



# TCHC Tenant Advisory Committee (TAC)

Tuesday, November 18, 2025

6 to 8 p.m.

Toronto City Hall, Committee Room 4, 100 Queen Street West

## Meeting Minutes

Organization	Participants
TAC members	<p><b>Present online:</b> Nasra Ahmed, Jorry Cross, Doug Maybank, Peggy L Ernest, Debbie Menezes, Karlene Nation, Charmaine Roye, Beisa El-Tawashy, Petra Jeffers.</p> <p><b>Present in-person:</b> Robert Bezanson, Tabitha David, Ghassan Fayad, Ines Garcia, Nasser Noashad, Shazzaneiy Mohamed</p> <p><b>Not present:</b> Samuelli Kisitu</p> <p><b>Regrets:</b> Virginia Alexander</p>
Non-Voting members	<p><b>Not present:</b></p> <p>Marcel Charlebois, Tenant Director</p> <p>Ubah Farah, Tenant Director</p> <p>Ziva Ferreira, Tenant Director</p>
TCHC staff	<p><b>Present in-person:</b></p> <p>Sean Baird, Chief Executive Officer (CEO), (Co-Chair)</p> <p>Christine Aina, Manager, Engagement Refresh (Acting)</p> <p>Alejandra Marulanda, Tenant Participation Coordinator, Tenant Engagement</p> <p>Pablo Vivanco, Director, Tenant Engagement and Community Development</p> <p>Megan Nicholson, Director, Strategic Planning and Stakeholder Relations</p> <p>Kate Serjeant, Manager, Strategic Planning and Stakeholder Relations</p> <p>Yemi Ifegbuyi, Business Planner, Strategic Planning and Stakeholder Relations</p> <p>Barbara Shulman, Chief Corporate Services Officer</p> <p><b>Not Present:</b> Nadia Gouveia, Chief Operating Officer</p> <p>Janelle Estwick, Executive Advisor to the Chief Operating Officer</p> <p>Joseph Greer, Manager, Community Safety and Support (West region)</p>

	Junior Taylor, Manager, Community Safety and Support (Central region) Gail Johnson, Manager, Community Safety & Support (East region)
City of Toronto Staff	<b>Present In-Person:</b> Emily Gaus, Manager (Acting), City Housing Corporations Relationship Unit Earl Phillips, Programs Coordinator, City Housing Corporations Relationship Unit <b>Not present:</b> Jag Sharma, Deputy City Manager (Co-Chair) Anna Nguyen, Housing Consultant, City Housing Corporations Relationship Unit Zanib Habib, Programs Coordinator, City Housing Corporations Relationship Unit

### **Welcome, Introductions, Land, and African Ancestral Acknowledgments**

- TCHC's CEO Sean Baird started the meeting by reading the Land Acknowledgement and African Ancestral Acknowledgment.
- Pablo Vivanco introduced TCHC staff followed by Emily Gaus who introduced the City of Toronto staff.
- Sean welcomed TAC Members to introduce themselves.

### **Review of the TCHC Tenant Advisory Committee's Agenda, Minutes, and Action Items:**

- Motion to approve the October 21 and amended July and September meeting minutes.
- TAC member requested to add an action item.
- City staff requested for action items to be discussed at the end of the meeting.

### **2025-2029 TCHC Strategic Plan Presentation: Foundations for the Future:**

- **TAC Member:** How will the strategic plan impact and support TCHC youth and how will you measure success around community safety?
- **TCHC Staff:** We will be posting community safety information on our website and through the Board at their next meeting. In addition, we do collect and track data from tenants who provide feedback on their experiences in their communities. We direct them to supports and follow up on how these resources are supporting the community. This is what's coming at the next Board meeting.
- **TAC Member:** I would hope so, since tenants have major safety concerns. We don't want enforcement but want safety measures in place to support tenants and communities.

