



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 June 4, 2026 via Webex and in-person at City Hall, Committee Room 1, 100 Queen Street West, commencing at 9:04 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
John Angkaw, Senior Director, Business Operations
Lindsay Viets, Director, Operational Planning & Program Services
Vidal Chavannes, Senior Director, Community

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Safety Unit (“CSU”)
 Pablo Vivanco, Director, Tenant Engagement
 and Community Development
 Megan Nicholson, Director, Strategy and Data
 Intelligence, Strategic Planning & Stakeholder
 Relations
 Lauren Blumberger, Manager, Data Intelligence,
 Strategic Planning & Stakeholder Relations
 Erin Bradford, Business Analyst, Strategic
 Planning & Stakeholder Relations
 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 East Region buildings and thanked the tenants who were actively engaged in strengthening their communities and the staff who collaborated with them to support that work. She especially noted her appreciation for Gail Johnson, who guided the tour with enthusiasm and pride after decades with TCHC. She extended warm wishes to Gail for her retirement.

The Chair thanked the following staff members for the tour: Arsema Berhane, Ashley Fontaine, Alex Yeaman, Maurice Knibbs, Minatallah Ali, Kerry Beckstead, Temesgen Ghebremicael, Bob Macdonald, Gail Johnson, Marlon Roomes, Alfred Jorgji, Sean Brosnan, Merone Shifferaw, Lesley Skelton, Lester Lagadon, Eugene Tapecc, Dana Williams, Jack Njathi, Hans Zheng, Tamart Biru, Lilibeth Viernes, Darren Dancel, Elvira Rapada, Floramado Guira and Amina Ibrahim.

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DEPUTATIONS

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

- Item 6A: SERV – Operations Service Delivery Strategy (*Chad Hamad*)
- Item 6B: Bi-Annual Community Safety and Wellbeing Strategy Update (*Victoria Ojubuyi*)
- Item 6C: Update on Availability of naloxone in TCHC Communities (*Lorna Antwi*)
- Item 6D: TCHC's Q1 2026 Operational Performance Measures (*Nicole Corrado*)
- Item 6E: Q1 2026 Tenant Engagement Refresh Update (*Chad Hamad, Jacqueline Yu, Gita Hashemi and Elizabeth Cunningham*)

The following verbal deputations were presented:

- Item 6A: SERV – Operations Service Delivery Strategy (*Catherine Wilkinson*)
- Item 6B: Bi-Annual Community Safety and Wellbeing Strategy Update (*Catherine Wilkinson, Miguel Avila-Velarde and Victoria Ojubuyi*)
- Item 6C: Update on Availability of naloxone in TCHC Communities (*Miguel Avila-Velarde and Lorna Antwi*)
- Item 6D: TCHC's Q1 2026 Operational Performance Measures (*Nicole Corrado*)
- Item 6E: Q1 2026 Tenant Engagement Refresh Update (*Miguel Avila-Velarde and Gita Hashemi*)
- Item 7: 2025 Tenant Survey (*Catherine Wilkinson*)

ITEM 2 APPROVAL OF PUBLIC MEETING AGENDA

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

1. the Agenda for its Public meeting of June 4, 2026 and
2. all matters on the Agenda with the exception of:
 - Item 6A: SERV – Operations Service Delivery Strategy;

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- Item 6B: Bi-Annual Community Safety and Wellbeing Strategy Update;
- Item 6C: Update on Availability of naloxone in TCHC Communities;
- Item 6D: TCHC's Q1 2026 Operational Performance Measures;
- Item 6E: Q1 2026 Tenant Engagement Refresh Update; and
- Item 7: 2025 Tenant Survey.

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 APRIL 13, 2026

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

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

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 April 13, 2026 for its information.

