



## **Tenant Services Committee**

931 Yonge Street,  
Toronto, M4W 2H2

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The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on November 18, 2021, via WebEx, commencing at 9:00 a.m.

**TSC Directors Present:** John Campbell, Chair  
Marcel Charlebois  
Ubah Farah  
Councillor Paula Fletcher (9:00 a.m. – 9:26 a.m.)  
Councillor Frances Nunziata

**TSC Directors Absent:** Debbie Douglas

**Management Present:** Jag Sharma, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)  
Kelly Skeith, Acting Chief Development Officer (“CDO”)  
Barbara Shulman, Interim Vice President, Human Resources  
Paula Knight, Vice President, Strategic Planning & Communications  
Cynthia Summers, Commissioner of Housing Equity  
Allen Murray, Vice President, Facilities Management  
Grant Coffey, General Manager, Seniors Housing Unit  
John Angkaw, Senior Director, Business

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Operations  
Richard Grotsch, Tenant Resolution Officer  
Nadia Gouveia, Director, Programs and  
Partnerships  
Likwa Nkala, Manager, Community Safety and  
Support  
Boyd Dyer, Director of Smart Buildings & Energy  
Management  
Christine Yan, Acting Assistant Corporate  
Secretary

**Guests Present:**

Michel Mersereau, Management Consultant,  
ConnectTO (9:08 a.m. – 9:55 a.m.)  
Willians Herrada (10:06 a.m. – 10:27 a.m.)  
Katelyn Wallace (10:06 a.m. – 10:27 a.m.)  
Sarah Rogers (10:06 a.m. – 10:27 a.m.)  
Isa Ali (10:06 a.m. – 10:27 a.m.)  
Rayya Brown (10:06 a.m. – 10:27 a.m.)  
Jamal Burger (10:06 a.m. – 10:27 a.m.)

A quorum being present, Mr. Campbell, serving as Chair, called the meeting to order, and Ms. Yan served as recording secretary.

**ITEM 1 CHAIR'S REMARKS**

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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 is holding this TSC meeting virtually.

## **DEPUTATIONS**

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

- Item 2D – Q3 2021 Tenants First Update (*Bill Lohman and Anita Dressler*)
- Item 2F – Overview: Community Safety Unit (*Miguel Avila-Velarde*)
- Item 6C – Crisis Priority Transfers (*Miguel Avila-Velarde*)
- Item 6E – Tenant Complaint Process Update (*Miguel Avila-Velarde*)

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

- Item 2D – Q3 2021 Tenants First Update (*Bill Lohman and Anita Dressler*)
- Item 2E – Violence Reduction Program Update Q2 & Q3 2021 (*Nicole Corrado*)
- Item 2F – Overview: Community Safety Unit (*Cheryl Duggan and Nicole Corrado*)
- Item 5 – Board and Committee Meeting Rules of Procedures (*Cheryl Duggan*)
- Item 6A – TCHC's Operational Performance Measures (*Nicole Corrado*)
- Item 6C – Crisis Priority Transfers (*Cheryl Duggan and Amanda Coombs*)
- Item 6D – Community Impact Programs (*Cheryl Duggan and Kathleen Doobay*)
- Item 9 – Seniors Housing Unit South East Region Tenant Experience Survey Results (*Nicole Corrado*)

## **ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA**

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The Chair proposed that following the practice of the City of Toronto, the Committee approach the agenda by indicating items that will be held for deputations, presentations, and as requested by Committee members, and approving the remaining items that are not requested to be held.

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Following this approach, the following items were held for discussion at this meeting:

- Item 2D – Q3 2021 Tenants First Update
- Item 2E – Violence Reduction Program Update Q2 & Q3 2021
- Item 2F – Overview: Community Safety Unit
- Item 6B – TCHC Provision of Internet Access to All TCHC Households
- Item 6C – Crisis Priority Transfers
- Item 6D – Community Impact Programs
- Item 6E – Tenant Complaints Process Update
- Item 7A – OCHE Bi-annual Update
- Item 7B – OCHE Systemic Recommendations Report
- Item 7C – OCHE 2022 Work Plan
- Item 9 – Seniors Housing Unit South East Region Tenant Experience Survey Results

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC approved the Public meeting agenda of the November 18, 2021 meeting.

