



## 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 December 1, 2022, via WebEx, commencing at 9:39 a.m.

**TSC Directors Present:**

John Campbell, Chair

Marcel Charlebois  
Councillor Paula Fletcher  
Ubah Farah (9:39 a.m. – 10:00 a.m.)

**TSC Directors Absent:**

Debbie Douglas  
Mohammed Haque

**Management Present:**

Jag Sharma, President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Barbara Shulman, Chief People & Culture Officer  
Allen Murray, Vice President, Facilities Management  
Paula Knight, Vice President, Strategic Planning and Communications  
Allan Britton, Acting Senior Director, Community Safety Unit  
Summer Nudel, Interim Commissioner of Housing Equity  
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.

## DEPUTATIONS

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

- Item 8B – TCHC's Operational Performance Measures (*Catherine Wilkinson*)
- Item 8D – Tenant Engagement Refresh Update (*Cathy Birch and Miguel Avila-Velarde*)
- Item 8E – Violence Reduction Program Update – Q3 2022 (*Miguel Avila-Velarde*)
- Item 8F – TCHC Internal Tenant Transfer Program (*Miguel Avila-Velarde and Catherine Wilkinson*)
- Item 9 – Update on Tenant Surve (*Cathy Birch*)

The following written depositions were received:

- Item 8C – Tenant Complaints Update (*Jackie Yu*)
- Item 8D – Tenant Engagement Refresh Update (*Veronika Hering*)
- Item 9 – Update on Tenant Survey (*Veronika Hering*)
- Item 10 – Q3 2022 Tenants First Update (*Veronika Hering*)

## ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

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

1. the Agenda for its Public Meeting of December 1, 2022;  
and
2. all matters on the Agenda, with the exception of Items 6, 7, 8A, 8B, 8D, 8E, 8F and 9.

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**ITEM 3 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 4 CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF SEPTEMBER 20, 2022**

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

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**ITEM 5 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE**

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

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**ITEM 6 OFFICE OF THE COMMISSIONER OF HOUSING EQUITY – 2023 WORK PLAN** TSC:2022-53

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The above-captioned report was circulated to TSC members prior to the meeting.

Ms. Nudel was available to answer questions of the Committee. Highlights of the discussion include:

- There are six goals outlined in the Office of the Commissioner of Housing Equity’s (“OCHE”) 2023 work plan, which includes:
  - Review and report on findings from the family portfolio;
  - Collaborate with Toronto Seniors Housing Corporation (“TSHC”) to determine how OCHE services will be provided to TSHC tenants through the transition period;

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- Ensure successful tenancies and address underlying issues leading to arrears;
  - Support TCHC with training frontline staff on tenant engagement related to the Arrears Collection Process (“ACP”);
  - Provide systemic findings and recommendations to TCHC/TSHC and the Boards; and
  - Explore reasons for breached repayment agreements beyond exceptional circumstances.
- With the exception of providing TCHC staff with training related to the ACP and Confronting Anti-Black Racism (“CABR”), all work plan goals were achieved in 2022.
  - Offering coaching for TCHC staff by OCHE staff is a new initiative for 2023. Regional tenancy management managers and supervisors will be leading this work on TCHC’s side to ensure Tenant Services Coordinators (“TSC”) are aware of this service and encourage their participation.
  - OCHE coaching would be offered initially via Webex with groups of approximately 10 staff in each session.
  - TCHC management can identify which TSCs would most benefit from coaching based on the number of tenancies in arrears in each of their portfolios.
  - Each region has approximately 40-50 TSCs who are responsible for collecting rent. Analysis shows that TSCs with tenure of five years or less are struggling with the ACP and would benefit from enhanced training. It is estimated that upwards of 20% of TSCs have been in their role five years or less.
  - There are six Early Resolution Officers (“ERO”) in the OCHE. Work is assigned to each ERO as files come in, but the office tries to assign files geographically where possible.
  - TCHC’s Complaints Team works on more than just tenancy management files; they work to resolve any type of complaint that a tenant may have (e.g. maintenance, transfers, pests, etc.).