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	SERV – OPERATIONS SERVICE	
ITEM 6A	DELIVERY STRATEGY	TSC:2026-28

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

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

A verbal deputation from Catherine Wilkinson was 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:

- Four Focus Areas:
 - Supporting tenants,
 - Empowering households,
 - Repair & maintain buildings, and
 - Vitalize communities.
- Future readiness;
- Reporting format and cadence; and
- Next steps.

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

- The SERV Strategy (the “Strategy”) aims to better articulate some of the great work that staff are doing in TCHC communities for TSC and the Board of Directors (the “Board”).
- The Strategy aims to create better discourse with the Board around issues impacting front-line staff and tenants.
- Operations (“OPS”) has conducted extensive tenant and staff consultations regarding the Tenant Service Offices and will bring a report back in July to discuss next steps.
- OPS is working with their management to reconfirm the Key Performance Indicators (“KPI”) to align with each of the four service areas outlined in the Strategy.

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- Past initiatives captured tenant sentiment, and OPS now wants to broaden and expand this across all four Strategy service areas.
- The Closing the Loop program polls tenants who recently had in-suite repairs about their experience with vendors. The plan is to leverage that program and scale it to the other three service areas to capture tenant and staff experiences with respect to the services provided. This work is underway.
- OPS plans to bring back a Service Quality Indicators tool that previously allowed them to check in with tenants across different business areas. This will allow OPS to ask questions in a deliberate and directed way that supports modifying services where needed, and bringing this tool back online is intended to help inform the Strategy moving forward.
- Identity-based data indicators will be part of the overall identity-based data strategy moving forward in 2027. For 2026, the team will focus on understanding geographical feedback since surveys and feedback loops occur at the community level to identify specific focus areas based on each community's feedback. Future work will weave in identity-based indicators, but the immediate focus remains geographical to start.
- Ms. Gouveia offered to reach out to Director Charlebois offline regarding options to pilot the Strategy in a few targeted communities.
- The motion in this report was amended to have only TSC receive the report rather than being forwarded to the Board as well.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2026-28, being the SERV Operations Service Delivery Strategy, for information.

	BI-ANNUAL COMMUNITY SAFETY AND	
ITEM 6B	WELLBEING UPDATE	TSC:2026-24

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

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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, Miguel Avila-Velarde and Victoria Ojubuyi were received in relation to this item.

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

- OPS brought the findings from the Community Safety Unit (“CSU”) Review and the Community Safety and Wellbeing (“CSWB”) Strategy to the Tenant Advisory Committee (“TAC”) and the Tenant Community Action Tables (“TCAT”). The CSU Review was also included in December Board meeting materials as a public agenda item that received significant discussion.
- The CSWB Strategy reflects findings from the CSU Review and continues to inform the work.
- TCHC has been transparent about the CSU Review. Tenants were consulted and the CSU Review and CSWB Strategy were made publicly available, including being posted on the TCHC website.
- It was suggested that the upcoming tenant engagement newsletter could include an article that reminds tenants that the CSU Review report is available on the website.
- OPS conducted extensive wellness checks during COVID by redeploying multiple corporate teams who made thousands of phone calls over multiple weeks and successfully connected many tenants to resources and supports. 20-25% of tenants were identified as vulnerable.
- The wellness checks process required a major shift in resources. To reinstate this work, OPS would require a difference resource model and additional staffing to do this consistently.
- OPS will look into whether Toronto Employment Social Services covers the cost of fall detectors for individuals on social assistance programs. If available, this information can be proactively shared with tenants.
- This is the first biannual implementation report. The Board approved the CSWB Strategy in December 2025 as a single organization-wide

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framework that consolidated earlier place-based safety work, including the Violence Reduction Program (“VRP”), under five outcome areas.

