



TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: September 14, 2021
Time: 9:25 am. – 11:45 p.m.
Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
9:25	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
9:30	2. Consent agenda		<i>5 minutes</i>		
	a) Approval of Public Meeting Agenda	TSC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of July 5, 2021	TSC Approval	Minutes	Chair	3
	d) Q2 2021 Tenants First Update	Information	TSC:2021-56	Director, Strategic Planning & Stakeholder Relations	18
	e) Community Safety Advisory Sub-Committee Charter	TSC & Board Approval	TSC:2021-63	Chief Operating Officer	64
9:35	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	70

Time	Description	Action	Pre-read	Presenter	Page #
9:40	4. Community Safety Advisory Sub-Committee Chair's Report	Information	Verbal Report <i>5 minutes</i>	Chair, Community Safety Advisory Sub-Committee	-
9:45	5. Revitation Long-Term-Economic & Employment Benefits	Information	TSC:2021-57 <i>30 minutes</i>	Interim Chief Development Officer & Director, Program Delivery	87
10:15	6. Chief Operating Officer's Reports		<i>60 minutes</i>		
	a) TCHC's Operational Performance Measures	Information	TSC:2021-58	Chief Operating Officer	95
	b) Commercial Rent Arrears Resulting from COVID-19	Information	TSC:2021-59	Chief Operating Officer	104
	c) Tenant Complaints Update	Information	TSC:2021-60	Chief Operating Officer	108
	d) Tenant Engagement Refresh Update	Information	TSC:2021-61	Chief Operating Officer	113
11:15	7. 2021 Tenant Survey	Information	TSC:2021-64 <i>10 minutes</i>	Vice President, Strategic Planning & Communications	133
11:25	8. Harm Reduction Procedures	Information	TSC:2021-62 <i>20 minutes</i>	Director, Strategic Planning & Stakeholder Relations	151

TERMINATION



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

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

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*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

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.

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 MAY 4, 2021

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.

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

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.

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

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.

ITEM 5 COMMUNITY IMPACT PROGRAMS TSC:2021-46

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

-
- 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

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

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;

- o 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
- o 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.

ITEM 6G ADDRESSING VIOLENCE IN NON-VRP COMMUNITIES

TSC:2021-53

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

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

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.

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.

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:

-
- 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)

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

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

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.

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]**

ITEM 7

TSC:2021-54

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

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

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

Secretary

Chair, Tenant Services Committee



Q2 2021 Tenants First Update

Item 2D

September 14, 2021

Tenant Services Committee

Report: TSC:2021-56

To: Tenant Services Committee (“TSC”)

From: Vice President, Strategic Planning and Communications

Date: August 5, 2021

PURPOSE:

The purpose of this report to provide the TSC with the Q2 2021 update on the City’s Tenants First initiatives.

RECOMMENDATION:

It is recommended that the TSC receive this report for information.

BACKGROUND:

Reporting History:

In 2021, Management have submitted the following reports to the TSC, providing an update on work that took place related to the Tenants First Initiative:

- February 5, 2021: Q4 2020 Update on Tenants First (TSC:2021-13)
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Jan%2025%202021/Item%207%20-%20Q4%202020%20Tenants%20First%20update%20-%20Jan%202021%20TSC%20meeting%20cw%20clean.pdf>

- May 18, 2021: Q1 2021 Tenants First Update (TSC:2021-43)
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20May%204%202021/Item%2010%20-%20Q1%202021%20Tenants%20First%20Update%20FINAL.pdf>

Overall TCHC-City Coordination Process

Toronto Community Housing (“TCHC”) Management and the City’s Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by Acting CEO Sheila Penny and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success. TCHC is working closely with the Transitional Lead for the Toronto Seniors Housing Corporation (“TSHC”) to ensure that all transition efforts are coordinated and that TCHC is providing all requested and required support to the TSHC.

UPDATES:

Incorporation of TSHC

With adoption of EX23.4, “Implementing Tenants First: Creating a Seniors Housing Corporation” by City Council on May 5, 2021, Council directed City staff to take all necessary steps to incorporate the TSHC.

The TSHC was incorporated in late June and the TSHC Board of Directors held the Corporation’s first Board meeting on June 30, 2021, where the selection of the Transitional Lead was finalized. Michael Sherar began his role as Transitional Lead and Chief Corporate Officer for the TSHC on July 19, 2021. The Board approved their preliminary work plan and passed a resolution establishing the authority for the TSHC Board to select the executive search firm to support the recruitment of a permanent CEO (see Attachment 1 for the TSHC Public Board meeting package).

Shared Services Consultant

In July 2021, City staff, in collaboration with TCHC and TSHC, released an RFP for the selection of a consultant to provide advice and recommendations on the Shared Services Agreement between TCHC and TSHC. Staff from the City, TCHC and TSHC will sit on the RFP review panel and the consultant is expected to begin their work in September.

The consultants will be providing advice on the following:

- What areas of TCHC's service delivery are currently provided to the SHU, and to what extent are they provided?
- What areas of service delivery could be provided by TCHC to the TSHC, and why?
- What services should be developed and delivered by the TSHC itself?
- What services should be procured and delivered by a third party?

TCHC staff have been working since May to pull together baseline information about current service delivery standards and metrics to share with the consultant when they begin their work.

The consultant's final report is expected in February 2022.

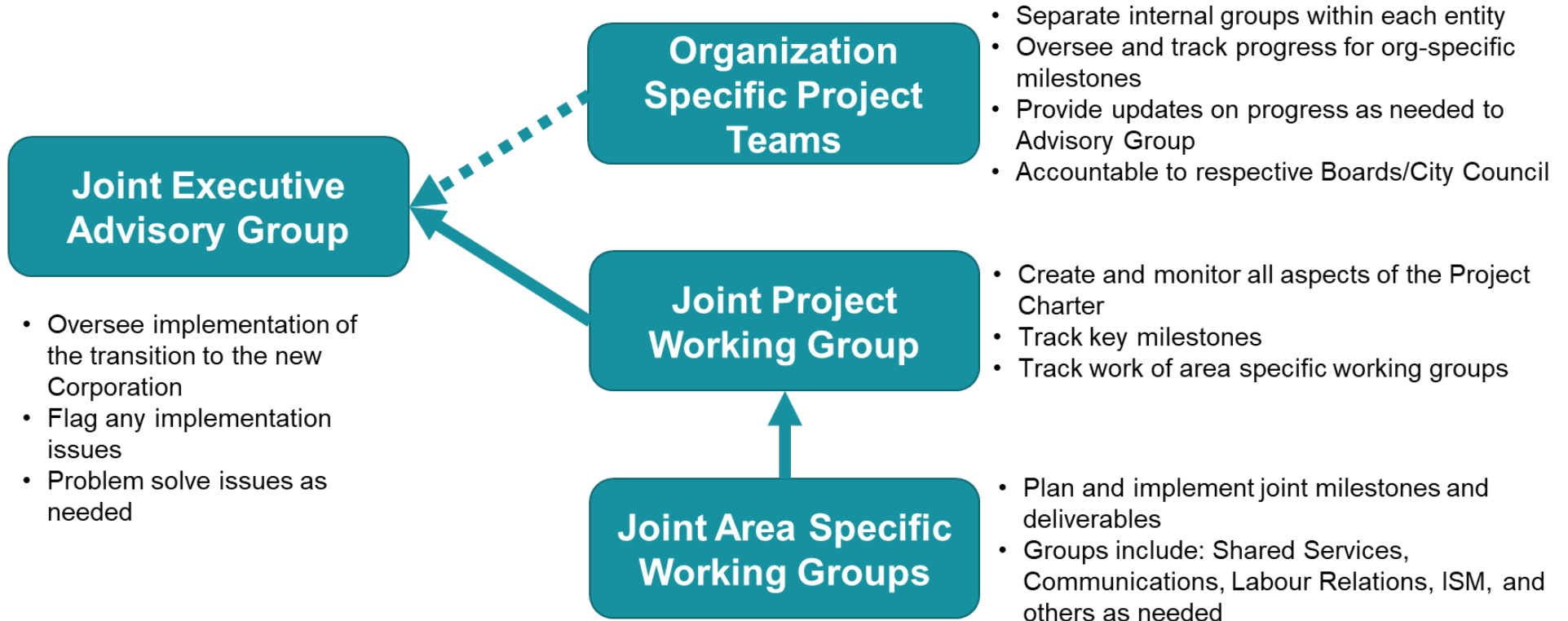
Joint Project Governance Structure

Given the complexity of this project, which is happening across three different organizations, the City identified the need for a joint project governance structure. This structure is meant to support joint project work, and to ensure that staff from both corporations can benefit from advice and support from an executive advisory group made up of the City Manager and the CEOs of TCHC and TSHC. This structure also ensures that TCHC and TSHC are able to engage in negotiations between themselves, and that each individual corporation's project team is accountable to their respective executive teams and Boards.

Progress on major milestones continues to be on track, with a target date for the transfer of the operational responsibility for the 83 Seniors-designated buildings to TSHC in mid-2022

The project governance structure is outlined below:

Joint Project Governance Structure



Integrated Service Model (“ISM”) Implementation

The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network, community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East Region, and subsequent implementation across the remaining buildings in the Seniors Housing portfolio is scheduled to take place later in 2021 and 2022.

In early 2021, various roles, including the Seniors Services Coordinators and Tenant Service Administrators, were on-boarded and have begun to deliver an integrated approach to supporting senior tenants. As well, the SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM.

Moving forward, ISM Phases 2 and 3 will be implemented across three additional regions of the City, for a total of four regions, which represents an adjustment from the original five region-model. The transition to the ISM in all four regions is expected to be completed in June 2022.

Updated Shareholder Direction for TCHC

City Council adopted the updated Shareholder Direction on July 14, 2021 (Report EX25.12). The updated Shareholder Direction (Attachment 2) better reflects TCHC's current work and was completed in close collaboration with the Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office.

Scattered Properties Request for Proposals (“RFP”)

The successful proponents, Circle Community Land Trust and Neighbourhood Land Trust, were announced on June 25, 2021 in a [joint press release](#) by the City and TCHC following the execution of the Agreement of Purchase and Sale. TCHC notified tenants of the process a week prior to the press release and attended Tenant Information Sessions hosted by the City's Tenants First Team in early July.

TCHC has entered the 180 day due diligence period with both proponents and as part of that process, expects unit inspections to be begin in August. Per the Agreement of Purchase and Sale, tenants will be notified five days

prior to inspections taking place and COVID-19 health and safety protocols will be followed.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022.

SIGNATURE:

“Paula Knight”

Paula Knight
Vice President, Strategic Planning and Communications

ATTACHMENTS:

1. TSHC Board of Directors Package for June 30 2021 Meeting
2. Shareholder Direction - TCHC – July 2021

STAFF CONTACTS:

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Lindsay.Viets@torontohousing.ca

Jill Bada, General Manager, Seniors Housing Unit
416-981-4548
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Attachment 1

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: June 30, 2021

Time: 8:30AM-10:45AM

Location: WebEx

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Supporting Documents (Attached Separately)

- Item 4 Attachment 1** – Toronto Seniors Housing Corporation Articles of Incorporation
- Item 5 Attachment 1** – Toronto Seniors Housing Corporation Standard Form of Share Certificate
- Item 6 Attachment 1** – By-Law No.1
- Item 14 Attachment 1** – Letter from Deputy City Manager, Community and Social Services

TORONTO SENIORS HOUSING CORPORATION BOARD OF DIRECTORS MEETING AGENDA

Date: June 30, 2021
Time: 8:30AM-10:45AM
Location: WebEx

Item	Time	Description	Action	Pre-Read	Presenter
1	8:30	Chair's Remarks	Information	Verbal report	Chair
2	8:35	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3	8:38	Conflict of Interest (Presentation & Chair's Poll)	Declaration	Agenda	City Legal Chair
4	8:42	Filed Articles of Incorporation	Approval	Articles of Incorporation	City Legal
5	8:46	Approval of Share Certificate and Issuance of Shares	Approval	Share Certificate	City Legal
6	8:48	Adoption of General By-law No. 1	Approval	By-Law No.1	City Legal
7	9:00	Motion to move into closed session	Approval		Chair
8	9:02	Approval of closed meeting agenda	Approval	Closed Meeting Agenda	Chair
9	9:04	Chair's Poll re: Conflict of Interest for Closed Session	Declaration	Closed Meeting Agenda	Chair
10	9:06	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Discussion		Deputy City Manager, Community & Social Services
11	9:28	Motion to move into public session	Approval		Chair
12	9:30	Motion to approve in camera decision	Approval		Chair
13	9:35	Process to Select Vice-Chair	Approval	NA	Chair
14	9:45	Receive Financial Letter from Deputy City Manager	Information	Letter from Deputy City	City Staff

				Manager, Community and Social Services	
15	10:00	Approval of Board of Directors Preliminary Work Plan	Approval	NA	City Staff
16	10:45	Adjournment			Chair

Toronto Seniors Housing Corporation Filed Articles of Incorporation

Item 4

June 30, 2021

Board of Directors

Report: BD: 2021-01

To: Board of Directors

From: Reema Patel, Solicitor, City of Toronto Legal Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is to inform the Board of the filing of Articles of Incorporation for the Toronto Seniors Housing Corporation.

RECOMMENDATION:

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that the Directors receive the report on the incorporation of the Toronto Seniors Housing Corporation and direct that the certified Articles of Incorporation be inserted into the Corporation's minute book.

REASONS FOR RECOMMENDATION:

The City Solicitor filed Articles of Incorporation in a form acceptable to the Ministry of Government and Consumer Services on June 23, 2021 after which the Toronto Seniors Housing Corporation came into being as a distinct legal entity.

SIGNATURE:

Reema Patel, Solicitor
City of Toronto Legal Services

Attachment 1: Toronto Seniors Housing Corporation Articles of Incorporation

Toronto Seniors Housing Corporation

Approval of Share Certificate and Issuance of Shares

Item 5

June 30, 2021

Board of Directors

Report: BD: 2021-02

To: Board of Directors

From: Michael Smith, Solicitor, City of Toronto Legal Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is seek approval on the form of share certificate of the Corporation; and to approve the issuance of 100 common shares in the Corporation to the City of Toronto.

RECOMMENDATIONS:

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that:

a) the form of share certificate, a specimen of which is attached hereto as Schedule A, is hereby approved and adopted as the form of certificate to evidence common shares of the Corporation;

b) any two directors or officers of the Corporation may sign all share certificates on behalf of the Corporation;

c) the subscription of the City of Toronto (the "Subscriber") for one hundred (100) common shares in the capital of the Corporation is hereby accepted;

d) the Directors hereby fix the sum of \$1 as the aggregate consideration for the Shares, respecting the issuance of the Shares to the Subscriber, and

hereby add such consideration to the stated capital account in respect of the Shares.

REASONS FOR RECOMMENDATION:

On May 5, 2021, City Council adopted EX23.4, "Implementing Tenants First: Creating a Seniors Housing Corporation", in which it approved the shareholder direction to the Toronto Seniors Housing Corporation appointing the City as the corporation's sole shareholder. The Articles of Incorporation also state that "no share or beneficial interest in any shares shall be allotted, issued or transferred to or owned by, any person other than the City of Toronto."

Directors can decide to issue shares by majority vote. Once a share has been issued, the shareholder is entitled to a share certificate which states the Corporation's name as set out in the Articles of Incorporation, the name of the Shareholder, and the number and class of shares it represents. The share certificate does not carry any monetary value and no value appears on the certificate.

SIGNATURE:

Michael Smith
Solicitor, City of Toronto Legal Services

Attachment 1: Toronto Seniors Housing Corporation Standard Form of Share Certificate

Toronto Seniors Housing Corporation

Adopt General By-Law 1-2021

Item 6

June 30, 2021

Board of Directors

Report: **BD: 2021-03**

To: Board of Directors

From: Michael Smith, Solicitor, City of Toronto Legal Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is to present a general by-law for the Board's consideration and approval in order to govern the internal operations of the Corporation.

RECOMMENDATIONS:

It is recommended that the Directors adopt the following resolution:

BE IT RESOLVED that:

- a) By-Law No.1 in the form which has been presented to the Directors, is hereby enacted as a By-Law of the Corporation.
- b) The Chair is hereby authorized and directed to sign the said By-Law as so enacted as evidence of the foregoing and to insert the same into the front portion of the minute book of the Corporation.

RATIONALE FOR RECOMMENDATIONS

Under sections 116(1) and 117(1)(a) of the Ontario *Business Corporations Act* ("OBCA"), the Directors may make by-laws that regulate the business

or affairs of a corporation. A general by-law supports the efficient and effective management of the Corporation.

City staff have developed By-Law No.1 for the approval of the Board. The content of By-Law No.1 is based on general by-laws of other City corporations, and incorporates elements of the TSHC Shareholder Direction, as well as provisions from relevant legislation.

By-Law No.1 may be amended by the Board at any time. Under Section 116(2) of the OBCA, the Board is required to submit any by-law approved by the Board for confirmation at the next meeting of the Shareholder.

SIGNATURE:

Michael Smith
Solicitor, City of Toronto Legal Services

Attachment 1: By-Law No.1

Toronto Seniors Housing Corporation Process to Select Vice-Chair

Item 13

June 30, 2021

Board of Directors

Report: BD: 2021-05

To: Board of Directors

From: Maureen Quigley, Board Chair

Date: June 30, 2021

PURPOSE

The Purpose of this report is to recommend and approve a process to select a Vice-Chair for the Board of Directors.

RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors adopt the Vice-Chair Selection Process as described in this report from the Chair.

RATIONALE FOR RECOMMENDATION

Clause 6.5.2 of the Shareholder Direction provides that “The Board shall elect a Vice-Chair from amongst its members who shall act as Chair in the absence of the Chair.”

In our recent orientation presentation, the role of the Board Chair was defined as:

- Objective chairing of meetings and keeping the public informed of the status of the business;
- Representing the Board to the general public, media, stakeholders and Council;

- Support Board capacity and participation of Board members;
- Specific roles set out in the Board's procedures by-law regarding conduct of meetings.

The Role of the Vice-Chair was defined as:

- Assumes the duties of the Chair when delegated, or when the Chair is unable to assume their duties.

The City of Toronto does not have any specific requirements for the process by which a City Corporation Board selects the Vice-Chair. Pending information that I have requested on whether there are any common elements in the process for selection of Vice-Chair among the City of Toronto Corporations, I am recommending the following approach.

Proposed Approach:

To facilitate the election of the Vice-Chair at the September 2021 Board meeting, the following process is recommended for approval by the Board:

- The Board Chair will canvass all Directors for expressions of interest to be elected as Vice-Chair;
- The Board Chair will establish an Ad Hoc Nominating Panel comprising the Board Chair, one Councillor and one Public member who has not expressed interest to be elected as Vice-Chair;
- The Ad Hoc Nominating Panel will meet with the candidates and recommend a nominee for approval by the Board.

SIGNATURE:

Maureen Quigley
Board Chair

Toronto Seniors Housing Corporation Financial Letter from Deputy City Manager

Item 14

June 30, 2021

Board of Directors

Report: **BD: 2021-06**

To: Board of Directors

From: Giuliana Carbone, Deputy City Manager, Community and
Social Services

Date: June 30, 2021

PURPOSE:

The purpose of this report is to inform the Board of how the Toronto Seniors Housing Corporation's City-allocated budget will be administered in 2021.

RECOMMENDATIONS:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors receive the report and attachments from the Deputy City Manager, Community and Social Services, for information.

SIGNATURE:

Giuliana Carbone, Deputy City Manager, Community and Social Services

Attachment 1: Letter from Deputy City Manager, Community and Social Services

Toronto Seniors Housing Corporation Board of Directors Preliminary Work Plan

Item 15

June 30, 2021

Board of Directors

Report: BD: 2021-07

To: Board of Directors

From: Jenn St. Louis, Manager, Tenants First, City of Toronto

Date: June 30, 2021

PURPOSE

The purpose of this report is to recommend elements of work that will be undertaken by City staff, the Transitional Lead and Chief Operating Officer and the Board in advance of the September 28, 2021, Board meeting.

RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Directors adopt the preliminary Work Plan as described in the report and that the Board Chair work with the Transitional Lead and Chief Operating Officer and City staff to amend as necessary and implement the preliminary Work Plan.

RATIONALE FOR RECOMMENDATION

The work plan below presents a timeline and method for dealing with key board start-up items. City staff have prepared the work plan and it will be reviewed by the Transitional Lead and Chief Operating Officer once hired, who may decide to amend it.

TSHC – Preliminary Work Plan

Toronto Seniors Housing Corporation Preliminary Work Plan		
Item	Interim Steps	Method for Approval
Appoint Officers (in Camera)	<ul style="list-style-type: none"> - Appoint Vice-Chair - Determine next steps with Transitional Lead and Chief Operating Officer for hiring of personnel 	Approval at September 28, 2021 Board meeting
Appoint Auditor	<ul style="list-style-type: none"> - City staff solicit proposals from auditors - Negotiate engagement - Execute agreement 	Written resolution, circulated by email
Banking Arrangements	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer work with City staff to solicit proposals from banks 	Approval at September 28, 2021 Board meeting
Selection of Executive Search firm	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer to engage an executive search to hire a Chief Executive Officer and other Officers as needed 	Written resolution, circulated by email
Directors and Officers Insurance	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer work with City staff to engage insurance broker and solicit quotations 	Written resolution, circulated by email
Retain Legal Counsel for Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> - Transitional Lead and Chief Operating Officer to engage in retaining independent legal counsel or hiring general counsel for the Corporation 	Written resolution, circulated by email

SIGNATURE:

Jenn St. Louis, Manager, Tenants First, City of Toronto

Attachment 2

SHAREHOLDER DIRECTION

CITY OF TORONTO

TO

TORONTO COMMUNITY HOUSING CORPORATION

June 2021

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1. INTERPRETATION

1.1 Definitions

In this *Shareholder Direction* the following terms will have the meanings set out below:

"*Auditor*" means the auditor of *TCH*;

"*Auditor General*" means the Auditor General of the *City* or any *Person* appointed to act in the place of that individual or their delegate;

"*Board*" means the Board of *Directors* of *TCH*;

"*CEO*" means President and Chief Executive Officer, the most senior employee and officer of *TCH*;

"*Chair*" means a *Director* of the *TCH Board* appointed as *Chair* of the *Board* from time to time;

"*City*" means the City of Toronto;

"*City CFO & Treasurer*" means the Chief Financial Officer and Treasurer of the City of Toronto or any *Person* appointed to act in the place of that individual or their delegate;

"*City Manager*" means City Manager of the City of Toronto or any *Person* appointed to act in the place of that individual or their delegate;

"*Council*" means the Council of the City of Toronto;

"*Develop*" or "*development*" means to develop, redevelop or revitalize existing buildings and property for housing and related purposes consistent with *TCH's* mandate. Includes construction of new buildings and infill opportunities, on property with existing structures or vacant land;

"*Directed by Council*" means a direction from *City Council*, acting on behalf of the City of Toronto in its capacity as *Shareholder*, to the *Corporation*, which direction shall be in the form of a recommendation or resolution adopted by *City Council* which applies to *TCH* and/or any of its *Subsidiaries*;

"*Director*" means a member of the *Board* of *Directors* of *TCH*;

"*Duly appointed representatives of the Shareholder*" means the *City Manager*, *City CFO*, Deputy City Manager Community and Social Services, Deputy City Manager Infrastructure and Development Services, Deputy City Manager Corporate Services, the General Manager, Shelter, Support and Housing Administration, and the City Solicitor or their designates, or others as approved by *Council* from time to time;

"*Financial Management Expertise*" means possession of an accounting designation or an equivalent combination of skills and experience providing the ability to read and understand a set of financial statements that present the breadth and level of complexity of accounting issues that can reasonably be expected to be raised by *TCH's Financial Statements*;

"*Financial Statements*" means, for any particular period, audited or unaudited (as stipulated in this *Shareholder Direction*), consolidated or unconsolidated (as stipulated in this *Shareholder Direction*), comparative *Financial Statements* of *TCH* consisting of not less than a Statement of Financial Position,

a Statement of Operations and Accumulated Surplus, a Statement of Changes in Net Assets, a Statement of Cash Flows, a report or opinion of the *Auditor* (in the case of audited *Financial Statements*) and such other statements, reports, notes and information prepared in accordance with generally accepted accounting principles (consistently applied) and as are required in accordance with any applicable law or upon the request of *City* staff;

"*HSA*" means the *Housing Services Act, 2011* and regulations thereunder or successor legislation, as amended from time to time;

"*Joint Venture*" means an investment in any form of business enterprise with third parties, which investment is held for active operating business purposes and not as a passive or portfolio investment;

"*Local Housing Corporation*" means a local housing corporation as defined under the *Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1*, as it may be amended, replaced or re-enacted from time to time;

"*OBCA*" means the *Business Corporations Act R.S.O. 1990, c. B. 16* (Ontario), and the regulations thereunder, as the same may be amended, replaced or re-enacted from time to time;

"*Person*" means an individual, a natural person or a body corporate;

"*Program Administrator*" means the City of Toronto (as represented by its Shelter, Support and Housing Administration Division) when acting in its role as *Service Manager* or as the administrator of funding for any other housing program not subject to the *HSA* and any other regulatory authority or order of government having authority to establish housing program legislation and regulations;

"*Public Member*" means an individual who is a *Director* and who is not a member of *Council*;

"*Senior Executive*" means the *CEO* and the senior management team that reports directly to the *CEO*;

"*Service Manager*" means the City of Toronto when carrying out its roles and responsibilities as a *Service Manager* under the *HSA*;

"*Shareholder*" means the City of Toronto acting as the owner of *TCH*;

"*Shareholder Direction*" means this *Shareholder Direction* as it may be amended, revised, supplemented or superceded in writing from time to time;

"*Subsidiary*" or "*subsidiaries*" shall have the meaning ascribed thereto by the *OBCA*;

"*Subsidized rental housing*" means rental housing portfolio where *TCH* receives an operating subsidy, or the *Tenant* receives a rent subsidy;

"*Tenant Directors*" means *Public Members* of the *TCH Board* who are *Tenants*. There are 2 *Tenant Directors* on the *Board*;

"*Tenants*" means the tenants of *TCH*, as defined in the *Residential Tenancies Act, 2006* as amended from time to time;

"*TCH*" means Toronto Community Housing Corporation.

