



## Tenant Services Committee

931 Yonge Street,  
Toronto, M4W 2H2

Page 1 of 13

The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on November 24, 2020, via WebEx, commencing at 9:18 a.m.

**TSC Directors Present:** Debbie Douglas, Acting Chair  
John Campbell  
Amanda Coombs  
Ubah Farah  
Councillor Paula Fletcher  
Linda Jackson (9:45 a.m. – 12:00 p.m.)

**TSC Directors Absent:** Councillor Frances Nunziata

**Management Present:** Kevin Marshman, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Vincent Tong, Chief Development Officer  
Rose-Ann Lee, Chief Financial Officer  
Allen Murray, Vice President, Facilities Management  
Cynthia Summers, Commissioner of Housing Equity  
Jill Bada, General Manager, Seniors Housing Unit  
John Angkaw, Senior Director, Business Operations  
Bill Anderson, Senior Director, Community Safety Unit  
Scott Kirkham, Manager, Stakeholder Relations  
Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Ms. Douglas, 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 TSC meeting, noted the Acknowledgement of the Land and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC's holding this TSC meeting virtually.

**COVID-19 Update**

TCHC's COVID-19 response is now in its tenth month, and the Chair thanked employees for the exemplary work they are doing to deliver essential services and support TCHC tenants.

Many of TCHC's communities are among the hardest hit by the virus, and employees have stepped up to support tenants who are self-isolating and help agencies deliver food and other essentials to seniors and vulnerable tenants.

In particular, the Chair recognized the contributions of staff who work in TCHC buildings. Given the resurgence of COVID-19 cases, TCHC's maintaining the extended 10-hour shift schedules that are enabling TCHC to deliver enhanced cleaning protocols that are preventing the spread of the virus and keeping people safe.

Lastly, the Chair thanked everyone at the company for setting a good example by following public health advice at work and at home.

## DEPUTATIONS

---

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

- Item 4B – Tenant Complaints Process Update (*Kathleen Doobay*)
- Item 4D – Employment Opportunities for Tenants at TCHC (*Elena Korniakova*)
- Item 4E – Violence Reduction Plan: Service Delivery Alignment (*Kathleen Doobay and Nate Medhanie*)
- Item 6 – Harm Reduction Policy (*Rhiannon Thomas and Katie Mayerson*)
- Item 7 – Q4 2020 Update on Tenants First (*Elena Korniakova*)

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

- Item 2A – Approval of Public Meeting Agenda (*Cheryl Duggan*)
- Item 2D – Chief Operating Officer’s Report on Tenant Services and Initiatives [*deferred from November 24, 2020 meeting*] (*Cheryl Duggan*)
- Item 4B – Tenant Complaints Process Update (*Kathleen Doobay*)
- Item 4D – Employment Opportunities for Tenants at TCHC (*Elena Korniakova*)
- Item 4E – Violence Reduction Plan: Service Delivery Alignment (*Kathleen Doobay and Nate Medhanie*)
- Item 7 – Q4 2020 Update on Tenants First (*Elena Korniakova*)

## ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

---

Written deputation from Cheryl Duggan was received with respect to this item and was circulated to the TSC prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the TSC approved the Public meeting agenda for the TSC’s January 25, 2021.

---

**ITEM 2B CHAIR'S POLL RE: CONFLICT OF INTEREST**

---

The Chair requested members of the TSC 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 TSC MEETING OF NOVEMBER 24, 2020**

---

*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the TSC confirmed the above-captioned minutes without amendments.

---

**ITEM 2D CHIEF OPERATING OFFICER'S REPORT ON TENANT SERVICES AND INITIATIVES [DEFERRED FROM NOVEMBER 24, 2020 MEETING]**

---

TSC:2021-04

Written deputation from Cheryl Duggan was received with respect to this item and was circulated to the TSC prior to the meeting.

*Motion carried* **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the TSC received the information contained in Report:TSC:2021-04 for its information.

---

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

---

*Motion carried* **ON MOTION DULY MADE** by Ms. Coombs, seconded by Councillor Fletcher and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update for its information.

**ITEM 4A OPERATIONAL PERFORMANCE MEASURES TSC:2021-05**

---

The above-captioned report (TSC:2021-05) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter, highlights of which include:

- November 2020 Operational Performance Measures;
- Service requests are up, but elevator and pest control requests have decreased;
- Vacancies rates are up;
- Arrears are up;
- Crime rates are up;
- Fire incidents are up; and
- Tenant supports are down slightly.