- 2026 is a building year focused on testing the model through regional pilots in the East, Central and West Regions before broader scaling. The pilots will be tested and structured based on prevention, follow-up and coordinated service integration in real operating environments to learn first and then implement widely later.
- Pilot locations have been identified, baseline data has been analyzed, tenant engagement is underway and local action plans are being developed.
- The report explains how staff are beginning to move the strategy from a Board-approved framework into a practical implementation; it does not present results or describe what has changed across the portfolio. It outlines a shift from a primarily reactive safety model toward a coordinated, prevention-oriented, tenant-informed, place-based approach and looks at how CSU responds to incidents and the organization identifies repeat issues earlier.
- The 2025 calls-for-service data gives staff a starting point to understand where demand is concentrated, what types of issues are recurring, and how the demand profile differs by region.
- Over time, the approach will combine call data with tenant feedback, repeat incident analysis, implementation milestones, partner activity, environmental actions and better coordination.
- The Strategy will not replace high-needs work, VRP, or other place-based initiatives already underway. The intention is to bring those lessons into one organization-wide CSWB framework so that the work is less fragmented and more consistently planned, measured, and reported.
- This is a significant change management initiative that requires clear ownership, cross-divisional accountability, strong communication and realistic expectations about what can be achieved in the first year.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the TSC received Report TSC:2026-24, being the Bi-Annual Community Safety and Wellbeing Update,

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for information and forwarded it to the Board of Directors for its information.

UPDATE ON AVAILABILITY OF NALOXONE
ITEM 6C IN TCHC COMMUNITIES TSC:2026-26

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

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

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

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

- This report responds to the TSC's feedback on the naloxone report presented at the April 13, 2026 TSC meeting where the Committee raised concerns that naloxone access for tenants remains limited, particularly in emergency situations. The Committee raised concerns that pilot sites did not align with actual overdose hotspots and that harm reduction coverage across the portfolio was uneven and too dependent on whether partner agencies have a presence.
- Staff are expanding and strengthening the existing partner-led model, and are working with Toronto Public Health ("TPH") and CSU to realign services to overdose hotspot locations informed by incident data and frontline input rather than where agencies already have offices. Staff have expanded the pilot to include priority high-needs sites in the Central Region, including 220 Oak Street and are scaling peer-based supports.
- Staff are also looking into the approvals needed for TCHC to distribute naloxone directly to tenants. Naloxone is a behind-the-counter drug, and TPH authorization, under the Ontario Naloxone Program, is required.

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- Staff still need to work through legal, administrative and operational requirements, including storage, training and liability. OPS will return to the Committee with a clearer update once that work is further along.p
- Management are meeting with the Chief Medical Office at the end of the month and have already started preliminary discussions with TPH about whether TCHC would need to be a direct distributor or could partner with them to support distribution, which would allow the work to move more quickly.
- If TCHC were to become a direct distributor, management would outline the concerns, risks, and considerations for the TSC before moving forward. A report would likely come forward in the fall.
- Concerns were raised as to how staff would ensure the safety of other tenants while continuing to offer essential harm reduction support.
- Concerns were raised about timelines given that overdoses have already occurred on TCHC property this year.
- Given the Committee’s focus on this issue, it was requested that a further update be provided at the next TSC meeting to address the issues raised during today’s meeting.

Action item: Provide a further update on the availability of naloxone in TCHC communities at the July 17, 2026 TSC meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the TSC received Report TSC:2026-25, being the Update on Availability of Naloxone in TCHC Communities, for information.

	TCHC’S Q1 2026 OPERATIONAL	
ITEM 6D	PERFORMANCE MEASURES	TSC:2026-22

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

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

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A verbal deputation from Nicole Corrado was received in relation to this item.

