



TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: November 18, 2021
Time: 8:55 am. – 11:15 p.m.
Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
8:55	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
9:00	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 September 14, 2021	TSC Approval	Minutes	Chair	4
	d) Q3 2021 Tenants First Update	Information	TSC:2021-67	Vice President, Strategic Planning and Communications	16
	e) Violence Reduction Program Update – Q2 & Q3, 2021	Information	TSC:2021-81	Chief Operating Officer	23
	f) Overview: Community Safety Unit	Information	TSC:2021-82	Chief Operating Officer	45

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Time	Description	Action	Pre-read	Presenter	Page #
9:05	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	72
9:10	4. Community Safety Advisory Sub-Committee Chair's Report	Information	Verbal Report <i>5 minutes</i>	Chair, Community Safety Advisory Sub-Committee	-
9:15	5. Board and Committee Meeting Rules of Procedures	Information	TSC:2021-75 <i>15 minutes</i>	General Counsel and Corporate Secretary	89
9:30	6. Chief Operating Officer's Reports		<i>60 minutes</i>		
	a) TCHC's Operational Performance Measures	Information	TSC:2021-69	Chief Operating Officer	92
	b) TCHC Provision of Internet Access to All TCHC Households	Information	TSC:2021-70	Chief Operating Officer	102
	c) Crisis Priority Transfers	TSC & Board Information	TSC:2021-71	Chief Operating Officer	109
	d) Community Impact Programs	Information	TSC:2021-72	Chief Operating Officer	115
	e) Tenant Complaints Process Update	Information	TSC:2021-73	Chief Operating Officer	123
	f) Tenant Engagement Refresh Update	Information	TSC:2021-74	Chief Operating Officer	128
10:30	7. OCHE Reports				
	a) OCHE Bi-annual Update	TSC & Board Information	TSC:2021-76 <i>10 minutes</i>	Commissioner of Housing Equity	147

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Time	Description	Action	Pre-read	Presenter	Page #
10:40	b) OCHE Systemic Recommendations Report – August 1, 2019, to September 30, 2021	TSC & Board Information	TSC:2021-77 <i>10 minutes</i>	Commissioner of Housing Equity	162
10:50	c) OCHE 2022 Work Plan	TSC & Board Approval	TSC:2021-78 <i>5 minutes</i>	Commissioner of Housing Equity	179
10:55	8. TCHC Response to OCHE Systemic Recommendations	Information	TSC:2021-79 <i>10 minutes</i>	Chief Operating Officer	187
11:05	9. Seniors Housing Unit South East Region Tenant Experience Survey Results	Information	TSC:2021-80 <i>10 minutes</i>	General Manager, Seniors Housing Unit	192

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 September 14, 2021, via WebEx, commencing at 9:27 a.m.

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

TSC Directors Absent: n/a

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

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John Angkaw, Senior Director, Business Operations
Lindsay Viets, Director, Strategic Planning and Stakeholder Relations
William Mendes, Director, Program Delivery (10:00 am – 10:17 am)
Julio Rigores, Manager, Engagement Refresh
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.

ITEM 1 CHAIR'S REMARKS

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

DEPUTATIONS

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

- Item 2D – Q2 2021 Tenants First Update (*Bill Lohman*)
- Item 2E – Community Safety Advisory Sub-Committee Charter (*Katie Mayerson*)
- Item 6D – Tenant Engagement Refresh Update (*Miguel Avila-Velarde*)
- Item 8 – Harm Reduction Procedures (*Katie Mayerson, Alejandro G-R, and Miguel Avila-Velarde*)

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

- Item 2D – Q2 2021 Tenants First Update (*Bill Lohman*)
- Item 2E – Community Safety Advisory Sub-Committee Charter (*Cheryl Duggan*)

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- Item 6C – Tenant Complaints Update (*Cheryl Duggan*)
 - Item 6D – Tenant Engagement Refresh Update (*Cheryl Duggan and Bill Lohman*)
 - Item 7 – 2021 Tenant Survey (*Cheryl Duggan and Bill Lohman*)
 - Item 8 – Harm Reduction Procedures (*Alejandro G-R*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Councillor Nunziata and carried, the TSC approved the reordering of its Agenda

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 JULY 5, 2021

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC confirmed the above-captioned minutes without amendments.

ITEM 2D Q2 2021 TENANTS FIRST UPDATE TSC:2021-56

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

The above-captioned report (TSC:2021-56) was circulated to TSC members

prior to the meeting.

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

- Senior tenants in the Seniors Housing Unit (SHU) need to be fully engaged in the transition from TCHC to the new Toronto Seniors Housing Corporation (TSHC), which requires a better collaboration between the TCHC CEO and the Transitional Lead and Chief Corporate Officer of TSHC. Regular meetings have been scheduled between the TCHC CEO and the Transitional Lead and Chief Corporate Officer of TSHC to ensure both parties are working closely on the transition. A communication plan has been developed to make sure seniors are made aware of the latest developments of the transition.
- TCHC is in the process of mapping out all stakeholder groups and developing an integrated engagement and communication plan to start engaging with various existing senior stakeholder groups on a regular basis.
- With respect to the scattered properties transfer, TCHC will continue providing services during the transition. Tenants have been advised of the changes and the process via the regional teams.
- Action item: Management to report back or conduct a second round of communication to ensure tenants in the scattered houses understand the changes associated with the transfer including staffing changes.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC received the information in Report TSC:2021-56, being the Q2 2021 Tenants First Update Report, for its information.

COMMUNITY SAFETY ADVISORY SUB-COMMITTEE
ITEM 2E CHARTER TSC:2021-63

A verbal deputation from Katie Mayerson was received with respect to this item.

A 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:2021-63) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC received the information in Report TSC:2021-63, being the Community Safety Advisory Sub-Committee Charter, for its information.

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

Highlights of the discussion regarding Item 3 include:

- Regarding Item 1 – TCHC Provision of Internet Access to All TCHC Households, TCHC has been working closely with the City of Toronto and will report back to the TSC in the November 18 meeting on the results of the work. A question on internet access was included in the 2021 TCHC Tenant Survey, the results of which will inform the report.
- The Crisis Priority Transfers report in Item 11 scheduled to be provided in Q1 2022 could address the verbal deputation in Item 2E.
- Action item: Management to provide more information regarding the City of Toronto’s Centralized Waiting List for Social Housing, offline through an email (Public Action Item #5).
- Action item: Management to provide an updated Operational Organizational Chart of the restructured Operations division with names (Public Action Item #13).

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Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update as of July 5, 2021 for its information.

ITEM 4 COMMUNITY SAFETY ADVISORY SUB-COMMITTEE CHAIR'S REPORT

The Community Safety Advisory Sub-Committee ("CSAC") Chair provided a verbal report on the progress of the CSAC, and added that CSAC will make sure issues are tracked and tenants are engaged on how they can feel safer in their communities.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC received the information in the verbal report made by the Community Safety Advisory Sub-Committee Chair for its information.

ITEM 5 REVITALIZATION LONG-TERM – ECONOMIC & EMPLOYMENT BENEFITS TSC:2021-57

The above-captioned report (TSC:2021-57) was circulated to TSC members prior to the meeting.

Ms. Skeith provided the TSC with an overview of the report, highlights of which include:

- The report responds to a request made by the TSC at its May 4, 2021 meeting and a motion at the Board of Directors passed in its June 15, 2021 meeting, providing an overview of long-term tenant economic benefits and employment opportunities generated across the revitalization sites.

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

- Action item: Staff to amplify the report and report back to provide more details including:
 - The total construction hours and project hours, broken down by revitalization communities;
 - The total value of all constructions of all the revitalization projects, and value broken down by revitalization communities;
 - More details on section 1.2 Contracts for Social Enterprises, which include the list of social enterprises that have been awarded the social contracts, the number of tenants employed, and how the social enterprises were procured, broken down by revitalization communities;
 - Revision of tables under section 2.1 Employment, converting job duration to employment hours, broken down by revitalization communities; and
 - More information on wages dispensed to tenants, through construction and non-construction jobs.
 - A draft revised report will be sent to Councillor Fletcher for review prior to finalization and submission to the TSC.

Motion carried

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-57, being the Revitalization Long-Term Economic & Employment Benefits report, for its information.

	TCHC'S OPERATIONAL PERFORMANCE	
ITEM 6A	MEASURES	TSC:2021-58

The above-captioned report (TSC:2021-58) was circulated to TSC members prior to the meeting.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-58,

being the TCHC's Operational Performance Measures report, for its information.

ITEM 6B COMMERCIAL RENT ARREARS RESULTING FROM COVID-19 TSC:2021-59

The above-captioned report (TSC:2021-59) was circulated to TSC members prior to the meeting.

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

- A question was raised about the portion of commercial rent arrears that will be recoverable. Ms. Penny provided that TCHC has 180 designated commercial units across its portfolio, 64 commercial tenants elected to defer rent over the past 16 months, 32 of them remained in deferral with the rest paying full rents again. TCHC continues working with the 32 commercial tenants with a primary focus on reinstating full monthly payments.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-59, being the Commercial Rent Arrears Resulting from COVID-19 report, for its information.

ITEM 6C TENANT COMPLAINTS UPDATE TSC:2021-60

A 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:2021-60) was circulated to TSC members prior to the meeting.

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

- A recent Ombudsman's report indicates that some tenants are still not familiar with the process to lodge a complaint. A postal-drop was suggested to be added to the current complaint registration channels. The Awareness Raising Campaign is an on-going process and the team will consider including complaint-related communication materials in the standard mail out package to raise awareness on the different ways tenants can lodge their complaints.
- Information about the complaint process was shared with tenants in various languages. Tenants were also advised of how to receive more detailed information in the language of their choice.
- TCHC tracks the trends of complaints to identify buildings with on-going complaints. A dedicated team is sent to those buildings to rectify the issue(s). The new HoMES system will be leveraged to generate useful statistics to flag repeated trends and identify opportunities for improvement.
- TCHC has been conducting building by building Service Quality Indicators Surveys to collect feedback from tenants and staff. Samples of these exercises will be provided in the next TSC meeting to demonstrate how the process works. Follow-up evaluation with a random sample of complainants by a third-party to close the loop was suggested and will be built into the next report going to the TSC.
- Action item: Management to provide a list of buildings engaged in the TCHC after-hours maintenance team pilot program in the West Region.
- Following the success of the TCHC after-hours maintenance team pilot program in the West Region, TCHC intends to expand the program to the East Region and the Central Region within the current budget envelop, and will report back to the TSC with the results of the full implementation.

*Motion
carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-60, being the Tenant Complaints Update report, for its information.

ITEM 6D TENANT ENGAGEMENT REFRESH UPDATE TSC:2021-61

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

Written deputations from Cheryl Duggan 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:2021-61) was circulated to TSC members prior to the meeting.

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

- It is suggested that the senior communities be given attention to ensure they are represented in the transition period.
- Tenant representatives should be acknowledged for their previous service and dedication to their communities.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received Report TSC:2021-61, being the Tenant Engagement Refresh Update report, for its information.

ITEM 7 2021 TENANT SURVEY TSC:2021-64

Written deputations from Cheryl Duggan 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:2021-64) was circulated to TSC members prior to the meeting.

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

- A question on sexual orientation was suggested to be included in the survey.

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- To maximize survey participation, TCHC has been actively engaging staff in the buildings, including support staff, in terms of how to guide tenants and connect tenants to the survey. An outreach campaign has been rolled out in buildings with staff promoting the survey to tenants and emphasizing tenants' voice matters. Three different vehicles are available for tenants to complete the survey. A fulsome Q&A document has been sent out to staff to help support tenants filling out the survey. Confidentiality will be ensured in the process.
 - Results of the survey will be received at the hub level and by region. Building-level data will not be shared to respect the anonymous nature of the data that comes back.
 - Senior tenants in the Seniors Housing Unit are not included in the 2021 TCHC Tenant Survey. Recognizing the uniqueness of the seniors' portfolio and the independent experience the seniors may have, and taking into account the timing of the launch of the Integrated Service Model (ISM) Phase 2 in September, a seniors-specific survey will be conducted in Q2 2022, which will include seniors-specific and ISM specific questions.
 - A seniors-specific survey has been administered in the 18 buildings of the South East Region in the Seniors Housing Portfolio, the results are being finalized and will be shared with the TSC as a baseline.
 - Action item: Seniors Housing Unit to bring forward a report on the results of the South East Region Tenant Experience Survey in the next TSC meeting on November 18, 2021.
 - The results of the 2021 TCHC Tenant Survey are estimated to be available by the end of December 2021.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Douglas and carried, the TSC received the information in Report TSC:2021-64, being the 2021 Tenant Survey report, for its information.

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ITEM 8 HARM REDUCTION PROCEDURES

TSC:2021-62

Verbal deputations from Katie Mayerson, Alejandro G-R, and Miguel Avila-Velarde were received with respect to this item.

The above-captioned report (TSC:2021-62) was circulated to TSC members prior to the meeting.

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

- While TCHC is trying to strike a balance between supporting tenants in crisis and ensuring reasonable enjoyment of tenants in their buildings, TCHC will look into staff's feedback and feedback from tenants and communities at large to address both sides of the question.
- Discussion was held on having a special team go in the communities to provide support after a crisis. This approach could be explored more fully in the Community Safety Advisory Sub-Committee.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, the TSC received the information in Report TSC:2021-62, being the Harm Reduction Procedures report, for its information.

TERMINATION

The public meeting terminated at 11:21 a.m.

Secretary

Chair, Tenant Services Committee



Q3 2021 Tenants First Update

Item 2D

November 18, 2021

Tenant Services Committee

Report: TSC:2021-67

To: Tenant Services Committee (“TSC”)

From: Vice President, Strategic Planning and Communications

Date: October 27, 2021

PURPOSE:

The purpose of this report to provide the TSC with the Q3 2021 update on the City’s Tenants First initiatives.

RECOMMENDATION:

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

BACKGROUND:

Reporting History:

In 2021, Management have submitted the following reports to the TSC, providing an update on work that took place related to the Tenants First Initiative:

- February 5, 2021: Q4 2020 Update on Tenants First (TSC:2021-13)
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20Jan%2025%202021/Item%207%20-%20Q4%202020%20Tenants%20First%20update%20-%20Jan%202021%20TSC%20meeting%20cw%20clean.pdf>

- May 18, 2021: Q1 2021 Tenants First Update (TSC:2021-43)
<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20May%204%202021/Item%2010%20-%20Q1%202021%20Tenants%20First%20Update%20FINAL.pdf>

Overall TCHC-City Coordination Process

Toronto Community Housing (“TCHC”) Management and the City’s Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by CEO Jag Sharma and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success. TCHC is working closely with the Transitional Lead for the Toronto Seniors Housing Corporation (“TSHC”) to ensure that all transition efforts are coordinated and that TCHC is providing all requested and required support to the TSHC.

UPDATES:

Incorporation of TSHC

With adoption of EX23.4, “Implementing Tenants First: Creating a Seniors Housing Corporation” by City Council on May 5, 2021, Council directed City staff to take all necessary steps to incorporate the TSHC.

The TSHC was incorporated in late June and the TSHC Board of Directors have been meeting monthly.

Michael Sherar, the Transitional Lead and Chief Corporate Officer for the TSHC began on July 19, 2021. Since then the TSHC and its board has approved their preliminary work plan, and passed a resolution establishing the authority for the TSHC Board to select the executive search firm to support the recruitment of a permanent CEO. In addition, TSHC has been recruiting staff to support the implementation of the transition deliverables. This team includes, a project manager, communications consultant, executive assistant, and CFO. The Board also approved recruitment for a permanent General Counsel to ensure the appropriate support required for a smooth transition of the 83 buildings.

Joint Project Governance Structure

The City identified the need for a joint project governance structure. This structure is meant to support joint project work, and to ensure that staff from both corporations can benefit from advice and support from an

executive advisory group made up of the City Manager and the CEOs of TCHC and TSHC. This structure also ensures that TCHC and TSHC are able to engage in negotiations between themselves, and that each individual corporation's project team is accountable to their respective executive teams and Boards.

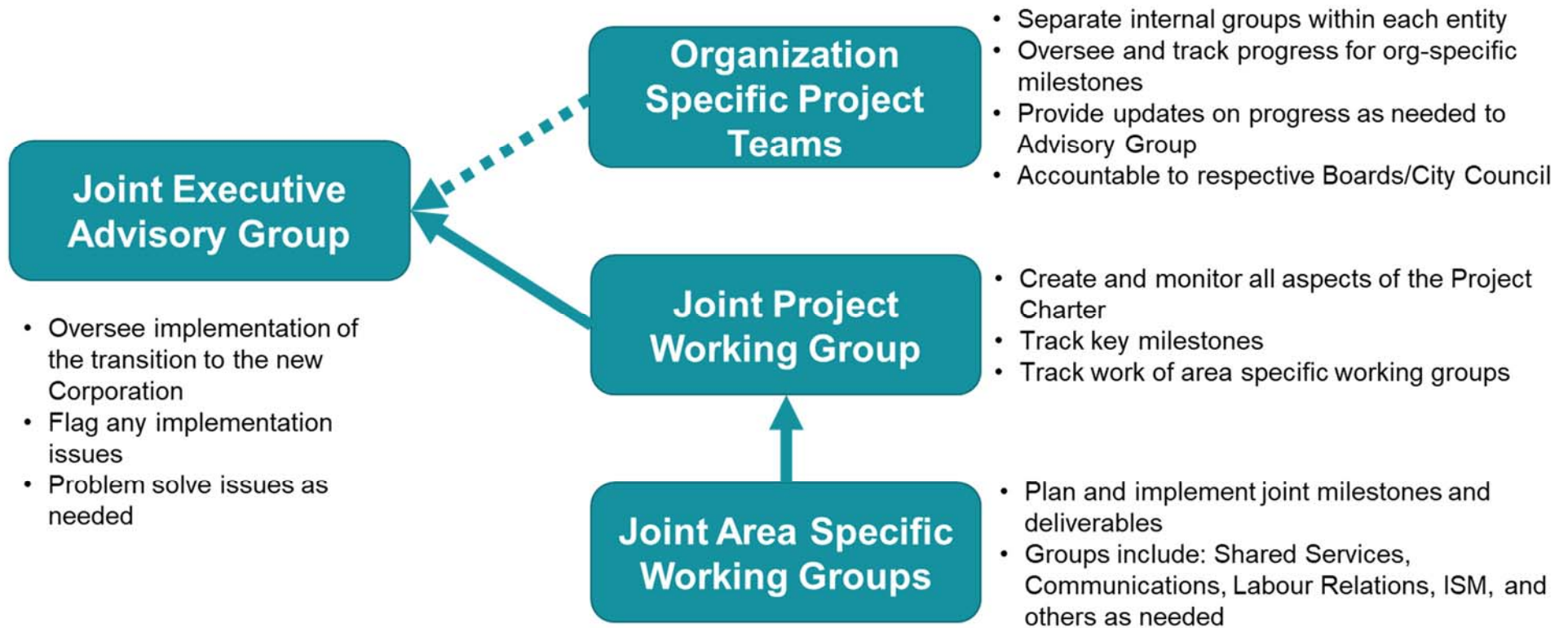
Progress on major milestones continues to be on track, with a target date for the transfer of the operational responsibility for the 83 Seniors-designated buildings to TSHC in mid-2022. The project governance structure is outlined below.

These timelines necessitate frequent and timely communication with the respective boards. TCHC and TSHC staff submitted to both board for approval the establishment of a joint Committee of Directors from TSC and TCHC Boards. The intent of this Joint Committee is to facilitate information sharing in support of the Joint transition work-plan activities and is subject to each Board's approval to establish this entity. To date, the TSHC board has approved the request, with the decision to approve still pending.

Management from both corporations, in collaboration with City staff, have identified the following four work streams:

1. Shared Services between TCHC and TSHC;
2. The Lease agreement by which TSHC will lease the buildings from TCHC and thereby become the tenants' landlord;
3. The transfer of employees currently responsible for seniors tenants at TCHC to TSHC,
4. Subsidy and financial agreement between TCHC, City of Toronto and TSHC to identify the funding amounts and sources that will make up TSHC's post transition operating budget.

Joint Project Governance Structure



Robust, collaborative and ongoing communication with tenants and staff is a cornerstone of this project and a successful transition will not be possible without it. Management from both corporations have begun planning engagement and communication touch points, with joint communication planned wherever possible. Most recently, TCHC's CEO and TSHC's Transition Lead met with the Seniors Tenant Advisory Committee to provide them with an overview of transition and timelines and to answer questions they had. Leveraging tenant leaders in this manner is a priority for Management from TCHC and TSHC.

TCHC is distributing a communications to all senior tenants within the 83 buildings by the end of October, 2021. This communication will include information on the respective roles of TCHC and TSHC throughout the transition, a Q&A document, timelines, and an overview of how additional information will be shared with all senior tenants going forward.

Shared Services Consultant

The successful consultants (MNP Consultants) started working on the project in early October. A weekly meeting with staff from TSHC, The City and TCHC has been organized to ensure that all materials to support them in delivering their recommendations in a timely matter will be provided to them to expedite their work.

Integrated Service Model ("ISM") Implementation

The ISM's key features include increased staff to tenant ratios, better coordinated access to health services and supports through the Local Health Integration Network, community partners, and seniors health and wellness hubs.

As part of Phase 1, in late 2020 the ISM rollout began in 18 buildings in the South East Region, and subsequent implementation across the remaining buildings in the Seniors Housing portfolio is scheduled to take place later in 2021 and 2022.

In early 2021, various roles, including the Seniors Services Coordinators and Tenant Service Administrators, were on-boarded and have begun to deliver an integrated approach to supporting senior tenants. As well, the

SHU continued their review of partnership agreements and partnerships to develop specific programs and services under the ISM.

Moving forward, ISM Phases 2 and 3 will be implemented across three additional regions of the City, for a total of four regions, which represents an adjustment from the original five region-model. The transition to the ISM in all four regions is expected to be completed in June 2022.

Updated Shareholder Direction for TCHC

City Council adopted the updated Shareholder Direction on July 14, 2021 (Report EX25.12). The updated Shareholder Direction (Attachment 2) better reflects TCHC's current work and was completed in close collaboration with the Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager's Office.

Scattered Properties Request for Proposals ("RFP")

TCHC continues the 180 day due diligence period with the successful proponents, Circle Community LandTrust and Neighbourhood Land Trust. Neighbourhood Land Trust completed unit inspections in October, but due diligence efforts continue. Circle Community LandTrust, has begun inspections of vacant units and will move to inspect 20% of occupied homes, as well as all heritage status properties. Per the Agreement of Purchase and Sale, tenants were notified of inspections taking place and COVID-19 health and safety protocols continue to be followed.

Progress continues to be on track for closing all asset transfer transactions in 2022, beginning with the first transfer in March 2022. As part of due diligence, TCHC will ensure policies are in place to manage all tenancies effectively and support the development of such policies, if needed, by providing access to internal documents and subject matter experts at TCHC.

IMPLICATIONS AND RISKS:

Financial implications associated with implementing the Joint Work plan and the transition of the operations of the 83 seniors-designated buildings to the TSHC include a significant amount for hiring of external legal counsel to provide expert advice on key legal risks and implications to TCHC, given the aggressive timeline contemplated in the joint work plan. These costs and other items that arise will be incorporated into TCHC's 2022 budget.

The Seniors Housing Corporation transition is one of the largest projects of this nature that TCHC has ever been involved in and ongoing engagement with this Board will be a requirement. Management expects to engage with the Board on an ongoing basis, at every opportunity, as we prepare for the approval of all agreements and the transition date of June 1, 2022. Ongoing collaboration with the TSHC Board and Transition team will also be extremely important and TCHC is committed doing everything possible to ensure this transition is successful and that TSHC is set up to move ahead as a strong corporation operating the 83 seniors-designated buildings.

SIGNATURE:

“Paula Knight”

Paula Knight
Vice President, Strategic Planning and Communications

STAFF CONTACTS:

Lindsay Viets, Director Strategic Planning and Stakeholder Relations
416-676-7155
Lindsay.Viets@torontohousing.ca



Toronto Community Housing Violence Reduction Program: Q2/Q3 2021 Progress Report and Performance Measurement

Item 2E

November 18, 2021

Tenant Services Committee

Report: TSC:2021-81

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer

Date: October 19, 2021

PURPOSE:

This report provides an update on the progress and performance of the Violence Reduction Program ("VRP") for Q2 and Q3 2021.

RECOMMENDATIONS:

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

CSAC:

This report has been tabled to be received by the CSAC on November 15, 2021.

REASONS FOR RECOMMENDATIONS:

At its meeting on June 27, 2019, the Toronto Community Housing's ("TCHC") Board of Directors ("Board") directed staff to operationalize the VRP. This report provides an update on the implementation and performance.

BACKGROUND

TCHC provides tenant-focused services aligned with four pillars: Community Safety and Support, Tenancy Management, Cleaning, and Maintenance.

The Community Safety and Support pillar focuses on improving safety in the community. This is achieved by working with the regions to deliver engagement and support activities while enhancing security presence.

The VRP will be implemented through the regions under the Community Safety and Support Pillar and will work with integrated hub teams to support local community safety initiatives.

Implementation Status

A. VRP Staffing Update

Program Coordinators and Senior Program leaders have been hired as of July 2021. These additional hires focus on the East and West regions to advance the Youth Violence Reduction Program ("YRVP"). Through our Summer Safety Enhancement Plan, we were able to add four Program Coordinators and eight Senior Program Leads through 2021 to assist with program delivery to youth in priority communities.

B. CSU Staffing Update

The initial plan was for CSU to have 60 VRP Special Constables deployed across the ten high-needs communities. However, at the December 2020 TCHC Board Meeting, a decision was made to suspend the hiring of 12 VRP special constables. As a result, CSU has utilized third-party security guards (G4S) to fill the staffing gaps and balance coverage.

As of September 30, 2021, there were 16 vacancies for VRP Special Constables, 12 of which are on hold as part of the decision to suspend hiring. Due to G4S security guards not having the ability to travel between communities, it takes a greater number of G4S security guards to provide coverage in place of the CSU Special Constables. In addition, there will be less proactive work taking place at sites where G4S security guards are deployed.

In Q3, existing staff were redeployed to fill VRP vacancies except for the 12 positions on hold. During the summer months, VRP staff supported the TCHC Summer Strategy Plan as initiated through the

City working with Toronto Police Services (“TPS”), Toronto Transit Commission (“TTC”), School Boards and Public Health.in 7 specific neighbourhood areas and assisted with shortages in the regular field deployment; as a result, these shortages created service gaps for the VRP program overall.

C. CSC Regional Updates:

A key initiative across the regions was the violence reduction grants, pursued in partnership with the City of Toronto's Community Crisis Program, which was made available to all VRP communities. The VRP Community Services Coordinators ("CSC") will be supporting the grant recipients with the implementation of their various projects over the coming months.

There were 22 applications submitted; 14 received funding for \$40,000, which will have been disbursed to these community groups. The review panel consisted of the VRP Supervisors of Safer Community, Community Safety Advisors (CSA), and City of Toronto's Crisis Response Team members. A list of the respective groups funded in each region can be found in Attachment 1.

East Region

Q2 Update

The VRP team in the East region has continued to focus on building relationships with tenants, including those living in contract-managed buildings with a history of distrust of and limited engagement with TCHC staff and other social service agencies. Building these relationships has resulted in tenants currently working with VRP CSCs and CSA's to resolve their safety concerns.

Through VRP engagement efforts, tenants who have been historically disengaged have started to re-engage to get the support they need. As part of this, the team referred various young people from VRP communities to Youthworx and Rookie League employment opportunities, and five tenants were successful in gaining employment. In comparison, two tenants were successfully referred to the Fred Victor Case Management and early Psychosis Intervention worker.

Although some of the CSC's are focused on supporting youth through the YVRP, they are finding that they need to support the entire family if they want to be effective in their work. For example, the CSC's are working with TPS to provide mental health supports to parents while also supporting young people to navigate the education system or obtain their first-ever employment opportunity to help themselves and their families.

Working with community organizations has been critical in helping the VRP CSC's provide trauma and healing supports to communities. Of note for Q2, Next Generation Arts provided programs for youth who have been exposed to gun violence and trauma and uses artistic expression as a form of healing. The VRP CSC has referred eight young people to this program.

As well, the team has continued to build its relationship with TPS, which has resulted in tenant leaders having better relationships with the officers in their community as they work together to deliver food security and other initiatives; additionally, TPS has started to refer tenants to the VRP CSC's consistently.

Q3 Update

The East VRP team continues to work within the mandate to improve tenants' safety, wellbeing, and security. Working closely and collaboratively with CSU, CSA's, Tenancy Management, Community Engagement, and community stakeholders, the program address underlying factors contributing to community violence. In response to the recent escalation of shooting incidents across the region, the team has focused on providing access to mental health, trauma recovery and post-incident crisis support. In addition, the team continues to engage children and youth in leadership development, skill-building and trauma resiliency-based initiatives.

Central Region

Q2 Update

The Central VRP team continues to support communities with harm reduction and unit takeover issues. Specific to the harm reduction work, the team has worked closely with the Tenant Resolution Office and harm reduction service providers to create service provision

strategies for VRP communities with the highest rates of suspected overdoses in downtown Toronto. The team has been working with COTA to ensure that best practices learned from the pilot in 250 Davenport are replicated in Central VRP communities, focusing on Dan Harrison Community and Moss Park. The first phase of this work involves the workshop delivery to tenants and contributing to the Harm Reduction policies and procedures that TCHC adopts.

Supporting tenants with housing unit takeovers continues to be complex and layered as the tenants involved in these situations have varying degrees of needs that require time, support from multiple agencies and intense case management. For this quarter, the team has identified 13 suspected housing unit takeovers and is working with various entities to develop intervention strategies to support these tenants.

In addition, the team has also continued to engage tenants through the various initiatives implemented in the Central region. An example is the support that VRP CSCs provide to the vaccine clinics in the Dan Harrison Community. During the clinics, tenants participated in a needs assessment survey addressing safety and support services they would like to see in the community. The survey also allowed the team to increase awareness as many tenants were informed about the service partners in and around the community. Activities such as these help the team identify any gaps in service delivery to tenants and program plan accordingly.

The team is also working with the CSU and the City to find a location for and plan an end-of-summer basketball tournament. The focus of this event will be to:

- Increase awareness about Indigenous people and their history within Canada;
- Provide an opportunity for those wanting to get vaccinated to do so;
- Start to bridge the relationship gap between CSU/TPS and the community; and
- Educate tenants about the various services they can access within and around their community.

Q3 Update

For this quarter, the Central VRP CSCs worked with Wanasah, a community service agency, to access space in Regent Park to provide mental health support to Black youth and their families. This targeted initiative that offers culturally sensitive services to black youth became even more critical after the murder of one of the youth workers in the community; the murder added to the many traumas that the Regent Park community has experienced historically. The culturally appropriate support from Wanasah was timely, and the Central VRP team could easily refer youth to them. During this time, the team conducted outreach and disseminated resources from the City and other agencies to tenants and directly connected and supported families currently and previously harmed by the violence in the community. The VRP team also helped the memorial for the slain youth worker, Thane Murray.

The team is also working to support young people to create a youth advisory council in Regent and St. James Town. To date, the youth have met with VRP staff and others to share their thoughts and needs. They have identified a need for space to meet and do homework, and the VRP CSCs are currently advocating for them to access space and the appropriate resources for that space. The 30-40 young people worked with the Supporting the East End Neighbourhoods Collaborative (SEEN) to secure dedicated time for the young people to gather and talk about their needs. SEEN and VRP staff are working to coordinate another session for later this fall.

Throughout the summer, the Central VRP team has met with the City and other agencies weekly to ensure a coordinated effort through information sharing to address and reduce violence in Regent Park. This collaborative effort directly responded to some of the anti-social behaviours that were happening in Regent Park. This collaborative approach has remained effective and all the parties will continue to work with each other.

In addition, the following outlines the other activities the central team has implemented include:

- Participating in 2 safety audits;

- Supplying 150 Moss Park households with back to school supplies procured from Houselink/Mainstay, St. James Town and the Councillor's office;
- Attending the Stop the Bleed training
- Ongoing outreach for Stop the Bleed (currently on a waitlist due to high demand in the West);
- Identifying an increase in overdoses in the Dan Harrison and Moss Park communities and working with COPA, Cota, St. James Town Corner and Fred Victor to support a harm reduction pilot at Dan Harrison, 220 Oak and 200 Wellesley;
- Connecting with Community Paramedics to establish a non-emergency clinic at Dan Harrison;
- Providing support to tenants as needed when suspected units are identified, supported and documented through the weekly Integrated Team Meetings ("ITM");
- As of July, there were 13 potential unit takeovers identified at the ITM and the VRP team were involved in supporting 4 of them; and
- We support vaccine efforts in areas with low vaccine rates through collaboration with external partners and the Engagement CSCs.

Although the event for indigenous people has been postponed to summer 2022, the VRP team is working with tenants of Indigenous descent to do outreach and build an advisory group; the main focus of the group will be to:

- Increase awareness about Indigenous people and their history within Canada;
- Start to bridge the relationship gap between CSU/TPS and the community; and
- Educate tenants about the various service they can access within and around their community.

West Region

Q2 Update

The relationship-building taking place in some of the YVRP communities by the VRP CSC is playing a pivotal role in rebuilding trust

between TCHC and tenants. This was especially noted in the Thistletown 2 and Jamestown communities which previously shared that they felt abandoned by TCHC due to the lack of youth engagement activities in their communities. Tenants in both these communities are starting to re-engage as they observe the completion of safety-related improvements such as improved lighting, basketball court repairs and support with implementing a Community Crisis Response Grant (CCRP) that was stalled due to COVID. The VRP CSC is currently working to connect 22 young people to employment opportunities as this is one of the primary needs identified by the community.

Other planned community-building activities include working with the Finch Ardwick and Lawrence Heights communities to apply for CCRP grants to support following gun violence incidents in those communities. The VRP CSC will also support tenants in the Lawrence Heights community as they engage with the One by One movement on a tenant-centred safety mobilization and conflict de-escalation initiative approved by the City's Social Development Plan. The model aims to empower residents to work as a group to address community issues ranging from repairs to anti-social behaviour. The VRP CSC also supported the Neptune Youth Committee to host an outdoor event to promote the launch of "The Drop," a mental health counselling initiative delivered with Unison Health, that allows young people to access mental health supports without waiting either virtually or in person.

Q3 Update

This West region experienced an elevated level of gun violence in many of our communities. As such, most of our teams, particularly the team in the Jane and Finch communities, focused on safety engagement, reacting to critical incidents and creating safe spaces for families to get outside and enjoy their communities. The team continues to focus on community capacity building, youth employment and supporting tenants in successfully executing their Violence Reduction Program Grants.

Training and Capacity Building

Staff and tenants completed the first round of Stop the Bleed training; it is a program that equips civilian bystanders with the skills and basic tools to stop uncontrolled bleeding in emergencies and save lives. The program participants learn proper bleeding control techniques,

including how to use their hands, dressings, and tourniquets. In total, over 55 tenants received the training in Driftwood, Shoreham, Firgrove, Yorkwoods, Falstaff and Sheppard and Tobermory communities. As tenant interest in this training increases, the West VRP CSCs will work with Sunnybrook Hospital to develop a train-the-trainer model to enable tenants and TCHC staff to provide the training.

