

**Toronto Community Housing (TCHC)****Tenant Advisory Committee****Monday, May 11, 2026****6 to 8 p.m.****City Hall, Committee Room 2 100 Queen Street West****MEETING MINUTES**

Organization	Participants
TAC members	Present online: Esther Adjei, Nasra Ahmed, Jorry Cross, Tabitha David, Petra Jeffers, Debbie Menezes, Doug Maybank, Charmaine Roye Present in-person: Robert Bezanson, Ghassan Fayad, Ines Gracia, Shazzeneiy Mohamed Nair, Nasser Naoshad Not present: Karlene Nation, Peggy L. Ernest, Samuel K Kisitu Regrets: Virginia Alexander, Beisa El-Tawashy

YTAC members	Present online: Jeheim Green, Samreen Khan, Vaishali Kaverimanian Present in-person: Fatma Karem Regrets: Ilhan-Samia Yusuf, Treasure Lyons
Non-voting members	Present online: Marcel Charlebois, Tenant Director Dan McIntyre, Tenant Director Not present: Ubah Farah, Tenant Director
TCHC staff	Present in-person: Sean Baird, President and Chief Executive Officer; (Co-Chair) Abdulle Elmi, Director, Service Delivery Pablo Vivanco, Director, Tenant Engagement and Community Development Christine Aina, Manager, Tenant Engagement, Data and Impact Alejandra Marulanda, Tenant Participation Coordinator Present online: Gail Johnson, Manager, Community Safety and Support, East Region
City of Toronto staff	Present in-person: Emily Gaus, Manager, Housing Stability Services, Zanib Habib, Programs Coordinator, City Housing Corporations Relationship Unit Jenn St. Louis, Acting Director, Housing Stability Services (Co-Chair)

	Anna Nguyen, Housing Consultant, Housing Secretariat
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Welcome, Introductions, Land, and African Ancestral Acknowledgments

- TCHC's CEO, Sean Baird started the meeting by reading the Land Acknowledgement and African Ancestral Acknowledgment.
- Pablo Vivanco introduced TCHC staff followed by Jenn St. Louis who introduced the City of Toronto staff.
- Sean welcomed TAC Members and they introduced themselves.

Review of the TCHC Tenant Advisory Committee's agenda, minutes, and action items:

- Motion to approve the April meeting minutes. Approved.
- Tenant Director: Requested for their name to be corrected and to update the Tenant Director list for future meeting minutes.
- TAC Members requested to add new agenda items for future meetings, including high-rise building window and balcony safety education for tenants, policies/by-laws on unleashed dogs in TCHC parks and outdoor common areas.

2026 TAC workplan overview

- TCHC staff spoke to items returning to TAC and provided an overview of the Tenant Engagement System (TES) Accountability Committee. This committee will make sure there is procedural fairness when the TES Code of Conduct is breached.
- TCHC staff: Requested TAC members who are interested in joining the committee to express their interest via email to the TCHC Program Coordinator.
- TAC member: What is the frequency of the new committee?
- TCHC staff: The committee will meet as issues arise.

Tenant Services Office update

- Sean introduced and welcomed Abdulle Elmi, Director of Service Delivery, who provided an overview of their team's findings and initiatives moving forward.
- **TAC member:** In the services provided, there was one missing – the ability to do a work order in person. To only scope it to rent reviews is a waste of resourcing. Staff should be educated to answer a variety of questions, including work orders and safety. The current system is not functional. Is there any update on staff training?
- **TCHC staff:** Offices are intended to be spaces tenants can ask for a variety of requests, including service requests and security or safety concerns. Staff are trained to be able to do this.
- **TCHC staff:** If there are issues, we do encourage tenants to call the client care centre; the average wait time is two minutes. This resource is available.
- **TAC member:** The previous module before the Service Hubs worked great. Offices were fully staffed and open. I suggest we go back to this module. The current module isn't working as offices are closed due to understaffing. TCHC needs to communicate to tenants and listen to what they want in their communities. Tenant needs are not being met due to limited hours.
- **TCHC staff:** I feel your frustration and it was heard loud and clear throughout communities, through the TAC, and 19 other engagements. TCHC is committing to making a meaningful step forward for tenants. The hope is to get to a place where tenants can come to the office, there will be staff there, and tenants feel supported.
- **TCHC staff:** The design of the new module is to have improved service, including expanding hours to alleviate the concerns.
- **TAC member:** Will the restructuring of the Hubs eliminate tenants' ability to schedule appointments with their Tenant Services Coordinator? We should consider implementing virtual meetings for

those who may have accessibility challenges, cannot afford the travel time or costs, and/or weather conditions.