2. INTRODUCTION

2.1 *City as TCH Shareholder*

The *City* of Toronto is the sole Shareholder of *TCH* pursuant to Part IV of the *HSA*.

2.2 *Purposes of this Shareholder Direction*

The purposes of this *Shareholder Direction* are as follows:

- (a) to set out the accountability, responsibility and relationship between the *Board* and the *Shareholder*.
- (b) subject to the *Board's* authority to supervise the management of the business and affairs of *TCH*, to provide the *Board* with the *Shareholder's* operating principles regarding the business;
- (c) to recognize the *Board's* authority to supervise the management of the business and affairs of *TCH* in accordance with this *Shareholder Direction* or as *Directed by Council*;
- (d) to inform the *Tenants*, other residents of the *City* and the general public of the *Shareholder's* operating principles regarding *TCH* in Section 3.1;
- (e) to set out the *City's* expectations of and objectives for *TCH*;
- (f) to set out *TCH's* mandate in Section 4.1, scope of responsibilities and reporting requirements;
- (g) to set out certain rules of the *Service Manager* governing the operation of *TCH* authorized by subsection 27(1)(b) of the *HSA*;
- (h) to constitute in part a declaration by the *City* pursuant to subsection 108(3) of the *OBCA* with respect to certain powers of the *Board*; and
- (i) to describe the structure of the *Board*.

3. SHAREHOLDER PRINCIPLES

3.1 *Operating Principles*

3.1.1 *TCH* is integral to the well-being and the infrastructure of the *City*. *TCH* shall conduct its affairs in a manner consistent with the operating principles outlined below:

Governance:

- (a) through the *Board*, *TCH* will be responsible for determining and implementing the appropriate balance among the operating principles in this Section of the *Shareholder Direction* (Section 3.1), causing *TCH* to conduct its affairs in accordance with the same, and be accountable to the *Shareholder* for how this balance is achieved;
- (b) *TCH* will establish policies to mitigate financial risks to *TCH* and to the *City* as *Shareholder* and as *Program Administrator* while maintaining or enhancing service standards and levels of service;

- (c) *TCH* will work from a *Tenant*-centered perspective, recognizing the unique challenges experienced by *Tenants*;

Housing Portfolio Management:

- (d) Subject to the terms of this *Shareholder Direction*, *TCH* will be responsible for the management of its housing portfolio and making all policy and operational decisions;
- (e) *TCH* will maintain its assets in a state of good repair consistent with Council approved policy objectives and priorities and in accordance with law;
- (f) *TCH* will manage its housing portfolio consistent with *Council*-approved policy objectives and priorities, including the *City's* plans related to housing, homelessness, real estate or as *Directed by Council* and in compliance with all applicable law;
- (g) *TCH* will seek out methods to operate as efficiently as possible, while maintaining service levels and meeting requirements, including consideration of reviews of programs, services and processes and opportunities to share services with other providers;
- (h) *TCH* will ensure that the need for state of good repair investments in the *TCH* housing portfolio operated by Toronto Seniors Housing Corporation (TSHC) are assessed and made on the same priority basis as other comparable housing in *TCH's* housing portfolio;
- (i) *TCH* will consider the transfer of management responsibilities for appropriate buildings in its housing portfolio to self-managed cooperative housing, where appropriate and feasible;

Accountability:

- (j) *TCH* will be accountable for complying with the requirements of this *Shareholder Direction* to the *City as Shareholder*, including reporting requirements, and as required by the *City* from time to time;
- (k) *TCH* will ensure that its policies and business practices are consistent with *City* standards of public accountability, financial management and transparency for the effective and efficient use of public funds;
- (l) *TCH* will have due regard for the role of Members of *Council* in representing the interest of their constituents and the *City*, and will provide timely access to information concerning the activities of *TCH* respectively in the *City* and in their wards subject to confidentiality requirements;

Tenant Matters:

- (m) *TCH* will consult with *Tenants* through efficient and effective engagement mechanisms on issues and policies that will have an impact on service standards or the level of services, and communicate such policies and changes to policies to all *Tenants*;
- (n) *TCH* will provide *Tenants* with housing intended to respond to their housing needs and wherever feasible within communities where there is a diversity of incomes and a mix of rent geared-to-income and market rent paying *Tenants*; and

- (o) *TCH* will operate with an emphasis on providing responsive customer service, promoting *Tenant* satisfaction, maintaining successful tenancies and supporting *Tenant* access to information and services.

4. MANDATE OF TORONTO COMMUNITY HOUSING

4.1 Mandate of TCH

4.1.1 *TCH* is a Local Housing Corporation under the *HSA*. The core mandate of *TCH* is to provide *subsidized rental housing* in a state of good repair to low and moderate income households in Toronto.

4.1.2 In support of the core mandate in Section 4.1.1, and subject to the ongoing ability of *TCH* to comply with this *Shareholder Direction*, the funding arrangements established by any *Program Administrator* and the ability of the *Board* to demonstrate the same, *TCH*, directly or through *Subsidiaries*, *Joint Ventures*, partnerships or arrangements for the purchase of services, may engage in any of the following business activities, consistent with *TCH*'s Articles of Incorporation, the Operating Agreement, and the *HSA*, other applicable law and best practices:

- (a) own, operate or have an ownership interest in rental housing and provide related services;
- (b) assist Tenants in need of support to maintain their tenancies, through eviction prevention policies and programs, as well as referrals to external organizations for supports and services, as described in Section 9.1;
- (c) facilitate the development of the *TCH* housing portfolio, including *subsidized rental housing*, through the development of *TCH* lands and buildings, utilizing a process led by the *City* and CreateTO, as *Directed by Council*;
- (d) lease or operate commercial space and other commercial services in support of meeting business objectives;
- (e) manage an investment program for reserves and other funds, and borrow funds to meet long and short term requirements, subject to the provisions of Sections 7.3 and 7.4;
- (f) deliver program-related services on behalf of any *Program Administrator* as requested or required; and
- (g) undertake any additional activity consistent with *TCH*'s core mandate as described in Section 4.1.1 and additional *City* objectives and Council priorities, as *Directed by Council* from time to time, and subject to relevant provisions in Section 8.5.

4.2 Subsidiaries

4.2.1 *TCH*, may, from time to time, create one or more *Subsidiaries* to meet its Mandate. *TCH* will consult with the *City Manager* regarding the business purpose and financing of any proposed *subsidiary* prior to the creation of any *subsidiary*.

4.2.2 Subject to any matters requiring approval of the *Shareholder* pursuant to this *Shareholder*

Direction, the business and affairs of the *Subsidiaries* will be managed or supervised by their respective Boards of Directors.

- 4.2.3 *TCH* will appoint the Directors of the *Subsidiaries* from among the *Directors* and officers of *TCH* or establish and follow a process for the nomination and appointment of the Directors that is approved by the *Shareholder*.
- 4.2.4 Members of the *Board* or officers of *TCH* shall comprise a majority of the Board of Directors of any *Subsidiary*.
- 4.2.5 The Chair and Vice-Chair of the Board of Directors of any *Subsidiary* shall be a member of the *Board of TCH*.
- 4.2.6 When a *Subsidiary* is created, *TCH* will so inform the *Shareholder* at the earliest possible opportunity, and include information related to the purpose, governance structure, *Board* composition, operations, financing and such other information as may be requested by the *City Manager*.
- 4.2.7 Upon the creation of a *Subsidiary*, *TCH* shall establish a *Shareholder Direction* for that *Subsidiary* that applies the same business principles, policy requirements and standards of accountability and reporting, with appropriate modification as determined by *TCH*, to the *Subsidiary* as are applied to *TCH* by the *City* through this *Shareholder Direction*.
- 4.2.8 *TCH* will not permit a *Subsidiary* to incur or create any indebtedness or interest or issue any security which impairs the ability of *TCH* to comply with the provisions of Section 7.4.
- 4.2.9 *TCH* shall ensure that the Directors and officers of the *Subsidiaries* will strictly abide by the requirements of the *OBCA* and the *HSA*. *TCH* shall adopt and apply a policy regarding conflicts of interest, including requirements concerning disclosure and abstention from voting.
- 4.2.10 The Directors and officers of the *Subsidiaries* will ensure that no confidential information of the *Subsidiaries* is disclosed or otherwise made available to any *Person*, except to the extent that:
- (a) disclosure to the *Shareholder's* or the *Subsidiary's* employees or agents is necessary for the performance of any of their duties and obligations under this *Shareholder Direction*; or
 - (b) disclosure is required in the course of judicial proceedings or pursuant to law; or the confidential information becomes part of the public domain (other than through unauthorized disclosure by any party).
- 4.2.11 If a member of the Board of Directors of any *Subsidiary* ceases to be a Director for any reason, *TCH* will cause the vacancy to be filled by another *Director* or officer of *TCH* or other nominee in accordance with 4.2.3, as soon as reasonably possible.
- 4.2.12 When a *Subsidiary* is dissolved, *TCH* will so inform the *Shareholder* at the earliest possible opportunity, and include information such as final audited financial statements, report from the liquidator or equivalent, notice to the Province of Ontario, and other information as may be requested by the *City Manager*.

4.3 Joint Ventures

- 4.3.1 *TCH*, may from time to time, invest in one or more *Joint Ventures* to meet its goals. *TCH* will consult with the *City Manager* regarding the business purpose, financing, governance structure and reporting requirements of any proposed *Joint Venture* prior to its creation.
- 4.3.2 Each *Joint Venture* will provide *TCH* with such reporting as *TCH* considers appropriate but at a minimum includes the *Joint Venture's* annual *Financial Statements*, the achievement of financial and service targets or other performance indicators and such explanations, notes and information as is required to explain and account for any variances between actual results from operations and the targets set out in its annual business plan or budget.
- 4.3.3 When a *Joint Venture* is created, *TCH* will so inform the *City Manager* at the earliest possible opportunity, and include information related to the purpose, governance structure, *Board* composition, operations, financing and such other information as may be requested by the *City Manager*.
- 4.3.4 *TCH* will not invest in a *Joint Venture* that will undertake actions that *TCH* would otherwise be prohibited from doing by the terms of this *Shareholder Direction*.
- 4.3.5 *TCH* shall ensure that no *Joint Venture* shall incur or create any indebtedness or interest or issue any security which impairs the ability of *TCH* to comply with the provisions of Section 7.4.
- 4.3.6 If a member nominated by or representing the interests of *TCH* on any Board of Directors or other governing body of any *Joint Venture* ceases to be a member for any reason, *TCH* will cause the vacancy to be filled by another *Director* or officer of *TCH* or other nominee as soon as reasonably possible.

5. BOARD OF DIRECTORS

5.1 Board Responsibilities

Subject to any matters requiring approval of the *Shareholder* pursuant to this *Shareholder Direction*, the *Board* will supervise the management of the business and affairs of *TCH*, including the following specific matters:

- (a) establishing annual and long range strategies and plans consistent with the provisions of this *Shareholder Direction*, including the *TCH* Strategic Plan described in Section 10.1;
- (b) establishing policies and other directives consistent with this *Shareholder Direction*, Council directives or requests, the *HSA* and all applicable law, agreements, and best practices of corporate governance and financial and risk management;
- (c) establishing and maintaining appropriate reserves consistent with sound financial principles and the program regulations established by any *Program Administrator* from time to time;
- (d) selecting bankers and other financial institutions and establishing all banking authorities;
- (e) managing and directing all labour and employee relations matters;

- (f) establishing committees of the *Board* including those referred to in Section 6.9 of this *Shareholder Direction*, and delegating to the committees such authority as the *Board* determines is appropriate or as *Directed by Council*, provided that the delegation of that authority is permitted under the *OBCA*;
- (g) appointing the *CEO*, approving the terms of and compensation for their employment, establishing performance objectives for the *CEO*, monitoring the *CEO's* success in meeting those objectives, and holding the *CEO* accountable for meeting those objectives;
- (h) appointing the officers of *TCH*, other than the Chair who is appointed by the *Shareholder*;
- (i) approving and submitting required reporting to the *Shareholder*, including but not limited to requirements in Section 10 of this *Shareholder Direction*; and
- (j) ensuring that the *Board* has appropriate processes in place to ensure that information is reported to the *Board* in a timely manner to enable the *Board* to monitor implementation of its decisions and the performance of *TCH* staff.

5.2 Meetings

- 5.2.1 Meetings of the *Board* and its committees shall be open to the public, except where matters may be considered closed to the public for the reasons set out in Section 190 of the *City of Toronto Act, 2006*. Advance public notice of the agenda is required.
- 5.2.2 The *Board* shall pass a by-law that includes procedures for governing the calling, place and proceedings of meetings of the *Board* and its committees. The *Board* shall seek approval from Council for the by-law.

5.3 Conflict of Interest Policy

The *Directors* and officers of *TCH* will strictly abide by the requirements of the *OBCA* and the *HSA*. *TCH* shall adopt and apply a policy regarding conflicts of interest, including requirements concerning disclosure and abstention from voting.

5.4 Confidentiality

- 5.4.1 The *Shareholder* and the *Directors* and officers of *TCH* will ensure that no confidential and/or privileged information of the *Shareholder* or *TCH* is disclosed or otherwise made available to any *Person*, except to the extent that:
 - (a) disclosure to the *Shareholder's* or *TCH's* employees or agents is necessary for the performance of any of their duties and obligations under this *Shareholder Direction*;
 - (b) disclosure is required in the course of judicial proceedings or pursuant to law; or
 - (c) the confidential information becomes part of the public domain (other than through unauthorized disclosure by any party).
- 5.4.2 The *Duly Appointed Representatives* of the *Shareholder* shall, for the purposes set out in Section 5.4.1:

- (a) have unrestricted access to the data, books and records of *TCH* and the *Subsidiaries*, including confidential materials from meetings, closed to the public, during normal business hours; and
- (b) treat all information of *TCH* with the same level of care and confidentiality as any confidential and/or privileged information of the *Shareholder*, and shall be deemed to be subject to, and shall at all times comply with all law with respect to such information.

5.4.3 The *Chair* may, at their discretion, allow *Duly Appointed Representatives* of the *Shareholder*, other than the recording secretary or members of the *Board*, to attend the in camera portion of a meeting on a matters necessary for the performance of their duties and obligations.

5.5 Remuneration

The remuneration of the members of the *Board* for their services as *Directors* will be as authorized by *Council* from time to time. *TCH* will reimburse *Directors* for all reasonable expenses. The *Board* shall report annually to the *Shareholder* the total remuneration and expenses paid to each *Director* using the protocols established by the *City CFO & Treasurer*.

5.6 Removal of Directors

Board Directors are appointed to serve on the *Board* at pleasure of *Council*. A *Director* may be removed from the *Board* by the *Shareholder* in accordance with the *OBCA* for any reason as may be determined by the *Shareholder*. *TCH* shall advise the *Shareholder* immediately when there is cause for removal of a *Director*. The reasons for such removal may include, but are not restricted to:

- (a) breach of the *Director's* obligations under the *OBCA*;
- (b) conflict of interest that cannot be resolved in any other manner satisfactory to the *Board*;
- (c) engaging in activities that are deemed by the *Board* to have an adverse impact on their duties as a *Board* members;
- (d) ceasing to meet the eligibility requirements in Sections 6.2.1; and
- (e) failure to attend three or more consecutive meetings of the *Board* or its committees without approval of the *Board*.

6. BOARD STRUCTURE

6.1 Composition of the Board

The *Board* will be composed of 12 *Directors*, comprised of 9 *Public Members*, 2 of whom shall be *Tenants*, and 3 members of *Council*, one of whom shall be the Mayor or the Mayor's designate, as appointed by *Council*.

6.2 Eligibility and Qualifications of Directors

6.2.1 All *Directors* must meet the general eligibility requirements in the City's Public Appointments Policy for *Public Members*, any additional eligibility requirements for corporate board members under the *OBCA* and requirements in Section 6.1 and 6.7.

6.2.2 In naming *Directors* to the *Board*, the *Shareholder* will give due regard to terms of reference for the *TCH Board* to ensure that the *Board* collectively represents a range of relevant skills, knowledge and experience, including the following:

- (a) knowledge of the field of social housing;
- (b) housing advocacy or community development;
- (c) land development;
- (d) property management;
- (e) business management;
- (f) corporate governance;
- (g) organizational development;
- (h) labour relations;
- (i) business law; and
- (j) social services for *Tenants*.

6.2.2 At least one *Director* of the *Board* shall possess *Financial Management Expertise*.

6.3 Council Member Appointment Process

Council members will be nominated for appointment to the *Board* on the recommendation of the Striking Committee or through any other process approved by *Council* from time to time, and are appointed by *Council*.

6.4 Public Member Appointment Process

6.4.1 The appointment of *Public Members* to the *TCH Board* will follow the provisions of the *City's* Public Appointments Policy.

6.4.2 For the seven (7) *Public Members* at large, the Corporations Nominating Panel, or a Committee of *Council*, as determined by *Council* from time to time, will review applications, conduct interviews, and recommend nominees to *Council* for appointment to the *Board*.

6.4.3 For the two (2) *Public Members* who are current *Tenants* ("*Tenant Directors*"), *City* staff will review applications, conduct interviews, and recommend nominees, with input from *Tenants*, to the Corporations Nominating Panel, or a Committee of *Council*. The Corporations Nominating Panel, or such other Committee as *Council* may determine, will recommend nominees to *Council* for appointment to the *Board*.

6.5 Chair and Vice-Chair

Council will select the *Chair* of the *Board*. In the event the *Chair* resigns or otherwise vacates the position of *Chair* prior to the end of the term, the *Shareholder* may choose to appoint a new *Chair* to sit until the

end of the term, or ask the *Board* to elect a *Chair* from among the remaining *Directors*. The *Board* shall elect a Vice-Chair from amongst the other *Directors* who shall act as *Chair* in the absence of the *Chair*.

6.6 Vacancies

If a *Director's* position becomes vacant for any reason, *TCH* shall inform the *Shareholder* and the *Shareholder* will fill the vacancy as soon as reasonably possible.

6.7 Term

6.7.1 All *Directors* of the *Board* serve at the pleasure of the *Council* for a term as specified by the *Council* or until their successor is appointed. *Directors* may be reappointed to the *Board*.

6.7.2 The term for *Directors* appointed to the *Board* who are Members of *Council* shall be two years. Incumbent Councillor *Directors* may be reappointed as *Council* may determine.

6.7.3 The term for *Public Members* appointed to the *Board* shall be two years. *Directors* who are *Public Members* may serve a maximum of four two year terms.

6.7.4 *Directors* of the *Board* who are Members of *Council* cease to be *Directors* as soon as they cease to be Members of *Council*.

6.7.5 *Tenant Directors* appointed to the *Board* cease to be *Directors* as soon as they cease to be *Tenants*.

6.8 Committees of the Board

6.8.1 The *Board* is required to establish a committee of the *Board* that is responsible for, among other matters, *TCH's Financial Statements* and auditing compliance by *TCH* with this *Shareholder Direction* and the compliance of *TCH* staff with *Board* policies. One member of the Committee is required to have *Financial Management Expertise*.

6.8.2 The *Board* is required to establish a committee of the *Board* that is responsible for, among other matters, preparing a *Senior Executive* compensation policy as referred to in Section 12 of this *Shareholder Direction*. At least one member of this committee is required to be a *Director* who is a Member of *Council*.

6.8.3 The *Board* may establish other committees of the *Board* as the *Board* determines are appropriate, and may delegate to the committees such authority as the *Board* determines is appropriate, provided that the delegation of that authority is permitted under the *OBCA* and this *Shareholder Direction*.

7. SHAREHOLDER MATTERS

7.1 Decisions of the Shareholder

7.1.1 Subject to law, *TCH* shall and shall direct its *Subsidiaries* to conduct their affairs and govern their operations in accordance with such rules, policies and directives or objectives as *Directed by Council* from time to time.

7.1.2 Where *TCH* wishes to obtain an approval or decision from the *City*, *TCH* shall submit a written

request to the appropriate *City* liaison, in accordance with Section 7.2, for the approval or decision which includes all information necessary for the *City* to make an informed decision. *TCH* shall submit its request and supporting information in a timely manner that enables the *City* liaison to comply with deadlines for submission to Committees and *Council*. The *City Manager*, the *City CFO & Treasurer* or the General Manager Shelter, Support & Housing Administration, as appropriate, shall determine how a particular matter for which approval or decision has been requested will proceed.

7.2 Liaison

- 7.2.1 For matters requiring *Shareholder* approval or other action regarding governance matters set out in this *Shareholder Direction* and intergovernmental matters, the designated liaison is the *City Manager* or their representative.
- 7.2.2 *TCH* shall ensure that proposals regarding Provincial or Federal legislation, policies or programs are co-ordinated with the *City Manager's* Office and *TCH* shall follow such protocols as are established by that office from time to time.
- 7.2.3 For financial matters set out in this *Shareholder Direction*, the designated *City* liaison is the *City CFO & Treasurer*.
- 7.2.4 For matters concerning *TCH's* administration of programs within the scope of the *HSA* or pursuant to agreements between *TCH* and the *Service Manager*, the designated *City* liaison is the General Manager, Shelter, Support and Housing Administration Division.

