



# TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: May 4, 2021  
Time: 8:45 am. – 12:20 p.m.  
Location: Virtual (NOT in person)

## Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
<b>8:45</b>	<b>1.</b> Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
<b>8:50</b>	<b>2.</b> 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 March 24, 2021	TSC Approval	Minutes	Chair	4
	d) Annual Review of Tenant Services Committee Charter	TSC & Board Approval	TSC:2021-31	General Counsel & Corporate Secretary	18
<b>8:55</b>	<b>3.</b> Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	24

**PUBLIC AGENDA -TSC MEETING - May 4, 2021**

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<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Pre-read</b>	<b>Presenter</b>	<b>Page #</b>
<b>9:00</b>	<b>4.</b> Violence Reduction Program – MOU and Funding Arrangement with Social Development, Finance & Administration	Presentation	TSC:2021-32 30 minutes	SDFA Staff & Acting Chief Operating Officer	42
<b>9:30</b>	<b>5.</b> Corporate Goals for Revitalization <i>[Deferred from March 24, 2021 TSC meeting]</i>	Information	TSC:2021-23D 20 minutes	Acting Chief Executive Officer	67
<b>9:50</b>	<b>6.</b> Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement <i>[Deputations will not be heard on this item; deputations were presented at March 24, 2021 TSC meeting]</i>	TSC & Board Approval	TSC:2021-24D 20 minutes	Chief Development Officer and Director, Program Delivery	72
<b>10:10</b>	<b>7.</b> OCHE Reports a) OCHE – 2020 Annual Report <i>[Deferred from March 24, 2021 TSC meeting]</i>	TSC & Board Information	TSC:2021-25D 10 minutes	Commissioner of Housing Equity	93
<b>10:20</b>	b) OCHE – 2020 Work Plan Performance Report <i>[Deferred from March 24, 2021 TSC meeting]</i>	TSC & Board Approval	TSC:2021-26D 10 minutes	Commissioner of Housing Equity	127
<b>10:30</b>	<b>8.</b> Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers	Information	TSC:2021-27D 10 minutes	General Manager, Seniors Housing Unit	141

<b>Time</b>	<b>Description</b>	<b>Action</b>	<b>Pre-read</b>	<b>Presenter</b>	<b>Page #</b>
	<i>[Deferred from March 24, 2021 TSC meeting]</i>				
<b>10:40</b>	<b>9.</b> Chief Operating Officer's Reports		<i>90 minutes</i>		
	a) TCHC Community Safety Advisory Sub-Committee – Update	Information	TSC:2021-41	Acting Chief Operating Officer	149
	b) TCHC's Operational Performance Measures	Information	TSC:2021-33	Acting Chief Operating Officer	151
	c) Tenant Complaints Update	Information	TSC:2021-34	Acting Chief Operating Officer	163
	d) Tenant Engagement Refresh Update	Information	TSC:2021-35	Acting Chief Operating Officer	167
	e) Update: Use of Shipping Containers at Lawrence Heights	Information	TSC:2021-39	Acting Chief Operating Officer	205
	f) Legacy Arrears Collection Performance Measures	Information	TSC:2021-44	Acting Chief Operating Officer	211
	g) Q1 2021 Violence Reduction Program Update	Information	TSC:2021-40	Acting Chief Operating Officer	221
<b>12:10</b>	<b>10.</b> Q1 2021 Tenants First Update	Information	TSC:2021-43 <i>10 minutes</i>	Director, Strategic Planning & Stakeholder Relations and General Manager, Seniors Housing Unit	233

**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 March 24, 2020, via WebEx, commencing at 8:58 a.m.

**TSC Directors Present:** Debbie Douglas, Acting Chair (8:58 a.m. – 11:49 a.m.)  
John Campbell  
Ubah Farah  
Councillor Paula Fletcher  
Councillor Frances Nunziata

**TSC Directors Absent:** n/a

**Visiting Director Present:** Marcel Charlebois

**Management Present:** Kevin Marshman, President & Chief Executive Officer (“CEO”)  
Sheila Penny, Chief Operating Officer (“COO”)  
Darragh Meagher, General Counsel & Corporate Secretary  
Vincent Tong, Chief Development Officer  
Rose-Ann Lee, Chief Financial Officer  
Allen Murray, Vice President, Facilities Management  
Paula Knight, Vice President, Strategic Planning & Communications  
Cynthia Summers, Commissioner of Housing Equity  
Jill Bada, General Manager, Seniors Housing Unit  
John Angkaw, Senior Director, Business Operations



Bill Anderson, Senior Director, Community Safety Unit  
Nadia, Director, Programs and Partnerships  
Julio Rigores, Manager, Engagement Refresh  
Ceilidh Wilson, Assistant Corporate Secretary

**Guests Present:**

Giuliana Carbone, Deputy City Manager, City of Toronto (8:58 a.m. – 9:42 a.m.)  
Andrea Campbell, Executive Director, Social Development, Finance & Administration (“SDFA”) (8:58 a.m. – 9:42 a.m.)  
Jenn St. Louis, Manager, Tenants First Project (8:58 a.m. – 9:42 a.m.)

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

**ITEM 1 CHAIR’S REMARKS**

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

**Mr. Marshman’s Last TSC Meeting**

The Chair noted that this will be Mr. Marshman’s last Tenant Services Committee meeting. On behalf of the Board, the Chair thanked Mr. Marshman for his commitment, leadership and accomplishments as President and CEO and Board Chair for TCHC, and wished him the best in his retirement.

**COVID-19 Update**

It has now been one year since TCHC activated its Emergency Operations Centre in response to the COVID-19 pandemic, and the Chair thanked employees for the exemplary work they are doing to deliver essential services and support TCHC tenants.

In particular, the Chair recognized the contributions of staff who work in

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TCHC buildings. Given the resurgence of COVID-19 cases, TCHC's maintaining the extended 10-hour shift schedules that are enabling TCHC to deliver enhanced cleaning protocols that are preventing the spread of the virus and keeping people safe.

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

## **DEPUTATIONS**

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

- Item 4C – Tenant Engagement Refresh Update (*Susan Gapka*)
- Item 7 – Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement (*Trudy-Ann Powell, Elena Korniakova, Herbert Blain, Natachez Feare, Denise Quammie, Ada Ugboaja, Lakech Bogala and Sean Morrison*)

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

- Item 4D – Employment Opportunities for Tenants at TCHC (*Cheryl Duggan*)
- Item 4E – CCTV Cameras and Crime Prevention (*Cheryl Duggan*)
- Item 7 – Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement (*Elena Korniakova, Kanaka Kulendran and Trudy-Ann Powell*)

## **ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA**

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Due to time constraints, the agenda was reordered to discuss Item 4F – TCHC Community Safety immediately following the discussion of Item 3 – Business Arising from the Public Meeting Minutes and Actions Items Update.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Ms. Farah and carried, the TSC approved the Public meeting agenda

for the TSC's March 24, 2021.

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

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

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**ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF JANUARY 25, 2021**

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

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

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

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**ITEM 4F TCHC COMMUNITY SAFETY** TSC:2021-21

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The above-captioned report (TSC:2021-21) was circulated to TSC members prior to the meeting.

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

- Under the Safety and Support pillar there are three areas of service: engagement, community and economic development, and community

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safety. This work needs to be aligned internally (e.g. with the Confronting Anti-Black Racism Strategy (“CABR”)) as well as with the various City initiatives underway.

- When the City presented to the Board at its February 26, 2021 meeting, they provided a broad overview of safety planning and strategy underway at the City. The community safety advisory body (the “advisory body”) being proposed is focused on community safety at TCHC across the portfolio, which will align with the broader City initiatives.
- The ultimate goal is to make sure TCHC tenants are living in safe and vibrant communities.
- Tenants will be engaged as part of this process. The engagement model will be established by the advisory body as part of the terms of reference for the advisory body.
- The advisory body would report through the TSC to the Board.
- The advisory body will review the Violence Reduction Program (“VRP”), its effectiveness, staff roles, etc.
- It is important to delineate between the roles of staff who are part of the Safety and Support pillar to prevent overlap between the three areas of service.
- Community safety is not just a policing issue; economic development and engagement are also important areas to look at.
- The first order of business for the advisory body will be to develop a terms of reference and work plan.
- It was suggested that the Community Safety Unit participate in a ‘day in the life’ of a tenant to see things from their perspective.

Ms. Carbone, Ms. Campbell and Ms. St. Louis left the meeting at 9:42 a.m.

*Motion carried*

**ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Campbell and carried, the TSC unanimously approved the amended recommendation outlined in Report TSC:2021-21 to appoint Directors Marcel Charlebois, Debbie Douglas, Ubah Farah and Councillor Paula Fletcher to be part of a community safety advisory body that will work with TCHC staff and City staff to review overall community safety, the Violence Reduction

Plan, and develop governance options for a review of TCHC's community safety activities, including the role of the Community Safety Unit, for Board approval through the Tenant Services Committee.

<b>ITEM 4A</b>	<b>TCHC'S OPERATIONAL PERFORMANCE MEASURES</b>	<b>TSC:2021-17</b>
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The above-captioned report (TSC:2021-17) was circulated to TSC members prior to the meeting.

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

- Parking arrears are a small percentage of the overall rental and parking arrears.
- The majority of false fire alarms are malicious. CCTV cameras exist near pull stations, which can be used to investigate false fire alarm incidents.
- The education campaign on false fire alarms includes posters in buildings, information in Tenant Loop, and information on the public website. TCHC is working with Toronto Fire Service ("TFS") to look at implementing alternative measures to prevent false fire alarms, such as removing pull stations and replacing them with additional smoke detectors.
- The majority of false fire alarms are concentrated in less than 20 buildings. It was suggested that it could be beneficial to share with individuals in these buildings the costs of each false fire alarm.
- Action item: Management to provide the list of the ~20 buildings where the majority of false fire alarms occur and identify whether these buildings align with the Violence Reduction Program ("VRP") sites.
- It is often guests or individuals who should not be in the building who pull the false fire alarms.
- Every time a false fire alarm happens, TFS sends three fire trucks, costing TCHC \$500 per truck.
- Shelter, Support & Housing Administration ("SSHA") administers the

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centralized waitlist for social housing.

- Action item: In the next iteration of the Operational Performance Measures report:
  - arrears to be broken down by rental arrears, tenant parking arrears and public parking arrears;
  - the total number of vacancies to be broken down in terms of rentable and non-rentable units, and non-rental units to be broken down into the various non-rentable categories (e.g. held for relocation, storage, etc.);
  - the cost of not renting units within each of the non-rentable categories; and
  - data to be presented in terms of the three regions and the Seniors Housing Unit (“SHU”).
- The highest vacancy rate in the family portfolio is down the Sherbourne strip, which is just under 3%. This is being addressed through the rapid re-housing program with the City.

*Motion carried*

**ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC received for its information the Operational Performance Measures report as outlined in Attachment 1 to Report TSC:2021-17.

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**ITEM 4B    TENANT COMPLAINTS UPDATE**

TSC:2021-18

The above-captioned report (TSC:2021-18) was circulated to TSC members prior to the meeting.

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

- If Solutions goes through their complaint review process and the tenant is not satisfied with the outcome, the tenant has the option to contact the Ombudsman’s office for a secondary review. This information is reinforced in Solutions’ communications with tenants and through promotional materials about the tenant complaints process.
- A system is in place to get tenant feedback on repairs in their units.

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- A working group has convened to establish a tenant checklist for what to expect when work takes place in their units. Tenants will be engaged for feedback on the checklist prior to it being implemented.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Fletcher and carried, the TSC received for its information the Tenant Complaints Update as outlined in Report TSC:2021-18,

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**ITEM 4C    TENANT ENGAGEMENT REFRESH UPDATE    TSC:2021-19**

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Verbal deputation was received from Susan Gapka with respect to this item.

The above-captioned report (TSC:2021-19) was circulated to TSC members prior to the meeting.

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

- Action item: In the next iteration of the Tenant Engagement Refresh Update report, appendices providing the status of the three stages of the refresh to be organized by region (east, west, central and Seniors Housing Unit (“SHU”)), and alphabetically within each region.
- Per the terms of reference established for the tenant engagement refresh, tenants who are part of the tenant-staff working group, which informs the election process, are not eligible to run as a tenant representative.
- It was suggested that staff consider putting the engagement process on hold until after COVID-19 passes when tenants feel things are safer in order to increase the rate of participation.
- Many tenants do not have access to technology to participate in the engagement process if it is available virtually rather than in person.
- Participatory budgeting was put on hold with COVID-19 and will recommence in 2021. The budget is \$800K annually.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the Tenant Engagement Refresh Update as outlined in Report TSC:2021-19.

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**ITEM 4D      EMPLOYMENT OPPORTUNITIES FOR TENANTS AT TCHC      TSC:2021-28**

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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:2021-28) was circulated to TSC members prior to the meeting.

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

- The data is not presented in terms of unique tenants being matched with opportunities as tenants may access multiple opportunities. It was recommended that this be noted in future reports.
- 900 tenants found jobs through employers outside of TCHC as a result of 31 job fairs.
- TCHC will partner with third parties to promote job opportunities (e.g. flyers, door knocking, emails to our database of tenants, resume prep, etc.). When tenants see the TCHC logo on employment opportunities material, they tend to feel they have a better chance of getting hired.
- Be.Build.Brand. is a TCHC program that offers 12 weeks of entrepreneurship training, culminating in a presentation to a panel who provide advice and mentorship.
- Action item: Management to report back on the relationship between TCHC and vendors when facilitating opportunities for tenant entrepreneurs in the trades (e.g. landscaping).
- The Investing in Our Diversity Scholarship is an annual scholarship program available to tenants. Just over \$100K was raised for the 2021 year, which will be distributed via approximately 50-100 scholarships.



*Motion carried*      **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the Employment Opportunities for Tenants at TCHC report (TSC:2021-28)

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**ITEM 4E      CCTV CAMERAS AND CRIME PREVENTION      TSC:2021-22**

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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:2021-20) was circulated to TSC members prior to the meeting.

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

- Site staff will identify if a camera is not working and there is also a technical system in place that monitors camera outages.
- The number of cameras has been increasing over the years and we will continue to add more cameras based on safety audits (e.g. cameras were recently added at Lawrence Heights based on a safety audit with staff, tenants and Toronto Police Service (“TPS”).
- Action item: Management to report back with the cost to replace a camera as well as the number of instances where TCHC’s camera footage was used by TPS in recent years.
- Cameras are positioned to make them as effective as possible in capturing footage. Camera placement is determined in consultation with the Community Safety Unit (“CSU”), based on safety walks with tenants to understand areas of concern, and based on the technical expertise of Facilities Management staff.
- TCHC needs to work with the City and Toronto Hydro where lighting improvements are required outside of TCHC property to effectively capture camera footage.
- Camera resolution was significantly improved when the former analogue cameras were replaced with digital cameras across the portfolio.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the TSC received for its information the CCTV Cameras and Crime Prevention Report (TSC:2021-20).

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**ITEM 5      CSU ANNUAL REPORT FOR 2020      TSC:2021-22**

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The above-captioned report (TSC:2021-22) was circulated to TSC members prior to the meeting.

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

- The Community Safety Unit (“CSU”) collaborates with the Engagement teams in their regions to deliver programming to tenants (e.g. BBQs, clothing drives, etc.).
- The local teams in each region report up to the regional General Manager.
- Community Safety Advisors (“CSA”) perform safety walks, community meetings, etc. with tenants.
- Action item: Management to report back with the comparison of CSU and Toronto Police Service (“TPS”) in terms of the percentage of the workforce that identify as women.
- CSU is aiming to hire more women.
- The Staff Sergeant Managers oversee all operations across the city related to the CSU, and all paperwork and reporting processes come through the Staff Sergeant Managers every shift. Sergeant/Supervisors are in the field supervising Special Constables at a ratio of 9:1.
- The Committee directed that all future reporting replace reference to ‘Caucasian’ with the term ‘White’.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received for its information the Community Safety Unit Annual Report for 2020

as outlined in Report TSC:2021-22 and its corresponding Attachment 1.

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**ITEM 6**                      **CORPORATE GOALS FOR  
REVITALIZATION INITIATIVES**                      TSC:2021-23R

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This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

*Motion carried*                      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC unanimously approved deferring Report TSC:2021-23R to the May 4, 2021 Tenant Services Committee meeting.

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**ITEM 7**                      **LAWRENCE HEIGHTS: PHASE 2 & 3  
TENANT BENEFIT AGREEMENT**                      TSC:2021-24

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Verbal deputations from Trudy-Ann Powell, Elena Korniakova, Herbert Blain, Natachez Feare, Denise Quammie, Ada Ogboaja, Lakech Bogala and Sean Morrison were received with respect to this item. Written deputations from Elena Korniakova, Kanaka Kulendran and Trudy-Ann Powell were received with respect to this item and were circulated to the TSC prior to the meeting.

This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

*Motion carried*                      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-24 to the May 4, 2021 Tenant Services Committee meeting .

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**ITEM 8A**      **OCHE – 2020 ANNUAL REPORT**      TSC:2021-25

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This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-25 to the May 4, 2021 Tenant Services Committee meeting.

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**ITEM 8B**      **OCHE – 2020 WORK PLAN PERFORMANCE REPORT**      TSC:2021-26

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This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-26 to the May 4, 2021 Tenant Services Committee meeting.

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**ITEM 9**      **SENIORS HEALTH AND WELLNESS HUB AT 145 STRATHMORE BLVD/GREENWOOD TOWERS**      TSC:2021-27

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This matter was deferred to the May 4, 2021 Tenant Services Committee meeting.

*Motion carried*      **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved deferring Report TSC:2021-27 to the May 4, 2021 Tenant Services Committee meeting.

**OTHER BUSINESS**

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In response to the letter submitted by Councillor Fletcher, titled “Toronto Community Housing and the Neptune 4”, Management committed to report back at the May 4, 2021 Tenant Services Committee meeting in response to questions raised in the letter.

**TERMINATION**

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The public meeting terminated at 12:26 p.m.

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Secretary

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Chair, Tenant Services Committee



## Annual Review of Tenant Services Committee Charter

Item 2D

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-31

**To:** Tenant Services Committee (“TSC”)

**From:** General Counsel and Corporate Secretary

**Date:** April 9, 2021

### **PURPOSE:**

The purpose of this report is to seek the TSC’s approval of recommended amendments to the Tenant Services Committee Charter.

### **RECOMMENDATIONS:**

It is recommended that TSC approve the Tenant Services Committee Charter (Attachment 1) and forward it to the Board for its approval.

### **REASONS FOR RECOMMENDATIONS:**

At its March 31, 2021 meeting, the Governance, Communications and Human Resources Committee (“GCHRC”) approved the TSC Charter and forwarded it to the TSC for review and approval.

Under the TSC Charter, TSC is tasked with reviewing its Charter on an annual basis.

It is recommended that the TSC Charter be amended in order to provide for the Board’s appointment of a Committee Vice Chair upon recommendation from the Committee.

**IMPLICATIONS AND RISKS:**

It is good governance practice and in compliance with the TSC Charter to review and recommend changes to its charter.

**SIGNATURE:**

*“Darragh Meagher”*

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Darragh Meagher  
General Counsel and Corporate Secretary

**ATTACHMENTS:**

1. Tenant Services Committee Charter

**STAFF CONTACT:**

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



## **THE TENANT SERVICES COMMITTEE CHARTER**

### **Mandate**

The Tenant Services Committee (the “TSC” or “Committee”) is established as a committee of the Board of Directors (the “Board”) of Toronto Community Housing Corporation (“TCHC”) to assist the Board in fulfilling its responsibilities in respect of:

- Community relations, tenant engagement and quality customer service;
- Healthy Communities;
- Day-to-day Maintenance;
- Community Safety and Security;
- Social Investment; and
- Oversight of the Commissioner of Housing Equity.

### **Responsibilities**

The Committee fulfills its purpose by carrying out the following responsibilities:

- In conjunction with the Board, the Committee receives quarterly performance or progress reports on the implementation of the Corporation’s Strategic Plan.
- Overseeing and ensuring the design, implementation, and reporting of policies, strategies and initiatives by Management on community relations, tenant communications and engagement, residential tenancies, and quality customer service including issues related to internal transfers, the call centre, and eviction prevention, and reporting and making recommendations to the Board on these matters;
- Overseeing and ensuring the design, implementation, and reporting of policies, strategies and initiatives by Management on healthy communities and day-to-day maintenance, and making recommendations to the Board on these matters;
- Overseeing and ensuring the design, implementation, and reporting of policies, strategies and initiatives by Management on security, CCTV cameras, and crime and reporting and making recommendations to the Board on these matters;
- Overseeing and ensuring the design, implementation, and reporting of policies, strategies and initiatives by Management on community safety,



- including property standards and fire and life safety and reporting and making recommendations to the Board on these matters;
- Overseeing and ensuring the design, implementation, and reporting of social investment policies, strategies and initiatives by Management that address tenant demographics and reporting and making recommendations to the Board on these matters; and
- Receiving and reviewing with Management reports from and about the Ombudsman, the Ontario Human Rights Tribunal, *Residential Tenancies Act* hearings and other related investigations involving tenants, including complaints and reporting and making recommendations to the Board on these matters.

#### Oversight of the Commissioner of Housing Equity

- Recommending to the Board, for approval the appointment or dismissal of the Commissioner of Housing Equity (CHE), including the terms and conditions of such for execution by the Chair of the Board;
- Annually reviewing and, as appropriate, recommending to the Board for approval the CHE's position description, succession plans, performance reviews, and compensation structure; and
- Annually reviewing with the CHE and recommending to the Board for approval a work plan and staffing complement, and an annual report on results and benefits to the Corporation for the Office of the CHE ("OCHE").

#### **Authority**

The Committee has full delegated authority from the Board in respect of the matters that fall within its Charter.

The Committee may establish ad-hoc or advisory committees to provide input on specific issues identified by the Committee.

The Committee is accountable to the Board and shall not be entitled to sub-delegate all or any of the powers and authority delegated to it.

The Committee will have full, free and unrestricted access to management and its employees, including the Commissioner of Housing Equity.

The Committee may retain the services of external advisors at the expense of the Corporation as may be deemed necessary to ensure its due diligence and in accordance with TCHC's procurement policy and procedures.

## Composition

- Appointment of the Committee Chair, and members shall be by the Board upon recommendation of the Board Chair.
- Appointment of the Committee Vice-Chair shall be by the Board upon recommendation by the Committee.
- The Chair of the Board shall be a voting *ex officio* member of the Committee.
- The President and Chief Executive Officer will appoint an Executive staff liaison to support the Chair.
- The President and Chief Executive Officer will appoint a staff person to reside as Corporate Secretary for the Committee.
- The Committee shall be composed of a minimum of four Directors.

## Terms of Membership

- Two-year term. The term is renewable for an additional two-year term.

## Quorum

- Quorum shall be a minimum of fifty percent of the Directors of TSC.
- Where a quorum is present, decisions shall be taken by motion, with passage by simple majority (fifty percent plus one) of the total Committee members present at a meeting of the Committee, in person or by teleconference.
- Written resolution in lieu of meeting signed by all members of the Committee is permitted.

## Meetings

- The Committee will meet as frequently as it determines necessary but not less than once each quarter. Meetings may be called by the Chair of the Board or the Chair of the Committee. The Chair of the Committee must call a meeting when requested to do so by any member of the Committee, the Chairman of the Board, the President and Chief Executive Officer, or the General Counsel and Corporate Secretary.
- Time-limited sub-committees or advisory committees may be formed to address specific issues and perform clear tasks.
- The procedure at meetings shall be determined by the Committee Chair adhering to the by-laws of the Corporation or any resolution of the Board.
- Meetings will be held in public other than matters to be dealt with in closed session, such as:
  - (a) the security of the property of the Corporation;
  - (b) personal matters about an identifiable individual, including an employee;

- (c) a proposed or pending acquisition or disposition of land by the Corporation;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the Corporation;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) any other matter City Council would be permitted to discuss at a meeting or part of a meeting that is closed to the public under *City of Toronto Act, 2006* or any other Act; or
- (h) a request under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

### **Review**

- The Committee shall review its Charter on an annual basis and recommend any changes to such terms to the Governance, Communications and Human Resources Committee.

### **Reporting**

The Committee will report the proceedings of each meeting and all recommendations made by the Committee at such meeting to the Board at the Board's next meeting. The Committee will make such recommendations to the Board as it may deem appropriate.

Approved: December 16, 2014

Amended: April 27, 2016

Amended: December 11, 2017

Amended: June 12, 2018

Amended: February 27, 2019

Amended: February 20, 2020



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

<b>Report No. and Meeting Date</b>	<b>Description</b>	<b>Status</b>	<b>Target Date</b>	<b>Assigned To</b>
<b>1. TSC:2018-38</b> November 2, 2018	<b>Smoke-Free Policy</b> Management to provide update on development of a Smoke-Free Policy.	In progress	July 5, 2021	Chief Operating Officer
<b>2. TSC:2019-46</b> December 5, 2019	<b>Violence Reduction Program</b> <ul style="list-style-type: none"> <li>Joint presentation with SDFA re: VRP MOU and funding arrangement.</li> </ul>	Complete	May 4, 2021 (TSC:2021-32)	Chief Operating Officer
	<ul style="list-style-type: none"> <li>Management to report back with how we are addressing violence in non-VRP communities from a tenancy management perspective.</li> </ul>	In progress	July 5, 2021	Chief Operating Officer
<b>3. November 24, 2020 meeting</b>	<b>Arrears Performance Measures</b> Management to report back to the TSC re: the performance measures that were in place for addressing arrears when the former Asset Management division was responsible for tenancy management.	Complete	May 4, 2021 (TSC:2021-44)	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p><b>4. TSC:2020-43</b> November 24, 2020</p>	<p><b>Pest Control Repeat Treatments</b></p> <p>Management to report back to the TSC with the number of repeat pest control treatments, broken down by the number of repeat treatments (e.g. two treatments, three treatments, more than three treatments for the same unit) and clarifying which types of treatments require more than one treatment to be successful.</p>	In progress	July 5, 2021	Chief Operating Officer
<p><b>5. TCHC:2020-87</b> December 15, 2020 Board meeting</p>	<p><b>TCHC Provision of Internet Access to All TCHC Households</b></p> <p>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.</p>	In progress	November 18, 2021	Chief Operating Officer
<p><b>6. January 25, 2021 meeting</b></p>	<p><b>Shipping Containers at Lawrence Heights</b></p> <p>Management to investigate the possibility of providing shipping containers to</p>	Complete	May 4, 2021 (TSC:2021-39)	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	established, local, non-profit, equity seeking groups with a track record of serving Toronto Community Housing Corporation tenants who reside in the Lawrence Heights community, to be used in the provision of those services, and consider partnering with a third party in the delivery of these resources.			
<b>7. TSC:2021-17</b> March 24, 2021	<b>False Fire Alarms</b> Management to provide the list of the ~20 buildings where the majority of false fire alarms occur and identify whether these buildings align with the Violence Reduction Plan (“VRP”) sites.	Complete	May 4, 2021 (TSC:2021-40) <sup>1</sup>	Chief Operating Officer
<b>8. TSC:2021-17</b> March 24, 2021	<b>Operational Performance Measures</b> In the next iteration of the Operational Performance Plan report: <ul style="list-style-type: none"> <li>• arrears to be broken down by rental arrears, tenant parking arrears and public parking arrears;</li> <li>• the total number of</li> </ul>	Complete	May 4, 2021 (TSC:2021-33)	Chief Operating Officer

<sup>1</sup> Information included as Attachment 1 to the Q1 2021 Violence Reduction Program Update.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>vacancies to be broken down in terms of rentable and non-rentable units, and non-rental units to be broken down into the various non-rentable categories (e.g. held for relocation, storage, etc.);</p> <ul style="list-style-type: none"> <li>the cost of not renting units within each of the non-rentable categories; and</li> <li>data to be presented in terms of the three regions and the Seniors Housing Unit (“SHU”).</li> </ul>			
<p><b>9. TSC:2021-19</b> March 14, 2021</p>	<p><b>Tenant Engagement Refresh Update</b></p> <p>In the next iteration of the Tenant Engagement Refresh Update report, appendices providing the status of the three stages of the refresh to be organized by region (east, west, central and Seniors Housing Unit (“SHU”)), and alphabetically within each region.</p>	Complete	May 4, 2021 (TSC:2021-35)	Chief Operating Officer
<p><b>10. TSC:2021-28</b> March 24, 2021</p>	<p><b>Employment Opportunities for Tenants</b></p> <p>Management to report back on the relationship between TCHC and vendors when facilitating opportunities for</p>	In progress	July 5, 2021	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	tenant entrepreneurs in the trades (e.g. landscaping).			
<b>11. TSC:2021-22</b> March 24, 2021	<b>CCTV Cameras</b> Management to report back with the cost to replace a camera as well as the number of instances where TCHC's camera footage was used by TPS in recent years.	Complete	Briefing note included in May 4, 2021 materials	Senior Director, Community Safety Unit
<b>12. TSC:2021-22</b> March 24, 2021	<b>Community Safety Unit Demographics</b> Management to report back with the comparison of CSU and Toronto Police Service ("TPS") in terms of the percentage of the workforce that identify as women.	Complete	Briefing note included in May 4, 2021 materials	Senior Director, Community Safety Unit
<b>13. March 24, 2021 meeting</b>	<b>Toronto Community Housing and the Neptune 4</b> Management to report back at the May 4, 2021 TSC meeting in response to questions raised in the letter submitted by Councillor Fletcher.	Complete	Briefing note included in May 4, 2021 in-camera materials	General Counsel & Corporate Secretary
<b>14. GCHRC: 2021-17</b> March 31, 2021	<b>Board and Committee Charters</b> Governance staff to refer the written deputation regarding	Complete	Briefing note included in	General Counsel &



Report No. and Meeting Date	Description	Status	Target Date	Assigned To
GCHRC meeting	the Annual Review of Board and Committee Charters ("TSC") at the March 31, 2021 GCHRC meeting to the Tenant Services Committee to be considered in conjunction with their review of the TSC Charter at its May 4, 2021 meeting.		May 4, 2021 materials	Corporate Secretary

**Briefing Note:** For Information

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**To:** Tenant Services Committee

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**From:** Sheila Penny, Acting President and Chief Executive Officer

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**Date:** April 27, 2021

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**Re:** In-Camera Action Item 1 – Office of the Commissioner of Housing Equity

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At its meeting of February 26, 2021, the Board of Directors requested that the President and CEO coordinate a meeting with the Deputy City Manager’s office to get insight into the City’s plans for the future role of the OCHE, and report back to the TSC at this meeting.

Since that meeting, City staff have submitted a report entitled “[Implementing Tenants First: Creating a Seniors Housing Corporation](#)” to the City’s Executive Committee. The report is expected to be considered, by the Executive Committee on Thursday April 29, 2021 and by Council at its meeting of May 5-6, 2021.

