



## **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 July 6, 2022, via WebEx, commencing at 9:13 a.m.

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

**TSC Directors Absent:** Debbie Douglas

**Management Present:** Jag Sharma, President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Rose-Ann Lee, Chief Financial Officer & Treasurer (“CFO”)  
Paula Knight, Vice President, Strategic Planning and Communications  
Summer Nudel, Senior Advisor to the Commissioner of Housing Equity  
Richard Grotsch, Acting Senior Director, Business Operations  
Likwa Nkala, Acting Director, Programs and Partnerships  
Christine Yan, Acting Assistant Corporate Secretary

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

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**ITEM 1 CHAIR'S REMARKS**

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

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**DEPUTATIONS**

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

- Item 6A – Review of CSAC Charter (*Catherine Wilkinson*)
- Item 8A – TCHC's Operational Performance Measures (*Catherine Wilkinson and Miguel Avila-Velarde*)
- Item 8B – Violence Reduction Program Update – Q1 2022 (*Cathy Birch*)

The following written deputation was received in relation to the following item:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Jackie Yu*)

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**ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

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*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC approved the Public meeting agenda of the July 6, 2022 meeting.

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**ITEM 3 CHAIR'S POLL RE: CONFLICT OF INTEREST**

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

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**ITEM 4 CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF JUNE 9, 2022**

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

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

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

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

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**ITEM 6 COMMUNITY SAFETY ADVISORY SUB-COMMITTEE (“CSAC”) CHAIR’S REPORT** VERBAL REPORT

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The CSAC Chair provided an update on recent activities of the CSAC, highlighting the approval of the CSAC Charter, progress on the community safety work, and update on the City of Toronto’s review on the Community Safety Unit.

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

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**ITEM 6A      REVIEW OF CSAC CHARTER**

TSC:2022-34

The above-captioned report (TSC:2022-34) was circulated to TSC members prior to the meeting.

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

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

- The report recommends that the CSAC Charter be amended to identify the Term during which the CSAC shall be operative. In consultation with the CSAC, the direction that the CSAC provided was to establish a term in reference to the work of the Committee, which is reflected in the amended CSAC Charter set out in Attachment 1.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Haque and carried, the TSC approved the Community Safety Advisory Sub-Committee Charter in the form set out in Attachment 1 to Report TSC:2022-34, and forwarded it to the Board of Directors for its approval.

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**ITEM 7      TERMS OF REFERENCE OF THE OCHE**

Mr. Meagher updated that additional time is required to consult with the Office of the Commission of Housing Equity (“OCHE”) in relation to the implications of the decision by the City of Toronto (the “City”) that the OCHE should serve both TCHC and Toronto Seniors Housing Corporation (“TSHC”) for the first two years of the TSHC’s existence, and the decision made by the

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TCHC Board in December 2021 to expand the OCHE's jurisdiction from working with senior and vulnerable tenants to all tenants living in the TCHC portfolio.

The TSC resolved to defer consideration of this matter to its meeting of September 20, 2022.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Councillor Fletcher and carried, the TSC resolved to defer consideration of this matter to its meeting of September 20, 2022.

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<b>ITEM 8A</b>	<b>TCHC'S OPERATIONAL PERFORMANCE MEASURES</b>	<b>TSC:2022-36</b>
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The above-captioned report (TSC:2022-36) was circulated to TSC members prior to the meeting.

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

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

- It was provided that the 651 units held for demolition, quoted in the report, are units to be demolished in the revitalization projects, most of which are concentrated in the central area, particularly in Regent Park.
- The TSC expressed concerns that TCHC's vacancy rate for its family portfolio increased by over 1%, and requested additional information on factors leading to a high vacancy rate among the seniors' portfolio and factors contributing to the increased vacancy rate in the family portfolio.
- It was clarified that among the 1,300 vacant units, around 50% of them require maintenance. The Operations Team is working to maintain the service level in relation to unit turnover. Further information was requested on the turnaround time of those vacant units, factors leading to the length of time units remain vacant, and the strategy to reduce the number of vacant units.

