



Tenant Council Meeting: District 4

February 19, 2026, 6pm-8pm

150 Dan Leckie Way

Toronto
Community
Housing



Land Acknowledgement

We acknowledge that Toronto Community Housing is on the traditional territory of many Nations, including the **Mississauga's of the Credit**, the **Anishinaabeg** the **Chippewa**, the **Haudenosaunee**, and the **Wendat** and is now home to many diverse **First Nations**, **Inuit**, and **Métis** peoples. We also acknowledge that Toronto is covered by **Treaty 13** with the **Mississauga's of the Credit**.

We respectfully acknowledge those First Peoples who have been stewards and care takers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come.

In the spirit of truth and reconciliation, we acknowledge that these treaties have not always been **honored**, and often they have been broken. We also acknowledge that we are all a part of building good relations. We **endeavor** to go beyond land acknowledgments to material support and advocacy to forward Indigenous people's interests.

We are all a Treaty people.

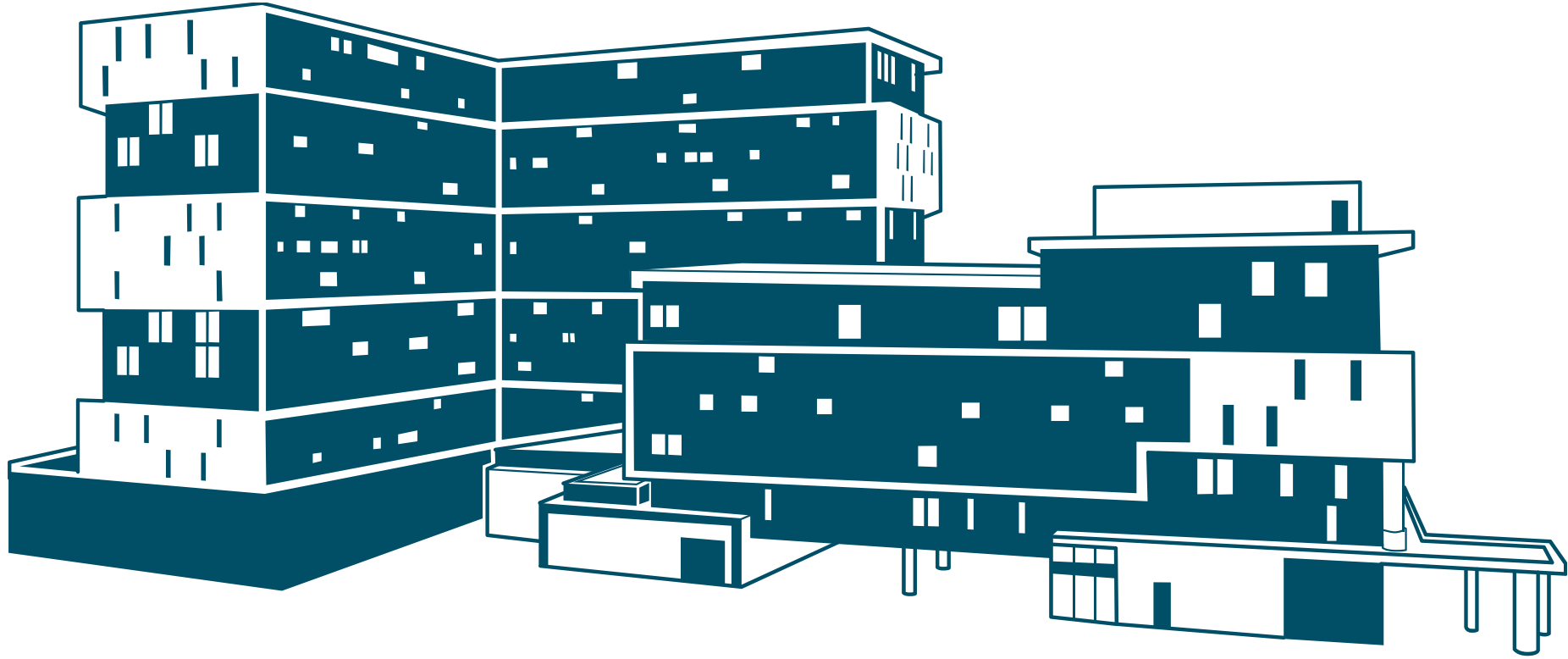
African Ancestral Acknowledgement

Toronto Community Housing acknowledges all Treaty peoples –including those who came here as settlers – as migrants either in this generation or in generations past - and those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery.

