



TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: March 24, 2021
Time: 8:50 am. – 12:10 p.m.
Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
8:50	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
8:55	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 January 25, 2021	TSC Approval	Minutes	Chair	4
9:00	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	17

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Time	Description	Action	Pre-read	Presenter	Page #
9:05	4. Chief Operating Officer's Reports		<i>90 minutes</i>		
	a) TCHC's Operational Performance Measures	Information	TSC:2021-17	Chief Operating Officer	22
	b) Tenant Complaints Process Update	Information	TSC:2021-18	Chief Operating Officer	31
	c) Tenant Engagement Refresh Update	Information	TSC:2021-19	Chief Operating Officer	35
	d) Employment Opportunities for Tenants at TCHC	Information	TSC:2021-28	Chief Operating Officer	89
	e) CCTV Cameras and Crime Prevention	Information	TSC:2021-20	Chief Operating Officer	95
	f) TCHC Community Safety	Information	TSC:2021-21	Chief Operating Officer	99
10:35	5. CSU Annual Report for 2020	Information	TSC:2021-22 <i>25 minutes</i>	Senior Director, Community Safety Unit	103
11:00	6. Corporate Goals for Revitalization Initiatives	Information	TSC:2021-23R <i>25 minutes</i>	Chief Executive Officer & Chief Development Officer	128
11:25	7. Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement	Information	TSC:2021-24 <i>15 minutes</i>	Chief Development Officer	133

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Time	Description	Action	Pre-read	Presenter	Page #
	8. OCHE Reports				
11:40	a) OCHE – 2020 Annual Report	TSC & Board Information	TSC:2021-25 <i>10 minutes</i>	Commissioner of Housing Equity	154
11:50	b) OCHE – 2020 Work Plan Performance Report	TSC & Board Approval	TSC:2021-26 <i>10 minutes</i>	Commissioner of Housing Equity	188
12:00	9. Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers	Information	TSC:2021-27 <i>10 minutes</i>	General Manager, Seniors Housing Unit	202

TERMINATION



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 November 24, 2020, via WebEx, commencing at 9:18 a.m.

TSC Directors Present: Debbie Douglas, Acting Chair
John Campbell
Amanda Coombs
Ubah Farah
Councillor Paula Fletcher
Linda Jackson (9:45 a.m. – 12:00 p.m.)

TSC Directors Absent: Councillor Frances Nunziata

Management Present: Kevin Marshman, President & Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Vincent Tong, Chief Development Officer
Rose-Ann Lee, Chief Financial Officer
Allen Murray, Vice President, Facilities Management
Cynthia Summers, Commissioner of Housing Equity
Jill Bada, General Manager, Seniors Housing Unit
John Angkaw, Senior Director, Business Operations
Bill Anderson, Senior Director, Community Safety Unit
Scott Kirkham, Manager, Stakeholder Relations
Ceilidh Wilson, Assistant Corporate Secretary

A quorum being present, Ms. Douglas, serving as Chair, called the meeting to order, and Ms. Wilson served as recording secretary.

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the TSC meeting, noted the Acknowledgement of the Land and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC's holding this TSC meeting virtually.

COVID-19 Update

TCHC's COVID-19 response is now in its tenth month, and the Chair thanked employees for the exemplary work they are doing to deliver essential services and support TCHC tenants.

Many of TCHC's communities are among the hardest hit by the virus, and employees have stepped up to support tenants who are self-isolating and help agencies deliver food and other essentials to seniors and vulnerable tenants.

In particular, the Chair recognized the contributions of staff who work in TCHC buildings. Given the resurgence of COVID-19 cases, TCHC's maintaining the extended 10-hour shift schedules that are enabling TCHC to deliver enhanced cleaning protocols that are preventing the spread of the virus and keeping people safe.

Lastly, the Chair thanked everyone at the company for setting a good example by following public health advice at work and at home.

DEPUTATIONS

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

- Item 4B – Tenant Complaints Process Update (*Kathleen Doobay*)
- Item 4D – Employment Opportunities for Tenants at TCHC (*Elena Korniakova*)
- Item 4E – Violence Reduction Plan: Service Delivery Alignment (*Kathleen Doobay and Nate Medhanie*)
- Item 6 – Harm Reduction Policy (*Rhiannon Thomas and Katie Mayerson*)
- Item 7 – Q4 2020 Update on Tenants First (*Elena Korniakova*)

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

- Item 2A – Approval of Public Meeting Agenda (*Cheryl Duggan*)
- Item 2D – Chief Operating Officer’s Report on Tenant Services and Initiatives [*deferred from November 24, 2020 meeting*] (*Cheryl Duggan*)
- Item 4B – Tenant Complaints Process Update (*Kathleen Doobay*)
- Item 4D – Employment Opportunities for Tenants at TCHC (*Elena Korniakova*)
- Item 4E – Violence Reduction Plan: Service Delivery Alignment (*Kathleen Doobay and Nate Medhanie*)
- Item 7 – Q4 2020 Update on Tenants First (*Elena Korniakova*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the TSC approved the Public meeting agenda for the TSC’s January 25, 2021.

ITEM 2B CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the TSC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **No conflicts were declared.**

ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF NOVEMBER 24, 2020

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

ITEM 2D CHIEF OPERATING OFFICER'S REPORT ON TENANT SERVICES AND INITIATIVES [DEFERRED FROM NOVEMBER 24, 2020 MEETING]

TSC:2021-04

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

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the TSC received the information contained in Report:TSC:2021-04 for its information.

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

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

ITEM 4A OPERATIONAL PERFORMANCE MEASURES TSC:2021-05

The above-captioned report (TSC:2021-05) was circulated to TSC members prior to the meeting.

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

- November 2020 Operational Performance Measures;
- Service requests are up, but elevator and pest control requests have decreased;
- Vacancies rates are up;
- Arrears are up;
- Crime rates are up;
- Fire incidents are up; and
- Tenant supports are down slightly.

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

- In 2020, TCHC received approximately \$4M in false fire alarm charges from Toronto Fire Services (“TFS”). Tenant awareness and education are key tactics to reduce the number of false fire alarms.
 - Action item: The next Operational Performance Measures report to include whether the prevalence of false fire alarms is higher in TCHC buildings than in non-TCHC buildings in the city.
- TCHC is working on two rapid re-housing programs with the City of Toronto (the “City”) for individuals who are currently in the shelter system and on the centralized waiting list. By the end of Phase 1 of the programs, over 400 individuals were housed in 300 units.
- The rapid re-housing programs are focused on filling vacancies where we have identified high vacancy rates including pockets in the city’s north west and north east areas, and the central Sherbourne area.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Coombs and carried, the TSC received the information contained in Report TSC:2021-05 for its information.

ITEM 4B TENANT COMPLAINTS PROCESS UPDATE TSC:2021-06

Verbal deputation was received from Kathleen Doobay with respect to this item. Written deputation from Kathleen Doobay was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-06) was circulated to TSC members prior to the meeting.

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

- Program update;
- Complaints data and trends; and
- Learning from complaints

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

- The new tenant complaint process was launched in August 2020 and there was a dramatic increase in the number of complaints received in Q3 2020, which are believed to be correlated.
- Service quality indicators (“SQIs”) have been developed for the four pillars of service. Staff have provided their feedback on the SQIs and the next step will be to have the newly established tenant leadership complete the SQIs to get a granular understanding of the quality of service being provided.
- The highest volume of complaints are made regarding elevators, plumbing and pest control.

Motion carried **ON MOTION DULY MADE** by Ms. Coombs, seconded by Ms. Farah and carried, the TSC received the information contained in Report TSC:2021-06 for its information.

ITEM 4C TENANT ENGAGEMENT REFRESH UPDATE TSC:2021-07

The above-captioned report (TSC:2021-07) was circulated to TSC members prior to the meeting.

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

- Update on Phase 1 and community representative positions filled; and
- Lessons learned and recommendations.

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

- Where tenant leadership was not elected in Phase 1 communities, we will wait 12 weeks and then initiate a by-election. These communities did not have anyone put their name forward for election. The Phase 1 by-elections will overlap with the roll-out of the Phase 2 elections.
 - Action item: The next Tenant Engagement Refresh Update report to include the list of the communities from Phase 1 that did not elect tenant leadership.

Motion carried **ON MOTION DULY MADE** by Ms. Jackson, seconded by Mr. Campbell and carried, the TSC received the information contained in Report TSC:2021-07 for its information.

ITEM 4D EMPLOYMENT OPPORTUNITIES FOR TENANTS AT TCHC TSC:2021-08

Verbal deputation was received from Elena Kornikova with respect to this item. Written deputation from Elena Kornikova was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-08) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter,

highlights of which include:

- Background on TCHC’s Community Economic Development (“CED”) strategy;
- Update on how TCHC creates employment opportunities for tenants; and
- Next steps.

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

- We do not currently collect demographic information from job applicants.
- Each employment opportunity has a local communications strategy to ensure tenants are kept informed
- It is important to ensure TCHC is not duplicating work that is performed by other agencies, e.g. Toronto Employment and Social Services (“TESS”).
 - Action item: Management to report back with the number of tenants employed through the various employment programs, as well as the length of their employment and the location of their employment.

Motion carried **ON MOTION DULY MADE** by Ms. Coombs, seconded by Ms. Jackson and carried, the TSC received the information contained in Report TSC:2021-08 for its information.

ITEM 4E VIOLENCE REDUCTION PLAN: SERVICE DELIVERY ALIGNMENT TSC:2021-11

Verbal deputations were received from Kathleen Doobay and Nate Medhanie with respect to this item. Written deputations from Kathleen Doobay and Nate Medhanie were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-11) was circulated to TSC members prior to the meeting.

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

- Background of the Violence Reduction Program (“VRP”);
- Implementation status including:
 - VRP Community Safety Coordinator (“CSC”) staffing;
 - Regional CSCs;
 - Community Safety Unit (“CSU”) staffing update;
 - Deployment of CSU VRP Officers;
 - Diversity and mental health training; and
 - Confronting Anti-Black Racism (“CABR”) strategy.

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

- The VRP CSCs report to the regional Manager of Community Safety and Support, who reports to the regional General Manager. These CSCs work at the VRP sites to provide tenants with program opportunities and linkages to community supports.
- VRP CSCs and Special Constables are part of a local integrated table for providing supports to tenants in a given community.
- This report provides information on the program delivery side, the community supports side, and the CSU Special Constable program for VRP sites.
- The CABR team has engaged Special Constables in focus groups to understand their experiences and realities in executing their day-to-day work in communities.
- Enhanced patrolling with Toronto Police Service (“TPS”) involves Special Constables walking TCHC sites with TPS officers.
- Concern was raised that the tenancy management model and the community safety model are not currently aligned, and more work is required in this area.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Campbell and carried, the TSC received the information contained in Report TSC:2021-11 for its information.

ITEM 5 CONTRACT MANAGEMENT UPDATE TSC:2021-02

The above-captioned report (TSC:2021-02) was circulated to TSC members prior to the meeting.

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

- Background on actions taken by TCHC to enhance oversight and service delivery within the contract management portfolio; and
- Update on the status of the transition of West region buildings to direct managed, which is now complete as of December 2020.

Motion carried **ON MOTION DULY MADE** by Ms. Coombs, seconded by Ms. Farah and carried, the TSC received the information contained in Report TSC:2021-02 for its information.

ITEM 6 HARM REDUCTION POLICY TSC:2021-12

Verbal deputations were received from Rhiannon Thomas and Katie Mayerson with respect to this item.

The above-captioned report (TSC:2021-12) was circulated to TSC members prior to the meeting.

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

- This policy is a first step for TCHC to clarify our existing obligations for harm reduction and tenants who use drugs. This policy states that harm reduction is welcome in TCHC buildings.
- We are currently working with Toronto Public Health (“TPH”) to better map overdoses in TCHC buildings. The main challenge is that TCHC is not a healthcare provider, thus limiting our access to healthcare records.
- Harm reduction services can be carried out in our buildings with

individual case workers and tenants. The other model is a drop-in model where tenants can meet and network with the service provider and receive education.

- Tenants are worried they will be evicted for drug use, but TCHC is concerned about the outcomes of drug use (e.g. not paying rent, anti-social behaviour). As such, TCHC is invested in working with harm reduction providers to support tenants using drugs, which can include drug cessation supports.
- The pilot program at 250 Davenport created some conflict at that site. Moving forward, as per the policy, any drop in programs will require community engagement and tenant communication to prevent similar conflicts in the future.
- CSU Special Constables are required to receive First Aid training and more than 90% of them have also received training on responding to overdoses and how to administer naloxone.
 - No staff are required to administer naloxone, but if they can and choose to administer it, TCHC supports that decision.
 - There are rules around who can legally be told to dispense medication, which is beyond TCHC's authority.
 - Special Constables carry naloxone and have administered it 14 times.
- The selling and distribution of illegal drugs is still grounds for eviction.

Motion carried **ON MOTION DULY MADE** by Ms. Jackson, seconded by Ms. Farah and carried, the TSC unanimously approved the Harm Reduction Policy as set out in Attachment 1 to Report TSC:2021-12 and forwarded it to the Board of Directors for its approval.

OTHER BUSINESS

Councillor Fletcher brought forward the matter of space issues for community-based programming at Lawrence Heights and other revitalization sites. Rather than using residential units to address space needs, it was recommended that Management explore the possibility of using shipping containers as an option to house these programs.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Jackson and carried, the TSC requested that Toronto Community Housing Corporation:

1. Investigate the possibility of providing shipping containers to established local, non-profit, equity seeking groups with a track record of serving Toronto Community Housing Corporation tenants who reside in the Lawrence Heights community, to be used in the provision of those services;
2. Consider partnering with a third party in the delivery of these resources; and
3. Report on the outcome of that investigation at the meeting of the Tenant Services Committee scheduled for May 4, 2021.

ITEM 7

Q4 2020 UPDATE ON TENANTS FIRST

TSC:2021-13

Verbal deputation from Elena Korniakova was received with respect to this item. Written deputation from Elena Korniakova was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-13) was circulated to TSC members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Mr. Campbell, seconded by Ms. Jackson and carried, the TSC received the information contained in Report TSC:2021-13 for its information.

ITEM 8 2021 PUBLIC TSC WORK PLAN

TSC:2021-14

The above-captioned report (TSC:2021-14) was circulated to TSC members prior to the meeting.

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

- The frequency of reporting from the Office of the Commissioner of Housing Equity (“OCHE”) should be reduced to bi-annual, and the nature of that reporting needs to be clarified to ensure the appropriate information is being shared with the TSC.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Jackson and carried, the TSC approved the 2021 Public TSC Work Plan as set out in Attachment 1 to Report TSC:2021-14.

TERMINATION

The public meeting terminated at 12:00 p.m.

Secretary

Chair, Tenant Services Committee



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

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. TSC:2018-38 November 2, 2018	Smoke-Free Policy Management to provide update on development of Smoke-Free Policy.	In progress	May 4, 2021	Chief Operating Officer
2. TSC:2019-46 December 5, 2019	Violence Reduction Program <ul style="list-style-type: none"> Joint presentation with SDFA re: VRP MOU and funding arrangement. 	In progress	May 4, 2021	Chief Operating Officer
	<ul style="list-style-type: none"> Management to report back with how we are addressing violence in non-VRP communities from a tenancy management perspective. 	In progress	May 4, 2021	Chief Operating Officer
3. TSC:C2020-05 February 3, 2020	CSU Annual Report Management to provide annual CSU report to TSC, expanding on information reported to the TPS Board of Directors, with the annual report to TPS to be appended as an attachment. Report to also include overview of average CSU daily activities.	Complete	March 24, 2021 (TSC:2021-22)	Senior Director, Community Safety Unit

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>4. TCHC:2020-27 April 27, 2020 Board meeting</p>	<p>Lawrence Heights Community Benefits Agreement</p> <p>Prior to issuing RFP for Phases 2 & 3 at Lawrence Heights, the Chief Development Officer to bring the proposed community benefits agreement forward for input from the TSC, including details of how community benefits will be tracked particularly in terms of employment and training.</p>	Complete	March 24, 2021 (TSC:2021-24)	Chief Development Officer
<p>5. September 3, 2020 meeting</p>	<p>Corporate Goals for Revitalization Initiatives</p> <p>Management to present a report outlining the broader corporate goals and objectives that the revitalization program aims to achieve, outside of leveraging land value and replacing buildings.</p>	Complete	March 24, 2021 (TSC:2021-23)	Chief Development Officer
<p>6. September 3, 2020 meeting</p>	<p>CCTV Cameras</p> <p>Management to report back on the impact of CCTV cameras in helping to reduce crime in TCHC communities.</p>	Complete	March 24, 2021 (TSC:2021-20)	Senior Director, Community Safety Unit

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
7. November 24, 2020 meeting	<p>Arrears Performance Measures</p> <p>Management to report back to the TSC re: the performance measures that were in place for addressing arrears when the former Asset Management division was responsible for tenancy management.</p>	In progress	May 4, 2021 ¹	Chief Operating Officer
8. TSC:2020-43 November 24, 2020	<p>Pest Control Repeat Treatments</p> <p>Management to report back to the TSC with the number of repeat pest control treatments, broken down by the number of repeat treatments (e.g. two treatments, three treatments, more than three treatments for the same unit) and clarifying which types of treatments require more than one treatment to be successful.</p>	In progress	May 4, 2021 ²	Chief Operating Officer
9. TCHC:2020-87 December 15, 2020 Board meeting	<p>TCHC Provision of Internet Access to All TCHC Households</p> <p>As part of the feasibility study, Management look at the feasibility of providing</p>	In progress	November 18, 2021	Chief Operating Officer

¹ Will be included as part of Operational Performance Measures report.

² Will be included as part of the annual pest control report.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	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.			
10. TSC:2021-05 January 25, 2021	Operational Performance Report The next Operational Performance Measures report to include whether the prevalence of false fire alarms is higher in TCHC buildings than in non-TCHC buildings in the city.	Complete	March 24, 2021 (TSC:2021-17)	Chief Operating Officer
11. TSC:2021-07 January 25, 2021	Tenant Engagement Refresh Update The next Tenant Engagement Refresh Update report to include the list of the communities from Phase 1 that did not elect tenant leadership.	Complete	March 24, 2021 (TSC:2021-19)	Chief Operating Officer
12. TSC:2021-08 January 25, 2021	Employment Opportunities for Tenants at TCHC Management to report back with the number of tenants employed through the various employment programs, as well as the length of their employment and the location of their employment.	Complete	March 24, 2021 (TSC:2021-28)	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
13. January 25, 2021 meeting	<p>Shipping Containers</p> <p>Management to investigate the possibility of providing shipping containers to established, local, non-profit, equity seeking groups with a track record of serving Toronto Community Housing Corporation tenants who reside in the Lawrence Heights community, to be used in the provision of those services, and consider partnering with a third part in the delivery of these resources.</p>	In progress	May 4, 2021	Chief Operating Officer



TCHC's Operational Performance Measures

Item 4A

March 24, 2021

Tenant Services Committee

Report: TSC:2021-17

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer

Date: March 9, 2021

PURPOSE:

The purpose of this report is 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 February 2020 (see Attachment 1) and provides additional explanation for significant variances.

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. February 2021 Operational Performance Measures

STAFF CONTACT:

John Angkaw, Senior Director, Business Operations

416-981-4318

John.Angkaw@torontohousing.ca

Attachment 1: February 2021 Operational Performance Measures

Item	Measure	February 2021	2020 Average	Change
1	Tenant Calls to Client Care	38,167	37,219	+ 948
2	Elevator Service Requests	682	637	+ 45
3	Demand Pest Treatments	2,776	3,862	- 1086
4	Vacancy Rate (Percent)	2.16%	2.15%	+ 0.01
5	Rentable Vacant Units	1,225	1,224	+ 1
6	Non-Rentable Vacant Units	2,424	2,320	+ 104
7	Rent & Parking Arrears (Million)	\$15.9	\$13.5	+ 2.4
8	Crimes Against Property	133	91	+ 42
9	Crimes Against Persons	77	110	- 33
10	Fire Incidents	18	19	- 1
11	Tenant Referrals Made to Internal/External Supports	296	244	+ 52

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in February 2021 were 948 calls higher when compared to the average call volumes in 2020. The slight increase was due to an increase in the volume of tenant calls for information and maintenance requests.

2. Elevator Service Requests

The number of elevator calls increased by 45. The increase may be attributed to the increased usage of elevators amongst tenants staying at home due to the stay at home order resulting from the COVID-19 pandemic.

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 1086. The decrease is attributed to the close-out of the unit inspections, as identified pest issues resulted in automated treatment follow-ups. During the pandemic, we continue to provide demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been

declined service. In compliance with legislative requirements and the City of Toronto RentSafe TO by-law, we have continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms, offices, and laundry rooms.

4. Vacancy Rate

The vacancy rate across TCHC in February 2021 was 2.16%, which is 0.01% higher than the average vacancy in 2020. The vacancies in the Family portfolio was 1.94% (rent-geared-to-income (“RGI”) & market) with a month-over-month decrease of 77 vacant units. The vacancies are down from a high of 2.56% in November 2020. In addition, the vacancy rate in the Seniors Housing Unit (“SHU”) was 2.83% (RGI & market) with a month-over-month decrease of 17 vacant units. The vacancies are down from a high of 3.54% in June 2020.

Figure 1: Vacancy - Family

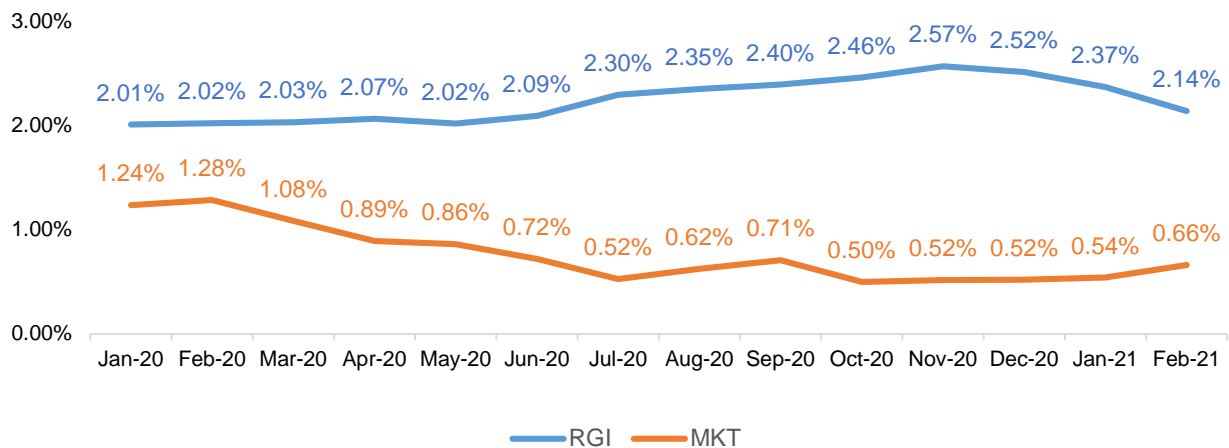
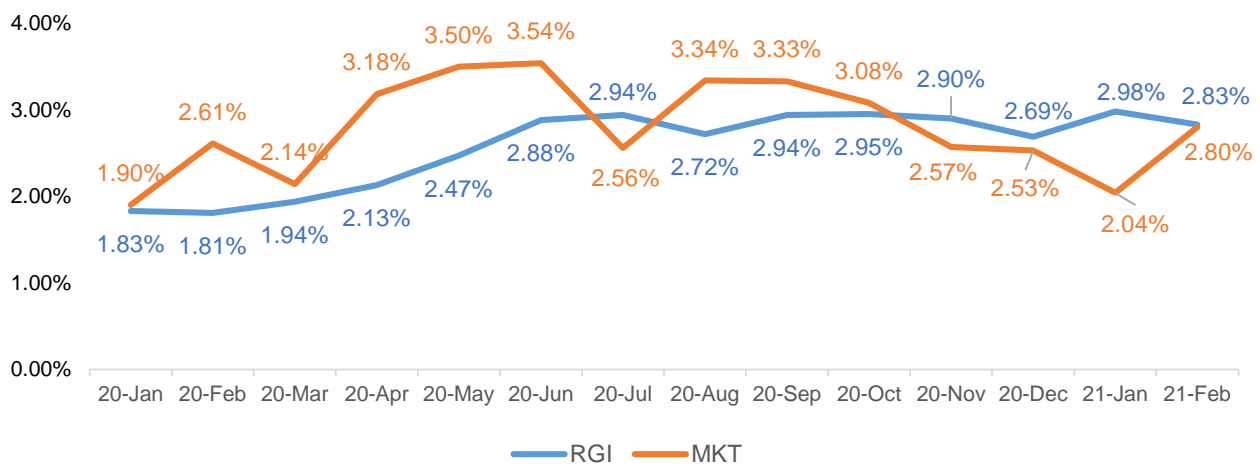


Figure 2: Vacancy - SHU



Vacancy data has turned the corner and is heading in the right direction. The following provides updates to the ongoing vacancy solutions:

SHU Rental Campaign

During the initial stages of the COVID-19 pandemic, offers were not being made on vacant units in the Seniors Housing Unit (“SHU”) to reduce the risk of potential exposure to vulnerable seniors. However, offers have since resumed to prospective tenants in the SHU, with COVID-19 safety protocols in place.

Rapid Re-housing

During 2020, over 335 units with furniture and supports for tenants were allocated to individuals from the shelter system. Phase 2 began in January 2021, where an additional 300 units were added through this program. To-date, 50 households (70 individuals) have received a unit through this program. The vast majority of the units included in the Rapid Re-housing program are bachelors and one-bedroom units, and they tend to be in areas of the portfolio that have historically been labelled “hard to rent” due to challenges associated with neighborhood desirability and lack of support for high needs tenants.

Bypass Over-housed Waitlist

TCHC has received time-limited approval to bypass unit offers to over-housed households on the internal transfer list until April 30, 2021. In addition, TCHC will continue to work with the City’s Shelter, Support & Housing Administration (“SSHA”) to implement a new process for over-housed transfers, in conjunction with the choice-based systems going live with in 2021.

Bulk Unit Showings

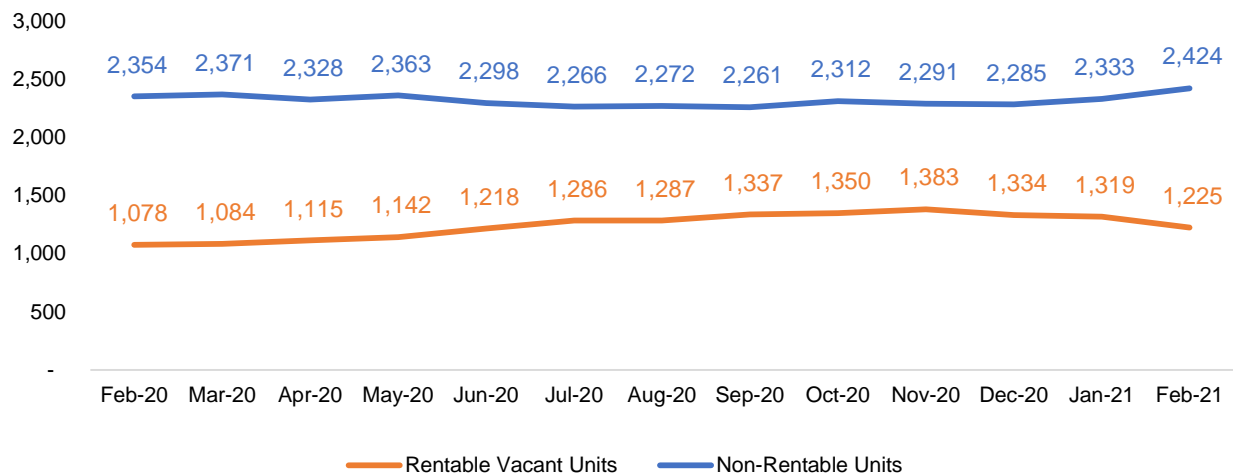
TCHC has identified buildings with a high vacancy rate or cluster of vacant units in all regions and will be implementing bulk unit showings in April 2021. This allows for a shortened offer process and higher offer acceptance rate, with the available units being allocated to the households who indicate interest, in chronological order to honor the waitlist rules.

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

The rentable vacant units have increased by 1 unit to 1225 units. As well, the non-rentable vacant units increased by 104 to 2424 units. 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 began in March 2020 due to COVID-19. Non-rentable vacancies have been increasing primarily due to additional units currently undergoing revitalization at Don Summerville and Lawrence Heights compared to 2020, as well as an increasing number of units undergoing capital repairs and accessibility modifications.

Figure 1: Rentable Units & Non-Rentable Vacant Units



7. Rent & Parking Arrears

Rent and parking arrears have increased to \$15.9 million, which is an increase of \$600K from end-of-2020. Of this amount, \$5.5 million are in repayment agreements.

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 1.1
• N4 Issued	\$ 0.2
• Legal Filing	\$ 0.003
• Order	\$ 0.004
• New Arrears	\$ 0.3
• Unmanaged: Arrears Locally Managed	\$ 0.5
Arrears over 30 days old	\$ 9.3
• N4 Issued	\$ 4.5
• Legal Filing	\$ 1.7
• Order	\$ 0.9

Categories	Total (M)
<ul style="list-style-type: none"> • New Arrears • Unmanaged: Arrears Locally Managed 	\$ 0.01 \$ 2.2
Net arrears	\$ 10.4
Arrears in a repayment agreement	\$ 5.5
Total	\$ 15.9

Of all arrears, 74% or \$7.7M are currently being managed (e.g. N4 issued, managed through legal process), whereas 26% or \$2.7M are not managed through an agreement or legal process (e.g. locally managed). This represents an increase of managed arrears by \$0.7M and a reduction of unmanaged arrears by \$0.2M since November 2020.

The following provides updates to the above noted arrears solutions:

New Arrears Collection Process (“ACP”)

TCHC has partnered with the Office of the Commissioner of Housing Equity (“OCHE”) and subject matter experts to develop the new ACP. The new ACP simplifies the steps and improves personal contacts, allows tenants to receive support earlier in order to maintain tenancies. The ACP training is currently being delivered to staff in partnership with OCHE. The new ACP will come into effect on June 1, 2021.

Restart Legal Process

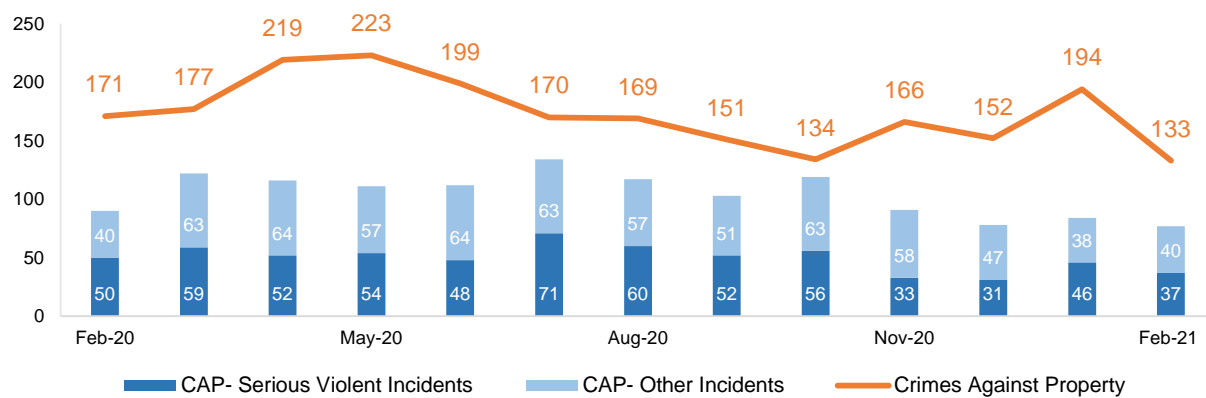
In December 2020, City Council requested that TCHC implement a three month moratorium on evictions due to arrears. In March 2021, City Council requested that TCHC extend this moratorium until June 17, 2021.

To mitigate the risk that arrears could increase disproportionately during the eviction moratorium, staff continue to identify tenants falling into arrears and conduct outreach to work with them earlier to encourage them to pay their arrears, arranging a repayment agreement, or referring tenants to the OCHE, as appropriate.

8. & 9. Crimes against Property & Crimes against Person

There have been 77 crimes against persons and 133 crimes against property in November 2020, which is a decrease of 33 and an increase of 42 incidents respectively from the 2020 average. The increase of tenants at home has enabled more frequent observations of crime incidents and reporting to the Community Safety Unit (“CSU”).

Figure 3: Crimes against Persons & Property



CSU has recently re-examined how crimes against property are tracked. “Arson, “Mischief” and “Mischief – Graffiti” were previously tracked separately. As these are property crimes, they have since been included in “Crimes against Property” numbers, which explains the increase in incidents reported. In addition, crimes against persons includes other incidents and serious violent incidents.

10. Fire Incidents

There were 18 fire incidents across the TCHC portfolio, with 9 of the incidents attributed to cooking fires. This represents an increase of 7 incidents from the same period last year. TCHC continues to raise awareness on fire safety prevention through monthly fire safety poster campaigns and targeted public education.

On January 25, 2021, the TSC requested further information on whether the prevalence of false fire alarms is higher in TCHC buildings than in non-TCHC buildings across the city. Based on data provided by Toronto Fire Services (“TFS”), TCHC high rise buildings had an average of 64.1 false fire alarms per building over the last five years, whereas non-TCHC high rise buildings had an average of 11.7 false fire alarms per building during

the same time period. As a result, false fire alarms occur at TCHC high rise buildings approximately 5.5 times more often than non-TCHC high risk buildings.

To address false fire alarms in TCHC residential buildings, TCHC will continue to work with internal (e.g. business units) and external (e.g. TFS) partners to implement targeted initiatives (e.g. public education, community reviews) to reduce the frequency and cost associated with false fire alarms across the portfolio.

11. Tenant Referrals Made to Internal/External Supports

There were 296 tenant referrals made to internal and external supports, an increase of 52 referrals when compared to the 2020 average. This increase is due to restart of wellness checks and referrals through the annual unit inspections.



Tenant Complaints Update

Item 4B

March 24, 2021

Tenant Services Committee

Report: TSC:2021-18

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 9, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions program enhancements as well as 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 Solutions team has implemented the following program enhancements to improve service delivery:

1. **Strengthening Teamwork:** The Solutions staff have been aligned to regions and portfolios to provide an integrated approach to the management of complaints and bring them to a timely resolution. Moving forward, it will provide a dedicated point of contact for the

regional teams and will allow Solutions to work directly with the integrated teams.

- 2. Getting Complaints Resolved:** The Solutions team has co-developed a standardized training program with Learning & Organizational Development. The training will be provided to the Solutions team, is aimed to drive complaints to resolution, and will focus on customer service, communication, and the effective management of complaints through the use of simulation and case-based training. The training will be delivered in April 2021.
- 3. Improving Service:** The Solutions team is undertaking the refresh of the TCHC Complaints policy. This will include tenant engagement and consultation, with four consultation sessions planned in March 2021. The feedback received will be used to inform the TCHC Complaints policy and associated procedures.

COMPLAINTS DATA & TRENDS

In February 2021, Solutions received 222 complaints. Of those complaints, the top complaints categories were: 26% (58) anti-social behavior, 16% (36) building services, and 4.5% (10) building staff complaints. When compared to the previous year, there has been a year-over-year increase across all top categories.

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

	February 2020	February 2021	YOY Change	2021 YTD
Total Complaints				
Total	161	222	+ 61	280
Top 3 Complaints				
Anti-Social Behavior	33	58	+ 25	70
Building Service	10	36	+ 26	52
Building Staff	9	10	+ 1	11

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, TCHC continues to use complaints data and staff feedback to improve tenant

services and experiences. 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. Vendor and Tenant Call Back Program

There have been challenges associated with vendors dispatched after-hours, which can be attributed to vendor delays and a lack of information sharing with tenants. In Q1 2021, TCHC implemented the vendor and tenant call back program, which involved the implementation of a tracking and follow-up process with vendors to ensure they arrive on-site after-hours within the specified timeframe and that real-time updates are provided to tenants. Through the implementation of this program, it enables TCHC to hold vendors accountable against their service commitment. As well, it ensures that TCHC provides tenants clear communication and the status of their after-hours service request.

