



TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: January 25, 2021
Time: 8:50 am. – 11:25 a.m.
Location: Virtual (NOT in person)

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
8:50	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
8:55	2. Consent agenda		<i>5 minutes</i>		
	a) Approval of Public Meeting Agenda	TSC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of November 24, 2020	TSC Approval	Minutes	Chair	3
	d) Chief Operating Officer's Report on Tenant Services and Initiatives [<i>deferred from November 24, 2020 meeting</i>]	Information	TSC:2021-04	Chief Operating Officer	15
9:90	3. Business Arising from the Public	Information	Action Item List	Chair	62

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Time	Description	Action	Pre-read	Presenter	Page #
	Meeting Minutes and Action Items Update		<i>5 minutes</i>		
8:05	4. Chief Operating Officer's Reports		<i>90 minutes</i>		
	a) Operational Performance Measures	Information	TSC:2021-05	Chief Operating Officer	68
	b) Tenant Complaints Process Update	Information	TSC:2021-06	Chief Operating Officer	76
	c) Tenant Engagement Refresh Update	Information	TSC:2021-07	Chief Operating Officer	80
	d) Employment Opportunities for Tenants at TCHC	Information	TSC:2021-08	Chief Operating Officer	95
	e) Violence Reduction Plan: Service Delivery Alignment	Information	TSC:2021-11	Chief Operating Officer	100
10:35	5. Contract Management Update	Information	TSC:2021-02 <i>15 minutes</i>	Chief Operating Officer	109
10:50	6. Harm Reduction Policy	TSC & Board Approval	TSC:2021-12 <i>20 minutes</i>	Vice President, Strategic Planning & Communications	112
11:10	7. Q4 2020 Update on Tenants First	Information	TSC:2021-13 <i>10 minutes</i>	Vice President, Strategic Planning & Communications and General Manager, Seniors Housing Unit	126
11:20	8. 2021 Public TSC Work Plan	Approval	TSC:2021-14 <i>5 minutes</i>	General Counsel & Corporate Secretary	131

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 November 24, 2020, via WebEx, commencing at 9:19 a.m.

TSC Directors Present:

Linda Jackson, Chair
John Campbell
Amanda Coombs
Debbie Douglas
Ubah Farah (9:21 a.m. – 12:11 p.m.)
Councillor Paula Fletcher
Councillor Frances Nunziata
Brian Smith
Linda Jackson, Chair

TSC Directors Absent:

n/a

Management Present:

Kevin Marshman, President & Chief Executive Officer (“CEO”)
Sheila Penny, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Cynthia Summers, Commissioner of Housing Equity
John Angkaw, Senior Director, Business Operations
Jill Bada, General Manager, Seniors Housing Unit
Lindsay Viets, Director, Strategic Planning & Stakeholder Relations
Richard Grotsch, Tenant Resolutions Officer

Ceilidh Wilson, Assistant Corporate Secretary

Guests Present:

Michel Mersereau, PhD Candidate, Faculty of Information, University of Toronto
Giuliana Carbone, Deputy City Manager
Jenn St Louis, Manager, Tenants First, City of Toronto
Emily Gaus, Policy Development Officer, Tenants First, City of Toronto

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

ITEM 1 CHAIR'S REMARKS

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

COVID-19 Update

TCHC's COVID-19 response is now in its eighth month, and the Chair thanked employees for the exemplary work they are doing to deliver essential services and support TCHC tenants.

Many of TCHC's communities are among the hardest hit by the virus, and employees have stepped up to support tenants who are self-isolating and help agencies deliver food and other essentials to seniors and vulnerable tenants.

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

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

- Item 4 – Tenants First Update (*Janet McLeod, Susan Gapka and Cheryl Duggan*)
- Item 7 – Chief Operating Officer’s Report on Tenant Services and Initiatives (*Cathy Birch*)

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

- Item 4 – Tenants First Update (*Anita Dressler, Janet McLeod and Cheryl Duggan*)
- Item 7 – COO’s Report on Tenant Services and Initiatives (*Nicole Corrado*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

The agenda was approved with the following change:

- The TSC re-ordered the meeting agenda in order to consider Item 4 – Tenants First Update as the final item, beginning at 11:15 a.m.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the TSC approved the Public meeting agenda for the TSC’s November 24, 2020.

ITEM 2B CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the TSC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest.

Mr. Campbell declared a conflict of interest with Item 6 – TCHC Provision of Internet Access to All TCHC Households due to the fact that he is working for

a company that has a client that is interested in this matter of internet access.

**ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC TSC
MEETING OF SEPTEMBER 3, 2020**

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

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

The above-captioned action items list was circulated to TSC members prior to the meeting.

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

- Action item: Governance staff to include the briefing note addressing item #14 on the action item list re: Community Safety Unit (“CSU”) demographics in the materials of the next TSC meeting.

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

ITEM 5A OCHE QUARTERLY UPDATE (Q3 2020) TSC:2020-39

The above-captioned report (TSC:2020-39) was circulated to TSC members prior to the meeting.

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

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- The OCHE terms of reference stipulate that quarterly reporting to the Board is required.
 - The Commissioner has recommended looking at potentially loosening the criteria for referrals to OCHE to be used as a resource to TCHC with less rigid rules.
 - Concern was raised regarding 16 month timeframe for TCHC to refer files to the OCHE. This area is starting to improve, but it is an ongoing issue that the arrears collection process (“ACP”) will help to resolve.
 - The current arrears collection process is complicated, has many steps, and is not followed consistently. TCHC and OCHE are working together to redefine roles and clarify/simplify the process.
 - A targeted effort was made to address hardened arrears (e.g. arrears at least one year old).
 - It is expected that with the new ACP, the timeframe for referrals to OCHE will improve, but it will take some time to see improvements as the process ramps up.
 - Under the new ACP, the new referral target will be two to three months.
 - It was recommended that the quarterly report be refined to focus on the key metrics that are regularly discussed at TSC meetings.
 - Concern was raised that the TSC is just hearing about hardened arrears.
 - Action item: Management to report back to the TSC re: the performance measures that were in place for dealing with arrears when the former Asset Management division was responsible for tenancy management.
 - By this time next year, the goal is to have a 75% reduction in arrears not managed at this juncture.

*Motion
carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Mr. Campbell and carried, the TSC received the information contained in Report TSC:2020-39 for its information.

ITEM 5B OCHE 2021 WORK PLAN

TSC:2020-40

The above-captioned report (TSC:2020-40) was circulated to TSC members prior to the meeting.

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

- The 2021 plan has much more collaboration with TCHC to achieve objectives and interdependencies were clear.

The TSC provided recommendations to amend the OCHE's work plan, including:

- Be less prescriptive (e.g. providing at least one process improvement per quarter).
- Limit the frequency of surveying employees to annual or bi-annual.
- Bring the content of the work plan up to a higher level.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Campbell and carried, the TSC unanimously approved the 2021 Work Plan for the Office of the Commissioner of Housing Equity, as set out in Attachment 1 to Report TSC:2020-40, and recommended its approval by the Board of Directors.

ITEM 6 TCHC PROVISION OF INTERNET ACCESS TO ALL TCHC HOUSEHOLDS

TSC:2020-42

The above-captioned report (TSC:2020-42) was circulated to TSC members prior to the meeting.

Mr. Mersereau provided the TSC with a presentation regarding this matter, highlights of which include:

- Key proposition: the City of Toronto, through TCHC, must intervene in the provisioning of basic fixed at-home internet services to low-income households;
- Study methodology and data collection;
- Ways of characterizing internet access barriers;

-
- Three prevailing government approaches to addressing the digital divide;
 - The role of COVID-19 in exposing the urgent need for municipal intervention in provisioning at-home internet services in low income households; and
 - Achievable outcomes of including internet in rent-geared-to-income (“RGI”) units.

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

- Mr. Mersereau’s study collected data from residents at three TCHC seniors buildings.
- Internet access via schools and libraries is temporary and limited.
- The federal government sets the regulatory framework for internet providers.
- It is arguable that the provision of internet is similar to providing a basic utility to tenants, such as heat and water.
- It was suggested that the feasibility study also look at literacy issues.

Motion carried

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Douglas and carried, the TSC approved the recommendations outlined in Report TSC:2020-42 to approve and forward to the Board of Directors (the “Board”) for approval the following:

1. Authorize a study to determine the feasibility of providing access to the internet in all TCHC buildings (the inclusion of townhouses and individual homes to be determines depending on the technology available) and to bring the findings back to the Board for consideration. The study will explore:
 - The feasibility of participating in the City of Toronto’s (the “City”) provision of Wi-Fi connectivity to vulnerable communities;
 - A TCHC solution;
 - Third party delivery with TCHC covering costs; and

- A model for common space internet access and in-unit based access;
and to bring the study findings back to the Board for consideration;
- 2. Authorize the establishment of an inter-departmental group of staff to set the terms for and to administer the feasibility study; and
- 3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

Due to a stated conflict of interest, Mr. Campbell did not vote on this matter.

**CHIEF OPERATING OFFICER'S REPORT
ON TENANT SERVICES AND
INITIATIVES**

ITEM 7

TSC:2020-43

Verbal deputation was received from Cathy Birch with respect to this item. Written deputation from Nicole Corrado was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2020-43) was circulated to TSC members prior to the meeting.

Ms. Penny provided the TSC with a presentation regarding this matter, highlights of which include:

- TCHC's Operational Performance Measures, looking specifically at vacancies, arrears, crimes against persons and pest control;
- Tenant Complaints Process Update;
- In-Suite Repairs Update;
- Violence Reduction Program Update; and
- Tenant Engagement Refresh Update.

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

Vacancies:

- Some strategies to lower the RGI vacancy rate to 1.5% include resuming leasing in the Seniors Housing Unit, filling hard-to-rent units via a rapid rehousing project, suspending the Overhoused waitlist, and employing rental campaigns in buildings with high vacancies.

Arrears:

- Arrears were up to \$15.2M in September 2020, \$10.6M (64%) of which are managed arrears. Of the \$10.6M, approximately \$430K are late rent payments.
- TCHC staff are working with OCHE staff to bring the percentage of managed arrears to 75%.
- The new arrears collection process (“ACP”) was just signed off on between OCHE and TCHC, and a training plan is in development.
- Action item: At the December 15, 2020 Board meeting, Management to provide a report on:
 - the number of commercial tenants who participated in phase 1 of the Canada Emergency Commercial Rent Assistance program;
 - the number of commercial tenants who took part in TCHC’s rent deferral program;
 - current commercial rent arrears; and
 - whether commercial tenants are eligible for the current subsidy.
- There was a \$4.7M increase in arrears during the COVID-19 pandemic. The TSC recommended communicating to tenants that rent still needs to be paid during COVID-19.

Crimes Against Persons:

- The number of crimes against persons increased in September 2020 vs. September 2019. However, the proportion of shootings and homicides on TCHC property relative to the City of Toronto has decreased from 2017 and 2018.

Pest Control:

- Demand pest control treatment has continued during COVID-19.

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- Action item: 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.
 - Each building had a static pest control schedule and treatment will take place within one week of a tenant submitting a request.
 - TCHC works with Toronto Employment and Social Services (“TESS”) and Toronto Public Health (“TPH”) to access funding to coordinate preparation assistance and furniture replacement.
 - Where a building has an increase in the number of treatment requests from more than 8% of the building in a quarter, we would look at taking an integrated pest management approach to addressing the pests.

Tenant Engagement Refresh Update:

- For phase 1, 57 buildings were identified as ready to proceed with tenant elections.
- 42 of the 57 buildings selected the building or townhouse model of leadership, with 84 representative positions available. 69 positions have been filled.
- 15 of the 57 buildings selected the tenant rep model of leadership, with 36 representative positions available. 25 positions have been filled.
- We are on track to complete phase 1 by year-end.

Action item: General Counsel & Corporate Secretary to poll TSC members for input into what information they want included in the Chief Operating Officer’s Report on Tenant Services and Initiatives on a go forward basis, and the COO to implement such changes in future iterations of the report.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC unanimously approved receipt of the information in Report TSC:2020-43 being the Chief Operating Officer’s Report on Tenant Services and Initiatives and the Attachments thereto on Pest Management, Arrears and Vacancies and management provide future reports based on the input from Committee members as the information that is required.

ITEM 4 TENANTS FIRST UPDATE

TSC:2020-38

Verbal deputations from Janet McLeod, Susan Gapka and Cheryl Duggan were received with respect to this item. Written deputations from Anita Dressler, Janet McLeod and Cheryl Duggan were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2020-38) was circulated to TSC members prior to the meeting.

Ms. Carbone provided the TSC with a presentation regarding this matter, highlights of which include:

- Achievements to date;
- City Council report overview;
- TCHC mandate;
- 2021 mandate directions/actions;
- Integrated Service Model (“ISM”);
- Four key ISM innovations;
- ISM phased implementation;
- Accountability Framework (“A/F”) for ISM;
- Seniors Housing Corporation (“SHC”);
- Phased creation of corporation;
- Office of the Commissioner of Housing Equity (“OCHE”);
- Single family homes (scattered portfolio);
- Engagement with tenants in single family homes; and
- Single family homes (RFP update).

Ms. Carbone and Ms. St Louis were available to answer questions of the TSC. Highlights of the discussion include:

- The City worked with Sunnybrook Hospital to establish 25 key indicators to monitor as a measure of success.
- The City does not provide food/meals directly to residents, but may look at leveraging existing programs to support those types of needs.
- There are several issues to be addressed at 145 Strathmore Blvd.

While these issues will not be resolved immediately upon implementation of the ISM on December 11th, supports and programs will be brought in within the first 30-60 days to improve the tenancy experience and increase supports available to tenants.

- The City and TCHC have been working very closely to implement Tenants First.
- The recommendation to change the process to appoint Tenant Directors to the TCHC Board came out of the City Manager's review of the governance of the City's Agencies, Boards and Commissions. The new process aims to put rigor behind Tenant Directors as full Directors on the Board, not tenant representatives sitting on the Board. This will be made clearer in the updated Shareholder Direction.
- The interview panel for Tenant Directors will consist of a member of the Public Appointments staff, a former Tenant Director and another City staff, who will make recommendations to the City's Nomination Committee.

Motion carried **ON MOTION DULY MADE** by Mr. Campbell, seconded by Councillor Nunziata and carried, the TSC received the information contained in Report TSC:2020-38 for its information.

TERMINATION

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

Secretary

Chair, Tenant Services Committee



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:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

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Appendix A: TCHC's Operational Performance Measures

This report outlines TCHC's operational performance for September 2020 and provides additional explanation for significant variances.

Item	Measure	September 2020	2019 Average	Change
1	Tenant Calls to Client Care	37,692	33,563	+ 4,129
2	Elevator Service Requests	655	689	- 34
3	Demand Pest Treatments	4,894	5,141	- 247
4	Vacancy Rate (Percent)	2.35%	2.40%	- 0.05
5	Rentable Vacant Units	1,337	1,367	- 30
6	Non-Rentable Vacant Units	2,208	2,355	- 147
7	Rent & Parking Arrears (Million)	\$15.2	Y/E \$10.5	+ 4.7
8	Crimes Against Property	87	89	- 2
9	Crimes Against Persons	103	93	+10
10	Fire Incidents	19	17	+ 2
11	Tenant Referrals Made to Internal/External Supports	729	797	- 68

Service Requests Up

The call volume to the Client Care Centre in September 2020 was 4,129 calls higher when compared to the average call volumes in 2019. The increase is primarily due to tenants calling to inquire about COVID-19 office procedures and alternative contact methods for services.

Elevators

The volume of elevator calls decreased by 34 due to the decrease of maintenance related calls, which can be attributed to the continued delivery of the capital upgrade and maintenance programs.

Pest Control

The volume of demand pest treatments decreased by 247. During the pandemic, we have provided demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been declined service. In compliance with legislative requirements and the City of Toronto RentSafe TO by-law, we have continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms, offices, and laundry rooms.

Vacancies Down

The vacancy rate in September 2020 was 2.35%, which is 0.05% lower than the average vacancy in 2019. However, it should be noted that vacancies have steadily increased over the last several months from a low of 1.78%. The increase in vacancies is being driven primarily by rent-geared-to-income (“RGI”) units. Market units are below 1%.

Table 1: Contributing Factors to RGI Vacancies

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Seniors Housing Unit paused rentals due to COVID-19. 	<ul style="list-style-type: none"> • Rental campaign
<ul style="list-style-type: none"> • Clusters of unsupported units are hard to rent: <ul style="list-style-type: none"> ○ Northwest (Jane-Finch/Rexdale) & Scarborough West Hill lack supports for high needs tenants; and ○ Sherbourne strip desirability challenge. 	<ul style="list-style-type: none"> • Rapid re-housing
<ul style="list-style-type: none"> • City’s over-housed restrictions limit ability to lease 1+ bedroom units: <ul style="list-style-type: none"> ○ 839 units available for 1,356 over-housed tenancies; ○ Over-housed tenants must be right-sized prior to waitlist offering, effectively tying up two units; and ○ Over-housed directives regarding tenancy preference inhibit relocation for months. Combined with loss of subsidy and eviction protocols, it can take years before the relocation is concluded. 	<ul style="list-style-type: none"> • Suspend over-housed waitlist • Work with Shelter Support & Housing Administration (“SSHA”) (Service Manager) to improve process

Arrears Up

The rent and parking arrears have increased to \$15.2 million, which is an increase of \$4.7 million from the end of 2019.

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 3.2
• N4 Issued	\$ 0.8
• Legal Filing	\$ 0.2
• Order	\$ 0.1
• Arrears Locally Managed	\$ 1.7
• New Arrears	\$ 0.4
Arrears over 30 days old	\$ 7.4
• N4 Issued	\$ 2.9
• Legal Filing	\$ 1.6
• Order	\$ 0.8
• Arrears Locally Managed	\$ 2.1
• New Arrears	\$ 0.03
Arrears in a repayment agreement	\$ 4.6
	\$ 15.2

Arrears is calculated on the first business day of the month and captures payments made up to the last calendar day of the previous month. Arrears is comprised of (1) new arrears, which are arrears 30 days or less that is a result of tenants who made late or partial payments; and (2) accumulated arrears, which are arrears 31 days or more that is a result of tenants who are consistently behind in their payment (chronic non-paying tenants) or face challenges in providing payments.

Of all arrears, 64% or \$6.8M (e.g. N4 issued, managed through legal process) are currently being managed, whereas 36% or \$3.8M are not managed through an agreement or legal process (e.g. locally managed). TCHC is committed to the careful management of the unmanaged arrears to reduce that by 75%, ensuring that we have worked with our most complex tenants to keep them housed while maintaining fiscal responsibility to capture the unpaid rent through reasonable repayment agreements with our tenants.

Table 2: Contributing Factors to the Increase in Arrears

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Complexity of Arrears Collection Process (“ACP”) 	<ul style="list-style-type: none"> • New ACP process with OCHE
<ul style="list-style-type: none"> • Moratorium on evictions 	<ul style="list-style-type: none"> • Restart legal process
<ul style="list-style-type: none"> • City direction to maintain tenancy, avoid arrears evictions 	

Furthermore, the ACP is being revised in collaboration with the Office of the Commissioner of Housing Equity. As part of TCHC’s new operating model, staff have been moved into local tenant service hubs, which are located in buildings, enabling tenants to more readily access their local staff, and for staff to be able to build better relationships with tenants. The ACP is being revised to align with this operating model with increased staff-to-tenant interaction reflected throughout the process. The first 13 days of the month are dedicated to Tenant Services Coordinators reviewing their rent roll in detail to identify the households who require focused intervention through the ACP. Then, in collaboration with the integrated team in the hub, the ACP starts with a consistent issuance of the N4 on the 14th day of the month, with a clear cover letter issued requiring tenants to attend an in person or phone meeting with their TSC to put a plan in place to address the arrears.

Community Safety: Crime Up

There have been 103 crimes against persons and 87 crimes against property in September 2020, which is an increase of 10 and decrease of 2 respectively from the 2019 average. The increase of tenants being at home has enabled more frequent observations of crime incidents and reporting to CSU.