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

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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. **Councillor Nunziata declared a conflict for agenda Item 6B: TCHC Provision of Internet Access to All TCHC Households.**

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**ITEM 2C    CONFIRMATION OF MINUTES OF THE PUBLIC TSC  
MEETING OF SEPTEMBER 14, 2021**

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

**ITEM 2D Q3 2021 TENANTS FIRST UPDATE**

TSC:2021-67

Verbal deputations from Bill Lohman and Anita Dressler were received with respect to this item.

Written deputations from Bill Lohman and Anita Dressler were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-67) was circulated to TSC members prior to the meeting.

Highlights of the discussion include:

- It was suggested that TCHC management clarify with the Tenants First Team at the City of Toronto the oversight role of TCHC over the Tenants First project and the role of the Senior Tenants Advisory Committee (“STAC”) as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the information in Report TSC:2021-67, being the Q3 2021 Tenants First Update report, for its information.

**ITEM 2E VIOLENCE REDUCTION PROGRAM UPDATE – Q2 & Q3, 2021**

TSC:2021-81

A written deputation from Nicole Corrado was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-81) was circulated to TSC members prior to the meeting.

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

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- The report indicates that a decision was made to suspend the hiring of 12 Violence Reduction Program (“VRP”) Special Constables and as of September 30, 2021, there were 16 vacancies for the VRP Special Constables. It was provided that the gap created by the suspension of hiring has been addressed by engaging third party security guards to continue providing service in those communities.
- The decision to suspend the hiring was directed by the TSC initially, while the role of the Community Safety Unit (“CSU”) in supporting and providing community safety across the portfolio is being considered by the Community Safety Advisory Sub-Committee (“CSAC”). The CSAC will report back to the TSC on when and how these positions are filled.
- It was suggested that a gender breakdown be included in reports around community programs.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the information in Report TSC:2021-81, being the Violence Reduction Program Update – Q2 & Q3, 2021, for its information.

**ITEM 2F      OVERVIEW: COMMUNITY SAFETY UNIT      TSC:2021-82**

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A verbal deputation from Miguel Avila-Velarde was received with respect to this item.

Written deputations from Cheryl Duggan and Nicole Corrado were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-82) was circulated to TSC members prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the information in Report TSC:2021-82, being the Overview of Community Safety

Unit report, for its information.

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

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*Motion carried* **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of September 14, 2021 for its information.

**ITEM 4 COMMUNITY SAFETY ADVISORY SUB-COMMITTEE CHAIR'S REPORT**

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No comments or remarks from the Chair were received.

**ITEM 5 BOARD AND COMMITTEE MEETING RULES OF PROCEDURES** TSC:2021-75

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

The above-captioned report (TSC:2021-75) was circulated to TSC members prior to the meeting.

*Motion carried* **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-75, being the Board and Committee Meeting Rules of Procedures report, for its information.

**ITEM 6A TCHC'S OPERATIONAL PERFORMANCE MEASURES** TSC:2021-69

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A written deputation from Nicole Corrado was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-69) was circulated to TSC members prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-69, being the TCHC's Operational Performance Measures report, for its information.

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**ITEM 6B      TCHC PROVISION OF INTERNET ACCESS      TSC:2021-70**  
**TO ALL TCHC HOUSEHOLDS**

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The above-captioned report (TSC:2021-70) was circulated to TSC members prior to the meeting.

A declaration of conflict from Councillor Nunziata was noted and Councillor Nunziata withdrew from the discussion of this item.

