

BUILDING INVESTEMENT, FINANCE AND AUDIT COMMITTEE MEETING AGENDA

PUBLIC SESSION

Date: June 23, 2021

Time: 8:45 a.m. – 10:25 a.m.

Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda (Revised)					
8:45	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
8:50	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 May 18, 2021	BIFAC Approval	Minutes	Chair	4
	d) Annual Review of Board, President & CEO, and Employee Expenses for 2020	Information	BIFAC:2021-52	Chief Financial Officer and Treasurer	18
8:55	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	46

Time	Description	Action	Pre-read	Presenter	Page #
9:00	4. Appointment of BIFAC Vice-Chair	BIFAC & Board Approval	BIFAC:2021-53 <i>5 minutes</i>	Chair	50
9:05	5. Direct Award: Implementation and Maintenance of OPTIC Niche Records Management System, Computer Aided Dispatch System and Protected B Cloud Solution	Approval	BIFAC:2021-54 <i>10 minutes</i>	Senior Director, Community Safety Unit	52
	6. Facilities Management Reports				
9:15	a) Annual Capital Project Management Update – 2020 BIFAC Approved Contracts	Information	BIFAC:2021-55 <i>10 minutes</i>	Vice President, Facilities Management	57
9:25	b) 2020 Facility Condition Index (“FCI”) Report	Information	BIFAC:2021-56 <i>10 minutes</i>	Vice President, Facilities Management	64
9:35	c) Contractor Award: Annual Grounds Maintenance and Snow Clearing Services for 24 Developments in the Former OUW (RFP 21006)	Approval	BIFAC:2021-57 <i>10 minutes</i>	Vice President, Facilities Management	67
9:45	d) Contractor Award: Comprehensive Retrofit Construction – Envelope, Mechanical and Electrical at 4100 & 4110 Lawrence Avenue East (RFQ 20317 PP)	BIFAC & Board Approval	BIFAC:2021-58 <i>10 minutes</i>	Vice President, Facilities Management	71

Time	Description	Action	Pre-read	Presenter	Page #
	7. Operations Reports				
9:55	a) Contractor Award: Move-Out Unit Turnover Services (RFP 21008)	BIFAC & Board Approval	BIFAC:2021-59 <i>10 minutes</i>	Acting Chief Operating Officer	75
10:05	b) Contractor Award: Demand General Repairs Program (RFP 21032)	BIFAC & Board Approval	BIFAC:2021-60 <i>10 minutes</i>	Acting Chief Operating Officer	79
10:15	c) Contractor Award: Commercial Laundry Appliances (RFP 21010)	BIFAC & Board Approval	BIFAC:2021-61 <i>10 minutes</i>	Acting Chief Operating Officer	83

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 May 18, 2021, via WebEx, commencing at 10:33 a.m.

BIFAC Directors Present: Adele Imrie, Chair
Nick Macrae
Brian Smith

BIFAC Directors Absent: Deputy Mayor Ana Bailão
Naram Mansour

Management Present: Sheila Penny, Acting Chief Executive Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer
Vincent Tong, Chief Development Officer
Luisa Andrews, Vice President, Information Technology Services
Allen Murray, Vice President, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications
Barbara Shulman, Interim Vice President, Human Resources
Karim Jessani, Manager, Internal Audit
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

At the Chair's request, the BIFAC approved re-ordering its Agenda to deal with Item 8D – Appliance Program: Audit Recommendation Action Plan, immediately after Item 8A – Change Order: Commercial Laundry (Sparkle Solutions Corporation).

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC approved the Public meeting agenda as amended for the BIFAC's May 18, 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 APRIL 27, 2021

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

**Building Investment, Finance and Audit Committee
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Item 3 - Public Minutes of May 18, 2021 Meeting

ITEM 2D INTERNAL AUDIT UPDATE: Q1 2021 BIFAC:2021-39

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC received the Internal Audit Update: Q1 2021 report as outlined in Report BIFAC:2021-39 for its information.

ITEM 2E Q1 2021 – INFORMATION TECHNOLOGY SERVICES DIVISIONAL UPDATE BIFAC:2021-40

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC received the Q1 2021 Information Technology Services Divisional Update report as outlined in Report BIFAC:2021-40 for its information.

ITEM 2F Q1 2021 – PAC AWARDS AND REVENUE CONTRACTS BIFAC:2021-41

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC received the Q1 2021 PAC Awards and Revenue Contracts report as outlined in Report BIFAC:2021-41 for its information.

ITEM 2G Q1 2021 – TENANTS FIRST UPDATE BIFAC:2021-42

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC received the Q1 2021 Tenants First Update as outlined in Report BIFAC:2021-42 for its information.

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

Motion carried **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of April 27, 2021 for its information.

ITEM 4 Q1 2021 – HOMES PROJECT UPDATE BIFAC:2021-43

The above-captioned report (BIFAC:2021-43) was circulated to BIFAC members prior to the meeting.

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

- The project remains on track and the budget remains within the approved amount.
- Track 1 went live in January 2021 and is now fully implemented; this will no longer be reported in the quarterly HoMES updates. A few issues were identified post-implementation, but have been resolved and the solution is working as planned.
- The implementation date for Track 2A was pushed out by four weeks to allow for proper testing and will launch in June 2021.
- Track 2B is going through its second round of testing.

Motion carried **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC received the Q1 2021 – HoMES Project Update as outlined in Report BIFAC:2021-43 for its information.

ITEM 5 ANNUAL REVIEW OF BIFAC, IAC AND PAC CHARTERS BIFAC:2021-44

The above-captioned report (BIFAC:2021-44) was circulated to BIFAC members prior to the meeting.

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

- The change to the BIFAC Charter reflects the Board’s decision to incorporate Vice Chairs into the Committees’ structure.
- The changes to the Procurement Award Committee (“PAC”) Charter:
 - aim to be more reflective of the structure and language used by the City for its Bid Award Panel;
 - provide some flexibility with respect to the length of contract terms that PAC can approve; and
 - address the authority of PAC to award change orders.
- Providing flexibility for the length of contract terms is more a mechanism to bring TCHC in line with the City’s practice rather than addressing a specific problem, although it is an issue that arises from time to time.
- It continues to be a requirement that the work is part of the Board approved budget for PAC to be able to award contracts.
- When issuing a procurement, TCHC sets the price and vendors offer a price adjustment based on their interpretation of the work within an allowable percentage difference set by TCHC. This is built into the RFP document.
 - Action item: Management to confirm the allowable percentage difference from TCHC’s set price for vendors bidding on projects, to be verbally reported the June 15, 2021 Board meeting as part of the presentation of the Annual Review of BIFAC, IAC and PAC Charters report.
- The changes to the Investment Advisory Committee (“IAC”) Charter are meant to clarify that the Committee meets twice annually, and to incorporate language that provides the Committee with full unrestricted access to management and the ability to retain external advisors.

Motion **ON MOTION DULY MADE** by Mr. Macrae, seconded by Mr.

carried Smith and carried, the BIFAC unanimously approved:

1. The Building Investment, Finance and Audit Committee Charter (Attachment 1 to Report BIFAC:2021-44);
2. The Investment Advisory Committee Charter (Attachment 2 to Report BIFAC:2021-44); and
3. The Procurement Award Committee Charter (Attachment 3 to Report BIFAC:2021-44);

and forwarded them to the Board of Directors for its approval.

BOARD AND COMMITTEE MEETING
ITEM 6 MATERIALS ON TCHC'S PUBLIC WEBSITE BIFAC:2021-45

The above-captioned report (BIFAC:2021-45) was circulated to BIFAC members prior to the meeting.

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

- TCHC is required to comply with the *Accessibility for Ontarians with Disabilities Act* ("AODA") and has to provide users with an AODA-compliant website by year-end 2021.
- The Board expressed to management at various times an interest in ensuring all Board and Committee meeting materials are accessible directly from our website. However, this documentation is rarely accessed and is currently non-compliant with AODA standards.
- It is proposed that Board and Committee documentation from before January 1, 2021 be removed from TCHC's website, except for the meeting agendas so members of the public can review what was considered at any given meeting.
- To ensure one level of service for anyone accessing Board and Committee materials, members of the public will be able to request specific meeting documents and these will be provided in an AODA compliant format, and will also posted on the website in the new format.
- It is estimated that it would cost around \$500K to remediate the current

Board and Committee document library housed on the website.

- Service level standards and clear instructions will be posted on the website for how to access documentation.
- All documentation created moving forward will be AODA compliant and accessible via the website.
- Training will be required for staff to create AODA compliant documentation moving forward.

Motion carried

ON MOTION DULY MADE by Mr. Smith, seconded by Mr. Macrae and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following direction to staff to remediate TCHC's public website as outlined in Report BIFAC:2021-45:

1. With the exception of Board and Committee meeting agendas, remove Board and Committee PDF meeting materials up to January 1, 2021 that are not compliant with AODA standards and retain non-compliant materials offline;
2. Remediate Board and Committee PDF materials starting from January 1, 2021 to comply with AODA standards and allow materials to remain on the website;
3. Remediate all Board and Committee PDF agendas to comply with AODA standards and allow agendas to remain on the website; and
4. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

CONTRACTOR AWARD: GARAGE RESTORATION SERVICES AT TRIMBEE COURT (30 DENARDA STREET) (RFQ 20288-PP)

ITEM 7

BIFAC:2021-47

The above-captioned report (BIFAC:2021-47) was circulated to BIFAC members prior to the meeting.

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

- This contract was originally approved by the BIFAC in March 2021, however the successful proponent did not agree to hold pricing for all three phases of the project and was disqualified. The award proposed today is to the next highest scoring proponent, DanMichael Construction Ltd.
- The RFQ document clearly stated that proponents would need to abide by all terms and conditions, including holding pricing for the three phases of the project.
- Action item: Management to confirm:
 - whether the language in the RFQ explicitly stated that proponents would need to hold pricing for all phases of the work;
 - whether Procurement will keep documentation of performance issues in the disqualified vendor's file; and
 - whether the disqualified vendor should be disqualified from future bids or penalized in some way since they failed to abide by all the terms and conditions of the RFQ.

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:2021-47:

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

ITEM 8A	CHANGE ORDER: COMMERCIAL LAUNDRY (SPARKLE SOLUTIONS CORPORATION)	BIFAC:2021-46
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The above-captioned report (BIFAC:2021-46) was circulated to BIFAC members prior to the meeting.

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

- In the RFP process, tenant feedback is factored in when reviewing complaints data related to commercial laundry services in buildings. Issues identified through complaints are the number of machines in buildings (e.g. too few) and maintenance of machines, which was subsequently emphasized in the new RFP.
- All laundry equipment across the portfolio will be replaced as part of the new RFP, regardless of who the successful proponent is.
- The fundamental premise behind the restructuring plan was to bring services closer to tenants. If there are issues with laundry facilities, tenants will more easily be able to bring their concerns directly to staff.
- A generous buffer was built into the RFP to allow vendors to secure the volume of appliances required for the TCHC portfolio based on the global supply chain issues and manufacturing delays with appliances more generally. Timelines will be pushed up sooner if possible.
- Any machines being swapped out will be replaced the same day as the old machine is removed.
- The contract with the vendor is structured with a licensing fee and TCHC takes a percentage of the revenue. The licensing fee will not begin until all new machines are installed.
- Two change orders to Sparkle were required as we had to recruit for the staff to develop the RFP, which had to be developed from scratch since the existing contract has been in place for more than 15 years, and site staff had to do a manual inventory of all laundry machines across the portfolio.

Motion **ON MOTION DULY MADE** by Mr. Smith, seconded by Mr.

- carried* Macrae and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for its approval the following recommendations as outlined in Report BIFAC:2021-46:
1. Approve a change order to Sparkle Solutions Corporation for up to \$1,870,029.00 (exclusive of taxes) on a month-to-month basis at \$178,098.00 per month (with a declining value for the final four months of transition) for continued commercial laundry services at TCHC buildings and townhouses for up to a 12 month term, expiring June 30, 2022; and
 2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

ITEM 8D	APPLIANCE PROGRAM: AUDIT RECOMMENDATION ACTION PLAN	BIFAC:2021-37
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The above-captioned report (BIFAC:2021-37) was circulated to BIFAC members prior to the meeting.

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

- Operations leadership are exploring the segregation of duties for the appliance program into two roles, but if that is not possible, one role will carry the responsibilities with the proper oversight controls in place.
- Staff are working with the HoMES project team to implement an inventory module to track all assets and their warranties via barcode on appliances.
- There are 19 action items coming out of Internal Audit's review of the appliance program, 10 of which have been completed or are in flight.
- Language will be embedded in the contract for the appliance program regarding performance reporting requirements and vendor compliance prior to signing the contract with the new vendor. The successful proponent for the new appliance program contract is aware that we will conduct quarterly vendor compliance reviews with them.
- Before ordering new appliances, the Manager of Building Services

reviews the inventory of appliances available on-site with the Superintendent, and will use available building inventory prior to ordering anything new.