In Lawrence Heights and Neptune, the team worked with North York Community House and Unison Community Health Centre on providing Mental Health First-Aid (“MHFA”) training to 20 tenants. MHFA is the training provided to a person developing a mental health problem, experiencing a mental health crisis, or worsening their mental health. Due to the success of the first round of training, the VRP CSC is working on two more rounds of movement and a round of train-the-trainer to support tenants interested in becoming mental health practitioners.

Supporting Tenants and Grassroots Initiatives

The VRP CSCs, VRP Program Coordinators and Senior Program Leaders continue to support grassroots initiatives that received the VRP Grants such as the Neptune Youth Committee, ROOTS in Finch Ardwick, and the Hooyo Steering Committee in East Mall for securing further funding, securing program space and connecting to the appropriate partners. In Lawrence Heights, the team continues to work with the Lawrence Heights Parents Association, Mind On Strength, Hope Hustle Heights and Humanize The Hood in facilitating local programs and services that address current and emerging community needs. The VRP CSC is currently working with the One by One movement on a tenant-centred safety mobilization and conflict de-escalation initiative approved for some funding through the City's Social Development Plan.

Youth Employment and Community Wellness Initiatives

With the addition of the Program Coordinators, the team was able to facilitate five youth employment workshops connecting 33 youth in Jamestown 1 and 2 and Finch Ardwick to employment and training opportunities with NPower, Building Up and Tropicana, to name a few. In collaboration with CultureLink's Tobermory Bike Hub, the team could secure full-time employment for two youth living in the Yorkwoods community.

During this quarter, we also supported implementing the enhanced summer safety initiatives in collaboration with the City, TPS, Toronto Transit Commission (“TTC”) and many more partners; this program has allowed our on-the-ground teams to collectively respond to critical incidents, share knowledge, increase our capacity to reach high-needs communities outside of the designated VRP communities, provide wrap-around supports and improve community safety and wellbeing. To that end, the team in Lawrence Heights executed a community wellness excursion to Innisfil Beach Park with over 20 tenants from Lawrence Heights in attendance. The Central and South Etobicoke team collaborated with the Neighbourhood Community Officers (NCOs) in 22 Division to host a Community Safety and Movie Night in Mabelle with 110 tenants in attendance. Lastly, in collaboration with CSC Engagement and CSU, the team provided an ice-cream truck tour engaging over 1700 tenants in Driftwood, Shoreham, Yorkwoods, Fallstaff, Islington St. Andrews, 1901 Sheppard, Sheppard Magellan and Sheppard Yatescastle.

Table 1: Q2 Regional Breakdown of CSC Activity

Measure	West	Central	East	Q2
# of successful referrals to agencies or programs (mental health, education, employment, food security)	58	18	70	146
# of safety-related initiatives supported, led or initiated (community safety meetings, audits etc.)	24	102	17	143
# of tenants who participate in VRP/YVRP activities	141	630	300	1,071

Table 2: Q3 Regional Breakdown of CSC Activity

Measure	West	Central	East	Q3
# of successful referrals to agencies or programs (mental health, education, employment, food security)	70		218	299

# of safety-related initiatives supported, led or initiated (community safety meetings, audits etc.)	67	40	50	157
# of tenants who participate in VRP/YVRP activities	2,089	470	318	2,877

Youth and Family Parent Support program (\$80,000.00):

The West VRP team continues to work closely with Delta to ensure that culturally relevant services are available to tenants. We are happy to report one cycle of the workshop series has been facilitated in Finch Ardwick to 15 youth, plus another cycle being scheduled in Lawrence Heights for October 30 and 31st.

D. Community Safety Initiatives and Agency Partnerships

In the broader Lawrence East cluster, VRP partnered with the City (Tower Renewal), Kudai Transitional Homes and Taibu to bring the Green Champions program to Lawrence Susan and Orton Park; Green Champions merges environmental awareness and community safety. Through this initiative, approximately ten youth ages 13-17 was able to learn about the core principle of community safety concerning environmental protection. Given the communities' high population of boys between the ages of 8-12, staff continued to work with East Scarborough Boys and Girls Club (ESBGC) to provide leadership programming for 15 local boys, supporting cross-community connection and building meaningful relationships with positive male role models.

The team organized the Chester Le Youth Employment Network in partnership with YMCA Employment Services, Agincourt Community Services Association and Toronto Employment Social Services ("TESS") and Toronto Youth Partnership and Employment ("TYPE"). This is a long-term program that provides ongoing employment access and pre-employment training and preparation for all participants. 15 youth have registered so far, and names have been forwarded to the YMCA for registration and one-on-one support.

Through TCHC's Violence Reduction Grant, the Danzig Youth Committee applied to host an arts-based community healing and community safety event. On Saturday, September 25, led by VRP-

CSS, in partnership with Next Generation Arts, the Danzig Youth Committee hosted the event where youth residents were invited out to engage in discussions about mental health and community safety, and in addition, had the opportunity to participate in the painting of the mural. In total, approximately 10-15 youth attended and participated in the event.

E. Post Incident Crisis Support

Over the summer, several VRP designated communities experienced incidents of community violence. In response, the team worked closely with residents and local partners to provide post-incident supports and interventions. In late August, in response to two shooting incidents at the Lawrence Susan community, VRP- CSC mobilized an intervention, providing residents impacted by the incident with access to mental health and trauma supports. Working with the LEPP program staff from Scarborough Centre for Healthy Communities and TPS, our team organized a community healing event for residents at 4175 and 4205 Lawrence.

Collaborating with Scarborough Centre for Healthy Communities, VRP staff supported a community program, HEAL, an acronym for Hope Exists after Loss. This 8-week program brought approximately 15 youth participants ages 16-19 from the Empringham community who have been impacted by community violence. As a culminating event, youth participants could attend an Indigenous healing ceremony led by a community elder.

F. Downtown Integrated Service Delivery Program (\$50,000)

The Canadian Observatory on Homelessness ("COH") continues to move forward on creating a Community of Practice (CoP) on the issue of Housing Unit Takeovers (HUT). They have since launched a HUT CoP Resource Library to share tools and resources with practitioners, which can also be shared with tenants. They have also drafted and tested a concept that includes four types of HUT, behaviours and vulnerabilities and is working to refine it based on their feedback. They have engaged 20 individuals, where they spoke about HUT language, behaviours and vulnerabilities. They also hosted a Drop-in Peer Coaching session attended by 17 participants. They introduced the Coaching Model and the Story approach, geared to support capacity building and a wrap-around approach to helping folks experiencing

HUT. The team is working on completing the final report, which will be provided to TCHC.

G. CSU Update in the High Needs Communities (including Broader Dan Harrison)

In Q2, the Community Safety Unit launched its "Bike Program" to increase visible presence and community engagement in specifically identified VRP communities. The communities identified are Lawrence Heights, Regent Park and Edgeley Village. Special Constables utilize bikes to proactively patrol these communities, providing easier access for community members and community partners to engage with them, establishing positive rapport between the CSU, residents, staff, and community partners. As of Q3, the VRP Officers within the Edgeley Village Community and Lawrence Heights Community remain on bikes until October 30, weather permitting.

Also, in Q2, CSU was involved in an upcoming bike give-a-way program within the Lawrence Heights community. Special Constables attended and assisted community members and partners in repairing donated bikes to run the give-a-way event, including educational portions surrounding community safety and security, bike maintenance and repair, and safe operation/use of bicycles.

In Q3, VRP Special Constables participated in several supporting roles with the unfortunate violent incidents in September 2021. Extensive resources within CSU were allocated for Yorkwoods, Edgeley Village and Regent Park during September.

Also, in September, Mayor John Tory and Councillor Frances Nunziata hosted a community meeting near Falstaff Avenue to discuss ongoing issues affecting the community as a whole. CSU staff were in attendance along with Toronto Police Service and several community members from the Falstaff Community. Problems were addressed and discussed.

H. Summer Readiness Strategy

The TCHC Summer Readiness Strategy ("SRS") was implemented July 3. The SRS consists of additional resources for specific Toronto

Neighbourhoods selected by the City of Toronto. CSU designated three teams of two Special Constables dedicated to these neighbourhoods during their hours of operation. These teams of Special Constables proactively patrolled the neighbourhoods, engaged with tenants and supported the onsite TCHC staff.

The Summer Safety Strategy lasted 12-weeks of active implementation and four weeks of monitoring and analysis to pilot enhanced safety planning and integration over this period as violent incidents pose a serious threat to the wellbeing of the community and City at large.

The City, institutional partners and community sector remain deeply concerned with the ongoing escalation of community violence, particularly gun-related violence being experienced across the City and disproportionately within Black communities and other racialized groups.

With the added complexity of the pandemic, COVID has increased particular risks and harms on children, youth, and communities regarding safety. Institutional and community partners had been requested to work collaboratively to mitigate ongoing community-based and gun-related violence.

I. Performance Measurement

Calls for Service

The volume of calls for service at VRP sites has decreased to 13% and 14% in Q2 and Q3 respectively; this is a decrease when compared to 34% and 36% when compared to the same period last year. The decrease could be attributed to the shortage of VRP officers present at VRP sites where tenants or VRP officers report onsite calls for service.

Crime on TCHC Property and CSU's intervention

TCHC represents 4% of the population of Toronto. Shootings in VRP communities represent 5.6% of the shootings in the City of Toronto, and non-VRP communities represent 14.4% of the shootings in the City year-to-date September 30.

Crimes against property remained the same in Q2 compared to Q1 and decreased by 28 incidents in Q3 compared to Q2. When compared to the same quarter last year, there were 89 fewer incidents for Q2 and down by 15 incidents for Q3. As for crime against persons, it increased by eight incidents in Q3 over the last quarter but dropped by 25 incidents compared to the same quarter the previous year. The reduction in crime over last year could be attributed to the continued work and presence of CSU's VRP program as a whole.

CSU intervened in various ways to address the crime at the VRP sites through arrests, dealing with trespassers and conducting wellness checks. With the reduction in crime this quarter compared to last year, there was also a decrease of 39 arrests made and 213 fewer trespass incidents and 103 fewer wellness checks than Q3 last year.

Crime Prevention Efforts

CSU continues to conduct safety audits where sites are thoroughly audited in the ongoing effort to reduce and prevent crime on TCHC property, particularly at the VRP sites. Many recommendations are made for site staff to implement and make the neighbourhood a safer place. During these audits, CPTED principles (Crime Prevention through Environmental Design) are applied, and CSU makes recommendations through these principles.

CSU patrols help deter crime proactively and, in many cases, help build relationships with our tenants. These patrols consist of either on-foot, mobile or both. There were fewer CSU patrols and joint patrols with TPS at VRP sites in Q2 2021 over the last quarter and a slight reduction in Q3. Patrols are conducted based on VRP officers' availability, TPS availability and Community Needs.

The CSA initiate various engagement activities. In Q3 there was a slight increase in engagement activities initiated when compared to last quarter. The CSA activities include community events, presentations, safety meetings, tenant management meetings, tenant visits etc. Staff continue certain engagement activities to improve communication and engagement on safety issues.

Table 3: Actions Taken in High Needs Communities, incl. Dan Harrison), Q2/Q3 2020 to Q2/Q3 2021¹

VRP COMMUNITY	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	APR 21	MAY 21	JUN 21	Q2 21	JUL 21	AUG 21	SEP 21	Q3 21
Request for Service (dispatched or onsite requests)													
Calls for Service - VRP ²	5,890	5,846	5,142	5,701	4,965	1,448	1,527	1,371	4,346	1,368	1,281	1,134	3,783
Crimes on TCHC Property													
Crimes Against Property – VRP	182	221	119	135	131	30	49	53	132	31	35	38	104
Total Crimes Against Person (CAP VRP)	129	123	135	125	89	27	48	27	102	46	33	31	110
• CAP – Serious Violent Incidents – VRP	67	45	63	48	48	12	32	11	55	21	15	17	53
• CAP – Other Incidents – VRP	62	78	72	77	41	15	16	16	47	25	18	24	67
Reactive Work/Intervention													
Arrests VRP	164	141	130	90	117	20	33	29	82	48	24	19	91
• Tenant Arrest	35	31	40	29	26	9	8	8	25	13	6	4	23
• Non-Tenant Arrest	129	110	90	61	89	11	25	21	57	33	17	14	64
• Not Specified	0	0	0	0	2	0	0	0	0	2	1	1	4
N6 & 7 Issued by Legal Services ³	13	6	6	29	31	4	10	4	18	4	13	6	23
Wellness Check – VRP	826	929	342	530	430	79	122	98	299	91	87	61	239
Mental Health Act – VRP	22	34	30	26	31	4	7	6	17	12	10	9	31
Narcan Administered – VRP	0	4	3	5	0	0	3	3	6	1	2	0	3
Trespass Incidents – VRP	603	490	367	541	421	99	85	67	251	61	57	36	154
CCTV (FOI, Legal, Ou, TPS) – VRP	83	89	172	197	127	47	34	38	119	60	29	39	128
VRP ACTIVITY	Q1 20	Q2 20	Q3 20	Q1 21	Q4 21	APR 21	MAY 21	JUN 21	Q2 21	APR 21	MAY 21	JUN 21	Q2 21
Proactive Work													
Safety Audits (All TCHC)	0	15	27	25	2	0	0	9	9	10	10	10	30
Patrols – VRP													
• Patrols CSU mobile, foot/initiated	3,496	4,456	4,211	5,569	5,005	1,565	1,733	1,331	4,629	1,490	1,463	1,243	4,196
• Patrols – Joint CSU & TPS - VRP	119	46	77	87	84	21	33	21	75	18	19	34	71
Engagement Activities - VRP	64	37	88	70	107	11	34	32	77	36	20	27	83
Referrals of Vulnerable Tenants – VRP	25	11	28	11	10	2	3	9	14	9	5	3	17
Fire Incidents													
Fire – Equipment Malfunction – VRP	9	10	13	12	10	6	5	7	18	10	3	8	21
False Fire Alarm – VRP	201	181	148	188	171	65	81	56	202	54	54	59	167
Malicious Intent/Prank – VRP	12	16	16	30	10	4	5	2	11	5	2	9	16
Fire – VRP	32	33	33	41	19	7	11	9	27	9	8	6	23

¹ Table 3 does not include activities that our Special Constables were involved in or potentially initiated.

² One call can have multiple incidents reported below

³ Evictions for H&S and Illegal Acts

IMPLICATIONS AND RISKS:

With the December 2020 TCHC Board decision to suspend all VRP FTE hiring in the Community Safety Unit, CSU will ensure adequate coverage at VRP locations by utilizing third-party security guards to fill the staffing gaps and balance coverage at those sites. This number increases progressively with attrition, resignations and retirement.

While third-party security can provide a security presence that helps deter crime, they cannot offer the same level of service as Special Constables. The security guards do not carry the same authorities as a Special Constable and cannot be utilized in the same manner following the Collective Bargaining Agreement. CSU officers still need to attend the VRP sites being covered by the security guards to address certain incidents.

As a result, this may lead to the risk of inconsistent service delivery and will incur increased third party security costs in trying to maintain proper service levels.

SIGNATURE:

"Allan Britton"

Allan Britton
Acting Senior Director, Community Safety Unit

ATTACHMENT:

1. VRP Grant Description

STAFF CONTACTS:

Nadia Gouveia
Director, Programs and Partnerships, Operations
416 981-4090
Nadia.gouveia@torontohousing.ca

Mona Bottoni
Senior Manager, Corporate Services, Community Safety Unit
416-981-5036
mona.bottoni@torontohousing.ca

Item 2E – Q2 & Q3 Violence Reduction Plan Update
TSC Public Meeting of November 18, 2021
Report#:TSC:2021-81
Attachment 1

Q2/Q3 VRP UPDATE: VRP GRANT DESCRIPTION

EAST REGION

Initiative Name: Kennedy to Kipling

"This project will address the trauma that many young individuals face within this community and provide an opportunity for them to heal through music. This project will allow youth between the ages of 12-24 to address the trauma caused by racism and violence. The goal is to provide the youth with an alternative way of coping with their trauma and to reveal how music is beneficial and can assist them in healing."

This project will allow youth between the ages of 12-24 years old opportunities to address trauma and heal through music. The goal is to provide the youth with an alternative way of coping with their trauma and reveal how music is beneficial and can assist them in healing.

Initiative Name: Chester Le Tenant Committee

"Due to the rise of suicides and mental health incidents in the Chester Le Community, we are looking to equip our youth and community leaders with the necessary skills to be able to identify and administer first-line support until help is secured. By doing this, we are promoting unity and putting community safety back into the hands of the tenants to provide an environment of positive growth and change within the community."

This project will equip our youth and community leaders with the necessary skills to identify and administer first-line support to those experiencing mental health incidents. By doing this, we are promoting unity and putting community safety back into the hands of the tenants to provide an environment of positive growth and change within the community."

Initiative Name: Tuff Luv

"The Change Creators project will address systemic gun violence, racial trauma and the outstanding need for community healing. The project will support the mental health literacy and resiliency of youth ages 12-24. It will unpack the trauma caused by systemic gun violence, racism and other intersecting forms of oppression. The aim is to offer programming and services that are culturally relevant and responsive to community needs through a trauma-informed lens that answers the following questions: 1) What are we healing from? 2) Why is healing necessary? 3) Whose responsibility is it to heal? 4) How do we heal? And 5) Where do we go from here as a community? Acknowledging that healing is a process that is interconnected with the individual, community and larger society."

The project will support the mental health literacy and resiliency of youth ages 12-24. It will unpack the trauma caused by systemic gun violence, racism and other intersecting forms of oppression. The aim is to offer programming and services that are culturally relevant and responsive to community needs through a trauma-informed lens.

Initiative Name: Orton Park

"We want to use this event to promote community healing and engage the kids, youth and parents, really the entire community. We want to get residents to express their community pride and share what being a part of that community means to them. It has been a challenging time because of the pandemic and because our community has been the target of violence in the past. We want to bring everyone together."

This event will promote community healing while engaging children, youth and parents. It will be an opportunity to have residents express community pride, share what being a part of the community means to them and bring everyone together.

Initiative Name: *Danzig Youth Committee*

"Following a mass shooting that occurred in 2012, our neighbourhood of Danzig still deals with the aftermath, trauma, grief, loss and stigma. Unfortunately, there have been other incidents that have occurred from then and now, including the deaths of young people who we hold close and dear to our hearts. We thank and appreciate the efforts of TCHC, community partners and funders for converting one of the townhouses to a dedicated community space where we as young people and our families can access programs and supports. One of the key challenges has been sustainability and clarity around roles, responsibilities and decision-making between community members and partners. This led to the community space not being used as initially intended and minimal to no programming and activities. In discussions with TCHC staff, we understand that Danzig is now part of the Youth Violence Reduction Program (YVRP), and we are looking forward to working closely with our Community Services Coordinator and mobilizing opportunities that are aligned with our interests and needs. We feel through these collaborations; we will improve the areas this grant and initiative looks to bridge around trauma recovery, community healing and violence prevention."

The Danzig Youth Committee will be working with YVRP Community Service Coordinator and community partners to mobilize community trauma recovery, healing, and violence prevention opportunities.

WEST REGION

Initiative Name: Hooyo Steering Committee

Hooyo Steering Committee is for East African and Somali women who experience trauma due to violence and impact by gun violence, drive-by shooting and tragedy loss through family, friends or neighbours. Community healing and violence prevention workshop by experts and community members who experience will facilitate the workshops. The city of Toronto and local organizations' partnership will provide information, resources, and services and support the project in collaboration.

Item 2E – Q2 & Q3 Violence Reduction Plan Update
 TSC Public Meeting of November 18, 2021
 Report#:TSC:2021-81

Initiative Name: Reduce, Rethink, Repair

The long-lasting negative impacts of violence on communities is a concerning issue. Therefore, my project will address community healing, violence prevention and violence reduction. The facilitators, volunteers, and I will work together to create a workshop that gives residents information about avoiding a physical and verbal conflict, the residents' role in building a safe community, and how to prevent violence.

Initiative Name: Roots

Through this grant, I would like to provide an online support system for the Youth Most Vulnerable to Involvement in Serious Violence and Crime (MVP) youth of the Finch/Ardwick community, administer a priority setting to identify the needs of the community and administer two community healing sessions online.

Initiative Name: Neptunes Youth Committee

We are applying to work in partnership with Community Peers to bring in one Community Healer that our community will trust to work only with us in Neptune on specific topics our community has identified as needs to be addressed. We will have community graduation and lead a healing session for the bigger community as well."

In partnership with Community Peers, Neptunes Youth Committee will invite a Community Healer to address the specific needs of tenants. There will be a community graduation and healing session held for the Neptune community.

Initiative Name: Grupo de Adultos Mayores Armonia Centre

The project aims to address issues often associated with isolation, such as poor mental health, domestic violence, poor self-esteem and thus promote community healing and wellness.

CENTRAL REGION

Initiative Name: Mothers of Peace

Mothers of Peace is a collective of mothers within the Regent Park community who aim to support community members affected by gun violence, incarceration and drug/alcohol abuse (directly or indirectly). This year, Mothers of Peace, in collaboration with TD Learning Centre and TCHC organized a community healing trip to Niagara Falls, ON. Those who attended participated in a full day's learning in trauma supports, personal safety, Indigenous history and strengthening through means of community.

Initiative Name: Serendipity Visual Arts

Serendipity ART is an art workshop providing a safe space for individuals to express themselves through the visual arts. Participants will learn technical drawing and painting skills. Participants will also receive mentorship from professionals and develop their critical life skills, their ability to recognize signs of peer pressure and participate in Know Your Rights sessions. This initiative will occur over four sessions. Program participants will have the opportunity to display their final art is to demonstrate the artistic skills and techniques learned in the previous sessions.



Overview: Community Safety Unit

Item 2F

November 18, 2021

Tenant Services Committee

Report: TSC:2021-82

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer

Date: October 19, 2021

PURPOSE:

The purpose of this report is to provide an overview of the Toronto Community Housing ("TCHC") Community Safety Unit ("CSU").

RECOMMENDATIONS:

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

CSAC:

This report has been tabled to be received by the CSAC on November 15, 2021.

BACKGROUND:

History of the CSU

From the mid-1980s to 1989, the Ontario Housing Corporation utilized third party security guards for the protection of property, tenants and staff at former provincially owned and/or administered social housing developments in the City of Toronto.

From 1990 to 2000, the Metropolitan Toronto Housing Authority (“MTHA”), a local housing authority under the umbrella of the Ministry of Municipal Affairs and Housing, administered the province’s social housing stock geographically located within the City of Toronto.

In 1995, the MTHA secured Provincial Offences Officer designation for its in-house security personnel. At that time, the makeup of the Security Services Section was a hybrid of internal staff and contracted external third party companies. Only in-house MTHA Security Services staff were eligible to be designated as Provincial Offences Officers. The enhanced Provincial Offences Status allowed Internal Security Services staff to issue tickets and court summonses to cooperative trespassers without having to arrest them and await the police to release the person from custody.

In 1996, the MTHA Security Services Section began providing dedicated in-house security services across the portfolio, with two different classifications of security officers: Community Patrol Officers and Security Officers. At the time, MTHA also had a dedicated Parking Enforcement Unit, which consisted of Officers who were designated as Municipal Law Enforcement Officers.

In 2000, administration of the province’s social housing stock evolved from MTHA to the newly created Metro Toronto Housing Corporation (“MTHC”) in preparation for a transfer of MTHA/MTHC’s assets to TCHC in 2003. This was made possible through the passage of the Social Housing Reform Act.

On March 8, 2000, TCHC (formerly MTHA/MTHC) entered into a pilot project with the Toronto Police Services (“TPS”) Board for the appointment of Special Constables. The Ministry of the Solicitor General approved the request of the former MTHA to have some of its security officers appointed by the TPS Board as Special Constables, pursuant to Section 53 of the Police Services Act. This designation conferred Peace Officer and Limited Police Officer authorities onto Special Constables who, by virtue of their office, are classified as Peace Offices as per the definition of Section 2 of the Criminal Code. Each Special Constable swears an oath of office and inherits the duties of a Police/Peace Officer as set out in Section 42 of the Police Services Act. During the initial, pilot fifty-five Security Services section staff were appointed as Special Constables; as Special Constables, they have legislative powers and responsibilities similar to that of a police officer, which security guards and other citizens do not possess.

In 2002, TCHC Board of Directors entered into an agreement with the TPS Board of Directors to allow for the implementation of a permanent TCHC CSU Special Constable program.

Special Constable Program

In 2020, there were 164 CSU staff sworn as Special Constables with the approval of the Ministry of Public Safety and Security. The objectives of the Special Constable program is to:

- Strengthen relationships between the CSU and the TPS;
- Reduce the level of crime and/or antisocial behavior in communities;
- Enhance law enforcement activities, as required;
- Improve tenant safety and security;
- Ensure officers are able to spend more time in communities; and
- Improve officer safety.

TCHC Special Constables allows TCHC to deploy trained and qualified officers into situations that are particularly distinct to TCH 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. Police Officer powers are granted under the following statutes:

- Criminal Code;
- Controlled Drugs and Substances Act;
- Trespass to Property Act; and
- Liquor License Act.

Special Constables routinely conduct criminal investigations related to theft, mischief, assaults, and other less serious violent matters. In instances involving major crimes, Special Constables have many times been the first officers on scene, assisting with primary assessments, notifications, scene protection, crowd control, witness canvassing, evidence security, and prisoner transports.

TCHC Special Constables and TPS Officers routinely work together. The combination of a Special Constable's community knowledge and the TPS

Officer's skills, knowledge and authority have proven to be mutually supportive, facilitating the professional resolution of incidents in a safe and timely manner.

In summary, TCHC communities benefit when TCHC Special Constables:

- Process minor offences and release of persons without utilizing TPS resources and holding a person in custody for longer than required;
- Act directly to apprehend offenders and persons and transport them to the local TPS division. In so doing, they interrupt illegal and antisocial behaviour and help keep the peace in our neighbourhoods; and
- Support the TPS with factual information and detailed intelligence about criminal activity within TCHC communities.

In addition to possessing specialized training, skill sets and legislative authority than a security guard, governance mechanisms related to conduct, oversight and standardized mandatory training are in place for staff assigned the Special Constable designation. As well, the Special Constable Status for CSU staff provides TCHC communities with an enhanced level of safety service delivery. Special Constables can use their law enforcement powers under relevant legislation to assist communities in addressing higher-risk safety issues. This level of proactivity and intervention cannot be accomplished solely through the use of security guards

CSU Mandate

The CSU partners with communities, promote a safe environment for tenants, and preserve the assets of TCHC. As well, the CSU works collaboratively with the Region Operations and Seniors Housing Unit to support successful tenancies across the TCHC portfolio.

The CSU implements safety strategies and engages with community stakeholders to utilize resources in innovative ways that benefit our tenants and are responsive to the community's needs. The goals of the CSU are to:

- Promote safety in our communities;
- Protect life; and
- Protect Toronto Community Housing Corporation property.

TCHC Community Safety Program

At TCHC, the CSU approach involves a holistic, collaborative, and integrated approach to community safety. As part of this, the use of security personnel and enforcement strategies are just one component of a multi-faceted community safety program that emphasizes:

- Developing vibrant communities (e.g. community involvement in safety planning, partnerships with the police and other key stakeholders, dispute resolution);
- Identifying alternative activities for youth (e.g. volunteerism, after-school activities, sports programs, and employment opportunities),
- Developing stronger, less vulnerable individuals (e.g., safety awareness, safety training, partnerships and local supports for at-risk and vulnerable persons);
- Supporting safer work environments (e.g. health and safety, assessing the level of risk in communities and sharing of risk-related information);
- Preventing and deterring unacceptable behaviour (e.g. joint patrols with police, Special Constables, Security Guards and other community partners);
- Displacement of persons who display unacceptable behaviour that negatively impacts the community. (e.g. trespass, eviction, arrest, warrants); and
- Developing safer physical environments (e.g. safety audits to identify environmental design modifications - cameras, improved lighting, maintained landscaping, eliminating physical risks, parking enforcement to remove unsafe / abandoned vehicles, fire safety, and access control).

TCHC Tenant Service Hub Alignment

In 2022, The CSU will align the deployment of the Special Constables and Community Safety Advisors to support the new organizational Tenant Service Hub Model. With the realignment of CSU geographic areas of responsibility, it will improve the ability to support each of the 88 tenant service hubs consistently.

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Tenancy Management Handoff of Accountability Workflow
2. TCHC Hub Service Hub Overview

STAFF CONTACT:

David Quigley, Manager, Planning and Business Support, CSU
416-981-4275
David.Quigley@toronhousing.ca

HANDOFF OF TENANCY MANAGEMENT ACCOUNTABILITY

Operations Division & Seniors Housing Unit



Community Safety Unit Operations Responsibilities

- A CSU Officer(s) is assigned to respond to a request for service or engages in a self-initiated investigation.
- The Officer(s) makes contact with the complainant or victim and conducts an investigation.
- Upon completion of their investigation, the Officer submits a written report outlining the facts of the event and the status of the service request.
- The report is verified by the on-duty CSU Sergeant or Designate.

Community Safety Unit- Community Safety Advisor Responsibilities

- Each business day, a designated CSU staff member reviews local reports and determines the category (isolated act of anti-social behavior, ongoing anti-social behavior, workplace harassment or serious act of violence) of the event and creates an Easytrac Service request which contains the facts as set out in the Officer(s) report. Reports shall not contain information that could lead to the identification of young offenders, lead to the possible identification of a victim of a sexual assault, or otherwise is non-compliant with major case legislation, is evidentiary in nature or is information that may disclose a law enforcement technique.
- Designated CSU staff will review the past 3 months of activity in EasyTrac/HoMES to determine if the event was an isolated incident or if there is a pattern of anti-social behavior.
- Reports that do not require additional CSU information or investigation are to be assigned to Operations Staff for the purpose of flagging a vulnerable person that requires support; and/or for the purposes of engaging Tenancy Management to address violations of the lease related to tenant/guest behavior.
- CSU staff creating the Easytrac/HoMES record will ensure that appropriate building staff, Community Service Coordinators, Contract Property Administrators, Contract Property Managers and area paralegals receive an e-mail generated by Easytrac/HoMES notifying them of the event.

Isolated Incident of Anti-Social Behaviour and Unconfirmed Reports of Noise

- Cause Disturbance
- Theft
- Break and Enter
- Disputes
- Drug Offence
- Fire
- Mischief
- DOLA/Dog By-Law
- Maliciously Activated False Fire Alarms (Offender Unknown)
- Personal Injury
- Confirmed Noise Reports
- Vehicle Accident
- Unconfirmed Reports of Noise (Assign to self, quick close and e-mail to TSC, Superintendent and General Manager)

Isolated Incident of Anti-Social Behaviour and Unconfirmed Reports of Noise

Operations Division

- An EasyTrac/HoMES record is created and assigned to the Tenant Service Coordinator. It will consist of a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: “Tenant Service Coordinator for follow-up”. An e-mail is generated through EasyTrac/HoMES to the TSC and all building contacts.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Isolated incident of Anti-Social Behaviour and Unconfirmed Reports of Noise

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the Tenant Service Coordinator or Seniors Service Administrator. It will consist of a description of the current incident by the designated CSU Staff.
- A comment will be added to the resolution box: “Tenant Service Coordinator or Seniors Service Administrator for follow-up”. An e-mail is generated through EasyTrac/HoMES to the TSC and all building contacts.
- An e-mail is generated through EasyTrac/HoMES to the TSC, TSA and all building contacts.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Ongoing Anti-Social Behaviour, Crimes Against Persons and Incidents of Workplace Violence/Harassment

- Assaults
- Robbery
- Weapons Offences
- Threatening
- Maliciously Activated False Fire Alarms (when offender is known & associated to a tenancy)
- Fraud
- Cause Disturbance (ongoing)
- Theft (ongoing)
- Break and Enter (ongoing)
- Disputes (ongoing)
- Drug Offence (ongoing)
- Mischief (ongoing)
- DOLA/Dog By-Law (ongoing)
- Ongoing Anti-Social Behavior (see anti-social behavior list)

Ongoing Anti-Social Behaviour, Crimes Against Persons and Incidents of Workplace Violence/Harassment

Operations Division

- An EasyTrac/HoMES record is created and assigned to the Supervisor of Tenancy Management. It will consist of a description of the present incident by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to Supervisor, Tenancy Management for follow-up”. An e-mail is generated through EasyTrac/HoMES to all building contacts.
- ***In all cases involving workplace harassment, the TCHC Health and Wellness Manager shall also be copied on the EasyTrac generated e-mail.***
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Ongoing Anti-Social Behaviour, Crimes Against Persons and Incidents of Workplace Violence/Harassment

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the TESS.
- It will consist of a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to TESS for Tenancy Management follow-up”.
- An e-mail is generated through EasyTrac/HoMES to all building contacts.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Serious Violent Incidents

- Arson
- Homicide
- Attempted Homicide
- Manslaughter
- Child Neglect
- Sex Assault
- Sudden Death

Serious Violent Incident

Operation's Division

- An EasyTrac/HoMES record is created and assigned to the Manager of Tenancy Management.
- It will consist of a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: "Forwarded to Manager of Tenancy Management for follow-up".
- The resolution field will also contain a summary (EasyTrac number, event type and status) of any previous instances of anti-social behavior, workplace violence/harassment or serious acts of violence that have occurred in the past 3 months
- An e-mail is generated through EasyTrac/HoMES to all building contacts and the area paralegal.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated E-mails.

Serious Violent Incident

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the Manager of Seniors Housing.
- It will consist of a summary of all applicable incidents from the previous 3 months and a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to the Seniors Housing Manager for follow-up”.
- An e-mail is generated through EasyTrac/HoMES to all building contacts and the General Manager.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Crisis Support

- Unit Condition
- Unit Take-Over
- Concerning Tenant Behavior (Responding Officer(s) has concerns of risk to self or others associated to a perceived vulnerability)
- Concerning Tenant Behavior:
 - a) Suicide
 - b) Suicide Attempt
 - c) Mental Health Act

Crisis Support

Operations Division

- An EasyTrac/HoMES record is created and assigned to the Community Service Coordinator by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to CSC for Tenancy Management follow-up”
- An e-mail is generated through EasyTrac/HoMES to all building contacts and RAS (Resident Access Services) Clerk.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Crisis Support

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the Community Services Coordinator or the Seniors Service Coordinator by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to CSC or SSC for tenancy Management follow-up”.
- An e-mail is generated through EasyTrac/HoMES to all building contacts, Tenant Engagement Support Supervisor and the RAS Intake Clerk.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

QUESTIONS ?

Thank you!

David Quigley
Staff Sergeant/Manager
Community Safety Unit



APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

CUSTOMER SERVICE

The best service is delivered close to customers, by teams who thoroughly understand their needs. Toronto Community Housing Corporation (TCHC) has decentralized some of our operations and added frontline resources. We are empowering local staff to make decisions and creating Tenant Service Hubs staffed with local teams to deliver services where tenants live. (See Tenant Service Hub Play Book – Appendix A)

In alignment with our TCHC Culture Model, **“Your Culture, Your TCHC.”**, we are focusing our work as a landlord on four priority pillars: cleaning, maintenance, tenancy management, and community safety and supports in order to improve service to tenants.

