



Tenant Services Committee

931 Yonge Street,
Toronto, M4W 2H2

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The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on March 29, 2022, via WebEx, commencing at 9:10 a.m.

TSC Directors Present: John Campbell, Chair
Marcel Charlebois
Ubah Farah
Councillor Paula Fletcher
Councillor Frances Nunziata
Debbie Douglas (9:10 a.m. – 9:29 a.m.)

TSC Directors Absent: N/A

Management Present: Jag Sharma, President & Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)
Kelly Skeith, Acting Chief Development Officer (“CDO”)
Barbara Shulman, Interim Vice President, Human Resources
Paula Knight, Vice President, Strategic Planning & Communications
Cynthia Summers, Commissioner of Housing Equity
Allen Murray, Vice President, Facilities Management
Grant Coffey, General Manager, Seniors Housing Unit

Richard Grotsch, Acting Senior Director, Business Operations
Nadia Gouveia, Director, Programs and Partnerships
Allan Britton, Senior Director, Community Safety Unit
William Mendes, Director, Program Delivery
Christine Yan, Acting Assistant Corporate Secretary

Guests Present:

Sarah Blackstock, Manager, Social Policy Social Development, Finance & Administration Division, City of Toronto
Winsome Stec, Project Manager, Research and Analytics, Forum Research

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

The Chair expressed the gratitude to retiring Chief Operating Officer Sheila Penny for her years of dedication and hard work to make Toronto Community Housing a better place.

DEPUTATIONS

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

- Item 5 – Integrated Service Model Annual Program Report (*Bill Lohman and Maureen Clohessy*)

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- Item 8 – CSU 2021 Annual Report to Toronto Police Services Board
(*Miguel Avila-Velarde*)

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

- Item 5 – Integrated Service Model Annual Program Report (*Bill Lohman*)
- Item 7B – Tenant Complaints Process Update (*Veronika Hering*)
- Item 8 – CSU 2021 Annual Report to Toronto Police Services Board
(*Miguel Avila-Velarde*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC approved the Public meeting agenda of the March 29, 2022 meeting.

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 FEBRUARY 9, 2022

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

VIOLENCE REDUCTION PROGRAM UPDATE

ITEM 2D – Q4 2021

TSC:2022-10

The above-captioned report (TSC:2022-10) was circulated to TSC members prior to the meeting.

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

- Ms. Douglas updated that the report was also forwarded to the City of Toronto (the “City”) staff engaged in the Community Safety Unit (“CSU”) Review by the Community Safety Advisory Sub-Committee (the “CSAC”) for their consideration. Ms. Douglas provided that one of the contentious issues in the report is the suspension of VRP staff hiring in the CSU, which has been on hold pending the full CSU review by the City.
- It was provided that the additional cost of utilizing third-party security guards to fill the CSU VRP staffing gaps is around \$2.1M. While the third-party security guards provide a level of security to tenants, due to their limited scope of duties, CSU staff are still required to attend in some situations, which results in duplication of resources.
- Further details were provided with respect to the community incident debrief held on Saturday, November 20.
- The TSC discussed the significant amount of turnover within the CSU and the plan to restore the staff complement. The issues shared in the meeting include the hiring challenges during the pandemic and the long process of getting the new hires onboard. A clear and robust plan has been put in place to fill the CSU vacancies.
- It was provided that CSU has applied an equity, diversity and inclusion lens in its hiring and has been consistently recruiting members in TCHC communities. Staff updated that a new Cadet Program will be implemented later this year, which will focus on hiring youths within the TCHC communities.
- A member commented that it is important for CSU staff to be engaged in the community and build a good rapport with tenants.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Councillor Fletcher and carried, the TSC received the information in Report TSC:2022-10, being the Violence Reduction Program Update – Q4 2021, for its information.

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

Highlights of the discussion include:

- It was clarified that the Briefing Note in relation to the Participatory Budget Program (“PB”) responds to a few specific questions raised by the TSC on its February 9, 2022 meeting. Prior to its reimplementation, management will bring the plan for the participatory budgeting program to the TSC for consideration.
- The “Items Ordered but Not Delivered” on page 3 of the PB Briefing Note refer to items that were approved but have not been purchased.
- The Briefing Note regarding Revitalization Long-Term Economic & Employment Benefits was deferred to the June 9, 2022 TSC meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of February 9, 2022 for its information.

