



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 April 13, 2026 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:01 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”)
Lily Chen, Chief Financial Officer & Treasurer (“CFO”)
Barbara Shulman, Chief Corporate Services Officer
Yves Cheung, Chief Development Officer
Noah Slater, Vice President, Facilities Management
Kirryn Hashmi, General Counsel
Craig Batten, Vice President, Information and Technology Services
Melanie Martin, Interim Commissioner of Housing Equity
Vidal Chavannes, Senior Director, Community Safety Unit (“CSU”)

John Angkaw, Senior Director, Business Operations
Pablo Vivanco, Director, Tenant Engagement and Community Development
Karim Kanji, Manager, Environmental Health, Operations
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 noted the Land and African Ancestral Acknowledgements.

The Chair had the opportunity to tour the West Region buildings and thanked the General Manager, Likwa Nkala, and the following staff for their assistance: Charlett Taylor, Joe Magalhaes, Ion Andreiev, Kedar Pokharel, Ramir Lamsen, Mario Clementi, Ian Foster and Partap Sandhu.

The Chair has a scheduled tour of the East Region this week and looks forward to visiting the tenants, staff and buildings.

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 (*Miguel Avila-Velarde*)
- Item 7A – TCHC's Q4 2025 Operational Performance Measures (*Jacqueline Yu*)
- Item 7B – Q4 2025 Tenant Engagement System Update (*Jacqueline Yu*)

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- Item 7C – Community Safety Unit 2025 Annual Report to Toronto Police Service Board (*Nicole Corrado, Victoria Ojubuyi, Kimberley Wesley and Jacqueline Yu*)
- Item 7E – 2025 Annual Pest Control Report (*Nicole Corrado, Victoria Ojubuyi and Kimberley Wesley*)
- Item 7F – 2025 Annual Unit Inspections Report (*Victoria Ojubuyi*)
- Item 7G – Winter Floor Mats and Accessibility (*Victoria Ojubuyi*)

The following verbal deputations were presented:

- Item 5 – Business Arising from the Public Meeting Minutes and Action Items Update (*Catherine Wilkinson and Miguel Avila-Velarde*)
- Item 7B – Q4 2025 Tenant Engagement System Update (*Cathy Birch and Miguel Avila-Velarde*)
- Item 7C – Community Safety Unit 2025 Annual Report to Toronto Police Service Board (*Miguel Avila-Velarde, Nicole Corrado and Victoria Ojubuyi*)
- Item 7D – Availability of Naloxone in TCHC Communities (*Catherine Wilkinson and Miguel Avila-Velarde*)
- Item 7E – 2025 Annual Pest Control Report (*Allison Hansen, Mella Brown, Nicole Corrado and Victoria Ojubuyi*)
- Item 7F – 2025 Annual Unit Inspections Report (*Miguel Avila-Velarde*)
- Item 7G – Winter Floor Mats and Accessibility (*Catherine Wilkinson, Cathy Birch and Victoria Ojubuyi*)
- Item 7H – Seasonal Decorations and Fire Life Safety Update (*Cathy Birch*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

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

1. the Agenda for its Public meeting of April 13, 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 – Office of the Commissioner of Housing Equity (OCHE) Bi-Annual Update - July 1 to December 31, 2025;
- Item 7A – TCHC’s Q4 2025 Operational Performance Measures;
- Item 7B – Q4 2025 Tenant Engagement System Update;
- Item 7C – Community Safety Unit 2025 Annual Report to Toronto Police Service Board;
- Item 7D – Availability of Naloxone in TCHC Communities;
- Item 7E – 2025 Annual Pest Control Report;
- Item 7F – 2025 Annual Unit Inspections Report;
- Item 7G – Winter Floor Mats and Accessibility;
- Item 7H – Seasonal Decorations and Fire Life Safety Update; and
- Item 8 – Update on Development of a Tenant-Focused Mobile Application (City Council Direction 2025.EC18.5).

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 FEBRUARY 12, 2026

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

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

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

The above-captioned action items list 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.

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

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

- Operations is committed to working with tenants to get their input on how to address issues with the community bulletin boards and to establish clear guidelines and consistency across all the regions.
- TCHC does not have a policy related to posting materials in laundry rooms but is developing a standard operating procedure that is scheduled for consultations with the Tenant Advisory Committee in June.
- Operations aims to bring a report to the TSC in Q3 of this year regarding the community bulletin boards.

Action item: Provide a report back on a standard operating procedure related to community bulletin boards.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. McIntyre and carried, the TSC received the updates provided as Business Arising from the Public Meeting Minutes and Action Items Update as of February 12, 2026 for its information.

