



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 4, 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: Marcel Charlebois (Acting Chair)
Debbie Douglas
Ubah Farah
Ziva Ferreira (9:11 a.m. – 10:51 a.m.)

TSC Directors Absent: John Campbell (Chair)

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
Yves Cheung, Chief Development Officer
Noah Slater, Vice President, Facilities Management
John Angkaw, Senior Director, Business Operations
Karim Kanji, Manager, Environmental Health
Lindsay Viets, Director, Operational Planning & Program Services

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Pablo Vivanco, Director, Tenant Engagement and Community Development
 Raj Atma, Director, Property Accounting
 Arsema Berhane, Acting Director, Programs and Partnerships
 Alex Yeaman, Manager, Violence Reduction Program, Programs and Partnerships
 Allan Britton, Acting Senior Director, Community Safety Unit ("CSU")
 Mona Bottoni, Acting Senior Manager, Corporate Services, CSU
 Sonia Chaabane, Acting Assistant Corporate Secretary
 Iman Haji-Jama, Committee Secretary

Guests Present: Kwame Addo, Ombudsman Toronto
 Reema Patel, Deputy Ombudsman (Housing)

A quorum being present, Mr. Charlebois, serving as Acting 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 and provided an overview of the reports on today's public agenda. Mr. Baird delivered the Land and African Ancestral Acknowledgements.

DEPUTATIONS

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

- Item 6 – Ombudsman Toronto: Presentation to Tenant Services Committee (*Miguel Avila-Velarde*)
- Item 7 – Tenant Funds Distribution Policy (*Catherine Wilkinson*)
- Item 9B – Tenant Feedback on Vendor Performance (*Catherine Wilkinson*)
- Item 9C – 2024 Annual Pest Management Report (*Emily Viggiano and Nicole Corrado*)

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- Item 9D – 2024 Annual Unit Inspections Report (*Cathy Birch*)
- Item 9E – Q1 2025 Violence Reduction Program Update (*Miguel Avila-Velarde*)
- Item 9F – 2024 Community Safety Unit Year-End Wrap Up (*Miguel Avila-Velarde and Ghassan Fayad*)

The following written deputations were presented:

- Item 9C – 2024 Annual Pest Management Report (*Nicole Corrado*)
- Item 9F – 2024 Community Safety Unit Year-End Wrap Up (*Ghassan Fayad*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC unanimously approved the Agenda for its Public Meeting of June 4, 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 TSC PUBLIC MEETING MINUTES OF APRIL 15, 2025

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

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of April 15, 2025 for its information.

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ITEM 6 OMBUDSMAN TORONTO – PRESENTATION TO THE TENANT SERVICES COMMITTEE TSC:2025-23

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

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

Kwame Addo, Ombudsman Toronto, introduced his team and provided the TSC with a presentation in relation to this matter, highlights of which include:

- Overview of Ombudsman Toronto's (the "Ombudsman") mandate and independent oversight over City of Toronto ("the City") divisions, agencies, corporations, including TCHC;
- Introduction to the three administrative fairness lenses known as the "fairness triangle": fair process, fair outcome and fair treatment;
- Creation of the Housing Unit and its oversight;
- Summary of the Ombudsman's four areas of casework:
 1. Complaints,
 2. Investigations,
 3. Toronto Concerns,
 4. Consultations; and
- TCHC complaint data trends from 2022-2024.

Mr. Addo, Ms. Patel, Ms. Gouveia and Mr. Meagher were available to answer questions of the TSC. Highlights of the discussion include:

- The Ombudsman oversight includes TCHC, Toronto Seniors Housing Corporation, and City divisions, Agencies, Boards and Corporations.
- Housing-related issues can arise across various City divisions, including unexpected areas like Revenue Services or Solid Waste Management Services.
- The Ombudsman does not oversee private landlords. However, City programs that affect private landlords, such as the RentSafeTO program under Municipal Licensing and Standards, may fall within their scope.
- Staff assess each complaint individually to determine jurisdiction, even if the issue initially seems outside of their mandate.

