



## 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 October 5, 2023 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 8:58 a.m.

**TSC Directors Present:** John Campbell (Chair) (in-person)  
Marcel Charlebois (via Webex)  
Debbie Douglas (via Webex) (8:58 a.m. – 10:00 a.m.)  
Ubah Farah (via Webex)  
Councillor Paula Fletcher (via Webex)

**TSC Directors Absent:** Ziva Ferreira

**Management Present:** Tom Hunter, Interim President & Chief Executive Officer (“CEO”)  
Nadia Gouveia, Acting Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Lily Chen, Chief Financial Officer (“CFO”)  
Barbara Shulman, Chief People & Culture Officer  
Jessica Hawes, Acting Chief Development Officer (“CDO”)  
Allen Murray, Vice President, Facilities Management  
Paula Knight, Vice President, Strategic Planning & Communications  
Allan Britton, Acting Senior Director, Community Safety Unit  
Julio Rigores, Manager, Engagement Refresh

Melanie Martin, Interim Commission of Housing  
Equity  
Ceilidh Wilson, Assistant Corporate Secretary

**Guest Present:**

Jenn St. Louis, Manager, Housing Stability  
Services, Housing Secretariat, City of Toronto  
Emily Gaus, Project Manager, Housing Stability  
Services, Housing Secretariat, City of Toronto

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**

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The Chair welcomed everyone to the meeting.

**DEPUTATIONS**

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

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Catherine Wilkinson*)
- Item 6A – Violence Reduction Program Update – Q1 & Q2 2023 (*Miguel Avila-Velarde*)
- Item 7 – OCHE Bi-Annual Update – January to June 2023 (*Catherine Wilkinson*)
- Item 8A – Tenant Complaints Update (*Catherine Wilkinson, Miguel Avila-Velarde and Ann-Marie Tomlinson*)
- Item 8B – Tenant Engagement Refresh Update (*Miguel Avila-Velarde and Ann-Marie Tomlinson*)

The following written deputation was presented:

- Item 8A – Tenant Complaints Update (*Ann-Marie Tomlinson*)
- Item 8B – Tenant Engagement Refresh Update (*Ann-Marie Tomlinson*)

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**ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

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*Motion carried* **ON MOTION DULY MADE** by Ms. Douglas, seconded Councillor Fletcher and carried, the TSC unanimously approved the Agenda for its Public Meeting of October 5, 2023.

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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 TSC PUBLIC MEETING MINUTES OF JULY 13, 2023**

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*Motion carried* **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, the TSC confirmed the above-captioned minutes as amended.

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

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

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

- Item #1 on the action item list references the Participatory Budgeting (“PB”) Program, as this was the title of the report from 2021 from which the action item originated. The action item retained the former name of the program so that it can be tracked against the original report.
- Given the concern that the title of the program does not reflect the true nature of the program, staff are committed to bringing a report to the next TSC meeting with a new name that captures the nature of the program. A final report regarding the plans for the program formerly known as Participatory Budgeting will be brought to the TSC in Q1 2024.

- Action item: Management to report back at the November 27, 2023 meeting with the plan for the program formerly known as Participatory Budgeting, including:
  - the name for the new program;
  - details of how the new program will work; and
  - details of how the program will be funded.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, 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 July 13, 2023.

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

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The CSAC Chair provided an overview of the matters discussed at the September 29, 2023 CSAC meeting, highlights of which include:

- A report on the Neptune 4 Review will be brought before the Board of Directors for a fulsome discussion.
- CSAC is exploring the Violence Reduction 2023 Priority Pilot Sites and what they look like with a different community categorization.

**ITEM 6A      VIOLENCE REDUCTION PROGRAM UPDATE – Q1 & Q2 2023      TSC:2023-39**

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The above-captioned report was circulated to TSC members prior to the meeting.

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

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

- The reported crimes against property in Violence Reduction Program (“VRP”) communities increased by 22% in Q1 2023 compared to the same period in 2022. There were increases in crimes against persons, reported assaults, and sexual assaults. There was a small decrease in serious violent incidents, but the overall increase in

crimes against persons increased by 58% when compared to Q2 2022. In Q2 2023, there was an increase 40% compared to Q2 2022.

- The increases are attributed to increased outdoor activities post-COVID-19, which are leading to anti-social behavior. The data appears abnormal because it is being measured against the reduced incidents during the pandemic. The numbers are back to the reduced levels from pre-COVID-19, but not as greatly reduced as they were during the pandemic period.
- In Q2 2022, there were 3,957 VRP patrols and 3,887 CSU patrols. Both types of patrols decreased by 1,000 in Q2, which is in part due to staff turnover and available resources.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2023-39, being the Violence Reduction Program Update for the first and second quarters of 2023, for its information.

**OFFICE OF THE COMMISSIONER OF  
HOUSING EQUITY (“OCHE”) BI-ANNUAL  
UPDATE – JANUARY TO JUNE 2023**

**ITEM 7**

TSC:2023-40

The above-captioned report was circulated to TSC members prior to the meeting.

