



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 March 24, 2020, via WebEx, commencing at 8:58 a.m.

TSC Directors Present: Debbie Douglas, Acting Chair (8:58 a.m. – 11:49 a.m.)
John Campbell
Ubah Farah
Councillor Paula Fletcher
Councillor Frances Nunziata

TSC Directors Absent: n/a

Visiting Director Present: Marcel Charlebois

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
Paula Knight, Vice President, Strategic Planning & Communications
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
Nadia, Director, Programs and Partnerships
Julio Rigores, Manager, Engagement Refresh
Ceilidh Wilson, Assistant Corporate Secretary

Guests Present:

Giuliana Carbone, Deputy City Manager, City of Toronto (8:58 a.m. – 9:42 a.m.)
Andrea Campbell, Executive Director, Social Development, Finance & Administration (“SDFA”) (8:58 a.m. – 9:42 a.m.)
Jenn St. Louis, Manager, Tenants First Project (8:58 a.m. – 9:42 a.m.)

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.

Mr. Marshman’s Last TSC Meeting

The Chair noted that this will be Mr. Marshman’s last Tenant Services Committee meeting. On behalf of the Board, the Chair thanked Mr. Marshman for his commitment, leadership and accomplishments as President and CEO and Board Chair for TCHC, and wished him the best in his retirement.

COVID-19 Update

It has now been one year since TCHC activated its Emergency Operations Centre in response to the COVID-19 pandemic, and the Chair thanked employees for the exemplary work they are doing to deliver essential services and support TCHC 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 4C – Tenant Engagement Refresh Update (*Susan Gapka*)
- Item 7 – Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement (*Trudy-Ann Powell, Elena Korniakova, Herbert Blain, Natachez Feare, Denise Quammie, Ada Ugboaja, Lakech Bogala and Sean Morrison*)

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

- Item 4D – Employment Opportunities for Tenants at TCHC (*Cheryl Duggan*)
- Item 4E – CCTV Cameras and Crime Prevention (*Cheryl Duggan*)
- Item 7 – Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement (*Elena Korniakova, Kanaka Kulendran and Trudy-Ann Powell*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Due to time constraints, the agenda was reordered to discuss Item 4F – TCHC Community Safety immediately following the discussion of Item 3 – Business Arising from the Public Meeting Minutes and Actions Items Update.

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 March 24, 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 JANUARY 25, 2021

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

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, 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 4F TCHC COMMUNITY SAFETY TSC:2021-21

The above-captioned report (TSC:2021-21) was circulated to TSC members prior to the meeting.

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

- Under the Safety and Support pillar there are three areas of service: engagement, community and economic development, and community

safety. This work needs to be aligned internally (e.g. with the Confronting Anti-Black Racism Strategy (“CABR”)) as well as with the various City initiatives underway.

- When the City presented to the Board at its February 26, 2021 meeting, they provided a broad overview of safety planning and strategy underway at the City. The community safety advisory body (the “advisory body”) being proposed is focused on community safety at TCHC across the portfolio, which will align with the broader City initiatives.
- The ultimate goal is to make sure TCHC tenants are living in safe and vibrant communities.
- Tenants will be engaged as part of this process. The engagement model will be established by the advisory body as part of the terms of reference for the advisory body.
- The advisory body would report through the TSC to the Board.
- The advisory body will review the Violence Reduction Program (“VRP”), its effectiveness, staff roles, etc.
- It is important to delineate between the roles of staff who are part of the Safety and Support pillar to prevent overlap between the three areas of service.
- Community safety is not just a policing issue; economic development and engagement are also important areas to look at.
- The first order of business for the advisory body will be to develop a terms of reference and work plan.
- It was suggested that the Community Safety Unit participate in a ‘day in the life’ of a tenant to see things from their perspective.

Ms. Carbone, Ms. Campbell and Ms. St. Louis left the meeting at 9:42 a.m.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Mr. Campbell and carried, the TSC unanimously approved the amended recommendation outlined in Report TSC:2021-21 to appoint Directors Marcel Charlebois, Debbie Douglas, Ubah Farah and Councillor Paula Fletcher to be part of a community safety advisory body that will work with TCHC staff and City staff to review overall community safety, the Violence Reduction

Plan, and develop governance options for a review of TCHC's community safety activities, including the role of the Community Safety Unit, for Board approval through the Tenant Services Committee.

ITEM 4A	TCHC'S OPERATIONAL PERFORMANCE MEASURES	TSC:2021-17
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The above-captioned report (TSC:2021-17) was circulated to TSC members prior to the meeting.

