



Tenant Services Committee

931 Yonge Street,
Toronto, M4W 2H2

Page 1 of 16

The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a hybrid Public meeting on April 15, 2025 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:00 a.m.

TSC Directors Present: John Campbell (Chair) (in-person)
Marcel Charlebois (via Webex) (9:00 a.m. – 10:49 a.m.)
Debbie Douglas (via Webex)
Ubah Farah (via Webex)
Ziva Ferreira (via Webex)

TSC Directors Absent: N/A

Management Present: Sean Baird, President & Chief Executive Officer (“CEO”)
Nadia Gouveia, Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)
Barbara Shulman, Chief Corporate Services Officer
Jessica Hawes, Acting Chief Development Officer
Daisy Wong, Acting Vice President, Facilities Management
John Angkaw, Senior Director, Business Operations, OPS
Lindsay Viets, Director, Operational Planning & Program Services, OPS

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 2 of 16

Pablo Vivanco, Director, Tenant Engagement and Community Development, OPS
 Allan Britton, Acting Senior Director, Community Safety Unit ("CSU")
 Melanie Martin, Interim Commission of Housing Equity
 Doug Rollins, Director, Housing Stability Services ("HSS"), Housing Secretariat, City of Toronto
 Emily Gaus, Manager, HSS, Housing Secretariat, City of Toronto
 Gord Tanner, General Manager, Toronto Shelter and Support Services ("TSSS"), City of Toronto
 Trish Lenz, Manager, Coordinated Access, TSSS, City of Toronto
 Sonia Chaabane, Acting Assistant Corporate Secretary
 Iman Haji-Jama, Committee Secretary

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the meeting.

DEPUTATIONS

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

- Item 7 - 2025 Public TSC Work Plan (*Miguel Avila-Velarde*)
- Item 8 - Dissolution of CSAC (*Miguel Avila-Velarde*)
- Item 9 - Tenant Insurance (*Catherine Wilkinson and Miguel Avila-Velarde*)
- Item 12B - Tenant Engagement System: Engage Together (*Miguel Avila-Velarde and Ghassan Fayad*)
- Item 12D - Q4 2024 Violence Reduction Program Update (*Miguel Avila-Velarde*)

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 3 of 16

- Item 12E - Rapid Rehousing Program Community Impact Assessment Update (*Miguel Avila-Velarde*)
- Item 12F - Community Safety Unit 2024 Annual Report to Toronto Police Services Board (*Miguel Avila-Velarde and Ghassan Fayad*)
- Item 12G - Tenant Transfer Policy (*Catherine Wilkinson, Cathy Birch and Miguel Avila-Velarde*)

The following written deputations were presented:

- Item 12B - Tenant Engagement System: Engage Together (*Ghassan Fayad*)
- Item 12F - Community Safety Unit 2024 Annual Report to Toronto Police Services Board (*Ghassan Fayad*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC unanimously approved the Agenda for its Public Meeting of April 15, 2025.

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 COMMUNITY SAFETY ADVISORY SUB-COMMITTEE ("CSAC") PUBLIC MEETING MINUTES OF NOVEMBER 18, 2024

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

- TCHC is engaged in discussions with the City of Toronto ("the City") regarding the CSU Review presentation to TSC.
- The CSU review report is expected to be presented to the Board of Directors ("the Board") very soon.

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

**ITEM 5 CONFIRMATION OF TSC PUBLIC MEETING MINUTES OF
NOVEMBER 25, 2024**

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

**ITEM 6 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES
AND ACTION ITEMS UPDATE**

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of November 25, 2024 for its information for its information.

ITEM 7 2025 PUBLIC TSC WORK PLAN TSC:2025-01

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 TSC. Highlights of the discussion include:

- Operations staff are actively developing an e-bike policy. They plan to consult with tenants in May or June.
- Some tenants support an e-bike ban while others rely on e-Bikes as a mobile device.
- Staff's goal is to present the policy to the TSC before the end of the year with a target is to finalize the policy in Q4.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC approved, and recommended that the Board of Directors approve, the 2025 Public TSC Work Plan provided as Attachment 1 to Report TSC:2025-01.

