



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 October 3, 2025 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:02 a.m.

TSC Directors Present: Mary Hogan (Chair)
Marcel Charlebois
Debbie Douglas (9:02 a.m. – 11:01 a.m.)
Ubah Farah
Dan McIntyre

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
Yves Cheung, Chief Development Officer
Noah Slater, Vice President, Facilities Management
Melanie Martin, Interim Commissioner of Housing Equity
John Angkaw, Senior Director, Business Operations

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Lindsay Viets, Director, Operational Planning & Program Services
 Arsema Berhane, Acting Director, Programs & Partnerships
 Allan Britton, Acting Senior Director, Community Safety Unit (“CSU”)
 Pablo Vivanco, Director, Tenant Engagement and Community Development
 Ceilidh Wilson, Assistant Corporate Secretary
 Iman Haji-Jama, Committee Secretary

A quorum being present, Ms. Hogan, 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 and expressed her appreciation for the opportunity to serve as the new Chair of TSC and to contribute to TCHC’s work. She noted the Land and African Ancestral Acknowledgements and provided an overview of the reports on today’s public agenda.

DEPUTATIONS

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

- Item 5 – Public Action Item List (*Miguel Avila-Velarde*)
- Item 7B – Electric Micromobility Device (“E-Device”) Policy (*Miguel Avila-Velarde and Cathy Birch*)
- Item 7C – Tenant Engagement System: Engage Together Update (*Miguel Avila-Velarde, Cathy Birch and Ghassan Fayad*)
- Item 7E – Q2 2025 Violence Reduction Program Update (*Miguel Avila-Velarde and Ghassan Fayad*)

The following written depositions were presented:

- Item 7C – Tenant Engagement System Engage Together Update (*Ghassan Fayad*)

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- Item 7E – Q2 2025 Violence Reduction Program Update (*Ghassan Fayad*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Farah and carried, the TSC unanimously approved the Agenda:

1. the Agenda for its Public meeting of October 3, 2025 and
2. all matters on the Agenda with the exception of:
 - Item 5 – Public Action Item List;
 - Item 6 – Office of the Commissioner of Housing Equity (“OCHE”) Bi-Annual Update – January to June 2025;
 - Item 7A – TCHC’s Q2 2025 Operational Performance Measures;
 - Item 7B – Electric Micromobility Device (“E-Device”) Policy;
 - Item 7C – Tenant Engagement System: Engage Together Update; and
 - Item 7E – Q2 2025 Violence Reduction Program Update.

ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the TSC to indicate any agenda item with 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 JUNE 4, 2025

The above-captioned minutes were circulated to TSC members prior to the meeting.

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Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, 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

The above-captioned Action Items List 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. Slater were available to answer questions of the TSC. Highlights of the discussion include:

- As TCHC prepares for the winter season, the organization must switch over from cooling to heating. The shoulder season can be challenging as the switch to heating can create a few uncomfortable weeks.
- There is a legislative requirement from the City of Toronto (the “City”) to switch over to heating by a certain date in October.

Action Item: Management to provide a fulsome report outlining TCHC’s current practices in relation to air conditioning in residential buildings, including details of how air conditioning is available to tenants (e.g. which buildings have central air conditioning and which do not).

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, 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 June 4, 2025 for its information.

