



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 May 4, 2020, via WebEx, commencing at 8:45 a.m.

TSC Directors Present: John Campbell, Chair
Marcel Charlebois
Ubah Farah
Councillor Paula Fletcher
Councillor Frances Nunziata

TSC Directors Absent: Debbie Douglas

Management Present: Sheila Penny, Acting President & Chief Executive Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Vincent Tong, Chief Development Officer
Rose-Ann Lee, Chief Financial Officer
Allen Murray, Vice President, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications
Barbara Shulman, Interim Vice President, Human Resources
Cynthia Summers, Commissioner of Housing Equity
Jill Bada, General Manager, Seniors Housing Unit
Bill Anderson, Senior Director, Community Safety Unit

Nadia Gouveia, Director, Programs and Partnerships
William Mendes, Director, Program Delivery
Ceilidh Wilson, Assistant Corporate Secretary

Guests Present: Scerena Officer, Acting Manager, Community Safety & Wellbeing, City of Toronto (8:45 a.m. – 9:41 a.m.)

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the TSC meeting, introduced himself as the new Chair of the TSC and thanked Linda Jackson for her years as the TSC Chair, 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.

DEPUTATIONS

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

- Item 3 – Business Arising from the Public Meeting Minutes and Action Items Update (*Kathleen Doobay and Miguel Avila-Velarde*)
- Item 8 – Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers [*Deferred from March 24, 2021 TSC Meeting*] (*Cathy Birch, Bill Lohman and Janet McLeod*)
- Item 9 – TCHC Community Safety Advisory Sub-Committee – Update (*Veronica Snooks, Carole King*)
- Item 9C – Tenant Complaints Update (*Kathleen Doobay*)
- Item 9D – Tenant Engagement Refresh Update (*Miguel Avila-Velarde*)
- Item 10 – Q1 2021 Tenants First Update (*Anita Dressler and Bill Lohman*)

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

- Item 3 – Business Arising from the Public Meeting Minutes and Action Items Update (*Kathleen Doobay and Miguel Avila-Velarde*)
- Item 6 – Lawrence Heights: Phases 2 & 3 Tenant Benefit Agreement [*Deferred from March 24, 2021 TSC Meeting*] (*Miguel Avila-Velarde*)
- Item 8 – Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers [*Deferred from March 24, 2021 TSC Meeting*] (*Bill Lohman and Janet McLeod*)
- Item 9A – TCHC Community Safety Sub-Committee – Update (*Cheryl Duggan*)
- Item 9C – Tenant Complaints Update (*Kathleen Doobay and Cheryl Duggan*)
- Item 10 – Q1 2021 Tenants First Update (*Anita Dressler and Bill Lohman*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC approved the reordering of its Agenda to deal with matters related to the OCHE to follow Item 4.

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 MARCH 31, 2021

Motion **ON MOTION DULY MADE** by Councillor Nunziata, seconded by

carried Mr. Charlebois and carried, the TSC confirmed the above-captioned minutes without amendments.

**ITEM 2D ANNUAL REVIEW OF TENANT SERVICES
COMMITTEE CHARTER TSC:2021-31**

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC unanimously approved the Tenant Services Committee Charter as set out in Attachment 1 to Report TSC:2021-31, and forwarded it to the Board of Directors for its approval.

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

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

Written deputations from Kathleen Doobay and Miguel Avila-Velarde received with respect to this item and were circulated to the TSC prior to the meeting.

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

- Action item: Management to provide the demographics of the staff hired to carry out the work of the Violence Reduction Program.

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

**VIOLENCE REDUCTION PROGRAM – MOU
AND FUNDING ARRANGEMENT WITH
SOCIAL DEVELOPMENT, FINANCE &
ADMINISTRATION**

ITEM 4

TSC:2021-32

The above-captioned report (TSC:2021-32) was circulated to TSC members prior to the meeting.

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

- Program background;
- Youth pilot expansion;
- City of Toronto's role;
- Program pillars;
- Program partners;
- Program highlights to date; and
- 2021 looking ahead.