2. After-Hours Heat and Hot Water Services

Previously, a minimum of three calls received from tenants after-hours reporting no heat and/or no hot water were required before a vendor was dispatched. In Q4 2020, a pilot program was conducted where vendors would be dispatched for every tenant call to a unit complaining of no heat and/or hot water. Through the pilot program, 85% of the tenant calls resulted in the vendor confirming that the unit did not have heat and/or hot water. Based on the results, TCHC has implemented this program on a permanent basis across the portfolio; tenants who have no heat and/or no hot water will only have to call once for a vendor to be dispatched. By implementing on a permanent basis, it reaffirms our commitment in providing a positive tenant experience.

3. Reporting and Management of Noise Complaints

As more tenants work or stay at home during the pandemic, the increased noise activity has resulted in an increase of reported noise complaints. TCHC staff have noticed that noise complaints were being reported to different departments and at times there has been inconsistent information reported. As a result, TCHC implemented an

integrated approach to address noise complaints that now involves collaboration between the Community Safety Advisors and Community Service Coordinators. Through this collaboration, staff are providing tenants with clear instructions for how to report noise complaints and have been diligent in involving the appropriate staff to assist in substantiating, tracking, and when required, managing tenant complaints. With this streamlined approach, TCHC staff will be able to triage complaints to the appropriate departments. This will also reduce the amount of times tenants have to report their complaints.

4. Vendor Checklist

There have been challenges with inconsistencies related to service delivery by vendors on TCHC property. Issues have included vendors who did not wear the appropriate identification, exhibited disrespectful behaviour towards tenants, and did not maintain a clean working environment. As a result, TCHC developed a standardized guideline and checklist for vendors when attending to in-suite or common area work. The checklist outlines requirements for vendors, which includes wearing appropriate identification, speaking in a professional and respectful manner, wearing appropriate personal protective equipment, and maintaining a clean work environment. In doing so, it reinforces service expectations with vendors and ensures that the delivery of service is done in a safe and respectful manner.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

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416-981-4318
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Tenant Engagement Refresh Update

Item 4C

March 24, 2021

Tenant Services Committee

Report: TSC:2021-19

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 12, 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.

BACKGROUND:

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

Table 1: Tenant Leadership Roles by Communities

	Phase 1	Phase 2	Phase 3
Total Communities	57	170	103
• Leaders In-Place	39	-	-
• Leaders Partially In-Place	6	-	-
• No Leaders	12	-	-

At its January 25, 2021 meeting, the TSC requested a report back with the list of communities and additional information related to those communities that did not elect tenant leadership in Phase 1.

Phase 1

In Phase 1, there were a total of 57 communities involved in the tenant election process. Resulting from those elections, 39 communities now have leadership in place, six have partial leadership in place, and 12 have no leadership in place. Phase 1 by-elections will be implemented in all communities with vacancies by the end of April 2021.

The following are the most common reasons for communities with leadership vacancies:

- Since the re-launch of tenant elections, some tenants' interest has declined due to the threat of the COVID-19 pandemic; and
- A significant number of tenants are interested in being members of their building committee, but not as representatives.

To address leadership vacancies, the following actions are being implemented:

- Staff are educating and re-engaging tenants on COVID-19 safety measures;
- Staff are increasing their efforts to re-engage identified tenant leaders to support outreach and communications work for a successful Phase 1 by-elections implementation; and
- Staff are meeting with established committee members to have a better understanding of perceived challenges of being tenant representatives.

Phase 2

In January 2021, TCHC launched Phase 2 of tenant elections in 170 communities. TCHC will be assessing the 170 communities to get a further understanding of community readiness and will provide the findings at the next TSC meeting. All outreach efforts to reconnect with tenants have been conducted in adherence with COVID-19 safety measures. As a result, 2,071 tenants were directly engaged through phone calls, emails, door knocking and the distribution of posters and flyers. Also, there were 19

virtual information sessions held to engage and educate tenants about the election process.

The next steps, which will include tenant meetings, the nomination process, candidates meetings, and election day, will be in alignment with community readiness.

NEXT STEPS:

- Phase 1: Completion of by-elections in 18 communities by the end of April 2021; and
- Phase 2: Phased implementation of tenant elections for Phase 2 is on-going.

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 at the corporate and local levels;
- Provide for Tenant input for setting local spending priorities and service levels; 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. Tenant Elections: Phase 1 Data
2. Tenant Elections: Phase 2 Data
3. Tenant Elections: Phase 3 Data

STAFF CONTACT:

Julio Rigores, Manager, Engagement Refresh

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Attachment 1: Tenant Elections: Phase 1 Data

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (number of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received	Total # of Positions Filled	# of vacant positions	Reasons for Vacancy	By-Election Update
C	36	1400 Bathurst	Building/ townhouse committee	31	2	2/10/2020	2	10	0	2	0		
C	37	11 Sullivan	Building/ townhouse committee	14	2	2/6/2020	4	5	3	2	0		
C	37	22 Mccaul	Building/ townhouse committee	25	2	2/4/2020	0	11	0	0	2	<p>Solid group of tenants interested in being in a committee, but no one wants to run for chair or co-chair. Haven't received any new registrants that want to participate.</p> <p>In some communities it was a challenge encouraging elderly applicants to commit to</p>	2 tenants have submitted nominations to become community reps. Nominations are currently being vetted.

¹ C = Central region; W = West region; E = East region

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												participating as life has changed drastically for them due to COVID-19.	
C	39	Frankel Lambert Townhouses/ Lamber Court	Building/ townhouse committee	0	2	2/3/2020	1	5	0	2	0		
C	40	Senator David A. Croll Apartme	Building/ townhouse committee	75	2	2/4/2020	24	20	0	2	0		
C	53	Asquith Park	Building/ townhouse committee	43	2	2/26/2020	7	5	5	2	0		
C	45	Bathurst/ Adelaide	Building/ townhouse committee	51	2	2/27/2020	10	10	2	2	0		

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C	59	Blake/ Boulton	Building/ townhouse committee	29	2	2/22/2020	13	9	1	2	0		
C	68	Gerrard River	Building/ townhouse committee	N/A	2	2/27/2020	21	5	5	2	0		
C	59-A	Riverdale Mews	Building/ townhouse committee	16	2	2/25/2020	0	16	4	2	0		
C	59-A	29 Louvain Ave.	Building/ townhouse committee	15	2	2/20/2020	7	5	0	0	2	Door to door and common area distribution of "Re-Start" Flyers twice, door knocking in entire building. During the 2 day "Finish and	

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												<p>Accessories” for common space Lobby Intercept, tenants were also asked if they wanted to participate.</p> <p>CSCs called each tenant in order to share information, gauge their interest and ask for their participation.</p> <p>CSC was able on one visit to get 2 tenants to complete the nomination forms, but they had no one to “second” their nomination. On subsequent visits and phone calls CSC has been unable to get</p>	

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												ahold of one of these tenants and the other says he does not know any other tenant in the building.	
C	51	Moss Park	Building/ townhouse committee	64	2	2/26/2020	4	5	3	1	1	4 people submitted nomination forms. 2 residents were disqualified in the vetting process, 1 resident stepped down after they were deemed eligible.	1 more tenant has been vetted and accepted as a community rep for Moss Park, therefore Moss Park will have 2 acclaimed tenant reps.

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C	104	145 Mutual St	Building/ townhouse committee	52	2	2/12/2020	0	6	0	1	1	<p>CSC called 6 tenants who signed up to join committee in late winter 2020. Met with tenant leader Monday prior to Sept. 18, 2020 meeting. Placed flyers on each floor.</p> <p>Tenant leader posted flyer and message in committee safety Facebook group; no one responded.</p> <p>Held meeting Sept. 18, 2020 with same tenant leader present and no one else showed up due to COVID-19 concerns.</p>	

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												<p>The original only call meeting took place Feb. 12, 2020. At this meeting 11 were present and 6 signed up to join the committee. This meeting was supposed to be our actual committee meeting where members will sign declaration forms and hand in nomination forms.</p> <p>In the past 6 months 1 tenant leader who was going to be nominated moved out. 1 tenant leader is not eligible due to being on the tenant staff working group,</p>	

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												<p>and the other residents did not show up due to COVID-19.</p> <p>In outreach approach the residents have a Facebook safety group where they communicate. The flyer was posted by tenant leader and she got no response. The feedback talking to tenants in the hallways is that COVID-19 is making everyone uncomfortable especially in midst of the 2nd wave.</p> <p>Building/ townhouse committee Model Candidates Meeting - 1</p>	

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												<p>tenant, got on call. asked to join the committee, gave CSC all their contact information and got off the call.</p> <p>We currently have 1 nomination for this community out of the total 6 committee members. This is the 3rd committee meeting attempt.</p>	

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C	SHU ²	717 Broadview	Building/townhouse committee	16	2	2/18/2020	pending	5	0	0	2	Group of highly engaged tenants at 717 Broadview that have been dealing with some recent internal dynamics. Due to this and impact of COVID-19, we will have to re-engage for Phase 2	
C	SHU	West Donland Development	Building/townhouse committee	24	2	2/27/2020	N/A	6	0	2	0		
C	SHU	Glen Stewart Acres	Building/townhouse committee	33	2	2/12/2020	0	8	0	2	0		
C	36	Blake Towers	Community Rep.	26	2	2/11/2020	3	N/A	1	2	0		
C	39	Pendrith Park	Community Rep.	28	2	2/12/2020	5	N/A	2	2	0		

² SHU = Seniors Housing Unit

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C	37	Simcoe St. Patrick	Community Rep.	18	2	2/11/2020	0	N/A	1	0	2	<p>1 acclaimed rep who was disqualified in vetting process.</p> <p>Many are in fear of meeting due to stage 2, have children, taking care of their elderly family members and the coming of the second wave.</p> <p>Many have suggested pushing elections back to the new year.</p>	<p>2 tenants have submitted nominations to become community reps. Nominations are currently being vetted.</p>
C	37	190 John Street	Community Rep.	10	2	2/10/2020	3	N/A	1	1	1	<p>Only has 1 rep (very disengaged community and very small as it's only 26 units).</p> <p>Use of space is a barrier (no rec room), so any</p>	<p>1 tenant has submitted a nomination form to become a community rep. Nomination is</p>

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												<p>meeting has to take place in the very small lobby. There is a backyard terrace, but it's closed due to COVID-19 and too cold to be outside.</p> <p>Only one tenant has come forward to run as a tenant rep, which is the same tenant CSC engaged back in February.</p>	currently being vetted.
C	39	470 Melita	Building/ townhouse committee	9	2	2/3/2020	1	8	0	2	0		

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C	54	2401 Yonge Street	Building/ townhouse committee	18	2	2/24/2020	8	0	0	2	0		
C	37-A	Elm St. (25)	Community Rep.	17	2	2/19/2020	4	N/A	4	2	0		
C	SHU	Woodbine Acres	Community Rep.	11	2	2/4/2020	pending	N/A	1	1	1	During Phase 1, staff often canvassed tenants of 133 Merrill (Woodbine Acres) with the intent of finding additional prospective candidates for the remaining Community	

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												Representative Role. There was zero interest. We will work with the new community representative to create a plan to engage tenants to fill the vacant position.	
C	SHU	Janet Magee Manor	Community Rep.	28	2	2/7/2020	N/A	N/A	2	2	0		
C	SHU	Frances Beavis Manor	Community Rep.	39	2	2/13/2020	12	N/A	2	2	0		
C	SHU	252 Sackville St	Building/ townhouse committee	36	2	2/11/2020	0	N/A	4	2	0		

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C	SHU	William Dennison Apartments	Community Rep.	61	2	2/19/2020	N/A	N/A	1	2	0		
W	21	Dundas/ Gooch	Community Rep.	53	4	2/26/2020	37	N/A	3	2	2	<p>Three individuals interested in being community reps. One of them was disqualified due to arrears although she made payment arrangement. Outreach to active tenants, community rep, CSC, Supers and TSC completed and other than those who are already nominated, no other tenants interested.</p> <p>Outreach challenges due to COVID-19 as</p>	

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												staff are usually present in the communities via various engagement activities, which helps identify potential leaders and build relationships. Two community rep are acclaimed.	
W		Dundas Mabelle	Building/ townhouse committee	105	2	03/12/2020	3	11	4	2	0		

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W	95	East Mall	Building/ townhouse committee	20	2	03/09/202 0	13	9	0	0	2	<p>Staff had their first meeting with 5 committee members and tried to open the conversation up about self-volunteering or identifying others to act as community reps for the committee. However, tenants were very apprehensive due to things being unmet, distrusting of TCHC.</p> <p>Staff have tried to meet residents in online spaces, but again the feeling is tenants want to participate and</p>	

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												<p>tell staff what needs to be done, and not wanting to take the ownership or initiative to carry it out.</p> <p>There are tenants who are active, but no longer able or wanting to work as rep in this way.</p> <p>The thought is to be present as much as possible, build trust, and through that identify people who can take on this rep role. As of now with over a dozen conversations in depth and ongoing, there is</p>	

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												mistrust and challenges that don't allow people to want to commit. For example met many mothers they are at home with kids online, they can't imagine taking on more in this pandemic.	
W	95	Willowridge/ Richview	Building/ townhouse committee	34	2	03/05/2020	17	12	2	2	0		
W	95	Capri Road (7)	Building/ townhouse committee	62	2	03/11/2020	11	15	2	2	0		
W	12	Jane/Falstaff (20, 30, 40 Falstaff)	Building/ townhouse committee	93	2	03/04/2020	6	2	2	2	0		
W	31	Neptune Drive	Building/ townhouse committee	19	2	pending	pending	6	0	0	2	Tenant leadership is highly engaged	

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												in YVP (e.g. \$300K grant) and hesitant to take on leadership within committee.	
W	33	Roselawn/ Marlee	Community Rep.	71	4	2/26/2020	12	N/A	2	0	4	Tenants who had submitted names withdrew.	3 tenants submitted nomination forms. Nomination will undergo vetting.
W	34	Northacres Apartments	Community Rep.	16	2	02/24/2020	1	N/A	3	2	0		
W	34	Lawrence Heights	Building/ townhouse committee	47	2	02/22/2020	20	6	4	2	0		
W	6	Humberline Place	Building/ townhouse committee	54	2	03/05/2020	11	11	2	2	0		
W	SHU	Doug Saunders Apartments	Building/ townhouse committee	59	2	03/11/2020	29	20	2	2	0		

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W	SHU	Saranac Apartments	Building/ townhouse committee	86	2	N/A	N/A	10	2	2	0		
E	76	Sheppard/ Victoria Park	Community Rep.	89	4	N/A	7	N/A	2	4	0		
E	78	Midland Ave (1201)	Building/ townhouse committee	23	2	2/24/2020	13	6	none	0	2	1201 Midland, small community, no meeting space, string committed committee but they work as a committee and no one wants to put themselves forward.	
E	86	Mcclain Park Apartments	Building/ townhouse committee	47	2	2/12/2020	15	3	4	2	0		
E	73	Roywood Drive	Building/ townhouse committee	10	2	N/A	N/A	N/A	2	2	0		

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E	81	Village Apartments	Building/ townhouse committee	62	2	2/19/2020	23	2	2	2	0		
E	87	Adanac Apartments	Building/ townhouse committee	56	2	3/4/2020	17	7	0	0	2	Strong committee with a long history of engagement but despite promises, no one has submitted nominations.	
E	112	Lawrence/ Galloway	Building/ townhouse committee	60	2	2/18/2020	pending (no data)	8	0	0	2	Engagement in the community is fairly new and they are clear that they want to move at their rate; they are young and busy people and are not prepared to take on new roles.	
E	113	Lawrence/ Susan	Building/ townhouse committee	47	2	2/27/2020	pending	10	1	1	1	For the sites that have acclamations, the plan is for the	

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												CSCs to hold committee meetings to solicit further nominations OR for the committee to confirm that they accept their acclamations.	
E	117	St Clair /Birchmount	Building/ townhouse committee	10	2	3/3/2010	10	6	none	0	2	Now have 2 nomination forms and possibly 3, they only arrived so have not been vetted yet. Currently vacant, but expecting an acclamation.	
E	SHU	East York Acres	Building/ townhouse committee	N/A	2	2/20/2020	7	5	2	2	0		
E	SHU	St. Georges Manor	Building/ townhouse committee	106	2	2/13/2020	35	12	3	2	0		

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E	SHU	Neilson Hall Apartments	Building/ townhouse committee	67	2	2/21/2020	31	5	3	2	0		
E	58	Edgewood Avenue	Community Rep.	18	2	3/9/2020	pending	0	0	0	2	Tenants do not feel that right now is the best time to carry on with Tenant Engagement Refresh and do not see the need for 'representation' at this current time.	
E	55	1275 Danforth Ave	Community Rep.	29	2	2/26/2020	6	N/A	4	2	0		
TOTAL				2250	120		471	326	95	87	33		

LEGEND

Grey: Adjusted communities due to the new portfolios selections as of March 11, 2021

Attachment 2: Tenant Elections: Phase 2 Data

Region ¹	HUB #	Devname	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Phase 2 Re-Launch: # of tenants engaged	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (# of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received
C	36	659 Northcliffe Boulevard	Building/ townhouse committee	18	2	54	2/8/2021	2	2	4
C	36	790 Eglinton Ave. W.	Building/ townhouse committee	17	2	45	2/11/2021	4	4	8
C	54	133 Broadway Ave.	Building/ townhouse committee	7	2	56	2/3/2021	0	2	2
C	54	28 Broadway Ave.	Building/ townhouse committee	5	2	75	2/2/2021	5	5	10
C	54	70 Dunfield Ave.	Building/ townhouse committee	13	2	40	2/4/2021	5	5	10
C	56	2745 Yonge St.	Building/ townhouse committee	20	2	12	2/9/2021	3	4	7
C	56	220 Eglinton Ave. E	Building/ townhouse committee	15	2	15	2/2/2021	5	5	10
C	59	39 Harcourt Ave	Community Rep.	11	2	15	2/10/2020	0	N/A	1
C	59	100-102 Cavell Ave. 100, 102	Building/ townhouse committee	14	2	37	2/10/2020	4	0	0

¹ C = Central region; W = West region; E = East region

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C	64	274 Sackville St	Building/ townhouse committee	N/A	2	4	3/3/2020	30	0	8
C	65	21 Tubman Av	Building/ townhouse committee	N/A	2	4	2/13/2020	18	0	5
C	65	110 River St	Building/ townhouse committee	N/A	2	2	2/25/2020	23	0	4
C	66	53 Arnold Av	Building/ townhouse committee	N/A	2	4	2/20/2020	6	0	5
C	66	95 Regent St	Building/ townhouse committee	N/A	2	2	2/20/2020	5	0	3
C	66	230 Sackville St	Building/ townhouse committee	N/A	2	0	2/19/2020	10	0	3
C	66	205 Sackville St	Building/ townhouse committee	N/A	2	2	2/26/2020	12	0	3
C	37-A	111 Chestnut St. & 112 Elizabeth St.	Building/ townhouse committee	16	2	10	3/5/2021	1	1	2
C	59-A	7 Jones Ave.	Community Rep.	6	2	15	2/18/2020	0	N/A	0
C	59-A	1167 Queen St. E.	Building/ townhouse committee	9	2	43	2/18/2020	13	8	0

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C	59-A	52-54 Jones Ave. 52, 54	Building/ townhouse committee	3	2	9	2/18/2020	0	8	0
C	57	50 Matilda St	Building/ townhouse committee	16	2	250	1/26/2021	5	2	7
C	48	241 Sherbourne St.	Building/ townhouse committee	-	2	8	2/17/2021	6	2	8
C	50	200 Wellesley St. E.	Building/ townhouse committee	77	2	13	3/5/2021	4	5	9
C	100	275, 325, 375 Bleecker St.	Building/ townhouse committee	118	2	55	3/5/2021	0	1	1
C	101	88-92 Carlton St., 246-254 Mutual St.	Community Rep.	50	2	4	2/13/2021	2	N/A	2
C	101	95 Wood St.	Community Rep.	21	2	75	3/6/2020	0	N/A	0
C	104	261 Jarvis St.	Building/ townhouse committee	26	2	55	2/15/2021	0	5	5
C	SHU ²	145 Strathmore Blvd.	Community Rep.	73	4	30	1/8/2021	2	N/A	2
C	SHU	230 River St.	Community Rep.	24	2	15	1/8/2021	3	N/A	3
C	SHU	801 Mount Pleasant Rd.	Building/ townhouse committee	19	2	15	1/8/2021	3	2	5

² SHU = Seniors Housing Unit

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C	SHU	2567 Yonge St.	Building/ townhouse committee	2	2	30	2/10/2021	0	0	0
C	SHU	330 Gerrard St. E.	Community Rep.	31	2	30	1/8/2021	2	N/A	2
C	SHU	384 Mount Pleasant Rd.	Building/ townhouse committee	16	2	pending	2/6/2020	1	0	0
C	SHU	7 Coatsworth Cr.	Building/ townhouse committee	13	2	50	3/2/2020	5	0	0
C	SHU	540 Queen St. E.	Community Rep.	20	2	45	1/27/2021	1	N/A	1
C	22	Spencer Avenue	Building/ townhouse committee	21	2	2	2/17/2021	0	0	0
C	19	Mccormick Park	Building/ townhouse committee	24	2	2	2/18/2021	0	0	0
C	22	3 Laxton Ave	Community Rep.	22	2	1	2/10/2021	1	N/A	1
C	22	Springhurst/Dowling	Community Rep.	44	2	4	2/17/2021	0	N/A	0
C	20	22 O Hara Ave	Building/ townhouse committee	10	2	10	2/3/2021	3	3	4
E	79	GILDER DRIVE (Building)	Community Rep.	20	2	2	Pending	Pending	0	0
E	81	Markham/Ellesmere	Building/ townhouse committee	37	2	360	2/23/2021	15	10	3

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E	109	Cedarbrae Manor	Community Rep.	91	4	2	2/28/2020	1/24/1900	0	0
E	110	KENNEDY ROAD Building/Townhouses	Building/ townhouse committee	28	2	273	2/25/2021	13	10	3
E	73	Parkwoods/Rayoak	Building/ townhouse committee	pending	2	5	3/3/2021	7	9	2
E	91	Woodland Acres (Warden)	Building/ townhouse committee	13	2	6	2/22/2021	3	6	5
E	105	Agnes Mcphail	Building/ townhouse committee	31	2	48	2/28/2021	6	16	3
E	114	Morningside/Coronation	Building/ townhouse committee	37	2	101	March 10 & March 12 , 2021	Pending	2	0
E	114	Lawrence/Valia	Building/ townhouse committee	22	2	35	March 10 & March 12 , 2021	Pending	1	3
E	70	Finch/Brahms	Building/ townhouse committee	168	2	20	2/26/2021	2	5	1
E	77	Victoria Park/Chester Le	Building/ townhouse committee	pending	2	50	2/18/2021	4	4	3
E	79	GILDER DRIVE (Townhouses)	Building/ townhouse committee	79	2	1	pending	Pending	0	0

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E	80	Kennedy/Glamorgan	Building/ townhouse committee	34	2	196	2/18/2021	6	6	1
E	80	Kennedy/Dundalk	Building/ townhouse committee	32	2	196	2/17/2021	9	9	1
E	85	Sheppard/Birchmount li	Building/ townhouse committee	24	2	25	2/16/2021	10	6	2
E	88	Danforth/Midland	Community Rep.	65	2	6	2/25/2021	4	N/A	4
E	88	Danforth/Midland	Building/ townhouse committee	65	2	8	2/25/2021	2	5	2
E	90	Teesdale/Pharmacy 30 Teesdale	Building/ townhouse committee	33	2	1	2/22/2021	4	3	3
E	90	Teesdale/Pharmacy 40 Teesdale	Community Rep.	14	4	1	2/25/2021	2	N/A	1
E	106	Birchmount/Eglinton	Building/ townhouse committee	43	2	236	2/3/2021	6	9	3
E	111	Kingston/Galloway	Building/ townhouse committee	41	2	1	March 10 & March 12	pending	1	1
E	113	Lawrence/Orton	Building/ townhouse committee	38	2	5	March 10 & March 12	Pending	3	0
E	118	Wishing Well Manor	Community Rep.	123	4	15	2/19/2021	8	N/A	8

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E	SHU	Gus Harris Place	Community Rep.	64	2	2	2/24/2020	1/8/1900	0	0
E	SHU	Willowdale Manor	Community Rep.	89	2	15	2/25/2021	2	N/A	2
E	SHU	Sunrise Towers	Building/ townhouse committee	66	2	8	3/3/2021	21	19	6
E	SHU	Blair Court	Building/ townhouse committee	32	2	3	3/4/2021 & 03/05/21	25	15	2
E	SHU	The Overlea	Building/ townhouse committee	pending (No data)	2	6	3/4/2021	5	15	3
E	SHU	Glenyan Manor	Building/ townhouse committee	37	2	5	3/3/2021	9	10	2
E	78	Canlish Road	Community Rep.	6	2	6	2/25/2021	2	N/A	2
E	91	Woodland Acres (Firvalley)	Community Rep.	16	2	6	2/25/2021	1	N/A	2
E	55	2 Phin Ave. Units 8-12	Community Rep.	11	2	34	2/26/2020	2	N/A	1
E	55	66 Walpole Ave. Units 1-8	Community Rep.	8	2	120	3/5/2020	2	N/A	1
E	55	11 Newbold Ave.	Community Rep.	11	2	27	2/27/2020	2	N/A	1
E	55	40-44 Queen Victoria St. 40, 42, 44	Building/ townhouse committee	5	2	9	3/4/2020	2	2	0
E	55	33 Coatsworth Cres.	Community Rep.	69	2	145	3/10/2020	8	N/A	0

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E	56	195-203 Chatham Ave. 195, 197a, 197b, 197c, 197d, 199, 199a, 201a, 201b, 201c, 201d, 203	Community Rep.	2	2	12	2/26/2020	2	N/A	1
E	62	11 Balsam Ave.	Building/ townhouse committee	3	2	2	3/3/2020	1	2	2
E	62	42 Hubbard Blvd.	Community Rep.	11	2	27	3/3/2020	2	N/A	1
E	61	98 Elmer Ave.	Community Rep.	22	2	40	3/8/2021	2	N/A	2
E	61	331 Kingston Rd.	Community Rep.	1	2	60	2/3/2021	0	N/A	0
E	61	320 Kingston Rd.	Community Rep.	10	2	45	2/10/2021	2	N/A	2
E	61	530 Kingston Rd.	Building/ townhouse committee	3	2	1	2/19/2020	0	0	1
E	61	520 Kingston Rd.	Community Rep.	24	2	0	2/13/2020	0	N/A	0
E	62	1555 Queen St. E.	Building/ townhouse committee	22	2	0	3/3/2020	0	0	0
E	62	1080 Eern Ave.	Building/ townhouse committee	13	2	45	1/28/2021	1	0	1
W	17	Pelham Park	Building/ townhouse committee	56	2	2	2/11/2021	0	0	0

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W	29	Queensway/Windermere	Building/ townhouse committee	25	2	4	2/11/2021	3	1	1
W	24	Jane/Woolner	Building/ townhouse committee	51	2	8	2/16/2021	3	0	0
W	18	High Park/Quebec	Building/ townhouse committee	47	2	3	2/10/2021	1	0	0
W	25	Mabelle Place	Building/ townhouse committee	30	2	5	2/24/2021	3	0	0
W	27	The Rankin Apartments	Community Rep.	55	4	6	2/18/2021	1	N/A	2
W	18	44-58 Keele St	Community Rep.	4	2	2	2/1/2021	0	N/A	0
W	28	Campbell/Antler	Building/ townhouse committee	26	2	8	2/10/2021	2	0	0
W	28	Symington Place	Building/ townhouse committee	pending	2	2	2/3/2021	2	2	2
W	27	136-150 Perth Avenue	Building/ townhouse committee	11	2	0	2/22/2021	0	0	0
W	27	11 Randolph Avenue	Building/ townhouse committee	31	2	6	2/2/2021	0		0
W	28	331 Bartlett	Community Rep.	6	2	4	2/22/2021	1	N/A	1

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W	14	Jane/Milo	Community Rep.	31	2	1	3/1/2021	pending	pending	0
W	11	Finch/Topcliff	Building/ townhouse committee	15	2	10	3/2/2021	pending	pending	0
W	15	2585 Jane Street	Building/ townhouse committee	22	2	pending	3/6/2021	pending	pending	0
W	15	Sheppard/Yatescastle	Building/ townhouse committee	11	2	10	2/23/2021	0	pending	pending
W	9	2265 Jane Street	Building/ townhouse committee	15	2	pending	3/2/2021	pending	pending	pending
W	13	Jane/Yewtree	Building/ townhouse committee	63	2	8	2/23/2021	pending	1	1
W	10	Edgeley Village (Driftwood)	Building/ townhouse committee	32	2	7	3/1/2021	1	2	2
W	15	Sheppard/Magellan	Building/ townhouse committee	38	2	107	2/23/2021	pending	pending	pending
W	13	Jane/Firgrove (Needle)	Building/ townhouse committee	22	2		2/25/2021	pending		
W	16	Yorkwoods	Building/ townhouse committee	pending	2	285	2/25/2021	0	1	1

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W	11	Sentinel Road	Building/ townhouse committee	9	2	pending	2/25/2021	pending	pending	pending
W	11	Finch/Tobermory	Building/ townhouse committee	44	2	pending	2/25/2021	pending	pending	pending
W	9	Downsview Acres	Building/ townhouse committee	27	2	25	3/2/2021	pending	pending	5
W	9	Roding Park Place	Building/ townhouse committee	54	2	123	2/23/2021	1	8	2
W	10	Edgeley Village (Shoreham)	Community Rep.	25	2	6	3/1/2021	pending	pending	pending
W	15	1900 Sheppard	Building/ townhouse committee	13	2	27	2/23/2021	0	pending	pending
W	93	Kipling/Mount Olive	Community Rep.	12	2	12	Pending	Pending	N/A	pending
W	SHU	May Robinson Apartments	Building/ townhouse committee	0	2	pending	03/05/2020	24	Pending	pending
W	SHU	Arleta Manor	Building/ townhouse committee	0	2	pending	03/06/2020	24	Pending	pending
W	SHU	Edwards Manor	Community Rep.	0	4	pending	03/03/2020	12	N/A	pending
W	SHU	Louise Towers	Community Rep.	0	2	pending	Pending	17	N/A	pending
W	SHU	Outlook Manor	Community Rep.	0	4	pending	02/25/2020	7	n/a	pending

Region ¹	HUB #	Devname	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Phase 2 Re-Launch: # of tenants engaged	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (# of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received
W	SHU	Mcmurrich Place	Building/ townhouse committee	0	2	pending	03/11/2020	2	Pending	pending
W	SHU	Kensington Manor	Community Rep.	0	2	pending	03/10/2020	17	n/a	pending
W	SHU	Beverley Manor	Building/ townhouse committee	0	2	pending	03/10/2020	13	Pending	pending
W	SHU	Silverthorn Place	Building/ townhouse committee	0	2	pending	03/04/2020	8	Pending	pending
W	SHU	Lerette Manor	Community Rep.	0	2	pending	03/03/2020	18	n/a	pending
W	32	Northwood Apartments	Building/ townhouse committee	15	2	10	2/9/2021	1	2	2
W	30	Champlain Apartments	Building/ townhouse committee	30	2	12	2/5/2021	3	5	5
W	34	20 Zachary Court	Building/ townhouse committee	15	2	5	2/12/2021	1	1	1
W	23	Mount Dennis Apartments	Building/ townhouse committee	18	2	4	2/22/2021	2	0	0
W	SHU	Edgeley Apartments	Building/ townhouse committee	41	2	5	2/23/2021	3	2	2
W	SHU	W Don Apartments	Community Rep.	36	4	6	2/16/2021	0	N/A	2

Region ¹	HUB #	Devname	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Phase 2 Re-Launch: # of tenants engaged	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (# of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received
W	SHU	Beecroft Manor	Building/ townhouse committee	103	2	14	2/18/2021	3	4	2
W	SHU	Marjory Carton Apartments	Building/ townhouse committee	18	2	31	2/23/2021	0	5	1
W	SHU	The Kempford	Community Rep.	67	2	2	2/18/2021	2	n/a	2
W	SHU	Bathurst Place	Building/ townhouse committee	55	2	12	2/19/2021	3	2	1
W	SHU	Sheppard Place	Community Rep.	58	4	5	2/16/2021	0	n/a	2
W	5	Lightwood Sanagan	Building/ townhouse committee	34	2	34	3/3/2021	1	0	0
W	4	Duncanwoods	Building/ townhouse committee	19	2	67	2/25/2021	1	0	0
W	94	De Marco Blvd	Building/ townhouse committee	28	2	47	3/3/2021	3	2	0
W	97	Albion/Shendale	Building/ townhouse committee	39	2	42	3/4/2021	0	0	0
W	97	Tandridge Cres. (Apt)	Building/ townhouse committee	196	2	125	2/16/2021	3	6	4
W	4	Finch/Ardwick	Building/ townhouse committee	21	2	53	2/24/2021	2	0	0

Region ¹	HUB #	Devname	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Phase 2 Re-Launch: # of tenants engaged	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (# of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received
W	94	Jane/John Best	Building/ townhouse committee	56	2	65	2/18/2021	3	0	0
W	2	Won/Bellevue	Building/ townhouse committee	83	2	170	2/18/2021	0	0	0
W	3	Humber Acres	Community Rep.	50	2	38	2/24/2021	0	0	0
W	98	Trimbee Court	Building/ townhouse committee	73	2	144	2/22/2021	5	2	0
W	15	Won Towers	Community Rep.	55	2	130	2/17/2021	2	2	0
W	98	York Square	Building/ townhouse committee	93	2	176	2/22/2021	2	2	1
W	3	Scarlettwoods	Building/ townhouse committee	29	2	75	2/17/2021	4	4	4
W	4	Islington/Satterly	Building/ townhouse committee	21	2	0	2/25/2021	0	0	0
W	93	Martingrove/Albion	Building/ townhouse committee	30	2	31	3/4/2021	1	0	0
W	94	Tretheway/Tedder	Building/ townhouse committee	113	4	178	3/3/2021	3	1	0
W	96	Queens Plate	Building/ townhouse committee	76	2	125	2/17/2021	3	1	0

Region ¹	HUB #	Devname	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Phase 2 Re-Launch: # of tenants engaged	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (# of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received
W	7	Thistleton li	Building/ townhouse committee	15	2	242	Pending	Pending	Pending	Pending
W	23	Humber Blvd	Building/ townhouse committee	50	2	3	2/24/2021	3	0	3
W	1	Dixington Crescent	Building/ townhouse committee	18	2	35	1/26/2021	0	12	0
W	8	Wacres	Building/ townhouse committee	17	2	126	1/28/2021	0	7	0
W	8	Wacres Extension	Building/ townhouse committee	pending	2	93	1/28/2021	0	6	0
W	5	R.J. Smith Apartments	Community Rep.	5	4	399	2/1/2021	0	n/a	0
W	2	Eagle Manor	Building/ townhouse committee	58	2	383	2/2/2021	0	4	1
W	4	Rowntree Manor	Building/ townhouse committee	21	2	231	2/3/2021	0	14	0
W	3	Scarlett Manor	Community Rep.	43	2	127	2/4/2021	0	N/A	2
W	7	Thistleton I	Building/ townhouse committee	39	2	298	2/5/2021	0		
W	1	Islington/St Andrews	Building/ townhouse committee	25	2	315	2/10/2021	0	11	

Region ¹	HUB #	Devname	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Phase 2 Re-Launch: # of tenants engaged	Tenant Elections info session/ open call meetings (date)	Tenant Elections info session/ open call meetings (# of participants)	# of tenants signed up to be committee members (Building/ townhouse committee model only)	# of nomination forms received
W	4	2350 Finch Ave W	Building/ townhouse committee	9	2	48	2/11/2021	0	11	2
W	5	Albion Lodge (111 Kendleton Dr.)	Building/ townhouse committee	23	2	48	2/12/2021	0	0	0
TOTAL				4914	354	7974		622	353	270

LEGEND

Grey: Adjusted communities due to the new portfolios selections as of March 11, 2021