- **TCHC staff:** Appointments will not be disrupted because our goal is to increase service office accessibility. We will simply be adding the option to drop in and receive support without an appointment as an addition. Online meetings are being considered, and a vast majority of offices are close to transit stations.
- **TAC member:** We should be able to report anti-social behaviour at the service offices. TCHC staff should keep a record of the complaints to cascade to the appropriate management, especially when new staff come onboard. Staff may not be recording or following up on these requests if a record of them is not kept. Sometimes Hub offices are closed for staff training, will this continue to impact service delivery in the new module?
- **TCHC staff:** This is a training issue we are aware of it. For onboarding at each office, there will be training on vision, missions, values and what we anticipate the interactions between staff and tenants should be. For anti-social behaviour, TCHC has a really dedicated team that supports complex tenancies and, in the event, there is an on-going issue, process the complaint through Client Care and report to Community Safety Unit.
- **TCHC staff:** When incidents occur, please continue to report them; it's the best way to track and act on these incidents.
- **TAC member:** Accessing the Hub services after hours is an issue. I cannot get visitor parking passes after hours. I think there should be a number you can call to provide parking passes after hours.
- **TCHC staff:** We are looking into having offices open in the evenings and weekends in the new module, however, there are ongoing discussions with our labour partners.
- **TAC member:** What is the office or region ratio currently? What is the Tenant Services Committee, does it include tenants? There are three regions and the offices serve tenants at the regional level. Is there consideration for a local level?
- **TCHC staff:** 26-28 offices per region; number of staff is two per office, which results in high frequency of office closures.

- **TAC member:** Is there a way of capturing how to track what's working and what's not regionally and on a community level?
- **TCHC staff:** We worked very closely with the Regions and staff to understand what the best approach with minimal disruption to the tenants would be. Due to regional staff having insights into these communities, their input was incorporated to develop the transition plan.
- **TAC member:** Is there tenant representation at the Tenant Service Committee?
- **TCHC staff:** Tenant Services Committee includes three tenant members and is a subcommittee that reports to the Board.
- **TAC member:** Would you consider implementing a system where tenants can book appointments virtually to increase accommodation. Consideration of use of space; considering how many staff there are (two), it's a waste of space and the lease price is wasted empty offices. This space can be used for the community to use. Another issue is parking; we don't have any parking spaces in Regent Park and Phase four and five haven't even been built yet. Where are people supposed to park when visiting the office?
- **TCHC staff:** Regent Park is unique in the sense that it has offices close to tenants; tenants shouldn't need to drive to get to the office. The density is intended to increase, and the office is slated as a part of the next demolition, and rest assured, the new model will better support the community. In terms of use of space, the reduction in offices means it opens up spaces for other use for things like programming and tenant meeting spaces.
- **YTAC member:** Some Hubs are within TCHC residential buildings, and tenants who don't reside in these buildings do not have access to them. Is there a more efficient way for tenants who don't live in those buildings to access those Hubs?
- **TCHC staff:** That's a design challenge of the initial model. In the new module, we want a street-facing model, so you don't have to access the residential area to access the office. We are looking to have more accessible offices, and we are working on it.

- **TAC member:** Prior to the Hub offices, how many offices did we have?
- **TCHC staff:** Current model we're transitioning from: 13 Operating Units and two are TSHC, so 11. Prior to the Operating Unit model, there was a move from 26 to 13 and now TCHC is attempting to come back to this model. The staff included a manager, supervisor and around five to six frontline staff, and a handful of Tenant Services Coordinators (TSC), a clerk, a health promotion officer, and youth engagement officer.
- **TAC member:** Do you know how many staff members TCHC had at the time, is it more or less?
- **TCHC staff:** The numbers are similar to the ones now, so the ratios have remained the same.
- **TAC member:** In the new model we should keep in mind for the future, the reception area is very open, everyone can hear your business. There has to be a way to create privacy.
- **TCHC staff:** The new module does not require sensitive information to be shared in open areas. The clerk greets and supports high-level questions and directs tenants to private offices when it's a personal conversation (e.g. rent review). We are going to highlight this to staff to ensure sensitive conversations and information are not discussed in open areas.
- **TAC member:** In my building we do have meeting rooms separate from the reception area, however, they are glass walls, I suggest installing blinds in offices similar to mine for privacy.
- **TAC member:** What is the staffing structure of the Hub office? What's the role of the TSCs and Community Services Coordinators (CSC) in the Hub offices?
- **TCHC staff:** As a part of this roll-out, TCHC will be identifying the core group of staff at each office. There will be a clear breakdown of staff in the office, including roles and who's overlooking the office. This will be communicated as a part of the opening of the office; this will also be available online. To answer your questions, TSCs support with tenancy and rent-related inquiries while CSCs support a range of communities and work out of multiple service

offices. Some CSCs are under Tenant Engagement, while others are Access and Support CSCs.

