# Toronto Community Housing Corporation

**Resident Services Committee**

## Agenda

**Public Session**

9:30 a.m. – 11:00 a.m.

**Date:** July 10, 2017  
**Time:** 9:00 a.m. – 11:00 a.m.  
**Location:** Ground Floor Boardroom  
931 Yonge Street  
Toronto, Ontario M4W 2H2

**Staff Contact:**  
Ted Millward, Legal Counsel, Corporate  
Ted.Millward@torontohousing.ca  
416-981-4280

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Action</th>
<th>Pre-read</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chair’s Remarks</td>
<td>Information</td>
<td>Verbal Report 5 minutes</td>
<td>Chair</td>
</tr>
<tr>
<td>2.</td>
<td>Consent agenda</td>
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<td>a)</td>
<td>Approval of Public Meeting Agenda</td>
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<td>Agenda</td>
<td>Chair</td>
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<td>b)</td>
<td>Chair’s Poll re: Conflict of Interest</td>
<td>Declaration</td>
<td>Agenda and Conflict of Interest Policy</td>
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<td>c)</td>
<td>Confirmation of the Public Meeting Minutes of May 15, 2017</td>
<td>Approval</td>
<td>Minutes</td>
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<td>d)</td>
<td>Business Arising from the Public Meeting Minutes and Action Items Update</td>
<td>Information</td>
<td>Action Item List</td>
<td></td>
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<tr>
<td>e)</td>
<td>Checklist for Accommodating Tenants During Capital Work</td>
<td>Information</td>
<td>RSC:2017-40</td>
<td>Vice President, Facilities Management</td>
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<td>Item</td>
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<td>3.</td>
<td>Reports from Resident and Community Services</td>
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<td>Vice President, Resident and Community Services</td>
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<td></td>
<td>a) Engagement System Refresh Approval</td>
<td></td>
<td>RSC:2017-37</td>
<td>30 minutes</td>
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<td></td>
<td>b) Community Economic Development Funding in Revitalization Communities</td>
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<td>RSC:2017-34</td>
<td>10 minutes</td>
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<td></td>
<td>c) Vulnerability Definition Policy &amp; Vulnerability Operational Guideline</td>
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<td>RSC:C2017-35</td>
<td>10 minutes</td>
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<td>5.</td>
<td>Community Safety Unit, Deployment Model</td>
<td>Information</td>
<td>RSC:2017-33</td>
<td>10 minutes</td>
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<tr>
<td>6.</td>
<td>Complaints Reporting</td>
<td>Information</td>
<td>RSC:2017-38</td>
<td>10 minutes</td>
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TERMINATION
The Resident Services Committee ("RSC") of Toronto Community Housing Corporation ("TCHC") held a public meeting on March 17, 2017, in the Main Floor Conference Room, 931 Yonge Street, Toronto, and by teleconference commencing at 9:33 a.m.

Committee Directors Present:  
Linda Jackson, Chair  
Councillor Frank Di Giorgio, Vice Chair  
Councillor Michael Ford  
Catherine Wilkinson (via teleconference)

Regrets:  
Robert Carlo

Management present:  
William Anderson, Senior Director, Community Safety Unit  
Angela Cooke, Vice President, Resident and Community Services  
Mark Johnson, General Counsel & Corporate Secretary  
Hugh Lawson, Director of Strategic Planning and Stakeholder Relations  
Graham Leah, Vice President, Asset Management  
Kevin Marshman, President and Chief Executive Officer (Interim)  
Ted Millward, Legal Counsel, Corporate  
Shelia Penny, Vice President, Asset Management  
Wayne Tuck, Chief Operating Officer

A quorum being present, Ms. Jackson, the RSC Chair, called the public meeting to order and Mr. Steven Iserhoff served as recording secretary.
DEPUTATIONS

Verbal deputations were received at the meeting from the following persons:

- Cathy Birch (Item 2I)
- Susan Gapka (Item 2I)
- Harriet Shepherd (Item 2I)

ITEM 1       CHAIRS REMARKS

The Chair welcomed all tenants and staff and noted the recent discussions and work regarding vacancies and arrears management that has taken place. It was noted that TCHC has made traction on vacancy rates, and that a report on vacancies had been sent to the Mayor’s Office pursuant to the Mayor’s request.

ITEM 2A      APPROVAL OF PUBLIC AGENDA

The Committee agreed to hold items 2C, 2D, 2E, 2G and 2H for discussion.

Motion carried

ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee approved the Public Meeting Agenda as presented.

ITEM 2B      DECLARATION OF CONFLICT OF INTEREST

The Chair requested members of the RSC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. None were declared.

ITEM 2C      CONFIRMATION OF RESIDENT SERVICES COMMITTEE MINUTES – MARCH 17, 2017

The Committee had before it the draft Committee Minutes for March 17, 2017.

The Committee discussed Item 4 on Page 7 and enquired if the timeline requirement to complete emergency repairs within four hours also includes external contractors. Management noted that in those situations where an internal contractor has to be called in, they
still aspire to have the emergency repairs complete within the timeline.

Motion carried

ON MOTION DULY MADE by Councillor Ford, seconded by Ms. Wilkinson and carried, the Committee confirmed the March 17, 2017 minutes with no amendments.

ITEM 2D BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE

Regarding Item 1, access to lobby cameras, the Committee enquired if there are other alternative suggestions that are less cost prohibitive than the one outlined. Management advised that TCHC is currently discussing contract renewal negotiations with Rogers and access to lobby cameras will be a topic of discussion. Management advised that the action item will be updated when TCHC hears back from Rogers.

The Committee discussed Item 4, Internal Transfer Policy Revisions, and it was noted that tenants should be consulted in the process.

Motion carried

ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee received the report for information.

ITEM 2E SAFER AND MORE SECURE COMMUNITIES, Q1-2017 UPDATE

The RSC had before it the above-captioned report (RSC:2017-26)

William Anderson, Senior Director, Community Safety Unit, presented the report.

Management noted that in regards to partnership building, it is Community Safety Advisors and not Community Safety Unit Officers that take part in this component of the CSU.

The Committee enquired if the new deployment model will include Community Safety Unit Officers on-foot in TCHC communities. Management confirmed this and added CSU will also deploy patrols on-foot with Toronto Police Officers.
Management noted that in the new deployment model, more joint patrols will be deployed to “higher risk” areas as there is a greater need for more officers.

Motion carried

ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee received the report for information.

ITEM 2F Q1-2017 REPORT ON INSTALLATION AND MAINTENANCE OF SECURITY CAMERAS (CCTV)

The RSC had before it the above-captioned report (RSC:2017-29)

Sheila Penny, Vice President, Facilities Management, presented the report.

The Committee enquired if tenants are advised if MLS will be evaluating their building. Management noted they will provide this information to the Committee.

The Committee noted that historically many TCHC railings are non-compliant and the Committee enquired how TCHC addresses non-compliant railings in stairwells. Management noted that the process is a reactive one, where by MLS orders are addressed as soon as MLS notifies TCHC.

ACTION ITEMS

Confirm if MLS notifies tenants of their inspections beforehand.
Motion carried

ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee received the report for information.

ITEM 2H  Q1-2017 CLEAN BUILDINGS AND MAINTENANCE REPORT    RSC:2017-31

The RSC had before it the above-captioned report (RSC:2017-31).

Graham Leah, Vice President of Asset Management, presented the report.

The Committee enquired how staff determines standards for clean buildings. Management noted there were a set of standards issued in 2016 and that all maintenance staff have been trained to maintain buildings to these standards. Management also added that there are staff assigned to ensure buildings meet a certain quality by randomly assessing areas in a building.

The Committee enquired about when a unit goes into a critical state and has to be closed. Management noted that closure usually relates to a maintenance event, such as where there has been a flood or a fire and the unit becomes uninhabitable.

Motion carried

ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee received the report for information.

ITEM 2I  RESIDENT ENGAGEMENT SYSTEM REFRESH Q4 UPDATE    RSC:2017-27

The Committee had before it the above-captioned report (RSC:2017-27)

The following persons deputed the item:
Cathy Birch
Susan Gapka
Harriet Shepherd

Angela Cooke, Vice President, Resident and Community Services, presented the report.
The Committee commented that the engagement model is to be approved by the Committee and the Board. Management noted this.

**ACTION ITEMS**
*Ensure the current vulnerable tenant definition is on TCHC’s Website.*

**Motion carried**
*ON MOTION DULY MADE* by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee received the report for information.

**ITEM 3 VACANCIES AND ARREARS MANAGEMENT UPDATE (VERBAL REPORT)**

Graham Leah, Vice President, Asset Management presented the verbal report.

*VACANCIES*

Management noted that at the request of the Mayor, a report was sent to the City of Toronto regarding vacancy challenges and solutions. The report addressed physical and demographic drivers that cause vacancies and short term and long term solutions.

Management noted that TCHC’s vacancy rate has decreased to 2.4%, indicating some traction with strategies in place.

Management also noted that the Integrated Housing Management System RFP has been issued, which will assist with vacancy management.

The Committee was advised that an RFP for a “choice letting system” IT solution will be issued by the City at the end of May 2017, however it will not be rolled out into TCHC’s systems until the end of 2018.

*ARREAR*S

Management discussed arrears, noting the more frequent use of repayment agreements as a factor in the increase in arrears.
Management noted that they are working collaboratively with OCHE in a pilot project that deals specifically with vulnerable tenants and it is hoped the results of the pilot will be available by Q2-2017.

