



2025-2029
**STRATEGIC
PLAN**

Toronto
Community
Housing



Summary of Tenant Community Action Table Engagement Sessions June 18 to 20, 2024

Toronto Community Housing (TCHC) Strategic
Planning Initiative

Report prepared by KPMG



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Tenant Community Action Table (TCAT) Engagement Summary

Introduction

In June 2024, KPMG facilitated three regional Tenant Community Action Table (TCAT) meetings in partnership with Engage Delaney and Toronto Community Housing (TCHC). Community Representatives from TCHC met in small table groups, working with a facilitator and notetaker during the 90-minute session. Notes from the discussions were handwritten on wall-sized post-it notes.

Context: TCAT Engagement sessions

TCHC hosts TCAT meetings quarterly for Community Representatives, staff, and stakeholders to exchange ideas and identify ways to address tenant priorities. The June 2024 sessions were structured to make sure the voices, needs, and priorities of tenants are directly reflected in TCHC's 2025–2029 Strategic Plan.

The objectives of these sessions were to:

- Share information with tenants about the strategic planning engagement process.
- Invite, welcome, and celebrate tenant participation in the process.
- Build shared understanding about what a strategic plan is and why it matters.
- Give tenants an opportunity to meaningfully contribute to Toronto Community Housing's five-year Strategic Plan.
- Listen and learn from tenants about the priorities they believe are most important to them, their families, and their housing experience.

The conversations were about understanding three things: what is working now, what is an ideal “future state,” and what strategies can we use to get there.

Approach: The Bridge Exercise

We used the bridge exercise in each session to help us understand the lived experience of a TCHC tenant.

In this engagement technique, we place a visual template on the wall. Participants start at one end of the bridge, and we ask them questions about their ideal future state of a TCHC tenancy. The “current state” is at the other end of the bridge. The bridge span is the space where participants can identify new ideas, actions, and strategies.

We asked participants the following questions:

Future state

- What is the ideal future for tenants living in TCHC?
- What services need to be added so that tenants feel valued as a member of the community? What will help them feel connected to their building environment?

Current state

- What is working well in your building and/or community right now?
- What could be improved in your day-to-day living experience?

Strategies and ideas

- What are some ideas or strategies that will move us from the current state to the future state?

Closing discussion: aligning strategies and ideas with known tenant priorities

- Tenants previously identified several priorities and priority groups. When looking at our current list of strategies and ideas, which of these have we already addressed? What strategies and ideas can we identify for the rest?
- Priority tenant groups and areas of focus were:
 - Accessibility
 - Female-led households
 - Youth development