We pay tribute to those ancestors of African origin and descent.

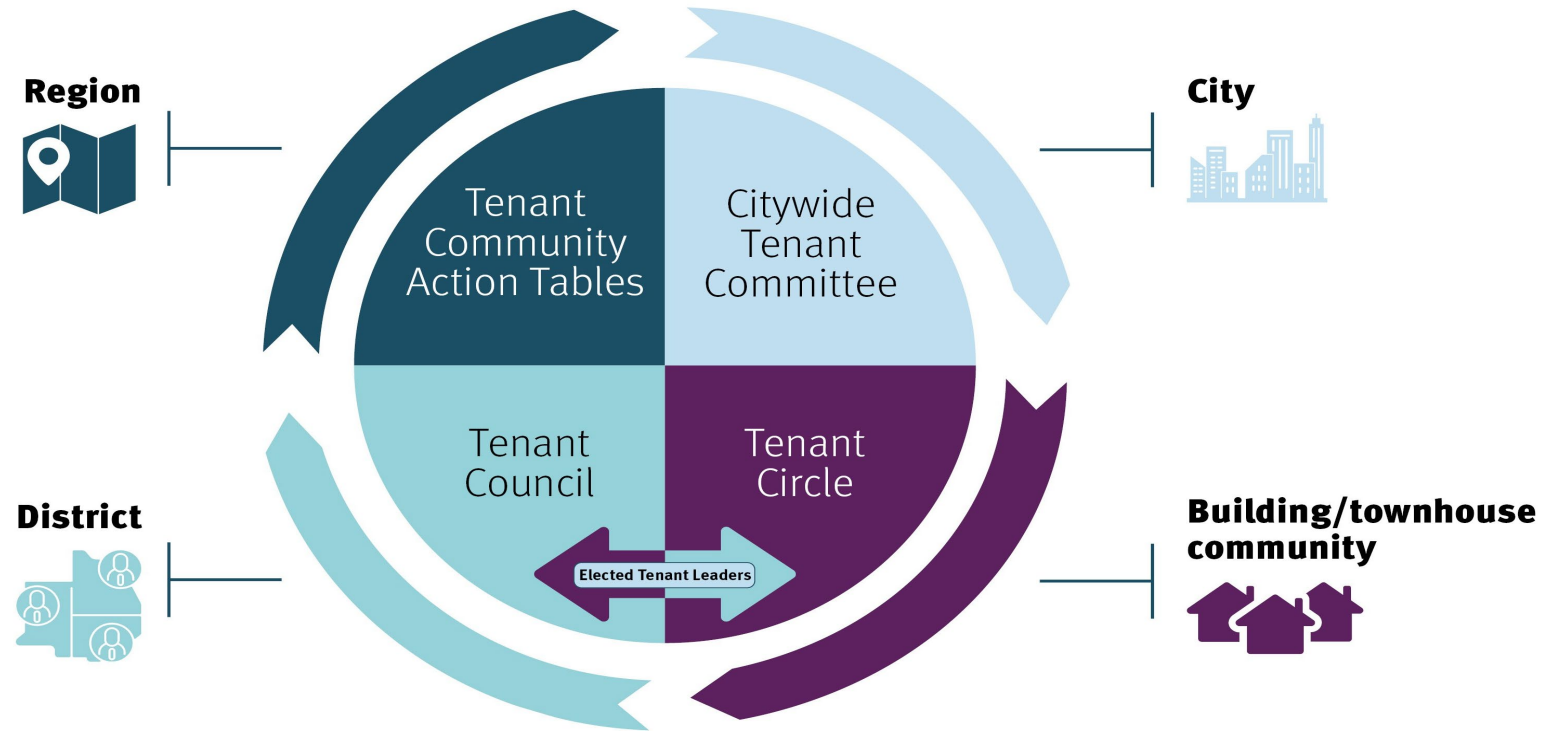
Agenda

Time	Activity	Lead
6:00 PM – 6:10 PM	Welcome, Land and African Ancestral Acknowledgement	Jermaine/Jasmeen
6:10 PM – 6:25 PM	Introductions and Meet District Staff	All
6:25 PM – 6:35 PM	Tenant Engagement Model	Jermaine
6:35 PM – 6:45 PM	Terms of Reference	Jasmeen
6:45 PM – 7:05 PM	Tenant Service Office Review	Abdulle
7:05 PM – 7:20 PM	Break	
7:20 PM – 7:30 PM	Vacancies	Jasmeen
7:30 PM – 7:40 PM	Co-Chair Role	Jermaine
7:40 PM – 8:00 PM	Questions	