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

- Action item: Management to provide details of the Violence Reduction Program ("VRP") budget as approved by the Board in 2019, and the breakdown of funding as of 2021 directed to CSU and non-CSU related initiatives, including both programming and staffing costs for both the original and expanded sites.
- The Committee noted that the high levels of gun violence in TCHC communities remains concerning.
- Each region has community safety and support programming based on their local needs.
- TCHC is part of a City table that is analyzing services in communities where there are high incidences of gun activity to provide a coordinated response to gun violence.
- It was suggested that staff consider training for staff to support those dealing with the trauma of losing young people to suicide.
- The quarterly VRP report reports on success indicators, including the number of referrals made through social service enhancements and how many tenants VRP staff work with.

Ms. Officer left the meeting at 9:41 a.m.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the presentation in Attachment 1 to Report TSC:2021-32, regarding the Violence Reduction Program – MOU and Funding Arrangement with Social Development, Finance & Administration.

OCHE – 2020 ANNUAL REPORT
[DEFERRED FROM MARCH 24, 2021 TSC
ITEM 7A MEETING] TSC:2021-25D

The above-captioned report (TSC:2021-25D) was circulated to TSC members prior to the meeting.

This matter was discussed in conjunction with Item 7B – OCHE 2020 Work Plan Performance Report (TSC:2021-26D).

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

- 2020 was one of the most successful and collaborative years between the Office of the Commissioner of Housing Equity (“OCHE”) and TCHC.
- TCHC approached OCHE to do an audit of all arrears files prior to filing with the Sherriff to ensure the Arrears Collection Process (“ACP”) and principles of fairness were followed.
- OCHE, being a third party outside of TCHC, helps to build trust with tenants and advocate on their behalf to resolve arrears.
- TCHC staff are making referrals to OCHE much sooner than they did in past years, which helps to resolve arrears quicker and more proactively.
- OCHE’s annual budget is \$1.4M, which is dedicated to staff resources with the exception of approximately \$55K for operating costs.

-
- Approximately 30% of cases have one breach, but 70% are not breaching their repayment agreements.
 - TCHC tracks the amount paid back through repayment agreements.
 - The incidences of loss of subsidy (“LOS”) are heavily driven by tenants not understanding the annual review process and how to fill out their annual review packages, which needs to be properly communicated to tenants.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC received for its information the Office of the Commissioner of Housing Equity’s 2020 Annual Report as set out in Attachment 1 to Report TSC:2021-25D, and forwarded it to Board of Directors for its information.

**OCHE – 2020 WORK PLAN PERFORMANCE
REPORT [DEFERRED FROM MARCH 24,
2021 TSC MEETING]**

ITEM 7B

TSC:2021-26D

The above-captioned report (TSC:2021-26D) was circulated to TSC members prior to the meeting.

This matter was discussed in conjunction with Item 7A – OCHE – 2020 Annual Report (TSC:2021-25D).

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Fletcher and carried, the TSC unanimously approved, and forwarded to the Board of Directors for its approval, the Office of the Commissioner of Housing Equity 2020 Work Plan as set out in Attachment 1 to Report TSC:2021-26D.

**CORPORATE GOALS FOR
REVITALIZATION INITIATIVES
[DEFERRED FROM MARCH 24, 2021
TSC MEETING]**

ITEM 5

TSC:2021-23D (R)

The above-captioned report (TSC:2021-23D (R)) was circulated to TSC members prior to the meeting.

Ms. Penny and Mr. Tong were available to answer questions of the TSC. Highlights of the discussion include:

- With the fully funded capital plan, we are able to expand the scope of the corporate goals for revitalization beyond leveraging land values and replacing buildings.
- Development staff are in the process of identifying success measures to accompany the corporate goals.
- Revitalization communities blend market, affordable and rent-geared-to-income (“RGI”) buildings to create cohesive communities.
- Development staff strive to build on lessons learned. For example, units in older buildings in Regent Park had more open concept designs but staff received feedback that many tenants did not feel comfortable cooking in an open concept unit because they could not remove their headscarves. As a result, future buildings incorporated both closed and open concept units to address this concern.
- Communities are revitalized using Crime Prevention Through Environmental Design (“CPTED”) principles to reduce anti-social behaviour.
- Some major revitalization sites have maintained or surpassed their level of criminal activity and anti-social behaviour, despite the newly developed buildings and communities.
- Action item: Management to report back on how we are addressing violence in revitalization communities.
- There is a stigma around TCHC buildings so it is important to work with the community at large around revitalization sites.