- Anti-Black racism
- Seniors

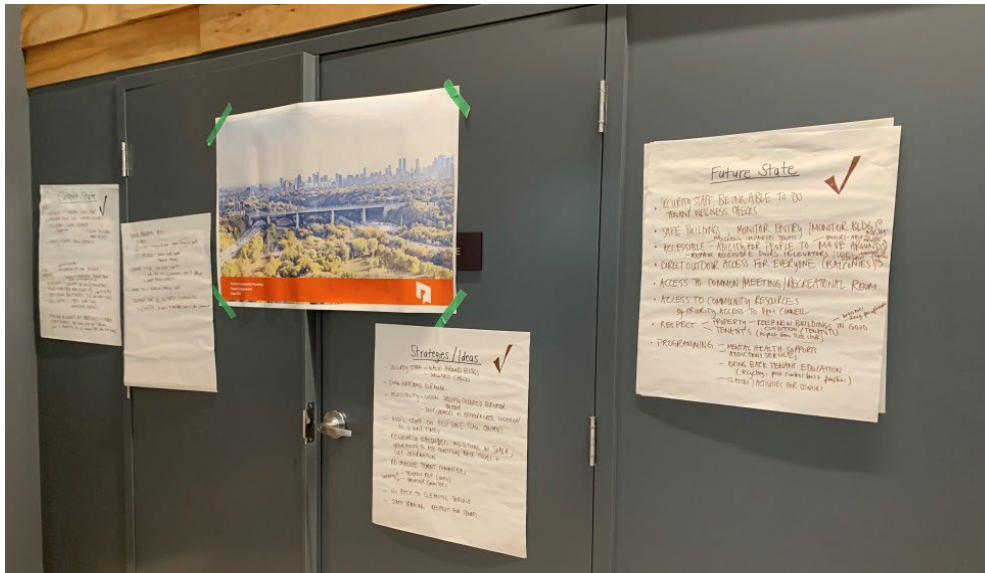


Photo is an example of the notes from the Bridge Exercise

Reporting back on what we learned

We used the notes to identify the priorities from each workshop. Below, we also summarized themes that were common across the sessions. In this document's Appendices, we have also provided a summary of feedback from each individual TCAT Session (Appendix 1 to 3).

The feedback for individual sessions included in the Appendices reflects the different voices that we heard. This means that we included some conflicting opinions, and some ideas that may have only come from one person.

Following up and reporting back to tenant leaders

Participants shared their concerns with a lack of follow-up or reporting back from TCHC on feedback received. This shows the importance of TCHC sharing the lessons/feedback from the June 2024 engagement sessions.

TCHC must also make sure tenants are kept up to date on how their input and participation is helping to inform the Strategic Plan.

Overall summary of feedback from June TCATs

We have grouped the tenant feedback from TCAT engagement sessions into six common themes. These themes are meant to summarize what was heard overall across all sessions. You can read the Appendices for more detail on what was heard at each session.

Safety and security

One of the most common concerns for tenants was safety. Tenants said that current measures did not prevent problem behaviours that can impact everyone in a building. They offered many suggestions to improve safety, including:

- More staff to help with security and safety;
- Building upgrades like cameras, better lighting, and fobs to access the building; and
- A different approach that includes wellness checks as well as more attention to following up and responding quickly to complaints.

Maintenance and cleanliness

In some cases, tenants reported positive feedback about maintenance and cleanliness. More often, however, this was an area of concern. Units were poorly maintained, pest control is an issue, and repairs are not being completed well enough or fast enough. Tenants are asking for cleaner buildings that also look better. They say this will create safe, welcoming spaces.

Tenants asked for 24/7 maintenance services and quicker repairs for things that have a major effect on life in the building. This includes front doors, intercoms, laundry, and elevators. They identified other issues with the quality of materials used and the vendors who are completing repairs. Overall, TCHC needs to pay more attention to maintenance and upgrades.

Community supports

Tenants appreciate community amenities like gardens and gyms. They also want more community supports and events. Tenants want more green spaces, playgrounds, and better use of shared spaces to improve the living environment.

Some tenants are facing major challenges. Tenants want TCHC to provide more on-site supports, especially supports for mental health and employment. Services need to meet tenant needs in each community, which means TCHC must regularly ask what they need. Youth and seniors are two tenant groups in particular who require supports specifically for their needs. Tenants would like more social workers to be available as support.

TCHC can help bring people together and build community connections. Tenant-led programs and events are examples of ways to do this. Programs and partnerships on-site like food banks and tax clinics can also help create connections, and TCHC can create more of these opportunities.

More tenants will participate in events and programs if they can feel safe. Participation will also increase if better communications promote what is available.

Communications with TCHC staff

Some staff are responsive to tenant needs. The Client Care Centre has improved TCHC's ability to address issues and complaints. In addition, the TCHC website is generally helpful.

At the same time, some participants said that customer service could be improved. Frontline staff may need more support to do their best in supporting tenants. More training for staff was a common idea to help them better understand tenant needs. In addition, it is an issue not having access to staff support after hours.

Participants asked for more communication from staff about progress addressing issues and complaints. Tenants also suggested more door-to-

door communication, and better communication during outages and emergencies. Overall, tenants are seeking mutual respect, clear communication, and fair treatment from TCHC staff.

Inclusion and accessibility

TCHC should put inclusion and accessibility at the core of how it operates. Tenants emphasized that their communities should address the diverse needs of all individuals, including more accessible amenities. This can mean changes like making elevators more accessible, leveling sidewalks, and making sure text size is big enough for everyone.

Accommodation for languages and disabilities should be a standard practice. Tenants would also like inclusive programming designed for diverse cultural backgrounds.