- The Committee recommended segregating duties related to the appliance program to prevent any issues similar to those identified by Internal Audit.
- It is important to get as many action items in place as soon as possible to ensure the new contract for the appliance program is successful.

Motion carried

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC unanimously received the Appliance Program Audit Recommendation Action Plan as outlined in Report BIFAC:2021-37 for its information.

**CHANGE ORDER: SIX MONTH CONTRACT
EXTENSION FOR APPLIANCE SUPPLY
AND DELIVERY** BIFAC:2021-48

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

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

- Midnorthern Appliances (“Midnorthern”) is the current appliance vendor for the west region, while Appliance Canada is the current appliance vendor for east region.
- The \$800K change order for each vendor is for a two month extension of their current assigned regions, and then four months of Midnorthern and Appliance Canada each covering half of the west region.
- This change order is required to avoid disruption of services.
- There were supply chain issues that caused Appliance Canada to have a backlog of almost 500 appliances, which was the impetus to bring on Midnorthern to help alleviate the backlog.
- There are no performance issues with Midnorthern that prevented us from awarding them the new appliances contract; there were process issues with their RFP submission that disqualified them.

-
- Staff will go back out to RFP for the provision of appliances west of Yonge Street, as well as a backup vendor for both regions.

Motion carried

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC unanimously the following recommendations as outlined in Report BIFAC:2021-48:

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

**CONTRACTOR AWARD: SUPPLY,
DELIVERY AND INSTALLATION OF NEW
APPLIANCES AT VARIOUS TCHC
LOCATIONS (RFP 20314)**

ITEM 8C

BIFAC:2021-49

The above-captioned report (BIFAC:2021-49) was circulated to BIFAC members prior to the meeting.

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

- Canadian Appliance Recycling Enterprise ("CARE") was the sole successful proponent for this award and will service east of Yonge Street.

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- CARE is a new vendor to TCHC, so staff performed a diligent review of their past performance with other companies and confirmed their inventory, and are satisfied they will meet TCHC's service level standards.
 - There are a limited number of vendors able to supply appliances at the volumes we require for the TCHC portfolio.
 - Vendors who submitted, but did not pass the RFP process for the east region are permitted to submit bids for the contract for the west region. There were issues with how they submitted their bid packages rather than concerns with their pricing submissions.
 - The change order to Midnorthern and Appliance Canada is not reflective of a six month spend for the program as they will each be covering one quarter of the portfolio for four months of their contract extensions.

*Motion
carried*

ON MOTION DULY MADE by Mr. Macrae, seconded by Mr. Smith and carried, the BIFAC unanimously approved and forwarded to the Board of Directors for approval the following recommendations as outlined in Report BIFAC:2021-49:

1. Approve the award of the work to Canadian Appliance Recycling Enterprise ("CARE") for the supply, delivery and installation of new appliances and the removal and disposal of old appliances at various TCHC locations for up to \$12,000,000.00 (\$2,400,00.00 per annum) (exclusive of taxes) for a 3-year term for the East Group, with an option to extend for two additional 1-year terms at TCHC management's discretion, based on the outcome of Request for Proposals ("RFP") 20314; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

TERMINATION

The public meeting terminated at 12:04 p.m.

Building Investment, Finance and Audit Committee
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Secretary

Chair, Building Investment,
Finance & Audit Committee



Annual Review of Board, President and CEO, and Employee Expenses for 2020

Item 2D

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-52

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

From: Chief Financial Officer and Treasurer

Date: June 3, 2021

PURPOSE:

The purpose of this report is to report on the expenses of the Board of Directors, the President and Chief Executive Officer ("President and CEO"), and certain Toronto Community Housing Corporation ("TCHC") employees for the 2020 year.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

At its March 9, 2011 meeting Toronto City Council passed the following motion¹:

City Council request the Toronto Community Housing Corporation (TCHC) to immediately post on the TCHC website, all expense

¹ Part 6 of an eight part decision approved by Council. The other parts of the decision are not germane to this report.

records of all TCHC board members and all TCHC staff members whose salaries exceed \$100,000.

Pursuant to this motion, reference to 'TCHC Employees' and/or 'Employees' in this report and in the public disclosure of employee expenses is defined as those employees whose annual salary exceeds \$100,000 per annum.

All expenses submitted by the President and CEO, and Directors are approved by the Chair of the Board of TCHC to ensure the expenses claimed are incurred in the performance of duties related to TCHC. The Chair's expenses are signed off by the President and CEO as a check and balance at the point of reimbursement.

Employee expenses are reimbursed pursuant to TCHC's *Expense Reimbursement Policy* and *Expense Reimbursement Procedures*.

SUMMARY OF EXPENSES INCURRED IN 2020:

As set out in the attachments to this report, the total expenses for 2020 and the comparative summary to 2019 as of December 31, 2020 are summarized as follows:

	Year-Over-Year Comparison (\$)	
	2020	2019
Board of Directors	-	709
President and CEO	497	976
Employees	102,743	108,255
Total	103,240	109,940

IMPLICATIONS AND RISKS:

The reimbursement of expenses for the Board of Directors, President and CEO, and employees in 2020 was included in the 2020 operating budget.

SIGNATURE:

“Rose-Ann Lee”

Rose-Ann Lee
Chief Financial Officer and Treasurer

ATTACHMENTS:

1. 2020 Board of Director Expenses
2. 2020 President and CEO Expenses
3. 2020 Employee Expenses
4. Board of Director Expenses Comparative Analysis
5. President and CEO Expenses Comparative Analysis
6. Employee Expenses Comparative Analysis

STAFF CONTACT:

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BOARD OF DIRECTORS EXPENSES 2020						
Year Ended December 31, 2020						
Board Member	Business Travel (mileage, taxi, parking, other non-conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expense	Notes
Current Board Members						
Timothy Murphy (Chair)	-	-	-	-	-	
Councillor Anna Bailao	-	-	-	-	-	
Councillor Paula Fletcher	-	-	-	-	-	
Amanda Coombs	-	-	-	-	-	
Brian Smith	-	-	-	-	-	
Debbie Douglas	-	-	-	-	-	
Linda Jackson	-	-	-	-	-	
Nick Macrae	-	-	-	-	-	
Ubah Farah	-	-	-	-	-	
John Campbell	-	-	-	-	-	
Adele Imrie					-	
Frances Nunziata*					-	
Subtotal	-	-	-	-	-	
Former Board Members						
					-	

BOARD OF DIRECTORS EXPENSES 2020						
Year Ended December 31, 2020						
Board Member	Business Travel (mileage, taxi, parking, other non-conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expense	Notes
Subtotal	-	-	-	-	-	
Total	-	-	-	-	-	

*Board member started in June 2020

PRESIDENT AND CEO EXPENSES 2020						
Year Ended December 31, 2020						
President and CEO	Business Travel (mileage, taxi, parking, other non-conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expense	Notes
Marshman, Kevin	455.86	-	-	40.96	496.82	TTC travel to meetings; Software
Total	455.86	0.00	0.00	40.96	496.82	

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Abells, Alana	Legal Counsel	-	1,219.28	-		1,219	CPD course
Ahmad, Muhammad	Senior Software Developer	5.56	1,474.80			1,480	Business Process Design; Cloud Computing
Ahmed, Tunjib	IHMS Business Function Lead		1,211.84			1,212	Canadian Politics and Government; Local Politics and Government
Anderson, Derek	Supervisor Field Security	372.60	553.70			926	Understanding Human Behaviour
Anderson, William G	Senior Director, Community Safety Unit	425.32	609.73	-		1,035	Asis International Online
Andreiev, Ion	Manager, Maintenance	15.00				15	
Angkaw, John P.	Senior Director, Business Operations	14.00	442.39	-	-	456	Parking
Arpadzic, Sanja	Manager, Operational Initiatives	233.81				234	
Baksh, Rayaz	Technical Support Specialist	107.33				107	
Barker, Catherine (Cathy)	Vice President, Human Resources				568.39	568	Law Society Annual Fee
Barratt, Wen-Hua (linda)	Director, Enterprise Architecture	165.80	5,671.69	-	-	5,837	
Berhane, Arsema	Manager Strategic Service Partnerships	135.82				136	
Bernabei, Tony	Director, Networks and Infrastructure	523.76	785.35	-	-	1,309	Training
Bezoff, Michael	Manager, Seniors Housing	646.63				647	

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Boblai, Azim K	Manager, IT Security and Controls	603.92	548.16	-	572.46	1,725	CCPS Books
Bottoni, Mona	Manager Community Safety Programs	64.91				65	
Boudreau, Wayne	Plumber (General Foreman)				125.00	125	Ontario Water Works Association
Boyd, Robert	Senior Manager, Construction				1,020.96	1,021	OAA licensing fee
Britton, Allan G	Senior Manager Operations	644.33				644	
Brownstone, Keir	Manager, Energy Management		281.09			281	Passive House Canada Conference
Burningham, Grant N	Manager Community CSU	104.76				105	
Butek, Kairat	Senior Superintendent	45.20				45	
Cabading, Orlando	Manager, Building Energy Systems	23.65				24	
Calleja, Sam M	Program Manager	675.92				676	
Camarda, Agostino	Senior Superintendent	381.16				381	
Capati, Cezar	Manager, Cleaning	50.00				50	
Chamberlain, Jaye	Electrician (Foreman)	1,440.25				1,440	
Charles, Suzzana C	Community Service Coordinator	52.83				53	
Chen, Yan (cindy)	Manager, Financial Reporting		429.40			429	CPD Course
Cochrane, Chris	Supervisor Field Security	398.26				398	
Collins, Raymond A	Program Manager	452.14	548.05	-	-	1,000	
Corrado, Aimee	Manager, Building Services	1,589.87				1,590	
Culcearu, Mihai	Senior Superintendent	156.88				157	

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Daley, Tim	Manager, Safety Systems	261.23	322.05	-	-	583	Critical Fire Alarm Updates for 22
Davidson, Jay	Supervisor Field Security	153.14				153	
Davis, Michelle	Supervisor, Community Housing Unit		1,500.00		80.00	1,580	Doctor note; MPA 823 Public Policy Leadership F2
De Verteuil, Annie S	Legal Counsel	12.42	1,033.39	-		1,046	CPD courses
Douglas, Kathleen (Katie)	Legal Counsel	-	113.00	-		113	CPD course
Dyer, Boyd	Director, Smart Building and Energy Management	114.31				114	
Ennis, Kemaureen	Superintendent	1,550.80				1,551	
Erochko, Andrew	Manager, Health and Safety	-	67.80	-	-	68	
Evans, Wanda	Manager, Operational Initiatives	94.26				94	
Feitelberg, Paul	Manager, Operating Unit	392.55				393	
Ferreira, Frank J.	Manager, IT Network and Infrastructure	499.42				499	
Filho, Josemario	Senior Superintendent	295.78				296	
Florioiu, Cosmin	Manager, Maintenance	130.34				130	
Fogah, Phillip	Special Constable	120.75				121	
Fontaine, Ashley	Manager, Community Resolution	116.64				117	
Fujino, Maria D	Manager, IT Service Delivery	325.82				326	
Gibson, John C	Program Manager	163.78	322.05	-	-	486	Critical Fire Alarm Updates for 22

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Glover, Wayne	Plumber (Foreman)				125.00	125	Ontario Water Works Association
Grinbergs, Julie	Program Manager	171.60				172	
Hack, Brian	Senior Superintendent	1,165.73				1,166	
Hamidi, Reza	Manager, Facilities	732.67				733	
Hanrath, Thomas	Project Control Officer	236.34				236	
Harb, Fadi Toufic T	Manager, Elevator Services	141.29				141	
Hawes, Jessica S	Senior Director, Development				1,020.96	1,021	OAA licensing fee
Hosein, Maureen	Manager, Corporate and Internal Communications		1,544.40			1,544	Mon. and Measurin Social Media - SMED-4-99; Media Relations - PRDS-148-99; SMED 2 Social Media Advertising; SMED 5 Social Media Content Strategy
Isik, Gokmen	Manager, Project Management Office ITS	266.49	1,543.16	-	-	1,810	Enterprise IT Risk Management & Cyber Security
Jani, Samantha	Manager, Complex Tenancies	301.71				302	
Jessani, Karim	Manager, Internal Audit	74.48	1,358.45			1,433	TTC travel, CFE exam prep course
Johnson, Gail	Manager, Community Safety and Support	430.90				431	
Johnson, Stalin	Special Constable	27.32				27	
Kazmierska, Anna	Design Manager	555.28	281.09			836	Passive House Canada Conference: \$281.9
Kenley, Winston	Manager Community CSU	198.72				199	
Khalil, Tarek	Systems Integrator	52.73	4,176.26	-	-	4,229	