Attachment 3: Tenant Elections: Phase 3 Data

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
C	59-A	Greenwood Park	Building/townhouse committee	15	2	2/24/2020	5	5	3
C	37	Larch Street	Building/townhouse committee	7	2	2/26/2020	0	0	0
C	38	Dundas/Beverley	Community Rep.	6	2	2/20/2020	0	N/A	0
C	38	Hydro Block	Building/townhouse committee	15	2	2/20/2020	0	0	0
C	38	Queen/Vanauley	Building/townhouse committee	16	2	2/13/2020	1	1	0
C	38	61 Wales Ave	Community Rep.	7	2	2/26/2020	N/A	N/A	0
C	43	Crombie Park	Building/townhouse committee	50	2	2/29/2020	0	0	0
C	43	St. Lawrence Townhouses	Building/townhouse committee	152	2	pending	0	0	0
C	43	176 The Esplanade	Building/townhouse committee	40	2	2/25/2020	6	0	0

¹ C = Central; W = West; E = East

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
C	43	15 Scadding Ave	Building/townhouse committee	76	2	2/18/2020	9	0	0
C	43	55 The Esplanade	Building/townhouse committee	44	2	3/9/2020	0	0	0
C	43	140 The Esplanade	Building/townhouse committee	31	2	3/9/2020	0	0	0
C	43	1 Church Street	Building/townhouse committee	23	2	2/19/2020	5	0	0
C	45	25 Bishop Tutu	Building/townhouse committee	20	2	2/11/2020	10	0	2
C	45	63 Mitchell	Building/townhouse committee	7	2	pending	0	N/A	0
C	45	Queen's Quay W	Community Rep.	29	2	3/2/2020	0	N/A	0
C	39	Carling Irene	No Model Selected	1	No representation	N/A	N/A	0	N/A
C	65	Trefann Court	Building/townhouse committee	9	2	pending	0	0	0
C	65	123 Sackville	Building/townhouse committee	10	2	2/11/2020	4	0	0

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
C	65	25 Wyatt Avenue	Building/townhouse committee	N/A	2	pending	N/A	N/A	N/A
C	66	South W Bldgs - South Regent Park	Building/townhouse committee	N/A	2	pending	0	N/A	N/A
C	66	Logan Avenue (195-201)	pending	pending	pending	pending	pending	pending	pending
C	66	180 Sackville St (Apartment)	Building/townhouse committee	N/A	2	pending	N/A	N/A	0
C	66	180 Sackville St (Townhouses)	Building/townhouse committee	N/A	2	pending	pending	pending	pending
C	102	Dan Leckie Way 150	Building/townhouse committee	67	2	2/27/2020	0	0	0
C	37-A	21 St. Joseph Street	Building/townhouse committee	14	2	2/12/2020	5	0	0
C	50	Carlton Street (234-236)	Community Rep.	pending	pending	pending	pending	pending	pending
C	103	Davenport Road (250)	Building/townhouse committee	pending	2	pending	pending	pending	pending
C	45	501 Adelaide	Building/townhouse committee	68	2	2/19/2020	9	9	0
C	47	George Street Singles	Building/townhouse committee	20	2	2/4/2020	2	5	1

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
C	49	Sherbourne/Shuter	Building/townhouse committee	36	2	3/5/2020	12	10	1
C	52	Pembroke Mews	Building/townhouse committee	27	2	3/4/2020	11	5	0
C	65	40 Lower River Street	Building/townhouse committee	9	2	2/25/2020	10	9	0
C	104	25 Mutual St	Building/townhouse committee	52	2	2/18/2020	0	0	0
C	47	Bessie Luffman	Community Rep.	17	2	3/3/2020	0	N/A	0
C	47	Carlton/Jarvis Site	Building/townhouse committee	26	2	2/5/2020	3	0	0
C	50	SSJT I	No Model Selected	pending	pending	pending	pending	pending	pending
C	50	SSJT II	Building/townhouse committee	N/A	2	pending	pending	pending	pending
C	52	188 Sherbourne	Building/townhouse committee	0	2	pending	pending	0	0
C	39	1087 Davenport Rd	Building/townhouse committee	pending	2	pending	pending	pending	pending
C	52	21-25 Pembroke St	Building/townhouse committee	0	2	3/4/2020	11	0	0

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
C	SHU ²	College View Apartments	Community Rep.	54	4	3/4/2020	N/A	N/A	0
C	SHU	Broadview Manor	Building/townhouse committee	33	2	3/2/2020	N/A	0	0
C	SHU	Winchester Square	Building/townhouse committee	64	2	2/4/2020	5	0	0
C	SHU	Beaches Lions Centennial Apartments	Community Rep.	pending	2	2/18/2020	N/A	N/A	N/A
C	SHU	May Birchard Apartments	Community Rep.	9	2	2/12/2020	N/A	N/A	0
C	SHU	Kinsmen Manor	No Model Selected	No Model Selected	pending	2/25/2020	No show	No show	No show
C	22	Dufferin/Gwynne	No Model Selected	pending	pending	pending	pending	0	0
C	22	102 Tyndall Avenue	No Model Selected	pending	pending	03/04/2020	5	0	0
C	20	Dunn/Queen	Building/townhouse committee	pending	2	pending	pending	pending	pending
E	71	415 Willowdale Avenue	Building/townhouse committee	22	2	pending	pending	pending	pending
E	74	Woodsworth/Northey	Community Rep.	20	2	pending	pending	N/A	pending
E	74	Leslie/Finch	Community Rep.	16	2	pending	pending	N/A	pending
E	75	Shaughnessy Blvd	Building/townhouse committee	6	2	pending	pending	pending	pending

² SHU = Seniors Housing Unit

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
E	116	W Hill Apartments	Building/townhouse committee	42	2	43875	9	pending (no data)	4
E	116	Morningside Apartments	Building/townhouse committee	49	2	43872	12	pending (no data)	2
E	114	Morningside/Ling	Building/townhouse committee	29	2	43887	6	pending (no data)	pending (no data)
E	115	Mornelle/Morningside	Building/townhouse committee	53	2	pending (no data yet)	pending (no data yet)	pending (no data)	2
E	SHU	Glenyan Manor	Building/townhouse committee	37	2	2			
E	83	Empringham Mews	Building/townhouse committee	35	2	pending (no data)	pending (no data)	pending (no data)	pending (no data)
E	84	Finch/Birchmount Building	Building/townhouse committee	74	2	2/25/2020	26	0	0
E	85	Hallbank-Pitfield	Building/townhouse committee	13	2	pending(meeting did not take place)	pending (no data)	pending (no data)	pending (no data)
E	85	Sheppard/Birchmount I	Building/townhouse committee	19	2	3/9/2020	0	pending (no data)	pending (no data)

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
E	89	Mccowan Rd I	Building/townhouse committee	pending (residents have decided to sit at the same table with 400 MCCOWAN)	2	pending (residents have decided to sit at the same table with 400 MCCOWAN)	8	pending (residents have decided to sit at the same table with 400 MCCOWAN)	pending (residents have decided to sit at the same table with 400 MCCOWAN)
E	89	Mccowan Rd li	Building/townhouse committee	53	2	2/26/2020	8	pending (no data)	pending (no data)
E	91	Warden Woods	Building/townhouse committee	18	2	2/13/2020	7	3	none
E	107	Kingston Road (3190)	Building/townhouse committee	25	2	3/11/2020	3	pending (no data)	pending (no data)
E	107	Eglinton/Markham	Building/townhouse committee	76	2	2/24/2020	1	pending (no data)	pending (no data)
E	108	Flemingdon Park	Building/townhouse committee	126	2	3/9/2020	5	0	3
E	109	Greenbrae I (Circuit)	Building/townhouse committee	No snow	2	pending (No show)	2	No show	pending (no data)
E	109	Greenbrae II (Lawrence)	Building/townhouse committee	53	2	2/25/2020	2	pending (no data)	pending (no data)

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
E	115	Mornelle/Ellesmere	Building/townhouse committee	pending (no data yet)	2	pending (no data yet)	pending (no data yet)	pending (no data yet)	pending (no data yet)
E	117	St Clair/Birchmount I	Community Rep.	7	2	3/3/2010	2	N/A	1
E	118	Tam O'shanter Towers	Community Rep.	62	4	pending (no data)	23	N/A	pending (no data)
E	SHU	Scarborough Acres	Community Rep.	pending	2	pending			
E	SHU	Brimley Acres	Community Rep.	27	2	1/2/1900			
E	SHU	Byng Towers	Community Rep.	3	2	pending		low participation	low participation
E	SHU	Seneca Towers	Community Rep.	52	4	pending			
E	SHU	Cliffwood Manor	Building/townhouse committee	57	2	pending			
E	SHU	Joseph Brown Manor	Building/townhouse committee	14	2	pending			
E	SHU	Sanderling Place	Community Rep.	6	2	pending		low participation	
E	63	Stephenson Ave (139)	No Model Selected	pending	pending	pending	pending	pending	pending
E	63	111 Stephenson	No Model Selected	0	No show	3/5/2020	No show	No show	No show
E	63	2390 Gerrard St E	Community Rep.	10	2	2/25/2020	0	N/A	0
E	55	Coxwell Stables	No Model Selected	8	pending	pending	pending	pending	pending
W	21	Cooper Mills Townhouses	No Model Selected	pending	pending	pending	pending	0	0
W	13	Firgrove Crescent	Building/townhouse committee	pending	2	03/11/2020	7	0	1
W	30	Dufferin/Wilson	No Model Selected	0	pending	pending	No show	0	0

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
W	34	The Shermount	No Model Selected	pending	pending	pending	pending	0	0
W	97	Tandridge Cres. (Rh)	Building/townhouse committee	pending	2	pending	pending	0	3
W	8	Torbolton Drive	No Model Selected	pending	pending	pending	pending	0	0
W	SHU	Griggs Manor	Building/townhouse committee	30	2	03/03/2020	8	0	0
W	SHU	Leonardo Court	Building/townhouse committee	pending	2	03/05/1992	12	0	0
W	SHU	Springhurst Manor	Building/townhouse committee	pending	2	N	pending	0	0
W	SHU	Griggs Manor Phase II	No Model Selected	4	pending	03/03/2020	2	0	0
W	SHU	Islington Manor	Building/townhouse committee	16	2	03/04/2020	4	0	0
W	SHU	Alexandra Park Apartments	No Model Selected	pending	pending	03/11/2020	11	0	0
W	SHU	Woods Manor	Building/townhouse committee	pending	2	N	pending	0	0
W	SHU	King High Acres	No Model Selected	No Model Selected	No Model Selected	No Model Selected	No Model Selected	0	0
W	SHU	Sheppard Place	Community Rep.	58	4	N	pending	N/A	0
W	34	Northacres Apartments	Community Rep.	16	2	02/24/2020	1	N/A	0

Region ¹	HUB #	DevName	Model Selected	Local Engagement Model Selection (# of participants)	# of Community Rep. positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (# of participants)	# of tenants signed up to be committee members (Building/townhouse committee model only)	# of nomination forms received
W	95	W Mall	Building/townhouse committee	pending	2	pending	pending	pending	pending
W	30	Faywood Place	Building/townhouse committee	pending	2	pending	pending	pending	pending
W	30	Overbrook Place	Building/townhouse committee	pending	2	pending	pending	pending	pending
Total					182		272	47	23

LEGEND

Grey: Adjusted communities due to the new portfolios selections as of March 11, 2021

All data in Phase 3 was recorded pre-COVID-19. Phase 3 re-launch will start in April 2021.



Employment Opportunities for Tenants at TCHC

Item 4D

March 24, 2021

Tenant Services Committee

Report: TSC:2021-28

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 10, 2021

PURPOSE:

The purpose of this report is to provide the TSC with additional details about the economic development opportunities that have been provided to Toronto Community Housing (“TCHC”) tenants over the last 5 years.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

BACKGROUND

Community Economic Development (“CED”) is articulated as action by people locally to create economic opportunities that enhance social conditions in their communities on a sustainable and inclusive basis. CED is a community-based and directed process that explicitly combines social and economic development, and fosters the economic, social, ecological, and cultural well-being of communities. Building on the fundamentals of CED, TCHC’s Economic Development and Tenant Employment Program is designed to support, create and facilitate access to opportunities for economic advancement for those residing in TCHC’s communities.

Originally implemented through a centralized team, the current structure includes three dedicated CED Community Service Coordinators (“CSC”) in the regions, centralized program support, and oversight through the Programs and Partnerships team, and program implementation through the program staff in the Community Safety and Support Pillar. The CED team focuses on supporting tenants at various level of engagement and creating multiple access points for opportunities for tenants. Staff work directly with community agencies and the City’s Toronto and Employment Social Service (“TESS”) staff to connect tenants to programs and services aimed to increase their employability and connect them to opportunities.

At its January 25, 2021 meeting, the TSC directed Management to report back with the number of tenants employed through the various employment programs, as well as the length of their employment and the location of their employment.

UPDATE

TCHC recognizes the importance of supporting tenants to become economically resilient and as such, we are always actively supporting and creating new opportunities for tenants directly or through partnerships or referrals. As a result, we have been able to achieve the following in the last five years:

- Directly employ/place over 900 tenants across our Rookie League, YouthWorx, and Internship programs;
- Support over 1,200 tenants to participate in employment training;
- Host and refer over 700 tenants to financial literacy workshops;
- Connect over 900 tenants to employment opportunities; and
- Host 31 Job fairs attended by over 3,000 tenants.

Two of our most successful job placement programs that directly employ TCHC tenants includes our YouthWorx and Internship programs, which are eight and 12 weeks in length respectively. Our approach to creating opportunities with these programs has focused on young people at both ends of the job readiness and employability spectrum. In 2018 and 2019, TCHC was able to employ 260 youth facing barriers to employment in our YouthWorx program and provide 63 internships in 2019 and 2020 to four cohorts of young people and tenants either actively pursuing or recently completed their post-secondary education.

YouthWorx is designed to be as barrier free as possible so that it can reach those young people farthest from employment. The program also offers participants additional follow-up employment supports once they complete the employment component of the program. The internship program is designed to support tenants with career exploration aimed to increase their knowledge about the day-to-day working of TCHC. Since its inception, 33% of the participants have been offered longer term employment opportunities with TCHC. Our goal for both groups of young people in YouthWorx and the internship program remains the same: meet them where they are to help remove the employment barriers they face by providing the supports they need to maintain their employment with TCHC, while preparing them to pursue other employment opportunities afterwards. The program has been recognized by many community agencies and municipalities and has been replicated in Hamilton and Waterloo. It has been flagged by the City of Toronto as a program to further invest into and was recently provided with an additional \$600,000 for 2021. Due to COVID-19 safety restrictions, the 2020 YouthWorx program was suspended, but TCHC is working to offer it this year while adhering to COVID-19 protocols.

In addition, TCHC also employs an average of 50 TCHC tenants during the summers to support our Rookie League program. The roles they undertake are junior or senior program leaders. In these roles, young people between the ages of 15-18 years old get on-the-job experience and leadership development supports from staff.

Beyond employment, we work to provide pre-incubation supports to young entrepreneurs through our Be.Build.Brand program, which has graduated over 44 tenants in the last three years. In order to expand the supports offered through this program, we are working with the City to connect these entrepreneurs to additional supports so that they can access additional resources to launch or scale their respective businesses. The length of the employment and entrepreneur programs are summarized below:

Figure 1: TCHC Employment & Entrepreneur Programs

Program	Duration
YouthWorx	8 weeks
Active Living	10 weeks
Internship	12 weeks
Be.Build.Brand	12 weeks

External Partnerships Highlight

As of January 31, 2021, TCHC has supported 71 young women through one-on-one supports or service referrals to apply for various jobs with the Toronto Transit Commission (“TTC”). This included providing targeted supports to TCHC tenants who participated in the “Women as Transit Operators” event that was hosted during Winter 2020.

CONCLUSION:

The economic development team has been able to effectively connect hundreds of tenants to meaningful opportunities to support increased economic attainment and civic engagement. The team focuses on pathways particularly for youth, which has provided opportunities for tenants to go from entry level programs to interns and staff at TCHC. Well-developed program plans, robust outreach, and promotion strategies and comprehensive partner engagement have contributed to building a strong and scalable brand for youth employment and recreation programs for TCHC tenants. The new decentralized model provides an opportunity for more meaningful engagement and information sharing at a hub level around employment opportunities for tenants. By building on the successes of the work to-date and future plans to support tenant employment, we anticipate providing additional meaningful impact moving forward.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Overview of Employment Opportunities and Supports for TCHC Tenants

STAFF CONTACT:

Nadia Gouveia
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Item 4D – Employment Opportunities for Tenants at TCHC
TSC Public Meeting – March 24, 2021
Report:TSC:2021-28
Attachment 1

Overview: Employment Opportunities and Supports for TCHC Tenants

Program	Number of Tenants	Number of Tenants	Number of Tenants	Number of Tenants	Number of Tenants	Total
Year	2016	2017	2018	2019	2020	
TCHC Employment Opportunities by program						
YouthWorx	105	140	155	105	0	505
Internship	42	42	47	34	29	194
Active Living	100	50	50	50	0	250
Total Internal Opportunities Provided by TCHC						949
Employment Opportunities with partners						
Employment Opportunities	120	160	319	221	110	930
Total Opportunities provided by partners						930
Employment Supports						
Training	309	306	110	360	200	1285
Financial Literacy	179	288	125	165	0	757
CED Programs	90	126	230	305	84	721
Total referral to employment supports						2763
Entrepreneurship						
Tenant businesses supported	25	15	29	21	32	122
Total tenant businesses supported						122



CCTV Cameras and Crime Prevention

Item 4E

March 24, 2021

Tenant Services Committee

Report: TSC:2021-20

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 12, 2021

PURPOSE:

The purpose of this report is to provide the TSC with information on the impact of closed-circuit television (“CCTV”) cameras in helping to reduce crime in Toronto Community Housing (“TCHC”) communities.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

At its meeting on September 3, 2020, the TSC requested a report outlining the impact of CCTV cameras in helping to reduce crime in TCHC communities.

BACKGROUND:

TCHC takes the safety and security of its tenants seriously and a mechanism used to help provide tenants, employees and visitors with an increased perception of safety and security is the deployment of more than 13,000 CCTV systems across the TCHC portfolio, with cameras in every community. TCHC keeps control of and is responsible for the CCTV surveillance systems in its buildings, and recognizes that the use of CCTV systems must balance safety needs and a tenant’s reasonable expectation of privacy.

TCHC's use of CCTV and the collection, use, disclosure, storage and disposal of information captured by CCTV is governed by the *Municipal Freedom of Information and Protection of Privacy Act* ("MFIPPA") and the Information and Privacy Commissioner of Ontario's Guidelines for the Use of Video Surveillance.

CCTV cameras by themselves will not necessarily prevent crimes, nor will they solve TCHC's safety issues. Rather, CCTV cameras are just one of the many safety measures that can support safe and secure communities for TCHC tenants.

CCTV Equipment in TCHC Communities

TCHC does not place CCTV cameras anywhere that tenants, employees and the public should reasonably expect privacy, and will only place CCTV cameras in public areas and common areas of TCHC property. For example, TCHC will not place cameras directly in front of a tenant's door, or in washrooms and change rooms.

CCTV recording equipment is stored in a secured environment and access to CCTV footage is limited to staff who require the information in the performance of their duties. Any properties where CCTV cameras are in use has signage posted to inform tenants and the public of the CCTV equipment and that video surveillance is being used in the area.

Impact

Since security cameras are part of an overall security program and not a 'stand-alone' tool to deter crime on TCHC properties, there is not a security impact measurement specific to their sole use on our properties.

Although TCHC cannot quantify the impact of CCTV cameras in crime reduction, the following are examples of crime response and prevention outcomes that may result from their deployment in TCHC communities:

- CCTV increases the chance of preventing criminal acts against property or persons from occurring in the first place as its visibility serves as a natural deterrent;
- CCTV footage allows the opportunity to review incidents that will subsequently inform post-incident tenancy management and community safety and support actions;
- CCTV often has a wide range and can be deployed to cover those areas that criminals often use to access properties and locations, such

as rear access points. Having insight into these areas can offer a significant deterrent; and

- CCTV has the effect of extending a neighbourhood deterrent, making the area as a whole much less of a target for crime. It can also make the neighbourhood feel more secure as a community. Tenants often express feeling a greater sense of safety and security when CCTV cameras are present in their communities.

Furthermore, additional benefits beyond a reduction in crime may be realized from a CCTV system including:

- **Reduced Fear of Crime:** Reduced fear of crime in an area may increase the number of people using the area, hence increasing natural surveillance. It may also encourage people to be more security conscious;
- **Aid to Police and Other Investigations:** Footage captured through TCHC's CCTV camera system can be used to assist with police and other investigations. This has an equal relevance and benefit for TCHC in the context of civil matters, for example with slip and falls, which when captured by CCTV can assist TCHC in civil proceedings;
- **Provision of Medical and Other Assistance:** CSU Dispatch Operators upon receiving a call or notification of incident can check in real time the safety of an environment or status of a situation via CCTV access;
- **Place Management:** Cameras can be used to look for lost children, to monitor traffic flow, public meetings, or other activities that may require additional resources, or to determine if alarms have been activated unnecessarily thus removing the need for a police/special constable response; and
- **Information Gathering:** CCTV can be used to gather information and to review a requisite area for unusual behavior/actions in a safe and less intrusive manner.

IMPLICATIONS AND RISKS:

CCTV may help provide TCHC's tenants, employees, visitors and properties with an increased perception of safety and security, along with other measures that the organization and community may put in place. The use of CCTV in TCHC communities may help to discourage people from committing crimes, and may help to identify people who commit crimes on TCHC properties. TCHC seeks to balance the potential benefits of this tool for our communities with our tenants' reasonable expectation of privacy. TCHC's

focus is to create safe, healthy communities and the use of CCTV equipment is one measure that may be used to achieve that goal.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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TCHC Community Safety

Item 4F

March 24, 2021

Tenant Services Committee

Report: TSC:2021-21

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 7, 2021

PURPOSE:

The purpose of this report is to seek the TSC’s approval to appoint Committee members to be part of a community safety advisory body. Management recognizes the significant interest the Board, and more specifically, this Committee, has in setting the direction for TCHC’s ongoing work in supporting safer communities for tenants.

RECOMMENDATIONS:

It is recommended that the TSC appoint Committee member(s) to be part of a community safety advisory body who will work with TCHC staff and City staff to define the mandate and principles, and develop governance options for a review of TCHC’s community safety activities, including the role of the Community Safety Unit (“CSU”), for Board approval.

REASONS FOR RECOMMENDATION:

Toronto Community Housing is committed to enhancing community safety for all tenants, and acknowledges that safer communities are built through collaboration with tenants, social service partners and the wider community, and that enforcement is not the primary path to achieving this outcome.

To achieve this commitment, TCHC must consider the following:

- 1) The Role of the Board and the Tenant Services Committee: The Tenant Services Committee has indicated an ongoing and specific interest in providing input into TCHC's directional approach to Community Safety, and Committee members have a depth of expertise that will inform and enhance this review work. The participation of members to the Committee is central to the success of any ongoing work on community safety at TCHC, which is why Management is recommending that Committee members participate in both the development of the parameters for the review and in the ongoing oversight of the work, as outlined above. Furthermore, the framework within which this work is to be undertaken should be developed through collaboration between members of the Committee and TCHC and City staff.
- 2) The Confronting Anti-Black Racism ("CABR") Strategy: The strategy outlines how community safety, and the work of CSU specifically, can be re-conceptualized to address systemic issues that disproportionately impact Black tenants. The strategy calls on TCHC to adopt a proactive and solution-oriented approach in alignment with the core cultural competencies. This will be achieved through the implementation of an eight-point plan which will address anti-Black racism, community-centered safety, fair housing, economic development, healthy communities, accessible support, and divesting from police culture.
- 3) Ensuring Local Input and Decision-Making: Through the implementation of the Tenant Service Hub model and the four service pillars (cleaning, maintenance, tenancy management, and community safety and support), TCHC staff are delivering services closer to tenants. In each hub, the staff operating within the community safety and support pillar deliver services to tenants through community development, engagement and safety. It is through this work that TCHC partners with tenants to better understand the needs of communities and allocate the appropriate resources and support to deliver local solutions.

- 4) Collaboration with the City: In 2020 City Council directed the Tenants First Office to review the Community Safety Unit as a part of the Annual Mandate Direction document from the City as Shareholder. This review should be directed through the entity referenced above in order to fully align City and TCHC priorities.

IMPLICATIONS AND RISKS:

Violence and crime has a significant impact on the day to day lives of TCHC tenants and solutions must be implemented to enhance the safety of TCHC communities. Community Safety and Support staff, from the CSU and from the Engagement and Community Development teams, play a critical role in ensuring the safety of tenants. TCHC must build on its efforts to-date with key partners to consider the future delivery of community safety services for TCHC tenants in alignment with our responsibility to ensure that tenants experience reasonable enjoyment in their homes. Failure to act in partnership with tenants and under the oversight and governance of the Board will result in ongoing negative impacts on TCHC tenants, a population with a high proportion of Black, Indigenous and People of Colour, and other equity groups. We have an opportunity to reimagine how we create safe communities and the creation of a community safety body is a critical next step.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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CSU Annual Report for 2020

Item 5

March 24, 2021

Tenant Services Committee

Report: TSC:2021-22

To: Tenant Services Committee (“TSC”)

From: Senior Director, Community Safety Unit

Date: March 12, 2021

PURPOSE:

The purpose of this report is to provide the TSC with the Community Safety Unit’s (“CSU”) 2020 Annual Report.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

At its February 3, 2020 meeting, the TSC directed Management to provide an annual CSU report to the TSC that expands on information reported to the Toronto Police Services Board of Directors annually at the end of Q1, and provides an overview of average CSU daily activities.

This report also addresses questions raised by TSC members in previously held board and committee meetings.

BACKGROUND:

SPECIAL CONSTABLE PROGRAM

Relationship between TPS and CSU

Toronto Community Housing's ("TCHC") Special Constable Program was established in March 2000 when TCHC, with Board approval, entered into an agreement with the Toronto Police Services Board ("TPSB") for the appointment of Special Constables. The Ministry of Community Safety & Correctional Services ("MCSCS") and the Ministry of the Attorney General ("MAG") approved the request of the former Metro Toronto Housing Authority ("MTHA") to have its officers appointed by TPSB as Special Constables.

The Agreement between the TPSB and TCHC authorized Special Constables who are appointed to exercise the powers of a police officer under specific situations and pieces of legislation. The terms of the Agreement specify that TCHC meet requirements in relation to the operation of the special constable program, including:

- Appointment and identification of Special Constables and qualifications for appointment;
- Training;
- Powers, duties and responsibilities;
- Limitations & requirements for equipment, uniforms, vehicles;
- Exchange of information;
- Transportation of persons to be detained in custody;
- Property;
- Reporting requirements;
- Accountability; and
- Investigation of complaints.

The Special Constable agreement between TCHC and the TPSB has created a strong partnership reaching back over many years. This relationship has supported communication and co-operation between organizations. As a result of the enhanced training, legal status, and access to information available to Special Constables, they have been able to support TPS and TCHC residents in hundreds of investigations.

Last year, TCHC Special Constables conducted investigations for theft, mischief, assaults, and other less serious violent matters. In instances

involving major crimes, they have been the first officers on scene, assisting with primary assessments, notifications, scene protection, crowd control, witness canvassing, evidence security, and prisoner transports.

The combination of a Special Constable's community knowledge and the TPS Officer's skills, knowledge and authority have proven to be mutually supportive, allowing incidents and problems to be resolved professionally in a safe and timely manner.

Objectives and Benefits of the Special Constable Program

Having Special Constables allows TCHC to move well-trained and qualified officers into situations that are particularly unique to TCHC communities. A specific focus for Special Constables is *Trespass to Property Act* ("TPA") violations, *Liquor Licence Act* ("LLA") violations, and the utilization of Peace Officer on an as needed basis.

The Objectives of the Program are to:

- Improve residents' feelings of safety and security;
- Reduce the level of crime/antisocial behavior in TCHC communities;
- Ensure officers are able to spend more time in TCHC communities;
- Enhance law enforcement activities as required;
- Strengthen relationships between the CSU and the Toronto Police Service (TPS); and
- Improve officer safety.

RECRUITMENT OF SPECIAL CONSTABLES

CSU has been actively recruiting candidates for Special Constable positions over the last year. Since October 2018, CSU participated in ten career fairs that cater to a wide variety of audiences including students and seasoned officers looking for a career in security and law enforcement.

When CSU participates in any career fair we make sure that our officers who attend represent the cultural and gender diversity that, as an organization, we are striving to achieve. In order to ensure that our recruitment efforts are reaching a diverse audience, we have also targeted recruitments at job fairs with the Association of Black Law Enforcers and the Ahmadiyya Muslim Youth Association. At these job fairs, we have engaged with over 1,500 potential candidates.

CSU is always looking for ways to reach a wider audience with our recruitment efforts and to increase interest in a career in law enforcement amongst visible minorities. Each year, CSU hires interns who reside in TCHC communities. These individuals bring a deep understanding of their communities, which helps build relationships and obtain a better understanding of the needs of the communities. In addition, CSU is further exploring opportunities to work under the new Community Safety and Support Pillar to engage community partners to help attract an even more diverse applicant pool.

In 2018 into 2019, CSU had an aggressive recruiting strategy in place with Human Resources and Strategic Communications. The campaign included “a day in a life of a Special Constable” video, posters, job fairs, and more. The goal was to hire approximately 100 Special Constables. Pertinent to COVID-19 considerations, we held virtual sessions at colleges and upon request (see below).

Virtual Recruitment Sessions

Justice Career Speaker Event	March 31, 2020
CSU Career Presentation	October 5, 2020
CSU Career Presentation x 2	October 16, 2020

With the challenges created with COVID-19 since March 2020, we have continued virtually and:

- Maintained a hiring ‘pool’ of qualified candidates;
- Continued active recruiting and posting of positions;
- Leveraged social media;
- Promoted opportunities at TCHC community engagement events as appropriate;
- Consistently gave recruitment presentations at community colleges;
- Participated annually in job fairs both sector and diversity related including:
 - Association of Black Law Enforcers (“A.B.L.E.”)
 - Ahmadiyya Muslim Youth Association (one event prior to COVID-19)
 - CANASA
 - Blue Line Expo (and published article submissions)
 - Security Canada

CSU DEPLOYMENT MODEL

Deployment Model (Pre 2000)

CSU began as a 'Community Guardian' that became security for MTHA in 1990 and consisted of mostly ex-police or ex-military. At the time, there was more of an enforcement focus. In 1990, some security became internalized and then in 1996 the balance was internalized.

In 1999-2000, City Home and Metro Toronto Housing Corporation Limited ("MTHCL") integrated, forming Toronto Housing Corporation ("THC"). In 2002 Toronto Community Housing Corporation was created and amalgamation took place with THC and MTHA.

At that time, CSU resources went from 164 to 100 as part of a reorganization/restructuring. CSU frontline staff became Community Patrol Officers (provincial enforcement authorities) and Special Constables (additional delegated police authorities). They moved to a mobile car response deployment divided into shifts.

Current Deployment Model

In 2017, CSU management implemented the recommendations from a TCHC corporate review and the Mayor's Task Force report, and then redeployed resources to be better aligned with TCHC communities and increase the focus on high-needs areas. This included successful pilots leading to the Violence Reduction Program ("VRP") model.

Zone officers were specifically aligned with community addresses to develop a more intimate understanding of their communities, build relationships, problem solve and create successes. This continues under the TCHC Community Safety & Support Pillar. Alignment with the Hubs by zone and personally issued smartphones to officers will further connect the officers directly with tenants in their communities in 2021.

There are approximately 50 to 60 Special Constables in a 24-hour period (not including Supervisors/Staff Sergeants), with 17 patrols zones and eight VRP communities.

CONFRONTING ANTI-BLACK RACISM ("CABR")

As an organization, TCHC has failed to address the realities of anti-Black racism and to respond to the realities of anti-Black racism in its communities

and across the organization. In 2020, the CABR team consulted with over 600 employees and tenants at TCHC who shared their experiences and insights.

The strategy contains specific references to opportunities for the CSU to contribute to proactively tackling anti-Black racism and dismantling policies, systems and procedures that reinforce it.

In 2020, CSU staff participated in CABR specific training and CABR strategy consultation sessions. The CSU plays a critical role in ensuring the safety of TCHC communities and our tenants. We recognize in the strategy that the blurred lines between Toronto Police Service (“TPS”) and CSU provide an entryway for the relationship between the police and CSU to overlap. The recommendations in the strategy provide opportunities for CSU to strengthen its relationships with Black tenants.

TRAINING OF SPECIAL CONSTABLES

All CSU employees take part in extensive diversity and mental health training when they are first hired and on an ongoing basis throughout their career at TCHC. New hires to CSU go through 39.5 hours of training on diversity and mental health. We work with several external organizations to develop and provide comprehensive training including the Canadian Police Knowledge Network, the Control Institute, and the Canadian Centre for Diversity and Inclusion (“CCDI”). Training for existing employees varies from year to year as new curriculum is developed and new training needs are identified.

Diversity Topics	Mental Health Topics
<input type="checkbox"/> racially biased policing; <input type="checkbox"/> implicit and explicit bias; <input type="checkbox"/> diversity and inclusion fundamentals and unconscious bias; and <input type="checkbox"/> LGBT issues.	<input type="checkbox"/> mental health act; <input type="checkbox"/> dealing with people in crisis; <input type="checkbox"/> communication skills and de-escalation*; <input type="checkbox"/> officer safety and excited delirium; <input type="checkbox"/> crisis intervention and de-escalation; <input type="checkbox"/> critical incident stress management; <input type="checkbox"/> recognition of emotionally disturbed persons; <input type="checkbox"/> suicide awareness and prevention for supervisors.

**Verbal and non-verbal strategies intended to reduce the intensity of a conflict or crises encountered by the police, with the intent of gaining compliance without the application of force, or if force is necessary, reducing the amount of force required.*

In addition to the standard training identified above we also make opportunities available and encourage CSU employees to attend conferences to further their knowledge in the following areas: embracing change in diversity, equity, inclusion and accessibility.

To further enhance our employee training we are looking at ways to incorporate tenant experiences and expertise, and to introduce training for peer to peer support. When tenants have presented to recruits and officers, CSU found it to be very well received and beneficial.

IMPLICATIONS AND RISKS:

The CSU Annual Report provides a statistical overview of CSU activities and summarizes the work done by CSU in 2020.

ATTACHMENT:

1. 2020 CSU Annual Report
2. Response to Additional Information Requested at January 25, 2021 TSC Meeting

SIGNATURE:

"William Anderson"

William Anderson
Senior Director, Community Safety Unit

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2020 CSU ANNUAL REPORT

This report highlights the Community Safety Unit’s (“CSU”) operations of 2020. This annual report will mainly highlight the front-line work of the Special Constables and Community Safety Advisors. This report does not have an intensive focus on the work of our Parking Enforcement Officers, Dispatchers or other support staff, but recognizes the importance of their contributions to the success of serving our tenants, staff and communities.

CSU DAILY ACTIVITIES

Special Constables

The average daily activities of a Special Constable are: Community Patrols, calls for service, directed patrols, attending Violence Reduction Program (“VRP”) sites, and completing and submitting reports.

There were 118K calls for service in 2020, of which 50K were on-site generated service requests. Of the remaining 68K calls for service, 49K were dispatched to an officer.

Service calls vary in nature and are rated as priority 1 to 3 and dispatched in that manner.

a. Priority One calls include all events where immediate Toronto Police Service (“TPS”), Emergency Medical Service, and Toronto Fire Services (“TFS”) attendance is required.

b. Priority Two calls include all events that are not urgent in nature, but require the attendance of a Special Constable and potentially TPS.

c. Priority Three calls include all events that require the attendance of a Special Constable, but not TPS.

Community Safety Advisors

The average daily activities of Community Safety Advisors include reviewing incident reports, creating directed patrols, attending weekly TPS Divisional Crime Management meetings, liaising daily with Community Services Coordinators (“CSC”) to provide supports for vulnerable tenants, and liaising daily with building Superintendents.

VIOLENCE REDUCTION PROGRAM

In 2018, TCHC partnered with TPS and the City of Toronto (“City”) on the implementation of the City’s Gun Violence Reduction Strategy.

This strategy resulted in 11 TCHC priority communities benefiting from the deployment of enhanced CSU resources that have been successful in disrupting and deterring anti-social and violent activity on TCHC property.