- **TAC Member:** Communication from TCHC is horrible and this is a major barrier when it comes to safety and access to support. In addition, I don't mean to be racist, but what about other marginalized groups such as Latinos? I feel that TCHC only supports the Black community. Can we create opportunities that focuses on other marginalized groups?
- **TCHC Staff:** We acknowledge the reality of Black people/tenants and that they face systemic racism. Programs that support Black tenants aren't meant to take away opportunities from non-Black tenants.
- **TAC Member:** As a person from the Latin community, we have our own struggles and there is a large Latin community in my neighbourhood that needs support too. We should all be equal. TCHC needs to pay attention to what's going on and not only research and collect data on specific groups. Has TCHC collected data and research on Latinos?
- **TAC Member:** We serve a diverse group of people, and we don't want to elevate one group over another. We must acknowledge other groups too. I say this as a Black person myself that TCHC shouldn't be swayed into believing every claim of anti-Black racism. You can't just yell that out or claim it with nothing behind it, as there must be intention when talking about it. Back to safety, in my community our security guard hours have been cut. When we call and report non-tenants coming into the building, there's no support or there's not enough CSU officers to come out into the community. Safety is a shared responsibility between TCHC and tenants.
- **TCHC Staff:** You spoke to community safety, and there are elements of this in the Strategic Plan. I don't want to argue but there haven't been any cutbacks in safety. The budget has increased for safety every year, however, sometimes we move resources around so that's why it might look like we are cutting back.
- **TAC Member:** I'm concerned about how you will implement this. Safety is an urgent priority. There's an ODSP office in our building bringing non-tenants into our buildings, and it's not good.
- **TAC Member:** Is there consideration between the regions what their priorities are?
- **TCHC Staff:** The five priorities listed in the presentation are the main priorities throughout all regions, however we do recognize there's distinction between the regions. One thing that was noticed was there are more supports available in the Central area, versus the suburbs. We need to pick out communities that are struggling, to develop unique strategies for those specific areas. Are there the correct supports in place to support their needs? This is about taking a systemic approach to meet those needs.
- **TAC Member:** Was there a mapping process to understand what safety looks like for tenants and was it participatory to understand tenants' lived experiences?
- **TCHC Staff:** We had an extensive process to understand tenants' experiences. Consultants, the City, and us all worked together to collect this data to better understand them.

- **TAC Member:** To strengthen partnerships that deliver supports like career development, I've seen programs focused on youth. How do you define what those social supports are and what's needed amongst TCHC tenants?
- **TCHC Staff:** Everything you mentioned is exactly what we are looking at. We are looking into each region and what supports they have and don't have. For example, historically the Central region has more access to supports than other regions. In addition, the priorities are roughly in order, which is why safety is first as it's a major concern amongst tenants and we are aware of this.
- **TAC Member:** There should be a role for tenants when it comes to safety initiatives such as a neighbourhood watch. This way, all tenants can participate and work together to tackle safety issues in their communities. We should focus on career development and food security. Bring on external partners that can deal with the issues tenants are facing. There is a relationship between career development and security.
- **TAC Member:** There needs to be clarity around who does what. When I call CSU regarding a safety issue, I've been told that it's outside of their scope of work or they don't have enough constables to deploy.
- **TCHC Staff:** I will connect with you offline about CSU. To your point about partnerships, we believe in preventative measures rather than enforcement. Putting services and supports in place to create a safer environment is the goal rather than just treating the aftermath of safety concerns.
- **TAC Member:** The plan looks good, but I don't see any details on the budget or when it'll start.
- **TCHC Staff:** In our presentation there is a slide that touches on budget and timeline, which we will get to shortly. However, the budget is dependent on how much funding we will receive from the City, so the estimates are not confirmed yet.
- **TAC member:** I went to a safety meeting recently where we were asked "what can tenants do to support tenants struggling with mental health?" We were alarmed by this question because how are we supposed to help? Tenants shouldn't risk their own safety to support another tenant, especially if we don't know what they are struggling with, as that's not our job. The system in place for mental health isn't supportive either. I saw a poster for a program in my building that said, "Black families only" and included arts and crafts. This isn't welcoming. The program was from a partner organization being done in a TCHC building. I'm tired of hearing about "Black". We are all the same blood. TCHC needs to stop focusing on Blacks and get rid of the word Black because we are dividing people. We always talk about Black people but what about the Jewish people? In my community they are being terrorized, and we don't have programs or supports to help or assist them.
- **TCHC Staff:** The organization has committed to Confronting Anti-black Racism, and it will remain a focus. We are seeing greater needs and vulnerabilities

among tenants moving into TCHC. The strategy does not ask tenants to be involved directly and will bring additional supports.

- **TAC Member:** I want to go back to safety and security. From my personal experience with CSU, they are very underfunded and don't have enough when it comes to addressing safety issues. Often CSU say they can't send officers because they are understaffed, so we should increase funding. I went to a business development meeting in my community and the whole program was for the Black community. When we asked if there was any way we could participate, we were basically told no. I felt left out, and it was not inclusive. We should come together and unite and not divide each other by including all people. In my community there is Islamophobia that's been happening since 2023. There's a 1,600 increase in hate crimes, and a neighbour of mine was a victim. How can we wisely allocate the assets? For affordable housing, how will TCHC support the influx of immigrants coming? I want to know how many new buildings are being developed and the data behind increasing affordable housing and more units.
- **TCHC Staff:** There's about 10,000 units in the pipeline, but we need additional funding to complete these projects. Historically, we would do that with a land sale, and in exchange, they would build units. Our current plan is to attract additional federal funds to help build these projects.
- **TAC Member:** We should increase funding. There's a lot of tenants taking advantage of TCHC, by having washing machines in their units which wastes water. We have programs in community but not many people participating. We should get community animators to support.
- **TAC Member:** How is TCHC clarifying their roles when it comes to tenant support and services. There's confusion on who's responsible for what and who tenants should go to for support. For example, it's not clear who to go to when footage needs to be obtained for a safety issue. There should be a system in place where you report issues, and a reference number is provided to hold TCHC accountable. How do we streamline the complaint or maintenance process?
- **TCHC Staff:** I agree we need to do a better job clarifying who does what between Toronto Police Services (TPS) and CSU. For logs of security reports, I agree with that too. For maintenance, TCHC is starting on this follow up. We have launched a pilot to investigate, which includes follow up calls with tenants to confirm the task completion and satisfaction of tenants. Tenant satisfaction for this pilot was approximately 85 per cent.
- **TAC Member:** I think you should bring back the safety audit to train tenants. A lot of tenants are entrepreneurs, but TCHC doesn't support them or connect them to opportunities to grow. In our community the fire alarm kept going off. I called 911 and TCHC staff came and disabled it. TCHC should inform the supervisor when something like this happens. When it comes to under-housed and over-housed, some of the residents don't want to move from their units. Some residents move without compassion or support. Many tenants have language barriers. I do try to