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Koke, Albert	Senior Director, Procurement	-	-	-	179.99	180	Samsung Wireless ear Buds
Kraljevic, John	General Manager	41.00				41	
Kurzemnieks, Kalvis	Design Manager, Architectural and Building	2,039.02				2,039	
Laita (zuber), Michelle L	Manager, Fire Life Safety and Emergency Management	-	1,468.96	-	-	1,469	
Lam, Linda	Design Manager	1,115.77				1,116	
Lam, Michael	Senior Manager, Construction	17.50			1,020.96	1,038	OAA licensing fee
Lass, Brian L	Supervisor Field Security	-	257.43	-	139.13	397	Training Textbook
Latendresse, Christopher L	Manager, Business Operations	-	548.16	-	-	548	
Lebow, Allison	Senior Manager, Development				3,672.50	3,673	L&OD approved training
Lee, Marilyn G.	Senior Legal Counsel	-	56.50	-		57	CPD: Professionalism Issues for In- House Counsel 22
Macdonald, Donald	Assistant General Manager	185.53				186	
Macdonnell, Brian A	Manager Community CSU	195.43				195	
Martin, Craig	Manager, Building Security Systems	609.93				610	
Martin, Melanie	Senior Advisor, Office of the Commissioner of Housing Equity	82.11				82	
Martino, Angelo	Electrician (Foreman)	73.25				73	
Mcnutt, Robert J	Legal Counsel	-	943.04	-		943	CPD Course; Privacy Conference for Freedom of Information Team

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name ¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Meagher, Darragh	General Counsel and Corporate Secretary	-	424.88	-		425	CPD courses
Melo, Rodney	Senior Superintendent	90.74				91	
Mendes, William	Director Program Delivery		371.77		-	372	Training
Miclat, Rosauo	Senior Superintendent	784.68				785	
Mizbani, Shahab (dino)	Specialist, Network Support	545.80	4,210.33	22.24	-	4,778	Overtime meal
Moscato, Greg	Senior Superintendent	11.02				11	
Moton, Allan	Program Manager	790.31				790	
Murray, James A	Vice President, Facilities Management	136.13				136	
Nascimento De Jesus, Vitor	Senior Superintendent		870.00			870	Construction Project Management - Blueprint Reading for Construction ; Construction Project Management - Construction Administration
Navarro, Victor M	Senior Superintendent	205.81				206	
Noman, Ferdous	Manager, Energy Management	517.65				518	
Okeke, Echeta	Manager, Software Development & Integration	-	5,680.56	-	-	5,681	
Pannunzio, Flora	Facilities Manager	88.72				89	
Pereira, Manuel	Supervisor, Community Housing Unit	20.32				20	
Perucho, Darrel	Specialist, Network Support	77.37				77	
Peters, Jhanelle	IHMS Business Function Lead	46.00				46	

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name ¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Ramsamujh, Vishnu	Director, Labour Relations	140.00				140	
Rankin, Alexander	Facilities Manager	75.68				76	
Raubfogel, Orna	Senior Legal Counsel	-	597.02	-	-	597	
Raviele, Cristina	Senior Manager, Construction	82.02				82	
Reis, Sheldon	Manager, End User Computing and Infrastructure	-	548.16	-	-	548	
Rivenbark, Melanie	Supervisor Field Security	178.57				179	
Robson, Heather	Legal Counsel	-	1,279.54	-		1,280	CPD
Roomes, Marlon	Manager, Cleaning	139.95				140	
Serrano, Arnold	Senior Superintendent	1,496.91				1,497	
Sheps, David	Facilities Manager	33.55			1,020.96	1,055	OAA licensing fee
Shewchuk, Andy	Manager, Grounds And Waste	271.52				272	
Singh, Maylene	Program Manager, Integrated Vacant Unit	20.00				20	
Slater, Noah	Director, Capital Planning	610.80	281.09			892	Passive House Canada Conference: \$281.9
Slyne, Brendan	Design Manager, Mechanical and Electrical		281.09			281	Passive House Canada Conference
Smith, Shaun	Plumber				125.00	125	Ontario Water Works Association
Steele, Jamie	Specialist, Network Support	-	4,196.52	-	-	4,197	
Stinson, Casey	IHMS Business Function Lead	47.00				47	
Stojanovic, Natasha	Director, Talent Management	-	1,824.95	-	-	1,825	Conference
Subramanian, Priya	Legal Counsel	-	3,565.77	-	-	3,566	
Summers, Cynthia	Commissioner Of Housing Equity	92.00	-	-	-	92	

EMPLOYEE EXPENSES 2020							
Year Ended December 31, 2020							
Employee Name ¹	Current Position	Business Travel (mileage, taxi, parking, other non- conference travel)	Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)	Hospitality and Protocol (policy-approved business meals when not attending a conference)	Other Expenses (any expense not included in the other categories)	Total 2020 Expenses	Notes
Abdulla, Reza	Manager, Interior Buildings	55.78				56	
Varone, Michele	Senior Superintendent	131.04				131	
Vijh, Parvin	Manager, Commercial Accounting	530.71	1,036.66			1,567	CPD Course
Wan, Benny	Special Constable	24.62		48.00	-	73	Overtime meals
Wheeler, Kelly J	General Manager, East	243.79				244	
Wieclaw, Slawomir	Plumber (Foreman)				125.00	125	Ontario Water Works Association
Wieczorek, Edmund	Facilities Manager	78.80				79	
Wong, Daisy	Senior Director, Operations Delivery	226.99				227	
Wong, Siu On	Manager, Investigations	533.96	565.00	-	-	1,099	22 Annual Fraud Virtual Conference
Yan, Jeffery C	Manager, Business Intelligence	75.32	2,086.47	-	-	2,162	
Youness, Ferass	Structural Engineer	1,498.24				1,498	
Young, Stephen J	Manager, Building Services	3,103.85				3,104	
Zaganjori, Xhavit	Project Manager, Technical and Renewable Energy	251.88				252	
Zebeski, David	Senior Manager Operations	66.37				66	
Zeng, Rui	Senior Superintendent	146.13				146	
	Total	35,746	57,131	70	9,796	102,743	
¹ Pursuant to a Toronto City Council motion approved on March 9, 2011, 'Employees' are defined to be those TCHC employees whose annual salary exceeds \$100,000.							
² Shaded areas identify employees who left TCHC's employ during 2020.							

BOARD OF DIRECTORS EXPENSES 2020																
COMPARATIVE SUMMARY																
Board Member	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories			Notes
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	
Current Board Members																
Timothy Murphy (Chair)	0.00			0.00			0.00			0.00			0.00	0.00	0.00	1
Councillor Ana Bailao	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
Councillor Paula Fletcher	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
Amanda Coombs	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
Brian Smith	0.00		610.20	0.00			0.00			0.00			0.00	0.00	610.20	
Debbie Douglas	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
Linda Jackson	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
Nick Macrae	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
Ubah Farah	0.00			0.00			0.00			0.00			0.00	0.00	0.00	
John Campbell	0.00			0.00			0.00			0.00			0.00	0.00	0.00	1
Adele Imrie	0.00			0.00			0.00			0.00			0.00	0.00	0.00	1
Frances Nunziata	0.00			0.00			0.00			0.00			0.00	0.00	0.00	6
Subtotal	0.00	0.00	610.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	610.20	
Former Board Members																
Kevin Marshman (Chair)	0.00			0.00			0.00			0.00	709.35		0.00	709.35	0.00	2

BOARD OF DIRECTORS EXPENSES 2020																
COMPARATIVE SUMMARY																
Board Member	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categoriess			Notes
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	
Councillor Michael Ford	0.00			0.00			0.00			0.00			0.00	0.00	0.00	3
Colin Lynch	0.00			0.00			0.00			0.00			0.00	0.00	0.00	4
Wendy Kelly	0.00			0.00			0.00			0.00			0.00	0.00	0.00	5
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	709.35	0.00	0.00	709.35	0.00	
Total	0.00	0.00	610.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	709.35	0.00	0.00	709.35	610.20	

¹Board member started on May 15, 2019

²Board member last day April 3, 2019. The expense is for roaming phone charges.

³Board member last day December 13, 2019

⁴Board member last day April 12, 2019

⁵Board member last day April 16, 2019

⁶Board member started in June, 2020

PRESIDENT AND CEO EXPENSES 2020																
COMPARATIVE SUMMARY																
President and CEO	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories			Notes
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	
Kevin Marshman	455.86	889.05		0.00	0.00		0.00	86.70		40.96	0.00		496.82	975.75	0.00	1
Sheila Penny (Interim)	0.00	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00	0.00	0.00	2
Kathy Milsom	0.00	0.00	890.38	0.00	0.00		0.00	0.00		0.00	0.00		0.00	0.00	890.38	3
Total	455.86	889.05	890.38	0.00	0.00	0.00	0.00	86.70	0.00	40.96	0.00	0.00	496.82	975.75	890.38	

¹ Appointed as interim CEO on April 25, 2017 and as official CEO on April 3, 2019

² Acting as interim CEO from December 17, 2018 to April 3, 2019

³ Started position September 5, 2017 and ceased to be CEO on December 17, 2018

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Abdulla, Reza	Manager, Interior Buildings	56	716	424	-	-	-	-	-	-	-	-	151	56	716	575
Abells, Alana	Legal Counsel	-	-	-	1,219	400	1,269	-	-	-	-	-	-	1,219	400	1,269
Ahmad, Muhammad	Senior Software Developer	6	-	-	1,475	1,000	-	-	-	-	-	-	-	1,480	1,000	-
Ahmed, Tunjib	IHMS Business Function Lead	-	-	-	1,212	-	-	-	-	-	-	-	-	1,212	-	-
Anderson, Derek	Supervisor Field Security	373	-	-	554	-	-	-	-	-	-	-	-	926	-	-
Anderson, William G	Senior Director, Community Safety Unit	425	640	867	610	4,340	3,729	-	-	-	-	-	-	1,035	4,980	4,596
Andreiev, Ion	Manager, Maintenance	15	-	-	-	-	-	-	-	-	-	-	-	15	-	-
Andrews, Maria Luisa	Vice President, Information and Technology Services	-	-	-	-	2,825	-	-	-	-	-	-	-	-	2,825	-
Angkaw, John P.	Senior Director, Business Operations	14	195	60	442	3,020	3,098	-	26	-	-	-	-	456	3,240	3,158
Arpadzic, Sanja	Manager, Operational Initiatives	234	809	-	-	-	-	-	-	-	-	-	-	234	809	-
Asturi, Marta	Legal Counsel	-	-	-	-	-	352	-	-	-	-	-	-	-	-	352
Baker, Tyler	Senior Manager, Development	-	364	-	-	-	-	-	-	-	-	-	-	-	364	-
Baksh, Rayaz	Technical Support Specialist	107	-	-	-	-	-	-	-	-	-	-	-	107	-	-
Barratt, Wen-Hua (linda)	Director, Enterprise Architecture	166	891	1,531	5,672	-	-	-	-	-	-	-	-	5,837	891	1,531
Beaubien, Richard	Special Constable	-	399	-	-	-	-	-	-	-	-	-	-	-	399	-
Berhane, Arsema	Manager Strategic Service Partnerships	136	-	-	-	-	-	-	-	-	-	-	-	136	-	-
Bernabei, Tony	Director, Networks and Infrastructure	524	905	1,191	785	-	-	-	-	-	-	-	-	1,309	905	1,191
Bezoff, Michael	Manager, Seniors Housing	647	-	-	-	-	-	-	-	-	-	-	-	647	-	-
Boblai, Azim	Manager, IT Security and Controls	604	-	-	548	-	-	-	-	-	572	-	-	1,725	-	-