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

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

- OCHE is committed to supporting TCHC frontline staff through bi-weekly case conferencing, bi-monthly training, and ad-hoc advice. OCHE also stationed their Early Resolution Officers (“ERO”) by region to assist with relationship building. OCHE has learned from frontline staff about the barriers they face while working with tenants in arrears, which has informed OCHE’s recommendations to resolve arrears with tenants.
- Between January 1 and June 30, 2023, OCHE receive 508 referrals from TCHC. OCHE sent 115 of these referrals back to TCHC.

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- Beginning in February 2023, OCHE started to screen files ahead of assigning them to an ERO to ensure compliance with the Arrears Collection Process (“ACP”), and to curb the flow of referrals to the OCHE.
- In this reporting period, 302 cases were also referred to EROs for case management and auditing.
- All the recommendations in this report are being implemented or researched to determine their feasibility and cost.
- Some rent payments are delayed as the Ontario Disability Support Program (“ODSP”) does not send their payments to TCHC until the end of the month.
- Of the 14 households that owe a cumulative total of \$433,984.72 in arrears, the majority are cases that amassed these arrears prior to, or during, the COVID-19 pandemic when TCHC was unable to attend the Landlord and Tenant Board (“LTB”). These are also arrears that had expired orders. These arrears are sitting on tenants’ accounts, and TCHC is unable to collect them through the LTB.
- There are very few circumstances where TCHC writes off arrears (e.g. if the tenant passes away or is over 95 years of age). TCHC maintains an arrears list after tenants leave, which is tracked separately, however it does not lead to the arrears being written off and attempts are still made to collect the arrears by the Finance team.
- TCHC is exploring opportunities with the Service Manager and with recommendations from OCHE, as to whether arrears can be written off for specific cases, such as those that are deemed uncollectible. There have been discussions regarding this matter at the Building Investment, Finance and Audit Committee as well.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the TSC received Report TSC:2023-40, being the Office of the Commissioner of Housing Equity (“OCHE”) Bi-Annual Update report for the period of January to June 2023, for its information and forward it to the Board for its information.

**ITEM 8A TENANT COMPLAINTS UPDATE**

TSC:2023-41

The above-captioned report was circulated to TSC members prior to the meeting.

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

A written deputation was received from Ann-Marie Tomlinson with respect to this item and was circulated to the TSC.

*Motion carried* **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC received Report TSC:2023-41, being the Tenant Complaints Update, for its information.

**ITEM 8B TENANT ENGAGEMENT REFRESH UPDATE**

TSC:2023-42

The above-captioned report was circulated to TSC members prior to the meeting.

Verbal deputations were received from Miguel Avila-Velarde and Ann-Marie Tomlinson with respect to this item.

A written deputation was received from Ann-Marie Tomlinson with respect to this item and was circulated to the TSC.

Ms. Gaus and Mr. Rigores provided the TSC with a presentation in relation to this matter, highlights of which include:

- Background;
- TCHC Tenant Advisory Committee (“TAC”) membership;
- Terms of reference;
- September 28 TAC meeting; and
- Next steps.

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

- TCHC held three Tenant Community Action Table (“TCAT”) events in the last two weeks. TCHC is still in the process of finalizing the review

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of the current engagement system, particularly around communicating with tenants and ensuring they are involved in the decision making process.

- TCHC’s work on the establishment of the TAC started in 2022. There was a motion at City Council in December 2022 that culminated in several directions being adopted by City Council in March 2023, which resulted in the City working in collaboration with TCHC on establishing the TAC. The Deputy City Manager, Development and Growth Services, and TCHC’s Interim President & CEO, are co-chairing the TAC on a transitional basis.
- The first official TAC meeting was held on September 28, 2023 and was a hybrid meeting, which gives additional participation options for TAC members.
- TAC has a membership of 21 tenants. 15 members were recruited through the initial regional-focused recruitment process in 2022, five of whom are from the east region, five from the west region, and five from the central region.
- The City and TCHC completed another round of recruitment to ensure the TAC composition was diverse and inclusive. The final TAC has representation from all three regions, as well as three youth representatives and members with a range of experience. Further, the three TCHC tenant Board Directors and representatives from the Responsible Personal Accessibility in Toronto Housing (“R-PATH”) were invited to participate as non-voting TAC members.
- Four meetings were held over the summer months, with the goal of developing the Terms of Reference (“TOR”). The working group used best practices from the Tenants Senior Advisory Committee as a model in the process.
- Each aspect of the TOR was voted on, with final approval taking place on September 28, 2023.
- There are two more sessions scheduled for this year: October 26 and November 22, with a third potential meeting being considered in December. These meetings will cover reviewing the Tenant Service Hubs, the draft Volunteer Policy, and recommendations regarding the Tenant Engagement System review for TSC.
- Management apologized to tenant Board Directors for the miscommunication related to the invites for the recent TAC meetings.



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*Motion carried*     **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Farah and carried, the TSC received Report TSC:2023-42, being the Tenant Engagement Refresh Update, for its information.

**TERMINATION**

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A motion to adjourn the meeting was moved by Ms. Farah and seconded by Mr. Charlebois. The TSC resolved to terminate the public meeting at 10:29 a.m.

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Secretary

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Chair, Tenant Services Committee