ITEM 8 DISSOLUTION OF CSAC

TSC:2025-02

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. Douglas, seconded by Mr. Charlebois and carried, the TSC unanimously approved the dissolution of the Community Safety Advisory Committee.

ITEM 9 TENANT INSURANCE

TSC:2025-03

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

Verbal deputations were received from Catherine Wilkinson and Miguel Avila-Velarde with respect to this item.

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

- Tenants are required to maintain content insurance according to their lease, but many tenants are not aware of this requirement.
- Staff are taking a balanced approach to content insurance requirements. They recognize that that some tenants cannot afford the cost of maintaining the content insurance.
- Staff reserve the right to take action against tenants who do not comply, but they exercise discretion. They factor in the prohibitive cost for some tenants when making decisions.
- Staff are considering actions with Toronto Employment and Social Services to educate their staff on how tenants might use housing allowances from Ontario Works ("OW") or Ontario Disability Support Program to pay for insurance.
- Staff are working to educate tenants on the value of maintaining both property and liability insurance as required by the lease.
- The organization is not proactively taking action to evict tenants who do not have insurance.
- The Residential Tenancies Act limits the ability to include insurance premiums as part of the rent, as it would count as a rent increase contrary to the rent control provisions.

Tenant Services Committee

Public Minutes

April 15, 2025

Page 6 of 16

- Staff have not actively recommended or endorsed any insurance providers to tenants.
- Staff consulted with the Tenant Community Action Table (“TCAT”) and Tenant Advisory Committee (“TAC”) about the tenant insurance offering from Housing Services Corporation.
- The standard rate for monthly premium is typically around \$12 to \$14.
- Staff are looking into ways to share more information with tenants through the website.

Action Item: Explore whether the Housing Stabilization Fund might be used to cover the cost of a deductible when a tenant submits a claim.

Motion carried **ON MOTION DULY MADE** by Ms. Ferreira, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2025-03, being the Tenant Insurance, for its information.

OFFICE OF THE COMMISSIONER OF HOUSING EQUITY (“OCHE”) BI-ANNUAL

ITEM 10 UPDATE – JULY TO DECEMBER 31 2024

TSC:2025-04

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

Ms. Martin, Ms. Chen and Ms. Gouveia were available to answer questions of TSC. Highlights of the discussion include:

- The average start date for these arrears is 2022, meaning the audit findings reflect old cases where TCHC had difficulty following the Arrears Collection Process (“ACP”).
- Staff hope the new arrears collection process launched in January will allow reporting on newer files to track improvement.
- Of 30 files sent back, OCHE coached TCHC on how to resolve them, and TCHC resolved 24 without returning to OCHE. Only six files required further work with OCHE.
- Staff are in the process of reviewing arrears accumulated during the COVID pandemic due to complexities with tenants who went unserved and then relied on social assistance.
- These tenants often have lower incomes, and staff are considering writing off those arrears due to the low likelihood of repayment.

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 7 of 16

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Ferreira and carried, the TSC received Report TSC:2025-04, being the Office of the Commissioner of Housing Equity ("OCHE") Bi-Annual Update – July to December 2024, for its information and forwarded it to the Board of Directors for its information.

	ECONOMIC OPPORTUNITIES FOR TCHC	
ITEM 11	TENANTS	TSC:2025-05

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

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

- The internship program has shown a permanent placement rate ranging from 25% to 40% depending on the year.
- The program has been successful in transitioning interns into full-time roles at TCHC.
- The team continues to explore employment outcomes following internships.
- Historically, TCHC lacked internal infrastructure to conduct longitudinal follow-up studies. The team is currently developing infrastructure to conduct such studies.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Ferreira and carried, the TSC received Report TSC:2025-05, being the Economic Opportunities for TCHC Tenants, for its information.