**OFFICE OF THE COMMISSIONER OF
HOUSING EQUITY (“OCHE”) BI-ANNUAL
UPDATE - JULY 1 TO DECEMBER 31,
2025**

ITEM 6

TSC:2026-10

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

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

- This report includes a recommendation to combine this report with OCHE’s Work Plan Appraisal Report to prevent duplication and unnecessary work.
- Operations reviewed its previous Arrears Collection Process (“ACP”) to develop a more supportive process for tenants that extended timelines and added formal connections with other staff functions such as Community Services Coordinators (“CSC”). There are ongoing challenges with maintaining timelines as staff must interact with multiple people before sending files to OCHE. Operations is retraining frontline staff on the new ACP to address these challenges.
- The success of the new process is not yet measurable as it is new and staff are still adapting to it.
- Operations is exploring options with the City Of Toronto (the “City”) to establish a process for income verification for Ontario Works (“OW”) and Ontario Disability Support Program (“ODSP”) clients to prevent false arrears.
- Operations provides an extensive grace period and often works with tenants for six to 12 months before applying Loss of Eligibility (“LOE”). One challenge is that Operations staff are obligated to apply LOE as a rent-geared-to-income (“RGI”) Administrator.
- In the last 18 months, there was an accumulation of non-compliant files, with additional complexity related to securing tenant signatures on paperwork. Operations is committed to supporting tenants and reversing this trend.
- Operations is exploring larger arrears forgiveness and aiming to bring a report to TSC and the Board of Directors (the “Board”) before the end of the year.

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- Rent arrears from LOE are listed as market arrears because the household moves from an RGI tenancy to a market rent tenancy. Operations is working with Finance to determine whether it could be categorized differently because it triggers a revenue increase which is technically not realized.
- Finance is working on additional measures related to false market arrears caused by LOE such as creating a new tracking code in Yardi to report these arrears properly. Finance plans to implement a strategy to separate arrears between RGI tenants and market tenants.
- Addressing the large arrears balance has been a longstanding issue for TCHC because reporting did not identify how many cases fall into that category.
- TCHC struggled in the past to get attention from regulating bodies, including the Ministry of Municipal Affairs and Housing and the City as Service Manager, but has made substantial progress with both organizations in the past year. Other social housing providers are reaching out to TCHC to ask how they achieved progress in this area.
- Staff previously relied on a push report sent to their inbox regarding breaches in repayment agreements, but the current processes are manual. Historically, it took six to eight months before staff would reach out to a tenant that breached their agreement, but this has been narrowed to two months.
- If a tenant does not pay their rent, and if TCHC has their phone number and the tenant agrees to receive texts, they will receive a text message within the first few weeks of going into arrears. The tenant then receives a phone call from their Tenant Services Coordinator, followed by a visit to the unit if they cannot reach the tenant by phone, both of which take place within the first month after the tenant goes into arrears.
- Tenants will receive an N4 Notice, which is a notice of arrears, if they have not engaged with TCHC or signed a repayment agreement by the end of the first month of being in arrears. The N4 Notice is technically an eviction notice that comes with a cover letter that provides support and legal clinic information, as well as translation and information on how to return to good standing. Additional follow-up occurs in the second month, including a transfer to the CSC for more in-person contact. The file then moves to OCHE if the CSC is not successful.

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- Tenant Services Coordinators do not contact tenants in arrears in the first month because reporting does not trigger a breach until the second month.
- TCHC allows tenants the opportunity to pay or meet their repayment agreement within the first month without calling it a breach.
- Tenants have the option to work with their OW or ODSP workers to set up automatic rent payments; this is not mandatory.
- Automatic payments are highly effective because they help tenants to stay in good standing.
- OCHE only promotes the Rent Bank when tenants are referred to their office and are eligible to apply. The City advertises the program and its requirements on its website.
- OCHE added a direct payment requirement to the Rent Bank program this year that requires tenants to set up direct and recurring payments to qualify.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2026-10, being the Office of the Commissioner of Housing Equity (“OCHE”) Bi-Annual Update for July 1 to December 31, 2025, for information and forwarded it to the Board for its information.

TCHC’S Q4 2025 OPERATIONAL
ITEM 7A PERFORMANCE MEASURES TSC:2026-11

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

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

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

- There have been ongoing conversations with the Deputant regarding whether the space is common space or part of the Deputant’s unit; Operations has determined it is common space. Tenants who help with

gardening or beautification projects access the space on an as-needed basis.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2026-11, being TCHC's Q4 2025 Operational Performance Measures, for its information.

