



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 hybrid Public meeting on June 13, 2023, via Webex and at City Hall, Committee Room 2, 100 Queen Street West, commencing at 9:18 a.m.

TSC Directors Present: John Campbell (Chair)
Marcel Charlebois
Councillor Lily Cheng
Debbie Douglas (9:18 a.m. – 9:30 a.m.)
Ubah Farah

TSC Directors Absent: Councillor Paula Fletcher
Mohammed Haque

Management Present: Jag Sharma, President & Chief Executive Officer (“CEO”)
Nadia Gouveia, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Lily Chen, Chief Financial Officer (“CFO”)
Jessica Hawes, Acting Chief Development Officer (“CDO”)
Barbara Shulman, Chief People & Culture Officer
Luisa Andrews, Vice President, Information Technology Services (“ITS”)
Melanie Martin, Interim Commissioner of Housing Equity (“CHE”)
Richard Grotsch, Senior Director, Business Operations
Ceilidh Wilson, Assistant Corporate Secretary

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the meeting taking place both in-person at City Hall and virtually via Webex.

DEPUTATIONS

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

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Catherine Wilkinson and Miguel Avila-Velarde*)
- Item 6C – Tenant Complaints Update (*Miguel Avila-Velarde*)
- Item 6D – Tenant Engagement Refresh Update (*Miguel Avila-Velarde*)
- Item 6E – 2022 Annual Pest Control Report (*Catherine Wilkinson*)
- Item 6F – Parking Strategy Report (*Catherine Wilkinson*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC unanimously approved the Agenda for its Public meeting of June 13, 2023.

ITEM 3 CHAIR'S POLL RE: CONFLICT OF INTEREST

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

ITEM 4 CONFIRMATION OF TSC PUBLIC MEETING MINUTES OF MARCH 28, 2023

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

captioned minutes as amended.

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

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Councillor Cheng and carried, the TSC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update.

**ITEM 6A TCHC RESPONSE TO OCHE BI-ANNUAL
UPDATE** TSC:2023-26

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

Ms. Gouveia was available to answer questions of the Committee.
Highlights of the discussion include:

- There are three General Managers, three Regional Managers, and approximately 150 Tenant Services Coordinators spread across TCHC's three regions: East, West and Central.
- Tenant Services Coordinators are trained in the Arrears Collection Process ("ACP") as they are on-boarded into the role. It is evident that some staff are not as aware of the intricate steps of the ACP, in turn leading to some challenges with compliance with the process.
- When reviewing arrears, Management look at the prevalence in the three regions, which are fairly consistent across the portfolio.
- Management have identified that the ACP needs to be updated to better align with the challenges that local staff face. It was noted that the ACP is more complicated than necessary, so work is underway to simplify the process.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Councillor Cheng and carried, the TSC received Report TSC:2023-26, being the TCHC Response to the Office of the Commissioner of Housing Equity's ("OCHE") Bi-Annual Report,

and forwarded it to the Board of Directors for its information.

	TCHC'S OPERATIONAL PERFORMANCE	
ITEM 6B	MEASURES	TSC:2023-27

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

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

- The Chair highlighted the vacancy rate of 1.7% in March 2023, which he noted is outstanding. The vacancy rate lowered even more, down to 1.51% in May 2023.
- Average answer speed of the Client Care Centre ("CCC") improved by six minutes in March 2023. This was made possible through CCC staff working additional hours and overtime, along with their hard work to address process issues in terms of answering calls and reviewing scripts to respond in a more immediate fashion.
- CCC staff are also more comfortable with the HoMES system, which was a steep learning curve when initially implemented.
- The average response time when calling the CCC is now approximately five minutes, with a goal to reduce that down to ninety seconds.
- The Rapid Rehousing Program ("RRP") is a program in partnership with the City of Toronto (the "City"). All prospective tenants housed through the RRP are also concurrently on the centralized waitlist.
- The requirement to be housed through the RRP is that the applicant needs additional supports and is residing in the City's shelter system. A refugee claimant who meets those requirements would be eligible to participate in the RRP.
- RRP applicants have experienced varying levels of homelessness.
- All tenants housed through the RRP come into TCHC with services provided by third party agencies for the first year of their tenancy. TCHC staff work with these tenants to support the transition to other services beyond the one year of services provided by partner agencies.
- Based on the data related to RRP tenancies, we are seeing no higher eviction rates for RRP tenants versus the general population. Staff

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are also starting to track these tenancies as they move past their one year mark to identify if additional resources are required to support them as TCHC tenants.