*Motion  
carried*

**ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Fletcher and carried, the TSC approved the Office of the Commissioner of Housing Equity 2023 Work Plan, being Attachment 1 to Report TSC:2022-53, and forwarded it to the Board of Directors for its approval.

**TERMS OF REFERENCE OF THE OFFICER  
OF THE COMMISSIONER OF HOUSING  
EQUITY**

**ITEM 7**

TSC:2022-39

The above-captioned report was circulated to TSC members prior to the meeting.

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

- The only amendment being proposed is to note in the Terms of Reference that as of June 1, 2022, the Commissioner of Housing's ("CHE") role expanded to serve both TCHC and the Toronto Seniors Housing Corporation ("TSHC").
- Additional work is required to incorporate into the Terms of Reference the decision made by the Board in December 2021 to expand the OCHE's responsibilities and mandate. Management continue to work through the process through which that mechanism could be implemented.
- In the establishment of the TSHC, City Council wanted to ensure the OCHE was able to continue to provide service to tenants who would become TSHC tenants. A decision was made by City Council in May 2021 that requested the Boards of both TCHC and TSHC to enter into a shared services agreement to enable the OCHE to continue providing services to TSHC tenants, which was put in place in June 2022. Direction from City Council was that this agreement would continue for a period of two years upon the establishment of the TSHC.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC approved, and recommended that the Board of Directors approve, the Terms of Reference of the Office of the Commissioner of Housing Equity in the form set out in Attachment 1 to Report TSC:2022-39.

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**ITEM 8A**      **TCHC RESPONSE TO OCHE BI-ANNUAL UPDATE**      TSC:2022-54

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The above-captioned report was circulated to the TSC members prior to the meeting.

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

- The Learning and Organizational Development (“L&OD”) team are part of TCHC’s Human Resources (“HR”) division who provide training to the organization. Frontline and management staff from Operations are working with L&OD on a Tenancy Management Training Advisory Committee to prioritize training requirements.
- The Arrears Task Force (“ATF”) is developing an arrears reduction plan to reduce arrears over time. The ATF works with the Data and Analytics team to extract data from HoMES to identify which areas to focus on based on trends (e.g. which hubs and which TSCs are having the most challenges with the Arrears Collection Process).
- The Tenancy Management Advisory Committee will be fully implemented next year to look at establishing communities of practice and identify broader tenancy management needs, including cyclical training requirements.
- It is a big step forward for TCHC to rely on data and analytics to align internal resources and make decisions related to how staff perform their jobs.
- Management have started using Lean Six Sigma in vacancy and arrears management processes, and once those processes are stable, management will branch out to other areas of the business.
- In terms of vacancies, data will be broken down by region, hubs and buildings, and staff will be looking at factors such as unit turnover,

- when notice is given, etc.
- Feedback received from the Tenant Survey in terms of how tenants want to be served will be used in the process of determining how to move forward with the hubs.
  - Action item: Management to provide a bird’s eye view of how data and analytics will be used in the work of the Operations team, and the expected outcomes of this approach.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC received for information Report TSC:2022-54, a Response to the Office of the Commissioner of Housing Equity Bi-Annual Update.

	<b>TCHC’S OPERATIONAL PERFORMANCE</b>	
<b>ITEM 8B</b>	<b>MEASURES</b>	TSC:2022-55

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The above-captioned report was circulated to the TSC members prior to the meeting.

A verbal deputation was received from Catherine Wilkinson with respect to this item.

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

- Internal Audit recommended a process for compliance and oversight of how fobs are allocated. Management were looking to allocate fobs through a centralized team, but not to remove local responsibility for some oversight of the process. This has been put on hold to map out what CUPE Local 416 staffs’ roles will be in this process.
- The centralized team managing fobs was originally housed in Operations, but has since moved to the Community Safety Unit (“CSU”), and exists to ensure compliance with the fob allocation process. Their role is not to process requests for individual fobs.
- Site staff are able to view live CCTV footage, but if they want to review it retroactively, they have to contact the CSU due to the security of the footage.
- Where the report lists “Total Arrears”, this includes monies owed from

former tenants now in collections and managed by TCHC's Finance team. Where the report lists "Rent and Parking Arrears", these are arrears with current tenants and are managed by Operations.

