

Deputation – Chad Hamad
TSC Public Meeting – June 4, 2026

Written Deputation

Item 6A – SERV: Operations Service Delivery Strategy

Toronto Community Housing Tenant Services Committee

Good morning Chair and members of the Committee,

My name is Chad Hamad, and I am speaking regarding Item 6A, the SERV: Operations Service Delivery Strategy report.

First, I want to acknowledge the work involved in developing a more structured operational framework for Toronto Community Housing. SERV represents an important shift toward aligning frontline services, operational priorities, and governance reporting under a clearer strategic model focused on tenants, households, buildings, and communities.

The framework’s emphasis on accessibility, housing stability, community well-being, and outcome-based reporting reflects many of the priorities tenants continue raising across TCHC communities.

At the same time, I believe this report presents an important opportunity to strengthen how operational success is defined, measured, and evaluated moving forward.

The report identifies several strategic outcomes, including:

- improved tenant experience
- housing stability
- maintained buildings
- and thriving communities

These are important goals. However, the long-term strength of the SERV framework will depend on how these outcomes are measured beyond operational activity alone.

For example:

- How will TCHC measure whether tenants feel safer and more supported within their communities?
- How will accessibility outcomes be evaluated beyond service delivery statistics?

- How will the organization assess whether operational improvements are being experienced consistently across communities?

The report references future performance reviews, spotlight reporting, operational health updates, and recovery planning. These tools have the potential to strengthen governance oversight. At the same time, future SERV reporting should include clear tenant-informed outcome measures alongside operational metrics and organizational reporting narratives.

This is particularly important in areas such as:

- accessibility
- community safety and well-being
- tenant engagement
- and complex tenancy supports

These are not only operational categories. They directly shape tenant experience, inclusion, safety, housing stability, and trust within TCHC communities.

I also believe SERV creates an opportunity to strengthen transparency regarding how tenant lived experience informs operational planning, service evaluation, and long-term performance measurement.

As this framework evolves, consideration should be given to:

- incorporating tenant-informed indicators into reporting structures
- measuring accessibility effectiveness across visible and invisible disabilities
- validating operational outcomes at the community level
- and ensuring frontline staff capacity is supported to sustain long-term community impact

The strength of SERV will ultimately be measured not only by how services are organized or reported, but by whether tenants experience meaningful improvements in responsiveness, accessibility, safety, stability, and community well-being across Toronto Community Housing.

Thank you for your time and consideration

Chad Hamad

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