



## **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 September 14, 2021, via WebEx, commencing at 9:27 a.m.

**TSC Directors Present:** John Campbell, Chair  
Marcel Charlebois  
Debbie Douglas  
Ubah Farah  
Councillor Paula Fletcher  
Councillor Frances Nunziata

**TSC Directors Absent:** n/a

**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 and Treasurer  
Kelly Skeith, Acting Chief Development Officer (“CDO”)  
Barbara Shulman, Interim Vice President, Human Resources  
Paula Knight, Vice President, Strategic Planning & Communications  
Allen Murray, Vice President, Facilities Management  
Cynthia Summers, Commissioner of Housing Equity  
Jill Bada, General Manager, Seniors Housing Unit

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John Angkaw, Senior Director, Business Operations  
 Lindsay Viets, Director, Strategic Planning and Stakeholder Relations  
 William Mendes, Director, Program Delivery (10:00 am – 10:17 am)  
 Julio Rigores, Manager, Engagement Refresh  
 Christine Yan, Acting Assistant Corporate Secretary

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

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**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.

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**DEPUTATIONS**

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

- Item 2D – Q2 2021 Tenants First Update (*Bill Lohman*)
- Item 2E – Community Safety Advisory Sub-Committee Charter (*Katie Mayerson*)
- Item 6D – Tenant Engagement Refresh Update (*Miguel Avila-Velarde*)
- Item 8 – Harm Reduction Procedures (*Katie Mayerson, Alejandro G-R, and Miguel Avila-Velarde*)

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

- Item 2D – Q2 2021 Tenants First Update (*Bill Lohman*)
- Item 2E – Community Safety Advisory Sub-Committee Charter (*Cheryl Duggan*)

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- Item 6C – Tenant Complaints Update (*Cheryl Duggan*)
  - Item 6D – Tenant Engagement Refresh Update (*Cheryl Duggan and Bill Lohman*)
  - Item 7 – 2021 Tenant Survey (*Cheryl Duggan and Bill Lohman*)
  - Item 8 – Harm Reduction Procedures (*Alejandro G-R*)

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

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*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Councillor Nunziata and carried, the TSC approved the reordering of its Agenda

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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. **No conflicts were declared.**

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**ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF JULY 5, 2021**

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*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC confirmed the above-captioned minutes without amendments.

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**ITEM 2D Q2 2021 TENANTS FIRST UPDATE** TSC:2021-56

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Verbal and written deputations from Bill Lohman were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-56) was circulated to TSC members

prior to the meeting.

Mr. Sharma, Ms. Penny and Ms. Knight were available to answer questions of the TSC. Highlights of the discussion include:

- Senior tenants in the Seniors Housing Unit (SHU) need to be fully engaged in the transition from TCHC to the new Toronto Seniors Housing Corporation (TSHC), which requires a better collaboration between the TCHC CEO and the Transitional Lead and Chief Corporate Officer of TSHC. Regular meetings have been scheduled between the TCHC CEO and the Transitional Lead and Chief Corporate Officer of TSHC to ensure both parties are working closely on the transition. A communication plan has been developed to make sure seniors are made aware of the latest developments of the transition.
- TCHC is in the process of mapping out all stakeholder groups and developing an integrated engagement and communication plan to start engaging with various existing senior stakeholder groups on a regular basis.
- With respect to the scattered properties transfer, TCHC will continue providing services during the transition. Tenants have been advised of the changes and the process via the regional teams.
- Action item: Management to report back or conduct a second round of communication to ensure tenants in the scattered houses understand the changes associated with the transfer including staffing changes.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC received the information in Report TSC:2021-56, being the Q2 2021 Tenants First Update Report, for its information.

**COMMUNITY SAFETY ADVISORY SUB-COMMITTEE**  
**ITEM 2E CHARTER** **TSC:2021-63**

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A verbal deputation from Katie Mayerson was received with respect to this item.

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:2021-63) was circulated to TSC members prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC received the information in Report TSC:2021-63, being the Community Safety Advisory Sub-Committee Charter, for its information.