The report addresses, in part, the implications, for the Office of the Commissioner of Housing Equity, of the City’s creation of the Toronto Seniors Housing Corporation. In this regard, City staff recommend that:

9. City Council request the respective Boards of Directors of Toronto Community Housing Corporation and Toronto Seniors Housing Corporation in consultation with the Office of the Commissioner of Housing Equity, to enter into a shared service agreement, with respect to reporting procedures, resources, and funding requirements for a transitional period of two years to enable the Office of the Commissioner for Housing Equity to continue providing services to tenants of Toronto Seniors Housing Corporation in accordance with the Office of the Commissioner for Housing Equity Terms of Reference approved by the Toronto Community Housing Corporation Board of Directors from time to time.
10. City Council request the Chief Executive Officer of Toronto Seniors Housing Corporation, once appointed by the Board of Directors for Toronto Seniors Housing Corporation, to review arrears and eviction data of Toronto Seniors Housing Corporation for the transition period referred to in Recommendation 9 above and develop recommendations to the Board of Directors regarding a

mechanism to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility prior to the end of the two-year transition period referenced in Recommendation 9.

In support of these recommendations, City staff advise that:

***An Interim Solution to Continue Providing Office of the Commissioner for Housing Equity Services to Toronto Seniors Housing Corporation Tenants***

In creating a new corporation to assume operation of the 83 seniors-designated buildings, special consideration must be given to how to provide service continuity for senior tenants. In particular, the Office of the Commissioner for Housing Equity's terms of reference, which were set by the Toronto Community Housing Corporation Board of Directions, do not permit it to serve tenants outside Toronto Community Housing Corporation. It is within the Toronto Seniors Housing Corporation Board of Directors' purview to determine what kind of mechanisms it wants to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility. Staff anticipate, however, that this determination should be made after Toronto Seniors Housing Corporation has been operational for a period of two years.

In order to maintain service levels for tenants of Toronto Seniors Housing Corporation in those two years, City staff reviewed options for interim solution to bridge the Office of the Commissioner for Housing Equity's services for tenants while minimizing disruption. The review considered risks relating to governance, accountability, employment, as well as financial implications.

This report recommends that Toronto Seniors Housing Corporation and Toronto Community Housing Corporation sign a shared services agreement in which Toronto Community Housing Corporation shares the Office of the Commissioner for Housing Equity's services with Toronto Seniors Housing Corporation for a period of not more than two years. While the content of the agreement will remain a point of negotiation with both Boards of Directors, staff recommend the agreement provide for a continuity of service in line with the Office of the Commissioner for Housing Equity's Terms of Reference, along with a mechanism for the Commissioner to provide regular reporting to the Toronto Seniors Housing Corporation Board of Directors.

In this interim arrangement, the Commissioner and the Office of the Commissioner for Housing Equity remain employees of Toronto Community Housing Corporation, and continue reporting to the Toronto Community

Housing Corporation Board of Directors. The Office of the Commissioner for Housing Equity will continue to provide the same services to tenants of Toronto Seniors Housing Corporation. The Toronto Seniors Housing Corporation Board of Directors will have to decide how it wishes to receive information from the Commissioner.

### ***Long Term Options***

While the OCHE continues to provide service to Toronto Seniors Housing Corporation tenants in this interim period, Toronto Seniors Housing Corporation will begin work to review eviction and arrears data, as well as other outcomes stemming from the Integrated Service Model in order to present options to its Board of Directors regarding a long-term mechanism to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility.

Established in 2014, the Office of the Commissioner for Housing Equity plays a critical role in supporting vulnerable and senior Toronto Community Housing Corporation tenants facing evictions and enabling them to remain housed while addressing their arrears. The Office of the Commissioner for Housing Equity delivers three key roles:

1. Review files to ensure Toronto Community Housing Corporation has followed proper processes
2. Resolve rental arrears and loss of subsidies through case management; and
3. Recommend changes to procedures to the Toronto Community Housing Corporation Board.

As reported to Council in 2020 through [EX17.2](#) the Office of the Commissioner for Housing Equity has been successful in reviewing and resolving tenancy issues through specialized service but has experienced some internal challenges with receiving proper referrals of vulnerable tenants.

### ***Aligning Office of the Commissioner for Housing Equity and Housing Commissioner Roles***

City Council, in its adoption of the City's 10 year housing plan "HousingTO 2020-2030 Action Plan", directed the City Manager to establish the role or function of a Housing Commissioner to independently assess implementation of the revised Toronto Housing Charter and the HousingTO 2020-2030 Action Plan and ensure that the City, within its legislative authorities, and through

implementation of various programs and policies, is taking concrete actions to combat systematic housing discrimination and address systemic hurdles in the housing system. Subsequently, in October 2020, City Council directed the City Manager to review alignment of the Office of the Commissioner for Housing Equity and Housing Commissioner roles, where possible. The City Manager is planning to provide an update to Council in 2021 on the work to establish a Housing Commissioner role or function.

In creating a new corporation to assume operation of the 83 seniors-designated buildings, special consideration must be given to how to provide service continuity for senior tenants. In particular, the Office of the Commissioner for Housing Equity's terms of reference, which were set by the Toronto Community Housing Corporation Board of Directions, do not permit it to serve tenants outside Toronto Community Housing Corporation. It is within the Toronto Seniors Housing Corporation Board of Directors' purview to determine what kind of mechanisms it wants to oversee compliance with policies and procedures as they relate to evictions for arrears and loss of eligibility. Staff anticipate, however, that this determination should be made after Toronto Seniors Housing Corporation has been operational for a period of two years.

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During the Tenant Services Committee meeting, it is anticipated that TCHC management will be able to provide additional information regarding the nature of the discussions that have taken place, both with City staff, and during the course of the City's Executive Committee meeting, in relation to this matter.

**Briefing Note:**

**To:** Tenant Services Committee (“TSC”)

**From:** William Anderson, Senior Director – Community Safety Unit

**Date:** May 4, 2021

**Re:** In-Camera Action Item 4 - Neighbourhood Officer Plan

At its March 24<sup>th</sup> meeting, the TSC requested that the Community Safety Unit report on the Neighbourhood Officer Plan (“NOP”) and which Violence Reduction Program (“VRP”) Communities fall within TPS’s NOP deployment.

Nine of TCHC’s 11<sup>1</sup> VRP Communities fall with-in City of Toronto Neighbourhoods that are served by the Toronto Police Service Neighbourhood Officer Program. The one VRP community that is not supported by the TPS NOP is the Lawrence Heights Community located with-in the Englemount-Lawrence Neighbourhood.

See the table below for the NOP sites and their alignment with TCHC’s VRP sites.

<b>TPS Neighbourhood Officer Deployment by City of Toronto Neighbourhood</b>	<b>City of Toronto Neighbourhood</b>	<b>TPS Division</b>	<b>CSU *VRP Community</b>	<b>CSU VRP Community Name</b>
Black Creek	24	D31	Y	Edgeley Village
Kingsview Village-The Westway	6	D23	Y	Islington St. Andrews
Moss Park	73	D51	Y	Moss Park
Moss Park	73	D51	Y	Broader Dan Harrison
West Hill	136	D43	Y	Broader Lawrence Ave East
Regent Park	72	D51	Y	Regent park

<sup>1</sup> Note: Dan Harrison is not a VRP community, but rather a deployment strategy VRP that was modelled after the ten VRP communities and is therefore included for statistical reporting purposes

Rustic	28	D12	Y	Falstaff / 2195 Jane
Flemingdon Park	44	D55	Y	Flemingdon Park
L'Amoureux	117	D42	Y	Victoria Park Chester Le



## **Briefing Note:**

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**To:** Tenant Services Committee (“TSC”)

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**From:** William Anderson, Senior Director – Community Safety Unit

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**Date:** May 4, 2021

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**Re:** CCTV Cameras

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At its March 24, 2021 meeting, the TSC requested a report back on the cost to replace a CCTV cameras and the number of instances where TCHC’s camera footage was used by TPS in recent years.

The procurement, installation and maintenance of cameras is managed by the Facilities Management division.

**Cost to replace:** The average cost for a camera for bulk installations under the Capital program is \$3050 (projects conducted in 2020 were used to provide the estimate). The average cost for a camera under the demand program is \$6350 (demand camera requests from 2020 were used to provide the estimate)

The cost to install a camera includes labour and material.

**Sharing CCTV footage with TPS to help solve crime:** In 2020, TCHC provided Toronto Police Services (“TPS”) with approximately 98,000 hours of video surveillance, which was used for the purpose of supporting criminal investigations.

- 65% of video downloads were completed by staff dedicated to the retrieval of video surveillance images for Investigative purposes.
- 35% of video downloads were completed by front-line Special Constables.

## **Briefing Note:**

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**To:** Tenant Services Committee (“TSC”)

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**From:** William Anderson, Senior Director – Community Safety Unit

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**Date:** May 4, 2021

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**Re:** Community Safety Unit Demographics

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At its March 24<sup>th</sup> meeting, the TSC requested a report back on the comparison of Community Safety Unit (“CSU”) and Toronto Police Service (“TPS”) in terms of the percentage of the workforce that identify as women.

Percentage of staff that identify as female in CSU versus TPS:

- Within the Community Safety Unit, 28% of the workforce identify as female;
- Toronto Police Service has been unable to provide up-to-date demographics with regards to their workforce, however in 2018 their compliment of female officers was approximately 12%; and
- In 2019, female officers represented approximately 22% of the total compliment of Police Officers nationwide.

## ADDITIONAL INFORMATION

Ethnicity of the last 50 Special Constables hired:

- TCHC’s Human Resources does not collect this information as a practice.
- Any information that could be obtained would have to be voluntarily disclosed by each employee.
- During the application process, candidates have the opportunity to voluntarily disclose information related to gender, gender identity, and ethnicity, however completion of this portion of the application is not mandatory, and as such, any information provided may not represent an accurate reflection of recruitment demographics.

The method of collecting this information in a politically and culturally sensitive manner would require a collaboration between Legal and Human Resources..

Special Constable Language Skills:

Within the CSU, there are Officers who speak 12 Languages other than English, including:

1. French
2. Mandarin
3. Cantonese
4. Polish
5. Eritrean
6. Romanian
7. Hungarian
8. Italian
9. Hindi
10. Punjab
11. Urdu
12. Tagalog

Note: information related to staff language skills is self-reported on a voluntary basis and list of the known language skill sets are maintained in the CSU Dispatch Center; TCHC Human Resources does not request or record this. CSU has access to 911 Language Interpretation Services 24 hours per day, seven days per week.

**Briefing Note:** For Information

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**To:** Tenant Services Committee

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**From:** Darragh Meagher, General Counsel and Corporate Secretary

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**Date:** April 26, 2021

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**Re:** Item 2D - Annual Review of Tenant Services Committee Charter

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At its meeting of March 31, 2021, the Governance, Communications and Human Resources Committee referred the written deputation from Cheryl Duggan regarding the Annual Review of Board and Committee Charters to the Tenant Services Committee to be considered in conjunction with its review of the TSC Charter at this meeting.

The deputant asserts that increasing the number of tenants on the Tenant Services Committee would facilitate a change from one in which a tenant deposes and receives a response if TCHC feels like it to one in which an actual live back and forth discussion occurs.

The Tenant Services Committee is a Committee of TCHC's Board of Directors. Its membership is informed by TCHC's By-law 2, passed by City Council, which provides that:

- 4.15(1) Directors may appoint from their number a **Committee of Directors** and delegate to such Committee any of the powers of the Directors, subject to any limitations on the authority of such a Committee imposed by the Act.

Bylaw 2 makes clear that TCHC's Committees are intended to be comprised of Directors.

The City further establishes the size and composition of the TCHC Board of Directors. A decision to increase the number of Tenant Directors on the Board would require City Council's approval.

TCHC Governance, Communications and Human Resources  
Committee – March 31st, 2021  
Item 2H – Annual Review of Board and Committee Charters

After numerous attempts to advocate for the increase in the representation of Tenant Board Members to equal regular Board Members with no appreciable feedback I believe that TCHC (and its primary stakeholder 'the City') may be more comfortable with increasing its official tenant participation within the Tenant Services Committee.

Under the Composition heading for the Tenant Services Committee Charter “The Committee shall be composed of a minimum of four Directors.” Even if two of those seats are occupied by Tenant Board Members they are still more strategically aligned with the “Corporation” than with the tenants.

Seeing as the Tenant Services Committee is designed to have a positive impact on the tenant experience TCHC should open up this arrangement to include more tenants at the committee level. If TCHC wishes to maintain a four “board” member minimum then we should have an equal four “tenant” member minimum.

This would thereby open up the level of communication between both the tenants and this committee. Going from a “tenant deposes and if we feel like it we'll respond” approach to an actual live back and forth discussion.

It may take decades, if ever, to increase the number of tenants allowed to be seated at the “Board” level of Toronto Community Housing Corporation. But, the very nature of the work that the Tenant Services Committee is responsible for indicates there should be more tenants admitted in an official capacity to give feedback on items that impact our day to day lived experience.



## **Violence Reduction Program – MOU and Funding Arrangement with Social Development, Finance & Administration**

Item 4

May 4, 2021

Tenant Services Committee

**Report: TSC:2021-32**

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** April 21, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with an overview of the Memorandum of Understanding (“MOU”) and funding arrangement with the City of Toronto’s Social Development, Finance & Administration (“SDFA”) for the Violence Reduction Program (“VRP”).

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

At its December 5, 2019 meeting, the TSC requested that a joint presentation between TCHC and SDFA be provided to the TSC outlining the VRP MOU and funding arrangement. Attachment 1 provides the details of this joint presentation.

**SIGNATURE:**

*“John P. Angkaw”*

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John P. Angkaw  
Acting Chief Operating Officer

**ATTACHMENT:**

1. Joint TCS/SDFA Violence Reduction Plan Presentation
2. Community Crisis Response Program MOU
3. Downtown East Project MOU
4. Youth Project MOU

**STAFF CONTACT:**

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

# Joint TCS / SDFA Violence Reduction Plan

## Overview

Tenant and Community Services Committee  
May 4, 2021







# Program Background

- The Violence Reduction Program (VRP), approved in 2019, is focused on improving safety, wellbeing and security for tenants through a reduction of violence in Toronto Community Housing (TCH) communities.
- The Operations team through Programs and Partnerships and the regions, worked closely with City of Toronto's Social Development, Finance & Administration (SDFA) to focus on three areas:
  - **Connecting tenants/households to supports**
  - **Place-based/ demographic-focused service delivery**
  - **Better service integration and accountability**

## Staffing

4 Dedicated Community Service Coordinators for the 11 VRP Sites.

# Youth Pilot Expansion



## Outcomes/Goals for the Pilot:

1. Youth leaders involve their community in discovering ways to change and improve communities
2. Youth have access to increased employment opportunities and feel supported to take and maintain opportunities
3. Youth and families are supported to maintain tenancies
4. Roles of the City, TCHC and community organizations in supporting youth are clear and coordinated

## Site Clusters

- South Etobicoke
- Markham
- Morningside
- North Birchmount
- Kipling Albion
- East Finch
- West Finch

## Staffing

4 CSCs, 6 Program Coordinators, 12 Senior Program Leaders will be hired to support this work



# City Of Toronto's Role

- The City of Toronto's Community Crisis Response Program (CCRP) leverages City programs, services and partnerships to develop and support a collaborative trauma informed approach to community violence through intervention, interruption, prevention and preparation strategies.
- The VRP provides the mechanism and tools to enhance communication strategies and integration of resources and services that mitigate violence, build capacity, mobilization and community healing.
- The Confronting Anti Black Racism Unit (CABR) at the City will support alignment of the VRP through program design support, training, data sharing and analysis, with the aim of ensuring inclusive access and support to services for Toronto's Black population using an ABR lens.

# Program Pillars



## Program Focus

### Connecting tenants/households to supports:

- Identifying vulnerable tenants, seniors and youth in crisis and connecting them to appropriate support



Increased number of tenants referred to partner agencies including SPIDER and FOCUS leading to tenants accessing necessary supports.

### Place-based/ demographic-focused service delivery:

- Focused staff will work with tenants to develop/ implement local solutions to address safety concerns
- Three targeted pilot programs delivered in partnership with the City of Toronto.



Increased tenant participation in capacity-building activities related to community safety leading to increased tenant leadership and an increase in tenant-run safety initiatives.

### Better service integration and accountability:

- Improved service coordination and communication among partners particularly TCHC and the City of Toronto



Increased communication between agencies contributing to streamlined, collaborative service delivery to tenants.



# Program Partners

Partner	Program Description	MOU	Program Highlights
<b>Delta Family Services</b>	Supports for parents of at risk youth and youth aged 10-15. The supports will include workshops for managing youth behaviour and 1 on 1 supports for identified households.	MOU through COT for \$80,000.00 (Combined Parent and Youth Pilot)	<ul style="list-style-type: none"> <li>- Created referral pathway that ensure TCHC tenants receive priority access to mental health services</li> <li>- Modules for the Family Support Program have been finalized.</li> </ul>
<b>Canadian Observatory on Homelessness</b>	In collaboration with the Dream Team developing an integrated public education, training, and coordination protocol for tenants, agencies and security/safety staff to increase awareness and prevention of housing unit takeovers (HUT) in Downtown East TCHC Properties.	MOU through COT for \$50,000.00	<ul style="list-style-type: none"> <li>- Established a Community of Practice Reference Group with the SDFA, SSHA, Dream Team and TCHC.</li> <li>-Conducted a knowledge assessment with a cross section of TCHC staff and Downtown East community partner agencies</li> <li>-Registered 30 stakeholders for HUT training where TCHC is participating on HUT best practices panel May 11</li> </ul>
<b>Community Crisis Response Fund</b>	To facilitate a grant call specific to VRP communities that will support communities to implement community safety interventions that address trauma and community healing	MOU with COT for \$45,000.00	<ul style="list-style-type: none"> <li>- Designed grant call process for VRP/ YVRP communities</li> <li>- Grant call will close 12pm May 21, 2021</li> </ul>

# Program Highlights to Date



## Regional Highlights

### West Region:

- Over 200 tenants have engaged in food security and safety planning initiatives
- Created referral pathways for counselling services for families impacted by gun violence

### Central Region:

- Created Crisis Response check list pilot as part of VRP protocol following a Regent Park safety incident resulting in household referrals for direct victims of gun violence to mental health and trauma supports.
- Engaged 55 tenants in Food security & Safety & Security Survey within the high needs Dan Harrison complex as part of a VRP led Integrated Team model of various on site TCHC pillar staff.

### East Region:

- Over 70 individuals have been connected to employment, mental health and social supports
- The VRP CSC's have worked with over 25 agencies including TPS and the City of Toronto to support families



# 2021 Looking Ahead

- SDFA/TCHC will provide joint training across agencies to ensure staff are aware of the resources and program supports available
- SDFA will connect TCHC to its Community violence wellness and recovery pilot
- Further alignment with FOCUS/SPIDER and Stronger Together ( safety network/forum )
- East/ West regions will work to look how they can better support access to mental health services to help communities deal with the trauma of losing young people to violence and suicide
- Central region will continue its efforts to connect tenants to addictions and mental health supports as overdoses continue to climb within the VRP Communities



This Memorandum of Understanding made this 10 day of July, 2020

BETWEEN:

**Social Development, Finance and Administration**  
("SDFA")

- and -

**Toronto Community Housing Corporation**  
("TCHC")

## 1.0 BACKGROUND

- 1.1 On March 31, 2020, the Tenant Services Committee, approved funding to invest in the SDFA's Community Crisis Response Program (the "CCRP"), to be used in support of the Violence Reduction Program (the "VRP") as part of a joint initiative between SDFA and TCHC to improve safety and wellbeing for tenants through a reduction of violence in TCHC communities (the "CCRP Project").
- 1.2 This Memorandum of Understanding (the "Memorandum") is intended to set out the expectations and responsibilities of both SDFA and TCHC in relation to the use of the funding.
- 1.3 Activities and/or Services will be provided by resident groups or Agency in partnership with the City ("Partner Agency") in a manner and to an extent that supports community safety and wellbeing. Communities where activities and/or Services will be performed are further outlined in Appendix 1 (Schedule A).

## 2.0 FUNDING

- 2.1 TCHC will provide **\$45,000** (the "Funding") to the SDFA, for the sole purpose of carrying out the following CCRP Project activities:
  - SDFA shall invest \$40,000 in the Community Crisis Response Fund (the "CCRF") to assist TCHC communities, with a priority for listed TCHC communities identified in Schedule A. The CCRF funds will be distributed to the TCHC communities to funded resident groups and/or partner agencies in accordance with the CCRF eligibility guidelines; and
  - SDFA shall use \$5,000 to support the delivery of the City-wide Community Safety Forum.
- 2.2 TCHC agrees to provide Funding to cover the activities associated with the CCRP Project in an amount which shall not exceed the Funding amount allocated.
- 2.3 SDFA and the CCRP acknowledges and agrees that any Funding provided under this Memorandum shall be used solely for the purposes of the CCRP Project.
- 2.4 The Funding shall be used by SDFA and CCRP only for activities scheduled during the period of **July 1st, 2020 to June 30<sup>th</sup>, 2021** (the "Term"), except where the parties agree otherwise due to disruptions caused by potential pandemic responses.



2.5 TCHC may, at its sole discretion, request the return of any portion of the Funding that remains unused by SDFA or the CCRF at the end of the Term. Upon receipt of any such request, SDFA shall immediately return the requested portion of the Funding the manner and form requested by TCHC.

2.6 SDFA acknowledges and agrees that neither the provision of the Funding, nor this Memorandum, obligates TCHC to provide any additional or future funding to SDFA.

### **3.0 RELATIONSHIP OF THE PARTIES**

3.1 The parties agree to work together on media events, announcements, public relations, and media communications strategies related to the promotion and publicity of the VRP.

3.2 Any media events will be jointly managed, in accordance with this MOU, by both parties ensuring that appropriate representatives are included.

### **4.0 RESPONSIBILITIES OF THE PARTIES**

4.1 Throughout the Term, TCHC shall

4.1.1 promote appropriate CCRF availability to TCHC communities and tenants;

4.1.2 identify potential TCHC communities and community members that would benefit from accessing the CCRF, with priority given to the TCHC communities listed in Schedule A;

4.1.3 review applications, with TCHC designated Representative, to ensure that they are in the best interest of TCHC communities and meet the eligibility requirements of the CCRP; and provide support required for TCHC applications that have an identified or assigned local TCHC staff to support implementation of funded activities.

4.1.4 promote the City-wide Safety Forum to TCHC tenants, tenant leaders, and youth.

4.2 Throughout the Term, SDFA shall

4.2.1 ensure that Funding is invested in CCRP and CCRF to carry out and administer the outlined activities defined in Section 2.1;

4.2.2 determine the eligibility of grant applications and notify TCHC when there are grant application in TCHC communities;

4.2.3 provide the City of Toronto's Community Development Officer support for applicants from TCHC communities;

4.2.4 meet regularly with TCHC as part of the Safety and Wellbeing Strategy coordination meetings to share information on safety-related issues, challenges and trends;

4.2.5 ensure that the City-wide Safety Forum engages tenants, tenant leaders and youth from the communities identified in Schedule A.

## 5.0 REPORTING

- 5.1 CCRP will provide a quarterly update on financial and non-financial CCRP Project progress to include program statistics outlining number of TCHC applications starting at the end of Q3 2020 (September 30<sup>th</sup>, 2020), and final CCRP Project impact summaries by end of Q3 2021 (September 30<sup>th</sup>, 2021).

## 6.0 AUDIT

- 6.1 SDFA shall keep proper books of account and records, in accordance with generally accepted business and accounting practices, of the financial management of the Funding received under this Memorandum and the CCRP Project. The accounts and records shall include all invoices, receipts and vouchers relating to CCRP Project expenditures and revenues, including funding from all other sources and any other documentation.
- 6.2 During the Term and for a period of not less than seven (7) years from the end of the fiscal year to which the records relate, SDFA shall make all books, accounts, records, receipts, vouchers and other documents available at all times for audit and inspection by the auditor, TCHC and/or the City or anyone designated in writing by the auditor to ensure compliance with the terms and conditions of this Memorandum. For the purpose of this section, audit includes any type of audit.
- 6.3 Without limiting any other terms or conditions of this Memorandum, SDFA shall:
- 6.3.1 Permit TCHC to monitor the CCRP Project through telephone calls and questionnaires or by other means deemed appropriate.

## 7.0 TERMINATION

- 7.1 If any of the following events occur, TCHC shall be entitled to immediately withdraw the Funding, or any portion thereof:
- 7.1.1 SDFA is in conflict with any of the terms of this Memorandum; and
- 7.1.2 SDFA or CCRP uses the Funding for purposes not outlined in this Memorandum

## 8.0 REPAYMENT REQUIREMENTS

- 8.1 If any time during the Term, the SDFA is in breach of their respective obligations under this MOU, SDFA shall, if requested by TCHC, repay to TCHC the Funding or portion of the Funding provided by TCHC under this Memorandum in an amount determined by the (Chief Operating Officer) or their designate, acting reasonably.
- 8.2 SDFA shall return any portion of the Funding that remains unused by SDFA or the CCRF at the end of the Term.
- 8.3 The amount of this repayment requested by TCHC is a debt due to TCHC.

## 9.0 CONTACT

- 9.1 All correspondence and questions shall be directed to the Director, Program & Partnerships, and Operations Division at TCHC.

**SDFA**



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Name: Aina-Nia Ayo'dele Grant  
Title: Director, Community Resources, Social Development, Finance & Administration

**TCHC**



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Name: Nadia Gouveia  
Title: Director, Programs & Partnerships, Operations Team

**SCHEDULE "A"- VRP Priority Communities**

Cluster 1	Broader Moss Park 275, 285,295 Shuter 200 Sherbourne street, 29-35 Pembroke street 310 Dundas st E, 237 Sherbourne st Dan Harrison Complex 241 – 247, 251, 257-259, 263-285, 241, 281 Sherbourne St. 155 Sherbourne St.
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Cluster 5	Broader Flemingdon Park Flemingdon park 58, 61 Grenoble Dr. 17.21 Rochefor drive, 18-22 St. Dennis Drive, 1, 4-8 Vendome Place- 10 Deauville Lane
Cluster 6	2195 Jane Street
	Broader Edgeley Village 35 Shoreham Drive 415, 367-383, 388-404 Driftwood Avenue, 50 Driftwood court 1-25 Shoreham Court 4400 Jane Street 2999 Jane Street
Cluster 7	Islington St. Andrews Islington St. Andrews 2063, 2067 Islington Avenue



This Memorandum of Understanding made this 10 day of July, 2020

BETWEEN:

**Social Development Finance and Administration**  
("SDFA")

- and -

**Toronto Community Housing Corporation**  
("TCHC")

## 1.0 BACKGROUND

- 1.1 On March 31, 2020, the Tenant Services Committee approved funding to invest in the SDFA's Tower & Neighbourhood Revitalization Unit (the "**Tower & Neighbourhood Revitalization Unit**") to be used in support of the Violence Reduction Program (the "**VRP**") as part of a joint initiative between SDFA and TCHC to improve safety and security for tenants through a reduction of violence in TCHC communities (the "**Downtown East Project**").
- 1.2 This Memorandum of Understanding (the "**Memorandum**") is intended to set out the expectations and responsibilities of both SDFA and TCHC in relation to the use of the funding.
- 1.3 Support Services will be provided by an Agency/consultant in partnership with the City ("Partner Agency") in a manner and to an extent that supports the development of a community of practice of stakeholders in Downtown East communities. Communities where Support Services will be performed are further outlined in Appendix 1 (Schedule A).

## 2.0 FUNDING

- 2.1 TCHC will provide **\$40,000** (the "**Funding**") to the SDFA, for the sole purpose of carrying out the following Tower Project activities:
  - design a pilot Tower Project in Cluster 1 (as specified in Schedule A); and
  - design and facilitate training, community education and community meetings with an objective to eliminate vulnerable tenant unit takeovers.
- 2.2 TCHC agrees to provide Funding to cover the activities associated with the Downtown East Project in an amount which shall not exceed the Funding.
- 2.3 SDFA and the Tower Community Unit acknowledges and agrees that any Funding provided under this Memorandum shall be used solely for the purposes of the Downtown East Project.
- 2.4 The Funding shall be used by SDFA and the Tower & Neighbourhood Revitalization Unit only for those activities occurred during the time from **July 1<sup>st</sup>, 2020 to June 30<sup>th</sup>, 2021** (the "**Term**"), except where the parties agree otherwise due to disruptions caused by Covid-19 pandemic responses.
- 2.5 TCHC may, at its sole discretion, request the return of any portion of the Funding that remains unused by SDFA or the Tower & Neighbourhood Revitalization Unit at the end of the Term. Upon

receipt of any such request, SDFA shall immediately return the requested portion of the Funding the manner and form requested by TCHC.

- 2.6 SDFA acknowledges and agrees that neither the provision of the Funding, nor this Memorandum, obligates TCHC to provide any additional or future funding to SDFA.

### **3.0 RELATIONSHIP OF THE PARTIES**

- 3.1 The parties agree to work together on media events, announcements, public relations, and media communications strategies related to the promotion and publicity of the VRP.
- 3.2 Any media events will be jointly managed, in accordance with this MOU, by both parties ensuring that appropriate representatives are included.

### **4.0 RESPONSIBILITIES OF THE PARTIES**

- 4.1 Throughout the Term, TCHC shall

4.1.1 work with the Tower & Neighbourhood Revitalization Unit and their funded partner agency to design and facilitate training, community education, and community meetings with vulnerable tenants to minimize unit takeovers

4.1.2 Identify a lead representative to provide TCHC input on the development of RFQ, design of community of practice model, and staff recruitment

4.1.3 identify potential buildings and units for program delivery; and

4.1.4 provide Downtown East Project support as TCHC deems necessary.

- 4.2 Throughout the Term, SDFA shall

4.2.1 ensure that Funding is invested in the Tower & Neighbourhood Revitalization Unit to carry out the Downtown East Project as described in section 2.1;

4.2.2 meet regularly with TCHC and the funded partner agency to share information on ongoing Downtown East Project deliverables.

### **5.0 REPORTING**

- 5.1 Tower & Neighbourhood Revitalization Unit will provide a quarterly update on financial and non-financial Downtown East Project progress to include program statistics and progress on program goals by end of each quarter starting in Q3 (September 30<sup>th</sup>, 2020) and Downtown East Project impact summaries by end of Q2 2021( September 30<sup>th</sup>, 2021).

### **6.0 AUDIT**

- 6.1 SDFA shall keep proper books of account and records, in accordance with generally accepted business and accounting practices, of the financial management of the Funding received under this Memorandum and the Downtown East Project. The accounts and records shall include all invoices, receipts and vouchers relating to Downtown East Project expenditures and revenues, including funding from all other sources and any other documentation.