To support TCHC’s Violence Reduction Program (“VRP”), the CSU adapted a new deployment model dividing officers into four, 12 hour platoons with various groups dedicated to 10 priority communities.

TCHC Hotspots

TCHC Hotspots is a strategy that involves focusing resources and activities to those places where anti-social and/or criminal behaviour is most concentrated. Focusing our resources and activities in hot spots aims to prevent and/or discontinue anti-social behaviour and crime in these specific areas.

TCHC’s Community Safety Unit joined the collective efforts of all three levels of government, community partners and law enforcement agencies to reduce gun violence in the city of Toronto.

Table 1: Violence Reduction Program Statistics

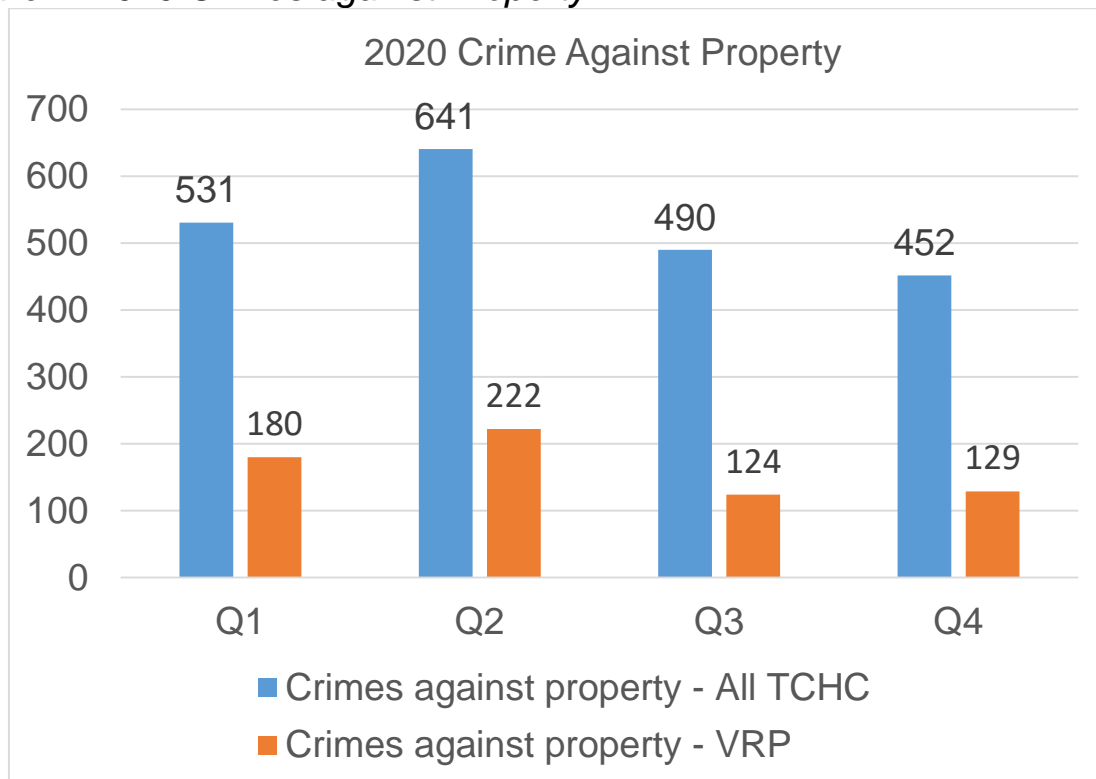
Community	Start of VRP			Phase 1			Phase 2		
	April 1 2019 – Sept 4 2019			Sept 5 2020 – Jan 26 2020			Jan 27 2020 – Feb 28 2021		
	Assist Resident Check Welfare	Self-Initiated Patrols	Incident Requiring Response	Assist Resident Check Welfare	Self-Initiated Patrols	Incident Requiring Response	Assist Resident Check Welfare	Self-Initiated Patrols	Incident Requiring Response
Bleecker/200 Wellesley	17.8	94.3	138.9	212.5	562.5	75.0	173.4	817.0	72.2
Dan Harrison/William Dennison	322.3	648.4	629.9	183.3	756.3	101.4	81.2	723.1	51.1
Edgeley Village	0.6	58.6	13.4	1.4	52.1	6.9	2.8	327.8	6.0
Flemingdon Park/Glenyan Manor	1.9	33.1	11.5	3.5	59.7	11.1	17.0	29.3	13.5
Islington/St. Andrews	1.3	24.8	1.9	0.7	6.9	4.9	2.0	6.8	1.0
Jane/Falstaff	3.2	186.0	64.3	26.4	376.4	36.1	40.6	389.0	29.8
Lawrence	2.5	280.9	126.8	129.2	658.3	56.3	117.8	850.4	24.6
Lawrence Heights	1.9	92.4	20.4	1.4	73.6	16.7	5.8	535.8	16.5
Moss Park	7.0	233.1	182.8	18.1	127.1	47.2	133.3	719.0	47.4
Regent Park/Gerrard River	12.7	225.5	85.4	15.3	112.5	37.5	106.8	618.5	41.1
Victoria Park/Chester Le Blvd	0.0	136.9	7.0	0.0	103.5	2.8	1.3	131.1	7.3
TOTAL (per 100 days)	371.3	2,014.0	1,282.2	591.7	2,888.9	395.8	682.0	5,147.9	310.5

DEALING WITH CRIME ON TCHC PROPERTY

Crimes against Property

Crimes against property include: arson, break and enter, mischief, theft, unlawfully in dwelling, etc. As shown in Figure 1 we saw a decrease in Crime against property after the 2nd quarter for all TCHC property which includes VRP sites.

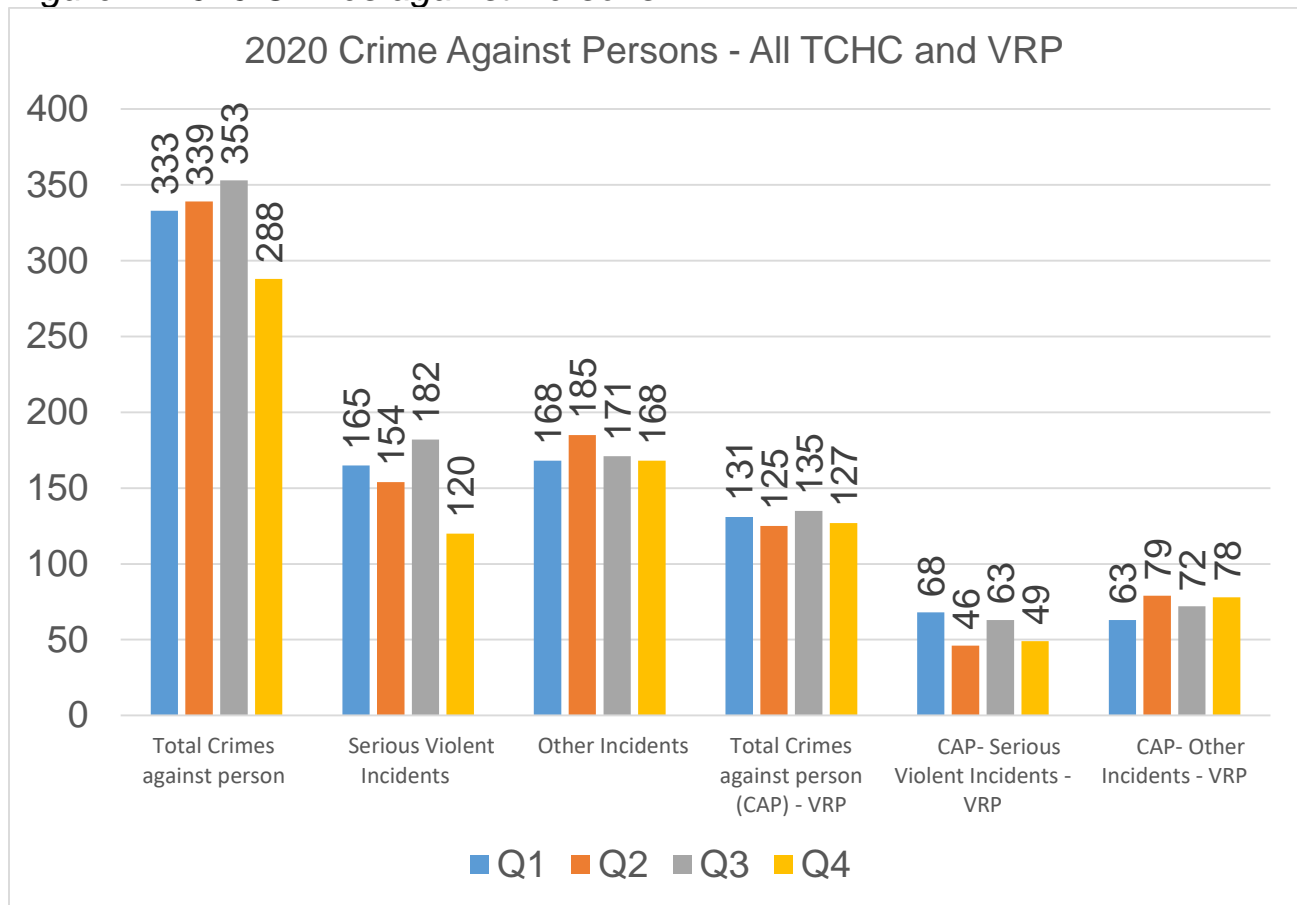
Figure 1: 2020 Crimes against Property



Crimes against Persons

Crimes against persons include: assault, sexual assault, attempted homicide, discharge firearm, homicide, manslaughter, robbery, criminal harassment, indecent exposure, threatening, etc. As shown in Figure 2, there was a decrease in crimes against persons in the last quarter of 2020 on all TCHC property including VRP Communities.

Figure 2: 2020 Crimes against Persons



Shootings and Homicides

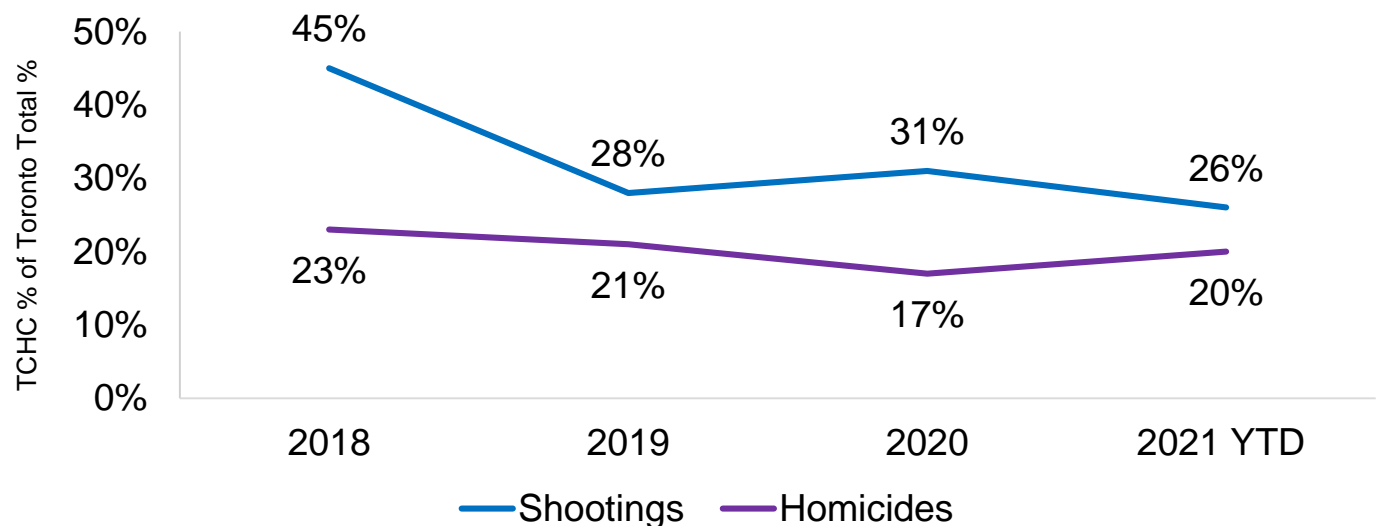
Shootings in TCHC communities have decreased as a city-wide percentage from 2018 levels (45.3% in 2018, down to 31.0% in 2020).

Shootings	2017	2018	2019	2020
TCHC Total	113	146	138	143
TPS Total	299	322	492	462
TCHC as % of TPS Reported Events	37.79%	45.34%	28.05%	30.95%

Homicides in TCHC communities have decreased as a city-wide percentage from 2018 levels (22.6% in 2018, down to 16.9% in 2020).

Homicides	2017	2018	2019	2020
TCHC Total	14	19	16	12
TPS Total	47	84	75	71
TCHC as % of TPS Reported Events	29.79%	22.62%	21.33%	16.90%

Figure 3: TCHC Shootings & Homicides and % of Toronto Total



Arrests Made

The TCHC approach to community safety has, for many years, emphasized the importance of a comprehensive, integrated community development approach to community safety.

- CSU is not an “arrest oriented” unit. Special Constables are first and foremost ambassadors of TCHC whose approach is centered on a holistic community development and engagement minded lens that primarily leverages education, enhanced training, collaboration, service and prevention as its cornerstones.
- Enforcement is but one of many necessary components where other measures and actions have not been successful or would not be in keeping with public interest.
- Special Constables are expected to use their assessment skills and discretionary ability to deal effectively and efficiently with safety issues, without having to arrest if the public interest can be served through an alternate approach.

- One of the objectives of the Special Constable program is to enhance enforcement where other alternatives are not appropriate.

TCHC staff and tenants have understood for many years that increased enforcement can be achieved through measures other than arrests and charges, such as effective education and communication of expectations of acceptable behaviour, strong management action in response to wrongdoing, and tougher eviction policies for those involved in criminal behaviour.

Further to the above, Figure 4 shows the volume of arrests made by Special Constables on either tenants or non-tenants of TCHC in 2020.

Figure 5 shows the volume of *Trespass to Property Act* incidents on TCHC property. Figures 6 show the volume of fire related service calls.

Figure 4: Arrests by Special Constables

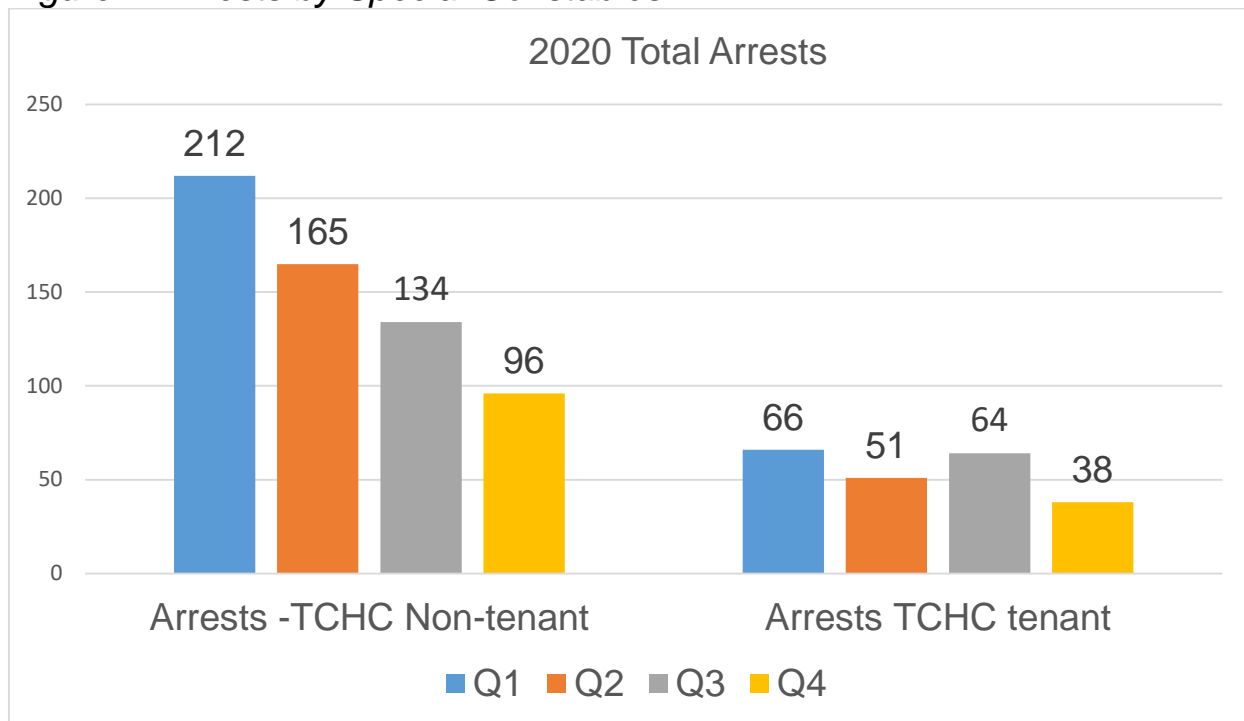


Figure 5: Trespass to Property Act Incidents on TCHC Property

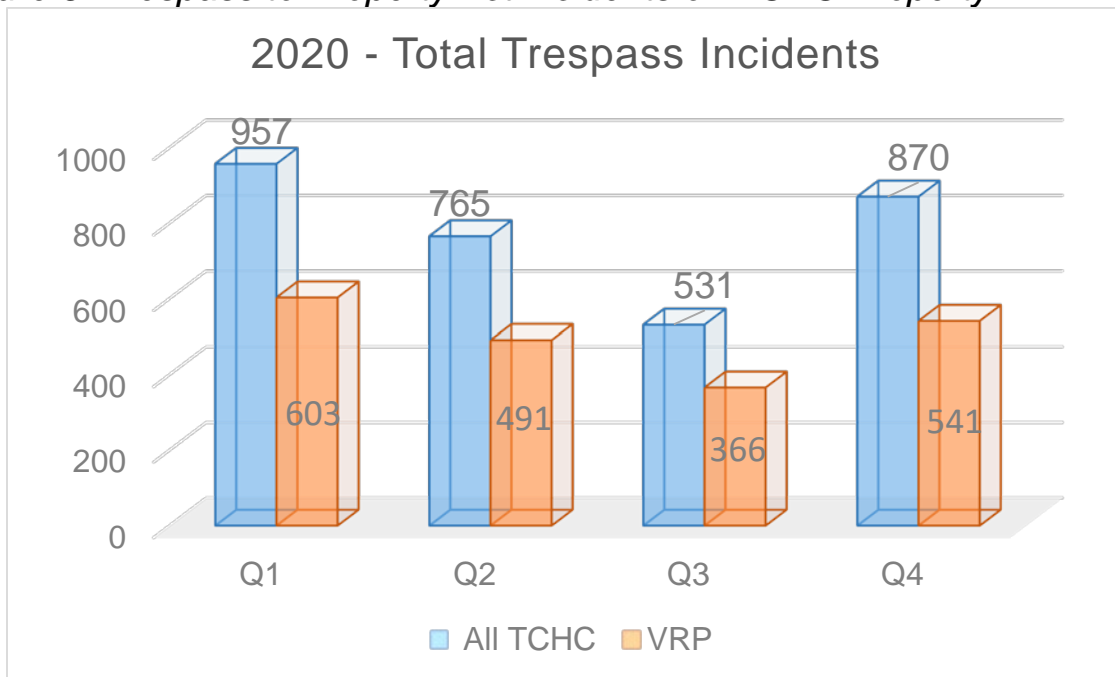
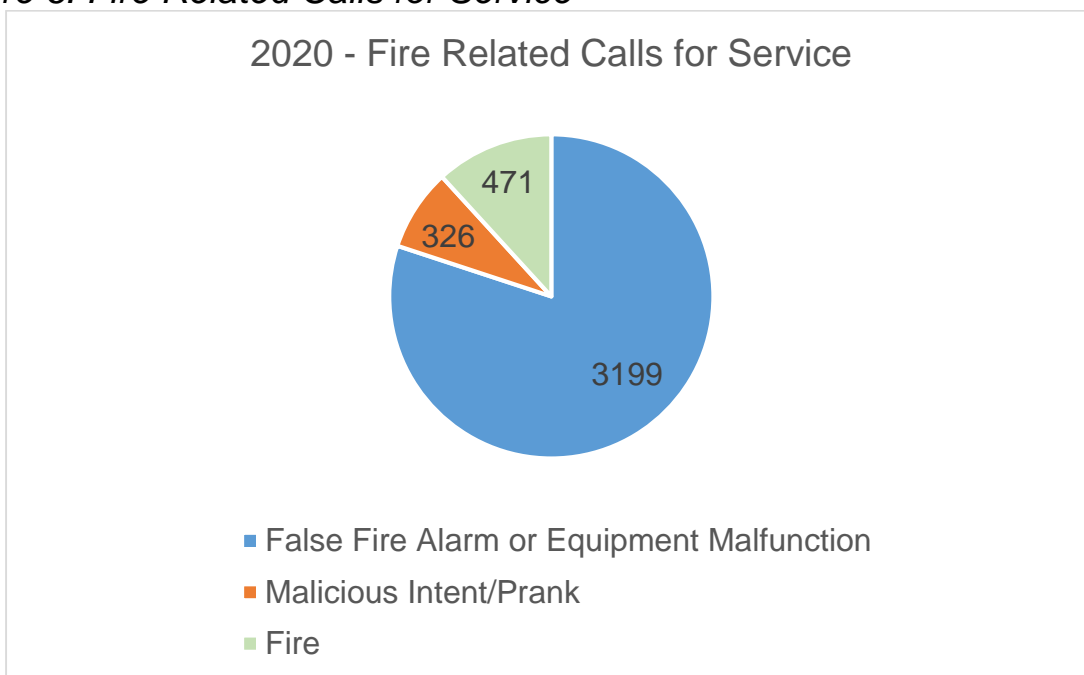


Figure 6: Fire Related Calls for Service



Evictions Related to Crime

In August 2011, Toronto Community Housing adopted a Policy on Evictions for Cause. The purpose is to guide decision-making and set procedural standards for staff as they manage situations where individual behaviours impact others in the community and could lead to eviction for cause under the *Residential Tenancies Act, 2006* (“RTA”).

Applications to terminate a tenancy are pursued at the discretion of the Regional General Manager or Contract Property Managers as informed by legal advice. The Regional General Manager or Contract Property Manager will consider whether staff have appropriately and thoroughly applied and carried out other Toronto Community Housing policies and procedures that would remediate the issue while maintaining community safety.

TENANCY MANAGEMENT

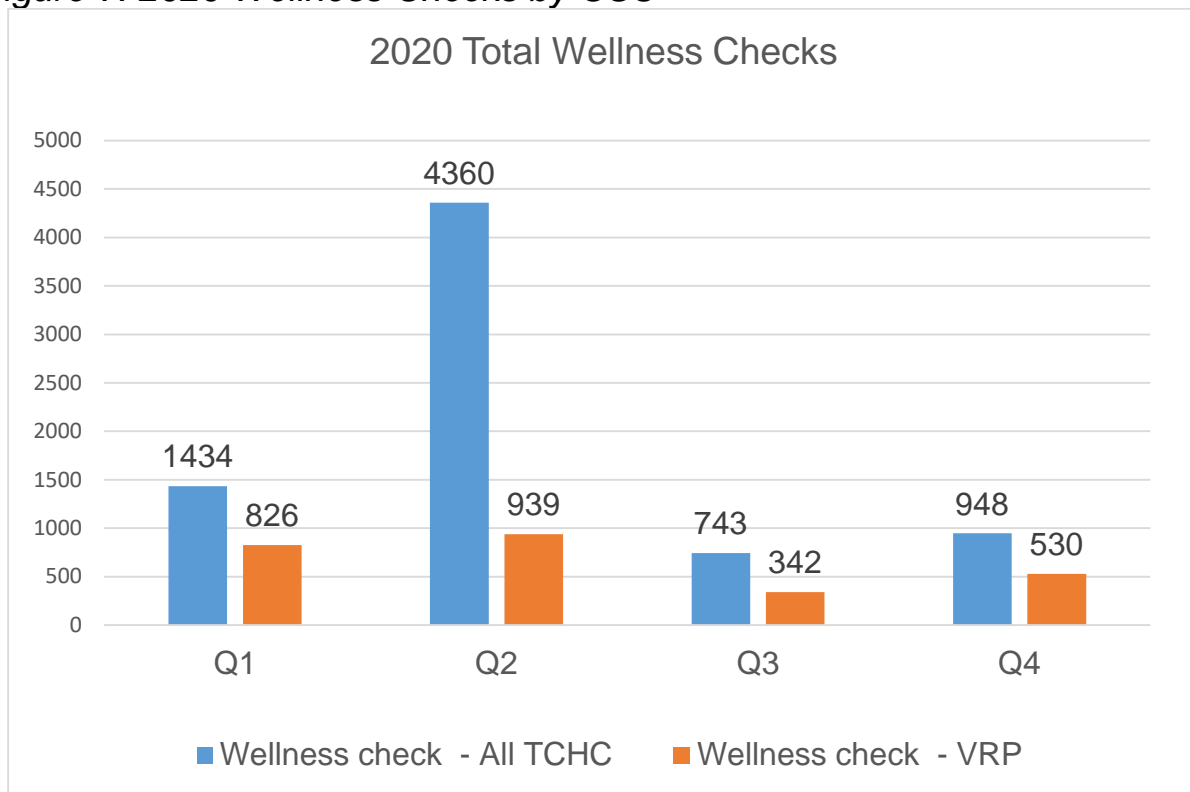
When it comes to tenancy management, CSU plays a significant role in disseminating information regarding tenancy management issues to General Managers or Contract Property Managers to be better equipped to manage tenancies.

CSU also liaises with tenant facing Operations staff, informing of tenancy issues identified by the CSU where tenants require services related to vulnerability or mental health. Appendix A shows the CSU tenancy management reporting workflow.

Wellness Checks

When a tenant visit is made due to vulnerability, for example to check on their welfare or checking on their needs after a critical incident, it is referred to as a wellness check. Figure 7 shows wellness check activity by CSU for 2020.

Figure 7: 2020 Wellness Checks by CSU



CSU was limited in conducting proactive work and welfare checks, however we increased our response to COVID-19 specific checks in support of TCHC's COVID management strategy.

CSU has a Referral Process in conjunction with the Community Safety & Support Pillar to identify and make recommendations for supports to CSCs, for both internal and external supports. Appendix B provides the Vulnerable Tenancy Management Support workflow.

Following any critical incident that occurs, the CSU process includes immediate notification to the City's Community Crisis Response Program ("CCRP") through the on-duty Staff Sergeant/ Manager 24/7.

Naloxone Administered

Opioid-related deaths have been on the rise in the City of Toronto. Naloxone is a life-saving medication that can be used to temporarily counteract an opioid overdose and prevent an overdose death, providing life-saving assistance while waiting for medical personnel to attend.

In 2020, the use of Naloxone nasal spray was introduced in the CSU with TPS approval. Training of designated CSU employees began in May 2020, with Naloxone spray kits being deployed as of June 2020. Each Naloxone nasal spray kit contains two doses of Naloxone nasal spray (4mg/0.1ml). Naloxone was administered by CSU a total of nine times from June to December.

2020 Engagement Activities

Along with the various engagement carried out by Special Constables day-to-day, Community Safety Advisors (“CSA”) facilitate community safety promotion awareness and outreach to residents. This is done through training sessions, workshops, community meetings and other engagements activities. CSAs establish effective working relationships with community groups to promote safety and develop effective partnerships with community stakeholders, residents and TCHC staff, and co-ordinate community safety engagement initiatives within their assigned portfolio.

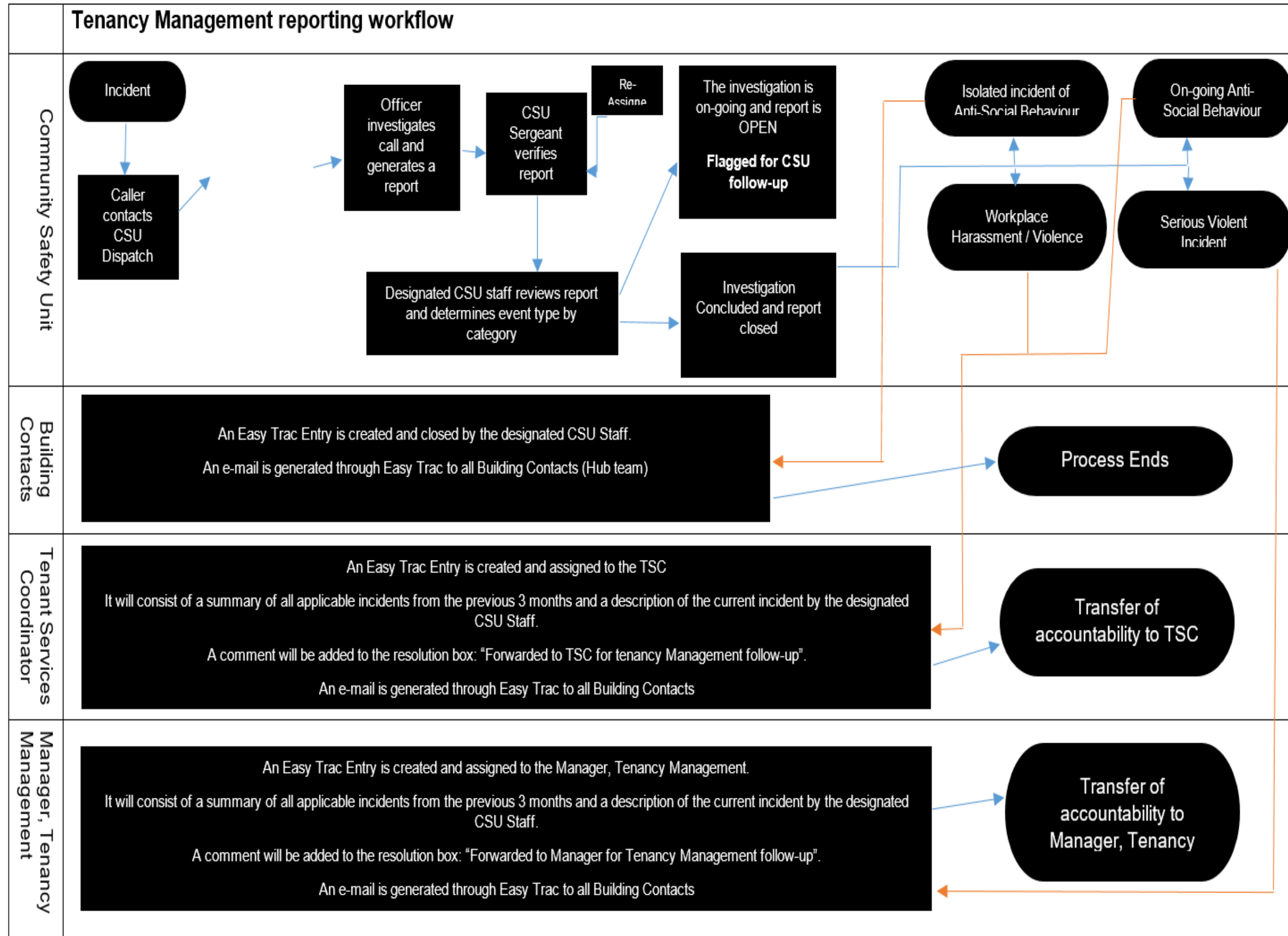
Some of the many engagement activities that the CSAs held in 2020 with COVID-19 measures in place include, but are not limited to:

2020 Engagement Activities	Description
“37 Kids” and “Revite Nerds”	<ul style="list-style-type: none"> -Summer safety planning and presentations -Emergency response for active shooter/extreme weather while in the community -Multiple sessions held with participants, leaders and staff
Youth only community safety walk	<ul style="list-style-type: none"> -Highlight the loss of walkways and pedestrian movement due to construction footprint -Advocate for TCHC to recognize youth input and how the revitalization is impacting their sense of safety -Seek expert advice from Crime Prevention through Environmental Design (“CPTED”) Ontario on concerns raised by youth
Halloween - Lawrence Heights	Halloween outdoor event for Lawrence Heights
Christmas Comes Early”	<ul style="list-style-type: none"> -1000 winter coats and 500 sweaters/tops given out with food and personal care products -Distributed throughout the City.

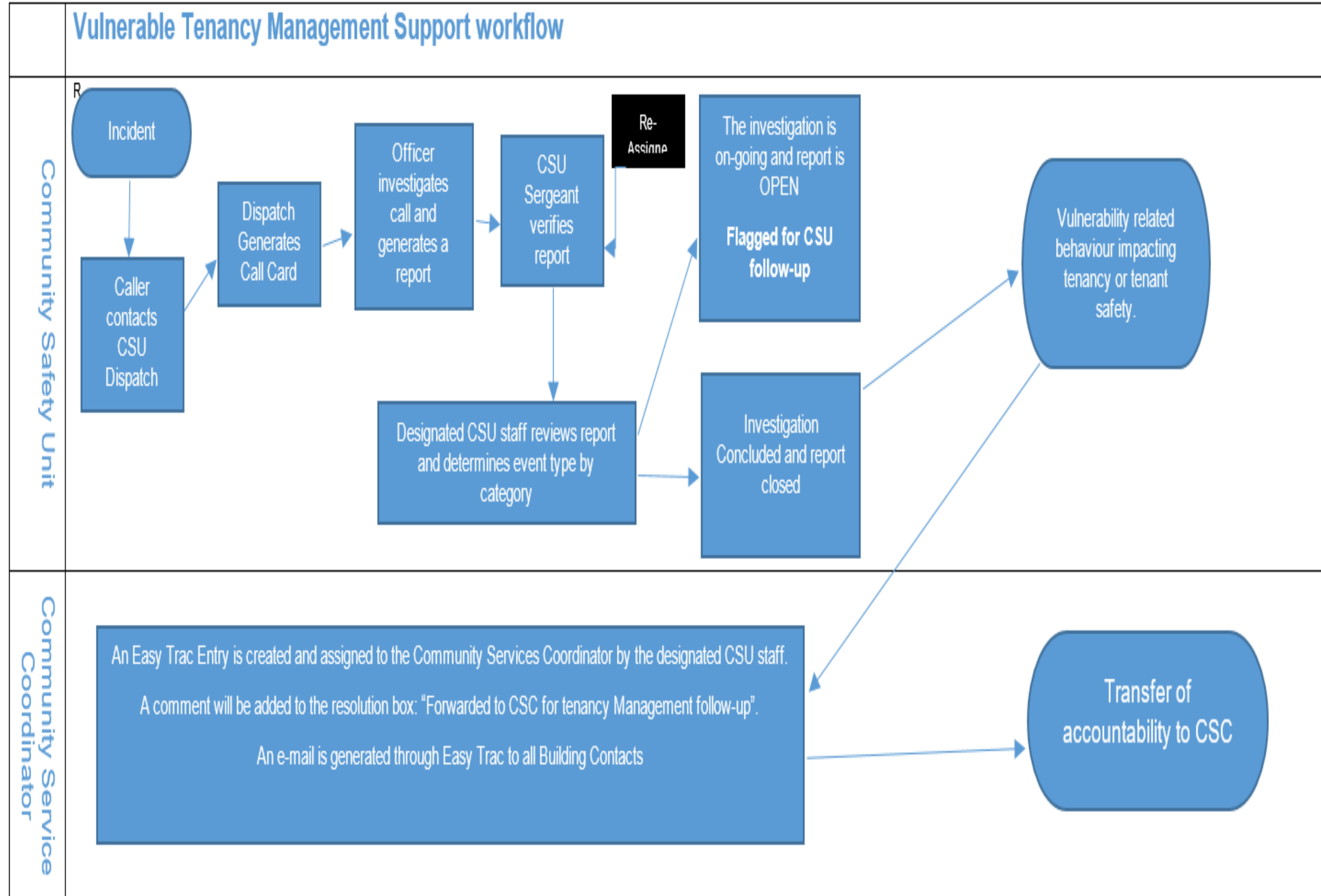
2020 Engagement Activities	Description
Calvin Klein clothing	CSU secured 6000 pieces of Calvin Klein clothing to be distributed to tenants in need
Turkey giveaway	Grandravine - 250 Firgrove - 175 2195 Jane - 75 Driftwood - 75 Shoreham - 75
Lasagna Ddinner	Lasagna dinner for vulnerable tenants at 4301 Kingston Road

The 2020 CSU annual report highlighted the Community Safety Unit's activity, mainly the work of the front line Special Constables and Community Safety Advisors. It provided a high-level overview of the VRP program, crime on TCHC properties and the reactive and proactive work we do in the wellness checks and tenant engagement work.