Table 3: Contributing Factors to the Increasing Crimes

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Crime trend is consistent with the increase in shootings and homicides in the City of Toronto. 	<ul style="list-style-type: none"> • Continue implementation of VRP • Continue to increase community presence and support • Continue collaboration with the Toronto Police Service (“TPS”) and other police forces

Meanwhile, there were 19 fire incidents in the portfolio, which is an increase of two incidents from the previous year. During this period, there was an increase of cooking related fire incidents. To address this, a public education campaign was implemented in October 2020, which focused on the top four buildings with the highest prevalence of cooking fire incidents. It included the delivery of door hanger bags to 1,459 units, which contained cooking fire safety information and promotional items with fire safety messages. In addition, a broader communication plan was delivered through social media and TCHC's external website.

Tenant Supports Down Slightly

The number of tenant referrals made to internal and external supports was 729, a decrease of 68 referrals when compared to 2019. During the COVID-19 pandemic, staff have been contacting vulnerable individuals and seniors to offer assistance, with the majority of these calls and assistance completed in early spring. As the City enters into the second wave of the pandemic, we continue to work closely with the City of Toronto, agencies, and volunteer networks to ensure food deliveries and other needs of seniors and vulnerable tenants continue to be met during this time.



Appendix B: Tenant Complaints Process Update

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

When a complaint is received by the Solutions team, it undergoes a three-step process: intake, investigation, and resolution. The complaints will be reviewed and resolved to the tenant’s satisfaction. If we are unable to meet the request, we will inform the tenant directly and provide the rationale.

PROGRAM UPDATES

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

- The complaints brochure has been translated into 18 languages spoken by TCHC tenants, which are available through the Solutions webpage. In addition, tenants have the ability to request translation into other languages.
- The complaints reporting line voicemail (416-981-6000) has been recorded to deliver the message in a clear manner, which was in response to feedback received at the last TSC meeting of September 25, 2020.

In addition, the Solutions team is leading the development of a Tenant Complaints policy, which outlines the organization’s principles and approach to the management of complaints. To ensure that tenant feedback is captured and integrated into the development of the policy, a tenant engagement and consultation plan will be included as part of the overall implementation plan. The Tenant Complaints policy is projected to be completed by Q1 2021.

COMPLAINTS DATA & TRENDS

In 2020, the Solutions team has received 1,844 complaints year-to-date, with an average of 184 complaints per month. This year-to-date total has already

exceeded the 1,271 total complaints received by Solutions team in 2019 at an average of 106 complaints per month.

Table 1: Total & Top 3 Complaints, Total and Monthly Average

	2019	2019 Monthly Avg.	2020 YTD	2020 Monthly Avg.
Total Complaints				
Total	1,271	106	1,844	184
Top 3 Complaints				
Anti-Social Behaviour	110	9	320	32
Building Service	232	19	304	30
Building Staff	46	4	100	10

Of the, 1,844 complaints, the top complaints categories are: 17% (320) anti-social behavior, 16% (304) building service unavailable/inadequate, and 5% (100) building staff complaints. When compared to the previous year, there has been a year-over-year increase across all categories.

Table 2: Total & Top 3 Complaints Categories, QoQ & YoY Analysis

	2019 Q3	2020 Q1	2020 Q2	2020 Q3	QoQ Ch	YoY Ch
Total Complaints						
Total	320	484	417	771	+357	+451
Top 3 Complaints						
Anti-Social Behaviour	27	74	80	133	+53	+106
Building Service	62	56	29	184	+155	+122
Building Staff	33	26	24	34	+1	+2

In Q3 2020, there were 771 tenant complaints submitted to the Solutions team, which represents a marked increase from the previous quarter and year. However, the increase in reported complaints coincides with the refresh of the complaints program through the targeted tenant communications campaign. With regards to the specific complaints categories, there was an increase of complaints of anti-social behavior. With the increase in tenants at home, it has enabled more frequent observations of anti-social behavior and reporting to the Solutions team. As well, there was an increase of complaints related to building services for a variety of issues including elevators, plumbing, exhaust fans, and pest control.

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, the Solutions team will learn from the complaints data to further understand where improvement opportunities exist. As part of the refresh of the 2020/21 strategic priorities, a key initiative will be to adopt a data-driven approach that will use complaints data to inform performance and quality improvement initiatives. It will include regular reviews of complaints data to inform local rapid improvement initiatives and corporate initiatives to continue to deliver a positive experience for our tenants and communities.



Appendix C: In-Suite Repairs Process

At TCHC, Superintendents deliver repairs to tenant's units. When specialized repair is required, Superintendents dispatch a vendor. The table below outlines the steps involved in having a vendor complete the in-suite repairs.

Steps	Key Activities
1. Intake	<ul style="list-style-type: none"> • Tenants can request a repair: <ul style="list-style-type: none"> ○ At the Superintendent's office, or ○ By calling the Client Care Center ("CCC"). • The Superintendent and the CCC will generate a work order and provide the tenant with a tracking number.
2. Review	<ul style="list-style-type: none"> • The Superintendent receives the work order and determines if the work can be done locally or if a specialized vendor is required.
3. Execute	<ul style="list-style-type: none"> • Superintendent provides the tenant with notice of entry at least 24 hours prior to the scheduled repair; and • Vendor attends to complete the repair on the scheduled date and time.
4. Confirmation of Vendor's Work by Superintendent	<ul style="list-style-type: none"> • Superintendent receives an e-mail after the repair work has been completed to indicate: 'Confirm', 'Dispute', or 'Not Attended': <ul style="list-style-type: none"> ○ If 'Confirm' is selected, the work order is closed. ○ If 'Dispute' or 'Not Attended' is selected, the Superintendent will follow-up with the vendor to ensure the repair is completed.

Steps	Key Activities
	<ul style="list-style-type: none"> ○ The Superintendent will re-issue the notice of entry and review the vendor's repair until it is completed.
<p>5. New: Confirmation of Vendor's Work by Tenant</p>	<ul style="list-style-type: none"> ● Tenant will be requested to confirm that the repair was satisfactorily completed by vendor.

UPDATE

To improve the delivery of in-suite repairs, TCHC will be partnering with tenants and labour partners to develop an in-suite repair checklist and tenant confirmation of vendor repair. The checklist will outline the respective roles of staff, vendors, and tenants during the delivery of in-suite repairs. Tenants will have the opportunity to confirm that the repair job was satisfactorily completed by the vendor. A tenant consultation plan will be included as part of the overall implementation plan to ensure that the new process meets the needs of tenants. The in-suite repair checklist and tenant confirmation of satisfactory repair is projected to be completed by 2021 Q1.



Appendix D: Violence Reduction Program Update

At its meeting of June 27, 2019, the TCHC Board of Directors directed staff to operationalize the VRP. The last update was provided at the December 5, 2019 TSC meeting.

The VRP is focused on improving safety and security for tenants. It is in 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.

Due to the complex nature of the ten identified high needs communities, the VRP includes enhanced enforcement activity through a dedicated and on-site Community Safety Unit (“CSU”) presence, in collaboration with Toronto Police Service (“TPS”), as well economic development and community and social supports in collaboration with the City of Toronto. The program will be implemented through the regions under the Community Safety and Support Pillar and work with integrated hub teams to support local community safety initiatives.

Implementation Status

Economic Development and Social Supports

The Operations Team, led by the Manager of Community Safety and Support in the Central Region, has worked closely with Social Development, Finance and Administration (“SDFA”) to design a fulsome approach to providing economic development and social support related to community safety. The following actions are underway:

- Three Memorandums of Understanding (“MOUs”) were developed and signed by TCHC and SDFA. The MOUs set out the roles and responsibilities of both TCHC and SDFA to implement the VRP’s economic development and social support programs;
- A TCHC Manager has been appointed to the Crisis Response Fund Review Panel;

- In August 2020 funds were transferred from TCHC to SDFA to flow through to agencies and tenant groups to implement programs in the VRP communities; and
- Implementation of this component of the VRP has been limited due to a delay in securing the full staffing complement. Program implementation and spending will commence at the mid-point of Q4 2020 as staff come onboard and partners begin to implement their respective initiatives.

Staffing Update

The VRP teams will be decentralized through the three regions and will report up to the Community and Safety Pillar. Community Service Coordinators (“CSCs”) will work with their regional teams to play a pivotal role in liaising with the community and CSU. The team of eight VRP CSCs will be comprised of four youth focused CSCs (“YVRP”) and 4 VRP CSCs, and will be allocated to the East region (3), West region (3), and Central region (2).

The CSCs will work closely with their colleagues in each of the assigned hubs and align their work with ongoing tenant engagement activities and local partnerships. Working with tenants and their local hub integrated teams, including CSU as well as other colleagues in the Community Safety and Support Pillar, the team will coordinate local service delivery as it relates to safety. Focused targeted community safety interventions coupled with the focus on local service provision through the hubs will allow frontline teams to better support VRP and YVRP communities. The full team of VRP CSCs will be in place by the end of November.

The regional Managers of Community Safety and Support, supported by the Programs and Partnerships Team, are currently working to create an onboarding curriculum that is specific to the work of these CSCs and will include relevant case studies, local community profiles and networking with key partners who will support the implementation of the VRP. Key deliverables from the VRP CSCs will include:

- Mapping tenants identified by CSU, Engagement CSCs, Access and Support CSCs, and TCS front-line staff to services, most specifically the City-coordinated FOCUS and SPIDER tables;
- Holding local community safety meetings conducted with the Community Crisis Response Program (“CCRP”) and local safety

networks, engaging the Regional General Manager and CSU leadership when applicable; and

- Working with the hub teams to support local initiatives and capacity building of tenants involved in safety promotion.

See Attachment 1 for the VRP Program summary.

Program Update

Post-Incident Community Support & Community Crisis Response Fund (\$70,000)

TCHC worked with the City to develop and finalize MOUs to transfer pilot funding that will be provided to agencies and tenant groups to deliver place-based community investments for interventions and development of trauma informed tools for tenants. Key deliverables will include:

- Number of tenant-initiated activities the result from this fund;
- Number of CCRF grant applications received from these communities; and
- Reduction in retaliation-related crimes (% increase / decrease from previous year).

Youth and Family Support Program (\$80,000)

In collaboration with Social Development and Finance Administration (“SDFA”), Delta Family Services has been secured as the operational partner to deliver services to North West Toronto. With the increasing gun violence on and off TCHC property in this part of the city, two pilot programs will look at support and interventions for youth most at risk for involvement in anti-social behavior that puts the household at risk of losing their tenancy and impedes the enjoyment of space of other residents in the community.

This program will be aided by a parallel initiative that will support their parents/guardians to address safety-related concerns in their households. This combined approach will equip households with the tools they need to support young people to avoid involvement in anti-social behavior and will build on federal and municipal investments in North West Toronto like TOWARDS PEACE and the internally developed Safety Plan for Lawrence Heights.

Key deliverables will include:

- Case management processes and tools that are appropriate to the needs of these families;
- Referral pathways for families to access meaningful supports including mental health, school supports and mentorship supports;
- A comprehensive outreach strategy focused on reaching families living in Neighbourhood Improvement Areas (NIA), Emerging Neighbourhoods (EN)^[1], Neighbourhoods Slated for Revitalization^[2] and or with Toronto Community Housing; and
- Relationship strategies with existing situation tables like FOCUS with TPS and UnitedWay.

Downtown Integrated Service Delivery Program (\$40,000)

The Manager, Community Safety and Support from the Central Region worked with Tower and Neighbourhood Renewal at the City to successfully select a proponent through an Expression of Interest to develop a Household Unit Takeover Community of Practice (“HUT CoP”), to address Unit Takeovers as part of Downtown East Action Plan. Through integrated safety meetings with site staff at Dan Harrison, Moss Park and a service provider partnership table with City divisions and agencies serving the homeless and street involved population, it was identified that many tenancy issues coded for anti-social behaviour are due to potential unit takeovers. This not only impacts Community Safety, but also has an impact on the work of Building Services, Maintenance, Cleaning, Tenancy Management, the Community Safety Unit, and Legal.

Once the agreement has been finalized, the proponent will begin this work in the third week of November and will conclude by July 2021. Key deliverables will include:

- An internal recruitment of business unit reps to participate in the HUT CoP development sessions;

^[1]**Emerging Neighbourhoods:** Dorset Park; Malvern; Steeles; L’Amoreaux; Westminster Branson; Yorkdale Glen Park; Englemount Lawrence; Humber Heights-Westmount

^[2]**Neighbourhoods Slated for Revitalization:** Downtown East (Bloor to Front, Bay to DVP); Regent Park; Alexandra Park / Downtown West; Lawrence Heights; Rivertowne; Allenbury Gardens; Leslie Nymark

- A framework that supports TCHC and partner agencies to understand and ultimately reduce unit takeovers;
- Protocols for how TCHC and supporting partner agencies deal with unit takeovers;
- Tenants will have more trusting relationships with service providers who aim to intervene in unit takeovers; and
- Increased staff capacity to intervene and support tenants with unit takeovers.

Youth Violence Reduction Grant

Working with local community partners, our CSCs were instrumental in securing the following:

- East Region - Malvern/Danzig: \$600,000 over three years period (200K yearly); and
- West Region - Neptune/Lawrence Heights: \$600,000 over three years (200k yearly).

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, TCHC is finalizing an immediate enhanced safety strategy for implementation in Q4 2020. These short term actions will inform a longer term community safety strategy currently being developed within the LH community including the development of hubs, revitalization and continued implementation of the VRP, and will build 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 focused 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 that community groups have access to space.

Enhanced Enforcement in High Needs Communities

Since September 2018, third party security guards have been providing security in the high needs communities while additional Special Constables are recruited. 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.

Once fully implemented, the VRP will have a total of 60 Special Constables deployed across the ten high needs communities with a collaborative mandate under the Community Safety and Support Pillar for community engagement, intelligence gathering, and disruption of illegal and anti-social behaviour.

The deployment of Special Constables in VRP Communities is a phased approach as shown in table 1.

Table 1: Deployment of Special Constables in VRP Communities

	Phase 1	Phase 2	Phase 3	
West District				
Start date:	Sept. 5/19	Jan. 27/20	Sept. 14/20	Mar. 22/21
Address/ community:	20, 30, 40 Falstaff Ave. & 2195 Jane St.	Lawrence Heights	Edgeley Village (Shortham Crt. & Driftwood Crt.)	Islington St. Andrews
Number of assigned Special Constables	4	4	4	4
Coverage: Hours:	7 days/week 3 p.m. – 3 a.m.	7 days/week 2 p.m. – 2 a.m.	7 days/week 3 p.m. – 3 a.m.	7 days/week 3 p.m. – 3 a.m.
Central District:				
Start date:	Sept. 29/19	Jan. 27/20	Jul. 27/20	
Address/ community:	275, 325, 375 Bleecker St. & 200 Wellesley St.	Regent Park & 220 Oak St.	275, 285 and 295 Shuter St. (Moss Park) and 155 Sherbourne St.	
Number of assigned Special Constables	8	8	8	

	Phase 1	Phase 2	Phase 3
Coverage:	7 days/week	7 days/week	7 days/week
Hours:	24 hours/day	24 hours/day	24 hours/day
East District:			
Start date:	Oct. 14/19	n/a	Jan. 11/21
Address/ community:	4175 & 4205 Lawrence Ave. E.	n/a	Flemingdon Park
Number of assigned Special Constables	8	n/a	4
Coverage:	7 days/week	n/a	7 days/week
Hours:	24 hours/day	n/a	3 p.m. to 3 a.m.

VRP Special Constables work closely with Legal Services and Tenant Services in all VRP communities to target anti-social activities within their assigned VRP community and assist the Community Safety Advisors to identify tenancy management issues for the Property Managers/General Managers portfolio-wide. VRP Special Constables are part of the integrated hub teams specifically assigned to their community hubs under the Community Safety and Support Pillar to problem solve community issues and support safety initiatives. VRP Supervisors are similarly aligned and report to CSU Managers, designated under the Community Safety and Support Pillar for each region with 24/7 access for all of their organizational counterparts.

The VRP placements will be analyzed annually to ensure that Special Constables are being used effectively and efficiently, as requested by the Board. If a new location arises that needs a VRP and an existing VRP no longer requires the need for 24/7 coverage, then an analysis will be conducted.

Due to the COVID-19 pandemic, the rollout of the last two VRP sites has been delayed at Flemingdon Park and Islington St. Andrews. In addition, G4S guards have been deployed back into 4205 and 2175 Lawrence Ave.

E. (2 guards 24/7), 220 Oak St. (2 guards 24/7), 375, 325 and 275 Bleecker St. (2 guards 24/7), and 200 Wellesley St. E. (2 guards 24/7) in support of the VRP to address the volume of activity and transient persons during COVID-19.

CSU will be moving ahead with the staff retention plan approved by the GCHRC. This plan will assist in addressing CSU's current recruitment and retention challenges.

Performance Measurement

Economic Development and Social Supports

Program Monitoring and Evaluation

Work is currently underway to create community baselines to effectively measure program impact. The aim is to build on data collection and reporting processes used by CSCs and to make enhancements so that reporting aligns with the work VRP CSCs will be doing. The work of identifying the new data that needs to be collected and the tools required will be completed by an evaluation working group that will consist of frontline staff, tenants, program partners and managers. This work will be led by the Programs and Partnerships team, but will be based on the work of the regional teams implementing the VRP program. Key principles of the evaluation approach will include:

- Sharing lessons learned from the program internally to build capacity;
- Sharing lessons learned from the program externally for transparency and accountability;
- Embedding lessons learned from evaluation into program planning for next year; and
- Ensuring residents are able to shape the program to meet their needs.

Targets and deliverables are outlined in Attachment 2.

Enhanced Enforcement: High Needs Communities

The number of joint patrols conducted with TPS has increased by 31% from the previous year in the High Needs Communities as shown in Attachment 3. These patrols help deter crime and accelerate response times to crime by TPS when reported.

The number of arrests has increased by 93% when comparing Q1-Q3 of 2020 to the same time last year. This is a result of the joint patrols, enhanced information sharing with TPS and better relationships with tenants who are reporting crimes and providing information leading to arrests. In addition, there are more VRP neighbourhoods compared to last year. During the pandemic with the closure of community agencies, non-residents are entering TCHC buildings. This in turn has increased trespassing and loitering, which has caused an increase in anti-social behaviour and has resulted in a greater number of arrests being made to protect TCHC communities.

The trends shown in Attachment 3 are consistent with the increase in the number of shootings and homicides in the City of Toronto during 2020. The proportion of shootings and homicides occurring on TCHC property relative to the City of Toronto has decreased from 2017 and 2018 levels.

Supplementary Background Report

Toronto Community Housing Violence Reduction Program: Mapping In and Coordination of City Services and Partnerships

BACKGROUND

At its meeting on June 5, 2019, Toronto Community Housing Corporation's ("TCHC's") Board approved the enhanced VRP which was co-developed with the City of Toronto's Social Development, Finance and Administration division and directed staff to operationalize the enhanced VRP.

Program Overview

The VRP is focused on improving safety and security for tenants through a reduction of violence in TCHC communities. Due to the complex nature of the communities in question, the VRP includes a dedicated, on-site Community Safety Unit ("CSU") presence, and robust collaboration with Toronto Police Service ("TPS"), including intelligence sharing, joint planning and integration with the Neighbourhood Officer Program. In addition to these enforcement focused activities, violence reduction requires a multifaceted approach that must include economic development, and community and social supports. TCHC and Social Development, Finance and Administration ("SDFA") staff collaborated to develop strategies for streamlined service delivery and enhanced community programming that will contribute to the VRP aims.