6.2 During the Term and for a period of not less than seven (7) years from the end of the fiscal year to which the records relate, SDFA shall make all books, accounts, records, receipts, vouchers and other documents available at all times for audit and inspection by the auditor, TCHC and/or the City or anyone designated in writing by the auditor to ensure compliance with the terms and conditions of this Memorandum. For the purpose of this section, audit includes any type of audit.

6.3 Without limiting any other terms or conditions of this Memorandum, SDFA shall:

6.3.1 Permit TCHC to monitor the Downtown East Project through telephone calls and questionnaires or by other means deemed appropriate.

## 7.0 TERMINATION

7.1 If any of the following events occur, TCHC shall be entitled to immediately withdraw the Funding, or any portion thereof:

7.1.1 SDFA is in conflict with any of the terms of this Memorandum; and

7.1.2 SDFA or the Tower & Neighbourhood Revitalization Unit uses the Funding for purposes not outlined in this Memorandum

## 8.0 REPAYMENT REQUIREMENTS

8.1 If any time during the Term, the SDFA is in breach of their respective obligations under this MOU, SDFA shall, if requested by TCHC, repay to TCHC the Funding or portion of the Funding provided by TCHC under this Memorandum in an amount determined by the Chief Operating Officer or their designate, acting reasonably.

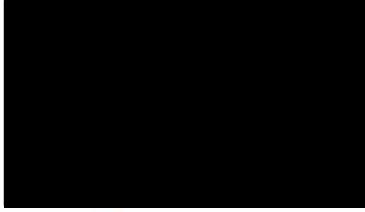
8.2 SDFA shall return any portion of the Funding that remains unused by SDFA or the Tower & Neighbourhood Revitalization Unit at the end of the Term.

8.3 The amount of this repayment requested by TCHC is a debt due to TCHC.

## 9.0 CONTACT

9.1 All correspondence and questions shall be directed to the Director, Programs & Partnerships, Operations Division at TCHC

**SDFA**



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Name: Aina-Nia Ayo'dele Grant  
Title: Director, Community Resources, Social Development, Finance & Administration

**TCHC**



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Name: Nadia Gouveia  
Title: Director, Program & Partnerships, Operations Division



**SCHEDULE "A"-VRP Priority Communities**

Cluster 1	Broader Moss Park 275, 285,295 Shuter 200 Sherbourne street, 29-35 Pembroke street 310 Dundas st E, 237 Sherbourne st Dan Harrison Complex 241 – 247, 251, 257-259, 263-285, 241, 281 Sherbourne St. 155 Sherbourne St.
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	Broader Edgeley Village 35 Shoreham Drive 415, 367-383, 388-404 Driftwood Avenue, 50 Driftwood court 1-25 Shoreham Court 4400 Jane Street 2999 Jane Street
Cluster 7	Islington St. Andrews Islington St. Andrews 2063, 2067 Islington Avenue

**Attachment 4**



This Memorandum of Understanding made this 10 day of July, 2020

BETWEEN:

**Social Development Finance and Administration**  
("SDFA")

- and -

**Toronto Community Housing Corporation**  
("TCHC")

**1.0 BACKGROUND**

- 1.1 On March 31, 2020, the Tenant Services Committee approved funding to invest in the SDFA's Youth Development Unit ("YDU") to be used in support of the Violence Reduction Program (the "VRP") as part of a joint initiative between SDFA and TCHC to improve safety and security for tenants through a reduction of violence in TCHC communities (the "Youth Project").
- 1.2 This Memorandum of Understanding (the "**Memorandum**") is intended to set out the expectations and responsibilities of both SDFA and TCHC in relation to the use of the funding.
- 1.3 Support Services will be provided by an Agency in partnership with the City ("Partner Agency") in a manner and to an extent that supports youth exhibiting anti-social behavior and their family to prevent TCH as landlord engaging in tenancy management. Communities where Support Services will be performed are further outlined in Appendix 1 (Schedule A).

**2.0 FUNDING**

- 2.1 TCHC will provide **\$80,000** (the "**Funding**") to the SDFA, for the sole purpose of carrying out the following Youth Project activities with their funded partner agency:
- deliver and implement a youth-specific pilot to support programs through the YDU for at-risk youth and parents/caregivers of at-risk youth in the TCHC communities identified in Schedule A;
  - deliver programming to increase parent or caregiver awareness and support youth through training and case management;
  - deliver programming to increase parent or caregiver skills
  - deliver programming to increase parent or caregiver access to support program and services that reduce vulnerability to serious violence and crime; and
  - provide system navigation supports to parents/caregivers in the justice, education and healthcare systems.
- 2.2 TCHC agrees to provide Funding to cover the activities associated with the Youth Project in an amount which shall not exceed the Funding.
- 2.3 SDFA and the YDU acknowledges and agrees that any Funding provided under this Memorandum shall be used solely for the purposes of the Youth Project.
- 2.4 The Funding shall be used by SDFA and YDU only for those activities occurred during the time from **July 1<sup>st</sup>, 2020 to June 30<sup>th</sup>, 2021**, (the "**Term**"), except where the parties agree otherwise due to disruptions caused by potential pandemic responses.

2.5 TCHC may, at its sole discretion, request the return of any portion of the Funding that remains unused by SDFA or the YDU at the end of the Term. Upon receipt of any such request, SDFA shall immediately return the requested portion of the Funding the manner and form requested by TCHC.

2.6 SDFA acknowledges and agrees that neither the provision of the Funding, nor this Memorandum, obligates TCHC to provide any additional or future funding to SDFA.

### **3.0 RELATIONSHIP OF THE PARTIES**

3.1 The parties agree to work together on media events, announcements, public relations, and media communications strategies related to the promotion and publicity of the VRP.

3.2 Any media events will be jointly managed, in accordance with this MOU, by both parties ensuring that appropriate representatives are included.

### **4.0 RESPONSIBILITIES OF THE PARTIES**

4.1 Throughout the Term, TCHC shall

4.1.1 work with YDU and their funded partner agency to develop the pilot and pilot goals;

4.1.2 promote the Youth Project activities within the priority VRP communities;

4.1.3 identify potential community members that would benefit from accessing the Youth Project; and

4.1.4 provide Youth Project support as TCHC deems necessary.

4.2 Throughout the Term, SDFA shall

4.2.1 ensure that Funding is invested in the YDU to carry out the Youth Project as described in section 2.1;

4.2.2 work with TCHC to develop key goals and an evaluation framework;

4.2.3 meet regularly with TCHC to share information on ongoing Youth Project deliverables.

### **5.0 REPORTING**

5.1 YDU will provide a quarterly update on financial and non-financial Youth Project progress to include program statistics and progress on program goals by end of each quarter starting in Q3 (September 30<sup>th</sup>, 2020) and final Youth Project impact summaries by end of Q2 2021 (June 30, 2021).

### **6.0 AUDIT**

6.1 SDFA shall keep proper books of account and records, in accordance with generally accepted business and accounting practices, of the financial management of the Funding received under this Memorandum and the Youth Project. The accounts and records shall include all invoices, receipts and vouchers relating to Youth Project expenditures and revenues, including funding from all other sources and any other documentation.

6.2 During the Term and for a period of not less than seven (7) years from the end of the fiscal year to which the records relate, SDFA shall make all books, accounts, records, receipts, vouchers

and other documents available at all times for audit and inspection by the auditor, TCHC and/or the City or anyone designated in writing by the auditor to ensure compliance with the terms and conditions of this Memorandum. For the purpose of this section, audit includes any type of audit.

6.3 Without limiting any other terms or conditions of this Memorandum, SDFA shall:

6.3.1 Permit TCHC to monitor the Youth Project through telephone calls and questionnaires or by other means deemed appropriate with the YDU and their funded partner agency.

**7.0 TERMINATION**

7.1 If any of the following events occur, TCHC shall be entitled to immediately withdraw the Funding, or any portion thereof:

- 7.1.1 SDFA is in conflict with any of the terms of this Memorandum; and
- 7.1.2 SDFA or YDU uses the Funding for purposes not outlined in this Memorandum

**8.0 REPAYMENT REQUIREMENTS**

8.1 If any time during the Term, the SDFA is in breach of their respective obligations under this MOU, SDFA shall, if requested by TCHC, repay to TCHC the Funding or portion of the Funding provided by TCHC under this Memorandum in an amount determined by the Chief Operating Officer or their designate, acting reasonably.

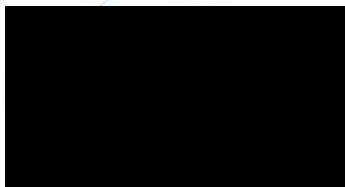
8.2 SDFA shall return any portion of the Funding that remains unused by SDFA or the YDU at the end of the Term.

8.3 The amount of this repayment requested by TCHC is a debt due to TCHC.

**9.0 CONTACT**

9.1 All correspondence and questions shall be directed to the Director, Program Development, and Operations at TCHC.

**SDFA**



Name: Aina-Nia Ayo'dele Grant  
Title: Director, Community Resources, Social Development, Finance & Administration

**TCHC**



Name: Nadia Gouveia  
Title: Director, Program Development, Operations Team

**SCHEDULE "A"- VRP Priority Communities**

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## Corporate Goals for Revitalization Initiatives

Item 5

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-23D (R)

**To:** Tenant Services Committee (“TSC”)

**From:** Chief Executive Officer

**Date:** March 9, 2021

### **PURPOSE:**

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

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

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

### **BACKGROUND:**

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

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

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

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

### **OVERVIEW OF THE DEVELOPMENT DIVISION GOALS:**

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

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

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



- Social, economic and environmental sustainability.

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

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

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

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

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

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

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

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

### **NEXT STEPS:**

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

### **IMPLICATIONS AND RISKS:**

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

### **SIGNATURES:**

*“Kevin Marshman”*

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Kevin Marshman  
Chief Executive Officer

### **ATTACHMENT:**

1. Development Division Goals Diagram

# Attachment 1: GOALS AND THEMES STRUCTURE

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



## Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement

Item 6

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-24D

**To:** Tenant Services Committee (“TSC”)

**From:** Chief Development Officer

**Date:** March 9, 2021

### **PURPOSE:**

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

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

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

### **BACKGROUND**

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

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

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

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

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

## **OVERVIEW OF TENANT BENEFIT AGREEMENTS**

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

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

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

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

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

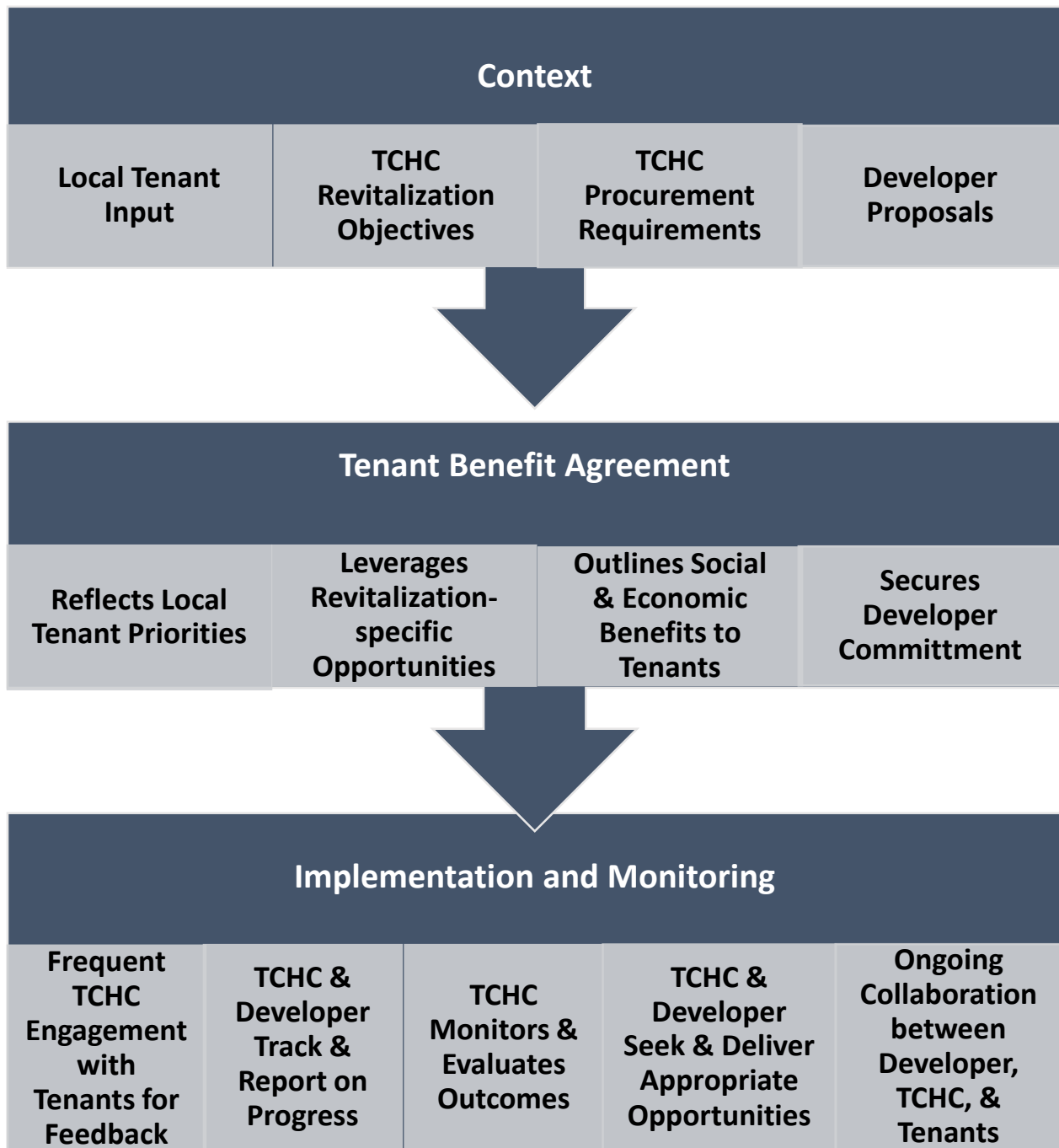
### **TENANT BENEFITS FRAMEWORK: LAWRENCE HEIGHTS PHASE 2 & 3 DEVELOPER RFP**

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

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

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

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



**LESSONS LEARNED**

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



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

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

#### RFP Process:

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

#### Finalization of Tenant Benefit Agreement:

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

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

#### Monitoring and Evaluation:

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

### **ACCOUNTABILITY FRAMEWORK FOR AGREEMENTS**

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

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

## **IMPLICATIONS AND RISKS**

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

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

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

Keeping Tenant Benefit Agreements under the control of TCHC ensures:

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

## **SIGNATURE:**

*"Vincent Tong"*

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Vincent Tong  
Chief Development Officer

**ATTACHMENTS:**

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

**STAFF CONTACT:**

William Mendes, Director, Program Delivery  
416-678-3439  
William.Mendes@torontohousing.ca

Racquel Nelson, Manager, Revitalization – Lawrence Heights  
416-908-5695  
Racquel.Nelson@torontohousing.ca

**SUMMARY OF CURRENT TENANT BENEFIT AGREEMENTS**

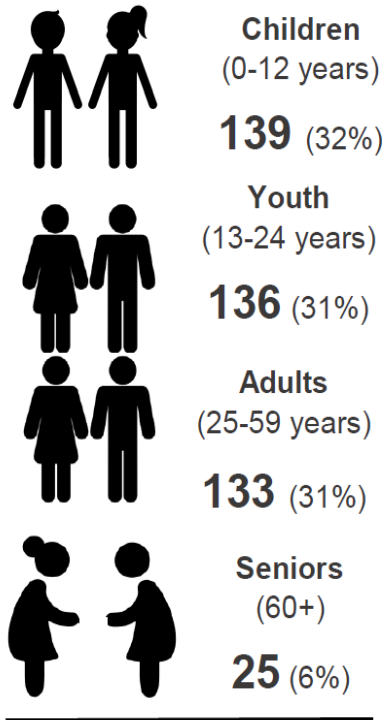
<b>Site</b>	<b>Tenant Benefit Committed by Developer</b>	<b>Number of Jobs Achieved</b>	<b>Months of Full-Time Jobs</b>	<b>Tenant Benefit Achieved (approx. value)</b>
Allenbury Gardens (FRAM)	10% of jobs on site for tenants and <b>\$0.07M</b> endowment	35 tenants employed  (11 FT & 24 PT)	397	<b>\$1.02M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

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

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

## LAWRENCE HEIGHTS AND NEPTUNE TENANT PROFILE

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



Total population:  
**433**

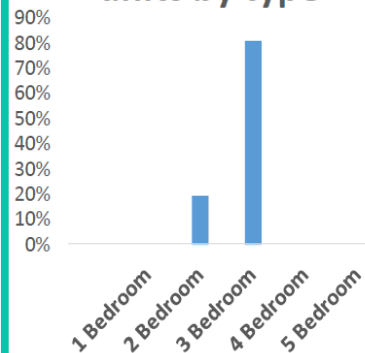
Total number of households

**130**

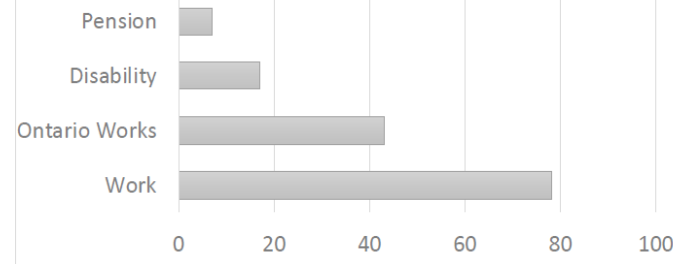
Languages most commonly spoken

- Spanish
- Vietnamese
- Somali
- Tagalog

Number of units by type



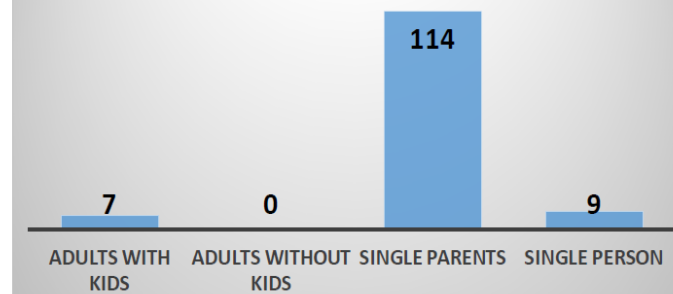
Income Sources



On-site services and supports

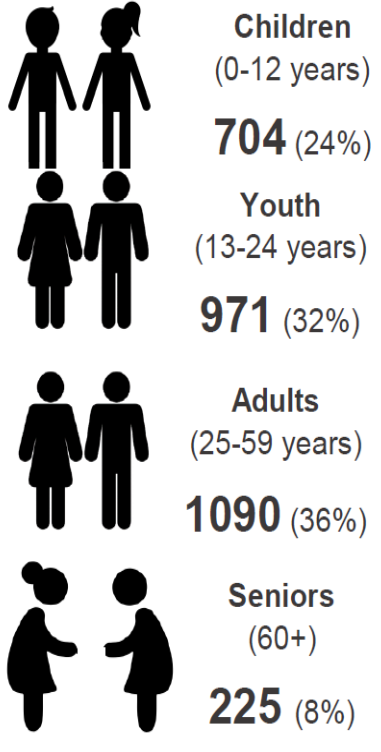
- Arts Starts

Number of households by type



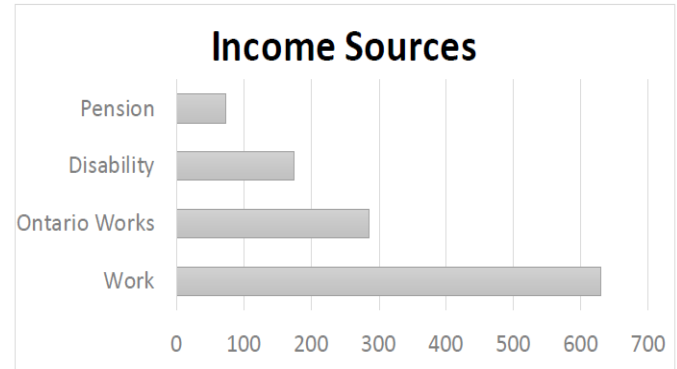
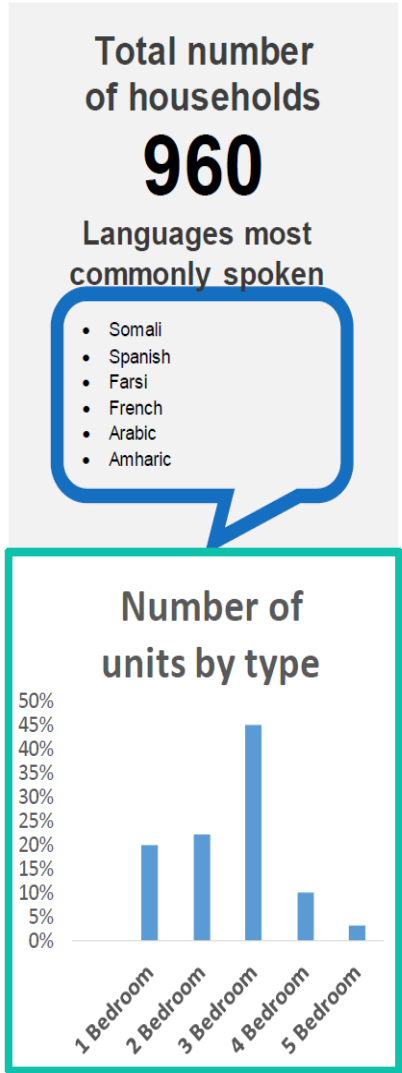
Posted: April, 2018

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

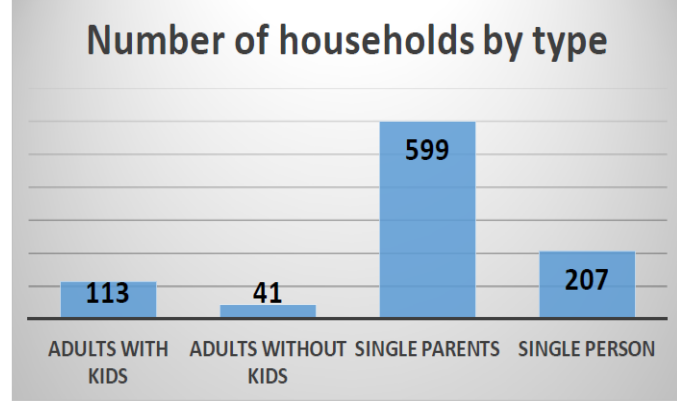


Total population:  
**2990**

Posted: April, 2018



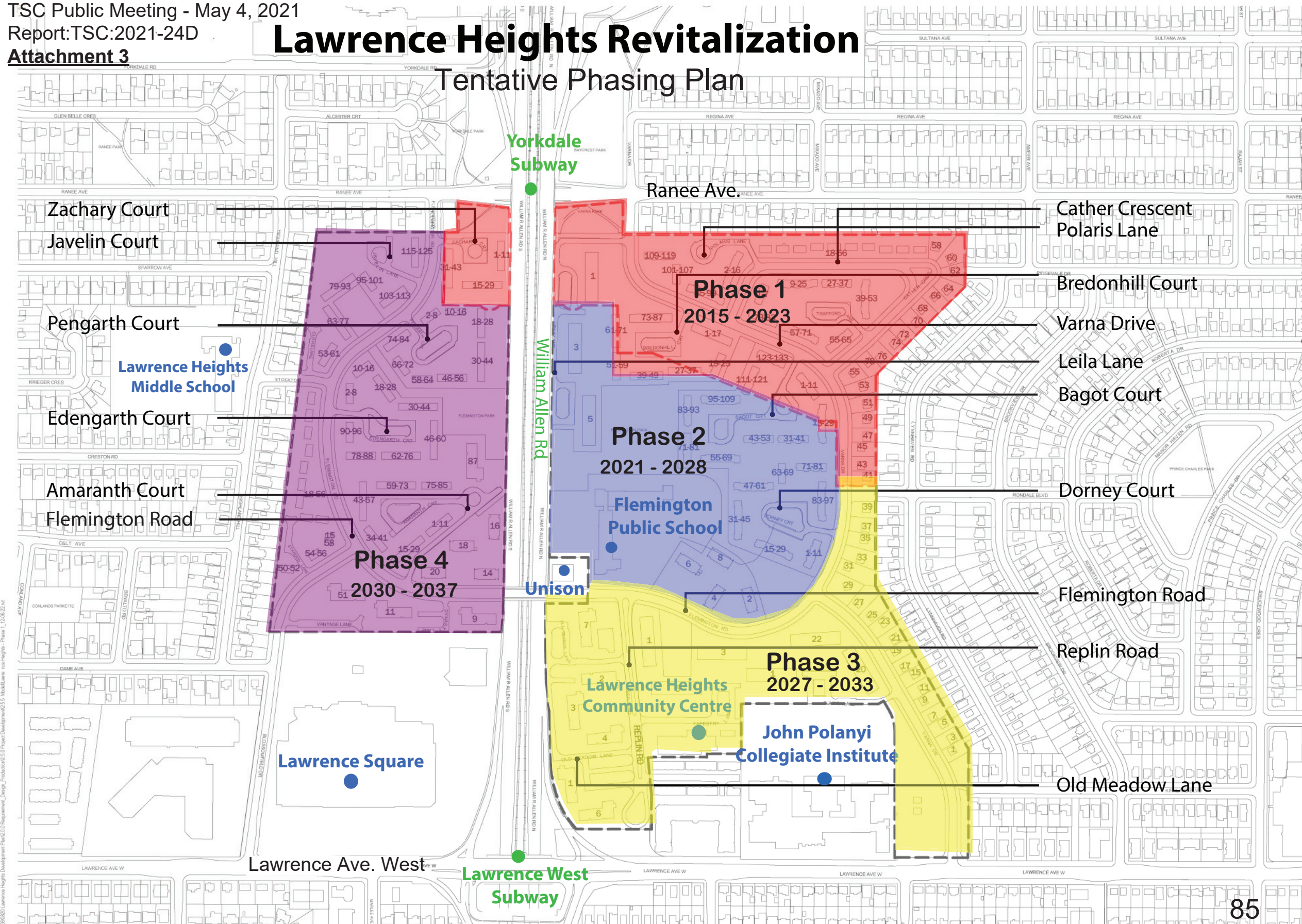
- On-site services and supports**
- Faith Sanctuary (Pentecostal Church)
  - Harvest Food Bank
  - Lawrence Heights Parents Association - East African Parents Association (Tenant-led)
  - Toronto Employment & Social Services and Toronto Public Health
  - North York Community House
  - Food Share (all 5 organizations work at few locations of this Dev.)





# Lawrence Heights Revitalization

## Tentative Phasing Plan





## PART 5 – PROPOSAL EVALUATION

### 5.1 Proposal Format

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

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

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

### 5.2 Mandatory Submission Requirements (Tab 3)

#### 5.2.1 Submission Form A – Proponent Acknowledgments

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

#### 5.2.2 Submission Form B – Bank Reference Letter

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

### 5.3 Initial Evaluation Criteria and Scoring (Tab 4)

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

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

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

- At least 70% on the Rated Criteria subtotal

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

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

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

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

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

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

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

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

**B) Business Concept (40 points total)**

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

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

Please consider the following in your submission for this section:

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

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

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

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

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

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

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

*Pro Forma (Tab 6)*

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

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

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

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

*Financial Risk (10 Points)*

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

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

**Market/Construction Risk (15 Points)**

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

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

**D) Marketing and Sales Strategy (3 Points total)**

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

Please consider the following elements including:

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

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

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

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

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

The proponent is to:

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

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

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

The proponent is to provide the following:

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

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

**F) Community Presentation (20 points)**

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

**5.4 Final Evaluation Criteria**

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

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

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

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

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

**[End of Part 5]**





## OCHE – 2020 Annual Report

Item 7A

May 4, 2021

Tenant Services Committee

**Report: TSC:2021-25D**

**To:** Tenant Services Committee (“TSC”)

**From:** Commissioner of Housing Equity

**Date:** March 2, 2020

### **PURPOSE:**

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

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

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

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

**IMPLICATIONS AND RISKS:**

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

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

**SIGNATURE:**

*"Cynthia L. Summers"*

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Cynthia L. Summers  
Commissioner of Housing Equity

**ATTACHMENT:**

1. OCHE 2020 Annual Report

**STAFF CONTACT:**

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

Item 7A - OCHE - 2020 Annual Report  
TSC Public Meeting - May 4, 2021  
Report:TSC:2021-25D  
**Attachment 1**

Item 7A - TSC:2021-25D - Attachment 1

# 2020

## ANNUAL REPORT



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## 1. Message from the Commissioner

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

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

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

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

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

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

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

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

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

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

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

Cynthia L. Summers

Commissioner of Housing Equity







## 3. The OCHE Process

### 3.1 OCHE Principles

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

### 3.2 OCHE Mandate

The OCHE's mandate is eviction prevention for senior and vulnerable<sup>1</sup> tenants living in Toronto Community Housing Corporation (TCHC) who have rental arrears. The OCHE acts as an additional safety net for senior and vulnerable tenants who are facing eviction due to rental arrears.

