Toronto Community Housing

Tenant Engagement System Review
Item 9B
April 11, 2024
Tenant Services Committee

Report:	TSC:2024-16
To:	Tenant Services Committee ("TSC")
From:	Chief Operating Officer (Acting)
Date:	March 11, 2024

PURPOSE:
The purpose of this report is to present the findings of the Tenant Engagement System Refresh Review and the recommended next steps.

RECOMMENDATIONS:
It is recommended that the TSC:
1. Approve the Final Recommendations to improve the Tenant Engagement System as described in Attachment 3 to this report;
2. Direct staff to prepare, for the July 23, 2024 meeting of the Tenant Services Committee, a plan setting out the actions to be taken in order to implement the measures described in recommendation 1 and provide periodic updates to the Committee regarding the implementation of those actions; and
3. Forward this report to the Board of Directors for its approval.

REASONS FOR RECOMMENDATIONS:

Background
Through various channels, including TSC meetings, Tenant Community Action Tables ("TCAT") and local meetings, tenants and stakeholders expressed concerns with the current Tenant Engagement System and its

implementation. To review the current system and make recommendations on amendments, TCHC hired a dedicated staff to work with stakeholders, primarily tenants, to develop a proposal for revisions to the system.

The review has taken a holistic approach to evaluate the current state of tenant engagement within TCHC programs. The review process commenced on March 29, 2023, with several key activities that have provided valuable insights and facilitated a comprehensive evaluation of the existing system.

KEY ACTIVITIES OF THE REVIEW

One-on-One Conversations

A series of one-on-one conversations and small group discussions both in person and online were conducted with various stakeholders including:

- Tenant volunteers and tenant representatives in buildings and communities, as well as the Tenant Advisory Committee ("TAC");
- Managers of Community Safety and Support ("CSS");
- Community Services Coordinators ("CSC") and other tenant-facing staff;
- 27 departments across TCHC, including the Centre for the Advancing the Interests of Black People, People & Culture, Programs and Partnerships, Strategic Services Partnerships (Use of Space), Operations Compliance, Program Development and Evaluation, Information Technology Services, Facilities Management, the Community Safety Unit ("CSU"), Tenant Relations (Client Care Centre), and Strategic Planning and Stakeholder Relations;
- Executive Leadership Team, Regional Managers, and Managers and Supervisors of TCHC Divisions and Departments;
- Directors of the Board who are members of the TSC; and
- Staff from the Toronto Seniors Housing Corporation ("TSHC"), Ottawa Community Housing Corporation ("OCHC"), CityHousing Hamilton, and the Tamarack Institute.

Research and Analysis

Staff completed an analysis of the range of tenant engagement activities and the opportunities for tenant participation in decision-making, including reviewing the results of tenant feedback shared at TCAT events.

Attachments 1 and 2 contain the results of the 2021 TCHC Tenant Satisfaction Survey and the Tenant Representative Survey (November and December 2022).

The work was also informed by the City of Toronto Shareholder Agreement, TCHC's Tenant Engagement Refresh Strategy, and other relevant TCHC documents, including the 2021 Tenant Survey.

Research was conducted into tenant engagement practices across public housing corporations in Canadian cities such as Ottawa, Hamilton, Peel, Calgary, and Vancouver, as well as globally in New York, New Zealand, Vienna and Copenhagen.

Data was analyzed from the Canadian Tamarack Institute and the Coady Institute, focusing on best practices for meaningful community engagement. This included examinations of policies for transparent and accountable communications, assets-based community-led development, inclusive decision-making, the quality and timeliness of customer services, training and capacity building, and methods for measuring performance.

APPROACH TO THE TENANT ENGAGEMENT SYSTEM REVIEW

The insights gathered from staff and tenants, and through research and analysis, covered a wide range of tenant engagement best practices including:

1. Sharing information with tenants and tenant-facing staff about TCHC policies, changes in policies, and the delivery of programs and services impacting tenants.
2. Consulting tenants, including residents with lived experience ('context experts'), and tenant-facing staff to gather views and advice on solving challenges and problems affecting buildings/communities.
3. Involving tenants and tenant-facing staff in the implementation of TCHC programs, services, and special projects.
4. Collaborating between tenants and tenant-facing staff to carry out tenant-driven activities.
5. Supporting tenant-led activities.