*Motion
carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information

the report regarding Corporate Goals for Revitalization Initiatives as outlined in Report TSC:2021-23D (R) and forwarded it to the Board of Directors for its information.

**LAWRENCE HEIGHTS: PHASE 2 & 3
TENANT BENEFIT AGREEMENT
[DEFERRED FROM MARCH 24, 2021 TSC
MEETING]**

ITEM 6

TSC:2021-24D

Written deputation from Miguel Avila-Velarde was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-24D) was circulated to TSC members prior to the meeting.

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

- Developing the Tenant Benefits Agreement; and
- How tenants will be engaged.

Mr. Mendes and Mr. Tong were available to answer questions of the TSC. Highlights of the discussion include:

- Information on scholarships and employment opportunities will be made available in multiple languages, and the community ambassador team speaks multiple languages to engage members of the community.
- Action item: Management to provide, where possible, the long-term economic benefits and long-term stable employment opportunities that have been generated across TCHC's revitalization sites.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received for its information the Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement report (TSC:2021-24D).

**SENIORS HEALTH AND WELLNESS HUB
AT 145 STRATHMORE BLVD/GREENWOOD
TOWERS [DEFERRED FROM MARCH 24,**

ITEM 8

2021 TSC MEETING]

TSC:2021-27D

Verbal deputations were received from Cathy Birch, Bill Lohman and Janet McLeod with respect to this item.

Written deputations from Bill Lohman and Janet McLeod were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-27D) was circulated to TSC members prior to the meeting.

Ms. Penny and Ms. Bada were available to answer questions of the TSC.

Highlights of the discussion include:

- The programming in the hub would enhance opportunities for health and wellbeing and community interaction for tenants and seniors in the local community.
- Focus groups, door-to-door surveys and engagement with the Senior Tenant Advisory Committee (“STAC”) were undertaken by the Seniors Housing Unit (“SHU”) and Woodgreen to determine the approach to animate the hub and provide equitable access to programming.
- The proposed programming includes health promotion workshops, computer literacy and digital literacy classes, exercise and physical fitness, choir and music, a rainbow club, knitting classes, card games and clubs, language classes, cooking classes, and cultural celebrations. The agreement with Woodgreen has not yet been finalized.
- The hub would be accessible to tenants in the south east region and seniors in the local community.
- The Community Safety Unit (“CSU”) did a safety audit of Greenwood Towers and no major concerns were identified, however they did recommend better managing access to the building for those who will come in to participate in programming. As such, staff will escort non-tenants in and out of the building when accessing programming. There

is also 24/7 security on-site in the building.

- Management feel confident that they have done adequate engagement with tenants regarding the implementation of the hub.
- The recreation space will be available to tenants outside of programming hours, which is currently contemplated as being 9:00 a.m. – 5:00 p.m., four to five days per week.
- The Committee recommended referring this matter back to the Tenants First team to take a second look at the plan.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC referred the establishment of a Seniors' Health and Wellness Hub at 145 Strathmore Blvd/Greenwood Towers, being part of Phase 1 of the Integrated Service Model Implementation, as outlined in Report TSC:2021-27D, to the City's Tenants First staff to determine if it should be considered by the Board of Directors of the Toronto Seniors Housing Corporation.

**ITEM 9A TCHC COMMUNITY SAFETY ADVISORY
SUB-COMMITTEE – UPDATE TSC:2021-41**

Verbal deputations were received from Veronica Snooks and Carole King with respect to this item.

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

The above-captioned report (TSC:2021-41) was circulated to TSC members prior to the meeting.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received for its information the TCHC Community Safety Advisory Sub-Committee Update, as outlined in Report TSC:2021-41.

- d. a description of the strategies that have assisted in buildings that are identified in Table 5, for the year 2019, being removed from the list in 2020.

ITEM 9C TENANT COMPLAINTS UPDATE TSC:2021-34

Verbal deputation was received from Kathleen Doobay with respect to this item.