Ms. Gouveia, Mr. Dyer and Mr. Mersereau delivered a presentation on In-Suite Internet Access for TCHC Tenants and were available to answer questions of the TSC. Highlights of the discussion include:

- TCHC was able to obtain statistics from Rogers to speak to their level of connectivity for our tenants, but was not able to obtain the same data from other service providers.
- While practically the project should be open to a diverse range of service providers, there is no equitable distribution of non-dominant carriers operating within the city, and TCHC has to work with service providers who own the infrastructure in its specific buildings.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-70, being the TCHC Provision of Internet Access to All TCHC



Households report, for its information.

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**ITEM 6C      CRISIS PRIORITY TRANSFERS**

TSC:2021-71

A verbal deputation from Miguel Avila-Velarde was received with respect to this item.

Written deputations from Cheryl Duggan and Amanda Coombs were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-71) was circulated to TSC members prior to the meeting.

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

- It was suggested that TCHC consider setting aside a number of units in safe communities for crisis transfers.
- It was also suggested that TCHC work with the City of Toronto to provide transfer applicants who are victims of abuse or trafficking with access to external housing options for their transfer applications.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received for its information Report TSC:2021-71 regarding the Crisis Priority Transfers, and forwarded it to the Board for its information.

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**ITEM 6D      COMMUNITY IMPACT PROGRAMS**

TSC:2021-72

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

The above-captioned report (TSC:2021-72) was circulated to TSC members prior to the meeting.

Likwa Nkala, Willians Herrada, Katelyn Wallace, Sarah Rogers, Isa Ali, Rayya Brown and Jamal Burger gave a presentation on the Community Impact Programs in the Central Region, which include:

- The Virtual Program Support Chromebooks Donation;
- The Head-stART virtual arts program;
- The Regent Park Safe Spaces Pilot Project;
- The Be.Build.Brand (B3); and
- The Moss Park Basketball Court Revival.

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

- Most programs were designed the overseen by the Programs and Partnerships Team, and delivered by the regional teams or in partnership with community agencies. Some programs were designed and delivered completely by the regional teams.
- Young people from the communities have been hired for the Senior Program Leader roles and other frontline roles to provide programming into the buildings.
- It was suggested that a gender breakdown on who have been reached out through these programs be included in the report.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-72, being the Community Impact Programs report, for its information.

**ITEM 6E      TENANT COMPLAINTS PROCESS UPDATE      TSC:2021-73**

A verbal deputation was received from Miguel Avila-Velarde with respect to this item.

The above-captioned report (TSC:2021-73) was circulated to TSC members prior to the meeting.

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*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-73, being the Tenant Complaints Process Update report, for its information.

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**ITEM 6F      TENANT ENGAGEMENT REFRESH UPDATE      TSC:2021-74**

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The above-captioned report (TSC:2021-74) was circulated to TSC members prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-74, being the Tenant Engagement Refresh Update report, for its information.

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**ITEM 7A      OCHE BI-ANNUAL UPDATE      TSC:2021-76**

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The above-captioned report (TSC:2021-76) was circulated to TSC members prior to the meeting.

Ms. Summers provided an overview of the OCHE Bi-annual Update and highlighted the positive outcomes provided in the report: 278 households were referred to the OCHE between January 1 and June 30, 2021, and 81% of those households avoided the need for eviction by working with the OCHE.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the OCHE Bi-annual Update report for its information and forwarded it to the Board for its information.

**OCHE SYSTEMIC RECOMMENDATIONS**  
**REPORT – AUGUST 1, 2019, TO**  
**SEPTEMBER 30, 2021**

**ITEM 7B**

**TSC:2021-77**

The above-captioned report (TSC:2021-77) was circulated to TSC members prior to the meeting.

