



## 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 November 21, 2025 via Webex and in-person at City Hall, Committee Room 2, 100 Queen Street West, commencing at 9:47 a.m.

**TSC Directors Present:** Mary Hogan (Chair)  
Marcel Charlebois  
Debbie Douglas  
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

Lindsay Viets, Director, Operational Planning & Program Services  
Arsema Berhane, Acting Director, Programs & Partnerships  
Vidal Chavannes, Senior Director, Community Safety Unit (“CSU”)  
Allan Britton, Acting Senior Director, CSU  
Pablo Vivanco, Director, Tenant Engagement and Community Development  
Peter Zimmerman, Senior Director, Development  
William Mendes, Director, Program Delivery, Development  
Tiffany Lambert, Manager, Revitalization and Renewal Communities, Development  
Ceilidh Wilson, Assistant Corporate Secretary  
Iman Haji-Jama, Committee Secretary

**Guests Present:** Chief Gordon Chabot, Acting Division Chief, Toronto Fire Services

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**

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The Chair welcomed everyone to the meeting, noted the Land and African Ancestral Acknowledgements, and provided an overview of the reports on today’s public agenda.

## **DEPUTATIONS**

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

- Item 7A – TCHC’s Q3 2025 Operational Performance Measures (*Souzan Danaii and Oyiza Danaii*)
- Item 7D – Seasonal Decorations and Fire Life Safety (*Souzan Danaii*)

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- Item 8 – Regent Park Phases 4 and 5: Community Benefits Vote (*Walied Khogali Ali*)

The following verbal deputations were presented:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Miguel Avila-Velarde*)
- Item 7A – TCHC’s Q3 2025 Operational Performance Measures (*Souzan Danaii and Oyiza Dinaii*)
- Item 7B – Tenant Engagement System: Engage Together Update (*Catherine Wilkinson and Miguel Avila-Velarde*)
- Item 7C – Community Safety Unit 2024 Annual Report to Toronto Police Services Board – Supplemental Report (*Miguel Avila-Velarde*)
- Item 7D – Seasonal Decorations and Fire Life Safety (*Catherine Wilkinson and Cathy Birch*)
- Item 8 – Regent Park Phases 4 and 5: Community Benefits Vote (*Walied Khogali Ali*)

**ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA**

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

1. the Agenda for its Public meeting of November 21, 2025; and
2. all matters on the Agenda with the exception of:
  - Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update;
  - Item 7A – TCHC’s Q3 2025 Operational Performance Measures;
  - Item 7B – Tenant Engagement System: Engage Together Update;
  - Item 7C – Community Safety Unit 2024 Annual Report to Toronto Police Services Board – Supplemental Report;

- Item 7D – Seasonal Decorations and Fire Life Safety; and
- Item 8 – Regent Park Phases 4 and 5: Community Benefits Vote.

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**ITEM 3 CHAIR’S POLL RE: CONFLICT OF INTEREST**

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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.**

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**ITEM 4 CONFIRMATION OF TSC PUBLIC MEETING MINUTES OF OCTOBER 3, 2025**

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

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

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

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A verbal deputation from Miguel Avila-Velarde was received in relation to this matter.

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

**Action Item 5 (Electric Micromobility Device (“E-Device”) Policy)**

- Operations (“OPS”) explored opportunities with Facilities Management (“FM”) to look at funding through the grounds programs to identify pilot sites for E-Device storage solutions in 2026 and determine the level of budget and storage required. OPS will work with FM to determine solutions that best serve tenants based on space available at each site.

- Findings through the pilot will shape a more robust request in the 2027 capital budget.

**Action Item 6 (Provincial Bill 60)**

- TSC members support the City of Toronto's (the "City") position on Bill 60, the *Fighting Delays, Building Faster Act, 2025* and voiced their opposition to measures that make evictions easier, which will create downward pressure on nonprofit and social housing.
- TSC members felt that there should have been broader consultation with a variety of stakeholders such as TCHC's Board of Directors (the "Board"), tenants, legal clinics, and community organizations.
- Any motion to express the Board's position on Bill 60 should come from the Board.
- TSC can bring a motion to recommend that the Board adopt a position on Bill 60, however timing may be an issue as the Board does not meet until December 11, 2025.
- Bill 60 contains provisions that affect all tenants, but there is no clear evidence it disproportionately affects TCHC tenants. TCHC tenants may face more frequent attendance at the Landlord and Tenant Board, which could create a disproportionate impact. However, currently there is not enough information to confirm that impact.
- Director McIntyre proposed a motion requesting the Board formally express its opposition to Bill 60 and its concern with the provincial government's lack of consultation in the development of the Bill.

