



Tenant Engagement Refresh Update

Item 10C

March 28, 2023

Tenant Services Committee

Report: TSC:2023-18

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: March 1, 2023

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of the Tenant Engagement System Refresh.

RECOMMENDATIONS:

It is recommended that the Tenant Services Committee recommend that:

1. The Board of Directors approve the development of terms of reference for the Tenant Advisory Committee by TCHC staff, the City and the Tenant Advisory Committee with consideration of the recent efforts and approach by Toronto Seniors Housing Corporation in establishing its Senior Tenant Advisory Committee;
2. The Board of Directors approve the implementation of an additional recruitment for the Tenant Advisory Committee, by TCHC in conjunction with the City, which targets tenants who are not currently involved in TCHC's Tenant Engagement System;
3. The Board of Directors approve the commencement of meetings with the new and current Committee members beginning early in the second quarter of 2023;
4. The Board of Directors approve the appointment of a TCHC Tenant Director to the Tenant Advisory Committee to liaise between the Tenant Advisory Committee and the Board of Directors through such process as the Board shall determine;

5. The Board of Directors approve the appointment of the Deputy City Manager, Community and Social Services and TCHC's President and CEO as joint co-Chairs of the Tenant Advisory Committee on a transitional basis to provide leadership and establish an effective Committee which will provide the basis for stronger voices from tenants within Toronto Community Housing Corporation, supported by staff from TCHC and the City; and
6. The Board of Directors request TCHC's President and CEO consult with the City's Deputy City Manager, Community and Social Services in relation to the report back to the City's Planning and Housing Committee, in the first quarter of 2024, on the progress of the new Tenant Advisory Committee, including the Terms of Reference that were developed.

REASONS FOR RECOMMENDATION:

Decision History

On December 14, 2022, City Council adopted Member Motion 2.16, *Ensuring a Successful Tenant Advisory Committee at Toronto Community Housing Corporation*, which directed the Deputy City Manager and Community and Social Services, to have City staff, through the Tenants First initiative, review the proposal for a new Tenant Advisory Committee including:

- Terms of Reference;
- Recruitment and confirmation of members;
- Role of tenant directors in a Tenant Advisory Committee; and
- Role of the City in a Tenant Advisory Committee.

The present Tenant Advisory Committee members have been informed of City Council's direction and the plan for TCHC to work with City staff to determine the next steps before resuming the committee's activities.

On February 28, 2023, the Planning and Housing Committee met and adopted recommendations that ([City Report 2023.PH2.8](#)):

1. City Council direct the Toronto Community Housing Corporation Board of Directors to ensure that:
 - a. the terms of reference for the Tenant Advisory Committee be developed in collaboration with the Tenant Advisory Committee and the City with consideration of the recent efforts and

approach by Toronto Seniors Housing Corporation in establishing its Senior Tenant Advisory Committee;

- b. an additional round of recruitment be completed for the Tenant Advisory Committee in partnership with the City, which targets tenants who are not currently involved in Toronto Community Housing Corporation's tenant engagement system, and that meetings with the new and current Committee members begin early in the second quarter of 2023; and
 - c. Toronto Community Housing Corporation appoint a current tenant director to the Tenant Advisory Committee to liaise between the Tenant Advisory Committee and the Board of Directors;
2. City Council direct the Executive Director, Housing Secretariat, to ensure that City staff provide support to the Tenant Advisory Committee, to assist with both the development of the terms of reference of the Tenant Advisory Committee and the recruitment of new members.
 3. City Council request that the Deputy City Manager, Community and Social Services and the Chief Executive Officer, Toronto Community Housing Corporation, jointly co-chair the Tenant Advisory Committee on a transitional basis to provide leadership and establish an effective Committee which will provide the basis for stronger voices from tenants within Toronto Community Housing Corporation.
 4. City Council request the Deputy City Manager, Community and Social Services in consultation with the Chief Executive Officer, Toronto Community Housing Corporation to report back in the first quarter of 2024 on the progress of the new Tenant Advisory Committee, including the Terms of Reference that were developed.

The recommendations contained in Report 2023.PH2.8 will be considered by City Council at its meeting commencing March 29, 2023.

Review of the List of Tenant Leadership Participating in the Tenant Engagement System

We previously reported that 1,486 tenant leaders had been established and participating in the refreshed Tenant Engagement System. This included

335 Community Representatives, and 1,151 building/townhouse committee members.

At the end of 2022, we launched a review of the list of tenant leadership across the three regions. The review was meant to help us better understand any changes that may have occurred (from May to November 2022) and their impact on the Tenant Engagement System data.

As of February 22, 2023 and based on the completion of the review of the list of tenant leadership initiated by staff in the fall of 2022, there are now a total of 1,084 tenants participating in the refreshed Tenant Engagement System.

Table 1: Breakdown of the current number of tenant leadership by region

Region	Number of Community Representatives ¹	Number of Building/Committee Members	Total
East	40	381	421
West	19	319	338
Central	20	305	325
TCHC	79	1,005	1,084

See Attachment 1 for a detailed breakdown of why the reported number of tenant leadership has changed.

Report of End-of-Year Regional Forums Held for Tenant Leaders in Fall 2022

Background

The End-of-Year Regional Forums was the third of a four-step plan, aimed at engaging tenant leaders to develop recommendations to make necessary changes that will ensure the successful implementation of the Tenant Engagement System. The four-step plan was presented to the Tenant Services Committee in June 2022.

The four-step plan includes the following:

1. The launch of the Community Actions Table at the regional level;
2. The establishment of a Tenant Advisory Committee;
3. The End-of-year Regional Forum; and

¹ Community representatives comprise of both elected and acclaimed tenant leaders

4. The Launch of the Citywide Tenant Forum in 2023.

Pre-event outreach and engagement

Ahead of the regional forums, staff conducted outreach and engagement campaigns across the three operating regions. Staff conducted a pre-registration survey for tenants to confirm attendance and identify top priorities in their communities. Community Service Coordinators engaged with tenants who could not complete the pre-registration. At the end of the outreach effort, 372 tenants were pre-registered to attend the forums. A summary of outreach efforts by each region follows.