Q4 2025 TENANT ENGAGEMENT SYSTEM
ITEM 7B UPDATE TSC:2026-12

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

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

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

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

- The engagement system code of conduct does not consider arrears when determining a tenant's standing. Good standing requires that the tenant has not engaged in anti-social or violent conduct in their tenancy. TCHC has applied this standard to a very small number of tenants who received correspondence stating that they are excluded from the engagement system because of their conduct.
- With the last tenant election, only one tenant was deemed ineligible, and received the appropriate correspondence to notify them of such.
- In the past, there was inconsistency in terms of whether staff knew they could share the vendor list with tenants or not. It has since been clarified for staff that they can share this with tenants.
- In 2025, tenant training was focused on elections and capacity building to encourage tenants to run for Tenant Council and develop leadership skills. In 2026, staff are offering training on grant writing to help tenants

access Local Initiative Funding for Tenants and leverage this to seek additional funding.

- Upcoming Tenant Community Action Tables will include tenant-led sessions such as gardening, which staff have supported over recent months.
- Staff are also providing training on how to chair and facilitate meetings now that Tenant Councils began last quarter, with the intention of having the meetings be co-chaired by tenants by next quarter.
- Staff continue to look for opportunities to develop tenant leadership and increase tenant voices in decision-making spaces.
- The vendor list includes vendors that have been pre-approved and completed the process to join the vendor roster. Staff are working to expand this list.
- Engagement across the more than 350 TCHC communities is very important. This new model was put in place 18 months ago after extensive consultation and management is open to further input from tenants on how to improve the model.
- TCHC is seeing more engagement meetings in buildings than before the model was implemented as well as four to five times more tenant funding flowing to tenant-led initiatives than the year before. Things are moving in the right direction on a macro scale and management acknowledges the need for improvement on a micro scale.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC received Report TSC:2026-12, being the Q4 2025 Tenant Engagement System Update, for information.

**COMMUNITY SAFETY UNIT 2025 ANNUAL
REPORT TO TORONTO POLICE SERVICE**

ITEM 7C BOARD

TSC:2026-13

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

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Written deputations from Nicole Corrado, Victoria Ojubuyi, Kimberley Wesley and Jacqueline Yu were received in relation to this item and were circulated to the TSC prior to the meeting.

Verbal deputations from Miguel Avila-Velarde, Nicole Corrado and Victoria Ojubuyi were received in relation to this item.

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

- Operations continues to work with the Community Safety Unit (“CSU”) to determine where additional support can be allocated, while noting that security resources are limited to communities with the highest needs.
- In 2025, there were 13 overdose deaths or suspected overdose deaths. Seven deaths occurred in the Central region in the Dan Harrison community, three in the East region and three in the West region. The report notes these incidents as suspected because the CSU does not conduct the investigations or receive final investigation results.
- There is a cluster of overdoses in high-needs communities. Operations is addressing this issue by partnering with support service agencies and by having staff and third-party supports on-site.
- There are ongoing challenges in the Dan Harrison community, which reflect a larger community issue rather than specific to one TCHC building. TCHC has invested extensive resources into this community through CSU and Programs & Partnerships. An integrated team meets regularly to review individual tenancy issues and identify additional supports required, and third-party agencies provide support services to both tenants and non-tenants who frequent the building.
- This report is primarily a compliance report and includes descriptive annual statistics rather than an analytical report that provides rates, trends or comparisons to prior years.
- Mr. Chavannes will follow up with Director McIntrye on the specific details of the 981 landlord/tenant disputes as set out on page 12 of Attachment 1 of the report.

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- The Chair requested that the Committee amend the motion to receive the report for information and forward it to the Board for information due to the nature of the report impacting tenants and communities.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Ms. Douglas and carried, the TSC received Report TSC:2026-13, being the Community Safety Unit 2025 Annual Report to Toronto Police Service Board, for information and forwarded it to the Board of Directors for its information.

	AVAILABILITY OF NALOXONE IN TCHC	
ITEM 7D	COMMUNITIES	TSC:2026-14

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

Verbal deputations from Catherine Wilkinson 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:

- The Chair expressed her concern about tenant access to naloxone, noting that this report focused on availability and staff training to administer naloxone, however naloxone needs to be easily accessible sooner than Q3. She also raised concerns about the pilot locations, noting that none of are located in the Central region where 13 overdose deaths occurred on TCHC property last year.
- The intention of the pilot was to focus on communities with an anchor agency and the aim was to conduct extensive outreach so tenants who wanted a kit could have one in their homes. Operations intended for tenants to administer the kits as needed, but there is a need to consider broader access.
- Operations will explore the idea of expanding access starting with downtown sites where overdoses have been higher.
- Operations is currently working on the updated Harm Reduction Policy, which will be brought to TSC next year. The team is collaborating with third-party organizations to review best practices and industry

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standards. Operations continues to provide extensive support services despite the policy not yet being updated.