**Motion carried**

**ON MOTION DULY MADE** by Ms. Di Giorgio, seconded by Councillor Ford and carried, the RSC received the report for information.

**ITEM 4**

**TCHC APPROACH TOWARD SUPPORTING VULNERABLE TENANTS (PRESENTATION) (DEFERRED FROM MARCH 17 MEETING)**

Angela Cooke, Vice President, Resident and Community Services, delivered the presentation.

The Committee thanked Management for the presentation.

The Committee and Management discussed TCHC’s progress on drafting a definition of a vulnerable person and the following points emerged:

- Staff are actively working on the definition of a vulnerable person and the results of the work will be presented to the Committee and the public.
- The challenge with a definition of a vulnerable person is the need for consistency with the City and other service providers.

Regarding Priority Three: Identify & Respond, the Committee noted that TCHC’s tenants should be treated as partners in the process of identifying and responding to vulnerable tenants. Management noted that staff are currently working with tenants on determining vulnerable tenants and the results of this process will be presented in a report in the coming months.

**Motion carried**

**ON MOTION DULY MADE** by Ms. Wilkinson, seconded by Councillor Ford and carried, the Committee received the report for information.
ITEM 5  MLSE LAUNCH PAD AND STRATEGIC PARTNERSHIPS (PRESENTATION) (DEFERRED FROM MARCH 17 MEETING)

Angela Cooke, Vice President, Resident and Community Services, delivered the presentation.

Management provided a brief update regarding the MLSE Launch Pad. 939 members have registered, 1200 children will have the opportunity to visit, and the Launch Pad is currently employing 4 TCHC tenants.

The Committee enquired where the funding for staffing comes from. Management noted the funding comes from MLSE.

ITEM 6  OCHE – QUARTERLY PERFORMANCE REPORT  RSC:2017-25 (Q1-2017)

The Committee had before it the above-captioned report (RSC:2017-25)

Cynthia Summers, Commissioner of Housing Equity, presented the report.

The Committee discussed the pilot referral project identified in the report, and the delay in referring files to OCHE was discussed. The Committee noted that the pilot project will result in a larger backlog of files coming to OCHE. The Commissioner noted this and advised that the results of the pilot project will be presented to the Committee at an upcoming meeting.

Motion carried  ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Ms. Wilkinson and carried, the Committee received the report for information.

ITEM 7  REPORT ON THE PARTICIPATORY BUDGET (PB) PROGRAM: FINAL PROJECT REPORT  RSC:2017-30

The Committee had before it the above-captioned report (RSC:2017-30)

Sheila Penny, Vice President, Facilities Management, presented the report.
Management noted that the proposal for a new program to replace the former program will be presented to the RSC prior to its presentation at the Board.

Management noted that the scope of the new program is to have it integrated as a component of the capital program, whereby tenants are engaged to provide input on repairs and social investment in their communities.

Motion carried

ON MOTION DULY MADE by Councillor Di Giorgio, seconded by Councillor Ford and carried, the Committee received the report for information.

TERMINATION

ON MOTION DULY MADE by Mr. Carlo, seconded by Councillor Di Giorgio and carried, the RSC resolved to terminate the public meeting at 11:02 a.m.

Secretary

Chair, Resident Services Committee
Report on Business Arising from the Public Minutes and Action Item List

<table>
<thead>
<tr>
<th>#</th>
<th>Report No. and Meeting Date</th>
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<tbody>
<tr>
<td>1</td>
<td>MINUTES OF JULY 28TH PUBLIC MEETING SEPTEMBER 23, 2016</td>
<td>July 28 Public Minutes Item 4</td>
<td>Provide the Committee with an update on the issue of tenant access to lobby cameras.</td>
<td>Update May 15, 2017: As tenant access to lobby cameras is not available through Bell and limited access through Rogers (digital subscribers only), Facilities Management have explored technical alternatives and have identified the option of rewiring a building with a self-contained, internal high speed network. A separate screen (not connected to the TV) would also need to be installed in each unit that would provide tenants with access to view lobby cameras. The cost to rewire a building and install</td>
<td>Further update when discussions with Rogers are complete</td>
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<td>2</td>
<td>RSC:2015-45 NOVEMBER 12, 2015</td>
<td>Resident Engagement Strategy</td>
<td>Funding allocation will be determined following implementation of system.</td>
<td>TBD 2017</td>
<td>VP, Resident and Community Services</td>
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<td>Management to report back to the RSC on the funding allocation for the new Resident Engagement System.</td>
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<td>3</td>
<td>RSC:2015-07 MARCH 5, 2015/ RSC: 2016-09 MARCH 3, 2016</td>
<td>Q4-2014 Report on Community Safety Strategy/Safer and More Secure Communities, Q4, 2015 Update</td>
<td>In progress. Once deployment plan is finalized and approved it will be presented to RSC.</td>
<td>July 10, 2017</td>
<td>Senior Director, Community Safety Unit</td>
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<td>Management will report back to the RSC on community safety strategy, including a safety deployment plan. Management to provide RSC with a report on solutions for a new deployment model.</td>
<td>A report with update on the new deployment model is on the July 10th meeting agenda.</td>
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<td>4</td>
<td>TCSC:2012-30 SEPTEMBER 27, 2012</td>
<td><strong>Internal Transfer Policy Revisions</strong>&lt;br&gt;Management will report back to the Committee with amendments to the process and policy on temporary relocation of the tenants whose houses will be for sale in future at a future meeting.</td>
<td>Work on the Internal Transfer Policy has been deferred to Q4 2015. Reviews by both the Service Manager and Mayor’s Task Force are expected to raise related considerations that will need to be factored into the strategic direction to the Internal Transfer Policy and procedure.</td>
<td>TBD 2017</td>
<td>VP, Asset Management&lt;br&gt;Management will review the wording of the transfer policy for clarification purposes with respect to safety / at risk. This item will be addressed in 2017 as determined by the Corporate work plan prioritization process.</td>
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<td>5</td>
<td>BIFAC:C2016-142 November 25th, 2016 (BIFAC)</td>
<td>Alexandra Park Revitalization: Phase 2 Developer Partner and Business Terms</td>
<td>A report is on the agenda for the July 10th, 2017 RSC meeting.</td>
<td>July 10th, 2017</td>
<td>VP Resident and Community Services/VP Development</td>
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Management will consult with the Director of the Health Unit (now the Resident and Community Services) on policy matters related to medical priorities that are not legislated.

Staff will look into the non-priority and under-housed issues and will clarify the wording used.

That the BIFAC requests that the RSC and GCHRCC review the availability, administration and reporting of programs for revitalization Communities that are funded with Community Economic Development funds.
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| 6 | RSC:2017-27 May 15, 2017 | Resident Engagement System Refresh Q4 Update  
Ensure the current vulnerable tenant definition is available on TCHC’s Website  
The current Vulnerability Definition Policy and Vulnerability Operational Guideline can be accessed through the Policies page at the following link: https://www.torontohousing.ca/about/policies-programs/policies/Pages/default.aspx | In progress. RCS staff to work with Communications to include the current definition on TCHC’s website. | Q3 2017 | VP, Resident and Community Services |
Confirm for members if MLS notifies tenants of inspections beforehand. | Response: The City’s MLS Unit puts posters up in a building prior to a building audit. | Completed | Vice President, Facilities Management |
Checklist of Standards of Accommodation for Tenant Disruption on Capital Repair Projects

Item 2E
July 4, 2017
Resident Services Committee

Report: RSC:2017-40
To: Resident Services Committee (RSC)
From: Vice-President, Facilities Management
Date: July 4, 2017

PURPOSE:
To provide the Resident Services Committee with a checklist of standards of accommodation for tenant disruption on capital repair projects.

RECOMMENDATIONS:
It is recommended that the Resident Services Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:
• At the October 4, 2016 Bid Award Subcommittee (BAS) meeting, the committee requested Management create a checklist of standards of accommodation for tenant disruption on capital repair projects.

ASSESSING TENANT NEEDS ON CAPITAL PROJECTS:
• Impact on tenants for capital projects are assessed on a project-by-project and site-by-site basis to determine requirements for accommodation, assistance and relocation where necessary.
• Assessments are completed with input from Facilities Management, Asset Management (site staff) and the contractor. Assessments are completed in two phases: on site and with site staff at the time the scope of work is being
developed, and at construction start-up when the contractor has been hired.

- 60 day notices of capital repairs are posted and ask tenants who require special accommodations to contact site staff so that appropriate arrangements can be made. The same request is included in posters posted in buildings closer to the construction start date.
- Provisions for tenants who have vulnerabilities or require special accommodations or assistance are made on a case-by-case basis.
- For larger, multi-disciplinary projects which may have a significant impact on tenants, Resident & Community Services’ Community Engagement Team are involved in tenant communication and engagement throughout the construction period.

- The following is a summary of the expectations and considerations which are taken into account during the project planning and delivery stages.
- General expectations and accommodations by common projects is provided in attachment 1.