TCHC CULTURE MODEL

The TCHC culture model is based on the following seven core competencies that drive and shape how we work and interact with tenants, partners, stakeholders, and each other:

1. Tenant-focused: Keep tenants at the forefront of everything we do.
2. Collaborative: Work together with others to produce the best possible result.
3. Respectful: Consider the rights and needs of others, be mindful of their feelings and values.
4. Fair: Bring an open mind to decisions, without bias or favoritism.
5. Accountable: Take ownership of your work, and do what you said you would do.
6. Solution-Driven: Search for answers to problems and solutions to complaints.
7. Proactive: Don't wait, anticipate. Make good things happen.

TENANT SERVICE HUBS

Tenant Service Hubs are positioned to provide tenants with options on how they access services from TCHC. When the Hubs are open, tenants will be able to get service from staff during posted hours and meet with local staff onsite, closer to their home.

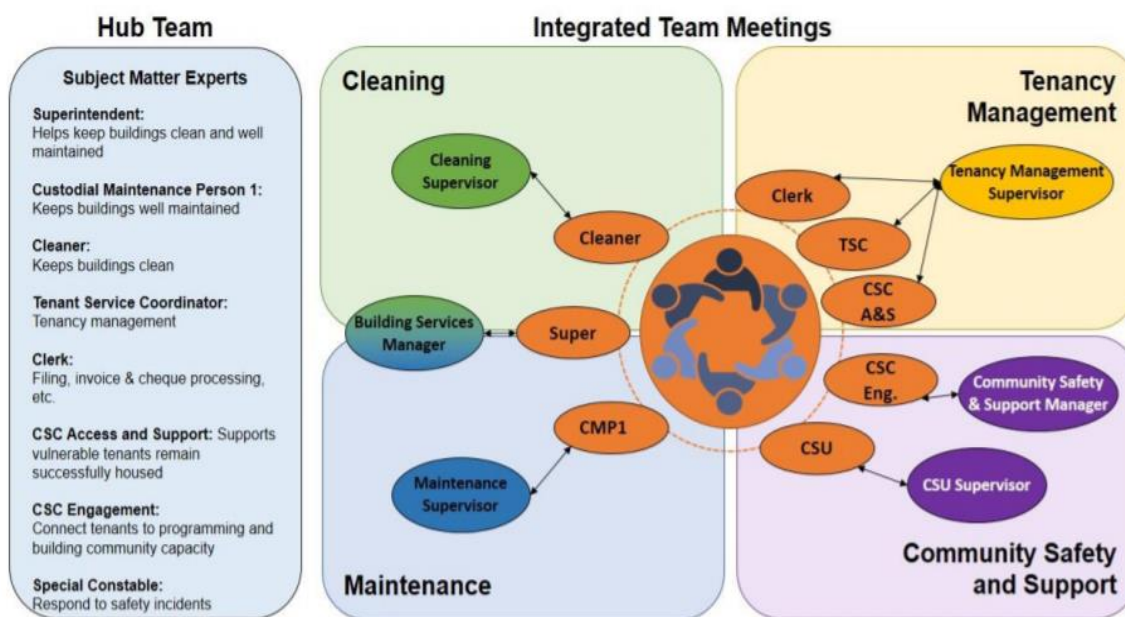
APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

Tenants will still be able to call the Client Care Centre for service. We will have 99 Tenant Service Hubs located across the city. At the Hubs, tenants will be able to get to know the staff working in their communities.

We have aligned staff portfolios to Tenant Service Hubs to create integrated teams that cross all four pillars of service. The teams will provide staff the opportunity to work together to resolve issues and make local decisions to improve service in their Hubs.

Integrated Hub Teams will be expected to meet at least once every two weeks for one (1) hour. Representation from each pillar is ideal, but each meeting should include a representative of at least three of the four pillars to maintain quorum.

Figure: Integrated Hub Team



WHY WOULD TENANTS VISIT A HUB?

Tenants will visit the Hub office for a variety of reasons. The staff in the Tenant Service Hub will be able to help tenants resolve inquiries or issues related to:

1. Maintenance;
2. Cleaning;
3. Tenancy Management; and
4. Community Safety and Support.

APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

Among other services, tenants will be able to access the following services at conveniently located Hub offices:

- Booking space for events
- Initiating work orders
- Inquiring about transfers
- Finding out about community initiatives
- Obtaining a new laundry card
- Disputing or requesting a rent calculation
- Paying rent
- Reporting a complaint
- Reporting a mess in common spaces
- Reporting neighbour disputes
- Reporting that lobby televisions or equipment are not working
- Reporting that the enter-phone not working
- Requesting a review of RGI
- Requesting connection to service
- Requesting welfare checks
- Requesting involvement in community
- Using fax and phones
- Viewing apartments
- Signing leases

WHO ARE THE HUB TEAMS?

The Hub offices have a dedicated team to support tenants. They include the following:

- Superintendent;
- Custodial Maintenance Person 1 (CMP1);
- Cleaner;
- Tenant Services Coordinator (TSC);
- Community Services Coordinator (CSC) Access and Support;
- Community Services Coordinator (CSC) Engagement; and
- Clerk.

APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

CORE HUB TEAMS

The core teams in the Hub include the Superintendent, Tenant Services Coordinators (TSC), and Community Service Coordinators (CSC). In some cases, there may be a Clerk, Custodial Maintenance Person (CMP1), and Cleaner.

Supervisors and Managers will also work out of the Hub on an as-needed basis. The Hubs will have touchdown spots for visiting staff to work from when present.

Note: Not all Hubs will have a Clerk present. Only Hubs with more than 285 units will have a half-time Clerk. The Clerk will provide support at the tenant service desk and to the integrated team as a whole. Other support staff, such as Community Safety Unit (CSU) personnel and Legal Clerks will work out of the Hub on an as-needed basis.

COMMUNITIES OF PRACTICE

The Hub staff will have Communities of Practice (CoP) to reach out to for assistance and inquiries specific to their field of work. A CoP is a group of people that share a commonality with respect to the work they do. Through CoPs, staff can share knowledge and provide advice based on shared expertise. They also present an opportunity for staff to connect with and support colleagues working at other Hubs.

WHAT ARE COMMUNITY OF PRACTICE (CoP) PILLAR LEADS?

Each pillar has a lead. The role of the lead is to provide guidance and decisive leadership for the pillar when issues arise that impact more than one region.

THE COMMUNITY OF PRACTICE PILLAR (CoP) LEADS ARE:

- Cleaning: Marva Jeffers, General Manager, East;
- Maintenance: Adam Sweedland, General Manager, West;

APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

- Tenancy Management: John Kraljevic, General Manager, Central and Richard Grotsch, Tenant Resolutions Officer; and
- Community Safety and Support: Nadia Gouveia, Director, Programs and Partnerships, and Allan Britton, Senior Director, Community Safety Unit (Interim)

When an issue is raised to the Pillar Lead, they will work with subject matter experts within the regional leadership and business operations department to develop a solution that can then be shared with all staff within the impact pillar.



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

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. TCHC:2020-87 December 15, 2020 Board meeting	TCHC Provision of Internet Access to All TCHC Households As part of the feasibility study, Management look at the feasibility of providing 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.	Complete	November 18, 2021 (TSC:2021-70)	Chief Operating Officer
2. TSC:2021-34 May 4, 2021	Participatory Budgeting Program Prior to its reimplementation, Management to bring the plan for the participatory budgeting program to the TSC for discussion.	In progress	To be brought back in advance of Participatory Budgeting being reintroduced	Chief Operating Officer
3. TSC:2021-46 July 5, 2021	Community Impact Programs The next iteration of the Community Impact Programs report to include	Complete	November 18, 2021	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	an inventory of programming across the three Regions and the SHU, and the source of funding (e.g. internal or external).		(TSC:2021-72)	
4. TSC:2021-53 July 5, 2021	Crisis Priority Transfers Management to report back to the TSC, bi-annually, with information on the number of crisis priority transfers administered and feedback received from tenants regarding their experiences with the crisis priority transfer process.	Complete	November 18, 2021 (TSC:2021-71)	Chief Operating Officer
5. GCHRC:2021-34 September 10, 2021 GCHRC Meeting	Board and Committee Meeting Rules of Procedures <ol style="list-style-type: none"> 1. Management to consult with former deputants who have deputed at Board/Committee meetings on the proposed deputation procedure. 2. GCHRC direct staff to amend the proposed Rules in accordance with comments from members, and bring forward the draft document to the next TSC meeting and 	In progress	Update provided in the November 18, 2021 meeting (TSC:2021-75)	General Counsel and Corporate Secretary

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	thereafter return to GCHRC for its further consideration.			
6. TSC:2021-56 September 14, 2021	Q2 2021 Tenants First Update Management to report back or conduct a second round of communication to ensure tenants in the scattered houses understand the changes associated with the transfer including staffing changes.	Complete	November 18, 2021 (Update included as part of the Q3 2021 Tenants First Update TSC:2021-67)	Vice President, Strategic Planning and Communications
7. September 14, 2021	City of Toronto's Centralized Waiting List for Social Housing Management to provide more information regarding the City of Toronto's Centralized Waiting List for Social Housing, offline through an email.	In progress	Q1, 2022	Chief Operating Officer
8. September 14, 2021	Operations Organization Chart Management to provide an updated Operational Organizational Chart of the restructured Operations division with names.	Complete	A briefing note and the updated Organizational Chart are provided in the November 18, 2021 meeting.	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>9. TSC:2021-57 September 14, 2021</p>	<p>Revitalization Long-Term – Economic and Employment Benefits</p> <p>Staff to amplify the report and report back to provide more details including:</p> <ul style="list-style-type: none"> ○ The total construction hours and project hours, broken down by revitalization communities; ○ The total value of all constructions of all the revitalization projects, and value broken down by revitalization communities; ○ More details on section 1.2 Contracts for Social Enterprises, which include the list of social enterprises that have been awarded the social contracts, the number of tenants employed, and how the social enterprises were procured, broken down by revitalization communities; ○ Revision of tables under section 2.1 Employment, converting job duration to employment hours, broken down by revitalization communities; and 	In progress	Q1, 2022	Acting Chief Development Officer & Director, Program Delivery

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<ul style="list-style-type: none"> ○ More information on wages dispensed to tenants, through construction and non-construction jobs. ○ A draft revised report will be sent to Councillor Fletcher for review prior to finalization and submission to the TSC. 			
10. TSC:2021-60 September 14, 2021	Tenant Complaints Update Management to provide a list of buildings engaged in the TCHC after-hours maintenance team pilot program in the West Region.	Complete	A Briefing Note is provided in the November 18, 2021 meeting.	Chief Operating Officer
11. TSC:2021-64 September 14, 2021	2021 Tenant Survey Seniors Housing Unit to bring forward a report on the results of the South East Region Tenant Experience Survey in the next TSC meeting on November 18, 2021.	Complete	November 18, 2021 (TSC:2021-80)	General Manager, Seniors Housing Unit

Briefing Note:

To: Tenant Services Committee

From: Sheila Penny, Chief Operating Officer

Date: November 1, 2021

Re: TSC Meeting of November 18, 2021 – Public Action Item #8 – Operations Division - Organization Chart

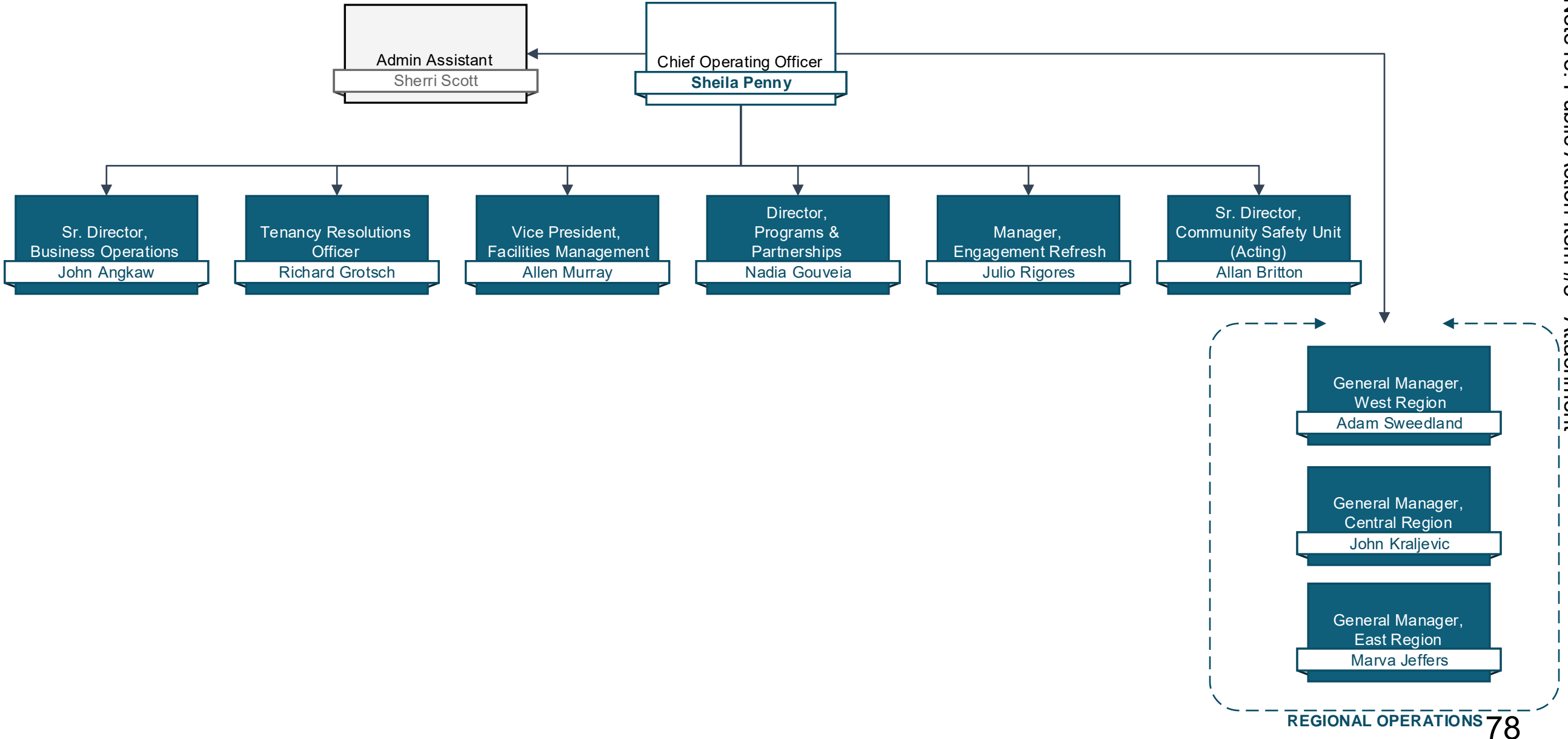
At the July 5, 2021 Tenant Services Committee (“TSC”) meeting, the TSC requested the Operations division to provide an updated organization chart of the restructured Operations division, including roles and reporting structure for the various teams and overall division.

At the September 14, 2021 TSC meeting, TCHC Management provided the updated organization chart of the restructured Operations division in response to the request; the organization chart outlined the various roles within:

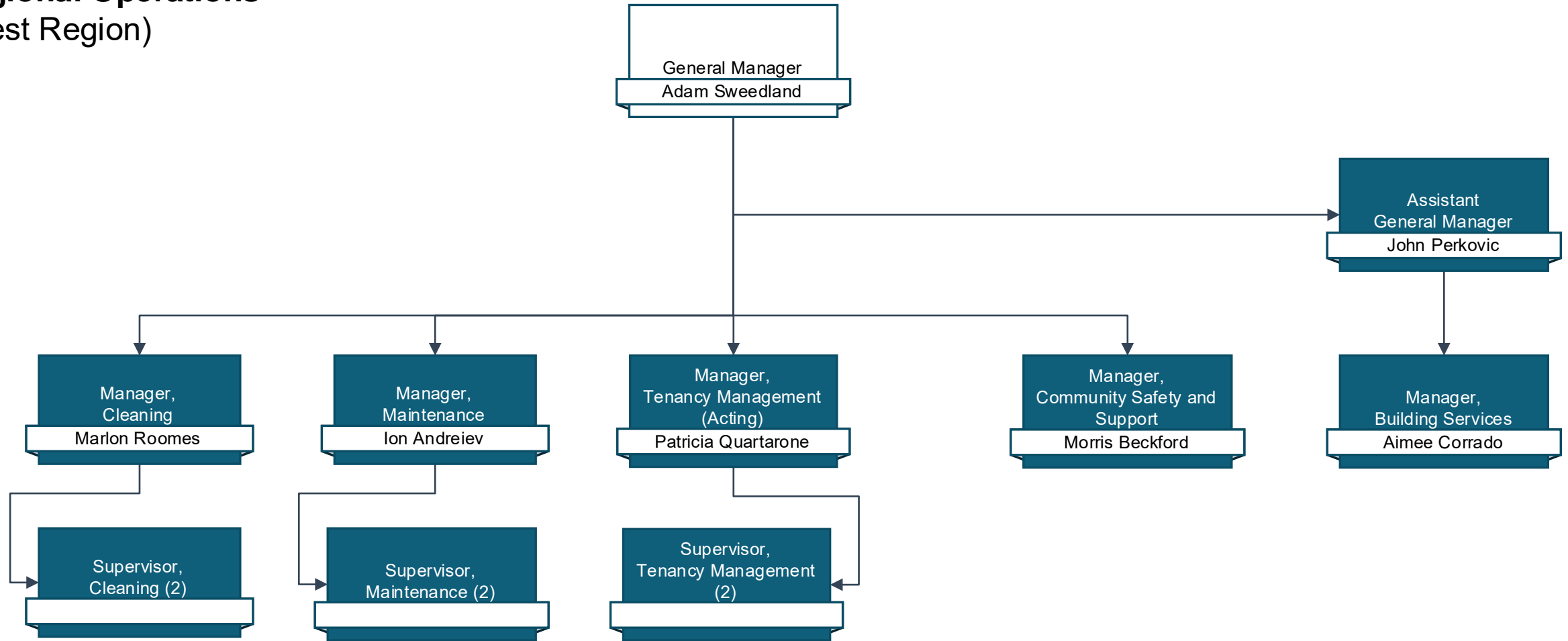
- Regional Operations
- Business Operations;
- Program and Partnerships;
- Tenancy Resolutions Office;
- Facilities Management;
- Tenant Engagement; and
- Community Safety Unit.

As a follow-up, the TSC requested that staff names be included in the organization chart. This report responds to the TSC request.

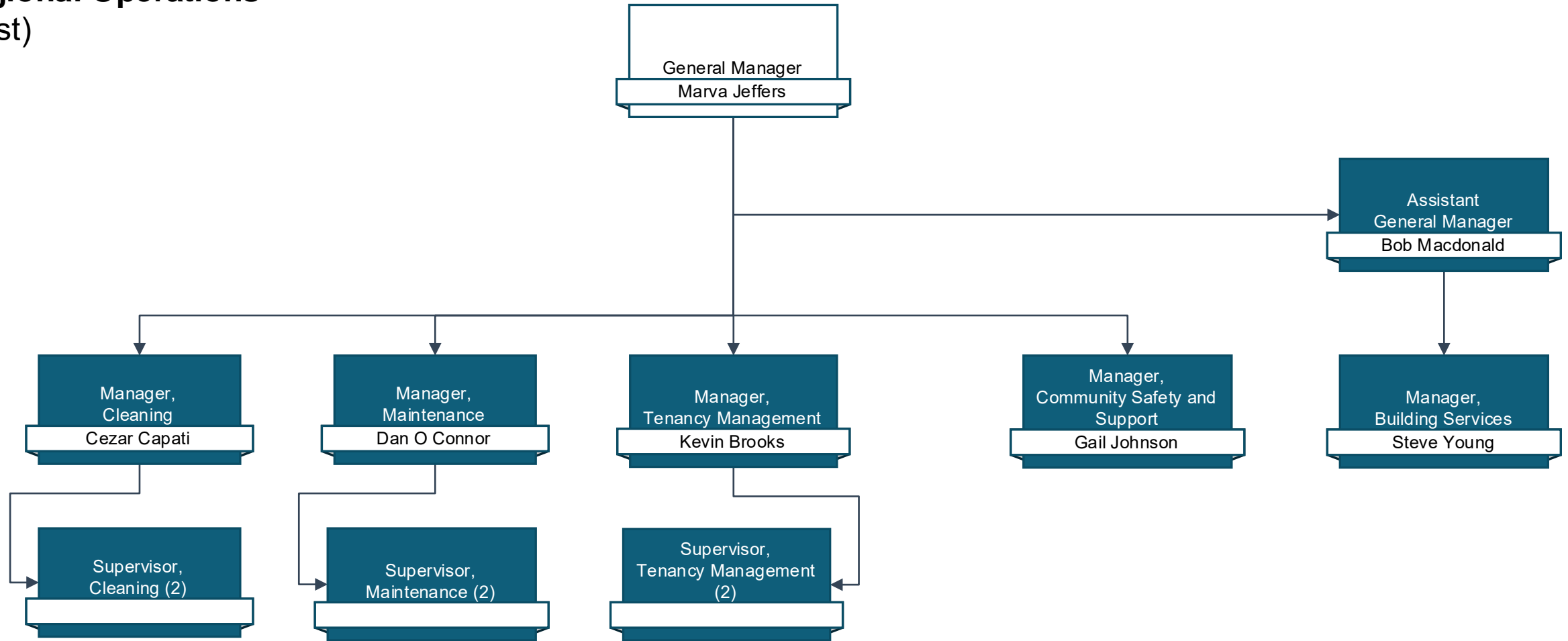
APPENDIX A Operations Leadership Team



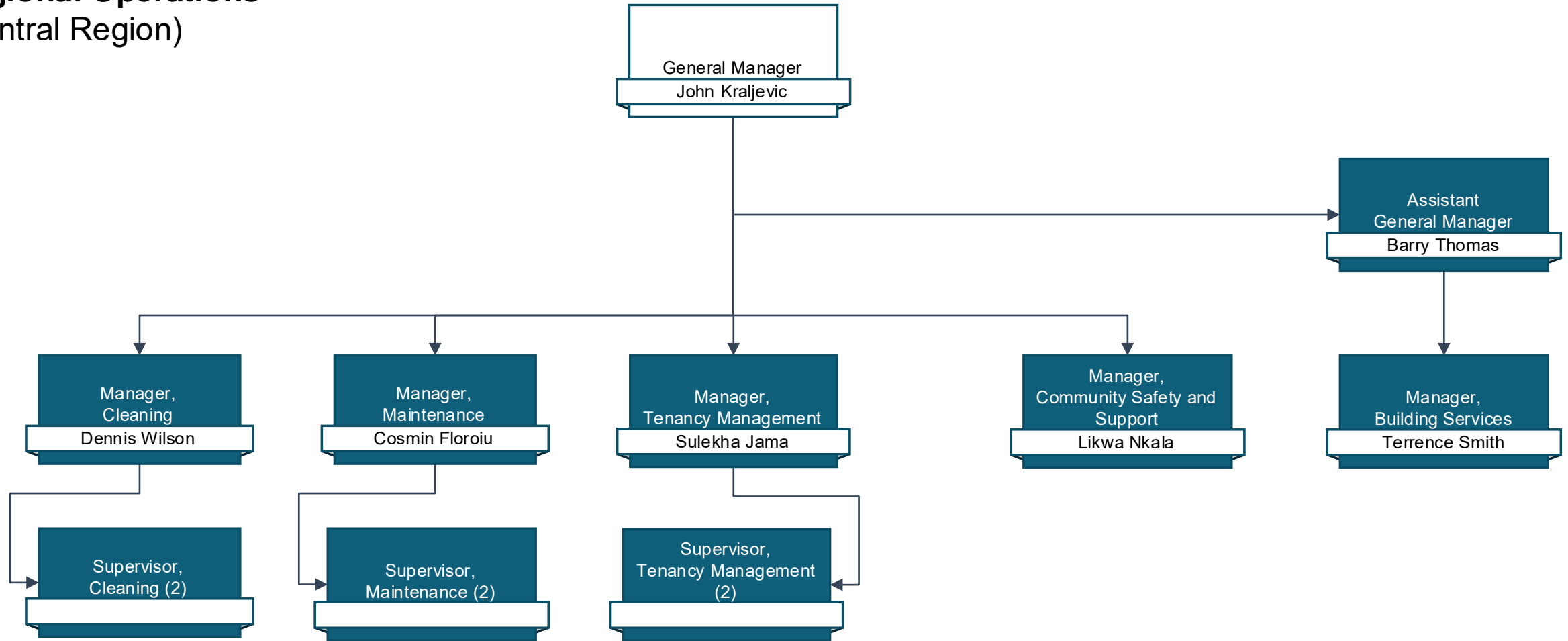
Regional Operations (West Region)



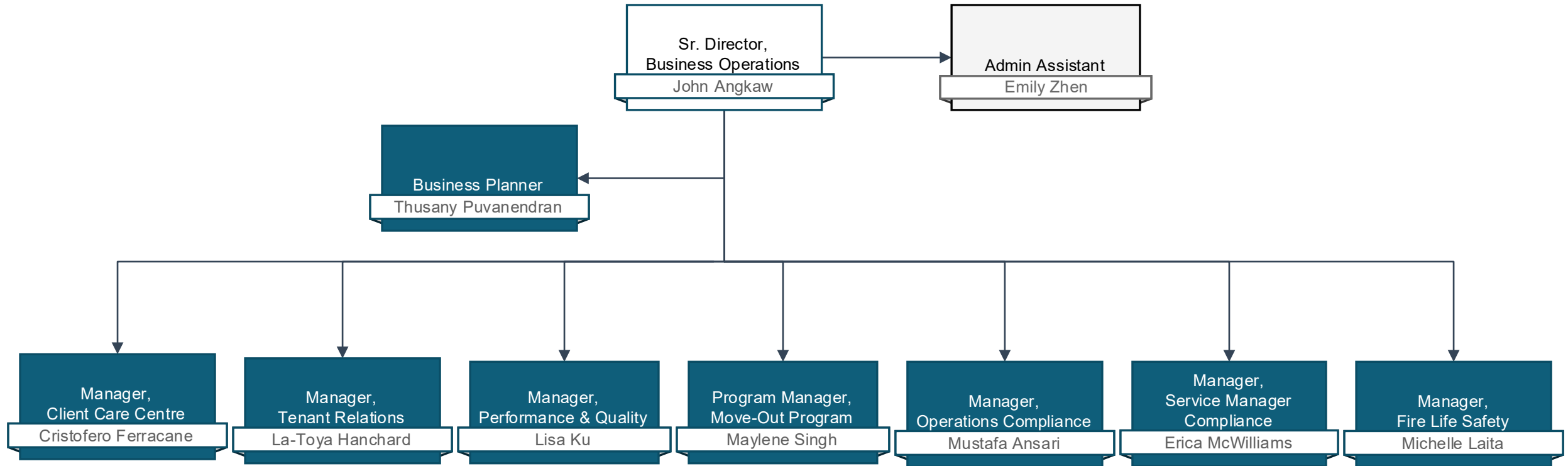
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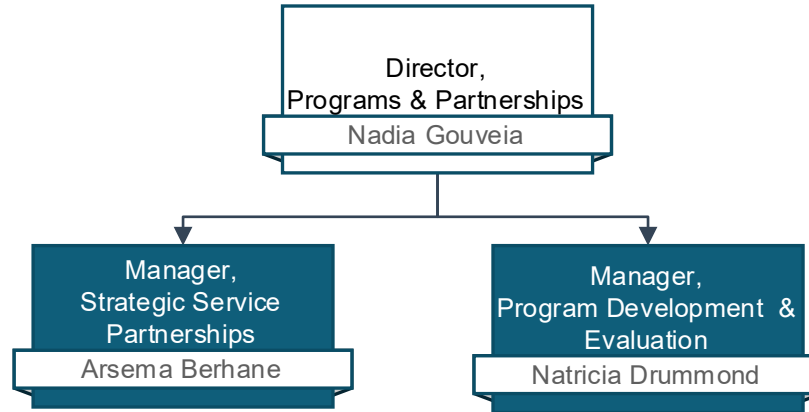
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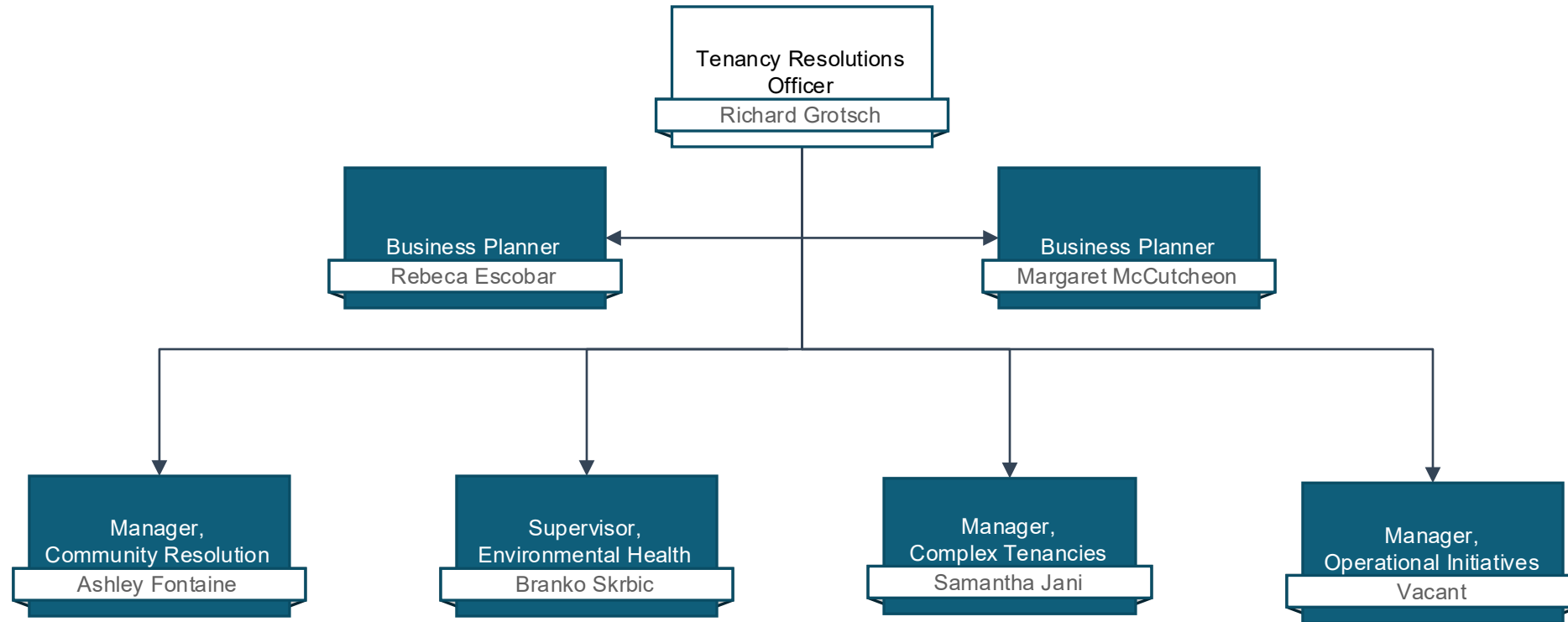
Business Operations



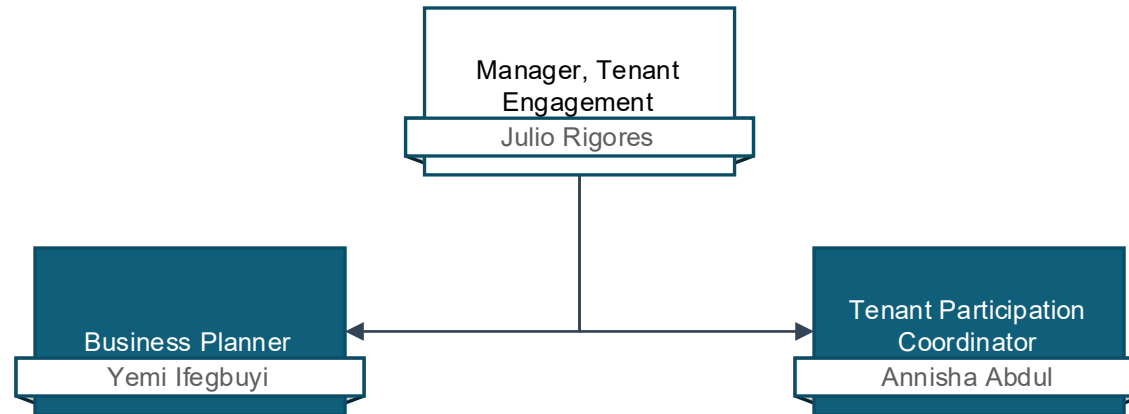
Programs & Partnerships



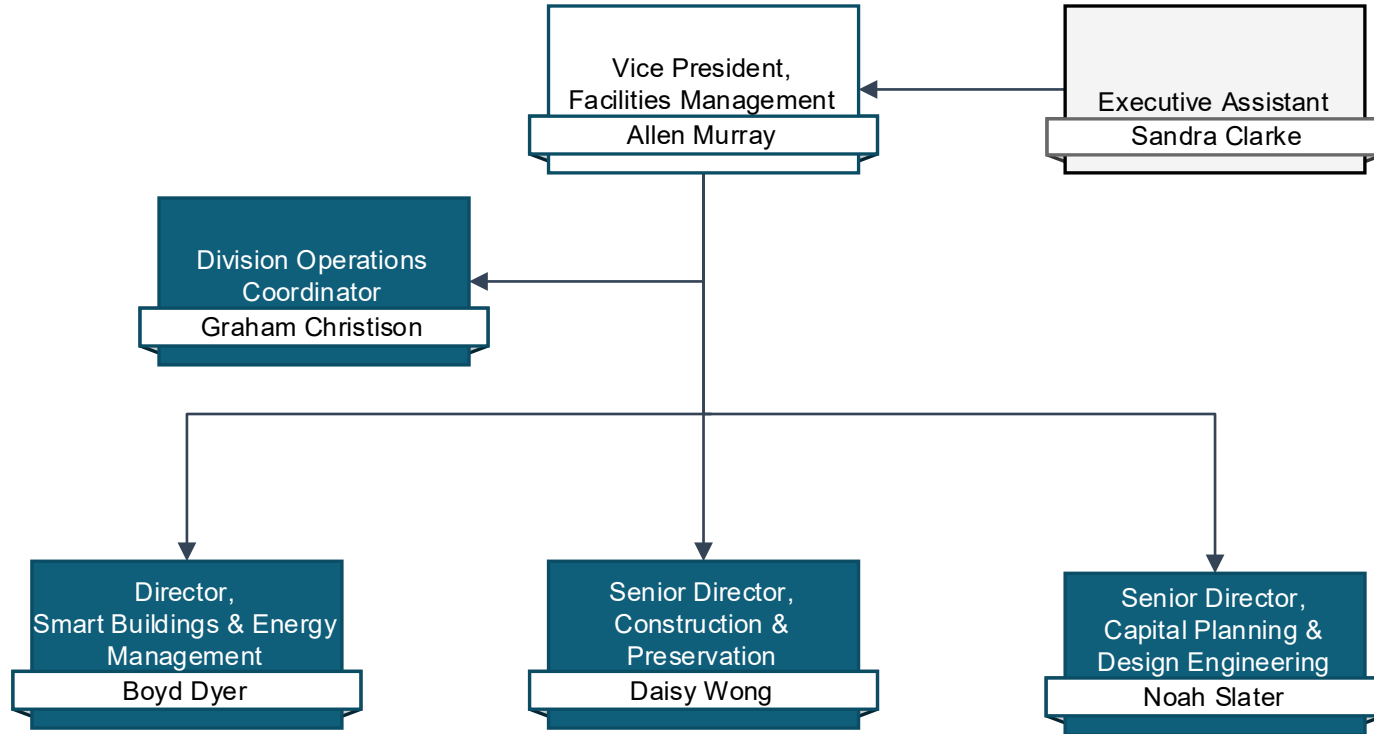
Tenancy Resolutions Office



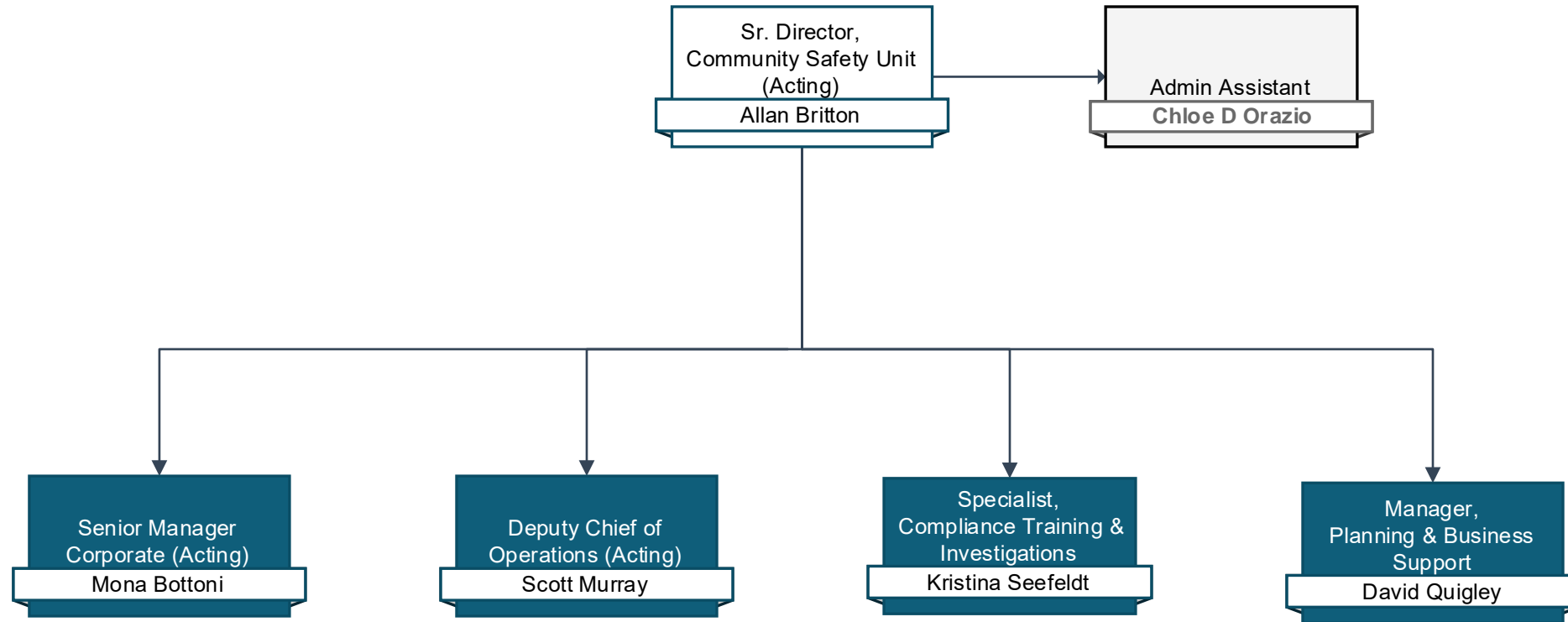
Tenant Engagement System



Facilities Management



Community Safety Unit



Toronto Community Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H2

Briefing Note:

To: Tenant Services Committee

From: Sheila Penny, Chief Operating Officer

Date: November 4, 2021

Re: TSC Meeting of November 18, 2021 – Public Action Item #10 – TCHC After-hours Maintenance Program

At the September 14, 2021, TSC meeting, the TSC committee requested the Operations Division to provide additional information on the buildings engaged in TCHC's after-hours maintenance pilot program in West Region.