*Motion carried*     **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Douglas and carried, the TSC requested that the Board of Directors express its opposition, on behalf of TCHC, to the measures implemented by the Province of Ontario through Bill 60 and to communicate its concerns regarding the Province's lack of consultation in the development of the Bill, consistent with City Council's decision at its meeting of November 12 to 13, 2025.

**ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, TSC received the updates provided as

Business Arising from the Public Meeting Minutes and Action Items Update as of October 3, 2025 for its information.

**OFFICE OF THE COMMISSIONER OF  
HOUSING EQUITY'S ("OCHE") 2026  
ITEM 6 WORK PLAN TSC:2025-36**

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

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

1. Approved Goals 1 to 4, as described in the Office of the Commissioner of Housing Equity's 2026 Work Plan as set out in Attachment 1 to report TSC:2025-36 and forwarded it to the Board of Directors for approval; and
2. Received for its information Goal 5, as described in the OCHE 2026 Work Plan, related to the OCHE's role in serving the Toronto Seniors Housing Corporation, and forwarded it to the Board of Directors for its information.

**TCHC'S Q3 2025 OPERATIONAL  
ITEM 7A PERFORMANCE MEASURES TSC:2025-37**

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

Written deputations from Souzan Danaii and Oyiza Danaii were received in relation to this item and were circulated to the TSC prior to the meeting.

Verbal deputations from Souzan Danaii and Oyiza Danaii were received in relation to this item.

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

### **Arrears Management**

- There was a continued rise in arrears in Q3 2025 as Annual Reviews were completed, which was anticipated.
- TCHC continues to work with WoodGreen and other third-party organizations to help tenants in arrears to complete their taxes, provide the necessary documentation, and return to good standing.
- Tenants who lose their subsidy are expected to regain it once the necessary paperwork is submitted.
- Operations is working with the City of Toronto (the “City”) to waive the Notice of Assessment requirement for Ontario Works and Ontario Disability Support Program recipients to address the backlog of arrears cases, and is partnering with OCHE to explore opportunities to incentivize tenants to repay arrears and encourage consistent rent payment for both rent-geared-to-income (“RGI”) and market rent tenants. More information about these initiatives will be presented to TSC and the Board in the new year.
- A majority of arrears can be reversed once the necessary paperwork is received. A minority of cases reflect income changes that result in a shift from RGI to true market rent.
- Tenants who struggle to turn in paperwork often face challenges in obtaining documents or working with staff and this tends to happen year-over-year.
- Preliminary results in Q4 show that Loss of Eligibility reversals are beginning as households work with WoodGreen to file their taxes and submit the necessary documentation to TCHC.
- Bringing households into compliance refers to applying Loss of Eligibility to households that did not submit the necessary paperwork to comply with RGI requirements. This work is currently backlogged due to delayed annual reviews from 2022, 2023, and 2024.
- Management are exploring possibilities for arrears forgiveness for current tenants, for which a proposal would be brought through the Building Investment, Finance and Audit Committee and the Board of Directors for approval.

**Vacancy Management**

- The vacancy rate remains below 2%, which meets TCHC’s target and outperforms industry standards.
- The overall target is 90 days to turn a unit over from start to finish. Units take approximately 60 days to physically turn over depending on the complexity of each individual unit.
- The organization’s collaboration with the Housing Secretariat aims to minimize administrative delays in the unit turnover process.
- A 1% vacancy rate would create challenges for transfers and availability of accessible units. Vacancy rates have reached as low as 1.2%, which is considered lean.
- The highest vacancy rates cluster in high-needs communities in the downtown core, driven by high attrition and low applicant take up.
- Overall vacancy rates average around 1.5% across buildings, with some buildings showing vacancy rates over 3%, which influences the overall statistics.