Ms. Penny was available to answer questions of the TSC. Highlights of the discussion include:

- In 2020, TCHC received approximately \$4M in false fire alarm charges from Toronto Fire Services (“TFS”). Tenant awareness and education are key tactics to reduce the number of false fire alarms.
  - Action item: The next Operational Performance Measures report to include whether the prevalence of false fire alarms is higher in TCHC buildings than in non-TCHC buildings in the city.
- TCHC is working on two rapid re-housing programs with the City of Toronto (the “City”) for individuals who are currently in the shelter system and on the centralized waiting list. By the end of Phase 1 of the programs, over 400 individuals were housed in 300 units.
- The rapid re-housing programs are focused on filling vacancies where we have identified high vacancy rates including pockets in the city’s north west and north east areas, and the central Sherbourne area.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Coombs and carried, the TSC received the information contained in Report TSC:2021-05 for its information.

**ITEM 4B TENANT COMPLAINTS PROCESS UPDATE TSC:2021-06**

---

Verbal deputation was received from Kathleen Doobay with respect to this item. Written deputation from Kathleen Doobay was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-06) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter, highlights of which include:

- Program update;
- Complaints data and trends; and
- Learning from complaints

Ms. Penny was available to answer questions of the TSC. Highlights of the discussion include:

- The new tenant complaint process was launched in August 2020 and there was a dramatic increase in the number of complaints received in Q3 2020, which are believed to be correlated.
- Service quality indicators (“SQIs”) have been developed for the four pillars of service. Staff have provided their feedback on the SQIs and the next step will be to have the newly established tenant leadership complete the SQIs to get a granular understanding of the quality of service being provided.
- The highest volume of complaints are made regarding elevators, plumbing and pest control.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Coombs, seconded by Ms. Farah and carried, the TSC received the information contained in Report TSC:2021-06 for its information.

---

**ITEM 4C TENANT ENGAGEMENT REFRESH UPDATE TSC:2021-07**

---

The above-captioned report (TSC:2021-07) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter, highlights of which include:

- Update on Phase 1 and community representative positions filled; and
- Lessons learned and recommendations.

Ms. Penny was available to answer questions of the TSC. Highlights of the discussion include:

- Where tenant leadership was not elected in Phase 1 communities, we will wait 12 weeks and then initiate a by-election. These communities did not have anyone put their name forward for election. The Phase 1 by-elections will overlap with the roll-out of the Phase 2 elections.
  - Action item: The next Tenant Engagement Refresh Update report to include the list of the communities from Phase 1 that did not elect tenant leadership.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Jackson, seconded by Mr. Campbell and carried, the TSC received the information contained in Report TSC:2021-07 for its information.

---

**ITEM 4D EMPLOYMENT OPPORTUNITIES FOR TENANTS AT TCHC TSC:2021-08**

---

Verbal deputation was received from Elena Kornikova with respect to this item. Written deputation from Elena Kornikova was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-08) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter,

---

highlights of which include:

- Background on TCHC's Community Economic Development ("CED") strategy;
- Update on how TCHC creates employment opportunities for tenants; and
- Next steps.

Ms. Penny was available to answer questions of the TSC. Highlights of the discussion include:

- We do not currently collect demographic information from job applicants.
- Each employment opportunity has a local communications strategy to ensure tenants are kept informed
- It is important to ensure TCHC is not duplicating work that is performed by other agencies, e.g. Toronto Employment and Social Services ("TESS").
  - Action item: Management to report back with the number of tenants employed through the various employment programs, as well as the length of their employment and the location of their employment.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Coombs, seconded by Ms. Jackson and carried, the TSC received the information contained in Report TSC:2021-08 for its information.

---

**ITEM 4E      VIOLENCE REDUCTION PLAN: SERVICE DELIVERY ALIGNMENT      TSC:2021-11**

---

Verbal deputations were received from Kathleen Doobay and Nate Medhanie with respect to this item. Written deputations from Kathleen Doobay and Nate Medhanie were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-11) was circulated to TSC members prior to the meeting.



Ms. Penny provided the TSC with a presentation regarding this matter, highlights of which include:

- Background of the Violence Reduction Program (“VRP”);
- Implementation status including:
  - VRP Community Safety Coordinator (“CSC”) staffing;
  - Regional CSCs;
  - Community Safety Unit (“CSU”) staffing update;
  - Deployment of CSU VRP Officers;
  - Diversity and mental health training; and
  - Confronting Anti-Black Racism (“CABR”) strategy.