Background:

At TCHC, the after-hours emergency maintenance program has been delivered by a third-party vendor, Universal Cleaning & Painting Ltd. ("Universal"), across the portfolio.

The scope of service includes the provision of maintenance services seven days a week through dedicated teams assigned to each region. To ensure the program was tenant-centric, TCHC launched an after-hours maintenance services pilot program comprised of TCHC staff.

In March 2021, TCHC launched a pilot program to provide after-hours emergency maintenance services by Local 416 staff in the West Region. This 16-week pilot aimed to provide the following benefits:

- Service Efficiency (staff will be able to fix issues through a single-call model);
- Service Responsiveness (staff will respond to tenants issues in a timelier manner);
- Minimal Disturbance (less disturbance to tenants via single-call resolution; and
- Portfolio Familiarity: staff aware of tenants' needs and service standards.

The pilot program was launched for **all** of the West Region (54 buildings).



Board and Committee Meeting Rules of Procedures

Item 5

November 18, 2021

Tenant Services Committee

Report: TSC:2021-75

To: Tenant Services Committee ("TSC")

From: General Counsel and Corporate Secretary

Date: November 8, 2021

PURPOSE:

The purpose of this report is to provide the TSC with update in connection with the creation of Toronto Community Housing's ("TCHC") By-law #4 to establish the rules of procedure with respect to the calling, place and proceedings of meetings of TCHC's Board of Directors (the "Board") and its Committees.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

Decision History

At its meeting of July 14, 2021, City Council approved a revised shareholder direction to the Toronto Community Housing Corporation. In part, the Shareholder Direction approved by Council, at that time, provided that:

- 5.2.2 The Board shall pass a by-law that includes procedures for governing the calling, place and proceedings of meetings of the Board and its committees. The Board shall seek approval from Council for the by-law.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX25.12>

At its meeting of May 25, 2021, the Governance, Communications and Human Resources Committee approved the principles set out in Report GCHRC:2021-22, as the basis for Rules of Procedure for the meetings of the Toronto Community Housing Corporation's Board of Directors.

[GCHRC Report - Board and Committee Meetings – Rules of Procedure
May 25, 2021](#)

Those overarching principles are that:

- The majority of Directors have the right to decide;
- The minority of Directors have the right to be heard;
- All Directors have the right to information to help make decisions, unless otherwise prevented by law;
- Directors have a right to an efficient Meeting;
- All Directors have the right to be treated with respect and courtesy; and
- All Directors have equal rights, privileges, and obligations.

At its meeting of September 10, 2021, the Governance, Communications and Human Resources Committee directed management to consult with former deputants who have deputed at Board/Committee meetings on the proposed deputation procedure and bring forward the draft document to the next TSC meeting and thereafter return to GCHRC for its further consideration.

[GCHRC Report - Board and Committee Meetings – Rules of Procedure
September 10, 2021](#)

Further to the direction of the GCHRC, management have identified those individuals who have made deputations to the Board or its Committees since 2018 and who have provided an email address at which they might be contacted. Management has prepared a communication to those deputants, inviting them to participate in a consultation process regarding the changes that are proposed to the Board's Procedural Rules, in so far as those changes would impact the deputation process. The consultation process that is contemplated in this regard is a series of three (3) virtual Focus Group discussions. Deputants who are unable to participate in the virtual consultation process, using their available technology will be provided support to join the consultation process through a phone-in option. Focus

Group discussions are planned to occur over a three week period and at various times of day in order to provide options to those wishing to participate in that process.

The results of the consultation process will be reported back to the TSC in order to inform the Board's further consideration of the changes that are proposed to its Rules of Procedure.

NEXT STEPS:

Management will implement the consultation process described in this report and report back to TSC on the outcome of that process in the first quarter of 2022.

SIGNATURE:

"Darragh Meagher"

Darragh Meagher
General Counsel and Corporate Secretary

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary
416-981-4241
Darragh.Meagher@torontohousing.ca

Toronto Community Housing



Operational Performance Measures

Item 6A

November 18, 2021

Tenant Services Committee

Report: TSC:2021-69

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: October 31, 2021

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC’s operational performance for September 2021 and provides additional explanations for significant variances.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

John Angkaw
Senior Director, Business Operations
(416) 316-4029
John.Angkaw@torontohousing.ca

ATTACHMENT:**1. September 2021 Operational Performance Measures**

Item	Measure	Sep 2021	2020 Avg	Change
1	Tenant Calls to Client Care	45,715	37,219	+ 8,496
2	Elevator Service Requests	667	636	+ 31
3	Demand Pest Treatments,	4,142	3,862	+ 280
4	Vacancy Rate (Percent)	2.43%	2.15%	+ 0.28%
5	Rentable Vacant Units	1,437	1,224	+ 213
6	Non-Rentable Vacant Units	2,472	2,320	+ 152
7	Rent & Parking Arrears (Million)	\$16.4	\$13.51	+ \$2.89
8	Crimes Against Property	134	177	- 43
9	Crimes Against Persons	88	107	- 19
10	Fire Incidents	14	18	- 4
11	Tenant Referrals Made to Internal/External Supports	616	472	+ 144

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in September 2021 were 8,496 calls higher when compared to the average call volumes for 2020. This can be attributed to various factors, including an overall increase in general calls, account-related calls, maintenance requests, and janitorial requests.

2. Elevator Service Requests

The volume of elevator service requests increased by 31 when compared to the 2020 average. The increase can be attributed to a combination of service requests related to vandalism to cabs and buttons, resetting of elevators and passengers using the elevator phones for non-service related issues.

3. Demand Pest Treatments

The volume of demand pest treatments increased by 280 when compared to the 2020 average. This increase coincides with the tapering of treatments delivered through the annual unit inspections.

Table 1: Demand Pest Treatments by Region, September 2021

	West	Central	East	SHU
Total	946	1029	756	1411

4. Vacancy Rate

The vacancy rate across TCHC in September 2021 was 2.43%, which is 0.09% higher than the previous month. The vacancy rate are as follows:

Family

- 2.22% (RGI & MKT) with a month-over-month increase of 45 units;
- Of 991 vacant units, 307 units (31%) are matched to a tenant; and
- 223 move-in and 265 move-out.

Seniors Housing Unit

- 3.19% (RGI & MKT) with a month-over-month decrease of 1 unit;
- Of 446 vacant units, 174 units (39%) are matched to a tenant; and
- 83 move-in and 68 move-out.

Table 1: Vacancy by Region/Portfolio, September 2021

	West	Central	East	SHU
Total	2.25%	2.23%	2.35%	3.19%

Figure 1: Vacancy – Family

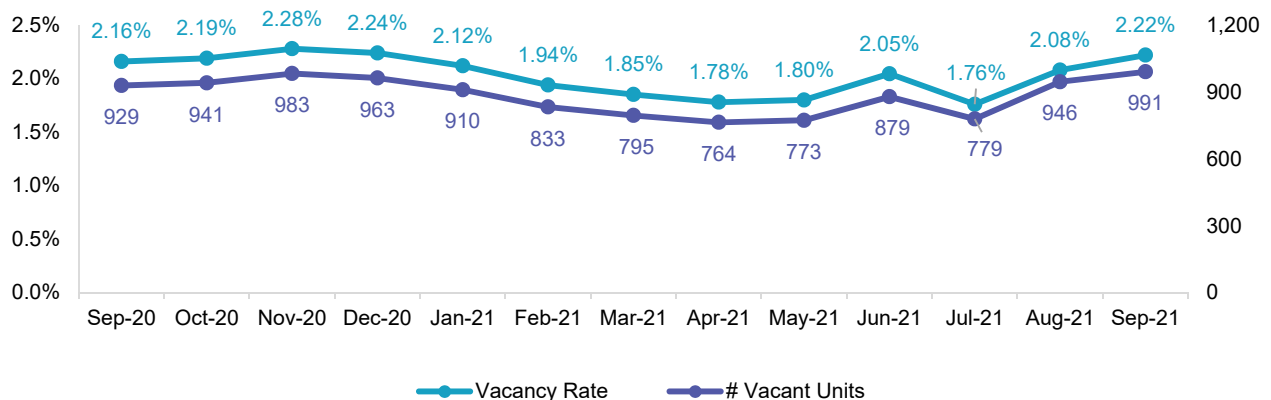


Figure 2: Vacancy - SHU

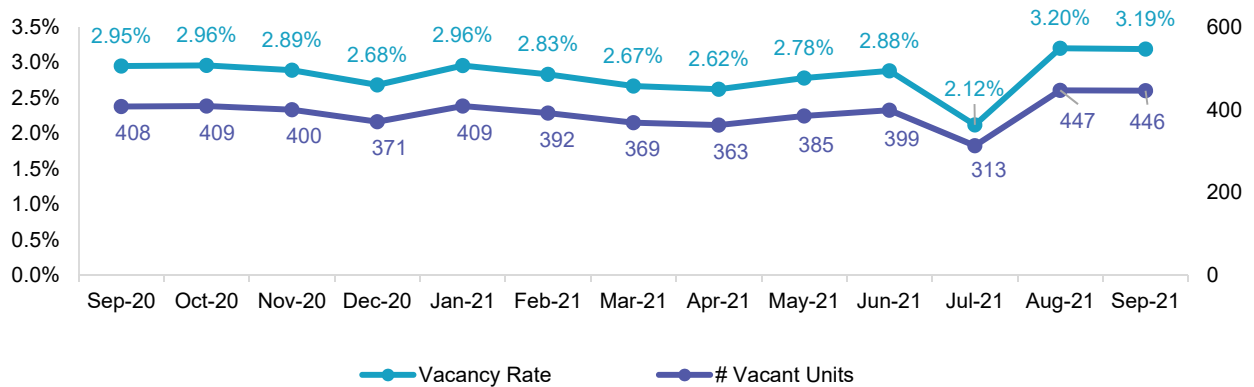
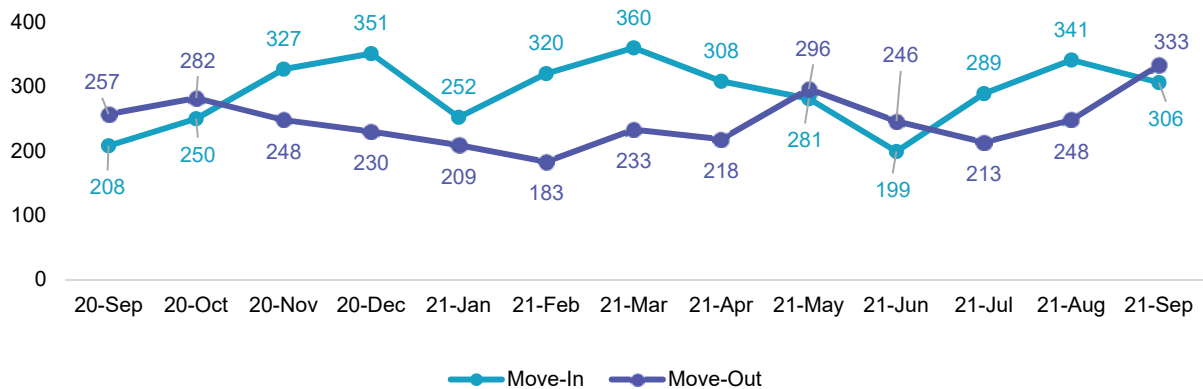


Figure 3: Move-in Move-out, September 2020-September 2021



Note: The high number of move-outs in the West region were attributed to tenants that were moved out of units in Firgrove, as those units were scheduled for demolition.

TCHC continues to face challenges in hard-to-rent areas and where there has been an increase in market rent unit vacancy; the 445 vacant units in these areas comprises 45% of all vacant units in the Family portfolio:

- West: OUC (Jane & Finch), 98 vacant units;
- Central: OUK (Sherbourne Strip) + CM, 155 vacant units; and
- East: OUG (North West/South Scarborough) + CM, 192 vacant units

TCHC continues to implement the following activities to lower its vacancy rates:

Virtual Rental Campaigns

TCHC has completed three virtual open-houses and continues to work with its Service Manager to plan an additional virtual open-houses to address buildings with high vacancy rates and clusters of vacant units to expedite vacancy filling across all the regions.

Rapid Re-housing

Phase 2 of the rapid rehousing (“RRH”) program continues to be implemented, including allocating 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 330 units have been occupied by 380 individuals.

Suspend Offers to Over-Housed Households

TCHC has received a time-limited extension from SSHA until December 31, 2021. The extension will allow TCHC to continue implementing its vacancy strategy and align with the launch of the one-offer rule and choice-based system.

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

Rentable and non-rentable vacant units have increased by increased by 44 and 377 units respectively, when compared to the previous month. Specifically for the non-rentable units, the increases are attributed to coding issues which were preventing units from receiving turnover service and eventually being placed as rentable units. These have been identified and are being rectified.

Table 3: Rentable Vacant Units by Region/Portfolio, September 2021

	West	Central	East	SHU
Total	339	325	327	446

Table 4: Non-Rentable Vacant Units by Region/Portfolio, September 2021

	West	Central	East	SHU
Total	618	1053	595	206

Table 5: Non-Rentable Vacant Units by Category, September 2021

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	736
	New Unit	73
	Relocation - Confirmed	42
	Under Construction	537
Legal	Legal Proceedings	4
	Pending Transfer or Sale	138
Non-Residential Use	Contractor Storage	7
	Staff Use	83
	Recreation Purposes	49
	Agency Office Use	1
Repairs Required	Accessibility Needs	21
	Maintenance Required	465
	Planned Capital Repairs Required	304
	Demand Capital Repair	12
Grand Total		2,472

7. Rent & Parking Arrears

The rent and parking arrears across TCHC for September 2021 was \$16.4 million. Of this amount, \$5.6 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

Family

- \$15.2M in arrears, up from \$15.1M;
- Arrears in repayment agreements are \$5.1M, up from \$5.0M;
- Managed arrears are \$6.4M, down from \$7.4M; and
- Non-managed arrears are \$3.7M, up from \$2.7M.

Seniors Housing Unit

- \$1.2M in arrears, up from \$1.1M;
- Arrears in repayment agreements are \$461K, up from \$453K;

- Managed arrears are \$394K, down from \$397K; and
- Non-managed arrears are \$316K, up from \$248K.

Table 6: Arrears by Category - Family Portfolio, September 2021

Family Portfolio	Total (M)
Managed Arrears	\$ 6.4
Unmanaged Arrears	\$ 3.7
Net arrears	\$ 10.1
Arrears in a repayment agreement	\$ 5.1
Total	\$ 15.2

Table 7: Arrears by Category – Seniors Housing Unit, September 2021

Seniors Portfolio	Total (M)
Managed Arrears	\$ 0.4
Unmanaged Arrears	\$ 0.3
Net arrears	\$ 0.7
Arrears in a repayment agreement	\$ 0.5
Total	\$ 1.2

Table 8: Arrears by Region/Portfolio, September 2021

	West*	Central	East	SHU
Total	\$ 6,838,018	\$ 4,446,003	\$ 2,940,348	\$ 1,171,492
Unmanaged	\$ 1,633,048	\$ 1,114,625	\$ 730,206	\$ 316,295
Rep. Agr.	\$ 2,194,774	\$ 1,420,814	\$ 1,311,764	\$ 461,047

*Note: Arrears for the West region include arrears that were transitioned from the previous contract managed properties.

TCHC continues to implement the following activities to lower arrears and ensure tenants receive the appropriate supports to maintain their tenancy.

Arrears Support

TCHC has conducted a renewed engagement campaign with those tenants with high amounts of arrears or have not obtained the appropriate supports to maintain their tenancies; and

Early Support via Arrears Collection Process

TCHC partnered with OCHE and subject matter experts to develop the new ACP. It continues to deliver support in alignment with the ACP to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports.

8. & 9. Crimes against Property & Crimes against Persons

There were 134 crimes against property in September 2021, a decrease of 43 crimes compared to the 2020 average. As well, there were 88 crimes against persons (CAP) in September 2021, a decrease of 19 compared to the 2020 average.

Figure 4: Crimes Against Persons & Property, September 2021

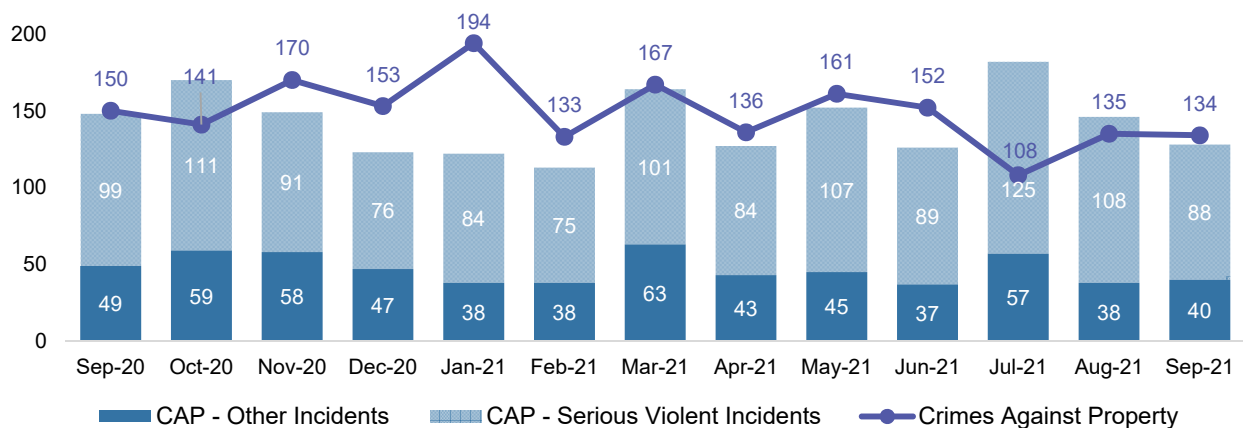


Figure 5: CSU Patrols, 2018 – 2021YTD

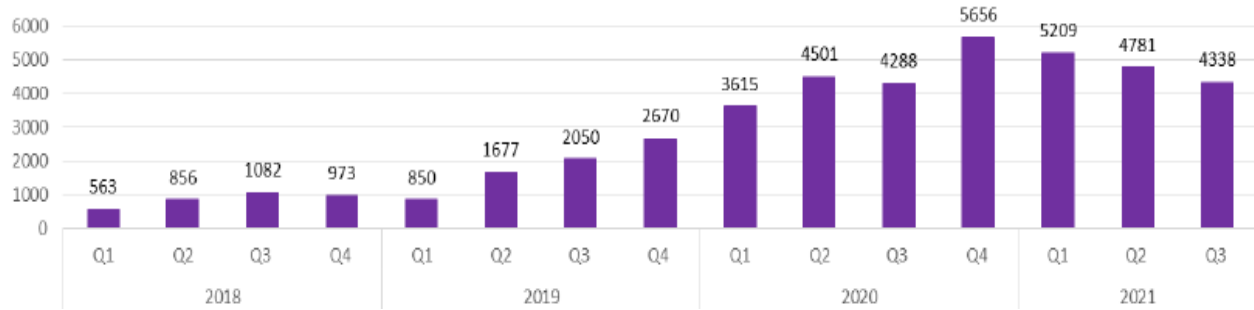
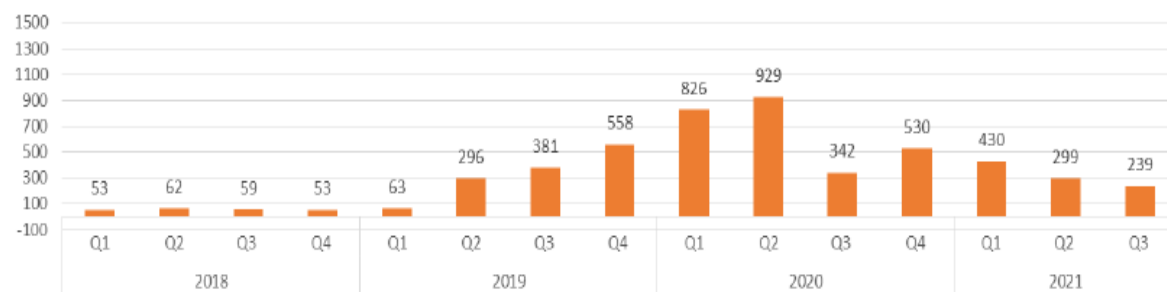


Figure 6: Incident Response, 2018 – 2021 YTD



Figure 7: Welfare Checks, 2018 – 2021YTD



10. Fire Life and Safety

In September 2021, there were 14 fire incidents reported across the TCHC portfolio, a decrease of four incidents when compared to the 2020 average. The fire incidents consisted of arson, electrical, cooking and smoking-related incidents.

Table 9: Fire Incidents by Region/Portfolio, September 2021

	West	Central	East	SHU	CM
Total	5	4	3	0	2

TCHC continues to implement the following fire safety prevention through the following:

- **Cooking Safety Pop-Up Education:** To raise awareness on cooking fire safety, TCHC delivered a series of education sessions at four TCHC sites (4301 Kingston Rd., 120 Townhaven, 341 Bloor St. W., 55 Outlook). The sessions included lobby-intercepts as well placement of education door hangers. In total, 283 tenants were engaged through the sessions and over 1,170 door hangers were delivered.
- **Monthly Fire Safety Posters:** Monthly fire safety poster campaigns continue to be distributed to all TCHC buildings, with a focus on specific fire safety topics and safety tips.

11. Tenant Referrals Made to Internal/External Supports

There were 616 tenant referrals made to internal and external supports, an increase of 144 referrals compared to the 2020 average. This increase is due to the continued need for wellness checks during the COVID-19 pandemic, which has resulted in the provision of additional supports for tenants, weekly delivery of meal and food hampers, and scheduling follow-up wellness checks.

Table 11: Tenant Referrals by Region/Portfolio, September 2021

	West	Central	East	SHU	CM
Total	116	214	99	68	119



TCHC Provision of Internet Access to All TCHC Households: Pilot Program Update

Item 6B

November 18, 2021

Tenant Services Committee

Report: TSC:2021-70

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: October 31, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the ongoing work to implement recommendations to determine the feasibility of providing access to the internet in all Toronto Community Housing (“TCHC”) buildings, outlined in the November 24, 2020 TSC report, “TCHC Provision of Internet Access to All TCHC Households”.

RECOMMENDATIONS:

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

BACKGROUND:

On November 24, 2020, the TSC approved the following:

1. Authorize a study to determine the feasibility of providing access to the internet in all TCHC buildings (the inclusion of townhouses and individual homes to be determined depending on the technology available) and bring the findings back to the Board for consideration. The study will explore:

- The feasibility of participating in the City of Toronto's (the "City") provision of wifi connectivity to vulnerable communities;
 - A TCHC solution;
 - Third-party delivery with TCHC covering costs; and
 - A model for common space internet access and in-unit based access.
2. Authorize the establishment of an inter-departmental group of staff to set the terms and administer the feasibility study; and
 3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

After receiving the approval of the TSC and Board of Directors ("Board") in November 2020, an inter-departmental team was formed to explore pathways to support tenants in accessing the internet. To date, the following actions have completed:

- The inter-departmental group comprised of Information Technology ("IT"), Facilities Management ("FM"), Programs and Partnerships was established to conduct the feasibility review;
- The inter-departmental group met with teams from internet providers to discuss possible options;
- Worked closely with the City of Toronto's ConnectTO initiative to review synergies to avoid service duplication and maximize resources;
- Conducted the review of financial feasibility to roll out a system-wide implementation plan;
- Developed the contractual terms, agreements, communication plans, funding plan, sites;
- Continue to work with internet service providers to pursue other internet provision options for tenants; and
- Established a pilot program with the City's ConnectTO team to provide common space internet to 100 TCHC buildings.

Considerations

1. Emerging Challenges Emerged in the Delivery of Internet Access

Long Term Funding

Based on updated estimates, implementing a city-wide in-suite internet to TCHC households (at a 96% uptake rate) is estimated to cost \$13.8M annually. Currently, it has been confirmed that the City could not provide additional funding for this expense. Additional funding options were reviewed through the province and federal government, but those primarily focus on infrastructure installations, common space and public access internet sites. To date, no formal funding channel has been secured to fund the entire project. The TCHC working group has been working with the City's ConnectTO to explore options.

Current State of Internet Access

Based on the information provided to us by Rogers, almost half (42.3%) of TCHC units have internet supplied by Rogers, at an average price of \$40/month with a \$58.54 household fixed technology spend. Combined with wireless, they believe nearly two-thirds of residents have some form of Internet access. We are currently seeking similar information from Bell and other providers. Based on this, it would appear that the number of tenants without internet may be less than originally anticipated. However, this does not speak to the precarious nature of access, hardship and challenges tenant households may have to maintain access.

Updates On Work To-Date to Improve Tenants' Internet Connectivity

In-Suite Internet Pilot with ConnectTO

TCHC is currently pursuing a pilot program option with the City to provide "hotel-style wifi" to selected TCHC buildings. This approach will be based on infrastructure and capital investment that expands on the current infrastructure work ConnectTO is undertaking. This model will have a much higher start-up cost for capital but will decrease operational costs considerably. For example, operational costs city-wide would drop from \$13.8 million to closer to \$2 million. The proposed pilot program will also allow TCHC to partner with the City on the initiative allowing for joint effort and support. ConnectTO is currently confirming the feasibility of this approach and it may commence in Spring 2022.

Identifying Barriers to Internet Access

To obtain a baseline understanding, TCHC included questions in the 2021 tenant survey that will help specifically identify access barriers for tenants that will inform the manner in how TCHC tailors the supports it provides (see Figure 1). The questions align with a StatsCan study that was conducted earlier in 2021; the data from these questions will not only provide insight on what barriers exist for tenants and the effect size for each, but how they compare to the broader population.

Figure 1: Tenant Survey Questions, 2021

<p>5. Do you have reliable access to internet in your Toronto Community Housing unit?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>6. If no, what barriers to internet access exist in your household? <i>[Please select all that apply]</i></p> <p><input type="checkbox"/> Internet service is not available in my building/unit</p> <p><input type="checkbox"/> I don't have a device that connects to the internet</p> <p><input type="checkbox"/> My internet speed is too slow</p> <p><input type="checkbox"/> The cost of internet is too high</p> <p><input type="checkbox"/> I don't know how to use the internet</p> <p><input type="checkbox"/> Security or privacy concerns</p> <p><input type="checkbox"/> My disability limits me from accessing the internet</p> <p><input type="checkbox"/> No need or interest</p> <p><input type="checkbox"/> Other</p>

Expanded Options Connected For Success Internet Package

Due to ongoing demand and increased need for more internet access speed, as well as discussions with TCHC, Rogers has expanded its original \$9.99/month plus taxes Connected for Success Package to include additional download speed options.

Table 1: Internet Service Plans

Ignite Internet 25u	Ignite Internet 50u	Ignite Internet 75u	Ignite Internet 150u
\$9.99/ mo plus taxes	\$14.99/ mo plus taxes	\$24.99/ mo plus taxes	\$34.99/ mo plus taxes
Up to 25 Mbps download speed	Up to 50 Mbps download speed	Up to 75 Mbps download speed	Up to 150 Mbps download speed

TCHC is currently finalizing the memorandum of understanding (“MOU”) with Rogers, after which TCHC will begin joint outreach to communicate the increased options to tenants. TCHC has updated posters and website content to date but will begin more active joint outreach to share the increased opportunities with tenants. TCHC continues to work with the City to work with third parties to try and subsidize internet costs at a household level.

Working with the City to identify long-term funding supports

TCHC continues to work with ConnectTO to identify sustainable funding models. This includes the following:

- Continuing to pursue infrastructure and operational funding investment by the City and the Province; and
- Exploring options with Toronto Employment and Social Services to pursue a subsidy for individuals and families on Social Assistance.

The final model could include a combination of approaches depending on the circumstances of the community. For example, high-rise buildings may be better suited for infrastructure investment. In contrast, townhouse communities could benefit from an internet subsidy model or prefer to obtain a package through Connected for Success.

Common Space Internet Pilot Roll Out

In response to ongoing COVID barriers for marginalized communities, in February 2021, the Mayor announced a \$2 million investment to expand internet access in TCHC buildings as part of the City’s ConnectTO initiative. This funding will provide one year of common space internet to over 100 TCHC buildings. To date, we have begun implementation and have worked out a rollout schedule that will have buildings connected over the next year. TCHC has been able to hire three project managers responsible for the oversight of 33-35 sites. A robust communication plan will be implemented to update tenants that will benefit from the additional service and ensure COVID safety guidelines and limitations are re-enforced.

Additional Internet Enabled Service Options for Tenants: Toronto Community Librarian Project

TCHC, ConnectTO and the Toronto Public Library have partnered to bring the Community Librarian (“CL”) to TCHC communities. A donation by the Balsam Foundation, through the Toronto Public Library Foundation, funds TCHC’s CL Program. The Balsam Foundation also provides funding for 135 laptops to be distributed as part of the TCHC initiative. The entire TCHC program is to be delivered over three years, based on the receipt of these funds.

The CL Program provides service to vulnerable, underserved populations across the City. The CL can offer a wide range of services while on site. Additional services may be available upon request and based on the needs of TCHC and will include:

- New library card registrations (onsite);
- Renewal of existing library cards and account support (including fines forgiveness);
- Information Services:
 - Providing basic and advanced research and information support;
 - Demonstrating resources and databases (like Lynda.com) available to customers;
- Available on the spot or by appointment (e.g. Book a Librarian);
- Reader’s Services: Providing suggestions for books and other materials based on customer requests and interest;
- Literacy Services;
- Program delivery;
- Delivering standardized programming such as:
 - Book Clubs and discussion groups
 - Children’s programming
 - Financial Literacy
 - Health Literacy
 - Customizing programs based on the needs of the customers and organization;
- User Education;
- Pop Up Learning Lab;
- Overview to TPL’s programs and services; and

- Connect TCHC residents with their local library.

IMPLICATIONS AND RISKS:

- Costs for the common space pilot have been provided by the City, a more long-term funding plan for the sites is also under review;
- TCHC will consider the impact on TCHC operations in the study, including IT resource impact, maintenance, and troubleshooting; and
- TCHC continues to work with its Legal Services team to address the legal and contractual considerations related to these initiatives.