Program Objectives and Planned Interventions

The objectives of the enhanced VRP include:

- Connecting more tenants to supports;
- Improving service coordination and delivery;
- Engaging tenants in working towards safer communities; and
- Improving tenants' perceptions of safety

The objectives will be achieved through interventions in the following three areas:

- **Engagement and capacity building:** Funding will be provided to agencies and tenant groups that deliver capacity building training programs and skill development to both tenants and TCHC staff in order to mobilize communities and to address safety issues and/or creating safety networks. This will include bringing together community leaders from all sites to participate in a safety forum.
- **Localized, population based programming**
 - Parent Support Program: Funding provided to agencies delivering support programs for parents of at-risk youth. The focus will be on equipping parents of youth involved in anti-social activities with tips and resources to de-escalate the behavior(s) with their children.
 - Youth Engagement Program: Funding provided to agencies delivering diversionary opportunities for pre-teen and teenaged youth that will foster positive social development and alternative pathways for young people.
 - Downtown East Integrated Service Delivery Program: Funding will be provided to develop an integrated public education, training, and coordination protocol for tenants, social service agencies and security/safety staff to increase tenant awareness and prevention related to unit takeovers in Downtown East TCHC Properties.
 - **Post-incident crisis support:** Funding will be provided to agencies and tenant groups to deliver healing interventions in TCHC communities and to provide bridging support to tenants (community debriefs, mental health support, Trauma 101, 1:1 trauma support). These interventions often lead in post incident de-escalation resulting in less retaliatory incidents.

Staffing Model

TCHC will hire 4 dedicated Community Service Coordinators (CSCs) to the original 10 VRP Sites, and an additional Youth Focused team including 4 CSCS, 6 Program delivery teams. With the additional staff, there will be

targeted training to better identify vulnerable tenants, seniors and youth in crisis. The enhanced program includes hiring the specialized, front-line staff who will be assigned to support program coordination and delivery in the 10 priority sites. The primary focus of the full team will be:

- Connecting tenants identified by front-line staff to services (most specifically the City-coordinated FOCUS and SPIDER tables, where the City has agreed to increase capacity to support the VRP);
- Supporting local initiatives and capacity building of tenants involved in safety promotion;
- Working with SDFAs to coordinate local services; and
- Supporting programming for key populations (vulnerable tenants and seniors, tenants with mental health and addiction challenges, at-risk youth and/or youth in crisis, parents of youth in crisis).

Youth Pilot Expansion

Based on direction from the Toronto Youth Equity Strategy (2014) and Tenants First, TCHC worked with City staff to design a pilot focused on youth-specific service delivery in the Weston-Rexdale (OUC) community. The pilot titled “YouThe Change” took an innovative approach to providing services to youth by linking outreach and engagement with access to services such as mental health and employment to support youth to maintain their housing.

Based on the success of this pilot, some funding has been provided through the enhanced VRP to implement youth-specific programming in 19 additional TCHC communities. Dedicated front-line staff will be hired specifically to support the youth pilot expansion.

The objectives of the expanded youth pilot include:

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

Progress of the youth pilot expansion will be reported quarterly, alongside the VRP metrics.

Expanded VRP Site List

In order to best coordinate service delivery with the City and community partners we have clustered the original 10 VRP sites and additional 19 for the youth expansion into 7 and 6 Clusters, 13 in total.

Program	Cluster	Name	Communities
Youth Expansion Pilot	1	South Etobicoke	Queensway Windermere
			Mabelle Place
			Bloor Keele
			East Mall
			West Mall
	2	Markham Morningside	Malvern
			Empringham Mews
			Morningside Cornation
	3	North Birchmount	Finch Birchmount
			Sheppard Birchmount
	4	Kipling Albion	Kipling Mount Olive
			Martingrove Albion
			Lightwood Sanagan
5	East Finch	Shaunghnessy Blvd	
		Willowdale	
		Leslie Finch	

Program	Cluster	Name	Communities
Violence Reduction Program	6	West Finch	Thistletown 1
			Thistletown 2
			Finch/Ardwick
	7	Downtown East	Moss Park
			Pembroke Mews
			William Dennison Apartments
			Dan Harrison Complex
			Sherbourne Shuter
			200 Wellesley
			Bleecker St.
	8	Lawrence Heights	Lawrence Heights
	9	Broader Lawrence East	Lawrence / Meadowvale (30 Valia)
			Morningside Apartments
			Morningside Ling
			West Hill Apartments
			Lawrence Galloway
			Lawrence Orton
			Lawrence Susan
	Cedarbrae Manor		
10	Victoria Park / Chester Le	Victoria Park Chester Le	
11	Flemingdon Park	Flemingdon Park	
		Glenyan Manor	
12	Broader Jane / Shoreham	Downsview Acres	

Program	Cluster	Name	Communities
			Edgeley Apartments
			Edgeley Village Driftwood
			Edgeley Village Driftwood
			Edgeley Village Shoreham
			Jane Milo
			Jane Yewtree
	13	Islington St. Andrews	Islington St. Andrews



Key VRP Deliverables			
Outcome	Focus	Indicator	Objectives
Q4 2020			
Full complement of VRP staff in place	Ensure all VRP personnel and partners are in place to deliver the key components of VRP	*Onboarding and training designed to ensure VRP staff understand and can implement the VRP program * Proponent selected to design Household Unit Takeover (HUT) Community of Practice (CoP) *Agency selected to implement Parent family support program	*8 VRP dedicated CSC's have been hired and trained to implement VRP *An agency has been selected and agreements signed to complete HUT CoP design *An agency has been selected and agreements signed to deliver Parent and Youth family support program
Q1-4 2021			
Connect more tenant/youth and household to supports they need	Increased number of tenants/youth referred to partner agencies including SPIDER and FOCUS leading to tenants accessing necessary supports. <ul style="list-style-type: none"> • Parent and youth family support program • Youth Engagement Program 	* Number of successful referrals to appropriate agencies or programs * Number of tenants who return for additional services *Number of tenants who participate in VRP/YVRP programming	* Targeted trauma support provided to approximately 450 tenants per year (30 incidents impacting 15 individuals per intervention) *100% of tenants who participated in the trauma support are offered longer term mental health supports through partner/community agencies *Increase number of referral to SPIDER and FOCUS by 10% *Provide YVRP supports to 40 hard to serve youth a year *Provide youth and family support 96 families



Key VRP Deliverables			
Outcome	Focus	Indicator	Objectives
	<ul style="list-style-type: none"> Downtown East Integrated Service Delivery Program 		<p>*Provide Youth engagement initiatives for 30-40 youth at each site (90-12- youth in total)</p> <p>* Targeting 10% (approximately 70 tenants in total) increase in number of tenants referred to services and 60% (approximately 45 tenants in total) return-to-services rate among successful tenant referrals for DTE tenants</p>
Tenant participation and capacity building	<p>Increased tenant participation in capacity-building activities related to community safety leading to increased tenant leadership and an increase in tenant-run safety initiatives.</p> <ul style="list-style-type: none"> Post-Incident Community Support & Community Crisis Response Fund 	<p>*Number of tenants participating in safety and capacity building initiatives</p> <p>*Number of tenants who complete safety-related trainings /workshops</p> <p>*Number of tenant-initiated activities</p> <p>*Number of CCRF grant applications</p>	<p>*Safety forum will target 10-25 attendees from each site (100-250 attendees in total).</p> <p>* 450 tenants will have attended community safety meetings each year (minimum of 2 meetings/yr held with avg. attendance of 15 tenants)</p> <p>*Funding provided for an additional 16 grants impacting approximately 480 tenants.</p> <p>*Training explored for 90-100 front-line TCS/ Partner staff to assist with at-risk identification and referral, and post-incident trauma support.</p>



Key VRP Deliverables			
Outcome	Focus	Indicator	Objectives
Improved service coordination and delivery	<p>Increased communication between agencies contributing to streamlined, collaborative service delivery to tenants.</p> <ul style="list-style-type: none"> HUT Community of Practice 	<p>*Number of multi-agency meetings</p> <p>*Number of joint initiatives between agencies</p> <p>*Number and type of training offered to staff on safety related issues</p>	<p>*Youth Worker Forum will bring together approximately 40 youth workers from various agencies/sectors.</p> <p>*30 multiagency meetings held each year</p> <p>*75 TCHC staff trained about Housing Unit Takeovers</p> <p>*All Y/VRP staff trained on trauma, de-escalation and psychological first aid</p> <p>*20 tenants trained about Housing Unit Takeovers</p> <p>*6 CoP meetings</p>
Improve tenant Perception of Community Safety	An increased number of tenants reporting they feel safer indicating positive changes in community safety.	* Number of tenants who reported feeling safer on the TCH Tenant Experience Survey	*Safety network development and training targeting 10 tenants in four sites that currently do not have established safety networks (40 tenants).

Appendix D - Attachment 3

Actions Taken in High Needs Communities, including Broader Dan Harrison (Q1 to Q3, 2019 & 2020)

Action	Q1 2020			Q2 2020			Q3 2020			Q1 2019			Q2 2019			Q3 2019			Cumulative Q1/Q2/Q3		Variance
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Jan to Sept 2019	Jan to Sept 2020	
Joint Patrols	31	42	46	16	11	19	23	24	30	17	23	16	17	25	15	20	27	25	185	242	31%
Arrests	52	63	48	56	47	38	52	49	29	17	16	21	34	27	36	28	26	20	225	434	93%
Serious acts of violence	22	21	25	21	13	12	27	19	17	12	11	17	22	18	18	28	29	20	175	177	1%
Referrals of vulnerable people made by CSU (to TCS)	17	5	3	4	2	5	5	14	9	NA	NA	NA	33	25	24	9	20	2	64	N/A	N/A



Appendix E: Tenant Engagement Refresh Update

At its meeting of September 3, 2020, the TSC received its most recent update regarding the implementation of the Tenant Engagement System Refresh.

<https://www.torontohousing.ca/events/Documents/TSC/2020%20TSC/Sep%203%202020%20TSC/Item%208E%20-%20Tenant%20Engagement%20System%20Refresh%20Update%20-%20TSC%20Report%20v2%20cw%20sf%20clean.pdf>

Prior to the September TSC meeting, the Board of Directors received an update at its July 30, 2020 meeting, which included the additional information requested by the GCHRC on July 21, 2020, and directed Management to provide regular updates to the TSC on the implementation of the Tenant Engagement System.

<https://www.torontohousing.ca/events/Documents/Board/2020%20Board%20Meetings/July%2030%202020%20Board%20Meeting/Item%207%20-%20Tenant%20Engagement%20System%20Refresh%20Update-%20Board%20Report.pdf>

TENANT ENGAGEMENT SYSTEM IMPLEMENTATION UPDATE:

As of September 2020, TCHC resumed the tenant elections process. Tenant leadership is expected to be established in the 57 communities included in phase one implementation (Attachment 1) by the end of November 2020.

With the health and safety of tenants and staff as our top priority, we safely continue our efforts to successfully establish tenant leadership across communities. TCHC has consulted with the CUPE Local 79 leadership team, our frontline teams as well as Toronto Public Health in order to establish procedures to deliver safe elections.

Tenant meetings are happening remotely. Detailed procedures for community meetings and polling stations were developed to ensure all in-person tenant engagement activities follow the Toronto Public Health guidelines, including:

- adhering to meeting capacity limits,
- observing proper physical distancing,
- wearing of masks and face coverings,
- providing contact details at registration for contact tracing,
- answering COVID-19 screening questions,
- hand sanitizing, etc.

On Election Day, in-person polling stations will only be required in communities where the Community Representative Model was selected, and there are more candidates than positions available. In these scenarios, voting on Election Day will be facilitated through pre-reserved time slots.

For communities that chose the Building/Townhouse Committee Model, committee members will meet remotely or in-person, if needed, to select their two community representatives. TCHC will continue to monitor all updates from the provincial and municipal government, and will adapt safety protocols as needed.

To ensure an equitable opportunity for tenants to participate in the upcoming Tenant Elections, TCHC consulted with R-PATH to develop a process for accommodating tenants with physical disabilities, visual impairments, as well as tenants in isolation due to quarantine. Tenants requiring translation/interpretation services will also be accommodated upon request.

Staff contacted a total of 307 tenants that have previously expressed interest in participating in the Tenant Engagement System. Through further outreach and engagement, local teams were able to confirm a total of 346 tenant members of local building/townhouse committees and 30 tenants interested in becoming a community representative candidate (community representative model only). A total of 114 community representative nominations were submitted for staff to confirm tenants' eligibility criteria and tenancy in good standing.

Local engagement teams are currently working on bringing committee members together and supporting Community Representative Candidates with their campaign.

NEXT STEPS:

All building/townhouse committee members and Community Representatives from phase one implementation will be identified by the end

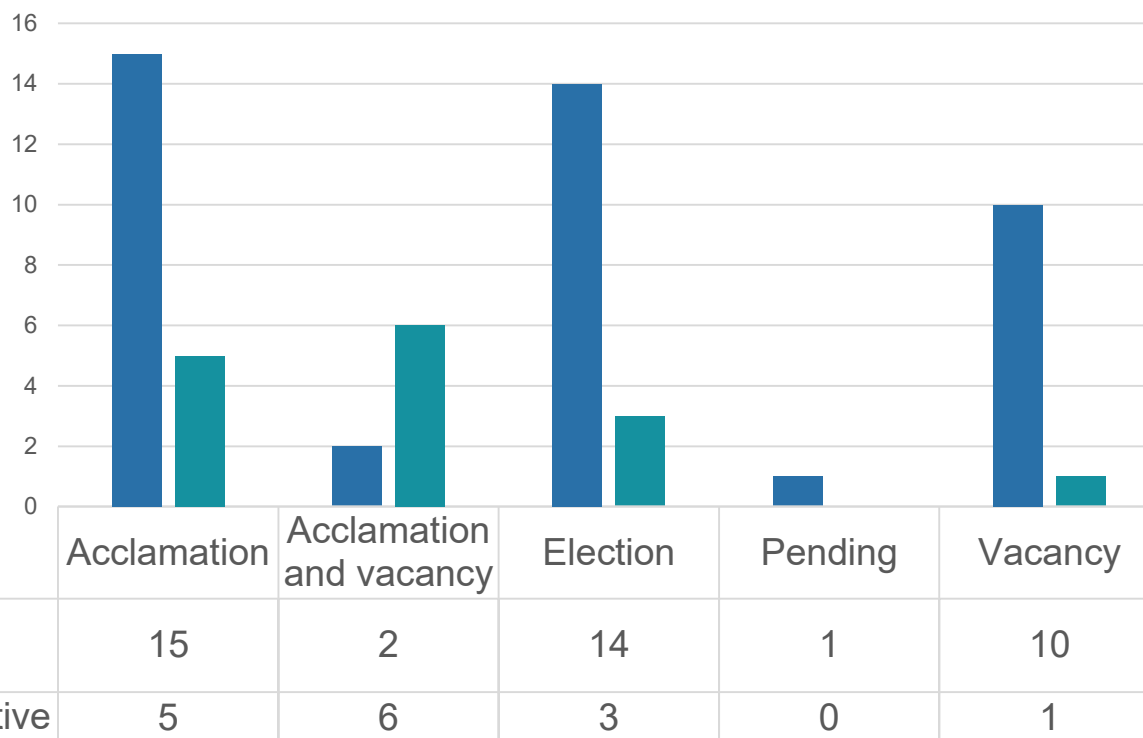
of November 2020. All names will be posted in common areas in communities and disseminated through our website and social media channels.

The project team will initiate a lessons learned process to evaluate phase one implementation to determine achievements and areas for improvements for phase two and three implementation.

To ensure tenants are informed, local teams will engage tenants in phases two and three that have previously expressed interest in participating in the Tenant Engagement System to ensure they are provided with up to date information regarding the elections process.

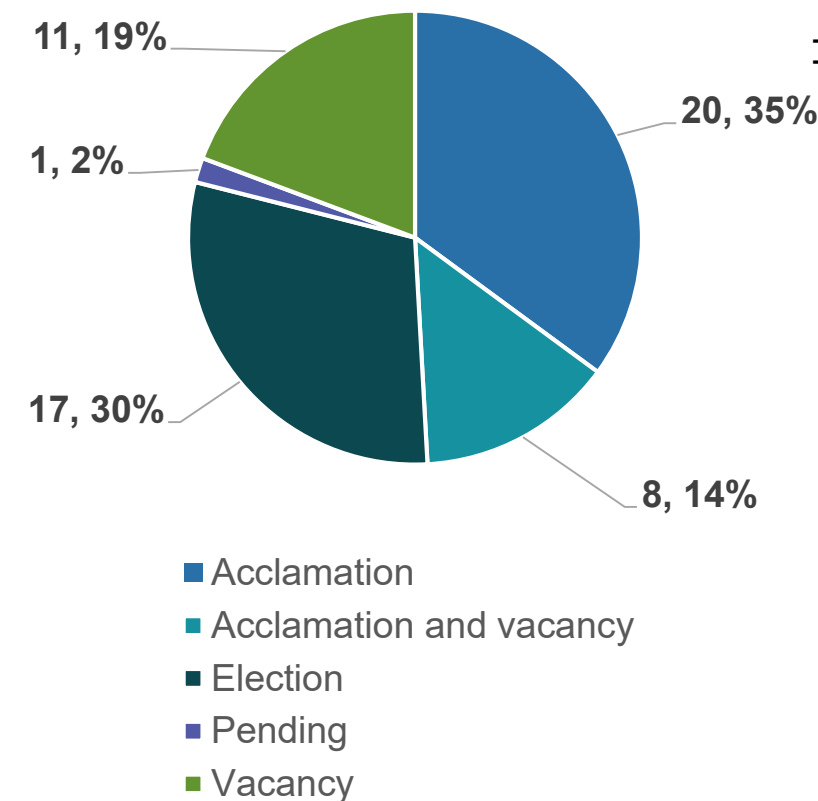
Anticipated Election results*

*Before tenancy in good standing confirmed



Total	20	8	17	1	11
Region					
Central	10	3	6	0	4
East	0	1	4	0	4
West	4	2	2	1	2
Seniors	6	2	5	0	1

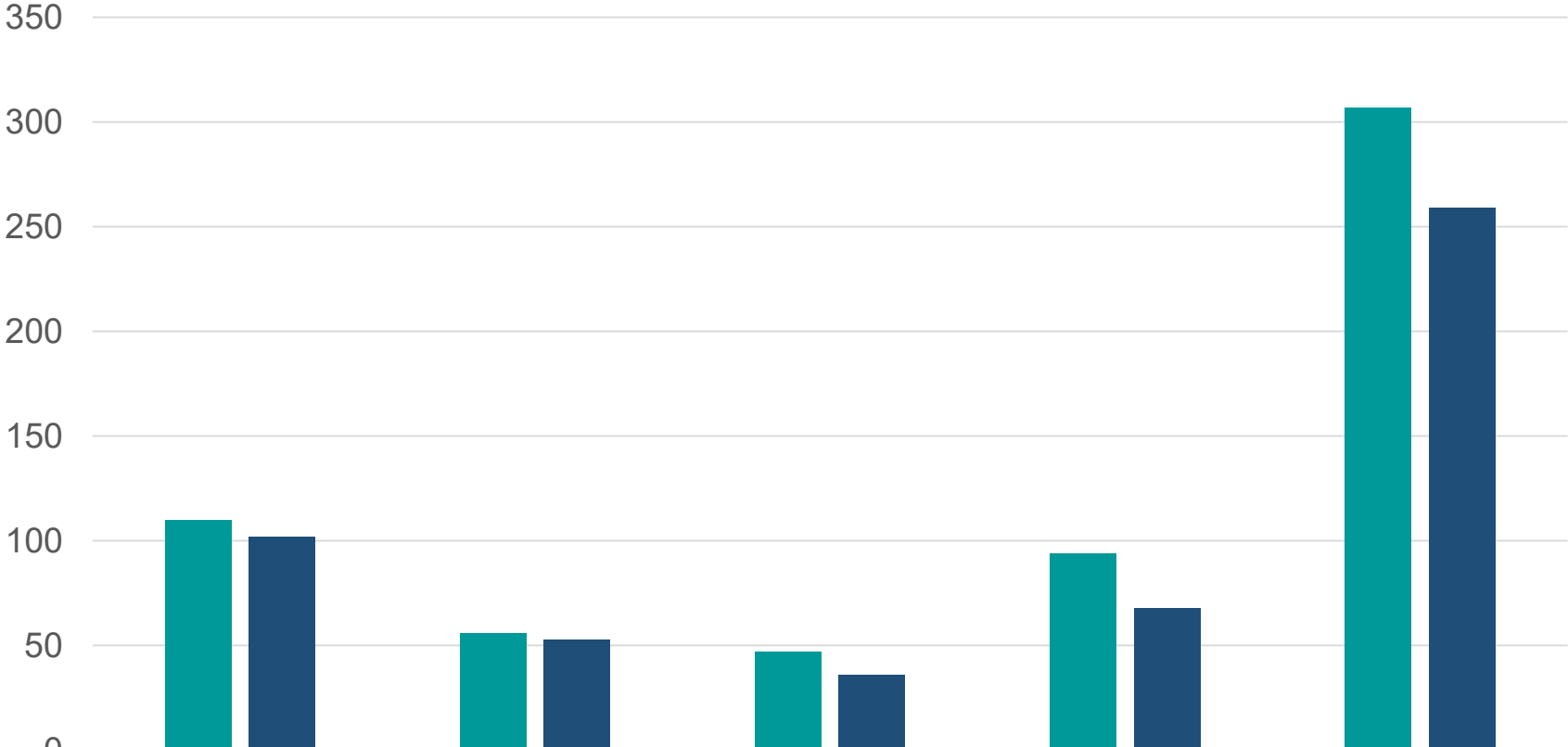
Anticipated Election results* (Percentage breakdown)*





