



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 February 12, 2026 via Webex and in-person at City Hall, Council Chamber, 100 Queen Street West, commencing at 9:10 a.m.

TSC Directors Present: Mary Hogan (Chair)
Marcel Charlebois
Debbie Douglas
Ubah Farah (9:16 a.m. – 11:01 a.m.)
Dan McIntyre

TSC Directors Absent: n/a

Management Present: Sean Baird, President & Chief Executive Officer (“CEO”)
Nadia Gouveia, Chief Operating Officer (“COO”)
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)
Yves Cheung, Chief Development Officer
Noah Slater, Vice President, Facilities Management
Ceilidh Wilson, Acting Corporate Secretary
Melanie Martin, Interim Commissioner of Housing Equity
William Mendes, Director, Program Delivery, Development
Arsema Berhane, Director, Programs & Partnerships

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Pablo Vivanco, Director, Tenant Engagement
and Community Development
Iman Haji-Jama, Committee Secretary

Guests Present: Rhonda Teitel-Payne, Toronto Urban Growers
James Kuhns, Toronto Urban Growers

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 noted the Land and African Ancestral Acknowledgements.

Last week, the Chair had the opportunity to tour the Central Region, including the regional office and 155 Sherbourne Street in Moss Park. She thanked the General Manager, John Kraljevic, and the following staff she met for their exceptional help and warm welcome:

- 155 Sherbourne Street (Moss Park): Peter Campita, Koshin Ali-Aden, Romarland Balisi, Rex Bombay, Christian Wallig, Lorena Salazar, Rolly Ferrer, Lily Pascua, Ginefer Lorenzo, Lily Pascua and Ginefer Lorenzo
- 49 Lower Jarvis Street Regional Office: Leandro Rocha, Ofelia Samaniego, Amanda Abraham, Jasmeen Chandi, Terrence Smith, Stefon Abbott, Felix Jerome Taja, Jerry Herrera, Don Gaskins, Camille Abraham, Keisha Tanner, Cosmin Floroiu, Bradley McHugh, Benjamin Savioe, Charlene Jones and Sharmilaa Selvakularajah

The Chair has scheduled tours of the West and East Regions in the upcoming weeks and looks forward to visiting them.

DEPUTATIONS

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

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Victoria Ojubuyi*)

- Item 7 – Office of the Commissioner of Housing Equity’s (“OCHE”) 2025 Work Plan Performance Appraisal (*Walied Khogali-Ali*)
- Item 8B – Violence Reduction Program Close-Out Report (*Miguel Avila-Velarde*)

The following verbal deputations were presented:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Victoria Ojubuyi*)
- Item 6 – 2026 Public TSC Work Plan (*Catherine Wilkinson*)
- Item 7 – Office of the Commissioner of Housing Equity’s (“OCHE”) 2025 Work Plan Performance Appraisal (*Walied Khogali-Ali*)
- Item 8A – Community Gardens Policy (*Catherine Wilkinson and Veronica Hering*)
- Item 8B – Violence Reduction Program Close-Out Report (*Miguel Avila-Velarde*)
- Item 10 – Status of Air Conditioning and Building Cooling Across the TCHC Portfolio (*Catherine Wilkinson*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

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

1. the Agenda for its Public meeting of February 12, 2026; 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 6 – 2026 Public TSC Work Plan
 - Item 7 – Office of the Commissioner of Housing Equity’s (“OCHE”) 2025 Work Plan Performance Appraisal
 - Item 8A – Community Gardens Policy
 - Item 8B – Violence Reduction Program Close-Out Report

- Item 9 – 2025 Report on Tenant Economic Opportunities Secured Through Revitalization
- Item 10 – Status of Air Conditioning and Building Cooling Across the TCHC Portfolio

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 NOVEMBER 21, 2025

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

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Mr. Charlebois 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 written deputation from Victoria Ojubuyi was received in relation to this item and was circulated to the TSC prior to the meeting.

A verbal deputation from Victoria Ojubuyi was 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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about what should be in the Work Plans and have them ready for the start of the following year.