Appendix A: Tenancy Management Reporting Workflow



Appendix B: Vulnerable Tenancy Management Support Workflow



ATTACHMENT #2: Response to Additional Information Requested at January 25, 2021 TSC Meeting

CSU SPECIAL CONSTABLES

Relationship of CSU Special Constables to CSU Senior Director and General Managers

Figure 1 below illustrates the reporting relationship of CSU Special Constables to the CSU Senior Director.

Figure 1: Special Constables Reporting Relationship

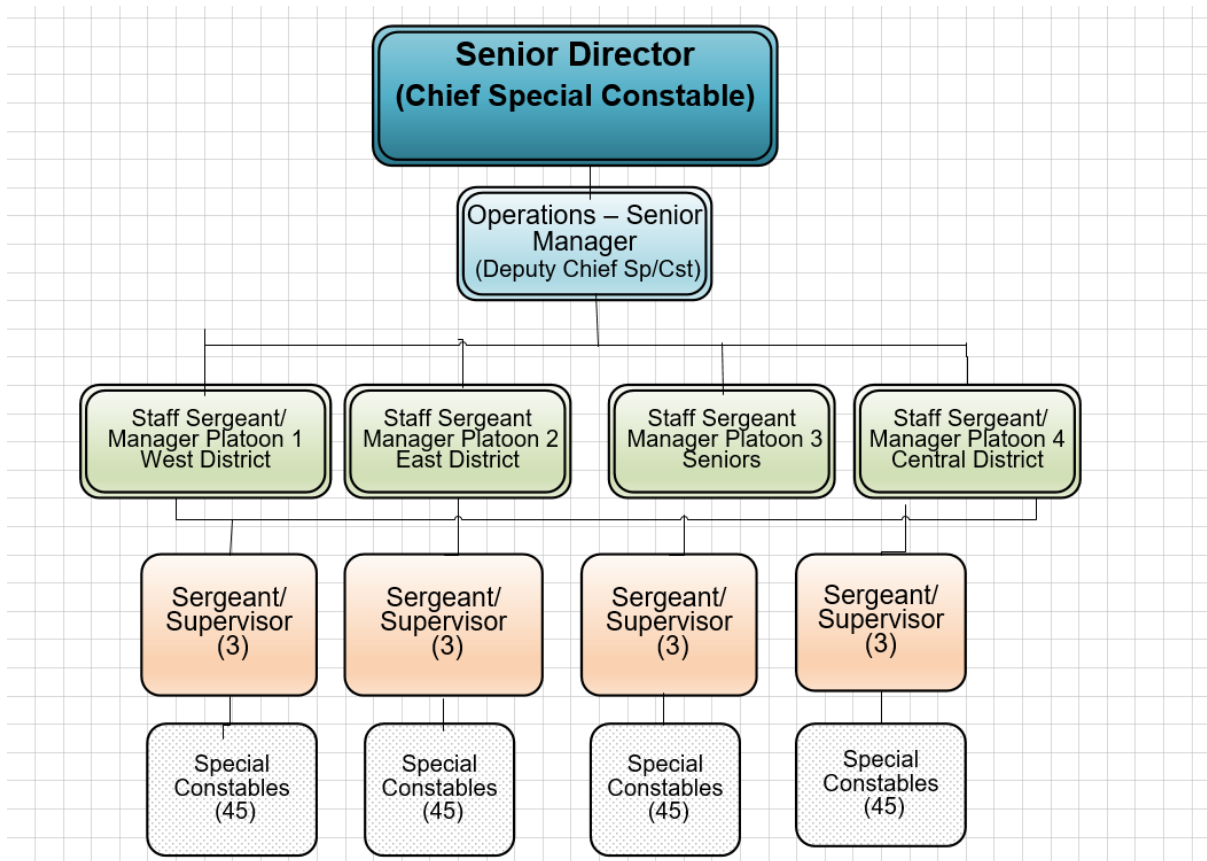


Table 1 below illustrates the Special Constables’ relationship to the area General Managers under the new regional service delivery model. The four Staff Sergeants represent Manager presence on each shift of a rotating 24/7 shift schedule. The districts are aligned to Regions for Tenancy

Management and officers are deployed to align with Tenant Service Hubs and high-needs communities.

Table 1: Regional Alignment of Special Constables

CSU	Aligned with	Operations Counterpart
Platoon 1 Staff Sergeant/Manager	West Region	West GM/AGM
Platoon 2 Staff Sergeant/Manager	East Region	East GM/AGM
Platoon 4 Staff Sergeant/Manager	Central Region	Central GM/AGM
Platoon 3 Staff Sergeant/Manager	Seniors Portfolio	Seniors General Manager
Shift Sergeants by Region – West/Central/East	Community Hubs by Region/District	Community Safety & Support Managers
Patrol Special Constables	Each officer will be assigned Community Hubs (avg. 3)	Community Hub Team
Community Safety Advisors	Each CSA will be assigned Community Hubs	Hub Team – Community Safety Supervisor & Community Services Coordinators (“CSC”)

The CSU Staff Sergeant/Manager liaises with the Regional General Manager. The regions and districts have the same geographical boundaries.

Special Constables Demographics

In a TCHC survey conducted in August 2020, 128 sworn CSU Special Constables completed a survey (70% response rate) to collect a variety of information.

Gender Identification

CSU staff were asked what their gender identity is, which is presented in Table 2.

Table 2: Special Constables' Gender Identification

	Percentage
Male	78.89%
Female	11.11%
Trans Male	0%
Trans Female	0%
Genderqueer/Gender Non-Conforming/Gender Variant	4.44%
Two-Spirited	1.11%
Other (not listed).	4.44%
Prefer not to answer	0%

Ethnic & Cultural Heritage

CSU staff were also asked to indicate which of the following best represents their ethnic or cultural heritage, they selected all that apply. Table 3 shows the results.

Table 3: Ethnic & Cultural Heritage

	Percentage
Black	19.15%
Indigenous	1.06%
Caucasian/White	46.81%
East/South East Asian/Pacific Islander	10.64%
Latin/Hispanic	1.06%
Middle Eastern/Northern African	3.19%
Non-Canadian Indigenous	0.00%
South Asian	4.26%
Mixed race of multiracial	3.19%
Other	0.00%
Prefer not to answer	10.64%

Former Police Officers

CSU does not track hiring by former occupation, but a general review shows that of the 58 Management and Management Exempt staff, 16 were previously employed as police in Ontario or elsewhere in the world. Of the 16, seven are not directly involved in patrol and of the seven, three are not in a Special Constable role.

Many original (pre-2000) frontline Special Constables who were with MTHC as guards apparently had policing or military backgrounds from abroad, but specifics are not known.

Level of Diversity

Table 4 below shows the current level of diversity found amongst CSU employees. CSU staff diversity, based on 2019 data, keeps pace with the diversity of Toronto's population and more work is being done to make CSU truly representative of the TCHC tenant population.

Table 4: CSU Staff Diversity

	CSU employees	TCHC tenant population ¹	City of Toronto population ²	Ontario police officers ³
Visible Minority	47.4%	63.4%	51%	10.7%
First Nations ⁴	1.0%	1.6%	1.3%	N/A
European Descent	52.6%	33.5%	49%	89.3%

1 The TCHC Tenant population data comes from the 2018 Tenant Experience Survey and is based on tenants self-reporting. The number of visible and non-visible minority populations does not add up to 100% due to 3% of tenants responding as other or don't know.

2 Statistics Canada, 2016 Census of Population

3 Statistics Canada, Police resources in Canada, 2017 using information from the 2016 Census of Population and 2011 National Household Survey.

4 This includes individuals who identify themselves as First Nations-status, First Nations non-status, Metis, Inuit or Indigenous.



Corporate Goals for Revitalization Initiatives

Item 6

March 24, 2021

Tenant Services Committee

Report: TSC:2021-23 R

To: Tenant Services Committee (“TSC”)

From: Chief Executive Officer

Date: March 9, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of Toronto Community Housing’s (“TCHC”) goals for revitalization initiatives.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

At its September 3, 2020 meeting, the TSC requested that Management report back on the broader corporate goals and objectives that the revitalization program aims to achieve, outside of leveraging land value and replacing buildings. This report responds to that request.

BACKGROUND:

TCHC’s revitalization program was originally created to leverage land value to replace and repair TCHC’s aging housing infrastructure. Part of this strategy was to use revenue generated from revitalizations to support TCHC’s \$3.4B underfunded repair backlog. Now that the repair backlog has been fully funded through the City and other levels of government, the

goals of the Development division have been refreshed and aligned with newer City strategies, TCHC tenant needs, and corporate priorities.

Revitalization brings together cross-sector partners to develop a blueprint for physical and social changes essential to building quality homes and creating vibrant communities where tenants are proud to live and work. The strategy involves assessing local social, economic, and health needs along with City policies to guide how physical infrastructure can facilitate social change. There are currently eight active revitalization sites, which will replace and refurbish over 5,300 units of RGI housing and build over 1,000 new affordable rental and 15,000 market units.

Through revitalization's physical and social transformation activities, investments are made to identify and address challenges our communities face, and the work is premised on cultivating partnerships to deliver on these goals. Revitalization also simultaneously implements a range of strategic objectives from a variety of City plans including the HousingTO Action Plan, Poverty Reduction Strategy, Resilience Strategy, TransformTO, Seniors Strategy, Toronto Youth Equity Strategy, Poverty Reduction Strategy, Toronto Green Standards, and other City building goals.

OVERVIEW OF THE DEVELOPMENT DIVISION GOALS:

TCHC's approach to revitalization work is complex as it aims to move beyond bricks and mortar redevelopment. Social, economic, and physical change is driven by innovative urban infrastructure design and cross-disciplinary collaboration to foster a vibrant community.

Given the unique opportunity that revitalization presents for tenants, social housing and city building, the goals described below provide the foundation for implementing TCHC's revitalizations with a consistent approach across all sites. To ensure the goals are aligned with the culture and vision of TCHC, all goals utilize an equity and anti-oppression lens and are guided by the following value principles:

- Combatting Anti-Black and Indigenous racism and oppression;
- Strengthening partnerships to maximize the benefits of revitalization;
- and

- Social, economic and environmental sustainability.

The Development division's goals and objectives are listed below and included in Attachment 1.

1. Create Vibrant and Inclusive Communities – Create communities that are open, accessible, and inclusive.

- 1.1. **Social Sustainability** – Use an equity lens to create inclusive spaces to work, create positive connections, meet, play, celebrate, and support each other.
- 1.2. **Mixed Income/Range of Affordability** – Include a broad spectrum of housing options with varying levels of affordability while protecting for tenants' right to return.
- 1.3. **Quality Urban Design** - Improve the design of revitalization communities and create connections with surrounding neighbourhoods to enhance safety and improve physical access.

2. Achieve Design and Construction Excellence – Deliver high performance buildings that are inspirational, resilient, durable, and increase tenant comfort.

- 2.1 **Quality Building Design** – Architecture and urban design that meets the needs of tenants and TCHC operational needs while contributing to the broader urban environment.
- 2.2 **Environmental Sustainability** – Demonstrate leadership through the delivery of energy efficient, sustainable and low carbon buildings.
- 2.3 **Prioritize Tenant Experience** – Make revitalization safe, comfortable, and timely for tenants.

3. Secure Opportunities for Tenants – Leverage the Revitalization process to secure equitable opportunities for tenants which improve their economic stability.

- 3.1 **Tenant Economic Development and Wealth Creation** – Support tenant economic sustainability through access to training, education, employment, and business opportunities for tenants.

- 3.2 **Finding and Strengthening Partnerships** – Work collaboratively to reduce service gaps, mitigate poverty, and to improve healthcare, food security and communication.
- 3.3 **Tenant Capacity Building and Empowerment** – Engage tenants to become leaders of social change for revitalized communities.

NEXT STEPS:

Revitalization is a long-term process for change and setting aspirational goals is the first step in the process. The Development division will further refine objectives associated with each goal, create performance measures, and outcome based targets. This will help establish clear deliverables for each goal.

IMPLICATIONS AND RISKS:

The revitalization goals are part of an overall framework to help enhance accountability, collaboration, and transparency. Stemming from Auditor General recommendations and Council direction, TCHC is required to report back to the City on several items including the goals and objectives of its revitalization program. The refreshed goals of TCHC's revitalization program will help enhance collaboration with the City to create measureable short, medium, and long-term outcomes. This will enable the City and TCHC to assess financial and social impacts and take necessary action to find solutions to improve the quality of life of Torontonians.

SIGNATURES:

“Kevin Marshman”

Kevin Marshman
Chief Executive Officer

ATTACHMENT:

1. Development Division Goals Diagram

Attachment 1: GOALS AND THEMES STRUCTURE

VALUES	Combatting Oppression and Anti-Black & Indigenous Racism		
	Strengthening Partnerships to Maximize the Benefits of Revitalization		
	Social, Economic, & Environmental Sustainability		
GOALS	Create Vibrant and Inclusive Communities	Achieve Design and Construction Excellence	Secure Opportunities for Tenants
	Create communities that are open, accessible, and inclusive	Deliver high performance buildings that are inspirational, resilient/durable and increase tenant comfort	Leverage the Revitalization process to secure equitable opportunities for tenants which improve their economic stability
OBJECTIVES	Social Sustainability - Use an equity lens to create inclusive spaces to work, create positive connections, meet, play, celebrate, and support each other.	Quality Building Design – Architecture and urban design that meets needs of tenants and TCHC operational needs while contributing to the broader urban environment.	Tenant Economic Development and Wealth Creation – Support tenant economic sustainability through access to training, education, employment, and business opportunities.
	Mixed Income/ Range of Affordability - Include a broad spectrum of housing options with varying levels of affordability while protecting for tenants’ right to return.	Environmental Sustainability – Demonstrate leadership through the delivery of energy efficient, sustainable and low carbon buildings.	Finding and Strengthening Partnerships - Work collaboratively to reduce service gaps, mitigate poverty, and to improve healthcare, food security and communication.
	Quality Urban Design - Improve the design of revitalization communities and create connections with surrounding neighbourhoods to enhance safety and improve physical access.	Prioritize Tenant Experience - Make revitalization safe, comfortable, and timely for tenants.	Tenant Capacity Building and Empowerment - Engage tenants to become leaders of social change for revitalized communities.



Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement

Item 7

March 24, 2021

Tenant Services Committee

Report: TSC:2021-24

To: Tenant Services Committee (“TSC”)

From: Chief Development Officer

Date: March 9, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of a tenant benefit agreement framework that will guide how TCHC will secure tenant benefits as part of the Lawrence Heights Phase 2 & 3 developer selection process, and key objectives for the Lawrence Heights Phase 2 & 3 Tenant Benefit Agreement.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

Creating benefits beyond bricks and mortar is integral to community transformation and TCHC’s revitalization program.

BACKGROUND

At the April 27, 2020 Toronto Community Housing (“TCHC”) Board of Directors (“Board”) meeting, the Chief Development Officer was asked, prior to issuing the RFP for Phases 2 & 3 at Lawrence Heights, to bring the proposed community benefits agreement forward for input from the TSC,

including details of how community benefits will be tracked particularly in terms of employment and training. This report responds to that request.

TCHC is committed to creating opportunities for tenants to advance their employment, training, and educational goals. We recognize these opportunities help tenants to achieve economic and housing stability. The average household income within TCHC is \$18,398 compared to the city average of \$65,829. To help address this income gap and related challenges stemming from living in poverty, TCHC creates opportunities through partnerships and internal programs that focus on youth summer jobs, adult jobs, youth and adult internships, scholarships, business development, youth programming, and programs that increase tenant access to food and social services. TCHC has aligned actions with several City strategies including the Toronto Youth Equity Strategy and the Poverty Reduction Strategy.

Within the revitalization context, TCHC applies a holistic approach that addresses economic and service gaps by working with the local community, partners, and the City of Toronto (the “City”) to create social development and economic plans that complement the physical redevelopment. Goals of these plans are shaped by community specific needs and typically fall within foundational pillars including Community Economic Development (“CED”), Access to Health and Social Services, and Community Safety.

TCHC leverages the private-public developer partnership to secure employment, training, educational, and other social opportunities for tenants through a tenant benefit agreement, which is built directly into the footprint of the redevelopment starting with the developer selection process.

OVERVIEW OF TENANT BENEFIT AGREEMENTS

At the core of tenant benefits, our objective is to secure tenant opportunities that will improve economic and housing stability and quality of life for tenants. To achieve this, TCHC incorporates tenant benefits into the developer selection process, where proposals are evaluated against specific criteria determined by TCHC. Benefits are prioritized to the local community and to equity seeking groups within TCHC. Examples of tenant benefits include:

- tenant training and employment including hiring underrepresented groups in the trades, apprentices, offices, and through other business networks;
- scholarships and other educational opportunities;
- tenant business creation and support through social procurement;
- community capacity-building initiatives; and
- endowment funds.

Once a valuation of tenant benefits has been agreed upon through the Request for Proposals (“RFP”) process, TCHC works with the successful proponent to itemize specific and hard targets, including the minimum number of full-time or equivalent jobs, scholarship amounts, formal training opportunities, and funding for tenant capacity building. TCHC has moved away from negotiating employment targets based on percentages and moved towards concrete targets with itemized deliverables that are monetized in value. For example, a 10% employment target has been challenging to quantify when compared to a specific target of 40 full-time equivalent jobs or a minimal valuation of \$1M in employment. Monetizing employment proposals has paved the way for TCHC to improve fairness in evaluating developer proposals, negotiation tactics, and establishes a clearer accountability framework to protect tenant benefits.

Following the completion of the RFP and the award to the successful proponent, that proponent is required to enter into a formal Tenant Benefits Agreement with TCHC, securing the community economic development commitments agreed to.

A summary of current agreements can be found in Attachment 1. Overall, there is combined commitment and realized tenant benefit value of approximately \$50M for all revitalization sites.

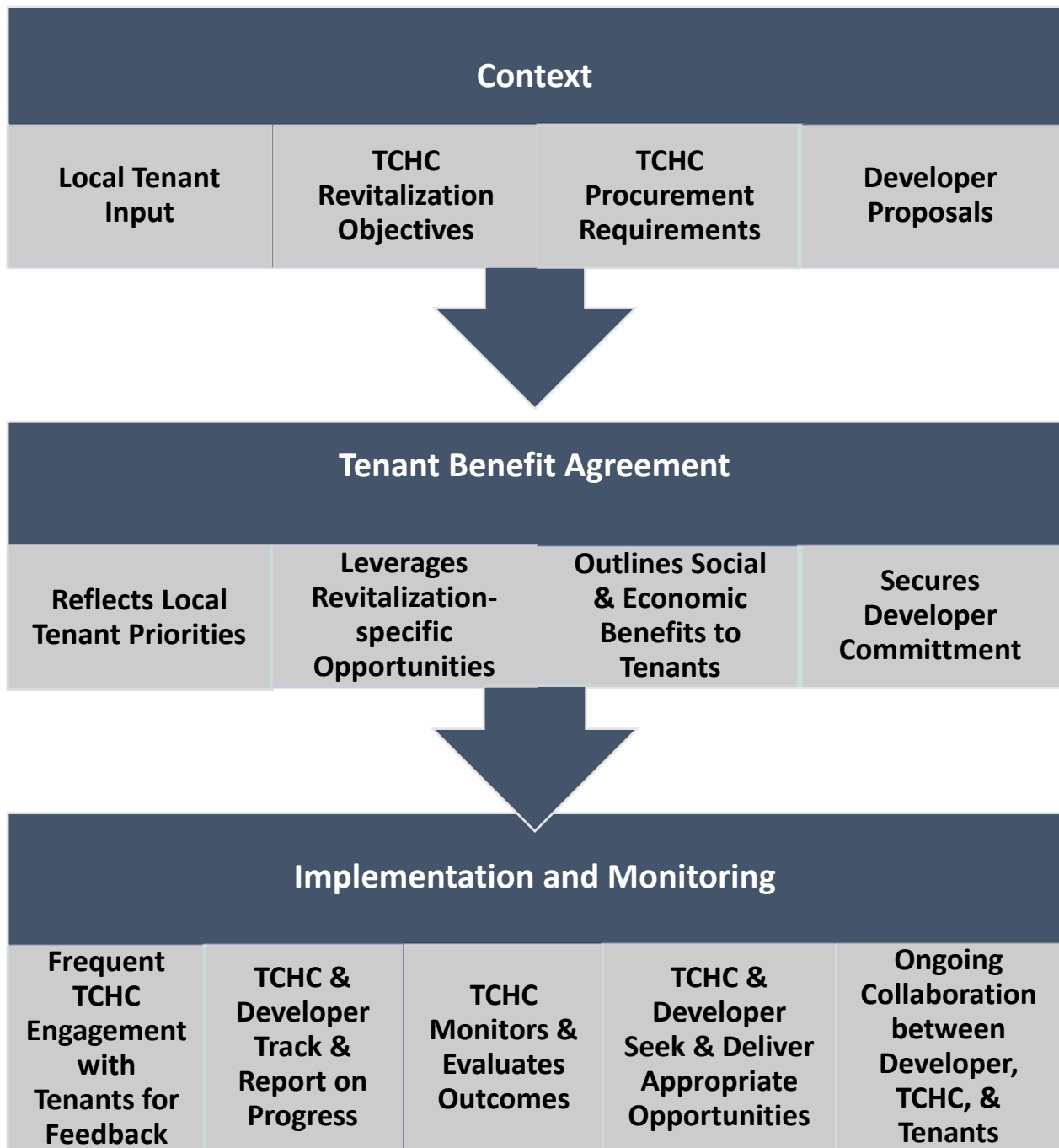
TENANT BENEFITS FRAMEWORK: LAWRENCE HEIGHTS PHASE 2 & 3 DEVELOPER RFP

Lawrence Heights is home to over 3,000 tenants who live in 1,208 rent-geared-to-income (“RGI”) units across the 100-acre site. The revitalization is allocated into four phases of construction and TCHC is preparing to launch Phases 2 & 3 with a developer selection process. A more detailed tenant and land profile can be found in Attachments 2 and 3. The

community is looking forward to a robust tenant benefit plan to complement their social development plan goals.

For the upcoming Lawrence Heights Phase 2 & 3 Developer RFP, the goal is to select a developer that is committed to a strong and comprehensive tenant benefits program that will drive social change for the next ten years. Building on the lessons learned from Phase 1, which secured \$4M in tenant benefits, and best practices across other sites, the Phase 2 & 3 Developer RFP process will include the following:

- Alignment with TCHC's Confronting Anti-Black Racism strategy.
- Development of a tenants' priorities report which will inform RFP specifications for tenant benefits and will be presented to developer proponents at the pre-bid submission stage of the RFP process.
- A tenant-facing component where developers will present their tenant benefit proposals to the community and tenants will be able to rate their presentation. Ratings will be included as part of the overall developer selection scoring.
- As part of the competitive RFP process, the developers will be evaluated based on the financial and in-kind contributions, inclusive of monetary values, set out in their submission. The negotiated agreement confirming the award will contain commitments for those financial and in-kind contributions. The agreement will also require that all direct financial contributions be flexible so that the purpose of such funds can be varied pursuant to the Tenant Benefit Agreement referred to below. The Tenant Benefit Agreement will also provide that the tenants can assess the value of the proposed in-kind benefits to the community and require they be changed if deemed necessary or appropriate.
- After the RFP process is complete, TCHC will work with tenants and the selected developer partner to finalize the tenant benefit agreement. All details for the agreed to financial and in-kind contributions will be fine-tuned, including the number of jobs, training opportunities, scholarships, tenant business initiatives, local procurement, apprenticeships, etc.
- A monitoring and evaluation framework will be created based on the tenant benefit agreement. Reporting between the developer and TCHC will take place on a quarterly basis. An annual progress report will be made available to the community to ensure accountability and transparency.



LESSONS LEARNED

The TCHC approach to CED has evolved based on lessons learned. TCHC’s original approach of simply asking developers what tenant benefits they would like to offer was not enough to achieve goals and hold a high standard of accountability. Specifications and examples of what tenant benefits should look like and how their proposed employment targets will

be evaluated are now a requirement within the RFP process. See Attachment 4 for an example from the Regent Park Phase 4 & 5 RFP.

Through lessons learned from negotiating and implementing initial tenant benefit agreements, subsequent agreements have been improved in the following ways:

RFP Process:

- A local tenant priorities report is compiled to inform the RFP and final negotiated tenant benefit agreement. The report draws data from various sources including consultations, employment surveys, aggregate tenant demographics, the local Social Development Plan, and previous reports on community assets and needs. The report will indicate the specific needs of the community to educate developer proponents at the pre-bid stage of the RFP.
- Requirement that developers hire trades apprentices from pre-apprentice programs that engage low-income and under-represented minority groups.
- Proposed developer tenant benefit terms are monetized and developers are evaluated on same through the competitive RFP process.
- Financial and in-kind contributions are required to be made flexible, which allows for the final agreement to be amended based on tenant priorities.

Finalization of Tenant Benefit Agreement:

- Once a developer is selected, their proposed tenant benefit package is further itemized to meet very specific needs of TCHC tenants. This enables TCHC to work with the community and selected developer to specify how the monetary contributions, employment targets, defined jobs, training, and other contributions will be aligned with tenant aspirations.
- Creation of an accountability and implementation plan that defines roles of TCHC and the developer partner in facilitating tenant access to training and employment opportunities. The developer partner is required to demonstrate how they will work with the trade unions, training partners, and other partners to address barriers to employment and ensure high job retention.

- As legal agreements are between TCHC and the developer partner, third-party partnerships are carefully assessed to mitigate against accountability gaps if non-TCHC entities are involved in the implementation of the plan.

Monitoring and Evaluation:

- Accountability measures are required to ensure developer commitments are met. This includes regular monitoring and tracking of developer progress, tenant experience, and achievement of targets. Progress towards a tenant benefit is approved by TCHC before being counted towards a target.
- Clearly defined metrics are used to qualify hard targets and in-kind supports. Developers report on employment data including job type, employer, employment duration, and wage. In-kind supports and endowment funds are categorized to align with specific tenant priorities and contributions are regularly reconciled to ensure targets are met.
- In the event tenants within the immediate revitalization community are unable to fill employment or training opportunities, opportunities are opened to tenants from other TCHC communities including revitalization sites with priority given to equity seeking groups.

ACCOUNTABILITY FRAMEWORK FOR AGREEMENTS

Tenant benefit agreements are closely monitored by TCHC to ensure tenants receive the full committed benefits and developers are held accountable. To achieve this, TCHC works with the developer to itemize and monetize every component of the Tenant Benefit Agreement. At regular intervals throughout the year, progress is reconciled against the developer's agreed upon terms. If at the end of the agreement term, obligations have not been fulfilled, developers are required to provide equivalent monetary contributions. For example, if employment was valued at a minimum of \$1M and the developer was able to achieve \$800,000 at the end of the term, the developer would be required to pay TCHC \$200,000 in lieu of not achieving the employment target. This monetary contribution, in lieu of not meeting a target, will fund CED initiatives which create tenant pathways to formal employment such as job training, scholarships, internships, business and social enterprise development, etc., and respond to the identified CED priorities in the community. This

safeguards tenant benefits and enables flexibility to the developer partner in circumstances where targets are not achieved.

IMPLICATIONS AND RISKS

Tenant benefits agreements are an integral component to supporting TCHC's overall objective/goal/approach to improve tenants' economic and housing stability.

It is essential that TCHC continues to engage in tenant benefit agreements in revitalization sites, otherwise it will diminish TCHC's ability to work with partners, the City, and tenants to create employment, training, and educational opportunities for tenants.

Not having tenant benefit agreements would mean limited opportunities to drive economic and social change in the community. While TCHC would achieve the corporate goal of creating quality homes, there would be limited mechanisms to drive economic and housing stability.

Keeping Tenant Benefit Agreements under the control of TCHC ensures:

- TCHC's interests and the needs of tenants are protected and accountable within the legal agreement between TCHC and the developer.
- A long-term accountability framework can be executed inclusive of on-going monitoring and tracking.
- Tenant relationships built through the planning, design, relocation, tenant consultation, and on-going community development processes are aligned with creating and implementing a tenant benefits agreement.
- Urban design and amenity features are aligned to facilitate long-term social transformation and CED opportunities.

SIGNATURE:

"Vincent Tong"

Vincent Tong
Chief Development Officer

ATTACHMENTS:

1. Summary of Current Tenant Benefit Agreements
2. Lawrence Heights and Neptune Tenant Demographics
3. Lawrence Heights Site Map
4. RFP for Developer Partner Regent Park Revitalization Phases 4 & 5
– Section 5: Proposal Evaluation

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SUMMARY OF CURRENT TENANT BENEFIT AGREEMENTS

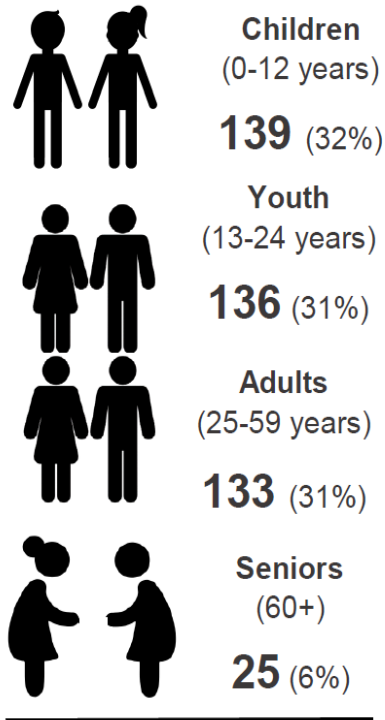
Site	Tenant Benefit Committed by Developer	Number of Jobs Achieved	Months of Full-Time Jobs	Tenant Benefit Achieved (approx. value)
Allenbury Gardens (FRAM)	10% of jobs on site for tenants and \$0.07M endowment	35 tenants employed (11 FT & 24 PT)	397	\$1.02M
Leslie Nymark (Tridel)	22 full-time jobs or Equivalent and \$0.1M endowment	9 tenants employed in full-time jobs	178	\$0.61M
Lawrence Heights Phase 1 (Context/ Metropia)	\$3.5M in jobs & training and \$0.5M in scholarships	74 tenants employed (37 FT & 37 PT)	650	\$2.28M and \$0.5M in scholarships as of Sept 2020
Alexandra Park Phase 1 (Tridel)	40 full-time jobs or equivalent and \$0.08M endowment	116 tenants employed (90 FT & 26 PT)	1,747	\$3.63M and \$0.15M in training & scholarships and \$0.2M contracts to the community
Regent Park (Daniels/ Co-tenancy) Phase 1-3	10% of jobs offered to tenants and monetary commitment for community investment projects	Tenant employment for Phase 1-3 is led and reported by City of Toronto's TESS. 584 jobs secured by local residents from 2009. Plus approx. \$8.3M invested for tenant benefits (\$0.86M by TCHC, \$2.6M directly by Daniels, and \$5M indirectly) for Phase 1-3		

Site	Tenant Benefit Committed by Developer	Number of Jobs Achieved	Months of Full-Time Jobs	Tenant Benefit Achieved (approx. value)
250 Davenport (Diamond Corp/ Metropia)	Implementation plan to be finalized in Q2 2021. Min. \$1M in employment and \$0.5M in scholarships			
Alexandra Park-Phase 2 (Tridel)	Tenant benefit agreement in progress to be finalized. Min. 100 full-time jobs and min. \$2.3M monetary commitment towards CED.			
Don Summerville (Context/RioCan Living)	Tenant benefits valued up to \$1.85M , agreement to be finalized in 2021.			
Regent Park Phase 4-5 (Tridel)	Tenant benefit agreement to be finalized through tenant consultation in 2021. \$26.75M valuation committed towards CED and community development investments.			

Total value of committed and achieved tenant benefit has a minimum value of \$50M (sum of bolded figures). The valuation of benefit is anticipated to increase as tenants secure employment opportunities and developer hard job targets are achieved.

