



Tenant Engagement Refresh Update

Item 9D

April 24, 2023

Board of Directors

Report: TCHC:2023-22

To: Board of Directors (the "Board")

From: Tenant Services Committee ("TSC")

Date: March 28, 2023

PURPOSE:

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

RECOMMENDATIONS:

It is recommended 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 appoint up to three Tenant Directors to the Tenant Advisory Committee, and request that all current Toronto Community Housing Corporation Tenant Directors be offered an opportunity to join the Tenant Advisory Committee;

5. The Board of Directors approve the formal reporting relationship between the Tenant Advisory Committee and the Board as through the Chief Operating Officer;
6. 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
7. 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.

TSC:

This report was approved by the TSC on March 28, 2023. Following City Council's consideration of [City Report 2023.PH2.8](#) at its meeting of March 29, 30 and 31, 2023, the recommendations in this report were amended to reflect the motions passed by City Council.

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 were considered by City Council at its meeting commencing on March 29, 2023, and were amended as follows:

1. City Council amend Planning and Housing Committee Recommendation 1.c. so that it now reads as follows:

1.c. Toronto Community Housing Corporation appoint a current tenant director up to three Tenant Directors to the Tenant Advisory Committee to liaise between the Tenant Advisory Committee and the Board of Directors, and request that all current Toronto Community Housing Corporation Tenant Directors be offered an opportunity to join the Tenant Advisory Committee.

1.a – Motion to Amend Item (Additional)

That:

1. City Council amend Planning and Housing Committee Recommendation 1 by adding the following new Recommendation 1.d.:

"1.d. the formal reporting relationship between the Tenant Advisory Committee and the Board will continue to be through the Chief Operating Officer."

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 Representatives¹	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
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

¹ Community representatives comprise of both elected and acclaimed tenant leaders

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

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