Introductions and Meet District Staff

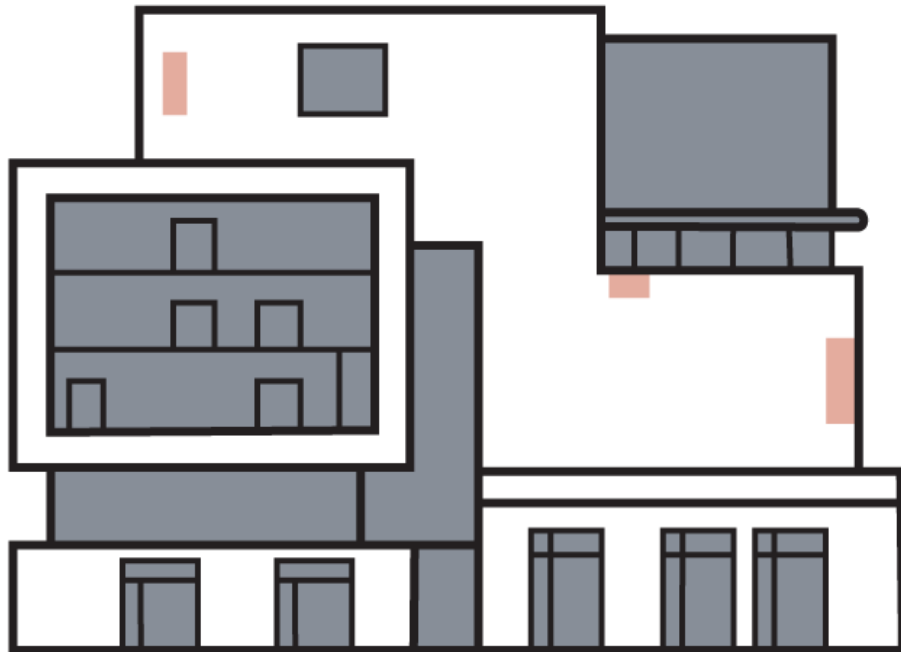
Engage Together Model

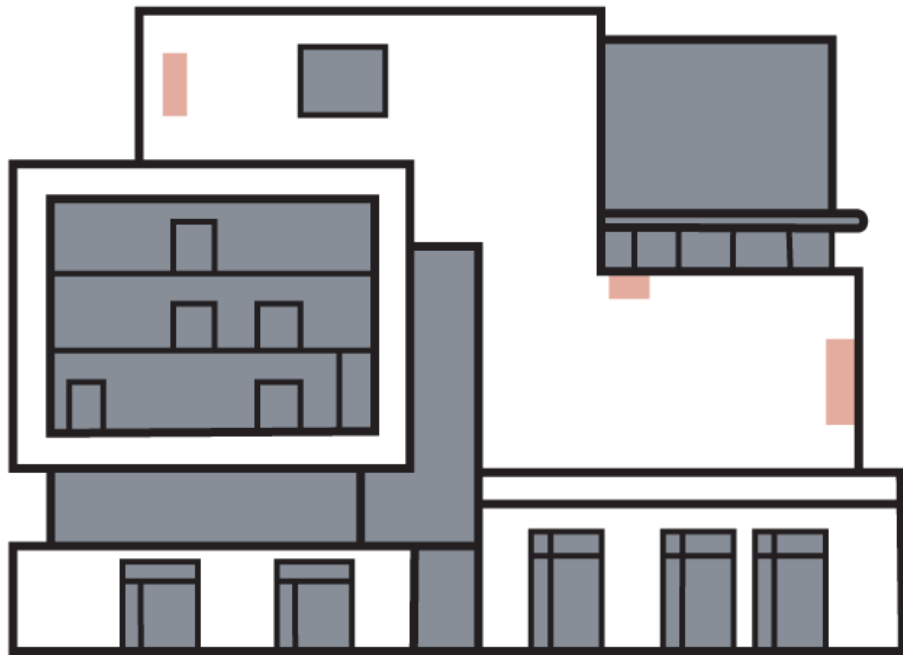


Tenant Council Terms of Reference

Core Mandate

- Identify community-wide solutions and priorities beyond site-specific concerns.
- Collaborate with staff to strengthen the tenant engagement system.
- Provide input on tenant communications, funding (LIFT), and city-wide policies.