How TCHC operates

Tenants appreciate opportunities like these TCAT sessions to voice their opinions. Tenants find value in meetings as a forum to voice concerns and hold staff accountable.

Tenants had ideas for how TCHC could change how it operates to better meet their needs, including:

- TCHC should be accountable for doing what they say they will, and when they say they will.
- It is important that TCHC staff understand tenants and their needs. TCHC should be asking communities what they need so they can provide better supports.
- Simplify administrative processes, like rent calculations and transfer procedures.
- Focus on environmentally sustainable practices and upgrades.
- Give tenants more control over community funds and resources. Make sure that tenants who provide their input and support are compensated fairly.

All the feedback from the TCAT discussions will help TCHC to create its Strategic Plan for the next five years.

Summary of additional feedback on tenant priorities

As part of the closing discussion at each session, we asked participants to provide additional strategies and ideas to address priorities and priority groups that tenants had previously identified. These ideas are summarized below:

Accessibility

- **Physical accessibility:** Tenants emphasized the need for better accessibility features, like brightly colored elevator buttons and properly located door openers to accommodate tenants who have vision and mobility issues. Other suggestions included better elevator access, leveling sidewalks, and more accessible building designs.
- **Accessible communications:** Ideas include outreach programs and translation services, as well as door-to-door information sharing.

Female-led households

- **Support programs:** Programs for young mothers were suggested, with older mothers serving as mentors to help guide and support. Female-led households may need confidential counseling services as well.
- **Parental involvement and supports:** TCHC could encourage parental involvement in tutoring, mentoring, and social activities. Life skills bridging for children of residents can also help support female-led households.

Youth

- **Programs and services:** Youth programs need dedicated spaces and stable staffing, as turnover hurts relationships with youth. Programs should focus on life skills, mental health support, and financial literacy. Tenants would like to see continued partnerships with community agencies and organizations to empower youth.

- **Youth engagement:** Less effective outreach has led to a lack of youth taking part in existing programs. Improving communication efforts and making programs more attractive and accessible is necessary. Incentives for youth to volunteer and take part in community activities can help. In addition, safety concerns must be addressed for youth to participate.
- **External connections:** Connecting youth with organizations like the Raptors Foundation can help provide more support. Opportunities for intergenerational knowledge sharing and community service hours are helpful. University and college mentorship placements were also suggested, as well as martial arts and self-defence programs.

Anti-Black racism

- **Cultural respect and inclusion:** There is a call for respect for all cultures and communities, specifically including anti-Black racism. We need to acknowledge and address the history and ongoing impact of systemic racism. TCHC needs to closely oversee its vendors and partnerships to make sure they effectively support the Black community.
- **Targeted programming:** Training programs for Black youth and job opportunities for Black community members are necessary to combat systemic racism and offer equal opportunities. This includes support for initiatives that focus on employment, mentorship, and volunteer opportunities. More resources should be given to mental health services for the Black community, because of the differences in funding between Black and white communities. Education on anti-Black racism and gun violence was suggested as well.

Seniors

- **Aging tenant population:** There is an increasing senior population in buildings. These tenants need more support to age in place. Tenants noted the need for programming and services specifically for seniors.
- **Programming and involvement:** Seniors should have opportunities to be involved in community programming and decision-making. Activities like mentorship programs and wellness checks can help include seniors

more in the community. Programs to reduce isolation were suggested, like "adopt a grandparent" initiatives. Support services should include mental health, addiction support, and programs for senior engagement.

- **Financial challenges:** Seniors on the Ontario Disability Support Program face difficulties with rent increases and other costs. There is a need for wrap-around supports to make sure they can afford to live comfortably. Seniors in unsafe buildings should be fast-tracked to safer housing.

Appendices

Appendices: TCAT Session Summaries

Appendices 1, 2, and 3 are more detailed summaries of the individual TCAT engagement sessions held in June 2024.

These summaries attempt to honor the voices of participants. This means that in some cases we have included conflicting points of view. It also means that feedback does not only reflect what was agreed or what was voiced by many participants—some individual voices are recorded as well.

Summaries attempt to document most of what was heard and the notes that were taken. They are not word-for-word records of everything that was said or written.