LAWRENCE HEIGHTS AND NEPTUNE TENANT PROFILE

Community profile: NEPTUNE DRIVE 135,145,155 NEPTUNE DRIVE (Dev. 216)



Total population:
433

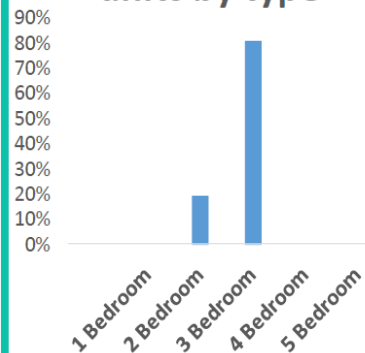
Total number of households

130

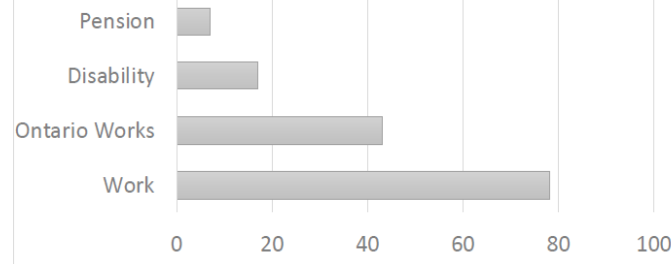
Languages most commonly spoken

- Spanish
- Vietnamese
- Somali
- Tagalog

Number of units by type



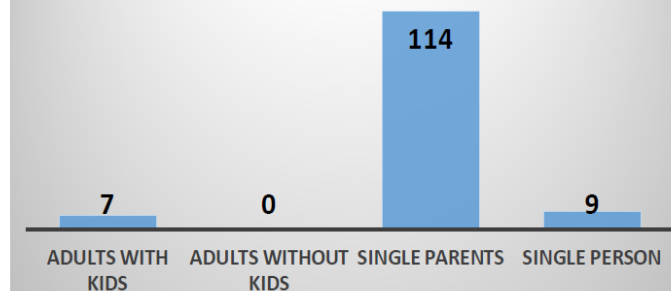
Income Sources



On-site services and supports

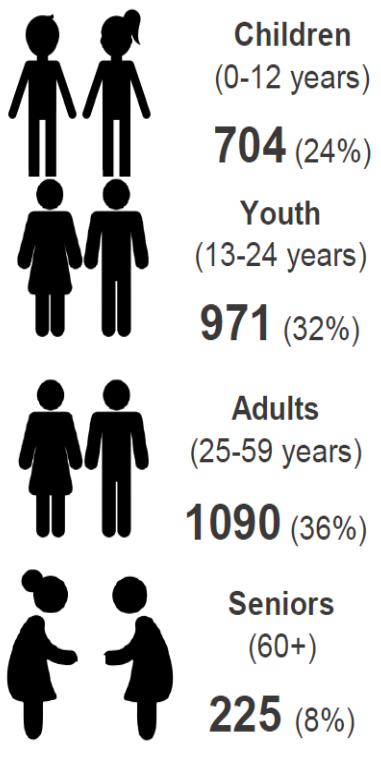
- Arts Starts

Number of households by type



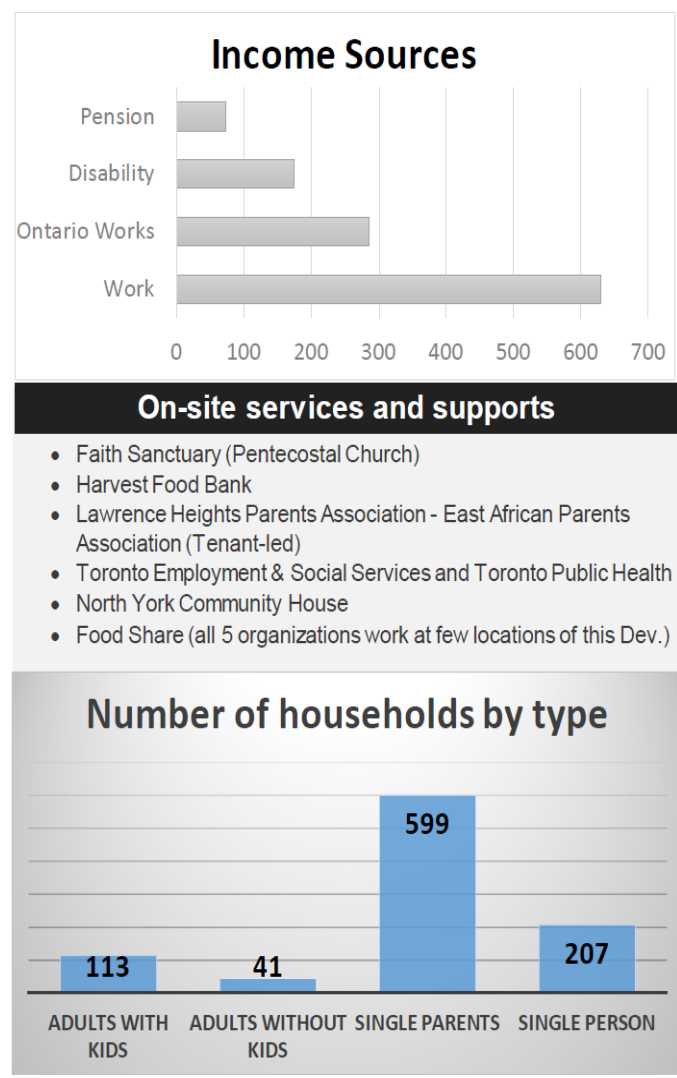
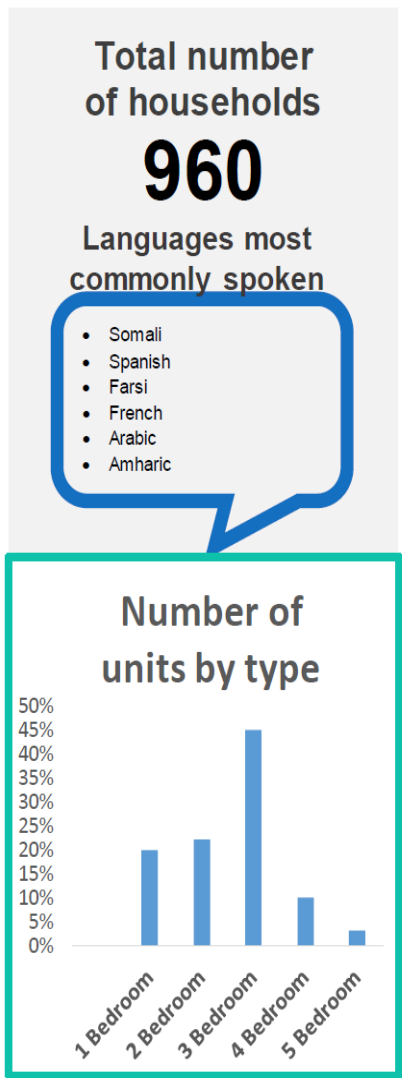
Posted: April, 2018

Community profile: LAWRENCE HEIGHTS E.&W. {1-11,15-87 AMARANTH CRT;1-133 BAGOT CRT;50-58 BLOSSOMFIELD DR; 1-87 BREDONHILL CRT; 1-78 CATHER CRES; 1-11,15-97 DORNEY CRT; 2-96 EDENGARTH CRT; 1-125 FLEMINGTON RD; 1,3,5, LEILA LANE; 1-3 OLD MEADOW LANE; 2-84 PENGARTH CRT; 1,2,6 REPLIN RD; 1-119(ODD0, 20-22 VARNA DRIVE (Dev. 200))



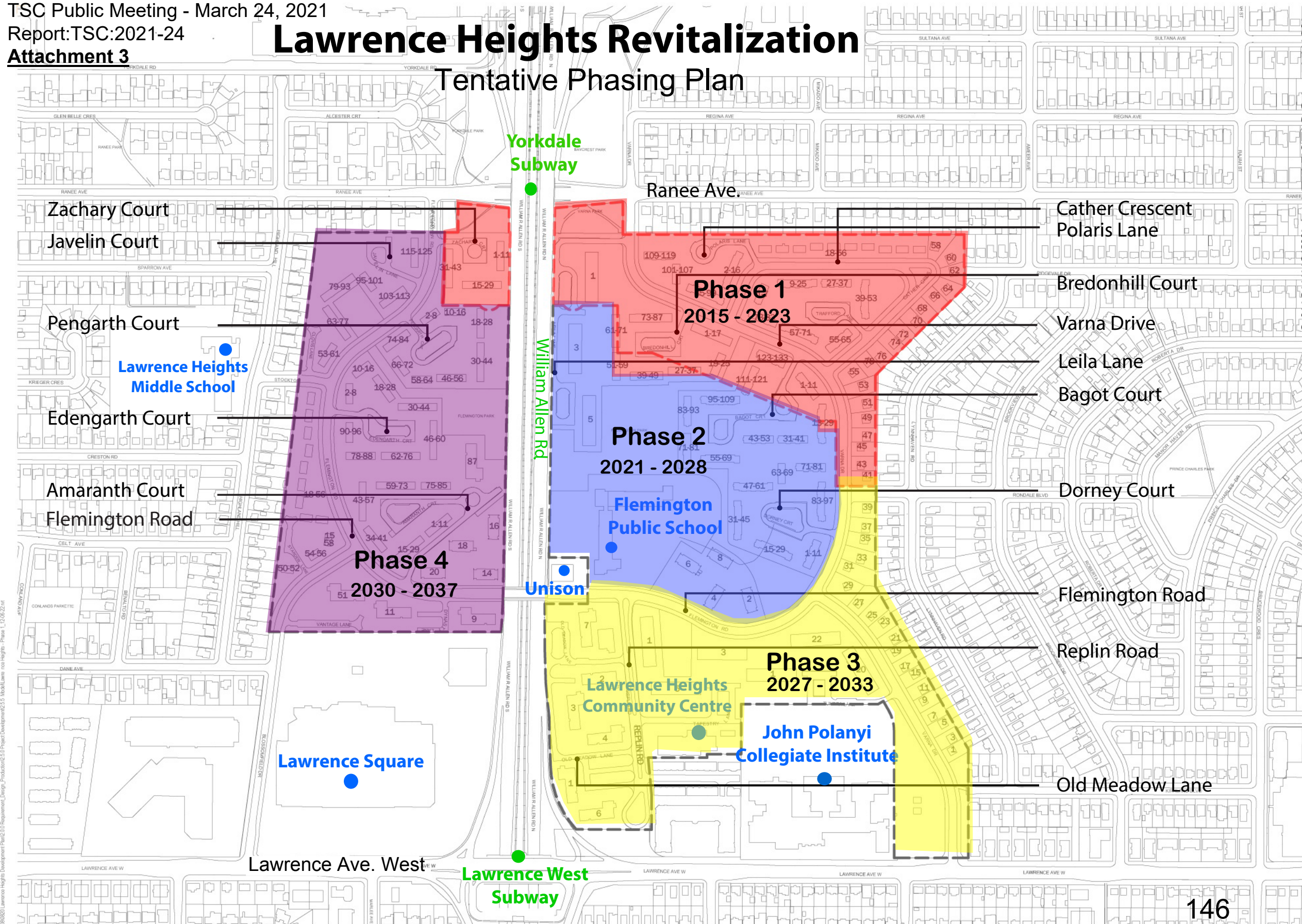
Total population:
2990

Posted: April, 2018



Lawrence Heights Revitalization

Tentative Phasing Plan



120206020 Lawrence Heights Development Plan 210 Requirement Design Product 0510 Project Development 0215 Model Lane noe heights - Phase 1 1206-2216

PART 5 – PROPOSAL EVALUATION

5.1 Proposal Format

Proponents must include the following items in their response to this RFP and proposals must comply with the format outlined below, using the same headings in the same sequence.

Failure to provide required information and complete submissions may result in disqualification, at the discretion of TCHC. Proposal requirements are itemized here and discussed in detail below. TCHC requires that proposal submissions be clearly separated according to the below numbered tabs:

Proposal Tab 1	Covering Page / Index
Proposal Tab 2	Covering Letter
Proposal Tab 3	Mandatory Submission Requirements
Proposal Tab 4	Rated Criteria: A) Proponent Team B) Business Concept C) Analysis of Risk and Risk Mitigation Strategy D) Marketing and Sales Strategy E) Community Economic Development
Proposal Tab 5	Submission Form C
Proposal Tab 6	Development Pro Forma
Proposal Tab 7	Relevant Staff Resumes

5.2 Mandatory Submission Requirements (Tab 3)

5.2.1 Submission Form A – Proponent Acknowledgments

Each proposal must include a Submission Form (Submission Form A) completed and signed by an authorized representative of the proponent.

5.2.2 Submission Form B – Bank Reference Letter

Each proposal must include a reference letter from a Schedule 1 bank, credit union or trust company that confirms the proponent is in good standing, substantially in the form of Submission Form B.

5.3 Initial Evaluation Criteria and Scoring (Tab 4)

The following sections set out the categories, weightings and descriptions of the evaluation criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Specifically, in order to be considered for the community presentation, proponents must achieve a score of:

- Not less than 50% for each Rated Criteria; and,

- At least 70% on the Rated Criteria subtotal

The following criteria, points, and descriptions will be used as follows:

Rated Criteria Category (Items A to E)	Total Points	Minimum Threshold
A) Proponent Team	2 points	1 points / 2 points
B) Business Concept	40 points	20 points / 40 points
C) Analysis of Risk and Risk Mitigation Strategy	25 points	12.5 points / 25 points
D) Marketing and Sales Strategy	3 points	1.5 points / 3 points
E) Community Economic Development	10 points	5.0 points / 10 points
Rated Criteria Subtotal	80 points	56.0 points / 80 points
Community Presentation	20 points	
Total Points for Initial Evaluation Criteria	100 points	70.0 points / 100 points

A) Proponent Team (Staffing Approach) (2 points)

TCHC expects that there will be no material changes from the Stage 1 RFVQ. However, in order to support the community economic development and engagement component of Phases 4 and 5, TCHC requires that a team member be assigned to oversee this role.

Proponents are to confirm the staffing approach articulated in the Stage 1 RFVQ and provide the following:

- A detailed organizational chart showing the proposed structure of the proponent’s staffing approach. The name, title, and role of all key proposed staff working on this project are to be included in the organizational chart to reflect the full project needs. For any changes in staffing from Stage 1, please provide a brief team member bio and the number of years of experience (minimum 5 years). **(2 points)**

Please be advised that no changes in the proponent’s team identified in the submission shall be permitted after the submission deadline without the written consent of TCHC.

Proponents are to provide written notice to TCHC at the earliest opportunity of any proposed changes in the proponent’s team. TCHC may, in their discretion reject the proposed changes in the proponent’s team if TCHC, in their discretion, consider that the change may have a material adverse impact on the proposal submission. If TCHC determines that the proposed change in the proponent’s team is not acceptable, TCHC may, in their discretion, permit the proponent to propose a substitution for the applicable change in the proponent’s team.

B) Business Concept (40 points total)

Proponents are required to submit a minimum of two business concepts of which one must be a pure land sale option.

Proponents are asked to describe their proposed business concepts as reflected in each Submission Form C and supported by each pro forma. This information will be used to inform the evaluation of Submission Form C. In preparing their business concepts, Proponents are directed to refer to Appendix A - Assumptions Phases 4 & 5.

Please consider the following in your submission for this section:

- TCHC will consider any and all proposed forms of business concepts. However, TCHC will only consider a land sale option for retail in any of the business concepts proposed.
- For the development of market housing and retail, TCHC will not contribute equity beyond land value, to the proposed business deal.
- Proponents may choose the sequencing of block development.
- As applicable to the business concept proposed, TCHC's expectation is to generate revenues from the sale of land in order to address the cost of replacing all social housing units and the deliverables discussed in Part 2.
- Additional considerations include the timing associated with receiving deposits, land payments, and net returns.

The business concept will be evaluated (40 points) based on the total proceeds to TCHC as follows:

For the pure land sale option, TCHC will evaluate the following, when calculating the total proceeds to TCHC:

- Blended land price for residential;
- Blended land price for retail;
- Development and construction management fees for the rental housing paid to the successful proponent. Proponents must state the development and construction management fee on a per unit basis;
- Any proposed cost shared items; and,
- Individual cash flow payments will be discounted back to present dollars by the prime rate plus 2%.

For any other deal structure, TCHC will evaluate the following, if proposed, when calculating the total proceeds to TCHC:

- Blended land price for residential;
- Blended land price for retail;
- Residential profit to TCHC based on profit split proposed;
- Any proposed cost shared items;
- Development management fees paid to TCHC; Proponents must state the development management fee on a per unit basis;
- Development and construction management fees for the rental housing paid to the successful proponent. Proponents must state the development and construction management fee on a per unit basis;
- Any other compensation proposed to TCHC; and,
- Individual cash flow payments will be discounted back to present dollars by the prime rate plus 2%.

The total proceeds will be scored based on a relative formula. Each proponent will receive a percentage of the forty (40) total possible points allocated for the net proceeds by dividing that proponent's proposed net proceeds by the highest proposed net proceeds. For example, if a proponent proposes a return of \$100 million to TCHC and that is the highest proposed net proceeds, that proponent receives 100% of the possible points ($40/40 = 100\%$). A proponent who proposes net proceeds of \$90 million receives 90% of the possible points for that category ($36/40 = 90\%$), and a proponent who bids \$50 million receives 50% of the possible points for that category ($20/40 = 50\%$).

Pro Forma (Tab 6)

To assist in TCHC's analysis of the business concept, proponents are also asked to submit detailed pro forma for each business concept and a digital live and manipulatable Excel pro forma model for each of the market blocks. To clarify, live Excel pro forma models must include formulas and be unlocked. Pro forma models must also tie directly to the Business Term Summary Sheets. Please include a cash flow schedule by month detailing the timing of payments to TCHC with your development schedule milestones.

For each pro forma provided, please outline your fundamental assumptions on a separate tab labelled, Assumptions. Please refer to Appendix A for some pro forma assumptions. In your live pro forma, please state the Gross Construction Area (GCA), and Net Saleable Area (NSA) assumptions, based on the Gross Floor Area (GFA) assumptions provided in Appendix A. Please also include your assumptions on escalation rates, construction cost per square foot, residential sales price per square foot, residential sales absorption schedule, retail lease rates, retail capitalization rate, and any discount rate applied.

C) Analysis of Risk and Risk Mitigation Strategy (25 points total)

TCHC must ensure that the corporation's exposure to project risk is effectively managed. While risk mitigation is a consideration for TCHC, proponents are encouraged to provide TCHC with innovative ideas and strategies, which not only minimize risk and maximize revenues to TCHC, but help achieve TCHC's goals of building a cohesive mixed-income, mixed-use community.

Financial Risk (10 Points)

In order to evaluate reasonableness of proponent's assumptions, the assumptions will be compared to benchmark ranges in common market databases and cost reports. Proponents are asked to provide background information to justify their assumptions including residential sales comparables and retail lease comparables, and any assumptions on escalation rates applied. Proponents will receive full points if they are able to fully justify their assumptions. Assumptions in this section must correspond to assumptions in your pro forma.

- assumptions about potential residential revenues and absorption rates, retail lease rates, and escalation rates **(5 points)**
- costs of construction, and escalation rates **(5 points)**

Market/Construction Risk (15 Points)

Proponents are asked to identify potential market and construction risks and outline how their proposals will limit TCHC's exposure and also offer creative solutions to achieving the Deliverables.

- Describe the market risks you foresee and how your proposal mitigates against market risk **(5 points)**.
- Describe the construction risks you foresee and how your proposal mitigates against construction risk **(7.5 points)**.
- Describe how your proposal minimizes tenant disruption and the time period tenants are relocated off-site **(2.5 points)**.

D) Marketing and Sales Strategy (3 Points total)

The marketing and sales strategy will be evaluated based upon the experience of the proponent in marketing similar developments and the creativity of their approaches and strategies for Phases 4 & 5.

Please consider the following elements including:

- Promotional strategy, advertising, and sales delivery approach for the market buildings;
- Sales positioning for target market; and,
- Relevant market experience in the context of this sub-market or comparable market.

E) Community Economic Development and Approach to Community Engagement (10 points total)

Toronto Community Housing has a strong interest in generating employment and training opportunities for tenants from its development activities. The proponent is to propose a Community Economic Development plan for hiring and training Toronto Community Housing tenants as part of the development of Phases 4 & 5.

TCHC strives to make a difference in the lives of tenants by advocating for and enabling connections to labour market, business development and skill-building opportunities. As such, it is expected that the following will be considered by proponents: educational scholarships, mentorships, apprenticeships and training opportunities that link tenants' skill development with the needs in the local labour market. The successful proponent is expected to leverage its relationships within its group of companies, consultants, trades, and others, to access available jobs in a range of fields including but not limited to construction, administration, professional, and creative positions.

With the commitment to community economic development proposed in this section, TCHC and the proponent are accountable to tenants for the commitments that are set. In this regard, the proponent will work with TCHC and Regent Park tenants, RPNA, the TCHC Council, and other stakeholders, to monitor and account for the proponent's commitment. The successful proponent will be required to formalize an arrangement with the community and TCHC to monitor community benefits deliverables and outline roles and responsibilities of the successful proponent, TCHC and the community. It is anticipated this arrangement will be formalized within one (1) year after the execution of the Phases 4 & 5 project agreement, and will form part of a plan for community benefits. The plan will be publicly available.

The proponent is to:

- Propose a local employment commitment (dollar value of direct investment). The local employment commitment will be scored based on a relative formula. Each proponent will receive a percentage of the two and a half (2.5) total possible points by dividing that proponent's total commitment amount by the highest commitment amount. For example, if a proponent proposes a total commitment of \$1,000,000 and that is the highest commitment amount, that proponent receives 100% of the possible points (2.5 points= 100%). A proponent who proposes a total commitment amount of \$1,000,000 receives 80% of the possible points for that category (2 points= 80%), and a proponent who proposes a total cost of \$200,000 will receive 20% of the possible points for that category (0.5 points= 20%). Please note these figures are meant to be examples and not suggested amounts. **(2.5 points)**.
- Outline a training and scholarship commitment (dollar value of direct investment and minimum number of training and/or scholarship opportunities). The points will be calculated in the same manner as above. **(2.5 points)**;

In addition to local employment and training, a large part of a revitalization project is community engagement that occurs throughout the entire process. Community engagement facilitates participation in the revitalization process and the connection to programs and services that enhance capacity building and quality of life. As outlined in the Stage 1 RFVQ, the successful proponent will be expected to play a significant role in the continuation of the community engagement process and TCHC would require that an individual be assigned to oversee this role.

The Regent Park community also benefits from the Social Development Plan and the refreshed Social Development Plan. A copy of the Social Development Plan and refreshed Social Development Plan can be found in the Additional Information package described in Section 3.1.2.

The proponent is to provide the following:

- Proponents are to describe how they would engage community members throughout the revitalization process and how they would manage community consultation. Please describe ideas for community engagement topics, techniques, and resources for tenants and other stakeholders, identifying relevant community conversations that could take place during the redevelopment of Phases 4 and 5. This description should include how the proponent would support conversations about elements such as, physical design, retail uses, and the sustainability of the Social Development Plan (commitment to advancing safety, spaces/interaction, and communication). Points will be awarded based on the breath and innovativeness of the proponent's responses for their suggested strategy. **(2.5 points)**
- Proponents are also to propose either a dollar value of direct investment or in kind contribution, such as sponsorship of a community benefits initiative (or a combination), to support the Social Development Plan. Please state the dollar value of the direct investment or in kind contribution. The points will be calculated in the same manner as the local employment commitment above. **(2.5 points)**;

TCHC expects that any direct investment commitments made through either CED contributions, or commitments to the Social Development Plan will allow for flexibility and allocation based upon the need of TCHC and RPNA, TCHC Tenant Council, and other stakeholders.

F) Community Presentation (20 points)

Proponents should refer to Part 6 for further details on the evaluation of the Community Presentation.

5.4 Final Evaluation Criteria

For the BAFO, proponents are required to re-submit the Section 5.3 rated criteria indicating any changes from their original submission, and their related Submission Form C and live pro forma.

The following categories, weightings and descriptions will be used in the final evaluation of rated criteria during Stage III of the evaluation process (Concurrent Negotiations and BAFO), described in Part 4 of this RFP. These criteria will apply only to BAFO proposals submitted by top-ranked proponents invited to participate in Stage III. Each category will be scored in the same manner as prescribed in Section 5.3.

Final Rated Criteria Category	Weighting (Points)	Minimum Threshold
A) Proponent Team	2 points	1 points / 2 points
B) Business Concept	40 points	20 points / 40 points
C) Analysis of Risk and Risk Mitigation Strategy	25 points	12.5 points / 25 points
D) Marketing and Sales Strategy	3 points	1.5 points / 3 points
E) Community Economic Development	10 points	5.0 points / 10 points
Final Rated Criteria Total Points	80 points	56.0 points / 80 points

In order to be invited to Stage IV to negotiate a Memorandum of Understanding, the top-ranked proponent must achieve a score of:

- Not less than a 50% score for each Final Rated Criteria Category ; and,
- At least 70% on the Final Rated Criteria Total Points

[End of Part 5]



OCHE – 2020 Annual Report

Item 8A

March 24, 2021

Tenant Services Committee

Report: TSC:2021-25

To: Tenant Services Committee (“TSC”)

From: Commissioner of Housing Equity

Date: March 2, 2020

PURPOSE:

The purpose of this report is to provide the Tenant Services Committee (“TSC”) with the Office of the Commissioner of Housing Equity’s (“OCHE”) 2020 Annual Report.

RECOMMENDATIONS:

It is recommended that the TSC receive the OCHE 2020 Annual Report for information, and forward it to the Board of Directors (the “Board”) for information.

REASONS FOR RECOMMENDATIONS:

The OCHE 2020 Annual Report incorporates the information provided in the Quarterly Updates that were submitted to the TSC and the Board of Directors throughout the year, and acts as both a fourth quarter update and as a summary of the work done by the OCHE in 2020.

The 2020 Annual Report is included as **Attachment 1** to this report.

IMPLICATIONS AND RISKS:

The OCHE's 2020 Annual Report is a key aspect of the Board's oversight of the OCHE, and of the OCHE's accountability to the Board. The OCHE's mandate is eviction prevention for senior and vulnerable tenants living in Toronto Community Housing Corporation ("TCHC") who have rental arrears.

The OCHE provides the Board of Directors with oversight of TCHC's Arrears Collection Process ("ACP") in the area of Evictions for Arrears of senior and vulnerable tenants. Through regular reporting the OCHE ensures that the Board is aware of the OCHE's activities taken on its behalf and that they continue to align with the goals of the Board of Directors and TCHC. Keeping the Board aware of issues related to arrears and eviction prevention reduces risk to the TCHC Board.

SIGNATURE:

"Cynthia L. Summers"

Cynthia L. Summers
Commissioner of Housing Equity

ATTACHMENT:

1. OCHE 2020 Annual Report

STAFF CONTACT:

Cynthia L. Summers, Commissioner of Housing Equity
416-632-7998
Cynthia.Summers@oche.ca

2020

ANNUAL REPORT



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1. Message from the Commissioner

It is my pleasure to present the 2020 Annual Report for the Office of the Commissioner of Housing Equity (OCHE).

The year 2020 has been a year like no other, with the onset of COVID-19. In March 2020, the OCHE team began working remotely and serving tenants from a distance. Initially, tenants were engaged by telephone and letter, however, by July 2020, the Early Resolution Officers had returned to working in the field and visiting tenants in their communities. TCHC Superintendents provided ongoing support to the OCHE, by delivering letters and messages to tenants on behalf of the OCHE. This new work dynamic fostered a very collaborative relationship, which ultimately benefited TCHC tenants.

Starting in March 2020, the Government of Ontario made an Emergency order to suspend applications to terminate residential tenancies until at least September 2020. In compliance with this order, TCHC did not serve notices to terminate tenancies, and referrals to the OCHE from TCHC significantly decreased. To address the lack of referrals and support TCHC and tenants, TCHC and the OCHE developed new flexible processes for supporting tenants who faced eviction for rental arrears.

The jointly developed processes were implemented and monitored by the OCHE as two separate pilots. The first pilot was based on the principles of referring tenants to the OCHE quickly and easily, employing flexible referral criteria. This pilot resulted in 104 referrals to the OCHE and eviction avoidance of 80% of households referred to the OCHE.

The second pilot was developed as a result of discussions with TCHC senior management and the focus was to support TCHC by addressing arrears, which had accumulated for at least one year. This pilot resulted in 79 referrals to the OCHE and an eviction avoidance of 76% of households referred to the OCHE.

The positive outcomes the OCHE and TCHC experienced in 2020, have caused me to reflect on why tenant engagement remained strong throughout COVID-19 and how arrears were able to be addressed and ultimately, evictions avoided.

I do not wish to diminish the many challenges and significant losses caused to many by COVID-19. However, within the context of OCHE and TCHC, I believe that there have been some very positive outcomes as the result of learnings from the pandemic.

Firstly, COVID-19 necessitated a heightened level of communication in order to keep staff connected to each other and focused on working as a team to meet goals. This need to stay connected, resulted in the OCHE team meeting online or by phone more often than previously necessary, which resulted in our team making a concerted effort to check-in on each other and to encourage strong team morale. It also necessitated heightened communication with the senior management team at TCHC and I am pleased to note that regular communication between myself and TCHC increased this year, in spite of the pandemic.

Secondly, this year necessitated flexibility and creativity, in order to develop new and efficient processes to deliver services to vulnerable and senior tenants during unprecedented times. I note that both OCHE and TCHC staff embraced and rose to this challenge. As a result, the OCHE successfully worked with 338 households facing eviction to ensure that families remained housed and arrears were addressed. This work would not have been possible without the support of TCHC senior management and front-line staff, who demonstrated a real commitment to working with OCHE as a team.

This creative, flexible and collaborative approach lays the foundation for further opportunities to work together and will affect more positive outcomes in the coming year. For example, the OCHE will be working closely with TCHC to develop new criteria to identify vulnerable tenants and to assess the effectiveness of the new Arrears Collection Process (ACP), among other initiatives.

Finally, I would be remiss if I did not acknowledge the work and success of the OCHE team members in 2020. I am blessed to work with a dedicated, skilled and caring group of individuals, who despite the challenges of COVID-19, kept their focus on serving vulnerable and senior tenants at TCHC.

Cynthia L. Summers

Commissioner of Housing Equity

2. What Tenants Said About Us



3. The OCHE Process

3.1 OCHE Principles

The OCHE operates on the principles of integrity, impartiality and independence. These three words reflect the core values of the OCHE and guide what we do.

3.2 OCHE Mandate

The OCHE's mandate is eviction prevention for senior and vulnerable¹ tenants living in Toronto Community Housing Corporation (TCHC) who have rental arrears. The OCHE acts as an additional safety net for senior and vulnerable tenants who are facing eviction due to rental arrears.

3.3 How the OCHE Helps



After TCHC has followed all of the steps of its Arrears Collection Process and are at a point which they can lawfully make an application for eviction to the Landlord and Tenant Board (LTB), TCHC refers the tenant to the OCHE. The goal is to give the tenant one more opportunity to address the rental arrears and any contributing factors leading to the arrears.

The OCHE reviews the work done by TCHC prior to the referral and provides case management to the tenant to help them get back on track. Working with the OCHE is a voluntary process and tenants can choose other methods of resolving their arrears. Whether or not tenants agree to work with the OCHE, the OCHE will connect them to internal and external supports when ongoing assistance is required.

The Commissioner issues a Recommendations Report which provides case specific recommendations and audit findings to TCHC and an overview of the OCHE's work with tenants.

¹ The OCHE has adopted the City of Toronto Working Group on Vulnerability's definition of vulnerable as: "A gap between the challenges a person faces and the resources they can access when facing those challenges. Vulnerability must be assessed in context – a person's vulnerability or resilience will depend on their circumstances, environment and resources in the broadest sense"

3.4 The OCHE Approach

When working with tenants, our team uses the “OCHE Approach” to identify the underlying issues that have contributed to tenants’ inability to pay their rent.

The OCHE Approach is a ten-pronged approach to working with vulnerable tenants which includes positive messaging and flexible and creative solutions. The objective is to avoid imminent eviction, and more importantly to ensure stable, sustainable housing going forward.

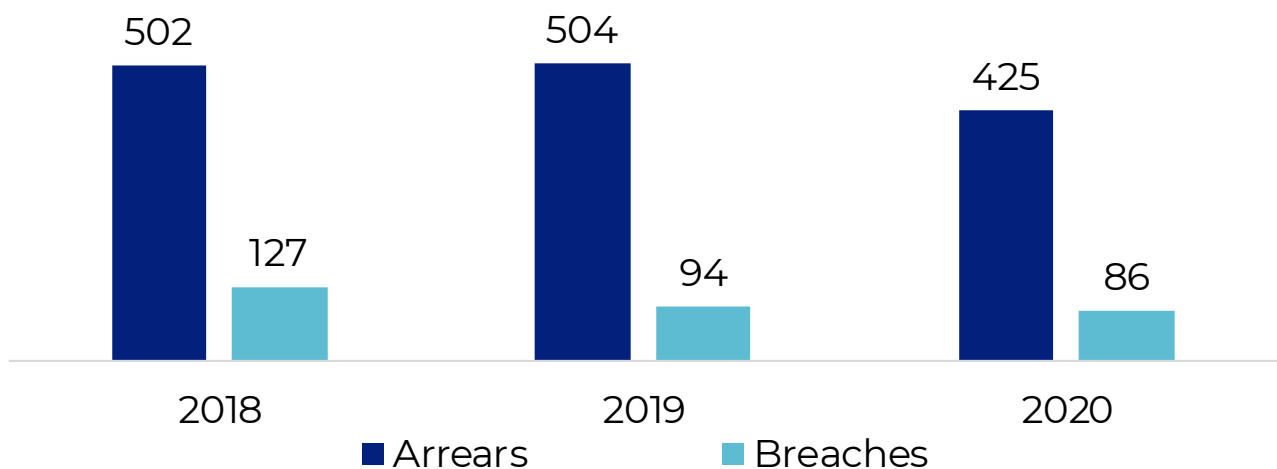


4. 2020 Year Review by the Numbers

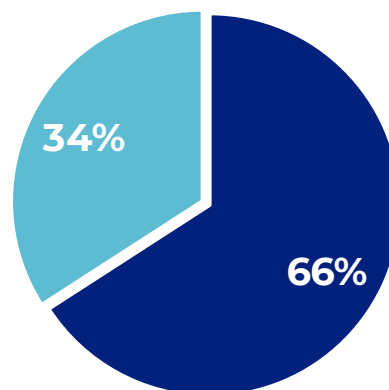
4.1 Annual Referrals

In 2020, the Office of the Commissioner of Housing Equity (OCHE) received a total of 511 referrals. Of these 511 referrals, 425 were regarding arrears, and 86 were regarding breaches of repayment agreements brokered by the OCHE.

Arrears and Breach Referral Trends



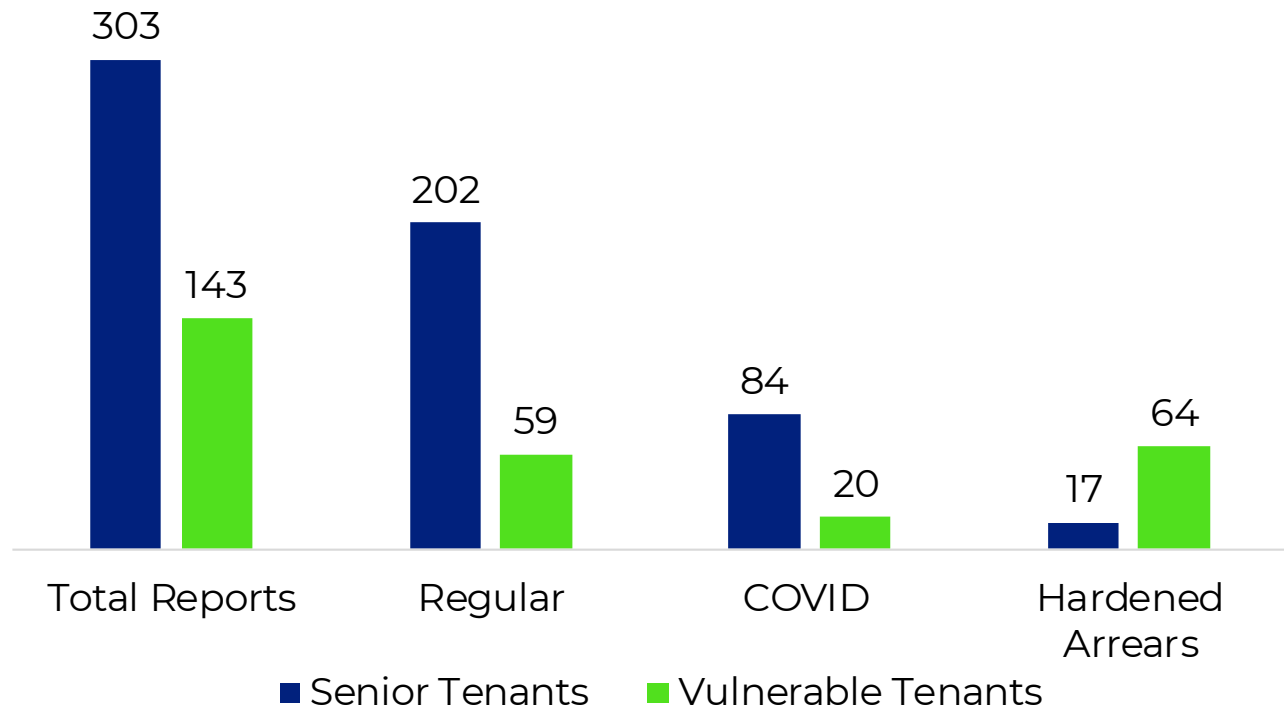
Arrears Referral Tenant Category



- Senior Tenants (280/425)
- Vulnerable Tenants (145/425)

4.2 Recommendation Reports

In each case, the OCHE provides TCHC and tenants with a report highlighting OCHE's audit findings and makes case-specific and systemic recommendations to ensure sustainable tenancies. In 2020, the OCHE issued 446 Recommendations Reports for arrears cases. Of the Recommendations Reports, 303 were for senior tenants and 143 were for vulnerable tenants.



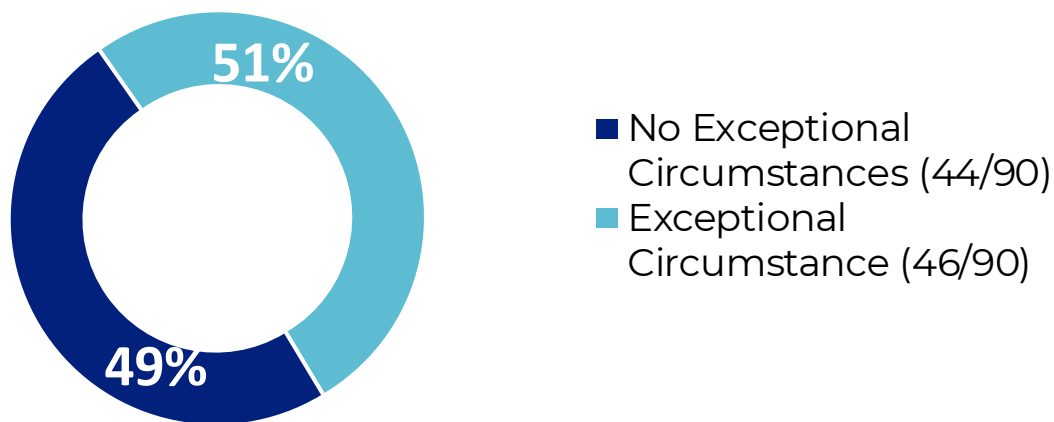
More information on the COVID and Hardened Arrears Pilots can be found on pages 22 and 23 of this report.

