corporate Secretary to take all necessary actions and execute all documents as required to implement the above recommendation.

**ITEM 3 BUSINESS ARISING FROM THE PUBLIC MEETING
MINUTES AND ACTION ITEMS UPDATE AS OF JUNE 15,
2021**

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board received the updates reported as Business Arising from the Public Meeting Minutes and Action Items Update as of June 15, 2021 for its information.

ITEM 4 TENANT SERVICES COMMITTEE (“TSC”) CHAIR’S REPORT

No comments or remarks from the Chair were received.

ITEM 4A OCHE – 2020 ANNUAL REPORT

TCHC:2021-38D

A verbal deputation was received from Kathleen Doobay with respect to this item.

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

The above-captioned report (TCHC:2021-38D) was circulated to Board members prior to the meeting.

Ms. Summers and Ms. Penny were available to answer questions of the Board. Highlights of the discussion include:

- The OCHE provides a variety of supports to address the underlying reasons behind a tenant's arrears.
- A new Arrears Collection Process ("ACP") was implemented in late spring 2021, and there are already indications that arrears are being dealt with earlier through the new process.
- Today's report notes that the average referral is made to the OCHE after 20 months, however this reflects 2020 activity. The average referral time dropped to 12 months in Q1 2021 and 14 months in Q2 2021.
- The former process involved more paperwork and more levels of approval before a file could be sent to the OCHE, but this has been simplified with the new ACP.
- Hardened arrears are those that have been on a tenant's file for longer than one year.
- Tenants who do not submit all the required documentation for their annual rent review ("ARR") automatically lose their subsidy. Changes will soon be implemented that require tenants to submit only one document as proof of income to streamline the ARR process and prevent unnecessary loss of subsidy. This process is supported by the Service Manager.
- Action item: TCHC and OCHE management to report to the Board on the status of TCHC's response to past systemic recommendations.

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- A report is provided at all Tenant Services Committee meetings that provides information on key performance indicators (“KPIs”) related to arrears.
 - The performance of individual Tenant Services Coordinators (“TSCs”) in managing arrears files is tracked locally by the regional Manager of Tenancy Management and regional General Manager (“GM”).
 - Action item: Management to report to the Board on the status of TCHC’s actions in adopting a new Arrears Collection Process, including KPIs, in one years’ time and as part of any successive performance update from the OCHE.
 - The OCHE provides TCHC front-line staff with training on interpersonal skills, which include the use of case studies, while TCHC-led training focuses on the technical component of the new ACP. In 2021, 180 staff received training at 26 virtual training sessions.
 - The Tenant Resolutions Office (“TRO”) manages complex tenancy matters such as crisis priority transfers, situations of extreme clutter, complex mental health issues, etc. and reports up to the Chief Operating Officer. While the OCHE team are experts in addressing arrears, the TRO team are experts in addressing complex behavioural issues that impact an individual’s tenancy.
 - The OCHE and TRO will often work together to resolve files.
 - When a tenant does not submit their ARR paperwork, they are immediately informed that they are on the path to lose their subsidy.
 - The new ACP recommends that TSCs make contact with tenants in arrears by the 13th or 14th day of the month to have a meaningful conversation about how staff can assist in getting their rent payments back on track.
 - Files are only referred to the OCHE after the TSC has made attempts at meaningful engagement with the tenant. Whereas files were previously referred to the OCHE after 20 months, files are now being referred as soon as after two months.
 - N4 notices are now being sent with a consistent cover letter that advises tenants that TCHC can assist them to get back on track with their rent payments.
 - While more than 300 satisfaction surveys were sent to tenants who received service from the OCHE in 2020, only 46 were returned.
 - For the first time in TCHC’s history, arrears are trending downwards.

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- It would be helpful for the Board to receive more of a summary of the information presented in the OCHE reports, capturing the highlights and trends from the reporting period by region.
 - Action item: TCHC management to provide a companion report to all future OCHE with metrics and performance details specific to TCHC.
 - In future iterations of the OCHE annual report, the Board asked that more systemic recommendations be made for process improvements and behavioural changes for TCHC staff.