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Bottoni, Mona	Manager Community Safety Programs	65	77	53	-	2,117	388	-	-	-	-	-	-	65	2,195	441
Boudreau, Wayne	Plumber (General Foreman)	-	1,182	-	-	-	-	-	-	-	125	-	-	125	1,182	-
Bourne James, Joanne	Manager, Sourcing	-	79	-	-	-	593	-	-	-	-	-	-	-	79	593
Boyd, Robert	Senior Manager, Construction	-	-	-	-	-	-	-	-	-	1,021	-	-	1,021	-	-
Britton, Allan	Senior Manager Operations	644	-	84	-	-	213	-	22	-	-	-	-	644	22	297
Brosnan, Sean	Community Safety Advisor	-	1,073	-	-	708	-	-	336	-	-	-	-	-	2,117	-
Brownstone, Keir	Manager, Energy Management	-	-	-	281	-	-	-	-	-	-	-	-	281	-	-
Burningham, Grant	Manager Community CSU	105	-	-	-	-	-	-	-	-	-	-	-	105	-	-
Butek, Kairat	Senior Superintendent	45	-	-	-	-	-	-	-	-	-	-	-	45	-	-
Cabading, Orlando	Manager, Building Energy Systems	24	947	963	-	-	-	-	-	-	-	-	-	24	947	963
Calleja, Sam	Program Manager	676	-	-	-	-	-	-	-	-	-	-	-	676	-	-
Camarda, Agostino	Senior Superintendent	381	-	-	-	-	-	-	-	-	-	-	-	381	-	-
Capati, Cezar	Manager, Cleaning	50	-	-	-	-	-	-	-	-	-	-	-	50	-	-
Chamberlain, Jaye	Electrician (Foreman)	1,440	2,205	-	-	-	-	-	-	-	-	-	-	1,440	2,205	-
Charles, Suzzana	Community Service Coordinator	53	1,940	-	-	-	-	-	-	-	-	-	-	53	1,940	-
Chen, Yan (cindy)	Manager, Financial Reporting	-	-	-	429	-	-	-	-	-	-	-	-	429	-	-
Cheung, Noel	Manager, Financial Planning and Analysis	-	-	-	-	-	446	-	-	-	-	-	-	-	-	446
Cochrane, Chris	Supervisor Field Security	398	-	-	-	-	-	-	-	-	-	-	-	398	-	-
Collins, Raymond	Program Manager	452	-	-	548	-	-	-	-	-	-	-	-	1,000	-	-
Corrado, Aimee	Manager, Building Services	1,590	-	-	-	-	-	-	-	-	-	-	-	1,590	-	-
Culcearu, Mihai	Senior Superintendent	157	-	-	-	-	-	-	-	-	-	-	-	157	-	-
Daley, Tim	Manager, Safety Systems	261	914	1,157	322	290	4,524	-	-	-	-	-	-	583	1,205	5,681
Davidson, Jay	Supervisor Field Security	153	-	-	-	-	-	-	-	-	-	-	-	153	-	-

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Davis, Michelle	Supervisor, Community Housing Unit	-			1,500			-			80			1,580	-	-
De Verteuil, Annie	Legal Counsel	12	121	-	1,033	1,880	-	-	-	-	-	-	-	1,046	2,001	-
Dinavahi, Lakshmi	Corporate Controller	-	-	-	-	1,102	1,000	-	-	-	-	-	-	-	1,102	1,000
Douglas, Kathleen (katie)	Junior Legal Counsel	-	111	-	113	863	-	-	-	-	-	-	-	113	975	-
Dyer, Boyd	Director, Smart Building and Energy Management	114	1,131	1,971	-	4,141	-	-	-	-	-	-	-	114	5,272	1,971
Ennis, Kemaureen	Superintendent	1,551			-			-			-			1,551	-	-
Erochko, Andrew	Manager, Health and Safety	-			68			-			-			68	-	-
Evans, Wanda	Manager, Operational Initiatives	94	92	-	-	-	-	-	-	-	-	-	-	94	92	-
Ferreira, Frank J.	Manager, IT Network and Infrastructure	499	652	481	-	-	-	-	-	-	-	-	-	499	652	481
Filho, Josemaria	Senior Superintendent	296			-			-			-			296	-	-
Floroiu, Cosmin	Manager, Maintenance	130			-			-			-			130	-	-
Fogah, Phillip	Special Constable	121	197	-	-	-	-	-	-	-	-	-	-	121	197	-
Fontaine, Ashley	Manager, Community Resolution	117			-			-			-			117	-	-
Fujino, Maria	Manager, IT Service Delivery	326	939	951	-	-	-	-	285	-	-	-	-	326	1,223	951
Gibson, John	Program Manager	164	-	-	322	290	-	-	-	-	-	-	-	486	290	-
Glover, Wayne	Plumber (Foreman)	-	-	-	-	-	-	-	-	-	125	-	-	125	-	-
Grinbergs, Julie	Program Manager	172			-			-			-			172	-	-
Grotsch, Richard	Tenant Resolution Officer	-	2,060	1,030	-	674	325	-	-	-	-	-	-	-	2,733	1,355
Hack, Brian	Senior Superintendent	1,166			-			-			-			1,166	-	-
Hamidi, Reza	Manager, Facilities	733	2,092	-	-	535	-	-	-	-	-	-	-	733	2,627	-
Hanrath, Thomas	Project Control Officer	236	355	-	-	-	-	-	-	-	-	-	-	236	355	-
Harb, Fadi Toufic	Manager, Elevator Services	141	1,104	1,269	-	555	548	-	-	-	-	-	-	141	1,659	1,817

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Hawes, Jessica	Senior Director, Development	-			-			-			1,021			1,021	-	-
Ho, Joyce	Senior Manager, Development	-	58	241	-	-	226	-	-	-	-	-	-	-	58	467
Hosein, Maureen	Manager, Corporate and Internal Communications	-	159	-	1,544	-	-	-	-	-	-	-	-	1,544	159	-
Isik, Gokmen	Manager, Project Management Office ITS	266	921	-	1,543	795	-	-	-	-	-	-	-	1,810	1,716	-
Jama, Sulekha	Manager, Tenancy Management	-	342	-	-	-	-	-	-	-	-	-	-	-	342	-
Jani, Samantha	Manager, Complex Tenancies	302			-			-			-			302	-	-
Jessani, Karim	Manager, Internal Audit	74			1,358			-			-			1,433	-	-
Johnson, Gail	Manager, Community Safety and Support	431	383	-	-	-	-	-	-	-	-	-	-	431	383	-
Johnson, Stalin	Special Constable	27	275	-	-	-	-	-	-	-	-	-	-	27	275	-
Kazmierska, Anna	Design Manager	555			281			-			-			836	-	-
Kenley, Winston	Manager Community CSU	199	171	-	-	-	-	-	-	-	-	-	-	199	171	-
Khalil, Tarek	Systems Integrator	53	-	-	4,176	-	-	-	-	-	-	-	-	4,229	-	-
Khan, Dominic	Special Constable	-	16	-	-	-	-	-	30	-	-	-	-	-	45	-
Kleinert, Rick	Manager, Business Service Systems	-	122	-	-	-	-	-	-	-	-	-	-	-	122	-
Kohn, Hannah	Legal Counsel	-	-	-	-	287	3,982	-	-	-	-	-	-	-	287	3,982
Koke, Albert	Senior Director, Procurement	-	96	-	-	-	4,853	-	-	-	180	-	-	180	96	4,853
Kraljevic, John	General Manager	41	1,965	2,664	-	-	-	-	-	-	-	-	-	41	1,965	2,664
Kurzemnieks, Kalvis	Design Manager, Architectural and Building	2,039	3,248	3,006	-	-	-	-	-	-	-	-	-	2,039	3,248	3,006
Laita (zuber), Michelle	Manager, Fire Life Safety and Emergency Management	-	-	-	1,469	2,767	-	-	-	-	-	-	-	1,469	2,767	-
Lam, Linda	Design Manager	1,116	281	516	-	232	102	-	-	-	-	-	-	1,116	513	618
Lam, Michael	Senior Manager, Construction	18	149	-	-	-	585	-	-	-	1,021	-	-	1,038	149	585

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Lass, Brian	Supervisor Field Security	-			257			-			139			397	-	-
Latendresse, Christopher	Manager, Business Operations	-			548			-			-			548	-	-
Lebow, Allison	Senior Manager, Development	-			-			-			3,673			3,673	-	-
Lee, Marilyn G.	Senior Legal Counsel	-	30	57	57	949	1,040	-	-	-	-	-	-	57	979	1,097
Lee, Rose-Ann	Chief Financial Officer	-	27	-	-	-	-	-	-	-	-	-	-	-	27	-
Lepage, Michael Ovila	Special Constable	-	197	-	-	-	-	-	-	-	-	-	-	-	197	-
Macdonald, Donald	Assistant General Manager	186	344	661	-	-	-	-	-	-	-	-	-	186	344	661
Macdonnell, Brian	Manager Community CSU	195			-			-			-			195	-	-
Malloch, Bruce	Director, Strategic Communications	-	-	-	-	-	639	-	-	-	-	-	-	-	-	639
Marchildon, Karolina	Manager Community CSU	-	669	-	-	962	-	-	-	-	-	-	-	-	1,632	-
Martin, Craig	Manager, Building Security Systems	610			-			-			-			610	-	-
Martin, Melanie	Senior Advisor, Office of the Commissioner of Housing Equity	82	232	-	-	-	-	-	10	-	-	-	-	82	242	-
Martino, Angelo	Electrician (Foreman)	73			-			-			-			73	-	-
McNutt, Robert	Legal Counsel	-			943			-			-			943	-	-
Meagher, Darragh	General Counsel and Corporate Secretary	-			425			-			-			425	-	-
Melo, Rodney	Senior Superintendent	91			-			-			-			91	-	-
Mendes, William	Director Program Delivery	-	80	80	372	-	-	-	-	-	-	-	-	372	80	80
Miclat, Rosauo	Senior Superintendent	785			-			-			-			785	-	-
Millward, Edward (ted)	Legal Counsel	-	-	-	-	-	463	-	-	-	-	-	-	-	-	463

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Mizbani, Shahab (dino)	Specialist, Network Support	546	678	-	4,210	-	-	22	-	-	-	-	-	4,778	678	-
Morariu, Adriana	Manager, Payroll, Benefits and Pension	-	-	-	-	507	-	-	-	-	-	-	-	-	507	-
Morgan, Paul	Special Constable	-	212	-	-	-	-	-	-	-	-	-	-	-	212	-
Moscato, Greg	Senior Superintendent	11	-	-	-	-	-	-	-	-	-	-	-	11	-	-
Moton, Allan	Program Manager	790	-	-	-	-	-	-	-	-	-	-	-	790	-	-
Murray, James	Vice President, Facilities Management	136	300	316	-	-	-	-	-	-	-	-	-	136	300	316
Nascimento De Jesus, Vitor	Senior Superintendent	-	-	-	870	-	-	-	-	-	-	-	-	870	-	-
Navarro, Victor	Senior Superintendent	206	-	-	-	-	-	-	-	-	-	-	-	206	-	-
Newberry, Stephen	Special Constable	-	1,297	-	-	-	-	-	-	-	-	-	-	-	1,297	-
Noman, Ferdous	Manager, Energy Management	518	2,314	-	-	-	-	-	-	-	-	-	-	518	2,314	-
Okeke, Echeta	Manager, Software Development & Integration	-	-	-	5,681	-	-	-	-	-	-	-	-	5,681	-	-
Pannunzio, Flora	Facilities Manager	89	210	235	-	-	467	-	-	-	-	-	-	89	210	703
Pender, Kevin	Supervisor Field Security	-	415	-	-	134	-	-	130	-	-	-	-	-	679	-
Penny, Sheila	Chief Operating Officer	-	17	234	-	417	1,225	-	-	-	-	-	-	-	434	1,459
Perucho, Darrel	Specialist, Network Support	77	261	-	-	-	-	-	-	-	-	-	-	77	261	-
Priggen, Brad	Manager, Operating Unit	-	-	18	-	-	-	-	-	-	-	-	-	-	-	18
Quigley, David	Manager Community CSU	-	85	-	-	346	-	-	-	-	-	-	-	-	431	-
Ramsamujh, Vishnu	Director, Labour Relations	140	197	583	-	-	-	-	-	-	-	-	-	140	197	583
Rankin, Alexander	Facilities Manager	76	610	473	-	-	-	-	-	-	-	-	-	76	610	473
Raubfogel, Orna	Senior Legal Counsel	-	-	105	597	-	237	-	-	-	-	-	-	597	-	342
Raviele, Cristina	Senior Manager, Construction	82	448	-	-	-	-	-	-	-	-	-	-	82	448	-
Reis, Sheldon	Manager, End User Computing and Infrastructure	-	108	-	548	-	2,175	-	-	-	-	-	-	548	108	2,175