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

- Parking arrears are a small percentage of the overall rental and parking arrears.
- The majority of false fire alarms are malicious. CCTV cameras exist near pull stations, which can be used to investigate false fire alarm incidents.
- The education campaign on false fire alarms includes posters in buildings, information in Tenant Loop, and information on the public website. TCHC is working with Toronto Fire Service ("TFS") to look at implementing alternative measures to prevent false fire alarms, such as removing pull stations and replacing them with additional smoke detectors.
- The majority of false fire alarms are concentrated in less than 20 buildings. It was suggested that it could be beneficial to share with individuals in these buildings the costs of each false fire alarm.
- Action item: Management to provide the list of the ~20 buildings where the majority of false fire alarms occur and identify whether these buildings align with the Violence Reduction Program ("VRP") sites.
- It is often guests or individuals who should not be in the building who pull the false fire alarms.
- Every time a false fire alarm happens, TFS sends three fire trucks, costing TCHC \$500 per truck.
- Shelter, Support & Housing Administration ("SSHA") administers the

centralized waitlist for social housing.

- Action item: In the next iteration of the Operational Performance Measures report:
 - arrears to be broken down by rental arrears, tenant parking arrears and public parking arrears;
 - the total number of vacancies to be broken down in terms of rentable and non-rentable units, and non-rental units to be broken down into the various non-rentable categories (e.g. held for relocation, storage, etc.);
 - the cost of not renting units within each of the non-rentable categories; and
 - data to be presented in terms of the three regions and the Seniors Housing Unit (“SHU”).
- The highest vacancy rate in the family portfolio is down the Sherbourne strip, which is just under 3%. This is being addressed through the rapid re-housing program with the City.

Motion carried

ON MOTION DULY MADE by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC received for its information the Operational Performance Measures report as outlined in Attachment 1 to Report TSC:2021-17.

ITEM 4B TENANT COMPLAINTS UPDATE

TSC:2021-18

The above-captioned report (TSC:2021-18) was circulated to TSC members prior to the meeting.

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

- If Solutions goes through their complaint review process and the tenant is not satisfied with the outcome, the tenant has the option to contact the Ombudsman’s office for a secondary review. This information is reinforced in Solutions’ communications with tenants and through promotional materials about the tenant complaints process.
- A system is in place to get tenant feedback on repairs in their units.

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- A working group has convened to establish a tenant checklist for what to expect when work takes place in their units. Tenants will be engaged for feedback on the checklist prior to it being implemented.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Fletcher and carried, the TSC received for its information the Tenant Complaints Update as outlined in Report TSC:2021-18,

ITEM 4C TENANT ENGAGEMENT REFRESH UPDATE TSC:2021-19

Verbal deputation was received from Susan Gapka with respect to this item.

The above-captioned report (TSC:2021-19) was circulated to TSC members prior to the meeting.

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

- Action item: In the next iteration of the Tenant Engagement Refresh Update report, appendices providing the status of the three stages of the refresh to be organized by region (east, west, central and Seniors Housing Unit (“SHU”)), and alphabetically within each region.
- Per the terms of reference established for the tenant engagement refresh, tenants who are part of the tenant-staff working group, which informs the election process, are not eligible to run as a tenant representative.
- It was suggested that staff consider putting the engagement process on hold until after COVID-19 passes when tenants feel things are safer in order to increase the rate of participation.
- Many tenants do not have access to technology to participate in the engagement process if it is available virtually rather than in person.
- Participatory budgeting was put on hold with COVID-19 and will recommence in 2021. The budget is \$800K annually.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the Tenant Engagement Refresh Update as outlined in Report TSC:2021-19.

ITEM 4D EMPLOYMENT OPPORTUNITIES FOR TENANTS AT TCHC TSC:2021-28

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:2021-28) was circulated to TSC members prior to the meeting.