Tenant Council Terms of Reference

Values and Code of Conduct

Follows the TCHC Tenant Charter: Accessibility, Collaboration, Integrity, Accountability, Respect, and Transparency.

Out of Scope

The Council is **not** a forum for building-specific maintenance, operational issues, or individual tenant concerns. These must be directed to appropriate departments.

Tenant Council: Tenant Service Offices

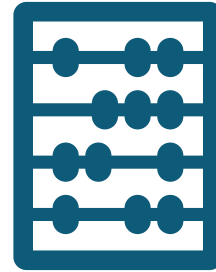


- Tenant Service Hub (“Hubs”) model was originally proposed in 2019 to provide tenants with a “**one-stop shop**” bringing services closer to tenants.
- 134 locations and three Regional Offices would **replace** the existing **13 OUs** locations. The model was implemented between 2019 - 2022.
- The model **fell short** of both the organizations and tenant’s expectations with 64 locations opened, ~50% of the target offices.
- Between 2023 – 2025, TCHC conducted extensive reviews of the model and found **three gaps**.



Stakeholder Buy-In

Staff and tenants were not properly consulted.



Staff Shortage

Staffing shortages created inconsistent services for tenants.



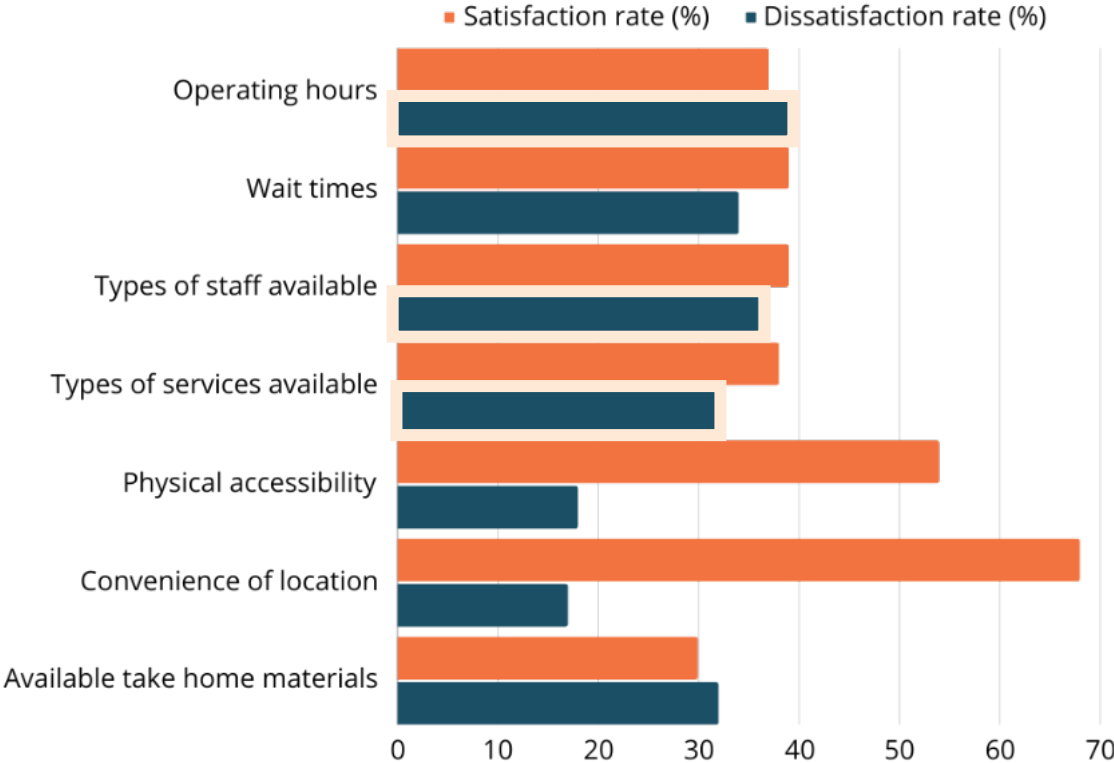
Strategic Goal

**“One Stop Shop”
or
Integrated Teams
or
Day-to-Day Service
Delivery**

Your Survey Responses

Dissatisfaction

Least satisfied with “Operating Hours”, “Types of Staff Available”, and “Types of Services Available”.