### 3.3 How the OCHE Helps



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

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

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

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

### 3.4 The OCHE Approach

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

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

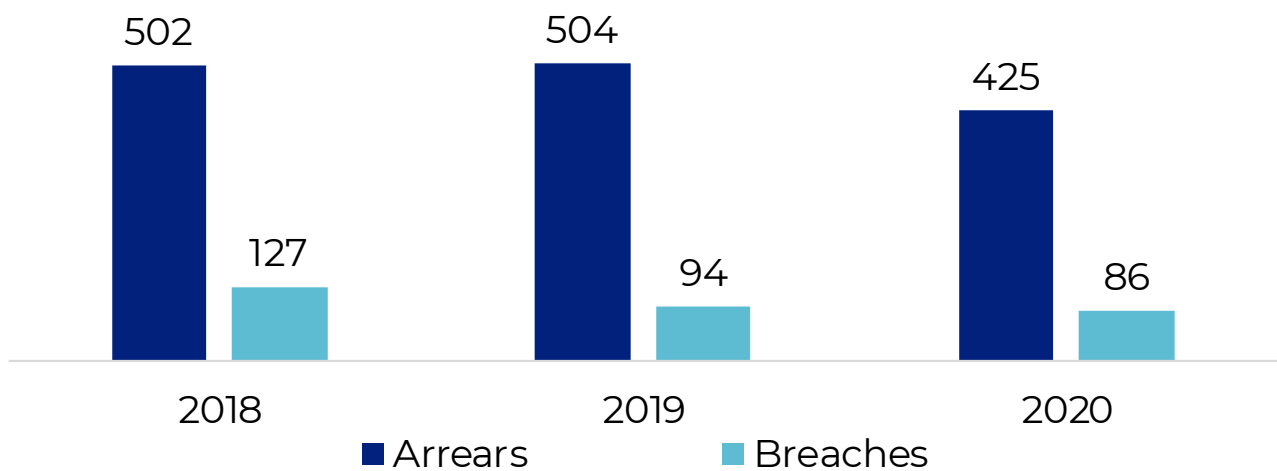


## 4. 2020 Year Review by the Numbers

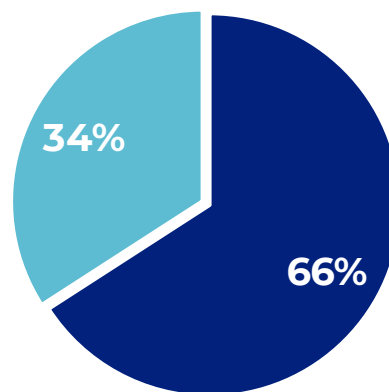
### 4.1 Annual Referrals

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

#### Arrears and Breach Referral Trends



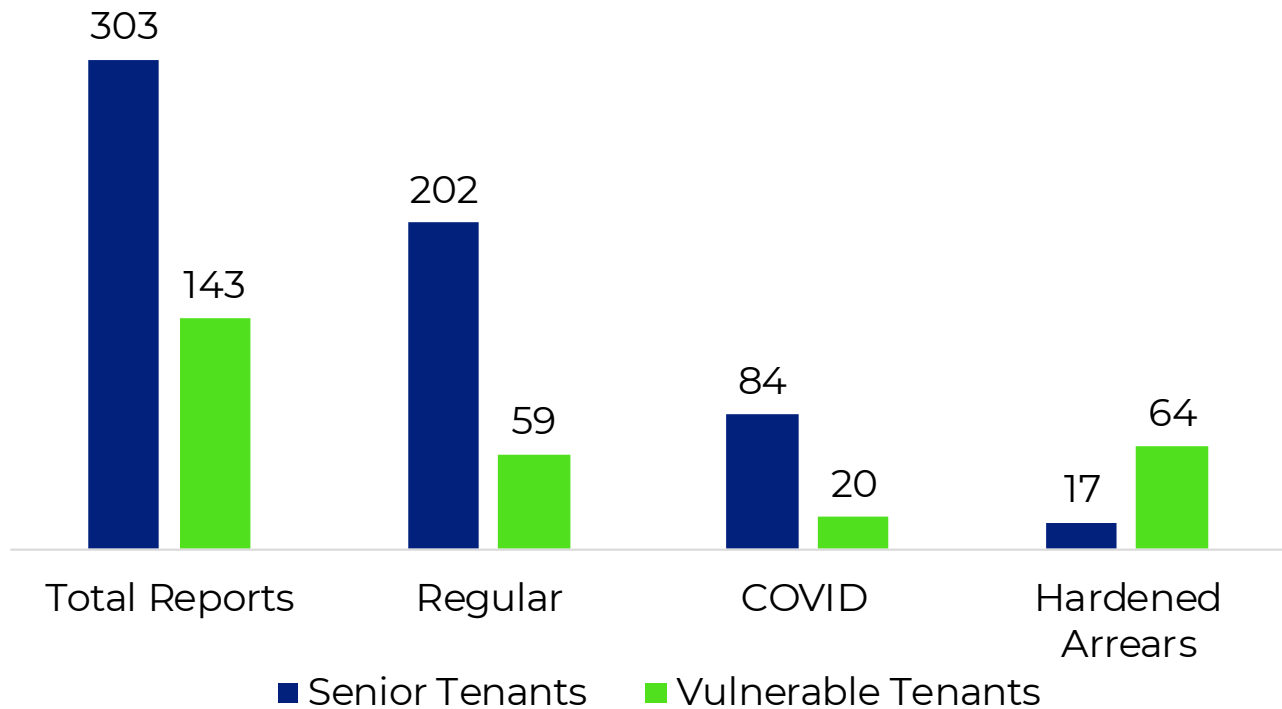
#### Arrears Referral Tenant Category



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

## 4.2 Recommendation Reports

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



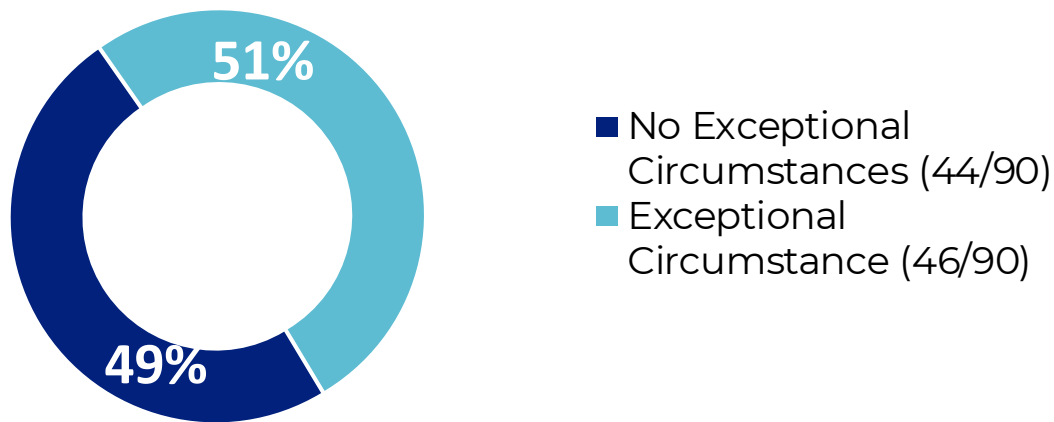
More information on the COVID and Hardened Arrears Pilots can be found on pages 22 and 23 of this report.

## 4.3 Average Arrears at the time of Referral

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

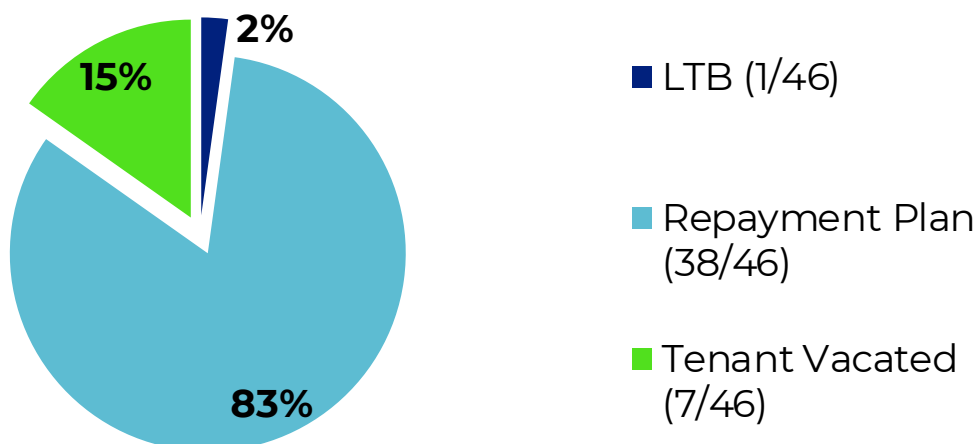
## 4.4 OCHE Breaches and Resolutions

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



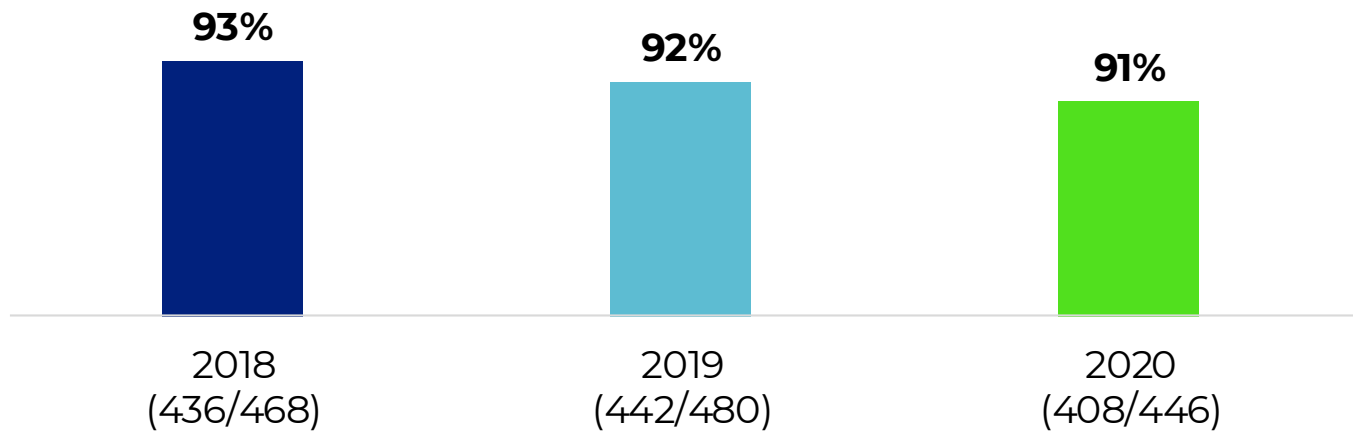
The OCHE reviewed 90 breaches and found exceptional circumstances in 51% (46/90) of cases.

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



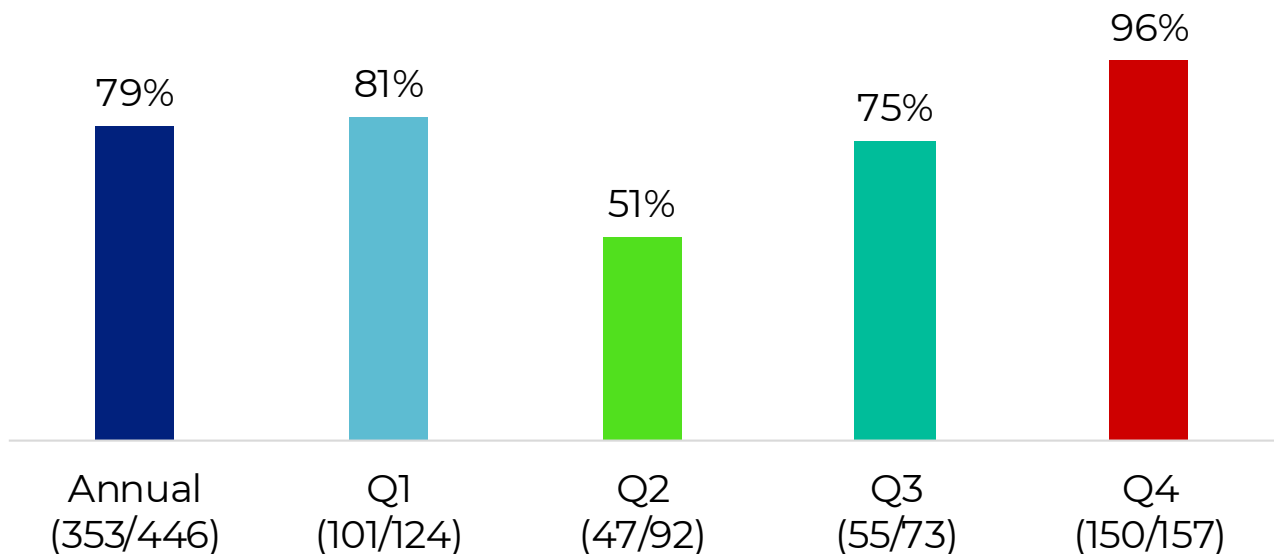
## 4.5 Tenants who worked with us

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



## 4.6 Resolved within 45 Business Days

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



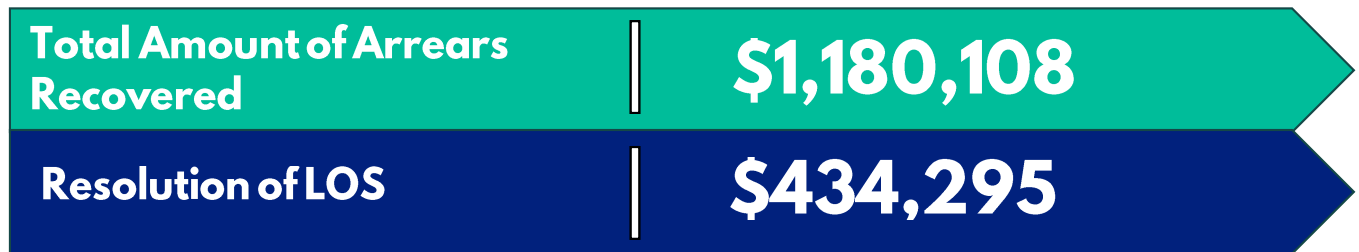
## 4.7 Outcomes

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

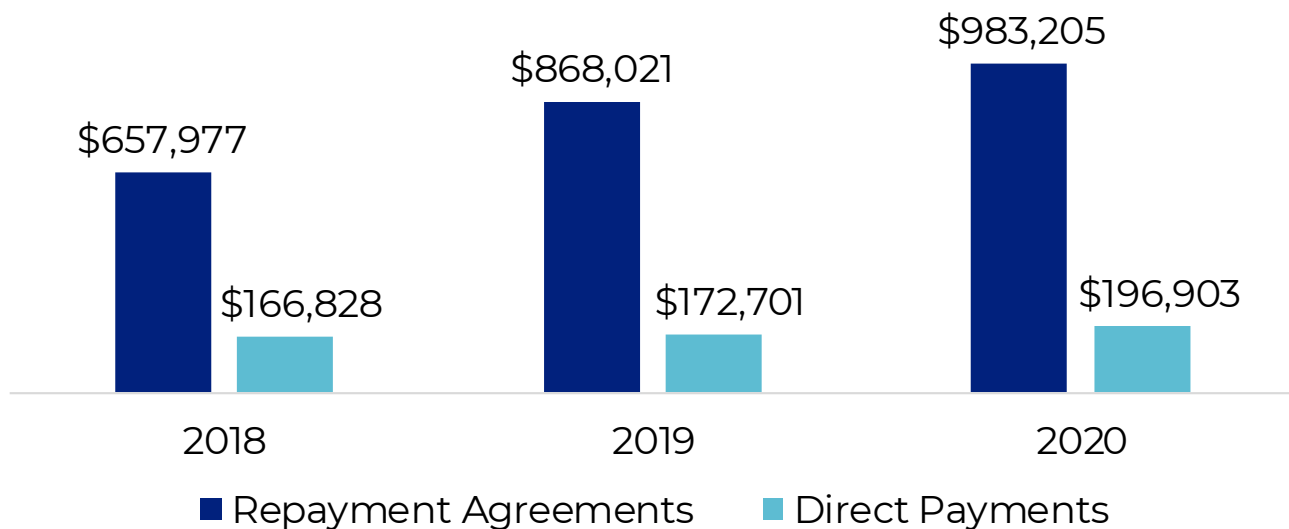
## 5. Arrears Recovered

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

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

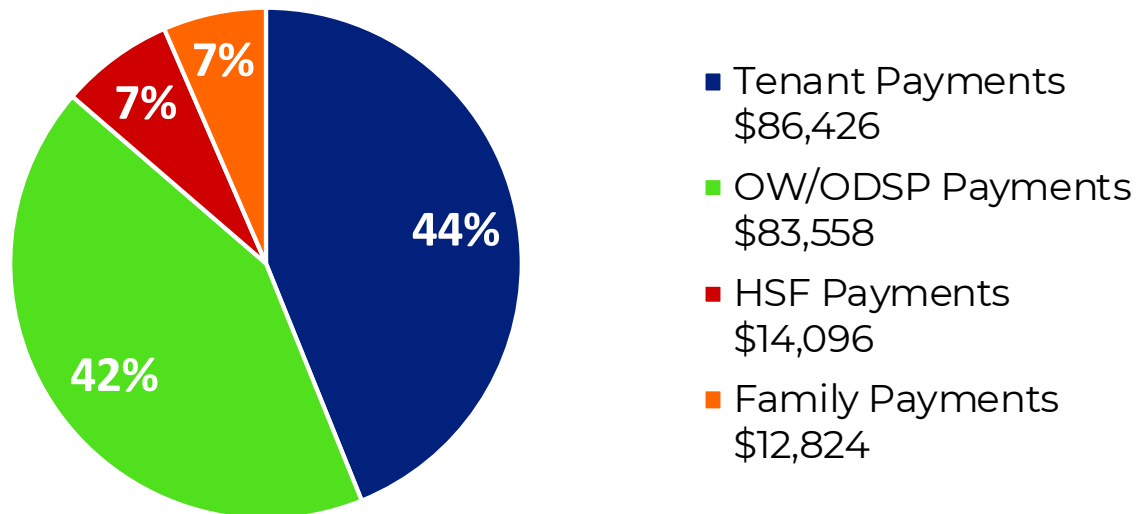


### Arrears Recovered 2018-2020



## 5.1 Direct Payments

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



## 5.2 Repayment Agreements

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

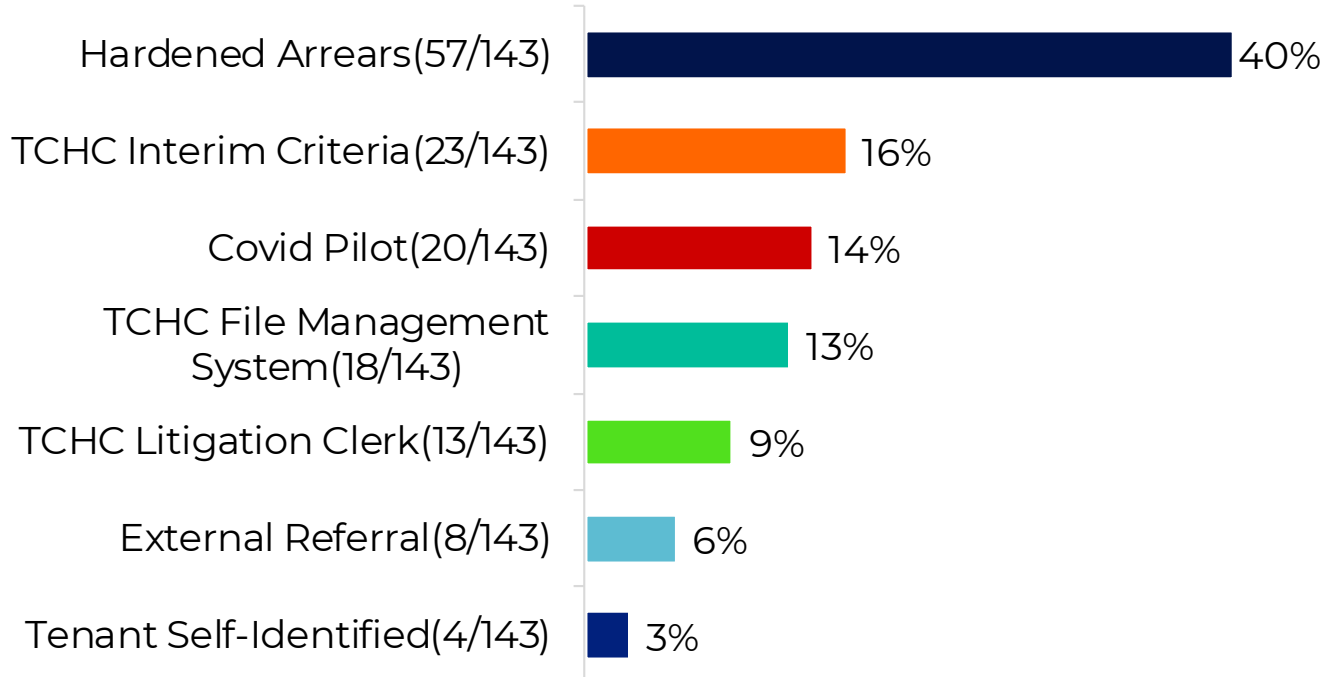
Length of OCHE Brokered Repayment Agreement (Months)	Number of OCHE Brokered Repayment Agreements	Average Arrears	Average Monthly Repayment	Average Month of Referral After Arrears First Accrued
1 - 11	50	\$1,461	\$180	14
12- 23	38	\$1,972	\$94	15
24+	132	\$6,327	\$113	22



## 6. Vulnerable Tenants

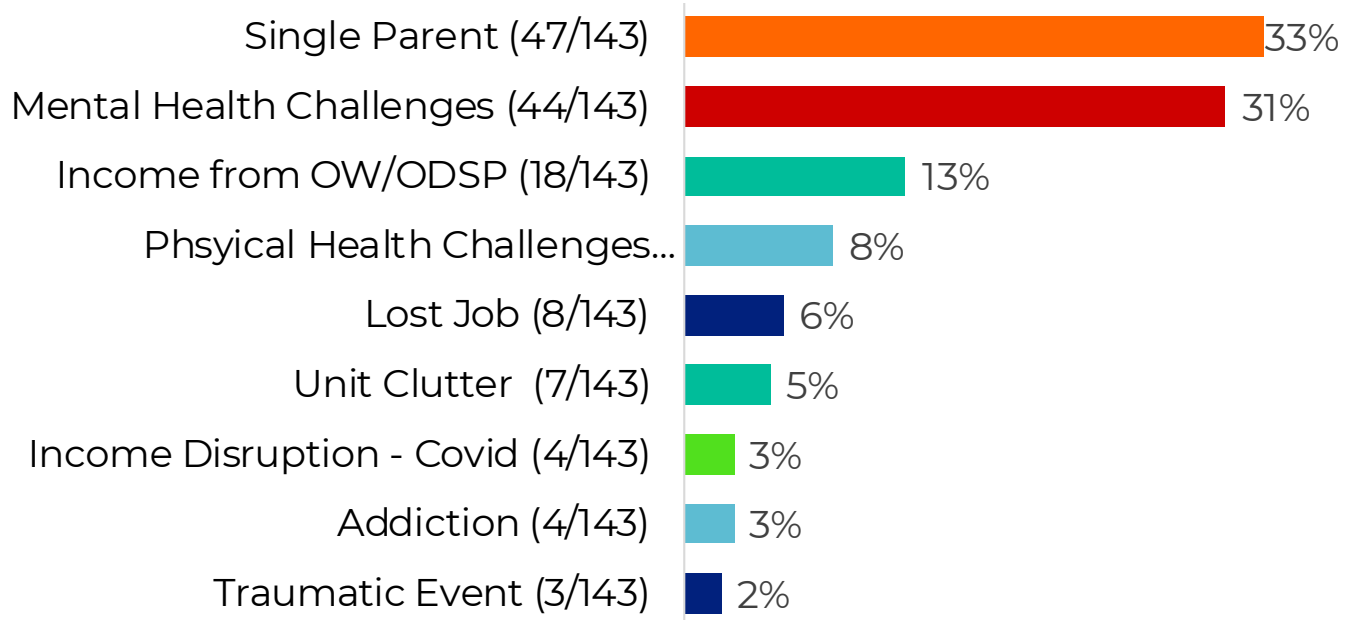
Of the 446 Arrears Reports and Recommendations issued in 2020, 143 were for tenants that were identified as vulnerable. The most common type of referral of vulnerable tenants was from the Hardened Arrears Pilot, accounting for 40% (57/143) of tenants.

### Referrals of Vulnerable Tenants

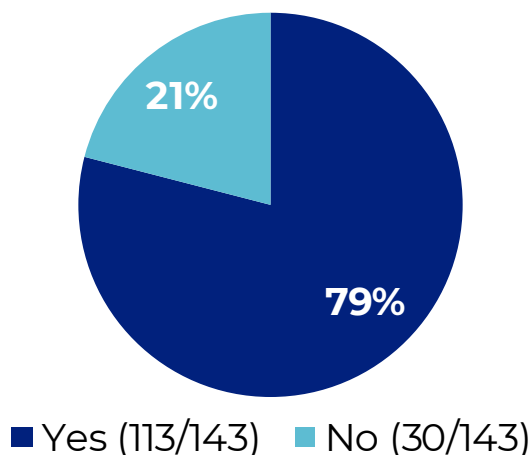


The most common vulnerabilities identified in 2020 were single parenthood and mental health concerns, accounting for 33% (47/143) and 31% (44/143) of tenants respectively.

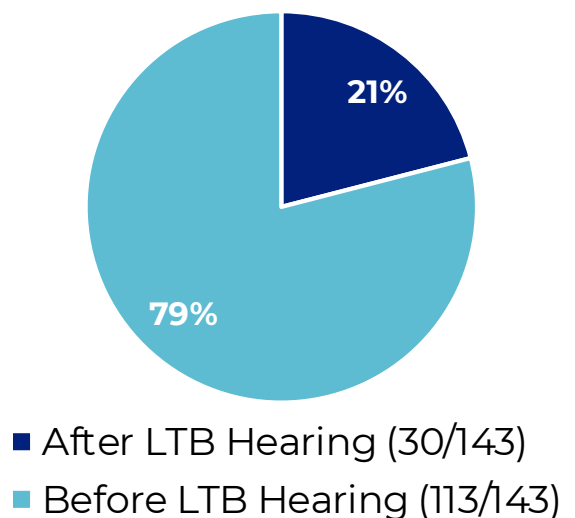
### Tenant Vulnerabilities



### Resolved the Need for Vulnerable Tenant Eviction



### Vulnerable Households Referred to the OCHE



## 7. Case Management Findings

### 7.1 Underlying Issues Leading to Rental Arrears

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

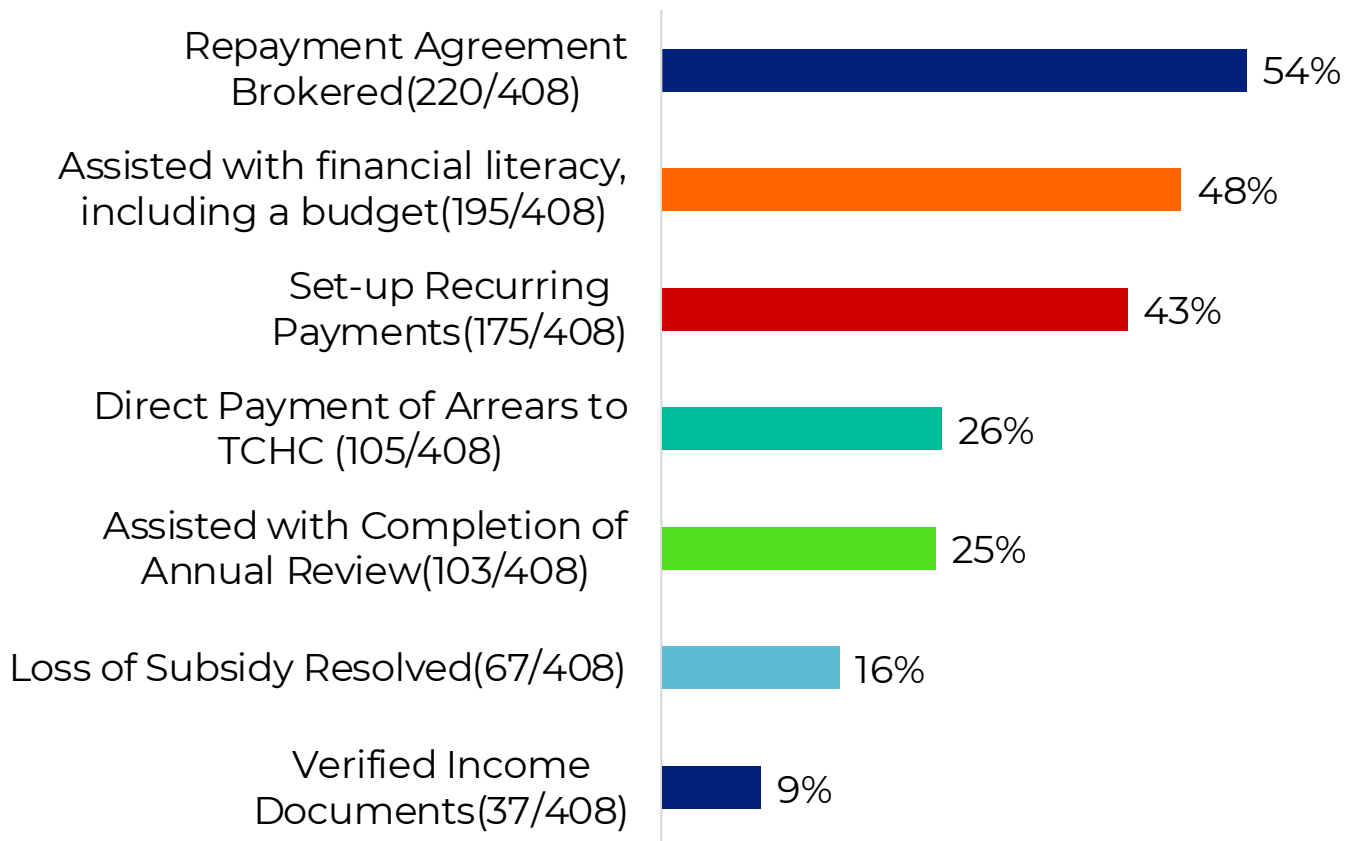


## 7.2 Case Management Outcomes

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



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

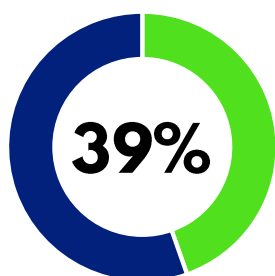


## 8. Audit Findings

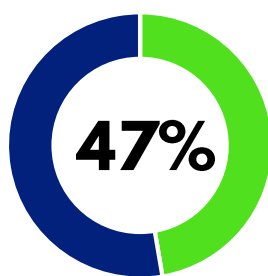
The OCHE is responsible for auditing both TCHC's Arrears Collection Process (ACP) and Loss of Subsidy Process (LOS). The audit findings for the two processes are showcased under separate subheadings below.

### 8.1 Arrears Collection Process

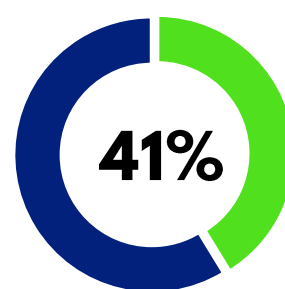
The OCHE noted process delays in 89% (397/446) of cases concerning the Arrears Collection Process. Adherence to timing set out in the ACP is important, as delays in the process can ultimately impact the potential resolution of arrears accounts.



OCHE referral  
Late (173/446)



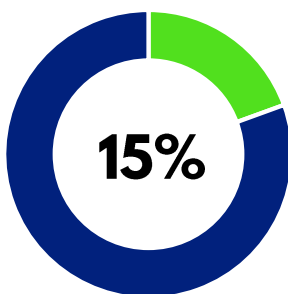
N4 Sent Late  
(211/446)



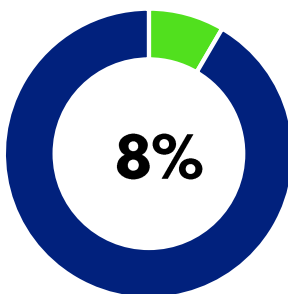
Multiple EPP  
Letter 1's (184/446)

### 8.2 Loss of Subsidy

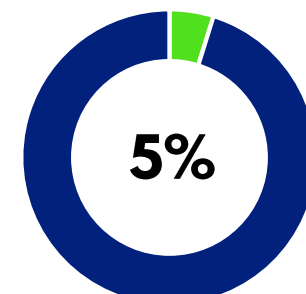
The OCHE noted process errors in 68% (56/83) of cases concerning the Loss of Subsidy Process. The top three areas of concern were no reminder letter issued 15% (15/83), no direct contact before NOD 8% (7/83) and no direct contact after NOD 5% (3/83).