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

- The data is not presented in terms of unique tenants being matched with opportunities as tenants may access multiple opportunities. It was recommended that this be noted in future reports.
- 900 tenants found jobs through employers outside of TCHC as a result of 31 job fairs.
- TCHC will partner with third parties to promote job opportunities (e.g. flyers, door knocking, emails to our database of tenants, resume prep, etc.). When tenants see the TCHC logo on employment opportunities material, they tend to feel they have a better chance of getting hired.
- Be.Build.Brand. is a TCHC program that offers 12 weeks of entrepreneurship training, culminating in a presentation to a panel who provide advice and mentorship.
- Action item: Management to report back on the relationship between TCHC and vendors when facilitating opportunities for tenant entrepreneurs in the trades (e.g. landscaping).
- The Investing in Our Diversity Scholarship is an annual scholarship program available to tenants. Just over \$100K was raised for the 2021 year, which will be distributed via approximately 50-100 scholarships.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the Employment Opportunities for Tenants at TCHC report (TSC:2021-28)

ITEM 4E CCTV CAMERAS AND CRIME PREVENTION TSC:2021-22

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:2021-20) was circulated to TSC members prior to the meeting.

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

- Site staff will identify if a camera is not working and there is also a technical system in place that monitors camera outages.
- The number of cameras has been increasing over the years and we will continue to add more cameras based on safety audits (e.g. cameras were recently added at Lawrence Heights based on a safety audit with staff, tenants and Toronto Police Service (“TPS”)).
- Action item: Management to report back with the cost to replace a camera as well as the number of instances where TCHC’s camera footage was used by TPS in recent years.
- Cameras are positioned to make them as effective as possible in capturing footage. Camera placement is determined in consultation with the Community Safety Unit (“CSU”), based on safety walks with tenants to understand areas of concern, and based on the technical expertise of Facilities Management staff.
- TCHC needs to work with the City and Toronto Hydro where lighting improvements are required outside of TCHC property to effectively capture camera footage.
- Camera resolution was significantly improved when the former analogue cameras were replaced with digital cameras across the portfolio.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the TSC received for its information the CCTV Cameras and Crime Prevention Report (TSC:2021-20).

ITEM 5 CSU ANNUAL REPORT FOR 2020 TSC:2021-22

The above-captioned report (TSC:2021-22) 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 Community Safety Unit (“CSU”) collaborates with the Engagement teams in their regions to deliver programming to tenants (e.g. BBQs, clothing drives, etc.).
- The local teams in each region report up to the regional General Manager.
- Community Safety Advisors (“CSA”) perform safety walks, community meetings, etc. with tenants.
- Action item: Management to report back with the comparison of CSU and Toronto Police Service (“TPS”) in terms of the percentage of the workforce that identify as women.
- CSU is aiming to hire more women.
- The Staff Sergeant Managers oversee all operations across the city related to the CSU, and all paperwork and reporting processes come through the Staff Sergeant Managers every shift. Sergeant/Supervisors are in the field supervising Special Constables at a ratio of 9:1.
- The Committee directed that all future reporting replace reference to ‘Caucasian’ with the term ‘White’.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received for its information the Community Safety Unit Annual Report for 2020

as outlined in Report TSC:2021-22 and its corresponding Attachment 1.

ITEM 6 **CORPORATE GOALS FOR
REVITALIZATION INITIATIVES** TSC:2021-23R

This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC unanimously approved deferring Report TSC:2021-23R to the May 4, 2021 Tenant Services Committee meeting.

ITEM 7 **LAWRENCE HEIGHTS: PHASE 2 & 3
TENANT BENEFIT AGREEMENT** TSC:2021-24

Verbal deputations from Trudy-Ann Powell, Elena Korniakova, Herbert Blain, Natachez Feare, Denise Quammie, Ada Ogboaja, Lakech Bogala and Sean Morrison were received with respect to this item. Written deputations from Elena Korniakova, Kanaka Kulendran and Trudy-Ann Powell were received with respect to this item and were circulated to the TSC prior to the meeting.

This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-24 to the May 4, 2021 Tenant Services Committee meeting .

ITEM 8A **OCHE – 2020 ANNUAL REPORT** TSC:2021-25

This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-25 to the May 4, 2021 Tenant Services Committee meeting.

ITEM 8B **OCHE – 2020 WORK PLAN PERFORMANCE REPORT** TSC:2021-26

This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-26 to the May 4, 2021 Tenant Services Committee meeting.

ITEM 9 **SENIORS HEALTH AND WELLNESS HUB AT 145 STRATHMORE BLVD/GREENWOOD TOWERS** TSC:2021-27

This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-27 to the May 4, 2021 Tenant Services Committee meeting.

OTHER BUSINESS

In response to the letter submitted by Councillor Fletcher, titled “Toronto Community Housing and the Neptune 4”, Management committed to report back at the May 4, 2021 Tenant Services Committee meeting in response to questions raised in the letter.

TERMINATION

The public meeting terminated at 12:26 p.m.

Secretary

Chair, Tenant Services Committee