CONCLUSION:

TCHC is currently working with ConnectTO to actively pursue multiple pathways to support tenants in accessing the internet in their homes. This continues to be a priority for us as we look for solutions to keep a long-term, sustainable option for tenants. The working group will provide a Q1 update in 2022 to the TSC on ongoing activities.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACTS:

Nadia Gouveia
Director, Programs and Partnerships
416-981-4090
Nadia.Gouveia@torontohousing.ca



Crisis Priority Transfers

Item 6C

November 18, 2021

Tenant Services Committee

Report: TSC:2021-71

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: October 31 2021

PURPOSE:

The purpose of this report is to provide an update to the TSC on the plan to undertake a review of the Toronto Community Housing (“TCHC”) internal transfer program, including the crisis priority program.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information and forward it to the TCHC Board of Directors.

REASONS FOR RECOMMENDATIONS:

The information contained within this report will provide the information related to the timing, scale and scope of staff’s review of the internal transfer program.

BACKGROUND:

In February 2018, the Toronto Ombudsman (“Ombudsman”) presented a report to the City Council on an investigation of TCHC’s Medical and Safety priority transfer process. The report included a series of recommendations to ensure that TCHC:

- Applies its processes correctly, fairly and consistently;

- Helps tenants through the application process for transfers;
- Makes timely decisions;
- Communicates those decisions clearly; and
- Makes transfers promptly.

TCHC and staff accepted the recommendations of the Ombudsman. As a result, a multi-disciplinary team was convened and a series of external consultations were carried out with tenants and community partners with the support of a third-party consultation firm. In July 2018, a new internal transfer process was introduced and operationalized. Offers were made to households to define priorities and then a chronological order of approval within each category. The priority order of transfer requests are as follows:

1. Special priority policy (“SPP”);
2. Crisis priority;
3. Accessibility/accommodation;
4. Over housed; and
5. Under housed.

Along with undertaking the extensive work of clearly defining the criteria of each priority, equal effort was required for the following:

1. Identification of staff roles and responsibilities;
2. Development of rules of procedure;
3. Staff training;
4. Establishment of service levels;
5. Implementation of a communications plan; and
6. Establishment of a process for exceptional circumstances approval through the Chief Executive Officer’s (“CEO”) office.

Currently, the program is being delivered through the Tenancy Resolutions Office (“TRO”) established as part of the restructuring to deal with complex tenancies. It is staffed with 6 Intake Specialists and 2 Special Initiative Clerks. Attachment 1 provides an overview of transfer applications received by the TRO.

Program Review Rationale

Since the approval by the Board, there have been more than three years of experience in the delivery of this new process. Transfers continue to be an issue of importance for TCHC tenants and transfers are a significant driver of tenant inquiries through the local regional teams. Changes in the Operating environment, such as the operations restructuring over the last two years to bring services closer to tenants, warrant TCHC to assess the current policies and processes to ensure alignment to meet tenant needs.

Scope

The TRO will lead the review of the policy and processes with the support of a multi-disciplinary team comprised of representation from Legal Services and Regional Operations. Areas of focus in the project team's review include:

- Tenant engagement processes and materials;
- Staff and tenant education;
- Alignment and diversity of vacancies to the program;
- Vacancy matching;
- Review of approval criteria by category;
- Procedural review processes;
- Enhanced tenant support models that will support tenancy; stabilization; and
- Regulatory review.

Staff will complete the program review throughout Q4 2021 and Q1 2022 and there will be a report back to the TSC and Board in Q2 2022.

Engagement Plan

As part of the review, TCHC must gather and learn from the feedback received from tenants regarding their experience. As well, staff input from the regional teams and those who are tasked with the program delivery will be vital to managing and improving service gaps. Staff are developing a work plan to review the policy and process that ensures a comprehensive consultative process with tenants, staff and stakeholders. The series of consultation sessions will include:

1. Tenant/applicant experience;
2. Regional staff;
3. Program delivery staff;
4. External partners, including City of Toronto and Agencies; and
5. TCHC Legal Services.

Operational Impact

In 2018, the redevelopment of the internal transfer program required a full pause of intake and processing of applications; it is not anticipated that such measures are necessary for this review. Intake Specialists will continue to receive new applications and processing existing applications will remain uninterrupted during the review. Throughout the review, the TRO will be responsible for keeping all stakeholders informed to ensure that next steps, procedures, and timelines are well understood.

IMPLICATIONS AND RISKS:

TCHC must meet the legislative requirements as set out in the Housing Services Act ("HSA"). The HSA and associated regulations outline specific requirements for Housing Providers and allow the Service Manager to establish local rules related to transfers. Additionally, TCHC is obligated to meet requirements set out in the Ontario Human Rights Code related to our "Duty to Accommodate" Tenants

ATTACHMENT:

1. Crisis Priority Transfers Applications, 2020 & 2021

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

Richard Grotsch

Tenancy Resolutions Officer

416-981-4054

Richard.Grotsch@torontohousing.ca

Attachment: Crisis Priority Transfers Applications, 2020 & 2021

2020					2021				
Quarter	Accommodation	Add. Bedroom	Crisis	Total	Quarter	Accommodation	Add. Bedroom	Crisis	Total
Q1	190	58	223	471	Q1	166	28	264	458
Q2	66	33	171	270	Q2	175	24	291	490
Q3	126	15	296	437	Q3	132	62	354	548
Q4	207	16	270	493	Oct	14	11	66	91
Total:	589	122	960	1671	Total:	487	125	975	1587



Community Impact Programs

Item 6D

November 18, 2021

Tenant Services Committee

Report: TSC:2021-72

To: Tenant Services Committee ("TSC")

From: Sheila Penny, Chief Operating Officer

Date: October 31, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on Toronto Community Housing ("TCHC") community programs delivered for children and youth in Summer 2021.

RECOMMENDATIONS:

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

BACKGROUND

TCHC has made an ongoing commitment to our tenants to provide quality programs and services. In addition to delivering ongoing quality programming and support through our Tenant Engagement System and Community Action Plans, TCHC develops and implements innovative tenant programs. These programs are often offered through third-party partnerships, directly delivered by TCHC or a combination of service delivery. Additionally, the COVID-19 pandemic has allowed TCHC to reimagine how to empower tenants and deliver tenant programs.

Partnerships and Sponsors

To provide programs for tenants, TCHC works with community partners through space partnerships, referral agreements, and community-level service delivery. As outlined in TCHC's Collaboration Strategy, *"TCHC collaborations will be tenant-facing and have relevant and measurable indicators that show whether the collaboration is meeting the stated goals. Partners will be held accountable for meeting agreed-upon goals. TCHC will strive to ensure that costs associated with the collaboration are weighed against the benefit for tenants and the corporation."*

TCHC works with partners, tenants and staff to establish clear objectives and outcomes of their initiatives. Collaborations are documented and agreed upon by both parties. Partners are expected to maintain consistent reporting and communication with TCHC to ensure they are meeting project deliverables. For summer 2021, TCHC partnered with tenants and community members to provide a range of COVID-modified children and youth programs and services.

Overview of Youth Summer Programs – Q3

Rookie League

In partnership with the Jays Care Foundation, Rookie League is a baseball development summer camp for children and youth living in TCHC priority neighbourhoods across the city. Rookie League is designed to enable parents and caregivers to feel confident that their children are safe, surrounded by well-trained and inspiring role models, and engaging in activities to help them learn essential life skills. The 2021 season of Rookie League was implemented using a hybrid approach that allowed families to select virtual or in-person camps. The theme for this year's Rookie League was *"Come Back Stronger"*, aimed at identifying and building on the resilience of TCHC children and youth. A program survey conducted showed that 91% of parents believed that Rookie League had positively impacted their child's recovery from the effects of COVID-19 pandemic lockdown. As a result, the 2021 Rookie League season has once again delivered an impactful camp experience for campers and their families.

In-person Rookie League Parent Feedback:

“This is my son's first time in camp, and I was so scared of the unknown, but to my surprise, he loved every moment. He loves all the camp leaders; they are so patient with him and allow him to talk their ears off. I'm so happy for this opportunity.”

Location	Number of Participants
Various locations in the East Region, West Region and Central Region	Virtual: 757 In-person: 925

Youthworx

YouthWorx was first implemented in July-October 2013 in various TCHC communities. The program is geared towards improving outcomes for youth by engaging them in economic activities and skills development. YouthWorx focuses on employing young people in July and August in various small-scale labour jobs, including community clean-ups, light repair jobs, community gardening and beautification, cleaning signs, and painting. Youth Community Workers are hired for eight weeks during July and August. In addition to employment, youth are also provided with the opportunity to enhance their capacity in employment-related, personal, professional and leadership areas of growth. Due to COVID-19 pandemic, the YouthWorx Program operated at 70% capacity to ensure that participants and staff could adhere to proper social distancing protocols.

Although Youthworx operated at a 70% capacity this year, the program was a success as it helped expand participants' connection to their community and peers while providing them with the opportunity to gain valuable work experience and skills. For many of the youth workers, this was their first job. Over 90% of those surveyed stated that this program helped move them closer to their employment and career goals. Amid an uncertain COVID-19 environment, 81 % of our young people felt that Youthworx enabled them to feel a stronger sense of belonging to their community; as well, they enjoyed going into the communities and putting smiles on residents' faces, and help to clean up their neighbourhood.

Participant A: "My favourite part of youthworx is the skills that I gained like money management and how to interact with various individuals in a professional manner."

Participant B: "Meeting and making new friends and building new relationships with program coordinators."

Location	Number of Participants
East Region, West Region and Central Region	63

Be.Build.Brand (B3)

Be.Build.Brand is a 10-week entrepreneurship program for TCHC tenants between the ages of 18 and 29. The program supports entrepreneurial ideas in the pre-incubation stage and helps participants turn their ideas into viable business plans. The program offers exposure to relevant entrepreneurship content, industry guest speakers, and capacity-building opportunities. Participants get the chance to pitch their ideas to a panel of judges for a chance to win seed funds for their business venture. Scotiabank donated this year's pitch prize. The spring/summer B3 cohort has helped 83% of program participants move closer towards achieving their employment, entrepreneurship, and career goals compared to when they first started the program. This year's spring/summer cohort of B3 was held virtually due to ongoing COVID-19 pandemic restrictions.

Location	Number of Participants
East Region, West Region and Central Region	16

Internship

TCHC's Youth Internship Program was created to test experiences, allow TCHC youth to meet professionals in different fields, and develop experience for youth to discover their passion and unlock their potential. Internships and training opportunities enable youth to develop skills and interests through meaningful opportunities that may lead to careers providing financial stability and ongoing professional

development. TCHC Internships are typically twelve-week paid opportunities offered in a summer and fall cohort. Due to the COVID-19 pandemic, this year's Internship program was held online.

This summer Interns walked away with invaluable skills (e.g. project management, teamwork, networking, etc.) and experience to assist them with their professional and personal goals. 60% of those surveyed as part of the summer cohort had 1-2 years of experience in their career field, with 89 % having a university degree as their highest level of education. Some of the most enjoyable parts of their internship experience included; our weekly professional development sessions, learning from TCHC managers and receiving guidance in their career field. 100% of survey respondents indicated that they would work for TCHC permanently if given the opportunity, which speaks to the value of our internship program and other options that we create to provide tenants first-hand exposure to the working world.

Xavier Broux - Corp & Internal Communications Intern

"I've made a lot of connections because of this internship opportunity. Overall it was a great experience. I've had several interviews and received a few job offers because of this internship. The PD sessions were helpful and related to things I was going through"

Location	Number of Participants
East Region, West Region and Central Region	33

Central Program Highlight:

Moss Park

In partnership with The Kick Back Foundation and Puma, TCHC is refurbishing the Moss Park Basketball Court. Members of the Kickback have a lived experience of the area and approached TCHC to engage in this corporate sponsorship that added resources to already scheduled capital work at the site. A plan for collaborative local programming will be used to animate and support the long-term sustainability of the revitalized court. Over three years, The KickBack

Foundation and Puma will be investing more than \$100,000 in Community Economic Development (“CED”) and Active Living-specific programming for youth residents. A first step in the collaboration saw a team of Youthworx participants assigned to Moss Park supporting the Kickback Foundation’s youth flag football program this past summer.

Location	Number of Participants
Central Region	100

SENIORS HOUSING UNIT UPDATE

The Seniors Housing Unit (“SHU”) was able to coordinate onsite COVID-19 vaccinations across all 83 Seniors Housing Unit buildings offering all 14,000 tenants first and second doses of COVID-19 vaccination. Vaccinations began in March of 2021 and were completed by July 24, 2021. Key hospital partners included: Michael Garron Hospital, Baycrest, St. Joseph’s Health Centre & St. Michael’s, North York General, Sunnybrook and Humber River Regional Hospital. As well, essential health & social support partners included: LOFT Community Services, WoodGreen, SPRINT, Toronto Neighborhood Organization, Hong Fook and West Neighborhood House. TCHC also received volunteer support from Global Medic, UHN’s Friendly Neighbor initiative and The Canadian Red Cross.

Despite the use of space restrictions due to COVID-19 pandemic, technology and digital literacy initiatives emerged as critical programs over the past nine months within the SHU. These include Toronto Public Library’s Tech Help program to connect seniors virtually to technology and digital literacy assistance that began early in 2021 and concluded in September. Over the last quarter, Baycrest initiated their connected seniors’ program within three buildings in the North East, focusing on educating individual tenants on how to use the internet and their devices to connect virtually to family, friends, health & social supports. WoodGreen also initiated outdoor social recreation activities in 3 of our buildings in the South East over the summer and early fall to offer tenants the opportunity for social interaction and exercise in a safe environment that allowed for adequate social distancing and maintaining our COVID-19 protocols.

In September, the SHU successfully hired a business planner to focus on partnership compliance and development, as a key part of their responsibilities. Work has begun to develop an inventory of programs and partnerships in conjunction with TCHC's Programs and Partnerships team and the Tenant Resolution Office. This inventory will include programs running prior to the COVID-19 closures and new initiatives across the SHU portfolio.

NEXT STEPS:

The range of programs implemented in during Q3 focused on connecting children, youth and seniors to critical medical, social, employment and entrepreneurial opportunities. TCHC looks forward to continuing to offer a wide range of program options to the children, youth and seniors who call TCHC home for the remainder of 2021.

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Program Inventory

STAFF CONTACT:

Nadia Gouveia, Director, Programs and Partnerships
416-389-3678
Nadia.Gouveia@torontohousing.ca

Grant Coffey, General Manager, Seniors Housing Unit
647-637-6822
Grant.Coffeey@torontohousing.ca

Likwa Nkala, Manager, Community Safety and Support
 416-984-0838
 Likwa.Nkala@torontohousing.ca

Attachment 1: Program Inventory

Program	Funding Source
VRP	Internal
Seniors Wellness	Internal
Be.Build.Brand. (B3)	Internal + 2021/2022 city of Toronto + 2021 Pitch Prizes from Scotiabank
Internship	Internal
Youthworx	Internal
Investing in Our Diversity Scholarship	External Donors
Gem Program	Internal
Rookie League	50/50 with Jays Cares
Home Run Scholars	50/50 with Jays Cares
Midnight Basketball	Internal
Kick Start	External MLSE
Gyms	Internal
Nike Basketball Academy	Nike
Head-stART	Internal
Love Music Initiative	Internal



Tenant Complaints Update

Item 6E

November 18, 2021

Tenant Services Committee

Report: TSC:2021-73

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: October 31, 2021

PURPOSE:

To provide the TSC with an update on complaints data and program enhancement to the Solutions team, the centralized department that manages escalated tenant complaints.

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 following provides an update on program enhancements that the Solutions team continues to implement to improve service delivery:

1. **Standardizing Practices:** The Solutions Team continues to lead the refresh of the Tenant Complaints policy. The policy will outline the

organization's principles and approach to the management of complaints to resolution.

As part of this work, the Solutions team is building on the feedback provided through the tenant engagement and consultation sessions held earlier in the year. In total, 55 tenants participated and provided key feedback on improvement opportunities in the areas of transparency, accountability, communication, and confidentiality. As well, the Solutions Team is completing the final round of reviews of the policy, including ensuring that the policy is reviewed from an Equity, Diversity, and Inclusion ("EDI") and Confronting Anti-Black Racism ("CABR") perspective, and that corresponding feedback is integrated into the policy. The updated TCHC Complaints policy will be brought to the TSC in Q1 2022.

2. **Improving Internal Processes:** The Solutions team is completing an internal review of processes related to complaints documentation and communication to ensure consistency of approach in service provided. It includes the following:
- The response that is provided to tenants upon submission of complaints has been updated to include details of the complaint resolution process for increased awareness and transparency;
 - Internal job aide documents are being created and implemented to support new Complaint Resolution Specialists; it outlines key support staff and key considerations when working to resolve tenant concerns; and
 - Final resolutions will be communicated in writing, specifically on complex files; this is in alignment with the recommendation from Ombudsman Toronto.

COMPLAINTS DATA & TRENDS

In September 2021, Solutions received 109 complaints, which represents a year-over-year decrease of 117 complaints. Of these complaints, the top complaints categories were: 38% (41) Building Service, 17% (18) Anti-Social Behaviour, and 9% (10) Account Management complaints

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

	Sept 2021	Sept 2020	YOY Change	2021 YTD
Total Complaints				
Total	109	226	- 117	1,202
Top 3 Complaints				
Building Service	41	67	- 26	323
Anti-Social Behaviour	18	48	- 30	306
Account Management	10	18	- 8	104

LEARNING FROM COMPLAINTS

TCHC continues to use tenant complaints and staff feedback to support a learning and continuous improvement culture to improve service delivery. As a service-oriented organization, TCHC views complaints as valuable feedback ‘gifts.’ It represents key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

1. Consistently Providing a Reference Number for Service Requests

As TCHC tenants call into the Client Care Centre (“CCC”) to request maintenance or tenancy management services, they are to be provided an EasyTrac (“ET”) reference number. However, complaints were received that this practice was inconsistent, which resulted in tenants having difficulty following-up on their service request as they were unable to reference their ET reference number. As a result, the CCC leadership team documented this requirement for CCC agents when handling tenant inquiries and requests; it focused on ensuring consistency in providing an ET reference number, as part of their closing statement on tenant calls. In addition, CCC is working with the Information Technology (“IT”) team to add a field in ET, which would require staff to document and confirm that a reference number was provided to the tenant.

2. Ensuring Timely & Consistent Vendor After-Hours Services

As vendors are called into TCHC buildings after-hours to provide after-hours maintenance services, they often require access to specific areas including electrical closets, garbage enclosures, mechanical rooms, and other areas. In order to gain access, TCHC sites are equipped with vendor key boxes. However, complaints were received that vendors were not always returning the key into the vendor key boxes after the service was completed; this would mean that subsequent vendors would have no means to enter the building, which delayed services for TCHC tenants. CCC collaborated with the Vendor Management team to develop a new procedure to increase accountability on vendors to return keys to the vendor box. This involved outlining a process to vendors for accessing and returning keys and training for CCC staff to enforce the procedure with vendors. The enhanced oversight on the vendor key boxes will be implemented in November 2021.

3. Standardizing Emergency Incident Response and Tenant Supports

As emergency incidents occurred that resulted in tenant displacement, TCHC would often engage and provide supports to the impacted tenants and households. However, complaints were received from tenants that there have been instances following a fire or flood incident where TCHC did not engage with them or provide supports. After further review, it was determined that staff responding to emergencies after-hours often did not possess a list of tenants in a readily accessible form. As a result, Regional Operations, Fire Life Safety & Emergency Management, CCC partnered with IT to develop a standardized document and list so that staff would be able to readily access list of tenants impacted by an emergency. The standardized document and list included additional fields to allow staff to document the provision of supports to tenants: door knocks, laundry cards, grocery cards, cleaning, family supports, and commercial lodging. As part of the implementation, procedures were established and communicated to all Operations and CCC staff.

4. Improving Building Lighting and Security

The East Regional and Solutions team received complaints from tenants about the lack of lighting and cameras around the exterior of their buildings. In response, the East Regional team worked with tenants and tenant leaders

to address their concerns and gathered recommendations on where they felt proper lighting and cameras should be installed throughout the community. In doing so, a community safety walk was organized and conducted at two sites, 3485 and 3479 St. Clair, during the evening hours to determine gaps in lighting coverage and where improvements could be made. The community safety walk was attended by East Region community safety advisor, community services coordinator of engagement, tenants, and tenant leaders. As a result, the group was able to identify gaps in lighting coverage and a subsequent request was provided to Facilities Management to fix broken lights and install brighter lights. In addition, the CSA is working with the East Region to submit a request for additional cameras in selected buildings.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

John P. Angkaw
Senior Director, Business Operations
(416) 316-4029
John.Angkaw@torontohousing.ca

La-Toya Hanchard
Manager, Solutions (Tenant Relations)
(437) 247-1043
Latoya.Hanchard@torontohousing.ca



Tenant Engagement Refresh Update

Item 6F

November 18, 2021

Tenant Services Committee

Report: TSC:2021-74

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: October 31, 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.

REASONS FOR RECOMMENDATIONS:

To provide an update to the Tenant Services Committee (“TSC”) on Tenant Elections progress and amendment to the implementation timeline.

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 with the following participating communities:

- Phase 1: 57 communities;
- Phase 2A/B: 170 communities; and
- Phase 3: 103 communities.

The following outlines the total number of communities participating in each phase of tenant elections and the corresponding tenant leadership status;

Table 1: Tenant Elections by Phase

	Phase 1	Phase 2A & 2B		Phase 3	Total
Total Communities	57	170		103	330
• Leaders In-Place	43	59	0	-	102
• Leaders Partial In-Place	5	36	0	-	41
• No Leaders	9	0	75	103	187

Since the launch of Tenant Elections implementation, 1,022 tenant leaders representing 140 communities have been put in place and currently participating, which includes 255 community representatives and 767 building/townhouse committee members. The table below shows the number of communities with leadership in place by region and division.

Table 2: Tenant Leadership by Phase and Region

	East	West	Central	SHU	Total
Phase 1					
Total Communities	9	10	23	15	57
• Leaders In-Place	4	6	16	13	39
• Leaders Partial In-Place	1	1	3	1	6
• No Leaders	4	3	4	1	12
Phase 1: By-Elections					
Total Communities	5	4	7	2	18
• Leaders In-Place	0	1	3	0	4
• Leaders Partial In-Place	1	1	2	1	5
• No Leaders	4	2	2	1	9
Phase 2A					
Total Communities	20	27	30	18	95
• Leaders In-Place	17	16	15	10	59
• Leaders Partial In-Place	3	11	15	8	36
• No Leaders	0	0	0	0	0

Phase 3: Tenant Elections

In August 2021, TCHC launched the Phase 3 tenant elections in 228 communities, which includes 206 communities with partial and no leadership in place. In addition, 20 communities are now selecting their preferred engagement model as part of the tenant elections process.

All outreach efforts in support of tenant elections implementation have been conducted in adherence to COVID-19 safety guidelines. In total, 4,199 tenants have been directly engaged through phone calls, emails and door knocking to date. In addition, 5,900 copies of posters and flyers have been distributed through bulletin boards, in-person and available digital communications channels. As a result, 87 candidate nominations have been received. The following outlines the number of communities participating in Phase 3 of tenant elections by region.

Table 3: Phase 3 Tenant Election

	East	West	Central	SHU	Total
Total Communities	43	68	55	40	206
Total Positions Available	78	124	101	74	377
Total Communities Participating in Engagement Model Selection	0	2	8	10	20

City Wide Tenant Forum

A City Wide Tenant Forum is being planned for Q1 2022. The upcoming forum will honor and celebrate the contribution and dedication of former and new tenant representatives through the design and the implementation of the new Tenant Engagement System.

NEXT STEPS

- Regional teams are focusing on increasing the number of nominations submission and ensuring a smooth election day implementation across all regions by Q4 2021; and
- By-elections in communities with no leadership in place due to Phase 3 elections will be implemented in Q1 2022.

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;
- Provide for Tenant input for setting local spending priorities; 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

ATTACHMENT:

1. Family Buildings: Phase 3 Tenant Elections Dataset
2. Seniors Housing: Phase 3 Tenant Elections Dataset

STAFF CONTACT:

Julio Rigores
Manager, Engagement Refresh
(416) 981-4271
Julio.Rigores@torontohousing.ca

**ATTACHMENT 1
TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 ELECTIONS
FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED) WITH VACANCIES**

This report provides the status of tenant elections held in family buildings (direct and contract managed) portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
East	36	Leslie Finch	1-15 Field Sparroway and 2-10 Tree Sparroway	Community Representative	2	0	2	N/A
East	2	Woodsworth Northey	Multiple addresses on Woodsworth	Community Representative	2	0	2	N/A
East	28	Shaughnessy Boulevard	165,167,169 Shaughnessy	Community Representative	2	0	2	N/A
East	120	Centennial Apartments	5-11 Wakunda Place	Community Representative	2	0	2	N/A
East	1	O'Connor Drive	Multiple addresses on Parma Crt and Wakunda Place	Building Committee	2	0	2	0
East	50	Flemingdon Park	58, 61 Grenoble Dr, 12, 21 Rochefort Dr, 18, 20, 22 St. Dennis Dr, 1, 4, 6,8 Vendome Place	Building Committee	2	0	2	0
East	7	Midland Ave. (1201)	1201 Midland	Building Committee	2	0	2	6
East	64	Hallbank Pitfield	Multiple addresses on Hallbank Terrace, Keyworth Trail and Pitfield Rd	Building Committee	2	0	2	0
East	126	Adanac Apartments	140 Adanac Dr	Building Committee	2	0	2	7
East	70	McCowan Rd. (400)	400 McCowan	Building Committee	2	0	2	0
East	43	McCowan Rd. (410)	410 McCowan	Building Committee	2	0	2	0
East	21	Kingston Rd. (3190)	3190 Kingston rd	Building Committee	2	0	2	0
East	60	Eglinton Markham	3171, 3181 Eglinton Ave E	Building Committee	2	0	2	0
East	136	Morningside Apartments	4205 Lawrence Ave E	Building Committee	2	2	0	2

East	135	West Hill Apartments	4175 Lawrence Ave. E.	Building Committee	2	0	2	0
East	6	Mornelle Ellesmere	110 Mornelle Crt	Building Committee	2	0	2	0
East	212	Mornelle Morningside	90 Mornelle Crt	Building Committee	2	0	2	0
East	178	Empringham Mews	Multiple addresses on Empringham Dr.	Building Committee	2	0	2	0
East	211	Kingston Galloway	4321, 4331, 4325, 4311, 4315, 4305, 4301 Kingston Rd	Building Committee	2	0	2	0
East	23	Lawrence Galloway	4100, 4110 Lawrence	Building Committee	2	0	2	8
East	81	Lawrence Susan	3847 Lawrence Ave E	Building Committee	2	1	1	8
East	75	Morningside Coronation	137-230 Danzig	Building Committee	2	0	2	0
East	213	Morningside Ling	225 Morningside	Building Committee	2	0	2	0
East	99	Teesdale Pharmacy	30 Teasdale Place	Building Committee	2	2	0	3
East	99	Teesdale Pharmacy	40 Teasdale Place	Community Representative	4	1	3	N/A
East	53	Danforth Midland	40 Gordonridge Place	Community Representative	2	0	2	N/A
East	69	St. Clair Birchmount 1	3485 St. Clair Ave. E.	Community Representative	2	0	2	N/A
East	78	St. Clair Birchmount 2	3479 St. Clair Ave. E.	Building Committee	2	1	1	10
East	304	Greenwood Walpole	66 Walpole	Community Representative	2	1	1	N/A
East	364	Coatsworth Cr. (33)	Multiple addresses on Coatsworth, Drayton and Hillingdon	Community Representative	2	0	2	N/A
East	311	Newbold Ave. (11)	11 Newbold Ave.	Community Representative	2	1	1	N/A
East	302	Chatham Ave. (195-203)	195-203 Chatham Ave	Community Representative	2	1	1	N/A
East	315	Queen Victoria (40)	40-48, 50-54 Queen Victoria St.	Building Committee	2	0	2	2
East	86	Phin Park	2-12 Phin Park	Community Representative	2	1	1	N/A
East	38	Edgewood Avenue	59,93 Edgewood	Community Representative	2	0	2	N/A
East	372	Kingston Rd. (520)	520 Kingston Rd.	Community Representative	2	0	2	N/A
East	303	Elmer Ave. (98)	98 Elmer Ave.	Community Representative	2	0	2	N/A
East	358	Kingston Rd. (320)	320 Kingston Rd.	Community Representative	2	1	1	N/A
East	310	Kingston Rd. (331-333)	331, 333 Kingston Rd.	Community Representative	2	0	2	N/A
East	367	Kingston Rd. (530)	530 Kingston Rd.	Building Committee	2	1	1	2
East	91	Don Summerville	1555,1575 Queen	Building Committee	2	0	2	0
East	93	Eastview Park	1080 Eastern Ave.	Building Committee	2	0	2	0
East	301	Balsam Ave. (9-11)	9-11 Balsam	Building Committee	2	0	2	2
East	351	Stephenson Ave. (139)	121-137A, 141 Stephenson	Community Representative	2	1	1	N/A
East	371	Gerrard St. E. (2390)	2390 Gerrard St. E.	Community Representative	2	0	2	N/A

WEST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West	487	St. Clair Ave. W. (909)	909 St. Clair Ave W	No representation	2	0	0	0
West	222	DUNDAS/MABELLE	5005 Dundas/57 Mabelle	Building/townhouse committee	2	0	2	16
West	22	WILLOWRIDGE/RICHVIEW	44 Willowridge Road	Building/townhouse committee	2	0	2	0
West	173	Cooper Mills Townhomes	4020 Dundas St W	Pending				
West	62	West Mall	516-559 West Mall, 445 Rathburn	Building/townhouse committee	2	0	2	0
West	185	Faywood Place	2 Faywood Blvd	Building/townhouse committee	2	0	2	0
West	198	Overbrook Place	750 Wilson Heights Blvd	Building/townhouse committee	2	0	2	1
West	45	KIPLING/MOUNT OLIVE	1-11, 15-27 Mount Olive Drive	Community Representative	2	0	2	N/A
West	13	LIGHTWOOD SANAGAN	1-3 Sanagan Road	Building/townhouse committee	2	0	2	0
West	29	DUNCANWOODS	206-218 Duncan Woods Dr.	Building/townhouse committee	2	2	0	8
West	58	FINCH/ARDWICK	1, 5, 9, 15 Ardwick Boulevard	Building/townhouse committee	2	0	2	0
West	217	ISLINGTON/SATTERLY	2-18 San Antonio Way	Building/townhouse committee	2	0	2	1
West	220	MARTINGROVE/ALBION	1674-1680 Albion Road	Building/townhouse committee	2	0	2	0
West	26	THISTLETOWN II	6455 Finch Avenue W.	Building/townhouse committee	2	0	2	0

West	901	QUEENS PLATE	900 Queen's Plate Drive	Building/townhouse committee	2	0	2	4
West	127	Northwood Apartments	3680 Keele Street	Building/townhouse committee	2	2	0	6
West	71	JANE/WOOLNER	190 Woolner Avenue	Building/townhouse committee	2	0	2	4
West	122	MOUNT DENNIS APARTMENTS	101 Humber Boulevard	Building/townhouse committee	2	0	2	0
West	219	ISLINGTON/ST ANDREWS	2063, 2067 Islington Avenue	Building/townhouse committee	2	1	1	6
West	98	WESTON/BELLEVUE	5 Bellevue Crescent	Building/townhouse committee	2	0	2	0
West	111	HUMBER ACRES	1 Scarletwood Court	Community Representative	2	0	2	N/A
West	206	SCARLETTWOODS	2-12, 14-51, 27, 49, 53-83 Scarletwood Court	Building/townhouse committee	2	1	1	4
West	305	2350 FINCH AVE W	2350 Finch Avenue W.	Building/townhouse committee	2	2	0	5
West	325	EDGELEY VILLAGE (SHOREHAM)	1-25 Shoreham Court	Community Representative	2	2	0	N/A
West	37	DIXINGTON CRESCENT	42-44, 50 Dixington Crescent	Building/townhouse committee	2	0	2	0
West	101	WESTACRES	2 Arbordell Road	Building/townhouse committee	2	0	2	3
West	106	WESTACRES EXTENSION	9 Arbordell Road	Building/townhouse committee	2	0	2	2
West	3	JANE/MILO	4400 Jane Street	Community Representative	2	2	0	N/A
West	199	RODING PARK PLACE	1286 Wilson Avenue	Building/townhouse committee	2	2	0	11
West	175	TRIMBEE COURT	30 Denarda Street	Building/townhouse committee	2	2	0	5
West	61	JANE/JOHN BEST	1570 Jane Street	Building/townhouse committee	2	2	0	5

West	187	JANE/FALSTAFF	20, 30, 40 Falstaff	Building/townhouse committee	2	1	1	8
West	17	2265 JANE STREET	2265 Jane Street	Building/townhouse committee	2	0	2	5
West	116	DOWNSVIEW ACRES	2195 Jane Street	Building/townhouse committee	2	1	1	5
West	40	DE MARCO BLVD	2 DeMarco Boulevard / 1620-1622 Lawrence	Building/townhouse committee	2	0	2	4
West	224	TRETHEWAY/TEDDER	710, 720 Trethewey Drive	Building/townhouse committee	4	0	4	5
West	187	YORK SQUARE	2468 Eglinton Avenue W.	Building/townhouse committee	2	1	1	8
West	52	FINCH/TOBERMORY	15 Tobermory Drive	Building/townhouse committee	2	0	2	0
West	4	FINCH/TOPCLIFF	20 Yellowstone Street	Building/townhouse committee	2	0	2	0
West	134	EAGLE MANOR	1901 Weston Road	Building/townhouse committee	2	2	0	2
West	42	JANE/FIRGROVE (NEEDLE)	2-14, 5, 22-36 Needle Firway	Building/townhouse committee	2	0	2	0
West	25	EDGELEY VILLAGE (Driftwood)	415, 367-383, 388-404 Driftwood Avenue	Building/townhouse committee	2	2	0	7
West	27	HUMBER BLVD	105-121 Humber Boulevard	Building/townhouse committee	2	0	0	0
West	51	SENTINEL ROAD	182, 192, 202 Sentinel Road	Building/townhouse committee	2	0	2	0
West	61	JANE/JOHN BEST	1570 Jane Street	Building/townhouse committee	2	2	0	5
West	97	FIRGROVE CRESCENT	7, 11 Blue Grassway	Building/townhouse committee	2	0	2	0
West	24	JANE/YEWTREE	2999 Jane Street	Building/townhouse committee	2	2	0	8
West	44	YORKWOODS	10-44 Driftwood Drive	Building/townhouse committee	2	0	2	6