ITEM 6 OFFICE OF THE COMMISSIONER OF HOUSING EQUITY (“OCHE”) BI- ANNUAL UPDATE – JANUARY 1 TO JUNE 30, 2025 TSC:2025-24

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

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

- The COVID-19 pandemic was identified as the initial trigger where tenants began accumulating large arrears.
- TCHC and the Office of the Commissioner of Housing Equity (“OCHE”) have been working together over the last two years to clean up these balances. The arrears cleanup process includes supporting tenants and moving them through the resolution process.
- The recent spike in arrears is attributed to TCHC’s cleanup of Loss of Eligibility (“LOE”) files. LOE status results in a tenant losing their rent-geared-to-income (“RGI”) subsidy, which can result in a large arrears balance when they are charged market rent.
- OCHE is actively working with TCHC to support tenants affected by LOE-related arrears and reviewing a previous large-balance pilot to determine whether OCHE can create incentives or write-off programs to support successful tenancies.
- The arrears collection process uses a progressive engagement model that utilizes text message communication, letters, and door knocks to engage with households.
- Large arrears balances tend to accumulate in cases that proceed through the OCHE process. Certain tenant households do not engage with TCHC staff, which can result in arrears accumulating rapidly.
- A major contributing factor to the growth in arrears in 2025 has been LOE files and the spike in arrears related to unprocessed paperwork.
- The Toronto Rent Bank and the Housing Stabilization Fund are leveraged as an approach to get tenants into a repayment plan and reduce high dollar value arrears.
- With market rent tenancies, arrears tend to be due to changes in tenant circumstances or through the LOE process.
- Strategic capacity gaps have been identified within Tenancy Management supervisory staff. In response, TCHC is implementing training beginning in Q4 2025, which will focus heavily on case files and include hands-on work with experts from Finance, OCHE and the City to ensure staff are equipped to review complex files appropriately.
- OCHE’s checklist is currently used to assess files and may be expanded with other tools to assist supervisors and managers.

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- Exceptional circumstances are defined as unforeseen events that differ from previous interactions with the tenant. The most common reason for approving exceptional circumstances is a change in income, such as job loss or transition to Ontario Works. Other reasons include unexpected events like a death in the family that may result in income loss.
- The Early Resolution Officer makes a recommendation for exceptional circumstances, which is then reviewed by the Commissioner of Housing Equity before approval.
- Repayment agreements are monitored by frontline staff, not the OCHE. Upon detecting a breach, frontline staff must contact the tenant within the first month to help them address their arrears. Tenants are given until the end of the month during the first breach to resolve the issue
- TCHC and OCHE are exploring criteria that would allow frontline staff to determine exceptional circumstances without requiring a second referral to the OCHE, however certain cases may still require OCHE review.
- OCHE has recommended that longer repayment agreements be reviewed annually as part of the Annual Rent Review process.
- The target to implement an Annual Review of long-term repayment agreements is in 2026.
- TCHC is working with the Housing Secretariat to explore a retroactive reprieve for LOE cases linked to Ontario Works and Ontario Disability Support Program files. Conversations are underway with Toronto Employment and Social Services to support the process. The next biannual OCHE report will report on progress on this initiative.
- Tenants are eligible for up to \$5,000 in arrears support, or the actual arrears amount if less than \$5,000, through the Toronto Rent Bank. OCHE offers the option to every eligible tenant who comes through their office and supports them through the application process. Eligibility is assessed for each individual case. Tenants may be ineligible due to high income or having alternative income supports available to them.
- TCHC is exploring an arrears-waiving strategy that will be presented to the BIFAC before the end of the year. The report will subsequently go to the Board of Directors for review.

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Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Douglas and carried, the TSC received Report TSC:2025-24, being the Office of the Commissioner of Housing Equity (“OCHE”) Bi-Annual Update – January 1 to June 30, 2025, for its information and forwarded it to the Board of Directors for information.

	TCHC’S Q2 2025 OPERATIONAL	
ITEM 7A	PERFORMANCE MEASURES	TSC:2025-25

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

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

Vacancy Management

- Vacancies remain low at 1.59% in Q2 2025.

Arrears Management

- Arrears increased by approximately \$600,000 over Q2. Analysis indicates that the major driver is tenants who lost rent-geared-to-income (“RGI”) eligibility and tenants who failed to complete their Annual Rent Reviews.
- Market rent arrears often result from tenants who do not submit their Annual Rent Review, resulting in a Loss of Eligibility (“LOE”). These arrears are often reversible, but require tenants to submit the appropriate documentation.
- There was a \$200,000 increase in RGI arrears in Q2, including both rent and parking. This increase is being closely monitored and TCHC is exploring several options to bring arrears back to 2024 levels.
- TCHC initiated the expansion of the Woodgreen partnership as a focused strategy to target files in arrears due to LOE. The partnership began as a pilot project several years ago in one part of the portfolio. As of early September, access to Woodgreen services has been extended to the entire portfolio and all Community Service Coordinators are actively referring LOE cases.