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- If they cannot assist directly, Ombudsman staff aim to provide a referral to an appropriate agency or individual.
- In the past, outreach materials related to the Ombudsman, such as flyers and pamphlets, were placed on TCHC community boards. The Ombudsman's office is open to collaborating with TCHC on outreach efforts, provided expectations are clearly communicated to avoid misdirected complaints.
- TCHC's 'Transparency' webpage includes links and information about the City's accountability offices.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC received Report TSC:2025-23, being the Ombudsman Toronto – Presentation to the Tenant Services Committee, for its information.

ITEM 7 TENANT FUNDS DISTRIBUTION POLICY TSC:2025-15

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, Mr. Vivanco and Ms. Atma provided the TSC with a presentation in relation to this matter, highlights of which include:

- This report responds to a request from the Board and the Committee for management to provide details on the financial controls supporting the approved Local Initiative Funding for Tenants ("LIFT") program.
- Tenants provided extensive and clear feedback emphasizing the need for more tenant control and decision-making within the LIFT program.
- Staff made a strong effort to respect tenant feedback while also ensuring appropriate financial controls were in place.
- Operations, Finance, Strategic Procurement, Internal Audit and Legal Services collaborated extensively to finalize the Tenant Funds Distribution Policy.
- As of 2025, there are two tenant funding programs that are contemplated in this policy. The third program to be added will be LIFT.

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- The first program is the Tenant Action Funds (“TAF”), which provides \$1,000 per project for tenant-led initiatives.
- TAF supports approximately 80 applications per region and has a total annual funding envelope of \$250,000. TAF is currently being phased out.
- The second program is the Community Action and Building Resilience (“CABR”) Centre Community Fund. The program has a total funding envelope of \$50,000 per year and it provides up to \$5,000 per application for initiatives that align with the Confronting Anti-Black Racism strategy.
- The third program is LIFT, which is closely tied to the Tenant Circles. The Tenant Fund Distribution Policy updates are predominantly to accommodate the inclusion of LIFT as a distinct funding stream.
- In addition, the policy update aims to include the values behind the program, namely responsiveness and tenant engagement.
- The LIFT program aligns with TCHC’s strategic objective to empower tenants to lead and shape community initiatives. It is based on an equitable distribution model that uses a per-bedroom amount as a formula to equitably allocate funding across TCHC communities, with these priorities being developed by the Tenant Circles.
- TCHC began forming Tenant Circles in April 2025. As of now, there have been 102 Tenant Circle meetings with 988 tenant participants. Approximately 100 communities have started identifying their LIFT funding priorities. Slightly more than one-third of TCHC communities have held meetings to date.
- The LIFT Procedure, as set out in Attachment 2 of this Report, includes:
 - Robust financial controls;
 - Outlined responsibilities;
 - Reconciliation processes;
 - Compliance and monitoring requirements; and
 - Standardization of forms and reports.
- Tenants and staff expressed a need to expand the vendor roster. Operations worked with Finance to address this and included solutions in the Procedure.
- Purchase cards have been implemented to expedite staff purchasing for tenant initiatives.

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- TCHC is collaborating with the City in exploring a trustee option to build on existing trusteeship programs run by the City.
- To ensure transparency, key performance indicators and evaluation measures, including tenant feedback for vendors, will be reported to the Board, TCHC leadership and tenants.
- TCHC is aiming to launch the LIFT program in July 2025.
- Virtual information sessions are being planned to provide further details to tenants.
- An intake tracking system is being developed with ITS and the aim is to have this system in place by the July launch.
- The LIFT Procedure will be revisited in early 2026 to assess progress of the program.
- The TAF program will be retired by Q4 2025. Based on current spending trends, TAF funds are expected to be fully used by the end of Q3 2025.

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

- Since the funds are distributed through Tenant Circles, TCHC relies on regional staff to support this work.
- Community Service Coordinators are responsible for convening Tenant Circles in each community.
- Starting in July, 18 Senior Program Leaders will begin supporting these efforts to help mobilize tenant participation and engage the communities directly. They will conduct lobby intercepts to discuss the full engagement model.
- The LIFT Procedure outlines a planned review to determine the amount of unspent funds available. Once identified, the plan is to the redeploy the unspent funds to communities that have already used up their allotted funds. The goal is to ensure that as many tenant initiatives are funded as possible.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Ferreira and carried, the TSC approved and recommended that the Board of Directors:

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1. Approve the updated Tenant Funds Distribution Policy, as set out in Attachment 1 to Report TSC:2025-15;
2. Authorize staff to proceed with the implementation of the Local Initiative Funding for Tenants program; and
3. Authorize the Chief Operating Officer, or their designate, to implement the foregoing recommendations and to take all other necessary actions to give effect to the above recommendations.