Summaries include suggestions and ideas for what is needed and what should be done. These are what was said by the participants, not recommendations created by the facilitation team.

Appendix 1: June 18 Session (TCAT Central)

Current state: what is working well

Staff engagement and communication

Staff engagement and communication with tenants has been positive. The new TCHC website gives tenants a lot of useful information. The Client Care Centre is sometimes friendly and helpful. The responsiveness of site staff is also highlighted, especially building superintendents and cleaners.

Facilities and services

Access to laundry on every floor is appreciated. Responsive laundry operators are also seen as positive. Community gardens, gyms in buildings, and community events are appreciated as well. Maintenance systems are working more smoothly than in the past, and the process to report and track issues through the Client Care Centre is effective.

Community safety and cleanliness

Tenants like the presence of Wheel Trans pick-up and drop-off areas, as well as community safety measures. They also like the overall cleanliness of some properties. Communication to tenants through posters and bulletin boards is also working well.

Current state: what needs improvement

Accountability and follow-up

There is a significant lack of accountability for both tenants and staff. Follow-up from the Community Safety Unit after incidents is lacking. There are concerns about the absence of staff after hours for emergencies.

Accessibility and communication

Issues with accessibility were noted, like intercom buzzers requiring cell phones, which not all tenants have. Larger print, more use of QR codes, and translation services are needed. Hubs are not open when advertised,

and the Client Care Centre often has long wait times with inconsistent responses.

Maintenance and security

Tenants raised concerns about the quality of building and renovation materials, as well as the maintenance of common areas. Community safety is a major concern and security measures are insufficient. Anti-social behaviour is negatively affecting other tenants.

Staff-tenant relationship

The relationship between staff and tenants lacks empathy, especially when issues are raised to staff. There is a need for more respectful communication and better staff training.

Inconsistency in service

There are inconsistencies in service provision, like no cleaners on long weekends, or issues with laundry room vendors. Elevators are out of order for long periods. There are also issues with garbage and recycling at some buildings.

Future state: Key priorities

Safe and inclusive communities

There is a strong desire for safe and respectful spaces. On-site security or a concierge should monitor entryways. Inclusive communities should include everyone. For example, accessible buildings for visually impaired tenants and seniors are important.

Supportive services and programs

On-site programs and services are highly desired, like bingo and games, supportive tenant services, community events, and partnerships. There is also a need for tenant-led programs and crisis support.

Improved communication and technology access

Enhancing access to information and technology is vital. This includes improving the TCHC website for quicker access to community updates, better flyers/posters, and making sure tenants can easily find information.

High-quality maintenance

Tenants want high-quality maintenance and repairs, quicker response times, and better vendors and contractors. There should be more maintenance and custodial staff in each building.

Mental health and crisis support

More mental health interventions and supports are needed. Social workers should be on-site for crisis situations. Seniors' programming, including nutrition and wellness checks, is also a priority.

Future state: Desired improvements

Better facilities and environmental suitability

There is a desire for more community gardens, high-quality appliances, wheelchair-accessible areas, and for each unit to have outdoor access (doors or balconies to outside). Tenants also mentioned environmental issues, like poor-quality materials that do not last and must be replaced.

Enhanced tenant engagement

Tenants want improved engagement resources for all age groups, more tenant events with staff involvement, and better engagement with "big businesses" for community support.

TCHC staff

Staff must be respectful to tenants, keep new buildings in good condition, and maintain properties. Tenants also want to see property bans for non-resident drug dealers and for safety concerns to be handled better.

Strategies

Accountability and security

- **Follow-through and communication:** Tenants want more follow-through and accountability for their suggestions. TCHC should give regular updates on progress and timelines. Communication between staff should improve about maintenance calls. A streamlined transfer process is also needed.
- **Enhanced security measures:** Suggestions include security staff conducting wellness checks, improving window and door security, and addressing parking safety issues like lighting in parking areas. TCHC should implement a new fob system to reduce trespassing and loitering. There is also a need for more cameras in corridors and stairwells. Superintendents should be able to monitor these cameras.