Central Region

In the Central region, 68 out of 81 pre-registered tenants attended the forum. Each Community Service Coordinator (“CSC”) contacted the Community Representatives and Building Committee Members within their portfolio by door-knocking, phone calls and emails. In some cases, they also assisted tenants in completing online pre-registration and followed up with reminders. Pre-registered tenants identified Safety and Security, Community Programs and Services, and Tenant Communications as top community priorities in the Central region.

East Region

In the East region, 94 out of 140 pre-registered tenants attended the forum. Similar to the Central region, each CSC reached out to Community Representatives and Building Committee Members within their portfolio by door-knocking, phone calls, and emails. Staff also assisted tenants in completing online pre-registration and followed up with reminders. Tenants who pre-registered identified Safety and Security, Maintenance, and Community Programs and Services as top community priorities in the East region.

West Region

Of 151 tenants who pre-registered in the West region, 131 attended the forum. The local team used a proactive outreach approach through the Call Centre to contact all Community Representatives and Building Committee Members in their region. CSCs followed up with door-knocking for tenants who could not be reached by phone. The local team also assisted tenants in completing online pre-registration. Tenants who pre-registered also identified Safety and

Security, Maintenance, and Community Programs and Services as top community priorities in their region.

To ensure that all tenant leaders were engaged, an additional 316 phone calls were made by the centralized Tenant Engagement System team to remind tenants and to encourage them to attend the forum. Reminder emails were also sent to pre-registered tenants at least 48 hours before each region's forum.

The Regional Forums

The forums provided opportunities for tenant leaders to engage TCHC staff (senior management and frontline staff) in person on various issues affecting their communities. The forum's objectives were to:

- **Increase collaboration:** For Community Representatives and Building Committee Members to reconnect with TCHC frontline and management staff;
- **Ensure accountability:** To share TCHC's responses to issues raised and feedback provided during the Community Action Table meetings held in August 2022; and
- **Increase participation:** To solicit further input needed to develop recommendations to inform amendments to the current Tenant Engagement System.

With a unified goal and objectives set, each region was empowered to oversee implementing and managing the forum's activities based on the region's unique characteristics and approach to tenant engagement.

All three forums included a panel discussion moderated by the Acting Chief Operating Officer, Nadia Gouveia, and were supported by four panelists, including each region's General Manager of Operations. The panelists were chosen based on the programs that tenants identified as top local priorities.

After the panel session, tenants could ask the panelists questions. For tenants who could not ask their questions due to time constraints, they were asked to write and submit their questions to staff.

TCHC Forum Survey Results

Tenants were asked to participate in a live survey to provide feedback and rate TCHC's Tenant Engagement System's program implementation within their communities.

- Close to 7% of tenants were very satisfied with the implementation of the Community Action Plan (“CAP”) across TCHC. East Region had the highest percentage of tenants that were very satisfied (15%), and Central Region had the lowest (2%);
- 13% of tenants were satisfied with the implementation of the Community Action Plan, and 19 were dissatisfied;
- On average, 41% of TCHC tenants were very dissatisfied with the implementation of Community Action Plans. West Region had the highest percentage of tenants that were very dissatisfied (62.0%), and Central Region had the lowest (29.4%);
- 20% of tenants surveyed were neutral to the implementation of the Community Action Plan;
- Approximately 32% of TCHC tenants believed that Community Action Plan activities will address community priorities;
- Almost half of the tenants surveyed (44.4%) were aware of the Tenant Action Fund (“TAF”) and 59.2% had used those funds to address community priorities; and
- In 2022, a total of \$144,269.41 in Tenant Action funding was approved for various community projects across the TCHC portfolio, with 95% of tenants’ applications approved (154/157 applications).

A detailed breakdown of survey results by region can be found in Attachments 2, 3 and 4.

Table 2: Number of participants at the end-of-year regional forums

	Central	East	West	Total
Tenants Pre-registered	81	140	151	372
Tenants in attendance	68	94	131	293
TCHC staff (Central OPS. Staff)	27	20	22	69
Partners	4	8	12	24

Tenant Advisory Committee for the Tenant Engagement System

TCHC formed a Tenant Advisory Committee (the “Committee”) to provide advice on implementing key tenant-focused programs under the Tenant Engagement System. This included supporting the planning and organizing of the Citywide Tenant Forum in the fall of 2023. The Committee is not to monitor the Tenant Engagement System's activities, but to enhance the process and methodology of increasing tenant participation and the successful delivery of various programs at the community level.

Assuming that Council adopts, without amendment, the recommendations that were adopted by the Planning and Housing Committee at its meeting of February 28, 2023, TCHC is taking the following actions.

Subsequent to the expansion of the Committee with the additional membership, TCHC will work with the City and the newly expanded TAC to co-develop the Committee's terms of reference.

To address the Planning and Housing Committee's second recommendation, TCHC is proposing to work with the City to establish specific outreach methods and criteria to proceed with the recruitment for the TAC. We have also heard from tenants that clarity on the role and purpose of the Committee should be included in all outreach materials, and we will ensure transparency. In alignment with the City's adopted motion [MM2.16](#), recruitment for the TAC will begin in Q2 2023.

In light of the Planning and Housing Committee's third recommendation, staff will request direction from the Board, at its next meeting, as to the process that the Board will follow in order to select a TCHC Tenant Director who will be invited to join the TAC.

To address the Planning and Housing Committee's final recommendation, TCHC will engage City staff, including the City's Deputy City Manager, Community and Social Services, in order to seek to implement the transitional joint-Chair approach that the Planning and Housing Committee has recommended.

NEXT STEPS:

- Complete recruitment and onboarding of a Business Planner to focus on the execution of strategic activities to enhance tenant engagement;
- Continue to implement the Planning and Housing Committee's recommendations on the Tenant Advisory Committee following their adoption by Council and the approval of the Board's; and
- Commence planning for a city-wide tenant forum in Q4 2023.

IMPLICATIONS AND RISKS

The City's Shareholder Direction requires TCHC to maintain a democratic system of active tenant participation and involvement that will provide the following:

- Opportunities for Tenant engagement regarding their housing and the complete TCHC housing portfolio;
- Opportunities for Tenants to provide input on TCHC corporate decisions, including capital plans, operating budget, service levels, service delivery and Tenant facing policies; and
- Opportunities for Tenant input on setting local spending priorities; and
- Information about opportunities for engagement in other City and community initiatives.