Services

“Tenancy Management” inquiries and “Complaints and Escalation” were identified as the top reasons tenants visit their local Service Office.



Proposed Success Factors

Talk to Staff & Tenants

- Consult tenants and staff.
- Record feedback and include as a part of the TSO service standards.
- Communicate future actions with staff and tenants.



Clear
Communications



Prioritizing
Needs

Balanced Staffing

- Every office will have enough staff, an average of 5-6 core staff per office.
- Offices will be safe for staff and tenants.



Staff
Morale



Facility
Safety

Consistent Services

- All offices will be available for walk-ins to support tenants.
- Services will be consistent between offices and across Regions.
- Service standards and operational practices will be clearly outlined as part of the service model.



High-Quality
Services



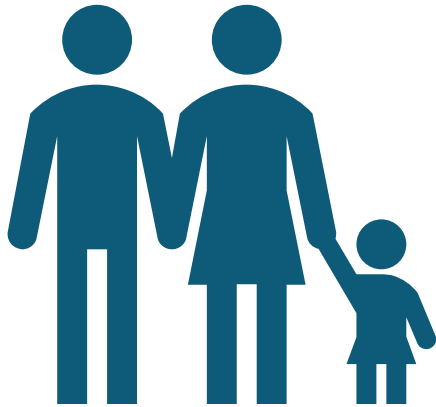
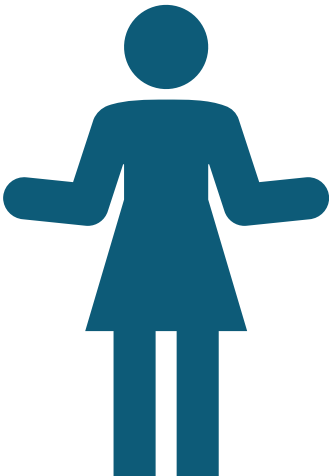
Service
Availability

Tenant Service Office Experience

The Staff experience is the Tenant experience.