Number of tenants contacted to confirm interest and contact outcome

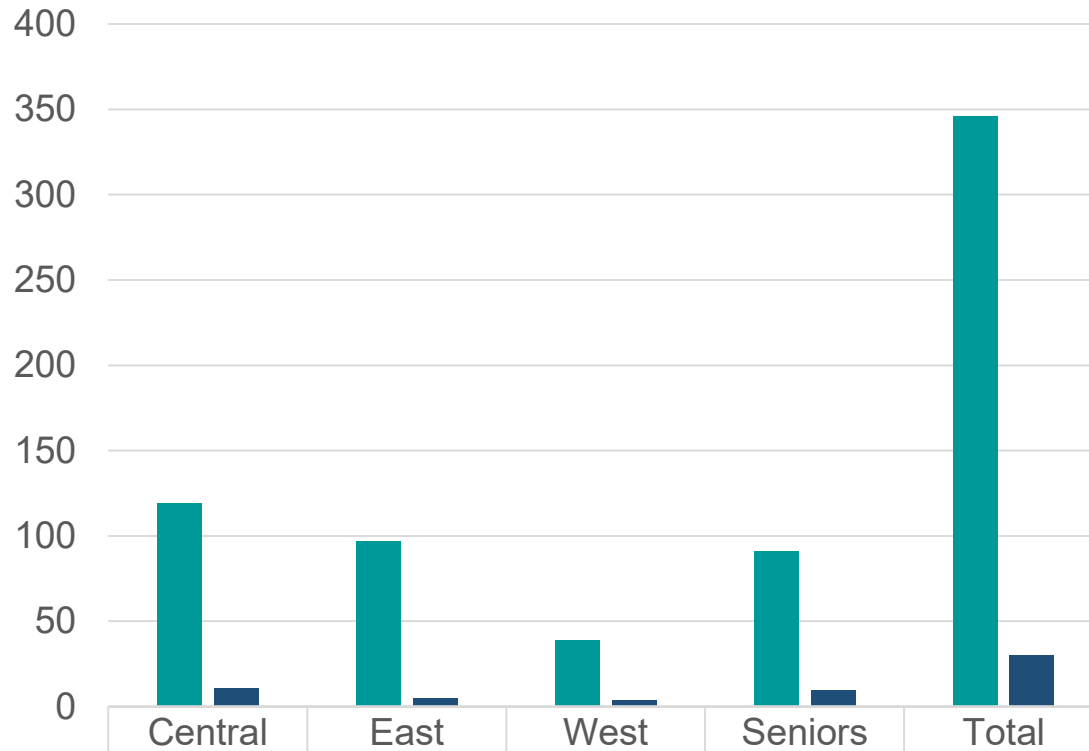
57
 Total number of communities in phase one implementation



■ Number of tenants contacted to confirm interest	110	56	47	94	307
■ Number of tenants confirmed interest after contact	102	53	36	68	259



Number of tenants involved



■ Number of tenants involved in the building/townhouse committee engagement model

■ Number of tenants involved in the community representative engagement model

376
Total number of tenants involved

114
Total number of nomination forms received

Number of communities that chose model

Building/townhouse committee model	42
Community Representative model	15

Phase 1 Communities: Family Portfolio

FAMILY PORTFOLIO							
Region	DevName	Model Selected	Community Representative positions	Tenants confirmed interest	Nomination forms received	Tenants involved	
CENTRAL	1400 BATHURST	B/TC	2	16	2	16	
	11 SULLIVAN	B/TC	2	5	3	5	
	22 MCCAUL	B/TC	2	8	0	8	
	FRANKEL LAMBERT TOWNHOUSES/ COURT	B/TC	2	2	2	5	
	SENATOR DAVID A. CROLL APARTMENT	B/TC	2	0	2	19	
	ASQUITH PARK	B/TC	2	5	5	5	
	BATHURST/ADELAIDE	B/TC	2	9	2	9	
	BLAKE/BOULTBEE	B/TC	2	6	2	6	
	GERRARD RIVER	B/TC	2	5	5	5	
	RIVERDALE MEWS	B/TC	2	4	4	7	
	29 LOUVAIN AVE.	B/TC	2	0	0	0	
	WELLESLEY/JARVIS PLACE	B/TC	2	8	2	8	
	MOSS PARK	B/TC	2	3	3	6	
	145 MUTUAL ST	B/TC	2	0	0	0	
	BLAKE TOWERS	CR	2	1	1	1	
	PENDRITH PARK	CR	2	2	2	2	
	SIMCOE ST. PATRICK	CR	2	1	1	1	
	190 JOHN STREET	CR	2	1	1	1	
	F/L II - 470 MELITA	B/TC	2	8	2	8	
	2401 YONGE STREET	B/TC	2	12	2	12	
	1275 DANFORTH AVE	CR	2	2	2	2	
	ELM ST. (25)	CR	2	4	4	4	
	EDGEWOOD AVENUE	CR	2	0	0	0	
	WEST	DUNDAS/GOOCH	CR	4	3	3	3
		DUNDAS MABELLE	B/TC	2	6	2	6
		EAST MALL	B/TC	2	4	0	4
WILLOWRIDGE/RICHVIEW		B/TC	2	2	2	2	
CAPRI ROAD (7)		B/TC	2	2	2	1	
JANE/FALSTAFF (20, 30, 40		B/TC	2	2	2	13	
NEPTUNE DRIVE		B/TC	2	5	0	5	
ROSELAWN/MARLEE		CR	4	1	1	1	
NORTHACRES APARTMENTS		CR	2	3	3	3	
LAWRENCE HEIGHTS		B/TC	2	5	0	5	
HUMBERLINE PLACE		B/TC	2	3	3	3	
EAST	MIDLAND AVE (1201)	B/TC	2	6	0	6	
	MCCLAIN PARK APARTMENTS	B/TC	2	4	4	25	
	ROYWOOD DRIVE	B/TC	2	3	4	10	
	VILLAGE APARTMENTS	B/TC	2	3	3	18	
	ADANAC APARTMENTS	B/TC	2	7	0	7	
	LAWRENCE/GALLOWAY	B/TC	2	8	0	8	
	LAWRENCE/SUSAN	B/TC	2	10	1	10	
	ST CLAIR/BIRCHMOUNT II	B/TC	2	10	0	13	
VICTORIA PARK/SHEPPARD	CR	4	2	5	5		
			92	191	82	278	

B/TC Building/Townhouse Committee
 CR Community Representative

Phase 1 Communities: Seniors Portfolio

SENIORS PORTFOLIO						
Region	DevName	Model Selected	Community Representative positions	Tenants confirmed interest	Nomination forms received	Tenants involved
Seniors	EAST YORK ACRES	B/TC	2	6	4	17
	ST. GEORGES MANOR	B/TC	2	11	3	11
	NEILSON HALL APARTMENTS	B/TC	2	18	4	21
	MONTGOMERY PLACE	B/TC	2	10	2	10
	717 BROADVIEW	B/TC	2	1	0	1
	WEST DONLAND DEVELOPMENT	B/TC	2	0	2	4
	GLEN STEWART ACRES	B/TC	2	3	3	14
	WOODBINE ACRES	CR	2	1	1	1
	JANET MAGEE MANOR	CR	2	2	2	2
	FRANCES BEAVIS MANOR	CR	2	2	2	2
	252 SACKVILLE ST	B/TC	2	4	4	4
	WILLIAM DENNISON APARTMENTS	CR	2	1	2	2
	DOUG SAUNDERS	B/TC	2	2	1	2
	SARANAC APARTMENTS	B/TC	2	7	2	7
				28	68	32

B/TC Building/Townhouse Committee
 CR Community Representative

Community Representative Model	Committee Model
A tenant, co-tenant or dependent of tenant(s), in the building or complex where they are running.	A tenant committee member and a tenant, co- tenant or dependent of tenant(s), in the building or complex where they are running.
Registered on the TCHC household lease	Registered on the TCHC household lease
Seconded by another tenant who lives in the same building or complex where the candidate is running	Seconded by another tenant committee member who lives in the same building or complex where the candidate is running.
16 years of age or over by the time the nomination form is submitted to be nominated or to nominate a candidate.	16 years of age or over by the time the nomination form is submitted to be nominated or to nominate a candidate.
The tenancy of the candidate must be in good standing	The tenancy of the candidate must be in good standing

Note: Permanent full-time staff of Toronto Community Housing, Resident Key Persons, Rooming House Representatives and any of their family members living within the same household cannot participate as a candidate.

Tenancy in Good Standing Criteria

- a) The tenant/household has no arrears on their lease with Toronto Community Housing or, if there are arrears, they have a signed agreement with Toronto Community Housing to repay the arrears and are in compliance with that agreement;
- b) Toronto Community Housing is not taking any legal action against the tenancy (for example, it has not filed an application against the tenancy at the Landlord and Tenant Board);
- c) There have been no reported acts by the tenant, their household or guests, on or in relation to TCHC property, that constitute a serious violation of a federal, provincial or municipal law; and
- d) There have been no reported anti-social behaviors, which constitute an ongoing a disturbance caused by the tenant, their household or guests that interferes with the reasonable enjoyment of the unit or complex for its reasonable uses by the landlord or tenants and which has not been resolved through tenancy management.



Positive tenant experience

Item 2D - Chief Operating Officer's Report on Tenant Services and Initiatives
TSC Public Meeting - January 25, 2021

Report:TSC:2021-04

Appendix E - Attachment 3 (Safe Elections Protocol Poster)



Item 2D - TSC:2021-04 - Appendix E - Attachment 3

Toronto Community Housing Tenant Elections

Elections safety during COVID-19 and what to expect



Your community, your say



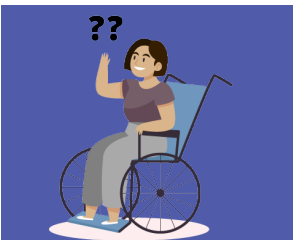
Before voting day



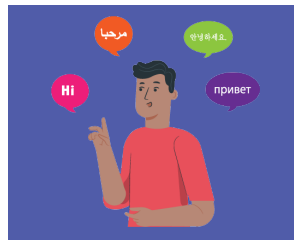
Pre-register to vote in your community.



Get to know your candidates.



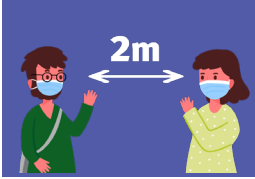
Questions? Talk to your CSC.



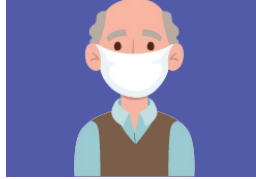
Ask about accommodation for self-isolation or translation/interpretation.

On voting day

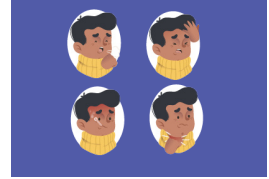
What you will do



Keep at least two metres apart.



Wear a mask.



Answer COVID-19 screening questions.



Sanitize your hands.



Show ID.

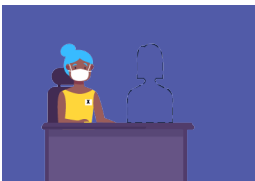
What we will do to protect your safety



Clear signage with distance markers.



Single-use pencils to mark ballots.

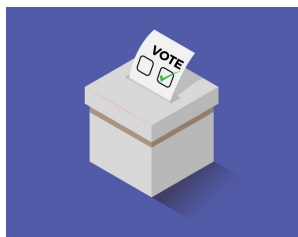


One poll worker per desk. Poll workers will wear protective equipment.

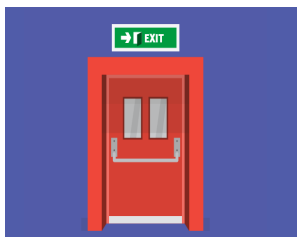
Every poll will have supports so tenants with disabilities can vote safely.



After you vote



Cast your
ballot.



Leave through
marked exit.



Look out for
results.

More information



Talk to your local engagement Community Services Coordinator (CSC). If you don't know who your CSC is, call the Client Care Centre at **416-981-5500**.



Visit torontohousing.ca/tenantelections



Email EngagementRefresh@torontohousing.ca



To request this document in an accessible format or for a translated version, call **416-981-5500**

PHASE 1 READY	PHASE 2 ALMOST READY	PHASE 3 NOT READY
<p>a) model selection completed;</p> <p>b) enough nominations to have an election (community representatives); or enough members to form committee (building/townhouse committee);</p> <p>c) high to moderate tenant participation throughout refresh process (priorities setting, action plan, model selection).</p>	<p>a) model selection completed;</p> <p>b) not enough nominations to have an election (community representatives); or not enough members to form committee (building/townhouse committee);</p> <p>c) moderate to low tenant participation throughout refresh process (priorities setting, action plan, model selection).</p>	<p>a) model selection not completed;</p> <p>b) not enough nominations to have an election (community representatives); or not enough members to form committee (building/townhouse committee);</p> <p>c) low to no tenant participation throughout refresh process (priorities setting, action plan, model selection).</p>
<p><u>Total # of Communities in Phase 1:</u></p> <p>57</p>	<p><u>Total # of Communities in Phase 2:</u></p> <p>170</p>	<p><u>Total # of Communities in Phase 3:</u></p> <p>104</p>
IMPLEMENTATION TIMELINES		
September 2020 to November 2020	November 2020 to April 2021	February 2021 to June 2021



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

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. TSC:2018-38 November 2, 2018	Smoke-Free Policy Management to provide update on development of Smoke-Free Policy.	In progress	March 24, 2021	Chief Operating Officer
2. TSC:2019-46 December 5, 2019	Violence Reduction Program <ul style="list-style-type: none"> Joint presentation with S DFA re: V RP MOU and funding arrangement. 	In progress	March 24, 2021	Chief Operating Officer
	<ul style="list-style-type: none"> Management to report back with how we are addressing violence in non-V RP communities from a tenancy management perspective. 	In progress	March 24, 2021	Chief Operating Officer
3. TSC:C2020-05 February 3, 2020	CSU Annual Report Management to provide annual CSU report to TSC, expanding on information reported to the TPS Board of Directors, with the annual report to TPS to be appended as an attachment. Report to also include overview of average CSU daily activities.	In progress	March 24, 2021	Senior Director, Community Safety Unit

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>4. TCHC:2020-27 April 27, 2020 Board meeting</p>	<p>Lawrence Heights Community Benefits Agreement</p> <p>Prior to issuing RFP for Phases 2 & 3 at Lawrence Heights, the Chief Development Officer 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.</p>	In progress	March 24, 2021	Chief Development Officer
<p>5. September 3, 2020 meeting</p>	<p>Corporate Goals for Redevelopment</p> <p>Management to present a report outlining the broader corporate goals and objectives that the revitalization program aims to achieve, outside of leveraging land value and replacing buildings.</p>	In progress	March 24, 2021	Chief Executive Officer
<p>6. September 3, 2020 meeting</p>	<p>CCTV Cameras</p> <p>Management to report back on the impact of CCTV cameras in helping to reduce crime in TCHC communities.</p>	In progress	March 24, 2021	Senior Director, Community Safety Unit

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
7. September 3, 2020 meeting	<p>CSU Demographics</p> <p>Governance staff to include the briefing note addressing Community Safety Unit (“CSU”) demographics in the materials for the next TSC meeting.</p>	Complete	Confidential briefing note included in January 25, 2021 in-camera materials	Senior Director, Community Safety Unit
8. November 20, 2020 Board meeting	<p>Employment Opportunities for Tenants</p> <p>Management to bring a report to the Tenant Services Committee summarizing employment opportunities available to TCHC tenants, and clarifying if there is a job portal specific for tenants applying to positions at TCHC.</p>	Complete	January 25, 2021 (TSC:2021-08)	Chief Operating Officer
9. November 24, 2020 meeting	<p>Arrears Performance Measures</p> <p>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.</p>	In progress	March 24, 2021	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>10. TSC:2020-43 November 24, 2020</p>	<p>Commercial Tenancies</p> <p>At the December 15, 2020 Board meeting, Management to provide a report on:</p> <ul style="list-style-type: none"> • the number of commercial tenants who participated in phase 1 of the Canada Emergency Commercial Rent Assistance program; • the number of commercial tenants who took part in TCHC's rent deferral program; • current commercial rent arrears; and • whether commercial tenants are eligible for the current subsidy. 	Complete	December 15, 2020 Board meeting (TCHC:2020-95)	Vice President, Facilities Management
<p>11. TSC:2020-43 November 24, 2020</p>	<p>Pest Control Repeat Treatments</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	March 24, 2021	Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
<p>12. TSC:2020-43 November 24, 2020</p>	<p>Chief Operating Officer's Report on Tenant Services and Initiatives</p> <p>General Counsel & Corporate Secretary to poll TSC members for input into what information they want included in the Chief Operating Officer's Report on Tenant Services and Initiatives on a go forward basis, and the COO to implement such changes in future iterations of the report.</p>	Complete	Addressed offline	General Counsel & Corporate Secretary and Chief Operating Officer
<p>13. TCHC:2020-87 December 15, 2020 Board meeting</p>	<p>TCHC Provision of Internet Access to All TCHC Households</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

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
14. TCHC:20-88 December 15, 2020 Board meeting	CSU Staffing Compliment Management to refer to the next TSC meeting information with respect to the staffing compliment within CSU in the context of the TSC's oversight of the Violence Reduction Program.	Complete	January 25, 2021 (TSC:C2021-10)	Chief Operating Officer



TCHC Operational Performance Measures

Item 4A

January 25, 2021

Tenant Services Committee

Report: TSC:2021-05

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 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 November 2020 (see Attachment 1) and provides additional explanation for significant variances.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. November 2020 Operational Performance Measures

STAFF CONTACT:

John Angkaw, Senior Director, Business Operations

(416) 981-4318

John.Angkaw@torontohousing.ca

Attachment 1: November 2020 Operational Performance Measures

Item	Measure	November 2020	2019 Average	Change
1	Tenant Calls to Client Care	37,626	33,563	+ 4,063
2	Elevator Service Requests	591	689	- 98
3	Demand Pest Treatments	4,714	5,141	- 427
4	Vacancy Rate (Percent)	2.43%	2.40%	+ 0.03
5	Rentable Vacant Units	1,383	1,367	+ 16
6	Non-Rentable Vacant Units	2,291	2,355	- 64
7	Rent & Parking Arrears (Million)	\$15.3	Y/E \$10.5	+ 4.8
8	Crimes Against Property	83	89	- 6
9	Crimes Against Persons	91	93	- 2
10	Fire Incidents	28	17	+ 11
11	Tenant Referrals Made to Internal/External Supports	695	797	- 102

Service Requests Up

The call volumes to the Client Care Centre in November 2020 were 4,063 calls higher when compared to the average call volumes in 2019. The increase is primarily due to tenants calling to inquire about COVID-19 office procedures and requests to be transferred or contacted by TCHC staff.