In addition, TCHC's approach to Tenant engagement will respect the terms of the Shareholder Direction and the financial targets and performance benchmarks established for TCHC by the Service Manager.

SIGNATURES:

“Nadia Gouveia”

Nadia Gouveia
Acting Chief Operating Officer

ATTACHMENTS:

1. Review of the List of Tenant Leadership Participating in the Tenant Engagement System
2. Results of the Survey for Central region
3. Results of the Survey for East region
4. Results of the Survey for West region
5. City of Toronto Planning and Housing Committee Report 2023.PH2.8: Ensuring a Successful Tenant Advisory Committee at Toronto Community Housing Corporation
6. Tenant Engagement System Update Presentation

CONFIDENTIAL ATTACHMENT:

Confidential Attachment 1: Appointment of a Tenant Director to Tenant Advisory Committee

Reason for Confidential Attachment: Personal matters about an identifiable individual or individuals and advice regarding a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of Toronto Community Housing Corporation;

STAFF CONTACT:

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REVIEW OF THE LIST OF TENANT LEADERSHIPS PARTICIPATING IN THE TENANT ENGAGEMENT SYSTEM

After the review of all tenant leaders included in the system, the following are our findings on why the number of tenant leaders participating has changed from what was reported in spring 2022 to the latest number reported above.

- The total of 1,486 tenant leaders reported in spring 2022 comprised of tenant leaders in both TCHC family buildings and the Seniors Housing Unit before officially transitioning as the Toronto Seniors Housing Corporation. There were 259 tenant leaders and positions under the former Seniors Housing Unit.
- Although there were 1,486 filled positions, it did not equal 1,486 tenants. This is because, in communities that chose the Building/ Townhouse Committee model, a tenant can hold two positions – first, as a Building Committee Member and as a Representative. The Building / Townhouse Committee model is open to all tenants and comprises a minimum of five (5) tenants. Each committee also selects two (2) tenants, from within the committee, as their Representatives on the Regional Tenant Community Action Table.
- Between the spring and fall of 2022, seventeen (17) tenants resigned from their positions as Community Representative or Building Committee Members for various reasons, including health and change of residency address, among others.

Table 1: Breakdown of TES data after the completion of the review.

	Total
Number of Seniors Housing tenant leadership	259
Number of duplicates found	126
Number of tenants that have resigned	17
Current number of tenant leaderships after review	1,084
Total number as reported in spring 2022	1,486

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TCHC TENANT ENGAGEMENT SYSTEM END-OF-YEAR REGIONAL FORUM SURVEY RESULTS – CENTRAL REGION

March 28, 2023

The Central region forum was held on November 19, 2022 at the Toronto Reference Library, 789 Yonge Street, Toronto. Some of the major issues brought up by tenants included the following:

- Lack of adequate programs for seniors in TCHC family buildings;
- Lack of security patrol officers;
- Poor services from the Client Call Centre
- Delays in executing work orders
- Lack of cleaning staff;
- Lack of communication on staff changes
- Use of drugs in common spaces;
- Pest control; and
- Incessant violence in their communities.

Staff addressed all the questions and assigned relevant staff to follow up with tenants.

After completing the panel discussion, tenants participated in a live survey to provide feedback and rate Tenant Engagement System's program implementation in the communities. Highlights of the results from the survey are as follows:

- On implementing the Community Action Plan, 1.96% respondents said were very satisfied, 11.76% were satisfied, 25.49% were dissatisfied, 29.41% are very dissatisfied and 31.37% are neutral.
- In addition, only 29% of respondents believe that the Community Action Plan activities will address their community's priorities.
- On Tenant Action Fund implementation, 47.6% are aware of TAF while 52.9% aren't aware. Likewise, 55% of respondents stated they have never accessed Tenant Action Funds to address priorities in their communities.

- In 2022, \$17,077.42 in TAF funding was approved for various community projects in Central region. All 18 applications from tenants were approved.
- Overall, 3.85% of respondents said they were very satisfied with the refreshed Tenant Engagement System, 15.38% were satisfied, 15.38% were dissatisfied and 34.62% were very dissatisfied. 30.77% are neutral.

Staff organized three capacity-building workshops to ensure that tenant leaders are empowered with the right skills and knowledge to serve their communities better.

The first workshop, Conflict Resolution, focused on how tenant leaders can use their positions to promote peaceful resolution, and identify and reduce exacerbation conflict in their communities. The second workshop, Mental Health and Well-being for Community Leaders, explored how community leaders can help educate individuals and families about mental health, increase awareness of mental health issues and make it easier for people to seek help using local resources. The third workshop, Supporting Emergency Response, centered on what people need to be prepared for in an emergency, how to mobilize tenants safely and how tenant leaders can engage others and effectively respond to post-emergency incidents.

SURVEY RESULTS – CENTRAL REGION

1. How satisfied are you with the overall refreshed tenant engagement system?

	Percent
Very Satisfied	3.85%
Satisfied	15.38%
Neutral	30.77%
Dissatisfied	15.38%
Very Dissatisfied	34.62%
Total:	100%

2. How satisfied are you with the current engagement model options available in your community?

	Percent
Very Satisfied	8.70%
Satisfied	21.74%
Neutral	30.43%
Dissatisfied	15.22%
Very Dissatisfied	23.91%
Total:	100%

3. How satisfied are you with the current engagement model selected in your community?

	Percent
Very Satisfied	6.00%
Satisfied	14.00%
Neutral	30.00%
Dissatisfied	20.00%
Very Dissatisfied	30.00%
Total:	100%

4. How likely are you to recommend your community engagement model to another TCHC community?

	Percent
Very Likely	4.17%
Likely	16.67%
Neutral	39.58%
Unlikely	20.83%
Very Unlikely	18.75%
Total:	100%

5. How satisfied are you with the Community Action Plans in your community?

	Percent
Very Satisfied	1.96%
Satisfied	11.76%
Neutral	31.37%
Dissatisfied	25.49%
Very Dissatisfied	29.41%
Total:	100%