No Reminder  
Letter (15/83)



No Direct  
Contact before  
NOD (7/83)



No Direct  
Contact After  
NOD (3/83)

## 9. Process improvement recommendations to TCHC

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

### **Q1 Recommendation: ACP Review and Process Changes**

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

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

### **Q2 Recommendation: COVID Pilot**

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


### **Q3 Recommendation: Hardened Arrears Pilot**

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

### **Q4 Recommendation: Early Intervention in ACP**

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

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



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

*- (R.N Tenant)*



# Highlights of the COVID Pilot

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

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

## The OCHE Outcomes

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



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



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



## About the Households

The OCHE worked with 104 households.



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



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



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



## Audit Findings

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



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



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



# Highlights of the Hardened Arrears Pilot

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

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

## The OCHE Outcomes

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



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



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



## About the Households

The OCHE worked with a total of 79 households.



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



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



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



## Audit Findings

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



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



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

## 10. Case Scenarios

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

### 10.1 Case Scenario: Vulnerable Tenant

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 10.2 Case Scenario: Vulnerable Tenant

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

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

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

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

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

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

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

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

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

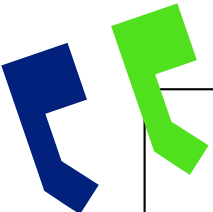
The ERO also submitted an application to OW for the Housing Stabilization Fund ("HSF"), to assist with the rental and hydro arrears. The HSF application was approved and a payment of \$369.00 was sent directly to TCHC, resulting in zero rental arrears owing. In addition, a second payment of \$550.21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

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

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

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

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



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

*- (M.C Tenant)*



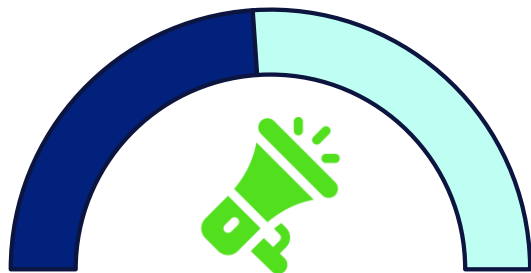


# 11. Tenant Survey Results

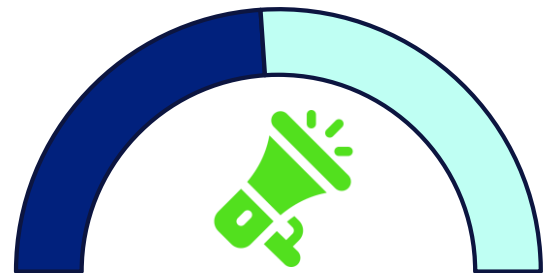
The OCHE provides all tenants with a tenant satisfaction survey to give feedback on their experience working with the OCHE. The results of those surveys are showcased below.



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



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



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



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



**17%** (9/46) Of tenants commented that the ERO's were understanding. 124



“Light at the end of the tunnel”

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

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

“Very understanding”

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

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

“Thanks for support and understanding”



**339 Bloor Street West, Suite 221  
Toronto, ON M5S 1W7**

**☎ 416-632-7999**

**☎ 416-217-0335**

**✉ [info@oche.ca](mailto:info@oche.ca)**

**🌐 [www.oche.ca](http://www.oche.ca)**



## OCHE – 2020 Work Plan Performance Report

Item 7B

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-26D

**To:** Tenant Services Committee (“TSC”)

**From:** Commissioner of Housing Equity

**Date:** March 2, 2021

### PURPOSE:

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

### RECOMMENDATIONS:

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

### REASONS FOR RECOMMENDATIONS:

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

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

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

**IMPLICATIONS AND RISKS:**

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

**SIGNATURE:**

*"Cynthia L. Summers"*

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Cynthia L. Summers  
Commissioner of Housing Equity

**ATTACHMENT:**

1. OCHE 2020 Work Plan Performance Report

**STAFF CONTACT:**

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



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

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

<sup>1</sup>Referrals by TCHC are mandatory but engagement by TCHC tenants is voluntary.



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>d) Support tenants to pay off the arrears owing to TCHC within the shortest time possible, taking into account the financial resources available to the tenants and the size of arrears accumulated.</p>	<ul style="list-style-type: none"> <li>The tenants have been connected with internal and external supports to address underlying issues contributing to arrears, such as mental health challenges or financial illiteracy.</li> </ul>	<ul style="list-style-type: none"> <li>100% of tenants are connected with supports as needed to address underlying Issues related to arrears accumulation.</li> <li>90% of tenants referred to the OCHE will be set up to pay their rent directly to TCHC by having PAP or direct payments set up.</li> </ul>	<ul style="list-style-type: none"> <li>The OCHE identified that 253 tenants required support to address the underlying issues leading to their arrears accumulating and connected 100% of them to available supports such as the Housing Stabilization Fund (HSF), Ontario Works (OW), ODSP, retro payments from the CRA in the form of pensions and setting up pay direct for payment of rent to TCHC.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The OCHE suggested to 100% of the tenants we worked with that they set-up direct or pre-authorized payments for their rent and arrears. However, only 52% (175/337) of tenants agreed to have their rent paid directly to the TCHC.</li> </ul> <p><b>Unable to Achieve<sup>2</sup></b></p>

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



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



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>f) Connect tenants with external funding available to repay arrears directly to TCHC and connect tenants with options to lower their financial obligations i.e. reduced cost cable service, credit counselling.</p>	<ul style="list-style-type: none"> <li>• OCHE has identified subsidies and money available to the tenants to pay down arrears in lump sums.</li> <li>• Direct payments are made to TCHC to reduce arrears owed by tenants referred to OCHE.</li> <li>• Tenants have been connected to all subsidies and funds to which they are entitled.</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of repayment plans for arrears under \$1000 will be repaid over a period of 12 months or less.</li> <li>• 80% of the tenants referred to the OCHE have adhered to OCHE brokered repayment plans as measured at the end of the year.</li> <li>• OCHE will identify possible income sources available to tenants and a minimum of 50% of Tenants who work with OCHE will be connected with income sources resulting in a lump sum direct payment of arrears to TCHC<sup>3</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>• 86% (31/36) of the OCHE brokered repayment agreements for rental arrears under \$1000 were to be repaid over a period of 12 months or less. (Some agreements warrant longer repayment periods, as the monthly payment are determined according to the tenants' financial circumstances).</li> </ul> <p><b>Unable to achieve</b></p> <ul style="list-style-type: none"> <li>• 95% (211/220) of OCHE brokered repayments agreements have been adhered to by tenants' as measured at the end of the year and reported by TCHC.</li> </ul> <p><b>Exceeded</b></p> <ul style="list-style-type: none"> <li>• The OCHE successfully identified and accessed income sources for tenants to allow them to make lump sum payments toward their rental arrears in 55% (72/130) of cases. This resulted in direct payments of \$121,556 to TCHC.</li> </ul> <p><b>Exceeded</b></p>

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





OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
	<p>g) Breached OCHE brokered repayment plans will be reviewed to determine the reasons the agreement failed and learnings will be incorporated into OCHE processes going forward and communicated to TCHC for continuous systemic improvement.</p>	<ul style="list-style-type: none"> <li>OCHE has conducted a fulsome review of all breached files to determine if the circumstances leading to the breach were exceptional and warrant OCHE further involvement.</li> </ul>	<ul style="list-style-type: none"> <li>OCHE works with 100% of tenants who have breached their first brokered repayment agreement but only if the tenants have demonstrated exceptional circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>The OCHE was able to work with 100% of the tenants identified to have exceptional circumstances. The OCHE identified exceptional circumstances in 51% (46/90) of the breached files referred to OCHE. In the cases where the tenants did not demonstrate exceptional circumstances<sup>4</sup> the files were referred back to TCHC to proceed to the Landlord and Tenant Board (LTB).</li> </ul> <p><b>Achieved</b></p>

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



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



OCHE Goals	OCHE Actions	OCHE Key Performance Outcomes	OCHE Targets	Year-End Performance
<p>2) Ensure the accountability of the OCHE’s work to ensure quality service is provided to tenants by ensuring TCHC compliance with OCHE recommendations.</p>	<p>a) Develop new process with the 3 Operations Divisions to review Recommendations with General Managers and staff to address any barriers to compliance.</p>	<ul style="list-style-type: none"> <li>• The Arrears Collection Process and OCHE process have been reviewed to identify areas for improved process.</li> <li>• A new process has been developed to review and implement OCHE recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• TCHC demonstrates compliance with 90% of the Commissioner’s recommendations<sup>5</sup>.</li> </ul>	<p>The OCHE recommendations are broken down into three categories: Tenant Specific, Arrears Collection Process (ACP) audit and whether or not TCHC should proceed with an L1 Application.</p> <p>In 2020, TCHC received and indicated acceptance of 100% of the OCHE's recommendations, however the implementation of some of the recommendations have been flagged to be actioned in 2021, as TCHC rolls out new systems and processes as follows:</p> <ul style="list-style-type: none"> <li>• Tenant Specific Recommendations: have been catalogued and will be implemented via the new HOMES system.</li> <li>• ACP audit recommendations: have been addressed through the creation of a new ACP, which will be rolled out to staff in Q1 2021.</li> <li>• L1 Application recommendations: There was a delay in TCHC being able to process these recommendations, as the LTB was closed from March to September 2020, due to COVID19, however the LTB has now re-opened and TCHC is auctioning the recommendations accordingly.</li> </ul> <p><b>Exceeded</b></p>

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



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



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

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



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

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

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



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





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

Item 8

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-27D

**To:** Tenant Services Committee (“TSC”)

**From:** General Manager, Seniors Housing Unit

**Date:** March 11, 2021

### **PURPOSE:**

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

### **RECOMMENDATIONS:**

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

### **BACKGROUND:**

#### **Seniors Health and Wellness Hubs in the ISM**

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

Seniors Health and Wellness Hubs are one of the four key innovations of the ISM, and are outlined as a requirement of the ISM in the Accountability Framework (City Report 2020.EX 17.2). Specifically, the Accountability Framework requires that<sup>1</sup>:

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

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

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

### **Seniors Health and Wellness Hub for ISM Phase 1**

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

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

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

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

### **Site Analysis & Location Selection of 145 Strathmore Blvd**

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

#### *Results of the Site Analysis:*

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

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

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

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

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

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

## **Tenant Engagement on Seniors Health and Wellness Hubs**

### *Tenant Focus Groups*

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

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

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

#### *Tenant Survey at 145 Strathmore*

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

#### *Senior Tenant Advisory Committee*

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

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

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

### **Security Analysis**

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

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

### **Benefits of Seniors Health and Wellness Hub at 145 Strathmore Blvd**

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

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

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

### **Funding Requirements to Establish a Hub at 145 Strathmore Blvd**

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

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

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

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

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

### **Next Steps**

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

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

### **Seniors Health and Wellness Hubs in Other SHU Regions**

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

### **SIGNATURE:**

*"Jill Bada"*

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Jill Bada  
General Manager, Seniors Housing Unit

### **STAFF CONTACT:**

Jill Bada, General Manager, Seniors Housing Unit  
416-981-4548  
Jill.Bada@torontohousing.ca





## TCHC Community Safety Advisory Sub-Committee – Update

Item 9A

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-41

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** April 21, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with an update on the Toronto Community Housing (“TCHC”) Community Safety Advisory Sub-Committee.

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

This report provides an overview of the Community Safety Advisory Sub-Committee including its membership and actions to be taken to support its mandate.

### **BACKGROUND:**

At its March 24, 2021 meeting, the TSC approved the establishment of a Community Safety Advisory Sub-Committee, a sub-committee reporting into the TSC. The Community Safety Advisory Sub-Committee will be comprised of TSC members including Marcel Charlebois, Debbie Douglas, Ubah Farah, Councillor Paula Fletcher, and Councillor Frances Nunziata.

The Community Safety Advisory Sub-Committee, with the support of staff from TCHC and the City of Toronto, will establish its mandate, develop its terms of reference, develop governance oversight, and conduct a review of TCHC's community safety activities, including the Violence Reduction Program and the role of the Community Safety Unit.

As part of its work, the Community Safety Advisory Sub-Committee will consider and integrate the work undertaken through the Confronting Anti-Black Racism strategy, the Tenants First initiative, and the new service model for the Operations division. As well, they will adopt the most appropriate model to engage tenants through the course of their work.

As a next step, TCHC and City staff will work with Community Safety Advisory Sub-Committee members to establish the timing and agenda for the inaugural meeting, with the agenda proposed to focus on the establishment of a Terms of Reference, identification of research and information to be gathered to inform decision-making, discussion on tenant engagement and tenant membership on the Community Safety Advisory Sub-Committee, and other topics to be identified by Sub-Committee members.

**SIGNATURES:**

*"John P. Angkaw"*

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John P. Angkaw  
Acting Chief Operating Officer

**STAFF CONTACT:**

Lisa Ku, Manager, Performance & Quality  
416-981-4318  
Lisa.Ku@torontohousing.ca



## TCHC's Operational Performance Measures

Item 9B

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-33

**To:** Tenant Services Committee ("TSC")

**From:** Acting Chief Operating Officer

**Date:** April 21, 2021

### PURPOSE:

The purpose of this report is to provide the TSC with an update on key areas of Toronto Community Housing Corporation's ("TCHC") operations.

### RECOMMENDATIONS:

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

### REASONS FOR RECOMMENDATIONS:

This report outlines TCHC's operational performance for March 2021 (Attachment 1) and provides additional explanation for significant variances.

### SIGNATURE:

*"John P. Angkaw"*

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John P. Angkaw  
Acting Chief Operating Officer

**ATTACHMENT:**

1. March 2021 Operational Performance Measures

**STAFF CONTACT:**

Lisa Ku, Manager, Performance & Quality

416-981-4318

[Lisa.Ku@torontohousing.ca](mailto:Lisa.Ku@torontohousing.ca)

**Attachment 1: March 2021 Operational Performance Measures**

Item	Measure	March 2021	2020 Avg	Change
1	Tenant Calls to Client Care	44,557	37,219	+ 7,338
2	Elevator Service Requests	645	636	+ 9
3	Demand Pest Treatments	3,724	3,862	-138
4	Vacancy Rate (Percent)	2.05%	2.15%	- 0.10
5	Rentable Vacant Units	1,164	1,224	- 60
6	Non-Rentable Vacant Units	2,370	2,320	+ 50
7	Rent & Parking Arrears (Million)	\$15.28	\$13.51	+ \$1.77
8	Crimes Against Property	165	177	- 12
9	Crimes Against Persons	100	107	- 7
10	Fire Incidents	14	18	- 4
11	Tenant Referrals Made to Internal/External Supports	1,317	472	+ 845

**1. Tenant Calls to Client Care**

The call volumes to the Client Care Centre in March 2021 were 7,338 calls higher when compared to the average call volumes for 2020. This significant increase can be attributed to a variety of factors, which include an increase in COVID-19 related inquiries and increase in requests for appliance repairs (23%), janitorial services (18%), and door repairs (15%).

**2. Elevator Service Requests**

The volume of elevator calls increased by 9 when compared to the 2020 average. The increase may be attributed to the increased elevator usage amongst tenants staying at home due to the stay at home order with the COVID-19 pandemic.

**3. Demand Pest Treatments**

The volume of demand pest treatments decreased by 138 (3,724) when compared to the 2020 average, yet it increased by 948 (3,724) when compared to the previous month. This month-over-month increase coincides

with the warmer weather and tapering of demand pest treatments conducted during the annual unit inspections.

#### 4. Vacancy Rate

The vacancy rate across TCHC in March 2021 was 2.05%, which is 0.11% lower than the previous month (2.16%). The vacancy rate in the Family portfolio was 1.85% (rent-geared-to-income (“RGI”) & Market) with a month-over-month decrease of 38 vacant units. In addition, the vacancies in the Seniors Housing Unit (“SHU”) portfolio was 2.67% (RGI & Market) with a month-over-month decrease of 23 vacant units.

Figure 1: Vacancy - Family

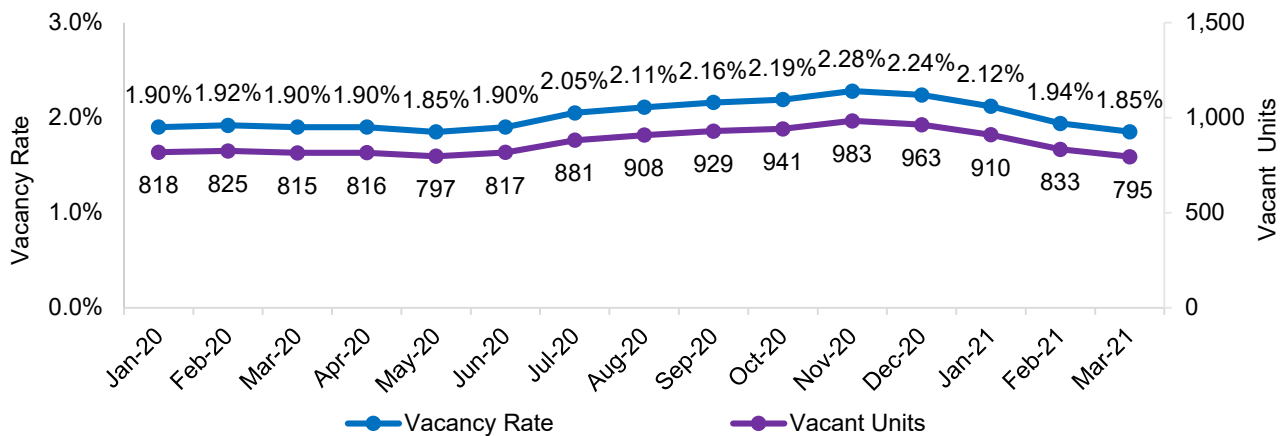


Figure 2: Vacancy - SHU

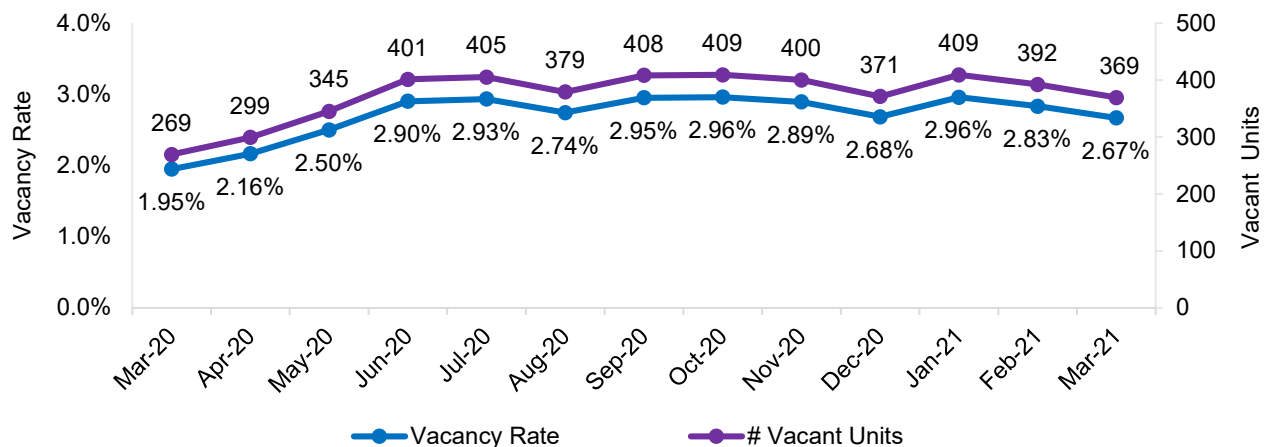


Table 1: Vacancies by Region, March 2021

	West	Central	East	SHU
<b>Total</b>	<b>1.73%</b>	<b>2.28%</b>	<b>1.56%</b>	<b>2.67%</b>
<b>RGI</b>	1.92%	2.88%	1.62%	2.65%
<b>Market</b>	0.07%	0.59%	0.80%	3.32%

The vacancy data has turned the corner and is heading in the right direction; the progressive decrease indicates that the strategy is yielding positive results. The following provides updates to the on-going vacancy solutions:

### ***Bulk Unit Showings***

TCHC had identified buildings with a high vacancy rate and clusters of vacant units across all the regions. Due to the increasing COVID-19 risks, TCHC has pivoted to deliver virtual rental campaigns, which are planned for 35 units across three buildings. 600 individuals will receive invitations for the bulk unit showings.

### ***Rapid Re-housing***

In 2021, Phase 2 of the rapid rehousing program (“RRH”) was implemented, which included the allocation of 300 units with furniture and supports for individuals being transferred from the shelter system. During the third-wave of the COVID-19 pandemic, outbreaks at 18 emergency shelters have significantly limited the ability to transfer individuals from the shelter system into the allocated units. To date, 75 units have been occupied, 92 individuals have been housed from the shelter system, and 17 additional units have the leasing process underway.

### ***By-Pass Over-housed Waitlist***

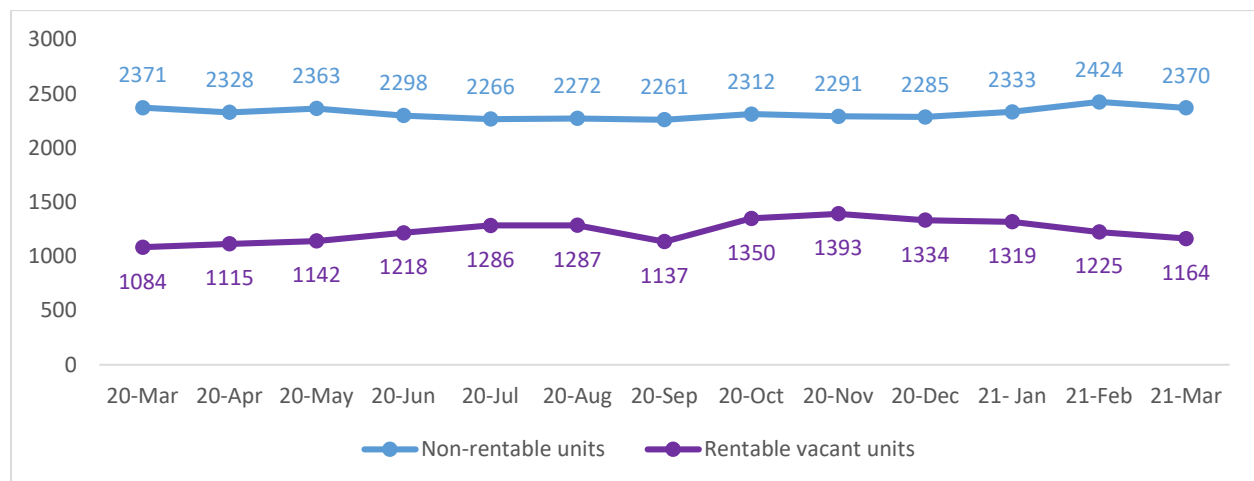
TCHC has received time-limited approval to bypass unit offers to over-housed households on the internal transfer list until April 30, 2021. TCHC has submitted a request to the Service Manager for an extension to continue to by-pass the over-housed list. In addition, TCHC will continue to work with SSHA to implement a new process for over-housed transfers to coincide with the new legislated changes that are coming into effect in July 2021.

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

The rentable vacant units have decreased by 60 units when compared to the 2020 average. The number of rentable vacancies have been decreasing each month since November 2020, as a result of targeted vacancy reduction strategies underway to address the increase in vacancies that occurred during the COVID-19 pandemic.

In contrast, non-rentable vacant units have increased by 50 when compared to the 2020 average. The non-rentable vacancies have been increasing primarily due to additional units currently undergoing revitalization at Don Summerville and Lawrence Heights, as well, there have been an increasing number of units undergoing capital repairs and accessibility modifications.

*Figure 3: Rentable Units & Non-Rentable Vacant Units*



The following provides a detailed summary of the highest non-rentable vacant unit category, revitalization:

***Revitalization***

Of the total number of non-rentable vacant units, 1,484 units were under revitalization. Of the 1,484 revitalization units, 621 units have been vacated by tenants and are pending demolition and 548 units have been demolished or have gone under construction and are pending replacement

As well, 149 units have been built and are pending move-in from tenants to 20 New Heights Court in West Region, and 170 Fairview Mall Drive in East Region. Units can take approximately six (6) months for all tenants who were relocated to return, as there are two (2) moves



permitted each day (excluding weekends) due to elevator availability. An additional 166 units are being held to offer to tenants who are relocating.

Table 2: Non-rentable Vacant Unit Status Summary, March 2021

<b>Definition</b>	<b>SHU</b>	<b>West</b>	<b>East</b>	<b>Central</b>	<b>CM-C</b>	<b>CM-E</b>	<b>Total</b>
<b>Revitalization</b> <i>Units that are not available for rent as they are supporting or undergoing the revitalization process</i>	0	324	472	671	16	1	<b>1484</b>
<b>Repairs Required</b> <i>Units are not available for rent due to maintenance or repair work that is required</i>	44	115	85	155	5	21	<b>425</b>
<b>Non-Residential Use</b> <i>Units are not available for rent as they are being used for non-residential purposes, such as recreation spaces or staff office space.</i>	18	42	28	29	3	11	<b>131</b>
<b>Legal</b> <i>Units that are not available for rent as they are being held for a legal purpose or as part of a sale transfer to another housing provider</i>	0	0	0	55	275	0	<b>330</b>
<b>TOTAL</b>	<b>62</b>	<b>481</b>	<b>585</b>	<b>910</b>	<b>299</b>	<b>33</b>	<b>2370</b>

## 7. Rent & Parking Arrears

The rent and parking arrears for March 2021 was \$15.28 million, which is a decrease of \$585K from end-of-2020. Of this amount, \$5.2 million are in repayment agreements – these tenancies have been maintained.

While arrears peaked in February 2021 at \$15.9M, there has been downward trend to the current level at \$15.28M.

*Table 3: Arrears by Categories, March 2021*

<b>Categories (March 2021)</b>	<b>Total (M)</b>
Arrears 30 days old or less (late payers)	<b>\$ 0.89</b>
• N4 Issued	\$ 0.21
• Legal Filing	\$ 0.004
• Order	\$ 0.001
• New Arrears	\$ 0.23
• Unmanaged: Arrears Locally Managed	\$ 0.45
Arrears over 30 days old	<b>\$ 9.19</b>
• N4 Issued	\$ 4.29
• Legal Filing	\$ 1.96
• Order	\$ 0.92
• New Arrears	\$ 0.01
• Unmanaged: Arrears Locally Managed	\$ 2.01
<b>Net arrears</b>	<b>\$ 10.08</b>
<b>Arrears in a repayment agreement</b>	<b>\$ 5.2</b>
<b>Total</b>	<b>\$ 15.28</b>

Of all arrears, \$7.4M are currently being managed (e.g. N4 issued, managed through legal process), whereas \$2.6M are not managed through an agreement or legal process (e.g. locally managed).

Table 4: Arrears by Region, March 2021

	<b>West</b>	<b>Central</b>	<b>East</b>	<b>SHU</b>
<b>Total</b>	<b>\$ 6,283,524</b>	<b>\$ 4,032,557</b>	<b>\$ 2,620,857</b>	<b>\$ 1,163,252</b>
<b>Unmanaged</b>	<b>\$ 4,163,419</b>	<b>\$ 2,735,976</b>	<b>\$ 1,603,480</b>	<b>\$ 622,274</b>
<b>Rep. Agr.</b>	<b>\$ 2,120,106</b>	<b>\$ 1,296,580</b>	<b>\$ 1,017,377</b>	<b>\$ 540,978</b>

The following provides updates to the above noted arrears solutions:

#### ***New Arrears Collection Process (“ACP”) Process***

TCHC has partnered with OCHE and subject matter experts to develop the new ACP. The goal of the ACP is to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports. The new ACP will come into effect on June 1, 2021. In preparation, ACP training has been provided to 179 Operations and 10 SHU staff.

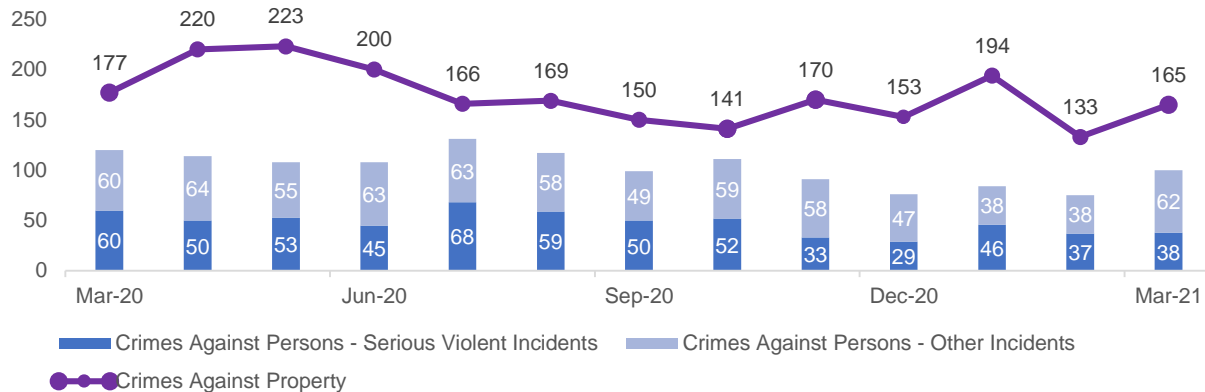
#### ***Restart Legal Process***

In March 2021, due to the on-going COVID-19 risk to tenants who might become homeless, or otherwise lack access to stable housing, and based on ongoing consultations with City staff, the President and Chief Executive Officer directed all staff to continue to suspend evictions for arrears and extend the TCHC Eviction Moratorium until June 17, 2021. To mitigate the risk that arrears could increase disproportionately during the Eviction Moratorium, TCHC staff will continue to fully implement its ACP, short of scheduling enforcement with the Sheriff.

#### **8. & 9. Crimes Against Property & Crimes Against Person**

There have been 100 crimes against persons and 165 crimes against property in March 2021, which are decreases of 7 and 12 respectively when compared to the 2020 average.

Figure 4: Crimes Against Persons & Property



**10. Fire Life and Safety**

In March 2021, there were 14 fire incidents reported across the TCHC portfolio, which consisted of cooking related incidents, arson, and electrical related incidents. TCHC continues to raise awareness on fire safety prevention through monthly fire safety poster campaigns and targeted public education. In Q3, TCHC will be launching a fire safety campaign that will be delivered to the top five buildings with the highest prevalence of cooking fire incidents within the TCHC portfolio.