**General requirements and expectations:**

- Where possible, work is scheduled and coordinated to minimize disruption and impact on tenants. As an example, balcony projects will be completed by sections, rather than all balconies at the same time.
- 60-day notices of planned construction are posted.
- Minimum 24 hours’ notice of entry (NOE) provided for in-suite work. Exceptions are emergency work.
- For in-suite work, keyholder services are provided.
- Site staff (Community Housing Supervisor and superintendent) are informed of the current project schedule.
- Service disruption notices are posted, if applicable. (ie. water shutdown)
- Tenants should expect noise and dust during construction, as well as service disruptions and restrictions depending on the nature of the work.
- Work will generally be conducted between 8am – 6pm Monday – Friday. There may be exceptions that will require work after hours and on the weekends, and tenants will be notified of additional work hours.
- Contractors are to respect tenants and their belongings and clean-up the construction area.
- Tenants will have access to the building and their units at all times.
- Tenants are expected to clear work areas as requested (ie. for window replacement, balcony work, kitchen renovations, etc.). If the tenant is not physically able, TCHC will provide assistance to clear the area. Storage space/containers will also be provided for tenant belongings.
• Accessibility needs will be accommodated.
• One elevator will be put on service for contractor use only as needed. The elevator will only be put on service for the time that is required the contractor’s use.
• Where there are wall repairs, paint will match existing wall and/or entire wall will be painted.

For prolonged outages and while repairs are being undertaken, if service cannot be restored within 12 hours, the following actions will take place:

• **No electricity in the building:**
  • ensure the building emergency generator and standby systems are working in order to maintain life and fire safety systems, as well as emergency lighting to allow for safe exit of the building, equipment rooms and elevator service for emergencies.
  • bring additional generators as available to provide power to a common area room.
  • supply flashlights.
  • provide security.

• **No heat in the building:**
  • provide space heaters.
  • provide a warm area with heaters for tenants.

• **No cooling in buildings that have central cooling:**
  • provide a cooling area with portable air conditioning units for tenants.

• **No water in the building**
  • provide bottled water to drink.
  • obtain a water truck station from the City.
  • arrange washroom facilities (either at a nearby building or obtain portable washrooms).
  • hook up temporary water supply from a fire hydrant.

• **No elevator service**
  • provide security personnel to assist tenants.

• **Fire/flood impacting large portion of the building (uninhabitable units):**
  • relocate tenants while clean-up and/or repairs are underway.
SIGNATURE:

“Sheila Penny”

Sheila Penny  
Vice-President, Facilities Management

STAFF CONTACT:
Sheila Penny, Vice-President, Facilities Management  
416-981-6414  
sheila.penny@torontohousing.ca

Attachment 1: General project expectations and accommodations
Attachment 1:

**General project expectations and accommodations:**

**Balcony projects:**
- Tenants are expected to remove contents off their balcony, if physically able. Where necessary, TCHC will provide assistance and storage space/container.
- Entry into tenant units is not generally required, as work is typically done from the outside using a swing stage.
- Balcony doors will be blocked off for safety.
- During summer months, where available, a cooling area in the building will be provided.

**Window/door replacement projects:**
- Tenants are expected to clear the work area and remove window air conditioning units, if physically able. Where necessary, TCHC will provide assistance and storage space/container.
- Windows/doors will be replaced or secured by the end of day.
- Tenants can expect multiple entries into their unit to complete the work.

**Parking garage, parking lot and driveway projects:**
- Tenants are notified of parking restrictions, and informed that cars that are not moved will be towed.
- Alternate parking arrangements will be made.

**Foundation projects (townhouses):**
- Tenants are expected to clear the work area, if physically able. Where necessary, TCHC will provide assistance and storage space/container.
- Tenants will not have access to backyards during phased construction.

**Fencing projects:**
- Tenants are expected to clear the work area, if physically able. Where necessary, TCHC will provide assistance and storage space/container.
- Tenants will not have access to their yards.
- Access to tenant units will be maintained.

**Swimming pools:**
- Pools will be closed while repairs are underway.
In-suite plumbing, electrical and HVAC projects:
- Tenants are expected to clear the work area, if physically able. Where necessary, TCHC will provide assistance and storage space/container.
- Hot and cold water/electricity/heat (or space heaters) will be restored by the end of the day.
- Tenants can expect multiple entries into their unit to complete the work.

Elevator projects:
- Where there is more than one elevator, only one elevator will be shut down at a time.
- Where there is only one elevator, security personnel will be provided to assist tenants.

Life safety projects:
- Fire watch will be in place if the fire alarm system is not functional.

Common area projects (including accessibility, flooring, painting and exterior work such as landscaping, playgrounds):
- Tenants will be restricted from the areas under construction.

Garbage room projects:
- If chute rooms are closed, tenants will be advised to take their garbage to a central collection area until work is completed.

Unit door replacement projects:
- Access to tenant units will be required, as doors will need to be left open for drying. Keyholder services will be provided.
- Units will be secured by the end of the day.
Resident Engagement Refresh
Item 3A
July, 10, 2017
Resident Services Committee

Report: RSC:2017-37
To: Resident Services Committee (RSC)
From: Vice President, Resident and Community Services
Date: June 30, 2017

PURPOSE:
To provide the Committee with an update on the work to refresh the current Resident Engagement System and to obtain the Committee’s direction on the next steps in the process.

RECOMMENDATIONS:
It is recommended that the Resident Services Committee:

1. Receive the report from the City-Wide Tenant-Staff Engagement Advisory Committee included as Attachment 2, and direct Resident and Community Services staff to consider the implementation of the recommendations in Attachment 2, and report back to the RSC with the following:

   a) for those recommendations determined to be feasible, an implementation plan and related budget for consideration by the RSC; and

   b) for those recommendations determined not to be feasible, the reasons why they are not feasible.
SIGNATURE:

“Angela Cooke”

Angela Cooke
Vice President, Resident and Community Services

ATTACHMENT:

1. Presentation - Refreshing the Current Tenant Engagement System at TCH
2. TCH Tenant Engagement System Refresh Proposal Report from the City-Wide Tenant-Staff Engagement Advisory Committee

STAFF CONTACT:
Julio Rigores, Manager, Revitalization & Renewal Communities
416-981-4271
Julio.Rigores@torontohousing.ca
Refreshing the Current Tenant Engagement System at TCH

Presented by:
Susan Gapka, Tenant-Staff Engagement Advisory Committee Co-Chair
Robbie Rambarrat, Tenant-Staff Engagement Advisory Committee Co-Chair
Julio Rigores, Manager, Resident & Community Services

July 10, 2017
Background

- In 2003, the City of Toronto (in its capacity as the sole shareholder for TCH) mandated TCH to develop a Tenant Engagement System to incorporate tenants in the decision making processes of the organization.
- Following the 2015 Tenant Representatives Election, TCH’s Executive Leadership Team (ELT) approved a project to assess how the tenant engagement model facilitates effective support for tenant groups and to identify tenant engagement models required for communities.
Tenant-Staff Engagement Advisory Committee Roadmap

- Consists of 26 Tenants and 7 staff
- Reviewing, discussing and brainstorming in 24 meetings since May 2016
- Developed draft proposal for TCH Tenant Engagement System Refresh

Sept 2015
Tenant Open Space Forum (Tenant Consultation)

Sept 2015
Tenant Engagement System Refresh Interim Working Group

Sept - Dec 2015
“Take 5” Survey developed and analyzed

Jan – Mar 2016
9 Tenant Town Hall Meetings

May 2016 – Present
City-Wide Tenant-Staff Engagement Advisory Committee Formed

Onward
Implementation framework to be developed pending approval
Tenant Engagement Process

Open Space Forum (tenant consultation)
- Tenant consultation to identify common issues with current Tenant Engagement System model; and co-develop a plan for moving forward
- Over 50 tenant participants

Take 5 Survey
- Developed, implemented, and analyzed a survey to understand tenant knowledge and experience with existing Tenant Engagement System
- 457 tenants completed the “Take 5” Survey

Tenant Town Hall Meetings
- Shared Take 5 survey results; collected feedback;
- 9 town hall meetings - 3 meetings per directorate
Advisory Committee Guiding Principles

Vision

Our vision is to foster tenant engagement and to build vibrant communities through diverse, inclusive and collaborative methods to give all tenants of TCH a voice and input into community related decision making.
Advisory Committee Guiding Principles

Guiding Principles

Respect: Mutual respect between all involved

Equity: Ensuring equal treatment for all involved

Informative: Ensuring all involved have the capacity to make informed decisions

Inclusive: A system that is inclusive and representative of all TCH tenants

Collaborative: Working together as partners
In order to maximize the potential of Tenant Councils and Tenant Representatives, the Tenant-Staff Engagement Advisory Committee has made a set of recommendations under six key objectives:

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information- Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenant Staff
Questions?

Presented by:
Susan Gapka, Tenant-Staff Engagement Advisory Committee Co-Chair
Robbie Rambarrat, Tenant-Staff Engagement Advisory Committee Co-Chair
Julio Rigores, Manager, Resident & Community Services

July 10, 2017
Recommendations from Members of the City-Wide Tenant-Staff Engagement Advisory Committee

FOR

Refreshing the Current Tenant Engagement System at Toronto Community Housing
June 23, 2017

Angela Cooke
Vice President, Resident and Community Services
Toronto Community Housing
931 Yonge Street
Toronto, Ontario
M4W 2H2

Dear Ms. Cooke,

On behalf of the City-Wide Tenant-Staff Engagement Advisory Committee, we are presenting you with our recommendations for the improvement of the Tenant Engagement System currently in place at Toronto Community Housing (TCH).