West	809	1900 SHEPPARD	1900 Sheppard Ave W.	Building/townhouse committee	2	0	2	0
West	11	2585 JANE STREET	2585 Jane Street	Building/townhouse committee	2	0	2	3
West	12	SHEPPARD/YATESCASTLE	1862-1886, 1890-1898 Sheppard Ave. W	Building/townhouse committee	2	2	0	3
West	47	ALBION/SHENDALE	275 Albion Road	Building/townhouse committee	2	0	2	2
West	199	RODING PARK PLACE	1286 Wilson Avenue	Building/townhouse committee	2	2	0	11
West	177	WESTON TOWERS	3101 Weston Road	Building/townhouse committee	2	0	2	5
West	41	SHEPPARD/MAGELLAN	1901 Sheppard Ave. W.	Building/townhouse committee	2	1	1	6
West	180	ROWNTREE MANOR	2765 Islington Avenue	Building/townhouse committee	2	2	0	9
West	46	PELHAM PARK	61 Pelham Park Gardens	Building/townhouse committee	2	0	2	0
West	59	QUEENSWAY/WINDERMER E	1-153, 2-154 Swansea Mews; 21 Windermere Ave.	Building/townhouse committee	2	1	1	6
West	83	HIGH PARK/QUEBEC	100 High Park Avenue	Building/townhouse committee	2	1	1	1
West	196	THE RANKIN APARTMENTS	77 Rankin Crescent	Community Representative	4	0	4	N/A
West	408	44-58 KEELE ST	44 Keele Street	Community Representative	2	0	2	N/A
West	413	CAMPBELL/ANTLER	2 Antler Street	Building/townhouse committee	2	1	1	1
West	493	136-150 PERTH AVENUE	136 Perth Avenue	Building/townhouse committee	2	0	2	0
West	494	11 RANDOLPH AVENUE	11 Randolph Ave.	Building/townhouse committee	2	0	2	0
West	695	331 BARTLETT	331 Bartlett Avenue	Community Representative	2	1	1	N/A

West	172	MABELLE PLACE	49 Mabelle Avenue	Building/townhouse committee	2	0	2	4
West	207	CHAMPLAIN APARTMENTS	495 Wilson Avenue	Building/townhouse committee	2	2	0	5
West	114	R.J. SMITH APARTMENTS	101 Kendleton Drive	Community Representative	4	4	0	N/A
West	470	SYMINGTON PLACE	1884 Davenport Road	Building/townhouse committee	2	2	0	5
West	30	Tandridge Crescent 2 (TH)	44-80 Tandridge (900-960, 1000-1046)	Building/townhouse committee	2	2	0	6
West	54	TANDRIDGE CRES. (APT)	75 Tandridge Crescent	Building/townhouse committee	2	2	0	10
West	205	SCARLETT MANOR	1025 Scarlett Road	Community Representative	2	2	0	N/A
West	210	THISTLETOWN I	15-268 Jamestown Crescent	Building/townhouse committee	2	2	0	4
West	175	TRIMBEE COURT	30 Denarda Street	Building/townhouse committee	2	2	0	5
West	890	20 ZACHARY COURT	20 ZACHARY COURT	Building/townhouse committee	2	0	2	4
West	67	DUNDAS/GOOCH	3725, 3735 Dundas Street W.	Community Representative	4	2	2	N/A
West	14	EAST MALL	607-617, 635 The East Mall	Building/townhouse committee	2	0	2	6
West		20 New Heights Court	20 New Heights Court	Pending				
West	216	NEPTUNE DRIVE	135, 145, 155 Neptune Drive	Building/townhouse committee	2	1	1	5
West	901	HUMBERLINE PLACE	10 Humberline Drive	Building/townhouse committee	2	0	2	4

CENTRAL REGION

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	405	BATHURST/EGLINTON	790 Eglinton Ave. W.	Building/townhouse committee	2	0	2	0
Central	732	28 BROADWAY	28 Broadway Ave.	Building/townhouse committee	2	1	1	3
Central	740	HOLLY PARK	70 Dunfield Ave.	Building/townhouse committee	2	1	1	3
Central	803	220 EGLINTON AVE E	220 Eglinton Ave. E	Building/townhouse committee	2	1	1	2
Central	306	CAVELL/HARCOURT building	39 Harcourt Ave	Community Representative	2	1	1	N/A
Central	85A	NORTH WEST BLDGS - North Regent Park	274 SACKVILLE ST	Building/townhouse committee	2	0	2	4
Central	938	50 REGENT PARK BLVD	205 SACKVILLE ST	Building/townhouse committee	2	0	2	0
Central	309	JONES/CURZON	7 Jones Ave.	Community Representative	2	0	2	N/A
Central	379	52-54 JONES AVENUE	52-54 Jones Ave. 52, 54	Building/townhouse committee	2	0	2	8
Central	334	Rivertowne	50 MATILDA ST	Building/townhouse committee	2	1	1	3
Central	66	BLEECKER STREET	275, 325, 375 Bleecker St.	Building/townhouse committee	2	1	1	10
Central	802	92 CARLTON ST	88-92 Carlton St., 246-254 Mutual St.	Community Representative	2	1	1	N/A
Central	375	261 JARVIS STREET	261 Jarvis St.	Building/townhouse committee	2	0	2	5
Central	483	O'Hara Ave. (22)	22 O'Hara Ave	Building/townhouse committee	2	0	2	0
Central	374	29 LOUVAIN AVE.	29 Louvain Ave.	Building/townhouse committee	2	0	2	5

Central	718	145 MUTUAL ST	145 Mutual St.	Building/townhouse committee	2	1	1	6
Central	484	SIMCOE ST. PATRICK	248 Simcoe St.	Community Representative	2	1	1	N/A
Central	89	GREENWOOD PARK	1615 Dundas St. E.	Building/townhouse committee	2	0	2	0
Central	495	LARCH STREET	15 Larch, 76 Grange and 6-16; 32 Larch St.	Building/townhouse committee	2	0	2	0
Central	420	DUNDAS/BEVERLEY	137 Beverley St.	Community Representative	2	0	2	N/A
Central	450	HYDRO BLOCK	Multiple addresses at Beverley, Baldwin, Cecil and Henry	Building/townhouse committee	2	0	2	0
Central	466	QUEEN/VANAULEY	21-23A Augusta Ave. 21, 21A, 23, 23A	Building/townhouse committee	2	0	2	0
Central	479	61 WALES AVE	15-23A Casimir St. 15, 15A, 17, 17A, 19, 19A, 21, 21A, 23, 23A	Community Representative	2	0	2	N/A
Central	706	CROMBIE PARK	25-49 Henry Lane Ter. 25, 31A, 31B, 33A, 33B, 33C, 33D, 35A, 35B, 35C, 35D, 37A, 37B, 37C, 37D, 39A, 39B, 39C, 39D, 41A, 41B, 41C, 41D, 43A, 43B, 43C, 43D, 45A, 45B, 45C, 45D, 49	Building/townhouse committee	2	0	2	0
Central	709	ST. LAWRENCE TOWNHOUSES	13 Aitken Place	Building/townhouse committee	2	0	2	0
Central	714	176 THE ESPLANADE	176 The Esplanade	Building/townhouse committee	2	0	2	0
Central	721	15 SCADDING AVE	15-35 Scadding Ave. 15, 21, 23, 25, 27, 29, 31, 33, 35	Building/townhouse committee	2	0	2	0
Central	727	55 THE ESPLANADE	55 The Esplanade	Building/townhouse committee	2	0	2	0
Central	738	140 THE ESPLANADE	140 The Esplanade	Building/townhouse committee	2	0	2	0
Central	742	1 CHURCH STREET	1 Church St.	Building/townhouse committee	2	0	2	0
Central	401	25 BISHOP TUTU	17-25 Bishop Tutu Blvd. 17, 19, 21, 23, 25	Building/townhouse committee	2	0	2	0

Central	480	63 MITCHELL	63 Mitchell Ave.	Building/townhouse committee	2	0	2	0
Central	482	QUEEN'S QUAY WEST	679 Queen's Quay W.	Community Representative	2	0	2	N/A
Central	380	Trefann Court	440-450B Queen St. E. 440, 440A,440B, 442, 442A, 442B, 444, 444A, 444B, 446, 446A, 446B, 448, 448A, 448B, 450, 450A, 450B	Building/townhouse committee	2	0	2	0
Central	383	123 SACKVILLE	123 Sackville St.	Building/townhouse committee	2	0	2	0
Central	937	25 WYATT AVENUE	25 WYATT AVE	Building/townhouse committee	2	0	2	0
Central	201	SOUTH WEST BLDGS - South Regent Park	356-362 Shuter St., 31 Sutton	Building/townhouse committee	2	0	2	0
Central	360	Logan Avenue (195-201)	195-201 Logan Ave	Pending				
Central	935	180 SACKVILLE ST(Apartment)	170 SACKVILLE ST	Building/townhouse committee	2	0	2	0
Central	936	180 Sackville St (Townhouses)	180 Sackville St (Townhouses)	Building/townhouse committee	2	0	2	0
Central	859	DAN LECKIE WAY 150	150 , 154-158 Dan Leckie Way	Building/townhouse committee	2	0	2	0
Central	736	21 ST. JOSEPH STREET	21 St. Joseph St.	Building/townhouse committee	2	0	2	0
Central	65	Davenport Road (250)	250 Davenport Road	Pending				
Central	811	501 ADELAIDE	501 Adelaide St. E.	Building/townhouse committee	2	0	2	0
Central	191	GEORGE STREET SINGLES	291 George St.	Building/townhouse committee	2	0	2	0
Central	94	SHERBOURNE/SHUTER	155 Sherbourne St.	Building/townhouse committee	2	0	2	0
Central	313	PEMBROKE MEWS	200 Sherbourne St.	Building/townhouse committee	2	0	2	0
Central	852	40 LOWER RIVER STREET	37-49 St. Lawrence St	Building/townhouse committee	2	0	2	0
Central	724	25 MUTUAL ST	25 Mutual St.	Building/townhouse committee	2	0	2	0

Central	92	BESSIE LUFFMAN	320 Seaton St.	Community Representative	2	0	2	N/A
Central	209	CARLTON/JARVIS SITE	330 Jarvis St.	Building/townhouse committee	2	0	2	0
Central	355	188 SHERBOURNE	188 Sherbourne St.	Building/townhouse committee	2	0	2	0
Central	356	21-25 PEMBROKE ST	21-25 Pembroke St. 21, 23, 25	Pending				
Central	57	Dunn Avenue	245 Dunn Ave	Pending				
Central	416	Dufferin Gwynne	300 Dufferin St + 9-23A,15 A Gwynne	Pending				
Central	465	Laxton Ave (3)	3 Laxton Ave	Community Representative	2	0	2	N/A
Central	68	Spencer Avenue	85 Spencer Ave	Building/townhouse committee	2	0	2	0
Central	469	Springhurst Dowling	75 Dowling Ave	Community Representative	2	0	2	N/A
Central	489	Tyndall Ave (102)	102 Tyndall Ave	Pending				
Central	90	McCormick Park	1525 Dundas St. W	Building/townhouse committee	2	0	2	0
Central	940	150 River Street	150 River Street	Building/townhouse committee	2	0	2	0
Central	476	Davenport Rd. (1087)	1087 Davenport Rd.	Pending				
Central	369	Tiverton Ave. (17)	17 A, B Tiverton Ave.	Pending				

**ATTACHMENT 2
TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 ELECTIONS
SENIORS HOUSING UNITS WITH VACANCIES**

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
East	50	Flemingdon Park	58, 61 Grenoble Dr, 12, 21 Rochefort Dr, 18, 20, 22 St. Dennis Dr, 1, 4, 6,8 Vendome Place	Building/townhouse committee	2	2	0	2
East	107	Brimley Acres	2950 Lawrence Avenue E.	Community Representative	2	0	2	N/A
East	146	Byng Towers	3330 Danforth Avenue	Community Representative	2	0	2	N/A
East	162	Cliffwood Manor	4000 Don Mills Road	Community Representative	4	0	4	N/A
East	183	Joseph Brown Manor	3179 Yonge Street	Community Representative	2	0	2	N/A
East	103	Scarborough Acres	575 Danforth Road	Community Representative	2	0	2	N/A
East	151	Seneca Towers	1700 Finch Avenue E.	Community Representative	4	0	4	N/A
East	148	St. George Manor	17 Brimley Road	Building/townhouse committee	2	0	2	16
East	125	Willowdale Manor	175 Cummer Avenue	Community Representative	2	0	2	N/A

WEST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Total number of community positions available	Number of Community Reps position Filled	Number of Community Reps position vacant	# of committee members
West		12 King High Avenue	13 King High Avenue	Pending				
West	121	91 Augusta Ave.	92 Augusta Ave.	Pending				
West	142	100 Cavell Avenue	101 Cavell Avenue	Pending				
West	155	41 Mabelle Avenue	42 Mabelle Avenue	Pending				
West	156	2835 Lakeshore Boulevard W.	2836 Lakeshore Boulevard W.	Pending				
West	181	72 Clinton St.	73 Clinton St.	Pending				
West	189	1447 King Street W.	1448 King Street W.	Pending				
West	194	98 Cavell Avenue	99 Cavell Avenue	Pending				
West		650 Lawrence Avenue W.	651 Lawrence Avenue W.	Pending				
West	197	BATHURST PLACE	3036 Bathurst Street	Building/townhouse committee	2	2	0	6
West	137	BEECROFT MANOR	35 Park Home Avenue	Building/townhouse committee	2	2	0	5
West	131	ARLETA MANOR	7, 11 Arleta Avenue	Building/townhouse committee	2	0	2	0
West	153	BEVERLEY MANOR	168 John St.	Building/townhouse committee	2	0	2	0
West	132	EDWARDS MANOR	340 Royal York Road	Community Representative	4	0	4	N/A
West	150	KENSINGTON MANOR	34 Oxford St.	Community Representative	2	0	2	N/A
*West	202	LERETTE MANOR	250 Twelfth Street	Community Representative	2	2	0	N/A
*West	141	LOUISE TOWERS	130 Vaughn Road	Community Representative	2	2	0	N/A
West	104	MAY ROBINSON APARTMENTS	20 West Lodge Avenue	Building/townhouse committee	2	0	2	0
West	149	MCMURRICH PLACE	18 Davenport Rd.	Building/townhouse committee	2	0	2	0
West	147	OUTLOOK MANOR	55 Outlook Avenue	Community Representative	4	0	4	N/A

West	195	SILVERTHORN PLACE	600 Rogers Road	Building/townhouse committee	2	0	2	0
West	123	EDGELEY APARTMENTS	35 Shoreham Drive	Building/townhouse committee	2	2	0	5
West	130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	4	2	2	N/A
West	169	THE KEMPFORD	5430 Yonge Street	Community Representative	2	1	1	N/A
West	152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	4	2	2	N/A
West	972	ALBION LODGE (111 KENDLETON DR.)	111 Kendleton Drive	Building/townhouse committee	2	2	0	0
West	163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	2	1	1	1

CENTRAL REGION

Region	DevID	Dev Name	Dev address	Model Selected	Total number of Community Reps positions available	Total Number of Positions Filled	Number of Community Reps position vacant	# of committee members
Central	138	GREENWOOD TOWERS	145 Strathmore Blvd.	Community Representative	4	0	4	N/A
Central	168	THE SHERWOOD	2567 Yonge St.	Building/townhouse committee	2	0	2	0
Central	170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	2	1	1	N/A
Central	203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	2	1	1	0
Central	204	HANSON HOUSE	7 Coatsworth Cr.	Building/townhouse committee	2	0	2	0
Central	166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	2	1	1	N/A
Central	363	717 BROADVIEW	717 Broadview Ave.	Building/townhouse committee	2	0	2	5
Central	105	WOODBINE ACRES	133 Merrill Ave. E.	Community Representative	2	1	1	N/A
Central	128	COLLEGE VIEW APARTMENTS	423 Yonge St.	Community Representative	4	0	4	N/A
Central	145	BROADVIEW MANOR	80 Danforth Ave.	Building/townhouse committee	2	0	2	0
Central	154	WINCHESTER SQUARE	55 Bleecker St.	Building/townhouse committee	2	0	2	0
Central	118	BEACHES LIONS CENTENNIAL APARTMENTS	50 Norway Ave.	Community Representative	2	0	2	N/A
Central	133	MAY BIRCHARD APARTMENTS	859 Dundas St. E.	Community Representative	2	0	2	N/A
Central	117	KINSMEN MANOR	2287 Gerrard St. E.	Pending				



OCHE Bi-Annual Update – January to June 2021

Item 7A

November 18, 2021

Tenant Services Committee

Report: TSC:2021-76

To: Tenant Services Committee (“TSC”)

From: Commissioner of Housing Equity

Date: October 26, 2021

PURPOSE:

The purpose of this Report is to provide an update to the TCHC Board of Directors (the “Board”) regarding the work scope and functions of the OCHE. In early 2021, the Board requested the OCHE submit a six-month report that covers the period of January 1, 2021, to June 30, 2021, rather than submit a quarterly report for Q1 and Q2. This Report reflects this change. In the future, the OCHE will submit two six-month reports each year to apprise the Board of the work and impact of the OCHE.

This Report also reflects changes in the presentation and content of the Report, following feedback received from the Board of Directors on July 22, 2021, in the context of a discussion regarding the OCHE 2020 Annual Report. The Report focuses on the areas of interest to the Board as expressed at the July 22, 2021 meeting and on the work metrics as outlined in the Board-approved 2021 OCHE Work Plan.¹

¹ Report: TCHC:2020-86 – Attachment 1. Access PDF Copy

As a result, this Report describes the work undertaken by the OCHE, while highlighting the systemic recommendations made to TCHC based on the OCHE's audit findings and work with tenants.

RECOMMENDATIONS:

It is recommended that the Tenant Services Committee review and receive this Report for information and forward it to the Board for information.

REASONS FOR RECOMMENDATIONS:

The Board has mandated the OCHE to provide case management services to ensure eviction prevention where possible. On December 11, 2013, the TCHC Board of Directors issued a *Report: TCHC: 2013-78*, which recommended the creation of the Office of the Commissioner of Housing Equity and described its mandate:

The mandate of the Commissioner of Housing Equity office is to promote resolution of rent arrears and review potential loss of subsidy files which could escalate to an arrears situation. Where the Commissioner makes a determination the resident requires assistance they will engage TCH in connecting the resident to appropriate resources.²

The Board's decision to create the OCHE and its mandate followed the recommendation to create the OCHE as described in the LeSage Report³, in which Justice LeSage in Section 6 of the Report recommended that:

TCHC should establish a new independent office, the Commissioner of Housing Equity, with sufficient staffing and resources. The central function of the Commissioner of Housing Equity is to resolve rent arrears situations, through mediation, and reduce those matters which proceed to the Landlord and Tenant Board ("LTB"). Through this process the Commissioner's Office will link tenants with available community support agencies to get assistance, as needed and identified.

² Report: TCHC:2013-78. Access PDF copy

³ Report On The Eviction Of Al Gosling And The Eviction Prevention Policy Of Toronto Community Housing Corporation. Access PDF copy

The case management function of the OCHE is again articulated in the OCHE 2021 Work Plan.⁴

The OCHE's case management work is carried out by the Early Resolutions Officers, who identify tenants' barriers to paying rent and address any additional underlying issues in order to avoid eviction. The OCHE employs a relational model to its work by building relationships with tenants, TCHC staff, and external community agencies. Working together as an interdisciplinary team, the OCHE provides a holistic approach to addressing arrears, avoiding evictions, and creating sustainable tenancies.

An additional area of the work of the OCHE, which has evolved over time, has been the audit role. As part of working with tenants to resolve arrears, the Early Resolution Officers conduct an audit, assessing whether or not TCHC has followed its arrears collection policies⁵ and procedures⁶. Upon completion of the audit, the Commissioner makes recommendations to TCHC regarding how they can improve their work and avoid errors in the future. Often these recommendations are tenant-specific, but in cases where the findings have a greater impact, the Commissioner will make systemic recommendations.

Both roles of the OCHE are articulated in the OCHE Terms of Reference⁷ under section 3, which outlines the three functions of the OCHE:

*a. **Review:** To provide assurances to the TCHC Board of Directors that TCHC has complied with all TCHC Policies, applicable legislation, and City of Toronto/Service Manager rules; that loss of subsidies for senior and vulnerable tenants are procedurally sound; and matters are referred for eviction proceedings at the Landlord Tenant Board as a last resort.*

*b. **Resolve:** To assist senior and vulnerable tenants in achieving healthy and successful tenancies through the resolution of rental arrears and loss of subsidies, and in doing so, reduce the number of referrals to the Landlord Tenant Board; and*

⁴ Report: TCHC:2020-86 – Attachment 1. Access PDF Copy

⁵ TCHC Eviction Prevention Policy for Non-payment of Rent. Access PDF copy

⁶ TCHC Arrears Collection Repayment Process. Access PDF copy

⁷OCHE Terms of Reference, last updated 2018. Access PDF copy

*c. **Recommend:** To provide guidance to TCHC Staff, Senior Management and the TCHC Board of Directors on TCHC compliance and make recommendations for improvements to TCHC's eviction prevention and loss of subsidy policies and procedures.*

In this Report, you will find the results of the OCHE case management and audit work and an overview of the OCHE's systemic recommendations to TCHC from January 1 to June 30, 2021. In addition, a comparison of the audit findings for 2021 is provided with the same period of time in 2020.

1.0 OCHE CASE MANAGEMENT HIGHLIGHTS

Between January 1 and June 30, 2021, 278 Households were referred to the OCHE to address arrears, stabilize the tenancy, and be audited for compliance with the TCHC Eviction Prevention Policy and Arrears Collection Process. These referrals included:

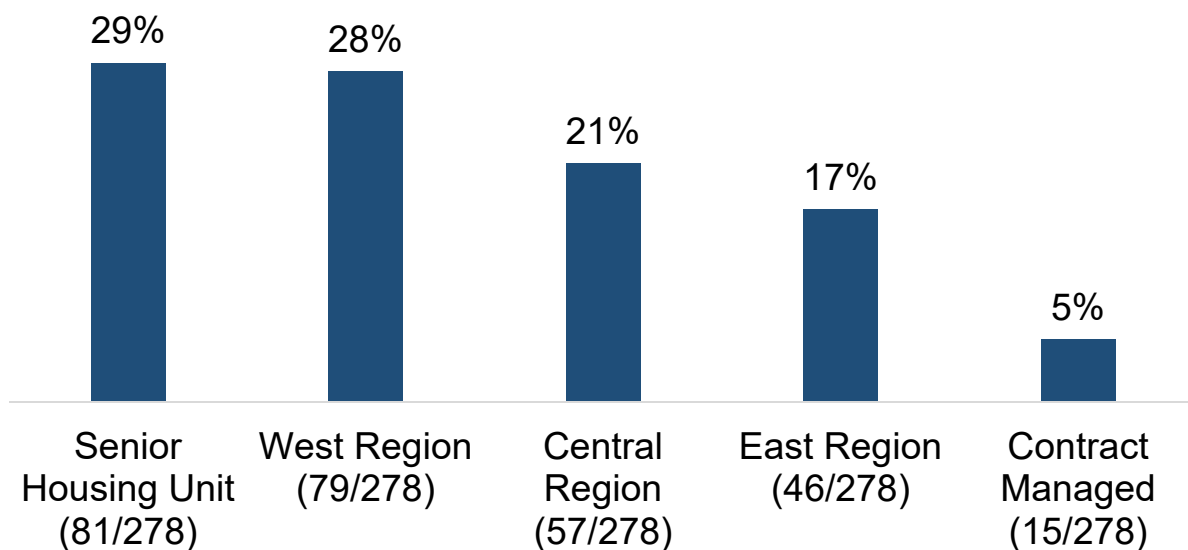
- 194 Senior Persons
- 53 Vulnerable Persons
- 31 Family Referrals

This represents a 55% increase from January 1 to June 30, 2020, when the OCHE received 179 referrals for arrears.

In this period of time, 81% (197/243) of these households avoided the need for eviction by working with the OCHE. This is comparable to 2020, when 80% (173/216) avoided the need for eviction.

1.1 REFERRALS BY REGION

The following chart shows the number of referrals to the OCHE by region:



1.2 ARREARS MANAGED

In this period, the OCHE recovered \$1,003,129.00 by managing arrears:

- \$147,036 direct payments, which included:
 - \$85,644 directly from tenants.
 - \$30,100 Ontario Works /Ontario Disability Support Program Housing Stabilization Fund
 - \$23,594 in direct payments from Tenants' families and
 - \$7,689 in payments directly from Ontario Works / Ontario Disability Support Program
- \$614,212 in OCHE brokered repayment agreements between TCHC and Tenants.
- \$241,881 by resolving Loss of Subsidies.

The following chart compares the arrears at the time of referral to the OCHE in the first half of 2021 to the same period in 2020:

	2020 (Q1/Q2)	2021 (Q1/Q2)
Average Arrears at Time of First N4	\$1,381	\$2,067
Average Arrears at Time of Referral	\$3,139	\$4,945
Average Month Of Referral to OCHE After Arrears Started Accumulating	12 Months	14 Months

2.0 COMMISSIONER'S SYSTEMIC RECOMMENDATIONS STEMMING FROM CASE MANAGEMENT FINDINGS

When the OCHE receives a referral from TCHC, the Early Resolution Officer attempts to resolve the arrears while addressing the underlying issues which contributed to them. When the underlying issues are identified and supports are put in place to stabilize the tenancy, the Commissioner makes tenant-specific recommendations to TCHC to ensure housing sustainability. Many of these recommendations are systemic in nature, as the issue addressed is a common TCHC-wide issue with potential impact across the portfolio.

The two most common issues relating to the accumulation of rental arrears are described below, along with the systemic recommendations made by the Commissioner to TCHC to address these issues.

1. Tenants not realizing they owe arrears of rent.

The common reason for this is that tenants use pre-authorized debit and do not realize their payment was returned due to Non-Sufficient Funds (“NSF”). They may suffer from memory loss or mental health issues, or they do not notice until they receive notification from TCHC. Alternatively, Ontario Works or the Ontario Disability Support Program, which usually pays a tenant’s rent directly to TCHC, have stopped or suspended the payments.

The Commissioner has made these recommendations to TCHC to address this issue:

- Ensure that when working with tenants who receive Ontario Works or Ontario Disability Support Program, to reach out to their caseworkers when payments are missed. Caseworkers may issue direct payments that include an arrears repayment amount and assist with obtaining funds through the HSF.
- When a payment is returned due to NSF, promptly reach out to the Tenant to resolve the issue. In some cases, the NSF is due to the Tenant’s pension income being reduced because they did not file their latest income tax return. In these cases, it is recommended that tenants are referred to a Community Service Coordinator to assist with referrals for tax filing. In some cases, retroactive payments for pensions that have been stopped are paid to tenants providing them with enough money to make lump-sum payments towards the arrears owing.

2. Tenants report having difficulty managing their finances.

Tenants have explained to Early Resolution Officers that they do not have enough money to cover their monthly rent payments due to lack of income and poor financial management and literacy.

Tenants report on a variety of issues contributing to poor money management. These can include addictions, other debts, poor budgeting skills, or physical and mental challenges, including memory issues.

The Commissioner has made these recommendations to TCHC to address this issue:

- When brokering repayment agreements with Tenants, complete a budget with the tenants, discuss money management strategies and select reasonable repayment amounts that are likely to succeed.
- Refer Tenants to outside organizations for assistance with money management. These may include the voluntary trustee who can access tenants' bank accounts and make authorized payments on the tenant's behalf, such as rent or hydro bills. These are successful because the voluntary trustee withdraws the needed funds for bill payments on the day the tenant is paid, ensuring that money will be available for rental payments.
- Some tenants do not have the capacity for managing their finances and should be referred to the Ontario Public Guardian and Trustee. Generally, the OCHE assists with these applications.
- Other tenants may need assistance with debt management/consolidation, and Credit Counselling of Canada may assist tenants in managing debts and stop more debt from accumulating.
- Set up recurring payments (preauthorized debits) for rent to be paid directly from the bank to TCHC each month. This is a helpful arrangement for tenants who may be forgetful.
- Identify and provide referrals for addictions counseling.

3.0 COMMISSIONER'S SYSTEMIC RECOMMENDATIONS AS REPORTED THROUGH CASE-SPECIFIC AUDIT REPORTS

The OCHE issued 260 Reports to TCHC with a total of 755 Systemic Recommendations in this period. The Recommendations flow from errors made by TCHC staff or from the expertise and experience of the Early Resolution Officers in order to ensure a transference of skills to TCHC to build capacity and increase TCHC effectiveness.

The following table describes the nature and frequency of these recommendations:

Arrears Collection Process Recommendations	Total Number of Reports recommendations were made
Only send Eviction Prevention Policy letter 1 once/ do not send multiple copies	67% (173/260)
Refer to the OCHE according to the Arrears Collection Process timelines	38% (99/260)
Send the N4 between the 5 th and 7 th business day of the first month of arrears	35% (91/260)
Make direct contact with the tenant in the first month of arrears	35% (90/260)
Adhere to TCHC's <i>Documentation Standards</i> when recording notes on tenants' files	17% (45/260)
Only send N4 once/ do not send multiple N4s	10% (25/260)
Do not send Eviction Prevention Policy Letter 3 to Senior or Vulnerable tenants	7% (19/260)
Send Eviction Prevention Policy letter 1 in the first month of arrears	5% (12/260)
Send an N4 to the tenant	4% (11/260)
After finding an error in the N4, issue the new one within the Arrears Collection Process timelines	4% (10/260)
Enter Local Repayment Agreements with tenants in writing	3% (9/260)
Make direct contact with the tenant to address the arrears	2% (5/260)
Send Eviction Prevention Policy Letter 1	2% (4/260)

Tenant Engagement Recommendations	Total Number of Reports recommendations were made
Reach out to caseworker should tenant miss a rent payment	16% (42/260)
Refer file to Community Services Coordinator should tenant miss a rent payment	14% (36/260)
Provide customized supports to tenants as required (i.e., Interpreters)	14% (36/260)
Reach out to family member should tenant miss a rent payment	7% (17/260)
Create custom payment schedules for the tenant	5% (14/260)

Loss Of Subsidy Process Recommendations	Total Number of Reports recommendations were made
Issue a reminder letter before the Loss of Subsidy takes effect according to the timelines	22% (6/27)
Make direct contact with the tenant after issuing the Notice of Decision	19% (5/27)
Make direct contact before issuing the Notice of Decision	15% (4/27)
Send the Notice of Decision according to the timelines	7% (2/27)

3.1 RECENT SYSTEMIC CHANGES RESULTING FROM CASE-SPECIFIC RECOMMENDATIONS

Effective June 28, 2021, the new TCHC Arrears Collection Process was implemented to correspond with the roll-out of the new HoMES system. The new Arrears Collection Process aims to decrease the time arrears are able to accumulate to avoid escalating arrears and potential applications for eviction to the Landlord Tenant Board (“L1 Application”). Early intervention results in lower arrears owed and the quicker resolution of owed arrears.

As a result of the systemic recommendations made by the Commissioner in 2020 and early 2021, the new Arrears Collection Process was crafted to consider the barriers faced by TCHC frontline staff in addressing the arrears quickly. The new Arrears Collection Process removes administrative barriers that slow down the Eviction Prevention Process, and emphasis is placed on engaging with tenants quickly to address arrears through a fulsome relational approach which encourages tenants to share and work through underlying issues with the TCHC frontline staff. In cases where the arrears remain unresolved, this engagement will be followed by a prompt referral to OCHE.

The Commissioner made the following Systemic Recommendations regarding the development of the new:

- That the Notice to Terminate the Tenancy (“N4”) should be served consistently and served early in the process (between the 13th and 15th calendar day of the first month of arrears).
- That frontline staff should be provided ongoing training on how to engage with tenants effectively.
- That frontline staff should spend more focused time with the tenants to explore the underlying reasons for the accumulation of arrears.
- That TCHC limit the number of letters sent to tenants to one, unless there are exceptional circumstances. More direct types of contact should be utilized.
- That TCHC work with the OCHE to develop a new, more customer-friendly, and readable letter for tenants to advise them of their arrears, rental obligations, and rights.

- That TCHC refer unresolved arrears files to the OCHE earlier in the process.
- That frontline staff set appointment times with tenants rather than rely on walk-ins at the HUBs. This is important not only to respect tenants' time, but also because it makes workflow more efficient.

It is noteworthy that these recommendations were adopted and incorporated into the new Arrears Collection Process.

4.0 COMMISSIONER'S SYSTEMIC RECOMMENDATIONS THAT HAVE RESULTED IN POLICY CHANGE AT TCHC:

The Commissioner makes systemic recommendations through various methods across the organization. The Commissioner makes systemic recommendations in each Report issued to TCHC and the Tenant following an OCHE referral and intervention. Early Resolution Officers participate in the HUB model as consultants to transfer expertise and build capacity when frontline staff require it. The Commissioner engages in policy discussions related to eviction prevention, arrears, seniors and vulnerable persons. As a result of the OCHE's involvement in these areas during the past six months, the following policy changes have been or are soon to be implemented at TCHC.

1. Administrative delays in the Arrears Collection Process can be a cause of increased arrears accumulation. The Commissioner recommended a pilot in 2020 to address these delays and loosen the requirements and criteria for referring files to the OCHE in situations where TCHC was unable to address the arrears. As a result, the Quick Referral Process was implemented during COVID, which allowed TCHC to send arrears files as needed via the Arrears Collection Process to the OCHE, with reduced documentation and need for staff resources to address arrears sooner. In 2021, the Commissioner recommended that TCHC adopt the Quick Referral Process permanently. TCHC accepted the recommendation and implemented the process in January 2021, with positive feedback from both OCHE and TCHC staff and tenants.

2. The OCHE has consistently messaged that building positive relationships with tenants is integral to frontline staff addressing arrears early and sustaining tenancies. The Commissioner has recommended more face-to-face communication between tenants and frontline staff. Recently, TCHC has implemented the HUBs, in part, to enable these closer relationships to form between tenants and frontline staff. OCHE staff participated in the frontline consultations and served on the TCHC frontline advisory table. The OCHE staff continue to be available to consult frontline TCHC staff as needed to support relationship building with tenants. Additionally, the OCHE has offered training on interpersonal skills to frontline TCHC staff. TCHC will be collecting data based on HUBs to determine which HUBs need more training, more staff, or more OCHE support.

5.0 PRE EVICTION AUDIT PILOT

The OCHE and TCHC have entered into a seven-month Pilot to examine if it would be valuable to TCHC and their tenants to have the OCHE audit files in which there has already been a Landlord Tenant Board hearing and Eviction Order prior to the enforcement by the Sheriff. The Pilot follows media attention related to five tenants evicted during COVID. The Toronto Ombudsman expressed concern that evictions during this period of time required extra caution. As such, TCHC and the City of Toronto Ombudsman approached the Commissioner with a proposal for a Pilot in which the OCHE would begin auditing all arrears eviction applications prior to TCHC filing for eviction enforcement with the Sheriff. The purpose of the audit is to provide TCHC with an extra layer of accountability by ensuring that all policies and procedures have been adhered to prior to enforcing an eviction with the Sheriff's Office.