6. How satisfied are you with your overall engagement in the new Tenant Engagement System?

	Percent
Very Satisfied	6.25%
Satisfied	18.75%
Neutral	29.17%
Dissatisfied	14.58%
Very Dissatisfied	31.25%
Total:	100%

7. Having two community reps allows for:

	Percent
Shared responsibilities	4.08%
Peer-to-peer learning	2.04%
More interaction	6.12%
Better advocacy	6.12%
All of the above	69.39%
None of the above	12.24%
Total:	100%

8. Having several building committee members allows for:

	Percent
Shared responsibilities	4.88%
Peer-to-peer learning	0.00%
More interaction	4.88%
Better advocacy	4.88%
All of the above	73.17%
None of the above	12.20%
Total:	100%

9. How satisfied are you with the decision making in your community?

	Percent
Very Satisfied	4.17%
Satisfied	14.58%
Neutral	25.00%
Dissatisfied	20.83%
Very Dissatisfied	35.42%
Total:	100%

10. Please select the areas that tenants in the TCHC should be involved in decision making:

	Percent
Approve the Community Action Plan	2.08%
Improving communication among all tenant	2.08%
Ensuring fair access and allocation of space	0.00%
The design, implementation and evaluation of programs and services in your community (education, life and job skills, employment facilitation, mental health, food security, recreation etc.)	6.25%
The design, implementation and evaluation of fully inclusive programs and services with regards to tenants from specific demographics age groups, gender, ethnicity	2.08%
Tenant-led community safety activities (youth)	0.00%
identifying activities that build inclusiveness positive relationships for tenants	0.00%
All of the above	87.50%
Total:	100%

11. What is your current role in the Tenant Engagement System?

	Percent
Community Representative,	40.43%
Building Committee Member	23.40%
TAF member	2.13%
Program/ Community Leader	4.26%
Other	29.79%
Total:	100%

12. Are you aware of the identified priorities of your community?

	Percent
Yes	54.35%
No	45.65%
Total:	100%

13. Do you think the activities of your Community Action Plan will address the priorities of your community?

	Percent
Yes	29.17%
No	70.83%
Total:	100%

14. How often should Community Reps AND Building Committee Members meet to review the progress of the CAP?

	Percent
Quarterly (4 times a year)	40.00%
Thrice in a year (3 times a year)	6.67%
Twice in a year (2 times a year)	6.67%
By-monthly (6 Times a year)	46.67%
Total:	100%

15. How often should Community Reps AND staff meet to review the progress of the CAP?

	Percent
Quarterly (4 times a year)	35.56%
Thrice in a year (3 times a year)	4.44%
Twice in a year (2 times a year)	11.11%
By-monthly (6 Times a year)	48.89%
Total:	100%

16. Are you aware of the Tenant Action funds available to all tenants?

	Percent
Yes	47.06%
No	52.94%
Total:	100%

17. Have you accessed Tenant Action Funds to address the priorities of your community in the last:

	Percent
3 months	17.78%
6 months	4.44%
1 year	11.11%
2 year	11.11%
Never	55.56%
Total:	100%

18. Have you referred the Tenant Action Funds to another member of your community?

	Percent
Yes	31.91%
No	68.09%
Total:	100%

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TCHC TENANT ENGAGEMENT SYSTEM END-OF-YEAR REGIONAL FORUM SURVEY RESULTS – EAST REGION

March 28, 2023

The East region forum was held on November 26, 2022, at JC's Banquet & Convention Centre, 1686 Ellesmere Road in Scarborough. Some of the major issues brought up by tenants included the following:

- Poor quality repair work and lack of follow-up from staff;
- Frequent elevator breakdowns;
- Lack of resources to support programs except for those with a high rate of violence; and
- Lack of programs including after-school and tutoring programs that support elementary age children.

During the Q&A session, one of the tenant leaders expressed their gratitude to TCHC staff for the timely and overwhelming support during a fire incident that caused significant damage in their unit. The tenant also commended staff for the repair work that was done to fix the apartment unit.

After the panel discussion, tenants participated in a live survey to provide feedback and rate Tenant Engagement System's program implementation in the communities. Highlights of the results from the survey are as follow:

- On implementing the Community Action Plan, 15% of respondents said were very satisfied, 18% were satisfied, 15% were dissatisfied, 32% were very dissatisfied and 21% were neutral.
- In addition, 45% of respondents believe that the Community Action Plan activities will address their community's priorities. 55% of respondents disagreed.
- On Tenant Action Fund implementation, 45% were aware of TAF, while 55.9% were unaware. However, 68% of respondents stated they have never accessed Tenant Action Funds to address priorities in their communities.

- In 2022, \$58,328 in TAF funding was approved for various community projects in East region. 63 out of 66 applications from tenants were approved.
- Overall, 7% of respondents said they were very satisfied with the refreshed Tenant Engagement System, 20% were satisfied, 19% were dissatisfied, and 20% were very dissatisfied. 34% are neutral.

Three capacity-building workshops were organized to ensure that tenant leaders are empowered with the right skills and knowledge to serve their communities better. The first workshop, titled "Whose home?" engaged tenants over the problem of unit takeovers in TCHC communities. The participants were taught signs to look out of for and what tenant leader can do about it. The second workshop, "Going Beyond the BBQ" focused on brainstorming ideas and activities that will promote tenant participation in their community development, not limited to just summer events like community BBQs. The third workshop, "You Don't Say," provided tenant leaders with communication tips and tools to help them effectively carry out their roles and responsibilities in their communities.