***False Fire Alarm Charges***

At the March 24, 2021 TSC meeting, the TSC requested an update as it related to false fire alarms. Additionally, the TSC requested for TCHC to identify the top 20 buildings with the highest false fire alarms incidents.

TCHC historically has been charged large sums fees for false fire alarms. In 2020, TCHC incurred \$3.93M in false fire alarm fees. In addition, the top 20 buildings with the highest false fire alarms account for 29% (\$1.13M) of all fees (See Figure 4).

Table 5: False Fire Alarms by Top 20 Buildings 2019 and 2020

2019			2020		
Buildings	Calls	Fees	Buildings	Calls	Fees
251 Sherbourne St	99	140,383	251 Sherbourne St	78	112,530
200 Sherbourne St	92	130,644	200 Sherbourne St	73	105,783
44 Willowridge Rd	81	115,147	275 Shuter St	66	95,838
4205 Lawrence Ave E	71	100,837	200 Wellesley St E	59	85,581
4301 Kingston Rd	60	85,408	44 Willowridge Rd	58	83,934
285 Shuter St	45	63,839	285 Shuter St	48	69,576
5 Wakunda Pl	44	62,269	50 Tuxedo Crt	40	58,104
200 Wellesley St E	43	61,325	4301 Kingston Rd	39	56,577
415 Willowdale Ave	42	59,685	10 Glen Everest Rd	39	56,577
460 Jarvis St	41	58,393	250 Davenport Rd	38	55,050
50 Tuxedo Crt	38	54,170	140 Adanac Dr	31	45,057
20 Falstaff Ave	38	53,892	101 Humber Blvd	31	45,057
910 Queen's Plate Dr	36	51,030	61 Pelham Park Gdns	29	42,099
1901 Weston Rd	32	45,619	4205 Lawrence Ave E	28	38,973
330 Gerrard St E	32	45,584	3181 Eglinton Ave E	23	33,393
855 Roselawn Ave	30	42,826	41 D'arcy St	22	31,866
101 Humber Blvd	28	39,790	365 Bay Mills Blvd	22	31,842
3101 Weston Rd	27	38,255	155 Sherbourne St	22	31,794
275 Shuter St	26	36,998	2739 Victoria Park	21	30,219
365 Bay Mills Blvd	25	35,671	1901 Weston Rd	20	29,052
<b>Total</b>	<b>930</b>	<b>1,321,762</b>	<b>Total</b>	<b>787</b>	<b>1,138,902</b>

In 2020, TCHC initiated a pilot program at the top three sites with highest incidents of false fire alarms: 251 Sherbourne, 200 Sherbourne and 275 Shuter. The pilot program involved an integrated team approach, which included fire life safety, community safety, and building staff to evaluate the common causes of false alarms at each building and tailor initiatives to reduce frequency. The pilot program had positive effect as it reduced false fire alarm fees, however, it had to be paused due to the COVID-19 pandemic.

In 2021 YTD, TCHC has incurred \$787,155 in false fire alarm fees resulting from 541 false fire alarm calls. In partnership with Toronto Fire Services, TCHC has established an inter-disciplinary task group

comprised of members from Operations and Fire Life Safety. The task group will revisit properties with a high prevalence of false fire alarms and leverage data to implement targeted initiatives, which includes physical prevention and mitigation measures. As well, the group will support the development of a risk-based plan to address the three streams of false fire alarms: malicious, nuisance, and elevator non-emergencies, building on previous measures that are currently or have previously been implemented.

### **11. Tenant Referrals Made to Internal/External Supports**

There were 1,317 tenant referrals made to internal and external supports, an increase of 845 referrals when compared to the 2020 average. This increase is due to restart of wellness checks during the third-wave of the COVID-19 pandemic and increased referrals received through the annual unit reviews.



## Tenant Complaints Update

Item 9C

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-34

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** April 21, 2021

### PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions program enhancements and complaints data and trends.

### RECOMMENDATIONS:

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

### BACKGROUND

Toronto Community Housing (“TCHC”) is committed to providing a positive experience for our tenants. TCHC has adopted a single-stage escalation model for tenant complaints, which is supported by the Solutions team.

### PROGRAM UPDATES

The Solutions team has implemented the following program enhancements to improve service delivery:

1. **Getting Complaints Resolved:** The Solutions team participated in a standardized training program aimed to drive the effective management of complaints to resolution. The training was focused on customer service, communication, and the effective management of complaints through the use of simulation and case-based training. The training was delivered in April 2021.

**2. Improving Service:** The Solutions team delivered four tenant engagement and consultation sessions, as part of the work to refresh the TCHC Complaints policy. In total, 55 tenants participated in the engagement and consultation sessions, which were conducted through WebEx in accordance with tenant engagement meeting standards. The following are key themes highlighted by tenants that should be addressed in the refresh of the TCHC Complaints policy:

- Transparency
- Accountability
- Communication
- Confidentiality

The feedback collected during the consultations will be reviewed and integrated into the refresh of the TCHC Complaints policy. The updated TCHC Complaints policy will be brought to the TSC in Q3 2021.

## COMPLAINTS DATA & TRENDS

In March 2021, Solutions received 204 complaints. Of those complaints, the top complaints categories were: 25% (51) anti-social behavior, 16% (32) building maintenance, and 16% (32) building service complaints. When compared to the previous year, there has been a year-over-year increase across all top categories.

*Table 1: Total & Top 3 Complaints, March 2020 & 2021*

	March 2020	March 2021	YOY Change	2021 YTD
<b>Total Complaints</b>				
Total	169	204	+ 35	589
<b>Top 3 Complaints</b>				
Anti-Social Behavior	21	51	+ 30	139
Building Maintenance	5	32	+ 27	53
Building Service	14	32	+ 18	119

## LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, TCHC continues to use complaints data and staff feedback to improve tenant services and experience. As a service oriented organization, TCHC views complaints as valuable feedback ‘gifts’ as they represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to tenants and communities.



### **1. Timely Emergency Accommodation to Tenants**

As emergency incidents (e.g. fire) occur at TCHC, tenants are sometimes displaced as a result of their unit being deemed uninhabitable due to the incident. In these instances tenants can be relocated or provided commercial accommodation (e.g. hotel). However, delays were experienced when providing tenants commercial accommodation (e.g. hotel) during after-hours, weekends, or holidays. To address the delays, a standardized process has been implemented to support a coordinated approach to source and secure emergency accommodation for tenants after an emergency incident. The standardized process will be supported by the Client Care Centre (“CCC”), Community Safety Unit and Business Operations, and will ensure a timely response for emergency tenant accommodation requests.

### **2. Access to Real-Time Service Disruption Information**

As service disruptions occur across TCHC, it often results in tenants calling into the CCC to inquire about the service disruption and request updates on a resolution. As service disruption occurs, information is shared within the CCC through a shared e-mail inbox. However, this has been challenging at times as CCC staff may not be able to readily access the most up-to-date information. To streamline collection and distribution of service disruption information, a centralized information portal is being developed so that CCC staff will have access to real-time information on service disruptions (e.g. no water, no heat, no hot water, etc.), as well as access to resources such as CCC policies and procedures. By having a centralized information portal for service disruptions, CCC agents will be able to access real-time information and provide updates to residents in a timely and efficient manner.

### **3. Effectively Managing Human Rights Complaints**

As Human Rights complaints are submitted, they are triaged by the Solutions team and then sent to the General Manager for review and follow-up, which can include engaging additional staff. However, it has been identified that not all staff possess the experience and expertise to appropriately manage Human Rights complaints due to the lack of specialized training. To ensure the appropriate oversight and management of Human Rights complaints, an inter-disciplinary group will be established to triage and review Human Rights complaints. The inter-disciplinary group will consist of members from Solutions, Legal Services and Regional Operations, and will provide a forum to review Human

Rights complaints to ensure they are managed in a fair manner. In addition, the inter-disciplinary group will provide key subject-matter expertise into the development of Human Rights training, policies, and procedures.

#### **4. Integrated Team Approach to Community Safety**

Dan Harrison Complex represents one of the high needs buildings within Central Region and TCHC has previously received complaints from tenants regarding safety issues at the building. To collectively address the issues, the Central regional team applied an integrated team model with representation from all service pillars to discuss and implement the appropriate interventions to ensure that the appropriate supports are provided to tenants. Specifically, the team has adopted an issue driven and action oriented approach that includes identifying building issues, assessing the impact, and implementing appropriate actions to address the issues. As a result, the integrated team has been able to facilitate the following outcomes: conducted 17 wellness checks, facilitated safety forums with partner agencies, adopted coordinated approach to unit takeovers with community partners, delivered safety engagement events for tenants, and coordinated two COVID-19 testing clinics.

#### **SIGNATURE:**

*“John P. Angkaw”*

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John P. Angkaw  
Acting Chief Operating Officer

#### **STAFF CONTACT:**

La-Toya Hanchard, Manager, Tenant Relations  
416-981-4318  
Latoya.Hanchard@torontohousing.ca



## Tenant Engagement Refresh Update

Item 9D

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-34

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** April 6, 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:**

An update on the Tenant Engagement Refresh is a standing matter on all TSC agendas. At its meeting of March 24, 2021, the TSC requested that the appendices to this report to be presented by region (east, west, central and Seniors Housing Unit) and in alphabetical order within those regions.

### **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 consists of three (3) phases.

*Table 1: Tenant Leadership Roles by Communities*

	<b>Phase 1</b>	<b>Phase 2A &amp; 2B</b>		<b>Phase 3</b>
Total Communities	57	170		103
• Leaders In-Place	39	60	-	-
• Leaders Partial In-Place	6	-	30	-
• No Leaders	12	-	80	-

**Phase 1**

In Phase 1, there were a total of 57 communities involved. As a result, 39 communities have leadership in place, 6 have partial leadership in place, and 12 have no leadership in place. The Phase 1 by-elections in all communities with vacancies have been extended until June 2021. The by-elections extension allows for further tenant engagement and an opportunity for more tenants to participate in the elections process.

To onboard new community representatives, city-wide and regional orientations were held in March 2021. The purpose of the orientation was to introduce tenant leaders to their roles and responsibilities, as well the new operational structure, tenant engagement system, and service quality indicator (“SQL”) survey.

**Phase 2**

In Phase 2, there were a total of 170 communities involved. Since January 2021, all outreach efforts to connect with participating tenants have been conducted in adherence with COVID-19 safety measures. In total, 8,370 tenants were directly engaged through phone calls, emails, door knocking and the distribution of posters and flyers. As a result, 191 nominations were received.

To allow for further tenant engagement and opportunity for tenants to participate in the elections process, the implementation of the Phase 2 elections has been extended and will now consist of two (2) phases: 2A and 2B.

**Phase 2A**

Implementation will take place in 60 communities projected to have full leadership in place by June, 2021. The proposed timeline for 2A elections are as follow:

- All Candidate Meetings (April-May); and
- Election Day (June).

Some regional staff will be temporarily redeployed to these communities to provide additional capacity and support, and to make sure that elections activities are carried out in full compliance to the new public health COVID-19 guidelines.

### **Phase 2B**

In phase 2B, implementation will take place in 30 communities that will have partial leadership in place and an additional 80 communities that will have no leadership in place. The proposed timeline for 2B elections are as follow:

- Communication and Outreach Campaign (June);
- Tenant Meetings (July);
- Nomination Process (June-July);
- Candidates Meetings (August); and
- Election Day (August).

Some regional staff will be temporarily redeployed to these communities to provide additional capacity and support, and to make sure that elections activities are carried out in full compliance to the new public health COVID-19 guidelines.

### **Phase 3**

In Phase 3, there will be a total of 103 communities that will be involved. The timeline for the election activities are as follow:

- Communication and Outreach Campaign (September);
- Tenant Meetings (October);
- Nomination Process (September-October);
- Candidates Meetings (November); and
- Election Day (November).

### **NEXT STEPS**

- Phase 1: Completion of by-elections in 18 communities by June 2021;
- Phase 2A/2B: Completion of elections in 170 communities by Q3 2021; and
- Phase 3: Implementation of elections in 103 communities by Q4 2021.

**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:**

*"John P. Angkaw"*

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John P. Angkaw  
Acting Chief Operating Officer

**ATTACHMENTS:**

1. Tenant Elections Dataset – Family Buildings (in alphabetical order)
2. Tenant Elections Dataset – Seniors Housing Unit Building (in alphabetical order)

**STAFF CONTACT:**

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

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 1 FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED)

May 4, 2021

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

### EAST REGION

Region	HUB #	Dev. Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
East	87	ADANAC APARTMENTS	Building/townhouse committee	56	2	3/4/2020	17	7	0	2
East	55	DANFORTH AVE (1275)	Community Representative	29	2	2/26/2020	6	N/A	2	0
East	58	EDGEWOOD AVENUE	Community Representative	18	2	3/9/2020	0	0	0	2
East	112	LAWRENCE/GALLOWAY	Building/townhouse committee	60	2	2/18/2020	0	8	0	2
East	113	LAWRENCE/SUSAN	Building/townhouse committee	47	2	2/27/2020	0	10	1	1

Region	HUB #	Dev. Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
East	86	MCCLAIN PARK APARTMENTS	Building/townhouse committee	47	2	2/12/2020	15	3	2	0
East	78	MIDLAND AVE (1201)	Building/townhouse committee	23	2	2/24/2020	13	6	0	2
East	73	ROYWOOD DRIVE	Building/townhouse committee	10	2		0	0	2	0
East	76	SHEPPARD/VICTORIA PARK	Community Representative	89	4		7	N/A	4	0
East	117	ST CLAIR/BIRCHMOUNT II	Building/townhouse committee	10	2	3/3/2010	10	6	0	2
East	81	VILLAGE APARTMENTS	Building/townhouse committee	62	2	2/19/2020	23	2	2	0
<b>Total</b>				<b>451</b>	<b>24</b>		<b>91</b>	<b>42</b>	<b>13</b>	<b>11</b>



**WEST REGION**

Region	HUB #	Dev. Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
West	95	CAPRI ROAD (7)	Building/townhouse committee	62	2	03/11/2020	11	15	2	0
West	25	DUNDAS MABELLE	Building/townhouse committee	105	2	03/12/2020	3	11	2	0
West	21	DUNDAS/GOOCH	Community Representative	53	4	2/26/2020	37	N/A	2	2
West	95	EAST MALL	Building/townhouse committee	20	2	03/09/2020	13	9	0	2
West	6	HUMBERLINE PLACE	Building/townhouse committee	54	2	03/05/2020	11	11	2	0
West	12	JANE/FALSTAFF (20, 30, 40 Falstaff)	Building/townhouse committee	93	2	03/04/2020	6	2	2	0
West	34	LAWRENCE HEIGHTS	Building/townhouse committee	47	2	02/22/2020	20	6	2	0
West	31	NEPTUNE DRIVE	Building/townhouse committee	19	2		0	6	0	2
West	33	ROSELAWN/MARLEE	Community Representative	71	4	2/26/2020	12	N/A	0	4
West	95	WILLOWRIDGE/RICHVIE W	Building/townhouse committee	34	2	03/05/2020	17	12	2	0
<b>Total</b>				<b>558</b>	<b>24</b>		<b>130</b>	<b>72</b>	<b>14</b>	<b>10</b>

**CENTRAL REGION**

Region	HUB #	Dev. Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	53	ASQUITH PARK	Building/townhouse committee	43	2	2/26/2020	7	5	2	0
Central	36	BATHURST (1400)	Building/townhouse committee	31	2	2/10/2020	2	10	2	0
Central	45	BATHURST/ADELAIDE	Building/townhouse committee	51	2	2/27/2020	10	10	2	0
Central	36	BLAKE TOWERS	Community Representative	26	2	2/11/2020	3	N/A	2	0
Central	59	BLAKE/BOULTBEE	Building/townhouse committee	29	2	2/22/2020	13	9	2	0
Central	37-A	ELM ST. (25)	Community Representative	17	2	2/19/2020	4	N/A	2	0
Central	39	FRANKEL LAMBERT TOWNHOUSES / LAMBER COURT	Building/townhouse committee	0	2	2/3/2020	1	5	2	0
Central	68	GERRARD RIVER	Building/townhouse committee	N/A	2	2/27/2020	21	5	2	0
Central	37	JOHN STREET (190)	Community Representative	10	2	2/10/2020	3	N/A	1	1
Central	59-A	LOUVAIN AVE. (29)	Building/townhouse committee	15	2	2/20/2020	7	5	0	2
Central	37	MCCAUL (22)	Building/townhouse committee	25	2	2/4/2020	0	11	0	2
Central	39	MELITA (F/L II - 470)	Building/townhouse committee	9	2	2/3/2020	1	8	2	0

Region	HUB #	Dev. Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	51	MOSS PARK	Building/townhouse committee	64	2	2/26/2020	4	5	1	1
Central	104	MUTUAL ST (145)	Building/townhouse committee	52	2	2/12/2020	0	6	1	1
Central	39	PENDRITH PARK	Community Representative	28	2	2/12/2020	5	N/A	2	0
Central	59-A	RIVERDALE MEWS	Building/townhouse committee	16	2	2/25/2020	0	16	2	0
Central	40	SENATOR DAVID A. CROLL APARTME	Building/townhouse committee	75	2	2/4/2020	24	20	2	0
Central	37	SIMCOE ST. PATRICK	Community Representative	18	2	2/11/2020	0	N/A	0	2
Central	37	SULLIVAN (11)	Building/townhouse committee	14	2	2/6/2020	4	5	2	0
Central	47	WELLESLEY/JARVIS PLACE	Building/townhouse committee	56	2	2/4/2020	8	14	2	0
Central	54	YONGE STREET (2401)	Building/townhouse committee	18	2	2/24/2020	8	0	2	0
<b>Total</b>				<b>597</b>	<b>42</b>		<b>125</b>	<b>134</b>	<b>33</b>	<b>9</b>

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 1 BY-ELECTIONS FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED)

May 4, 2021

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

### EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
East	87	ADANAC APARTMENTS	Building/townhouse committee	56	2	3/4/2020	17	7	0	2
East	112	LAWRENCE/GALLOWAY	Building/townhouse committee	60	2	2/18/2020	0	8	0	2
East	113	LAWRENCE/SUSAN	Building/townhouse committee	47	2	2/27/2020	0	10	1	1
East	78	MIDLAND AVE (1201)	Building/townhouse committee	23	2	2/24/2020	13	6	0	2
East	117	ST CLAIR/BIRCHMOUNT II	Building/townhouse committee	10	2	3/3/2010	10	6	0	2
<b>Total</b>				<b>196</b>	<b>10</b>		<b>40</b>	<b>37</b>	<b>1</b>	<b>9</b>

**WEST REGION**

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
West	21	DUNDAS/GOOCH	Community Representative	53	4	2/26/2020	37	0	2	2
West	95	EAST MALL	Building/townhouse committee	20	2	03/09/2020	13	9	0	2
West	31	NEPTUNE DRIVE	Building/townhouse committee	19	2		0	6	0	2
West	33	ROSELAWN/MARLEE	Community Representative	71	0	2/26/2020	12	0	5	0
<b>Total</b>				<b>163</b>	<b>8</b>		<b>62</b>	<b>15</b>	<b>7</b>	<b>6</b>

## CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	58	EDGEWOOD AVENUE	Community Representative	18	2	3/9/2020	0	0	0	2
Central	37	JOHN STREET (190)	Community Representative	10	2	2/10/2020	3	N/A	1	1
Central	59-A	LOUVAIN AVE. (29)	Building/townhouse committee	15	2	2/20/2020	7	5	0	2
Central	37	MCCAUL (22)	Building/townhouse committee	25	2	2/4/2020	0	11	0	2
Central	51	MOSS PARK	Building/townhouse committee	64	2	2/26/2020	4	5	2	0
Central	104	MUTUAL ST (145)	Building/townhouse committee	52	2	2/12/2020	0	6	1	1
Central	37	SIMCOE ST. PATRICK	Community Representative	18	2	2/11/2020	0	N/A	0	2
<b>Total</b>				<b>202</b>	<b>14</b>		<b>14</b>	<b>27</b>	<b>4</b>	<b>10</b>

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 2 FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED)

May 4, 2021

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

### EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
East	105	AGNES MCPHAIL	Building/townhouse committee	31	2	48	2/28/2021	6	16	3
East	62	BALSAM AVE. (11)	Building/townhouse committee	3	2	2	3/3/2020	1	2	2
East	106	BIRCHMOUNT/ EGLINTON	Building/townhouse committee	43	2	236	2/3/2021	6	9	3
East	78	CANLISH ROAD	Community Representative	6	2	6	2/25/2021	2	N/A	2
East	109	CEDARBRAE MANOR	Community Representative	91	4	2	2/28/2020	0	N/A	2
East	56	CHATHAM AVE. (195, 197A, 197B, 197C, 197D, 199, 199A, 201A, 201B, 201C, 201D, 203)	Community Representative	2	2	12	2/26/2020	2	N/A	1

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
East	55	COATSWORTH CRES. (33)	Community Representative	69	2	145	3/10/2020	8	N/A	0
East	88	DANFORTH/MIDLAND	Community Representative	65	2	6	2/25/2021	4	N/A	4
East	88	DANFORTH/MIDLAND	Building/townhouse committee	65	2	8	2/25/2021	2	5	2
East	62	EASTERN AVE. (1080)	Building/townhouse committee	13	2	45	1/28/2021	1	0	0
East	61	ELMER AVE. (98)	Community Representative	22	2	40	3/8/2021	2	N/A	1
East	70	FINCH/BRAHMS	Building/townhouse committee	168	2	20	2/26/2021	2	5	1
East	79	GILDER DRIVE (building)	Community Representative	20	2	2		0	N/A	2
East	79	GILDER DRIVE (townhouses)	Building/townhouse committee	79	2	1		0	0	0
East	62	HUBBARD BLVD. (42)	Community Representative	11	2	27	3/3/2020	2	N/A	4
East	110	KENNEDY ROAD building/Townhouses	Building/townhouse committee	28	2	273	2/25/2021	13	10	3
East	80	KENNEDY/DUNDALK	Building/townhouse committee	32	2	196	2/17/2021	9	9	1
East	80	KENNEDY/GLAMORGAN	Building/townhouse committee	34	2	196	2/18/2021	6	6	1
East	61	KINGSTON RD. (520)	Community Representative	24	2	0	2/13/2020	0	N/A	0



Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
East	61	KINGSTON RD. (530)	Building/townhouse committee	3	2	1	2/19/2020	0	0	1
East	61	KINGSTON RD. (320)	Community Representative	10	2	45	2/10/2021	2	N/A	2
East	61	KINGSTON RD. (331)	Community Representative	1	2	60	2/3/2021	0	N/A	1
East	111	KINGSTON/GALLOWAY	Building/townhouse committee	41	2	1	March 10 & March 12	3	1	1
East	113	LAWRENCE/ORTON	Building/townhouse committee	38	2	5	March 10 & March 12	2	3	0
East	114	LAWRENCE/VALIA	Building/townhouse committee	22	2	35	March 10 & March 12 , 2021	2	1	3
East	81	MARKHAM/ELLESMERE	Building/townhouse committee	37	2	360	2/23/2021	15	10	3
East	114	MORNINGSIDE/CORONATION	Building/townhouse committee	37	2	101	March 10 & March 12 , 2021	3	2	0
East	55	NEWBOLD AVE. (11)	Community Representative	11	2	27	2/27/2020	2	N/A	1
East	73	PARKWOODS/RAYOAK	Building/townhouse committee	0	2	5	3/3/2021	7	9	2
East	55	PHIN AVE. (2) Units 8-12	Community Representative	11	2	34	2/26/2020	2	N/A	0
East	62	QUEEN ST. E. (1555)	Building/townhouse committee	22	2	0	3/3/2020	0	0	0
East	55	QUEEN VICTORIA ST. (40, 42, 44)	Building/townhouse committee	5	2	9	3/4/2020	2	2	0

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
East	85	SHEPPARD/ BIRCHMOUNT II	Building/townhouse committee	24	2	25	2/16/2021	10	6	2
East	90	TEESDALE/PHARMACY 30 Teesdale	Building/townhouse committee	33	2	1	2/22/2021	4	3	2
East	90	TEESDALE/PHARMACY 40 Teesdale	Community Representative	14	4	1	2/25/2021	2	N/A	1
East	77	VICTORIA PARK/CHESTER LE	Building/townhouse committee	0	2	50	2/18/2021	4	4	3
East	55	WALPOLE AVE. (66) Units 1-8	Community Representative	8	2	120	3/5/2020	2	N/A	1
East	118	WISHING WELL MANOR	Community Representative	123	4	15	2/19/2021	8	N/A	8
East	91	WOODLAND ACRES (FIRVALLEY)	Community Representative	16	2	6	2/25/2021	1	N/A	2
East	91	WOODLAND ACRES (WARDEN)	Building/townhouse committee	13	2	6	2/22/2021	3	6	5
<b>Total</b>				<b>1275</b>	<b>86</b>	<b>2172</b>		<b>140</b>	<b>109</b>	<b>70</b>

**WEST REGION**

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	5	ALBION LODGE (111 KENDLETON DR.)	Building/townhouse committee	23	2	48	2/12/2021	0	0	0
West	97	ALBION/SHENDALE	Building/townhouse committee	39	2	42	3/4/2021	0	0	0
West	28	BARTLETT (331)	Community Representative	6	2	4	2/22/2021	1	N/A	1
West	28	CAMPBELL/ANTLER	Building/townhouse committee	26	2	8	2/10/2021	2	0	0
West	30	CHAMPLAIN APARTMENTS	Building/townhouse committee	30	2	12	2/5/2021	3	5	1
West	94	DE MARCO BLVD	Building/townhouse committee	28	2	47	3/3/2021	3	2	0
West	1	DIXINGTON CRESCENT	Building/townhouse committee	18	2	35	1/26/2021	0	5	0
West	9	DOWNSVIEW ACRES	Building/townhouse committee	27	2	25	3/2/2021	0	3	1
West	4	DUNCANWOODS	Building/townhouse committee	19	2	67	2/25/2021	1	0	0
West	2	EAGLE MANOR	Building/townhouse committee	58	2	383	2/2/2021	0	4	2
West	10	EDGELEY VILLAGE (Driftwood)	Building/townhouse committee	32	2	7	3/1/2021	1	1	0
West	10	EDGELEY VILLAGE (SHOREHAM)	Community Representative	25	2	6	3/1/2021	0	0	2
West	4	FINCH AVE W (2350)	Building/townhouse committee	9	2	48	2/11/2021	0	6	2

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	4	FINCH/ARDWICK	Building/townhouse committee	21	2	53	2/24/2021	2	0	0
West	11	FINCH/TOBERMORY	Building/townhouse committee	44	2	0	2/25/2021	0	0	0
West	11	FINCH/TOPCLIFF	Building/townhouse committee	15	2	10	3/2/2021	0	0	0
West	18	HIGH PARK/QUEBEC	Building/townhouse committee	47	2	3	2/10/2021	1	0	0
West	3	HUMBER ACRES	Community Representative	50	2	38	2/24/2021	0	0	0
West	23	HUMBER BLVD	Building/townhouse committee	50	2	38	2/24/2021	3	4	3
West	4	ISLINGTON/SATTERLY	Building/townhouse committee	21	2	0	2/25/2021	0	1	0
West	1	ISLINGTON/ST ANDREWS	Building/townhouse committee	25	2	315	2/10/2021	0	11	0
West	9	JANE STREET (2265)	Building/townhouse committee	15	2	0	3/2/2021	0	0	0
West	15	JANE STREET (2585)	Building/townhouse committee	22	2	0	3/6/2021	0	0	0
West	13	JANE/FIRGROVE (NEEDLE)	Building/townhouse committee	22	2	0	2/25/2021	0		
West	94	JANE/JOHN BEST	Building/townhouse committee	56	2	65	2/18/2021	3	2	1
West	14	JANE/MILO	Community Representative	31	2	1	3/1/2021	0	0	0
West	24	JANE/WOOLNER	Building/townhouse committee	51	2	8	2/16/2021	3	3	0

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	13	JANE/YEW TREE	Building/townhouse committee	63	2	8	2/23/2021	0	0	0
West	18	KEELE ST (44-58)	Community Representative	4	2	2	2/1/2021	0	N/A	0
West	93	KIPLING/MOUNT OLIVE	Community Representative	12	2	4		0	N/A	0
West	5	LIGHTWOOD SANAGAN	Building/townhouse committee	34	2	34	3/3/2021	1	0	0
West	25	MABELLE PLACE	Building/townhouse committee	30	2	5	2/24/2021	3	0	0
West	93	MARTINGROVE/ALBION	Building/townhouse committee	30	2	31	3/4/2021	1	0	0
West	23	MOUNT DENNIS APARTMENTS	Building/townhouse committee	18	2	4	2/22/2021	2	0	0
West	32	NORTHWOODS APARTMENT	Building/townhouse committee	15	2	10	2/9/2021	1	4	2
West	17	PELHAM PARK	Building/townhouse committee	56	2	2	2/11/2021	0	0	0
West	27	PERTH AVENUE (136-150)	Building/townhouse committee	11	2	0	2/22/2021	0	0	0
West	96	QUEENS PLATE	Building/townhouse committee	76	2	125	2/17/2021	3	2	0
West	29	QUEENSWAY/WINDER MERE	Building/townhouse committee	25	2	4	2/11/2021	3	2	0
West	5	R.J. SMITH APARTMENTS	Community Representative	5	4	399	2/1/2021	0	n/a	4
West	27	RANDOLPH AVENUE (11)	Building/townhouse committee	31	2	6	2/2/2021	0		0

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	9	RODING PARK PLACE	Building/townhouse committee	54	2	123	2/23/2021	1	4	2
West	4	ROWNTREE MANOR	Building/townhouse committee	21	2	231	2/3/2021	0	14	0
West	3	SCARLETT MANOR	Community Representative	43	2	127	2/4/2021	0	N/A	2
West	3	SCARLETTWOODS	Building/townhouse committee	29	2	75	2/17/2021	4	3	1
West	11	SENTINEL ROAD	Building/townhouse committee	9	2	0	2/25/2021	0	0	0
West	15	SHEPPARD (1900)	Building/townhouse committee	13	2	27	2/23/2021	0	0	0
West	15	SHEPPARD/MAGELLAN	Building/townhouse committee	38	2	107	2/23/2021	0	0	0
West	15	SHEPPARD/YATESCASTLE	Building/townhouse committee	11	2	10	2/23/2021	0	0	0
West	28	SYMINGTON PLACE	Building/townhouse committee	0	2	2	2/3/2021	2	2	2
West	97	TANDRIDGE CRES. (APT)	Building/townhouse committee	196	2	125	2/16/2021	3	6	0
West	27	THE RANKIN APARTMENTS	Community Representative	55	4	6	2/18/2021	1	N/A	2
West	7	THISTLETOWN I	Building/townhouse committee	39	2	298	2/5/2021	0	2	2
West	7	THISTLETOWN II	Building/townhouse committee	15	2	242		0	0	0
West	94	TRETHEWAY/TEDDER	Building/townhouse committee	113	4	178	3/3/2021	3	2	0