The Pre-Eviction Audit Pilot commenced in May 2021 and will run to December 31, 2021. It includes all arrears evictions, including those of non-senior and non-vulnerable tenants. The mandate of the OCHE during the Pilot is to determine whether or not TCHC made a significant error that contributed to the decision to evict a tenant; and likely, would have resulted in the continuation of the tenancy had the error not occurred. Unlike the regular work undertaken by Early Resolution Officers to preserve tenancies by resolving arrears, the review function of the Pilot only involves auditing for the following potential findings:

- TCHC followed the Arrears Collection Process and adhered to all policies and procedures with no errors and the eviction should proceed.
- TCHC made minor errors in regard to the Arrears Collection Process and related policies and procedures; however, these errors did not significantly impact the outcome and therefore, the eviction should proceed.
- TCHC made a significant error in regard to the Arrears Collection Process and related policies and procedures and the eviction should not proceed. Instead, the file should be returned to TCHC or referred to the OCHE for further intervention in order to sustain the tenancy.
- Frontline staff made insufficient contact with the tenant to address the arrears.
- The tenant had been making consistent rent payments since the Order to Evict was issued.
- The tenant had an unidentified vulnerability.

At the end of the pilot, the OCHE and TCHC will report back to the Board on the findings of the pilot.

IMPLICATIONS AND RISKS:

The OCHE provides the Board with oversight of TCHC's operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TCHC's performance in the areas within OCHE's jurisdiction. This regular reporting by the OCHE ensures 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 and TCHC.

SIGNATURE:

"Cynthia Summers"

Cynthia L. Summers
Commissioner of Housing Equity

STAFF CONTACT:

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



OCHE SYSTEMIC RECOMMENDATIONS REPORT – AUGUST 1, 2019, TO SEPTEMBER 30, 2021

Item 7B

November 18, 2021

Tenant Services Committee

Report: TSC:2021-77

To: Tenant Services Committee (“TSC”)

From: Commissioner of Housing Equity

Date: October 26, 2021

PURPOSE:

The purpose of this Report is to identify the past systemic recommendations made by the Commissioner of Housing Equity to TCHC, for information purposes, for the TCHC Board of Directors. The Commissioner has been advised that TCHC will provide their response to the systemic recommendations made by the Commissioner in an accompanying report.

At the July 22, 2021, TCHC Board of Directors meeting, the Board of Directors passed the following resolution:

“Request that the OCHE and TCHC Management report to the Board identifying, and reporting on the status of TCHC’s response to past systemic recommendations.”

In this Report, the OCHE has identified and outlined all the systemic recommendations made to TCHC from August 1, 2019, to September 30, 2021. This timeframe follows the previous reporting period of April 2014 to July 2019¹, in which the Commissioner provided a report to the Board of Directors on all recommendations made to TCHC within that period.

¹ OCHE Recommendations to TCHC from April 1, 2019, to July 12, 2019. Access PDF copy

RECOMMENDATIONS:

It is recommended that the Tenant Services Committee:

1. Receive the OCHE Systemic Recommendations Report – August 1, 2019, to September 30, 2021, for information and that the OCHE Systemic Recommendations Report be forwarded to the Board of Directors to be received for information.
2. Approve the recommendation to expand the OCHE's jurisdiction from that of working with Senior and Vulnerable tenants to that of working with all tenants living in Toronto Community Housing. Thus allowing the OCHE to support tenants in arrears of rent prior to TCHC filing an *Application to Evict a Tenant for Non-Payment of Rent and to Collect Rent a Tenant Owes* ("L1 Application") to the Landlord and Tenant Board; and to forward this to the Board of Directors for Approval.

**Of note, this change in jurisdiction does not require additional funding for the OCHE 2022 budget.

REASONS FOR RECOMMENDATIONS:

The Commissioner reports directly to the TCHC Board of Directors through the Tenant Services Committee. The OCHE operates independently of TCHC management in carrying out its mandate. The OCHE collaborates with TCHC to ensure compliance to service standards and to avoid evictions for senior and vulnerable tenants.

The mandate of the OCHE is articulated in the OCHE's *Terms of Reference*², under Section 3, where the recommendation function of the Commissioner is described as follows:

Recommend: *To provide guidance to TCHC Staff, Senior Management and the TCHC Board of Directors on TCHC compliance and make recommendations for improvements to TCHC's eviction prevention and loss of subsidy policies and procedures.*

² OCHE Terms of Reference – January 2018. Access PDF copy

The Commissioner carries out the recommendation function of the OCHE in the following ways:

- a. While working with individual tenants who have been identified as senior or vulnerable to avoid eviction and identify underlying issues, the OCHE completes an audit to ensure TCHC's compliance with the Arrears Collection Process, Eviction Prevention Policy and applicable legislation has been followed. At the conclusion of this work, the Commissioner issues a report containing tenant-specific and systemic recommendations to TCHC.
- b. The Commissioner works collaboratively with TCHC Senior Management to provide recommendations to improve TCHC's Eviction Prevention and Loss of Subsidy Policies and Procedures.
- c. The Commissioner provides recommendations to TCHC senior management based on OCHE's expertise regarding senior and vulnerable tenants.

FORMAT OF THE REPORT

This Report identifies and categorizes the systemic recommendations made by the Commissioner to TCHC from August 1, 2019, to September 30, 2021. The recommendations have been classified into theme-based auditing categories. This is a value-added approach, which will be helpful to TCHC to recognize the risks associated with not following the recommendations and also provide advice on how to improve service delivery. In addition, a consistent theme-based categorization of recommendations will allow TCHC and OCHE to monitor compliance over time.

The following themes emerged following a review of the systemic recommendations and are detailed by the theme-based audit categories in the chart below:

THEME-BASED SYSTEMIC AUDIT RECOMMENDATIONS	
1. ADMINISTRATIVE DELAYS AND INEFFICIENT USE OF RESOURCES	Administrative delays and inefficient use of resources create unnecessary costs to the organization, in particular: added time in which arrears are allowed to accumulate, reduced customer service levels, and inhibited workflows.
2. NON-COMPLIANCE WITH POLICIES AND PROCEDURES	Failure to comply with internal policies and procedures, specifically those related to the Eviction Prevention Policy, Arrears Collection Process, Loss of Subsidy Process and applicable legislation (<i>Residential Tenancies Act, 2006, Housing Services Act, 2011</i>) presents a liability to the organization and inequitable service to tenants.

THEME-BASED SYSTEMIC AUDIT RECOMMENDATIONS	
3. UNRELIABLE INTERNAL INFORMATION	TCHC has guidelines for recording information using internal databases, such as HMS, EasyTrac, and HoMES. Not following these guidelines can lead to inaccurate and unreliable information, interrupted workflows, and reduced trust in TCHC staff.
4. QUALITY OF SERVICE	Quality of service is vital for relationship building with tenants, fostering positive living environments, and ultimately keeping tenants housed.

This Report is organized into the following three sections:

1. Commissioner's Recommendations Reports
2. Systemic/Process Recommendations
3. Next Steps

SECTION 1: COMMISSIONER'S RECOMMENDATION REPORTS

As noted earlier, while working with individual tenants to avoid eviction and identify underlying issues, the OCHE also conducts an audit to ensure TCHC's compliance with the Arrears Collection Process, Eviction Prevention Policy and applicable legislation. At the conclusion of this work, the Commissioner issues a report containing tenant-specific and systemic recommendations to TCHC. From August 1, 2019, to September 30, 2021, the OCHE issued 1086 such Reports with a total of 3271 recommendations to TCHC.

The recommendations contained in this Report are systemic in nature and are organized below into the theme-based audit categories.

It is noteworthy that the errors identified through the OCHE's audit of individual tenants are related to tenants who have been identified as senior or vulnerable. It is reasonable to expect that similar errors in process, policy and procedure could be found through the audit of tenant files from the Family Portfolio. This issue will be addressed later in the report in Section 2.4, Pre-Eviction Audit Pilot.

1. Administrative Delays and Inefficient Use of Resources

The Arrears Collection Process was developed to assist staff with ensuring all tenants remain up to date with their rental accounts and, if tenants require assistance to do so, intervention is provided early. Failure to adhere to the timelines of the Arrears Collection Process results in increased arrears balances, evictions, and inequity among tenants. In these instances, TCHC also risks loss of revenue and an increase in uncollectible arrears.

The chart below outlines the Commissioner's recommendations related to administrative delays and inefficient use of resources:

Commissioner's Recommendations regarding Administrative Delays and Inefficient Use of Resources	Total Number of Reports Recommendations were Made
Send the Eviction Prevention Policy Letter 1 once in the first month of arrears / Do not send multiple letters	50% (545/1086)
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	42% (460/1086)
Refer to the OCHE according to the Arrears Collection Process timeline	42% (459/1086)
Make direct contact with the tenant in the first month of arrears	34% (368/1086)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	15% (168/1086)
After finding an error in the Notice to Terminate the Tenancy, issue a new one within the Arrears Collection Process timelines	6% (61/1086)
Follow the Arrears Collection Process timelines in regard to Community Service Coordinator involvement	1% (10/1086)

2. Non-Compliance with Policies and Procedures

The policies and procedures outlined in the Eviction Prevention Policy, Arrears Collection Process, Loss of Subsidy Process and applicable legislation (*Residential Tenancies Act, 2006, Housing Services Act, 2011*) ensure a fair and transparent process for tenants facing eviction due to arrears of rent. Failure to comply with internal policies and procedures can result in undue evictions, reduced transparency, and a lack of trust in the process. In these instances, TCHC risks damaging its relationship with tenants and its reputation. The chart below outlines the Commissioner's recommendations related to non-compliance with policies and procedures:

Commissioner's Recommendations related to Non-Compliance with Policies and Procedures Recommendations	Total Number of Reports recommendations were made
Pursuant to the Eviction Prevention Policy, do not send Eviction Prevention Policy Letter 3 to Vulnerable or Senior tenants	12% (137/1086)
Pursuant to the Arrears Collection Policy, ensure the Eviction Prevention Policy Letter 1 is sent to the tenant	11% (122/1086)
Pursuant to the Arrears Collection Process, ensure direct contact is made with the tenant	4% (41/1086)
Pursuant to the Housing Services Act, 2011, issue a reminder letter before the Loss of Subsidy takes effect according to the prescribed timelines	4% (40/1086)
Pursuant to the Housing Services Act, 2011, make direct contact before and after issuing the Notice of Decision regarding Loss of Subsidy	3% (37/1086)
Pursuant to the Arrears Collection Process, ensure Local Repayment Agreements are in written format	3% (30/1086)
Pursuant to the Residential Tenancies Act, 2006, serve the Notice to Terminate the Tenancy to the tenant	1% (15/1086)

3. Unreliable Internal Information

Unreliable internal information stems from non-compliance with TCHC documentation standards, leading to inaccurate record-keeping, invalid legal notices, and preventing proper workflow between staff and business units. In addition, unreliable internal information makes it more difficult for staff to engage with tenants to address arrears and effectively sustain tenancies. While the overall number of recommendations regarding this issue may seem low, they reflect 19% (205/1086) of the audited files.

The chart below outlines the Commissioner's recommendations related to unreliable internal information:

Commissioner's Recommendations related to Unreliable Internal Information	Total Number of Reports recommendations were made
Ensure HMS Legal codes are accurate and are entered into the database (HMS and HoMES)	13% (138/1086)
Ensure tenant records are accurate and timely (HMS, EasyTrac and HoMES)	5% (59/1086)
Ensure the Notice to Terminate the Tenancy Checklist is completed accurately	1% (8/1086)

4. Quality of Services

TCHC is a diverse community with over 110,000 tenants and 220 dialects spoken. This population includes seniors and people with vulnerabilities, including low-income families. Within such a large community, it is to be expected that there are a number of tenants who require additional services and supports in order to maintain their tenancies. It is necessary for TCHC to provide these tenants with additional supports in order to sustain their tenancies, relying upon both internal and external supports.

This support may take the form of engaging external stakeholders such as caseworkers, family members, interpreters, income tax clinics, as well as internal supports such as Community Services Coordinators. Failure to provide these supports affects vulnerable tenants disproportionately, given that they have less resilience than other tenants and likely would face greater challenges should they be evicted. The chart below outlines the Commissioner's recommendations related to quality of service:

Commissioner's Recommendations Regarding Quality of Service	Total Number of Reports recommendations were made
Reach out to tenants' caseworkers or families should they get into arrears of rent	24% (259/1086)
Refer tenants to a Community Services Coordinator should they get into arrears of rent or require other supports/referrals	18% (192/1086)
Provide flexible and customized supports and accommodations to tenants as required (i.e., interpreters)	6% (61/1086)
Create flexible and custom payment schedules based on tenants' budgets and pay schedules	5% (52/1086)
Proactively identify and refer vulnerable tenants to the OCHE before filing an L1 Application	1% (9/1086)

SECTION 2: SYSTEMS AND PROCESSES

The Commissioner makes systemic recommendations designed to reduce risks to TCHC and its tenants through improved policies and procedural fairness. These recommendations stem from the trends noted through the audit findings in the Commissioner's Recommendations Reports, as noted above, but also from close collaboration between the Commissioner and TCHC. The Commissioner and the OCHE team participate in monthly meetings with TCHC's Senior Management, Early Resolution Officers participation in HUB consultations and cross-divisional discussions. As part of the Commissioner's engagement in these areas, she makes systemic recommendations to TCHC Senior Management regarding policy and procedures. The following four policy recommendations resulted from the Commissioners review of the theme-based audit findings identified in Section 1 as well as subsequent recommendations. These recommendations have recently been implemented by TCHC or are soon to be implemented.

1. The New Arrears Collection Process

The Commissioner and Senior Advisor participated in policy discussions with TCHC Senior Management concerning the new Arrears Collection Process to provide recommendations for improvements to the process and procedures. In addition, an OCHE Early Resolution Officer worked directly with TCHC staff in the development of the new Arrears Collection Process.

During policy discussions, the Commissioner made the following seven systemic recommendations for the new Arrears Collection Process:

- That the Notice to Terminate the Tenancy should be served consistently and served early in the process (between the 13th and 15th calendar day of the first month of arrears).
- That frontline staff should be provided ongoing training on how to engage with tenants effectively.
- That frontline staff should spend more focused time with the tenants to explore the underlying reasons for the accumulation of arrears.

- That TCHC limit the number of letters sent to tenants to one, unless there are exceptional circumstances. More direct types of contact should be utilized instead.
- That TCHC work with the OCHE to develop a new, more customer-friendly and readable letter for tenants to advise them of their arrears, rental obligations and rights.
- That TCHC refer unresolved arrears files to the OCHE earlier in the process.
- That frontline staff set appointment times with tenants rather than rely on walk-ins at the HUBs. This is important not only to respect tenants' time, but also because it makes workflow more efficient.

The new Arrears Collection Process went into effect on June 28, 2021, and was implemented to correspond with the roll-out of the new HoMES system.

2. The Quick Referral Process

Administrative delays in the Arrears Collection Process may cause increased arrears accumulation. In 2020, the Commissioner recommended a Pilot to address these delays and to relax the criteria for referring files to the OCHE in situations where TCHC could not resolve the arrears. As a result, the Quick Referral Process was implemented. This process allowed TCHC to send arrears files as needed to the OCHE with reduced documentation and the need for fewer staff resources. In 2021, the Commissioner recommended that TCHC adopt the Quick Referral Process permanently. TCHC accepted this recommendation and implemented the process in January 2021.

3. Engagement within the HUB Model

The Commissioner has consistently messaged that building positive relationships with tenants is integral to frontline staff addressing arrears early and sustaining tenancies. The Commissioner has recommended more face-to-face communication between tenants and frontline staff. The Commissioner also recommended that TCHC frontline staff change their policy of walk-ins to scheduled meetings with tenants.

Recently, TCHC has implemented the HUB Model, in part, to enable these closer relationships to form between tenants and frontline staff.

The OCHE team participated in the HUB consultations and served on the TCHC frontline advisory table in order to provide expertise, recommendations and to increase capacity at TCHC. The OCHE team continues to be available to consult frontline TCHC staff, as needed, to support relationship building with tenants. This involvement allows the Commissioner, through the OCHE team, to make systemic recommendations related to service delivery on the frontline.

Additionally, the OCHE offers training to TCHC frontline staff for interpersonal skill development, case management skills, and the creation of reasonable repayment agreements. The goal of this training is to ensure that TCHC frontline staff have the skills to put into practice the recommendations of the Commissioner.

4. Pre-Eviction Audit Pilot

The Pre-Eviction Audit Pilot (“the Pilot”), which commenced in May 2021 and will run to December 31, 2021, was initiated by TCHC and endorsed by the Toronto Ombudsman to ensure all TCHC policies and procedures have been properly adhered to prior to enforcing evictions with the Sheriff. The Pilot consists of the OCHE conducting an audit of all TCHC files (including the Family Portfolio), which have been processed through the Landlord and Tenant Board and have a valid Order to terminate the tenancy due to arrears of rent. The Pilot includes all arrears files, not just files with senior or vulnerable persons. At the time of writing this report, the OCHE has reviewed 35 files.

The mandate of the OCHE during the Pilot is to determine whether or not TCHC made a significant error that contributed to the decision to evict a tenant; and likely, would have resulted in the continuation of the tenancy had the error not occurred. Unlike the regular work undertaken by Early Resolution Officers to preserve tenancies by resolving arrears, the review function of the Pilot only involves auditing. This process provides an additional layer of protection to tenants and to TCHC, as it ensures all evictions for arrears of rent enforced by the Sheriff have been determined to have been administratively and procedurally fair.

The preliminary results of the Pilot indicate that in 29% (10/35) of the files reviewed, TCHC made significant errors that contributed to the decision to evict the tenant and the Commissioner recommended that the tenancies not be terminated. As a result, TCHC did not terminate the tenancies and instead worked with the tenants to address the arrears and stabilize the tenancies. While this is a positive outcome for the tenants, it is noteworthy that these positive outcomes followed a long and stressful process for the tenants that could have been avoided.

Furthermore, given that the OCHE audit has been conducted so late in the process following the L1 Application to the Landlord and Tenant Board, TCHC has faced increased organizational risk. For example, should the OCHE audit reveal that a significant error did occur on the file and, therefore, the eviction should not be pursued, the Order to Evict from the Landlord and Tenant Board may expire, resulting in arrears becoming uncollectible.

The Pilot findings point toward a need for all arrears files to be reviewed prior to the L1 Application being filed. Based on these Pilot findings, TCHC has determined that it would be beneficial for the OCHE to work with all tenants with rental arrears earlier in the process, as is currently the practice with senior and vulnerable tenants. This will mitigate the significant errors found in the process prior to the Landlord and Tenant Board hearing and ensure arrears remain collectible and tenants remain housed. Working with TCHC Senior Management, the Toronto Ombudsman has encouraged this change in process and has endorsed the OCHE review of all evictions for arrears prior to filing an L1 Application. The TCHC Chief Operating Officer and the Commissioner are recommending to the TCHC Board of Directors that this change in the process be implemented effective January 1, 2022.

SECTION 3: NEXT STEPS

Having reviewed the systemic recommendations from August 1, 2019, to September 30, 2021, the Commissioner makes the following recommendations to TCHC for continued improvement in the area of eviction prevention:

1. Training and Capacity Building Recommendations

1. Quarterly training for frontline staff that includes a review of the importance of eviction prevention policies, engagement strategies and accurate record management systems and processes.
2. Mentoring of TSCs by ensuring Supervisors review the Commissioner's Recommendations Reports on an individual basis for the purpose of learning and training.
3. Heightened integration of the OCHE staff in the new HUB Model to improve knowledge and skill transfer.
4. Provide specialized training for TCHC staff in the area of trauma-informed practice from an anti-oppressive lens to facilitate the work with TCHC's diverse clientele.
5. Provide staff with specialized training in the area of anti-Black racism to facilitate the work with TCHC's diverse Black population in collaboration with the Centre for Advancing the Interests of Black People and the OCHE.

2. Pre-Eviction Pilot Recommendation

1. It is recommended that, effective January 1, 2022, the OCHE review all files of tenants in arrears of rent prior to filing the L1 Application. As stated, this recommendation will not require additional funding as workloads will be optimized with staffing realignments within the OCHE.

This expansion of the OCHE's jurisdiction will result in reduced arrears balances, reduced number of evictions, and increased equity among tenants.

3. Ongoing Monitoring of Recommendations

1. It is recommended that TCHC devise and implement a system for tracking and monitoring the implementation of the Commissioner's recommendations.
2. It is recommended that TCHC develop a reporting mechanism to provide regular feedback to the Commissioner and the Board of Directors on the status and progress towards implementing the Commissioner's recommendations.

CONCLUSION:

The tenants who live in TCHC face many challenges in life, and the accumulation of arrears is a symptom of those other challenges. The importance of empathy and understanding in all interactions with tenants cannot be overlooked. It is a combination of knowing and applying the policies and processes and working effectively with tenants that will result in better outcomes for both tenants and the organization. It is clear from reviewing the audit findings related to senior and vulnerable tenants, combined with the results of the Pre-Eviction Audit Pilot, that it would benefit TCHC and tenants for the OCHE to review all files with arrears of rent prior to the L1 Application being filed.

By implementing the recommendations of the Commissioner, TCHC will find improved relationships with tenants; fewer arrears accumulating to unmanageable levels; and ultimately, a reduced need for referrals to the OCHE.

IMPLICATIONS AND RISKS:

The OCHE provides the Board with oversight of TCHC's operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TCHC's performance in the areas within OCHE's jurisdiction. This regular reporting by the OCHE ensures 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 and TCHC.

SIGNATURE:

"Cynthia Summers"

Cynthia L. Summers
Commissioner of Housing Equity

STAFF CONTACT:

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



OCHE 2022 Work Plan

Item 7C

November 18, 2021

Tenant Services Committee

Report: TSC:2021-78

To: Tenant Services Committee (“TSC”)

From: Commissioner of Housing Equity

Date: October 22, 2021

PURPOSE:

The purpose of this report is to seek approval from the TSC and the Board of Directors (“Board”) for the Office of the Commissioner of Housing Equity’s (“OCHE”) 2022 Work Plan.

RECOMMENDATIONS:

It is recommended that the TSC review and approve the OCHE 2022 Work Plan and forward it to the Board for its review and approval.

REASONS FOR RECOMMENDATIONS:

Attachment 1 to this report outlines the proposed strategic work plan for the OCHE in 2022.

IMPLICATIONS AND RISKS:

The OCHE provides the Board with oversight of TCHC’s operations in the area of evictions for arrears of senior and vulnerable tenants. The OCHE reports regularly on its activities and TCHC’s performance in the areas within the OCHE’s jurisdiction. This regular reporting by the OCHE ensures 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 and TCHC.

SIGNATURE:

“Cynthia Summers”

Cynthia L. Summers
Commissioner of Housing Equity

ATTACHMENT:

1. OCHE – 2022 Work Plan

STAFF CONTACT:

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



Office of the Commissioner of Housing Equity (OCHE) 2022 Work Plan

Goal 1: Evaluate new Arrears Collection Process	Key Performance Outcomes	Results
<p>The OCHE will evaluate the new Arrears Collection Process (ACP) implemented by TCHC on June 28, 2021, to ensure the changes have been effective and staff are complying with the new process.</p>	<ul style="list-style-type: none"> a) Develop an evaluation of the ACP and provide the Board of Directors with the findings in the first six-month report of 2022. b) Provide feedback on the new ACP gathered from tenants during their engagement with EROs in the six-month report. c) Provide TCHC with systemic recommendations related to the new ACP based on its evaluation. 	
<p>CHE Comments:</p>		



Goal 2: Transition into the Integrated Service Model	Key Performance Outcomes	Results
<p>The OCHE will collaborate with the Toronto Senior Housing Corporation ("TSHC") Board of Directors and Senior Management to support the formation of the TSHC and continue to make the OCHE's services available to senior tenants.</p>	<ul style="list-style-type: none"> a) Develop a reporting process to allow the OCHE to work with the TSHC, incorporating the goals of the Board and ensuring sustainable tenancies for seniors. b) Develop a new process for auditing the TSHC's ACP, which includes the development of a new audit tool for EROs. c) Develop a training module for EROs on the steps of procedures of the TSHC ACP and the new audit process. d) Develop a communication strategy with the TSHC Board that ensures the OCHE's work is coherent with the Board's vision for the TSHC. 	
<p>CHE Comments.</p>		



Goal 3: Ensure successful tenancies and address underlying issues leading to arrears.	Key Performance Outcomes	Results
<p>The OCHE will support tenants by identifying and addressing the underlying issues leading to the accumulation of arrears and providing practical solutions to address arrears. This results in the reduced accumulation of arrears and sustainable tenancies.</p>	<ul style="list-style-type: none"> a) Develop a report summarizing key findings to TCHC management for each tenant the OCHE works with. In addition, these reports will contain forward-looking recommendations to ensure successful tenancies. b) Broker sustainable repayment agreements by completing a financial literacy exercise, including a budget. c) Connect tenants to internal and external supports to address underlying issues contributing to arrears, such as mental health challenges or financial illiteracy. d) Prevent evictions and reduce arrears in 80% of cases where the tenants engaged with EROs. 	
CHE Comments		



Goal 4: Support TCHC with training frontline staff	Key Performance Outcomes	Results
<p>The OCHE will work collaboratively with TCHC to provide training to frontline staff with a focus on improving client service experience, reducing evictions, and improving compliance with the ACP.</p>	<ul style="list-style-type: none"> a) Provide training materials and staff resources to support TCHC in their training goals on the ACP and the importance of eviction prevention. b) Collaborate with the Center for Anti-Black Racism ("CABR") to support CABR in delivering specialized training on equity and anti-black racism. c) Collaborate with TCHC to support their delivery of training on trauma-informed practice through an anti-oppressive lens. 	
<p>CHE Comments</p>		



Goal 5: Provide systemic findings and recommendations to TCHC and the Board	Key Performance Outcomes	Results
<p>The OCHE will provide TCHC and the Board of Directors with systemic findings and work with TCHC to address them to improve the ACP, the EPP, and the quality of service for tenants.</p>	<ul style="list-style-type: none"> a) Co-Chair monthly meetings with TCHC Senior Management to discuss systemic findings and provide recommendations for improvement. b) Identify and provide status updates on systemic recommendations to the Board of Directors through the OCHE six-month reports. 	
<p>CHE Comments</p>		



Goal 6: Update referral process	Key Performance Outcomes	Results
<p>Contingent on Board Approval, the OCHE will update the referral process to encompass files from the family portfolio.</p>	<ul style="list-style-type: none"> a) Develop new template documentation for working with tenants from the family portfolio. b) Modify the Administrative Audit Assistant position as needed to assist with the added workload and complexities of accepting referrals of all tenants from TCHC. c) Develop and implement a new system for collecting and tracking data for tenants from the family portfolio. 	
<p>CHE Comments</p>		



TCHC Response to OCHE Systemic Recommendations

Item 8

November 18, 2021

Tenant Services Committee

Report: TSC:2021-79R

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer

Date: November 1, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of the actions taken at Toronto Community Housing ("TCHC") to maintain tenancy through the management of arrears and how recommendations from the Ontario Commissioner of Housing Equity ("OCHE") inform systemic improvement.

RECOMMENDATIONS:

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

BACKGROUND:

In accordance with section 9.2 (a) of the 2013 Shareholder Direction, TCHC takes the appropriate actions to prevent eviction and maintain tenancy across the portfolio; evictions for non-payment of rent (arrears) are only pursued a last resort, only after staff have taken every reasonable step to work with and provide tenants support to resolve them.

In April 2014, the OCHE was established with the primary mandate of supporting the prevention of evictions through enhanced interactions with seniors and vulnerable tenants who face loss of subsidy or rental arrears. In

parallel, TCHC implemented a revised arrears collection process (“ACP”) that emphasized early intervention, required increased personal contact with the tenants in arrears, and focused staff efforts on signing repayment agreements with tenants to manage or resolve their arrears. TCHC staff work with tenants to help them meet the responsibilities of their tenancies, and where feasible, leverage resources and support of OCHE to work towards positive outcomes. In doing so, OCHE reviews each tenant file, identify process gaps, and provide systemic recommendations, where applicable. Since the establishment of OCHE, it have played a vital role to providing support to tenants to prevent evictions and to maintain tenancies through the key systemic recommendations made to TCHC. This report outlines the actions taken across TCHC in response to the series of recommendations made by OCHE over the last several years.

As well, TCHC recognizes the important role that the OCHE plays in supporting tenants and maintaining tenancies across the portfolio. It has been actively engaged in dialogue on how to better provide supports to tenants, and as a result, it supports the proposed mandate expansion of OCHE to review all tenant files prior to the L1 being served.

1. Revised Arrears Collection Process

In 2020, the restructuring efforts in the operations division led to the creation of regional operations teams and tenant service hubs; this provided the opportunity to revise the ACP based on previous observations and systemic recommendations of OCHE. Through this, the ACP was updated with an emphasis on personal contact, earlier intervention, and management of arrears through repayment agreements. As part of this work, a multi-disciplinary team including representation from OCHE, came together to undertake a full review of the ACP, which included a detailed review of all supporting policies, procedures, and resources. The new ACP was eventually implemented in June 2021 and placed focus on:

1. Alignment of key roles and responsibilities within the new regional and Hub structure;
2. Creation of systems and processes for flagging households incurring early arrears through the HoMES system;

3. Clearly defined timelines and follow up for each member of the integrated team;
4. Enhanced support through the Arrears Review Clerk (“ARC”) in the Tenancy Resolution Office (“TRO”);
5. Clear and compassionate tenant interactions and communications;
6. Streamlined procedures for the early referral of arrears files to OCHE for their expertise and support;
7. Provision of staff and tenant education; and
8. Alignment with the new RGI simplification rules.

2. Training

With the implementation of the new ACP, the multi-disciplinary team and OCHE partnered with Learning and Organizational Development (“L&OD”) to thoroughly document the new procedures and support the development and implementation of a training program. The training program was delivered in Q1 2021 prior to the implementation of the new ACP in Q2 2021. In addition, the new ACP is being reviewed and updated accordingly to align with the process that interface with the new HoMES system.

3. Process Oversight

As the tenant service hubs are established, local integrated Hub teams have become the primary point of contact on all tenancy issues. Furthermore, the Hub teams are supported through a “community of practice” with supervision and support being provided via the regional management teams; it is the regional management team’s responsibility to ensure compliance with policies and procedures, as well, as to develop and implement recommendations that will enable their team to prevent evictions and effectively support and maintain tenancies. On a monthly basis, the Operations leadership team meet with OCHE to provide oversight to the ACP; systemic barriers are identified and solutions are promptly generated and implemented.

In addition, the TRO is responsible to regularly meet with the Commissioner of OCHE to review referral processes, systemic recommendations and alignment of process improvement within the ACP.

4. Maintaining Tenancy

At TCHC, tenants have a responsibility to pay their rent on the first day of every month. Under the Residential Tenancies Act (“RTA”), tenants may be evicted for a number of reasons including, but not limited to, non-payment of rent, engaging in unlawful activity on TCHC property and acting in a way that interferes with the reasonable enjoyment of other tenants. TCHC works with tenants to help them meet the responsibilities of their tenancies and, when possible, to keep their housing by complying with the terms of their lease agreement. From time to time, despite the best efforts of staff to engage and resolve the arrears, staff are left with little option but to rely on the assistance of the Landlord Tenant Board (“LTB”) to seek a resolution; eviction remains a last resort when seeking a resolution at the LTB with emphasis given to mediating repayment agreements that are thoughtful, compassionate, and achievable to maintain the tenancy. In support of the new ACP, TCHC supports the recommended mandate expansion of OCHE to ensure that all eviction proceedings related to arrears must receive a thorough review by the OCHE team prior to proceeding with a termination. Through this work, it provides an added level of assurance and confidence that all efforts to sustain the tenancy have been taken. Lastly, over the last year, TCHC and OCHE have partnered to implement several programs aimed at targeted reviews and supports: hardened arrears program, quick referral program, and pre-eviction pilot program.

5. Continuous Improvement

As TCHC continues to work with OCHE to prevent evictions and maintain tenancy, personal contacts and payment options continue to be a key area of focus in supporting tenants in meeting the obligations under their leases. As part of this work, TCHC staff continues to explore enhancements to this program through:

1. The procurement and equipping the regional teams with debit/credit terminal machines;
2. Seek a review and renewal of our Memorandum of Understanding (“MOU”) and information sharing agreement with Toronto Employment and Social Services (“TESS”);

3. Increased access and awareness to Pre-Authorized Payment (“PAP”) options through lease signing; and
4. Increase collaborative opportunities with TESS, Office of Public Guardian and Trustee and Ontario Disability Support Program (“ODSP”) in “direct pay” options.

NEXT STEPS:

As TCHC and OCHE have taken steps to strengthening its partnership and approach to preventing eviction and maintaining tenancies, continued emphasis needs to be placed on the effective and timely follow-up of arrears, as it is essential in limiting the risk and impact to tenants. Through the regular oversight and process reviews by TCHC, with the input of key partners such as OCHE, it allows for increased opportunity to support and stabilize tenancies at risk through the timely and appropriate provision of support to tenants.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

John Angkaw, Senior Director Business Operations
416-981-4318
John.Angkaw@torontohousing.ca

Richard Grotsch, Tenancy Resolutions Officer
416-981-4054
Richard.Grotsch@torontohousing.ca



Seniors Housing Unit South East Region Tenant Experience Survey Results

Item 9

November 18, 2021

Tenant Services Committee

Report: TSC:2021-80

To: Tenant Services Committee (“TSC”)

From: General Manager (Interim)

Date: October 22, 2021

PURPOSE:

The purpose of this report is to present to the committee the final report of the Tenant Experience Survey results. This survey was conducted prior to the implementation of the Integrated Service Model (ISM) in the Phase 1 buildings to provide a baseline for evaluating the ISM.

RECOMMENDATIONS:

It is recommended that TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

The survey has already been completed and summarized by the research partners, so this is for information purposes only.

BACKGROUND:

The TCHC Seniors Housing Unit began to implement the Integrated Service Model (ISM) for seniors housing in 18 buildings in the south east region of the city starting in December of 2020. Once fully implemented, the ISM will support more than 14,000 low-income senior tenants (age 59+)

living in 83 seniors-designated buildings across the city, most of whom live alone, to age in place and enjoy better quality of life and successful tenancies.

Prior to the initial Phase 1 implementation of the ISM, the Seniors Housing Unit wanted to conduct a tenant experience survey to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

The survey was developed by the Seniors Housing Unit, in partnership with staff from the City of Toronto and researchers at Sunnybrook Research Institute. The 30-item survey included a mix of Likert-scale items and open-ended questions examining various aspects of the tenant experience. A copy of the survey questions is included in Attachment 2.

The survey was designed to align with the priority areas of the Integrated Service Model – property management, safety and security, communication with staff, access to supports and services, tenancy management, and community development. There were also several questions examining tenant characteristics.

Prior to distribution, the survey was pilot tested with 14 senior tenants living in one of the 18 buildings. Tenants provided feedback on question clarity and relevance, and offered suggestions on how to best distribute the survey to tenant communities.

Surveys were distributed to 2,826 households in the 18 buildings in the south east region that were scheduled to be part of the ISM Phase 1 implementation, and were available in multiple languages.

The research team at Sunnybrook Research Institute analyzed the survey results and created the summary report of the results.

SUMMARY OF RESULTS:

A detailed report on the results of the survey is included in Attachment 1.

The survey had a 39% response rate (n=1,114 responses).

