



## Tenant Services Committee

931 Yonge Street,  
Toronto, M4W 2H2

Page 1 of 15

The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on July 5, 2020, via WebEx, commencing at 8:46 a.m.

**TSC Directors Present:** John Campbell, Chair  
Marcel Charlebois  
Debbie Douglas (8:46 a.m. – 10:00 a.m.)  
Ubah Farah  
Councillor Paula Fletcher  
Councillor Frances Nunziata

**TSC Directors Absent:** n/a

**Management Present:** Sheila Penny, Acting President & Chief Executive Officer (“CEO”)  
John Angkaw, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Allen Murray, Vice President, Facilities Management  
Paula Knight, Vice President, Strategic Planning & Communications  
Barbara Shulman, Interim Vice President, Human Resources  
Kelly Skeith, Acting Chief Development Officer (“CDO”)  
Jill Bada, General Manager, Seniors Housing Unit  
Bill Anderson, Senior Director, Community Safety Unit  
Richard Grotsch, Tenant Resolutions Officer

Nadia Gouveia, Director, Programs and Partnerships  
Gail Johnson, Manager, Community Safety and Support (East Region)  
Melanie Martin, Senior Advisor, Office of the Commissioner of Housing Equity (“OCHE”)  
Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Mr. Campbell, serving as Chair, called the meeting to order, and Ms. Wilson 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 7 – 2020 CSU Annual Report to the Toronto Police Services Board [*Referred from the In-Camera TSC Meeting of March 24, 2021*] (*Anita Dressler*)

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

- Item 2C – Confirmation of the Public Meeting Minutes of May 4, 2021 (*Bill Lohman and Janet McLeod*)
- Item 7 – 2020 CSU Annual Report to the Toronto Police Services Board [*Referred from the In-Camera TSC Meeting of March 24, 2021*] (*Anita Dressler*)

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

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*Motion carried* **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Douglas and carried, the TSC approved the reordering of its Agenda to deal with Item 6G – Addressing Violence in Non-VRP Communities following the discussion of Item 6A – TCHC’s Operational Performance Measures.

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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 MAY 4, 2021**

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

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

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**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 May 4, 2021 for its information.

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**ITEM 4 APPOINTMENT OF TSC VICE-CHAIR TSC:2021-45(R)**

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

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

- The original report circulated to TSC members listed Ms. Douglas as the recommended Vice-Chair for TSC. However, a revised report was circulated that recommended the appointment of Ms. Farah as the Vice-Chair of TSC, consistent with what is being recommended today.

*Motion carried*

**ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC approved and recommended that the Board of Directors:

1. Approve the appointment of Ubah Farah as the Vice-Chair, Tenant Services Committee, effective July 22, 2021 and until a successor is appointed; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendation.

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**ITEM 5 COMMUNITY IMPACT PROGRAMS TSC:2021-46**

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The above-captioned report (TSC:2021-46) was circulated to TSC members prior to the meeting.

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

- Older Adults Program, 2016-2018;
- Impact of COVID-19 on the Older Adult Community Impact program;
- The idea of just simply “connecting” came to mind; a conversation, regularly with a trusted and familiar voice;
- Older Adults Connect today; and

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- Testimonials from tenants.

Ms. Johnson, Ms. Gouveia and Ms. Penny were available to answer questions of the TSC. Highlights of the discussion include:

- The Healthy Aging Program is funded through TCHC's Active Living budget for the East Region.
- Today's presentation showcased the Healthy Aging Program and the intention is to showcase a different program throughout the portfolio each quarter.
- Until the Seniors Housing Unit ("SHU") is transferred to the City of Toronto (the "City") in mid-2022, TCHC's Operations team, which includes tenant engagement staff, will continue to support seniors living in SHU buildings.
- It was suggested that it will be helpful to understand all the functions that currently support the SHU that will be transferred to the City so that the funding requirements for these services can be planned for.
- Action item: The next iteration of the Community Impact Programs report to include an inventory of programming across the three Regions and the SHU, and the source of funding (e.g. internal or external).
- A suggestion was made to partner with the York West Active Living Centre to provide programming for tenants of 1901 Weston Road.
- There are a range of funding sources for programming, including both TCHC funding (e.g. staff and program resources) and external funding sources.
- The Healthy Aging Program is staffed by employees who, prior to COVID-19, were responsible for animating gyms and recreation spaces, but pivoted their roles with the onset of COVID-19 to support senior tenants.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the information in Report TSC:2021-46, being the Community Impact Programs report, for its information.