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Rigores, Julio	Manager, Engagement Refresh	-	655	-	-	-	-	-	-	-	-	-	-	-	655	-
Rivenbark, Melanie	Supervisor Field Security	179			-			-			-			179	-	-
Robson, Heather	Legal Counsel	-	-	-	1,280	910	107	-	-	-	-	-	-	1,280	910	107
Roomes, Marlon	Manager, Cleaning	140			-			-			-			140	-	-
Sampson, Ronald	Special Constable	-	65	-	-	-	-	-	-	-	-	-	-	-	65	-
Serrano, Arnold	Senior Superintendent	1,497			-			-			-			1,497	-	-
Sheps, David	Facilities Manager	34	74	28	-	124	170	-	-	-	1,021	-	-	1,055	198	198
Shewchuk, Andy	Manager, Grounds And Waste	272	1,128	895	-	-	-	-	-	-	-	-	-	272	1,128	895
Singh, Gurmeet	Supervisor Field Security	-	234	-	-	-	-	-	-	-	-	-	-	-	234	-
Singh, Maylene	Program Manager, Integrated Vacant Unit	20	12	-	-	-	-	-	-	-	-	-	-	20	12	-
Skeith, Kelly	Senior Director, Development	-	-	26	-	678	-	-	-	-	-	-	-	-	678	26
Slater, Noah	Director, Capital Planning	611	1,117	493	281	-	-	-	-	-	-	-	-	892	1,117	493
Slyne, Brendan	Design Manager, Mechanical and Electrical	-	349	516	281	235	55	-	-	-	-	-	-	281	584	571
Smith, Shaun	Plumber	-			-			-			125			125	-	-
Sookha, Rajendra	Manager, IT Architecture	-	79	-	-	-	-	-	-	-	-	-	-	-	79	-
Steele, Jamie	Specialist, Network Support	-	-	-	4,197	-	-	-	-	-	-	-	-	4,197	-	-
Stinson, Casey	IHMS Business Function Lead	47	10	-	-	-	-	-	-	-	-	-	-	47	10	-
Stojanovic, Natasha	Director, Talent Management	-			1,825			-			-			1,825	-	-
Subramanian, Priya	Legal Counsel	-			3,566			-			-			3,566	-	-
Summers, Cynthia	Commissioner Of Housing Equity	92	688	293	-	745	30	-	-	-	-	-	-	92	1,433	323
Thomas, Barry	Assistant General Manager	-	795	-	-	-	-	-	-	-	-	-	-	-	795	-
Ting, Yi-Mei	Legal Counsel	-	-	-	-	367	-	-	-	-	-	-	-	-	367	-
Tong, Vincent	Chief Development Officer	-	20	-	-	678	1,695	-	-	-	-	-	-	-	698	1,695
Tsang-Sit, Anita	Director, Insurance & Risk Management	-	44	-	-	733	-	-	-	-	-	-	-	-	778	-

EMPLOYEE EXPENSES 2020																
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		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Varone, Michele	Senior Superintendent	131			-			-			-			131	-	-
Viets, Lindsay	Director, Strategic Planning and Stakeholder Relations	-	-	-	-	-	703	-	-	-	-	-	-	-	-	703
Vijh, Parvin	Manager, Commercial Accounting	531			1,037			-			-			1,567	-	-
Wan, Benny	Special Constable	25	623	-	-	-	-	48	23	-	-	-	-	73	646	-
Wieclaw, Slawomir	Plumber (Foreman)	-	-	-	-	-	-	-	-	-	125	-	-	125	-	-
Wieczorek, Edmund	Facilities Manager	79	-	172	-	452	170	-	-	-	-	-	-	79	452	342
Wong, Daisy	Senior Director, Operations Delivery	227	42	-	-	452	170	-	-	-	-	-	-	227	494	170
Wong, Siu On	Manager, Investigations	534	273	381	565	1,659	627	-	-	-	-	-	-	1,099	1,932	1,008
Yan, Jeffery	Manager, Business Intelligence	75	229	-	2,086	-	-	-	-	-	-	-	-	2,162	229	-
Youness, Ferass	Structural Engineer	1,498			-			-			-			1,498	-	-
Young, Stephen	Manager, Building Services	3,104			-			-			-			3,104	-	-
Zaganjori, Xhavit	Project Manager, Technical and Renewable Energy	252	1,123	1,373	-	-	-	-	-	-	-	-	-	252	1,123	1,373
Zebeski, David	Senior Manager Operations	66			-			-			-			66	-	-
Zeng, Rui	Senior Superintendent	146			-			-			-			146	-	-
Subtotal		35,043	46,664	25,399	57,131	39,171	36,208	70	861	-	9,228	-	151	101,472	86,696	61,758

Employees No Longer with TCHC																
Chan, Ada	Manager, Operating Unit	-	452	797	-	-	-	-	-	-	-	-	-	-	452	797
Barei, George	HRD Retirees	-	713	1,392	-	-	-	-	-	-	-	-	-	-	713	1,392
Barker, Catherine (Cathy)	Vice President, Human Resources	-	-	-	-	-	-	-	-	-	568	-	-	568	-	-
Bond, Jennifer	Director, Labour Relations	-	-	-	-	2,254	-	-	-	-	-	-	-	-	2,254	-

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Campbell, Howard	Special Constable	-	71	-	-	-	-	-	-	-	-	-	-	-	71	-
Chen, Jason	Senior Director, Development	-	-	299	-	-	451	-	-	-	-	-	-	-	-	749
Chih, Jenny	Director Solutions and Integration	-	-	114	-	-	-	-	-	-	-	-	-	-	-	114
Cooke, Angela Grace Louise	Vice President Tenant and Community Services	-	-	1,294	-	-	473	-	-	-	-	-	-	-	-	1,767
Davis, Lorna	Manager, Operating Unit	-	56	-	-	-	-	-	-	-	-	-	-	-	56	-
Derman, Jeffrey	Legal Counsel	-	-	89	-	-	5,526	-	-	-	-	-	-	-	-	5,614
Feitelberg, Paul	Manager, Operating Unit	393	1,477	824	-	-	-	-	-	-	-	-	-	393	1,477	824
Fox, Nancy	Senior Director, Community Housing	-	297	274	-	-	-	-	-	-	-	-	-	-	297	274
Frankland, Charles	Manager, Operating Unit	-	1,074	-	-	-	-	-	-	-	-	-	-	-	1,074	-
Garrett, Kimberley	Manager Operating Unit	-	709	627	-	-	-	-	-	-	-	-	-	-	709	627
Goodyear, Andrew	Senior Director, Development	-	7	41	-	678	-	-	-	-	-	-	-	-	685	41
Guadagnoli, Anthony	Manager, Facilities	-	-	253	-	-	1,695	-	-	-	-	-	-	-	-	1,948
Hanley, Sherri	Director Program Development	-	-	27	-	-	2,308	-	-	-	-	-	-	-	-	2,335
Ibrahim, Ismail	General Counsel and Corporate Secretary	-	-	-	-	-	28	-	-	-	-	-	-	-	-	28
Lawson, William	Overall Lead	-	-	-	-	-	1,598	-	-	-	-	-	-	-	-	1,598
Maloney, Kevin	Manager, Risk Operations & Emergency Management	-	-	-	-	100	-	-	-	-	-	-	-	-	100	-
Mcdonald, Mark	Vice President, Information and Technology Services	-	-	208	-	-	-	-	-	-	-	-	-	-	-	208
Morareti, Liviu	Manager, IT Security and Controls	-	-	220	-	-	239	-	-	-	-	-	-	-	-	459
Neyman, Marina	Manager, Data Governance	-	1,345	-	-	-	-	-	-	-	-	-	-	-	1,345	-
Pan, Catherine	Senior Manager, Development	-	838	-	-	-	-	-	-	-	-	-	-	-	838	-

EMPLOYEE EXPENSES 2020																
COMPARATIVE SUMMARY																
Employee Name	Current Position	Business Travel (mileage, taxi, parking, other non-conference travel)			Conferences and Training (all costs to attend conferences including travel, registration, meals, etc.)			Hospitality and Protocol (policy-approved business meals when not attending a conference)			Other Expenses (any expense not included in the other categories)			Total All Categories		
		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Pearce, Suzanne	Customer Relationship Lead	-	50	-	-	-	-	-	-	-	-	-	-	-	50	-
Pereira, Manuel	Supervisor, Community Housing Unit	20	-	-	-	-	-	-	-	-	-	-	20	-	-	-
Peters, Jhanelle	IHMS Business Function Lead	46	619	-	-	1,150	-	-	-	-	-	-	46	1,769	-	-
Rappe, Anne	Manager, Media and Public Relations	-	-	24	-	-	639	-	-	-	-	-	-	-	-	663
Roknic, Mary	Director, Program Services	-	-	180	-	-	-	-	-	-	-	-	-	-	-	180
Sachs, John	Manager, Structural & Parking Garage	-	-	76	-	-	-	-	-	-	-	-	-	-	-	76
Segu, Genevieve	Manager, Internal Audit	-	-	294	-	-	1,217	-	-	-	-	-	-	-	-	1,511
Shaw, Trevor	Senior Advisor, Office of the Commissioner of Housing Equity	-	-	33	-	-	-	-	-	-	-	-	-	-	-	33
Smith, Samita	Junior Legal Counsel	-	-	-	-	701	-	-	-	-	-	-	-	-	701	-
Sparkes, Leon	Steam Fitter (General Foreman)	-	5,358	-	-	-	-	-	-	-	-	-	-	-	5,358	-
Stef, Dumitru	Manager, Commercial Business	-	-	-	-	575	-	-	-	-	-	-	-	-	575	-
Tuck, Wayne	Chief Operating Officer	-	-	25	-	-	135	-	-	-	-	-	-	-	-	160
V. Melarcode, Parameswaran	Manager, Project Management Office ITS	-	-	387	-	-	-	-	-	-	-	-	-	-	-	387
Vear, Michael	Chief Internal Auditor	-	-	-	-	-	75	-	-	-	-	-	-	-	-	75
Ward, Mary	Director Program Services	-	250	-	-	-	-	-	-	-	-	-	-	-	250	-
Warsame, Abdulkadir	Senior Director, Community Housing	-	-	161	-	-	1,000	-	-	-	-	-	-	-	-	1,161
Wheeler, Kelly	General Manager, East	244	1,404	1,120	-	-	-	-	-	-	-	-	244	1,404	1,120	-
White, Joan	General Manager, Seniors Housing Unit	-	1,382	1,624	-	-	-	-	-	-	-	-	-	1,382	1,624	-
Wolbaum, Tracy	Director, Talent Management	-	-	-	-	-	1,107	-	-	-	-	-	-	-	-	1,107
Zhang, Fred	Manager, Business Analysis	-	-	909	-	-	441	-	-	-	-	-	-	-	-	1,350

EMPLOYEE EXPENSES 2020																
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		2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Subtotal		703	16,101	11,294	-	5,458	16,931	-	-	-	568	-	-	1,271	21,559	28,224
Total		35,746	62,765	36,692	57,131	44,629	53,139	70	861	-	9,796	-	151	102,743	108,255	89,983

¹ Pursuant to a Toronto City Council motion approved on March 9, 2011, 'Employees' are defined to be those TCHC employees whose annual salary exceeds \$100,000. Employees who

² Expenses for the President and CEO are set out in a separate attachment.



Report on Business Arising from Public Meeting Minutes
BIFAC Action Item List

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. BIFAC:2019-100 November 20, 2019	HoMES Project Update Management to provide report outlining impact of new IT software on TCHC's business, on staff and tenants, and anticipated efficiencies to be created.	In progress	November 3, 2021 (as part of Q3 HoMES project update)	Vice President, Information Technology Services
2. BIFAC:2019-102 November 20, 2019	Seniors Housing Unit Management to provide a presentation, in conjunction with City staff, at a future BIFAC meeting as to the manner in which the implementation of the Seniors Housing Corporation will impact TCHC's staffing model and the services that are provided to impacted senior tenants.	In progress	September 2, 2021	General Manager, Seniors Housing Unit
3. BIFAC:2020-34 September 14, 2020 BIFAC:2020-73 November 16, 2020	Status of Facility Condition Index ("FCI") The Vice President, Facilities Management to provide the BIFAC with a 2020 year-end report outlining where we are and where we plan to be in	Complete	June 23, 2021 (BIFAC:2021-56)	Vice President, Facilities Management

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>terms of lowering FCI throughout the portfolio as a result of the 10-year capital plan.</p> <ul style="list-style-type: none"> In the 2020 FCI report, Management to include both the FCI projections and actuals to identify any variance between the two. 			
<p>4. BIFAC:2021-44 May 18, 2021</p>	<p>Allowable Price Adjustment in RFP Bids</p> <p>Management to confirm the allowable percentage difference from TCHC's set price for vendors bidding on projects, to be verbally reported at the June 15, 2021 Board meeting as part of the presentation of the Annual Review of BIFAC, IAC and PAC Charters report.</p>	Complete	June 15, 2021 Board meeting	Vice President, Facilities Management
<p>5. BIFAC:2021-47 May 18, 2021</p>	<p>Garage Restoration Services at Trimbee Court Contractor Award</p> <p>Management to confirm:</p> <ul style="list-style-type: none"> whether the language in the RFQ explicitly stated that proponents would need to hold pricing for all phases of the work; whether Procurement will keep documentation of performance issues in the disqualified vendor's 	Complete	Briefing note included in June 23, 2021 materials	Vice President, Facilities Management

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>file; and</p> <ul style="list-style-type: none">• whether the disqualified vendor should be disqualified from future bids or penalized in some way since they failed to abide by all the terms and conditions of the RFQ.			