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

- The vacancy rate increased from 1.67% to 1.73% and remains within the 2% target rate. OPS continues to monitor vacancy rates and is targeting a lower vacancy rate going into 2026.
- Residential arrears grew by \$60,000 in Q1, primarily driven by rent-geared-to-income ("RGI") arrears. To address this increase, additional training and support is provided for staff involved in arrears collection.
- Market arrears decreased by \$400,000 last quarter and reversed the rising trend from previous quarters. This decrease was driven by efforts to bring households that lost eligibility due to missing paperwork back into compliance.
- Client Care performance also remained stable in Q1, maintaining the service recovery achieved through the end of 2025.
- Arrears may be uncollectable for a variety of reasons including expired eviction orders where a Landlord and Tenant Board ("LTB") order has not been enforced or due to a discharged bankruptcy. OPS tracks these arrears separately.
- The report does not currently distinguish between true market arrears and those that are a result of Loss of Eligibility ("LOE"). This is an important metric that can be included in the report going forward.
- All tenants, market rent or RGI, go through the same arrears collection process and receive the same support from the Office of the Commissioner of Housing Equity ("OCHE") and staff. OCHE focuses on getting tenants with market arrears due to LOE back into compliance.
- LOE arrears are captured as market rent arrears. Reversing an LOE allows staff to reverse the market arrears in most cases.
- The Service Manager provides significant latitude when LOE is related to the non-return of documents, which is the vast majority of cases. TCHC can reverse those arrears when the LOE is resolved and remove them from the books as they are not true arrears. Provided the tenant continues to pay their base RGI rent rate while in LOE market arrears, they will no longer be in arrears when the LOE is reversed.

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- Non-rentable vacant units are not included in the vacancy rate and the number of non-rentable units stays relatively stable.
- Non-rentable units are often taken offline in support of revitalization work and relocation needs.
- The 2% vacancy rate remains below industry standards and reflects the target established by the City. This vacancy rate includes units in different stages of processing and will never reach 0% due to attrition and tenant move-outs. The Committee urged management to continue to bring the vacancy rate down as low as possible.
- Units often require significant work to get back to a rentable standard.
- A certain number of units remain available to ensure transfers, emergency transfers and other needs can be accommodated.
- OPS has raised the possibility with the City of expanding transfers to housing providers outside of TCHC such as co-ops and private non-profits, and the City has declined to do so.
- City Council sets the local priorities for the centralized waiting list.
- OPS keeps a number of units offline in the non-rentable category for the priority transfer waitlist, which ensures that they are maximizing those units for tenants in crisis and need a priority transfer without impacting operational vacancy management.
- There are long wait times associated with transfers because each request depends on individual circumstances and often includes restrictive criteria relating to safety and accommodation needs.
- The two main reasons for transfers are risks to health and safety and human rights-based accommodation needs that can only be addressed through relocation. OPS tries to accommodate tenants' needs within the unit when possible.
- Households may wait a long time to transfer because they can only safely relocate to a small number of communities, and larger units such as three- or four-bedroom homes take longer to become available.
- OPS moves as quickly as possible and addresses the waitlist chronologically.
- Victims of domestic violence and human trafficking fall under the provincially mandated Special Priority Program managed through the City's Access to Housing, and these households move faster through the system because their priority is higher.

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- TCHC declines transfer requests when households cannot demonstrate that their safety is at risk or that they have a human rights-protected need that can only be accommodated through a transfer.

Action item: Future iterations of this report to distinguish between true market arrears and arrears that are a result of Loss of Eligibility.

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Ms. Douglas and carried, the TSC received Report TSC:2026-22, being TCHC's Q1 2026 Operational Performance Measures, for information.

	Q1 2026 TENANT ENGAGEMENT REFRESH	
ITEM 6E	UPDATE	TSC:2026-23

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

Written deputations from Chad Hamad, Jacqueline Yu, Gita Hashemi and Elizabeth Cunningham were received in relation to this item and were circulated to the TSC prior to the meeting.

Verbal deputations from Miguel Avila-Velarde and Gita Hashemi 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:

- The Community Gardens Policy applies to TCHC tenants. Allowing non-TCHC tenants access to TCHC community gardens is something that management want to approach cautiously.
- Tenant Circles exceeded the quarterly target with 147 meetings across 61% of eligible communities, which surpassed the 25% Q1 benchmark.
- Tenant Circles engaged over 1,000 tenants and 62 youths. All nine district councils held inaugural meetings, with a 67% attendance rate that brought 116 tenant leaders together under the new structure.