SURVEY RESULTS – EAST REGION

1. How satisfied are you with the overall refreshed tenant engagement system?

	Percent
Very Satisfied	7%
Satisfied	20%
Neutral	34%
Dissatisfied	19%
Very Dissatisfied	20.34%
Total:	100%

2. How satisfied are you with the current engagement model options available in your community?

	Percent
Very Satisfied	21%
Satisfied	13%
Neutral	25%
Dissatisfied	18%
Very Dissatisfied	23%
Total:	100%

3. How satisfied are you with the current engagement model selected in your community?

	Percent
Very Satisfied	23%
Satisfied	15%
Neutral	26%
Dissatisfied	8%
Very Dissatisfied	28%
Total:	100%

4. How likely are you to recommend your community engagement model to another TCHC community?

	Percent
Very Likely	18%
Likely	12%
Neutral	19%
Unlikely	25%
Very Unlikely	26%
Total:	100%

5. How satisfied are you with the Community Action Plans in your community?

	Percent
Very Satisfied	14.52%
Satisfied	17.74%
Neutral	20.97%
Dissatisfied	14.52%
Very Dissatisfied	32.26%
Total:	100%

6. How satisfied are you with your overall engagement in the new Tenant Engagement System?

	Percent
Very Satisfied	14.52%
Satisfied	17.74%
Neutral	20.97%
Dissatisfied	14.52%
Very Dissatisfied	32.26%
Total:	100%

7. Having two community reps allows for:

	Percent
Shared responsibilities	10%
Peer-to-peer learning	0%
More interaction	5%
Better advocacy	6%
All of the above	56%
None of the above	23%
Total:	100%

8. Having several building committee members allows for:

	Percent
Shared responsibilities	6%
Peer-to-peer learning	2%
More interaction	0%
Better advocacy	5%
All of the above	73%
None of the above	14%
Total:	100%

9. How satisfied are you with the decision making in your community?

	Percent
Very Satisfied	8%
Satisfied	18%
Neutral	21%
Dissatisfied	12%
Very Dissatisfied	41%
Total:	100%

10. Please select the areas that tenants in the TCHC should be involved in decision making:

	Percent
Approve the Community Action Plan	9.68%
Improving communication among all tenant	14.52%
Ensuring fair access and allocation of space	4.84%
The design	34.00%
The design	19.35%
Tenant-led community safety activities (youth) identifying activities that build inclusiveness positive relationships for tenants	17.74%
Total:	100%

11. What is your current role in the Tenant Engagement System?

	Percent
Community Representative,	42.86%
Building Committee Member	25.40%
TAF member	0.00%
Program/ Community Leader	14.29%
Other	17.46%
Total:	100%

12. Are you aware of the identified priorities of your community?

	Percent
Yes	58%
No	42%
Total:	100%

13. Do you think the activities of your Community Action Plan will address the priorities of your community?

	Percent
Yes	45%
No	55%
Total:	100%

14. How often should Community Reps AND Building Committee Members meet to review the progress of the CAP?

	Percent
Quarterly (4 times a year)	45.61%
Thrice in a year (3 times a year)	14.04%
Twice in a year (2 times a year)	10.53%
By-monthly (6 Times a year)	29.82%
Total:	100%

15. How often should Community Reps AND staff meet to review the progress of the CAP?

	Percent
Quarterly (4 times a year)	60%
Thrice in a year (3 times a year)	5%
Twice in a year (2 times a year)	7%
By-monthly (6 Times a year)	28%
Total:	100%

16. Are you aware of the Tenant Action funds available to all tenants?

	Percent
Yes	45%
No	55%
Total:	100%

17. Have you accessed Tenant Action Funds to address the priorities of your community in the last:

	Percent
3 months	19%
6 months	3%
1 year	8%
2 year	2%
Never	68%
Total:	100%

18. Have you referred the Tenant Action Funds to another member of your community?

	Percent
Yes	27%
No	73%
Total:	100%

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TCHC TENANT ENGAGEMENT SYSTEM END-OF-YEAR REGIONAL FORUM SURVEY RESULTS – WEST REGION

March 28, 2023

The West region Forum was held on December 3, 2022 at Montecassino Hotel, 3710 Chesswood Drive in North York. The Question and Answer session was challenging for staff and tenants, as tenants expressed dissatisfaction on various issues including the following:

- Poor tenant communications;
- Lack of adequate safety and security;
- Slow response to maintenance requests;
- Low quality in-unit repairs by contractors and vendors; and
- General disregard for tenant complaints.

After the panel discussion, tenants participated in a survey to provide feedback and rate the implementation of the Tenant Engagement System's programs in the communities. Highlights of the results from the survey are as follows:

- On implementing Community Action Plan, 3.7% of respondents said they were very satisfied, 9% were satisfied, 16.9% were dissatisfied, 62% were very dissatisfied, and 7.5% were neutral.
- In addition, only 20.7% of respondents believed that the Community Action Plan activities would address their community's priorities, and 79% disagreed.
- On Tenant Action Fund (TAF) implementation, 40.7% were aware of TAF, while 59% were unaware. Likewise, 54.5% of respondents stated they have never accessed Tenant Action Funds to address priorities in their communities.
- In 2022, \$68,864.16 in TAF funding was approved for various community projects in the West region. All 73 applications from tenants were approved.

- Overall, 3.7% of respondents said they were very satisfied with the refreshed Tenant Engagement System, 7.5 % were satisfied, 37.7% were dissatisfied, and 39.6% were very dissatisfied. 11% were neutral.

Lastly, a series of workshops were also organized for tenant leaders to enhance their capacity leadership capacity. The first workshop focused on community safety and allowed tenant leaders to share experience and knowledge on improving community safety and security. The second workshop focused on Community Development. Tenants learned about using skills and assets to attract resources to their community, including accessing the Tenant Action Fund to address top community priorities. The third workshop focused on ways TCHC can improve tenant communications and client care services, promote transparency between tenants and staff, and effectively use frontline staff to engage tenants and get them involved in community decision-making.