Written deputations from Kathleen Doobay and Cheryl Duggan were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-34) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information the Tenant Complaints Update contained in Report TSC:2021-34.

ITEM 9D TENANT ENGAGEMENT REFRESH UPDATE TSC:2021-35

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

The above-captioned report (TSC:2021-35) was circulated to TSC members prior to the meeting.

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

- Action item: Prior to its reimplementation, Management to bring the plan for the participatory budgeting program to the TSC for discussion.

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

TSC:2021-34 and that the Participatory Budgeting Plan be brought to the Tenant Services Committee prior to its implementation.

ITEM 9E UPDATE: USE OF SHIPPING CONTAINERS
AT LAWRENCE HEIGHTS TSC:2021-39

The above-captioned report (TSC:2021-39) was circulated to TSC members prior to the meeting.

Mr. Angkaw, Ms. Penny and Mr. Murray were available to answer questions of the TSC. Highlights of the discussion include:

- The purpose of utilizing shipping containers is to address space constraints for community programming for tenants.
- It was suggested that Management reach out to Scadding Court to learn from their experience using shipping containers.
- There is a long-standing list of organizations that have been prioritized by the community that would make use of the shipping containers.
- This will begin as a six month pilot and will then be evaluated prior to moving forward with this as a long-term solution.
- The \$250K to cover the costs of three 8x20 shipping containers for six months is already budgeted.
- Shipping containers can be modified to suit the needs of the programming going into the space, e.g. adding windows and doors. Staff will explore both modified and non-modified options when procuring the shipping containers to meet the programming needs.
- Attempts to use the space at the local high school near Lawrence Heights, John Polanyi Collegiate, have been unsuccessful.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Councillor Fletcher and carried, the TSC received for its information the Use of Shipping Containers at Lawrence Heights Update as outlined in Report TSC:2021-39.

ITEM 9F **LEGACY ARREARS COLLECTION
PERFORMANCE MEASURES** TSC:2021-44

The above-captioned report (TSC:2021-44) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information the Legacy Arrears Collection Performance Measures report as set out in Report TSC:2021-44.

ITEM 9G **Q1 2021 VIOLENCE REDUCTION PROGRAM
UPDATE** TSC:2021-40

The above-captioned report (TSC:2021-40) was circulated to TSC members prior to the meeting.

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

- Security guards cannot travel between TCHC sites as a result of the Community Safety Unit's ("CSU") collective agreement, which stipulates that security is static while Special Constables are responsible for patrolling communities.
- Toronto Police Service ("TPS") cannot enforce the *Trespass to Property Act* ("TPA") on TCHC property as the agreement with TPS in this regard expired in Q1 2021 and the process is now being reviewed as a result of issues identified through the development of the Confronting Anti-Black Racism ("CABR") strategy.
- Several Violence Reduction Program ("VRP") sites are in the top 20 list for false fire alarms. It was noted that a different approach, e.g. a public health approach vs. a community safety approach, may be required to properly support tenants living in these communities. This will be part of the work of the Community Safety Advisory Sub-Committee.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received for its information the Q1 2021 Violence Reduction Program Update as outlined

in Report TSC:2021-40.

ITEM 10 Q1 2021 TENANTS FIRST UPDATE TSC:2021-43

Verbal deputations were received from Anita Dressler and Bill Lohman with respect to this item.

Written deputations from Anita Dressler and Bill Lohman were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-43) was circulated to TSC members prior to the meeting.

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

- The Senior Tenant Advisory Committee (“STAC”) was formed, through a lengthy process, to bring seniors’ voices to the forefront when developing the Integrated Service Model (“ISM”).
- Membership on the STAC was confirmed in December 2020 and there have been six meetings since December, taking place every six weeks. The STAC reviews a variety of topics based on key areas of interest, including seniors’ engagement.
- The STAC provides a forum for senior tenants to bring their own or others’ views forward to share input.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information the Q1 2021 Tenants First Update as outlined in Report TSC:2021-43.

TERMINATION

The public meeting terminated at 12:14 p.m.

Tenant Services Committee
Public Minutes
May 4, 2021

Secretary

Chair, Tenant Services Committee