We wish to thank you for the opportunity and support necessary to provide meaningful recommendations. It is our hope that you will submit these recommendations to the TCH Executive Leadership Team and Resident Services Committee.

We look forward to working together in partnership with TCH staff on the implementation of these recommendations.

Sincerely,

Susan Gapka
Tenant Co-Chair

Robbie Rambarrat
Tenant Co-Chair

Harriet Shepherd
Alternate Co-Chair
Acknowledgements

Our committee would like to thank:

- Delegates and volunteers who participated in and organized the nine community meetings and the “Take 5” Survey
- Members of the City-Wide Tenant - Staff Engagement Advisory Committee
- Tenants who completed the “Take 5” Survey

Members of City-Wide Tenant-Staff Engagement Advisory Committee

Tenant Members

Zahra Davarnia       Charles Galbraith       Robbie Rambarrat  (Co-Chair)
Margaret Devlin      Susan Gapka (Co-Chair)    Sandra Ramsay
Anita Dressler       Victor Locke            Tom Robson
Patricia Duck        Jacob (WeiJie) Ma        Harriet Shepherd (Alternate Co-Chair)
Mabel Ernest         Rafael Nunez             Karlene Steer
Robert Frederickson  Heather O'Neil          Jody Swindells

Staff Members

Paul Feitelberg      Luis Mejicano            Courtney Quarrie
Gail Johnson         David Morales            Julio Rigores

Support Staff

Joseph Ching         Antonio Valentine
# Table of Contents

EXECUTIVE SUMMARY ................................................................. 5  
  Benefit to TCH and TCH Tenants ............................................... 6  
BACKGROUND ............................................................................. 7  
PROCESS ..................................................................................... 8  
SHARED VISION .......................................................................... 10  
CORE VALUES/PRINCIPLES ....................................................... 10  
KEY OBJECTIVES ....................................................................... 10  
ESTABLISH A GOVERNANCE SYSTEM ...................................... 11  
  Principles for Creating a Refreshed Governance System ............ 11  
  Community Representation and Elections ................................. 12  
  Accountability ............................................................................ 13  
  Tenant Council Funding ............................................................ 13  
CREATE AN ACCOUNTABILITY FRAMEWORK .......................... 14  
KNOWLEDGE & INFORMATION : BUILDINGS PROFILE ............ 16  
COMMUNICATIONS .................................................................... 18  
INCREASE TENANT PARTICIPATION .......................................... 20  
CAPACITY BUILDING FOR TENANTS AND STAFF .................... 22
EXECUTIVE SUMMARY

In 2015, Toronto Community Housing (TCH), in keeping with its corporate strategy and Shareholder Direction, started a process to review its current Tenant Engagement System Model. The process assessed how the organization facilitates effective support for tenant groups and identified models required for TCH communities. It was decided the Tenant Engagement System review will support TCH to develop a “road map” for achieving a shared vision for tenant groups and will articulate how tenant groups work towards achieving the vision.

From the outset, it was understood tenants would play a key role in the review as they are the key constituency impacted by the current Tenant Engagement System. There have been a series of efforts by TCH and tenants to improve the Tenant Engagement System, starting in 2015 with an Open Space Forum. This was followed up by establishing a tenant group who developed, implemented and analyzed results of a survey (“Take 5” Survey) which directly informed a set of recommendations around changes to the Tenant Engagement System. From May 2016 to April 2017 a joint working group composed of tenants and staff (The City-Wide Tenant-Staff Engagement Advisory Committee) worked diligently to understand the successes, gaps and opportunities, and to develop a shared vision and operational principles to guide any changes to the current Tenant Engagement System.

The committee identified a set of core values/principles:

- **Respect**: Mutual respect between all involved
- **Equity**: Ensuring equitable treatment for all involved
- **Informative**: Ensuring all involved have the capacity to make informed decisions
- **Inclusive**: A system that is inclusive and representative of all TCH tenants
- **Collaborative**: Working together as partners

The City-Wide Tenant-Staff Engagement Advisory Committee developed recommendations on how TCH can approach any changes to the Tenant Engagement System. The recommendations have been grouped under six key objectives:

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information: Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenants and Staff
TCH Tenant Engagement System Refresh Proposal Report

Benefit to TCH and TCH Tenants
The recommendations will help to:

- enhance the effectiveness of the Tenant Engagement System;
- engage more TCH tenants to participate in TCH initiatives and/or initiatives in their local community;
- involve more tenants in the decision-making process.

After reviewing this report, the City-Wide Tenant-Staff Engagement Advisory Committee recommends that TCH’s Executive Leadership Team and the Resident Services Committee of the Board:

- accept this report for consideration
- act on the recommendations outlined in this report in partnership with TCH tenants
TCH Tenant Engagement System Refresh Proposal Report

BACKGROUND

In 2003, the City of Toronto (in its capacity as the sole shareholder for TCH) mandated TCH to develop a Tenant Engagement System to incorporate tenants in the decision making processes of the organization. This process led to the development of Tenant Representatives and the Tenant Council system.

In 2013, with the transition of the Community Health Unit (CHU) into what is today Resident and Community Services (RCS) Division, RCS staff began plans to review the Tenant Engagement System, including an understanding of how Tenant Representatives perform their roles and responsibilities.

Following the 2015 Tenant Representatives election, TCH’s Executive Leadership Team approved a project to assess how the Tenant Engagement System model facilitates effective support for tenant groups and to identify models required for our respective communities. The Tenant Engagement System review also considered how to implement initiatives that better support tenant groups and how to work with partner organizations such as the City of Toronto and other stakeholders.
The process to refresh TCH’s Tenant Engagement System included the establishment of a tenant-staff work group (Tenant Engagement System Refresh Work Group) to provide direction for the design of the process. The process undertaken includes:

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<th>#</th>
<th>Activity</th>
<th>Results</th>
<th>When</th>
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<tbody>
<tr>
<td>1</td>
<td>Open Space Forum (tenant consultation)</td>
<td>• Over 50 tenant participants</td>
<td>September 2015</td>
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<td>• Tenant consultation to identify common issues with</td>
<td>• Tenant Working Group established (Tenant Participation System Refresh –</td>
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<td>the current Tenant Engagement System model and to</td>
<td>Interim Tenant Workgroup)</td>
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<td>co-develop a plan for moving forward</td>
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<td>Take 5 Survey</td>
<td>• 457 tenants completed the “Take 5” Survey</td>
<td>September to December 2015</td>
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<td>• Developed, implemented, and analyzed a survey to</td>
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<td>understand tenant knowledge and experience with</td>
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<td>existing Tenant Engagement System</td>
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<td>3</td>
<td>Tenant Town Hall Meetings</td>
<td>• Nine town hall meetings (three meetings per directorate)</td>
<td>January to March 2016</td>
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<td>• Shared Take 5 survey results; collected feedback;</td>
<td>• At each town hall meeting tenants were nominated and elected to form</td>
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<td>nominated and elected tenants to form the City-Wide</td>
<td>the City-Wide Tenant-Staff Engagement Advisory Committee</td>
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<td>4</td>
<td><strong>City-Wide Tenant-Staff Engagement Advisory Committee Group Formation</strong></td>
<td>• A 33-member Committee consisting of 12 tenant representatives, 14 tenant leaders and 7 staff</td>
<td>May to August 2016</td>
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<td>• Nine committee meetings</td>
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<td>5</td>
<td><strong>City-Wide Tenant-Staff Engagement Advisory Committee</strong></td>
<td>• Developed vision for the potential governance model</td>
<td>September to December 2016</td>
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<td>• Identified core values/principles for potential governance model</td>
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<td>• Identified key objectives for governance model</td>
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<td>6</td>
<td><strong>City-Wide Tenant-Staff Engagement Advisory Committee</strong></td>
<td>• Development of draft report (pending final committee approval)</td>
<td>January to April 2017</td>
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TCH Tenant Engagement System Refresh Proposal Report

The City-Wide Tenant-Staff Engagement Advisory Committee developed a shared vision, core values/principles and key objectives to guide any changes to the current Tenant Engagement System.

**SHARED VISION**

Our vision is to foster tenant engagement and to build vibrant communities through diverse, inclusive and collaborative methods to give all tenants of TCH a voice and input into community-related decision-making.

**CORE VALUES/PRINCIPLES**

- **Respect:** Mutual respect between all involved
- **Equity:** Ensuring equitable treatment for all involved
- **Informative:** Ensuring all involved have the capacity to make informed decisions
- **Inclusive:** A system that is inclusive and representative of all TCH tenants
- **Collaborative:** Working together as partners

**KEY OBJECTIVES**

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information – Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenant Staff
The committee felt that it was important that TCH collaborate with tenants to refresh the Tenant Engagement System. This will make a difference in tenants’ communities by building on the strengths and needs of each community. To ensure success, the refreshed Tenant Engagement System must be clearly communicated to tenants and should be comprehensive in nature. Furthermore, the Shareholder Direction mandates that TCH maintain a democratic system that will “provide for tenant input for decisions at the corporate and local levels (Shareholder Direction, p. 16).

**Principles for Creating a Refreshed Governance System**

1.1 Initiate a broad, transparent and meaningful process to develop a refreshed Tenant Engagement System reflective of tenants’ input. Ensure tenant recommendations are reflected throughout the system.

