



Q4 2025 Quarterly Report to Ombudsman Toronto: TCHC's Tenant Human Rights Complaints Procedure

Item 14

April 28, 2026

Board of Directors

Report: TCHC:2026-20

To: Board of Directors (the "Board")

From: President & Chief Executive Officer and General Counsel

Date: April 9, 2026

PURPOSE:

The purpose of this report is to advise the Board of Directors (the "Board") of TCHC's progress on the recommendations in the Ombudsman Toronto's June 2023 report, *An Investigation into Toronto Community Housing Corporation's Tenant Human Rights Complaints Process* as of December 31, 2025. TCHC is required to report to the Ombudsman on its progress on a quarterly basis.

RECOMMENDATIONS:

It is recommended that the Board of Directors receive this report for information.

FINANCIAL IMPACT STATEMENT:

There are no financial impacts resulting from the recommendations included in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as presented in the Financial Impact Statement section.

REASONS FOR RECOMMENDATION:**Background**

Pursuant to the recommendations in the Ombudsman's Report, TCHC is sharing this progress report with the Board of Directors and members of the public. TCHC will continue to work proactively with the Ombudsman to address its recommendations as well as its previous concerns with TCHC's transfer policies and procedures.

As of December 31, 2025, TCHC has completed seven of the recommendations in the Ombudsman's Report as outlined in Table 1.

Table 1 – Completed Ombudsman Recommendations

#	Recommendation
2	As part of this update, TCHC should immediately post online information about the project to update its Human Rights Policy and Human Rights Complaint Procedure. This should include information about the scope of the project, its impact on tenants, and where tenants can find out more information. It should also clearly communicate how tenants can participate in the re-design of the human rights complaint process.
3	TCHC should establish, and clearly communicate to staff and tenants, interim measures for addressing tenant human rights complaints, while it updates its human rights complaints process.
6	TCHC should ensure there are opportunities for tenants to request reconsideration or appeal of TCHC decisions about their human rights complaints.
7	TCHC should develop a clear and detailed process for staff to document and respond to human rights complaints, including internal resources that will help staff navigate this process. It must ensure that its process dedicates and identifies qualified staff with subject-matter expertise.
8	TCHC should hold informed and meaningful consultations to receive feedback from tenants, staff, outside experts, and people who interact with TCHC to help establish a fair, trustworthy, accessible and effective process for handling human rights complaints.

#	Recommendation
11	As part of its human rights complaint process update, TCHC should ensure it has an effective and consistent system for documenting and tracking human rights complaints. This should include an annual summary of complaint types, geographic areas, number and ground of Tribunal applications, and complaint trends.
13	As part of its human rights complaint process update, TCHC should establish key performance indicators that staff can be measured against to ensure tenant human rights complaints are addressed fairly and effectively.

Work is progressing in relation to the remaining recommendations, as set out in Table 2 below.

Table 2 – Status of Implementation of Ombudsman Recommendations

Total Number Recommendations	Completed	Outstanding (Identified Implementation Date)	
		Q1 2026	Ongoing Obligations
14	7	3	4

Staff have completed revisions to TCHC’s policies and procedures in the context of the broader human rights project, including the internal Tenant Transfer Policy and the Tenant Human Rights Policy, which were approved by the Board at its April 28, 2025 and October 17, 2025 meetings, respectively ([Report TCHC:2025-21](#) and [Report TCHC:2025-60](#)). TCHC will train staff on the new policies and procedures in Q1 2026.

Management will provide a further update to the Board on progress against the Ombudsman’s recommendations as of Q1 2026 in Q2 2026.

SIGNATURES:

“Sean Baird”

Sean Baird
President & Chief Executive Officer

AND

"Kirryn Hashmi"

Kirryn Hashmi
General Counsel

ATTACHMENT:

1. Status Report on Ombudsman Toronto Recommendations for Q4 2025
dated January 13, 2025

STAFF CONTACT:

Katie Douglas, Legal Counsel
647-880-2057
Katie.Douglas@torontohousing.ca

#	RECOMMENDATION	Q4 2025 UPDATE	Q4 2025 STATUS	ACTIONS REQUIRED TO COMPLETE	ESTIMATED COMPLETION DATE
1	TCHC should ensure that all information on its website related to its human rights complaints process is up to date and accurate, and that it continues to update its website as this process evolves.	Staff continue to update the website with project updates and tenant consultation information with the last update in March 2025.	ONGOING	Continue regular updates to website	Ongoing
2	As part of this update, TCHC should immediately post online information about the project to update its Human Rights Policy and Human Rights Complaint Procedure. This should include information about the scope of the project, its impact on tenants, and where tenants can find out more information. It should also clearly communicate how tenants can participate in the re-design of the human rights complaint process.	N/A	COMPLETE (Q4 2023)	N/A	N/A
3	TCHC should establish, and clearly communicate to staff and tenants, interim measures for addressing tenant human rights complaints, while it updates its human rights complaints process.	N/A	COMPLETE (Q1 2024)	N/A	N/A
4	TCHC should assess what resources it needs to ensure that it completes, as a priority, the project to update its Human Rights Policy and Human Rights Complaint Procedure. TCHC should establish milestones and timelines to ensure that the update is completed without delay.	TCHC is in the process of recruiting a human rights advisor in the operations division and business planner in the legal division to support human rights work.	ONGOING	Post positions and complete recruitment.	Q1 2026
5	TCHC should clearly define and communicate how individuals can make human rights complaints, including relevant contact information. TCHC should ensure that tenants are given correct information about its internal escalation process, as well as outside agencies and resources that they may wish to consult, including the Human Rights Tribunal of Ontario, the Human Rights Legal Support Centre, and community legal clinics.	Staff have completed final versions of the Tenant Human Rights Policy and Tenant Human Rights Complaint Procedure and related policies and procedures and they were approved by the Board of Directors and Executive Leadership Team in November 2025.	ONGOING	Staff training is ongoing and will be completed in Q1 2026. Policy and procedures to be implemented in March 2025.	Q1 2026
6	TCHC should ensure there are opportunities for tenants to request reconsideration or appeal of TCHC decisions about their human rights complaints.	N/A	COMPLETE (Q1 2025)	N/A	N/A

#	RECOMMENDATION	Q4 2025 UPDATE	Q4 2025 STATUS	ACTIONS REQUIRED TO COMPLETE	ESTIMATED COMPLETION DATE
7	TCHC should develop a clear and detailed process for staff to document and respond to human rights complaints, including internal resources that will help staff navigate this process. It must ensure that its process dedicates and identifies qualified staff with subject-matter expertise.	Staff have completed final versions of the Tenant Human Rights Policy and Tenant Human Rights Complaint Procedure and related policies and procedures and they were approved by the Board of Directors and Executive Leadership Team in November 2025.	COMPLETE (Q4 2025)	N/A	N/A
8	TCHC should hold informed and meaningful consultations to receive feedback from tenants, staff, outside experts, and people who interact with TCHC to help establish a fair, trustworthy, accessible and effective process for handling human rights complaints.	N/A	COMPLETE (Q1 2024)	N/A	N/A
9	TCHC should develop a plan for delivering mandatory human rights training, including training on its updated/revised human rights policy and complaint process. This should be completed on a priority basis. The goal of this training must be for TCHC staff to have the tools and expertise to identify and resolve human rights complaints.	Legal Services and Operations management are currently delivering training to frontline staff who deliver services directly to tenants.	ONGOING	Complete staff training.	Q1 2026
10	TCHC should periodically examine its training plan to make sure it is up to date with human rights developments.	N/A	ONGOING	Review training plan annually	Ongoing
11	As part of its human rights complaint process update, TCHC should ensure it has an effective and consistent system for documenting and tracking human rights complaints. This should include an annual summary of complaint types, geographic areas, number and ground of Tribunal applications, and complaint trends.	N/A	COMPLETE (Q1 2025)	N/A	N/A
12	TCHC should report annually to the public on human rights complaint data and trends.	N/A	ONGOING	N/A	Ongoing

#	RECOMMENDATION	Q4 2025 UPDATE	Q4 2025 STATUS	ACTIONS REQUIRED TO COMPLETE	ESTIMATED COMPLETION DATE
13	As part of its human rights complaint process update, TCHC should establish key performance indicators that staff can be measured against to ensure tenant human rights complaints are addressed fairly and effectively.	N/A	COMPLETE (Q4 2024)	N/A	N/A
14	TCHC should provide Ombudsman Toronto with an update on the status of the implementation of these recommendations by September 2023, and quarterly thereafter.	TCHC last met with the Ombudsman in January 2025 to discuss the status of the implementation of the recommendations.	ONGOING	TCHC will continue to provide quarterly updates.	Ongoing