	TCHC'S Q4 2024 OPERATIONAL	
ITEM 12A	PERFORMANCE MEASURES	TSC:2025-06

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

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

Tenant Services Committee**Public Minutes**

April 15, 2025

Page 8 of 16

- In 2024, interventions related to tenant parking and tenant arrears produced a fairly positive result.
- Arrears saw a year-over-year reduction.
- Staff are catching up with Annual Reviews (“AR”) going into 2025.
- The next quarterly report will show a spike in arrears due to the timing of these reviews.
- The target for 2025 is to keep arrears flat.
- Some tenants are being moved to market rent tenancies for not submitting documentation during the AR process.
- Staff remain optimistic about tenants returning to Rent-Geared-to-Income (“RGI”) status once they submit documentation.
- Vulnerable tenants often struggle to obtain a Notice of Assessment (“NOA”).
- Staff are working with the Housing Secretariat and other parties to run tax clinics and help tenants obtain proper documentation and explore alternatives like getting income verification directly from OW without needing NOA.
- The NOA is typically the main barrier to maintaining RGI status.
- Many tenants do not file tax returns, which creates challenges in the AR process.
- Staff are working to complete overdue ARs from 2022-2024 to achieve compliance and offer support.
- Catching up on backlogged ARs may cause a spike in arrears in upcoming reports but it helps prevent tenants from accumulating multiple outstanding ARs.
- With respect to Pest Control, the slight increase in Q4 was mainly due to warmer seasonal weather, which leads to a rise in service demands.
- Warmer winter months have historically resulted in similar spikes.
- The Environment Health Unit plans to equally emphasize tenant and staff education on infestation prevention through site visits.
- Staff have completed targeted cleanups in 7,000 units across the top 20 buildings with highest infestation rates.
- The targeted clean-up approach will expand to the second tier of affected buildings in the next phase.
- There have been five e-bike related fires over the last two years – three last year and two so far this year.
- The 275 Bleeker fire caused full damage to the unit and forced evacuation of the entire floor.

Tenant Services Committee

Public Minutes

April 15, 2025

Page 9 of 16

- Staff have not identified any recent fires in underground garages.
- TCHC is in regular communication with Toronto Fire Services, who are working to introduce new restrictions and safety measures.
- False alarms have continued to increase over the past several years.
- Staff have used a targeted approach by deploying interdisciplinary teams to the top ten affected buildings to assess and address contributing factors.
- One building experienced around 60 false alarms per month which was reduced significantly through targeted intervention. Limited resources continue to be a challenge in implementing to scale across the portfolio.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-06, being the TCHC's Q4 2024 Operational Performance Measures, for its information.

TENANT ENGAGEMENT SYSTEM: ENGAGE ITEM 12B TOGETHER UPDATE

TSC:2025-07

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

Verbal deputations were received from Miguel Avila-Velarde and Ghassan Fayad with respect to this item.

A written deputation was received from Ghassan Fayad with respect to this item and was circulated to the TSC.

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

- CSU works closely with Toronto Police Service ("TPS") by sharing information at a higher level.
- CSU handles lower-level drug activity, which occurs frequently on TCHC properties.
- CSU often addresses illegal activities through the Trespass to Property Act to avoid involving criminal courts. This approach allows CSU to manage offenders without entering the criminal justice stream.
- The CSU investigative unit gathers information on units suspected of drug dealing or large-scale activity and shares this information with TPS to support higher-level enforcement.