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- The current strategy aims to clear the backlog of LOE cases before shifting to proactive referrals that prevent loss of eligibility.
- The program has capacity for up to 1,000 files per year under the current funding from the City and represents strong collaboration between TCHC, the City, and Woodgreen. If the initiative is successful, further expansion will be considered based on Woodgreen's capacity and continued City funding.

Client Care Centre

- The Client Care Centre ("Call Centre") experienced challenges maintaining its service levels in Q2, primarily due to an increase in call volumes and staff vacancies due to internal promotions and leaves of absence.
- Average response time increased from one minute and 44 seconds to two minutes. The longer response time resulted in a 20% increase in abandoned calls. Service levels dropped from 67% to 63%.
- Management is developing a staffing plan to address the vacancies and better support the Call Centre. Since the end of Q2 2025, the Call Centre has filled eight of the nine staff vacancies.

Fire Safety

- TCHC has a small but dedicated team working on fire life safety, focused primarily on compliance management. Fire life safety is an ongoing concern, and proactive education is provided to tenants in collaboration with Toronto Fire Services ("TFS").
- Lobby intercepts are conducted in buildings with the highest fire incidents and/or frequent fire alarm activations.
- Arson cases across the portfolio are complex with varying causes including malicious activity. A joint effort between the Fire Life Safety team, Community Safety Unit ("CSU"), and Toronto Police Service ("TPS"), and the Fire Marshall's Office supports investigations and response to arson incidents. TPS may lay charges, where appropriate, and CSU provides video evidence when available.
- Each arson case is investigated individually. Preventative measures such as installing cameras and improving lighting have been implemented to deter future incidents.
- Arson activities are initiated by both tenants and non-tenants.

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Pest Control

- Ongoing construction activity in the downtown core during Q2 and Q3 2025 has contributed an increase in pest-related issues.
- TCHC is using a data-driven, building-specific model to guide pest treatment strategies.
- Pest treatments are being deployed proactively to address concerns in the most challenged buildings.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2025-24, being TCHC's Q2 2025 Operational Performance Measures report, for its information.

ITEM 7B	ELECTRIC MICROMOBILITY DEVICE ("E-DEVICE") POLICY	TSC:2025-29
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The above-captioned report was circulated to TSC members prior to the meeting.

Verbal deputations were received from Cathy Birch and Miguel Avila-Velarde 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. Angkaw and Ms. Gouveia provided the TSC with a presentation in relation to this matter, highlights of which include:

- Background on the policy, including research and consultation, stakeholder engagement, and policy development;
- Feedback and lessons learned;
- E-Device: Key highlights;
- E-Device Policy: What is allowed and not allowed;
- E-Device policy: Communication plan; and
- Next steps.

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

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- There have been eight fires involving e-bikes with faulty batteries across the TCHC portfolio, which caused significant damage to property.
- The Committee congratulated the team on the development of and due diligence in creating this policy.
- Tenants provided feedback that buildings with higher e-bike usage need designated parking spaces. Currently, there are no designated parking spaces for e-bikes on TCHC properties.
- Exploring the possibility of establishing designated e-bike parking spaces is considered phase two of the work of implementing the E-Device Policy. Once the policy is live, Operations staff will work with the City and internal stakeholders to scope out parking solutions.
- Fire Life Safety staff will need to coordinate with site staff in relation to identifying and monitoring the use of appropriate e-device batteries. Management will establish training to support staff in this work.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC:

1. Approved the Electric Micromobility Device (“E-Device”) Policy in the form set out in Attachment 1 to Report TSC:2025-29;
2. Forwarded this report and its Attachments to the Board of Directors and recommend that the Board of Directors:
 - a. approve the Electronic Micromobility Device (“E-Device”) Policy; and
 - b. forward the approved Electronic Micromobility Device (“E-Device”) Policy to the Toronto Seniors Housing Corporation (“TSHC”) Board to adopt the TCHC’s Policy or a similar policy that is consistent with the TCHC’s Policy.