Staff
Experience

Tenant Experience



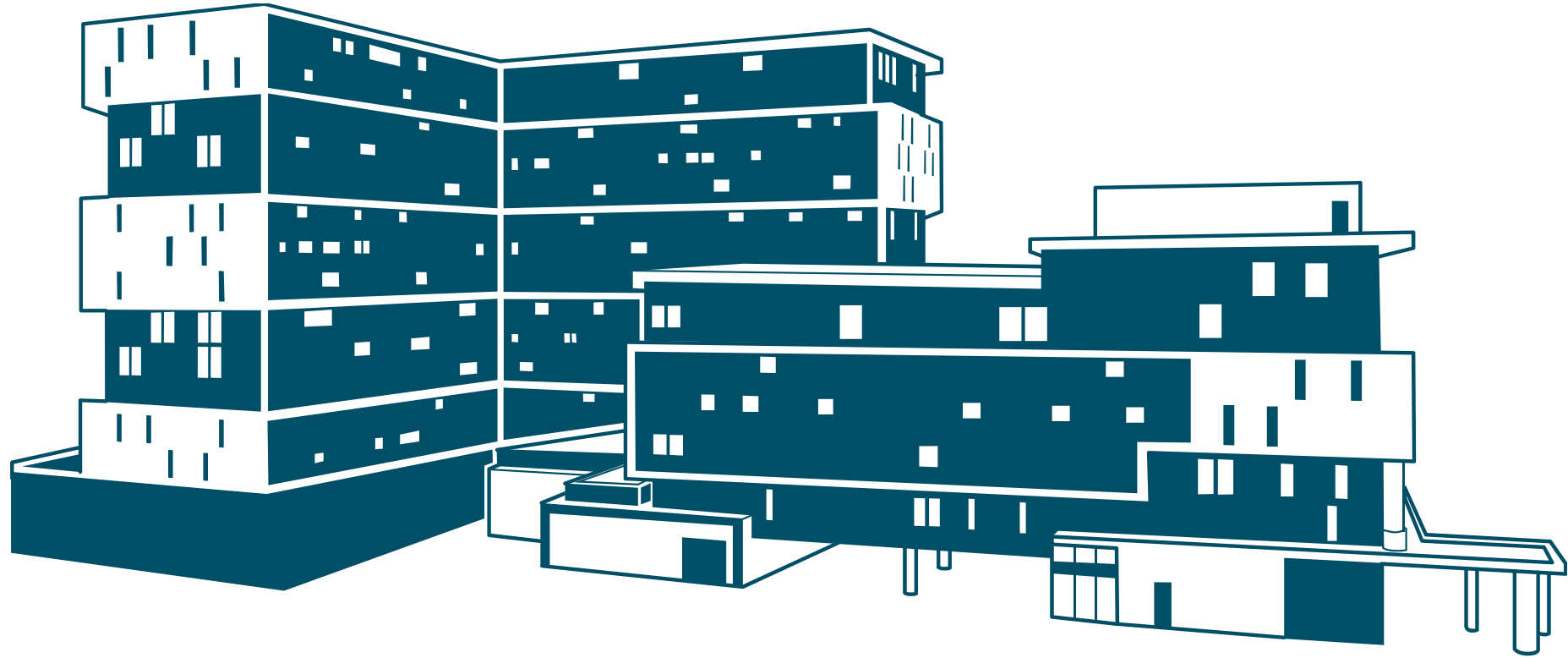


1. When you visit your local office for tenancy issues or to resolve a complaint, **what would make that experience feel more helpful and supportive for you?**”
2. Thinking about operating hours, the types of staff available, and the services offered today, **what changes would make the office more accessible and useful for you** and your household?

- February – March:** Tenant Consultations (Tenant Councils)
 - West Region
 - Central Region
 - East Region
 - Consolidate Feedback

- April – May:**
 - Update – Tenants

- June:** Board Report



Break

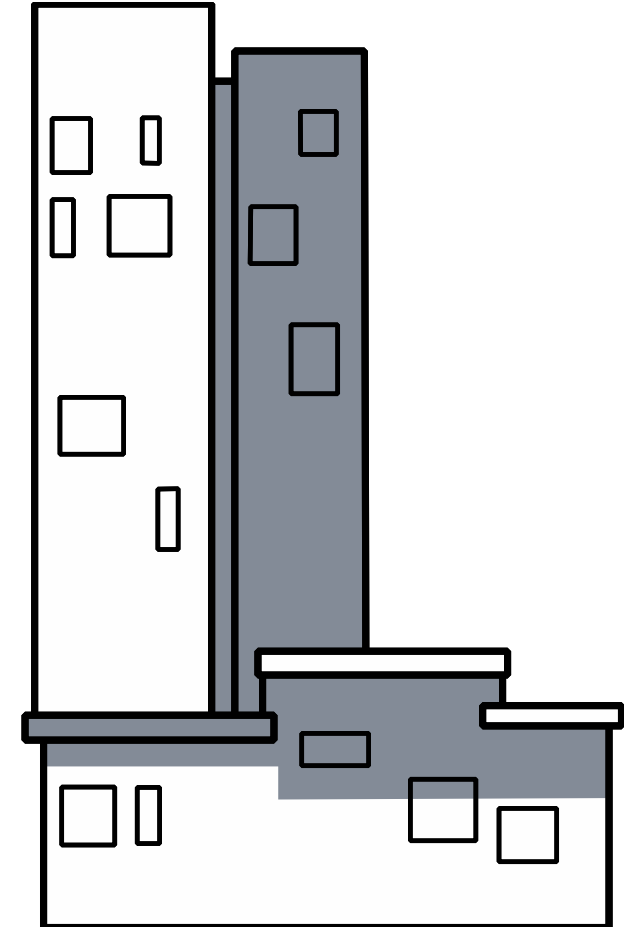
Vacancies

District 4 has 23 vacant Tenant Council positions.

The process to fill vacancies will include a communications plan, tenant nomination form, and nominee review by staff.

Role of Tenant Council Member with Vacancies

- **Scenario A:** If only one eligible nominee, Council Members will be present as the nominee is acclaimed at the meeting.
- **Scenario B:** In the event of two or more eligible nominees, Council Members will vote by secret ballot.