**Action Item:** Management to report back to the TSC as to the average wait time for new social housing applicants on the centralized waiting list.

*Motion carried*      **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2025-37, being the Q3 2025 Operational Performance Measures report, for its information.

**TENANT                      ENGAGEMENT                      SYSTEM:**  
**ITEM 7B      ENGAGE TOGETHER UPDATE                      TSC:2025-38**

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

Verbal deputations from Cathy Birch and Miguel Avila-Velarde were received in relation to this item.

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

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- Community engagement implementation is on track, with 65% of communities holding at least one Tenant Circle meeting, exceeding the Q3 2025 target.
- Q3 2025 included extensive preparation for the Tenant Council elections, which were successfully held in October. The elections resulted in 331 nominations across 78 contested elections and 80 acclamations.
- Tenant Council representation was achieved in 62% of TCHC communities. However, that figure represents 77% of tenants, given that many smaller developments did not see a representative come forward.
- Ms. Gouveia thanked Mr. Vivanco, the Tenant Engagement team, and CUPE Local 79 frontline staff who supported and coordinated the election process and continue to engage tenants daily.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2025-38, being the Tenant Engagement System: Engage Together Update, for its information.

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

**ITEM 7C     BOARD – SUPPLEMENTAL REPORT     TSC:2025-39**

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

A verbal deputation from Miguel Avila-Velarde was received in relation to this item.

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

- Ms. Gouveia introduced Mr. Chavannes as the new Senior Director of Community Safety (“CSU”). Mr. Chavannes brings extensive experience from Durham Regional Police Service and strategic leadership in equity, diversity and inclusion to the organization.

- Ms. Gouveia also thanked Mr. Britton for his leadership with the CSU over the last four years.
- This report was brought forward in response to the Board’s request at its June 24, 2025 meeting for more granular community safety data.
- A review confirmed that TCHC’s crime rates mirrored city-wide trends over the past five years.
- Non-violent crime, driven by thefts, mischiefs and bail violations, trended upward and reached elevated levels in the first half of 2025.
- Violent crime peaked in 2024 but is showing a welcome moderate decline in 2025.
- Shooting incidents on TCHC properties have declined since 2019 and now represent 13% of all city-wide shootings in the first six months of 2025.

*Motion carried*      **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, the TSC received Report TSC:2025-39, being the Community Safety Unit 2024 Annual Report to Toronto Police Service Board – Supplemental Report, for its information and forward it to the Board of Directors for information.

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**ITEM 7D      SEASONAL DECORATIONS AND FIRE LIFE SAFETY      TSC:2025-40**

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

A written deputation from Souzan Danaii was received in relation to this item and was circulated to the TSC prior to the meeting.

Verbal deputations from Catherine Wilkinson and Cathy Birch were received in relation to this item.

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

- Role of the Fire Life Safety (“FLS”) business unit;
- Seasonal decorations guidelines;

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- Overview of the Ontario Fire Code (“Fire Code”);
- Tenant feedback and lessons learned; and
- Next steps.

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

- Ms. Gouveia met with TCHC tenants last week and acknowledged their feedback regarding concerns with the fire life safety holiday posters.
- TCHC is committed to upholding the safety of tenants and communities.
- TCHC works closely with Toronto Fire Services (“TFS”) to promote awareness and understanding of fire safety practices and requirements.
- Tenants are key partners in promoting fire safety as they provide feedback to improve campaign materials, and staff continue to collaborate with tenant advocates.
- The Fire Life Safety Business Unit was established in 2017 to provide centralized oversight to ensure compliance with the Fire Code across the TCHC portfolio. The Business Unit conducts targeted risk assessments to ensure prevention and mitigation measures are in place and works extensively with TFS and the Ontario Fire Marshal’s Office to review and comply with Fire Code requirements. The FLS Business Unit also conducts education, communication, and training activities to ensure requirements are clear and understandable.
- Community engagement events are held in partnership with TFS and poster campaigns have been used to raise awareness on specific topics.
- The work of the FLS Business Unit extends into the holiday safety challenges associated with seasonal decorations.
- Past efforts raised awareness of permissible and non-permissible decorations, but incidents and violations have continued including ignited door wreaths and improper storage. Violations have included blocked means of egress and overuse of extension cords in lobbies. No major incidents have led to extensive damage or injuries, but diligence is necessary.