Improving services and engagement

- **Training and qualifications:** There should be more tenant-focused staff training and better customer service. One thing that would help is hiring more tenants for TCHC jobs. There should also be training programs for tenants and more opportunities to be involved in decision-making.
- **Expanded support services:** Increase mental health supports, and more on-site agencies and services for tenants. Social workers should be part of the Community Safety Unit as well. Specific cultural rooms and spaces for community activities are also desired.
- **Maintenance and cleanliness:** Tenants would like to see regular cleaning on long weekends, and more cleaners in buildings. Staff should better maintain facilities.

Community building

- **Programs and events:** Participants suggested more programming for all age groups, including youth advocacy, senior programs, and community barbeques. TCHC could increase community involvement from local business and establish a network for people living with mental illness.

- **Tenant empowerment and autonomy:** Tenants want greater autonomy with their funds, more tenant-led programs, and the reintroduction of harm reduction programs. They also suggested a tenant ombudsman for addressing grievances and improving overall tenant engagement.

Appendix 2: June 19 Session (TCAT EAST)

Current state: what is working well

Community engagement and services

The food bank helps tenant and community connections, creating a sense of unity. External services like food banks, tax clinics, and youth programming are beneficial to the community. Positive cooperation and mutual respect between tenants and staff are reported, enhancing the overall community atmosphere.

Tree trimming and landscaping upkeep are well-managed. Tenants like raised planter boxes, accessible outdoor walkways, and clean common areas.

Staff and leadership

Front-line staff are doing a good job, and they need more support. Responses to requests for moves or housing changes have improved, with staff showing more attentiveness to tenant feedback.

There is strong tenant leadership in the community. Effective leaders are recognized for their contributions.

Maintenance and facilities

There is a focus on keeping townhouse communities in good condition. Vendors and TCHC staff use quality supplies and materials for work orders. This leads to repairs that last. Buildings are well-lit, which makes tenants feel safe and comfortable.

The installation of new elevators and accessibility ramps in some buildings has been well-received. Accessibility improvements like ramps and well-lit common areas are important. They make the environment more inclusive and user-friendly.

Current state: what needs improvement

Maintenance and facilities

Responses to work orders are often slow or unresponsive. Some repairs are poor quality and done with inadequate materials. Proper follow-up and closing the loop on repairs and maintenance are lacking.

There is a need to replace or improve outdated parts of buildings. This includes windows, floors, and vents. The appearance of buildings requires attention, including unattractive colours and falling bricks. There are replacements needed, like new siding.

Fire safety is a concern, with a need for clear fire/emergency lanes and more education on fire safety.

Security and safety

Drug deals and vandalism have increased in buildings, often involving people who are not tenants. Security resources are inadequate, with slow response times. Physical safety measures are needed to deter non-tenants from loitering and engaging in anti-social behavior.

There is a need for improved complaint processes to make sure TCHC adequately addressed safety and security issues. There should also be more accountability for addressing safety complaints.

Staff should have a good understanding of crisis management and be able to connect tenants to proper support services.

Staff interaction and communication

High staff turnover, insufficient coverage when staff are away, and poor communication between staff and tenants are significant issues. Tenants feel they are not listened to. Staff reach out when rent is due, or a tenant is behind on their rent. Superintendents and vendors need to listen to tenant input and improve the quality of their interactions.

When TCHC does not hold debrief meetings after violent incidents, tenants feel they are not cared for.

Environmental and waste management

There are insufficient recycling bins, leading to overflow. More efficient waste management systems are needed. Issues with pest control and outdoor pests continue. These pest issues need better management and solutions.

Basic services

Intercom systems and Automatic Door Openers are not working properly, causing inconvenience. Having one boiler for two buildings results in no heat during winter. This does not meet tenants' basic needs.

There is a need for weekend staff to address maintenance and support requirements, making sure tenant needs are met consistently.

Future state: Key priorities

Pest control and security

Tenant satisfaction would increase if TCHC improved pest control and cleaned buildings on weekends. Buildings should be more secure, with restricted access to prevent unwanted visitors.

Community and tenant engagement

Site staff should promptly respond to tenant calls and emails as part of good customer service. TCHC offices should have clear signage, including hours of operation.