7.3 Matters Requiring Shareholder Approval under the OBCA

- 7.3.1 In accordance with the provisions of the *OBCA* and without the approval of the *Shareholder*, *TCH* will not, and will not permit any *Subsidiary* to:
 - (a) apply to make changes to its Articles of Incorporation;
 - (b) amalgamate (except for an amalgamation with one or more *Subsidiaries*), apply to continue as a body corporate under the laws of another jurisdiction, merge, consolidate or effect a reorganization as defined in the *OBCA*, or approve or effect any plan of arrangement, in each case whether statutory or otherwise;
 - (c) take or institute proceedings for any winding up, arrangement, corporate governance or legal reorganization or dissolution;
 - (d) create new classes of shares or reorganize, consolidate, subdivide or otherwise change its outstanding securities;
 - (e) dispose of, by conveyance, transfer, lease, sale and leaseback, or other transaction, all or substantially all of its assets or undertaking, with the exception of entering into residential and commercial leases for the units and commercial spaces of *TCH*;
 - (f) change the *Auditor*;
 - (g) make any change to the number of *Directors* comprising the *Board*, or appoint *Directors*; and

- (h) enter into any transaction or take any action that requires *Shareholder* approval pursuant to the *OBCA*.

7.3.2 Subject to law, *TCH* may be requested or *Directed by Council* to undertake any action in Section 7.3.1.

7.4 Other Matters Requiring Shareholder Approval

7.4.1 Without the approval of the *Shareholder*, *TCH* shall not, and shall ensure that the *Subsidiaries* do not,

- (a) create any additional indebtedness that would require additional payment in the form of subsidies from any *Program Administrator*, not including the impact of increased subsidy payments that may be required pursuant to other program cost increases as identified in any agreement with any *Program Administrator* and not including the renewal of existing mortgages and loans;
- (b) dispose of real property assets used for the purposes of providing rent-geared-to-income and market housing, or which are zoned or deemed suitable for housing purposes; but not including assets which are not zoned or deemed suitable for housing or that are used for commercial purposes;
- (c) proceed with facilitating new *development* projects. Approval by *Shareholder* and *Service Manager* shall be sought through a process led by the City and CreateTO as *Directed by Council*;
- (d) pass or amend any by-laws with respect to the composition or number of *Directors* or the term of *Directors* or that are inconsistent with this *Shareholder Direction*; or
- (e) provide any financial assistance, whether by loan, guarantee or otherwise, to any *Director*, officer or employee of *TCH* or of any *Subsidiary* or *Joint Venture*.

7.4.2 Subject to Sections 7.3 and 7.4, the *Board* may by resolution make, amend, or repeal any of its by-laws and the changes take effect at such time as the *Board* approves. Such changes shall be submitted to the *City*, as *Shareholder*, immediately upon approval by the *Board* for *Council* approval. If *Council* makes any amendments to any by-law passed by the *Board*, the amendments take effect when approved by *Council* and are not retroactive, in accordance with Section 116 of the *OBCA*, as amended from time to time.

7.4.3 Subject to law, *TCH* may be *Directed by Council* to undertake any action in Section 7.4.1.

7.5 Regulatory Matters

7.5.1 *TCH* shall, at all times, act in compliance with all applicable law in its administration of housing programs. Where conflicts arise between statutory obligations and this *Shareholder Direction*, *TCH* shall notify the *Shareholder* and seek the cooperation of the *Service Manager* in ensuring that issues that require Provincial intervention are resolved quickly.

7.5.2 *TCH* is subject to a variety of laws that governs its operations and sets out the responsibilities of the *Board* including but not limited to the *OBCA*, *HSA*, *Residential Tenancies Act*, the *Human Rights Code*, *Accessibility for Ontarians with Disabilities Act*, and municipal property standards

by-laws. In all cases such legislation will prevail over this *Shareholder Direction* and any other direction of the *Shareholder* where there is a conflict between these directions and such legislation.

8. FUNDING RELATIONSHIP WITH CITY AND OPERATING AGREEMENT

8.1 General

The *City* has a dual role in social housing – that of the *Shareholder* of *TCH*, which in turn owns a large portfolio of housing, as well as that being the designated *Service Manager* of social housing programs under the *HSA*. *TCH* and other social housing providers in the *City* participate in these programs. Through the *HSA*, the Province has considerable powers over the *City* as a *Service Manager*, and over *TCH* as a *Local Housing Corporation*. The powers of *TCH* and of the *City* as *Shareholder* may, in certain circumstances, be subject to Provincial authority.

8.2 Scope of Operating Agreement

8.2.1 The role of the *City* as *Service Manager* and that of *TCH* as a *Local Housing Corporation* is governed by the *HSA* and the relationship of the two parties shall be defined in an Operating Agreement between the *City* and *TCH*. The parameters of such agreement are identified in Sections 8.3 and 8.4 below, and relate to service level standards, implementation of the flow of subsidies, detailed program-level reporting and other such issues.

8.2.2 The funding relationships between the *City* and *TCH* do not constitute a guarantee by the *City* of any debt issued or payable by *TCH*.

8.3 Operating Agreement Principles

TCH will maintain an Operating Agreement with the *City*, with accountability through the *City* General Manager, Shelter, Support and Housing Administration. In executing the Operating Agreement, both parties will seek to ensure:

- (a) stable and predictable funding for *TCH*;
- (b) efficient operations including consideration of reviews of programs, services and processes and opportunities to share services with other providers and the *City*;
- (c) simplified and harmonized social housing program structures and funding models; and
- (d) transparent reporting relationships and lines of accountability between *TCH* and the *City*.

8.4 Operating Agreement Contents

8.4.1 The Operating Agreement between the *City* and *TCH* defines how *TCH* meets the requirements legislated under the *HSA* and or any other *Service Manager* direction as allowable in the role of system *Service Manager*, and how social housing programs under which *TCH* operates are administered.

8.4.2 The Operating Agreement includes, but not necessarily limited to:

- (a) defining level of *Service Manager* service standards allocated to *TCH*;

- (b) requirements for the provision of budget and other financial information as deemed appropriate by the *City CFO & Treasurer*, to the Shelter, Support and Housing Administration Division in order to prepare their budget;
- (c) requirements for program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill *Service Manager* obligations under the *HSA*;
- (d) requirements for providing any other information described in the Operating Agreement;
- (e) method and timing for the payment of subsidies to *TCH*;
- (f) method for calculation of the amount payable to *TCH*; and
- (g) identification of the *Service Manager's* delegated responsibilities to *TCH* under the *HSA*.

8.5 Other City Program Funding

- 8.5.1 The *City* may, from time to time, request of *TCH* that it perform certain functions and assume certain responsibilities of any *Program Administrator* consistent with *TCH's* mandate, in support of *Council* priorities, in support of the *City's Service Manager* role under the *HSA*, or as directed by *City Council*.
- 8.5.2 In areas referred to in Section 8.5.1, in which the *City* requests that *TCH* perform functions that are not mandated functions of a *Local Housing Corporation*, the *City* and *TCH* will enter into agreements that include:
 - (a) the source and level of funding to be provided for performance of functions subject to specific conditions and requirements;
 - (b) the conditions and performance expectations of the *City*, including requirements for cooperation, and transparent and timely access to all related information; and
 - (c) the accountability requirements of *TCH* in undertaking these functions.

9. TENANT MATTERS

9.1 Tenant-Centered Operations

TCH shall, in consultation with *Tenants* and other parties as required, maintain and apply:

- (a) eviction prevention policies which:
 - (i) are designed to keep individuals and families in their home and help them avoid entering into homelessness;
 - (ii) aim to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent; and
 - (iii) comply with *TCH's* statutory obligation to ensure that *Tenants* have reasonable enjoyment of their rental unit and the residential complex;

- (b) an accessible, transparent complaints process that advocates on behalf of *Tenants* to seek a solution to their complaints, respects the management accountabilities within *TCH* and allows for the review of operational decisions at a senior level within *TCH*;
- (c) an environment in which *Tenants* are protected from harassment and human rights are respected and upheld; and
- (d) a strategy in place to identify *Tenant* language needs and shall deliver communications to *Tenants* in a way that is responsive to those language needs.

9.2 Tenant Engagement

9.2.1 *TCH* will ensure that *Tenants* are engaged in a manner that allows *Tenants* to be involved in community decision making that affects their housing as appropriate. *TCH* shall support an approach to *Tenant* engagement that includes:

- (a) Opportunities for *Tenant* engagement regarding their housing, and the full *TCH* housing portfolio;
- (b) Opportunities for *Tenants* to provide input on *TCH* corporate decisions including capital plans, operating budget, service levels, service delivery and *Tenant* facing policies; and
- (c) Opportunities for *Tenant* input on setting local spending priorities; and
- (d) Information about opportunities for engagement in other City and community initiatives.

9.2.2 *TCH's* approach to *Tenant* engagement will respect the terms of this *Shareholder Direction* and the financial targets and performance benchmarks that are established for *TCH* by the *Service Manager*.

10. ACCOUNTABILITY

10.1 Strategic Plan

10.1.1 *TCH* shall prepare a multi-year Strategic Plan. *TCH* shall review and revise its Strategic Plan, as appropriate, at intervals no less frequent than every four years. The content of the Strategic Plan will include:

- (a) long term business strategies and objectives and goals that support and advance the mandate of *TCH* and align with applicable City plans and Council priorities for the period covered by the Strategic Plan;
- (b) identification of key issues and challenges and material enterprise risks facing *TCH*, and strategies to be implemented to resolve these key issues and challenges and material risks;
- (c) identification of financial, business and service targets and performance measures based on benchmarks set out in regulations pursuant to the *HSA* or established in the Operating Agreement or Strategic Plan to be reported on annually;
- (d) identification of environmental and energy efficiency strategies and targets to be reported

on annually;

- (e) major initiatives to be undertaken by *TCH* in the medium and long term; and
- (f) other matters as may be required by the *Shareholder*.

10.1.2 *TCH* will consult with the *City Manager*, the General Manager Shelter, Support & Housing Administration, and other relevant City staff in preparation of the *Strategic Plan*, including on its targets and major initiatives, to ensure strategic alignment with City goals and objectives.

10.1.3 *TCH* will submit each new Strategic Plan to the Shareholder along with its annual report for the previous fiscal year as described in section 10.3.1.

10.2 City Budget Process

10.2.1 To inform the City's financial planning process, *TCH* shall participate in the City's annual Budget Process. This includes:

- (a) Submitting *TCH's* Operating and Capital Budgets to the *CFO & Treasurer* in accordance with the format, scope and timing determined by the *CFO & Treasurer*, and guided by Budget targets established by *Council*; and
- (b) Participating in the administrative review process, preparing budget notes as required and presenting *TCH's* Budgets to Budget Committee.

10.2.2 *TCH* will submit spending estimates, including separate capital and operating budget requirements as specified in the Operating Agreement with the City referred to in Section 8.4.2 and in a format and as per timing as deemed appropriate by the *City CFO & Treasurer* to the Shelter, Support and Housing Administration Division in order to inform the SSHA annual budget submission.

10.3 Annual Reporting

10.3.1 Within 120 days after the end of the fiscal year, or as requested by the *City*, *TCH* will prepare an annual report for approval by the *Board* and submit this report to the *City Manager*. This report will include:

Program and Financial Reporting

- (a) objectives, accomplishments since the prior year and performance trends;
- (b) information on the disposition and uses of funds provided to *TCH* by the *City*;
- (c) such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in the *TCH* operating and capital budget, and any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the *Shareholder*;
- (d) the achievement of the financial, business and service targets set out in the Strategic Plan or the Operating Agreement and such explanations, notes and information as is required to explain and account for any variances between the actual results from

operations and the targets established in the Strategic Plan or the Operating Agreement;

- (e) information that is likely to materially affect the Shareholder's financial objectives;
- (f) information regarding any matter, occurrence or other event which is a material breach or violation of any law, including major findings of internal and other audits;

Tenant-Centered Services

- (g) initiatives to provide responsive customer service;
- (h) *Tenant*-centered operations and *Tenant* engagement activities;
- (i) information that is likely to materially affect *Tenants'* views or opinions regarding *TCH*;
- (j) information regarding the number of evictions each year and the rationale for these evictions;

Other Matters

- (k) the status of the sale of any properties and on any *Tenant* or community impacts resulting from such sales;
- (l) information concerning new or dissolved *TCH Subsidiaries* and *Joint Ventures*, including their purpose, financial implications and associated material risks;
- (m) information on current *development* projects, as *Directed by Council*;
- (n) environmental and energy efficiency targets identified in the Strategic Plan;
- (o) disclosure of *Senior Executive* compensation as permitted by law;
- (p) the status of any specific actions *Directed by Council* during the past fiscal year; and
- (q) any such additional information as the *Shareholder* may specify from time to time.

10.4 Accounting and Financial Statements

10.4.1 *TCH* will adopt and use the accounting policies and procedures that may be approved by the *Board* from time to time and all such policies and procedures will be in accordance with generally accepted accounting principles and applicable regulatory requirements.

10.4.2 *TCH's* financial year end shall be December 31.

10.4.3 The *Board* will deliver to the *City Manager* and the *City CFO & Treasurer*, as soon as practicable and in any event within 120 days after the end of each fiscal year, the audited consolidated and unconsolidated annual *Financial Statements* of *TCH* for consideration by the *Shareholder*, including information concerning its *Subsidiaries* and *Joint Ventures*, for consideration by the *Shareholder*.

10.4.4 *TCH* shall provide quarterly unaudited *Financial Statements* to the *City CFO & Treasurer* within 30 days after the end of each fiscal quarter.

10.5 Operating Agreement Reporting

10.5.1 As a requirement under the Operating Agreement, *TCH* will report to the *Service Manager* information that is consistent with social housing program funding requirements. This information includes:

- (a) annual budget and other financial information as deemed appropriate by the *City CFO & Treasurer*, to the Shelter, Support and Housing Administration Division in order to prepare their budget, as specified in Section 10.2.2 of this *Shareholder Direction*;
- (b) program and capital reporting as defined by the Shelter, Support and Housing Administration Division to fulfill *Service Manager* obligations under the *HSA*;
- (c) the achievement of annual financial, business and service targets set out in the Operating Agreement and such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Operating Agreement; and
- (d) any other information described in the Operating Agreement .

10.6 Audit

10.6.1 The *Auditor* shall be appointed by the *Shareholder* in accordance with the *OBCA*. *TCH* will be responsible for payment of the remuneration for the *Auditor*. The annual consolidated and unconsolidated *Financial Statements* of *TCH* will be audited by the *Auditor*.

10.6.2 All other audit and review requirements, including internal audits, will be the sole responsibility of the *Board*.

10.6.3 The *Auditor General* may conduct periodic operational audits. All reports by the *Auditor General* shall be considered first by the *Board* and be forwarded immediately thereafter by the *Board* or the *Auditor General* to the *City Audit Committee* for consideration and recommendation to *City Council*.

11. EMPLOYMENT, PROCUREMENT AND RELATED MATTERS

11.1 *TCH* will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will prepare appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the *City* and employee compensation to address these objectives.

11.2 The *Board* shall approve a *Senior Executive* compensation policy that is:

- (a) Prepared and updated independent of *Senior Executives*, through a process involving at least one *Director* who is a Member of Council;
- (b) Consistent with the *City's Guiding Principles in the Development of Senior Executive Compensation Policies for City agencies and corporations*; and

(c) Reviewed every four years and the results are disclosed on public websites and in annual reporting referred to in Section 10.3.1.

11.3 The *Board* shall ensure that *Senior Executive* employment contracts contain a provision providing employee consent to the disclosure of their individual compensation through annual public reporting referred to in Section 10.3.3 through the *Board*.

11.4 *TCH* will ensure all procurement activities including, but not limited to, materials management, purchasing goods, services and construction contracts, involving purchasing, leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies and procedures and are managed in an open and transparent manner.

11.5 *TCH* is required to adopt policies related to conflict of interest, political activity, disclosure of wrongdoing and reprisal protection.

11.6 *TCH* will be responsible for determining how the obligations in Sections 11.1 through 11.5 are to be carried out, recognizing its responsibilities as a public sector employer that is a model to the community.

12. EMERGENCY SOCIAL SERVICES PLANNING AND RESPONSE

12.1 *TCH* will at all times inform the Office of Emergency Management (“OEM”) of the names, titles and 24/7 contact information of key staff at *TCH* responsible for emergency social services planning and response, including the most senior officer to *TCH* with overall accountability.

12.2 In emergencies involving the displacement of *TCH Tenants* and that exceed the capacity of *TCH* to manage internally, *TCH* will activate the *City's* Emergency Social Services response according to a protocol between *TCH* and the OEM. *TCH* will support the OEM to implement the response according to this protocol. The OEM will lead the emergency social services response according to its policies, plans and protocols.

13. MEMBER OF THE SOCIAL HOUSING SECTOR

TCH may be an active participant in the social housing sector and seek to identify and support, directly or through its work with associations, opportunities for sector cooperation, information sharing and other activities that promote an effective partnership among stakeholders, the efficient use of resources and effective operations and programs. Subject to Section 7.2.2 of this *Shareholder Direction*, *TCH* may advocate on behalf of all social housing providers on issues related to the supply, quality and affordability of housing in the community. However, in conducting advocacy on issues that affect the social housing sector, *TCH* will make clear that it speaks on its own behalf as a member of the social housing sector and not on behalf of the *City*.

14. AMENDMENTS

This *Shareholder Direction* may only be amended or terminated by a resolution adopted by the *Council* of the *City* as *Shareholder* of *TCH* as at the time such amendment or termination is to become effective. Promptly following the amendment or termination of this *Shareholder Direction*, the *City* shall give written notice of the amendment or termination to the *Board*.

15. NOTICE

Any notices required or desired to be given to any of the Parties in connection with this *Shareholder Direction* or arising there from, shall be in writing and shall be personally delivered or sent by email or other means of instantaneous transmission in regular commercial usage at such time:

To the City at:

City Manager
4th Floor, East Tower, Toronto City Hall
100 Queen Street West,
Toronto, ON M5H 2N2
Email:

General Manager, Shelter Support and Housing Administration
6th Floor, Metro Hall
55 John Street
Toronto, ON M5V 3C6
Email:

To Toronto Community Housing Corporation at:

Chief Executive Officer
Toronto Community Housing Corporation
7th Floor, 931 Yonge Street
Toronto, ON M4W 2H2
Email:

DATED at Toronto as of this _____ day of _____ 2021.

CITY OF TORONTO

by

:

City Manager

by:



Community Safety Advisory Sub-Committee Charter

Item 2E

September 14, 2021

Tenant Services Committee

Report: TSC: 2021-63

To: Tenant Services Committee (“TSC”)

From: President & Chief Executive Officer

Date: July 13, 2021

PURPOSE:

The purpose of this report is to present the Community Safety Advisory Sub-Committee (“CSAC”) Charter for approval.

RECOMMENDATIONS:

It is recommended that the TSC approve and forward to the Board of Directors for approval the Community Safety Advisory Sub-Committee Charter.

REASONS FOR RECOMMENDATIONS:

At its July 20, 2021 meeting, the CSAC Charter was approved by the Community Safety Advisory Sub-Committee.

In 2021, the CSAC was established as a sub-committee of the TSC, itself a committee of the Toronto Community Housing (“TCHC”) Board of Directors (the “Board”), to assist the Board and TSC in fulfilling its responsibility with regards to Community Safety and Support at TCHC. In establishing CSAC, the CSAC Charter (the “Charter”) has been established (Attachment 1), which outlines its mandate, accountability, term, membership, and deliverables.

The deliverables of the CSAC will be guided by an annual work plan, which is Attachment 2 to this report and will include regular standing agenda items, as well, special agenda items. The special agenda items can include but will not be limited to the following:

- Community Safety Unit (“CSU”) Overview;
- Integration of Confronting Anti-Black Racism (“CABR”);
- Overview of Community Safety and Support Pillar;
- Tenancy Management (Managing Difficult Tenancies, Tenant Support);
- Categorization of TCHC Communities;
- CSU involvement in TCHC Communities and Impact on Tenants;
- Tenant Engagement Models for CSAC;
- Hub Model; and
- Recommendations to TCHC.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Community Safety Advisory Sub-Committee Charter

STAFF CONTACT:

John Angkaw, Senior Director, Business Operations
416-316-4029
John.Angkaw@torontohousing.ca

Attachment 1: Community Safety Advisory Group Charter

MANDATE:

The Community Safety Advisory Committee (“CSAC”) is established as a sub-committee of the Tenants Services Committee (the “TSC”), itself a committee of Toronto Community Housing’s (“TCHC”) Board of Directors (the “Board”), to assist the Board and TSC in fulfilling its responsibilities in respect of Community Safety and Security at TCHC.

RESPONSIBILITIES:

The CSAC fulfills its mandate by carrying out the following responsibilities:

- Advice and recommendations to the TSC on the design, implementation, and reporting of policies, strategies and initiatives by Management on security, CCTV cameras, and crime and reporting; and
- Advice and recommendations to the TSC on the design, implementation, and reporting of policies, strategies and initiatives by Management on community safety and the Community Safety Unit.

AUTHORITY:

The CSAC is an advisory committee of the TSC and as such is able to make recommendations to the TSC with respect to the matters that fall within its Charter for review and approval of the TSC, and for forwarding on to the Board a deemed necessary by the TSC.

The CSAC will have full, free and unrestricted access to Management and its employees.

The CSAC may retain the services of external advisors at the expense of the Corporation, as deemed necessary, to ensure its due diligence and in accordance with TCHC’s Procurement Policy and Procedures.

TERM AND DELIVERABLES:

The CSAC’s term is time-limited and is not intended to be a permanent sub-committee of the TSC. The CSAC will undertake research, review, and tenant consultation on the matters outlined in the Charter, and will deliver a

set of recommendations to the TSC for their consideration and forwarding to the Board, as deemed appropriate by the TSC.

COMPOSITION:

The composition of CSAC will be informed by the following:

- The appointment of the CSAC Chair, and members shall be made by the TSC, upon recommendation of the Committee Chair;
- The Chair of the Board of Directors shall be a voting *ex officio* member of the Committee;
- The President and Chief Executive Officer will appoint a staff liaison to support the Chair;
- The President and Chief Executive Officer will appoint a staff person to reside as Corporate Secretary for the Committee;
- The Committee shall be composed of a minimum of three (3) Directors; and
- The CSAC shall be supported by staff from TCHC and City of Toronto, with expertise and accountability for community safety, security, community development, partnership development, and stakeholder relations, as designated by the President and Chief Executive Officer

TERM:

- To be determined

QUORUM:

The following will inform quorum at the CSAC:

- Quorum shall be a minimum of fifty percent of the Directors of the CSAC;
- Where Quorum is present, decisions shall be taken by motion with passage by simple majority (fifty percent plus one) of the total CSAC members present at a meeting of the CSAC, in person, or by teleconference; and
- Written resolution in lieu of meeting signed by all members of the CSAC is permitted.

MEETINGS:

The CSAC will meet as frequently as it determines necessary but not less than once each quarter. Meetings may be called by the Chair of the TSC or the Chair of CSAC. The Chair of CSAC must call a meeting when requested to do so by any member of the CSAC, the TSC, the President and Chief Executive Officer, or the General Counsel and Corporate Secretary.

The procedure at meetings shall be determined by the CSAC Chair adhering to the by-laws of the Corporation or any resolution of the Board.

Meetings will be held in public other than matters to be dealt with in closed session, such as:

- a. the security of the property of the Corporation;
- b. personal matters about an identifiable individual, including an employee;
- c. a proposed or pending acquisition or disposition of land by the Corporation;
- d. Labour relations or employee negotiations;
- e. Litigation or potential litigation, including matters before administrative tribunals, affecting the Corporation;
- f. advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- g. any other matter City Council would be permitted to discuss at a meeting or part of a meeting that is closed to the public under City of Toronto Act, 2006 or any other Act; or
- h. a request under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

REVIEW:

The CSAC shall review its Charter on an annual basis and recommend any changes to such terms to the TSC.

REPORTING:

The CSAC will report the proceedings of each meeting and all recommendations made by the CSAC at such meeting to the TSC at the TSC's next meeting. The CSAC will make such recommendations to the TSC, as it may deem appropriate.

