



## Chief Operating Officer's Report on Tenant Services and Initiatives

Item 2D

January 25, 2021

Tenant Services Committee

**Report:** TSC:2021-04

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

**From:** Chief Operating Officer

**Date:** January 7, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with an update regarding tenant services and initiatives at Toronto Community Housing ("TCHC").

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

At the November 24, 2020 meeting, the TSC received the information in the appendices to this report. However, the TSC was unable to review all appendices due to timing constraints. As a result, the TSC deferred consideration of all other information contained in Appendices A to E to the initial TSC meeting of 2021.

The appendices to this report have not been updated with new information from what was initially presented at the November 24, 2020 TSC meeting. Moving forward, the appended content will be presented as individual reports on TSC agendas.

This report provides an update on the following:

### **A. TCHC Operational Performance Measures**

Appendix A provides an update on key areas of TCHC's operations, including service requests, vacancies, arrears, community safety, and tenant supports. It outlines TCHC's operational performance for September 2020 and provides additional explanations for significant variances.

### **B. Tenant Complaints Process Update**

Appendix B provides an update on service delivery improvements to manage tenant complaints to resolution, including the development of a new Tenant Complaints policy. It further highlights the complaints data, including the increasing trends of complaints and categories, and outlines how the data will be used to inform quality improvement initiatives.

### **C. In-Suite Repairs Process**

Appendix C provides an update on service delivery improvements for in-suite repairs, including the development of a checklist that outlines the roles of staff, vendors, and tenants during the delivery of in-suite repairs. As well, tenants will be able to confirm that the repair was satisfactorily completed by the vendor.

### **D. Violence Reduction Program Update**

Appendix D provides an update on the implementation of the Violence Reduction Program in the various regions in alignment with the Community Safety and Support pillar. It highlights the provision of economic development and social supports in collaboration with the City of Toronto and enhanced enforcement activity in partnership with Toronto Police Service.

### **E. Tenant Engagement Refresh Update**

Appendix E provides an update of the tenant engagement refresh, including the phased implementation to establish tenant leadership across communities. It further highlights the first phase that will establish

tenant leadership across 57 communities through targeted and local tenant engagement.

## **IMPLICATIONS AND RISKS:**

### Violence Reduction Program Update:

While the VRP program has been operationalized and is on-track, the last two VRP sites, Flemingdon Park and Islington St Andrews, are delayed to 2021. The delays are attributed to the COVID-19 pandemic.

### Tenant Engagement Refresh Update:

The City's Shareholder Direction requires TCHC to maintain a democratic system of active Tenant participation and involvement that will:

- A. Provide a Tenant council structure or similar organization;
- B. Provide for Tenant input for decisions at the corporate and local levels;
- C. Provide for Tenant input for setting local spending priorities and service levels; and
- D. Include Tenant representation on the Board.

The timeline for when tenants can elect their community representatives or form committees is dependent on the completion of the local engagement option selection process and each community's level of engagement and readiness to establish tenant leadership. Despite the safety protocols in place and the opportunities to hold meetings in outdoor space or remotely, a general decrease in tenant participation may be seen due to concerns with the COVID-19 pandemic. To ensure as many tenants participate in the establishment of each community's engagement model and in Tenant Elections, engagement teams will continue to outreach, support and encourage tenants to participate in the engagement processes.

## **ATTACHMENTS:**

1. Appendix A: TCHC's Operational Performance Measures
2. Appendix B: Tenant Complaints Update
3. Appendix C: In-Suite Repairs
4. Appendix D: Violence Reduction Program Update
  - Attachment 1: Supplementary Background Report

- Attachment 2: Key VRP Deliverables
  - Attachment 3: Actions taken in High Needs Communities, including Broader Dan Harrison (Q1 to Q3, 2019 & 2020)
5. Appendix E: Tenant Engagement Refresh Update
- Attachment 1: Phase One Tenant Participation By Community
  - Attachment 2: Eligibility Criteria
  - Attachment 3: Safe Elections Protocol Poster
  - Attachment 4: Multi-Phased Approach to Tenant Elections

**SIGNATURES:**

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