Having more tenant meetings and community events can foster socialization and allow tenants to learn from one another. There should also be more tenant involvement in decision-making processes and tenant-led programming. Programs like wellness checks and support services for seniors, youth (ages 13 to 17), and families will help build a stronger community.

Future state: Desired improvements

Building maintenance and security

Service for work orders and emergency repairs must be prompt and attentive. Modernizing older buildings will significantly improve living conditions. This includes upgrades to elevators, laundry facilities, and intercom buzzers.

Timely and proper follow-up on maintenance requests is necessary to keep tenants satisfied. Consistent heating and the removal of carpets will improve living conditions. Properly manage waste at buildings and create programs to train tenants to maintain the grounds. This will help keep the community clean and well-maintained.

Accessibility and inclusivity

TCHC must improve support for tenants with special needs and disabilities. Accessible outdoor walkways and green spaces are needed for inclusivity. Engagement between generations will connect younger and older tenants. This can create stronger communities.

Support services and career development

TCHC should put in place business models and partnerships that focus on skills and career-building opportunities for tenants. Community ambassadors can provide one-on-one support, making sure tenants are aware of available resources.

Strategies

Community building and support

- **Programs and events:** Tenants suggested increased incentives to volunteer in the community, building on what was learned from past successful initiatives. Programs should be designed to meet specific needs that tenants identify. For example, engaging tenants could make programs more accessible and allow more tenants to take part.

- **Tenant empowerment and autonomy:** Increase tenant ownership and pride in their community through engagement, participation, and collaboration. This could include regularly scheduled meetings to hold staff accountable and meet tenant needs.
- **Maintenance and cleanliness:** Implement proper pest control measures and regular inspections after staff or vendors complete work. TCHC needs to improve communication channels and promptly respond to requests, so tenants are aware of timelines related to maintenance and repairs.

Improving services and engagement

- **Staff training and customer service:** Ongoing training for staff could positively shift behaviour towards supporting tenants. Staff should live in TCHC communities so they can gain lived experiences and better understand tenant needs. Improve communication and reduce intimidation from Community Safety Unit staff.
- **Expanded support services:** Provide mental health and social services to all tenants. Offer more consistent youth programming and senior programs, including computer literacy.
- **Engagement programming:** Increase engagement with Indigenous communities, celebrating and embracing these tenants. Add or increase female-led housing initiatives and wellness checks for vulnerable tenants. Tenants would like family support programs so that children stay engaged and out of trouble, like Big Brothers/Big Sisters. Mentorship programs and role models in the community can foster positive behavior and support.

Accountability and transparency

- **Enhanced security measures:** TCHC should hire more constables and on-site security. They need to provide regular patrols to reduce safety concerns. Install and maintain cameras in stairwells and lobbies. TCHC should make sure repairs and maintenance are done promptly so that security risks like broken doors are addressed quickly. Review complaints and give tenants clear steps for resolution.

Appendix 3: June 20 Session (TCAT WEST)

Current state: what is working well

Renovations and outdoor spaces

Renovations are going well, and outdoor spaces are well-maintained and clean. Tenants like community gardens and gyms in their buildings.

Engagement and communication

Tenant engagement is strong, especially in communities with active tenant committees. The TCHC Board-level deputation process is effective. Communication and raising issues to the Chief Operating Officer's office is working well. There is good engagement between staff and tenants, particularly at certain locations.

Maintenance and Client Care

Maintenance crews are doing their best with cleaning. Repairs are effective when you request them through the Client Care Centre. Some sites report that contractors are working well during renovations. In other places we have seen quick responses to work order concerns.

Tenant funding and community programs

Tenant funding tables work, but participants noted there is room for improvement. Community programs, like those with paramedics, are positive. Renovated community spaces and exterior areas are appreciated.

Current state: what needs improvement

Accountability and Communication

There is a lack of accountability from both staff and tenants. This includes inadequate follow-up from CSU and staff after incidents. Tenants do not know who to communicate with. There is a need for better communication about complaint processes and ongoing projects.

Security and safety

Security is a major concern. There are reports of anti-social behavior, insufficient CSU officers, and third-party security taking too long to respond to calls. Not all cameras are working. There are issues with tenant evictions taking too long once serious issues are identified.