ACCOUNTABILITY AND REPORTING:

The CSAC is accountable to the TCHC Board, through the TSC, and reporting on the ongoing work will be undertaken at each TSC meeting.



Report on Business Arising from Public Meeting Minutes
TSC Action Item List

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. TCHC:2020-87 December 15, 2020 Board meeting	TCHC Provision of Internet Access to All TCHC Households As part of the feasibility study, Management look at the feasibility of providing internet to all units (e.g. RGI, Affordable and Market units), the associated costs, and the potential for cost recovery from tenants paying varied amounts for access.	In progress	November 18, 2021	Chief Operating Officer
2. TSC:2021-24D May 4, 2021	Long-Term Employment Opportunities in Revitalization Sites Management to provide, where possible, the long-term economic benefits and long-term stable employment opportunities that have been generated across TCHC's revitalization sites.	Complete	September 14, 2021 (TSC:2021-57) ¹	Interim Chief Development Officer & Director, Program Delivery

¹ This report will also address the June 15, 2021 motion at the Board of Directors meeting to refer the Goal and Objective regarding 'Secure Opportunities for Tenants' of the Corporate Goals for Revitalization report (TCHC:2021:40) back to TSC for further discussion.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
3. TSC:2021-33 May 4, 2021	<p>Non-Rentable Units</p> <p>With regard to non-rentable units, Management to provide the TSC with the length of time these units have been vacant where repairs are required.</p>	Complete	September 14, 2021 (TSC:2021-58) ²	Chief Operating Officer
4. TSC:2021-34 May 4, 2021	<p>Participatory Budgeting Program</p> <p>Prior to its reimplementation, Management to bring the plan for the participatory budgeting program to the TSC for discussion.</p>	In progress	To be brought back in advance of Participatory Budgeting being reintroduced	Acting Chief Operating Officer
5. July 5, 2021	<p>City of Toronto's Centralized Waiting List for Social Housing</p> <p>At the request of the Chair, TSC, Management to provide an overview of the City of Toronto's centralized waiting list for social housing, including the overall number of households waiting for residency and by how many the waitlist is reduced each month or annually.</p>	Complete	Briefing note included in September 14, 2021 materials	Chief Operating Officer

² Included as part of the TCHC's Operational Performance Measures report.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>6. TSC:2021-46 July 5, 2021</p>	<p>Community Impact Programs</p> <p>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).</p>	In progress	November 18, 2021	Chief Operating Officer
<p>7. TSC:2021-47 July 5, 2021</p>	<p>TCHC's Operational Performance Measures</p> <p>In future reports, performance metrics in the Operational Performance Report to be reported by Operating Region. The next iteration of the report to also include the following:</p> <ul style="list-style-type: none"> • 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 vacant for both the 671 units that are pending demolition and the 548 	Complete	September 14, 2021 (TSC:2021-58)	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>units that have been demolished or have undergone construction and are pending replacement;</p> <ul style="list-style-type: none"> 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. 			
<p>8. TSC:2021-47 July 5, 2021</p>	<p>Commercial Rent Arrears</p> <p>Management to provide an update on the status of and plan to address commercial rent arrears resulting from COVID-19 across the TCHC portfolio.</p>	Complete	September 14, 2021 (TSC:2021-59)	Vice President, Facilities Management
<p>9. TSC:2021-49 July 5, 2021</p>	<p>Tenant Engagement Refresh Update</p> <p>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.</p>	Complete	September 14, 2021 (TSC:2021-61)	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>10. TSC:2021-50(R) & TSC:2021-51 July 5, 2021</p>	<p>Annual Pest Control and Annual Unit Inspection Reports</p> <p>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.</p>	Complete	Briefing note included in July 22, 2021 Board of Directors materials	Chief Operating Officer
<p>11. TSC:2021-53 July 5, 2021</p>	<p>Crisis Priority Transfers</p> <p>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.</p>	In progress	Q1 2022	Chief Operating Officer
<p>12. TSC:2021-54 July 5, 2021</p>	<p>CSU Organization Chart</p> <p>Management to provide the CSU organization chart, highlighting the positions of individuals who have a policing background.</p>	In progress	To be provided at the November 15, 2021 Community Safety	Senior Director, Community Safety Unit

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
			Advisory Sub- Committee meeting	
13. TSC:202 1-54 July 5, 2021	Operations Organization Chart Management to provide an organizational chart of the restructured Operations division, including roles and reporting structure for the various teams and the overall division.	Complete	Briefing note included in September 14, 2021 materials	Chief Operating Officer

Toronto Community Housing Corporation
 931 Yonge Street
 Toronto, ON
 M4W 2H2



Briefing Note

To: Tenant Services Committee (“TSC”)

From: Sheila Penny, Chief Operating Officer (“COO”)

Date: August 17, 2021

Re: **Public Action Item #5:** City of Toronto’s Centralized Waiting List for Social Housing

At the July 5, 2021 TSC meeting, the TSC requested Management to provide an overview of the City of Toronto’s centralized waiting list for social housing, including the overall number of households waiting for residency and by how many the waitlist is reduced monthly or annually.

Background

All Toronto Community Housing (“TCHC”), rent-geared-to-income (“RGI”) tenants are selected through the City of Toronto’s Centralized Waitlist (“CWL”), which is managed by Access to Housing at the City of Toronto.

The CWL is managed on a first-come-first-serve basis, where applicants receive an offer for RGI housing based on the date of their application approval. In addition, provincial regulations stipulate the prioritization of specific groups ahead of those without a priority code on the CWL. These groups include:

1. Special Priority Program: survivors of family/domestic abuse and human trafficking (provincially mandated priority);
2. Terminal Illness: applicants who have less than two years to live (provincially mandated priority); and
3. Overhoused Households: tenants living in RGI units that are larger than units they qualify for.

Acting in its capacity as the Service Manager, the City is empowered to implement its own priority policies in addition to the provincial regulations

listed above. In Toronto, there are local priority rules, which outline the prioritization of the following applicants:

1. Homelessness: applicants experiencing homelessness, living in a shelter, including homeless newcomers;
2. Separated Families: families separated because of a lack of affordable housing; and
3. RGI Youth Applicants: youth who are 16+ years old at the time of application for RGI housing.

As of Q2 2021, there were 78,177 individuals on the CWL that are waiting for residency. In 2020, there were a total of 1,641 individuals housed by TCHC through the City's CWL. Specifically, there were 301 individuals housed by TCHC in Q2 2021.

Table 1: City of Toronto CWL and Housed by TCHC, 2020 & 2021 YTD

	2020				2021	
	Q1	Q2	Q3	Q4	Q1	Q2
CWL Wait List	78,500	78,683	79,768	81,664	79,332	78,177
Housed by TCHC	308	395	379	559	911	301

Briefing Note:

To: Tenant Services Committee (“TSC”)

From: Sheila Penny, Chief Operating Officer (“COO”)

Date: September 14, 2021

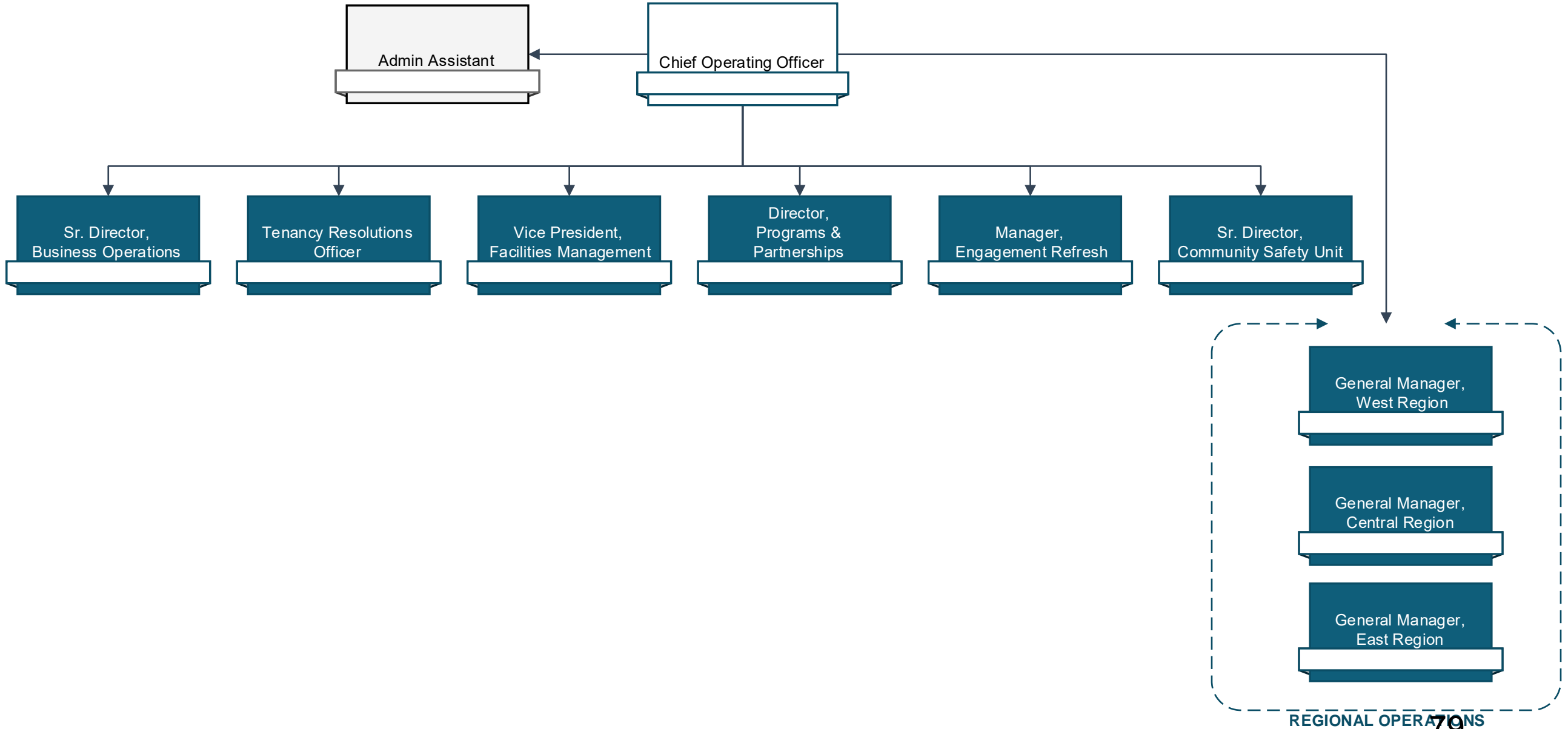
Re: Public Action Item #13: Operations Organization Chart

At the July 5, 2021 Tenant Services Committee (“TSC”) meeting, the TSC requested the Operations division to provide an updated organization chart of the restructured Operations division, including roles and reporting structure for the various teams and overall division.

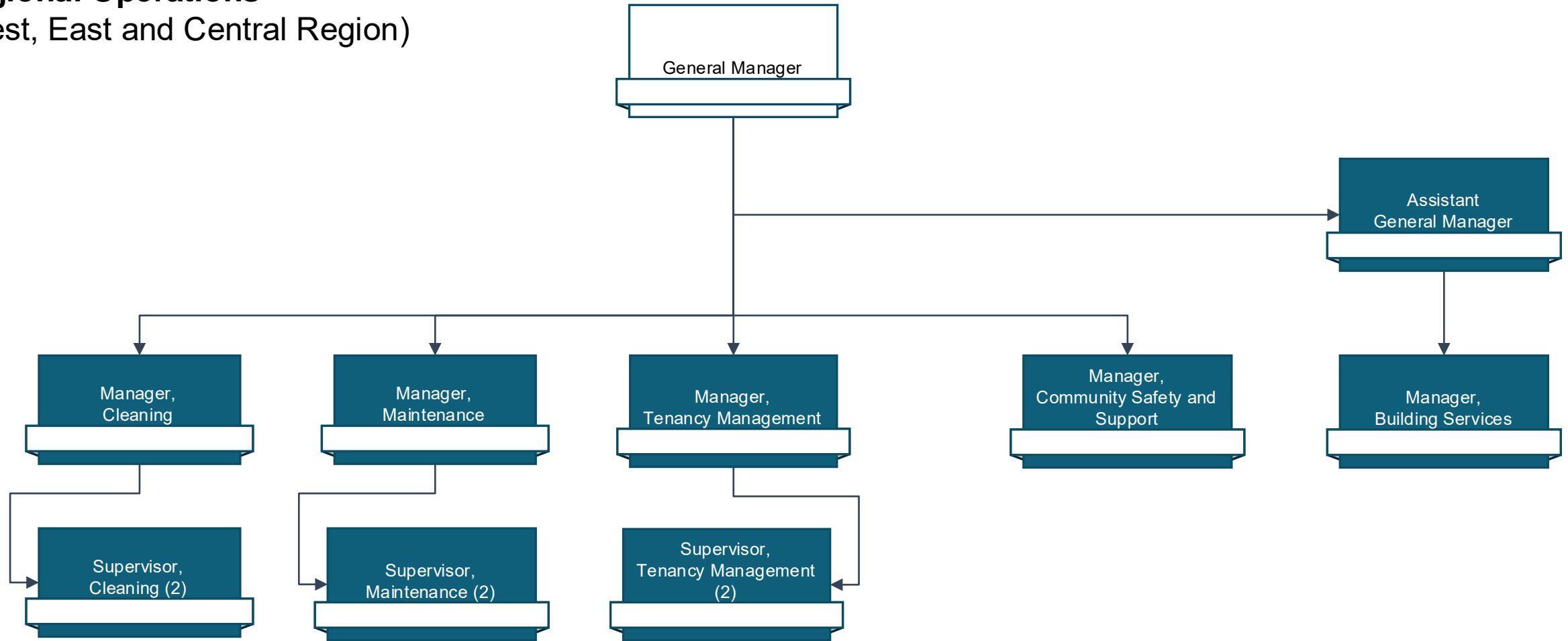
In response to the request by TSC, Appendix A provides the updated organization chart of the restructured Operations division. In the updated organization chart, it outlines the various roles within:

- Regional Operations
- Business Operations;
- Program and Partnerships;
- Tenancy Resolutions Office;
- Facilities Management;
- Tenant Engagement; and
- Community Safety Unit.

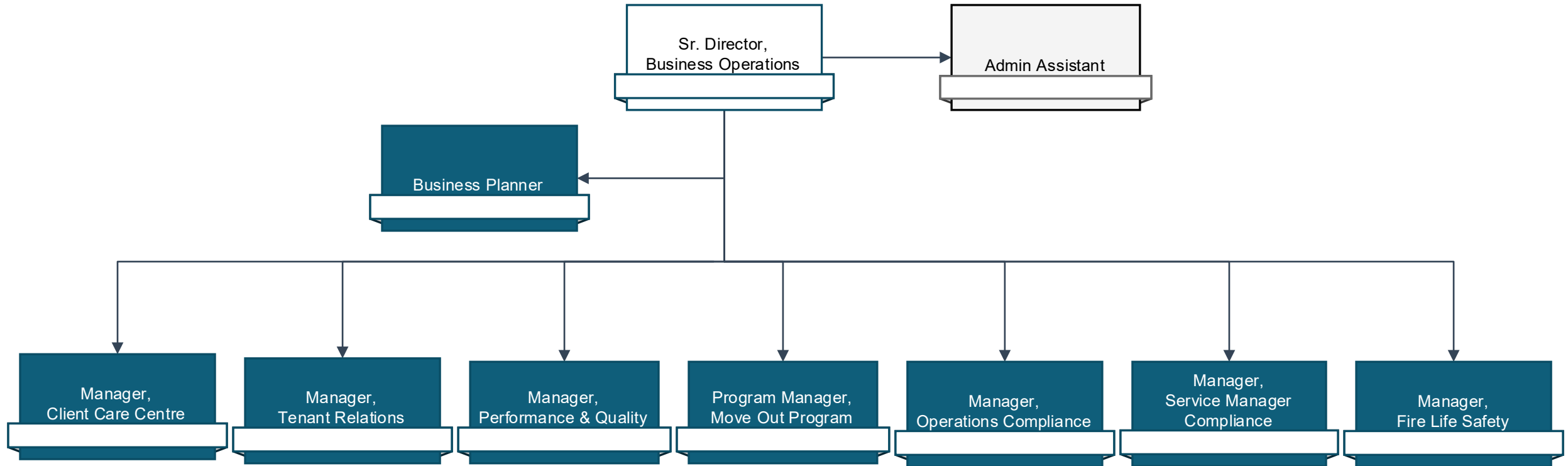
APPENDIX A Operations Leadership Team



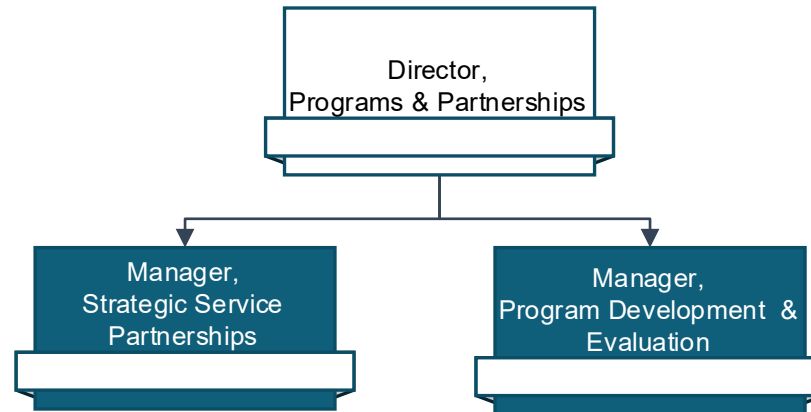
Regional Operations (West, East and Central Region)