- The data in this report speaks only to the TCHC portfolio; the Toronto Seniors Housing Corporation portfolio is not included.
- Concern was raised that if the supports for RRP tenants are not available on an immediate basis, there are potential negative ramifications for the broader community.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the TSC received Report TSC:2023-27, being the Operational Performance Measures report, for its information.

2023 PUBLIC COMMUNITY SAFETY
ITEM 6C ADVISORY SUB-COMMITTEE WORK PLAN TSC:2023-28

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

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

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

- There are a variety of factors that may lead to complaints related to anti-social behaviour.
- Where a complaint is made by one tenant about their neighbour in relation to a mental health concern, TCHC staff can work to connect the neighbour to the appropriate services.
- There is a tenancy management process in place for local staff to work closely with the Community Safety Unit ("CSU") to document issues that arise (e.g. repetitive bullying) and use a progressive escalation process to resolve the issue at hand. Where this is not effective, local staff will work with the Legal department to pursue eviction where applicable.
- Operations' goal is eviction prevention and will work with the Office of the Commissioner of Housing Equity ("OCHE") and other partners to

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try and ensure as many households remain housed as possible. Where this cannot be achieved, staff will work with the household to ensure a soft landing by connecting them with a potential shelter and support services.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the TSC received Report TSC:2023-28, being the Tenant Complaints Update, for its information.

ITEM 6D TENANT ENGAGEMENT REFRESH UPDATE TSC:2023-29

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

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the TSC received Report TSC:2023-29, being the Tenant Engagement Refresh Update, for its information.

ITEM 6E 2022 ANNUAL PEST CONTROL REPORT TSC:2023-31

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

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

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

- While pests do exist in newer buildings (e.g. recent revitalization buildings), it is easier to treat pests and there is more success in limiting re-infestation in new builds.
- It is reasonable to expect that pest issues will remain an issue, however there are areas where TCHC can make improvements. Due to the treatment limitations that resulted from the COVID-19

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pandemic, there were increases in the number of pests in our buildings, however with the resumption of regular business, there will be more engagement with staff and tenants, as well as block and proactive treatments in buildings to address the higher levels of pests.

- Throughout COVID-19, it was challenging to ask tenants to leave their units for a prolonged period of time to perform treatment, which resulted in necessary modifications to the administration of pest treatments.
- The number of pests reported in 2021 and 2022 are disproportionately higher as a result of bringing the contract managed portfolio back into TCHC's direct managed portfolio, which accounted for approximately 12,000 additional units.
- To prevent the spread of bed bugs between units, tenants can request a preventative bed bug treatment once annually. It is also recommended that tenants limit the amount of contents kept near adjoining walls, use mattress encasements, and proactively monitor their units for pest activity.
- Part of the pest management strategy refresh in 2023 will be to provide pest-related education to tenants, which includes advising them of the opportunity to request an annual preventative bed bug treatment for their units.
- Where there are higher than average infestations in particular buildings, staff are looking at performing full building bed bug treatments.
- As part of the shared services agreement with the Toronto Seniors Housing Corporation ("TSHC"), TCHC provides pest control services in TSHC buildings. The data in this report is specific to the TCHC portfolio.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the TSC received Report TSC:2023-31, being the 2022 Annual Pest Control Report, and forwarded it to the Board of Directors for its information.

ITEM 6F PARKING STRATEGY REPORT

TSC:2023-30

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

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

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Cheng and carried, the TSC received Report TSC:2023-30, being the Parking Strategy Report, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Councillor Cheng and seconded by Ms. Farah. The TSC resolved to terminate the public meeting at 10:08 a.m.

Secretary

Chair, Tenant Services Committee