- Arrears are higher in 2022 vs. 2021 due to a delay in Operations' ability to apply rent increases as rent increases were put on hold in 2021. Another factor is that rent calculations were based on 2021 income, which was the Canada Emergency Response Benefit ("CERB") for many tenants. For 2021, their rent was calculated based on their previously lower income, thus when their rent was recalculated in 2022, there is money owing for the differential between what they were paying and the higher rent that they should have been paying based on their receipt of CERB.
- The spike in the number of pest control treatments in the West Region is likely attributable to that Region being further ahead in their annual unit inspection process, which is approximately 90% complete, and staff identifying as part of that process where pest treatments are required.
- Action item: Future iterations of the Operational Performance Measures report to include:
  - the value of parking arrears;
  - the breakdown between rent-geared-to-income ("RGI"), market and commercial rent arrears; and
  - the breakdown between proactive vs. reactive pest control treatments (e.g. whether staff initiated the treatment or tenants requested the treatment).
- Action item: Management to clarify how the centralization of fob allocation and access to CCTV footage was determined, and their relation to audits performed by the Internal Audit team.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2022-55, being TCHC's Operational Performance Measures report for September of 2022, for its information.



**ITEM 8C TENANT COMPLAINTS UPDATE**

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TSC:2022-56

The above-captioned report was circulated to the TSC members prior to the meeting.

A written deputation was received from Jackie Yu with respect to this item and was circulated to the TSC.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded Councillor Fletcher and carried, the TSC received Report TSC:2022-56, being the Tenant Complaints Update, for its information.

**ITEM 8D TENANT ENGAGEMENT REFRESH UPDATE**

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TSC:2022-57

The above-captioned report was circulated to the TSC members prior to the meeting.

A written deputation was received from Veronika Hering with respect to this item and was circulated to the TSC.

Verbal deputations were received from Cathy Birch and Miguel Avila-Velarde with respect to this item.

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

- Two year-end tenant forums were held, and one more is planned for December 3, 2022.
- The Central forum had approximately 100 attendees and was held at the Toronto Reference Library. The East forum had approximately 150 attendees and was held at JC's Banquet and Convention Centre.
- The West forum is scheduled to take place on December 3, 2022 at the Montecassino Hotel and Event Centre.
- These events were communicated with all tenant leaders via staff phone calls and emails.
- Staff are carrying out a real time survey at these events to get tenant leaders' feedback on the tenant engagement system refresh, and their

feedback will be used to put forward any recommendations for changes to the TSC.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC referred Report TSC:2022-57, being the Tenant Engagement Refresh Update, to the Deputy City Manager for Community and Social Services for review under Tenants First and return it to the Committee, following the Deputy City Manager’s review, for further consideration.

**VIOLENCE REDUCTION PROGRAM UPDATE**

**ITEM 8E – Q3 2022**

TSC:2022-58

The above-captioned report was circulated to the TSC members prior to the meeting.

A written deputation was received from Veronika Hering with respect to this item and was circulated to the TSC.

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

Ms. Gouveia and Mr. Britton were available to answer questions of the Committee. Highlights of the discussion include:

- 8-10 Community Safety Unit (“CSU”) Special Constables recently left TCHC to accept employment with Toronto Police Service (“TPS”). This has had impacts on TCHC’s ability to staff the Violence Reduction Program (“VRP”) sites as VRP Special Constables are being redeployed to respond to other calls that come in.
- Before TCHC can offer employment to someone for the role of Special Constable, a TPS background check must be completed first. Due to delays in the timing of background checks, TCHC was not able to hire the fully planned complement of three classes, with up to 20 Special Constables per class. Instead, approximately 35 Special Constables were hired in 2022.
- The training process for Special Constables is around 5-6 months and includes in-class training and training with a coach officer in the field.