Elevators

The number of elevator calls decreased by 98 due to the decrease in maintenance related calls, which can be attributed to the continued delivery of the capital upgrade and maintenance programs.

Pest Control

The number of demand pest treatments decreased by 427. During the pandemic, we continue to provide demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been declined service. In compliance with legislative requirements and the City of Toronto’s RentSafe TO by-law, we have

continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms, offices, and laundry rooms.

Vacancies Up

The vacancy rate in November 2020 was 2.43%, which is 0.03% higher than the average vacancy in 2019. It should be noted that vacancies have steadily increased over the last several months from a low of 1.78%. The increase in vacancies is being driven primarily by rent-geared-to-income (“RGI”) units. Market unit vacancies are below 1%.

Table 1: Contributing Factors to the RGI Vacancies

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Seniors Housing Unit (“SHU”) paused rentals due to COVID-19. 	<ul style="list-style-type: none"> • Rental campaign
<ul style="list-style-type: none"> • Clusters of unsupported units are hard to rent: <ul style="list-style-type: none"> ○ Northwest (Jane-Finch/Rexdale) & Scarborough West Hill lack supports for high needs tenants; and ○ Sherbourne strip desirability challenge. 	<ul style="list-style-type: none"> • Rapid Re-housing
<ul style="list-style-type: none"> • City’s over-housed restrictions limit ability to lease 1-bedroom units: <ul style="list-style-type: none"> ○ 839 units were available for 1,356 over-housed tenancies; ○ Over-housed tenants must be right-sized prior to waitlist offering, effectively tying up two units; and ○ Over-housed directives regarding tenancy preference inhibit relocation for months. Combined with loss of subsidy and eviction protocols, it can result in years before relocation is concluded. 	<ul style="list-style-type: none"> • Suspend over-housed waitlist • Work with SSHA (Service Manager) to improve process

The following provides updates to the above noted vacancy solutions:

SHU Rental Campaign

During the initial stages of the COVID-19 pandemic, offers were not being made on vacant units in the SHU to reduce the risk of potential exposure to vulnerable seniors. However, offers have since resumed

to prospective tenants in the SHU, with COVID-19 safety protocols in place.

Rapid Re-housing

During 2020, over 335 units with furniture and supports for tenants were allocated to individuals from the shelter system. In 2021, we are implementing Phase 2 of the program, which will add an additional 300 units. The majority of the units are in areas of the portfolio that are hard to rent due to challenges associated with neighborhood desirability and lack of support for high needs tenants.

Bypass Over-housed Waitlist

TCHC has received time-limited approval from the City's Shelter, Support & Housing Administration ("SSHA") to bypass unit offers to over-housed households on the internal transfer list, which will be in place until January 31, 2021. In addition, TCHC will continue to work with SSHA to implement a new process for over-housed transfers in Q1 2021 that reflects new legislated changes that are coming into effect.

Bulk Unit Showings

TCHC has partnered with SSHA to identify buildings with high vacancy rates and clusters of vacant units and will be implementing an outreach campaign to tenants on the Centralized Waiting List to conduct bulk unit showings. This allows for a shortened offer process and higher offer acceptance rate, with the available units being allocated to the households who indicate interest, in chronological order to honor the waitlist rules.

Arrears Up

The rent and parking arrears have increased to \$15.3 million, which is an increase of \$4.8 million from end-of-2019. Table 2 provides a breakdown of arrears.

Table 2: Arrears Categories

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 1.6
• N4 Issued	\$ 0.4
• Legal Filing	\$ 0.1

Categories	Total (M)
<ul style="list-style-type: none"> • Order • New Arrears • Unmanaged: Arrears Locally Managed 	\$ 0.02 \$ 0.3 \$ 0.8
Arrears over 30 days old	\$ 8.6
<ul style="list-style-type: none"> • N4 Issued • Legal Filing • Order • New Arrears • Unmanaged: Arrears Locally Managed 	\$ 3.9 \$ 1.4 \$ 1.0 \$ 0.02 \$ 2.3
Net arrears	\$ 10.2
Arrears in a repayment agreement	\$ 5.1
Total	\$ 15.3

Of all arrears, 70% or \$7.1M are currently being managed (e.g. N4 issued, managed through legal process), whereas 30% or \$3.1M are not managed through an agreement or legal process (e.g. locally managed). This represents an increase of managed arrears by \$0.3M and reduction of unmanaged arrears by \$0.7M since September 2020.

Table 3: Contributing Factors to the Increasing Arrears

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Complexity of Arrears Collection Process (ACP) 	<ul style="list-style-type: none"> • New ACP process with OCHE
<ul style="list-style-type: none"> • Moratorium on evictions 	<ul style="list-style-type: none"> • Restart legal process
<ul style="list-style-type: none"> • City direction to maintain tenancy, avoid arrears evictions 	

The following provides updates to the above noted arrears solutions:

New Arrears Collection Process (“ACP”)

TCHC has partnered with the Office of the Commissioner of Housing Equity (“OCHE”) and subject matter experts to develop the new ACP. The new ACP simplifies the steps, improves personal contacts, and

allows tenants to receive support earlier. The development of the ACP training is being finalized and will be delivered to staff in partnership with OCHE.

Restart Legal Process

In December 2020, City Council requested that TCHC implement a three month moratorium on evictions due to arrears. TCHC is implementing this until March 17, 2021 (Report TCHC:2020-98). If COVID-19 case counts remain high through February 2021, there is a high likelihood that Council will consider extending the duration of the Eviction Moratorium.

To mitigate the risk that arrears could increase disproportionately during the Eviction Moratorium, staff will continue to implement its arrears collection process, including issuing N4s advising tenants of their outstanding arrears, engaging with tenants to encourage them to pay their arrears or arrange a repayment agreement, referring tenants to OCHE as appropriate, filing L1 forms to bring the matter before the Landlord Tenant Board (“LTB”), engaging in LTB mediation when possible, and participating in LTB hearings as appropriate. However, staff as directed may not take any action to have eviction orders enforced for arrears. Staff will request that the Sheriff postpone enforcement of eviction orders to a date following the conclusion of the Eviction Moratorium period.

Community Safety: Crime Up

There have been 91 crimes against persons and 83 crimes against property in November 2020, which are decreases of six and two incidents respectively from the 2019 average. The increase in tenants at home has enabled more frequent observations of crime incidents and reporting to CSU.

Table 4: Contributing Factors to the Increasing Crimes

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Crime trend is consistent with the increase in shootings and homicides in City of Toronto. 	<ul style="list-style-type: none"> • Continue implementation of VRP • Continue to increase community presence and support • Continue collaboration with TPS and other police forces.

Fire Incidents Up

There were 28 fire incidents in the portfolio, which is an increase of 11 incidents from the previous year. During this period, 18 (64%) incidents were attributed to arson and cooking related fires. TCHC continues to raise awareness on fire safety prevention through monthly fire safety poster campaigns and targeted public education, which includes a recent cooking fire safety campaign that was delivered in the top four buildings with the highest prevalence of cooking fire incidents within the TCHC portfolio.

Tenant Supports Down Slightly

There were 695 tenant referrals made to internal and external supports, a decrease of 102 referrals when compared to 2019. At the start of the COVID-19 pandemic, staff contacted vulnerable individuals and seniors to offer assistance, with the majority of the outreach completed in Spring 2020. At the onset of the second COVID-19 wave, we continued to work with the City of Toronto, agencies, and volunteer networks to ensure food deliveries and other needs of seniors and vulnerable tenants continue to be met at this time.



Tenant Complaints Update

Item 4B

January 25, 2021

Tenant Services Committee

Report: TSC:2021-06

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 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. **Staff Alignment & Structure:** Solutions staff will be aligned to regions and portfolios to provide an integrated approach to the management of complaints to bring them to a timely resolution. It will provide a dedicated point of contact for the regional teams and will allow

Solutions to work directly with the integrated teams to adopt a solutions-focused approach to the management of complaints.

2. **Complaints Resolution Training:** The Solutions team will be receiving standardized training aimed to drive complaints to resolution. The training will be co-developed Learning and Organizational Development (Human Resources) and Strategic Planning & Stakeholder Relations\, and will focus on customer service, communication, and the effective management of complaints through the use of simulation and case-based training.
3. **Process Improvement and Standardization:** The Solutions team will standardize workflow and processes to support the management of complaints in a more effective and efficient manner. This will involve the development of standard operating procedures to guide day-to-day departmental activities. As well, it will coincide with the development of the Complaints Policy, which includes tenant engagement and consultation as part of the implementation plan.

COMPLAINTS DATA & TRENDS

In 2020, the Solutions team received 2,322 complaints, with an average of 194 complaints per month. The 2020 total exceeds the 1,271 total complaints received in 2019.

While there was an increase of complaints in 2020, there was a notable increase observed that coincided with the implementation of the Solutions communications campaign that was launched in August 2020. As part of the campaign, it aimed to raise tenant awareness on the different ways that tenants can report complaints to the Solutions team.

Table 1: Total & Top 3 Complaints, Total and Monthly Average

	2019		2020	
		Monthly Avg.		Monthly Avg.
Total Complaints				
Total	1,271	106	2,322	194
Top 3 Complaints				
Building Service	232	19	423	35

	2019	2019 Monthly Avg.	2020	2020 Monthly Avg.
Anti-Social Behavior	110	9	409	34
Building Staff	46	4	128	11

Of the 2,322 complaints, the top complaints categories were: 18% (423) building services, 17.6% (409) anti-social behavior, and 6% (128) building staff complaints. When compared to the previous year, there has been a year-over-year increase across all top categories.

Table 2: Total & Top 3 Complaints Categories, QoQ & YoY Analysis

	2019 Q4	2020 Q3	2020 Q4	QOQ Change	YOY Change
Total Complaints					
Total	499	771	650	- 121	+ 151
Top 3 Complaints					
Building Service	83	184	154	- 30	+ 71
Anti-Social Behaviour	62	133	122	- 11	+ 60
Building Staff	24	34	44	- 10	+ 20

In Q4 2020, there were 650 tenant complaints submitted, a decrease of 121 complaints from the previous quarter. While there was a decrease across the top complaints categories, the nature of the complaints remained consistent. The complaints for building services related to a variety of issues including elevators, plumbing, and pest control. As well, anti-social behavior complaints continued to be reported due to more frequent observations with the increase of tenants at home.

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, we use complaints data to improve tenant services and experience. Below is an example of how TCHC used tenant complaint data to improve how we deliver in-suite repairs to tenants.

Currently, vendors are required to attend to demand in-suite maintenance work within a specific timeframe. However, there are instances where vendors may not be able to attend within the required timeframe and this results in tenants waiting with no opportunity to receive on-going updates from the vendor. To improve our services, we will be requiring our demand vendors to call the tenants directly when en-route to perform demand in-suite maintenance work to provide them with an estimated time of arrival. This will be an additional requirement to providing a notice of entry to tenants prior to the commencement of in-suite work. The changes will ensure that tenants receive vendor updates directly and able to prepare ahead of the arrival of the vendor.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

John Angkaw, Senior Director, Business Operations
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John.Angkaw@torontohousing.ca



Tenant Engagement Refresh Update

Item 4C

January 25, 2021

Tenant Services Committee

Report: TSC:2021-07

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: January 8, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of the Tenant Engagement System Refresh.

RECOMMENDATION:

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

RECENT DECISION HISTORY:

On November 24, 2020, the TSC received the Chief Operating Officer’s Report on Tenant Services and Initiatives, which included an update on the Tenant Engagement System Refresh (TSC:2020-43). Due to timing, the TSC did not discuss the Tenant Engagement System Refresh, thus TSC:2020-43 was deferred to the January 25, 2021 TSC meeting. This report provides an update to the information contained in TSC:2020-43.

UPDATE:

Toronto Community Housing (“TCHC”) has marked a milestone in the Tenant Engagement System Refresh as tenants in Phase 1 communities have completed their tenant leadership selection.

In September 2020, the elections process was initiated when the nomination process for community representatives and the open call for building/townhouse committee members was reopened. In total, 57 communities were selected to be part of Phase 1. 42 communities selected the Building/Townhouse Committee model and 15 communities selected the Community Representative model. Table 1 outlines the tenant leadership roles status by communities.

Table 1: Tenant Leadership Roles by Communities

	Phase 1	Phase 2	Phase 3
Total Communities	57	170	103
• Leaders In-Place	39	-	-
• Leaders Partial In-Place	6	-	-
• No Leaders	12	-	-

Through the Phase 1 election process, 87 Community representative positions have been filled:

- 24 of 87 positions filled for Community Representative model; and
- 63 of 87 positions filled for the Building/Townhouse Committee model, with 384 building committee members participating in this system.

As a result, there are now 409 tenants participating in the new engagement system at the conclusion of Phase 1, which is an 81% increase in tenant participation in local decision making when compared to the former tenant engagement system.

LESSONS LEARNED AND RECOMMENDATIONS:

As a result of Phase 1, a participant debrief was held and key lessons learned were identified by staff and tenants that can be utilized during the implementation of future phases of the election process (see Attachment 1).

1. Staff apply the key lessons learned to Phase 2 and 3;
2. Ensure ongoing communication of safety measures;
3. Utilize alternative online platforms for online engagement;
4. Increase efforts to educate tenants about 'tenancy in good standing';
5. Increase awareness of the 'tenancy in good standing' process;
6. Facilitate tenants' access to internet;

Additional details on actions and timelines for Phases 2 and 3 are provided in Attachment 2.

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 at the corporate and local levels;
- provide for Tenant input for setting local spending priorities and service levels; and
- include Tenant representation on the Board.

The timeline for when tenants can elect their community representatives or form committees will be dependent on the completion of the local engagement option selection process and each community's level of engagement and readiness to establish tenant leadership. To ensure as many tenants participate in the establishment of each community's engagement model and tenant elections, engagement teams will continue with outreach and support to encourage tenants to participate.

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Phase 1: Lessons Learned
2. Tenant Elections: Updates and Next Steps

STAFF CONTACTS:

Julio Rigores, Manager, Tenant Engagement System
416-895-6044
Julio.Rigores@torontohousing.ca

Attachment 1: Phase 1 Lessons Learned

Tenants provided the following recommendations based on their participation in the engagement process:

1. Tenants expressed a fear of participating in the Tenant Engagement System during the pandemic, however they indicated they would feel comfortable participating through online platforms.
2. Tenants would like to be informed of safety measures being implemented in this process and how it aligns with the City of Toronto's Public Health Protocols.
3. Tenants requested that staff use online platforms that are easily navigated such as Zoom. More information on different online platforms is required to increase awareness and tenant participation.
4. Establishing and participating in the tenant engagement system is a key priority for our tenants.

Other lessons learned and recommendations identified include:

1. Outreach Methods:

- Phone calls to tenants as a first point of contact is effective. Staff prioritized reconnecting with tenants who expressed interest via phone calls.
- When engagement activities resumed, tenants valued the door-to-door contact, which had a positive impact in tenant participation.
- Leverage community partners and tenant groups to increase tenant awareness and participation in the overall process.
- Educate tenants on the use of online platforms and reduce the fear of participating due the pandemic, in turn resulting in an increase of tenant participation in the process.

2. Information Sessions:

- Place a sign-in sheet in the Superintendent's office for tenants to sign-up for meeting timeslots to increase access and overall participation.
- Future information session meetings should emphasize the benefits of becoming a community representative and the impacts they can make in communities.

- Provide concise and transparent messaging, as well as distribute flyers and WebEx links in advance to ensure tenants are aware of the process and how they can participate.

3. Nomination Process

- Schedule one-on-one meetings with all nominees to discuss timelines and expectations in order to avoid delays in the process.
- Confirming 'tenancy in good standing' is a very lengthy process. Coordinating efforts with Tenant Services Coordinators and CSU in a timely manner is key to the success of the nomination process.
- As a result of COVID-19, many tenants fell into arrears, which limited their participation in the tenant engagement process. A consideration for tenancy in good standing should be households with arrears less than \$100.
- For communities that chose the Building Committee model, building committees should be formed before the nomination process.

4. All Candidates Meeting

- Meet with staff and candidates in advance to prep for the all candidates debate to discuss support(s) required prior to and during the meeting such as ensuring candidates have access to a laptop and/or internet.
- Encourage tenants to use telephone audio to avoid delays and connection issues, as WebEx connectivity and the ability of tenants to access the meetings was an issue.
- Tenants are more familiar and comfortable with other online platforms such as Zoom.
- Simplify the details of meeting posters/flyers by providing shorter meeting links and telephone numbers.

5. Preparation for Advance Polling and Election Day

- Assess the voting area(s) to ensure proper Public Health protocols are in place and social distancing can be practiced.
- Secure PPE and ensure all COVID-19 screening and guideline materials are prepared for tenants before they enter the voting area(s).
- Pre-register tenants via phone calls to secure their voting times and reduce traffic in common area(s).

- Create a plan with tenants for in-person voting with 10 minute intervals.

6. Advance Polling and Election Day

Two voting approaches were taken for advance polling and election day:

- Door to door voting where staff took ballots to tenants to prevent them from needing to leave their homes; and
- In person voting with a maximum of two voters allowed at a time to ensure proper social distancing was implemented.

Future phases should secure support staff for the following roles:

- COVID-19 check-in and registration
- Door to door voting
- Ballot collection
- Sanitation station, with staff sanitizing voting area(s) after each vote.