Briefing Note: For Information

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

From: Allen Murray, Vice President, Facilities Management

Date: May 31, 2021

Re: **Public Action Item #5:** Garage Restoration Services at Trimbee Court
Contractor Award

At the BIFAC meeting on May 18, 2021, Management committed to reporting back to the BIFAC on the following questions raised:

- whether the language in the RFQ explicitly stated that proponents would need to hold pricing for all phases of the work;
- whether Procurement whether Procurement will keep documentation of performance issues in the disqualified vendor’s file; and
- whether the disqualified vendor should be disqualified from future bids or penalized in some way since they failed to abide by all the terms and conditions of the RFQ.

Initially the work was awarded to Roma Building Restoration, but they were later disqualified when they refused to hold pricing for all three phases of the project.

Below are the answers to the questions raised by the BIFAC:

- Procurement has confirmed the language in the RFQ was very tight with respect to the holding of pricing for all phases of the work.
- Vendor Compliance has placed documentation regarding Roma’s disqualification in their folder – this was done prior to the May 18, 2020 BIFAC meeting.
- Disbarment was discussed by Procurement and the FM (prior to the BIFAC meeting) and it was determined that although Roma’s actions with respect to this award were not acceptable, there has been a strong partnership in the past disbarment was not warranted when taking everything into account. The consensus was that Roma has learned their lesson by the loss of this large job. However, to ensure that Roma is aware that their actions were unacceptable, a meeting has been set up with Roma in which the concerns will be reviewed and the consequences should this happen again. Roma will also receive a warning letter during the meeting.



Appointment of BIFAC Vice-Chair

Item 4

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-53

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

From: Chair, Building Investment, Finance and Audit Committee

Date: June 2, 2021

PURPOSE:

The purpose of this report is to approve the appointment of the Vice-Chair, Building Investment, Finance and Audit Committee ("BIFAC") in accordance with the recently approved amendments to the BIFAC Charter.

RECOMMENDATIONS:

It is recommended that the BIFAC approve and recommend that the Board of Directors for approve:

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; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendations.

REASONS FOR RECOMMENDATIONS:

At its May 18, 2021 meeting, the BIFAC approved an amendment to its Charter to allow for the appointment of a Committee Vice-Chair, for approval by the Board of Directors (the "Board"), as recommended by the BIFAC. At its June 15, 2021 meeting, the Board of Directors approved the amendment

to the BIFAC Charter and directed the BIFAC to initiate the process to identify its Vice-Chair, to be approved by the Board.

In accordance with the newly amended Charter, it is recommended that the BIFAC appoint its Vice-Chair with an effective date of the Board of Directors meeting of July 22, 2021.

IMPLICATIONS AND RISKS:

It is good governance and in compliance with the BIFAC's Charter to appoint a Vice-Chair to act as an alternate should circumstances arise where the Chair is not available to perform his duties.

SIGNATURE:

"Adele Imrie"

Adele Imrie
Building Investment, Finance and Audit Committee Chair

STAFF CONTACT:

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Direct Award: Implementation and Maintenance of OPTIC Niche Records Management System, Computer Aided Dispatch System and Protected B Cloud Solution

Item 5

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-54

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

From: Chief Special Constable and Senior Director, Community Safety Unit

Date: May 28, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval for the direct award to FSET Information Technology Inc ("FSET") to implement and maintain the Ontario Police Technology Information Cooperative ("OPTIC") Niche records management system, computer aided dispatch system, and Protected B Cloud Solution.

BIFAC approval is required for this direct award as it exceeds the \$500,000 financial approval limit of TCHC's President and CEO, and the contract award does not arise from a competitive procurement call.

RECOMMENDATIONS:

It is recommended that the BIFAC approve the following recommendations:

1. Approve a direct award to FSET Information Technology Inc ("FSET"), totaling \$3,801,949.10 (exclusive of taxes) as follows:

- \$2,520,307.64 to implement, configure, maintain and support the OPTIC Niche Records Management System (“RMS”), Computer Aided Dispatch (“CAD”) system, and provide a secure Protected B Cloud solution over a five year period;
- \$44,953.54 to purchase three CAD servers, software licenses, accessories and 5 years’ support that are required to implement the CAD System (one-time cost);
- \$37,900.00 for set up and installation of the Niche RMS and CAD system (one-time cost);
- \$501,000.00 to provide a secure Protected B Cloud Solution to host the Community Safety Unit’s (“CSU”) planned implementation of an Intelligence Database to be used as an Information database for sensitive data system (IBM i2) for a period of five years; and
- Contingency amount of \$697,788.00 that covers growth over the next five years;

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

REASONS FOR RECOMMENDATIONS:

CSU currently uses the RMS system CORA (“Computer Operated Reporting Application”) to document and track all public safety incidents and occurrences. The CORA system was created internally and has been the primary reporting tool since 2003, however, it has a number of deficiencies that limit technological and security enhancements, service delivery and business efficiencies. Specifically, the deficiencies include minimal search capabilities, lack of alignment of information categories with Toronto Police Services (“TPS”), lack of integration with the dispatch function, access and data integrity issues, and security risk exposures.

At its February 12, 2019 meeting, the BIFAC approved a direct award for a five-year membership for OPTIC Niche RMS and CAD system in the amount of \$1,119,657.40 (BIFAC:C2019-05). Invoicing from OPTIC for Niche membership will begin June 2021 when OPTIC will be ready to on-board TCHC. However, BIFAC: C2019-05 did not include an implementation plan

for the Niche RMS system, as CSU had to determine the most efficient, timely and cost effective solution for implementation.

CSU explored the option of in-house implementation by TCHC's Information and Technology Services ("ITS"). Based on limited internal ITS resources and issues in obtaining security background clearance for ITS staff to be involved due to the timelines initiated by OPTIC, CSU and ITS recommended retaining a third party vendor.

In December 2019, the IBM i2 software for the intelligence database was approved for a five-year subscription for \$45,730.03. The intelligence database will be used as an information database for sensitive data and will collate information. With approval of the award to FSET, it will provide the cloud storage for the intelligence database, and CSU will then seek to issue an award to a separate experienced vendor to implement the IBM i2 software

IMPLICATIONS AND RISKS:

Through the market research conducted by a third party consultant, FSET is the only third party vendor in the market that has successfully implemented Niche RMS and has obtained the necessary approvals to be compliant with the OPTIC Security requirements. There are no other vendors who have the related experience and compliance qualifications to implement OPTIC at this time.

1. Operational Risk

Due to the nature of the solution and the information involved, it requires enhanced controls to identify and mitigate any potential and actual significant privacy and operational risks. As a result, TCHC will undertake, and will require the vendor to participate in a Privacy Impact Assessment ("PIA") to evaluate the privacy impacts of the solution prior to contract execution. The implementation, under an acceptable timeline for TCHC, of any necessary mitigation measures identified in the PIA will be a condition of the contract and will be reflected in the contract terms, as required.

In addition, CSU will ensure that quality and operational control policies are in place in order to maintain the integrity of any information being collected. Training will be provided to ensure staff are competent and

proficient in the collection, secure handling, and transmission of sensitive data.

2. Financial Implications

Funding for Year 1 of this award is within the 2021 CSU and ITS Budgets; CSU total funding is \$327,464.97 and ITS total funding is \$21,657.89, for a total funding of \$349,122.86. Funding for Years 2 to 5 of the contract will be included in future annual budget submissions (see Attachment 1).

SIGNATURE:

“William Anderson”

William Anderson
Chief Special Constable, Senior Director, Community Safety Unit

ATTACHMENT:

1. Contract Cost Summary, 5 Years

STAFF CONTACT:

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Attachment 1: Contract Cost Summary, 5 Years

FSET Costing	Year 1 (50 Users)	Year 2 (186 Users)	Year 3 (186 Users)	Year 4 (186 Users)	Year 5 (186 Users)	Total
DESKTOP AS A SERVICE (DaaS)	\$ 163,500.00	\$600,720.00	\$ 580,320.00	\$ 580,320.00	\$ 580,320.00	\$2,505,180.00
ENTRUST IDENTITYGUARD (IDG)	\$ 2,569.32	\$ 7,701.02	\$ 1,619.10	\$ 1,619.10	\$ 1,619.10	\$ 15,127.64
IBM i2	\$ 100,200.00	\$100,200.00	\$ 100,200.00	\$ 100,200.00	\$ 100,200.00	\$ 501,000.00
CAD Server	\$ 44,953.54	\$ -	\$ -	\$ -	\$ -	\$ 44,953.54
SETUP & INSTALLATION	\$ 37,900.00	\$ -	\$ -	\$ -	\$ -	\$ 37,900.00
	\$ 349,122.86	\$708,621.02	\$ 682,139.10	\$ 682,139.10	\$ 682,139.10	\$3,104,161.18
						\$ 697,788.00
				5 Year Contingency (Based on a projected yearly growth of 90 staff over 5 years.		\$3,801,949.18



Annual Capital Project Management Update – 2020 BIFAC Approved Contracts

Item 6A

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-55

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

From: Vice President, Facilities Management

Date: June 15, 2021

PURPOSE:

The purpose of this report is to provide an update on planned capital construction approved by the BIFAC in 2020, as requested by the BIFAC at their August 13, 2019 meeting. This report provides details on how construction projects are managed, along with the processes and procedures in place to vet and manage cost and budget changes.

RECOMMENDATIONS:

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

BACKGROUND:

In 2020, TCHC delivered over 1,100 planned capital projects, ranging from small scale component replacements to complete and holistic tower renewals. Attachment 1 outlines the current status of capital project

contract awards approved by the BIFAC in 2020, including a summary of change orders and anticipated construction end dates for these projects.

TCHC's capital projects are managed and delivered by following three key phases:

1. Capital planning
2. Project design
3. Construction delivery

Each phase of capital delivery implements cost control measures to reduce significant changes at the latter end of a project, as costs tend to increase throughout the duration of a project.

Facilities Management has established governance protocols and practices internally to ensure that changes to budgets are vetted by the appropriate level of staff authority. These processes are aligned with TCHC's Procurement Policy, and ensure that project changes are reviewed and approved by senior staff, procurement review committees, the President and CEO, and the Board of Directors, in keeping with budget thresholds and signing authorities.

PROJECT CHANGES AND COST CONTROL:

Change orders are a formal means of incorporating modifications into a construction project contract, and are a key cost control measure for TCHC. Change orders are modifications to the original scope of work, schedule, and/or budget.

The industry average for change orders is typically 5-20% of the original construction contract value, with the majority of construction projects incurring change orders between 10-15% (source: Ameresco Canada Inc.).

Delivery of capital construction in fully occupied buildings, coupled with an aging portfolio and the state of facility conditions, present a variety of challenges for project managers, and can contribute to additional scope of work arising during construction.

In keeping with industry best practice, TCHC tracks change orders against the following categories:

1. TCHC (Owner) Directed

TCHC (Owner) Directed is defined as changes to the project scope that arise through owner discretion and recommendation. For TCHC, this often means expanding work to address similar building requirements or deficiencies coincident to the original work, but excluded from the contract. For example, extending a corridor flooring replacement into a tenant common room that is in poor repair.

2. Unforeseeable Site Conditions

For TCHC, the largest cause of change orders arises from unforeseen issues within existing building conditions. This is, in part, due to portfolio age (85% of the portfolio is over 30 years old and 35% is over 50 years old) and a capital repair plan that has been, until recent years, historically underfunded.

Often, poor building conditions and extensive degradation are concealed until the onset of construction work. While destructive testing, condition assessments and investigations are conducted routinely at the start of significant capital projects, TCHC is still vulnerable to additional costs due to unforeseeable site conditions.

3. Design Changes, Omissions and Oversight

Project cost control begins with a high-quality set of accurate contract documents. The professional design services who prepare contract documents are subject to the same limitations as other professional practices, such as medicine or law. Building owners, like TCHC, can rely on architects and engineers to prepare these documents with a reasonable standard of care and skill. It is to be expected that construction documents can and will contain some degree of inaccuracy or inconsistency. This is especially true of renovation projects where consultants must accurately map out existing conditions with limited access, or are required to rely on older building plans and survey materials provided by the owner.

4. Other/Miscellaneous

Working in occupied buildings while delivering a significant amount of capital work can lead to a wide range of additional costs that are often unique to TCHC. For example, in order to reduce risk to the company, TCHC may need to enact Constructor fees, which are built into construction contracts in anticipation of multiple construction teams at a site. In addition, special provisions may be required to address the needs of a tenant or tenant group who require additional support or accommodation during construction. It is also common that a project may take on additional scope that was planned for a future project. For improved efficiencies and to minimize disruption to tenants, this scope is added to an existing project.