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	98	TRIMBEE COURT	Building/townhouse committee	73	2	144	2/22/2021	5	1	0
West	8	WESTACRES	Building/townhouse committee	17	2	126	1/28/2021	0	7	0
West	8	WESTACRES EXTENSION	Building/townhouse committee	0	2	93	1/28/2021	0	6	0
West	15	WESTON TOWERS	Community Representative	55	2	130	2/17/2021	2	2	0
West	2	WESTON/BELLEVUE	Building/townhouse committee	83	2	170	2/18/2021	0	0	0
West	98	YORK SQUARE	Building/townhouse committee	93	2	176	2/22/2021	2	2	1
West	16	YORKWOODS	Building/townhouse committee	0	2	285	2/25/2021	0	0	0
West	34	ZACHARY COURT (20)	Building/townhouse committee	15	2	5	2/12/2021	1	1	0
<b>Total</b>				<b>2192</b>	<b>132</b>	<b>4577</b>		<b>61</b>	<b>107</b>	<b>31</b>

**CENTRAL**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
Central	66	ARNOLD AVE. (53)	Building/townhouse committee	N/A	2	4	2/20/2020	6	4	4
Central	100	BLEECKER ST. (275, 325, 375)	Building/townhouse committee	118	2	55	3/5/2021	2	2	1
Central	54	BROADWAY AVE. (133 )	Building/townhouse committee	7	2	56	2/3/3021	2	2	2
Central	54	BROADWAY AVE. (28)	Building/townhouse committee	5	2	75	2/2/2021	5	5	2
Central	101	CARLTON ST. (88-92) & MUTUAL ST. (246-254 )	Community Representative	50	2	4	2/13/2021	2	N/A	1
Central	59	CAVELL AVE. (100, 102)	Building/townhouse committee	14	2	37	2/10/2020	4	2	2
Central	37-A	CHESTNUT ST. (111) & Elizabeth St. (112)	Building/townhouse committee	16	2	10	3/5/2021	2	2	2
Central	54	DUNFIELD AVE. (70)	Building/townhouse committee	13	2	40	2/4/2021	5	5	1
Central	56	EGLINTON AVE. E (220)	Building/townhouse committee	15	2	15	2/2/2021	5	5	2
Central	36	EGLINTON AVE. W. (790)	Building/townhouse committee	17	2	45	2/11/2021	4	4	0
Central	59	HARCOURT AVE. (39)	Community Representative	11	2	15	2/10/2020	0	N/A	1
Central	104	JARVIS ST. (261)	Building/townhouse committee	26	2	55	2/15/2021	0	5	0
Central	59-A	JONES AVE. (52-54)	Building/townhouse committee	3	2	9	2/18/2020	0	0	0



Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
Central	59-A	JONES AVE. (7)	Community Representative	6	2	15	2/18/2020	0	N/A	0
Central	22	LAXTON AVE. (3 )	Community Representative	22	2	1	2/10/2021	1	N/A	1
Central	57	MATILDA ST (50)	Building/townhouse committee	16	2	250	1/26/2021	5	2	2
Central	19	MCCORMICK PARK	Building/townhouse committee	24	2	2	2/18/2021	0	0	0
Central	36	NORTHCLIFFE BLVD. (659)	Building/townhouse committee	18	2	54	2/8/2021	2	2	2
Central	20	O HARA AVE (22)	Building/townhouse committee	10	2	10	2/3/2021	3	3	4
Central	59-A	QUEEN ST. E. (1167)	Building/townhouse committee	9	2	43	2/18/2020	13	2	2
Central	66	REGENT ST (95 )	Building/townhouse committee	N/A	2	2	2/20/2020	5	2	2
Central	65	RIVER ST (110)	Building/townhouse committee	N/A	2	2	2/25/2020	23	2	2
Central	66	SACKVILLE ST (205)	Building/townhouse committee	N/A	2	2	2/26/2020	12	1	1
Central	66	SACKVILLE ST (230 )	Building/townhouse committee	N/A	2	0	2/19/2020	10	0	0
Central	64	SACKVILLE ST (274)	Building/townhouse committee	N/A	2	4	3/3/2020	30	4	4
Central	48	SHERBOURNE ST. (241 )	Building/townhouse committee	-	2	8	2/17/2021	6	2	3
Central	22	SPENCER AVENUE	Building/townhouse committee	21	2	2	2/17/2021	0	0	0

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
Central	22	SPRINGHURST/DOWLING	Community Representative	44	2	4	2/17/2021	0	N/A	0
Central	65	TUBMAN AVE. (21)	Building/townhouse committee	N/A	2	4	2/13/2020	18	4	4
Central	50	WELLESLEY ST. E. (200)	Building/townhouse committee	77	2	13	3/5/2021	4	5	3
Central	101	WOOD ST. (95)	Community Representative	21	2	75	3/6/2020	0	N/A	3
Central	56	YONGE ST. (2745)	Building/townhouse committee	20	2	12	2/9/2021	3	4	3
<b>Total</b>				<b>583</b>	<b>64</b>	<b>923</b>		<b>172</b>	<b>69</b>	<b>54</b>

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED)

May 4, 2021

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

### EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
East	55	COXWELL STABLES	No Model Selected	8	0
East	107	EGLINTON/MARKHAM	Building/townhouse committee	76	2
East	83	EMPRINGHAM MEWS	Building/townhouse committee	35	2
East	84	FINCH/BIRCHMOUNT building	Building/townhouse committee	74	2
East	108	FLEMINGDON PARK	Building/townhouse committee	126	2
East	63	GERRARD ST E (2390)	Community Representative	10	2
East	109	GREENBRAE I (CIRCUIT)	Building/townhouse committee	No show	2
East	109	GREENBRAE II (LAWRENCE)	Building/townhouse committee	53	2
East	85	HALLBANK-PITFIELD	Building/townhouse committee	13	2
East	107	KINGSTON ROAD (3190)	Building/townhouse committee	25	2
East	74	LESLIE/FINCH	Community Representative	16	2
East	89	MCCOWAN RD I	Building/townhouse committee	0 (residents have decided to sit at the same table with 400 MCCOWAN)	2
East	89	MCCOWAN RD II	Building/townhouse committee	53	2
East	115	MORNELLE/ELLESMERE	Building/townhouse committee	0(no data yet)	2
East	115	MORNELLE/MORNINGSIDE	Building/townhouse committee	53	2
East	116	MORNINGSIDE APARTMENTS	Building/townhouse committee	49	2

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
East	114	MORNINGSIDE/LING	Building/townhouse committee	29	2
East	75	SHAUGHNESSY BLVD	Building/townhouse committee	6	2
East	85	SHEPPARD/BIRCHMOUNT I	Building/townhouse committee	19	2
East	117	ST CLAIR/BIRCHMOUNT I	Community Representative	7	2
East	63	STEPHENSON (111)	No Model Selected	0	No show
East	63	STEPHENSON AVE. (139)	No Model Selected	0	0
East	118	TAM O'SHANTER TOWERS	Community Representative	62	4
East	91	WARDEN WOODS	Building/townhouse committee	18	2
East	116	WEST HILL APARTMENTS	Building/townhouse committee	42	2
East	71	WILLOWDALE AVENUE (415)	Building/townhouse committee	22	2
East	74	WOODSWORTH/NORTHEY	Community Representative	20	2

## **WEST REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
West	21	COOPER MILLS TOWNHOUSES	No Model Selected	0	0
West	30	DUFFERIN/WILSON	No Model Selected	0	0
West	30	FAYWOOD PLACE	Building/townhouse committee	0	2
West	13	FIRGROVE CRESCENT	Building/townhouse committee	0	2
West	34	NORTHACRES APARTMENTS	Community Representative	16	2
West	30	OVERBROOK PLACE	Building/townhouse committee	0	2
West	97	TANDRIDGE CRES. (RH)	Building/townhouse committee	0	2
West	34	THE SHERMOUNT	No Model Selected	0	0
West	8	TORBOLTON DRIVE	No Model Selected	0	0
West	95	WEST MALL	Building/townhouse committee	0	2

**CENTRAL REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
Central	45	ADELAIDE (501)	Building/townhouse committee	68	2
Central	47	BESSIE LUFFMAN	Community Representative	17	2
Central	45	BISHOP TUTU (25)	Building/townhouse committee	20	2
Central	39	CARLING IRENE	No Model Selected	1	No representation
Central	50	CARLTON ST. (234-236)	Community Representative	0	0
Central	47	CARLTON/JARVIS SITE	Building/townhouse committee	26	2
Central	43	CHURCH STREET (1)	Building/townhouse committee	23	2
Central	43	CROMBIE PARK	Building/townhouse committee	50	2
Central	102	DAN LECKIE WAY 150	Building/townhouse committee	67	2
Central	39	DAVENPORT RD (1087)	Building/townhouse committee	0	2
Central	103	DAVENPORT ROAD (250)	Building/townhouse committee	0	2
Central	22	DUFFERIN/GWYNNE	No Model Selected	0	0
Central	38	DUNDAS/BEVERLEY	Community Representative	6	2
Central	20	DUNN/QUEEN	Building/townhouse committee	0	2
Central	47	GEORGE STREET SINGLES	Building/townhouse committee	20	2
Central	59-A	GREENWOOD PARK	Building/townhouse committee	15	2
Central	38	HYDRO BLOCK	Building/townhouse committee	15	2
Central	37	LARCH STREET	Building/townhouse committee	7	2
Central	66	LOGAN AVE. (195-201)	0	0	0
Central	65	LOWER RIVER STREET (40)	Building/townhouse committee	9	2
Central	45	MITCHELL (63)	Building/townhouse committee	7	2
Central	104	MUTUAL ST (25)	Building/townhouse committee	52	2
Central	52	PEMBROKE MEWS	Building/townhouse committee	27	2
Central	52	PEMBROKE ST (21-25)	Building/townhouse committee	0	2
Central	38	QUEEN/VANAULEY	Building/townhouse committee	16	2
Central	45	QUEEN'S QUAY WEST	Community Representative	29	2

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
Central	65	SACKVILLE (123)	Building/townhouse committee	10	2
Central	66	SACKVILLE ST. 180 (Apartment)	Building/townhouse committee	N/A	2
Central	66	SACKVILLE ST. 180 (Townhouses)	Building/townhouse committee	N/A	2
Central	43	SCADDING AVE (15)	Building/townhouse committee	76	2
Central	52	SHERBOURNE (188)	Building/townhouse committee	0	2
Central	49	SHERBOURNE/SHUTER	Building/townhouse committee	36	2
Central	66	SOUTH WEST BLDGS - South Regent Park	Building/townhouse committee	N/A	2
Central	50	SSJT I	No Model Selected	0	0
Central	50	SSJT II	Building/townhouse committee	N/A	2
Central	37-A	ST. JOSEPH STREET (21)	Building/townhouse committee	14	2
Central	43	ST. LAWRENCE TOWNHOUSES	Building/townhouse committee	152	2
Central	43	THE ESPLANADE (140)	Building/townhouse committee	31	2
Central	43	THE ESPLANADE (176)	Building/townhouse committee	40	2
Central	43	THE ESPLANADE (55)	Building/townhouse committee	44	2
Central	65	TREFEANN COURT	Building/townhouse committee	9	2
Central	22	TYNDALL AVENUE (102)	No Model Selected	0	0
Central	38	WALES AVE (61)	Community Representative	7	2
Central	65	WYATT AVENUE (25)	Building/townhouse committee	N/A	2

**TENANT ELECTIONS PROGRESS UPDATES – PHASE 1**

**SENIORS HOUSING**

May 4, 2021

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

**EAST REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
East	Seniors	EAST YORK ACRES	Building/townhouse committee	0 (No data)	2	2/20/2020	7	5	2	0
East	Seniors	NEILSON HALL APARTMENTS	Building/townhouse committee	67	2	2/21/2020	31	5	2	0
East	Seniors	ST. GEORGES MANOR	Building/townhouse committee	106	2	2/13/2020	35	12	2	0
<b>Total</b>				<b>173</b>	<b>6</b>		<b>73</b>	<b>22</b>	<b>6</b>	<b>0</b>

## **WEST REGION**

<b>Region</b>	<b>HUB #</b>	<b>DevName</b>	<b>Model Selected</b>	<b>Local Engagement Model Selection (number of participants)</b>	<b>Number of Community Representative positions (new model)</b>	<b>Tenant Elections info session/open call meetings (date)</b>	<b>Tenant Elections info session/open call meetings (number of participants)</b>	<b>Number of tenants signed up to be committee members (Building/townhouse committee model only)</b>	<b>Total Number of Positions Filled</b>	<b>Number of vacant positions</b>
West	Seniors	DOUG SAUNDERS APARTMENTS	Building/townhouse committee	59	2	03/11/2020	29	20	2	0
West	Seniors	NORTHACRES APARTMENTS	Community Representative	16	2	02/24/2020	1	0	2	0
West	Seniors	SARANAC APARTMENTS	Building/townhouse committee	86	2		0	10	2	0
<b>Total</b>				<b>161</b>	<b>6</b>		<b>30</b>	<b>30</b>	<b>6</b>	<b>0</b>



**CENTRAL REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	Seniors	BROADVIEW (717)	Building/townhouse committee	16	2	2/18/2020	0	5	0	2
Central	Seniors	FRANCES BEAVIS MANOR	Community Representative	39	2	2/13/2020	12	N/A	2	0
Central	Seniors	GLEN STEWART ACRES	Building/townhouse committee	33	2	2/12/2020	0	8	2	0
Central	Seniors	JANET MAGEE MANOR	Community Representative	28	2	2/7/2020	N/A	N/A	2	0
Central	Seniors	MONTGOMERY PLACE	Building/townhouse committee	62	2	2/6/2020	10	7	2	0
Central	Seniors	SACKVILLE ST (252)	Building/townhouse committee	36	2	2/11/2020	0	N/A	2	0
Central	Seniors	WEST DONLAND DEVELOPMENT	Building/townhouse committee	24	2	2/27/2020	0	6	2	0
Central	Seniors	WILLIAM DENNISON APARTMENTS	Community Representative	61	2	2/19/2020	0	0	2	0
Central	Seniors	WOODBINE ACRES	Community Representative	11	2	2/4/2020	0	N/A	1	1
<b>Total</b>				<b>310</b>	<b>18</b>		<b>22</b>	<b>26</b>	<b>15</b>	<b>3</b>

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 1 BY-ELECTIONS

### SENIORS HOUSING

May 4, 2021

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

### CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	Seniors	BROADVIEW (717)	Building/townhouse committee	16	2	2/18/2020	0	5	0	2
Central	Seniors	WOODBINE ACRES	Community Representative	11	2	2/4/2020	0	0	1	1
<b>Total</b>				<b>27</b>	<b>4</b>			<b>5</b>	<b>1</b>	<b>3</b>

**TENANT ELECTIONS PROGRESS UPDATES – PHASE 2****SENIORS HOUSING**

May 4, 2021

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

**EAST REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
East	Seniors	BLAIR COURT	Building/townhouse committee	32	2	3	3/4/2021 & 03/05/21	25	15	2
East	Seniors	GLENYAN MANOR	Building/townhouse committee	37	2	5	3/3/2021	9	10	2
East	Seniors	GUS HARRIS PLACE	Community Representative	64	2	2	2/24/2020	0	0	2
East	Seniors	SUNRISE TOWERS	Building/townhouse committee	66	2	8	3/3/2021	21	19	6
East	Seniors	THE OVERLEA	Building/townhouse committee	0	2	6	3/4/2021	5	15	3
East	Seniors	WILLOWDALE MANOR	Community Representative	89	2	15	2/25/2021	2	N/A	2
<b>Total</b>				<b>288</b>	<b>12</b>	<b>39</b>		<b>62</b>	<b>59</b>	<b>17</b>

**WEST REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	Seniors	ALBION LODGE (111 KENDLETON DR.)	Building/townhouse committee	23	2	0	2/12/2021	0	0	0
West	Seniors	ARLETA MANOR	Building/townhouse committee	0	2	0	03/06/2020	24	0	0
West	Seniors	BATHURST PLACE	Building/townhouse committee	55	2	12	2/19/2021	3	4	2
West	Seniors	BEECROFT MANOR	Building/townhouse committee	103	2	14	2/18/2021	3	5	2
West	Seniors	BEVERLEY MANOR	Building/townhouse committee	0	2	0	03/10/2020	13	0	0
West	Seniors	EDGELEY APARTMENTS	Building/townhouse committee	41	2	5	2/23/2021	3	5	2
West	Seniors	EDWARDS MANOR	Community Representative	0	4	0	03/03/2020	12	N/A	0
West	Seniors	KENSINGTON MANOR	Community Representative	0	2	0	03/10/2020	17	n/a	0
West	Seniors	LERETTE MANOR	Community Representative	0	2	0	03/03/2020	18	n/a	0
West	Seniors	LOUISE TOWERS	Community Representative	0	2	0		17	N/A	0
West	Seniors	MARJORY CARTON APARTMENTS	Building/townhouse committee	18	2	31	2/23/2021	0	3	1

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	Seniors	MAY ROBINSON APARTMENTS	Building/townhouse committee	0	2	0	03/05/2020	24	0	0
West	Seniors	MCMURRICH PLACE	Building/townhouse committee	0	2	1	03/11/2020	2	0	0
West	Seniors	OUTLOOK MANOR	Community Representative	0	4	0	02/25/2020	7	n/a	0
West	Seniors	SHEPPARD PLACE	Community Representative	58	4	5	2/16/2021	0	n/a	2
West	Seniors	SILVERTHORN PLACE	Building/townhouse committee	0	2	0	03/04/2020	8	2	0
West	Seniors	THE KEMPFFORD	Community Representative	67	2	2	2/18/2021	2	n/a	2
West	Seniors	WEST DON APARTMENTS	Community Representative	36	4	6	2/16/2021	0	N/A	2
<b>Total</b>				<b>401</b>	<b>44</b>	<b>76</b>		<b>153</b>	<b>19</b>	<b>13</b>

**CENTRAL REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
Central	Seniors	COATSWORTH CR. (7)	Building/townhouse committee	13	2	48	3/2/2020	5	0	0
Central	Seniors	GERRARD ST. E. (330)	Community Representative	31	2	30	1/8/2021	2	N/A	1
Central	Seniors	MOUNT PLEASANT RD. (384)	Building/townhouse committee	16	2	50	2/6/2020	1	0	0
Central	Seniors	MOUNT PLEASANT RD. (801)	Building/townhouse committee	19	2	15	1/8/2021	3	2	2
Central	Seniors	QUEEN ST. E. (540)	Community Representative	20	2	45	1/27/2021	1	N/A	1
Central	Seniors	RIVER ST. (230)	Community representative	24	2	15	1/8/2021	3	N/A	2
Central	Seniors	STRATHMORE BLVD. (145)	Community Representative	73	4	350	1/8/2021	2	N/A	0
Central	Seniors	YONGE ST. (2567)	Building/townhouse committee	2	2	30	2/10/2021	0	0	0
<b>Total</b>				<b>198</b>	<b>18</b>	<b>583</b>		<b>17</b>	<b>2</b>	<b>6</b>

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 3

### SENIORS HOUSING

May 4, 2021

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

### EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
East	Seniors	BRIMLEY ACRES	Community Representative	27	2
East	Seniors	BYNG TOWERS	Community Representative	3	2
East	Seniors	CLIFFWOOD MANOR	Building/townhouse committee	57	2
East	Seniors	GLENYAN MANOR	Building/townhouse committee	37	2
East	Seniors	JOSEPH BROWN MANOR	Building/townhouse committee	14	2
East	Seniors	SANDERLING PLACE	Community Representative	6	2
East	Seniors	SCARBOROUGH ACRES	Community Representative	0	2
East	Seniors	SENECA TOWERS	Community Representative	52	4

**WEST REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
West	Seniors	ALEXANDRA PARK APARTMENTS	No Model Selected	0	0
West	Seniors	GRIGGS MANOR	Building/townhouse committee	30	2
West	Seniors	GRIGGS MANOR PHASE II	No Model Selected	4	0
West	Seniors	ISLINGTON MANOR	Building/townhouse committee	16	2
West	Seniors	KING HIGH ACRES	No Model Selected	No Model Selected	No Model Selected
West	Seniors	LEONARDO COURT	Building/townhouse committee	0	2
West	Seniors	SHEPPARD PLACE	Community Representative	58	4
West	Seniors	SPRINGHURST MANOR	Building/townhouse committee	0	2
West	Seniors	WOODS MANOR	Building/townhouse committee	0	2

**CENTRAL REGION**

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
Central	Seniors	BEACHES LIONS CENTENNIAL APARTMENTS	Community Representative	0	2
Central	Seniors	BROADVIEW MANOR	Building/townhouse committee	33	2
Central	Seniors	COLLEGE VIEW APARTMENTS	Community Representative	54	4
Central	Seniors	KINSMEN MANOR	No Model Selected	No Model Selected	0
Central	Seniors	MAY BIRCHARD APARTMENTS	Community Representative	9	2
Central	Seniors	WINCHESTER SQUARE	Building/townhouse committee	64	2





## Update: Use of Shipping Containers at Lawrence Heights

Item 9E

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-39

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** May 4, 2021

### **PURPOSE:**

The purpose of this report is to provide an update on the implementation of a pilot program involving the use of shipping containers to meet community space needs in Lawrence Heights.

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

At its January 25, 2021 meeting, TSC requested that Management report back on the potential to provide shipping containers as a temporary measure to meet community space needs at Lawrence Heights.

### **BACKGROUND:**

At Lawrence Heights, flexible program spaces have historically been provided by non-TCHC groups including the City (e.g. Lawrence Heights Community Centre), TDSB (e.g. Flemington Public School, Lawrence Heights Middle School, John Polanyi Collegiate Institute) and through local community groups. During the COVID-19 pandemic, many of these spaces are no longer available and programming is not permitted or is only permitted in limited capacity.

Although new permanent TCHC and City community spaces are anticipated to be introduced through the Phase 2 and 3 revitalization process, this report outlines the pilot program that aims to provide dedicated and flexible community spaces prior to the completion of the next phases of construction.

### **Community Priorities**

As part of the Lawrence Heights Phase 2 and 3 planning process, the community is currently being consulted to confirm their priorities for revitalization. Based on tenant and community group outreach to date, preliminary use of space priorities for Lawrence Heights include:

1. Food security;
2. Community safety; and
3. Youth Programming.

### **Types of Space**

A variety of spaces have been requested in Lawrence Heights, which include requests from tenants, partners, and City Council. Attachment 1 summarizes previously requested spaces and evaluates each space with respect to its appropriateness to accommodate a shipping container to meet space needs.

### **Site Options**

Upon review of site options at Lawrence Heights, there are limited locations that can accommodate temporary structures due to the following criteria:

1. Site must be in proximity to an existing public washroom;
2. Site should be located in proximity to existing active public areas;
3. Site should have easy access to electrical services;
4. Site should have potential for hard surfaced outdoor space; and
5. Site should be close to TCHC Operations offices.

Based on the criteria above, two (2) preliminary sites have been identified:

1. Areas surrounding the new Hub space at the corner of Replin Road and Flemington Road; and
2. Areas surrounding the existing Lawrence Heights Community Centre.

### **Container Options & Costs**

The temporary shipping container that has been selected for the pilot program provides small offices and program spaces up to 480 sq. ft. In addition, the cost impact of the six (6) month pilot program is estimated to be \$250,000. This is inclusive of costs associated with container acquisition, consultant fees, staffing costs, and operational expenses.

**NEXT STEPS:**

TCHC will proceed to implement a six (6) month pilot program that involves the provision of shipping containers to meet community space needs in Lawrence Heights. As a next step, the following actions will be taken:

1. Prepare a request for applications that engages community services providers to submit their interests to participate in the pilot project; and
2. Engage a consultant team to confirm the preferred site location and design, prepare submission materials, and secure permits.

**SIGNATURES:**

*“John P. Angkaw”*

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John P. Angkaw  
Acting Chief Operating Officer

**ATTACHMENTS:**

1. Overview of Potential Spaces
2. Overview of Shipping Container Options and Costs

**STAFF CONTACT:**

Jessica Hawes, Senior Development Director  
416-981-4122  
Jessica.Hawes@torontohousing.ca

Allen Murray, Vice President, Facilities Management  
416-981-6955  
Allen.Murray@torontohousing.ca

### Attachment 1: Overview of Potential Spaces

Types of space	Functional Uses	Existing spaces in community	Findings
Large scale multi-use spaces for programming	<p>Larger spaces</p> <p>Storage</p> <p>Access outdoor space for overflow</p> <p>Access to washrooms, fully accessible and safe</p>	<p>Public Schools (closed during COVID)</p> <p>Lawrence Heights Community Centre (closed during COVID)</p> <p>10 Old Meadow Community Space (closed due COVID/ Hub renovation)</p>	<p>Not ideal for shipping container use due to a limited to a maximum size of 320 sq.ft. (20’x40’)</p> <p>Existing multi-use spaces are available in the community</p> <p>Program sizes would need to be calibrated to meet maximum sizes</p>
Dedicated single-use programming	<p>Larger space</p> <p>Dedicated use</p> <p>Storage</p> <p>Access to washrooms, fully accessible and safe</p>	<p>Currently not available at Lawrence Heights (without cost)</p>	<p>Not ideal for shipping container use due to a limited to a maximum size of 320 sq.ft. (20’x40’).</p> <p>Existing multi-use spaces are available in the community</p> <p>Program sizes would need to be calibrated to meet maximum sizes.</p>
Bookable meeting spaces and dedicated admin spaces	<p>Spaces for small private meetings and /or private offices</p> <p>Access to washrooms, fully accessible and safe</p>	<p>Currently not available at Lawrence Heights (without cost)</p>	<p>Appropriate for shipping container uses.</p>

**Attachment 2: Overview of Shipping Container Options and Costs**

*TABLE 2.1 OVERVIEW OF SHIPPING CONTAINER OPTIONS*

<b>Shipping Containers Options</b>	<b>Timing / Availability</b>	<b>Quality of Space</b>	<b>Tenure</b>	<b>Cost</b>
<b>Option 1</b> Mobile Office	Immediate pending permits	Functional office space. Typically used for construction trailers etc.  Utilitarian character	TCHC to Rent / own	<b>Least expensive</b>  Rent - \$600 per month  Own - \$20,000-\$37,000
<b>Option 2</b> Office or Event Space (Unfinished or partial finished)	6-8 weeks pending permits	Moderate quality spaces with more natural light and an enhanced exterior treatment	TCHC owned	<b>Moderately Expensive</b>  \$100-\$200 per sq.ft.  Staff to pursue if rental option is available
<b>Option 3</b> Container Building – Fully Fitted	Similar delivery timelines to new building construction	Highest quality space – similar style and cost to new construction	TCHC to own	<b>Most Expensive</b>  \$200-\$300 per sq.ft Similar cost to typical new construction

For an understanding of comparative costs, the follow chart outlines a base cost estimate that includes providing three 8'x20' shipping containers for 6 months. All options include the cost of the space (rental or ownership), consulting costs (estimated at \$50,000), operational costs (estimated at \$58,300), and site works (estimated at \$25,000). The actually scale and ultimate cost for the pilot will vary to meet space and site requirements.

Detailed costs are recommended to be prepared by the consulting team once the site, program and scale is determined.

**TABLE 2.2 COMPARATIVE COST OF CONTAINER OPTIONS**

<b>Shipping Containers Options</b>	<b>Building Costs + Site works and Consulting Fees</b>	<b>Staffing + Equipment</b>	<b>Total Estimated Costs* (N.I.C. contingency and insurance)</b>	<b>Assumptions and exclusions</b>
Option 1 - Mobile Office	\$85,800	\$52,200	\$138,000	TCHC to rent containers****
Option 2 - Office or Event Space (Unfinished or partially finished)	\$174,000***	\$52,200	\$226,200**	TCHC to own containers****
Option 3 Container Building – Fully Fitted	\$219,000	\$52,200	\$271,200**	TCHC to own containers****

**Notes**

\*Costs are provided for comparative purposes only.

\*\*Where no rental options has been determined the purchase cost is used.

\*\*\*Additional fit-out costs may be incurred.

\*\*\*\* Delivery and installation is not included.



## Legacy Arrears Collection Performance Measures

Item 9F

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-44

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** April 21, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with an update on the legacy arrears management practices, performance measures, and reports in the former Asset Management division.

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

At its January 25, 2021 meeting, the TSC requested information regarding the legacy arrears management practices, performance measures, and reports in the former Asset Management division.

### **BACKGROUND:**

In September 2019, the organizational restructuring resulted in the delivery of services across four service pillars: Tenancy Management, Cleaning, Maintenance, and Community Safety and Support. In particular, it is through the Tenancy Management pillar where day-to-day tenancy management services are delivered, including arrears management and collection.

Prior to the organizational restructuring, the Tenancy Management function, including arrears management and collection, was delivered through the former Asset Management division.

**OVERVIEW:**

In the former Asset Management division, arrears management and collection was guided by the following TCHC documents:

1. Eviction Prevention Policy for Non-payment of Rent (Arrears) (2014): Ensures rent is collected as required and to evict as few tenants as possible for not paying their rent; and
2. Arrears Collection Repayment Procedure (2015): Outlines steps taken before, during, and after negotiating a repayment agreement and ensures compliance with the Eviction Prevention Policy for Non-Payment of Rent (Arrears).

Specifically, the policy and procedure were applicable to all roles in the former Asset Management division involved in arrears management and collection (see Attachment 1). Each of the roles involved were responsible for role-specific duties, which ranged from the delivery of tenant-facing services to providing oversight to the overall management of arrears (see Attachment 2). Additionally, the Arrears Collection Procedure outlined key arrears management practices taken over a 12+ week period (see Attachment 3).

As well, Asset Management received and utilized a series of eight reports that contained arrears performance measures to provide insight and inform the management of arrears at TCHC. The arrears reports were distributed in varying frequency to different recipients within the Asset Management division and the information contained in the series of reports was presented in a variety of ways, including total arrears, unmanaged arrears, arrears in repayment agreements, arrears by portfolio, arrears by stage, and arrears by tenant account.