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- In the past, TCHC offered conditional employment offers to Special Constable candidates, which were contingent on them passing a background check. The change to the requirement that a background check be completed prior to an employment offer came into effect in 2022 as an amendment to the Memorandum of Understanding (“MOU”) between TPS and any agency employing Special Constables.
- TCHC is working with TPS to identify possible resolutions for how and when background checks are performed.
- The majority of staff leaving CSU for TPS will become full Officers at TPS; only a few are moving to TPS as Special Constables. TPS has slightly higher salary bands for Special Constables, and much higher salary bands for full Officers.
- Action item: Management to provide a supplemental report at the December 8, 2022 Board of Directors meeting that outlines the staffing issues related to the Community Safety Unit and background checks, and confirms whether any Special Constables who have left TCHC for TPS are former police officers.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the TSC received Report TSC:2022-58, being the Violence Reduction Program Update report for the third quarter of 2022, for its information and referred it to the Board of Directors with an additional update regarding staffing issues related to TCHC’s Community Safety Unit.

<b>ITEM 8F</b>	<b>TCHC INTERNAL TENANT TRANSFER PROGRAM</b>	<b>BRIEFING NOTE</b>
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The above-captioned briefing note was circulated to the TSC members prior to the meeting.

Verbal deputations were received from Miguel Avila-Velarde and Catherine Wilkinson with respect to this item.

Ms. Gouveia and Mr. Britton were available to answer questions of the Committee. Highlights of the discussion include:

- The Committee recommended referring this matter to the December 8,

2022 Board meeting for further discussion.

- Action item: The Committee directed that when this matter is referred to the Board of Directors' December 8, 2022 meeting, that an additional table is added to the briefing note that presents the same categories as Table 2, but with data specifically related to the Crisis Priority Transfer category.
- The Committee noted it is worth looking at unit swaps to address the number of households currently on the Underhoused and Overhoused waiting lists. It was confirmed that Management will be exploring this option in Q1 2023.
- The Service Manager changed the local rent-geared-to-income ("RGI") rules and TCHC is only able to facilitate Underhoused transfers internally where there is a requirement for two or more bedrooms. Underhoused transfer requests for one additional bedroom are facilitated through the City's centralized waiting list.
- The Committee asked that the City as Service Manager attend the discussion of this matter at the Board of Directors' December 8, 2022 meeting.
- It is critical that tenants are aware of any changes to policies and processes that have direct impacts on them.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Fletcher and carried, the TSC received the Briefing Note, dated November 28, 2022, regarding TCHC's Internal Transfer Program, referred the Briefing Note to the Board of Directors for its consideration, and requested City of Toronto Staff, as TCHC's Service Manager, to attend.

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**ITEM 9      UPDATE ON TENANT SURVEY**

TSC:2022-59

The above-captioned briefing note was circulated to the TSC members prior to the meeting.

A written deputation was received from Veronika Hering with respect to this item and was circulated to the TSC.

A verbal deputation was received from Cathy Birch with respect to this item.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC received for information Report TSC:2022-59, being the Update on the Tenant Survey, for its information.

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**ITEM 10      Q3 2022 TENANTS FIRST UPDATE      TSC:2022-60**

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The above-captioned briefing note was circulated to the TSC members prior to the meeting.

A written deputation was received from Veronika Hering with respect to this item and was circulated to the TSC.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Fletcher and carried, the TSC received Report TSC:2022-60, being the Tenants First Update report for the third quarter of 2022, for its information.

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**TERMINATION**

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A Motion to adjourn the meeting was moved by Councillor Fletcher and seconded by Mr. Charlebois. The TSC resolved to terminate the public meeting at 11:36 a.m.

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Secretary

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Chair, Governance,  
Communications and Human  
Resources Committee