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Deputy Mayor Bailão and carried, the Board unanimously:

1. Received report TCHC:2021-38D, being the Office of the Commissioner of Housing Equity's ("OCHE") 2020 Annual Report, for its information;
2. Requested that the OCHE and TCHC management report to the Board, identifying and reporting on the status of TCHC's response to past systemic recommendations; and
3. Request that TCHC management report to the Board on the status of TCHC's actions in adopting a new Arrears Collection Process, including KPIs, in one years' time and as part of any successive performance update from the OCHE.

**OCHE – 2020 WORK PLAN
ITEM 4B PERFORMANCE REPORT**

TCHC:2021-39D

The above-captioned report (TCHC:2021-36) was circulated to Board members prior to the meeting.

This report was discussed in conjunction with Item 4A – OCHE 2020 Annual Report (TCHC:2021-38D).

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Deputy Mayor Bailão and carried, the Board unanimously approved the Office of the Commissioner of Housing Equity's

(“OCHE”) 2020 Work Plan Performance Report, as outlined in Attachment 1 to Report TCHC:2021-39D.

ITEM 5 UPDATE ON THE CONFRONTING ANTI- TCHC:2021-50
BLACK RACISM STRATEGY

Verbal deputations were received from Kathleen Doobay and Zamani Ra with respect to this item.

Written deputations were received from Cheryl Duggan and Kathleen Doobay with respect to this item and circulated to Board members prior to the meeting.

The above-captioned report (TCHC:2021-50) was circulated to Board members prior to the meeting.

Ms. Penny, Ms. Gouveia and Ms. Amponsah provided the Board with a presentation regarding this matter, highlights of which include:

- Process update;
- Confronting anti-Black racism (“CABR”) approach;
- Action plan overview;
- Example staff and tenant actions;
- Logic model;
- Evaluation, monitoring and measurement;
- Race-based data collection; and
- Next steps.

Ms. Penny, Ms. Gouveia and Ms. Amponsah were available to answer questions of the Board. Highlights of the discussion include:

- The Board-approved budget for the Centre for Advancing the Interests of Black People (the “Centre”) includes funding for staffing and some programming dollars that would cover items such as training. If amenity spaces needed to be upgraded, this type of funding would be allocated through the ten-year capital repair plan.

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- Amenity space would be developed/upgraded where it has been identified that existing spaces in TCHC buildings do not meet City requirements for programming.
 - It is not anticipated that additional funds will be required to cover the activities identified in the CABR Strategy Action Plan (the “Action Plan”).
 - Targets for activities in the Action Plan will soon be developed (e.g. pathways for Black tenants to be employed in the trades).
 - The position of Director for the Centre has been posted and we have received interest from across the country to fill the position.

*Motion
carried*

ON MOTION DULY MADE by Ms. Farah, seconded by Councillor Nunziata and carried, the Board, as outlined in Report TCHC:2021-50:

1. Received the updates for information on the TCHC Confronting Anti-Black Racism (“CABR”) Strategy Action Plan;
2. Receives the updates for information on the alignment of the TCHC CABR Strategy with:
 - a. Human Resources refresh at TCHC;
 - b. Revitalization work at TCHC, including community benefits;
3. Received an overview of how other large housing providers are addressing anti-Black racism and racial equity; and
4. Received the updates for information on TCHC’s youth hiring practices and pathways for hiring Black youth.

This matter was deferred to the October 7, 2021 Board of Directors meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Imrie, seconded by Mr. Smith and carried, the Board of Directors unanimously approved deferring Report TCHC:2021-51 to the October 7, 2021 Board of Directors meeting.

**ITEM 7 BUILDING INVESTMENT, FINANCE AND AUDIT
COMMITTEE (“BIFAC”) CHAIR’S REPORT**

No comments or remarks from the Chair were received.

**ITEM 8 GOVERNANCE, COMMUNICATIONS, HUMAN RESOURCES
COMMITTEE (“GCHRC”) CHAIR’S REPORT**

No comments or remarks from the Chair were received.

TERMINATION

The public meeting terminated at 12:23 p.m.

Secretary

Chair, Board of Directors