



## Tenant Engagement Refresh Update

Item 10C

September 20, 2022

Tenant Services Committee

**Report:** TSC:2022-46

**To:** Tenant Services Committee ("TSC")

**From:** Chief Operating Officer (Acting)

**Date:** September 1, 2022

### **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 TSC receive this report for information.

### **BACKGROUND:**

In May 2022, Toronto Community Housing (TCHC) completed all phases of Tenant Elections as approved by the Board of Directors in July 2020 and amended through the period of its implementation. A total of 1,486 tenant leaders were established and are now participating in the new Tenant Engagement System. This include 335 Community Representatives (compared to 200 that were in place in 2019) and 1,151 building/ townhouse committee members.

In the report presented to the Tenant Service Committee (TSC) on June 9, we highlighted several challenges that impacted our ability to achieve 100% of our target goal (TCHC reached 76%) and the overall implementation of the Tenant Engagement System. To address these challenges we also proposed developing a plan to receive feedback from

tenants to make necessary adjustments that will ensure a successful implementation of the Tenant Engagement System.

The following is a four-point plan that have been developed by staff to address gaps that were identified and presented in the last TSC report.

### **TENANT ADVISORY COMMITTEE**

Staff are working closely with relevant tenant groups to establish a tenant engagement advisory committee which will consist of tenant representation across all portfolios. The advisory committee will work with staff to advise TCHC on proposed changes, procedures and processes that are related to the implementation of Tenant Engagement System. The committee is expected to be in place by end of September.

### **COMMUNITY ACTIONS TABLE AT REGIONAL LEVEL**

With the completion of the tenant elections, we are now putting in place regional Community Actions Tables (formerly Tenant Council). In August, local engagement teams organized a series of Community Actions Table meetings across the three regions. The purpose of the Community Actions Tables (CAT) is for elected Community Representatives to work with stakeholders (including other tenants and TCHC staff) to address the top five (5) local priorities in their region.

*Table 1: Breakdown of top five (5) local identified priorities by region.*

<b>Local identified priorities – East</b>	<b>Local identified priorities – west</b>	<b>Local identified priorities - Central</b>
<ul style="list-style-type: none"> <li>• Safety and Security</li> <li>• Community Programs and Services</li> <li>• Maintenance</li> <li>• Employment and Training</li> <li>• Community Space</li> </ul>	<ul style="list-style-type: none"> <li>• Community Programs and Services</li> <li>• Safety and Security</li> <li>• Maintenance</li> <li>• Employment and Training</li> <li>• Community Space</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Safety and Security</li> <li>• Community Building Activities</li> <li>• Community Programs and Services</li> <li>• Pest control</li> </ul>

At the first set of CAT meetings which took place from August 25<sup>th</sup> to 31<sup>st</sup>, attendees reviewed and provided feedbacks on how to improve on the implementations of current tenant-focus programs and processes.

As first –point of contact at the community levels, the Community Representatives will help TCHC gain a better understanding of: 1. what is working well, 2. what needs to change, and 3. what can be improved. The feedback will be documented by staff and shared with the tenant advisory committee for a comprehensive review and to develop recommendations that will inform further amendments to the current Tenant Engagement System.

### **END-OF-YEAR REGIONAL FORUM**

We will hold three end-of-year regional tenant forums in November to engage Community Representatives and Building Committee Members in the process for how tenants will provide input into the recommendations that will inform further amendments to the current Tenant Engagement System.

### **CITYWIDE FORUM**

The citywide level committee of Tenant Engagement System will be launched at the Citywide Tenant Forum in spring 2023. We had to move the program from fall 2022 to spring 2023 due to the redeployment of engagement staff to support emergency rehousing of more than 100 households in Swansea Mews in May and June. The redeployment impacted the implementation of several tenant engagement programs that were supposed to take place before the citywide forum.

Membership for the citywide committee will be selected through a city-wide application process where each Community Action Table has tenants' representations. The committee will serve as a resource and accountability structure, and work with tenants and stakeholders to address overall tenant-identified priorities.

The City-Wide forum, will be used as a platform where TCHC and the advisory committee will reveal the new and amended Tenant Engagement System and its plan for implementation.

**IMPLICATIONS AND RISKS:**

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

- Provide a Tenant council structure or similar organization;
- Provide Tenant input into decisions at the corporate and local levels;
- Provide Tenant input for setting local spending priorities and service levels; and
- Include Tenant representation on the Board.

**NEXT STEPS AND RECOMMENDATIONS:**

- Start the implementation of the four-point plan that have been developed by staff to receive feedback on the current Tenant Engagement system and begin to address gaps that were identified and presented in this report. Further system enhancements and changes will be recommended following the Spring Forum.

**SIGNATURES:**

*“Nadia Gouveia”*

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