Ms. Penny was available to answer questions of the TSC. Highlights of the discussion include:

- The VRP CSCs report to the regional Manager of Community Safety and Support, who reports to the regional General Manager. These CSCs work at the VRP sites to provide tenants with program opportunities and linkages to community supports.
- VRP CSCs and Special Constables are part of a local integrated table for providing supports to tenants in a given community.
- This report provides information on the program delivery side, the community supports side, and the CSU Special Constable program for VRP sites.
- The CABR team has engaged Special Constables in focus groups to understand their experiences and realities in executing their day-to-day work in communities.
- Enhanced patrolling with Toronto Police Service (“TPS”) involves Special Constables walking TCHC sites with TPS officers.
- Concern was raised that the tenancy management model and the community safety model are not currently aligned, and more work is required in this area.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Campbell and carried, the TSC received the information contained in Report TSC:2021-11 for its information.

---

**ITEM 5      CONTRACT MANAGEMENT UPDATE      TSC:2021-02**

---

The above-captioned report (TSC:2021-02) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter, highlights of which include:

- Background on actions taken by TCHC to enhance oversight and service delivery within the contract management portfolio; and
- Update on the status of the transition of West region buildings to direct managed, which is now complete as of December 2020.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Coombs, seconded by Ms. Farah and carried, the TSC received the information contained in Report TSC:2021-02 for its information.

---

**ITEM 6      HARM REDUCTION POLICY      TSC:2021-12**

---

Verbal deputations were received from Rhiannon Thomas and Katie Mayerson with respect to this item.

The above-captioned report (TSC:2021-12) was circulated to TSC members prior to the meeting.

Mr. Kirkham was available to answer questions of the TSC. Highlights of the discussion include:

- This policy is a first step for TCHC to clarify our existing obligations for harm reduction and tenants who use drugs. This policy states that harm reduction is welcome in TCHC buildings.
- We are currently working with Toronto Public Health (“TPH”) to better map overdoses in TCHC buildings. The main challenge is that TCHC is not a healthcare provider, thus limiting our access to healthcare records.
- Harm reduction services can be carried out in our buildings with

---

individual case workers and tenants. The other model is a drop-in model where tenants can meet and network with the service provider and receive education.

- Tenants are worried they will be evicted for drug use, but TCHC is concerned about the outcomes of drug use (e.g. not paying rent, anti-social behaviour). As such, TCHC is invested in working with harm reduction providers to support tenants using drugs, which can include drug cessation supports.
- The pilot program at 250 Davenport created some conflict at that site. Moving forward, as per the policy, any drop in programs will require community engagement and tenant communication to prevent similar conflicts in the future.
- CSU Special Constables are required to receive First Aid training and more than 90% of them have also received training on responding to overdoses and how to administer naloxone.
  - No staff are required to administer naloxone, but if they can and choose to administer it, TCHC supports that decision.
  - There are rules around who can legally be told to dispense medication, which is beyond TCHC's authority.
  - Special Constables carry naloxone and have administered it 14 times.
- The selling and distribution of illegal drugs is still grounds for eviction.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Jackson, seconded by Ms. Farah and carried, the TSC unanimously approved the Harm Reduction Policy as set out in Attachment 1 to Report TSC:2021-12 and forwarded it to the Board of Directors for its approval.

---

## **OTHER BUSINESS**

Councillor Fletcher brought forward the matter of space issues for community-based programming at Lawrence Heights and other revitalization sites. Rather than using residential units to address space needs, it was recommended that Management explore the possibility of using shipping containers as an option to house these programs.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Jackson and carried, the TSC requested that Toronto Community Housing Corporation:

1. Investigate the possibility of providing shipping containers to established local, non-profit, equity seeking groups with a track record of serving Toronto Community Housing Corporation tenants who reside in the Lawrence Heights community, to be used in the provision of those services;
2. Consider partnering with a third party in the delivery of these resources; and
3. Report on the outcome of that investigation at the meeting of the Tenant Services Committee scheduled for May 4, 2021.

**ITEM 7**

**Q4 2020 UPDATE ON TENANTS FIRST**

TSC:2021-13

Verbal deputation from Elena Korniakova was received with respect to this item. Written deputation from Elena Korniakova was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-13) was circulated to TSC members prior to the meeting.

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Jackson and carried, the TSC received the information contained in Report TSC:2021-13 for its information.

**ITEM 8            2021 PUBLIC TSC WORK PLAN**

---

TSC:2021-14

The above-captioned report (TSC:2021-14) was circulated to TSC members prior to the meeting.

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

- The frequency of reporting from the Office of the Commissioner of Housing Equity (“OCHE”) should be reduced to bi-annual, and the nature of that reporting needs to be clarified to ensure the appropriate information is being shared with the TSC.

*Motion carried*            **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Jackson and carried, the TSC approved the 2021 Public TSC Work Plan as set out in Attachment 1 to Report TSC:2021-14.

**TERMINATION**

---

The public meeting terminated at 12:00 p.m.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Chair, Tenant Services Committee