ITEM 4 COMMUNITY SAFETY ADVISORY SUB-COMMITTEE CHAIR’S REPORT VERBAL REPORT

The CSAC Chair provided a high level summary of the recent CSAC activities. The CSAC has approved the Project Charter of the Neptune 4 Review and has received for information the Violence Reduction Program Update of the last quarter of 2021. The CSAC is reviewing the work in relation to the categorization of TCHC communities and working with the City on the CSU review. The CSAC Chair thanked Chief Operating Officer Sheila Penny for her dedication in leading the work.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Nunziata and carried, the TSC received the verbal report of the CSAC Chair for its information.

ITEM 5 INTEGRATED SERVICE MODEL ANNUAL PROGRAM REPORT TSC:2022-11

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

The above-captioned report (TSC:2022-11) was circulated to TSC members prior to the meeting.

Mr. Coffey provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- The process of establishing community representative positions and the tenant engagement activities were further elaborated.
- Details around the staffing model of the Seniors Housing Unit were provided, especially regarding site staff and Seniors Services Coordinator who have a portfolio of multiple smaller-sized buildings.
- Further questions were raised on the tenant engagement plan review of the Toronto Seniors Housing Corporation, the status of the Integrated Service Model Annual Program Report, engagement with tenants on the Report, and the content regarding the Seniors Health and Wellness Hubs in the Report.
- It was recommended that the report be referred to a Senior Tenants Advisory Committee meeting for review and feedback.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received for its information Report TSC:2022-11, being the Integrated Service Model Annual Program Report and referred the Report to a meeting of the Senior Tenants Advisory Committee for critique and commentary.

ITEM 6 2021 TCHC TENANT SURVEY RESULTS TSC:2022-20

The above-captioned report (TSC:2022-20) was circulated to TSC members prior to the meeting.

Ms. Knight and Ms. Stec delivered a presentation on the results of the Tenant Satisfaction Survey and were available to answer questions of the TSC.

Highlights of the discussion include:

- Responses of the survey have been categorized by region. With the strength of the sample size, data can be analyzed and presented at the hub level. The results of the survey will help TCHC align its strategic priorities and focus on key areas to improve tenant experiences.
- Questions were asked around respondents' satisfaction on community safety levels, satisfaction on building cleanliness, and strategies to further increase response rate.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2022-20, being the 2021 TCHC Tenant Survey Results report, for its information.

ITEM 7A TCHC'S OPERATIONAL PERFORMANCE TSC:2022-13
MEASURES

The above-captioned report (TSC:2022-13) was circulated to TSC members prior to the meeting.

Ms. Penny provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- It was noted that data of the seniors' portfolio was not included in the "Demand Pest Treatments" section but was presented in more detail under public Item 9 Annual Pest Control Report. Data of the seniors' portfolio will be included in the Chief Operating Officer's reports moving forward.
- Discrepancies were identified in the "Rentable Vacant Units and Non-

Rental Vacant Units” section.

- TSC members expressed concerns on the high vacancy rates. It was provided that the family portfolio has experienced a high vacancy rate with the bachelor units and units in high-needs buildings. Of the 1,090 vacant units in the family portfolio, 570 units are bachelor units. TCHC continues to implement strategies to lower its vacancy rates, which include the implementation of the choice-based model, the rapid re-housing program, and a bachelor unit strategy. With regard to the vacancies in the seniors’ portfolio, the Seniors Housing Unit has been monitoring the move-in and move-out process closely and expediting the unit turnover process, in order to effectively manage the vacancy rate.
- Action item: management to report to the Board in relation to the time required to address the maintenance needs of the 374 units identified as Non-Rentable as a result of maintenance being required in Table 5 of the Report, broken down by region, including seniors, and when they will be brought to market.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received Report TSC:2022-13, being the TCHC’s Operational Performance Measures report, for its information and requested that the COO report to the Board in relation to the time required to address the maintenance needs of the 374 units identified as Non-Rentable as a result of maintenance being required in Table 5 of the Report, broken down by region, including seniors, and when they will be brought to market.

ITEM 7B TENANT COMPLAINTS PROCESS UPDATE TSC:2022-14

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

The above-captioned report (TSC:2022-14) was circulated to TSC members prior to the meeting.