CONCLUSION:

In 2020, TCHC delivered its full \$350M capital plan with \$29.7 million in change orders being issued against completed planned capital work. This represents an 8% change against planned capital repair work in 2020, which is well within the industry average.

TCHC will continue to adhere to industry norms in terms of construction project management. TCHC will maintain rigorous and effective cost control measures throughout the capital delivery process, in keeping with TCHC's Procurement Policy.

SIGNATURE:

"Allen Murray"

Allen Murray
Vice President, Facilities Management

ATTACHMENT:

1. BIFAC Approved Capital Project Contract Awards: Status Update

STAFF CONTACT:

Allen Murray, Vice President Facilities Management

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Attachment 1: BIFAC Approved Capital Project Contract Awards: Status Update

BIFAC Approved Contracts						Change Orders			Current Status
Date of Meeting	Report #	Report Title	Original Approved Amount	Vendor	Estimated Project Completion Date	Scope	Cumulative Amount	Cumulative Percent	
April 27, 2020	TCHC:2020-32	Direct Award: Sprinkler Head Replacement at 717 Broadview Avenue (VAC 20054)	\$700,000.00	Greater Toronto Fire Protection Inc.	Oct. 2, 2020	No Change Orders			Job Complete
April 27, 2020	TCHC:2020-32	Direct Award: Fire Alarm Panel Replacement at 26 Locations (VAC 20078)	\$597,317.50	Mircom Engineered Systems	Nov. 2020	No Change Orders			Job Complete
September 14, 2020	BIFAC:2020-38	Contract Award: Plumbing Sanitary Replacement at Moss Park (RFP 20045)	\$4,024,935.00	Martinway Contracting Ltd.	Dec. 30, 2022	TCHC Directed -Replace existing in-suite domestic water piping branches and fittings to match existing. -Revise kitchen milwork.	\$58,033.13	1.44%	15%
June 17, 2020	BIFAC:2020-20	Contract Award: Combined Heat and Power ("CHP") at 16 Locations (RFP 19453)	\$18,264,051.66	JTS Mechanical Systems Inc.	March 30, 2022	TCHC Directed -Supply and install new roof platform where CHP is located, facilitating future maintenance at each of the 16 sites.	289,170.72	1.58%	40%

BIFAC Approved Contracts						Change Orders			Current Status
Date of Meeting	Report #	Report Title	Original Approved Amount	Vendor	Estimated Project Completion Date	Scope	Cumulative Amount	Cumulative Percent	
September 14, 2020	BIFAC:2020-43	Contract Award: Envelope Repairs, Cladding, and Roofing at 2 Brahms Avenue (RFP 20079-PP)	\$7,649,270.00	Trinity Services	Dec. 22, 2023	No Change Orders			30%



2020 Facility Condition Index (“FCI”) Report

Item 6B

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-56

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

From: Vice President, Facilities Management

Date: May 31, 2021

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on Toronto Community Housing Corporation’s (“TCHC”) 2020 Facility Condition Index (“FCI”).

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

Background

TCHC continues to make major investments in the capital renewal of its portfolio to achieve improved quality of housing for tenants, with a portfolio averaged target of 10% FCI by the end of 2026.

FCI is the industry standard to measure the condition of buildings and physical infrastructure. FCI assesses the value of deferred repairs against the asset replacement values to determine the FCI of buildings and/or building portfolios.

TCHC has an FCI portfolio target of 10% for the end of 2026, which represents a “Fair/Reasonable” condition rating. This is achieved when deferred repair is valued at approximately 10% of an asset’s overall replacement value.

2020 Status Update

In 2020, Facilities Management delivered over \$350M in capital repair projects, with a year-end close out of 15.6% FCI – exceeding the 18.4% target set out in the plan in 2017.

Table 1 outlines TCHC’s progress to the ten-year FCI target against the forecast from the 2017 fully funded capital renewal plan.

Table 1: Capital Repair Plan – 2017 Forecast vs. Actual FCI

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%*

*Re-forecasted FCI targets

TCHC's third-party capital planning auditor, Ameresco Canada Inc., has noted that the improvements in TCHC's portfolio are a direct result of proactive approaches to capital investments. With increased investment in more holistic renewal projects, interior improvements and strategic preventative maintenance initiatives, TCHC is able to have a larger impact on FCI. Increased capital investment has also led to a reduction in overall capital repair needs when compared to last year's projections.

In delivering the Capital Renewal Plan, TCHC will continue to implement strategic approaches to achieve the FCI target of 10% by the end of 2026, to improve the overall quality of housing for tenants.

SIGNATURE:

"Allen Murray"

Allen Murray,
Vice President, Facilities Management

STAFF CONTACTS:

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Contractor Award: Annual Grounds Maintenance and Snow Clearing Services for 24 Developments in the Former OUW (RFP 21006)

Item 6C

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-57

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

From: Vice President, Facilities Management

Date: May 27, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract for annual grounds maintenance and snow clearing services at 24 former Operating Unit W ("OUW") developments to Humberview Maintenance Group Ltd. based on Request for Proposal ("RFP") 21006.

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) award the work for annual grounds maintenance and snow clearing service at 24 developments in the former Operating Unit W ("OUW") to Humberview Maintenance Group Ltd. for a term of 3 years and 7 months (19 months) with the option of two one-year contract extensions at TCHC's discretion, at the rate of \$4,173,064.00 (\$1,164,576.00 annually) (exclusive of taxes); and

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

REASONS FOR RECOMMENDATIONS:

The Architectural Grounds and Waste (“AGW”) Unit of the Facilities Management division is responsible for managing grounds maintenance and snow clearance service for all developments directly managed by Toronto Community Housing (“TCHC”). 24 developments formerly managed by contract management providers were brought back into the direct managed portfolio in 2020 within the West Region. Services at these 24 developments are currently being provided via a one-year direct award to Zegas Group Ltd., the company previously under contract by the former contract management provider. The in-housing of management at these communities necessitates the public procurement of grounds maintenance and snow clearing services reflective of community needs in line with TCHC standards.

The services provided would run parallel to TCHC’s main grounds maintenance and snow clearing program. Should the BIFAC approve these recommendations, the former OUW developments would be incorporated into TCHC’s main grounds maintenance and snow clearing program at the time of its next renewal, which would begin October 1, 2021 and run until April 30, 2023. This represents a 19-month term with the possibility of two additional one-year extensions at the discretion of TCHC management. This would allow all services, including those provided at the former OUW developments, to conclude simultaneously.

PROCUREMENT PROCESS:

An RFP was issued on February 2, 2021 and closed on March 5, 2021. Nine submissions were received before the closing period. The submissions were evaluated to determine the best price. The Confidential Attachment provides a summary of the submissions.

Humberview Maintenance Group Ltd. (“Humberview”) submitted the lowest price and is recommended for the work. Humberview’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.

Strategic Procurement staff, Facilities Management staff and Humberview Maintenance Group Ltd. confirmed the submitted pricing, capacity, timeline, and understanding of scope of the work.

The Procurement Award Committee (“PAC”) approved the recommendation to award the work to Humberview at its meeting on May 13, 2021, subject to BIFAC approval. At that time, the PAC took note of the following considerations:

- The award is within reasonable and acceptable range for the scope of work;
- The recommended proponent, a pre-qualified vendor, 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 bring the 24 former OUW contract-managed developments in line with TCHC standards for grounds maintenance and snow removal.

A public RFP was issued, and this recommendation is based on awarding the work as per the RFP requirements. This minimizes the risk of an unsuccessful proponent challenging the awarding of the contract. The recommended proponent will also execute a standard TCHC Master Services Agreement.

To mitigate operational risk, staff will continuously and rigorously monitor the performance of the vendor during the course of the project and will provide contract administrative services to ensure the work is delivered in line with the design and specifications, and is delivered both on budget and on time. Performance will be evaluated in accordance with TCHC’s Vendor Compliance Evaluation System. These results may be used to support decisions to remove underperforming vendors from TCHC’s rosters and/or future bidding opportunities.

Funding for this award is within the scope of the 2021 Operating Budget. Funding for years 2022 and 2023 will be requested within the Operating budgets for each of those years.

SIGNATURE:

“Allen Murray”

Allen Murray
Vice President, Facilities Management

Attachment 1: RFP Submissions

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

STAFF CONTACT:

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Contractor Award: Comprehensive Retrofit Construction – Envelope, Mechanical and Electrical at 4100 & 4110 Lawrence Avenue East (RFQ 20317 PP)

Item 6D

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-62

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

From: Vice President, Facilities Management

Date: June 8, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC’s approval to award a contract for comprehensive retrofit construction to the building envelope, mechanical and electrical at 4100 and 4110 Lawrence Avenue East to Trinity Services Ltd. based on Request for Quotations (“RFQ”) 20137-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 and forward to the Board of Directors (the “Board”) the following recommendations:

- (a) 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;

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

REASONS FOR RECOMMENDATIONS:

The building envelope and associated elements (walls, windows, balcony doors, and balcony slabs) at 4100 and 4110 Lawrence Avenue East – both 11-storey multi-unit residential buildings with 185 units constructed in 1972 – are in poor condition. They need upgrading due to extensive water penetration into tenant units.

TCHC retained LGA Architectural Partners (“the Consultant”) as the consultant to provide recommendations, determine the scope of work, and provide contract administration services. The scope of work consists of comprehensive retrofit construction envelope, mechanical and electrical repairs and replacements at the site.

The work will begin in August 2021 and conclude in August 2023, weather permitting. Staff and tenants impacted by the construction will be notified. Since entry into tenant units is required, key holder services will be engaged. Timely and appropriate notification will be provided to tenants to notify them of entry, planned disruptions, and restrictions.

PROCUREMENT PROCESS:

An RFQ was issued on December 21, 2020 and closed on March 22, 2021. Six submissions were received by the closing period. The submissions were evaluated to determine the best price. The Confidential Attachment provides a summary of the submissions.

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

For procurement efficiencies, two locations (4100 and 4110 Lawrence Avenue East) were included in the RFQ due to timing and similarities of the work. Proponents could make a submission for one or both locations, which were evaluated and awarded separately.

The Procurement Award Committee (“PAC”) approved the recommendation to award the work to Trinity Services Ltd. at its meeting on May 27, 2021, subject to BIFAC and Board approval. At that time, the PAC took note of the following considerations:

- The award is within reasonable and acceptable range for the scope of work;
- The recommended proponent, a pre-qualified vendor, 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 for comprehensive retrofit construction envelope, mechanical and electrical at 4100 and 4110 Lawrence Avenue East due to extensive water penetration into tenant units.

An RFQ was issued and the recommendation is based on awarding the work as per the RFQ requirements. This minimizes the risk of an unsuccessful proponent challenging the awarding of the contract. Once awarded, a Letter of Intent will be issued to Trinity Services Ltd. to help mitigate the risk of increasing supply costs. Trinity Services Ltd. also provided a staffing plan showing distinct key personnel for each location along with resumes and credentials.

As a pre-qualified vendor, Trinity Services Ltd. has performed similar work for TCHC with satisfactory results. To mitigate operational risk, staff will continuously and rigorously monitor the performance of the vendor 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, on budget and on time. To maintain rigorous oversight of the work quality, it is proposed to increase the Consultant’s current contract administration scope of work to include additional site reviews and increased project management responsibilities.

A third-party health and safety monitoring agent will conduct site inspections during construction. Performance will be evaluated in accordance with TCHC's Vendor Compliance Evaluation System. Results may be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

Funding for this award is within the program budget of the 2021 Capital Budget.

SIGNATURE:

"Allen Murray"

Allen Murray
Vice President, Facilities Management

Attachment 1: RFP Submissions

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

STAFF CONTACT:

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Contractor Award: Move-Out Turnover Program (RFP 21008)

Item 7A

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-59

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

From: Acting Chief Operating Officer

Date: June 9, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract to a roster of 13 pre-qualified vendors for the move-out turnover program, based on the outcome of Request for Proposal ("RFP") 21008.

BIFAC approval is required for this contract award as it exceeds the \$2.5M financial approval limit of TCHC's Procurement Award Committee ("PAC").

RECOMMENDATIONS:

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

- (a) 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):
 - Up to \$16.5M for one (1) year; and
 - Up to \$40M for two (2) additional one-year terms (\$20M annually) at TCHC management's discretion;

- (b) Approve the award for the work to the following vendors:
- Armico Services Inc.;
 - Joe Pace & Sons Contracting Inc.;
 - Burke’s Restoration Pickering;
 - C2C Construction Ltd.;
 - SNL Techlink;
 - GH Renovations Inc.;
 - Greenline Renovations Plus Ltd.;
 - Bestway Renovations Inc.;
 - Pandora Professional Painting Ltd.;
 - Richview Renovations & Restorations Ltd.;
 - CCA Contracting Inc.;
 - Solid General Contractors Inc.;
 - Universal Cleaning & Painting Ltd.; and
- (c) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

The move-out turnover (“Move-Out”) program completes renovations and prepares vacant units for new tenants within defined turnaround times and pre-determined prices.