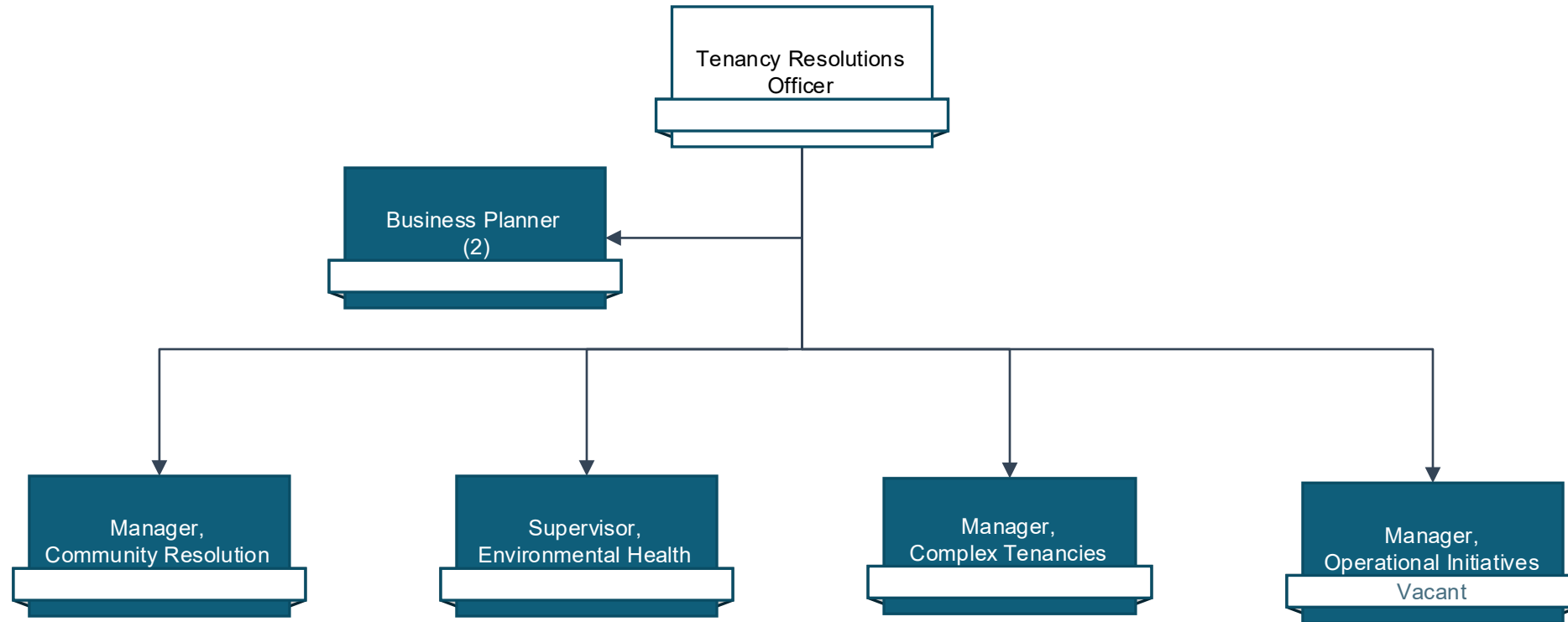
Business Operations



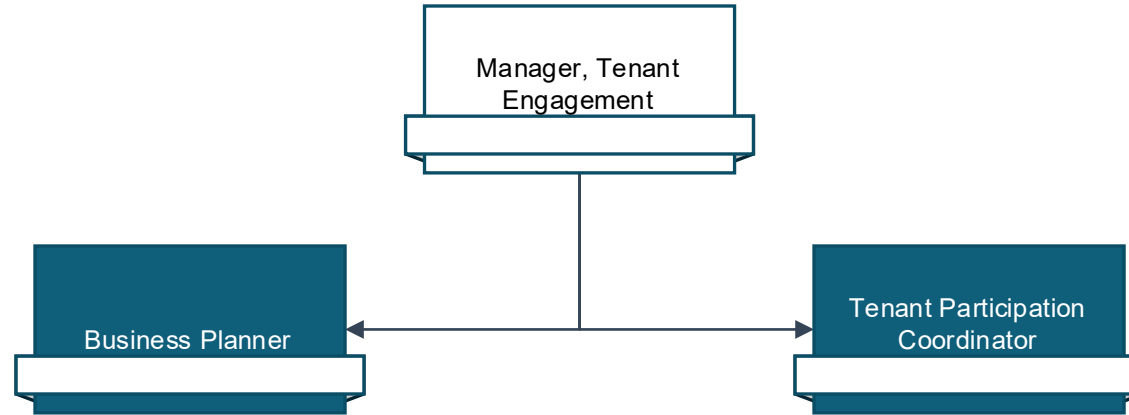
Programs & Partnerships



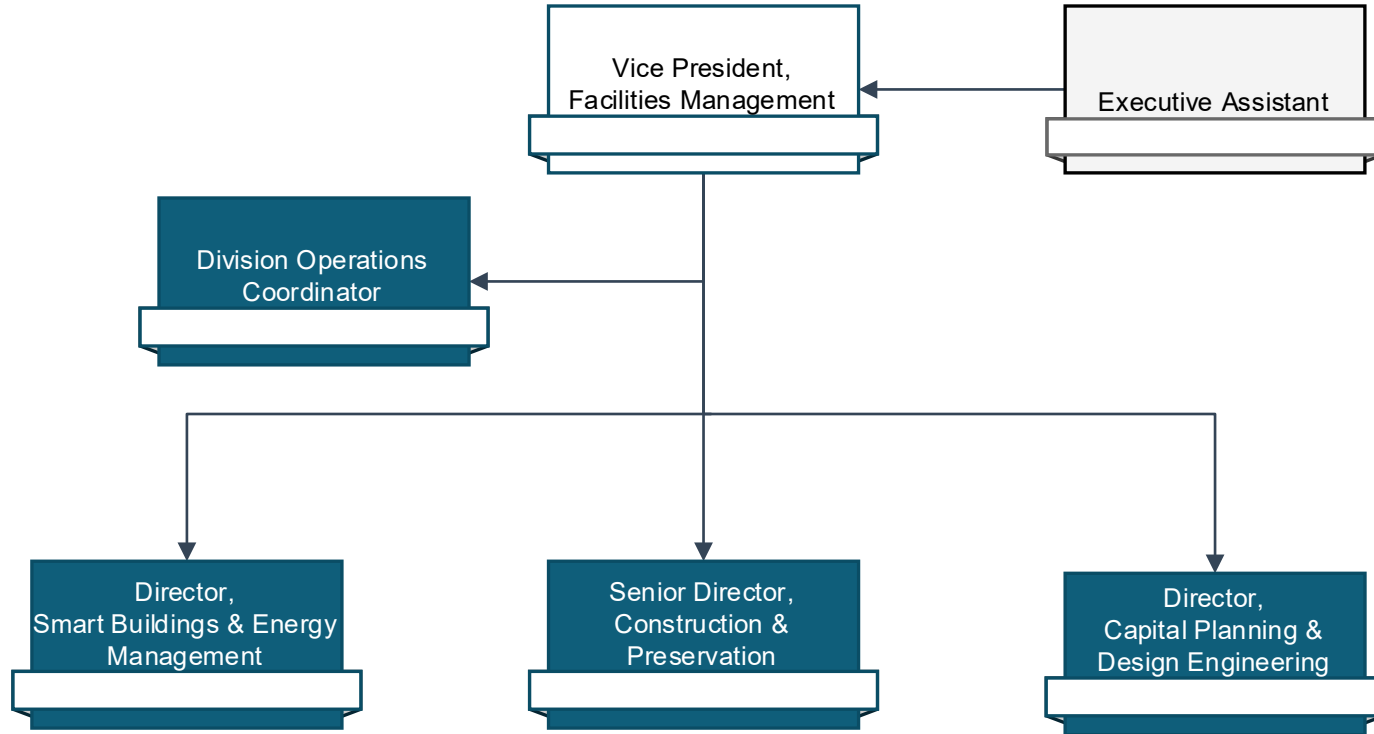
Tenancy Resolutions Office



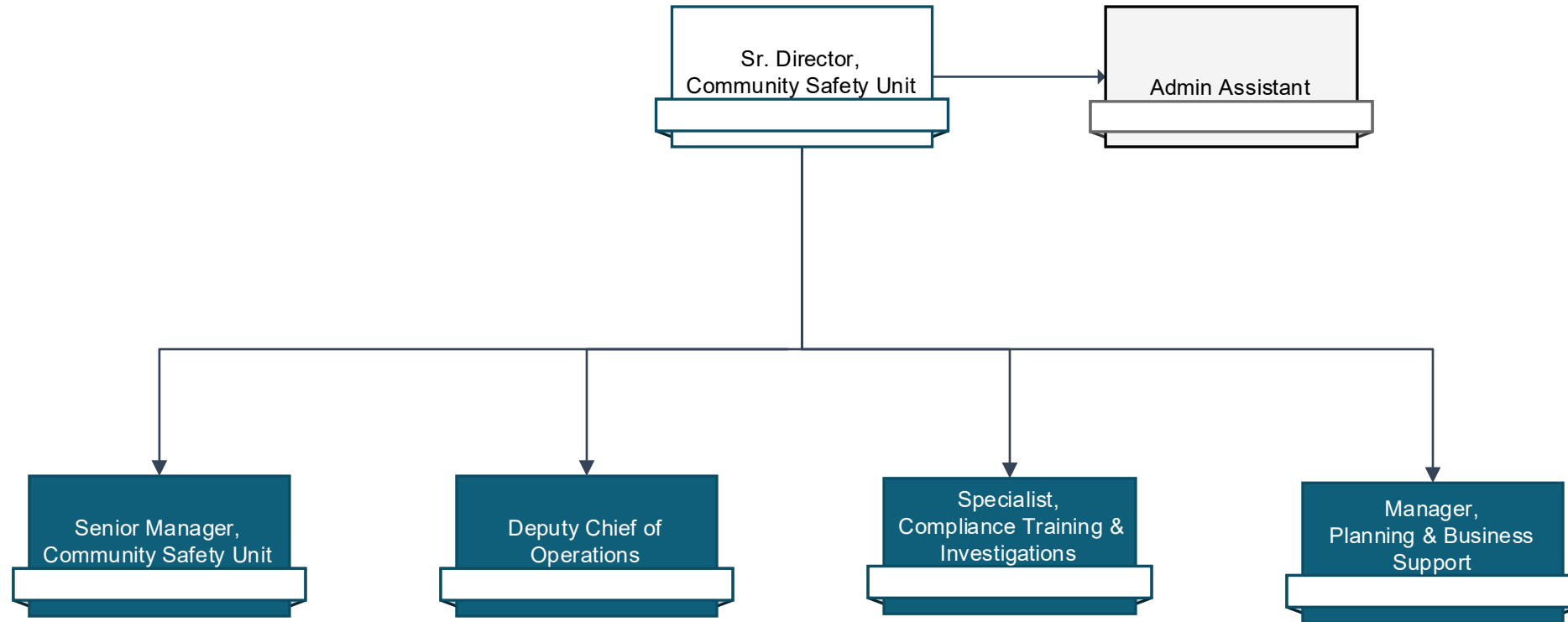
Tenant Engagement System



Facilities Management



Community Safety Unit





Revitalization Long-Term Economic & Employment Benefits

Item 5

September 14, 2021

Tenant Services Committee

Report: TSC:2021-57

To: Tenant Services Committee (“TSC”)

From: Chief Development Officer

Date: August 31, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of long-term tenant economic benefits and employment opportunities generated across the revitalization sites.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

Decision History

At its May 4, 2021 meeting, the TSC requested that Management provide, where possible, the long-term economic benefits and long-term stable employment opportunities that have been generated across Toronto Community Housing’s (“TCHC”) sites.

<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20May%204%202021/Item%206%20-%20LH%20Phase%202-3%20Tenant%20Benefit%20w%20attachments.pdf>

This report will also address the June 15, 2021 motion at the Board of Directors' meeting to refer the Goal and Objective regarding 'Secure Opportunities for Tenants' of the Corporate Goals for Revitalization report (TCHC:2021-40) back to the TSC for further discussion.

<https://www.torontohousing.ca/events/Documents/Board/2021%20Board%20Meetings/June%2015%202021/Item%207C%20-%20Corporate%20Goals%20for%20Revitalization%20Initiatives%20FINAL.pdf>

BACKGROUND

Creating tenant focused economic and employment opportunities is vital to the success of the social transformation of communities and revitalization.

Within the revitalization context, through partnerships and procurement processes, a variety of employment, business, training, and educational opportunities are made accessible for tenants. We recognize these opportunities help tenants to achieve economic and housing stability.

Tenant opportunities are created by TCHC staff working with developers, consultants, trades, and other vendors to create and secure employment placements within their project teams, affiliated companies, and networks. These opportunities are shared with tenants who apply for positions they are interested in.

How Tenants Are Connected to Opportunities

Staff conduct outreach within the revitalization communities and throughout the TCHC portfolio to connect tenants with various opportunities.

Opportunities are promoted through engagement outreach that is conducted in-person, over the phone, email, and through social media. In addition, opportunities are posted on websites, printed on posters, and included in printed mail outs. When a tenant is interested in an opportunity, staff conduct an intake and make referrals based on a tenant's interest and self-identified level of job readiness. Once an intake is initiated, tenants are supported by agencies who specialize in employment services, the developer, and TCHC staff throughout the application process for jobs, training, and/or scholarship opportunities.

1. OVERVIEW OF TENANT ECONOMIC & EMPLOYMENT OPPORTUNITIES GENERATED THROUGH REVITALIZATION

1.1 Tenant Employment

Through developer agreements which include commitments to generating community economic development (CED), TCHC has created and connected tenants to a variety of jobs. Some examples of employment opportunities which have been secured by tenants are included below.

Employment within the Trades and Apprenticeships	<ul style="list-style-type: none"> • Carpentry • Concrete Forming • Electrical • General Labour and Construction Craft • Hoist Operator • Plumbing • Drywall and Taping • Abatement Service Technician
Construction Industry Related Employment	<ul style="list-style-type: none"> • Engineering • Designers • Planning • Sales and marketing • Office administration • Customer Relations • Project Management • Construction Site Coordination • Site Security • Property Management • Communications
Non-Construction Related Employment	<ul style="list-style-type: none"> • Social Enterprise Businesses • Personal Support Workers • Catering • Summer Internships • Human Resources • Retail

1.2 Contracts for Social Enterprises

In addition to securing direct employment opportunities, TCHC has awarded contracts to social enterprises which employ tenants. Over \$0.4M has been awarded to social enterprises to carry out work in the revitalization sites. Examples of social contracts that have been awarded within the revitalization sites are listed below.

- Catering
- Painting
- Construction hoarding
- Unit Cleaning
- Moving Support
- Landscaping

1.3 Training and Capacity Building

TCHC revitalization teams work closely with tenants, community partners, the developer, and the City of Toronto to build training and employment pathways for tenant access to sustainable employment. TCHC has partnered and supported several pre-apprentice programs to help tenants become job ready and enter the trades. Some of the construction trades related pre-apprenticeship programs include Building UP, Creating Real Apprenticeships for Toronto (CRAFT) and Central Ontario Building Trades' Hammerheads. Other skill building programs which are non-construction related include Moving Towards Opportunity (MTO), community animation, 37 Kids, internships, and job shadowing. In addition, tenants have completed single trainings in food handlers, office administration, CPR & first aid, meeting facilitation, conflict mediation, and much more. These formal training opportunities and programs help tenants build their skills and reduce barriers to securing job opportunities.

1.4 Scholarships and Learning Grants

To support tenants in achieving their economic and educational goals, scholarship programs have been implemented and funded by developer partners. These programs help reduce the financial barriers for tenants to start and complete post-secondary and certification programs hosted by colleges, universities, and formal training institutes. Scholarships and bursaries have been awarded to tenants to enter into and complete a wide range of programs.

2. Outputs and Long-Term Outcomes

As tenants secure various CED opportunities, TCHC, our developers, and employment partners have conducted short-term follow-up and tracking. Through the collective data reporting from the developers and Toronto Employment & Social Services (TESS), the following outputs can be reported on as of December 31, 2020.

2.1 Employment

Employment				
Number of Jobs	Tenants Employed	Total Months of Employment	Full-Time Jobs ¹	Part-Time & Short-Term Contract Jobs ²
455	318	3155	181	274

In addition to the above, through reporting by TESS, 290 jobs were secured by Regent Park residents from 2009 to 2013. Starting in 2014 TESS started collecting data on full-time and part-time jobs. Between 2014 and 2020, 294 jobs were secured of which 34 were full-time and 260 part-time. In total, 584 jobs were secured by people living in Regent Park as reported by TESS.³ For phases 4 and 5 of the Regent Park revitalization employment tracking will be conducted through TCHC and developer.

All Jobs Duration						
Total Number of Jobs	Summer Jobs Between June - September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	More than 2 years
455	158	120	61	36	34	46
	35%	26%	13%	8%	7%	10%

¹ Full-time jobs are defined as working a minimum of 35 hours in one week

² Part-time and short-term contracts are defined as work which less than 35 per week

³ <http://www.toronto.ca/legdocs/mmis/2019/cc/bgrd/backgroundfile-139392.pdf>

Non-Construction Jobs Duration						
Number of Non-Construction Jobs	Summer Jobs Between June-September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	More than 2 years
272	134	50	45	17	14	12
	49%	18%	17%	6%	5%	4%
Construction Related Jobs Duration						
Number of Construction Jobs	Summer Jobs Between June-September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	More than 2 years
183	12	83	15	19	20	34
	4%	45%	8%	10%	11%	19%

2.2 Training and Scholarships

Training	
Number of Distinct Tenants Trained	Minimum Value of Training
409	\$0.68M

The above information includes formal training programs such as CRAFT, MTO and ad hoc training based on tenant identified needs. Other pre-apprentice programs such as Building UP and Hammerheads are not included in the above table because TCHC and our developer partners are not directly involved in the creation or implementation of these programs. TCHC and its partners do support these programs by conducting outreach to tenants and making referrals to these third party organizations. Information on TCHC tenant participation in Building UP was provided to the TSC during its July 5, 2021 meeting⁴.

⁴

<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20July%205%202021/Item%203%20-%20BN%20re%20Action%20Item%205%20-%20Employment%20Opportunities%20for%20Tenants%20FINAL.pdf>

Scholarships		
Amount Committed By Developers	Number of Tenant Recipients	Total Value of Scholarships and Bursaries Awarded
\$1.27M	224	\$0.66M

2.3 Outcomes

CED opportunities act as a stepping stone for tenants to achieve their economic goals. Some tenants have secured multiple opportunities which creates better access to different and more advanced jobs and outcomes as they enhance their skills and experience. Other tenants have been able to secure and sustain their employment for a longer duration which has created some substantive outcomes. For example, some tenants who secured employment placements have moved out social housing⁵. In a few instances tenants have been fortunate enough to purchase their own home. For tenants who have joined the trades, some have completed or are on route to completing their apprenticeship to become a licensed tradesperson.

TCHC and our developer partners track benefits provided to tenants which are presented above. However output tracking does not extend beyond the initial job placement and staff do not track the educational outcomes beyond awarding scholarships. Referrals made to local employment service providers where training and/or job placement is secured by a tenants is not included in this report. Staff are working to update information sharing agreements with partners so aggregate data can be collected and reported in an effort enhance reporting on tenant CED progress.

SIGNATURE:

“Kelly Skeith”

Kelly Skeith
Chief Development Officer (Acting)

⁵ <https://www.thestar.com/news/gta/2020/12/21/jobs-training-scholarships-are-all-part-of-alexandra-park-rebuild.html>

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TCHC Operational Performance Measures

Item 6A

September 14, 2021

Tenant Services Committee

Report: TSC: 2021-58

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: August 23, 2021

PURPOSE:

To provide the TSC with an update on key areas of Toronto Community Housing Corporation’s (“TCHC”) operations.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC’s operational performance for July 2021 and provides additional explanation for significant variances.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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Attachment 1: July 2021 Operational Performance Measures

Item	Measure	July 2021	2020 Avg	Change
1	Tenant Calls to Client Care	44,579	37,219	+ 7,360
2	Elevator Service Requests	784	636	+ 148
3	Demand Pest Treatments	3,782	3,862	- 80
4	Vacancy Rate (Percent)	1.85%	2.15%	- 0.30%
5	Rentable Vacant Units	1092	1,224	- 132
6	Non-Rentable Vacant Units	2,284	2,320	- 36
7	Rent & Parking Arrears (Million)	\$15.37	\$13.51	+ 1.86M
8	Crimes Against Property	108	177	- 69
9	Crimes Against Persons	125	107	+ 18
10	Fire Incidents	17	18	- 1
11	Tenant Referrals Made to Internal/External Supports	695	472	+ 223

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in July 2021 were 7,360 calls higher when compared to the average call volumes for 2020. This can be attributed to a variety of factors, which includes an increase in general information inquiries, plumbing repairs, door/lock repairs, electrical repairs, and appliance repairs.

2. Elevator Service Requests

The volume of elevator service requests increased by 148 when compared to the 2020 average. The increase may be attributed to a combination of service requests related to vandalism to cabs and buttons, resetting of elevators and passengers using the elevator phones for non-service related issues.

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 80 when compared to the 2020 average. This decrease in demand treatments coincides with the tapering off of demand pest treatments conducted as a result of the Annual Unit Inspections.

4. Vacancy Rate

The vacancy rate across TCHC in July 2021 was 1.85%, which is 0.30% lower than the previous month. The vacancy rate in the Family portfolio was 1.76% (rent-geared-to-income (“RGI”) & Market) with a month-over-month decrease of 100 units. In addition, the vacancies in the Seniors Housing Unit (“SHU”) portfolio was 2.12% (RGI & Market) with a month-over-month decrease of 86 units.

Table 1: Vacancy by Region/Portfolio, July 2021

	West	Central	East	SHU
Total	1.77%	1.27%	2.37%	2.12%

Figure 1: Vacancy – Family

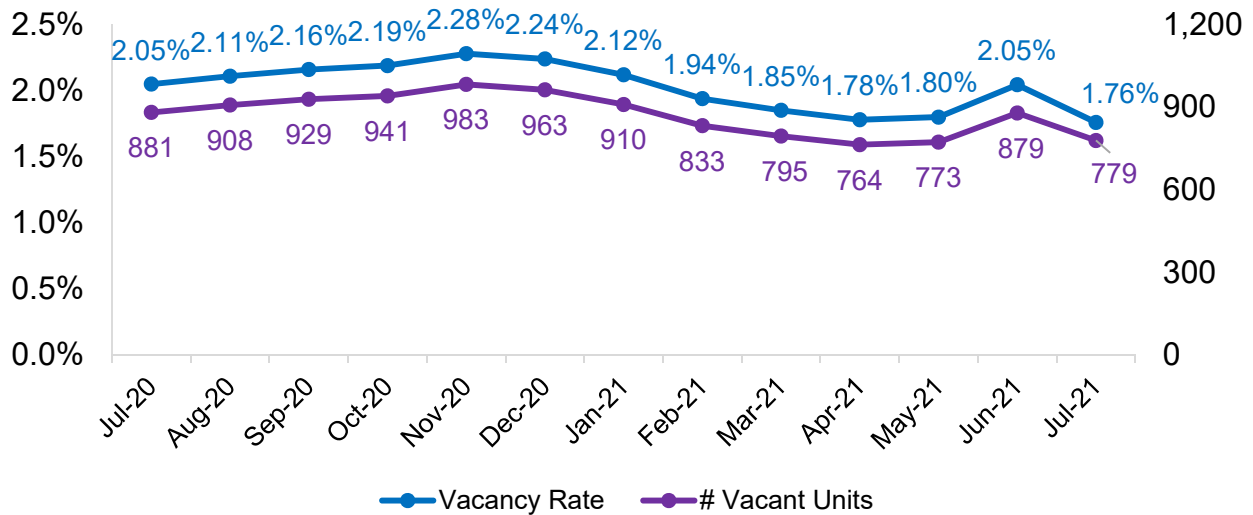
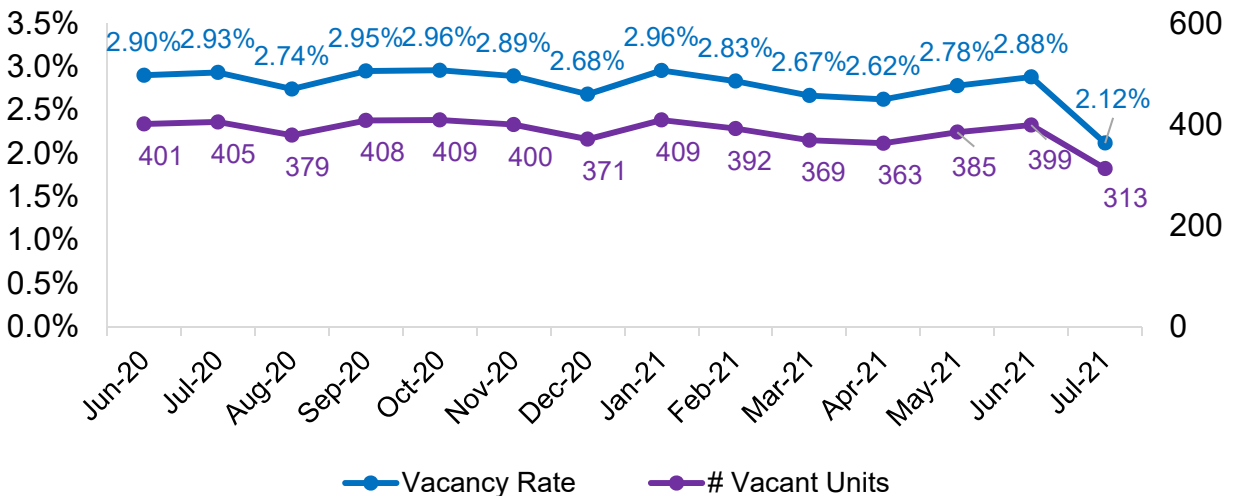


Figure 2: Vacancy - SHU



TCHC continues to implement the following activities to lower its vacancy rates:

Virtual Rental Campaigns

TCHC continues to explore the use of virtual open-houses, where appropriate, to address buildings with high vacancy rates and clusters of vacant units to expedite vacancy filling across all the regions.

Rapid Re-housing

Phase 2 of the rapid rehousing (“RRH”) program continues to be implemented, which includes the allocation of 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 234 units have been occupied with 297 individuals.

Suspend Offers to Over-Housed Households

TCHC has received a time-limited extension from SSHA until December 31, 2021. With the extension, it will allow TCHC to continue the implementation of its vacancy strategy and will align with the launch of the one-offer rule and choice based system in late 2021.

5. & 6. Rentable Vacant Units & Non-Rental Vacant Units

Rentable vacant units have decreased by 132 units when compared to the 2020 average. The number of rentable vacancies have been decreasing each month since November 2020, as a result of targeted vacancy reduction strategies underway to address the increase in vacancies that occurred during the COVID-19 pandemic. Similarly, non-rentable vacant units have decreased by 36 units when compared to the 2020 average.

Table 2: Rentable Vacant Units by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	221	273	236	243	119

Table 3: Non-Rentable Vacant Units by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	518	998	576	118	74

Figure 3: Rentable Units & Non-Rentable Vacant Units

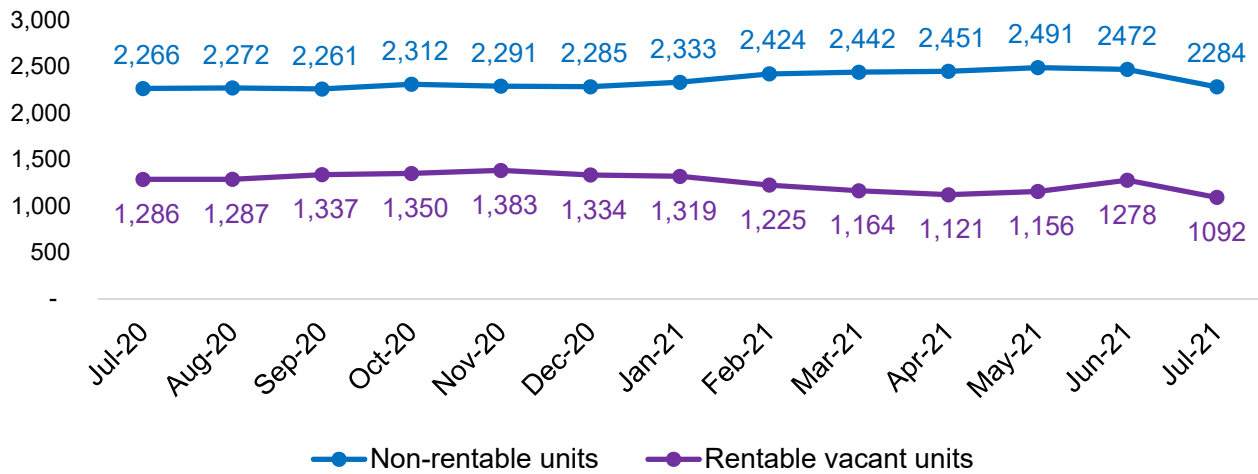


Table 4: Non-Rentable Vacant Units by Category, July 2021

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	716
	New Unit	95
	Relocation - Confirmed	84
	Under Construction	548
Legal	Legal Proceedings	1
	Pending Transfer or Sale	112
Non-Residential Use	Contractor Storage	6
	Staff Use	84
	Recreation Purposes	52
Repairs Required	Accessibility Needs	29
	Maintenance Required	189
	Planned Capital Repairs Required	368
Grand Total		2,284

There were 1,443 units under revitalization in July 2021. 716 of these units were on hold for demolition. These units fall under the following developments:

- Don Summerville (120 units);

- Firgrove Crescent (190 units);
- Lawrence Heights (76 units); and
- Regent Park North (330 units)

In July 2021, there were 548 units undergoing construction. These units fall under the following developments:

- Allenbury Gardens (97 units);
- Davenport Rd (11 units);
- Leslie Nymark (122 units);
- Regent Park North (118 units); and
- Regent Park South (200 units).