Key findings of the survey included:

- Most tenants were satisfied with the services offered in their building.
- Tenants identified opportunities for improvements:
 - Enhanced accountability
 - Increased transparency
 - More accessible staff

Other tenant priorities identified included:

- Building a sense of community
- Improving access to services
- Improved understand of seniors' unique needs and applying a "seniors' lens" when supporting tenants

Housing satisfaction was significantly lower for tenants with a disability.

This survey was conducted in Q4 of 2020, and tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.

NEXT STEPS:

The report of the survey results is being shared with stakeholders and is being posted online at torontohousing.ca/ISM.

Results of this survey are being used to guide the priorities and changes to the ISM. Tenant engagement and input is a key factor for the successful design and implementation of the ISM, and the results of this survey will be shared with tenants and discussed with the Senior Tenants Advisory Committee.

The results of this survey will also be reported to the Seniors Services and Long-Term Care division at the City of Toronto as part of the Accountability Framework for the ISM.

The next tenant experience survey within the Seniors Housing Unit buildings will be conducted in 2022 after the transition to the Toronto Seniors Housing Corporation is complete. This survey will be conducted after the ISM has been launched in all 83 seniors-designated buildings. The comparison between this and the initial survey will serve to evaluate the ISM to and assess tenant perceptions of whether ISM is meeting its stated objectives.

IMPLICATIONS AND RISKS:

The survey results provide a baseline for the evaluation of the Integrated Service Model.

There are no identified risks at this time.

SIGNATURE:

“Grant Coffey”

Grant Coffey
General Manager (I), Seniors Housing Unit

ATTACHMENT:

1. Tenant Experience Survey: Results from Integrated Service Model – Phase 1 Buildings
2. Tenant Experience Survey: Survey Questions

STAFF CONTACT:

Wendy Dobson, Program Manager, Integrated Service Model, Seniors Housing Unit

437-688-2958

Wendy.Dobson@torontohousing.ca

Item 9 - Seniors Housing Unit South East Region Tenant
Experience Survey Results
TSC Public Meeting - November 18, 2021
Report #: TSC:2021-80 Attachment 1

Tenant Experience Survey

Results from Integrated Service Model – Phase
1 Buildings

August 2021



Acknowledgements

This report was prepared for the Seniors Housing Unit at Toronto Community Housing Corporation by the St. John's Rehab Research Program at Sunnybrook Research Institute:

- Dr. Christine Sheppard, Post-Doctoral Fellow
- Dr. Sander Hitzig, Program Research Director and Scientist
- Noorin Pattni, Research Assistant
- Tharsiga Gunasegaran, Intern (City of Toronto)

We would like to thank Christine Yan and Catherine Kabasele from the Seniors Housing Unit for their support with survey design, administration and coding. We would also like to thank the tenants in the South-East region for sharing their feedback.

Funding for this project was provided by Canada Mortgage and Housing Corporation and the Canadian Institutes of Health Research. The views expressed in this report are those solely of the authors and the funding entities accept no responsibility for them.



Toronto
Community
Housing



Sunnybrook
ST. JOHN'S REHAB

1

Project Overview

2

Tenant Satisfaction

3

The Built Environment

4

Impacts of COVID-19

5

Tenant Characteristics





Most tenants were satisfied with the services offered at TCHC seniors' buildings though identified many opportunities for improvement including:

- ✓ **Enhanced accountability**
- ✓ **Increased transparency**
- ✓ **More accessible staff**

Building a sense of community and improving access to services were also identified as priorities

Importantly, tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.



Improved understanding of seniors' unique needs and applying a "seniors' lens" when supporting tenants was widely requested.

Project Overview



Integrated Service Model

Introduction

Starting in 2018, the City of Toronto partnered with Toronto Community Housing Corporation (TCHC) and provincial health partners to design an *Integrated Service Model* for the 83 seniors' designated buildings managed by the Seniors Housing Unit. This model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of ensuring tenants can age in place with dignity and in comfort.

Phased implementation of the Integrated Service Model began in December 2020, in 18 buildings in the South-East region of Toronto (Phase 1). Full implementation is expected by the end of 2022.

Prior to the initial Phase 1 implementation of the Integrated Service Model, the Seniors Housing Unit wanted to conduct a tenant experience survey to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

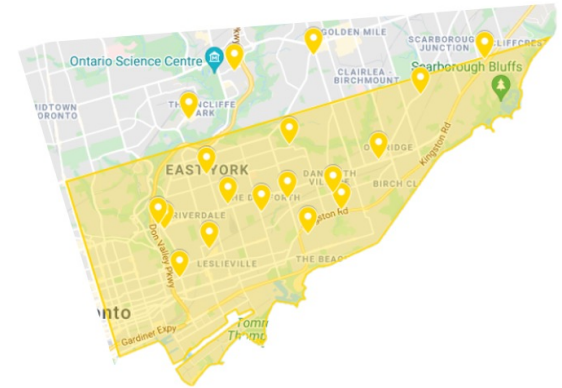
Methodology

The survey was jointly developed by the research team and staff from the City and the Seniors Housing Unit. The **30-item survey** included a mix of Likert-scale items and open-ended questions examining various aspects of the tenant experience.

Prior to distribution, the **survey was pilot tested** with 14 tenants who provided feedback on question clarity and relevance and offered suggestions on how to distribute the survey to tenant communities.

Surveys were distributed to 2,826 households in the 18 buildings of the South-East region. The survey was available for 8 weeks (from October 5, 2020 to November 27, 2020), and only one survey could be completed per household. Tenants could request a copy of the survey in Chinese, Gujarati, Greek, Farsi, Korean, and Russian.

Tenants were instructed to return their completed survey in a sealed envelop to their superintendent's office. Staff at the Seniors Housing Unit collected the completed surveys and transferred all responses into an anonymized excel database for analysis by the research team.



18

Number of buildings surveyed

1,114

Total number of respondents

39%

Overall response rate

Survey at a Glance

The survey was designed to **align with the priority areas of the Integrated Service Model**. Likert-scale questions were used to understand overall satisfaction in each of these areas, while open-ended questions provided additional insights into tenant experience.



Property
Management



Safety &
Security



Communication
with Staff



Access to Supports
& Services



Community
Development



Tenancy
Management



General
Satisfaction



Tenant
Characteristics

Tenant Satisfaction

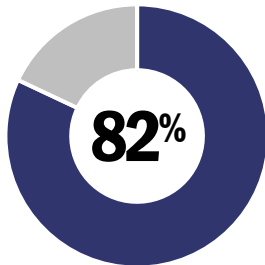
Overall Satisfaction



Key Finding: While tenants are generally satisfied with the services they receive from the Seniors Housing Unit, there are opportunities to improve staff accessibility and ensure that staff understand and appreciate the unique needs of *senior* tenants.

Satisfied with services at TCHC

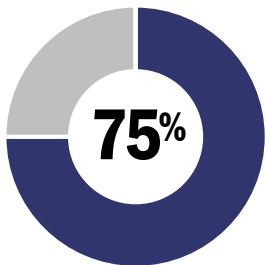
Based on 1,043 responses



Tenants expressed a desire for more staff in the building, as *“more workers can help improve the services.”* They also stressed the importance of staff being trained to support the unique needs of seniors, acknowledging that, *“it’s not always easy to please seniors [...] but a friendly face relieves half the stress.”*

Staff are available when needed

Based on 1,028 responses



The biggest barrier tenants faced was that staff were not always reachable. Many did not know who their superintendent was and were concerned that the *“blinds and the door of the super’s office are always closed.”* Suggestions focused on ensuring staff *“make their presence known when present.”*



“

Staff working with seniors need to be patient and accommodating. Staff need to reach out and ask if help is needed, not wait for seniors to call them. [...] Being helpful is showing initiative.

”

Property Management



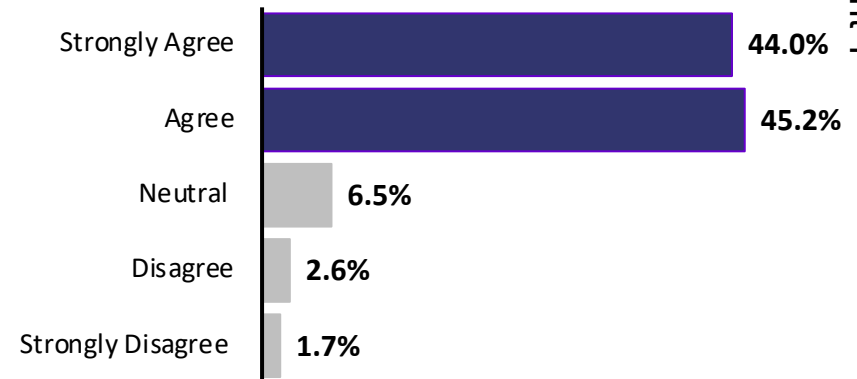
Key Finding: Tenants appreciated the hard work of staff for keeping their buildings clean; however, many were still concerned with pest control issues.

Many tenants felt that the **cleanliness of their building had improved** in recent years and were grateful to staff for all their hard work. They hoped to see **more consistent cleaning in common areas** such as the lobby, community room, laundry room, garbage area, and parking lot.

Pest control continues to be a concern for many tenants who recommended that more resources be directed towards pest management.

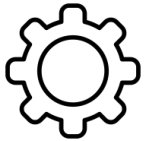
Nearly 90% felt that their building was clean

Based on 1,069 responses



“ Superintendents, clerks & janitors – they’re quick to respond to our problems with a big smile. The hallways are very clean and shiny, hoping these good services will continue. ”

Property Management

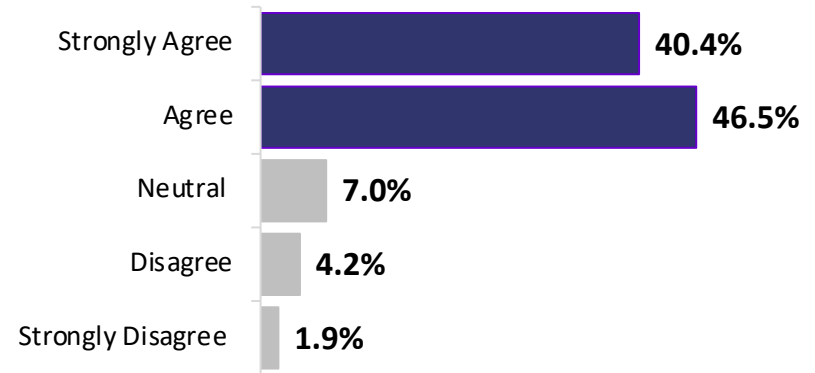


Key Finding: With the exception of the elevators, tenants felt their buildings were well-maintained. Many believed there were opportunities for unit upgrades to create a more home-like environment.

While tenants generally felt that their building was well-maintained, many had **concerns about elevator safety**. Tenants described how their elevator *“is not reliable”* and discussed how *“getting stuck in them is dreadful enough, but [getting stuck] as a senior is even worse.”*

Tenants reported that some facilities in their **unit needed updating to create a more home-like environment**. For instance, upgrades to heating and cooling systems for better temperature control, applying new paint, and repairing balcony nets were frequently recommended.

Nearly 90% felt their building was well-maintained
Based on 1,044 responses



“ Timely repair and replacement of building equipment is important. ”

Property Management

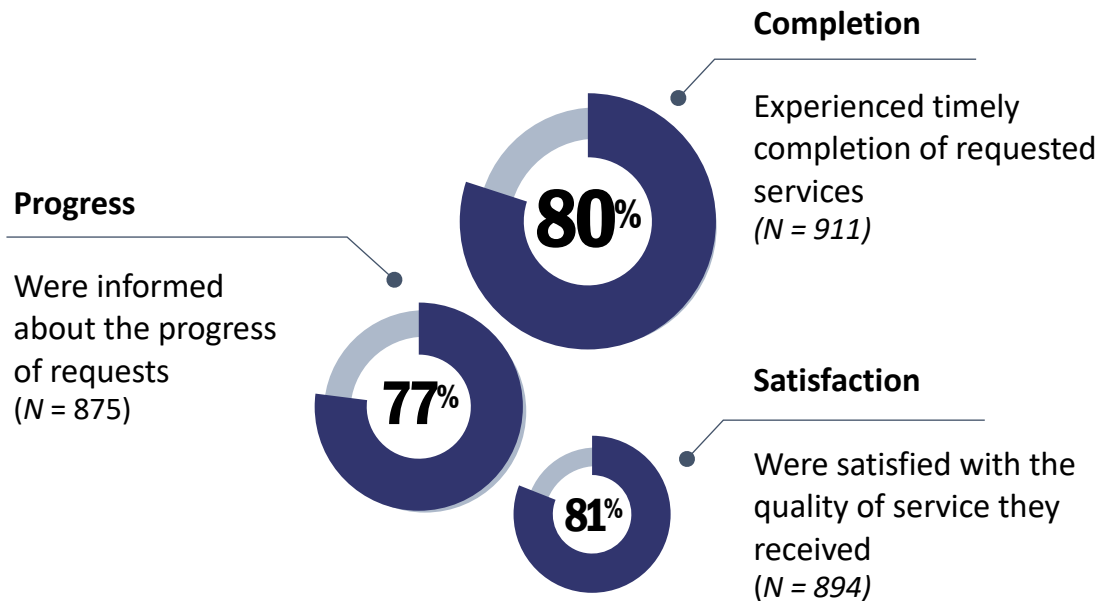


Key Finding: When making a maintenance request, tenants reported the service was completed in a timely manner and were satisfied with the quality of the work.

Tenants stressed the importance of hiring contractors who are *“proper, experienced personnel”* and that *“do good work.”*

They also suggested that the superintendent could be **more proactive at providing progress updates** once a maintenance request has been submitted.

To increase accountability, tenants suggested a tracking sheet in the superintendent’s office to monitor how long it takes for requests to be fulfilled.



A photograph of a city skyline at dusk or dawn, with various skyscrapers and buildings. The sky is a mix of orange, yellow, and grey. The buildings are silhouetted against the light sky. A quote is overlaid in the center of the image.

“

I would like to mention that our superintendent is extremely kind, attentive, solves any problem as soon as possible. I am extremely satisfied with his service and I appreciate it.

”

Safety & Security



Key Finding: While tenants generally felt safe in their units and buildings, many experienced situations that made them feel unsafe.

Many tenants described environments and situations where they did not feel safe. For instance, tenants commonly reported feelings of unsafety in the parking garage, stairwells, and emergency exits.

Tenants recognized that many unsafe situations were linked to antisocial behaviours driven by unsupported mental health issues. They suggested that staff receive training on how to *“deal with seniors with mental health issues, active listening [and] de-escalating.”*

Safety recommendations suggested by tenants included:

- ✓ More CCTV and lighting around building entrances
- ✓ Higher staff & security presence on evenings and weekends
- ✓ Adding key fobs to building exits, elevators, and common areas
- ✓ Mental health and crisis intervention training for staff

87%

Felt safe in their unit
Based on 1,060 responses

85%

Agreed that building’s common areas are safe
Based on 1,058 responses

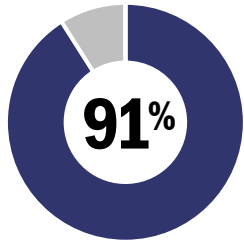
Communication with Staff



Key Finding: The tenants found staff to be very helpful but felt they needed to have stronger customer service skills to ensure respectful and senior friendly communication.

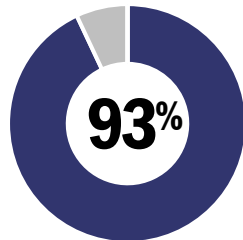
Staff were respectful to tenants

Based on 1,047 responses



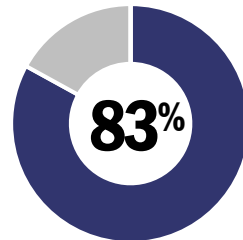
Tenants were informed about building changes

Based on 1,051 responses



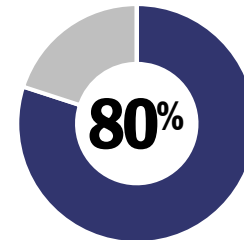
Tenants were comfortable sharing feedback with staff

Based on 1,025 responses



Tenants were satisfied with staff follow-up on their requests

Based on 1,043 responses



Tenants felt that effective communication with staff was critical for diffusing frustration and getting help when needed. However, many identified the need for **stronger people skills** and expressed a desire for staff to be more empathetic, patient, polite, and respectful in their communication. Tenants also felt that staff needed **translation support** to more effectively communicate with tenants who did not speak English as a first language.

“ Most of the staff are very good and helpful. However, there are a couple who should be trained to be more empathetic and responsive to seniors’ needs. ”

“

Staff need understanding [of the] physical, mental, emotional aspects and needs of aging. Knowing how to work with tenants to [address] needs [...] and having relationships with community resources to help tenants.

”



Access to Support & Services

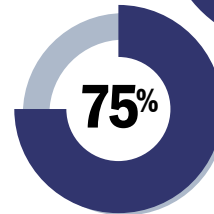


Key Finding: While tenants recognized the importance support services, many were not accessing services that they needed and were unaware of how to arrange those supports. Tenants had suggestions for services they would like to see in their buildings.

Tenants expressed a desire for **more in-home housekeeping supports**, as well as greater access to **social workers**, **personal support workers** and other health care staff that are “vital” for ensuring their physical and mental wellbeing.

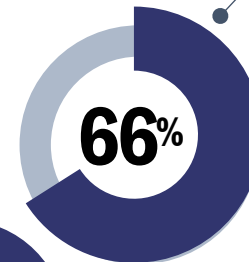
Role of Staff

Felt that TCHC staff should help them access services (N = 916)



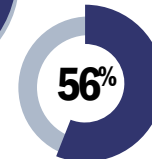
Access to Services

Accessed health and support services when needed (N = 898)



Awareness

Were aware of who to ask for help if they needed access to health and support services (N = 961)



“ *A geriatric nurse/doctor could give support, education, seminars or talks. [...] Someone could come in to help with personal care, unit care, and healthcare.* ”

Community Development



Key Finding: While some tenants felt their building had a sense of community, many wanted to see more programs and opportunities for meaningful tenant engagement.

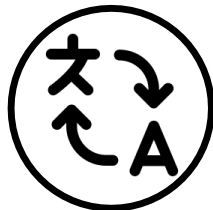
Only **60% of tenants** felt that the current programs available in their building met their needs and interests and even fewer (58%) felt that their building had a strong sense of community. Tenants suggested different programs that could be implemented to promote community and recommended that staff also be provided with *“culture training to [learn how to] provide a more inclusive environment.”*

Tenants wanted *“regular meetings to hear issues or concerns”*, as only **60% felt they had opportunities to share their ideas** with staff. Tenants also felt their communities would benefit from more interactions with staff, recommending that staff conduct regular check-ins with tenants they have not seen in a while.

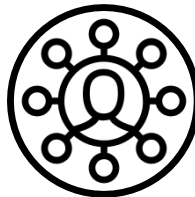
Programs Recommended by Tenants to Support Community Development:



Community Gardens



Language Classes



Social Gatherings



Tenant Feedback Meetings



Staff Check-ins

Tenancy Management



Key Finding: While most tenants felt they understand their rights and obligations as tenants, many requested additional support completing rental paperwork.

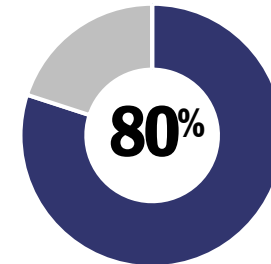
Tenants found it helpful when staff were available to help them complete their annual rent review paperwork, as the forms were confusing and overwhelming. Tenants also suggested that staff be able to share information on other issues that impact their tenancy, such as:

- ✓ How to file taxes
- ✓ How to purchase tenant insurance
- ✓ How to apply for pensions

“ [We need] on-site help to fill out our yearly rent reviews! It is quite frustrating to most seniors with all the many forms and requests for personal information. ”

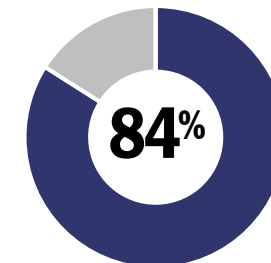
Know where to go for help

Based on 1,012 responses



Understand their legal rights and obligations as tenants

Based on 1,000 responses



The Built Environment

The Built Environment



Key Finding: Tenants with a disability had significantly lower housing satisfaction than those without a disability.

39% of tenants self-reported a physical, mental, cognitive, learning, communication, sight, hearing or functional limitation.

Tenants shared a need for more accommodations when using mobility devices, particularly because the elevators were unreliable. One tenant suggested that *“people with wheelchairs, walkers, and canes should be on the lower floors (e.g., 1-2).”*

Tenants also discussed how those with significant mobility impairments cannot easily get down to the lobby and regularly miss out on building information and activities. They suggested using the building PA system to announce important changes, information and emergency situations.

SURVEY CATEGORY	DISABILITY	NO DISABILITY
Property Management Score out of 10	8.29	8.58
Repairs Score out of 15	11.57	12.39
Safety Score out of 10	8.07	8.52
Communication with Staff Score out of 20	16.58	17.23
Access to Services Score out of 15	11.16	11.29
Community Development Score out of 15	10.14	10.85
Tenancy Management Score out of 10	7.97	8.13

The shaded cells highlight those categories where respondents with a disability reported a statistically significantly lower satisfaction than those without a disability.

Impacts of COVID-19

COVID-19

Tenants had many concerns about the safety of their building due to COVID-19, and emphasized the need to enforce masks, physical distancing and hand washing. Tenants also had concerns about the accessibility of their building to the public because there were *“lots of visitors in the building who stay in the lobby socializing, not following public health protocols.”*

Due to the pandemic restrictions, tenants experienced a significant level of isolation due to the *“lack of activities in the building. Many feared that their neighbours were “isolated, lonely, fearful, and facing emotional, mental, and physical decline due to the isolation and distancing.”*

Many tenants were thankful and appreciative of the support that TCHC staff and partners provided during the pandemic, with one tenant reflecting, *“it was very good to have lunch delivered during COVID, which was very much appreciated and that’s a good thing.”*



Item 9 - TSC:2021-80 - Attachment 1

5 TV NEWS



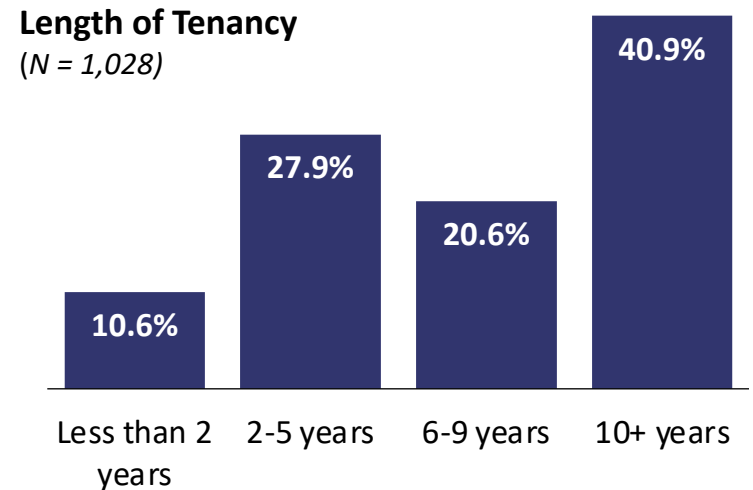
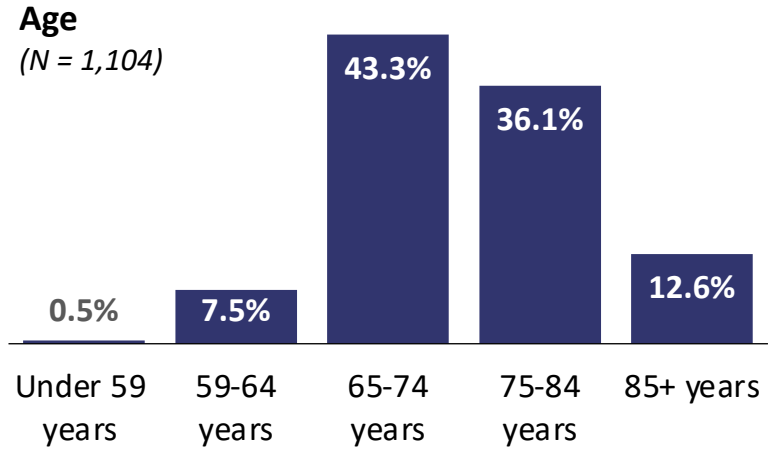
“ Due to the COVID-19 pandemic entertainment and group activities is not advisable due to social distancing. However, more activities are needed, weather permitting, such as outing, visit to interesting places, etc. to make life worthwhile. ”

Tenant Characteristics

Tenant Characteristics

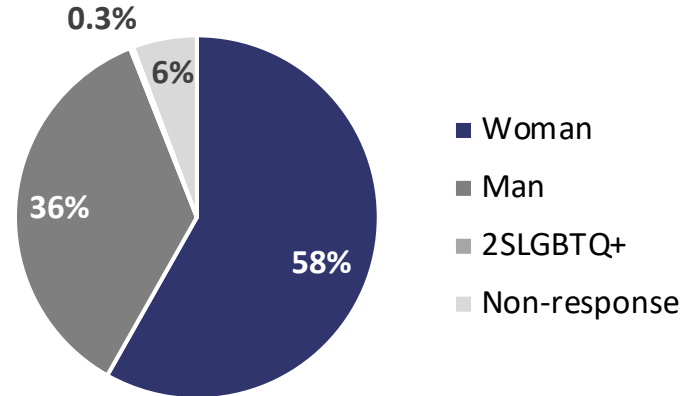
Approximately half of tenants were aged 75 years or older

Most tenants had resided at TCHC for 6 or more years



Tenant Characteristics

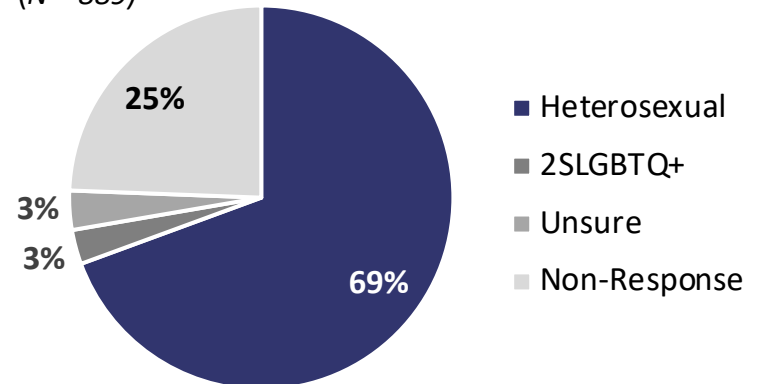
Gender
(N = 983)



Most participants identified as woman

Majority of respondents identified as heterosexual

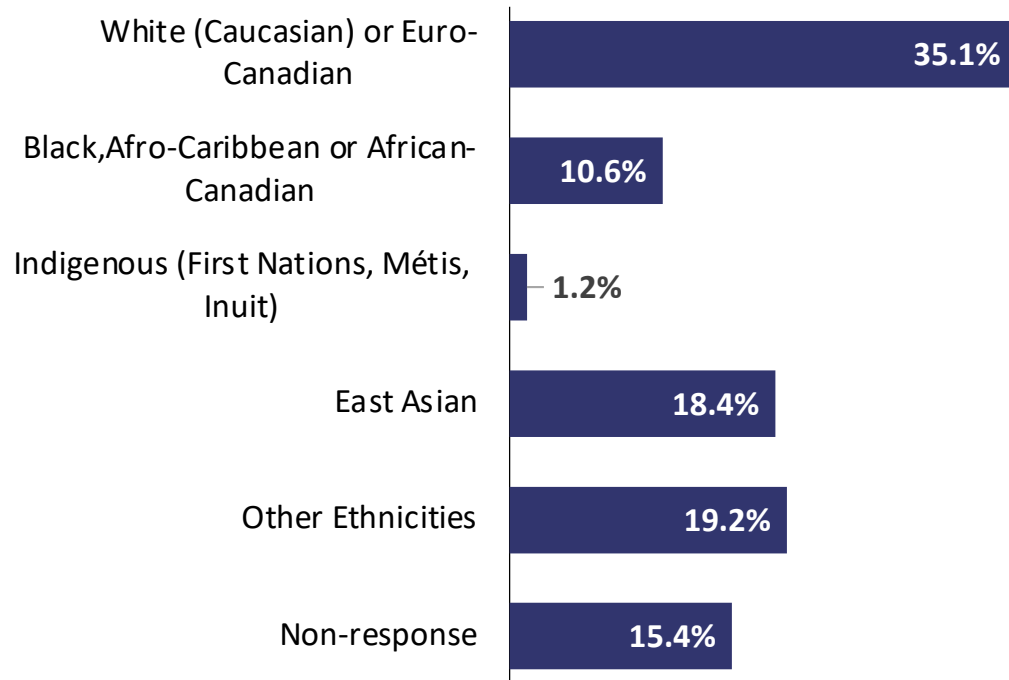
Sexual Orientation
(N = 889)



Tenant Characteristics

Respondents have diverse ethnic backgrounds

Based on 965 responses



The *Other Ethnicities* category included participants from the following ethnic backgrounds:

- Arab, Middle Eastern or West Asian (3%)
- Latin American (1.9%)
- South Asian or Indo-Caribbean (5.1%)
- Southeast Asian (9.2%)



Seniors Housing Unit Tenant Experience Survey



The Seniors Housing Unit (SHU) in Toronto Community Housing (TCHC) is implementing a new Integrated Service Model (ISM) to help senior tenants age in place, provide a better quality of life and promote successful tenancies. Your feedback is important as it will help us better understand your lived experience as tenants, so that we can continue to improve services for you.

At this time, this questionnaire is only for tenants living in the South East Region where Phase I of the ISM will be rolled out. The survey should take 10 minutes to complete.

Answering these questions is completely voluntary. Your responses are anonymous and confidential. Information shared through this survey will combine data from all tenants who respond, and be reviewed at a group level so that individuals cannot be identified.

Please put your completed questionnaire into the sealed envelope provided to you, and drop it off at your superintendent's office by November 27, 2020 (Friday).

If you would like to fill out the questionnaire electronically, please go to <https://www.questionpro.com/t/ARLqRZi7St>. Please note that only one survey should be submitted per household, whether paper or electronic.

The survey is also available in Chinese, Gujarati, Greek, Farsi, Korean and Russian. If you would like to request a copy of the survey in these languages, please contact:

如您需要此調查問卷的中文版本，請聯絡：

જો તમે સર્વેની નકલની ગુજરાતીમાં વિનંતી કરવા માંગતા હો, તો કૃપા કરીને નીચેની વ્યક્તિનો સંપર્ક કરો:

Εάν θέλετε να ζητήσετε αντίγραφο της έρευνας στα ελληνικά, επικοινωνήστε με το παρακάτω άτομο:

در صورت تمایل به درخواست کپی از نظرسنجی به زبان

فارسی، با شخص زیر تماس بگیرید

이 여론 조사를 한국말로 원하신다면 밑에 전화번호로 연락하세요:

Если вы хотите запросить копию этого опроса на русском языке, пожалуйста, свяжитесь с нашим представителем:

TenantOutreach@torontohousing.ca

Please check one answer per question.

Property management	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
1. My building (e.g., lobby, hallway, and laundry room) is clean.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My building is well-maintained (e.g., elevators work, lights work, common areas like lobby and hallways are welcoming).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Yes	No (please go to Question 7)			
3. Have you ever requested repairs or maintenance service?	<input type="radio"/>	<input type="radio"/>			

Think about the last time you requested repair or maintenance service:

Property management	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
4. The service was completed in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I was informed about the progress of the work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I was satisfied with the quality of the service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and security					
7. I feel safe in my unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I feel safe in the common areas of my building such as the elevators, lobby or laundry room.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication with staff	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
9. Staff treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I am informed about ongoing changes in my building such as water shutoffs, fire testing or staffing changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel comfortable sharing my feedback and/or complaints with staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I am satisfied with how staff follow up with me when I make a request/need help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Access to support and services

Some tenants may access health and support services in their homes and their communities. For example, getting a family doctor, having someone to accompany them to appointments, getting housekeeping service, personal care, etc. Based on this information, please answer the following questions.

Access to support and services	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
13. I have access to health and support services that I need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. It is important that someone from Toronto Community Housing can help me get access to health and support services if I need them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
15. I know who in Toronto Community Housing can help me if I need access to health and support services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenancy management	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
16. I know who to go to if I need help with tenancy matters (paying rent, arrears, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I understand my legal rights and obligations as a tenant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community development	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
18. My building has programs that meet my needs and interests (e.g., exercise and fitness programs, arts and crafts, language classes, community gardens, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I feel there is a strong sense of community in my building.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. I have opportunities to share ideas and participate in tenant-led activities (e.g., elections, tenant social and recreational events).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
21. Overall I am satisfied with the services provided by Toronto Community Housing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Staff are available when I need help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. TCHC's Seniors Housing Unit is looking to provide training to staff members. What topics do you think would help our staff better support senior tenants?

24. Please share any other comments you believe would help Toronto Community Housing and the Seniors Housing Unit in improving tenant experience.

About you

Factors such as age, race, gender, sexuality and ability affect the way people experience things like the services they receive.

By answering the questions below, you can help us better understand your experience and build fairer outcomes for all tenants.

Answering these questions is optional. Your responses are anonymous and confidential. Survey results will include data from all tenants who respond and will be reviewed at a group level so that you cannot be identified.

25. How old are you?

- Under 59 years old
- 59 – 64 years old
- 65 – 74 years old
- 75 – 84 years old
- 85 years old and over

26. How long have you lived in Toronto Community Housing?

- Less than two years
- Two to five years
- Six to nine years
- Ten years or longer

27. Which race category best describes you? (you can check more than one answers)

- Arab, Middle Eastern or West Asian
- Black, Afro-Caribbean, or African-Canadian
- East Asian
- Indigenous (First Nations, Métis, Inuit)
- Latin American
- South Asian or Indo-Caribbean
- Southeast Asian
- White (Caucasian) or Euro-Canadian
- Not listed (please specify: _____)
- Prefer not to answer

28. Which gender identity best describes you?

- Woman
- Man
- Trans woman
- Trans man
- Gender non-binary
- Two-Spirit
- Not listed (please specify: _____)
- Prefer not to answer

29. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

- Heterosexual or Straight
- Bisexual
- Gay
- Lesbian
- Queer
- Two-Spirit
- Don't know
- Not listed (please specify: _____)
- Prefer not to answer

30. Disability is understood as any physical, mental, developmental, cognitive, learning, communication, sight, hearing or functional limitation that, in interaction with a barrier, hinders a person's full and equal participation in society. A disability can be permanent, temporary or episodic and visible or invisible.

Do you identify as a person with a disability?

- Yes
- No
- Prefer not to answer

*** End of survey ***

Thank you for taking the time to fill out the Seniors Housing Unit Tenant Experience Survey. Your feedback will help us improve the services to you.

If you have any questions or comments about this survey, please contact Christine Yan, Business Planner, TenantOutreach@torontohousing.ca