4.3 Average Arrears at the time of Referral

Average Arrears at Time of First N4 Issuance	\$1,810
Average Arrears at Time of Referral	\$4,965
Average Month Of Referral to OCHE After Arrears Started Accumulating	20

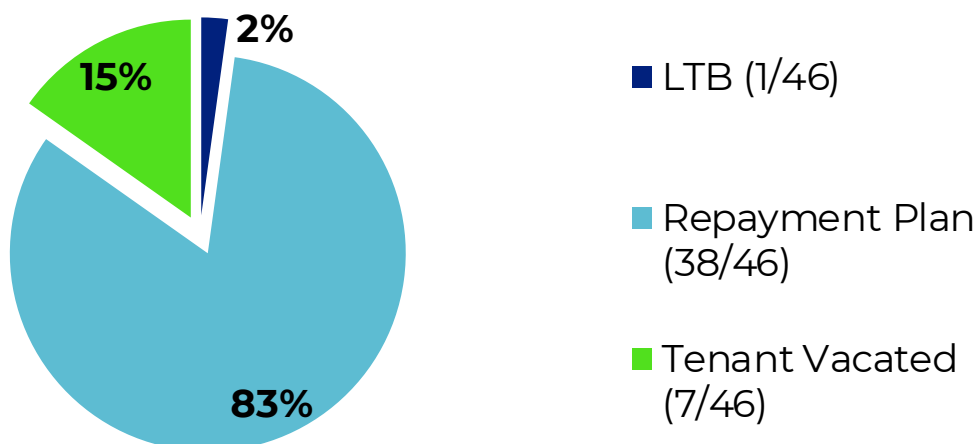
4.4 OCHE Breaches and Resolutions

Should tenants breach a repayment agreement brokered by the OCHE, tenants have one additional opportunity to work with the OCHE. To do so, they must demonstrate that exceptional circumstances lead to the breach. The OCHE defines an exceptional circumstance as a rare unforeseen hardship beyond a tenant's control that significantly impacted the tenant's ability to meet the OCHE brokered repayment agreement's terms.



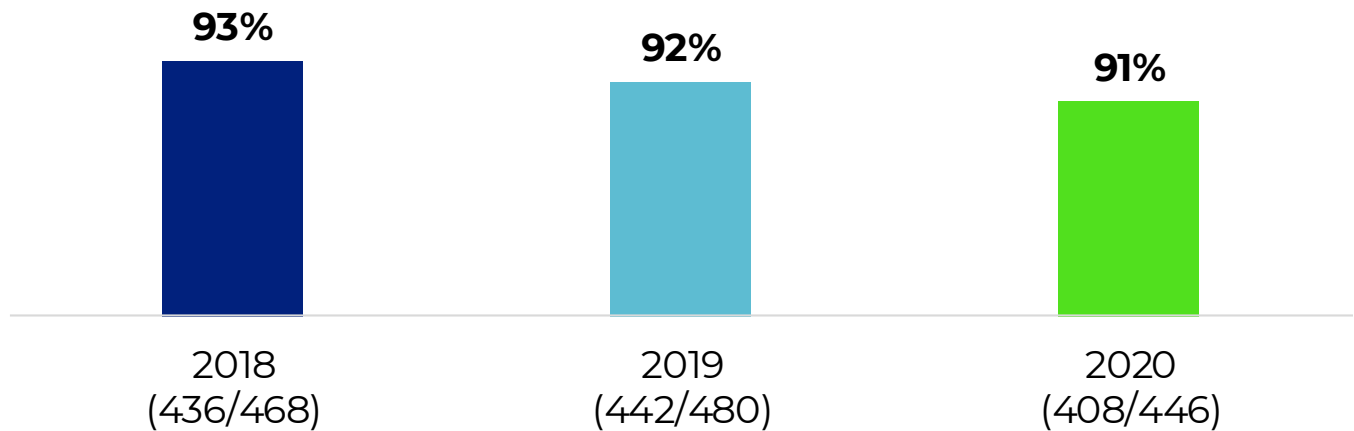
The OCHE reviewed 90 breaches and found exceptional circumstances in 51% (46/90) of cases.

The OCHE re-negotiated repayment agreements in 38 cases, and in 1 case, the OCHE recommended that TCHC proceed with an eviction application to the LTB. The remaining 6 cases were resolved when the tenant vacated their unit.



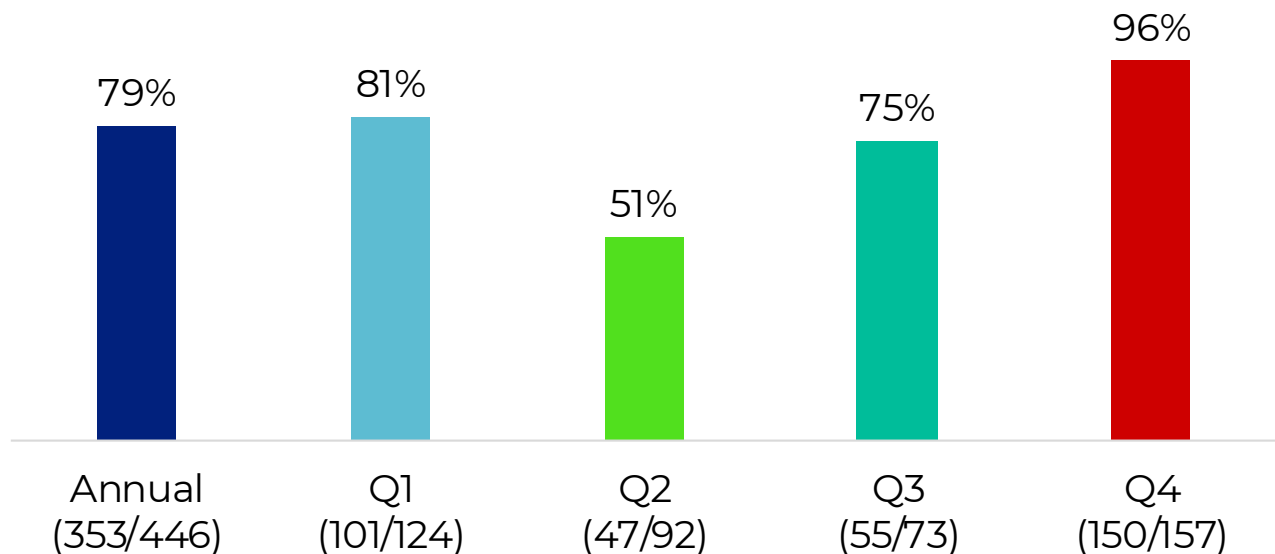
4.5 Tenants who worked with us

The OCHE process is voluntary, giving tenants the chance to choose to work with our office. In 2020, 91% (408/446) made the choice to work with the OCHE staff to resolve their arrears despite the challenges of COVID.



4.6 Resolved within 45 Business Days

The Board provided the OCHE 45 business days to work with a household once the file has been referred. In 2020, OCHE met this timeline for 79% (353/446) of arrears cases.



4.7 Outcomes

The OCHE avoided the need for the Landlord and Tenant Board (LTB) for 83% (338/408) of the households that worked with the OCHE by resolving or assisting tenants to manage their arrears.

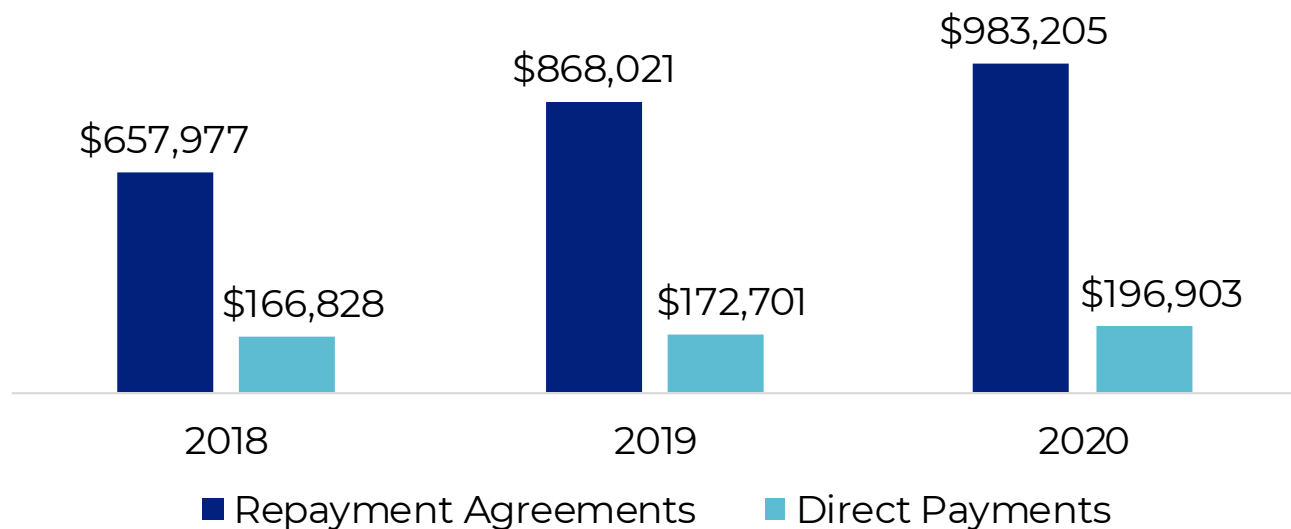
5. Arrears Recovered

The OCHE secured \$196,903 in direct payments from tenants and external sources. The OCHE also brokered 220 repayment agreements between TCHC and the tenants for a total of \$983,205 in arrears managed with a repayment plan.

By resolving tenants' loss of subsidy (LOS), the OCHE was able to reduce tenant's rental arrears by a total of \$434,295.

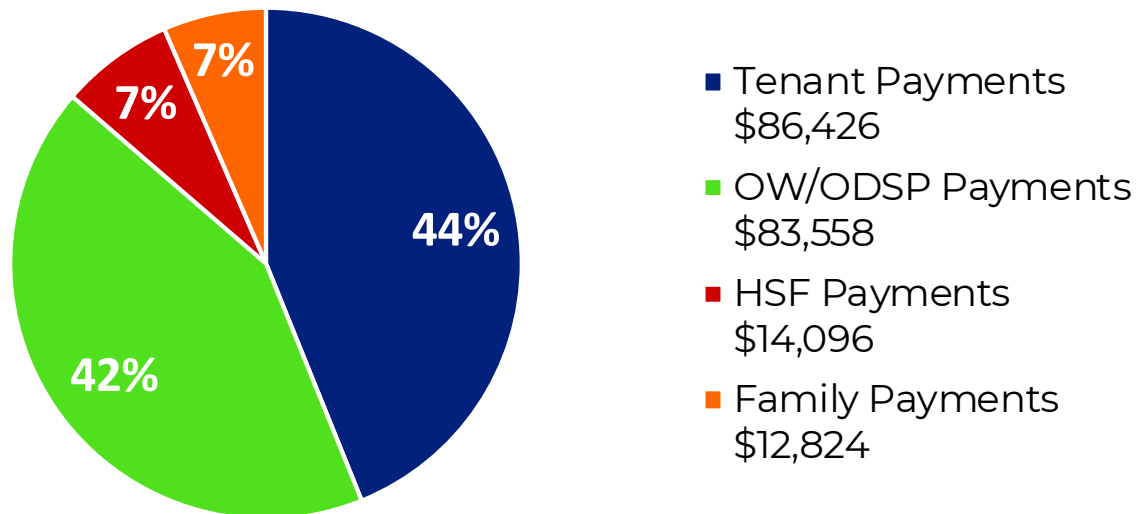


Arrears Recovered 2018-2020



5.1 Direct Payments

A key component of the OCHE Approach is accessing external funds in order to reduce tenants' arrears. Below is the breakdown of the external funds accessed on behalf of tenants.



5.2 Repayment Agreements

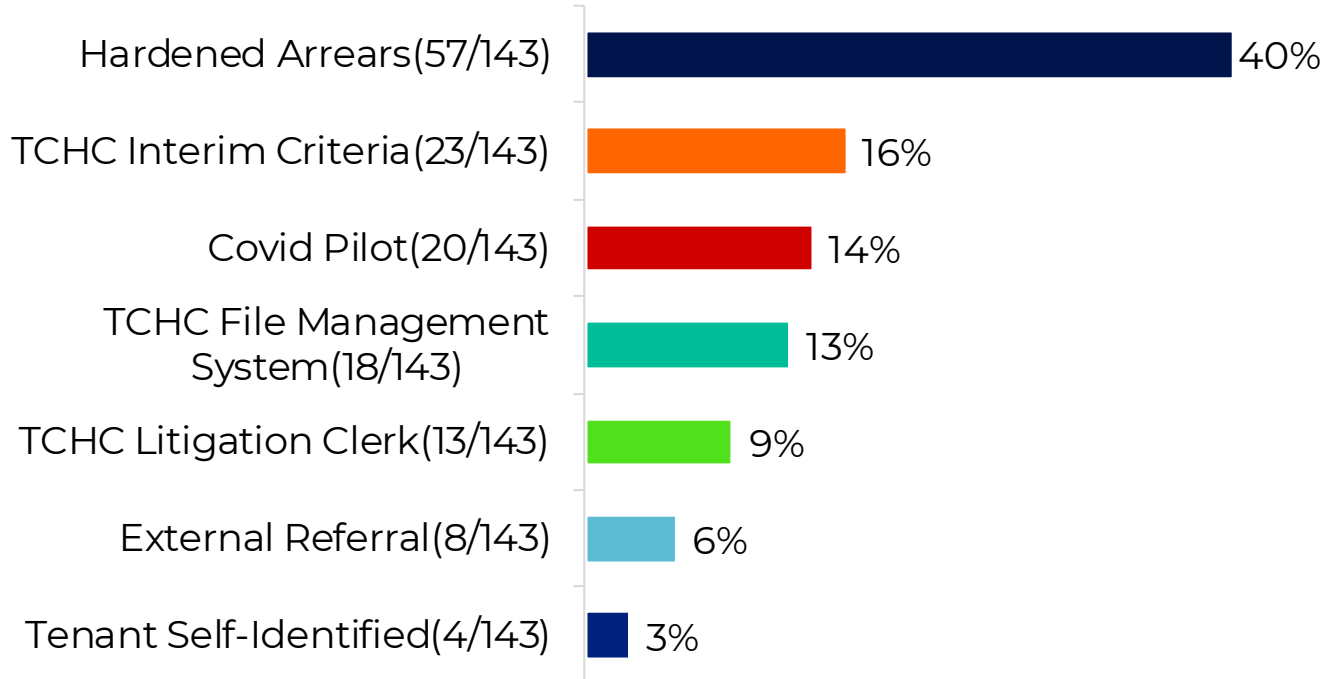
The OCHE brokers repayment agreements between tenants and TCHC after completing a budget with the tenant and considering the underlying issues which resulted in the rental arrears. Given that each situation is unique, the brokered repayment agreements are unique.

Length of OCHE Brokered Repayment Agreement (Months)	Number of OCHE Brokered Repayment Agreements	Average Arrears	Average Monthly Repayment	Average Month of Referral After Arrears First Accrued
1 - 11	50	\$1,461	\$180	14
12- 23	38	\$1,972	\$94	15
24+	132	\$6,327	\$113	22

6. Vulnerable Tenants

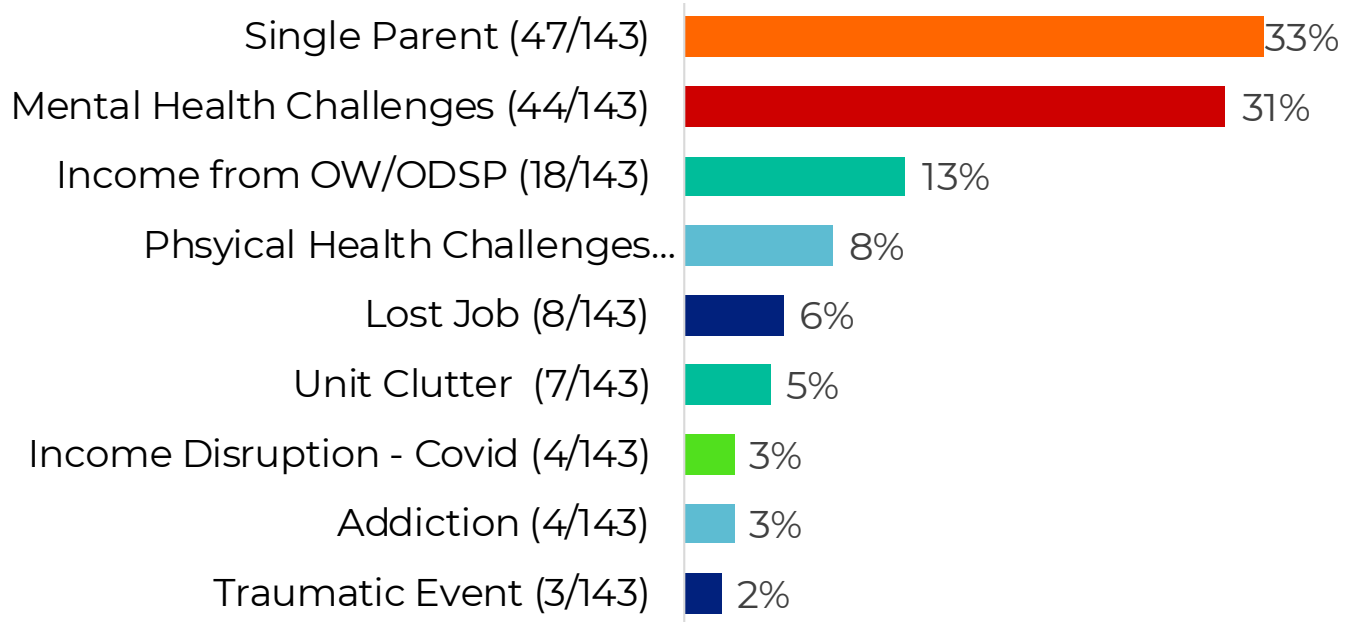
Of the 446 Arrears Reports and Recommendations issued in 2020, 143 were for tenants that were identified as vulnerable. The most common type of referral of vulnerable tenants was from the Hardened Arrears Pilot, accounting for 40% (57/143) of tenants.

Referrals of Vulnerable Tenants

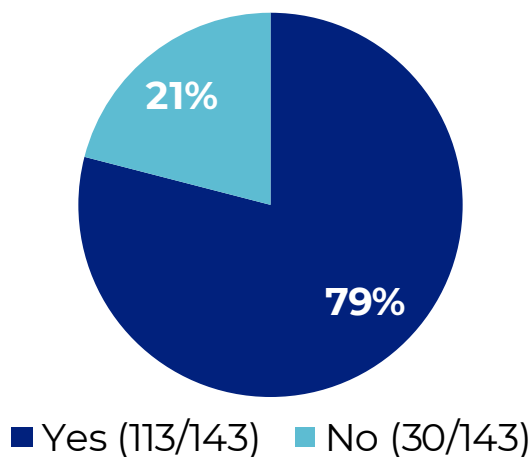


The most common vulnerabilities identified in 2020 were single parenthood and mental health concerns, accounting for 33% (47/143) and 31% (44/143) of tenants respectively.

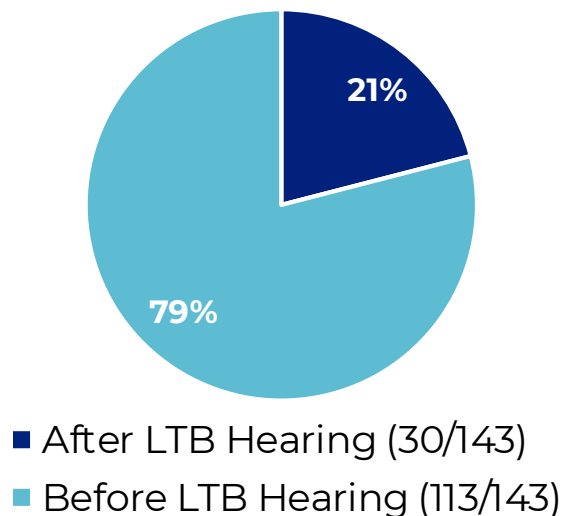
Tenant Vulnerabilities



Resolved the Need for Vulnerable Tenant Eviction



Vulnerable Households Referred to the OCHE



7. Case Management Findings

7.1 Underlying Issues Leading to Rental Arrears

The OCHE tracks underlying issues leading to rental arrears to inform process and policy recommendations that improve protections for senior and vulnerable tenants. In this quarter, the OCHE found the leading underlying issue to be loss of subsidy, which is resolved and reinstated for 73% (61/83) of tenants.

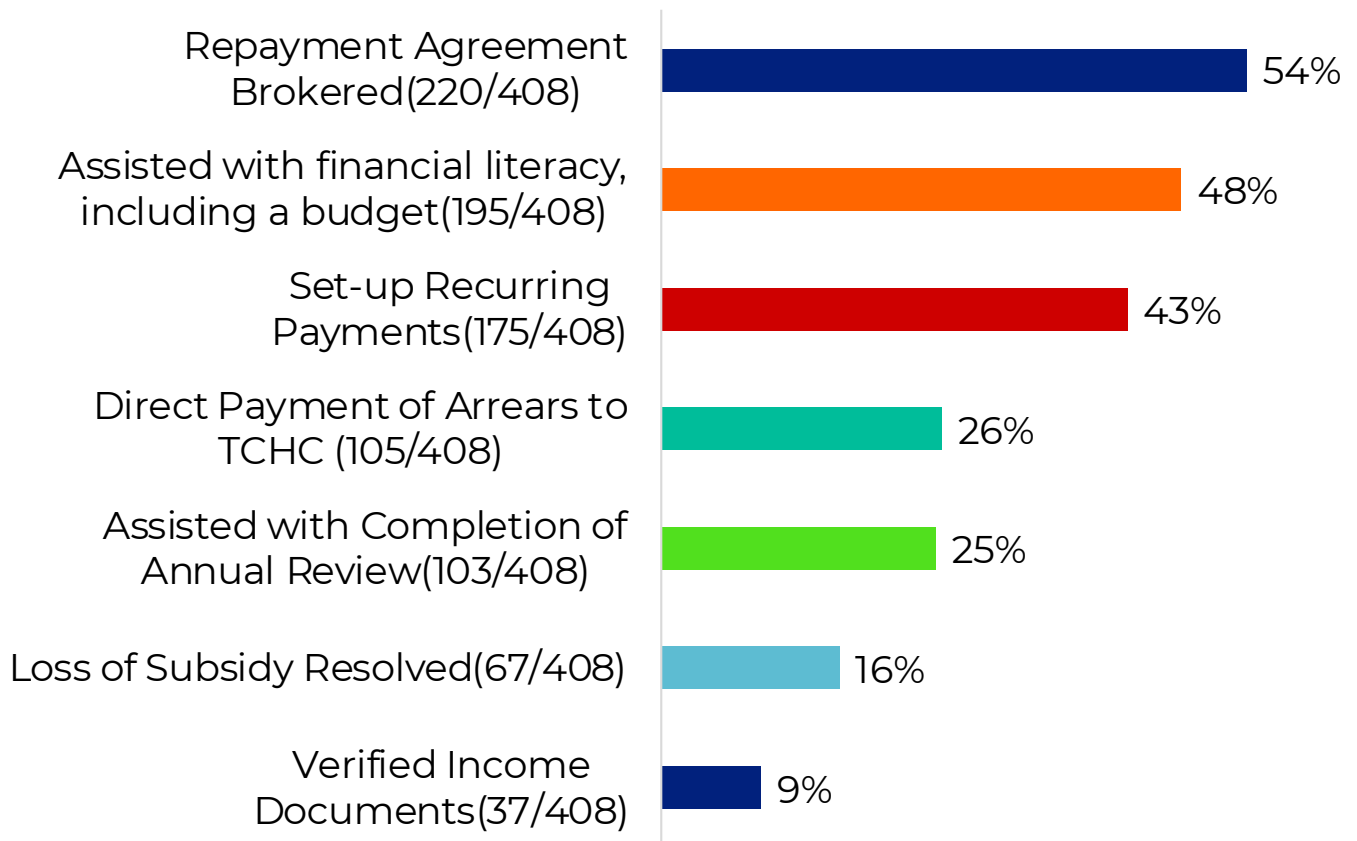


7.2 Case Management Outcomes

Each tenant is unique, and their circumstances vary, and as a result, the OCHE devises a customized plan for every tenant, which addresses arrears and underlying issues. The OCHE also identifies funds that are entitled to tenants and links tenants to community agencies as needed. Brokering a repayment agreement between tenants and TCHC was the most reported outcome, totalling 62% (253/408) of tenants.



62% (253/408) of tenants that the OCHE worked with were connected to or provided with additional support services.

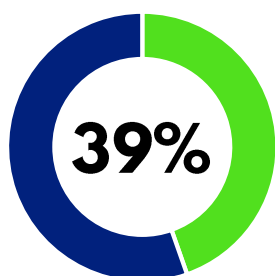


8. Audit Findings

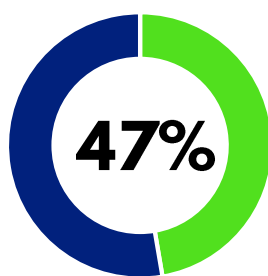
The OCHE is responsible for auditing both TCHC's Arrears Collection Process (ACP) and Loss of Subsidy Process (LOS). The audit findings for the two processes are showcased under separate subheadings below.

8.1 Arrears Collection Process

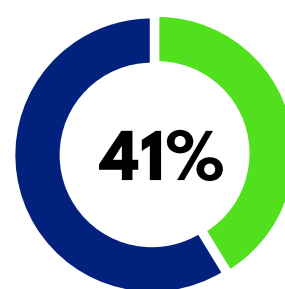
The OCHE noted process delays in 89% (397/446) of cases concerning the Arrears Collection Process. Adherence to timing set out in the ACP is important, as delays in the process can ultimately impact the potential resolution of arrears accounts.



OCHE referral Late (173/446)



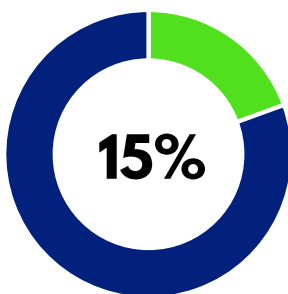
N4 Sent Late (211/446)



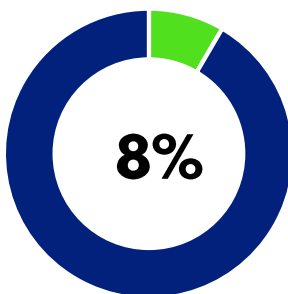
Multiple EPP Letter 1's (184/446)

8.2 Loss of Subsidy

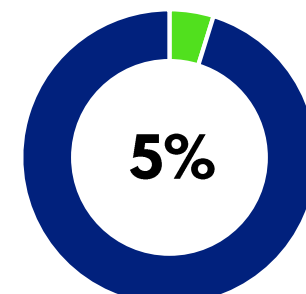
The OCHE noted process errors in 68% (56/83) of cases concerning the Loss of Subsidy Process. The top three areas of concern were no reminder letter issued 15% (15/83), no direct contact before NOD 8% (7/83) and no direct contact after NOD 5% (3/83).



No Reminder Letter (15/83)



No Direct Contact before NOD (7/83)



No Direct Contact After NOD (3/83)

9. Process improvement recommendations to TCHC

In the OCHE 2020 Work Plan the OCHE committed to making one process improvement recommendation to TCHC on a quarterly basis. All four recommendations made in 2020 have been accepted and implemented by TCHC.

Q1 Recommendation: ACP Review and Process Changes

The OCHE recommended that TCHC complete a fulsome review of the ACP and implement changes to make the process less complicated and more tenant focused. TCHC and the OCHE are making the following proposals to improve the ACP:

- The N4 be served between the 13th and 15th day of month.
- A fulsome direct contact attempt be made after the N4 is served.
- That EPP Letter 1 is served alongside the N4

Q2 Recommendation: COVID Pilot

The OCHE recommended to TCHC that files be referred to the OCHE prior to an N4 being served, thus allowing OCHE to intervene earlier in the Arrears Collection Process. This process was implemented as the COVID Pilot and allowed the OCHE to work with 104 senior and vulnerable tenants, of which 78 had their rental arrears resolved.


Q3 Recommendation: Hardened Arrears Pilot

In collaboration with the CEO, the OCHE recommended that all households with arrears, in receipt of a RGI subsidy and with arrears on record for at least one year be referred to OCHE. This process was implemented by the two organizations and resulted in the OCHE working with 79 tenants, of which 57 had their rental arrears resolved.

Q4 Recommendation: Early Intervention in ACP

Pursuant to the OCHE 2021 Work Plan section 4, the Commissioner recommends that TCHC engage the OCHE early in the Arrears Collection Process, as a resource to support tenants and staff in the management of complex arrears cases.

This will include EROs' participation in integrated HUB meetings, at the invitation of TCHC, to share expertise and knowledge regarding the case management of complex tenancies. This would also include EROs' being available to mentor and provide support to front line staff as requested.



The (ERO) was a great help to my sister and me with her tenancy issues. The process was complex because it dealt with a trust fund and the legal implications affecting her tenancy. Amber helped me by working with documents, statements etc. that clarified and eventually resolved the issues with TCHC. There was a lot of opposition from TCHC so we are indebted to her perseverance in such a difficult time. Thank you (ERO) and OCHE.

- (R.N Tenant)



Highlights of the COVID Pilot

The Government of Ontario made an emergency order to suspend applications to terminate residential tenancies until at least September 11, 2020. As a result, TCHC could not serve notices to terminate tenancies, and referrals to the OCHE from TCHC steadily decreased. This decrease is the direct result of TCHC's ACP, which stipulates that TCHC can only refer arrears files to the OCHE after serving an N4 to tenants.

To maintain services to senior and vulnerable tenants through this period, the OCHE recommended that TCHC refer tenants to the OCHE at any point in the ACP. TCHC approved and implemented the recommendation, allowing for the OCHE to receive files without an N4 being served. This new process was monitored as the COVID pilot.

About the Households

The OCHE worked with 104 households.



81% (84/104) of tenants included in the COVID pilot are seniors.



The most common underlying issue leading to rental arrears was Loss of RGI Subsidy, totaling 27% (28/104) of tenants.



The Average in Rental Arrears for tenants was \$6,507 upon referral.



The OCHE Outcomes

The OCHE was able to avoid evictions for 80% (78/98) in which they worked with tenants.



The top resolution for rental arrears was a repayment agreement, at 40 agreements totaling \$251,613



The OCHE met the 45 day deadline in 100% (104/104) of cases



Audit Findings

46% (48/104) of tenants were sent multiple Eviction Prevention Process Letter Ones.



34% (35/104) of households were served an N4 an average of 6 months after arrears began accruing.



26% (27/104) of households were referred to OCHE an average 14 months after arrears began accruing. 177

Highlights of the Hardened Arrears Pilot

In collaboration with the TCHC it was agreed that OCHE would support TCHC by addressing "Hardened Arrears".

TCHC defines hardened arrears as tenants whose arrears have accumulated over time and have existed for more than one year. The expectation is that arrears not addressed for an extended time might reasonably pose complex underlying issues, challenging the sustainability of senior and vulnerable tenants' tenancies. The OCHE would employ its expertise using the "OCHE Approach" to work with these tenants to address the underlying issues which led to the accumulation of their arrears. The referral of Hardened Arrears was monitored as a Pilot and is reported on in this annual update.

The OCHE Outcomes

The OCHE was able to avoid evictions for 76% (57/75) in which they worked with tenants.



The top resolution for rental arrears was a repayment agreement, at 46 agreements totaling \$286,702



The OCHE met the 45 day deadline in 97% (77/79) of cases



About the Households

The OCHE worked with a total of 79 households.



80% (63/79) of tenants were categorized as vulnerable, of which 38% (24/63) are single parents.



The top underlying issue leading to rental arrears is tenants disputing their arrears, totaling 18% (14/78) of tenants.



The Average in Rental Arrears for tenants was \$8,085 upon referral.



Audit Findings

49% (39/79) of tenants were sent multiple Eviction Prevention Process Letter Ones.



54% (43/79) of households were served an N4 an average of 8 months after arrears began accruing.



38% (30/79) of households were referred to the OCHE an average of 23 months after arrears began accruing.

\$178

10. Case Scenarios

The case scenarios showcased below provide insight into some challenging circumstances facing tenants and the complexities of the OCHE's work with tenants. As much of the report focuses on statistics, these case scenarios are an opportunity to highlight the work of Early Resolution Officers and the effectiveness of applying the OCHE Approach to sustain tenancies.

10.1 Case Scenario: Vulnerable Tenant

A vulnerable Tenant who lives alone was referred to the OCHE in April 2020, because he was facing the risk of eviction for arrears of rent.

The Tenant's arrears began to accumulate in October 2018, when the monthly rent was not paid to TCHC. At this time, the Tenant's rent was being charged rent at the Rent Geared to Income (RGI) rate of \$139.00, based on his income from the Ontario Disability Support Program (ODSP).

In June 2019, the arrears had accumulated to \$1,163.00 and TCHC filed an application with the Landlord and Tenant Board (LTB) to pursue eviction. At the LTB Hearing, the Tenant and TCHC entered into a Mediated Agreement (MA). The terms of the MA required that the Tenant pay the monthly rent plus \$500.00 each month until the arrears were paid in full. It should be noted that the Tenant breached the MA in the first month when the \$500.00 arrears repayment amount was not paid to TCHC.

In August 2019, the Tenant's RGI subsidy was revoked for non-return of the rent review form and supporting income verification, which led to the Tenant's monthly rent increasing from \$139.00 to \$808.00.

Due to the MA breach, in January 2020, the Tenant attended another LTB Hearing for the rental arrears owed to TCHC, however the matter was adjourned to allow time for the Tenant to gather the documents to reinstate the RGI subsidy.

At the next LTB Hearing in March 2020, the Tenant advised the TCHC Litigation Clerk that he was undergoing treatment at the Centre for Addiction and Mental Health (CAMH). As a result, the TCHC Litigation Clerk flagged the Tenant as vulnerable, citing that he would benefit from the services of the OCHE.

At the time of referral to the OCHE, the Tenant was being charged rent at the market rate of \$808.00 and the rental arrears totaled \$7,098.00.

The Early Resolution Officer (ERO) met with the Tenant in March 2020. At the initial meeting the Tenant advised the ERO that he was happy to work with the OCHE.

The Tenant and ERO spoke at length about how the arrears accumulated. The Tenant said that at the LTB Hearing, he agreed to pay the arrears in \$500.00 installments, because he was scared and thought that he could get them paid off quickly. The Tenant soon realized though, that given his income from ODSP, that paying \$500.00 on top of his monthly rent was not realistic.

The Tenant further shared with the ERO that he was unsure how to have the RGI subsidy reinstated, how to have his rent paid directly to TCHC by ODSP, and how he could afford to pay the arrears in full. In addition to these barriers, the Tenant also advised that he was going through a divorce, which was impacting his relationship with his children and led him to struggling with substance abuse issues. Finally that the divorce, coupled with the substance use issues he was facing, led the Tenant to believe that the arrears were an impossible situation to resolve, because the amount owed was so high.

The ERO reassured the Tenant began assisting him with collecting the required income verification documents and rent review form and submitting them to TCHC to have the RGI subsidy reinstated. Once TCHC processed the paperwork, it resulted in the rental arrears decreasing from \$7,098.00 to \$1,746.00.

To address the outstanding arrears of \$1,746.00, the ERO submitted an application for the Housing Stabilization Fund (HSF) to pay for a portion of the arrears. On April 10, 2020, the HSF application was approved and \$1,600.00 was sent directly to TCHC, reducing the rental arrears owed from \$1,746.00 to \$146.00.

To address the remaining arrears of \$146.00 the ERO spoke to the ODSP Caseworker, who agreed to increase the Tenant's shelter entitlement by \$146.00 and include the payment with the May 2020 rent, which resulted in zero rental arrears owing to TCHC. The ERO also arranged with the Tenant's ODSP Caseworker to have ODSP pay the monthly rent directly to TCHC starting in May 2020.

By taking the time to speak with the Tenant about the issues he was facing not only with respect to his arrears, but with his personal life, the ERO was able to assist the Tenant by providing him with the necessary steps to take to pay the arrears in full and ensure that his rent is paid directly by ODSP.

Reviewing this case raises a few themes that the OCHE sees in similar cases. First, this case is a reminder that reasonable repayment agreements are essential, especially when working with tenants on fixed incomes. When the OCHE brokers repayment agreements with tenants, the EROs complete a budgeting exercise with the household to determine a reasonable repayment agreement to ensure that the arrears are paid in full and that the tenant avoids eviction.

Second, this case highlights that being aware of the resources available to pay Tenants' arrears is a great asset to both the Tenant and TCHC. The ERO was able to arrange with ODSP and the HSF to have the rental arrears paid in full, which avoided the need to enter into a repayment agreement.