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

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Highlights of the discussion regarding Item 3 include:

- Regarding Item 1 – TCHC Provision of Internet Access to All TCHC Households, TCHC has been working closely with the City of Toronto and will report back to the TSC in the November 18 meeting on the results of the work. A question on internet access was included in the 2021 TCHC Tenant Survey, the results of which will inform the report.
- The Crisis Priority Transfers report in Item 11 scheduled to be provided in Q1 2022 could address the verbal deputation in Item 2E.
- Action item: Management to provide more information regarding the City of Toronto’s Centralized Waiting List for Social Housing, offline through an email (Public Action Item #5).
- Action item: Management to provide an updated Operational Organizational Chart of the restructured Operations division with names (Public Action Item #13).

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*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of July 5, 2021 for its information.

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

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The Community Safety Advisory Sub-Committee ("CSAC") Chair provided a verbal report on the progress of the CSAC, and added that CSAC will make sure issues are tracked and tenants are engaged on how they can feel safer in their communities.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC received the information in the verbal report made by the Community Safety Advisory Sub-Committee Chair for its information.

**ITEM 5      REVITALIZATION LONG-TERM – ECONOMIC & EMPLOYMENT BENEFITS**      TSC:2021-57

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The above-captioned report (TSC:2021-57) was circulated to TSC members prior to the meeting.

Ms. Skeith provided the TSC with an overview of the report, highlights of which include:

- The report responds to a request made by the TSC at its May 4, 2021 meeting and a motion at the Board of Directors passed in its June 15, 2021 meeting, providing an overview of long-term tenant economic benefits and employment opportunities generated across the revitalization sites.

Ms. Skeith and Mr. Mendes were available to answer questions of the TSC. Highlights of the discussion include:

- Action item: Staff to amplify the report and report back to provide more details including:
  - The total construction hours and project hours, broken down by revitalization communities;
  - The total value of all constructions of all the revitalization projects, and value broken down by revitalization communities;
  - More details on section 1.2 Contracts for Social Enterprises, which include the list of social enterprises that have been awarded the social contracts, the number of tenants employed, and how the social enterprises were procured, broken down by revitalization communities;
  - Revision of tables under section 2.1 Employment, converting job duration to employment hours, broken down by revitalization communities; and
  - More information on wages dispensed to tenants, through construction and non-construction jobs.
  - A draft revised report will be sent to Councillor Fletcher for review prior to finalization and submission to the TSC.

*Motion carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-57, being the Revitalization Long-Term Economic & Employment Benefits report, for its information.

	<b>TCHC'S OPERATIONAL PERFORMANCE</b>	
<b>ITEM 6A</b>	<b>MEASURES</b>	TSC:2021-58

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The above-captioned report (TSC:2021-58) 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 Report TSC:2021-58,

being the TCHC's Operational Performance Measures report, for its information.

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**ITEM 6B      COMMERCIAL RENT ARREARS RESULTING FROM COVID-19      TSC:2021-59**

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The above-captioned report (TSC:2021-59) was circulated to TSC members prior to the meeting.

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

- A question was raised about the portion of commercial rent arrears that will be recoverable. Ms. Penny provided that TCHC has 180 designated commercial units across its portfolio, 64 commercial tenants elected to defer rent over the past 16 months, 32 of them remained in deferral with the rest paying full rents again. TCHC continues working with the 32 commercial tenants with a primary focus on reinstating full monthly payments.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-59, being the Commercial Rent Arrears Resulting from COVID-19 report, for its information.

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**ITEM 6C      TENANT COMPLAINTS UPDATE      TSC:2021-60**

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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:2021-60) was circulated to TSC members prior to the meeting.