Ms. Summers provided an overview of the report and was available to answer questions of the TSC together with Ms. Penny and Mr. Sharma. Highlights of the discussion include:

- The report outlines all the systemic recommendations made to TCHC from August 1, 2019 to September 30, 2021, and recommends to expand the OCHE’s jurisdiction from that of working with senior and vulnerable tenants to that of working with all tenants living in TCHC.
- The expanded jurisdiction will allow OCHE to support tenants in arrears prior to TCHC filing an *Application to Evict a Tenant for Non-Payment of Rent and to Collect Rent a Tenant Owes* (“L1 Application”) to the Landlord and Tenant Board (“the LTB”).
- TCHC and the OCHE have conducted a Pre-Eviction Audit Pilot (“the Pilot”) to determine whether or not all TCHC policies and procedures have been properly adhered to prior to enforcing evictions. The Pilot includes all arrears files (including the Family Portfolio) which have been processed through the LTB and have a valid Order to enforce evictions with the Sheriff.
- The preliminary results of the Pilot indicate that in near 30% of the files reviewed so far (10 of 35 files), TCHC made significant errors and the Commissioner recommended that the tenancies not be terminated. As a result, TCHC instead worked with the tenants to address the arrears and stabilize the tenancies.
- The findings of OCHE’s review of the systemic recommendations and the results of the Pilot point toward a need for all arrears files to be reviewed prior to the L1 Application being filed. This will mitigate the significant errors found in the process and ensure arrears remain collectible and tenants remain housed. Working with TCHC Senior Management, the Toronto Ombudsman has encouraged this change in process.

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- By changing TCHC's Arrears Collection Process ("ACP") to include OCHE intervention in all evictions for arrears early in the process, all tenants living in TCHC will have an opportunity to work with the OCHE voluntarily.
  - Discussions were held around the new ACP implemented in June 2021, especially on the timeline and the revised letter sent to tenants along with the formal *Notice to End your Tenancy for Non-payment of Rent* ("N4").
  - Action item: management to provide to the TSC a copy of the N4 notice along with the accompanying letter sent to tenants in arrears for its further discussion.

*Motion  
carried*

**ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC:

1. Received the OCHE Systemic Recommendations Report – August 1, 2019, to September 30, 2021, for its information and forwarded the report to the Board of Directors for its information; and
2. Approved the recommendation to expand the OCHE's jurisdiction from that of working with Senior and Vulnerable tenants to that of working with all tenants living in Toronto Community Housing. Thus allowing the OCHE to support tenants in arrears of rent prior to TCHC filing an *Application to Evict a Tenant for Non-Payment of Rent and to Collect Rent a Tenant Owes* ("L1 Application") to the Landlord and Tenant Board; and forwarded this to the Board of Directors for Approval.

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**ITEM 7C      OCHE 2022 WORK PLAN**

TSC:2021-78

The above-captioned report (TSC:2021-78) was circulated to TSC members

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prior to the meeting.

*Motion carried*            **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Nunziata and carried, the TSC unanimously approved the OCHE 2022 Work Plan and forwarded it to the Board of Directors for approval.

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**ITEM 8            TCHC RESPONSE TO OCHE SYSTEMIC RECOMMENDATIONS            TSC:2021-79**

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The above-captioned report (TSC:2021-79) was circulated to TSC members prior to the meeting.

*Motion carried*            **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2021-79, being the TCHC Response to OCHE Systemic Recommendations report, for its information and forwarded it to the Board for its information.

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**ITEM 9            SENIORS HOUSING UNIT SOUTH EAST REGION TENANT EXPERIENCE SURVEY RESULTS            TSC:2021-80**

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A written deputation from Nicole Corrado was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-80) was circulated to TSC members prior to the meeting.

This matter was deferred to the February 9, 2022 TSC meeting.

*Motion*            **ON MOTION DULY MADE** by Councillor Nunziata, seconded

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*carried* by Mr. Charlebois and carried, the TSC unanimously approved deferring Report TSC:2021-80, being the Seniors Housing Unit South East Region Tenant Experience Survey Results report, to the February 9, 2022 TSC meeting.

**TERMINATION**

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A Motion to adjourn the meeting was moved by Councillor Nunziata and seconded by Mr. Charlebois.

The public meeting terminated at 11:08 a.m.

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Secretary

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Chair, Tenant Services Committee