Tenant Elections: Updates and Next Steps



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Tenant Elections Phase 1 Updates



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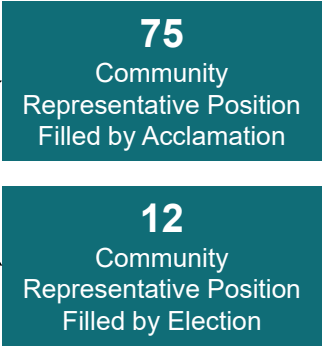


Toronto Community Housing

Tenant Elections Phase 1 Updates

57
Communities
Included in Phase 1

Number of Community Representative Positions included in Phase 1	120
Number of Community Representative Positions Filled	87
Number of Community Representative Positions Vacant	33



# of Communities chose Community Representative Model	15
Number of Community Representatives Positions Available	36
Number of Community Representatives Positions Filled	24
Number of Community Representatives Positions vacant	12

# of Communities chose Building/townhouse Committee Model	42
Number of Building Committees Established	39
Number of Building Committee with not enough members	3

7 Committees with no leadership positions filled

Tenant Participation in New Tenant Engagement System

81%
Increase in tenant Participation in local decision making

 **Building/Townhouse Committee**
384
Committee Members
representing **42** communities

409
of Tenant Participating in the New Tenant Engagement System

 **Community Representatives**
24
representing **15** communities

Metric	2020 Results
Phase one implementation only (57 communities)	
Number of Community Representative positions (2020 in comparison to 2015)	Increase of 25% (90 positions from 2015 vs 120 position from 2020)
Filled positions rate	Total number of filled positions = 87 (1% Increase from 2015 Filled Positions)
Vacancy rate	Total number of vacant positions = 33 (0% - rate has stayed the same from 2015)



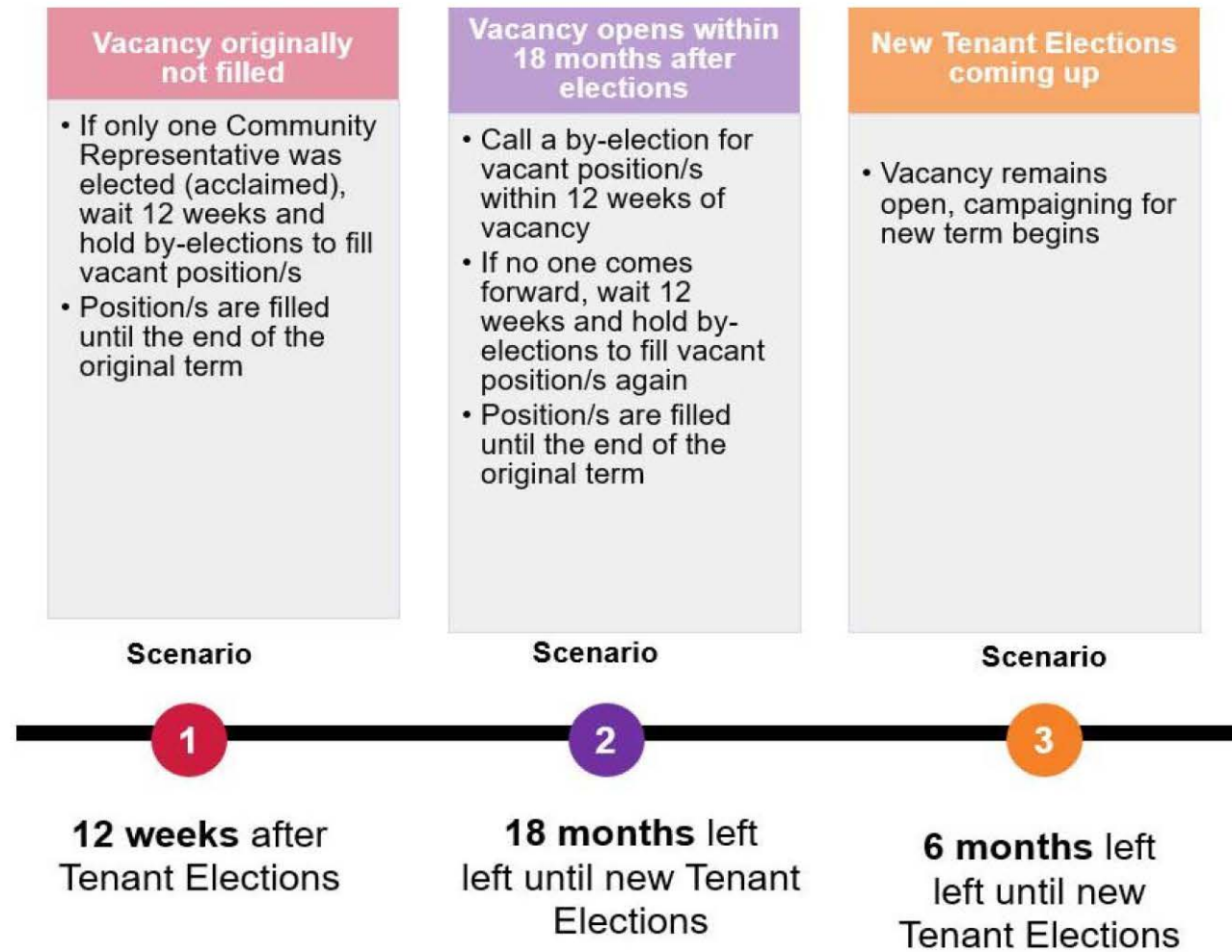
Tenant Elections Phase 2 & 3

Next Steps



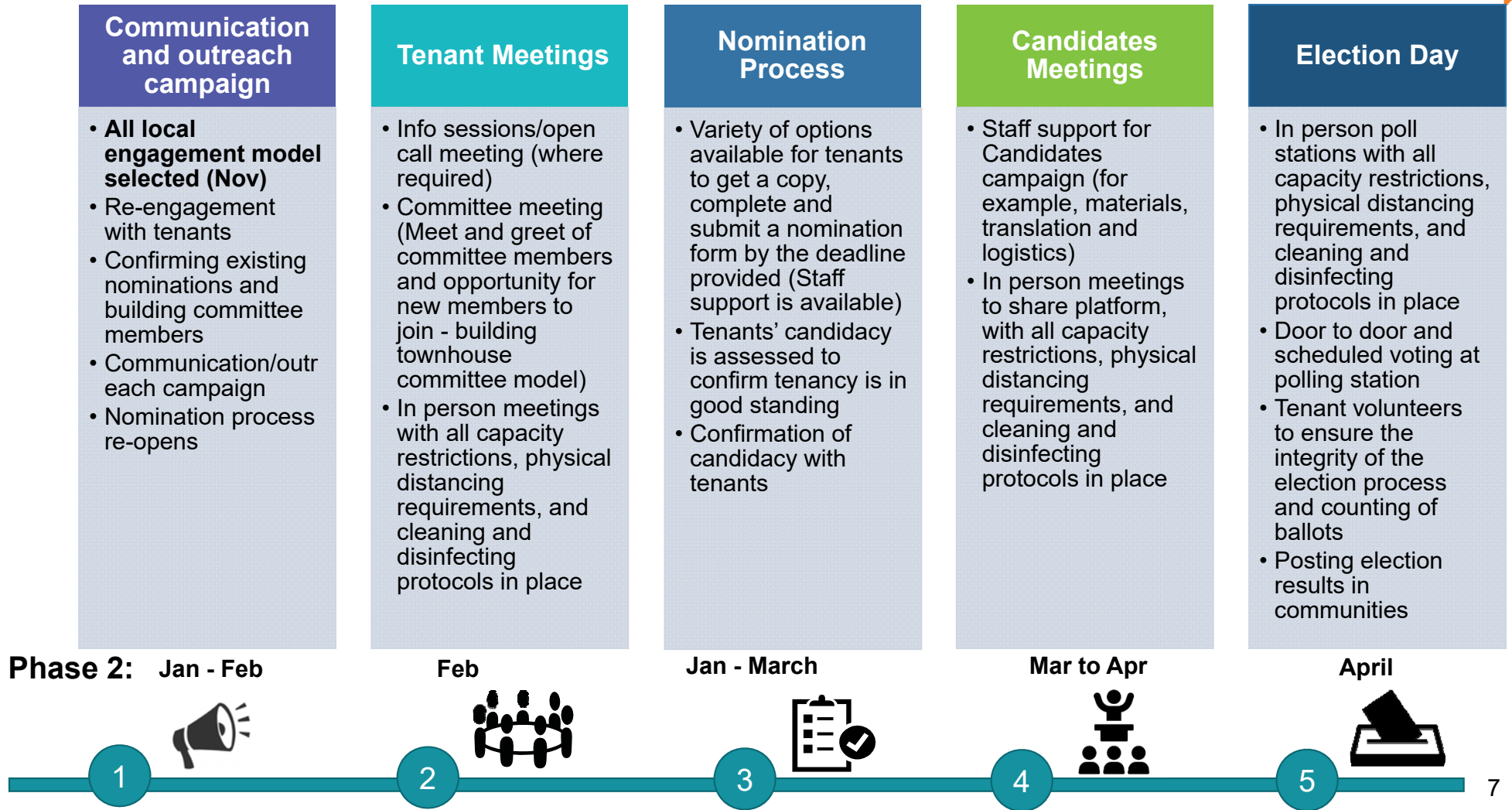
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By-election Process





Implementation Plan – Phase two



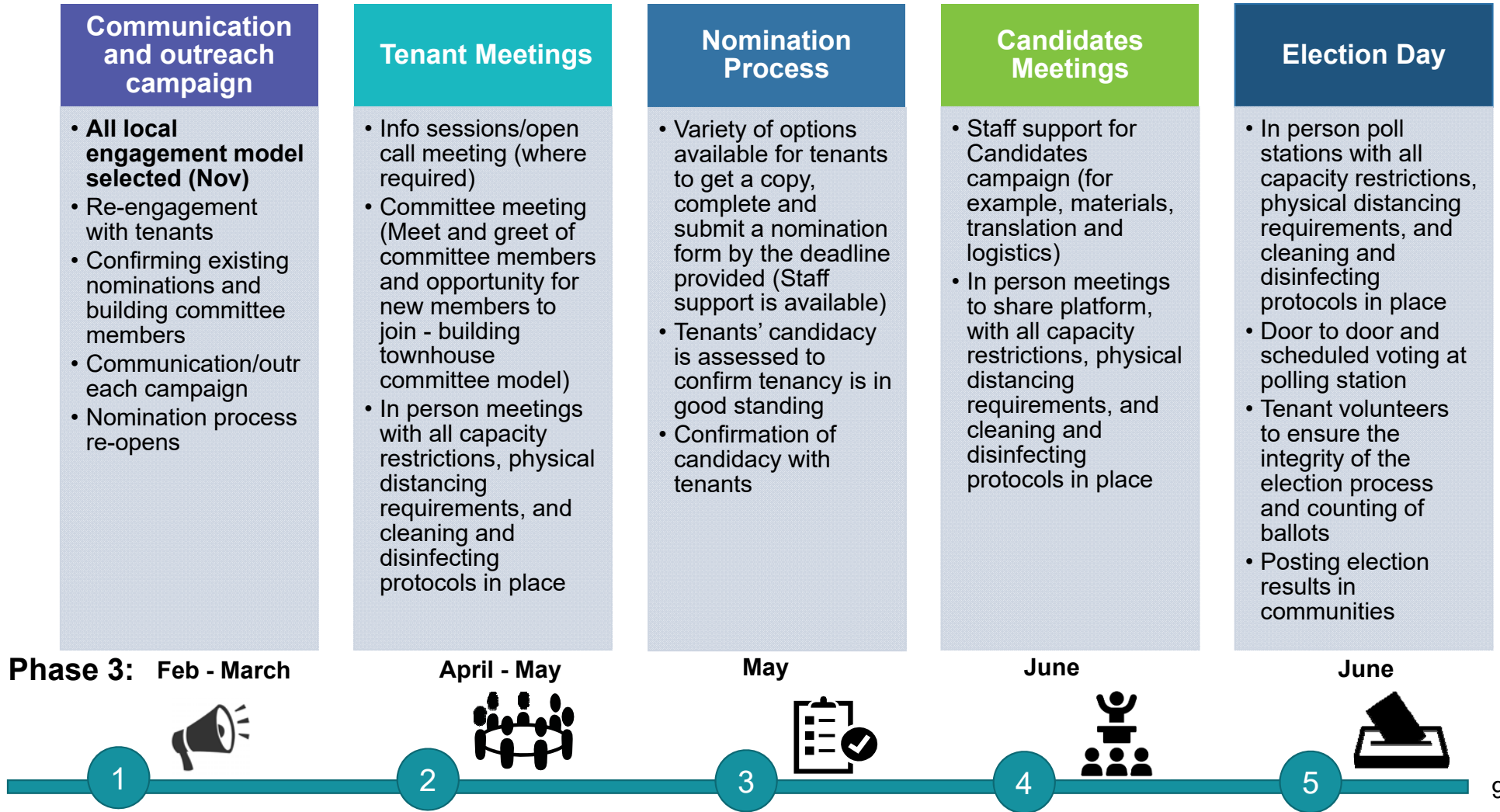


Phase 2 Milestones

Community Representative Model	Timeline	Duration
Outreach and communication	Jan 11 to Feb 8	4 weeks
Nomination re-opens	Jan 11 to Feb 12	4 weeks
Information session	Jan 25 to Feb 12	3 weeks
Nomination Process (nomination submission, tenancy in good standing validation and candidacy confirmation)	Jan 11 to March 5	7 weeks
Campaign planning and candidates support	March 8 to March 26	2 weeks
All Candidates Meetings	March 29 to April 16	3 weeks
Advance Polls	April 19 to April 23	1 week
Tenant Elections	April 26 to April 30	1 week
Building/Townhouse Committee Model	Timeline	Duration
Outreach and communication	Jan 11 to Feb 8	4 weeks
Committee membership and nomination re-opens	Jan 11 – to Feb 12	4 weeks
1st Committee meeting (opportunity for new members to join)	Jan 25 to Feb 12	3 weeks
Committee team building activities	Jan 25 to Feb 12	3 weeks
Nomination Process (nomination submission, tenancy in good standing validation and candidacy confirmation)	Jan 11 to March 5	7 weeks
Campaign planning and candidates support	March 8 to March 26	2 weeks
Tenant Elections	April 19 to April 30	2 weeks



Implementation Plan – Phase three





Employment Opportunities for Tenants at TCHC

Item 4D

January 25, 2021

Tenant Services Committee

Report: TSC:2021-08

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: January 4, 2021

PURPOSE:

The purpose of this report is to provide the TSC with a summary of employment opportunities and job portals available to Toronto Community Housing (“TCHC”) tenants.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

At its November 20, 2020 meeting, the Board of Directors (the “Board”) requested that Management report back to the TSC with a summary of employment opportunities and job portals available to TCHC tenants.

BACKGROUND

In 2006, TCHC’s Board of Directors approved the Community Economic Development (“CED”) strategy. The goal of the strategy was to promote economic resiliency in TCHC as a means of breaking the cycle of poverty and contributing to the creation of healthy communities.

TCHC has since taken steps to implement programs and initiatives in support of the strategy. While some were informal and community based, such as

local teams hiring tenants to complete common area painting, others were large-scale and formalized with contractual agreements (e.g. agreements with subsidiaries to support tenant hires).

Given that 35% of tenants are youth under the age of 25, emphasis has been placed on the creation of youth economic development opportunities. In 2007, TCHC engaged consultants to assist with the development of a sustainable livelihoods initiative for youth and to explore possibilities for advancing youth employment opportunities. As a result, youth engagement initiatives (e.g. a sustainable livelihoods model, creation of a youth internship, scholarship programs) and summer employment programs have been implemented. In 2009, an increased emphasis was placed on four key areas: youth engagement, improvement of financial literacy, tenant entrepreneurship and integration of CED in revitalization.

UPDATE

Currently, the Economic Development and Resident Employment strategy focuses on tenant employment and business skills development, as well as creating employment opportunities for tenants both internally and externally. It is supported by three Community Services Coordinators (“CSC”) aligned to the Community Safety and Support pillar across the regions, with additional support from the Programs and Partnerships team.

Through CED, we support tenant employment through the following:

1. **Internal Opportunities:** We offer tenants pre-employment and career exploration opportunities through our internship and YouthWorx programs. Specifically, the internship allows TCHC tenants to obtain paid 12 week placements with various divisions across the organization. In doing so, tenants participate in skills development workshops provided by our partners, such as the City’s Toronto Employment and Social Services (“TESS”). As a result, tenants are able to:
 - Strengthen personal and professional development;
 - Gain cross functional and public sector work experience;
 - Develop effective work relationships and networks; and
 - Adopt a solutions-focused approach to business challenges.

Since 2018, we have hired over 100 tenants to participate in our internship program, with a 30% post-internship hire rate. Currently, we continue to employ staff members from the internship program.

In addition, our Youthworx summer hiring program provides pre-employment support and hands-on experience for some of TCHC's most hard to serve youth tenants. YouthWorx was designed to reduce barriers to employment by helping youth tenants attain their first job. While in the program, they receive support with resume writing and interview skills. Since 2013, our YouthWorx program has employed over 700 youths from across all three regions.

Lastly, the CED team has an email list serve of over 1,000 individuals with whom we share job opportunities on a regular basis.

- 2. External Opportunities:** We encourage tenants to attend job fairs through various outreach methods, and in some instances, we have been able to get them access to certain jobs by working with entities such as TTC, Starbucks and UPS. Currently, we are working with TTC to promote the "Women in Transit" initiative and will be having a TCHC focused session to provide one-on-one support for tenants who want to apply to these opportunities. Through this partnership, TCHC tenants interested in this opportunity will be provided an alternative application and review process.
- 3. Social Enterprise Development:** We support tenants to develop and scale social enterprises. The support is provided directly to tenants or in partnership with community agencies. Currently, the social enterprise development program includes the following:
 - A. B3 Program:** This program focuses on supporting tenants to develop, scale or start social enterprises and has successfully supported 63 youths with their small businesses; and
 - B. Reel6:** This program is in development in partnership with Stratagem, who has made a commitment to providing space for this initiative for the next five years to support with incubation. The focus of this initiative is to help diversify all aspects of the film and television industry.

- 4. Facilities Management:** The Community Engagement and Capital Planning (“CECP”) team employs tenants throughout the year to support outreach and engagement of tenants in the implementation of capital repair and large scale capital projects. A new regional alignment staffing model will be implemented to further engage tenants at the local level.
- 5. Human Resources:** Human Resources actively participates in promoting TCHC jobs in TCHC communities and across Toronto. In the past, they have partnered with agencies such as TESS and Ontario Works (“OW”), to connect with their TCHC tenant clients that are seeking job opportunities.
- 6. Tenant Benefit Agreements:** TCHC has prioritized community economic development opportunities in all of the revitalization projects, with developers providing funding and/or employment opportunities. Scholarship opportunities are administered in accordance with the Scholarship Policy and Scholarship Procedure (2015).

NEXT STEPS:

Currently, external applicants can apply for TCHC job opportunities through the external website. Applicants are required to create a profile and through a separate section, applicants have the ability to share their knowledge of TCHC by indicating that they are a current or former tenant. Moving forward, this can be leveraged by Human Resources to ensure that tenants are being considered for opportunities they are qualified for.

In 2021, Human Resources will be partnering with Local 416 to promote job opportunities to tenants through a job fair. This will involve attending TCHC communities and providing laptops to help tenants apply for opportunities, create profiles, and/or gather resumes and/or schedule interviews for vacancies, while adhering to COVID-19 health and safety protocols.

Lastly, an inter-divisional TCHC team recently reviewed the possibility of re-implementing a Social Procurement Policy at TCHC, under the umbrella of a new Community Benefits Framework. The framework will allow for TCHC tenants, small businesses and social enterprises to benefit from the financial

and capital investments into our communities. In 2021, the inter-divisional team will provide oversight to ensure the full implementation of the framework.

IMPLICATIONS AND RISKS:

While TCHC implemented numerous programs and activities to advance economic development for tenants, a more targeted approach to increase tenant hiring will require more effective data management and oversight.

As well, with the implementation of the Community Benefits Framework, TCHC is bound by the Canadian Free Trade Agreement (“CFTA”) and Canada-European Union Comprehensive Economic and Trade Agreement (“CEUCATA”). These agreements contain restrictions on local preference unless the preference is related to the scope of work. Further review will be required whether the policy would constitute local preference in violation of the above-noted Agreements and whether there are any necessary restrictions that must be addressed to ensure compliance with the Agreements.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

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Violence Reduction Program: Service Delivery Alignment

Item 4E

January 25, 2021

Tenant Services Committee

Report: TSC:2021-11

To: Tenant Services Committee (“TSC”)

From: Senior Director, Community Safety Unit

Date: January 5, 2021

PURPOSE:

The purpose of this report is to provide an update on the implementation status and performance of the Violence Reduction Program (“VRP”).

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

On November 24, 2020, the TSC received the Chief Operating Officer’s Report on Tenant Services and Initiatives, which included an update on the Violence Reduction Program (TSC: 2020-43). Due to timing, the TSC did not discuss the Violence Reduction Program Update, thus TSC:2020-43 was deferred to the January 25, 2021 TSC meeting. This report provides an update to the information contained in TSC:2020-43.

BACKGROUND

Toronto Community Housing (“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 security presence.

The VRP is focused on improving safety and security for tenants. It is in response to the disproportionate frequency of violence that occurs on TCHC property 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”).

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

IMPLEMENTATION STATUS:

Economic Development and Social Supports:

A) VRP Community Service Coordinators (CSC) Staffing: As of November 30, 2020, the full CSC team is in place and space was created during for VRP CSCs to begin working with their VRP CSU colleagues. The VRP CSCs from across all the regions will meet monthly as part of a community of practice to problem solve and share best practices as they carry out their work in each of the regions.

B) Regional CSCs: As the VRP CSCs are in the early stages of implementation, they are currently working to build key relationships with tenants and community partners in their respective regions. In December 2020, the team supported and initiated key activities that will help make the VRP more effective.

West Region: The VRP CSCs held an initial meet and greet with community partners to talk about how best to work together, and have subsequent meetings planned for mid-January to map the best referral pathways for families who need the supports being offered. The West team will also be meeting with TPS in early January 2021 to discuss the Toronto Police Integrated Gang Prevention Task Force. Additionally, they have:

- supported the Lawrence Heights Parent Association to complete a series of harm reduction workshops;
- supported tenants in the Neptune community to apply for crisis response funding in response to a shooting; and

- supported young people to complete 93 community surveys as part of the youth violence prevention grant.