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- The Tenant Advisory Committee (“TAC”) maintained full representation and were consulted on key initiatives including the CSWB Strategy, upcoming fire code changes, and Local Initiative Funding for Tenants (“LIFT”).
- LIFT funding progressed with 36 approved projects in Q1 and spending is expected to accelerate in Q2 as communities finalize priorities through the Tenant Circle process.
- A process to solicit new Tenant Council members addressed vacancies after the fall tenant elections. 40 new tenants came forward which brought Tenant Council representation to 86%.
- The Community Gardens Policy was approved in Q1 and prompted three virtual and one in-person information sessions. Staff training took place for CSCs and building staff from all nine districts. The portfolio contains 79 gardens, and information is online to begin applications and agreements for policy compliance. A community garden manual was produced and 400 copies were distributed.
- The community garden discussed in the deputations is already known to staff and a solution is being explored for this year since gardening has already begun. The site has 28 plots with 12 gardeners from 220 Oak Street and strong interest from the surrounding properties.
- The Community Gardens Policy states that gardens are for TCHC tenants and allows tenants to garden at other locations if they are on a waiting list at their own site.
- It was noted that the 220 Oak Street garden has a long history between TCHC tenants and the neighbouring co-op tenants, which does not exist in other communities; this type of community connection is worth supporting and may warrant an exception because of the established history, shared resources and strong community involvement.

*Motion
carried*

ON MOTION DULY MADE by Mr. McIntyre and seconded by Ms. Douglas and carried, the TSC received Report TSC:2026-23, being the Q1 2026 Tenant Engagement Refresh Update, for information.

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ITEM 7 2025 TENANT SURVEY

TSC:2026-27

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.

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

- Tenant Survey overview;
- Important findings;
- Key area for improvement;
- Looking back to the 2023 Tenant Survey results;
- Actions taken;
- Further analysis;
- Sharing results with tenants; and
- Refreshing the Tenant Survey approach.

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

- The Canada Post strike coincided with the Tenant Survey period and negatively impacted the response rate. The drop in the 2025 participation was largely attributed to the strike's impact. The team extended the survey period to January of this year to mitigate the issue.
- The team also worked directly with the survey vendor, Forum Research, to create an option for tenants to provide their email addresses and deliver the survey by email so they did not have to wait to receive a copy by mail.
- They survey found that about half of the tenants surveyed mainly want to receive good service and do not want to engage beyond that. TCHC continues to encourage more engagement despite recognizing that not everyone wants to be engaged.
- There is a broader social climate where volunteerism is down across multiple sectors as well as lower participation in elections.

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- Management tries to compare progress and evaluate the effectiveness of the measures they put in place, which leads to asking the same questions across different years' surveys to provide a good basis for comparability.
- With the upcoming vendor refresh, management will look at what they want to accomplish with the survey, how they want to survey tenants going forward, and how to achieve the best methodological approach.
- The Committee suggested finding ways to involve tenants in the formulation of the survey going forward.

Motion carried **ON MOTION DULY MADE** by Mr. McIntyre and seconded by Ms. Douglas and carried, the TSC received Report TSC:2026-27, being the 2025 Tenant Survey, for information and forwarded it to the Board of Directors for its information.

OTHER BUSINESS

The Chair asked that a report be provided on cooling rooms at the November TSC meeting to report back on what was done over the summer months.

Action item: Provide a report back on cooling rooms in TCHC buildings.

TERMINATION

A motion to adjourn the meeting was moved by Mr. McIntyre and seconded by Ms. Douglas. The TSC resolved to terminate the public meeting at 11:43 a.m.

Secretary

Chair, Tenant Services Committee