Co-Chair Role

The Tenant Council Co-Chair helps guide meetings. It's a shared leadership role that makes meetings run smoothly and be more inclusive. Activities include:

- Help open and close the meeting
- Support the Participation Coordinator in guiding discussions
- Make sure everyone gets a chance to speak
- Help keep the meeting on track
- Bring forward ideas or concerns raised by tenants



Co-Chair Role

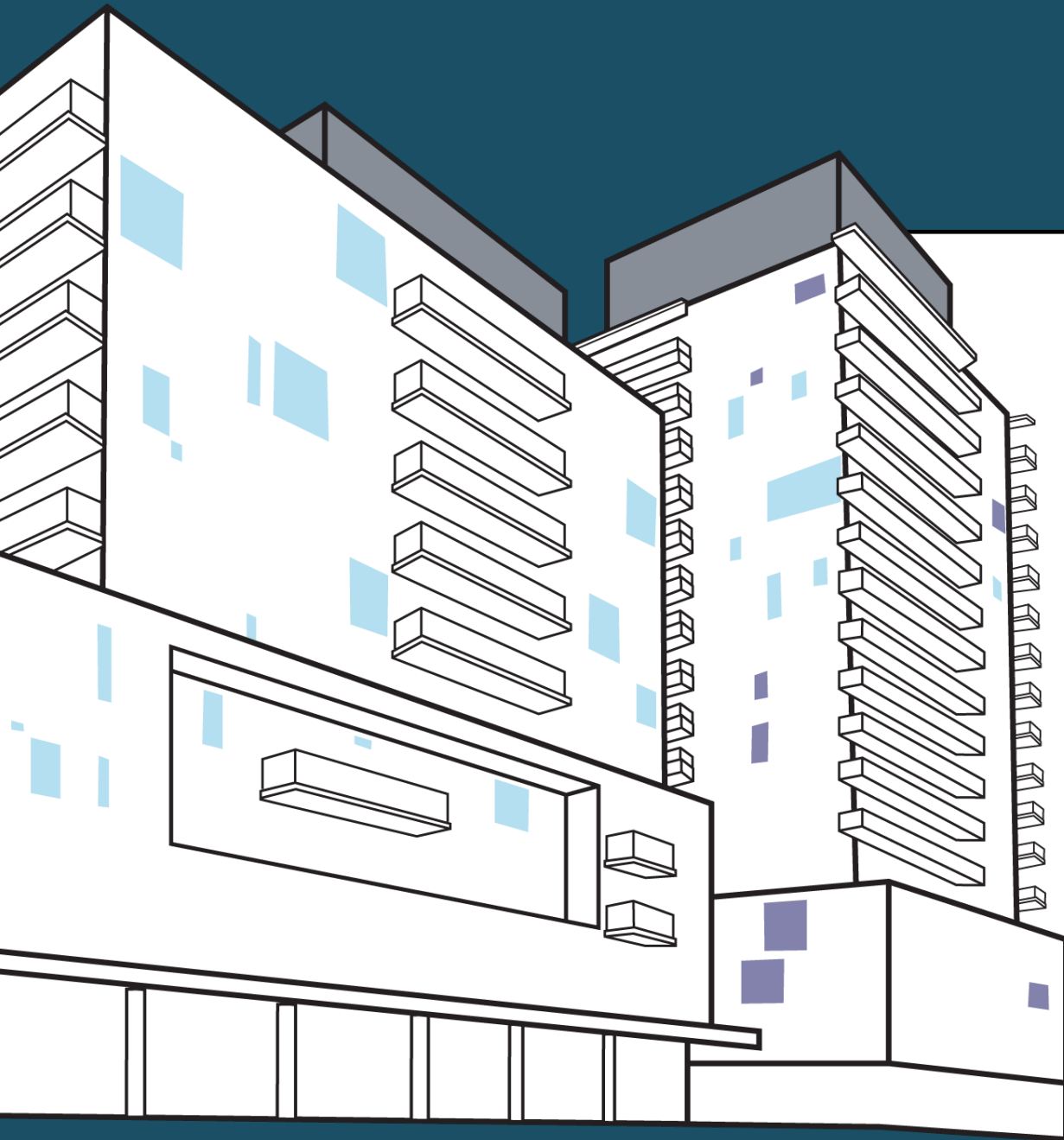
Why this role matters

- It gives tenants real leadership opportunities
- It builds community ownership
- It makes meetings more balanced and inclusive
- It ensures no one person carries the whole load

Who can be a Co-Chair

Any Tenant Council Member





Questions

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