- Operations will endeavor to bring a report to TSC outlining the harm reduction work happening in communities with third-party organizations. It was suggested that this report look at other negative impacts that harm reduction work has on communities and the toll it can take on staff.

Action item: Provide a report regarding harm reduction supports already available across TCHC communities, including the names of third-party service providers administering this support, and the impacts of providing this support on the broader tenant community and staff.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. McIntyre and carried, the TSC received receive Report TSC:2026-14, being the Availability of Naloxone in TCHC Communities, for information.

ITEM 7E 2025 ANNUAL PEST CONTROL REPORT TSC:2026-15

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

Written deputations from Nicole Corrado, Victoria Ojubuyi and Kimberley Wesley were received in relation to this item and were circulated to the TSC prior to the meeting.

Verbal deputations from Allison Hansen, Mella Brown, Nicole Corrado and Victoria Ojubuyi were received in relation to this item.

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

- The Environmental Health Unit (“EHU”) uses rodent stations and glue traps in critical areas as part of a full building clean out.
- EHU use a multilayered approach that goes beyond placing bait stations in apartments and homes; they also look at structural issues which are identified and then actioned by maintenance teams.

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- Operations works with the local engagement teams to identify training and resources to support tenants with prevention, which is the preferred approach.
- Addressing maintenance issues is prioritized over the use of poison packs, but staff use both methods when necessary. Local maintenance staff are responsible for addressing maintenance issues identified by the EHU that are contributing to pest control issues.

Motion carried **ON MOTION DULY MADE** by Mr. Charlebois, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2026-15, being the 2025 Annual Pest Control Report, for information.

ITEM 7F	2025 ANNUAL UNIT INSPECTIONS REPORT	TSC:2026-16
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The above-captioned report 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 Miguel Avila-Velarde was received in relation to this item.

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

- Operations reached its highest compliance rate in 2025 for the completion of Annual Unit Inspections (“AUI”), which is a significant undertaking as the team works on AUI for most of the year. Ms. Gouveia congratulated frontline staff for supporting this work every day.
- Staff continue to work with tenants through tenancy management processes when they cannot access a unit.
- The E-Device Policy was approved last year. The team reached out to tenants identified through the AUI process as having e-bikes in their units and sent them a package to raise awareness of safe practices and policy requirements.

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- General education efforts were also carried out across all buildings in a tiered approach, which identified high priority sites with historically higher fire incidents and staff conducted building intercepts there.
- There was a slight uptick in e-bike fires which keeps this work top priority.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2026-16, being the 2025 Annual Unit Inspections Report, for information.

ITEM 7G WINTER FLOOR MATS AND TSC:2026-17
ACCESSIBILITY

The above-captioned report 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.

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

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

- Operations identified winter mats that met the visual criteria to support requested needs and worked on an individual basis to find a relatively cost-neutral solution to the concerns raised via previous deputations.
- Operations plans to work with regional teams as similar issues arise, and regional teams will manage these needs within their operating budgets.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2026-17, being the Winter Floor Mats and Accessibility report, for information.

SEASONAL DECORATIONS AND FIRE LIFE
ITEM 7H SAFETY UPDATE TSC:2026-18

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

A verbal deputation from Cathy Birch was received in relation to this item.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. McIntyre and carried, the TSC received Report TSC:2026-18, being the Seasonal Decorations and Fire Life Safety Update, for information.

UPDATE ON DEVELOPMENT OF A
ITEM 8 TENANT-FOCUSED MOBILE APPLICATION
(CITY COUNCIL DIRECTION 2025.EC18.5) TSC:2026-19

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

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

- Work on the tenant portal has begun, with a dedicated team from Operations and ITS. The team is in the scoping and planning phase and expects to understand the technical services they want to deliver and how they will engage tenants by the end of Q2.
- They team has set goals for the year to support rolling out a pilot by the end of Q4 2026, which will test the new technology services and platform for tenants.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Ms. Douglas and carried, the TSC received Report TSC:2026-19, being the Update on Development of a Tenant-Focused Mobile Application (City Council Direction 2025.EC18.5), for information.

OTHER BUSINESS

- The Chair advised TSC that they have been asked to forward information reports to the Board only when it requires the Board's attention as the Board's agenda is getting very full.
- Director McIntyre requested that TCHC explore creating a formal way to recognize good tenants and requested that a report be presented to the TSC on this topic. He suggested a low-cost approach such as a letter or certificate acknowledging long-standing responsible tenants.

Action item: Provide a report regarding opportunities to recognize and celebrate good tenants.

TERMINATION

A motion to adjourn the meeting was moved by Ms. Douglas and seconded by Mr. McIntyre. The TSC resolved to terminate the public meeting at 11:46 a.m.

Secretary

Chair, Tenant Services Committee