	TENANT	ENGAGEMENT	SYSTEM:
ITEM 7C	ENGAGE TOGETHER	UPDATE	TSC:2025-26

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

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

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

- The Board of Directors (“the Board”) approved a new tenant engagement model at its meeting on December 12, 2024.
- The Engage Together model reflects a two-year review process with collaboration between staff and tenants to create a more responsive and participatory system.
- Since the April TSC meeting, staff have worked with tenants to implement the new engagement model.
- Over 52% of communities held at least one tenant circle meeting by the end of Q2 2025 to define local priorities.
- Tenant circles serve as the access point for Local Initiative Funding for Tenants (“LIFT”), which rolled out in July following the Board’s approval of a new Tenant Funds Distribution Policy and LIFT procedure.
- More than 260 initiatives have been approved for Tenant Action Funds since the beginning of 2025. This fund will be rolled into LIFT at the beginning of 2026.
- Every region held Tenant Community Action Tables (“TCAT”), a forum open to all tenants in the region. Over 300 tenants engaged with Mayor Olivia Chow through TCAT to discuss community issues.
- The next round of TCAT meetings is scheduled for November.
- More than 400 tenants responded to the call for applications for the city-wide Tenant Advisory Committee (“TAC”) and Youth Tenant Advisory Committee (“YTAC”). TAC and YTAC held their first meetings in September.
- Tenant Council elections opened on August 5, 2025 with voting taking place on October 14, 15 and 16, 2025.
- Tenant Councils will begin meeting in November in each district.
- Outreach and communication are taken seriously in the tenant engagement process. Door-to-door information, household mail-outs, building posters, emails and direct tenant communications have been used to inform tenants about the engagement system and election process.

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- Front-line staff have been informed that involvement or interference in electoral processes is inappropriate. Any violation is investigated and taken seriously.
- Positive feedback has been received regarding front-line staff support for election candidates.
- There are opportunities for more grassroots engagement, including through tenant circles, which are advertised for local participation and supported by local staff, and local Community Action Tables, both of which take place outside of the formal engagement system.
- The decision was made to move back to a more formal engagement system as the previous model was more open for self-organization and tenants experienced challenges in feeling heard. The formalized approach allows tenants to bring forward their concerns as well as for staff and management to share information with tenant communities.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2025-26, being the Tenant Engagement System: Engage Together Update, for its information.

	IMPLEMENTATION OF THE YOUTH	
ITEM 7D	TENANT ADVISORY COMMITTEE	TSC:2025-30

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

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Farah and carried, the TSC received Report TSC:2025-30, being the Implementation of the Youth Tenant Advisory Committee, for its information and forwarded it, through the Board of Directors, to the City of Toronto Economic and Community Development Committee.

	Q2 2025 VIOLENCE REDUCTION	
ITEM 7E	PROGRAM UPDATE	TSC:2025-26

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

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

- This report provides an update on the work of the Community Safety Unit (“CSU”) and the Programs & Partnerships team to support community safety through the Violence Reduction Program (“VRP”) framework.
- The VRP started approximately four years ago to focus on high-needs communities. The current focus is on developing responsive approaches tailored to high-needs communities.
- Feedback from tenants and Committee members indicated the VRP was too narrow to address broader systemic issues. The program is being transitioned into core business operations and a new community safety strategy is being developed.
- An upcoming report will conclude the VRP and reflect on its merits, challenges, and rationale for transition. This final report will be presented at the first TSC meeting in 2026.
- Frontline staff are recognized for their daily efforts, though it is acknowledged that not all tenant concerns can be fully resolved.
- Allegations of corruption or problematic practices are taken seriously, investigated thoroughly and addressed directly with staff and tenants.
- The upcoming community safety strategy is in development and will emphasize flexibility and responsiveness to community needs. It will be presented at the Board of Directors’ October 17, 2025 meeting.
- A community engagement process with tenants will take place with five open sessions planned. Staff feedback is also currently being sought to inform the strategy.
- The new approach will assess the overall impact in supporting tenants across all communities and will move beyond the scope of the VRP, which focuses on specific communities.

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Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Douglas and carried, the TSC received Report TSC:2025-27, being the Q2 2025 Violence Reduction Program Update, for its information.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Farah and seconded by Mr. McIntyre. The TSC resolved to terminate the public meeting at 11:04 a.m.

Secretary

Chair, Tenant Services Committee