SURVEY RESULTS – WEST REGION

1. How satisfied are you with the overall refreshed tenant engagement system?

	Percent
Very Satisfied	3.77%
Satisfied	7.55%
Neutral	11.32%
Dissatisfied	37.74%
Very Dissatisfied	39.62%
Total:	100%

2. How satisfied are you with the current engagement model options available in your community?

	Percent
Very Satisfied	5.45%
Satisfied	12.73%
Neutral	25.45%
Dissatisfied	18.18%
Very Dissatisfied	38.18%
Total:	100%

3. How satisfied are you with the current engagement model selected in your community?

	Percent
Very Satisfied	9.26%
Satisfied	12.96%
Neutral	14.81%
Dissatisfied	25.93%
Very Dissatisfied	37.04%
Total:	100%

4. How likely are you to recommend your community engagement model to another TCHC community?

	Percent
Very Likely	12.73%
Likely	10.91%
Neutral	16.36%
Unlikely	23.64%
Very Unlikely	36.36%
Total:	100%

5. How satisfied are you with the Community Action Plans in your community?

	Percent
Very Satisfied	3.77%
Satisfied	9.43%
Neutral	7.55%
Dissatisfied	16.98%
Very Dissatisfied	62.26%
Total:	100%

6. How satisfied are you with your overall engagement in the new Tenant Engagement System?

	Percent
Very Satisfied	3.77%
Satisfied	7.55%
Neutral	16.98%
Dissatisfied	26.42%
Very Dissatisfied	45.28%
Total:	100%

7. Having two community reps allows for:

	Percent
Shared responsibilities	7.41%
Peer-to-peer learning	0.00%
More interaction	3.70%
Better advocacy	11.11%
All of the above	72.22%
None of the above	5.56%
Total:	100%

8. Having several building committee members allows for:

	Percent
Shared responsibilities	3.70%
Peer-to-peer learning	0.00%
More interaction	0.00%
Better advocacy	3.70%
All of the above	85.19%
None of the above	7.41%
Total:	3.70%

9. How satisfied are you with the decision-making in your community?

	Percent
Very Satisfied	23.08%
Satisfied	3.85%
Neutral	17.31%
Dissatisfied	7.69%
Very Dissatisfied	48.08%
Total:	100%

10. Please select the areas that tenants in the TCHC should be involved in decision-making:

	Percent
Approve the Community Action Plan	1.92%
Improving communication among all tenants	0.00%
Ensuring fair access and allocation of space	1.92%
The design, implementation and evaluation of programs and services in your community (education, life and job skills, employment facilitation, mental health, food security, recreation etc.)	3.85%
The design, implementation and evaluation of fully inclusive programs and services with regards to tenants from specific demographics age groups, gender, ethnicity	0.00%
Tenant-led community safety activities (youth)	0.00%
Identifying activities that build inclusiveness positive relationships for tenants	1.92%
All of the above	90.38%
Total:	100%

11. What is your current role in the Tenant Engagement System?

	Percent
Community Representative,	50.00%
Building Committee Member	22.92%
TAF member	4.17%
Program/ Community Leader	14.58%
Other	8.33%
Total:	100%

12. Are you aware of the identified priorities of your community?

	Percent
Yes	42.86%
No	57.14%
Total:	100%

13. Do you think the activities of your Community Action Plan will address the priorities of your community?

	Percent
Yes	20.75%
No	79.25%
Total:	100%

14. How often should Community Reps AND Building Committee Members meet to review the progress of the CAP?

	Percent
Quarterly (4 times a year)	30.43%
Thrice in a year (3 times a year)	6.52%
Twice in a year (2 times a year)	2.17%
By-monthly (6 Times a year)	60.87%
Total:	100%

15. How often should Community Reps AND staff meet to review the progress of the CAP?

	Percent
Quarterly (4 times a year)	28.89%
Thrice in a year (3 times a year)	6.67%
Twice in a year (2 times a year)	4.44%
By-monthly (6 Times a year)	60.00%
Total:	100%

16. Are you aware of the Tenant Action funds available to all tenants?

	Percent
Yes	40.74%
No	59.26%
Total:	100%

17. Have you accessed Tenant Action Funds to address the priorities of your community in the last:

	Percent
3 months	27.27%
6 months	4.55%
1 year	6.82%
2 year	6.82%
Never	54.55%
Total:	100%

18. Have you referred the Tenant Action Funds to another member of your community?

	Percent
Yes	22.22%
No	77.78%
Total:	100%



REPORT FOR ACTION

Ensuring a Successful Tenant Advisory Committee at Toronto Community Housing Corporation

Date: February 13, 2023
To: Planning and Housing Committee
From: Executive Director, Housing Secretariat
Wards: All

SUMMARY

On December 14, 2022, City Council adopted Member Motion 2.16, *Ensuring a Successful Tenant Advisory Committee at Toronto Community Housing Corporation*, which directed the Deputy City Manager, Community and Social Services, to have City staff, through the Tenants First initiative, review the proposal for a new Tenant Advisory Committee including:

- Terms of Reference;
- recruitment and confirmation of members;
- role of tenant directors in a Tenant Advisory Committee; and
- role of the City in a Tenant Advisory Committee

Council directed City staff to report back on the review and recommendations to the February 28, 2023 meeting of the Planning and Housing Committee.

As directed, this report provides recommended direction and advice for Toronto Community Housing Corporation (TCHC) and the City of Toronto to ensure that the Tenant Advisory Committee is successful and that tenants are fully engaged in the process to refresh the broader TCHC tenant engagement system. Working collaboratively, these efforts will support improved communication and engagement between TCHC staff and tenants.

To provide leadership and ensure success in establishing the Tenant Advisory Committee and its Terms of Reference, it is also recommended that the Committee be supported by City staff and co-chaired by the Deputy City Manager, Community and Social Services, and the Chief Executive Officer, TCHC on a transitional basis.

RECOMMENDATIONS

The Executive Director, Housing Secretariat, recommends that:

1. City Council direct the Toronto Community Housing Corporation Board of Directors to ensure that:

a) the terms of reference for the Tenant Advisory Committee be developed in collaboration with the Tenant Advisory Committee and the City with consideration of the recent efforts and approach by Toronto Seniors Housing Corporation in establishing its Senior Tenant Advisory Committee;

b) an additional round of recruitment be completed for the Tenant Advisory Committee in partnership with the City, which targets tenants who are not currently involved in Toronto Community Housing Corporation's tenant engagement system, and that meetings with the new and current Committee members begin early in the second quarter of 2023; and

c) Toronto Community Housing Corporation appoint a current tenant director to the Tenant Advisory Committee to liaise between the Tenant Advisory Committee and the Board of Directors;

2. City Council direct the Executive Director, Housing Secretariat, to ensure that City staff provide support to the Tenant Advisory Committee, to assist with both the development of the terms of reference of the Tenant Advisory Committee and the recruitment of new members; and

3. City Council request that the Deputy City Manager, Community and Social Services and the Chief Executive Officer, Toronto Community Housing Corporation, jointly co-chair the Tenant Advisory Committee on a transitional basis to provide leadership and establish an effective Committee which will provide the basis for stronger voices from tenants within TCHC.