The Move-Out program turns over 3,000-4,000 vacant units annually. The renovations vary by unit and may consist of:

- Painting;
- Flooring; and
- General repairs, including partial/total kitchen or bathroom renovations.

PROCUREMENT PROCESS:

A public RFP was issued on February 11, 2021 and closed on March 22, 2021. 30 submissions were received. The submissions were evaluated to determine the best price and vendor capacity to perform the services

As a result, the following vendors (the “Vendors”) submitted the best price and demonstrated capacity to perform the services, and are recommended for the work:

- Armico Services Inc.;
- Joe Pace & Sons Contracting Inc.;

- Burke's Restoration Pickering;
- C2C Construction Ltd.;
- SNL Techlink;
- GH Renovations Inc.;
- Greenline Renovations Plus Ltd.;
- Bestway Renovations Inc.;
- Pandora Professional Painting Ltd.;
- Richview Renovations & Restorations Ltd.;
- CCA Contracting Inc.;
- Solid General Contractors Inc.; and
- Universal Cleaning & Painting Ltd.

Overall, the Vendors' submissions satisfied all mandatory requirements and surpassed the standard required to permit their pricing proposals to be considered. The recommendation is based on awarding the work as per the RFP requirements.

The Procurement Award Committee ("PAC") approved the recommendation to award the work to the Vendors at its meeting on May 13, 2021, subject to BIFAC and Board approval. At that time, the Committee took note of the following considerations:

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

IMPLICATIONS AND RISKS:

To ensure the delivery of high-quality services and mitigate any risks, regional staff will continuously and rigorously monitor the performance of the Vendors during the course of service delivery and ensure the work is delivered in accordance with the scope and specifications, and is on budget and on time. In addition, the Operations Compliance team will monitor performance, establish points of contact, and schedule quarterly meetings to discuss any issues with service delivery. Performance will be evaluated in accordance with TCHC's Vendor Compliance evaluation system.

Results gathered through vendor performance reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

SIGNATURE:

"John Angkaw"

John Angkaw
Acting Chief Operating Officer

Confidential Attachment 1: Move-Out Unit Turnover Services RFP Overview
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:

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Toronto Community Housing



Contractor Award: Demand General Repairs Program (RFP 21032)

Item 7B

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-60

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

From: Acting Chief Operating Officer

Date: June 9, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract to a roster of 13 pre-qualified vendors for the demand general repair program, based on the outcome of Request for Proposal ("RFP") 21032.

BIFAC approval is required for this contract award as it exceeds the \$2.5M financial approval limit of TCHC's Procurement Award Committee ("PAC").

RECOMMENDATIONS:

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

- (a) 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):
 - Up to \$87.9M for three (3) years (Year 1: \$25.3M, Year 2: \$29.1M, and Year 3: \$33.5M); and
 - Up to \$82.7M for two (2) additional one-year terms (Year 1: \$38.5M, Year 2: \$44.2M) at TCHC management's discretion;

- (b) Approve the award for the work to the following vendors:
- BiView Building Services Ltd.;
 - C2C Construction Ltd.;
 - Direct Construction Company Ltd;
 - Joe Pace & Sons Contracting Inc.;
 - G&G Contracting;
 - Greenline Renovations Plus Ltd.;
 - GH Renovations Inc.;
 - Finecraft Group Inc.;
 - LYR Inc.;
 - Malomar Construction and Renovation;
 - Richview Renovation and Restorations Ltd.;
 - SNL Techlink;
 - Universal Cleaning & Painting; and
- (c) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

Demand general repair (“DGR”) is unplanned work; it is work that is required on as-needed basis, often involving repairs in a residential unit or common areas.

DGR represents a high volume of jobs assigned to vendors annually. In 2019 and 2020, 19,500 and 15,500 work orders were processed respectively, with an average cost of \$1,400. DGR consists of:

- Bathroom and kitchen renovation work;
- Flooring;
- Painting;
- Plastering; and
- Other repair work, as deemed necessary.

PROCUREMENT PROCESS:

A public RFP was issued on February 19, 2021 and closed on March 25, 2021. In total, 25 submissions were received. The submissions were evaluated to determine the best price and vendor capacity to perform the services.

As a result, the following vendors (the “Vendors”) submitted the best price and demonstrated capacity to perform the services, and are recommended for the work:

- BiView Building Services Ltd.;
- C2C Construction Ltd.;
- Direct Construction Company Ltd.;
- Joe Pace & Sons Contracting Inc.;
- G&G Contracting;
- Greenline Renovations Plus Ltd.;
- GH Renovations Inc.;
- Finecraft Group Inc.;
- LYR Inc.;
- Malomar Construction and Renovation;
- Richview Renovation and Restorations Ltd.;
- SNL Techlink; and
- Universal Cleaning & Painting.

Overall, the Vendors’ submissions satisfied all mandatory requirements and surpassed the standard required to permit their pricing proposals to be considered. The recommendation is based on awarding the work as per the RFP requirements.

The Procurement Award Committee (“PAC”) approved the recommendation to award the work to the Vendors at its meeting on May 13, 2021, subject to BIFAC and Board approval. At that time, the Committee took note of the following considerations:

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

IMPLICATIONS AND RISKS:

To ensure the delivery of high-quality services and to mitigate any risks, regional staff will continuously and rigorously monitor the performance of the Vendors during the course of service delivery and ensure the work is delivered in accordance with the scope and specifications, and is on budget and on time. In addition, the Operations Compliance team will monitor

performance, establish points of contact, and schedule quarterly meetings to discuss any issues with service delivery. Performance will be evaluated in accordance with TCHC's Vendor Compliance evaluation system.

Results gathered through the vendor performance reviews can be used to support decisions to remove underperforming vendors from TCHC's rosters and/or future bidding opportunities.

SIGNATURE:

"John Angkaw"

John Angkaw
Acting Chief Operating Officer

Confidential Attachment 1: Demand General Repairs Program RFP Overview

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:

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Contractor Award: Commercial Laundry Appliances (RFP 21010)

Item 7C

June 23, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-61

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

From: Acting Chief Operating Officer

Date: June 9, 2021

PURPOSE:

The purpose of this report is to seek the BIFAC's approval to award a contract to Coinamatic Canada Inc. ("Coinamatic") for the provision and maintenance of commercial laundry appliances, based on the outcome of Request for Proposal ("RFP") 21010.

BIFAC approval is required for this contract award as it exceeds the \$2.5M financial approval limit of TCHC's Procurement Award Committee ("PAC").

RECOMMENDATIONS:

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

- (a) Approve the award of the work to Coinamatic Canada Inc. 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;
 - Up to \$12,746,873 for five (5) years including:
 - \$11,846,025 for license fees (\$2,369,205 annually);

- \$151,800 for card reader license fees (\$30,360 annually); and
 - \$749,048 for revenue to Coinamatic (\$149,810 annually).
- Up to \$13,545,562 for one additional five (5) year term at TCHC management's discretion including:
 - \$12,718,125 for license fees (\$2,543,625 annually);
 - \$165,600 for card reader license fees (\$33,120 annually); and
 - \$661,838 for revenue to Coinamatic (\$132,368 annually).
- (b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

The commercial laundry services program provides laundry appliances (e.g. washers and dryers) at all TCHC buildings and selected townhomes.

The commercial laundry services program is currently serviced by Sparkle Solutions Corporation ("Sparkle") and involves the provision and maintenance of approximately 4,485 washers and dryers across TCHC apartment buildings and townhouse complexes. Through this program, tenants have access to commercial laundry appliances in designated laundry rooms and pay for laundry services with cash or through the card reader system.

Coinamatic will need to transition to become the new vendor for Commercial Laundry services. Coinamatic has equipment already in stock and has pre-ordered the remainder of machines required for transition, which can be delivered within a month. The initial transition period submitted to BIFAC at its May 18, 2021 meeting, as part of the report seeking approval of a contract extension for Sparkle for up to 12 months (Report BIFAC:2021-46), will be reduced based on the readiness and deployment strategy provided by Coinamatic (see Confidential Attachment 1). In addition, there will also be a reduction in the amount allotted and approved for the Sparkle change order approved by the BIFAC, as new laundry appliances are installed by Coinamatic and old laundry appliances are removed by Sparkle.

PROCUREMENT PROCESS:

RFP 21010 was issued on February 23, 2021 and closed on May 10, 2021. In total, two (2) submissions were received and were evaluated to determine

the best price and vendor capacity to perform the services. Based on industry research and consultations, it was determined that there were only two (2) vendors within the Greater Toronto Area that would be able to deliver the requirements of the RFP; these two (2) vendors provided the submissions to the RFP.

As a result, Coinamatic submitted all required materials and demonstrated capacity to perform the services and is recommended for the work. The recommendation is based on awarding the work as per the RFP requirements.

Overall, Coinamatic's submission satisfied all mandatory requirements and surpassed the standard required to permit its pricing proposal to be considered. Specifically, Coinamatic submitted pricing as it relates to the following below:

- License Fees: monthly license fee payable to TCHC and Coinamatic for each laundry appliance installed;
- Card Reader Fees: monthly license fee payable to Coinamatic for each card reader machine installed; and
- After-Cost Revenue: percentage from the after-cost revenue payable to TCHC and the difference would be payable to Coinamatic.

Based on the pricing submission, Coinamatic would have a ten (10) year total of \$26,292,435 based on licensing and card reader fees and 10% after-cost revenue split. Conversely, TCHC would generate a ten (10) year revenue total of \$44,674,965 (see Confidential Attachment 2).

The Procurement Award Committee ("PAC") approved the recommendation to award the work to the Vendors at its meeting on June 15, 2021, subject to BIFAC and Board approval. At that time, the PAC 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 with satisfactory results previous to 2005 and prior to amalgamation and creation to TCHC. Coinamatic Canada Inc. was the Commercial Laundry service provider for Metropolitan Toronto

Housing Authority (“MTHA”) prior to the direct award to Sparkle Solutions.

- The recommended proponent has confirmed they have the capability and capacity to deliver the scope of work.

IMPLICATIONS AND RISKS:

To ensure the delivery of high-quality services and mitigate any risks, regional staff will continuously and rigorously monitor the performance of the vendor during the course of service delivery and ensure the work is delivered in accordance with the scope and specifications. In addition, the Operations Compliance team will monitor performance, establish points of contact, and schedule quarterly meetings to discuss any issues with service delivery. Performance will be evaluated in accordance with TCHC’s Vendor Compliance evaluation system.

Results gathered through the vendor performance reviews can be used to support decisions to remove underperforming vendors from TCHC’s rosters and/or future bidding opportunities.

SIGNATURE:

“John Angkaw”

John Angkaw
Acting Chief Operating Officer

PUBLIC ATTACHMENT:

1. Commercial Laundry Appliances - Program Overview

Confidential Attachment 1:

Commercial Laundry Appliances - RFP Overview

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 Commercial Laundry Appliances - Revenue Overview

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 CONTACT:

Mustafa Ansari, Manager Operations Compliance

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Public Attachment 1: Commercial Laundry Appliances – Program Overview

		Month	RFP – Commercial Laundry
2021		May	RFP 21010 Closing Date: Commercial Laundry Appliance
		June	Confirm Successful Proponent BIFAC Approval: RFP 21010 - Commercial Laundry Appliance
		July	Board of Directors Approval: RFP 21010 - Commercial Laundry Appliance
		August	If Coinamatic is approved as the new vendor, the following will be actioned:
		September	Initiate Site Assessments
		October*	Install 20% of Laundry Appliances + Continue Assessments
		November*	Install 40% of Laundry Appliances+ Continue Assessments
		December*	Install 60% of Laundry Appliances + Complete Assessments
		January*	Install 80% of Laundry Appliances
		February*	Install 100% of Laundry Appliance
2022		March	Excess transition buffer that was originally built into the change order agreement with the incumbent vendor (Sparkle Solutions). This buffer will not be required if Coinmatic completes the accelerated installations by February 2022.
		April	
		May	
		June	

- * Note: Coinmatic has confirmed they have acquired a significant inventory of laundry appliances that would accelerate the installation timelines, with a projected completion by February 2022. At that point, the month-to-month agreement with the incumbent vendor (Sparkle Solutions) would terminate.
- * Note: As new laundry appliances are installed by Coinamatic, the incumbent vendor (Sparkle Solutions) will remove the corresponding percentage of laundry appliances.