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

- A recent Ombudsman's report indicates that some tenants are still not familiar with the process to lodge a complaint. A postal-drop was suggested to be added to the current complaint registration channels. The Awareness Raising Campaign is an on-going process and the team will consider including complaint-related communication materials in the standard mail out package to raise awareness on the different ways tenants can lodge their complaints.
- Information about the complaint process was shared with tenants in various languages. Tenants were also advised of how to receive more detailed information in the language of their choice.
- TCHC tracks the trends of complaints to identify buildings with on-going complaints. A dedicated team is sent to those buildings to rectify the issue(s). The new HoMES system will be leveraged to generate useful statistics to flag repeated trends and identify opportunities for improvement.
- TCHC has been conducting building by building Service Quality Indicators Surveys to collect feedback from tenants and staff. Samples of these exercises will be provided in the next TSC meeting to demonstrate how the process works. Follow-up evaluation with a random sample of complainants by a third-party to close the loop was suggested and will be built into the next report going to the TSC.
- Action item: Management to provide a list of buildings engaged in the TCHC after-hours maintenance team pilot program in the West Region.
- Following the success of the TCHC after-hours maintenance team pilot program in the West Region, TCHC intends to expand the program to the East Region and the Central Region within the current budget envelop, and will report back to the TSC with the results of the full implementation.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-60, being the Tenant Complaints Update report, for its information.

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**ITEM 6D      TENANT ENGAGEMENT REFRESH UPDATE      TSC:2021-61**

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

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

The above-captioned report (TSC:2021-61) 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 is suggested that the senior communities be given attention to ensure they are represented in the transition period.
- Tenant representatives should be acknowledged for their previous service and dedication to their communities.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-61, being the Tenant Engagement Refresh Update report, for its information.

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**ITEM 7      2021 TENANT SURVEY      TSC:2021-64**

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

The above-captioned report (TSC:2021-64) was circulated to TSC members prior to the meeting.

Ms. Knight and Ms. Bada were available to answer questions of the TSC. Highlights of the discussion include:

- A question on sexual orientation was suggested to be included in the survey.

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- To maximize survey participation, TCHC has been actively engaging staff in the buildings, including support staff, in terms of how to guide tenants and connect tenants to the survey. An outreach campaign has been rolled out in buildings with staff promoting the survey to tenants and emphasizing tenants' voice matters. Three different vehicles are available for tenants to complete the survey. A fulsome Q&A document has been sent out to staff to help support tenants filling out the survey. Confidentiality will be ensured in the process.
  - Results of the survey will be received at the hub level and by region. Building-level data will not be shared to respect the anonymous nature of the data that comes back.
  - Senior tenants in the Seniors Housing Unit are not included in the 2021 TCHC Tenant Survey. Recognizing the uniqueness of the seniors' portfolio and the independent experience the seniors may have, and taking into account the timing of the launch of the Integrated Service Model (ISM) Phase 2 in September, a seniors-specific survey will be conducted in Q2 2022, which will include seniors-specific and ISM specific questions.
  - A seniors-specific survey has been administered in the 18 buildings of the South East Region in the Seniors Housing Portfolio, the results are being finalized and will be shared with the TSC as a baseline.
  - Action item: Seniors Housing Unit to bring forward a report on the results of the South East Region Tenant Experience Survey in the next TSC meeting on November 18, 2021.
  - The results of the 2021 TCHC Tenant Survey are estimated to be available by the end of December 2021.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Douglas and carried, the TSC received the information in Report TSC:2021-64, being the 2021 Tenant Survey report, for its information.

**ITEM 8 HARM REDUCTION PROCEDURES**

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TSC:2021-62

Verbal deputations from Katie Mayerson, Alejandro G-R, and Miguel Avila-Velarde were received with respect to this item.

The above-captioned report (TSC:2021-62) was circulated to TSC members prior to the meeting.

Mr. Sharma, Ms. Penny and Ms. Viets were available to answer questions of the TSC. Highlights of the discussion include:

- While TCHC is trying to strike a balance between supporting tenants in crisis and ensuring reasonable enjoyment of tenants in their buildings, TCHC will look into staff's feedback and feedback from tenants and communities at large to address both sides of the question.
- Discussion was held on having a special team go in the communities to provide support after a crisis. This approach could be explored more fully in the Community Safety Advisory Sub-Committee.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, the TSC received the information in Report TSC:2021-62, being the Harm Reduction Procedures report, for its information.

**TERMINATION**

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The public meeting terminated at 11:21 a.m.

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Secretary

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Chair, Tenant Services Committee