7. Rent & Parking Arrears

The rent and parking arrears for July 2021 was \$15.37 million. Of this amount, \$5.28 million are in repayment agreements (e.g. local or mediated agreements) – these tenancies have been maintained.

Table 5: Arrears by Category, July 2021

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 2.62
Managed Arrears	
• N4 Issued	\$ 0.85
• Legal Filing	\$ 0.20
• Order	\$ 0.08
• New Arrears	\$ 0.59
Unmanaged Arrears	
• Unmanaged: Not managed in agreement or legal process	\$ 0.90
Arrears over 30 days old	\$ 7.47
Managed Arrears	
• N4 Issued	\$ 3.12
• Legal Filing	\$ 1.97
• Order	\$ 1.17
• New Arrears	\$ 0.001

Categories	Total (M)
Unmanaged Arrears • Unmanaged: Not managed in agreement or legal process	\$ 1.21
Net arrears	\$ 10.09
Arrears in a repayment agreement	\$ 5.28
Total	\$ 15.37

Table 6: Arrears by Region/Portfolio, July 2021

	West*	Central	East	SHU
Total	\$ 6,431,281	\$ 4,170,036	\$ 2,732,490	\$ 994,394
Unmanaged	\$ 1,184,297	\$ 725,505	\$ 388,063	\$ 118,114
Rep. Agr.	\$ 2,215,355	\$ 1,373,220	\$ 1,147,806	\$ 517,519

*Note: Arrears for the West region include arrears that were transitioned from the previous contract managed properties.

Table 7: Arrears by Contract Management Portfolio, July 2021

	CM – East	CM – Central
Total	\$ 700,714	\$ 344,170
Unmanaged	\$ 90,443	\$ 106,521
Rep. Agr.	\$ 105,404	\$ 24,723

TCHC continues to implement the following activities to lower arrears and ensure tenants receive the appropriate supports to maintain their tenancy.

New Arrears Collection Process (“ACP”) Process

TCHC partnered with OCHE and subject matter experts to develop the new ACP. The goal of the ACP is to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports. The new ACP came into effect on June 28, 2021.

Restart Legal Process

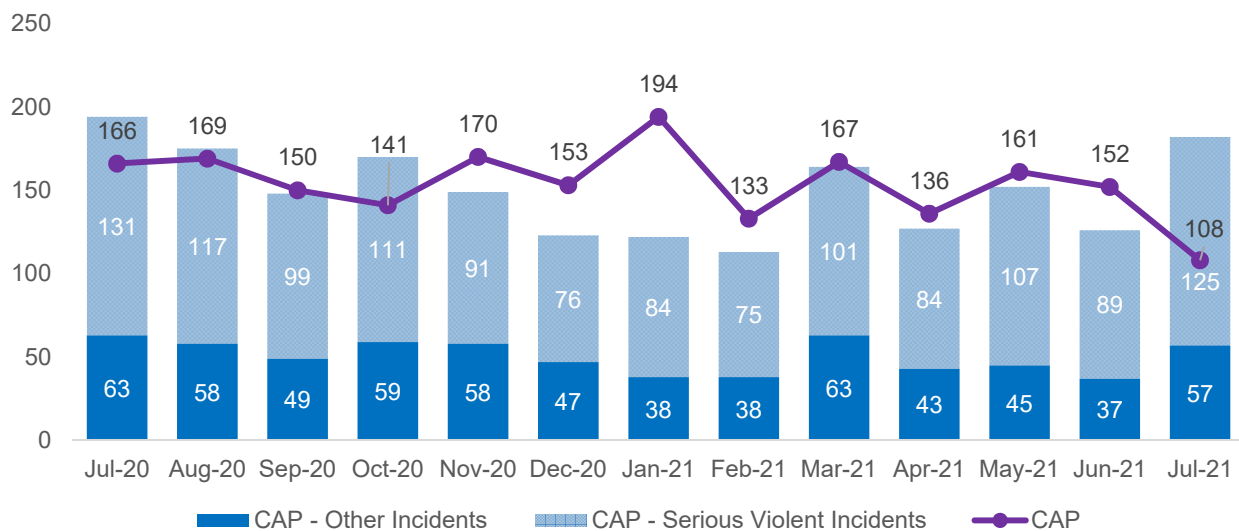
In June 2021, the Acting President and Chief Executive Officer directed all staff to continue to suspend enforcement of evictions for arrears and extend the TCHC Eviction Moratorium at least until after the start of Step 3 of the Provincial reopening plan.

Upon further review, TCHC is exploring to lift the Evictions Moratorium and restart the enforcement of evictions for arrears. As part of our planning, we will continue to consult and seek the approval of the City to ensure we are aligned with their position. In the meantime, TCHC will continue to fully implement its ACP, including continuing to engage with tenants with arrears to provide the appropriate supports to maintain their tenancy.

8. & 9. Crimes against Property & Crimes against Persons

There were 108 crimes against property in July 2021, a decrease of 25 crimes when compared to the 2020 average. In contrast, there were 125 crimes against persons (CAP) in July 2021, an increase of 36 when compared to the 2020 average; this increase is in alignment with past seasonal variation as CAP tend to increase during the summer months.

Figure 4: Crimes against Persons & Property, July 2020 - July 2021



10. Fire Life and Safety

In July 2021, there were 17 fire incidents reported across the TCHC portfolio, which consisted of arson, electrical, cooking and smoking-related incidents.

Table 8: Fire Incidents by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	5	5	1	2	4

Fire Safety Education

TCHC continues to raise awareness on fire safety prevention through following:

- Monthly fire safety poster campaigns distributed to all TCHC buildings, with a focus on a specific fire safety topics and safety tips;
- Delivery of fire safety messages by Toronto Fire Service through the building communication system across all TCHC buildings.

11. Tenant Referrals Made to Internal/External Supports

There were 695 tenant referrals made to internal and external supports, an increase of 223 referrals when compared to the 2020 average. This increase is due to continued need for wellness checks during the COVID-19 pandemic, which has resulted in the provision of additional supports for tenants, weekly delivery of meal and food hampers, and scheduling of follow-up wellness checks.

Table 9: Tenant Referrals by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	150	195	89	177	84



Commercial Rent Arrears Resulting from COVID-19

Item 6B

September 14, 2021

Tenant Services Committee

Report: TSC:2021-59

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: August 17, 2021

PURPOSE:

The purpose of this report is to provide an update on the status of and plan to address commercial rent arrears resulting from COVID-19 across the Toronto Community Housing (“TCHC”) portfolio.

UPDATE:

TCHC has 180 designated commercial retail units across its portfolio. Units are leased to a variety of tenants, which includes, but is not limited to coffee chains, restaurants, educational institutions, medical facilities, pharmacies, convenience stores, daycares and community agencies.

In March 2020, at the onset of the COVID-19 pandemic, the Ontario Government, by direction from Ontario Public Health, forced all non-essential businesses to close. Many TCHC commercial retail tenants were deeply affected by the health crisis and were unable to cover fundamental business costs, often including rent.

TCHC was excluded from receiving funding from the federal government’s Canada Emergency Commercial Rent Assistance (“CECRA”) program. This

initial relief program was not open to property owners or landlords that operate from government or government agency lands.

Many of TCHC's commercial tenants could qualify for the Canada Emergency Rent Subsidy ("CERS") funding program, a tenant based program that subsidizes up to 65% towards commercial rent between September 2020 and June 2021. TCHC has encouraged its tenants to apply for this funding by way of numerous communications with information on this program stream.

Prior to CERS, TCHC's Corporate & Commercial Facilities Management unit ("CCFM") launched a temporary rent deferral program of its own in order to provide timely relief for its commercial tenants. It involved:

- Participating gross and semi-gross leases were reduced to 50% minimum monthly payments; and
- Participating net leases were reduced to a minimum payment to cover additional rent (taxes, maintenance, insurance, utilities and other direct costs).

As a result, 64 commercial tenants elected to defer rent at some point over the past 16 months, totaling approximately \$1.6M in deferred rent. This uptake represents approximately 36% of our total commercial leases. As of July 2021, 32 tenants remained in deferral with the rest paying full rents again.

CCFM is working with the remaining commercial tenants who continue to defer rent with a primary focus on reinstating full monthly payments. For those who have returned to full payment, CCFM will continue to work with these tenants to try to establish repayment plans. It is important to note, however, that due to the subsidy gap, TCHC may have to consider forgiveness of rent arrears due to COVID-19 as a strategy to restore and normalize streams of commercial income. The City of Toronto has employed a similar strategy for its own commercial tenants.

Table 1: Deferred Commercial Rent During the COVID-19 Pandemic (2020)

Month	# of Lease	Lease Type				Deferred Rent
		Gross	Semi Gross	Net	Agency	
Apr	34	3	5	26	0	\$92,469.58
May	52	4	6	40	2	\$145,956.29
June	57	5	7	43	2	\$168,109.95
July	57	6	7	42	2	\$165,440.15
Aug	46	7	6	32	1	\$110,661.88
Sept	41	7	6	27	1	\$102,100.80
Oct	32	5	5	22	0	\$87,516.82
Nov	32	5	5	22	0	\$87,516.82
Dec	32	5	5	22	0	\$87,516.82
Total (April 2020 – December 2020)						\$1,047,289.09

Table 2: Deferred Commercial Rent During the COVID-19 Pandemic (2021)

Month	# of Lease	Lease Type				Deferred Rent
		Gross	Semi Gross	Net	Agency	
Jan	33	5	5	23	0	\$88,733.92
Feb	32	5	5	22	0	\$81,616.99
Mar	32	5	5	22	0	\$81,616.99
Apr	32	5	5	22	0	\$81,616.99
May	33	5	5	23	0	\$83,320.37
June	32	5	5	22	0	\$81,616.99
July	32	5	5	22	0	\$81,616.99
Total (January 2021 – July 2021)						\$580,139.21
Total (2020 & 2021)						\$1,627,428.30

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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Tenant Complaints Update

Item 6C

September 14, 2021

Tenant Services Committee

Report: TSC:2021-60

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: August 17, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions team program enhancements, and complaints data and trends.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

BACKGROUND

Toronto Community Housing (“TCHC”) is committed to providing a positive experience for our tenants. TCHC has adopted a single-stage escalation model for tenant complaints, which is supported by the Solutions team.

PROGRAM UPDATES:

The following provides an update on program enhancements that the Solutions team continues to implement to improve service delivery:

1. **Standardizing Services:** The Solutions Team continues to lead the refresh of the Tenant Complaints policy. The policy will outline the organization’s principles and approach to the management of complaints to resolution. As a result of the tenant consultations held

with 55 tenants in April 2021, the feedback provided has been compiled into a summary report, which was published in August 2021.

The Solutions Team continues to integrate the collected feedback into the refresh of the Tenant Complaints policy, which has included targeted engagement with TCHC leadership. The updated TCHC Complaints policy will be brought to the TSC in Q4 2021.

- 2. Raising Awareness:** The Solutions team, in partnership with Strategic Communications, has developed a communications campaign to increase awareness on how tenants can submit complaints at TCHC. This addresses a key recommendation made by the Ombudsman Toronto to TCHC in Q2 2021.

The Solutions communication campaign raises awareness on the different ways tenants can submit their complaints and reaffirms our commitment to service delivery. The communication campaign was launched in August 2021 (e.g. social media, web banner, building posters) and will continue to be delivered through the balance of 2021 through the following channels:

- Social Media;
- Web Banner;
- Building Posters;
- Tenant LOOP (Fall 2021); and
- Digital Screens.

COMPLAINTS DATA & TRENDS

In July 2021, Solutions received 107 complaints, which represents a year-over-year decrease of 94 complaints. Of these complaints, the top complaints categories were: 35% (39) Building Service, 23% (37) Anti-Social Behaviour, and 10% (11) Building Maintenance complaints.

Table 1: Total & Top 3 Complaints, July 2020 & 2021

	July 2021	July 2020	YOY Change	2021 YTD
Total Complaints				
Total	107	201	- 94*	1044
Top 3 Complaints				
Building Service	39	37	+ 2	239
Anti-Social Behaviour	37	26	+ 11	265
Building Maintenance	11	5	+ 6	80

*Note: In 2021, Solutions has undertaken a review of complaints reporting data, which has resulted in the streamlining of reporting categories.

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, TCHC continues to use tenant complaints and staff feedback to improve service delivery. As a service oriented organization, TCHC views complaints as valuable feedback 'gifts', as they represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

1. Improving Services to Commercial Tenants

TCHC commercial tenants call into the Client Care Centre ("CCC") to report maintenance issues. CCC agents are the primary intake point for these requests and they assign maintenance requests to Maintenance Dispatch for vendor dispatch. However, complaints were received from commercial tenants regarding delays associated with vendor responsiveness and communication. In response, a working group was formed between the Commercial Business Unit and the CCC to review the maintenance dispatch process for commercial tenants. As a result, dedicated staff (e.g. Shift Leads) in the CCC were designated to support the appropriate intake and triage of maintenance requests from commercial tenants, which would then inform the appropriate assignment of work orders to vendors.

To support the implementation of this process improvement initiative, a communication strategy was developed that outlines the new process for commercial tenants. Also, the Dispatch Resource Guide in EasyTrac was updated for staff with the new process for dispatching vendors to commercial tenants and staff system profiles were also updated to have the commercial call queue dedicated to the Shift Lead team. This initiative was implemented in August 2021.

2. Improving Response to Complaints

TCHC tenants call into the CCC to report Community Safety Unit (“CSU”) related complaints. While CCC agents would re-direct tenants to contact CSU Dispatch to submit their complaints and have their matter investigated and resolved, the CCC did not document any notes nor did they outline the process for tenants. To make the process easier for tenants to submit CSU related complaints, the CCC partnered with the CSU to improve the documentation and referral process. As a result, CCC agents now use EasyTrac to document and assign any CSU-related complaints received by the CCC. By using EasyTrac, it would allow the CCC to assign the complaint to the Community Safety Advisors (“CSA”) assigned to the specific areas; CSAs would then respond to all CSU related complaints within two business days. With this new process change, the CCC provides tenants a tracking number and they are able to inform tenants on the procedures for addressing CSU related complaints and convey the service timeline. This initiative was implemented in July 2021.

3. In-Suite Repairs Evaluation

TCHC tenants have submitted complaints regarding the service and quality of work provided by vendors conducting repairs in their units. In response to these complaints, an inter-disciplinary group (e.g. maintenance leaders, building services leaders, tenant engagement, performance and quality) was formed to review and improve the in-suite repairs process. In addition, consultations were held with 20 tenants in June 2021; the feedback provided has been compiled into a summary report and will be considered for integration into the new in-suite repairs procedures. As well, an evaluation survey has been developed that will allow tenants to rate in-suite maintenance services provided by vendors

arising from their maintenance request. While a new in-suite repairs procedure is in the process of being finalized, further work is required to refine the in-suite maintenance tenant survey. To that end, a pilot program for the in-suite maintenance survey will be launched in Q4 2021.

4. Delivering After-Hours Maintenance Services

TCHC tenants have submitted complaints regarding the maintenance services they receive during after-hours. In response to the complaints, a pilot program was established in the West region that involved the deployment of a TCHC after-hours maintenance team, which responded to maintenance requests during the weeknights and weekends. As a result of the pilot program, the after-hours maintenance team was able to achieve a 77% first contact resolution rate and 93% attendance rate within four hours. In addition, site staff have provided feedback that maintenance work is being completed after-hours and there is noticeably less work being left for follow-up for the next day. Based on the result of the pilot program, TCHC is exploring the feasibility of scaling the delivery of after-hours maintenance services to other areas of the portfolio to better serve tenants.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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Tenant Engagement Refresh Update

Item 6D

September 14, 2021

Tenant Services Committee

Report: TSC:2021-61

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: August 17, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of the Tenant Engagement System refresh.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This report provides the Tenant Services Committee (“TSC”) with an update on the Tenant Elections progress and advises of an amendment to the implementation timeline.

BACKGROUND:

In July 2019, the Toronto Community Housing (“TCHC”) Board of Directors approved the tenant election process as part of the Tenant Engagement System refresh. The implementation consisted of three phases.

Table 1: Tenant Elections by Phase

	Phase 1	Phase 2A & 2B		Phase 3
Total Communities	57	170		103
• Leaders In-Place	43	59	0	-
• Leaders Partial In-Place	5	36	0	-
• No Leaders	9	0	75	89*

*Note: 14 communities in Phase 3 have not selected their engagement model.

Since the launch of Tenant Engagement System, 1,022 tenant leaders representing 139 communities have been put in place and are currently participating, which includes 255 community representatives and 767 building/townhouse committee members.

Of the 173 communities that don't have any tenant leadership in place in the current Tenant Engagement System, 70 communities had a tenant representative in place from the legacy engagement model.

Table 2: Communities with Tenant Representative from the Legacy Engagement Model

East	West	Central	Seniors
12	34	13	11

Phase 2B

In July 2021, TCHC implemented elections in 75 communities with partial leadership or no leadership in-place. Based on the initial analysis, there was a very low rate of participation in these communities and projections indicated that the majority of these communities were unlikely to have leadership in place by the end of August 2021.

As a result, the implementation of the Phase 2B elections was amended to include the following:

- Combine Phase 2B communities with vacancies with Phase 3;
- Adjust Phase 3 timeline to start two weeks early; and
- Recalibrate engagement strategy to increase interest and participation.

Phase 3

With Phase 3 elections, the aim is to establish tenant leaderships in 212 communities by November 2021. In doing so, it will result in filling 387 positions and establishing 133 building/townhouse committees. The proposed timeline for the elections activities is:

- Communication and Outreach Campaign (August 16 to September 5);
- Tenant Meetings (August 23 to September 26);
- Nomination Process (August 23 to October 17);
- Candidates Meetings (October 18 to November 7);
- Advance Poll (November 8 to November 14); and
- Election Day (November 8 to November 19).

Table 3: Communities with vacancies and number of vacant positions.

	East	West	Central	Seniors	Total
Communities without tenant leaderships in place	45	66	55	46	212
Number of vacant positions	84	124	101	78	387

Given the impact of COVID-19 on tenant engagement and participation, and disruption of local social infrastructure in our communities, TCHC will be developing a new elections outreach strategy and campaign to rebuild local social networks and increase tenants' participation in the elections process.

IMPLICATIONS AND RISKS

The City's Shareholder Direction requires TCHC to maintain a democratic system of active tenant participation and involvement that will:

- Provide a Tenant council structure or similar organization;
- Provide for Tenant input into decisions;
- Provide for Tenant input for setting local spending priorities; and
- Include Tenant representation on the Board.

COVID-19 remains a major factor that may cause delays in the successful implementation of the Tenant Engagement Refresh process.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENTS:

1. Family Buildings Tenant Elections Dataset for communities without tenant leaderships in place
2. Seniors Housing Tenant Elections Dataset for communities without tenant leaderships in place

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**TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 ELECTIONS
FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED) WITH VACANCIES**

August 16, 2021

This report provides the status of tenant elections held in family buildings (direct and contract managed) portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
East	36	Leslie Finch	1-15 Field Sparroway and 2-10 Tree Sparroway	Community Representative	2	0	2	N/A
East	2	Woodsworth Northey	Multiple addresses on Woodsworth	Community Representative	2	0	2	N/A
East	28	Shaughnessy Boulevard	165,167,169 Shaughnessy	Community Representative	2	0	2	N/A
East	120	Centennial Apartments	5-11 Wakunda Place	Community Representative	2	0	2	N/A
East	1	O'Connor Drive	Multiple addresses on Parma Crt and Wakunda Place	Building/townhouse committee	2	0	2	0
East	50	Flemingdon Park	58, 61 Grenoble Dr, 12, 21 Rochefort Dr, 18, 20, 22 St. Dennis Dr, 1, 4, 6,8 Vendome Place	Building/townhouse committee	2	0	2	0
East	7	Midland Ave. (1201)	1201 Midland	Building/townhouse committee	2	0	2	6
East	79	Sheppard Birchmount 1	Multiple addresses on Bay Mills	Building/townhouse committee	2	0	2	0
East	64	Hallbank Pitfield	Multiple addresses on Hallbank Terrace, Keyworth Trail and Pitfield Rd	Building/townhouse committee	2	0	2	0
East	126	Adanac Apartments	140 Adanac Dr	Building/townhouse committee	2	0	2	7
East	70	McCowan Rd. (400)	400 McCowan	Building/townhouse committee	2	0	2	0
East	43	McCowan Rd. (410)	410 McCowan	Building/townhouse committee	2	0	2	0
East	21	Kingston Rd. (3190)	3190 Kingston rd	Building/townhouse committee	2	0	2	0
East	60	Eglinton Markham	3171, 3181 Eglinton Ave E	Building/townhouse committee	2	0	2	0

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
East	136	Morningside Apartments	4205 Lawrence Ave E	Building/townhouse committee	2	2	0	2
East	135	West Hill Apartments	4175 Lawrence Ave. E.	Building/townhouse committee	2	0	2	0
East	6	Mornelle Ellesmere	110 Mornelle Crt	Building/townhouse committee	2	0	2	0
East	212	Mornelle Morningside	90 Mornelle Crt	Building/townhouse committee	2	0	2	0
East	178	Empringham Mews	Multiple addresses on Empringham Dr.	Building/townhouse committee	2	0	2	0
East	55	Malvern 2	Multiple addresses on Empringham Dr.	Building/townhouse committee	2	0	2	0
East	77	Malvern 3	Multiple addresses	Building/townhouse committee	2	0	2	0
East	211	Kingston Galloway	4321, 4331, 4325, 4311, 4315, 4305, 4301 Kingston Rd	Building/townhouse committee	2	0	2	0
East	23	Lawrence Galloway	4100, 4110 Lawrence	Building/townhouse committee	2	0	2	8
East	81	Lawrence Susan	3847 Lawrence Ave E	Building/townhouse committee	2	1	1	8
East	75	Morningside Coronation	137-230 Danzig	Building/townhouse committee	2	0	2	0
East	213	Morningside Ling	225 Morningside	Building/townhouse committee	2	0	2	0
East	99	Teesdale Pharmacy	30 Teasdale Place	Building/townhouse committee	2	2	0	3
East	99	Teesdale Pharmacy	40 Teasdale Place	Community Representative	4	1	3	N/A
East	53	Danforth Midland	40 Gordonridge Place	Community Representative	2	0	2	N/A
East	69	St. Clair Birchmount 1	3485 St. Clair Ave. E.	Community Representative	2	0	2	N/A
East	78	St. Clair Birchmount 2	3479 St. Clair Ave. E.	Building/townhouse committee	2	1	1	10
East	304	Greenwood Walpole	66 Walpole	Community Representative	2	1	1	N/A
East	364	Coatsworth Cr. (33)	Multiple addresses on Coatsworth, Drayton and Hillingdon	Community Representative	2	0	2	N/A
East	311	Newbold Ave. (11)	11 Newbold Ave.	Community Representative	2	1	1	N/A
East	302	Chatham Ave. (195-203)	195-203 Chatham Ave	Community Representative	2	1	1	N/A
East	315	Queen Victoria (40)	40-48, 50-54 Queen Victoria St.	Building/townhouse committee	2	0	2	2
East	86	Phin Park	2-12 Phin Park	Community Representative	2	1	1	N/A
East	38	Edgewood Avenue	59,93 Edgewood	Community Representative	2	0	2	N/A
East	372	Kingston Rd. (520)	520 Kingston Rd.	Community Representative	2	0	2	N/A
East	303	Elmer Ave. (98)	98 Elmer Ave.	Community Representative	2	0	2	N/A

