



Tenant Engagement Refresh Update

Item 7C

November 27, 2023

Tenant Services Committee

Report: TSC:2023-48

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: November 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 TSC receive this report for information.

BACKGROUND:

In June 2022, TCHC developed and presented to the Board a four-step plan aimed at consulting with tenant leaders, receiving their feedback, and developing recommendations to make necessary changes to the Tenant Engagement System.

The plan includes the following:

- I. Launch of Community Actions Table at the regional level;
- II. Establishment of a Tenant Advisory Committee;
- III. End-of-year Regional Forum; and
- IV. Launch of Citywide Tenant Forum in 2024.

The implementation of this transformative four-step plan is underway, demonstrating TCHC's commitment to enhancing tenant engagement and fostering positive change.

Tenant Advisory Committee

The first Tenant Advisory Committee (“TAC”) business meeting took place on September 28, 2023. The meeting opened with the introduction of the co-chairs, Tom Hunter (Interim President & CEO, Toronto Community Housing), and Jag Sharma (Deputy City Manager, Development and Growth Services, City of Toronto). The meeting included voting on, and approval and adoption of the Terms of Reference.

Key agenda items covered during the meeting included an overview of the current TCHC Tenant Engagement System with a Q&A session for TAC members, a discussion around future agenda planning, and a review of the 2023 meeting schedule and agenda items. Additionally, TAC members were invited to participate in a survey as part of the future President & CEO recruitment process.

The October 26 meeting of the TAC included the following agenda items:

- Presentation on the TCHC Tenant Service Hubs Review, followed by TAC member feedback; and
- A survey on tenant funds for common area projects with TAC member feedback provided by email.

Community Action Table

The Community Action Table brings together a diverse group of stakeholders who collaborate closely with tenants, staff, and partners. Its primary objective is to address the tenant-identified priorities within each community, forming the Tenant and Community Action Table. To achieve this, the following key objectives have been established:

1. Share information and resources;
2. Build a Community of Practice; and
3. Capacity building of community representatives.

Community Actions Table – Q3 2023 Summary

In Q3 2023, the Community Action Table’s meetings took place across all three regions (East, Central and West), providing elected tenant leaders with the opportunity to enhance their understanding of Toronto Community Housing’s protocols and processes. The overarching theme of these meetings was Program and Service Delivery, providing a platform for internal and external stakeholders, as well as delivery partners, to engage with tenant representatives and share information related to programs, services, and their impact in their communities.

Table 1: Q3 2023 Community Action Table Information

Region	Date	# of tenant attendees	Details
East	Sept. 26	50	Three workshops were facilitated by agencies with key deliverables related to community development, community assessment and youth engagement.
Central	Sept. 27	41	A marketplace setup with pillar leads allowed tenant reps to address concerns, and there was a round-robin session with external groups, including Crisis Response, COTA, and Community Economic Development.
West	Sept. 28	52	Two tenants presented their successes and approaches as tenant leaders in their community, leading to discussions about activities in other communities.

An asset mapping exercise focused on programming and services across the three regions, revealing that tenants want TCHC and its community partners to deliver programs and services including, but not limited to:

- Food Security: Food programs, food banks
- Child/Youth Support: After-school programs, childcare, employment training, social programs for youth
- Health and wellness: Fitness, sports programs
- Safety
- Seniors' programs and support

Community Action Table – Q4 2023:

The upcoming Q4 2023 Community Action Tables, scheduled for the final week of November, will center on volunteer recognition. The Tenant Engagement System is a volunteer-based system, and the final Community Action Table will thank tenant leaders for dedicating their time and skillsets to their buildings and the broader TCHC community. A call for nominations will also begin shortly for the Community Impact Award, allowing tenants to nominate an individual tenant, a tenant group or a project that has significantly enhanced quality of life for fellow tenants.

Table 1: Upcoming Q4 2023 Community Action Table Information

Region	Location	Time	Date
East	To be determined	To be determined	November 30, 2023
Central	To be determined	To be determined	November 28, 2023
West	To be determined	To be determined	November 29, 2023

Update on the Review of the Tenant Engagement System

Ongoing discussions with tenants in the East, West and Central regions have been held to assess their perspectives on the updated tenant engagement model in their communities, their involvement and participation in decision-making and opportunities for training and capacity building. These discussions addressed critical areas such as communication, improving accountability, trust and transparency between staff and tenants, and improving customer services, including maintenance, cleaning, and security.

We will be consulting with the Tenant Advisory Committee at their upcoming meeting on November 22, 2023. This consultation is aimed at gathering input and proposals from tenant representatives regarding the tenant engagement system, TCHC's organizational structure, tenant involvement in decision-making, communications, and training.

Following the TAC presentation, a comprehensive report will be presented to the TSC and Board of Directors [in Q2](#) 2024. The report will offer an analysis and evaluation of tenant engagement strengths and weaknesses based on feedback received from tenants and staff. Recommendations for enhancing the refreshed tenant engagement system across TCHC will be proposed based on the review.

Next Steps

- TCHC is committed to promoting tenant involvement, fostering communication, and improving the overall tenant engagement experience within TCHC. TCHC will:
 - Seek input from the Tenant Advisory Committee on the Tenant Engagement System Volunteer Policy and tenant funds for common area projects survey.

- Conduct final 2023 Community Action Tables across the three regions.

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.

SIGNATURE:

"Nadia Gouveia"

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Acting Chief Operating Officer

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