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 10 of 16

- Tenant consultations follow a four-step system starting with tenant circles, which are local community groups that discuss building-specific issues.
- The second layer is the Tenant Council, which is currently being reinstated at the district or sub-regional level to address broader issues like maintenance and allow meetings with regional staff.
- The third layer is the TCAT, held twice a year and open to all tenants to discuss broad topics such as the E-Bike Policy.
- The fourth layer is the TAC, which functions independently from the other layers but receives feedback from tenant circles.
- Townhouses sometimes hold joint meetings with nearby buildings or in an acquired space. Where there is no space available, staff set up a tent in a common area to engage with tenants. In rare occasions, staff use local community agency.
- TCAT meetings usually host between 100 to 200 tenants, so organizers typically book larger venues that are accessible by transit like the YMCA or a banquet hall.
- City-wide elections are being reinstated so buildings can elect tenant representatives to sit on tenant councils.
- Meetings with Toronto Elections have started to draft guidelines and procedures with meaningful tenant input.
- Elections are projected to take place in early fall.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-07, being the Tenant Engagement System: Engage Together Update, for its information.

ITEM 12C TENANT COMPLAINTS UPDATE

TSC:2025-08

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-08, being the Tenant Complaints Update, for its information.

VIOLENCE REDUCTION PROGRAM Q4 2024

ITEM 12D UPDATE

TSC:2025-09

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.

Mr. Baird and Mr. Britton were available to answer questions of TSC. Highlights of the discussion include:

- The provincial government enacted the Community Safety and Policing Act in 2019, and it took five years to finalize the regulations.
- The Act came into effect on April 1, 2025, and included a requirement for all non-police agencies to be designated as Special Constable employers.
- TCHC and CSU submitted a lengthy application for this designation.
- A major problem in the submission was the outdated Memorandum of Understanding ("MOU") with TPS Board, which was written in 2000 and had not been updated in 24 years.
- TPS had delayed updating the MOU because they were waiting for the Act to come into effect to understand the final regulations.
- As of April 1st, TCHC began working with TPS to rewrite the MOU, which took significant time.
- With the Board's approval, TCHC delegated approval to the President and CEO, who signed the updated MOU along with TPS and the Board.
- About 35 to 38 Special Constables also lost their status because their five-year renewal was due, which requires TPS approval.
- They could not regain their status because TCHC had not yet been approved as a Special Constable employer.
- As of now, 51 to 55 Special Constables cannot be fully deployed, which has reduced the organization's ability to carry out directive controls.
- When Special Constables lose their status, they are placed on administrative duties. The organization created an alternative response unit to handle lower priority calls using the skills of these Special Constables.
- The paperwork for designation is currently with the Solicitor General, and TCHC has confirmed its status with calls made yesterday.
- Once the paperwork is returned, the TPS Special Constable Liaison will process it and submit the renewal to the TPS Board. When TPS Board approves it, staff can be sworn in.

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 12 of 16

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-09, being the Q4 2024 Violence Reduction Program Update, for its information.

RAPID REHOUSING PROGRAM COMMUNITY
ITEM 12E IMPACT ASSESSMENT UPDATE TSC:2025-10

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.

Mr. Tanner, Ms. Lenz, Mr. Rollins, and Ms. Gouveia were available to answer questions of TSC. Highlights of the discussion include:

- The current centralized waitlist for RGI housing includes approximately 103,000 households.
- TCHC and TSHC provide two-thirds of all available RGI housing units in the city.
- The average wait time for a unit is typically between eight to ten years, depending on whether a household has priority.
- The Rapid Rehousing Initiative (“RRHI”) program was adjusted in 2025 to improve its effectiveness.
- TCHC worked closely with the Housing Secretariat and Toronto Shelter and Support Services (“TSSS”) to amend the program.
- The number of RRHI tenancies was reduced to improve support and results.
- Additional staff were added to specifically support RRHI tenancies.
- TCHC diversified the buildings used for RRHI program to avoid concentrations of tenancies.
- The focus for 2025 is to transition individuals into successful tenancies with support from City partners.
- TCHC internally handles referrals for units ranging in size, mostly bachelor to two-bedroom units.
- TCHC is exploring options to support larger families through the program.
- Eligible individuals for the program must be in shelters or working with a street outreach provider.