Third, this case is a great reminder that TCHC can refer a tenant to the OCHE at any stage during the eviction process, if a vulnerability is identified. The OCHE commends TCHC staff on identifying the vulnerability of the Tenant and referring him to the OCHE, despite his file being in the middle of the eviction process. This referral allowed the Tenant's housing to be sustained and the arrears to be paid in full.

10.2 Case Scenario: Vulnerable Tenant

A vulnerable family was referred to the OCHE in October 2020, because they were facing the risk of eviction for arrears of rent. The family consisted of a Mother and three children under five years of age. The Mother was receiving income from Ontario Student Assistance Program ("OSAP"). It should be noted that at the time of referral the property was being managed by Del Management Solutions (DMS).

The Tenant's arrears began to accumulate in February 2020, when the monthly rent was not paid to TCHC.

In May 2020, DMS staff referred the household to a Community Service Coordinator (CSC) to assist with the rental arrears. Over the course of August to October 2020, the CSC attempted to contact the Mother through phone calls, however was unable to reach her and closed the file.

When OCHE received the referral from DMS, the Tenant's arrears totalled \$284.00.

The Early Resolution Officer (ERO) reached out to the tenant by leaving voice messages on her phone and delivering a letter, but was unable to successfully connect with the tenant.

The ERO reached out the PA, who advised that the family was currently in isolation due to COVID-19 and provided the ERO with the Mother's email address, as an alternate method of contact.

The ERO then contacted the Mother and explained the OCHE's role and offered the family assistance with addressing the rental arrears. After a few days, the Mother phoned the ERO to discuss the arrears. The ERO used the OCHE Approach by listening to the Mother's concerns and using positive messaging to understand the underlying issues that were leading to the arrears, in order to create a customized plan to address them.

The ERO learned from the Mother about the significant challenges that she was facing. The Mother declared that she was no longer receiving OSAP, as she was not able to complete her program through York University. In addition, the Mother advised that her only source of income was Ontario Works (OW), as she was unable to maintain employment. In addition, she disclosed that she has difficulty sleeping, due to a severe and ongoing pest infestation within her unit, which in turn affected her ability to follow through with day to day tasks. Lastly, the Mother advised that she was having trouble budgeting and as a result missed hydro payments, generating hydro arrears that totaled \$550.21. As a result, it was clear to the ERO that the Mother's mental health was impacting her ability to manage her finances, placing her and her family at risk of losing their housing.

The ERO worked with the Mother and assisted with the arrears by collecting her income verification documents from OW and the rent review form and submitting them to DMS to have the rent re-calculated, based on the Mother's new income source.

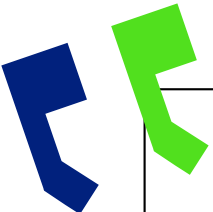
The ERO also submitted an application to OW for the Housing Stabilization Fund ("HSF"), to assist with the rental and hydro arrears. The HSF application was approved and a payment of \$369.00 was sent directly to TCHC, resulting in zero rental arrears owing. In addition, a second payment of \$550.21 was sent directly to Toronto Hydro, resulting in zero hydro arrears owing.

The ERO then arranged to have the monthly rent and hydro paid directly to TCHC and Toronto Hydro by OW, to avoid arrears from accumulating in the future.

In addition, the ERO submitted an application to OW for funding for furniture for the family. This benefit was requested due to the severe pest infestation within the unit, which had damaged the Tenant's furniture. The ERO also escalated the pest issue to TCHC's Environmental Health Unit, which agreed to follow up with the Tenant to ensure that the unit was properly treated for the pest issue.

Finally, the ERO referred the Tenant to the Don Mills Family Health Team, in order to access medical and wraparound services for the family as a whole. The Tenant was additionally provided with information on how to apply for the Ontario Disability Support Program (“ODSP”).

This case demonstrates the multiple barriers that TCHC tenants may face. In this case, the stress of housing instability, as well as environmental factors within the home, were negatively impacting the Tenant’s physical and mental health. These factors led to the disruption of employment, education and social networks. That being said, through collaborative engagement, the ERO was able to connect the Tenant to external stakeholders for a holistic approach to care, which assisted the Tenant to address the arrears and set her up for success going forward. This case demonstrates the importance of being aware of the financial and social services that are available within The City of Toronto to help support TCHC tenants and maintain positive tenancies.



My personal circumstances were overwhelming in the last few years, including health problems, death of my son in Jan 2019. I am committed to fulfil my obligations and thankful for the chance given to stay in my home. I am grateful for being treated humanely, with respect and understanding of my situation by (ERO) of OCHE, she helped me to settle with the TCHC.

- (M.C Tenant)

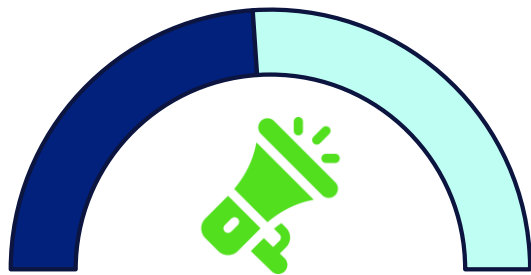


11. Tenant Survey Results

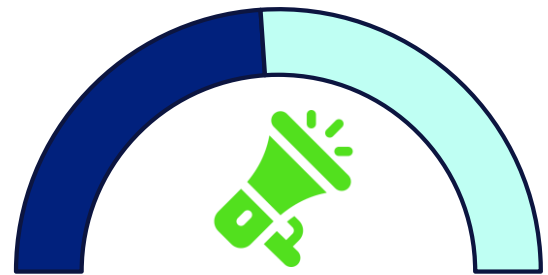
The OCHE provides all tenants with a tenant satisfaction survey to give feedback on their experience working with the OCHE. The results of those surveys are showcased below.



100% (46/46) Of tenants reported that they are satisfied with the services that the OCHE provided.



49% (24/46) Of tenants commented that the OCHE was helpful.



49% (24/46) Of tenants commented that they were thankful for the OCHE.



17% (9/46) Of tenants commented that the OCHE was supportive.



17% (9/46) Of tenants commented that the ERO's were understanding.

“Light at the end of the tunnel”

“It’s a wonderful idea how they (OCHE) is helping tenants with their arrears rent. Thank you”

“The ERO who came to my place was very nice and compassionate to me. Now, I have peace of mind and I am much grateful.”

“Very understanding”

“The ERO was very professional to 100%. Was always showing up on time and very useful information”

“This was a very helpful service, I am extremely satisfied with the outcome”

“Thanks for support and understanding”



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OCHE – 2020 Work Plan Performance Report

Item 8B

March 24, 2021

Tenant Services Committee

Report: TSC:2021-26

To: Tenant Services Committee (“TSC”)

From: Commissioner of Housing Equity

Date: March 2, 2021

PURPOSE:

The purpose of this report is to provide the TSC with the Office of the Commissioner of Housing Equity’s (“OCHE”) 2020 Work Plan Performance Report.

RECOMMENDATIONS:

It is recommended that the TSC approve the OCHE’s 2020 Work Plan Performance Report, and forward it to the Board of Directors (the “Board”) for its approval.

REASONS FOR RECOMMENDATIONS:

The OCHE’s 2020 Work Plan Performance Report measures the results of the OCHE 2020 Work Plan. The OCHE 2020 Work Plan was approved by the Tenant Services Committee on October 7, 2019 and by the Board of Directors on December 12, 2019. The goals in the 2020 Work Plan were created to align with the 2020 TCHC Corporate Goals, which included Vibrant Communities, Service Excellence, and Business Foundations.

Structure of the OCHE's 2020 Work Plan Performance Results:

The OCHE's 2020 Work Plan Performance Report (**Attachment 1**) contains the three goals described in the OCHE 2020 Work Plan, which defined the OCHE's activities in 2020. Each item contains a number of targets, with a description of what the successful completion of the target will look like and whether the target was achieved. Details are provided of the work that was completed by the OCHE for each item.

IMPLICATIONS AND RISKS:

The OCHE's 2020 Work Plan Performance Report is a key aspect of the Board's oversight of the OCHE, and of the OCHE's accountability to the Board. Through the completion of this review process, the Board is able to ensure the activities of the OCHE continue to reflect the expectations of the Board, and for the Commissioner to receive feedback from the Board to assist the OCHE going forward.

SIGNATURE:

"Cynthia L. Summers"

Cynthia L. Summers
Commissioner of Housing Equity

ATTACHMENT:

1. OCHE 2020 Work Plan Performance Report

STAFF CONTACT:

Cynthia L. Summers, Commissioner of Housing Equity
416-632-7998
Cynthia.Summers@oche.ca



Office of the Commissioner of Housing Equity (OCHE) – 2020 Work Plan Performance Report

OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
1) Support senior and vulnerable tenants to ensure successful tenancies and reduce the need for eviction from TCHC by effectively addressing underlying issues related to the accumulation of arrears and by brokering repayment agreements between TCHC and tenants.	a) OCHE to connect with tenants to identify and address underlying issues leading to arrears in order to reduce them and ensure future ability to pay rent on time.	<ul style="list-style-type: none"> Early Resolution Officers have successfully engaged with tenants and identified underlying issues which are then communicated to TCHC to increase service delivery quality. 	<ul style="list-style-type: none"> OCHE successfully engages with a minimum of 80% of the tenants referred to them.¹ 	<ul style="list-style-type: none"> The OCHE made direct personal contact with 91% (408/446) of the households and identified underlying issues in 100% (408/408) of these cases. The OCHE successfully engaged 83% (338/408) of the tenants they made contact with. <p>Exceeded</p>
	b) OCHE to broker repayment plans between tenants and TCHC.	<ul style="list-style-type: none"> Early Resolution Officers have successfully brokered repayment agreements between the tenants and TCHC to address outstanding arrears. 	<ul style="list-style-type: none"> OCHE brokers repayment plans for 100% of the cases with which they work. 	<ul style="list-style-type: none"> In 100% of cases that required a repayment plan, the OCHE successfully brokered a repayment agreement between tenants and TCHC. On behalf of TCHC, the OCHE brokered 220 repayment agreements totaling \$983,205. <p>Achieved</p>
	c) Commissioner to provide TCHC with case-specific findings on each case, including case management recommendation improvements and audit findings.	<ul style="list-style-type: none"> The Commissioner has provided reports for each case which summarize key findings and includes forward-looking recommendations to TCHC for continuous service improvement and to ensure that the tenancies continue to be sustainable after the file is returned to TCHC for ongoing case management. 	<ul style="list-style-type: none"> Underlying issues are identified for TCHC in 100% of cases in which OCHE engaged the tenants. 	<ul style="list-style-type: none"> The OCHE staff identified the underlying issues leading to tenants' rental arrears in 100% (408/408) of cases. The most common underlying issues identified were Loss of RGI subsidy, Expenses and Tenant Disputing their Arrears. <p>Achieved</p>

¹Referrals by TCHC are mandatory but engagement by TCHC tenants is voluntary.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>d) Support tenants to pay off the arrears owing to TCHC within the shortest time possible, taking into account the financial resources available to the tenants and the size of arrears accumulated.</p>	<ul style="list-style-type: none"> The tenants have been connected with internal and external supports to address underlying issues contributing to arrears, such as mental health challenges or financial illiteracy. 	<ul style="list-style-type: none"> 100% of tenants are connected with supports as needed to address underlying Issues related to arrears accumulation. 90% of tenants referred to the OCHE will be set up to pay their rent directly to TCHC by having PAP or direct payments set up. 	<ul style="list-style-type: none"> The OCHE identified that 253 tenants required support to address the underlying issues leading to their arrears accumulating and connected 100% of them to available supports such as the Housing Stabilization Fund (HSF), Ontario Works (OW), ODSP, retro payments from the CRA in the form of pensions and setting up pay direct for payment of rent to TCHC. <p>Achieved</p> <ul style="list-style-type: none"> The OCHE suggested to 100% of the tenants we worked with that they set-up direct or pre-authorized payments for their rent and arrears. However, only 52% (175/337) of tenants agreed to have their rent paid directly to the TCHC. <p>Unable to Achieve²</p>

² The OCHE can only advise tenants of the benefits of PAP and offer assistance to set-up PAP. Ultimately, the decision is voluntary and up to the discretion of tenants.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>e) Track repayment agreements and monitor for compliance.</p>	<ul style="list-style-type: none"> Tenants have been set up with voluntary trustees as needed and direct payment to TCHC to assist in their ability to pay rent. 	<ul style="list-style-type: none"> 100% of repayment plans are based on the financial circumstances of the tenants, including the completion of a budget document. 	<ul style="list-style-type: none"> In 100% (220/220) of the cases, the OCHE brokered a repayment plans based on the tenants' financial circumstances. In 100% (195/195) of the cases, the OCHE used a budgeting exercise to develop the repayment plans for tenants with the exception of those that were taken over by Voluntary Trustee, OPGT, or where repayment amounts were determined by OW/ODSP. 95% (211/220) of OCHE brokered repayments agreements have been adhered to by tenants' as measured at the end of the year and reported by TCHC. <p>Achieved</p>



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>f) Connect tenants with external funding available to repay arrears directly to TCHC and connect tenants with options to lower their financial obligations i.e. reduced cost cable service, credit counselling.</p>	<ul style="list-style-type: none"> • OCHE has identified subsidies and money available to the tenants to pay down arrears in lump sums. • Direct payments are made to TCHC to reduce arrears owed by tenants referred to OCHE. • Tenants have been connected to all subsidies and funds to which they are entitled. 	<ul style="list-style-type: none"> • 90% of repayment plans for arrears under \$1000 will be repaid over a period of 12 months or less. • 80% of the tenants referred to the OCHE have adhered to OCHE brokered repayment plans as measured at the end of the year. • OCHE will identify possible income sources available to tenants and a minimum of 50% of Tenants who work with OCHE will be connected with income sources resulting in a lump sum direct payment of arrears to TCHC³. 	<ul style="list-style-type: none"> • 86% (31/36) of the OCHE brokered repayment agreements for rental arrears under \$1000 were to be repaid over a period of 12 months or less. (Some agreements warrant longer repayment periods, as the monthly payment are determined according to the tenants' financial circumstances). <p>Unable to achieve</p> <ul style="list-style-type: none"> • 95% (211/220) of OCHE brokered repayments agreements have been adhered to by tenants' as measured at the end of the year and reported by TCHC. <p>Exceeded</p> <ul style="list-style-type: none"> • The OCHE successfully identified and accessed income sources for tenants to allow them to make lump sum payments toward their rental arrears in 55% (72/130) of cases. This resulted in direct payments of \$121,556 to TCHC. <p>Exceeded</p>

³ This is a conservative estimate as many tenants do not qualify for any additional external funding or subsidies.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>g) Breached OCHE brokered repayment plans will be reviewed to determine the reasons the agreement failed and learnings will be incorporated into OCHE processes going forward and communicated to TCHC for continuous systemic improvement.</p>	<ul style="list-style-type: none"> OCHE has conducted a fulsome review of all breached files to determine if the circumstances leading to the breach were exceptional and warrant OCHE further involvement. 	<ul style="list-style-type: none"> OCHE works with 100% of tenants who have breached their first brokered repayment agreement but only if the tenants have demonstrated exceptional circumstances. 	<ul style="list-style-type: none"> The OCHE was able to work with 100% of the tenants identified to have exceptional circumstances. The OCHE identified exceptional circumstances in 51% (46/90) of the breached files referred to OCHE. In the cases where the tenants did not demonstrate exceptional circumstances⁴ the files were referred back to TCHC to proceed to the Landlord and Tenant Board (LTB). <p>Achieved</p>

⁴ Exceptional circumstances is defined as “A rare or unforeseen hardship beyond the tenant’s control that has caused a significant change in circumstance impacting the ability to meet the terms of the Local Repayment Agreement.”



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>h) Breached OCHE brokered repayment plans will be reviewed to determine the reasons the agreement failed and learnings will be incorporated into OCHE processes going forward and communicated to TCHC for continuous systemic improvement.</p>	<ul style="list-style-type: none"> • OCHE considers exceptional circumstances as rare unforeseen hardships beyond tenants’ control and those which have a significant impact on tenants’ ability to meet the terms of repayment agreements. • OCHE has examined the underlying reasons regarding why the repayment agreement failed and communicate findings to TCHC to facilitate ongoing process improvement and continuous learning. 	<ul style="list-style-type: none"> • In 100% of the cases, OCHE will identify and advise TCHC of the reason(s) for failed TCHC and OCHE brokered repayments. 	<ul style="list-style-type: none"> • In 100% (124/124) of the TCHC brokered repayment agreements the OCHE identified the reasons for failed repayments. The most common reasons for the failure of TCHC brokered repayment agreements have been identified as high monthly payment amount, more than one repayment agreement and financial mismanagement by the tenant. <p>Achieved</p> <ul style="list-style-type: none"> • In 100% (90/90) of the OCHE brokered repayment agreements, the OCHE identified the reasons for failed repayments. The most common reasons for the failure of the OCHE brokered repayment agreements have been identified as death in the family, bereavement, payment processing issues, loss of job, physical health challenges and hospitalization. <p>Achieved</p>



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
<p>2) Ensure the accountability of the OCHE’s work to ensure quality service is provided to tenants by ensuring TCHC compliance with OCHE recommendations.</p>	<p>a) Develop new process with the 3 Operations Divisions to review Recommendations with General Managers and staff to address any barriers to compliance.</p>	<ul style="list-style-type: none"> • The Arrears Collection Process and OCHE process have been reviewed to identify areas for improved process. • A new process has been developed to review and implement OCHE recommendations. 	<ul style="list-style-type: none"> • TCHC demonstrates compliance with 90% of the Commissioner’s recommendations⁵. 	<p>The OCHE recommendations are broken down into three categories: Tenant Specific, Arrears Collection Process (ACP) audit and whether or not TCHC should proceed with an L1 Application.</p> <p>In 2020, TCHC received and indicated acceptance of 100% of the OCHE's recommendations, however the implementation of some of the recommendations have been flagged to be actioned in 2021, as TCHC rolls out new systems and processes as follows:</p> <ul style="list-style-type: none"> • Tenant Specific Recommendations: have been catalogued and will be implemented via the new HOMES system. • ACP audit recommendations: have been addressed through the creation of a new ACP, which will be rolled out to staff in Q1 2021. • L1 Application recommendations: There was a delay in TCHC being able to process these recommendations, as the LTB was closed from March to September 2020, due to COVID19, however the LTB has now re-opened and TCHC is auctioning the recommendations accordingly. <p>Exceeded</p>

⁵ Recognizing that there may be exceptional circumstances or situations where compliance is not operationally possible. This is dependent on TCHC taking action as a result of recommendations and reporting back to the OCHE.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>b) Establish regular meetings with key TCHC leaders to review Commissioner’s recommendations and to provide strategic advice to TCHC.</p>	<ul style="list-style-type: none"> Regular meetings have been established with the 3 Operations Divisions General Managers, the Director of Program Services, Operational Initiatives and the General Manager of Seniors Housing Unit. 	<ul style="list-style-type: none"> On a quarterly basis OCHE to meet with the 3 Operations Divisions General Managers, the Director of Program Services, Operational Initiatives and the General Manager of Seniors Housing Unit. 	<ul style="list-style-type: none"> At the outset of 2020, the OCHE met with both the 3 Operations Divisions General Managers, the COO and the Tenants Resolution Officer on a quarterly basis. This was interrupted due to COVID-19 and in Q3, this was increased to meeting on a monthly basis. At the outset of 2020, the OCHE also met with the General Manager of the Senior Housing Unit and the Operating Unit Managers on a quarterly basis. This was interrupted due to COVID-19 and in Q3, this was increased to meeting on a monthly basis. <p>Exceeded</p>



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>c) Develop and deliver process improvement recommendations to TCHC.</p> <p>d) Ensure that OCHE audit findings are conveyed to TCHC senior management on a regular basis</p>	<ul style="list-style-type: none"> The OCHE provides strategic policy and process advice to TCHC on a regular basis by delivering process improvement recommendations. OCHE has ensured process improvements by providing strategic advice to TCHC regarding the Arrears Collection Process. 	<ul style="list-style-type: none"> Delivery of one process improvement recommendation on a quarterly basis. 	<ul style="list-style-type: none"> The OCHE successfully delivered one process improvement recommendation to TCHC each quarter as follows: <p>Q1: Recommended that TCHC complete a fulsome review of the ACP and implement changes to make the process less complicated and more tenant focused.</p> <p>Q2: In response to COVID-19, OCHE recommended to TCHC that files be referred to the OCHE prior to an N4 being served in order for OCHE to intervene earlier in the ACP.</p> <p>Q3: Hardened Arrears ⁶ Pilot: In collaboration with the CEO, the OCHE recommended that all households with arrears in receipt of a RGI subsidy and with arrears on record for at least one year be referred to OCHE.</p> <p>Q4: Recommended that TCHC engage the OCHE early in the ACP, as a resource to support tenants and staff in the management of complex arrears cases. This includes EROs’ participation in integrated HUB meetings, at the invitation of TCHC, to share expertise and knowledge regarding the case management of complex tenancies.</p> <p>Given that all these recommendations were accepted and implemented by TCHC, this outcome was rated as exceeded.</p> <p>Exceeded</p>

⁶ TCHC defines hardened arrears as tenants whose arrears have accumulated over time and have existed for more than one year.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>e) Identify and develop training needs to ensure the transference of skills and knowledge from OCHE to TCHC tenant-facing staff.</p>	<ul style="list-style-type: none"> • OCHE has provided training to TCHC tenant facing staff on the OCHE Approach and other effective methods of working with vulnerable and senior tenants in arrears. • By working with TCHC General Managers ensure that OCHE approach is embedded in the Arrears Collection Process. • Knowledge transfer has been facilitated from OCHE to TCHC to ensure that TCHC has a clear understanding, has the ability to apply the knowledge, and applies the knowledge to make impactful actions to ensure process improvement and to decrease arrears. 	<ul style="list-style-type: none"> • Offer 100% of tenant-facing staff a training opportunity by Q3 2020. 	<ul style="list-style-type: none"> • Developed training material on the “OCHE Approach” in Q4 2020 to deliver to tenant-facing staff to ensure knowledge transfer from the OCHE to TCHC. <p>Achieved</p> <ul style="list-style-type: none"> • The OCHE staff were unable to provide training in 2020, as TCHC decided to delay the training to 2021. <p>Unable to Achieve</p>

OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
<p>3) Work with the TCHC Seniors Housing Unit and the City’s Seniors Services and Long Term Care unit to engage OCHE earlier in the TCHC Arrears Collection Process to provide a proactive approach to addressing arrears among seniors and avoiding evictions.</p>	<p>a) Work closely with the General Manager, Seniors Housing Unit to develop new processes to address arrears early and to incorporate Early Resolution Officers (EROs) interventions in the TCHC Arrears Collection Process.</p>	<ul style="list-style-type: none"> • EROs are integrated into the work of the City’s service model (ISM) and the TCHC Seniors Housing Unit and deliver services within the new structure targeted specifically to address challenges specific to seniors. • EROs intervene early in the TCHC Arrears Collection Process to support TCHC in avoiding the need for eviction and to ensure that seniors’ arrears do not escalate. • EROs have engaged stakeholders to improve services available for seniors and participate in City-led initiatives to resolve underlying issues involving senior vulnerable tenants. 	<ul style="list-style-type: none"> • OCHE work is integrated into phase one of Integrated Service model. • Tenant arrears in the senior’s portfolio are reduced as a result of OCHE early intervention in 90% of the cases referred to OCHE. • In 100% of the cases referred to OCHE, seniors get connected to external/internal supports to sustain tenancy. 	<ul style="list-style-type: none"> • The CHE met regularly with City staff overseeing the ISM to ensure that the work of the OCHE and the EROs is integrated into the new structure. This included providing City Staff with potential models for the OCHE for review by the City of Toronto. It should be noted that the implementation of the ISM was delayed in 2020, due to COVID-19 and that items related to the OCHE will be reviewed by the City and implemented in 2021. <p>Achieved</p> <ul style="list-style-type: none"> • Tenant arrears in the senior’s portfolio were reduced for 91% (90/99) of the tenants engaged with OCHE. • Implemented an early intervention referral process to ensure EROs intervene early in the TCHC Arrears Collection Process.⁷ <p>Achieved</p> <ul style="list-style-type: none"> • The OCHE identified underlying issues for senior vulnerable tenants residing in TCHC seniors unit in 100% (105/105) of the cases. • The OCHE staff identified 41 tenants in the seniors housing unit in need of internal/external supports and connected 100% (41/41) of the seniors to internal/external supports to sustain their tenancy. <p>Achieved</p>

⁷ This represents a substantial change in process for the OCHE, which has traditionally intervened at the end of the Arrears Collection Process.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>b) Develop and deliver an education program specific to seniors to proactively communicate and provide them with information on arrears prevention strategies, including tenant rights and responsibilities, completing the Annual Review and the impact of income changes for seniors.</p>	<ul style="list-style-type: none"> • Senior tenants receive the financial support and pensions they need on time due to their increased understanding of their entitlement to income sources. • Senior tenants are educated and understand the implications of pensions on their rental payment and as a result avoid the accumulation of arrears due to retro-active pension payments. 	<ul style="list-style-type: none"> • OCHE to offer training sessions to 100% of seniors within the TCHC Seniors Housing unit. • Due to training, retroactive rental charges for seniors, due to change of income to pensions, decreases across the Seniors Housing unit by 25% as measured over the year. 	<ul style="list-style-type: none"> • The OCHE planned 17 training sessions that were supposed to take place from March to May 2020. The OCHE completed four training sessions, however, on March 16, 2020 the province declared a state of emergency and OCHE was unable to complete the remaining training. • Due to Covid-19, the training was not completed, therefore this metric could not be measured. <p>Unable to Achieve</p>
	<p>c) Provide training to TCHC Seniors Housing unit frontline staff to teach the OCHE approach and to improve techniques related to working with seniors who are in arrears of rent.</p>	<ul style="list-style-type: none"> • In partnership with the General Manager, Seniors Housing Unit, the OCHE has provided training sessions throughout the portfolio to Tenant-facing staff. • Tenant-facing staff demonstrate improvement in the area of tenant engagement and the management of arrears. 	<ul style="list-style-type: none"> • As the result of training TCHC frontline staff will ensure senior tenants arrears will be reduced by 85%. 	<ul style="list-style-type: none"> • Due to Covid-19, the training was not completed, therefore this metric could not be measured. <p>Unable to Achieve</p>



Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers

Item 9

March 24, 2021

Tenant Services Committee

Report: TSC:2021-27

To: Tenant Services Committee (“TSC”)

From: General Manager, Seniors Housing Unit

Date: March 11, 2021

PURPOSE:

This purpose of this report is to provide an update on the establishment of a Seniors Health and Wellness Hub at 145 Strathmore Blvd/Greenwood Towers as part of Phase 1 of Integrated Service Model (“ISM”) implementation.

RECOMMENDATIONS:

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

BACKGROUND:

Seniors Health and Wellness Hubs in the ISM

The ISM is currently rolling out across the 83 seniors designated TCHC buildings to support senior tenants to age in place, maintain successful tenancies and enjoy a better quality of life. In order to achieve these outcomes, the ISM will be implementing Seniors Health and Wellness Hubs in select TCHC seniors buildings. The ISM is presently implemented in Phase 1 across 18 buildings in the South East region of the City.

Seniors Health and Wellness Hubs are one of the four key innovations of the ISM, and are outlined as a requirement of the ISM in the Accountability Framework (City Report 2020.EX 17.2). Specifically, the Accountability Framework requires that¹:

A) Agencies are identified to act as partners in the establishment of Seniors Health and Wellness Hubs across the City. One hub should be located in the Phase 1 region (South East). Seniors across the SHU should have access to Seniors Health and Wellness Hubs. The Hubs should where possible, also be open to seniors residing in other TCHC buildings and in the community.

B) Partner agencies and senior tenants are engaged to ensure that each Seniors Health and Wellness Hubs offer a range of services that meet tenants' needs.

Seniors Health and Wellness Hubs are seen as an opportunity to address gaps and challenges for senior tenants in areas such as access to recreation and physical activity programs, social isolation, food security, health promotion, etc.

Seniors Health and Wellness Hub for ISM Phase 1

As part of Phase 1 of the ISM rollout, an exciting opportunity to establish a Seniors Health and Wellness Hub has been identified. Through a partnership with WoodGreen Community Services, the Seniors Housing Unit and City of Toronto's Seniors Services and Long Term Care ("SSLTC"), an opportunity is being pursued to relocate an existing WoodGreen Seniors Active Living Centre ("SALC"), located at 800 Coxwell Ave, into a TCHC seniors building in the South East region. This opportunity provides a benefit to all three partners as the SALC fulfils the Seniors Health and Wellness Hub requirements for Phase 1 of the ISM and will provide improved access to services for senior TCHC tenants in the

¹ Refer to page 17 of [2020.EX17.2 – Attachment 4](#).

community, while also providing a location for WoodGreen's SALC, as the lease for their current space expires in March 2021.

The WoodGreen Seniors Active Living Centre program provides access to a range of health promotion and wellness activities, educational workshops, congregate dining/cooking classes, exercise classes, community engagement activities, cultural events, computer education/literacy and outings to seniors.

Site Analysis & Location Selection of 145 Strathmore

In November 2020, the Seniors Housing Unit (“SHU”) and WoodGreen conducted an analysis (including site visits) of potential locations for the Seniors Hub. Five locations were considered: 80 Danforth Ave, 717 Broadview Ave, 1420 Victoria Park Ave, 145 Strathmore Blvd and 3330 Danforth Ave.

Results of the Site Analysis:

Through this analysis, 145 Strathmore was identified as the ideal location for the re-located SALC. Other locations (e.g. 717 Broadview Ave and 80 Danforth Ave) are located in close proximity to an existing Seniors Active Living Centre, resulting in service duplication. In addition, the physical spaces in these locations were smaller than in 145 Strathmore. In other situations (e.g. 1420 Victoria Park Ave), transportation for non-tenant members would be more challenging (e.g. this location is 20 bus stops from a subway station).

145 Strathmore was identified as the optimal location for the following reasons:

- Proximity to two TTC stations;
- Proximity to existing location of WoodGreen SALC (840 Coxwell Ave);
- Identification as a high needs building according to an analysis based on a series of health and housing indicators such as: unit condition,

pest control, community safety, arrears, and health, which therefore would benefit from additional on-site services for tenants;

- The building has 350 units, making it one of the largest in the TCHC seniors portfolio, meaning there is significant opportunity to benefit a large number of tenants;
- Other SHU buildings are nearby, promoting access for other senior tenants;
- 50% of tenants speak Chinese and WoodGreen is able to provide services in Chinese; and
- The community room is a similar size to current SALC and has a kitchen and outdoor space to offer programming.

In addition, in October 2020 Masters of Planning students from Ryerson University conducted an in-depth analysis of the potential of 145 Strathmore as a Seniors Health and Wellness Hub location, and prepared an action plan to guide staff and partners for moving forward with implementation at this site, if selected.

Tenant Engagement on Seniors Health and Wellness Hubs

Tenant Focus Groups

In February 2021, with the support of a CMHC grant, a series of Zoom and telephone focus groups were conducted with 16 tenants residing in the South East region across 6 buildings. During the focus groups, tenants were asked to reflect on their interest in a Seniors Hub in the South East region. The focus groups identified:

- Recreation spaces in buildings are not well utilized;
- Limited programs are available in buildings and programs are misaligned with interests/needs of tenants;
- Social isolation is common and tenants have limited access to activities; and
- Lack of equitable access to programs.

Participants also stated strong support for Hubs to reduce isolation, help tenants stay active and create a sense of community, and that Hubs could be open to other seniors in the community. Finally, tenants shared ideas for the types of programming they would want to see in a Hub (e.g. outdoor programming, dance, fitness, digital training/access, health education and services, social programs and food access).

Tenant Survey at 145 Strathmore

In early March 2021, a door to door survey, in English and Chinese, was conducted with 146 tenants to assess their interest in a Seniors Health and Wellness Hub in the building. Staff provided a definition of a SALC, asked tenants basic questions related to their interest in participating in activities in the SALC and how they saw the SALC benefitting their wellbeing. Overall, the survey demonstrated strong support for a SALC with 71% of respondents indicating that they would participate in the SALC, 18% indicating that they would consider participating in the SALC, and only 11% stating that they would not participate. The survey also found that there is currently limited use of the common room, with approximately 40% of respondents stating that they do not use it. Finally, the survey also collected suggestions for future programming ideas in the Hub.

Senior Tenant Advisory Committee

In early March 2021 the Senior Tenant Advisory Committee (“STAC”) hosted a focused meeting on Seniors Health and Wellness Hubs. STAC is a group of SHU tenants assembled to provide input on the ISM. Overall, the STAC members demonstrated support for Hub opportunities, but emphasized that they need to reflect tenant input and tenants need to be considered equal partners in their implementation. In terms of programming, STAC members identified cultural programming and learning as a priority area, as well as health services and stated the importance of understanding fit with existing programming and considering transportation needs. Broad programming ideas were also captured.

Responsible Personal Accessibility in Toronto Housing (“R-PATH”)

The Seniors Housing Unit engaged with R-PATH to address alignment with previous and planned work in 145 Strathmore. R-PATH had raised concerns to ensure any accessibility renovations completed would not be impacted by further work required. With renovations required for the Seniors Health and Wellness Hub, all enhancements would adhere to accessibility requirements and minimize any impact on recently completed renovations.

Security Analysis

In March 2021 the SHU engaged the Community Safety Unit to conduct a security assessment of implementing a Hub at 145 Strathmore. No major issues were identified and key elements to be considered include:

- Managed access would be required;
- SALC and SHU would have staff on-site to support (with the regional office located at 145 Strathmore as well); and
- 24 hour security guard is in place in the building.

Benefits of Seniors Health and Wellness Hub at 145 Strathmore Ave

This SALC represents an opportunity for the SHU to meet an ISM requirement while supporting a respected community agency in meeting a need to find a location for their program. There are a number of other benefits of this partnership, including:

- Provides a range of on-site services and programming to tenants in 145 Strathmore, the largest building in the Phase 1 ISM region and has been identified as high needs;
- Enhances a partnership with WoodGreen Community Services, which will result in more opportunities for collaboration, for example, expanding the SALC programming to other buildings in the area through a hub-and-spoke model (mobile services);
- Improves the common space in 145 Strathmore for tenant use when the SALC is not operating. The SALC would be expected to be operating generally during daytime hours Monday-Friday; and
- Because WoodGreen is an anchor agency in the East Toronto Health Partners (East Toronto Ontario Health Team), this partnership may

provide other opportunities to align health services for tenants in the building and other locations.

Funding Requirements to Establish a Hub at 145 Strathmore Ave

WoodGreen and the SHU have met to identify renovations required to the community room at 145 Strathmore Ave to convert the space into a useable and practical location for the WoodGreen SALC.

Specifically, these renovations would create a new accessible washroom, activity rooms (small, medium and large), staff office space and a storage room. These enhancements will enable the SALC to run concurrent programming (post-COVID-19).

TCHC's Design & Engineering Unit has estimated the cost of the renovations at \$120,000-\$165,000 to put in place new partitions (glass walls), doors and the accessible washroom.

WoodGreen is requesting that the Toronto Central LHIN cover 50% of the costs to renovate the space and TCHC is proposing to cover the other 50%, or approximately \$82,000.

From an operational perspective, TCHC will provide the Use of Space in kind to WoodGreen and specific details would be confirmed through the establishment of a formal agreement.

Next Steps

Finalizing initial programming with the Hub would be conducted (subsequent to the survey) through further tenant engagement (considering current COVID-19 restrictions) and we would continue to work with tenants and the community to ensure the programming offered through the Hub meets needs and interests.

Initial setup of the SALC would be considered to operate in the existing space until renovations could be completed. Tenant/staff/community partner communications would be undertaken prior to launch and ultimately the SALC would become operational at 145 Strathmore pending any COVID-19 dependencies.

Seniors Health and Wellness Hubs in Other SHU Regions

As part of the ISM, the SHU will be rolling out additional Seniors Health and Wellness Hubs across the City in the different regions as the next phases of the ISM are implemented later in 2021 and into 2022. Locations will be identified with tenant engagement, understanding of programming for tenant needs, space analysis, and a review of current service provision in the buildings. The SHU will work SSLTC and with community agencies to identify potential partners capable of operating hubs.

SIGNATURE:

"Jill Bada"

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