FINANCIAL IMPACT

There are no financial impacts to this report.

The Chief Financial Officer and Treasurer have reviewed this report and agree with the financial implications.

DECISION HISTORY

On December 15, 2022, City Council adopted [MM2.16 Ensuring a Successful Tenant Advisory Committee at Toronto Community Housing Corporation](#) which requested that the Deputy City Manager, Community and Social Services to have City staff review the proposal for a new Tenant Advisory Committee at TCHC.

On July 14, 2021, City Council adopted [EX25.12 - Toronto Community Housing Corporation - Annual General Meeting and 2020 Audited Consolidated Financial Statements](#) which approved an updated Shareholder Direction to TCHC

COMMENTS

TCHC Shareholder Direction

The Shareholder Direction requires TCHC to ensure that tenants are engaged in a manner that allows them to be involved in community decision making that affects their housing as appropriate. The Shareholder Direction states that TCHC will ensure it supports an approach to Tenant engagement that includes:

- Opportunities for tenant engagement regarding their housing, and the full TCHC housing portfolio;
- Opportunities for Tenants to provide input on TCHC corporate decisions including capital plans, operating budget, service levels, service delivery and Tenant facing policies;
- Opportunities for Tenant input on setting local spending priorities; and
- Information about opportunities for engagement in other City and community initiatives.

TCHC Tenant Engagement System Refresh

TCHC is currently implementing its tenant engagement system. In July 2019, the TCHC Board approved the Refresh of the Tenant Engagement System ([TCHC: 2019-15](#)). The revised System four main components:

- *Building/townhouse level:*
A focus of the engagement structure at the building/townhouse level is to monitor the implementation of local community action plans which are created in collaboration with tenants and outlines key activities and solutions in response to tenant identified priorities.
- *Hub Level*
This level of engagement structure assess Service Quality Indicators by providing direct input into improving quality of services to tenants.
- *Regional Level:*
Tenant Community Action Tables will be formed based on operating unit boundaries and will have representatives elected/selected by tenants based on the model of their preference at the local level. Each region will work with tenants and stakeholders to address top tenant-identified priorities.
- *City level*
The City-Wide Tenant-Staff Governance Oversight Committee *is a* resource and accountability structure for tenants and staff participating in the Tenant Engagement System.

TCHC's implementation of the Tenant Engagement System occurred throughout 2019 and into 2020. This included engagement within communities to enable tenants to select the local engagement model of their preference (elected tenant representatives, open building/townhouse committee, or independent tenant association).

Full implementation was significantly impacted by the Covid-19 pandemic and while completed in 2021, the roll-out took longer than expected. By-elections to fill any remaining tenant representative positions were completed in Q1 2022 and Implementation of the Community Action Table level continued throughout 2022.

Throughout these two phases of implementation, staff and Board members heard from tenants directly, and through tenant deputations at the Board, that there were challenges emerging with the implementation of the system. These challenges were outlined in a report to the Tenant Services Committee in June 2022 ([TSC: 2022-28](#)).

In response, in December 2022, the TCHC Tenant Services Committee adopted [Item 8D Tenant Engagement Refresh Update](#), which outlines TCHC's approach to engagement. This includes a four-step plan aimed at consulting tenant leaders, receiving their feedback, and developing recommendations in order to make necessary changes/improvements in the Tenant Engagement System. The creation of the Tenant Advisory Committee is one aspect of this plan.

The role of the Tenant Advisory Committee is to advise TCHC on the implementation of Tenant Engagement System and tenant facing programs including:

- support the implementation of the Tenant Forum
- advise on recommendations that will improve Tenant Engagement System implementation
- advise on key tenant facing programs

Results of Review of Tenant Advisory Committee

On December 15, 2022, City Council adopted MM2.16 which requested that the Deputy City Manager, Community and Social Services, to review and report back with any recommendations on the proposal for a new Tenant Advisory Committee including: Terms of Reference; the recruitment and confirmation of members; the role of tenant directors in a Tenant Advisory Committee; and the role of the City.

The following details the results of this review:

1) Terms of Reference

Through this review, TCHC has confirmed that the Terms of Reference have not yet been completed. Building on the successful development of a terms of reference for the Senior Tenant Advisory Committee, it is recommended that City staff work collaboratively with TCHC staff and tenant Advisory Committee members to develop a terms of reference that promotes tenant voices and is solution focused.

City Advice:

The terms of reference be co-developed by TCHC staff, Tenant Advisory Committee members and City staff ensuring the following are included:

- clear articulation of the purpose of the committee
- timeline for the committee
- code of conduct
- success indicators

2) Recruitment and Confirmation of Membership

Fifteen tenants have been recruited for the Tenant Advisory Committee with five tenants from each region being selected.

The process for recruiting Tenant Advisory Committee in fall of 2022 included:

- an open call for tenants to join the Tenant Advisory Committee
- advertisement through print and digital communications about the application and an information session

Of the successful applicants, only one is not currently involved in the tenant engagement system.

Based on the low number of applications and the result of almost all Tenant Advisory Committee members currently involved in the tenant engagement system, it is recommended that a follow up recruitment be swiftly held. This recruitment should focus on those not currently involved in the TCHC tenant engagement system, with the goal of adding at least five new members to the Tenant Advisory Committee.

It is recommended that the recruitment start shortly to allow for an inaugural meeting of the new Tenant Advisory Committee early in the second quarter 2023. It is also recommended that the criteria be adjusted to highlight community experience outside of TCHC in order to facilitate a diversity of membership.

City Advice:

TCHC and City staff jointly conduct additional recruitment for the Tenant Advisory Committee with a focus on recruiting tenants who are not currently involved in the TCHC tenant engagement system.

3) Role of Tenant Directors on the Tenant Advisory Committee

There is not currently a formal role for Tenant Directors on the Tenant Advisory Committee. City staff recommend one TCHC Tenant Director is invited to join the committee and provide a link back to the Tenant Services Committee and Board of Directors. This has been implemented at the Senior Tenant Advisory Committee and has been an effective tool to keep tenants connected to the Board of Directors.