1.2 Refresh the democratic tenant engagement system to facilitate local community-based decision-making.

1.3 Work with tenants to develop models that are adaptable to the community’s needs.

1.4 Refresh the Tenant Engagement System to develop capacity for both tenants and staff.

1.5 Develop a framework that honors and recognizes the ways in which tenants may participate in a refreshed system.

**Define:**

- The roles and responsibilities of Tenant Representatives, Tenant Leaders and Tenant Volunteers
- Tenant-led, Staff-led and Tenant/Staff-led initiatives
TCH Tenant Engagement System Refresh Proposal Report

Educate tenants and staff about each definition and how to they relate to our communities.

1.6
Create an accountability framework for the refreshed Tenant Engagement System. See Objective 2 for more details.

1.7
Establish a youth engagement system that includes a “Youth Council” with dedicated resources—i.e., funding, staff support, and partnerships.

Community Representation and Elections

1.8
Create and empower a “tenant-staff election working group” which will have the responsibility of planning, implementing and evaluating the election process.

In addition, the tenant-staff election working group will ensure an election process which:

- Is fair, accessible, transparent and inclusive
- Increases participation
- Provides sufficient time for effective planning and implementation by staff
- Consults tenants on community geographical boundaries of representation
- Includes all tenants (regardless of whether they are RGI, affordable housing or market rent tenants, or live in townhouses, single family homes or contract-managed buildings)
- Educates tenants about how tenant elections operate
- Educates potential Tenant Representatives about their Roles and Responsibilities
- Effectively communicates the election results in a transparent manner

1.9
Develop a protocol for the timely filling of vacant Tenant Representative positions. Create a specific timeline for by-elections.

1.10
Consult tenants on how tenants are selected for the TCH board, and on the composition of the board and the structure of committees.
Accountability

1.11 Create a city-wide tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff. Solve building and community issues related to the Tenant Engagement System. Select members to this oversight body through a democratic process.

1.12 Develop a plan to review and evaluate the effectiveness and success of the Tenant Engagement System every three years.

1.13 Create a mechanism that engages Tenant Councils in the creation of TCH policies.

Tenant Council Funding

1.14 Reform the Tenant Council funding system to ensure:
   - It addresses the issues and priorities of local communities
   - Funds are available for use at the beginning of the calendar year
   - Unused funds can be allocated to the next year
   - Transparent and equitable division of funds according to tenant-defined community geographical boundaries

1.15 Where possible, use the approved vendors list, or use neighbourhood merchants (not on the approved vendor list) for time, convenience and cost efficiency. Pay vendors in a timely manner. Design a system which holds individuals accountable while giving flexibility to tenants in purchasing decisions.

1.16 Educate tenants and staff about the current vendor purchasing system, explaining processes and timelines.
CREATE AN ACCOUNTABILITY FRAMEWORK

The refreshed Tenant Engagement System must be accountable to the needs of communities, tenants and TCH’s Shareholder Direction. It is critical that staff are empowered to consistently deliver quality service to tenants through an accountability framework. Similarly, it is critical that tenants are held accountable for money invested and decisions made. A strong Tenant Engagement System must be accompanied by a strong accountability framework. As noted by the TCH strategic plan Homeward 2016, TCH is “accountable to residents and the citizens of Toronto for the housing we deliver with the dollars invested” (Homeward, p. 19).

2.1 Revise guidelines and processes for tenants and staff to hold both parties accountable to their roles and responsibilities.

2.2 Create a process for when accountability guidelines (See 2.1) are not followed.

2.3 Create a tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff. Elect tenant members in a democratic process. Resolve community issues and issues related to the Tenant Engagement System in this setting.

2.4 Improve the current communication system to ensure it is open and accountable.

2.5 Create an attendance monitoring structure that encourages the regular attendance of Tenant Representatives at Tenant Council.

2.6 Develop a strategic vision and policies for increasing safety in our communities with tenants, key stakeholders and partners. Develop a framework that keeps all parties accountable to improvements in safety.
Create an accountability mechanism ensuring tenants have priority access to their common spaces and that clear rules and protocols are used for booking spaces. Invest in a common room booking calendar system to avoid double-booking and other issues related to Use of Space.
3 KNOWLEDGE & INFORMATION: BUILDINGS PROFILE

Communities and tenant leadership can be strengthened through a systemic examination of tenant demographics and community needs and assets. This complements work TCH has undertaken to develop knowledge about the demographics of our tenants and communities. (TCH Strategic Plan, Homeward 2016, p. 16)

The committee agreed that this can only occur through detailed and accurate creation of profiles for each building.

3.1 Create a building/townhouse community profile for each community in the TCH portfolio.

Include in this profile:
- Stand-alone single family homes
- Community Priorities for Change
- History of Engagement and Participation
- Community Demographics (i.e., languages)
- Existing initiatives and partnerships
- List of engaged community leaders
- Agencies and contacts
- Government services and contacts and other assets

Develop a system in which community profiles can be updated and accessed by tenant and staff.

3.2 Acknowledge and trust tenants’ understanding of their local communities. Build tenants’ capacity to grow their knowledge and understanding of their communities. Develop a strategy to support how tenants can share their knowledge with other tenants and staff.

Create learning opportunities for staff to further develop their understanding of local community conditions and knowledge. Provide tools that can be used to share this information in strategic ways with stakeholders.
TCH Tenant Engagement System Refresh Proposal Report

3.3 Provide knowledge and information in the two most commonly used languages of the community, in addition to English.

3.4 Whenever necessary, provide interpreters for community meetings to better share knowledge and information.

3.5 Connect new and existing tenants to community activities, resources and assets through the creation of welcome packages and welcoming activities. Give communities local control over these packages and activities with support for their development from staff. Distribute the welcome packages when apartments are leased.
4 COMMUNICATIONS

A successful communication strategy forms the backbone of the TCH Tenant Engagement System. The committee emphasized the importance of clear, concise and timely communication in a refreshed Tenant Engagement System.

In addition to traditional methods of communication, including but not limited to door knocking and meetings, TCH should implement emerging digital methods of outreach.

4.1 Ensure all communications are provided two weeks in advance of an event or initiative.

4.2 Distribute all communication materials to all tenants in an equitable fashion. (Regardless of whether they are RGI, affordable housing or market rent tenants, or live in townhouses, stand-alone single family homes or contract-managed buildings).

4.3 Review all communication protocols with the aim of increasing tenant participation. Improve communication and engagement by:

- Removing language barriers
- Using accessible, plain language materials and graphics/icons that communicate key messages
- Translating materials into the two most commonly used languages of the community, besides English [per 3.3 above]
- Creating video presentations that inform tenants about opportunities for participation
- Exploring greater use of social media and technology
- Use best practices for distribution of information to tenants—for example, lobby intercepts, door knocking and enlisting Tenant Representatives or community animators to share information in the building or community

4.4 Develop a communication strategy that ensures tenants and staff are informed about the roles and responsibilities of Tenant Representatives and about the election process and the Tenant Engagement System.
Create a robust and transparent information sharing system between communities, Tenant Councils and other committees or governing structures. Share best practices, minutes and decisions, and success stories. Provide opportunities for learning exchanges.

Develop a communication protocol for Tenant Representatives to bring community and building issues to Tenant Council for resolution. Develop a reporting structure which communicates results back to community members while achieving accountability.

Provide Tenant Representatives with easy-to-use and accessible tools for them to communicate with tenants in their communities. Consider providing TCH email addresses, voicemail-only phone extensions, lobby/community “suggestion boxes” and bulletin boards.

Develop local Tenant Council newsletters with support of tenants and staff. To enhance communication to tenants, the newsletters should focus on Tenant Council–specific news, profiles and announcements. Use each newsletter to recognize achievements of communities and local volunteers. Provide the newsletter in paper and digital format and in different languages.

Ensure that tenants receive clear communication about policy changes and provide an explanation for such changes.

Ensure that each community holds at least two “Building Meetings” per year for the purpose of sharing information and addressing community priorities.
## INCREASE TENANT PARTICIPATION

We know communities are vibrant “where tenants are engaged, have opportunities to thrive and play leadership roles to build their communities (Homeward 2016, p. 13).” By increasing tenant participation, we can increase the vibrancy of our communities.

### 5.1
Recognize that safety and safe spaces are critical in increasing tenant participation.

As such, develop a strategic vision and policies for increasing safety in TCH communities with tenants, key stakeholders and partners. Develop a framework that keeps all parties accountable to improvements in safety.

### 5.2
Eliminate barriers to participation by providing childcare, translation, food and transportation. Use approved vendors and ensure accountability structures are in place.

### 5.3
Remove overly strenuous Use of Space insurance requirements that prevent tenant led programming.

### 5.4
Provide new community space by converting empty units/townhouses and by developing partnerships with local agencies or nearby buildings to provide space.

### 5.5
Support and/or provide resources for tenant led programming, where requested. Communicate that all programming is subject to the rules and regulations governing TCH spaces.

### 5.6
Explore the possibility of providing honorariums as part of the Tenant Engagement System. Ensure that tenants and staff are consulted about the benefits and drawbacks of providing honorariums.
Communicate any limitations in implementing any project or initiative at the forefront. Speak honestly about these constraints while allowing for the development of innovative solutions that can address these constraints.
The committee understands the importance of staff providing excellent service. This can be accomplished by building staff skills and by ensuring staff have the right tools to do their work. Furthermore, the committee recognizes the importance of developing tenant capacity to increase participation in the Tenant Engagement System. Working together to build our mutual capacity, we can build upon the existing strengths of our communities.