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
East	358	Kingston Rd. (320)	320 Kingston Rd.	Community Representative	2	1	1	N/A
East	310	Kingston Rd. (331-333)	331, 333 Kingston Rd.	Community Representative	2	0	2	N/A
East	367	Kingston Rd. (530)	530 Kingston Rd.	Building/townhouse committee	2	1	1	2
East	91	Don Summerville	1555,1575 Queen	Building/townhouse committee	2	0	2	0
East	93	Eastview Park	1080 Eastern Ave.	Building/townhouse committee	2	0	2	0
East	301	Balsam Ave. (9-11)	9-11 Balsam	Building/townhouse committee	2	0	2	2
East	351	Stephenson Ave. (139)	121-137A, 141 Stephenson	Community Representative	2	1	1	N/A
East	371	Gerrard St. E. (2390)	2390 Gerrard St. E.	Community Representative	2	0	2	N/A

WEST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	487	St. Clair Ave. W. (909)	909 St. Clair Ave W	Building/townhouse committee	2	0	2	0
West	173	Cooper Mills Townhomes	4020 Dundas St W	Pending				
West	62	West Mall	516-559 West Mall, 445 Rathburn	Building/townhouse committee	2	0	2	0
West	185	Faywood Place	2 Faywood Blvd	Building/townhouse committee	2	0	2	0
West	198	Overbrook Place	750 Wilson Heights Blvd	Building/townhouse committee	2	0	2	0
West	45	KIPLING/MOUNT OLIVE	1-11, 15-27 Mount Olive Drive	Community Representative	2	0	2	N/A
West	13	LIGHTWOOD SANAGAN	1-3 Sanagan Road	Building/townhouse committee	2	0	2	0
West	29	DUNCANWOODS	206-218 Duncan Woods Dr.	Building/townhouse committee	2	0	2	0
West	58	FINCH/ARDWICK	1, 5, 9, 15 Ardwick Boulevard	Building/townhouse committee	2	0	2	0
West	217	ISLINGTON/SATTERLY	2-18 San Antonio Way	Building/townhouse committee	2	0	2	0
West	220	MARTINGROVE/ALBION	1674-1680 Albion Road	Building/townhouse committee	2	0	2	0
West	26	THISTLETOWN II	6455 Finch Avenue W.	Building/townhouse committee	2	0	2	0
West	901	QUEENS PLATE	900 Queen's Plate Drive	Building/townhouse committee	2	0	2	0
West	127	Northwood Apartments	3680 Keele Street	Building/townhouse committee	2	2	0	2
West	71	JANE/WOOLNER	190 Woolner Avenue	Building/townhouse committee	2	0	2	0
West	122	MOUNT DENNIS APARTMENTS	101 Humber Boulevard	Building/townhouse committee	2	0	2	0
West	219	ISLINGTON/ST ANDREWS	2063, 2067 Islington Avenue	Building/townhouse committee	2	0	1	0
West	98	WESTON/BELLEVUE	5 Bellevue Crescent	Building/townhouse committee	2	0	2	0
West	111	HUMBER ACRES	1 Scarletwood Court	Community Representative	2	0	2	N/A
West	206	SCARLETTWOODS	2-12, 14-51, 27, 49, 53-83 Scarletwood Court	Building/townhouse committee	2	0	1	0
West	325	EDGELEY VILLAGE (SHOREHAM)	1-25 Shoreham Court	Community Representative	2	0	2	N/A
West	37	DIXINGTON CRESCENT	42-44, 50 Dixington Crescent	Building/townhouse committee	2	0	2	0

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	101	WESTACRES	2 Arbordell Road	Building/townhouse committee	2	0	2	0
West	106	WESTACRES EXTENSION	9 Arbordell Road	Building/townhouse committee	2	0	2	0
West	3	JANE/MILO	4400 Jane Street	Community Representative	2	0	2	N/A
West	17	2265 JANE STREET	2265 Jane Street	Building/townhouse committee	2	0	2	0
West	116	DOWNSVIEW ACRES	2195 Jane Street	Building/townhouse committee	2	1	1	0
West	40	DE MARCO BLVD	2 DeMarco Boulevard / 1620-1622 Lawrence	Building/townhouse committee	2	0	2	0
West	224	TRETHEWAY/TEDDER	710, 720 Trethewey Drive	Building/townhouse committee	4	0	4	0
West	187	YORK SQUARE	2468 Eglinton Avenue W.	Building/townhouse committee	2	1	1	0
West	52	FINCH/TOBERMORY	15 Tobermory Drive	Building/townhouse committee	2	0	2	0
West	4	FINCH/TOPCLIFF	20 Yellowstone Street	Building/townhouse committee	2	0	2	0
West	134	EAGLE MANOR	1901 Weston Road	Building/townhouse committee	2	0	2	1
West	42	JANE/FIRGROVE (NEEDLE)	2-14, 5, 22-36 Needle Firway	Building/townhouse committee	2	0	2	0
West	25	EDGELEY VILLAGE (Driftwood)	415, 367-383, 388-404 Driftwood Avenue	Building/townhouse committee	2	0	2	0
West	27	HUMBER BLVD	105-121 Humber Boulevard	Building/townhouse committee	2	0	2	0
West	51	SENTINEL ROAD	182, 192, 202 Sentinel Road	Building/townhouse committee	2	0	2	0
West	61	JANE/JOHN BEST	1570 Jane Street	Building/townhouse committee	2	0	2	0
West	24	JANE/YEWTREE	2999 Jane Street	Building/townhouse committee	2	0	2	0
West	44	YORKWOODS	10-44 Driftwood Drive	Building/townhouse committee	2	0	2	0
West	809	1900 SHEPPARD	1900 Sheppard Ave W.	Building/townhouse committee	2	0	2	0
West	11	2585 JANE STREET	2585 Jane Street	Building/townhouse committee	2	0	2	0
West	12	SHEPPARD/YATESCASTLE	1862-1886, 1890-1898 Sheppard Ave. W	Building/townhouse committee	2	0	2	0
West	47	ALBION/SHENDALE	275 Albion Road	Building/townhouse committee	2	0	2	0
West	199	RODING PARK PLACE	1286 Wilson Avenue	Building/townhouse committee	2	0	2	0
West	177	WESTON TOWERS	3101 Weston Road	Building/townhouse committee	2	0	2	0

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	41	SHEPPARD/MAGELLAN	1901 Sheppard Ave. W.	Building/townhouse committee	2	0	1	0
West	180	ROWNTREE MANOR	2765 Islington Avenue	Building/townhouse committee	2	0	2	0
West	46	PELHAM PARK	61 Pelham Park Gardens	Building/townhouse committee	2	0	2	0
West	59	QUEENSWAY/WINDERMERE	1-153, 2-154 Swansea Mews; 21 Windermere Ave.	Building/townhouse committee	2	1	1	6
West	83	HIGH PARK/QUEBEC	100 High Park Avenue	Building/townhouse committee	2	0	2	0
West	196	THE RANKIN APARTMENTS	77 Rankin Crescent	Community Representative	4	0	2	N/A
West	408	44-58 KEELE ST	44 Keele Street	Community Representative	2	0	2	N/A
West	413	CAMPBELL/ANTLER	2 Antler Street	Building/townhouse committee	2	1	1	1
West	493	136-150 PERTH AVENUE	136 Perth Avenue	Building/townhouse committee	2	0	2	0
West	494	11 RANDOLPH AVENUE	11 Randolph Ave.	Building/townhouse committee	2	0	2	0
West	695	331 BARTLETT	331 Bartlett Avenue	Community Representative	2	1	1	N/A
West	172	MABELLE PLACE	49 Mabelle Avenue	Building/townhouse committee	2	0	2	4
West	207	CHAMPLAIN APARTMENTS	495 Wilson Avenue	Building/townhouse committee	2	1	1	5
West	470	SYMINGTON PLACE	1884 Davenport Road	Building/townhouse committee	2	0	2	0
West	54	TANDRIDGE CRES. 2	75 Tandridge Crescent	Building/townhouse committee	2	1	1	0
West	205	SCARLETT MANOR	1025 Scarlett Road	Community Representative	2	0	2	N/A
West	210	THISTLETOWN I	15-268 Jamestown Crescent	Building/townhouse committee	2	0	2	0
West	175	TRIMBEE COURT	30 Denarda Street	Building/townhouse committee	2	0	2	0
West	890	20 ZACHARY COURT	20 ZACHARY COURT	Building/townhouse committee	2	0	2	1
West	67	DUNDAS/GOOCH	3725, 3735 Dundas Street W.	Community Representative	4	2	2	N/A
West	14	EAST MALL	607-617, 635 The East Mall	Building/townhouse committee	2	0	2	6
West	216	NEPTUNE DRIVE	135, 145, 155 Neptune Drive	Building/townhouse committee	2	0	2	5
West	891	20 NEW HEIGHTS CRT	20 NEW HEIGHTS CRT	Pending				
West	30	TANDRIDGE CRES. 1	44-80 Tandridge Crescent	Building/townhouse committee	2	2	0	2

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	187	Jane Falstaff	20, 30, 40 Falstaff	Building/townhouse committee	2	2	0	2

CENTRAL REGION

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	405	BATHURST/EGLINTON	790 Eglinton Ave. W.	Building/townhouse committee	2	0	2	0
Central	732	28 BROADWAY	28 Broadway Ave.	Building/townhouse committee	2	1	1	3
Central	740	HOLLY PARK	70 Dunfield Ave.	Building/townhouse committee	2	1	1	3
Central	803	220 EGLINTON AVE E	220 Eglinton Ave. E	Building/townhouse committee	2	1	1	2
Central	306	CAVELL/HARCOURT building	39 Harcourt Ave	Community Representative	2	1	1	N/A
Central	85A	NORTH WEST BLDGS - North Regent Park	274 SACKVILLE ST	Building/townhouse committee	2	0	2	4
Central	938	50 REGENT PARK BLVD	205 SACKVILLE ST	Building/townhouse committee	2	0	2	0
Central	309	JONES/CURZON	7 Jones Ave.	Community Representative	2	0	2	N/A
Central	379	52-54 JONES AVENUE	52-54 Jones Ave. 52, 54	Building/townhouse committee	2	0	2	8
Central	334	Rivertowne	50 MATILDA ST	Building/townhouse committee	2	1	1	3
Central	66	BLEECKER STREET	275, 325, 375 Bleecker St.	Building/townhouse committee	2	1	1	10
Central	802	92 CARLTON ST	88-92 Carlton St., 246-254 Mutual St.	Community Representative	2	1	1	N/A
Central	375	261 JARVIS STREET	261 Jarvis St.	Building/townhouse committee	2	0	2	5
Central	483	O'Hara Ave. (22)	22 O'Hara Ave	Building/townhouse committee	2	0	2	0
Central	374	29 LOUVAIN AVE.	29 Louvain Ave.	Building/townhouse committee	2	0	2	5
Central	718	145 MUTUAL ST	145 Mutual St.	Building/townhouse committee	2	1	1	6

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	484	SIMCOE ST. PATRICK	248 Simcoe St.	Community Representative	2	1	1	N/A
Central	89	GREENWOOD PARK	1615 Dundas St. E.	Building/townhouse committee	2	0	2	0
Central	495	LARCH STREET	15 Larch, 76 Grange and 6-16; 32 Larch St.	Building/townhouse committee	2	0	2	0
Central	420	DUNDAS/BEVERLEY	137 Beverley St.	Community Representative	2	0	2	N/A
Central	450	HYDRO BLOCK	Multiple addresses at Beverley, Baldwin, Cecil and Henry	Building/townhouse committee	2	0	2	0
Central	466	QUEEN/VANAULEY	21-23A Augusta Ave. 21, 21A, 23, 23A	Building/townhouse committee	2	0	2	0
Central	479	61 WALES AVE	15-23A Casimir St. 15, 15A, 17, 17A, 19, 19A, 21, 21A, 23, 23A	Community Representative	2	0	2	N/A
Central	706	CROMBIE PARK	25-49 Henry Lane Ter. 25, 31A, 31B, 33A, 33B, 33C, 33D, 35A, 35B, 35C, 35D, 37A, 37B, 37C, 37D, 39A, 39B, 39C, 39D, 41A, 41B, 41C, 41D, 43A, 43B, 43C, 43D, 45A, 45B, 45C, 45D, 49	Building/townhouse committee	2	0	2	0
Central	709	ST. LAWRENCE TOWNHOUSES	13 Aitken Place	Building/townhouse committee	2	0	2	0
Central	714	176 THE ESPLANADE	176 The Esplanade	Building/townhouse committee	2	0	2	0
Central	721	15 SCADDING AVE	15-35 Scadding Ave. 15, 21, 23, 25, 27, 29, 31, 33, 35	Building/townhouse committee	2	0	2	0
Central	727	55 THE ESPLANADE	55 The Esplanade	Building/townhouse committee	2	0	2	0
Central	738	140 THE ESPLANADE	140 The Esplanade	Building/townhouse committee	2	0	2	0
Central	742	1 CHURCH STREET	1 Church St.	Building/townhouse committee	2	0	2	0

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	401	25 BISHOP TUTU	17-25 Bishop Tutu Blvd. 17, 19, 21, 23, 25	Building/townhouse committee	2	0	2	0
Central	480	63 MITCHELL	63 Mitchell Ave.	Building/townhouse committee	2	0	2	0
Central	482	QUEEN'S QUAY WEST	679 Queen's Quay W.	Community Representative	2	0	2	N/A
Central	380	Trefann Court	440-450B Queen St. E. 440, 440A,440B, 442, 442A, 442B, 444, 444A, 444B, 446, 446A, 446B, 448, 448A, 448B, 450, 450A, 450B	Building/townhouse committee	2	0	2	0
Central	383	123 SACKVILLE	123 Sackville St.	Building/townhouse committee	2	0	2	0
Central	937	25 WYATT AVENUE	25 WYATT AVE	Building/townhouse committee	2	0	2	0
Central	201	SOUTH WEST BLDGS - South Regent Park	356-362 Shuter St., 31 Sutton	Building/townhouse committee	2	0	2	0
Central	360	Logan Avenue (195-201)	195-201 Logan Ave	Pending				
Central	935	180 SACKVILLE ST(Apartment)	170 SACKVILLE ST	Building/townhouse committee	2	0	2	0
Central	936	180 Sackville St (Townhouses)	180 Sackville St (Townhouses)	Building/townhouse committee	2	0	2	0
Central	859	DAN LECKIE WAY 150	150 , 154-158 Dan Leckie Way	Building/townhouse committee	2	0	2	0
Central	736	21 ST. JOSEPH STREET	21 St. Joseph St.	Building/townhouse committee	2	0	2	0
Central	65	Davenport Road (250)	250 Davenport Road	Pending				
Central	811	501 ADELAIDE	501 Adelaide St. E.	Building/townhouse committee	2	0	2	0
Central	191	GEORGE STREET SINGLES	291 George St.	Building/townhouse committee	2	0	2	0

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	94	SHERBOURNE/SHUTER	155 Sherbourne St.	Building/townhouse committee	2	0	2	0
Central	313	PEMBROKE MEWS	200 Sherbourne St.	Building/townhouse committee	2	0	2	0
Central	852	40 LOWER RIVER STREET	37-49 St. Lawrence St	Building/townhouse committee	2	0	2	0
Central	724	25 MUTUAL ST	25 Mutual St.	Building/townhouse committee	2	0	2	0
Central	92	BESSIE LUFFMAN	320 Seaton St.	Community Representative	2	0	2	N/A
Central	209	CARLTON/JARVIS SITE	330 Jarvis St.	Building/townhouse committee	2	0	2	0
Central	355	188 SHERBOURNE	188 Sherbourne St.	Building/townhouse committee	2	0	2	0
Central	356	21-25 PEMBROKE ST	21-25 Pembroke St. 21, 23, 25	Pending				
Central	57	Dunn Avenue	245 Dunn Ave	Pending				
Central	416	Dufferin Gwynne	300 Dufferin St + 9-23A, 15 A Gwynne	Pending				
Central	465	Laxton Ave (3)	3 Laxton Ave	Community Representative	2	0	2	N/A
Central	68	Spencer Avenue	85 Spencer Ave	Building/townhouse committee	2	0	2	0
Central	469	Springhurst Dowling	75 Dowling Ave	Community Representative	2	0	2	N/A
Central	489	Tyndall Ave (102)	102 Tyndall Ave	Pending				
Central	90	McCormick Park	1525 Dundas St. W	Building/townhouse committee	2	0	2	0
Central	940	150 River Street	150 River Street	Building/townhouse committee	2	0	2	0
Central	476	Davenport Rd. (1087)	1087 Davenport Rd.	Pending				

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	369	Tiverton Ave. (17)	17 A, B Tiverton Ave.	Pending				

**TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 ELECTIONS
SENIORS HOUSING UNITS WITH VACANCIES**

August 16, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	DevName	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
East	20	Leslie Nymark	1-35, 45-69. 6-66 Adra Villaway	Pending				
East	892	170 Fairview	170 Fairview	Pending				
East	120	Centennial Apartments	5-11 Wakunda Place	Community Representative	2	0	2	N/A
East	1	O'Connor Drive	Multiple addresses on Parma Crt and Wakunda Place	Building/townhouse committee	2	0	2	3
East	38	Brimley Acres	2950 Lawrence Avenue E.	Community Representative	2	0	2	N/A
East	35	Byng Towers	3330 Danforth Avenue	Community Representative	2	0	2	N/A
East	24	Cliffwood Manor	4000 Don Mills Road	Community Representative	4	0	4	N/A
East	25	Joseph Brown Manor	3179 Yonge Street	Community Representative	2	0	2	N/A
East	35	Scarborough Acres	575 Danforth Road	Community Representative	2	0	2	N/A
East	24	Seneca Towers	1700 Finch Avenue E.	Community Representative	4	0	4	N/A
East	36	St. George Manor	17 Brimley Road	Building/townhouse committee	2	0	2	16
East	43	Stableford Farms	48,49, 50 Ivy Green Crescent	Pending				
East	24	Willowdale Manor	175 Cummer Avenue	Community Representative	2	0	2	N/A

WEST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	110	12 King High Avenue	13 King High Avenue	Pending				
West	121	91 Augusta Ave.	92 Augusta Ave.	Pending				
West	142	100 Cavell Avenue	101 Cavell Avenue	Pending				
West	155	41 Mabelle Avenue	42 Mabelle Avenue	Pending				
West	156	2835 Lakeshore Boulevard W.	2836 Lakeshore Boulevard W.	Pending				
West	181	72 Clinton St.	73 Clinton St.	Pending				
West	189	1447 King Street W.	1448 King Street W.	Pending				
West	194	98 Cavell Avenue	99 Cavell Avenue	Pending				
West	850	650 Lawrence Avenue W.	650 Lawrence Avenue W.	Pending				
West	197	BATHURST PLACE	3036 Bathurst Street	Building/townhouse committee	2	2	0	1
West	137	BEECROFT MANOR	35 Park Home Avenue	Building/townhouse committee	2	2	0	2
West	131	ARLETA MANOR	7, 11 Arleta Avenue	Building/townhouse committee	2	0	2	0
West	153	BEVERLEY MANOR	168 John St.	Building/townhouse committee	2	0	2	0
West	132	EDWARDS MANOR	340 Royal York Road	Community Representative	4	0	4	N/A
West	150	KENSINGTON MANOR	34 Oxford St.	Community Representative	2	0	2	N/A
West	104	MAY ROBINSON APARTMENTS	20 West Lodge Avenue	Building/townhouse committee	2	0	2	0
West	149	MCMURRICH PLACE	18 Davenport Rd.	Building/townhouse committee	2	0	2	0
West	147	OUTLOOK MANOR	55 Outlook Avenue	Community Representative	4	0	4	N/A

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	195	SILVERTHORN PLACE	600 Rogers Road	Building/townhouse committee	2	0	2	0
West	123	EDGELEY APARTMENTS	35 Shoreham Drive	Building/townhouse committee	2	2	0	4
West	130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	4	2	2	N/A
West	169	THE KEMPFORD	5430 Yonge Street	Community Representative	2	1	1	N/A
West	152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	4	2	2	N/A
West	163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	2	1	1	1
West	972	ALBION LODGE (111 KENDLETON DR.)	111 Kendleton Drive	Building/townhouse committee	2	0	2	0

CENTRAL REGION

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	138	GREENWOOD TOWERS	145 Strathmore Blvd.	Community Representative	4	0	4	N/A
Central	168	THE SHERWOOD	2567 Yonge St.	Building/townhouse committee	2	0	2	0
Central	170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	2	1	1	N/A
Central	203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	2	1	1	0
Central	204	HANSON HOUSE	7 Coatsworth Cr.	Building/townhouse committee	2	0	2	0
Central	166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	2	1	1	N/A
Central	363	717 BROADVIEW	717 Broadview Ave.	Building/townhouse committee	2	0	2	5
Central	105	WOODBINE ACRES	133 Merrill Ave. E.	Community Representative	2	1	1	N/A
Central	128	COLLEGE VIEW APARTMENTS	423 Yonge St.	Community Representative	4	0	4	N/A
Central	145	BROADVIEW MANOR	80 Danforth Ave.	Building/townhouse committee	2	0	2	0
Central	154	WINCHESTER SQUARE	55 Bleecker St.	Building/townhouse committee	2	0	2	0
Central	118	BEACHES LIONS CENTENNIAL APARTMENTS	50 Norway Ave.	Community Representative	2	0	2	N/A
Central	133	MAY BIRCHARD APARTMENTS	859 Dundas St. E.	Community Representative	2	0	2	N/A
Central	117	KINSMEN MANOR	2287 Gerrard St. E.	Pending				



2021 Tenant Survey

Item 7

September 14, 2021

Tenant Services Committee

Report: TSC:2021-64

To: Tenant Services Committee (“TSC”)

From: Vice President, Strategic Planning and Communications

Date: August 23, 2021

PURPOSE:

The purpose of this report is to provide information to the TSC regarding the 2021 Tenant Survey for Toronto Community Housing Corporation (“TCHC”).

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

The 2021 Tenant Survey (Attachment 1) has been drafted to provide an understanding of tenants’ experiences living in TCHC buildings, and their perception of the customer service they receive in key service areas. The survey is being mailed out to all households in the Family portfolio the week of September 13, 2021. Communications regarding the survey have begun to be sent to tenants, and will continue through the survey period (September 20 – October 15).

BACKGROUND:

TCHC’s Tenant Survey is a vital data collection tool used to assist TCHC in measuring the effectiveness of its operational and service models. The feedback received identifies what works well and areas where our tenants

are less satisfied, as well as helping identify issues that are most important to them so they can be prioritized for future action.

In the past, the TCHC Tenant Survey was quite lengthy, had limited translation options, and was not always relevant to measuring customer service/tenant experience. While the tool did collect meaningful data, the sample size was relatively small, which meant the results were not always statistically significant.

With this in mind, a large scale survey redesign project was undertaken by TCHC in 2020/2021, with a narrowed focus of customer service and the tenant experience. The 2021 survey is shorter than in previous years, and uses more accessible language to make the process easier for tenants. The survey will be mailed out to all households in the Family portfolio to ensure that all tenants have the most opportunity possible to participate, and online and phone options will be made available for anyone who prefers them or requires them due to a disability or language barrier. An opt-in gift card incentive is also being used to encourage participation. Communications are being sent out to tenants to promote the survey, as well as orient tenants to why the survey is important and how to participate.

The 2021 survey will serve as a benchmark for TCHC's new operational model and will give us a better understanding of who our tenants are and what is important to them.

IMPLICATIONS AND RISKS:

Tenant privacy concerns have been mitigated wherever possible. Completed surveys will be mailed directly to Forum Research Inc., and Forum Research will not have access to any tenant data beyond contact information for facilitating the survey. TCHC will receive aggregated results and responses under a certain threshold will not be reported to TCHC to maintain anonymity.

SIGNATURE:

“Paula Knight”

Paula Knight
Vice President, Strategic Planning and Communications

ATTACHMENT:

1. 2021 Tenant Survey
2. 2021 Tenant Survey Background

STAFF CONTACT:

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Attachment 1

2021 Tenant Survey

Complete this 15-minute survey and win one of ten \$75 gift cards!