- **TAC member:** Circling back to parking, I suggest implementing a system where tenants can call in or register their vehicle online, so tenants don't have to rely solely on the service offices. We should move more towards a technology base.
- **TCHC staff:** We are working on the technology. It won't be ready in the next three to six months, but by the end of the year we're hoping to bring some of this work forward.
- **TAC member:** the parking app can be on the TCHC website. If I'm a resident, I don't want to go to the Hub to get a parking pass. Is there going to be just one TSC in the office? I can see there being irritability from the TSC given the large scope.
- **TCHC staff:** TCHC is working towards using technology to streamline requests such as parking.
- **TCHC staff:** The minimum staffing complement will be five staff; one clerk and four TSCs. There will be incidents with more than one clerk. If an office has 1000 units, TCHC proposed adding two clerks instead of one to support TSCs. The current model is a TSC and the new model is moving away from that.
- **TAC member:** If residents are not happy with what's happening in their Hubs, who do tenants bring their concerns to?
- **TCHC staff:** Client Care is the best option to submit concerns. The Solutions team is the escalated option. Escalation and staff information should be posted in the Hubs and updated.
- **TAC member:** Technology can support accessibility; however, we must keep in mind that many tenants do struggle with technology as well.
- **TAC member:** At my Hub I've had issues with my TSC who refused to provide me with their supervisor's name and contact information. Is this something tenants are allowed to have access to?
- **TCHC staff:** Yes, you can have this information. We can follow up on this issue.

- **TAC member:** I want to acknowledge that I have noticed the efforts to improve communication, and I want to share my appreciation.
- **TAC member:** What's the relationship between tenancy management and the Service Hub offices?
- **TCHC staff:** This is a service function as a part of the housing provider role; it's maintenance and tenancy manager (this is related to rent payment, lease, rent, etc.). The staff who work in tenancy management perform primarily on tenancy management work.

New items

- **TCHC staff:** The circle back on the new items the TAC wishes to add to future agendas. From a TCHC perspective, the window locks are very important for safety; these are checked at move-in and during inspections. We are aware these can be broken and TCHC continues to repair them.
- **TAC member:** I think we should increase education around safety mechanisms for tenants living in buildings. Maybe we could lead to having a closer look as to why this happens and how to be proactive.
- **TCHC staff:** I'm happy to look into this. The item of unleashed dogs on TCHC playgrounds and outdoor areas, we are aware this happens. Having said that, please submit formal complaints. That way TCHC has documentation to send a letter to a tenant to change their behavior.
- **TAC member:** When we report these issues, nothing comes out of it. How do we enforce certain bylaws that pertain to this issue to ensure it does not continue to happen?
- **TCHC staff:** I'm going to take it back and look into our policies regarding this issue.
- **TAC member:** I want to bring attention to the lack of support or awareness of resources for tenants who are grieving their

neighbours' friends and family, and no one wants to talk about it. Communities that experience this need mental health support and workshops to process.

- **TCHC staff:** You're right, it doesn't get enough discussion, we could put this on the agenda for future meetings as well where tenants can access support. Internally, we do have TCHC staff support with these items such as Access and Support CSCs.
- **TAC member:** I agree with having more access to mental health and grief services. We as tenants should also be notified when staff pass away as we have relationships with them as well. When I've called security about issues like smoking indoors or dogs off leash, nobody is enforcing these matters. The security team passes the buck and says to call **3-1-1**.

Wrap-up and action items

- Accountability Committee outreach: Interested TAC members or tenants can reach out to TCHC staff if they wish to join.
- Parking access follow-up: TCHC staff will connect with TAC members offline regarding visitor parking access when the Hub is closed.
- Issue list for TCHC: TCHC staff will identify specific tenant issues requiring staff follow-up (including TAC members' complaint).
- Future agenda additions: New topics on child-safe window locks, fall prevention education, balcony or high-rise building safety, and grief support services for tenants.
- Dog policy review: TCHC staff will review TCHC rules on off-leash dogs in parks or common areas and report back.