City Advice:

A TCHC Tenant Director be invited to join the Tenant Advisory Committee.

4) City's Role on the Tenant Advisory Committee

There is not currently a formal role for the City of Toronto on the Tenant Advisory Committee. The Senior Tenant Advisory Committee has benefitted from the attention of senior leadership at the City of Toronto and Toronto Senior Housing Corporation (TSHC) and from the joint support of the committee from TSHC and City staff.

City staff recommend that the Tenant Advisory Committee replicate this model and that the Deputy City Manager, Community and Social Services and the Chief Executive Officer co-chair the Tenant Advisory Committee on a transitional basis to provide leadership and ensure success in establishing the Tenant Advisory Committee, it is also recommended that City and TCHC staff provide support to the committee.

City Advice:

The Tenant Advisory Committee to be co-chaired by the Deputy City Manager, Community and Social Services and the Chief Executive Officer, TCHC and supported by staff from TCHC and the City.

Summary

Engaging with the Tenant Advisory Committee is a critical next step in developing a meaningful tenant engagement system and the recommendations in this report will provide needed support to affect necessary change and establish a strong foundation for future enhancement.

CONTACT

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SIGNATURE

Abigail Bond
 Executive Director, Housing Secretariat

Item 10C - Tenant Engagement Refresh Update
Public TSC Meeting - March 28, 2023
Report #: TSC:2023-18
Attachment 6 (Revised)



Toronto
Community
Housing

Tenant Engagement System Update

Tenant Services Committee
March 28, 2023



Item 10C - TSC:2023-18 - Attachment 6 (Revised)

Review of TCHC Tenant Leaders List

- In May 2022, we reported that 1,486 tenant leaders were established through the tenant elections process. This included 335 Community Representatives, and 1,151 building/townhouse committee members.
- In November 2022, we started a review of the list of tenant leaders.
- Upon the completion of the review in February 2023, we now have a total of **1,084** tenant leaders participating in the Tenant Engagement System.



Review of TCHC Tenant Leadership

Region	# of Community Representatives	# of Building/Committee Members	TOTAL
East	40	381	421
West	19	319	338
Central	20	305	325
TCHC (Total)	79	1,005	1,084

TCHC End-of-Year Regional Forums

In June 2022, TCHC presented a four-step plan to the Tenant Services Committee to begin to receive tenant input into the current Tenant Engagement System

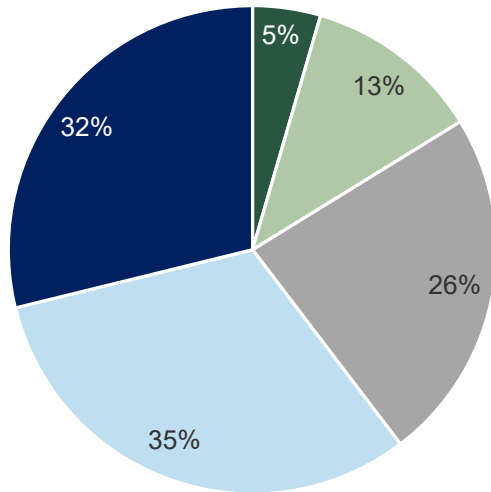
The four-step plan included the following:

1. The launch of the Community Actions Table at the regional level;
2. The establishment of a Tenant Advisory Committee;
3. The End-of-year Regional Forum; and
4. The Launch of the Citywide Tenant Forum in 2023.

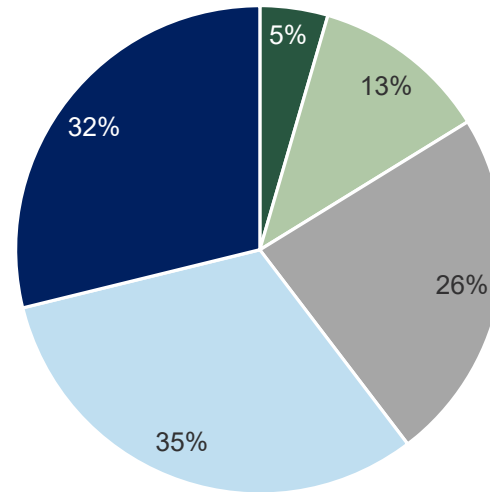
Step 3, the End-of-Year Regional Forums were aimed at engaging tenant leaders to receive input from tenants on local issues and develop recommendations on the Tenant Engagement System.

Key Survey Results

Overall Satisfaction with the Tenant Engagement System



Satisfaction with Decision-Making at a Community Level



Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied

TCHC Tenant Advisory Committee

June 9, 2022: Report was submitted to TCHC's Tenant Services Committee outlining a plan to identify and address the challenges impacting the current tenant engagement system.

- Staff proposed developing a plan to receive feedback from tenants and to make necessary adjustments to improve the system. This included establishing a Tenant Advisory Committee to review recommended system changes.
- Twenty-nine (29) tenants from across the three regions applied to join the advisory committee.
- After a local screening, 15 tenants were selected to join.



JOIN OUR TENANT ENGAGEMENT SYSTEM

Advisory Group

Join our advisory group and give feedback on the implementation of the TCHC's Tenant Engagement System.

Who is eligible to apply?

TCHC tenants (age 18+) including current and former tenant leaders/representatives

Interested?

Attend the online information session on:

Monday, September 19 at 6 p.m.
meeting number: 2634 434 8725
meeting password: 7iwGe4baK7



How to apply?

Apply online: <https://bit.ly/3ReS1Ne>
Or contact your local Community Services Coordinator (CSC) for an application form and email your application to tes@torontohousing.ca.

Application deadline:

Last day to apply is Sunday September 25 at 11:59 P.M.



To request this document in an alternate language or format, email help@torontohousing.ca or call 416-981-5500.



Tenant Advisory Committee: Next Steps

- TCHC is working with the city to implement a new outreach and selection plan for the TAC extension
- Inclusion of a tenant board member to TAC
- Launch of new TAC and development of Terms of Reference
- Work with newly hired staff to conduct stakeholder engagement and review input made till date on the system