	ANNUAL REVIEW OF THE TENANT SERVICES COMMITTEE ("TSC") CHARTER	TSC:2025-16
ITEM 8		

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

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC approved and recommended that the Governance, Communications and Human Resources Committee:

1. Approve the TSC Charter included as Attachment 1 to Report TSC:2025-16;
2. Recommend that the Board of Directors approve the TSC Charter included as Attachment 1 to this Report; and
3. Authorize the General Counsel and Corporate Secretary, or their designate, to implement the foregoing recommendations and to give effect to the above recommendations.

	Q1 2025 OPERATIONAL PERFORMANCE	
ITEM 9A	MEASURES	TSC:2025-17

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 TSC had a question related to the reason for designating units as non-rentable due to legal proceedings.
- **Action Item:** Staff to provide the reason for designating units as non-rentable due to legal proceedings offline.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Ferreira and carried, the TSC received Report TSC:2025-17, being the Q1 2025 Operational Performance Measures, for its information.

	TENANT FEEDBACK ON VENDOR	
ITEM 9B	PERFORMANCE	TSC:2025-18

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.

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

- Maintenance safety emerged as one of the top concerns raised by both tenants and staff.
- The Tenant Feedback on Vendor Performance program provides a structured opportunity to evaluate vendor performance beyond anecdotal complaints.
- While individual complaints about unsatisfactory performance are expected, the program helps establish a baseline of overall satisfaction.

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- The program also helps identify problem areas, such as specific buildings or vendors, by giving TCHC clear data.
- Expanding the program to other regions will improve TCHC's ability to pinpoint where quality of work needs improvement.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Douglas and carried, the TSC received Report TSC:2025-18, being the Tenant Feedback on Vendor Performance report, for its information.

ITEM 9C ANNUAL PEST MANAGEMENT REPORT

TSC:2025-19

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

Verbal deputations were received from Emily Viggiano and Nicole Corrado with respect to this item.

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

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

- TCHC has a robust pest control program that includes rodent control.
- Vendors follow multiple steps before placing bait and glue boards in a tenant's unit.
- If tenants refuse certain methods of treatment, alternative treatments will be provided. TCHC is limited in the products it can use in units due to safety concerns.
- Maintenance issues are also addressed during pest control visits when possible.
- The pest control program includes both monthly and quarterly quality assurance checks on vendors' work.
- When tenants file complaints, the Environmental Health Unit team investigates and verifies the vendor's work.
- TCHC uses a hybrid model involving in-house pest control staff and external vendors.

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- If a tenant is dissatisfied with a vendor's work, in-house staff are deployed to resolve the issue collaboratively.

Motion carried **ON MOTION DULY MADE** by Ms. Ferreira, seconded by Ms. Douglas and carried, the TSC received Report TSC:2025-19, being the Annual Pest Management Report, for its information and forwarded it to the Board of Directors for its information.

ITEM 9D 2024 ANNUAL UNIT INSPECTIONS REPORT TSC:2025-20

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

A verbal deputation was received from Cathy Birch with respect to this item.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-20, being the 2024 Annual Unit Inspections Report, for its information and forwarded it to the Board of Directors for its information.

ITEM 9E Q1 2025 VIOLENCE REDUCTION PROGRAM UPDATE TSC:2025-21

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

- TCHC is continuing to work with the City of Toronto on the Community Safety Unit Review.
- An update on the timing of when the report will be presented to the TSC will be provided shortly.

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Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded Ms. Douglas and carried, the TSC received Report TSC:2025-21, being the Q1 2025 Violence Reduction Program Update, for its information.

	2024 COMMUNITY SAFETY UNIT YEAR-END	
ITEM 9F	WRAP UP	TSC:2025-22

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.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded Ms. Ferreira and carried, the TSC received Report TSC:2025-22, being the 2024 Community Safety Unit Year-End Wrap Up, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Douglas and seconded by Ms. Ferreira. The TSC resolved to terminate the public meeting at 10:51 a.m.

Secretary

Chair, Tenant Services Committee