- The 2026 Work Plans incorporate any outstanding actions from the Action Items Lists when they were developed, as well as any outstanding City Council directives.
- There is additional notation added to the versions of the TSC Work Plans going to the Board of Directors (the “Board”), as requested by the Board Chair, to identify the differences between the proposed 2025 and 2026 reporting. One difference to make the Committee aware of is that in 2025, the Work Plans included an in-camera community safety report and a public community safety report; the proposed 2026 Work Plan consolidates the two reports into the Bi-Annual Community Safety and Wellbeing report going to TSC and the Board midway through the year.
- The Board approved the reporting cadence for the Community Safety and Wellbeing reporting at its December 2025 meeting.

Action items:

1. Add an item to the 2026 Public TSC Work Plan and report back in relation to a review of the Non-Residential Use of Space Policy.
2. Add an item to the 2026 Public TSC Work Plan and report back in relation to solicitation in TCHC buildings.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Douglas and carried, the TSC approved, as amended, and recommended that the Board of Directors approve the 2026 Public TSC Work Plan provided as Attachment 1 to Report TSC:2026-01.

	OFFICE OF THE COMMISSIONER OF HOUSING EQUITY'S 2025 WORK PLAN	
ITEM 7	PERFORMANCE APPRAISAL	TSC:2026-02

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

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

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

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

- TSC members echoed their commitment to ensuring tenants remain adequately housed within TCHC.
- The differences in how eviction numbers are calculated, tracked, and reported create variations in the statistics.
- The number of filings made to the Landlord and Tenant Board (“LTB”) is higher than the number of actual evictions carried out, which is the number reported by TCHC. While TCHC may file for a certain number of evictions, many cases are resolved before the LTB issues an order.
- Even when the LTB issues an eviction order, TCHC may choose not to carry it out and instead work with the tenant to resolve the issue. Discrepancies between the numbers exist but are fully explainable.
- The Office of the Commissioner of Housing Equity (“OCHE”) is committed to ensuring successful tenancies and working with tenants to address the barriers they face before they go to the LTB.
- TCHC will refer cases back to the OCHE after tenants have gone to the LTB when there is room for more work to be done.
- The Commissioner of Housing Equity (“CHE”) acknowledged that there could be instances where there is more of a role for OCHE to play and will continue those conversations with TCHC.
- Management shares the TSC’s concerns around evictions from social housing and from TCHC specifically. Eviction is absolutely a tool of last resort for TCHC.
- Evictions from TCHC are exceedingly rare and continue to be exceedingly rare, with less than 1% of households facing eviction.
- Academic studies show that TCHC is not only lower than the private market in terms of eviction rates, which tends to be around 7%, but is at the bottom of the list when compared to other non-profit organizations and social housing providers across the province.

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- Situations do arise that require TCHC to pursue eviction, including assaults and physical violence, major criminal activity, major property damage, serious issues of fraud, and in rare cases significant arrears.
- TCHC entered into over 2,000 repayment agreements with tenants last year, and there were approximately 100 or so evictions for arrears.
- Even when cases are taken to the LTB, TCHC remains committed to significantly exceeding the requirements of the *Residential Tenancies Act*.
- TCHC follows a Board-approved policy for evictions, issues communications in multiple languages over multiple channels, and always makes referrals to legal assistance and community supports.
- It was noted that when compared to other housing providers, TCHC is doing a great job and that does not mean the organization is perfect; there is a commitment to improve things.
- It was noted that discussions have taken place in the past about whether waiving or reducing arrears could be a solution to consider.
- The TSC takes the issue of evictions very seriously, does not want to see evictions unless absolutely necessary, and will continue to work hard towards that goal. Efforts are being made by both TCHC and the OCHE to prevent evictions and ensure that evictions, if possible, do not take place.

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

1. Approved Goals 1 to 3, as described in the OCHE's 2025 Work Plan Performance Appraisal as set out in Attachment 1 to Report TSC:2026-02 (the "OCHE 2025 Work Plan Performance Appraisal") and forwarded it to the Board of Directors for approval; and
2. Received for its information Goal 4, as described in the OCHE 2026 Work Plan Performance Appraisal, related to the OCHE's role in serving the Toronto Seniors Housing Corporation ("TSHC"), and forwarded it to the Board of Directors for its information.

ITEM 8A TENANT COMMUNITY GARDENS POLICY TSC:2026-03

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

Verbal deputations from Catherine Wilkinson and Veronica Hering were received in relation to this item.