**SIGNATURE:**

*“John P. Angkaw”*

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John P. Angkaw  
Acting Chief Operating Officer



**ATTACHMENTS:**

1. Asset Management Roles by Portfolio
2. Arrears Management & Collection, Asset Management Roles and Responsibilities
3. Former Arrears Collection Process (“ACP”) Steps and Timelines
4. List of Arrears Reports under the former Asset Management Division

**STAFF CONTACT:**

Lisa Ku, Manager, Performance & Quality  
416-981-4318  
Lisa.Ku@torontohousing.ca

**Attachment 1: Asset Management Roles by Portfolio**

Direct Managed Portfolio	Contract Managed Portfolio
RTA Clerk Tenant Service Coordinator Community Services Coordinator	Property Administrator
Operating Unit Manager	Property Manager
Director, Asset Management	Manager, Contract Compliance
Director, Program Services	
Vice-President, Asset Management	

**Attachment 2: Arrears Management & Collection, Asset Management Roles and Responsibilities**

Role	Responsibility
<p>Tenant Service Coordinator  Property Administrator</p>	<ul style="list-style-type: none"> <li>• Attempt to negotiate a local repayment agreement with a tenant in the first month that they are in arrears;</li> <li>• Document the terms of the repayment agreement in HMS Notes following the documentation standards outlined below;</li> <li>• Seek approval from Operating Unit Managers or Property Managers for repayment agreements lasting more than two years; and</li> <li>• Monitor the status of all local and mediated repayment agreements. If a tenant does not make a payment, follow the necessary steps in the Arrears Collection Process.</li> </ul>
<p>Community Services Coordinator</p>	<ul style="list-style-type: none"> <li>• Supports vulnerable residents in arrears as detailed in the Resident Access and Support File Management Procedure (2015). This may include providing support to residents and coordinating with staff during the negotiation of a repayment agreement.</li> </ul>
<p>RTA Clerk</p>	<ul style="list-style-type: none"> <li>• Try to negotiate a mediated agreement for every eviction for arrears file that reaches the Landlord and Tenant Board;</li> <li>• Follow the Documentation Standards outlined below when negotiating mediated repayment agreements; and</li> <li>• Only pursue a hearing at the Landlord and Tenant Board if a mediated agreement cannot be reached or a “for cause” or</li> </ul>

	<p>fraud or misrepresentation of income action has been launched against the tenant.</p>
<p>Operating Unit Manager Property Manager</p>	<ul style="list-style-type: none"> <li>• Review repayment agreements lasting longer than two years;</li> <li>• Monitor the effectiveness of repayment agreements negotiated by TSCs/PAs in their Operating Unit on a monthly basis;</li> <li>• When an issue is identified, work with the TSC/PA involved to find a solution; and</li> <li>• Respond to issues flagged by their Director and report back to the Director on actions taken and results.</li> </ul>
<p>Director, Asset Management Manager, Contract Compliance</p>	<ul style="list-style-type: none"> <li>• Monitor the effectiveness of repayment agreements negotiated in the Operating Units they oversee on a quarterly basis;</li> <li>• If an issue is identified in the monitoring process, notify the Operating Unit Manager/Property Manager and oversee their response; and</li> <li>• Flag systemic issues and trends (both positive and negative) in a quarterly report to the Vice President, Asset Management and Director, Program Services.</li> </ul>
<p>Director, Program Services</p>	<ul style="list-style-type: none"> <li>• Review quarterly reports submitted by the Directors; and</li> <li>• Use report findings to inform any necessary changes to this procedure or related policies and procedures.</li> </ul>
<p>Vice-President, Asset Management</p>	<ul style="list-style-type: none"> <li>• Review quarterly reports submitted by the Directors; and</li> <li>• Take appropriate actions to address any systemic issues with the negotiation of repayment agreements.</li> </ul>

**Attachment 3: Former Arrears Collection Process (“ACP”) Steps and Timelines**

<b>Week</b>	<b>Key Activities</b>
1	1. Enter payments/monitor repayment agreements.
2	2. Send EPP Letter 1
3	3. Call tenants in arrears
4	4. Serve the N4 (EPP LTR 2A) <ul style="list-style-type: none"> <li>• 15<sup>th</sup> to 17<sup>th</sup> business day (beginning of week 4)</li> </ul>
5	5A. Personal contact attempt
6	<ul style="list-style-type: none"> <li>• First three weeks of month two</li> </ul>
7	5B. If tenant is vulnerable make a referral through the File Management System <ul style="list-style-type: none"> <li>• 20 to 40 business days to resolve</li> </ul>
8	6. EPP Letter 3 <ul style="list-style-type: none"> <li>• Fourth week of month two</li> </ul>
9	7. Prepare N4 Checklist
10	<ul style="list-style-type: none"> <li>• First three weeks or month three in standard process</li> </ul>
11	<ul style="list-style-type: none"> <li>• First three weeks of month four in seniors/ vulnerable process</li> </ul>
12	8A. Receive and review file <ul style="list-style-type: none"> <li>• Complete step within 7-10 business days of receiving the file from TSC</li> </ul> 8B. If Senior or vulnerable tenant refer file to OCHE <ul style="list-style-type: none"> <li>• 45 Business days to resolve</li> </ul>

Week	Key Activities
	9. File L1
Timing dependent on by LTB	10. Attend LTB hearing
	11 A. Administer mediated agreement <ul style="list-style-type: none"> <li>• After LTB hearing</li> </ul> 11 B. Contact tenants who did not appear at hearing – Order to Evict Granted <ul style="list-style-type: none"> <li>• Within 5 business days following the LTB hearing.</li> </ul>
	12. Approve and enforce Order to Evict <ul style="list-style-type: none"> <li>• Within 30 days of receiving the Order to Evict</li> </ul>

**Attachment 4: List of Arrears Reports under the former Asset Management Division**

<b>Report</b>	<b>Description</b>	<b>Recipients</b>	<b>Frequency</b>
Arrears Pipeline Report	The arrears pipeline report provided a detailed list of all the arrears accounts broken to different stages of arrears, along with additional information (seniors, vulnerable, LOS, OSAR, etc.) for TSC follow-up. Asset Management directors, OU Managers and TSCs were provided this report on a weekly basis.	AM - Directors / OUMs & TSCs	Weekly
Segmented Arrears Report	The segmented arrears report provided an arrears summary based on the volume of arrears, along with a list of detailed accounts. This report was provided to Asset Management directors on a bi-weekly basis.	Directors - AM	Bi-Weekly
Arrears Performance Report	The arrears performance report consisted of eighteen (18) reports for all OU managers, contract management, Asset Management directors, as well as the Vice President of Asset Management. This report was provided on a monthly basis.	AM - Directors / OUMs	Monthly
TSC performance Report	The TSC monthly performance report provided Asset Management Directors with a list of arrears by portfolio. The report listed the number of total outstanding annual reviews, vacancies, number of move-in and number of move-out data in the reporting month.	AM, Directors	Monthly

Report	Description	Recipients	Frequency
KPI summary	The KPI summary provided an overview of the key indicators (arrears, vacancies, outstanding Annual Reviews, EasyTracs, and AUI progress). This report was provided to Asset Management Directors and OU Managers on a monthly basis.	AM, Directors, OUMs	Monthly
Arrears Pipeline report – CM	The arrears pipeline report was a monthly report that provided a detailed list of all arrears accounts broken down to different stages of arrears, along with additional information (seniors, vulnerable, etc.) for staff follow-up. This report was provided to the Manager, Contract Management and Contract Managed site staff.	Manager-Contract Management and CM site staff	Monthly
Monthly LOS Reports	This report provided a list of LOS accounts, along with Estimated Arrears due to LOS non-returned annual review (AR). The report was provided to the former Business Efficiencies Unit on a monthly basis.	Business Efficiencies Unit	Monthly





## Q1 2021 Violence Reduction Program Update

Item 9G

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-40

**To:** Tenant Services Committee (“TSC”)

**From:** Acting Chief Operating Officer

**Date:** April 21, 2021

### PURPOSE:

The purpose of this report is to provide an update on the implementation status and performance of the Violence Reduction Program (“VRP”) for Q1 2021.

### RECOMMENDATIONS:

It is recommended that the TSC receive this report for information and refer it to the Community Safety Advisory Sub-Committee and future updates to be directed to the Community Safety Advisory Sub-Committee.

### REASONS FOR RECOMMENDATIONS:

On June 27, 2019, Toronto Community Housing’s (“TCHC”) Board of Directors directed staff to operationalize the VRP. This report provides an update on the VRP’s implementation and performance.

### BACKGROUND

TCHC provides tenant-focused services in alignment 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 a security presence. The VRP falls within the Community Safety and Support pillar and involves the work of integrated hub teams to support local community safety initiatives.

The VRP is focused on improving safety and security for tenants in select high needs communities. It is a response to the disproportionate frequency of violence that occurs on TCHC property, which is rooted in the levels of poverty, addiction, mental health needs and street-involvement present in the TCHC tenant population. It focuses on:

- Community Support: Economic development and community and social supports in collaboration with the City of Toronto; and
- Enhanced Security Presence & Enforcement: Dedicated and on-site Community Safety Unit (“CSU”) presence, in collaboration with Toronto Police Service (“TPS”).

## Implementation Status

### A. VRP Staffing Update

The Safer Communities Supervisors (the “Supervisors”) for each of the three regions were hired and on-boarded in March 2021. The primary role of the Supervisors will be to support the VRP Community Service Coordinators (“CSCs”) to meet the outcomes of the program, to liaise with internal and external region specific stakeholders, and to support the coordination of tasks that result from the safety audits. The recruitment process for Program Coordinators and Senior Program Leaders is underway for the Youth Violence Reduction communities so that they can support the youth engagement component of the work.

At the December 2020 TCHC Board Meeting, a decision was made to suspend all VRP FTE hiring in the Community Safety Unit. As a result, CSU will be utilizing third party security guards to fill the gaps and balance coverage at VRP sites while hiring for replacement CSU officers is on hold.

As of March 31, 2021, 23 of the 60 CSU VRP positions are vacant. 12 of those positions are from previously established VRP sites prior to the hiring suspension, and eleven are vacancies that occurred through attrition.

### B. CSC Regional Update

The VRP CSC’s are continuing to build relationships with tenants and service providers within their respective VRP communities. Some of the foundational work the team has supported includes supporting COVID-19 awareness campaigns and food security initiatives, as COVID-19 has had a disproportionately negative impact on the tenants who also need the supports provided by the VRP. As well, the team works directly with tenants to address individual needs and with community agencies and institutions to address some of the systemic issues that impact community safety.

A major challenge that has emerged in the Central and West region is relationship building with tenants during the COVID-19-19 pandemic. The CSCs in both these regions are new to the communities and in order to overcome these challenges, the teams have been supporting other initiatives, such as the vaccination roll-out and wellness checks. Additionally, they have been working with partners to help address the various food security issues that have been exacerbated by COVID-19 within their respective VRP communities. These relationship building strategies will increase the CSCs’ ability to support tenants through referrals. Despite these challenges for Q1 2021 the VRP CSC’s have:

- Referred 79 tenants to agencies or programs (e.g. employment, education and mental health programs and services);
- Supported 81 safety related initiatives (e.g. community safety meetings, audits) within VRP communities; and
- Connected with 460 tenants to provide VRP supports

Since January 2021, VRP CSCs have held two Communities of Practice (“CoP”) meetings where they were able to share their various approaches for outreach and relationship building with tenants during COVID-19, activities being used to engage and inform tenants and other community agencies about

the work of VRP, and their successes and challenges to-date. Additionally, during these CoP meetings, the VRP CSCs have been consulted on TCHC's service standards and the City's Community Safety & Wellbeing plan.

*Table 1: Regional Breakdown of CSC Activity*

Measure	West	Central	East	Q1
Total successful referrals to agencies or programs (e.g. mental health, education, employment, food security)	4	4	71	79
Total safety related initiatives supported, lead or initiated (e.g. community safety meetings, audits etc.)	7	55	19	81
Total tenants who participate in VRP/YVRP activities	210	147	103	460

Supporting the Lawrence Heights community continues to be a primary focus of the West VRP CSC team and in their efforts to do this, they continue to co-chair the LHION Safety Committee and are currently supporting the community's effort to lead a Whatsapp group intended to respond to community needs during critical incidents and keep the community connected. In other VRP communities in the West region, work is underway to support and lead interventions that respond to high rates of overdoses, community capacity to support victims of gun violence, and other antisocial behaviours. To this end the team is working to:

- Develop a strategy to support interventions focused on harm reduction, mental health, and other community safety issues that involve transient individuals who live under the bridge near 2195 Jane St.;
- Create a partnership with JVS and CultureLink to extend the activities of the 15 Tobermory Bike Hub to Grandravine in order to support youth employment and engagement; and
- Coordinate "Stop the Bleed" training for residents of communities impacted by gun violence incidents.

### **C. Youth and Family Parent Support program (\$80,000):**

Delta Family Services and the West region VRP team continue to work together to ensure that families in the North West VRP communities have access to culturally relevant parenting, system navigation, and mental health supports. To date, they have created a referral pathway that ensures TCHC tenants receive priority access once they have been referred for services. The VRP CSCs have referred three families for services to-date and the Delta team was able to reach out to the families within 48 hours. Recruitment is currently underway for facilitators for parent workshops, which are scheduled to start in the summer. Topics will include:

- Navigating the School System;
- Navigating the Criminal Justice System;
- Mental Health and Well-being;
- Technology; and
- Family Dynamics.

For the VRP CSCs in the East region, work has centred on creating connections within communities and as a result they have been able to connect with over 25 agencies and supported 15 safety initiatives within their VRP communities. The work has involved looking at ways to improve police and

community relations, supporting referrals to the FOCUS table, and engaging families with high risk young people.

Specific to the work being done in the Youth VRP (“YVRP”) communities, communities have asked for support for suicide prevention and trauma supports for young people, as one community has already lost two young people to suicide within the last six months. In order to continue to support the YVRP communities in the East region the team has:

- Hosted two virtual community safety discussions to identify safety priorities, which were attended by over 50 tenants;
- Hosted virtual drop-ins for over 15 young people that focused on sharing wellbeing and mental health supports; and
- Referred over 70 individuals to employment, mental health and food security programs and services.

The VRP CSCs in the Central region continue to focus on building relationships and have conducted outreach in communities around safety issues and initiatives, participated in Integrated Team Meetings with local staff, and are active participants in local safety network meetings with tenants and other stakeholders. The integrated team approach implemented in the Dan Harrison Community has proven to be effective in eliminating some of the communication gaps that sometimes exist between divisions. All frontline staff meet once a week and share information to support tenants and the community.

A key area of focus for this team is to work with partners to create and implement harm reduction interventions within VRP communities, as overdoses and the anti-social behaviours associated with the drug trade continue to increase within the Dundas and Sherbourne area. The team is also working to support the development of the Housing Unit Takeover (“HUT”) CoP with Canadian Observatory on Homelessness. Additionally the Central VRP CSC team has also:

- Conducted surveys with over 55 tenants about safety and security and food and security;
- Participated in wellness checks and a vaccination roll out to support relationship and building rapport with tenants; and
- Provided timely and effective trauma referrals for three families who were impacted by gun violence within the central region.

#### **D. Downtown Integrated Service Delivery Program (\$50,000):**

The Canadian Observatory on Homelessness (“COH”) continues to move the work forward on creating a CoP on the issue of Housing Unit Takeovers. Since the start of the project, they have connected with over 45 institutions with representatives ranging from mental health and addictions to legal services. During this quarter they have:

- Completed three community consultations with TCHC and other community based organization to inform the CoP model;
- Registered 23 stakeholders for HUT training; and
- Have completed the draft community engagement plan for the delivery of tenant training.

### **Lawrence Heights Interim Safety Strategy**

Safety continues to be a major concern in the Lawrence Heights (“LH”) community. As an immediate solution to mitigate continued risks to tenants and TCHC, TCHC is finalizing an immediate enhanced safety strategy that was implemented in Q4 2020.

These short term actions will lead into a longer term community safety strategy currently being developed with the LH community, including the development of Hubs, Revitalization and continued implementation of the Violence Reduction plan, and builds on the current work being done by TCHC staff, including food security initiatives, making referrals to agencies for support, community safety promotion events and connecting with families impacted by gun violence.

The plan is based on four areas: 1) better safety coordination and long-term planning, 2) increased presence of CSU, 3) providing supports to the LH community in a sustainable manner, and 4) ensuring community groups have access to space.

### **CSU & High Needs Communities (incl. Broader Dan Harrison) Update**

The initial plan was for CSU to have a total of 60 VRP Special Constables deployed across the ten high needs communities with a mandate for community engagement, intelligence gathering, and disruption of illegal and anti-social behaviour.

The deployment of Special Constables in VRP Communities was a phased approach. However, a decision was made at the December 15, 2020 meeting to suspend all VRP FTE hiring in CSU. It was further decided that an Advisory Committee would be formed, which will include a review of the VRP program, at the March 24, 2021 TSC meeting.

In the meantime, with hiring suspended and in order to maintain some degree of coverage at VRP sites, CSU will be utilizing third party security guards to fill the current staffing gaps and balance coverage at those sites.

In addition, CSU continues to deal with attrition such as resignations and retirement, thus Special Constable vacancies created throughout VRP sites will be filled using third party security guards. These guards will fill the resource gaps and balance coverage at VRP locations.

As of March 31, 2021, there are a total of 23 CSU Special Constable vacancies in VRP sites. As G4S Security Guards are not able to travel between communities, it will take more G4S Security guards to provide coverage in lieu of the 12 vacant Special Constables positions in previously established VRP sites.

While third party security is able to provide a security presence that helps to deter crime, they are not able to provide the same level of service as Special Constables. The security guards do not carry the same authorities as a Special Constable and CSU officers still need to attend the VRP sites being covered by the security guards to address certain incidents.

Using third party security guards at these sites will incur greater costs to TCHC:

- Filling VRP Special Constable vacancies (budgeted): \$891,330.

- Filling VRP vacancies with security guards (unbudgeted): \$1,430,639; and
- Additional unbudgeted annual costs with reduced efficiency: \$539,309.

### **Performance Measurement**

For CSU activity in the high needs communities (including broader Dan Harrison), refer to Attachment 2 for additional information. Additionally, for CSU activity in VRP sites, refer to Attachment 3.

#### **A. Calls for Service**

The Q1 2021 volume of calls for service at VRP sites increased compared to last quarter, but decreased by 18% when compared to the same time last year.

#### **B. Crime on TCHC Property and CSU's intervention**

Both crime against property and crime against persons has decreased in Q1 2021 when compared to Q1 2020 by 38% and 45%, respectively. The reduction in crime is seen as positive, but typically this number fluctuates with changes in behaviour and/or people's comfort in reporting.

CSU intervened in a variety of ways to address the crime at the VRP sites through arrests, dealing with trespassers and conducting wellness checks. However, with the reduction in crime in Q1, there was also a 40% reduction in the number of arrests made and a 43% reduction in trespass incidents.

In addition, crime is addressed through the issuance of eviction notices by our Legal department. Applications to terminate a tenancy are pursued at the discretion of the Regional General Manager or Contract Property Managers as informed by legal advice. The Regional General Manager or Contract Property Manager will consider whether staff have appropriately and thoroughly applied and carried out Toronto Community Housing's policies and procedures that would remediate the issue while maintaining community safety.

The number of N6 & N7 eviction notices for Health and Safety or Illegal Acts issued in Q1 2021 increased by 18 when compared to the same time last year. During the onset of COVID-19, Legal was only able to serve a very limited number of notices from March to August 2020 and those were for non-VRP communities.

#### **C. Crime Prevention Efforts**

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

While CSU patrols at VRP sites increased in Q1 2021, the joint patrols with TPS decreased. Patrols help to proactively deter crime and in many cases help build relationships with tenants. These patrols consist of either on foot, mobile or both. As TPS officers are not currently allowed to proactively enforce the *Trespass to Property Act*, CSU officers will be required to increase efforts in this area.

Community Safety Advisors (“CSA”) initiate various engagement activities, of which there was a 67% increase in when compared to Q4 2020. CSA activities include community events, presentations, safety meetings, tenant management meetings, tenant visits, etc.

#### **D. Fire related incidents**

There was a reduction in actual reported fires and false fire alarms at VRP sites in Q1 2021 compared to last quarter and same quarter last year.

In 2020, six TCHC buildings located in three VRP communities were represented in the Top 20 list of false fire alarm activations (see Attachment 1). This is down from seven buildings located in five VRP communities in 2019.

#### **IMPLICATIONS AND RISKS:**

With the December 15, 2020 TCHC Board decision to suspend all VRP FTE CSU hiring, CSU will have to utilize 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 is able to provide a security presence that helps to deter crime, they are not able to provide the same level of service as Special Constables, and CSU Special Constables still need to attend the VRP sites being covered by the security guards to address certain incidents. This may lead to inconsistent service delivery and will incur increased third party security costs in trying to maintain proper service levels.

#### **SIGNATURE:**

*“John P. Angkaw”*

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John P. Angkaw  
Acting Chief Operating Officer

#### **ATTACHMENTS:**

1. False Fire Alarms and VRP Communities
2. Actions Taken in VRP Communities
3. Violence Reduction Program by Sites, Phase 1 to Phase 3

#### **STAFF CONTACTS:**

William Anderson, Senior Director, Community Safety Unit  
416-981-4116  
William.Anderson@torontohousing.ca

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

Mona Bottoni, Manager, Planning and Business Support  
416-981-5036  
Mona.Bottoni@torontohousing.ca

**Attachment 1: False Fire Alarm Sites & VRP Communities**

Address	Total False Alarm	VRP Community
251 SHERBOURNE ST	78	Broader Dan Harrison
200 SHERBOURNE ST	73	Broader Dan Harrison
275 SHUTER ST	66	Moss Park
200 WELLESLEY ST E	59	Bleecker / Wellesley
44 WILLOWRIDGE RD	58	
285 SHUTER ST	48	Bleecker / Wellesley
50 TUXEDO CRT	40	
4301 KINGSTON RD	39	
10 GLEN EVEREST RD	39	
250 DAVENPORT RD	38	
140 ADANAC DR	31	
101 HUMBER BLVD	31	
61 PELHAM PARK GDNS	29	
3181 EGLINTON Ave E	23	
41 D'ARCY ST	22	
365 BAY MILLS BLVD	22	
155 SHERBOURNE ST	22	Moss Park
2739 VICTORIA PARK AVE	21	
1901 WESTON RD	20	
415 WILLOWDALE AVE	20	



**Attachment 2: Actions Taken in High Needs Communities (including Dan Harrison)**

**Q1 2020 to Q1 2021**

<b>VRP Activity</b>	<b>Q1-20</b>	<b>Q2-20</b>	<b>Q3-20</b>	<b>Q4-20</b>	<b>Jan-21</b>	<b>Feb-21</b>	<b>Mar-21</b>	<b>Q1-21</b>
<b>Request for Service (dispatched or on-site requests)</b>								
Calls for service - VRP <i>(Note: one call can have multiple incidents reported below)</i>	5890	5846	5142	5701	1713	1489	1763	4965
<b>Crime on TCHC Property</b>								
Crimes Against Property (*) - VRP	182	221	119	135	61	28	42	131
Total Crimes Against Person (CAP) - VRP	129	123	135	125	30	30	29	89
• CAP- Serious Violent Incidents -VRP	67	45	63	48	17	18	13	48
• CAP- Other Incidents - VRP	62	78	72	77	13	12	16	41
<b>Reactive Work/Intervention</b>								
Arrests VRP	164	141	130	90	38	37	42	117
• Tenant Arrest	35	31	40	29	6	7	13	26
• Non-Tenant Arrest	129	110	90	61	32	28	29	89
• Not Specified	0	0	0	0	0	2	0	2
N6 & N7 issued by Legal (evictions for H&S and Illegal Acts)	13	6	6	29	9	15	7	31
Wellness check (Assist Resident - Check Welfare) - VRP	826	929	342	530	183	124	123	430
Mental Health Act - VRP	22	34	30	26	11	12	8	31
Narcan Administered - VRP	0	4	3	5	0	0	0	0
Trespass Incidents -VRP	603	490	367	541	162	130	129	421
CCTV (FOI, Legal, OU. TPS) - VRP (vast majority are for TPS)	83	89	172	197	38	48	41	127

VRP Activity	Q1-20	Q2-20	Q3-20	Q4-20	Jan-21	Feb-21	Mar-21	Q1-21
<b>Proactive Work</b>								
Safety Audits - All TCHC	0	15	27	25	2	0	0	2
Patrols - VRP								
• <i>Patrols CSU mobile/Foot/Initiated/focused</i>	3496	4456	4211	5569	1615	1733	1657	5005
• <i>Patrol - Joint CSU and TPS - VRP</i>	119	46	77	87	29	38	17	84
Engagement Activities (**)- VRP	64	37	88	70	31	47	29	107
Referrals of vulnerable tenants (***) - VRP	25	11	28	11	2	5	3	10
<b>Fire Incidents</b>								
Fire - Equipment Malfunction - VRP	9	10	13	12	3	4	3	10
False Fire Alarm VRP (accidental, perceived emergency)	201	181	148	188	51	51	69	171
Malicious Intent/Prank - VRP	12	16	10	30	3	2	5	10
Fire - VRP	32	33	23	41	7	4	8	19

\* In 2020 Arsons and Mischiefs are being included in the Crimes against Property number. Therefore numbers for 2020 will be greater than previous years as they were inadvertently excluded.

\*\* Engagement includes reported CSA Activity Only; community events, presentations, critical incident response, safety meetings, tenant management meetings, tenant visits.

\*\*\* Tenant Referrals are counted through a reporting application used by our CSA's. Tenants may be referred to Inside or outside agencies.

Calls for Service - Calls for service are reported by counting distinct CORA report numbers generated when a call for service is received, when officers on site respond to complaints and incidents and generate a CORA report, or otherwise entered by the dispatcher as a call for service.

**Attachment 3: Violence Reduction Program by Sites, Phase 1 to Phase 3**

Community	Start of VRP			Phase 1			Phase 2			Phase 3		
	April 1 2019 - September 4 2019			September 5 2019 – January 26 2020			January 27 2020 – February 28 2021			March 1 – 31 2021		
	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response
Bleecker/200 Wellesley	18	94	104	213	563	231	174	817	239	84	661	206
Dan Harrison / William Dennison	323	649	382	183	756	212	81	723	171	52	519	142
Edgeley Village	1	59	11	1	52	8	3	328	6	3	642	13
Flemingdon Park/Glenyan Manor	2	33	10	3	60	13	17	29	14	10	16	3
Islington/St. Andrews	1	25	3	1	7	6	2	7	2	-	10	10
Jane/Falstaff	3	186	41	26	377	102	43	389	56	6	626	10
Lawrence	3	281	89	129	658	146	118	850	86	81	719	68

Community	Start of VRP			Phase 1			Phase 2			Phase 3		
	April 1 2019 - September 4 2019			September 5 2019 – January 26 2020			January 27 2020 – February 28 2021			March 1 – 31 2021		
	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response	Assist Resident - Check Welfare	Self Initiated Patrols	Incident Requiring Response
Lawrence Heights	2	92	20	1	74	17	6	536	20	-	1,455	19
Moss Park	7	233	152	18	127	117	133	719	168	135	432	103
Regent Park/Gerrard River	13	226	67	15	113	63	107	619	77	26	577	68
Victoria Park/Chester Le Blvd	-	137	6	-	103	3	1	131	7	-	129	6
<b>Total (per 100 days)</b>	<b>372</b>	<b>2,015</b>	<b>885</b>	<b>592</b>	<b>2,890</b>	<b>917</b>	<b>685</b>	<b>5,149</b>	<b>846</b>	<b>397</b>	<b>5,787</b>	<b>648</b>



## Q1 2021 Tenant First Update

Item 10

May 4, 2021

Tenant Services Committee

**Report:** TSC:2021-43

**To:** Tenant Services Committee (“TSC”)

**From:** Director, Strategic Planning & Stakeholder Relations and  
General Manager, Seniors Housing Unit

**Date:** April 6, 2021

### PURPOSE:

The purpose of this report to provide the TSC with the Q1 2021 update on the City’s Tenants First initiatives, which will align with the City’s report for the Executive Committee meeting on April 29<sup>th</sup>.

### RECOMMENDATION:

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

### BACKGROUND:

#### Reporting History:

Management and City staff reported to the TSC at its November 24, 2020 meeting and provided an overview of Council’s most recent report, [EX17.2 – Implementing Tenants First: 2020 Action Updates](#).

Management reported to the TSC at its January 25, 2021 meeting (TSC:2021-13) and provided the Committee with an update on the work that took place in Q4 2020 related to the Tenants First initiative.

## **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 Acting CEO Sheila Penny and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success.

### **UPDATES:**

#### Seniors Housing Corporation Timeline

City staff and TCHC staff are meeting regularly to complete the work required for the creation of the Seniors Housing Corporation (“SHC”). A report will be going to Executive Committee on April 29, 2021 and City Council on May 5, 2021 to secure approval on this key Tenants First initiative. Key recommendations are that Council direct:

- the City Solicitor to establish a corporation on behalf of the City;
- TCHC to negotiate with the SHC to take over the operations of the 83 senior-designated buildings, including the establishment of a Shared Services Agreement, with a target date of Q2 2022; and
- the Office of the Commissioner of Housing Equity, as part of the negotiated Shared Services Agreement, provide the services of the Office to the tenants in the SHC.

#### Updated Shareholder Direction for TCHC

Staff from the City’s Tenants First Team, City Legal, Shelter Support and Housing Administration and the City Manager’s Office have been meeting regularly with staff from TCHC to review and revise the current Shareholder Direction, per Council’s direction. A draft is currently under review and will be finalized in the coming months, with a target date to bring it to Council by July 2021. This review adopts practices in good governance, and ensures that the corporation’s current practices and values are reflected more accurately, including TCHC’s tenant culture.

#### Scattered Properties Request For Proposals (“RFP”)

Pursuant to the RFP, the City and TCHC have jointly identified the top-ranked non-profit proponents to whom the Scattered Houses are to be conveyed, subject to successful negotiations. Negotiations of the agreement of purchase and sale are ongoing and are expected to be executed and signed by TCHC and the proponents in early May.

At the February 26, 2021 Board Meeting, the Board provided staff the authority to execute the Agreement of Purchase and Sale (“APS”). Following the signing of the agreement, the selected proponents will have a 180 day period of due diligence to satisfy themselves with respect to the condition of the properties. As part of the due diligence process, TCHC will provide the selected proponents access to TCHC’s records relating to the properties, but will ensure that the privacy of tenants is protected. The updated agreement will ensure that tenants are minimally impacted and that COVID-19 provisions are in place.

#### 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 and 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. 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 Seniors Housing Unit has continued the review of partnership agreements and is working with partners to develop specific programs and services under the ISM. As part of the ISM Phase 1, a partnership with Woodgreen Community Services to establish a Seniors Health & Wellness Hub at 145 Strathmore/Greenwood Towers is being established and will meet a variety of needs for senior tenants in the building and community. It is expected that the ISM Phase 2 will be implemented in Q3-Q4 of 2021, and the ISM Phase 3 in 2022.

#### **SIGNATURE:**

*“Lindsay Viets”*

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Lindsay Viets  
Director, Strategic Planning & Stakeholder Relations

*“Jill Bada”*

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Jill Bada  
General Manger, Seniors Housing Unit

**STAFF CONTACT:**

Karen Gomez, Business Planner – Tenants First Project  
416-688-8457  
Karen.Gomez@torontohousing.ca