East Region: The VRP CSCs supported various initiatives during December 2020 that focused on food security. It included:

- partnering with a private donor to provide over 150 meals to the Danzig community;
- working with the Malvern Family Resource Centre and TAIBU to distribute over 200 grocery and electronic gift cards; and
- working with TPS to support a weekly breakfast club that provides meals to 30 youth and their family on a weekly basis.

Central Region: Through the Community Crisis Response Program (“CCRP”), the VRP CSCs connected with Wanasah, a mental health service for youth in Regent Park, and will have subsequent meetings to explore use of space possibilities for program and administrative space in one of the Regent Park buildings. Additionally, they have:

- reached out to the Youth Workers network in Regent Park to set up a coordination meeting for January 2021;
- joined the Moss Park integrated team meeting to support service coordination and delivery for residents dealing with unit takeovers; and
- joined the Dan Harrison integrated team meeting to support service coordination and delivery for residents dealing with unit takeovers. They also connected with Fred Victor as a partner.

To ensure oversight on program activities, key metrics will be measured and tracked. The key metrics that will be measured and evaluated on a regular basis are the following: joint patrols, serious acts of violence, arrests, referrals of vulnerable people by CSU, arrests, crimes against persons and property, safety audits, referrals to appropriate agencies/programs, number of safety related initiatives, and number of tenants participating in VRP/Youth Violence Reduction Program (“YVRP”) activities.

C) CSU Staffing Update: As a result of the December 5, 2020 TCHC Board Meeting, it was decided that CSU will suspend the VRP Special Constable hiring of the 12 outstanding positions. Hiring will continue after the proposed community safety working group has worked through the strategy to support enhanced community safety.

As a result of the halt of the VRP deployment, the two last sites (Fleminndon Park & Islington/St. Andrews) and backfilling of joined sites will be delayed accordingly to Q2 2021 or later.

CSU is in the process of reviewing the VRP communities with relevant recommendations to follow. The review will include:

- referral process, tenancy management, wellness checks, CCRP notification, 24/7 role; and
- CSU's integration in the new structure and training (e.g. Confronting Anti-Black Racism ("CABR") initiatives, racism and diversity).

D) Deployment of CSU VRP Officers: With the deployment of CSU VRP officers, it provides enhanced capacity to undertake the following:

- provide visual deterrence and enhanced enforcement;
- coordination of joint patrols in partnership with Toronto Police;
- identify at-risk tenants;
- connect at-risk tenants to Community Safety Advisor;
- identify unit take overs;
- liaise with TPS, OU, and Community Safety Advisors;
- summarize actions, investigations and accomplishments;
- provide safety and security information to tenants;
- respond to radio calls within the assigned communities; and
- perform all other duties of a Special Constable.

E) Diversity and Mental Health training: CSU Special Constables currently deployed receive diversity and mental health training on an annual and as-needed basis (see Attachment 2).

F) Confronting Anti- Black Racism ("CABR") Strategy: The CABR strategy team worked with CSU management to hold four staff sessions with CSU staff in December 2020 with an additional two sessions planned for January 2021. These sessions were held to inform the CSU portion of the CABR strategy and gain insight from CSU staff in relation to the issues, barriers and solutions around community safety and confronting anti-Black racism at TCHC. The goal of the sessions was to get a deeper understanding of the perspectives of CSU staff on anti-Black racism issues either between staff, between staff and tenants, within communities, and in the wider context of their work. The themes and feedback will be included in the larger CABR strategy document.

IMPLICATIONS AND RISKS:

While the VRP program has been operationalized and is on-track, the last two VRP sites at Flemingdon Park and Islington St Andrews are further

delayed with the Special Constable hiring suspension. Phase three staffing and deployment of Special Constables in the 10 high needs VRP communities will not be realized as initially planned.

ATTACHMENTS:

1. CSU 2020 Organizational Chart
2. CSU Mental Health & Diversity Training
3. Performance Measures

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACTS:

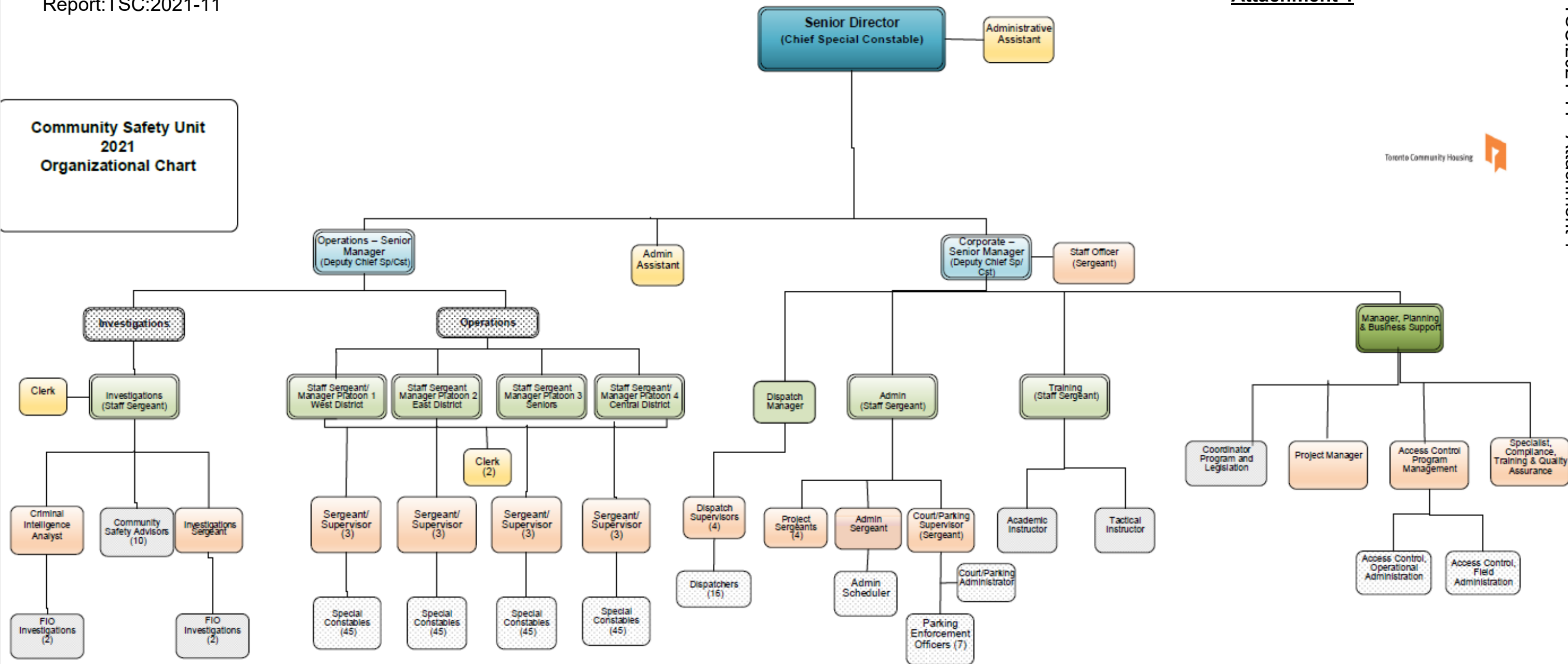
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**Community Safety Unit
 2021
 Organizational Chart**



Senior Director:	1
Managers:	10
Supervisors:	31
Mgmt Exempt:	16
Local 79	8
Local 529	203
Total:	269

Notes:
 I. Four Staff Sergeants represent Manager presence on each shift of a rotating 24/7 shift schedule for oversight.
 II. Districts are aligned to Regions for Tenancy Management;
 III. Officers are deployed to align with Hubs and high-needs communities.

Updated January 6, 2021

Diversity Training						
New Hire Courses	Provider	Hours	Existing Officers	Provider	Hours	Frequency
Diversity and Inclusion Fundamentals and Unconscious Bias	CCDI	3	Diversity and Inclusion Fundamentals	CCDI	1	annually
Implicit and Explicit Bias	CSU Internal	8	Racially Biased Policing	CPKN	1	annually
Racially Biased Policing	CPKN	1	LGBT Issues	CPKN	1	annually
LGBT Issues	CPKN	1	UnConference: Thawing the frozen Middle (Supervisor)	CCDI	8	as available
			Anti-black racism Training	City of Toronto	5	as available
Total		13	Total		16	

Mental Health Training						
New Hire Courses	Provider	Hours	Existing Officers	Provider	Hours	Frequency
Crisis Intervention and De-escalation	CPKN	3.5	Suicide Awareness and Prevention for Supervisors	CPKN	1	annually
Critical Incident Stress Management	CPKN	3	Critical Incident Stress De-brief training	Mourneau Shepel	16	annually
Recognition of Emotionally Disturbed Persons	CPKN	2				
Autism Spectrum Disorder	CPKN	1				
Suicide Awareness and Prevention	CPKN	1				
Mental health Awareness and First Responders	CPKN	2				
Mental Health Act	CSU Internal	2				
Dealing with people in Crisis	CSU Internal	2				
Communication Skills and De-escalation	CSU Internal	6				

Mental Health Training						
New Hire Courses	Provider	Hours	Existing Officers	Provider	Hours	Frequency
Officer Safety and Excited Delirium	CSU Internal	2				
Nonviolent Crisis Intervention Training	TCHC	8				
Total		32.5	Total		17	

CCDI - Cdn. Centre for Diversity & Inclusion
 CPKN - Cdn. Police Knowledge Network

Attachment 3: Performance Measurement

Action	Q4 2020			Q4 2019		
	Oct	Nov	Dec	Oct	Nov	Dec
Joint Patrols	26	32	29	10	30	33
Arrests	36	19	32	38	52	49
Serious acts of violence	26	11	12	17	24	26
Referrals of vulnerable people made by CSU (to TCS)	10	0	1	1	2	10



Contract Management Update

Item 5

January 25, 2021

Tenant Services Committee

Report: TSC:2021-02

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: January 7, 2021

REPORT HISTORY

- November 2, 2018 – TSC:C2018-33
- May 31, 2019 – TCS:2019-19
- October 8, 2019 – BIFAC:C2019-70
- February 20, 2020 – TCHC:C2020-07

PURPOSE

The purpose of this report is to provide the TSC with an update on the contract management (“CM”) portfolio.

RECOMMENDATIONS

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

BACKGROUND

In July 2020, Toronto Community Housing Corporation (“TCHC”) took actions to enhance oversight and service delivery within the CM portfolio. Firstly, we realigned the CM portfolio to the regional management teams. The regional management teams are responsible for oversight of all services delivered to tenants in their regions, whether they are delivered by TCHC staff or vendors. Secondly, we initiated the phased transition of

developments managed by Del Management Solutions (“DMS”) in west Toronto and Etobicoke to a direct service delivery model (See Appendix A).

UPDATE

TCHC has completed the transition of all 24 developments and more than 3,800 units in the West region to a direct management service delivery model. With the implementation of the fourth and final phase this past December 2020, TCHC is now serving all tenants in the West region with the same delivery model.

SIGNATURE

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. DMS Transition to West Portfolio

STAFF CONTACT

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John Angkaw, Senior Director, Business Operations
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ATTACHMENT 1: DMS TRANSITION TO WEST PORTFOLIO

Phases	Address	Units	Total
Phase 1: September 30	1 Scarlettwood Ct.	47	1,030
	2-50, 3-83 Scarlettwood Ct., 58, 60-78 Waterton Rd.	149	
	1,5,9, 15 Ardwick Blvd.	56	
	206-218 Duncanwoods Dr.	53	
	1-7, 9-45 San Pietroway, 2-18 San Antonioway	32	
	1,3 Sanagan Rd., 33-81 Lightwood Dr.	56	
	1674,1676,1678,1680 Albion Rd.	38	
	1-27 Mt. Olive Dr., 53,55 Silverstone Dr.	158	
	44 Willowridge Rd.	238	
	607-617,635 The East Mall	104	
	516, 520, 530, 540, 546, 552, 559 The West Mall, 445 Rathburn Rd.	99	
Phase 2: October 31	3101 Weston Rd.	176	1,000
	900, 910 Queen's Plate Dr.	204	
	44-80 Tandridge Cres.	108	
	75 Tandridge Cres.	221	
	275 Albion Rd., 1 Shendale Dr.	34	
	7 Capri Rd.	257	
Phase 3: November 30	57 Mabelle Ave.	255	1,301
	5005 Dundas St. W.	255	
	2468 Eglinton Ave. W.	210	
	30 Denarda St.	255	
	5 Bellevue Ct.	326	
Phase 4: December 31	2 Demarco Blvd., 1620,1622 Lawrence Ave. W.	55	500
	710, 720 Trethewey Dr.	369	
	1570 Jane St.	76	
		Total	3,831



Harm Reduction Policy

Item 6

January 25, 2021

Tenant Services Committee

Report: TSC:2021-12

To: Tenant Services Committee (“TSC”)

From: Director, Strategic Planning and Stakeholder Relations

Date: January 4, 2021

PURPOSE:

The purpose of this report is to seek the TSC’s approval of the Harm Reduction Policy.

RECOMMENDATIONS:

It is recommended that TSC approve and forward to the Board of Directors (the “Board”) for approval the Harm Reduction Policy as set out in Attachment 1 to this report.

BACKGROUND:

In June 2018, City Council directed Toronto Community Housing (“TCHC”) to undertake actions in support of the Toronto Overdose Action Plan. Following Council’s decision, TCHC assembled an inter-divisional team to respond to the three directed areas:

- staff training on overdose;
- training and safe disposal of drug use equipment; and
- review of policies related to eviction that could discriminate against people who use drugs.

In its December 6, 2018 report to the Board of Directors (TCHC:2018-48), Management identified a number of ways in which we can build on our existing business practices, and expand activities to support harm reduction, including developing a corporate-wide harm reduction policy.

Strategic Planning and Stakeholder Relations consulted with and received input from staff in Operations (Community Safety Unit and Tenant Resolution Office), the Legal Division, and Human Resources (both Health and Safety and Labour Relations), as well as a stakeholder working group comprised of tenants with lived experience, and agencies that support harm reduction approaches and services.

HARM REDUCTION POLICY:

TCHC recognizes that a harm reduction approach allows tenants who use substances to receive the services and resources that they need while supporting a healthy and safe environment for all members of the community. It reiterates TCHC's commitment to ensuring that all tenants are treated fairly and equitably under the Ontario *Human Rights Code*, and are able to access services and supports that help them to maintain successful tenancies.

The policy outlines responsibilities of staff, agencies and service providers for ensuring that harm reduction services are provided in a way that prioritizes the safety and security of Toronto Community Housing communities while delivering necessary harm reduction services.

NEXT STEPS:

The Harm Reduction Policy is intended to validate work already being done by staff to support tenants. Once approved, TCHC will implement staff training, and improve how we safely dispose of drug use equipment in our buildings. In addition, TCHC will implement a robust partnership strategy with community based agencies who support harm reduction in a manner that supports tenants and those who may be involved in drug use.

IMPLICATIONS AND RISKS:

The implementation of the Harm Reduction Program will address the direction given by City Council in 2018, help the City address safety needs of vulnerable populations, and prevent deaths.

SIGNATURE:

“Lindsay Viets”

Lindsay Viets
Director, Strategic Planning and Stakeholder Relations

ATTACHMENT:

1. Harm Reduction Policy

STAFF CONTACT:

Scott Kirkham, Manager, Stakeholder Relations
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Harm Reduction Policy

Policy Owner: Strategic Planning and Stakeholder Relations

Approval: Board of Directors

First Approved: N/A

Effective Date: September 30, 2020

1. Policy Statement

Toronto Community Housing is committed to promoting successful tenancies while ensuring that tenants can live together in strong, safe, and healthy communities.

Harm Reduction is an evidence-based approach which aims to reduce substance-related harms without requiring abstinence. Harm Reduction encompasses programs, services and practices premised on the concept that substance use should not be a barrier to the delivery of service, and in fact, the services delivered should be structured to account for the unique circumstances of substance use.

By partnering with Harm Reduction providers and adopting Harm Reduction principles in the delivery of services to tenants, we will be increasing the safety and quality of life for individual tenants and our communities as a whole.

All tenants, regardless of their specific circumstances, deserve equitable access to landlord services, to be treated with respect, and to enjoy the benefits of their home and community.

While the Ontario *Human Rights Code* protects Toronto Community Housing tenants with addictions and other mental health disabilities from discrimination under the ground of Disability, we recognize that extreme stigma and the fear of legal consequences frequently prevent tenants who use substances from accessing services, expressing their needs, or successfully participating in the broader community.

We know that any tenant who lacks adequate supports and is socially isolated is more likely to experience negative health outcomes, is more likely to be

victimized from outside the community, and is more likely to engage in anti-social behaviour.

Toronto Community Housing recognizes that a Harm Reduction approach allows tenants who use substances to receive the services and resources that they need while supporting a healthy and safe environment for all members of the Toronto Community Housing community.

Under this policy Toronto Community Housing will:

- Work to support successful, stable tenancies for tenants who use substances;
- Support and facilitate the delivery of Harm Reduction services to tenants;
- Support the safe disposal of needles and other paraphernalia; and
- Facilitate the availability of Naloxone and overdose prevention resources.

2. Scope

- This Policy applies to all Toronto Community Housing staff, volunteers, community partners, and agencies who interact with tenants or staff on behalf of Toronto Community Housing.
- This Policy applies to Community Safety Unit (CSU) Special Constables when they are acting as agents of the landlord recognizing that as peace officers:
 - CSU officers should use their discretion to apply the specifics and principles of this Policy to the application of their powers.
 - This Policy does not supersede any duties that CSU special constables may have in their capacity as peace officers.
- This Policy applies to all residential tenants directly managed by Toronto Community Housing and tenants living in contract managed buildings, including rent-geared-to-income (RGI), affordable and market tenants. It also applies to occupants, visitors, and guests insofar as tenants are responsible for the conduct of all occupants, guests, and visitors who they invite onto the residential complex.

3. Values

In keeping with the Tenant Charter, Toronto Community Housing will implement this Policy in accordance with the following principles:

- **Respect:** All employees will provide respectful, professional and courteous service at all times. All tenants will communicate and interact with all persons who live in and work at Toronto Community Housing in a polite and courteous manner.
- **Accountability:** All employees will take appropriate tenancy management action to address illegal activity and antisocial behaviour on Toronto Community Housing property. All tenants will maintain their own units, keep common spaces clean and be responsible for their own conduct as well as the conduct of occupants, guests and all pets they bring into the community, and report safety issues and/or hazardous conditions to staff.
- **Integrity:** All employees will provide service in an unbiased and equitable manner. All employees and tenants will support an inclusive environment that promotes dignity and respect
- **Community Collaboration:** All employees will provide access to common spaces in a fair and equitable manner and work collaboratively with community partners and provide relevant information to tenants to maintain successful tenancies
- **Accessibility:** Toronto Community Housing is and will continue to be committed to providing accessible service. This includes meeting its duty to accommodate disabilities under the Human Rights Code, and the standards set out in the Accessibility for Ontarians with Disabilities Act.

4. Definitions

Anti-Social Behaviour: A disturbance caused by a tenant, occupant or guest which does not arise in the normal course of everyday activity, which is ongoing and which interferes with the reasonable enjoyment of the unit or complex for its reasonable uses by the landlord or tenants.

Disability: In accordance with the Toronto Community Housing *Accessibility Policy*, Toronto Community Housing relies upon the Ontario *Human Rights Code* (the Code) definition of disability.¹ Mental health disabilities and addictions

¹ Section 10 of the Ontario Human Rights Code defines “disability” as including:

1. any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual

are included in the definition of disability.² As a result, the Code protects persons in Ontario with mental health and addiction from discrimination and harassment under the grounds of disability.

Discrimination: A practice or behaviour that treats people unequally or creates a distinction based on a prohibited ground under the Code resulting in an obligation, burden or barrier by perpetuating prejudice or stereotyping.

Discrimination may result from the effect of applying general rules to everyone, because it has a discriminatory or unequal effect on a particular person or group based on a prohibited ground. Systemic Discrimination is a specific type of discrimination characterized by patterns of behaviour, policies or practices that are part of the structure or culture of the organization.