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- Short-term work will focus on maintaining a balanced approach that allows communities to celebrate while complying with requirements, and future efforts will integrate feedback throughout the year.
- The Ontario Fire Code provisions apply to all buildings in the City. The mandate requires annual inspections of all high-rise buildings within 365 days. Chief Chabot confirmed that TFS does not treat TCHC buildings differently than other high-rise and condominium buildings across the city.
- TFS responds to complaints or referrals and operates both proactively and reactively.
- Christmas trees are dangerous because fires can spread quickly and block exits. The Ontario Fire Code prohibits Christmas trees in lobbies unless the lobbies have a sprinkler system and smoke detector. Sprinklers provide early fire suppression by spraying water when activated by heat while smoke detectors provide early warnings.
- Condominiums may have Christmas trees in lobbies if they are outfitted with a sprinkler system and smoke detector requirements are met.
- The Ontario Fire Code prohibits combustible materials in areas of egress, including lobbies and hallways, to ensure safe evacuations. These requirements are referenced in the 2015 Ontario Fire Code Compendium.
- Additional meetings with tenants and TFS are being scheduled for next week to work toward a balanced outcome.
- The TSC Chair asked that management schedule a meeting quickly with tenants and TFS to address concerns and ensure compliance with the Fire Code for this year, and to implement early planning and engagement starting next year.

**Action Item:** Management to report back to the TSC as to the outcome of discussions and decisions made in relation to seasonal decorations and fire life safety.

*Motion carried*     **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2025-40,

being the Seasonal Decorations and Fire Life Safety Report, for its information.

**ITEM 8      REGENT PARK PHASES 4 AND 5:**  
**COMMUNITY BENEFITS VOTE**      TSC:2025-35

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

A written deputation from Walied Khogali Ali was received in relation to this matter and was circulated to the TSC prior to the meeting.

A verbal deputation from Walied Khogali Ali was received in relation to this matter.

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

- Community benefits engagement process;
- The three community benefits packages comprised of:
  - New community spaces;
  - Educational scholarships;
  - Job skills training and local business development; and
- Next steps.
- Following the conclusion of the presentation, TSC held a minute of silence to honour Saquib Ahsan, a CBOWG member, and Calvin Sesay, a Community Animator, for their significant contributions to the community. Both members passed away.

Mr. Mendes, Ms. Lambert and Mr. Zimmerman were available to answer questions of the TSC. Highlights of the discussion include:

- The Workforce Integrator position will be filled by a Regent Park resident to support other Regent Park residents in finding good jobs locally.
- Residents within Regent Park and TCHC are supported to navigate the complex employment landscape to access jobs, training opportunities and meaningful careers.

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- The Workforce Integrator has been an asset to the Regent Park community. A working group supports the Workforce Integrator and has detailed knowledge of this initiative.
- In order to continue the program, efforts are underway to leverage external funding from other funding sources. TCHC may need to rely on two or three employment service providers funded by Employment Ontario along with Tridel, Daniels, the City, and other agencies and grassroots groups if external funding is not secured to coordinate activities.
- The Workforce Integrator provides case management to support tenants as they navigate employment.
- Funding is not yet allocated to specific initiatives and remains in broad buckets through priority setting planned for next year.
- The community will determine local granting priorities through an upcoming process. The grant program will be implemented based on community input.
- The Workforce Integrator may receive funding through the grants program as a part of cash investments made possible through the community benefits agreement.

*Motion carried*     **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Farah and carried, the TSC received Report TSC:2025-35, being the Regent Park Phases 4 and 5 Community Benefits Vote report, for its information.

**TERMINATION**

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A motion to adjourn the meeting was moved by Mr. Charlebois and seconded by Mr. McIntyre. The TSC resolved to terminate the Public meeting at 12:02 p.m.

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Secretary

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Chair, Tenant Services Committee