Ms. Penny provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- A question was asked on the number of inquiries received from TCHC tenants indicating that they had received notices from the Canada Revenue Agency (“CRA”) denying their claims for the property tax credit portion of the Ontario Trillium Benefit. Staff cited the data from Attachment 1 of Item 7A Operations Performance Measures, which indicated a 33% increase in calls related to account balance inquiries in January compared to the previous month.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2022-14, being the Tenant Complaints Process Update report, for its information.

ITEM 7C TENANT ENGAGEMENT REFRESH UPDATE TSC:2022-15

The above-captioned report (TSC:2022-15) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2022-15, being the Tenant Engagement Refresh Update report, for its information.

ITEM 7D TENANT LED IMPROVEMENTS IN BASEMENT SPACES TSC:2022-22

The above-captioned report (TSC:2022-22) was circulated to TSC members prior to the meeting.

Ms. Penny provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- It was provided that TCHC did explore allowing tenants residing in TCHC townhouses to create additional space through basement

renovations such as putting up drywalls, however, after consulting with the Legal and Risk Management Team, TCHC is not able to accommodate those needs. It was further explained that as TCHC is the owner of the properties, those kinds of renovation will need to be moved forward by TCHC. There are funding implications attached to such program. Changes to tenancies in the property may occur if bedrooms are added to the unit as a result of the renovations.

- Action item: management to report to the Board on a process through which tenants can work with TCHC in order to effect physical improvements to basements in townhouses owned by TCHC, at a tenant's expense.

Motion carried

ON MOTION DULY MADE by Ms. Farah, seconded by Councillor Nunziata and carried, the TSC received Report TSC:2022-22, being the Tenant Led Improvements in Basement Spaces report, for its information, and directed staff to report to the Board on a process through which tenants can work with TCHC in order to effect physical improvements to basements in townhouses owned by TCHC, at a tenant's expense.

**COMMUNITY SAFETY UNIT 2021 ANNUAL
REPORT TO TORONTO POLICE SERVICES
BOARD**

ITEM 8

TSC:2022-17

The above-captioned report (TSC:2022-17) was circulated to TSC members prior to the meeting.

A verbal deputation and a written deputation were received from Miguel Avila-Velarde with respect to this item.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2022-17, being the Community Safety Unit 2021 Annual Report to

Toronto Police Services Board, for its information.

ITEM 9 ANNUAL PEST CONTROL REPORT

TSC:2022-18

The above-captioned report (TSC:2022-18) was circulated to TSC members prior to the meeting.

Mr. Grotsch provided an overview of the report and was available to answer questions of the TSC. Highlights of the discussion include:

- Staff clarified the categories listed in Table 4A of the report: category “0” reflects the number of units with abandonment mid-treatment, and the “More than 3” category refers to a situation where additional treatments were provided. Staff will revise the language of Table 4A and Table 4B to present the categories in a more easy-to-understand way.
- The bedbug treatment cycle in TCHC is set up in a way that requires a minimum of three visits by a pest control vendor, with two treatments followed by a third visit which is either a treatment or a clearance inspection that triggers a 90-day warranty provision. The annual pest control cost is approximately \$2.75M which includes the costs of both the family portfolio and the seniors’ portfolio. There are currently four vendors working with TCHC on pest treatments.
- The recurring challenge around multiple treatments was discussed. Due to the pandemic vendors experience limitations on discharging the pesticides while individuals are remaining within their units.
- Action item: management to bring back a revised Annual Pest Control Report to the next TSC meeting with the following amendments:
 - Revise Tables 4A and 4B to reword the categories and align the numbers under each category;
 - Provide the number of units that required further treatments following the expiry of the 90-day warranty;
 - Include the data of the year 2019.
- Action item: management to provide information in the Annual Pest Control Report to the Toronto Seniors Housing Corporation.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC referred Report TSC:2022-18, being the Annual Pest Control report, to the next TSC meeting, supplemented with the information and amendments requested by the TSC at this meeting.

ITEM 10 ANNUAL UNIT INSPECTION RESULTS TSC:2022-19

The above-captioned report (TSC:2022-19) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Nunziata and carried, the TSC received Report TSC:2022-19, being the Annual Unit Inspection Results report, for its information.

TERMINATION

A Motion to adjourn the meeting was moved by Mr. Charlebois and seconded by Councillor Nunziata.

The public meeting terminated at 11:37 a.m.

Secretary

Chair, Tenant Services Committee