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 13 of 16

- Applicants must also experience chronic homelessness, have an active application on the centralized waitlist, and have low support needs.
- The move to prioritize individuals with low support needs was a recent program enhancement.
- TCHC reduced the overall volume of RRHI and is exploring ways to redeploy excess support worker capacity.
- Many RRHI tenancies were historically placed in high-needs high-rise buildings due to high vacancies.
- During the COVID pandemic period, TCHC used those vacancies as an opportunity to house people where place-based services were available.
- Assessments revealed that concentrating tenancies in high-needs buildings may have a negative impact on those communities.
- High-needs communities experienced more vulnerabilities over the past two to three years, partly due to tenancy concentration and other community variables.
- The new model aims to connect individuals to different communities where residents may not share the same challenges.
- Case managers or street outreach workers assess individual's support level using the STARS Supports Assessment tool at the point of housing offer.
- The STARS tool evaluates support needs across areas like finance, education, health and safety.
- The Report contains an error on page 3 of the Report. It should read, "By this metric, 5% of rapid rehousing tenancies have been unsuccessful." The correction means that 95% of the tenancies are either continuing or transitioning which reflects positively on the program.
- TCHC's President and CEO, TSSS' General Manager and senior leaders at the Housing Secretariat will meet quarterly to provide oversight and steer the program's broad approach.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-10, being the Rapid Rehousing Program Community Impact Assessment Update, for its information.

**COMMUNITY SAFETY UNIT 2024 ANNUAL
REPORT TO TORONTO POLICE SERVICES**

ITEM 12F BOARD

TSC:2025-09

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

Verbal deputations were received from Miguel Avila-Velarde and Ghassan Fayad with respect to this item.

A written deputation was received from Ghassan Fayad with respect to this item and was circulated to the TSC.

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

- CSU and TCHC have considered CSAC's recommendation that while enforcement is a tool, it is not the main approach used for minor offences.
- CSU frontline staff use diversion tactics like Trespass to Property Act to address issues without entering offenders into the criminal stream.
- This Act allows staff to issue tickets or advise individuals that their behaviour violates property rules.
- CSU encourages staff to resolve safety concerns without involving criminal charges where necessary.
- Focus on non-criminal resolutions has been a major priority over the past years.

Mr. Charlebois left the meeting at 10:49 a.m.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-11, being the Community Safety Unit 2024 Annual Report to Toronto Police Services Board, for its information and forwarded it to the Board of Directors for its information.

ITEM 12G TENANT TRANSFER POLICY

TSC:2025-12

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

Verbal deputations were received from Catherine Wilkinson, Cathy Birch and Miguel Avila-Velarde with respect to this item.

Tenant Services Committee
Public Minutes
 April 15, 2025

Page 15 of 16

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

- TCHC is working with the Housing Secretariat to explore the possibility of holding a pool of units in the non-rentable category to ensure availability for transfers similar to how units are held for relocation purposes; Housing Secretariat consent would be required.
- TCHC has some experience with temporary relocations from Swansea Mews that can inform future decisions.
- TCHC has asked the Housing Secretariat whether tenants approved for priority transfers could access the centralized waiting list on a priority basis.
- Prioritizing applicants on the waiting list is a complex policy issue that the Housing Secretariat continues to address.
- Swapping units typically requires three units because one tenant must temporarily refurbish the unit for the new tenancy.
- In cases of over-housed or under-housed tenants, a vacant unit in the new building is ideal, but it is not always available.
- The Housing Secretariat governs split tenancy policies, and TCHC only acts as an administrator.
- In extreme cases, TCHC can request permission from the Housing Secretariat on a case-by-case basis, but this is not a formal process.

Motion carried **ON MOTION DULY MADE** by Ms. Ferreira, seconded by Ms. Douglas and carried, the TSC approved and recommended that the Board of Directors approve the Tenant Transfer Policy, provided as Attachment 1 to Report TSC:2025-12, being the Tenant Transfer Policy.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Farah and seconded by Ms. Ferreira. The TSC resolved to terminate the public meeting at 11:19 a.m.

Secretary

Chair, Tenant Services Committee