Ms. Gouveia, Mr. Vivanco, Ms. Teitel-Payne and Mr. Kuhns provided the TSC with a presentation in relation to this matter, highlights of which include:

- Policy Background and Overview;
- Tenant Consultation Themes;
 - Transparency, Clarity and Fairness
 - Governance Structure
 - Resources
 - Accessibility
- New Community Garden Policy;
- General Gardening Annual Schedule;
- Procedure Highlights; and
- Next Steps.

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

- In addition to the robust process undertaken with this policy, Operations is committed to continuing to work with tenants to provide tools that make the community gardening manual easier to navigate and understand.
- The manual is lengthy and potentially cumbersome for some tenants; Operations will aim to make it as accessible as possible.
- With respect to the Deputant's feedback regarding balcony gardening and ground floor gardening, Operations will look at incorporating some of their ideas and suggestions moving forward.

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

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1. Approve the Tenant Community Gardens Policy, as set out in Attachment 1 to Report TSC:2026-03;
2. Receive the Procedure for Tenant Community Gardens for information; and
3. Authorize the Chief Operating Officer, or her designate(s), to take all necessary actions to implement the Tenant Community Gardens Policy.

ITEM 8B	VIOLENCE CLOSE-OUT REPORT	REDUCTION PROGRAM	TSC:2026-04
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The above-captioned report was circulated to TSC members prior to the meeting.

A written deputation from Miguel Avila-Velarde was received in relation to this item and was circulated to the TSC 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:

- This report provides a formal closeout report on the Violence Reduction Program (“VRP”) after six years of implementation across 11 communities.
- The VRP delivered meaningful impact including strengthening community partnerships, supporting youth and tenant-led initiatives, improving cross system coordination and contributing to long-term reductions in violent incidents across many of the participating sites.
- At the same time, the experience of delivering the VRP has made clear the limitations of a site-specific resource-intensive model, particularly in the face of staffing constraints, shifting community needs, and the need for broader consistency across the portfolio.

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- The report reflects on lessons learned and details how the most effective elements of the VRP are now being integrated into the new Community Safety and Wellbeing Strategy. This strategy is designed to give TCHC a more scalable, prevention-focused and coordinated approach to maintaining a consistent presence in communities while strengthening service navigation, integrated team responses, and multi-sector partnerships.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2026-04, being the Violence Reduction Program Close-Out Report, for information.

	2025 REPORT ON TENANT ECONOMIC OPPORTUNITIES SECURED THROUGH REVITALIZATION	
ITEM 9		TSC:2026-05

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

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

- Introduction and Overview;
- 2025-2026 Targets and Progress;
- Scholarships Highlights;
- Employment Highlights;
- Training Highlights;
- Progress on Recommendations; and
- Next Steps.

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

- Staff are working with tenants to gauge tenants' experience and ensure that they are on a path to securing long-term opportunities that support financial and housing stability.

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- Some tenants secure multiple opportunities, but approximately 11% of engaged tenants have not yet received an opportunity and remain in queue for scholarships, training opportunities, or employment placements.
- There is a trajectory of continued employment, with approximately 80% of tenants who secure employment in the trades working with a unionized trade. Tenants who are laid off from unionized trades receive support through union re-call lists and through TCHC staff who connect them to new opportunities as they become available.
- The data in the report only pertains to 2025, and employment at revitalization sites is often tied to short-term contracts lasting eight to 12 months.
- Future long-term reports will be provided every three to five years to track tenant employment and demonstrate whether tenants secured long-term employment or if employment was typically shorter term.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Farah and carried, the TSC received Report TSC:2026-05, being the 2025 Report on Tenant Economic Opportunities Secured Through Revitalization, for information and forwarded it to the Board of Directors for information.

STATUS OF AIR CONDITIONING AND BUILDING COOLING ACROSS THE TCHC PORTFOLIO TSC:2026-06

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

A verbal deputation from Catherine Wilkinson was received in relation to this item.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Douglas and carried, the TSC received Report TSC:2026-06, being the Status of Air Conditioning and Building Cooling Across the TCHC Portfolio, for its information.

OTHER BUSINESS

- Mr. McIntyre announced that he has received an extra pair of hearing aids and wanted to gift them someone who may need them.
- He asked that anyone who is interested email him, and if he receives more than two inquiries, he will make the selection randomly.
- The hearing aids come with instructions and cleaning materials included the package.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Douglas and seconded by Ms. Farah. The TSC resolved to terminate the public meeting at 11:01 a.m.

Secretary

Chair, Tenant Services Committee