**TCHC'S OPERATIONAL PERFORMANCE**  
**ITEM 6A MEASURES** TSC:2021-47

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

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

- Action item: In future reports, performance metrics in the Operational Performance Report to be reported by Operating Region.
- Generally cooking related fires are not concentrated in a particular geographic region, but rather distributed throughout the portfolio and have increased with more tenants staying home due to COVID-19.
- The percentage of arrears related to parking is relatively small; the vast majority of arrears are attributable to rent arrears. The parking arrears reported in TSC:2021-47 are specific to tenant parking charges and do not include charges for individuals who use short-term meter parking in TCHC parking lots.
- There has been an increase in commercial arrears with the onset of COVID-19, which are tracked separately from residential arrears. Details of any assistance programs administered by the provincial and federal levels of government were shared with commercial tenants where they were eligible.
- Action item: Management to provide an update on the status of and plan to address commercial rent arrears resulting from COVID-19 across the TCHC portfolio.
- Arrears in the west region tend to be higher as the west contract managed portfolio was recently returned to the direct managed portfolio, which resulted in approximately \$2M of arrears being transferred from the contract managed to direct managed portfolio.
- Action item: The next iteration of the Operational Performance Measures report to include the following:
  - more information regarding what the category of units that have been demolished or have undergone construction and are pending replacement refers to;
  - for the 1,610 revitalization units that are vacant, the communities where they are located and the length of time they have been

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vacant for both the 671 units that are pending demolition and the 548 units that have been demolished or have undergone construction and are pending replacement;

- of the \$2M in arrears that result from the transition from contract to direct management in the west, the breakdown of whether these arrears fall into the West or Central Regions; and
- inclusion of arrears data from the contract managed portfolio.

*Motion carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC received the information contained in Attachment 1 to Report TSC:2021-47, being the TCHC's Operational Measures report, for its information and requested that in the future, performance metrics are reported by Operating Region.

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**ITEM 6G                      ADDRESSING VIOLENCE IN NON-VRP COMMUNITIES                      TSC:2021-53**

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The above-captioned report (TSC:2021-53) was circulated to TSC members prior to the meeting.

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

- Three children were recently shot during a birthday party at Tandridge Crescent. In response, TCHC connected with the City's Community Crisis Response Program ("CCRP") to coordinate how best to provide support. TCHC issued an apology as we recognized that more staff should have been on-site earlier after the incident took place.
- When an incident takes place on TCHC property, first responders on-site from TCHC are from the Community Safety Unit ("CSU").
- In response to an incident, regional staff will connect with local agencies to provide support as identified and requested by the community. The selection of agencies is generally those with pre-established relationships with the local community.
- In 2018, TCHC established the crisis priority transfer process in collaboration with the City, which is administered by the Tenant

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Resolutions Office (“TRO”).

- Tenants have a say in terms of the geographic area of the city to transfer to, but challenges persist in terms of availability of vacancies.
- Intake Specialists will work with tenants to avoid transferring them to an area of the city that may present safety challenges.
- Directors have heard that resulting from the lack of vacancies, some households will be transferred from one dangerous area to an even worse situation.
- As part of the crisis priority transfer process, each applicant is also connected with a Community Services Coordinator (“CSC”) to identify and coordinate supports required to make the transfer successful.
- In the last six months the TRO initiated 6-month, 12-month and 18-month follow-ups by the Intake Specialists with tenants who go through the crisis priority transfer process.
- It is important to focus attention on addressing the behaviour of the individuals who make communities unsafe for those that live there.
- The Committee noted the need to ensure that tenancy-related functions in revitalization communities are aligned with tenancy-related functions throughout the rest of the portfolio based on the Regional structure; the same tenancy management services need to be provided to all TCHC tenants regardless of whether they reside in a revitalization community.
- Staff from the Community Safety and Support pillar come on-site to support communities after a violent incident and remain there as long as tenants need them to. CSU staff will also remain on-site for a minimum of 72 hours following a violent incident.
- CSU will log incidents in their records management system and will assign follow-up to incidents to tenancy management staff through TCHC’s work order system. Depending on the severity of the situation, different actions are taken by tenancy management staff and if serious enough, General Managers will work with Legal staff to advance to eviction proceedings.
- If there is one member of a household that is putting the household’s tenancy at risk, from a legal perspective, technically the whole household would be evicted as TCHC cannot evict individual household members. However, TCHC will work with the household to find an alternative resolution before proceeding with eviction.
- The TRO receives approximately 160 crisis priority transfer applications