Guests: Persons who require temporary accommodation with a tenant (guests do sleep in the tenant's unit but only for a maximum of 30 days within any 12-month period unless they are a "Special Case" as defined by the Visitor and Guest Policy). Guests are not part of the tenant's household.

Harassment: A course of unwanted comment(s) or conduct related to a prohibited ground that is known or ought reasonably to be known to be unwelcome. Harassment may result from one incident or a series of incidents.

Harm Reduction: Policies and programs which attempt primarily to reduce the adverse health, social and economic consequences of psychoactive substances to people who use drugs, their families and communities, without requiring decrease in drug use.³

Service Delivery Partner: In this Policy, a service delivery partner includes an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated*

impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,

2. a condition of mental impairment or a developmental disability,
3. a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
4. a mental disorder, or
5. an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

²Ontario Human Rights Commission. (2014). *Policy on preventing discrimination based on mental health disabilities and addictions*. Retrieved from the Ontario Human Rights Commission website:

<http://www.ohrc.on.ca/en/book/export/html/11238>

³ Government of British Columbia Ministry of Health. 2005. *Harm Reduction, a British Columbia Community Guide*. Retrieved from the British Columbia Ministry of Health website:

<https://www.health.gov.bc.ca/library/publications/year/2005/hrcommunityguide.pdf>

Health Professions Act, 1991, SO 1991, c 18, or a City of Toronto department or subsidiary.

Substance Use: Refers to the consumption of alcohol, cannabis, opioids or other drugs.⁴

Tenant: For the purpose of this policy, the term “tenant” includes all individuals living lawfully in a Toronto Community Housing household. Both Tenants and Occupants are defined by Toronto Community Housing’s *Addition to Household Composition Directive and Visitor and Guest Policy*.

Visitors: Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant’s unit). Visitors are not part of the tenant’s household.

Volunteers: any individual who works for or on behalf of Toronto Community Housing on an unpaid basis, or for nominal consideration, including, but not limited to, volunteers, tenant representatives, interns, and students.

5. Policy Details

5.1 Drug Use and Eviction

Toronto Community Housing does not discriminate against tenants who use drugs and does not evict tenants for drug use.

Toronto Community Housing may pursue an eviction for cause against a tenant engaged in drug use when one or more of the following grounds for eviction, identified in the *Residential Tenancies Act* (RTA), is also present:

- **Substantial interference with reasonable enjoyment or with other rights, interests or privileges:** The conduct of the tenant, another occupant of the rental unit or a person permitted in the residential complex by the tenant is such that it substantially interferes with the reasonable enjoyment of the residential complex for all usual purposes by the landlord or another tenant or substantially interferes with another lawful right, privilege or interest of the landlord or another tenant.
- **Illegal act:** The tenant or another occupant of the rental unit commits an illegal act or carries on an illegal trade, business or

⁴ Public Health Ontario Agency for Health Promotion and Protection. 2020. *Substance Use*. Retrieved from: <https://www.publichealthontario.ca/en/health-topics/health-promotion/substance-use>

occupation or permits a person to do so in the rental unit or the residential complex. For an act to be considered 'illegal' in this context, it must be serious in that it has the potential to affect the character of the premises or to disturb the reasonable enjoyment of the landlord or other tenants.

- **Impairment of safety:** An act or omission of the tenant, another occupant of the rental unit or a person permitted in the residential complex by the tenant that seriously impairs or has seriously impaired the safety of any person and that act or omission occurs in the residential complex.

Toronto Community Housing employs a balanced approach when assessing whether to pursue an eviction for cause, as articulated in its Evictions for Cause Policy. Specifically, Toronto Community Housing will consider the specific circumstances of a tenant's situation and employ a problem-solving approach, which may include alternate resolution methods, opportunities for the tenant to correct the problem and where appropriate, negotiated agreements to preserve the tenancy. Toronto Community Housing may also facilitate separate third-party support services when a tenant faces barriers or difficulties maintaining a successful tenancy.

Eviction is pursued when:

- Despite all efforts to resolve the problem, the behaviour at issue continues to negatively impact tenants, staff or the community and constitutes one of the above-mentioned grounds for eviction, recognized by the RTA; or
- The behaviour is of a severity that immediate action is required, which generally involves a serious impairment of safety or serious criminal activity.

Toronto Community Housing is committed to ensuring that individual rights under the Code are upheld and that all tenants can live together in strong, safe, and healthy communities.

5.2 Protection from Harassment / Discrimination

In accordance with Toronto Community Housing's *Human Rights, Harassment and Fair Access Policy*, Toronto Community Housing will not tolerate, ignore or condone any form of discrimination, harassment or hate activity on Toronto Community Housing property. Under the Code, everyone has a right to be free

from harassment and discrimination and a right to equal treatment. Toronto Community Housing is committed to delivering services in a manner that respects the dignity, self-worth and human rights of every person. Relevant policies and programs are summarized below and the substantive details of those policies and programs can be found in the documents themselves.

- Accessible Customer Service Policy: Outlines our commitment to provide customer service that is inclusive, barrier free and meets the unique needs of persons with disabilities, pursuant to the *Accessibility Standards for Customer Service (ASCS)* created under the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Human Rights, Harassment & Fair Access Policy: Includes proactive measures to eliminate harassment and discrimination in accommodation, employment, delivery of services, and in all other contract arrangements. It reflects the requirements of the Code and policies established by the City of Toronto.
- Tenant Complaints Process: Ensures that tenant complaints are heard, the facts of the complaints are established, and where required, remedial actions are taken. One of the primary objectives of this process is to outline a simple process which is accessible to all.

5.3 Harm Reduction Program Delivery in Toronto Community Housing Communities

Toronto Community Housing is committed to working with service delivery partners to deliver harm reduction programs and services to its tenants.

5.3.1 Toronto Community Housing will support the delivery of harm reduction services and drop-in programs in identified buildings provided that service delivery partners:

- have a valid Use of Space Agreement in place, in accordance with the Toronto Community Housing *Use of Space Policy*;
- hold a building meeting prior to the commencement of programming to share relevant communication materials, program information and harm reduction education that may address questions from tenants; and

- prohibit the use of equipment or paraphernalia related to drug use in or around the Licensed Area, Common Areas and Facilities, or around the Complex, as defined in the Toronto Community Housing *Use of Space Policy*.

5.3.2 Service delivery partners are not permitted to:

- operate supervised consumption services;
- provide tenant participants with honorariums to operate services within units; and / or
- seek to provide services to non-Toronto Community Housing tenants.

5.3.3 Toronto Community Housing recognizes that effective harm reduction services may require service delivery partners to deliver services to a client directly within their Toronto Community Housing unit. Toronto Community Housing will not prohibit or prevent service delivery partners from accessing clients residing within Toronto Community Housing buildings provided that service delivery partners follow standard safety protocols and do not use unit visits as a means to solicit further clientele from Toronto Community Housing tenants, guests, or visitors.

5.3.4 Toronto Community Housing recognizes that a peer-support model is an effective harm reduction tool that has demonstrated positive outcomes and can foster positive social interactions with community. Toronto Community Housing supports the use of peer-support models and will not prohibit tenants from serving as peer-support provided that peer-support services do not interfere with the safety or reasonable enjoyment of other tenants.

5.4 Supports for Policy Implementation

5.4.1 Staff Training: Toronto Community Housing will support any staff who wish to voluntarily register for trainings related to overdose prevention and response, and the use of naloxone by providing

necessary, paid leave to complete training, and covering registration costs associated with training.

5.4.2 Toronto Community Housing positions with a first aid training requirement under Toronto Community Housing's First Aid Program will be required to complete additional training components in:

- First Aid for Opioid Overdose with or without Naloxone
- Opioids, types of Fentanyl, toxicity
- Sign and symptoms of overdose, methods of exposure
- Scene safety, assessment and action
- Naloxone/Narcan, indications for use, use of Narcan nasal sprays
- Steps for responding to an overdose with Naloxone available
- Steps for responding to an overdose without Naloxone

The training will be appropriate to the duties of the person being trained and will be provided as soon as practicable. A record will be kept of the dates of the training and the number of individuals trained.

5.5 Tenant & Staff Engagement:

5.5.1 Toronto Community Housing will support service delivery partners in their efforts to deliver education and awareness training on harm reduction for both staff and tenants who wish to receive it.

5.5.2 Toronto Community Housing will consult and work with tenants with lived experience of substance use in the development of the above policies, plans, and programs. Toronto Community Housing will consult with appropriate stakeholders, which may include tenants with lived experience, tenant councils, resident advocacy groups, experts in the field of harm reduction, and Toronto Community Housing staff when undertaking formal reviews of this policy and any other Toronto Community Housing policies related to harm reduction.

5.6 Harm Reduction Supplies and Naloxone:

5.6.1 While Toronto Community Housing does not provide or require staff to carry naloxone kits, Toronto Community Housing does not prohibit staff from personally obtaining, carrying, and or using a naloxone kit, if they choose to do so.

5.6.2 Toronto Community Housing will strive to make naloxone nasal spray more easily available in Toronto Community Housing communities, and will work with the City of Toronto and healthcare partners to identify appropriate supply and distribution options.

5.7 Sharps Disposal

Toronto Community Housing will work with the City of Toronto to ensure that the safe disposal of sharps is included in waste disposal and collection processes including needles, syringes, injectors (i.e. insulin delivery device) and pre-filled pens, as household hazardous waste.

- Staff will be trained on the safe handling of sharps and needlestick injury prevention.
- Relevant education materials will be provided to tenants.
- Where deemed necessary, Toronto Community Housing will work with the City of Toronto and additional service delivery partners to facilitate the installation of sharps containers in common spaces.

6. Compliance and Monitoring

Toronto Community Housing will:

- develop and maintain procedures to assist staff in interpreting and applying this Policy;
- ensure clear documentation practices are in place;
- monitor the effectiveness of this Policy in responding to and reducing incidents and behaviours that negatively impact the health of communities; and,
- provide reports to the Board on activities within this Policy as required.

7. Governing and Applicable Legislation

- *Accessibility for Ontarians with Disabilities Act, 2005*
- *Good Samaritan Act, 2001*
- *Housing Services Act, 2012*
- *Ontario Human Rights Code, 1990*
- *Residential Tenancies Act, 2006*

8. Related Policies and Procedures

- Accessibility Policy
- Addition to Household Composition Directive and Visitor and Guest Policy
- Evictions for Cause Policy and Procedures
- Human Rights, Harassment and Fair Access Policy- Tenants
- Toronto Community Housing Tenant Charter
- Non-Residential Use of Space Policy
- Vulnerability Definition Policy and Vulnerability Operational Guidelines
- Human Rights, Harassment and Fair Access Policy

9. Commencement and Review

Revision	Date	Description of changes	Approval

10. Next Scheduled Review Date: April 2023



Q4 2020 Update on Tenants First

Item 7

January 25, 2021

Tenant Services Committee

Report: TSC:2021-13

To: Tenant Services Committee (“TSC”)

From: Director, Strategic Planning & Stakeholder Relations

Date: January 5, 2021

PURPOSE:

The purpose of this report to provide the TSC with an update on the City’s Tenants First process.

RECOMMENDATION:

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

BACKGROUND

Item 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*.

[https://www.torontohousing.ca/events/Documents/TSC/2020%20TSC/Nov%2024%202020%20TSC/Item%204%20-%20Tenants%20First%20update%20-%20Nov%2024%202020%20cw%20clean%20\(2\)%20gc%2011%2010%2020%20cw.pdf](https://www.torontohousing.ca/events/Documents/TSC/2020%20TSC/Nov%2024%202020%20TSC/Item%204%20-%20Tenants%20First%20update%20-%20Nov%2024%202020%20cw%20clean%20(2)%20gc%2011%2010%2020%20cw.pdf)

Overall TCHC-City Coordination Process

TCHC Management and the City's Tenants First team continue to work closely together on this project. The Executive Oversight Table continues to meet monthly, chaired jointly by CEO Kevin Marshman and City Manager Chris Murray. This table oversees progress and works with staff to remove barriers to project success.

Development

In July 2019, City Council approved, in principle, the transfer of TCHC's development function to CreateTO and/or the City and directed TCHC to work with the City and CreateTO to conduct the necessary due diligence for the transfer. The City's due diligence report on the transfer was targeted for Q4 2019, however City staff determined that additional time was required to fully assess the various options for the organizational structure of the development functions being transferred. The due diligence process was paused during COVID-19 and has since resumed. The timing for reporting back to City Council has not yet been confirmed. City staff have informed us that we will hear more with regards to timing in January 2021.

Council Report: *Implementing Tenants First: 2020 Action Updates*

The report *EX 17.2 – Implementing Tenants First: 2020 Action Updates* was adopted by City Council without debate on October 27, 2020. The report included recommendations in several areas:

- Updated Shareholder Direction for TCHC
- Integrated Service Model implementation
- Seniors Housing Corporation
- Office of the Commissioner of Housing Equity
- Asset transfer process and RFP for scattered houses

The remainder of this report provides an update on the ongoing work in each of these areas.

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. Updates will focus on ensuring that language and references are updated, that the Shareholder Direction appropriately reflects direction from

Council to TCHC, and provides clarity on TCHC's mandate to deliver social housing as the City's Local Housing Corporation.

Integrated Service Model ("ISM") Implementation

As directed by Council, the business case and continued allocation of resources to the Seniors Housing Unit ("SHU") for the ISM was presented at the December 15, 2020 Board meeting as part of the overall budget package.

The objectives of the ISM are to promote aging in place, better quality of life, and successful tenancies for tenants living in TCHC seniors-designated buildings. 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. Phase 1 of the ISM rollout began in 18 buildings in the South East Region on December 11, 2020 with the subsequent Phase 2 to proceed in two additional regions (West and Downtown) starting in late 2021 and Phase 3 in the final two regions (Central and North East) in 2022.

The SHU has begun implementation of new staff for Phase 1 of the ISM, including the new Seniors Services Coordinators and other roles, and additional staff will be on-boarded in January and February 2021. As well, the SHU has continued reviewing partnership agreements and is working with partners to develop specific programs and services under the ISM. The SHU will also continue developing and aligning policy and processes to the ISM.

The Senior Tenants Advisory Committee ("STAC") is now operational and held its first meeting on December 14, 2020. The STAC is a forum for Seniors Housing tenants to share ideas, provide advice and feedback and support tenant outreach and engagement in support of the ISM. The STAC will be co-led by the SHU and Seniors Services & Long Term Care division at the City, and is comprised of 13 Seniors Housing tenant members.

A Tenant Experience Survey was completed in November 2020 with tenants in the 18 South East region buildings to collect base data to enable measuring ISM performance over the first year. Over 1,200 responses were received (a 43% response rate), which provides an extensive dataset of tenant input from across the region. The results are being consolidated and

will be analyzed in Q1 2021 with the support of Sunnybrook Research Institute and will be reported back by spring 2021.

In Q1 2021, Sunnybrook Research Institute will be holding virtual focus group consultations for tenants (up to 80) in the South East Region and the SHU will continue planning for implementation of the first Seniors Health & Wellness Hub in the South East Region as well.

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”). The areas of focus include:

- Shared services
- Review of contracts and vendor agreements
- Shareholder Direction for the SHC
- Operating Agreement for the SHC
- Review of estimated costs of transition and implementation of the SHC

The report back to Council on the recommended timelines for the creation of the Seniors Housing Corporation has been set spring 2021. The timeline will consider the impact of COVID-19 on the City's ability to create the new corporation. This timeline does not impact the implementation of the ISM, nor does it signal any delay in the preliminary work that will support the creation of the new corporation.

Office of the Commissioner of Housing Equity (“OCHE”)

The City, OCHE, and TCHC are in discussions to identify the best mandate, governance and location of the OCHE going forward, in the context of the creation of the SHU. Staff are focused on ensuring that the important work that the OCHE does, in the support of vulnerable and senior tenants to preserve their tenancies, is maintained and included in the new SHU. The goal is to ensure good governance, excellence in service, clear lines of accountability and that the office’s work is supported appropriately.

Scattered Properties Request for Proposal (“RFP”) Process and Transfers

Following the approval from Council of the identified proponents for the scattered houses RFP, TCHC and the City have entered into a due diligence process related to the proponents’ Best and Final Offers. Following that period, which ends in early January, we will enter into a 30

day formal negotiation period. At the close of the negotiation, if successful, TCHC will execute the agreements of purchase and sale with the successful proponents. The transfers will close after the negotiated due diligence period is completed and the City has finalized Social Housing Agreements with the proponents.

IMPLICATIONS AND RISKS:

TCHC is undertaking these actions related to the transfer of the scattered houses in accordance with directions from City Council. It is recognized and accepted by TCHC that the full portfolio of scattered houses will not be sold at fair market value and management is supportive of moving ahead with the transfers.

SIGNATURE:

“Lindsay Viets”

Lindsay Viets
Director, Strategic Planning & Stakeholder Relations

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2021 Public TSC Work Plan

Item 8

January 25, 2021

Tenant Services Committee

Report: TSC:2021-14

To: Tenant Services Committee (“TSC”)

From: General Counsel & Corporate Secretary

Date: January 5, 2021

PURPOSE:

The purpose of this report is to establish a 2021 Public Work Plan for TSC.

RECOMMENDATION:

It is recommended that TSC review and consider the draft 2021 Public Work Plan provided as Attachment 1 to this report.

The draft 2021 Public TSC Work Plan includes the meeting dates approved by the Board at its meeting of December 15, 2020.

SIGNATURE:

“Darragh Meagher”

Darragh Meagher
General Counsel & Corporate Secretary

ATTACHMENT:

1. Draft 2021 Public TSC Work Plan

STAFF CONTACTS:

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2021 Public TSC Work Plan

Q1	Q1
January 25, 2021	March 24, 2021
REGULAR ITEMS	REGULAR ITEMS
Chief Operating Officer’s Report on Tenant Services and Initiatives <i>[deferred from November 16, 2020 meeting]</i>	OCHE 2020 Annual Report
2021 Public TSC Work Plan	OCHE 2020 Work Plan Performance Appraisal
Operational Performance Measures	Operational Performance Measures
Tenant Engagement Refresh Update	Tenant Engagement Refresh Update
Q4 2020 Tenants First Update	Tenant Complaints Process Update
Tenant Complaints Process Update	Q4 2020 – Violence Reduction Program Update
SPECIAL ITEMS	SPECIAL ITEMS
Harm Reduction Policy	CCTV Cameras and Crime Prevention
Employment Opportunities for Tenants	CSU Annual Report
Violence Reduction Plan: Service Delivery Alignment	Joint Presentation with SDFa re: Violence Reduction Program
Contract Management Update	Lawrence Heights Community Benefits Agreement
	Corporate Goals for Redevelopment
	Annual Pest Control Report
	Annual Unit Inspections Report
	Smoke-Free Policy Update
	Update: Provision of Internet Access to All TCHC Households

Q2	Q3
May 4, 2021	July 5, 2021
REGULAR ITEMS	REGULAR ITEMS
Q1 2021 – OCHE Quarterly Update	Operational Performance Measures
Operational Performance Measures	Tenant Engagement Refresh Update
Tenant Engagement Refresh Update	Tenant Complaints Process Update
Q1 2021 Tenants First Update	
Tenant Complaints Process Update	
Q1 2021 – Violence Reduction Program Update	
SPECIAL ITEMS	SPECIAL ITEMS
Review of TSC Charter	

Q3	Q4
September 14, 2021	November 18, 2021
REGULAR ITEMS	REGULAR ITEMS
Q2 2021 – OCHE Quarterly Update	Q3 2021 – OCHE Quarterly Update
Operational Performance Measures	Operational Performance Measures
Tenant Engagement Refresh Update	Tenant Engagement Refresh Update
Q2 2021 Tenants First Update	Q3 2021 Tenants First Update
Tenant Complaints Process Update	Tenant Complaints Process Update
Q2 2021 – Violence Reduction Program Update	Q3 2021 – Violence Reduction Program Update
SPECIAL ITEMS	SPECIAL ITEMS
Tenant Volunteer Policy	OCHE – 2022 Work Plan
	TCHC Provision of Internet Access to All TCHC Households