6.1
Identify partnerships to provide learning opportunities.

6.2
Create mechanisms to understand the learning needs of both tenants and staff in order to better support TCH’s Tenant Engagement System.

6.3
Provide opportunities for tenants and staff to learn about local needs, priorities and opportunities.

6.4
Reduce isolation between site staff (Asset Management) and engagement staff (Resident and Community Services) by encouraging effective communication between staff. Encourage site staff to participate in engagement activities and programming, where possible.

6.5
Provide funding for effective training of tenants and Tenant Representatives. Ensure they can share their learnings, where appropriate.

6.6
Provide training that will improve tenant and staff capacity to network and secure resources in creative ways. Encourage tenants and tenant representatives to share this knowledge in their communities.

6.7
Create a peer-to-peer mentorship model in which veteran Tenant Representatives mentor new Tenant Representatives.
Community Economic Development Funding in Revitalization Communities

Item 3B
July 10th, 2017
Resident Services Committee

**Report:** RSC:2017-34
**To:** Resident Services Committee (RSC)
**From:** Angela Cooke, Vice President, Resident & Community Services
**Date:** June 21st, 2017

**PURPOSE:**
The purpose of this report is to provide an overview of community economic development funds provided to revitalization sites from developers.

**RECOMMENDATIONS:**
It is recommended that RSC receive this report for information.

**REASONS FOR RECOMMENDATIONS:**
BIFAC has requested that a report be provided to RSC on the availability, administration and reporting of programs for revitalization communities that are funded with Community Economic Development agreements from developers.

**BACKGROUND:**

Toronto Community Housing recognizes and acknowledges that tenants are better able to achieve economic stability when they have access to
employment, entrepreneurship or education opportunities (*Homeward 2016*).

As part of the task of enabling social transformation to complement physical development in TCH communities, community economic development (CED) is built directly into the footprint of redevelopment right from the developer selection process. CED criteria is built into the request for proposals and are a key point of negotiation to ensure developers are committing to quality deliverables and understand the importance of CED in the community redevelopment process.

**ADMINISTRATION OF COMMUNITY ECONOMIC DEVELOPMENT AGREEMENTS:**

Developers provide TCH with funding and/or employment opportunities. Funds and opportunities are administered in accordance with the *Scholarship Policy* and *Scholarship Procedure* (2015).

In partnership with the City of Toronto and community agencies, commitments are closely monitored by TCH to ensure tenants are receiving the full benefit of CED funding. If funding is provided to communities without a specified intent or spending requirement, revitalization teams work closely with tenants to prioritize community needs and determine how funds should be spent. In the event that revitalization communities are unable to fill employment opportunities provided to the immediate community, opportunities are opened to tenants from other TCH communities.

**CURRENT COMMUNITY ECONOMIC DEVELOPMENT AGREEMENTS:**

**Regent Park (Daniels/Co-tenancy)**

- 10% of jobs offered to tenants
- Monetary commitment towards community investment projects
Leslie Nymark (Tridel)

- 10% TCHC tenants hired on site
- Monetary commitment towards community economic development

Allenbury Gardens (FRAM)

- 10% of tenants hired on site
- Monetary commitment towards community economic development

Alexandra Park- Phase 1 (Tridel)

- 40 job placements
- Monetary commitment towards community economic development

Lawrence Heights- Phase 1 (Context/Metropia)

- Job opportunities and employment training valued at $3.5 million

250 Davenport (Diamond Corp/Metropia)

- Job opportunities and employment training valued at $1 million

SIGNATURE:

“Angela Cooke”

Angela Cooke
Vice President, Resident & Community Services

STAFF CONTACT:
William Mendes, Director, Program Delivery, Resident & Community Services
416-981-4095
william.mendes@torontohousing.ca
Vulnerability Definition Policy & Vulnerability Operational Guideline
Item 3C
July 10th, 2017
Resident Services Committee

Report: RSC:2017-35
To: Resident Services Committee (RSC)
From: Angela Cooke, Vice President, Resident and Community Services
Date: June 23, 2017

PURPOSE:
The purpose of this report is to provide an update to the Resident Services Committee on the review of the Vulnerability Definition Policy and Vulnerability Operational Guideline.

RECOMMENDATIONS:
It is recommended that Resident Services Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:
TCHC aims to respond, through a whole-agency approach, to the disparity between the challenges a resident faces and the resources that they can access when facing those challenges related to maintaining successful tenancies.

As part of a Supporting Vulnerability Tenants Strategy, the Resident and Community Services Division undertook a review of the Vulnerability Definition Policy and Vulnerability Operational Guideline.
A committee consisting of RCS, Asset Management, IT, and OCHE staff (the “Committee”) was created to review the TCHC Vulnerability Definition Policy and Vulnerability Operational Guideline.

The Committee has agreed that the TCHC definition of vulnerability and Operational Guideline still remains relevant to our work today within the context of a broader strategy for supporting vulnerable tenants. The Vulnerability Definition Policy and Vulnerability Operational Guideline is provided for reference as Attachment 1 to this report.

Before finalizing a recommendation regarding maintaining the policy and operational guideline as is, the Committee would like to engage in due diligence of the policy review by reaching out our external stakeholders (City of Toronto and the GTA LHIN) to ensure that we have a common understanding and application of the definition. A final recommendation will be brought back to RSC in Q3.

As part of the broader strategy, the policies and procedures associated with the Vulnerability Definition Operational Guideline will undergo an extensive review. These policies and procedures include:

- File Management Procedure and Guidelines
- Eviction prevention policy
- Eviction for Cause Procedure
- How we identify vulnerable tenants to ensure we are providing available supports
- Training we are providing to front line staff
- How we work with community partners and agencies to increase supports to our tenants

The Committee anticipates by Q1 of 2018 that a set of recommendations will be brought back to RSC addressing areas for improvement to better support our vulnerable tenants.

Additionally, we endorse the recommendation from tenants at the last RSC meeting that the definition of vulnerability we are using should be published
on the TCH public website. We would be willing to work with communications on finding the most appropriate place to include it.

SIGNATURE:

“Angela Cooke”

Angela Cooke
Vice President, Resident and Community Services

ATTACHMENT:
1. Vulnerability Definition Policy and Vulnerability Operational Guideline

STAFF CONTACT:
Dorina Rico, Director- Program Development, Resident and Community Services
416-981-4257
dorina.rico@torontohousing.ca
Vulnerability Definition Policy and
Vulnerability Operational Guideline

Policy Owner: Resident and Community Services, Asset Management
Approval: Board of Directors
First Approved: Dec 16, 2014
Effective Date: Dec 16, 2014

Policy Statement:

For the purposes of this policy, Toronto Community Housing adopts the City of Toronto’s definition of vulnerability and its related commentary, as set out below:

“The City of Toronto – Working Group on Vulnerable Individuals defines vulnerability as the result of interaction between the challenges a person faces and the resources that they can access when facing those challenges. A vulnerable resident\(^1\) must be assessed in context - a person’s vulnerability or resiliency will depend on their circumstances, environment and resources in the broadest sense. Vulnerable persons may be isolated, without identified supports, reclusive, have underlying medical problems and/or mental health issues posing a threat of harm to themselves and/or others. Physical harm to the self may be due to reduced ability to manage activities of daily living, substance misuse, isolation, poor insight and/or reluctance to accept support services (*Toronto Public Health – Vulnerable Adults/Seniors Team*, 2012).

Commentary: The following factors are essential to understanding vulnerability:

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\(^{1}\) For clarity, in the City of Toronto definition of vulnerability, “resident” refers to a resident of the City of Toronto.
• Poverty: A lack of income limits the resources that a person can draw upon in times of crisis.
• Structural Inequalities: Challenges can be exacerbated by discrimination based on gender, sexual orientation, and ethnicity.
• Social networks/Social support: The ability to draw up on social supports in times of crisis can help a person cope with challenges.
• Personal limitations: Physical and mental illnesses/impairments may inhibit a person's ability to respond to challenges.
• Physical location: Some areas have greater access to resources and supports than others and this may impact a person's ability to get help.”

Purpose:
Responsive to the City of Toronto’s approach to vulnerability, and consistent with Toronto Community Housing’s mandate and statutory and legislative obligations, this **Vulnerability Definition Policy** guides Toronto Community Housing’s approach in responding to vulnerable residents whose tenancy with Toronto Community Housing is or may become at risk.

Scope:
This *Policy* applies broadly to all Toronto Community Housing interactions with its residents through its employees, contractors, volunteers, agents and other third parties. This *Policy* shall inform the development of policies, strategies and initiatives that will have an impact on Toronto Community Housing residents.

Principles:
As a social housing landlord, Toronto Community Housing has an obligation to support vulnerable residents in preserving their tenancies, subject to the availability of resources and within the context of its statutory and legislative obligations. For example, in applying this *Policy*, Toronto Community Housing must consider its obligations under the *Housing Services Act, 2011* including its obligation to ensure that its residents are able to live
independently. Equally, Toronto Community Housing must consider its obligation to support the enjoyment of all of its residents to their leaseholds and to a safe environment and community consistent with its obligations under the Residential Tenancies Act, 2006. Further, in applying this Policy, Toronto Community Housing must ensure that it is compliant with the Ontario Human Rights Code.