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per month for a variety of reasons, but only approximately 30% of applications are approved. If an applicant is not approved, the TRO will work with them to identify additional supports to assist in them remaining in their current unit.

- The larger the unit size required, the longer it can take to transfer a household.
- Action item: Management to report back to the TSC, bi-annually, with information on the number of crisis priority transfers administered and feedback received from tenants regarding their experiences with the crisis priority transfer process.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Councillor Fletcher and carried, the TSC received the information in Report TSC:2021-53, being the Addressing Violence in Non-Violence Reduction Program (“VRP”) Communities report, for its information.

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**ITEM 6B      TENANT COMPLAINTS UPDATE      TSC:2021-48(R)**

The above-captioned report (TSC:2021-48(R)) 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 the information in Report TSC:2021-48, being the Tenant Complaints Update report, for its information.

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**ITEM 6C      TENANT ENGAGEMENT REFRESH UPDATE      TSC:2021-49**

The above-captioned report (TSC:2021-49) 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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- Of the 89 Tenant Service Hubs, 80 have full or partial tenant leadership in place in their geographic region. The goal is to have tenant leadership in place across all 89 Hubs by the end of 2021.
  - Communities are in different phases of the elections roll-out due to each community's readiness; the process has been tailored to meet the needs of each community, which varies across the portfolio.
  - Communities that will be included in Phase 3 are the furthest away from being ready to begin the elections process.
  - There are a variety of reasons that some communities have not completed their election to-date such as concerns related to COVID-19 and not wanting to gather with other households, or a lack of access to technology to complete the elections process virtually.
  - Of the 57 communities included in Phase 1, 43 now have leadership in place and staff are working on establishing leadership in the remaining nine communities.
  - The tenant engagement refresh began when Ms. Milsom was TCHC's CEO.
  - Action item: Of the communities that have not yet elected tenant representation, Management to identify the number of communities that had a tenant rep in place from the old engagement model prior to the implementation of the tenant engagement refresh.
  - Tenant representatives were in place when the tenant engagement refresh began, but they were removed from their positions before replacement representatives were put in place.
  - It was noted that tenant representatives sometimes feel that they are not being listened to and decisions are made regardless of their input.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the information in Report TSC:2021-49, being the Tenant Engagement Refresh Update report, for its information and requested that the information in the report be broken down by Operating Region.

**ITEM 6D ANNUAL PEST CONTROL REPORT TSC:2021-50(R)**

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The above-captioned report (TSC:2021-50(R)) was circulated to TSC members prior to the meeting.

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

- Future pest control reports will be broken out by Operating Region, including the Seniors Housing Unit (“SHU”).
- A significant number of households received more than three treatments. During COVID-19, TCHC worked with pest control providers to use modified, milder treatments that allowed tenants to remain in their units, which had an impact on the success of those treatments.
- Action item: Management to provide the Board with updated tables from the Annual Pest Control Report (TSC:2021-50(R)) and the Annual Unit Inspections Report (TSC:2021-51), that include year-over-year data and the data broken out by regions, including the Seniors Housing Unit at the July 22, 2021 Board meeting.
- There is a correlation between unit condition issues and chronic pest infestations.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received the information in Report TSC:2021-50, being the Annual Pest Control Report, for its information.

**ITEM 6E ANNUAL UNIT INSPECTIONS REPORT TSC:2021-51**

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The above-captioned report (TSC:2021-51) was circulated to TSC members prior to the meeting.

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

- Unit condition issues tend to be spread out across the portfolio. Staff

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are in the process of mapping profiles for each Tenant Service Hub of units in their regions that are 7-9 on the clutter scale.