support them, but TCHC should be the ones supporting. There's been seven deaths in our community and there needs to be support for communities when this happens. Tenants need support with technology and TCHC needs to be aware that not all tenants are tech savvy. The well-being of TCHC tenants during interactions with staff should also be addressed.

- **TCHC Staff:** I'd like to talk to you about the fire alarm issue offline. We just hired a new director of Community Safety and that's a great example of what was done in the past that we could bring back.
- **TAC Member:** We used to have garbage charge back which worked well. Why did TCHC get rid of this? When vendors came into the units, they used to have a vendor ID tag, but now they don't anymore. Why are some vendors working in units past 5 p.m.? The washing machines are breaking down, and people aren't getting their money back when the machine do not work. Tenants aren't happy with vendors which leads tenants to put their own machines into their units. What is the plan for tenants who rely on elevators when they are out of service? A tenant slept in the lobby for two nights due to elevator outages. What compensation does TCHC provide in such cases—hotel accommodation, food? We need clear communication on TCHC's actions for issues like this, and this information should be made public.
- **TCHC Staff:** There are protocols in place for these situations. I do want to investigate the situation you mentioned about the person sleeping in the lobby, and we can take that offline.
- **TAC Member:** How can you improve communication and share TCHC's emergency plan for situations like this?
- **TCHC Staff:** We will investigate this further offline.
- **TAC Member:** I agree when it comes to communication, that tenants are still in the dark about who to go to when they need support. It's nice that we're talking about the Strategic Plan, it's ambitious, but what are the actions being taken to address these issues? In my 20 years being a TCHC tenant, we have had new systems and procedures being implemented with no real change.
- **TAC Member:** The cleanliness in buildings is concerning. In my building its clean before 4 p.m., but messy by 6 p.m. People prop the door open so anyone can come into the building. When we report it to staff, they say it's not their responsibility. The staff aren't doing their job. Because I'm a tenant representative, people get upset at me for these issues. Environmental conservation is another building concern as well.
- **TAC Member:** I haven't heard anything around the Tenant Code of Conduct within the Strategic Plan. For new tenants, I hope they get a list of dos and don'ts, because we need to put some of the onus onto the tenants. People are in a two-bedroom with their whole families, they're asking for a transfer, and are told to put their names on the waitlist. It's an invisible list. There's no standard place where you can see all the units that are coming on stream and becoming available. TCHC is doing a good job as we are getting 250 security cameras in

our community. I want more information on this vendor program because tenants are asking me about it.

- **TAC Member:** For the safety indicators, are we looking at them long term? How do building conditions correlate with safety? Goals are to increase affordable housing supply, but it's also important to consider what hasn't worked and why. There should be communication available about what is being done differently now to address housing.
- **City Staff:** The Housing Secretariat is working on this. We encourage folks to look at the City's Housing TO's housing report that gives you a snapshot of the progress in affordable housing.
- **TAC Member:** My main concern with the Strategic Plan is it frames all TCHC tenants as one. We all have different needs and have cultural differences. You can't generalize all TCHC tenants as it makes already vulnerable communities even more so. The government needs to find ways to house people who've been on the street in a way that supports them. TCHC is always used to house them and it's not fair to current TCHC tenants. We need external supports to support TCHC with current and incoming tenants.
- **TAC Member:** Every community is having the same issues, and the issues are historic. It's frustrating hearing the same thing being said that we've heard 20 years ago. I just want to know what the change is and when will it be implemented. I do acknowledge the changes TCHC has made with cameras but putting more cameras doesn't fix the safety issue if nothing is being done with the footage obtained.
- **TCHC Staff:** Closed the meeting and thanked everyone for their time.

### **Wrap-up and Action Items**

- TAC Member requested creating a space for TAC members to raise issues they want to bring to TAC (Between TAC Member and TES director).