To support its successful application, Toronto Community Housing will ensure that this Policy and its related procedures and processes are appropriately communicated to its residents and other stakeholders, and that appropriate training is provided to its employees, contractors, volunteers, agents and other third parties.

Policy Details

Toronto Community Housing Vulnerability Operational Guideline:

In applying the City of Toronto’s definition of vulnerability to the context of Toronto Community Housing’s mandate and operations, in the first year of this Policy, the following Toronto Community Housing Vulnerability Operational Guideline is adopted:

“Vulnerability is defined as the interaction between the challenges that a Toronto Community Housing resident faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges. Vulnerable residents can be reasonably expected to enjoy a successful tenancy when steps are taken by Toronto Community Housing, working together with other service system partners, to connect vulnerable residents to appropriate and available resources (e.g., family and health, social services, and community supports).

Vulnerability may affect the ability of a Toronto Community Housing resident to live independently as required by the Housing Services Act, 2011. In such cases, the resident may require more intensive supports than are available within the social housing context. In these cases, Toronto Community Housing will make reasonable efforts to ensure that the resident’s needs are assessed and that the resident is connected with appropriate and available housing, shelter or support options before their tenancy with Toronto Community Housing is terminated.”

2 For clarity, for the purposes of this Policy and the Vulnerability Operational Guideline, a “resident” of Toronto Community Housing means a “tenant” as defined in the Residential Tenancies Act, 2006
Compliance and Monitoring:
This policy and the Vulnerability Operational Guideline will be reviewed and evaluated annually, and amended, if required.

Governing and Applicable Legislation:
- Ontario Housing Services Act, 2011
- Ontario Residential Tenancies Act, 2006
- Ontario Human Rights Code, 1990
- Accessibility for Ontarians with Disabilities Act, 2005
- Ontario Municipal Freedom of Information and Protection of Privacy Act, 1990

Related Procedures and Processes:
In order to operationalize this policy, the owners of this policy, in consultation with Toronto Community Housing’s Legal Services Department, and others as appropriate, shall develop and implement related procedures and processes.

Approval and Review:

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<th>Date</th>
<th>Description of changes</th>
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<td>December 16, 2014</td>
<td>None</td>
<td>Board of Directors</td>
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Next Revision Date: December, 2015
Approach for a Cooling Strategy
Item 4
July 10, 2017
Resident Services Committee

Report: RSC:C2017-39
To: Resident Services Committee (RSC)
From: Vice-President, Facilities Management
Date: July 4, 2017

PURPOSE:
To provide the Resident Services Committee with an update on a cooling strategy.

RECOMMENDATIONS:
It is recommended that the Resident Services Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:
• Management was requested to report back to the RSC on the options available for the implementation of a central cooling system.
• The following report outlines Management’s proposed strategy.

SUMMARY OF COOLING STRATEGY:
1. Implement a standard specification for window replacement projects in order to ensure a standardization of performance, A/C accommodation and general quality across all TCHC projects.
2. In order to accommodate tenants who currently have window mounted "box" style A/C units, future window replacement projects are to include provisions for the removal, temporary storage and safe re-installation of these A/C units.

3. These initiatives are to be coupled with an A/C unit exchange program with the following objectives:

(a) Ensure that only Energy Star rated A/C units are installed at subject properties.
(b) Provide tenants with access to an alternative floor mounted, portable A/C unit.
(c) Educate tenants on the benefits of properly installed, energy efficient A/C units.

BACKGROUND:

Tenant use of “box” style window A/C units has been an ongoing and complicated issue for TCHC. While TCHC is obligated to ensure tenants are able to implement their own affordable means of unit cooling, these mounted box units continue to be the source of many costly problems including:

• Ongoing safety concerns related to unsafe, unauthorized tenant installation.
• The issuance of orders from the City Municipal Licensing and Standards (MLS) Unit related to unsafe installation requiring costly remediation by TCHC. To address the MLS orders, a team of TCHC staff have been removing and/or re-installing unsafe A/C units. The same team continues today to address unsafe A/C units installations as identified by site staff.
• Damage to existing windows and the voiding of warranties where new windows have been installed.
• Building envelope and structural damage due to poor installation, inappropriate window infill assemblies, and units being left in place year round.
• Energy costs, both natural gas and electricity, related to breaches in envelope and use of older, inefficient A/C units.

Within the 2017 capital plan, approximately $40M has been allocated towards envelope rehabilitation projects including façade repairs and window replacements. This significant financial commitment is evidence of TCHC’s renewed commitment to the improvement of building envelope performance,
tenant comfort and energy consumption across its properties. Critical to the protection of this significant investment, TCHC must ensure that sound building science and design is coupled with complimentary operational practices with respect to cooling options. Finding an alternative approach to tenant-mounted window units is a necessary step in safeguarding new work and reducing energy costs.

**APPROACH:**

**Pre-Construction:**
- New window replacement projects will be based on a standard specification in order to ensure a standardization of performance, A/C accommodation and general quality across all TCHC projects.
- Moving forward, window replacement projects will include provisions for the removal, temporary storage and safe re-installation of existing tenant A/C units.
- The costs associated with this additional work will be carried as part of these capital projects.
- At the start of any window replacement project, an audit will be performed by the project’s engineer/architect to identify the quantity, efficiency rating and locations of installed A/C units throughout the building. This audit will serve as the basis for program participation and will ultimately become the building’s inventory for authorized installations.

**Energy Star Rated A/C Units:**
- For buildings undergoing window replacement, TCHC is to mandate a requirement that all window mounted A/C units are to be Energy Star rated.
- Tenants who own Energy Star rated A/C units will have their original units re-installed after the completion of the window project.
- Tenants who own A/C units that do not comply with TCHC’s requirement for Energy Star Rating will be eligible to exchange their unit free of charge.
- All tenants will have the option of a portable, floor mounted unit as a preferred alternative.
- Tenants without existing units will be eligible to buy TCHC approved units from TCHC.

**Removal, Temporary Storage and Installation:**
- The costs associated with the installation of new A/C units is approximately $300/unit (supply).
- Window replacement projects will also be accompanied with a component of tenant engagement in order to educate tenants on conservation
measures to reduce summer heat loads and the benefits of new window installations and the new TCHC A/C unit operational practices.

**BENEFITS:**

**Structural and Envelope Considerations:**
- Standardization of windows will allow TCHC to control the size of unit, leading to more stable installations with reduced infill.
- Reduction of deterioration and damage to cladding systems and windows.

**Electricity Savings:**
- Energy Star A/C units are typically between 30% to 40% more efficient than non-Energy Star units according to recent data from NRCan.
- An additional 10% savings can be realized through proper installation.

**Gas Savings**
- Currently, the majority of existing window units remain installed throughout the year. A program for removing these units during winter months would reduce air leakage area by at least 100 sq. ft. per building (ie. a 10 foot by 10 foot hole).

**Tenant Quality of Life:**
- Educates tenants on the relationship between comfort, energy consumption and proper building stewardship.
- Ensures improved tenant comfort.
- Creates a possible employment opportunity for TCHC youth.

**LONG-TERM STRATEGY:**

With the need to protect vulnerable tenants and reduce the health risks from extreme heat, it is evident that the topic of cooling in residential buildings will only continue to become an increasingly important issue in social housing. In addition to this proposal, Facilities Management continues to develop a long-term strategy to address cooling at its buildings.

Led by Facilities Management, TCHC has begun to explore broader, affordable and more energy efficient means for introducing retrofit cooling strategies into existing buildings. These explorations include:

- Introducing pilot projects utilizing alternative means of energy efficient cooling that lessen tenant reliance on window units including:
  - Fans.
• Using dehumidification to affordably cool supply air at buildings.
• Provision of cooling rooms.

• Cultivating partnership opportunities that may unlock funding for studies and pilot projects. For instance, Toronto Public Health itself has expressed a strong interest in partnering with TCHC.

• Reaching out to manufacturers and suppliers to understand how current innovative technologies may be utilized affordably in retrofit applications and explore the feasibility of TCHC pilot projects for emerging technologies.

• Facilitating open workshop sessions with industry leading design consultants in order to develop a compliment of potential retrofit cooling measures, feasibility studies and order of magnitude costing.

SIGNATURE:

“Sheila Penny”
Sheila Penny
Vice-President, Facilities Management

STAFF CONTACT:
Sheila Penny, Vice-President, Facilities Management
416-981-6414
sheila.penny@torontohousing.ca
Community Safety Unit, Deployment Model  
Item 5  
July 10, 2017  
Resident Services Committee  

Report: RSC:2017-33

To: Resident Services Committee  
From: Senior Director, Community Safety Unit  
Date: June 23, 2017

PURPOSE:  
To provide the Resident Services Committee (the “Committee”) with an update on the Community Safety Unit (“CSU”) Deployment Model.

RECOMMENDATIONS:  
It is recommended that the Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:  

BACKGROUND:  
This report will provide the Committee with information on the status of the Community Safety Unit Deployment Model. The model is to provide efficient and effective coverage for TCHC communities consistent with available resources. The model seeks to meet CSU’s objectives, align with TCHC corporate goals and optimize coverage to meet the expectations of our staff and tenants which is outlined in CSU’s new mission statement.

Mission Statement

The Deployment Model Committee finalized the Community Safety Unit’s mission statement with input from all CSU staff.