Maintenance and cleanliness

Indoor spaces need better maintenance. Issues with poorly maintained units, mismatched tiles, and broken main doors are common. TCHC needs to address long-term construction projects like gym rooms or electrical maintenance. Many buildings have cleanliness problems, especially with garbage.

Tenant relations and support

There is a need for better tenant relations, with more respectful communication and improved tenant support. Staff need training on tenant sensitivity and mental health support services. Tenants also report a lack of accessible design for communications materials, like font sizes that are too small.

Consistency and quality of service

TCHC does not provide services consistently at all buildings. Issues with unstaffed Hubs, inadequate signage, and dirty buildings, are common. Maintenance and cleaning in areas like laundry rooms and pest control need improvement. Follow-ups on work orders should be faster.

Future state: Key priorities

Community and youth programs

Tenants want community centres and programs for children, youth, and seniors. These include recreational programs, after-school programs, newcomer support, breakfast clubs, and sports activities. On-site safe spaces and increased opportunities for youth are also important.

Safety and security

More special constables in buildings, better security measures, and increased mental health and crisis support are crucial. There is a need for better lighting and working cameras in stairwells and elevators.

Accessibility and inclusion

Enhanced accessibility for seniors, the visually impaired, and those with spinal injuries is important. This includes better elevator maintenance, staff training on the *Accessibility for Ontarians with Disabilities Act*, and more accessible design in buildings and outdoor spaces.

Maintenance and upkeep

High-quality maintenance and quick repairs are essential. Tenants want more frequent maintenance, better communication about ongoing projects, and higher standards for vendors and contractors. There is also a call for increased tenant action funds and more work on the appearance of TCHC buildings.

Tenant empowerment and engagement

Tenants want more engagement with TCHC staff, better communication and response to issues, and tenant input on decision-making. There is a desire for more education on tenant rights and complaint processes. Tenants also want more opportunities to get involved in community programs and decision-making.

Future state: Desired improvements

Better facilities and environment

Tenants want more community gardens, improved appliances, and outdoor access from all units. They also mentioned proper fencing and more garbage bins.

Enhanced tenant support

There is a need for on-site security offices, more crisis support, better programming for seniors, and accessible spaces. Tenants also want

medical support on-site, and better security measures to prevent loitering and unauthorized access.

Maintenance and cleanliness

Regular cleaning, better maintenance of common areas, and faster response to work orders are essential. Issues like garbage chutes not being used correctly, dirty basements, and pest control need addressing.

Security and respect

Make sure staff respect tenants, keep new buildings in good condition, and maintain properties well. Tenants also want to see property bans for non-resident drug dealers and better handling of safety concerns.

Strategies

TCHC staff

- **Training:** Staff should be more compassionate and understand what tenants are dealing with. They need sensitivity and conflict management training. TCHC should hire more tenants and people with lived experience in social housing.
- **Listening and following through:** There should be better and more regular communication with tenants. Staff should be more responsive to issues, and act on tenant ideas. TCHC leaders and managers should meet with tenants and frontline staff. Leadership needs to see the state of buildings and how tenants and staff are interacting.

Maintenance

- **Managing contractors:** TCHC should review and monitor contracts with vendors. It is important to regularly inspect the work that vendors are doing.
- **Focus on maintenance:** Maintenance should be improved to prevent issues. This includes providing 24/7 maintenance service, and on-site superintendents to manage issues. There should be more funding for repairs, and better communication about repair projects.

Holding tenants accountable

- **Accountability for behaviour:** Tenants should have clear rules and be held to following them. For example, there should be building guidelines for waste management, pest control, and building security that people must follow. When tenants cause too many problems in a building, evictions should be quicker.

Supports and security

- **Building safety:** More security staff are needed, and they should be on-site 24/7. More visibility of security is needed and limiting access to non-residents. Children under 16 should be able to have fobs (they often wedge doors open so they can get back in). More cameras and better lighting would also help with safety.
- **Community programs:** TCHC should provide more supports, like wellness checks, home visits, and meal delivery for vulnerable tenants. Programs like computer sharing, apprenticeship, and employment supports would be helpful. Supports should also focus on anti-Black racism, the needs of Indigenous people, and partnering with Toronto Police Service.