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- The TSC resolved to forward the report to the Board for its information inviting a representative of the Service Manager to attend.
  - It was provided that TCHC staff have been working closely with the Service Manager on actions to reduce the vacancy rate, through the Rapid Rehousing Initiative and the Choice-Based Offer System.
  - In terms of the unit turnover time, a variety of factors contributed to the extended timeline, which include supply chain challenges and the departure of a few vendors involved in the unit turnover process over the concern of raising costs as a result of the pandemic.
  - Further questions were asked around the vacancy rate of the Bachelor units and the long term plan to address the problem with renting out Bachelor units. It was provided that the highest vacancy rate among the portfolio is with Bachelor units (around 5%). The vacancy rate tends to align with the vulnerability of the communities. TCHC has been working to explore options to fill these units quickly, which include providing onsite support to those buildings.
  - With respect to the chronically vacant units, the Operations Team is conducting an audit to identify the factors contributing to the length of vacant time.
  - Action item: Management to
    1. provide additional data to respond to the year over year increase in TCHC's vacancy rate, including, but not limited to:
      - i. a breakdown of vacancies by unit type, development, region, duration of vacancy and factors that contributed to the duration of vacancy; and
      - ii. an explanation of the high vacancy rate in the Seniors Portfolio at the date of the Seniors Portfolio transfer; and
    2. develop a plan to address this increase, including strategies to address vacancies in TCHC's bachelor unit inventory.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received Report TSC:2022-36, being the TCHC's Operational Performance Measures report, for its information and forwarded it to the

Board for its information inviting a representative of the Service Manager to attend. The TSC requested that management:

1. provide additional data to respond to the year over year increase in TCHC's vacancy rate, including, but not limited to:
  - a. a breakdown of vacancies by unit type, development, region, duration of vacancy and factors that contributed to the duration of vacancy; and
  - b. an explanation of the high vacancy rate in the Seniors Portfolio at the date of the Seniors Portfolio transfer; and
2. develop a plan to address this increase, including strategies to address vacancies in TCHC's bachelor unit inventory.

**VIOLENCE REDUCTION PROGRAM UPDATE**

**ITEM 8B – Q1 2022**

TSC:2022-38

The above-captioned report (TSC:2022-38) was circulated to TSC members prior to the meeting.

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

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

- It was suggested that the roles of the Community Safety Unit ("CSU") and the Toronto Police Services ("TPS") and the relationship between the two parties be clarified to provide a clear messaging to tenants around where to get help in different scenarios and how different issues are managed.
- It was provided that the CSU has recently developed a pamphlet that outlines the role and scope of CSU Special Constables and when tenants should contact TPS directly.
- It was added that many of the shootings and gun violence incidents

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happened with non-tenants and are not always linked to tenancy management outcomes.

- It was provided that through the Violence Reduction Program (“VRP”) TCHC has worked with partner agencies to engage young people via programs and services, especially in communities that are disproportionately impacted by gun violence. As part of the Summer Safety Strategy last year, TCHC worked with Toronto District School Board (“TDSB”) and Toronto Catholic District School Board (“TCDSB”), both are part of the SafeTO Table, to provide support to young people.
- It was provided that the CSU has been working on the prioritization of CSU calls and ensuring officers are dispatched in a timely fashion.
- A comment was received that resources in CSU and TPS should be reviewed and re-aligned to prevent duplication of services.
- Action item: management to report back on where the Neighbourhood Community Officers are deployed and how CSU aligns its resources with resources already provided by Toronto Police Services in the communities.
- A comment was received that the Neighbourhood Community Officer Program has been expanded in 2022. Neighbourhood Community Officers do go to buildings to engage with tenants and build relationship with tenants.
- Management updated the vacancy status and hiring progress of the CSU. Tenants and applicants from diverse backgrounds are considered in the process. It takes about 8 months to hire, train and onboard a CSU Special Constable.
- Since the beginning of 2022, 168 termination notices for anti-social behaviour have been filed. Many of the cases may be resolved through a mediation in accordance with TCHC’s strategy to try and preserve tenancies.
- A question was asked regarding the evaluation of programs provided to tenants. It was provided that annual assessments are conducted with community partners through the use of space protocol. Metrics tracked include number of tenants receiving service and frequency of programming. The annual assessment is supplemented by ad hoc meetings between the Engagement Community Services Coordinator and the partner throughout the year, and by feedback from tenants.
- Staff added that a lot of programs are focused on engaging young



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people, particularly those facing barriers to employment and young people with criminal history.

- With respect to the job applicant tracking process, management provided that candidates are given the option to voluntarily respond and indicate if they identify as part of a designated group. As part of the Equity, Diversity and Inclusion Strategy the Human Resources Division (“HR”) is working to build a more comprehensive self-identification survey into the application process, which will enable HR to track the progress on sourcing diverse candidates. It was emphasized that TCHC needs to exercise caution over what information it is allowed to collect and how, and comply with the legal restrictions on the dissemination of that information.
- It was provided that CSU does prioritize its hiring practices to make sure the hiring process is inclusive.

*Motion  
carried*

**ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Haque and carried, the TSC received the information in Report TSC:2022-38, being the Violence Reduction Program Update report for the first quarter of 2022.

## **TERMINATION**

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A Motion to adjourn the meeting was moved by Ms. Farah and seconded Mr. Charlebois.

The public meeting terminated at 10:50 a.m.

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Secretary

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Chair, Tenant Services Committee