‘We are dedicated to providing safe and secure neighborhoods, through engagement, education and enforcement.’
The Deployment Model Committee also recommended CSU adopt a motto to define the motivation of the unit with the main function to reveal the purpose of the work they do. This motto will appear on our internal and external communications including our fleet.

“Working together for safer communities”

CSU Deployment Model

The Community Safety Unit’s deployment model captures how geographical zones are divided, the on-off shift pattern /schedule, and shift length.

The Deployment Model Committee was formed in June 2016 to assess the deployment model being used at that time and incorporate a more inclusive approach allowing greater staff participation and consultations to develop a model that is aligned with Toronto Community Housing’s corporate goals and addresses the issues brought forward by CSU staff, other TCHC departments and Tenants.

On April 27, 2017 the CSU staff and management team agreed on a new shift schedule that meets the objectives outlined by the Deployment Model Committee which includes but is not limited to:

- Eliminating service gaps
- Allowing proper briefings between shifts
- Addressing accumulation of time banked
- Allowing sufficient staff coverage during service peak times
- Allowing for greater community presence, intervention and engagement
- Minimizing the need for overtime call-outs

New Schedule

Day/Night Shifts:
Staggered start times of 6:00 a.m. and 7:00 am. Shifts are 11 hours Monday through Thursday and 12 hours Friday through Sunday.
Shift Pattern: four days on four days off - Two day shifts and two night shifts with four days off, then repeat.

**Afternoon Shifts:**
A daily static afternoon shift starting at 3:00 p.m. Shifts are 11 hours Monday through Thursday and 12 hours Friday through Sunday. Shift Pattern: four days on four days off schedule, then repeat.

With our targeted complement of 102 officers, there will be 51 officers scheduled on and 51 officers scheduled off. Current complement is 95 officers.

Supervisors start their shift a half hour prior to the patrol officer’s shifts in order to brief the officers.

**Geographical Boundaries**

The Deployment Model Committee defined the patrol boundaries based on statistical data, trends and intelligence. The map of Toronto is now divided into 17 patrol zones, 6 zones in the West, 6 zones in East and 5 zones in Central.

**Minimum Staffing Coverage**

The minimum number of officers scheduled for each shift is set at 13 per shift; therefore, if less than 13 officers are booked on for a shift then the officers are called in on overtime to keep staffing levels at a minimum of 13 per shift.

This new model allows for a minimum of 26 officers during the overlap day and afternoon shift, which is designed to land during our service peak times.

Minimums will be reviewed every six months to ensure they align with our operational need, resources and service peak times.
**Next Steps**

Attached is a copy of a quarterly timeline overview for the Deployment Model Process and Deliverables.

**SIGNATURE:**

“William Anderson”

William Anderson
Senior Director, Community Safety Unit

**Staff Contacts:**

Mona Bottoni............................................................. 416-981-5036
Manager, Planning & Business Support.
mona.bottoni@torontohousing.ca
CSU Deployment Model - Process and Deliverables - Timeline Overview

**July 7, 2016** Updated RSC on deployment model progress.
- **August, 2016**
- Reviewed statistical data, historical trends and intelligence gathering.

**January, 2017**
Committee reviewed eight different combinations of shift schedules ensuring they met the objectives set by the committee.

**February, 2017**
Committee reviewed and defined patrol boundaries based on statistical data, historical trends and intelligence.

**June 1, 2016.** 19 member Deployment Model Workgroup formed.
**June 17, 2016** Deployment Model report shared with RSC with background, current state and milestones.
**June 22-29, 2016** group consultations held with OU Staff, RCS staff & CCC staff.
**June 30, 2016** Tenant Safety Meeting minutes from 2015 & 2016 reviewed and their recommendations considered.

**October, 2016**
Various schedule combinations and patrol boundaries created and discussed by the committee.

**December 2016,** COO met with TPS on CSU supporting TPS in the implementation of *The Way Forward* strategy which will impact CSU’s deployment model.
April 2017, the shift schedule that met the objectives and agreed to by the union was selected.

April 27, 2017
New shift schedule implemented.

June 19, 2017
Deployment committee re-visited patrol zone boundaries for central area to make necessary adjustments to achieve optimal coverage in those patrol zones.

July, 2017
Send communication on Deployment Model to Operating Unit Staff.

August 2017
Deployment model committee to discuss service standards to meet staff and tenants expectations. To measure the effectiveness of the new model and the service CSU provides.

September 2017,
Complete hiring and commence training phase to bring officers up to a complement of 102.

October 6, 2017
Deployment Model post implementation review.

December 2017
Finalize CSU’s Standard Operating Procedures.

December 2017
Communicate finalized deployment model to tenants and external agencies.
2017 Complaints Report
Item 6
July 10, 2017
Tenant Services Committee

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<th>Report:</th>
<th>RSC:2017-38</th>
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<tr>
<td>To:</td>
<td>Tenant Services Committee (RSC)</td>
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<tr>
<td>From:</td>
<td>Chief Operating Officer</td>
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PURPOSE:
To provide the Tenant Services Committee with an update on the volume, type and trend on complaints received by Toronto Community Housing for the period of December 2016 to May of 2017.

RECOMMENDATIONS:
It is recommended that the Tenant Services Committee receive the report for information.

REASONS FOR RECOMMENDATIONS:
The information contained within the following report provides the Committee with the requisite details necessary to meet its responsibilities as set out in its terms of reference.
BACKGROUND:

Toronto Community Housing’s Tenant Complaint Process defines the supporting principles, process and service standard for complaints handling. The current complaints process defines a service standard for responding to complaints within 10 business days. If a resolution cannot be achieved within 10 business days, staff are to advise the tenant of the anticipated time it will take to resolve the issue.

As part of the organization’s Customer Service Strategy the Tenant Compliant process is presently being reviewed for the purpose of supporting the Tenant Charter by clearly establishing standards, building consistency into the handling procedure, and further developing a commitment to continuous improvement initiatives that emerge from complaint trends. Additionally, there is the need to develop more robust tracking and reporting of complaints in order to demonstrate transparency and foster a sense of confidence in the organization’s accountability.

SUMMARY OF COMPLAINTS RECEIVED (DECEMBER 2016 – JANUARY 2017):

<table>
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<tr>
<th></th>
<th>May-17</th>
<th>Apr-17</th>
<th>Mar-17</th>
<th>Feb-17</th>
<th>Jan-17</th>
<th>Dec-16</th>
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<tr>
<td># of Complaints Created This Month</td>
<td>826</td>
<td>718</td>
<td>394</td>
<td>743</td>
<td>770</td>
<td>624</td>
</tr>
<tr>
<td>% Complaints Closed in 10 Days*</td>
<td>75%</td>
<td>79%</td>
<td>91%</td>
<td>75%</td>
<td>72%</td>
<td>79%</td>
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<tr>
<td>Service Level Target: 90% Closed in 10 Days</td>
<td>⭕</td>
<td>⭕</td>
<td>⭕</td>
<td>⭕</td>
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<tr>
<td># of Anti-Social Behavior Complaints Created This Month</td>
<td>366</td>
<td>308</td>
<td>136</td>
<td>291</td>
<td>329</td>
<td>224</td>
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TREND ON CLOSED IN 10 DAYS

STATUS OF COMPLAINTS CREATED - MAY 2017

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<th># of Complaints</th>
<th>Average Age (days)</th>
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<td># of Complaints</td>
<td># of Complaints</td>
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<td>Anti-Social Behaviour</td>
<td>376</td>
<td>268</td>
<td>644</td>
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<td>Grand Total</td>
<td>444</td>
<td>382</td>
<td>826</td>
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# of Complaints with Increments: 53 6%

Notes: (1) Age is based on business days. (2) Records created within final 10 business days of the month but not closed are excluded from the completion % calculation. (3) *Anti-Social Behavior complaints are excluded from the completion % calculation and are not measured in service level. 4) Data Source: EasyTrac.
Complaints have been categorized into those pertaining to:

- **Anti-Social Behaviour** (tenant disputes and behavioural issues)
  - Volumes are split evenly between the two categories

- **Building Condition** (Maintenance, Cleaning, Service interruption, etc.)
  - Volumes are split predominantly between Maintenance issues and the interrupted service with cleaning complaints being very small.

- **TCHC Staff**
  - Volumes are primarily among staff groups who directly interface with Tenants (Building and OU staff).

- **Relocation Issues**

Complaints are recorded in EasyTrac and can be tracked by building, operating unit and at some measure of subcategory.

Complaints related to anti-social behavior (e.g. neighbour disputes, noise complaints etc.) continue to be the lead complaint category, contributing to the overall increase in the month of May. There is a continued focus on tracking of tenancy management actions related to Evictions for Cause.
IMPLICATIONS AND RISKS:

The occurrence of complaints, the demonstrated ability to effectively respond and our transparency in reporting on both are a critical factor in maintaining the reputation of the organization as a responsive and accountable landlord. Tenant satisfaction with services and the related customer experience define the organization’s value. Moreover, the capacity to learn from service failures identified through complaints is a lever to continuous improvement.

The aggregate objectives of our revised Complaint Management process relies partially on IT systems that presently have limited capacity to support the enhanced requirements. This issue has been identified for planning consideration as part of the IT strategy going forward.

SIGNATURE:

“Wayne Tuck”

Wayne Tuck, Chief Operating Officer

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