- Unit condition issues are managed locally and specialized support can be facilitated through the Tenant Resolutions Office (“TRO”), which has connections to supports such as the City’s SPIDER table, Extreme Clean, Toronto Employment and Social Services (“TESS”) funding, etc.
- Staff cannot remove items in tenants’ units and will typically work through legal channels to address extreme clutter situations.
- The number of allowable pets is subject to the City’s municipal by-law.
- Toronto Fire Services (“TFS”) and Municipal Licensing and Standards (“MLS”) have different rights of entry to address extreme clutter situations than TCHC does (e.g. the ability to issue charges).
- Unit condition issues tend to be symptomatic of requiring a higher level of support, which is why TCHC partners with and accesses specialized services such as the SPIDER table.
- TCHC sends upwards of 75 cases to the SPIDER table annually.
- When storage has been made available to tenants with unit condition issues in the past, it typically translates to additional accumulation with the additional space made available in their units.
- TCHC works with TESS to access funding for supports, such as Extreme Clean, for tenants who are recipients of Ontario Works and the Ontario Disability Support Program.
- TCHC partners with the Toronto Hoarding Support Network to assist individuals in reducing their number of belongings.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received the information in Report TSC:2021-51, being the Annual Unit Inspections Report, for its information.

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**ITEM 6F      SMOKE-FREE POLICY UPDATE**

TSC:2021-52

The above-captioned report (TSC:2021-52) was circulated to TSC members prior to the meeting.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Fletcher and carried, the TSC received the information in Report TSC:2021-52, being the Smoke-Free Policy Update report, for its information.

**CSU 2020 ANNUAL REPORT TO THE  
TORONTO POLICE SERVICES BOARD  
[REFERRED FROM THE IN-CAMERA TSC  
MEETING OF MARCH 24, 2021]**      TSC:2021-54

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Verbal deputation was received from Anita Dressler with respect to this item.

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

The above-captioned report (TSC:2021-54) was circulated to TSC members prior to the meeting.

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

- The *Emergency Measures and Civil Protection Act* (“EMCPA”) outlines measures related to response to COVID-19.
- Special Constables currently carry what is outlined in the Memorandum of Understanding (“MOU”) with the Toronto Police Services Board (“TPSB”) such as oleoresin capsicum (“OC”) spray, batons and handcuffs. Any changes to what the Special Constables carry would be based on changes to the MOU with TPSB and or changes to legislated requirements.
- Special Constables do not carry Tasers.
- In addition to baseline training, the Community Safety Unit (“CSU”) provides unconscious bias training, confronting anti-Black racism training, culturally specific training, and racism and diversity training.
- Data is not collected on the number of Special Constables who are former TCHC tenants. CSU is actively working on finding opportunities for tenants to work with TCHC (e.g. a youth employment program).
- Titles such as Chief and Deputy Chief are in reference to wearing a

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uniform and are recognized levels of management as prescribed by the *Police Services Act* (“PSA”). Corporate titles are assigned by TCHC.

- TCHC’s organization chart for CSU shows both corporate titles and designations per the PSA.
- Approximately 16 individuals in management positions in CSU have a policing background, at least half of which were hired since 2019. Most if not all of these individuals were hired since 2017.
- Action item: Management to provide the CSU organization chart, highlighting the positions of individuals who have a policing background.
- There are three General Managers across the three geographic regions who all report up to the Chief Operating Officer (“COO”), each of whom have a team that manages the lifecycle of a tenancy from end to end. There are also a number of specialist divisions (e.g. Tenant Resolutions Office, Program and Partnerships team, Facilities Management, and CSU). The specialist divisions support the General Managers in the overall carriage of their geographic region.
- Action item: Management to provide an organizational chart of the restructured Operations division, including roles and reporting structure for the various teams and the overall division.
- The General Manager is the lead in dealing with problem tenancies.
- There has been an increase in CSU hiring in past few years as a result of the Violence Reduction Program (“VRP”) and from increased demand from tenants to have greater CSU presence in their buildings.
- CSU will align staff based on Tenant Service Hubs so tenants get to know the Special Constables in their buildings and can build relationships with CSU staff.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received the information in Report TSC:2021-54, being the CSU 2020 Annual Report to the Toronto Police Services Board, for its information.

**TERMINATION**

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The public meeting terminated at 11:31 a.m.

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Secretary

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Chair, Tenant Services Committee