Dear Resident,

Toronto Community Housing is partnering with Forum Research Inc. to conduct the 2021 Tenant Survey to learn more about your overall experience and satisfaction as a tenant. This survey will help highlight areas of improvement, and your feedback will help us understand more about what is most important to you and how we can improve our services.

This survey is completely anonymous, and none of your personal information will be collected or stored. Forum Research Inc. has been given your contact information solely to invite you to participate in the survey and will not have access to any tenant data beyond this information.

There are three ways you can complete the survey:

- Fill out the attached paper copy and mail it back using the provided addressed, pre-paid return envelope
- Call Forum Research Inc. directly at **(telephone number)** and enter the access code listed below to complete the survey over the phone
- Complete the survey online by visiting **(web link)** and entering the access code listed below

Translations of the survey will be available over the phone or online.

Here is your unique access code: [ACCESS CODE]

The survey will take roughly 15 minutes to complete. **The deadline for completing the survey is Friday, October 15.** As a thank you for your participation, you can be entered into a draw to win one of ten \$75 gift cards. Winners will be announced by October 31st.

We thank you very much for your participation. If you have any questions, please contact Sarah Diamond at Forum Research Inc. by emailing sdiamond@forumresearch.com or by calling **416-960-9600 x 3798**.

Kind regards,

Forum Research Inc.

6. If no, what barriers to internet access exist in your household?

[Please select all that apply]

- Internet service is not available in my building/unit
- I don't have a device that connects to the internet
- My internet speed is too slow
- The cost of internet is too high
- I don't know how to use the internet
- Security or privacy concerns
- My disability limits me from accessing the internet
- No need or interest
- Other

7. Would you like to receive Toronto Community Housing communications through text messaging or email, if these were made available?

- Yes
- No
- Don't Know

8. How satisfied or dissatisfied are you with the service provided to you by each of the following customer services:

Please place an X in the appropriate box.

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Not Applicable
Client Care Centre (call center)						
Local staff in your building/community						
Community Safety Unit (CSU) staff						

9. How much do you agree or disagree with the following statements?

Please place an X in the appropriate box.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not applicable
You have access to local building/community staff for one-one support for your needs as a tenant						
Toronto Community Housing staff responds to your concerns in a timely manner						

10. How much do you agree or disagree with the following statements about your most recent Annual Rent Review (i.e., annual review of income and confirmation of rent amount, etc.)?
 Please place an X in the appropriate box.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not applicable
The process was easy to understand						
The process was easy to complete						
Staff were available to answer questions						
The experience was positive overall						

11. How much do you agree or disagree with the following statements about your most recent Annual Unit Inspection (i.e., building staff entering your unit annually to review the physical condition of your home, etc.):
 Please place an X in the appropriate box.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not applicable
The proper notice (24 hours) was given						
The process was easy and non-disruptive						
The experience was positive overall						

12. How satisfied or dissatisfied are you overall with the following:
 Please place an X in the appropriate box

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Not Applicable
Toronto Community Housing's building cleanliness						
Toronto Community Housing's building/unit maintenance						
Toronto Community Housing supporting you to maintain your tenancy (e.g., communications about tenancy/rent owed, responding to tenants' questions and concerns, etc.)						

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Not Applicable
Toronto Community Housing connecting tenants to support services (e.g., counselling, healthcare, cleaning, food bank, substance use support, etc.)						
Your current ability to participate in local decision-making for your building/community (e.g., identifying local priorities and solutions, electing local tenant representatives, etc.)						
Toronto Community Housing's tenant programs and services (e.g., youth programs, employment supports, scholarships, etc.)						
The safety level of your community						

13. How much do you agree or disagree with the following statements about Toronto Community Housing:

Please place an X in the appropriate box

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Don't Know
Works collaboratively with staff and tenants to produce the best possible results						
Considers the rights and needs of others, being respectful of feelings and values						
Brings a fair and open mind to decision-making, without bias						
Brings a fair and open mind to decision-making, without bias						
Takes accountability in their work and decision-making						
Searches for solutions to problems and complaints						
Proactively works to make good things happen in its communities						

14. How much do you agree or disagree with the following statements?

Please place an X in the appropriate box

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Don't Know
I have a strong sense of belonging in my Toronto Community Housing building/community						
I feel welcome in Toronto Community Housing offices and common spaces						
I am proud to live in my Toronto Community Housing building/community						
I am proud to invite people to visit me in my home						

15. How old are you?

- 16-24
- 25-29
- 30-39
- 40-49
- 50-58
- 59-64
- 65-69
- 70-79
- 80+
- Prefer not to answer

16. Which of the following best describes your gender?

- Woman
- Man
- Trans Woman
- Trans Man
- Gender Non-Binary (including gender fluid, genderqueer, androgynous)
- Two-Spirit
- Not listed, please describe: _____
- Prefer not to answer

17. Which of the following best describes your racial/ethnic group (select all that apply)?

[Select all that apply]

- Arab, Middle Eastern or West Asian (Afghan, Armenian, Iranian, Lebanese, Persian, Turkish, etc.)
- Black (African, African-Canadian, Afro-Caribbean, Afro-Latin, etc.)
- East Asian (Chinese, Japanese, Korean, etc.)
- First Nations (status, non-status, treaty or non-treaty), Inuit or Métis
- Latin American (Brazilian, Colombian, Cuban, Mexican, Peruvian, etc.)
- South Asian or Indo-Caribbean (Indian, Indo-Guyanese, Indo-Trinidadian, Pakistani, Sri Lankan, etc.)
- Southeast Asian (Filipino, Malaysian, Singaporean, Thai, Vietnamese, etc.)
- White (English, Greek, Italian, Portuguese, Russian, Slovakian, etc.)
- Prefer not to answer

18. What language is spoken most commonly in your home? Please only select one.

- Amharic
- Arabic
- Bengali
- Chinese
- English
- Farsi
- French
- Greek
- Gujarati
- Italian
- Polish
- Portuguese
- Russian Somali
- Spanish
- Tamil
- Twi
- Vietnamese
- Not listed, please describe: _____
- Prefer not to answer

19. Please indicate which types of disabilities exist in your household, if any:

Please select all that apply.

- Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)
- Deaf, deafened or hard of hearing
- Developmental or cognitive disability (Down syndrome, etc.)
- Learning disability (dyslexia, etc.)
- Mental health disability (bipolar disorder, depression, etc.)
- Mobility disability (cane, wheelchair, etc.)
- Physical, coordination, manual dexterity, or strength (handling objects, etc.)
- Physical illness and/or pain (diabetes, epilepsy, heart condition, kidney disease, lung disease, rheumatoid arthritis, etc.)
- Speech and/or language disability (not caused by hearing loss)
- Not listed, please describe: _____
- Prefer not to answer

20. Do you have any comments or suggestions for how Toronto Community Housing can improve services to tenants? Please keep your response within the box below.

21. Please provide your email address below to enter the draw for a chance to win 1 of 10 \$75 gift cards. Please note, your email will only be used to contact you for the gift card, no other communications will be made.

2021 Tenant Survey Background

Toronto Community Housing

25 August 2021





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1. Background

2. Tenant Survey Direction

- A More Focused Survey
- Survey Outline
- Interaction with SQI Survey and Employee Engagement Survey
- Future Surveys
- How TCHC will Use the Data

3. Next Steps

Background



- Based on previous tenant surveys, and their results, it was decided to:
 - Redesign the survey to align with new service model
 - Shorten the survey to make it less taxing on tenants
 - Improve the language used to be more accessible
 - Increase the number of surveys mailed out to all Family households
 - Increase the translation options to encourage non-English tenant participation
 - Use an opt-in gift card draw as an incentive to increase participation
 - Increase communications to both staff and tenants to promote the survey



Tenant Survey Direction

A More Focused Survey

1. Relevant to customer service/tenant experience

- Each question serves the main purpose of the survey

2. Generalizable

- Questions are more high-level, and relevant to the majority of tenants

3. Actionable

- TCHC is able to act on the responses to each question



Tenant Survey Direction

Survey Outline



General satisfaction

- Overall tenant satisfaction questions



Communications

- Tenant satisfaction with the communications types they engage with



Customer Service

- Tenant satisfaction with Client Care, building/frontline staff, CSU, Tenant Service Hubs, and the 4 pillars



Company Culture

- Tenant perception of whether TCHC lives its culture competencies



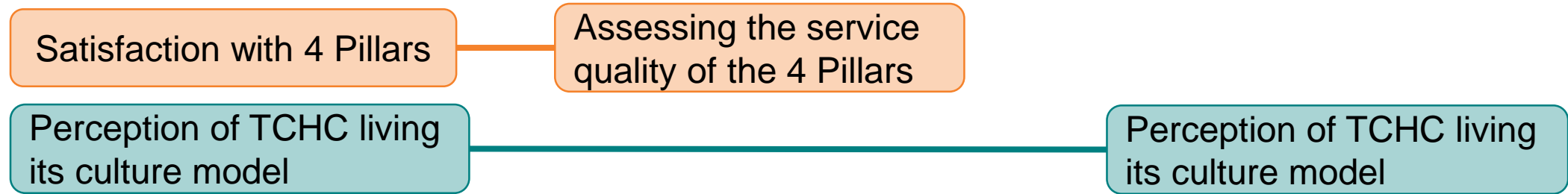
Tenant Survey

SQL Survey

Employee Survey

PURPOSE	<ul style="list-style-type: none"> • Measure tenant perception of customer service and the tenant experience across common tenant touchpoints 	<ul style="list-style-type: none"> • Objective assessment of service quality across the four service pillar areas 	<ul style="list-style-type: none"> • Measures connection that employees have to their job, managers, co-workers and TCHC through evaluation of multiple workplace dimensions
TARGET AUDIENCE	<ul style="list-style-type: none"> • All tenants 	<ul style="list-style-type: none"> • All buildings (staff and tenants complete together) 	<ul style="list-style-type: none"> • All employees
FREQUENCY	<ul style="list-style-type: none"> • Biannually 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Biannually

CONNECTION





Tenant Survey Direction

How TCHC will Use the Data

- Compare year over year tenant satisfaction in key service areas
- Measure the impact of Tenant Service Hubs
- Tie satisfaction and satisfaction drivers to the SQI survey
- Better understand the demographic makeup of TCHC tenants
- Determine how tenants of varying lived experiences perceive TCHC and the service they receive
- Conduct follow-up research activities (focus groups, tenant consultations, etc.) to understand and address trends



Next Steps

August

- FAQ developed for staff and tenants
- Social media and website promotion

September

- T-Shirt campaign for frontline staff
- Tenant Loop – ½ page reminder
- Poster in Labour Day bundle (building mail-out)

October

- Poster in Thanksgiving bundle (building mail-out)

2022

- Communicate results to staff and tenants, with plans for addressing trends



Harm Reduction Update

Item 8

September 14, 2021

Tenant Services Committee

Report: TSC:2021-62

To: Tenant Services Committee (“TSC”)

From: Director, Strategic Planning & Stakeholder Relations and
General Manager, Seniors Housing Unit

Date: August 23, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of TCHC’s Harm Reduction Policy.

RECOMMENDATION:

It is recommended that the TSC receive this report for information.

BACKGROUND:

Reporting History:

In June 2018, City Council directed Toronto Community Housing (“TCHC”) to undertake actions in support of the Toronto Overdose Action Plan. Following Council’s decision, TCHC assembled an inter-divisional team and on the December 6, 2018 report to the Board of Directors

(TCHC:2018-48), Management identified a number of ways in which TCHC could build on existing business practices, and expand activities to support harm reduction, including developing a corporate-wide harm reduction policy.

The Harm Reduction Policy was adopted by the Board on January 4, 2021 (TCHC:2021-12). As of May 2021, Strategic Planning and Stakeholder Relations organized an internal Working Group to support the planning and implementation of the policy. The Working Group includes representatives from Toronto Public Health and The Works.

UPDATES:

Toronto Community Housing is committed to working with service delivery partners to deliver harm reduction programs and services to its tenants. Through the Working Group, it is evident that every community at TCHC is unique and requires a community driven approach to harm reduction. The policy has provided guidance to staff, and allowed staff guidance on how to establish partnerships with Local Harm Reduction Agencies for program delivery of harm reduction services.

While it is vital for the Harm Reduction Program to be community driven, it is equally important to ensure there is a centralized function within TCHC to support staff in this work. The Harm Reduction Implementation Strategy lays out this approach in further detail, see **Attachment 1**, and below is an overview of progress on the initiatives related to the Harm Reduction Program.

Harm Reduction Programming

TCHC roles in Harm Reduction is to facilitate support for tenants. Successful harm reduction programming requires a community driven approach that reflects the unique needs of each community. To support and empower staff, a staff Toolkit is being developed (see **Attachment 2**) that will provide a step by step approach to creating these supports.

The Harm Reduction Toolkit for Staff is being developed in collaboration with The Works, staff across TCHC who have successfully implemented and supported harm reduction program delivery, and in close communication with Human Resources. The Toolkit emphasizes the importance of leveraging the expertise of Local Harm Reduction Agencies and including tenants with lived experience of substance use in the development of plans and programs.

In light of the intensity of the overdose crisis and urgency of providing effective strategies of care and safety in our communities, the TCHC Harm

Reduction Working Group has taken a targeted approach to implementation. Leveraging existing publicly available data combined with qualitative data from TCHC staff, the following geographic areas were selected:

- Church-Yonge Corridor
- Moss Park
- Annex
- South Parkdale
- North St. James Town
- Weston
- Downsview-Roding-CFB
- Clairlea-Birchmount
- Regent Park
- Woburn
- Scarborough Village
- Mount Pleasant West
- West Hill
- Birchcliffe-Cliffside
- Oakridge

TCHC is working closely with Toronto Public Health to validate this with current insights.

Staff Training

As the Harm Reduction Policy required, all TCHC positions with a first aid training requirement under Toronto Community Housing's First Aid Program were required to complete additional training components that provides guidance on the steps for responding to an overdose with and without naloxone.

As of August 2021, 300 building staff have completed this updated training, and there are two training sessions scheduled each month to accommodate changes and hiring in operations due to Covid-19. In addition, all CSU officers and 10 CSA staff carry naloxone spray and have received naloxone training. First aid training for CSU officers was updated in 2020 to reflect the Policy, but naloxone training has been mandatory for all CSU officers since 2018. Currently, all incoming CSU officers receive the updated training when they join the organization and will keep appraised on best practices when they recertify their training.

As part of implementation, to support the key communities identified TCHC will work in collaboration with local harm reduction agencies including Toronto Public Health, to deliver foundational training in harm reduction, including guidance to help staff understand TCHC's Harm Reduction Policy. Delivery of this training will begin in 2021, with intent to expand the availability of harm reduction training to all staff at TCHC. All TCHC staff will have access to optional harm reduction training through partnerships with Toronto Public Health and other Local Harm Reduction Agencies. The goal of making harm reduction training universally available is to empower staff to support tenants in a manner consistent with harm reduction best practices.

Sharps Disposal

Toronto Community Housing is committed to the safe disposal of sharps being part of waste disposal and collection processes, which includes needles, syringes, injectors (i.e. insulin delivery device) and pre-filled pens, as household hazardous waste.

At the time of writing, a Request for Proposals (RFQ) has been developed for 12 communities to have sharp disposals and will be released as soon as September 2021. A 2021 budget of \$25,000 was established for sharp disposal, operational expansion in 2022 is under consideration and may impact costs if approved.

Naloxone:

Toronto Community Housing is working to make naloxone nasal spray more easily available in Toronto Community Housing communities. TCHC is in consultation with Toronto Public Health to identify appropriate supply and distribution options.

Currently all CSU officers have access to naloxone.

NEXT STEPS:

The Working Group will continue to support the planning and implement TCHC's Harm Reduction Policy, while acting quickly to support communities with high needs with the support of Toronto Public Health and The Works.

IMPLICATIONS AND RISKS:

The implementation of the Harm Reduction Program will address the direction given by City Council in 2018, help the City address safety needs of vulnerable populations, and prevent deaths. To ensure continued success, TCHC will need to maintain best practices and work to scale successful initiatives as set out in the Harm Reduction Implementation Strategy.

SIGNATURE:

“Lindsay Viets”

Lindsay Viets
Director, Strategic Planning & Stakeholder Relations

ATTACHMENT:

1. Harm Reduction Implementation Strategy
2. DRAFT Harm Reduction Toolkit

STAFF CONTACT:

Scott Kirkham, Manager, Stakeholder Relations
416-981-4285
Scott.Kirkham@torontohousing.ca

Harm Reduction Implementation Strategy

TCHC acknowledges that significant numbers of our tenants experience challenges associated with substance use. Harm reduction is an evidence based, effective approach to supporting tenants who use substances, as well as promoting safe and healthy communities for all of our tenants. Discrimination against tenants who use drugs and lack of effective strategies puts everyone at risk in our communities.

In January 2021, the Board of Directors adopted the TCHC Harm Reduction Policy. In light of the intensity of the overdose crisis in Toronto, the urgency of providing effective strategies of care and safety in our communities has become a top priority. TCHC Harm Reduction Working Group (Working Group) was created to develop a harm reduction implementation strategy in order to ensure that the TCHC Harm Reduction Policy was accompanied by action. The Working Group has representation from across the organization, but for the Harm Reduction Program to be a success, it must be driven by both executive and front-line leadership.

Below are key action items which will enable TCHC to set up a successful harm reduction approach that is both community driven and supported centrally. These action items are informed based upon feedback/input from tenants, harm reduction agencies and the Working Group.



1. Have a centralized function within TCHC to compliment the community driven approach of the TCHC Harm Reduction Toolkit:
 - a. Lead the Harm Reduction Implementation Strategy
 - b. Proactively create relationships with local harm reduction agencies in Toronto
 - c. Provide resources and support to staff using the TCHC Harm Reduction Toolkit as they implement harm reduction programs
 - d. Supporting the piloting of sharps disposal in key communities
 - e. Be the central contact and point person for local harm reduction agencies and Toronto Public Health

- f. Convene the Tenant and Agency Harm Reduction Advisory Group and arrange for supports to ensure full participation
 - g. Create and convene the TCHC Harm Reduction Programming Working Group to generate best practices in harm reduction programming within TCHC
 - h. Monitor and evaluate the Implementation Strategy
 - i. Develop networks with other harm reduction leaders in the housing sector across Ontario and Canada
 - j. Report to the Board on the ongoing process of the Harm Reduction Program and scale of existing supports

2. Provide an “Introduction to Harm Reduction” training to staff in key communities that require immediate harm reduction supports and scale to make this training available to all staff. Training will be provided with the support of external harm reduction agency, such as The Works. The harm reduction training will include elements of the following:
 - a. Overview of harm reduction (introduction to harm reduction)
 - b. Why is harm reduction an effective strategy for creating healthy and safe communities at TCHC
 - c. Optional training at the end that makes overdose prevention and response, and the use of naloxone accessible for all staff.

3. Create a Tenant and Harm Reduction Agency Advisory Group who can monitor progress and help guide harm reduction work in TCHC communities. At least half of the Advisory group will include Tenants who identify as using drugs, and Tenants who identify as allies. Tenants who participate will bring invaluable insights to the implementation of this work and will need to be provided with supports to ensure they are able to participate fully (e.g. stipend to cover expenses such as internet speed required to attend virtual meetings during Covid).

4. Create a TCHC Harm Reduction Programming Working Group to generate best practices within TCHC. Membership will consist of staff who are working towards and have successfully implemented harm reduction programming, and efforts will be made to have balanced representation from each region.

5. Enable and support the scale of harm reduction programs in TCHC communities. These programs will be responsive to local needs and have a harm reduction response driven by frontline leadership. The centralized function will provide communities with key resources and supports, including:
 - a. Create the TCHC Harm Reduction Toolkit, which will include:
 - a. TCHC Harm Reduction Policy

- b. Best practices on harm reduction
 - c. TCHC harm reduction partner map
 - d. Evaluation template
 - e. Q&A for staff
 - f. Sample Use of Space Agreement for harm reduction programming
 - g. Information on naloxone and sharp disposals
 - b. Supporting staff in developing program partnerships with local harm reduction agencies
- 6. Ensure that local harm reduction agencies can easily partner and access TCHC to provide harm reduction supports in TCHC communities. The centralized function, will facilitate this by:
 - a. Being a central point of contact for all inquiries/requests
 - b. Introducing agencies to the TCHC Harm Reduction Policy
 - c. Connecting harm reduction agencies with the staff leading harm reduction initiatives at various TCHC communities
 - d. Providing a clear path for harm reduction agencies to partner with TCHC and supporting them in the development of a partnership with TCHC
 - e. Invite harm reduction agencies to participate in the TCHC Tenant Harm Reduction Advisory Group
- 7. Create a strategy to scale sharps disposal in our communities. The centralized function, will facilitate this by:
 - a. Consulting with the Advisory Board on effective strategies for sharps disposal
 - b. Piloting sharps disposal in key communities
 - c. Reviewing pilot projects, identifying best practices, as well as, scaling and rolling out effective strategies across the organization

DRAFT Harm Reduction Toolkit for TCHC Staff

This toolkit is meant to help enable staff to set up harm reduction programming in their community based on TCHC's best practices and existing supports. TCHC acknowledges that harm reduction is a best practice and evidence-based approach to mitigating the harms associated with drug use in our communities. TCHC's role in Harm Reduction is to facilitate support for tenants.

Toolkit materials:

- Guide: How to Set Up a Harm Reduction Program
- Supporting Materials, currently in development:
 - o [TCHC Harm Reduction Policy](#)
 - o [Best Practice Recommendations for Canadian Harm Reduction Programs](#)
 - o TCHC harm reduction partner map
 - o Evaluation template
 - o Q&A for Staff
 - o Sample Use of Space Agreement for Harm Reduction Programming
 - o Information on naloxone and sharp disposals

This initiative supports TCHC's Strategic Priorities 2020-2021, including Goal 3 which sets out to "Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs". It also supports TCHC's Mandate under the updated Shareholder Direction to "facilitate services to Tenants through other organizations beyond the basic residential landlord obligations".

Guide: How to Set Up a Harm Reduction Program

1. Meet with the local TCHC staff who will be involved/affected, including your direct report. In preparation for this meeting, review the 'Harm Reduction Policy', discuss key goals, and identify the main harm reduction partner agencies in the area (use the TCHC harm reduction partner map as a resource.)
 - a. Recommended Staff to include per community: superintendents, CSCs and management
2. Reach out to the local harm reduction agencies in your area. Host a meeting with harm reduction partners and key TCHC staff. Explore needs, opportunities and ideas for programming.

For support, consultation or agency introduction, you can also reach out to Toronto Public Health, The Works theworks@toronto.ca. Local health units are mandated to expand harm reduction services in the region and Toronto Public Health is well positioned to support TCHC community needs.

3. Work with harm reduction partner agencies to reach out to tenants who use drugs in the community and get their input on the needs and ideas for programming. It is important that individuals with lived experience be part of the process, and this can be through one to one conversations, or through a more formal meeting.
4. Review the [Best Practice Recommendations for Canadian Harm Reduction Programs](#), and reach out to TCHC staff that have implemented harm reduction programs to get their feedback/input/ideas.

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5. Finalize an action plan and program outline with TCHC staff and harm reduction partners.
6. Sign a use of space agreement with the harm reduction partners, a draft is provided in the Toolkit.
7. Create a flyer and/or host a meeting to let tenants know about the new harm reduction programming and address potential concerns. Harm reduction is about community safety, as well as supporting individuals who use drugs. It is recommended that you have representatives from local harm reduction agencies attend this meeting and field questions from tenants directly.
8. Join the TCHC Harm Reduction Programming Working Group. This working group meets monthly to share ideas and troubleshoot together.
9. Work with harm reduction partners to review and evaluate the harm reduction program after 1 year.
10. Utilize the evaluation results to create changes to the program in order to suit tenant and community needs.