The review evaluated TCHC's current performance in the following areas:
- Decision-making opportunities for tenants at the building/community and regional levels;
- Types of tenant organization and representation;
- Existing levels of tenant engagement in buildings/communities; and

- Assets (knowledge, skills, experiences, and resources) among tenants in buildings/communities.

Additionally, the review gathered insights from tenants, staff and stakeholders regarding the quality and timeliness of communications and customer service, focusing on how tenant concerns and issues at the building/community level are addressed. It also explored training and other capacity building opportunities for tenants and tenant-facing staff to refresh their leadership and organizational skills. Lastly, it examined the effectiveness of the current system at the building/community, regional and Board levels for monitoring, evaluating, and adjusting the performance of staff and tenants in the carrying out of tenant engagement activities.

KEY FINDINGS

In the assessment of tenant engagement activities and decision-making processes within TCHC, several key findings emerged from the feedback of tenants and staff:

- TCHC tenants and staff possess the knowledge, expertise, skills, experiences, and commitment to effectively improve tenant engagement activities and decision-making processes.
- Within the tenant community, there exists a diverse group of exceptional volunteers and leaders who actively contribute to their buildings/communities, irrespective of gender, age, physical or mental abilities, and racial/ethnic backgrounds.
- Among staff, some teams within Capital Renewal, Revitalization, and the Community Economic Development ("CED") teams have effectively implemented various tenant engagement initiatives including information sharing, consultation, involvement, and collaboration. These successful practices should be shared with all divisions/departments as they are not currently uniformly observed across all buildings/communities and divisions/departments across TCHC.
- Both tenants and staff emphasized the necessity of fostering greater connectedness among neighbors within TCHC buildings/ communities, while simultaneously enhancing connectivity among TCHC staff. To achieve heightened levels of connectedness, tenant engagement must evolve into a core strategic function of the corporation, rather than remaining a supplementary activity. This will entail integrating tenant engagement into the mindset and actions of

all programs, services, and activities that have a significant impact on tenants.

FEEDBACK ON RECOMMENDATIONS

The recommendations to improve tenant engagement stem from addressing the core concerns and issues highlighted by tenants, TAC, frontline staff in various divisions/departments, senior management, the TSC, and the Board of Directors. These recommendations are in line with TCHC's current strategic objectives, which aim for positive tenant experiences, quality homes, and vibrant communities. They also echo the organization's corporate cultural competencies, emphasizing accountability, collaboration, fairness, respectfulness, solution-oriented approaches, and tenant-centricity.

The insights gathered from tenants and staff regarding tenant engagement were categorized into five recurring themes and presented to the TAC on November 22, 2023 for their input and suggestions:

- Improved Organizational Structure;
- Inclusive Decision Making;
- Enhancing Connectivity, Communication and Collaboration;
- Reporting and Transparency; and
- Training and Capacity Building.

The November TAC input plus the findings/input to-date led to the development of twelve recommendations. At the December 12, 2023 TAC meeting, though twelve recommendations were initially proposed, an additional two recommendations were put forward by TAC members. TAC then prioritized three key recommendations from a total of fourteen recommendations, through a modified voting "dotmocracy exercise". The 14 recommendations in order of votes are listed below:

1. Strengthen CSC Teams
2. Empowering Tenant Representation
3. Inclusive Decision-Making
4. Prioritize Assistance for Tenants to Secure Funding
5. Enhance Communications
6. Improve Customer Service
7. Prioritize Tenant Voices in Stakeholder Engagements
8. Sharing Best Practices
9. Performance Measurement and Accountability

10. Training Surveys
11. Diverse Trainers
12. Restructuring the Tenant Community Action Tables ("TCAT")
13. Consulting the Tenant Advisory Committee ("TAC")
14. Board of Directors – Reports and Visits

Following an analysis of the shared themes and input from stakeholders, the initial 14 recommendations have been condensed into a final set of 10 recommendations:

- Inclusive Decision-Making, Prioritize Tenant Voices in Stakeholder Engagements, Restructuring the Tenant Community Action Tables ("TCAT") and Consulting the Tenant Advisory Committee ("TAC") were combined into one recommendation; and
- Training Surveys and Diverse Trainers were consolidated into one recommendation.

RECOMMENDATIONS BY PRIORITY:

1. Strengthen CSC Teams
During the December 12, 2023 TAC meeting, this recommendation garnered the highest number of votes, underscoring its significance. The TAC identified this as their foremost priority, recognizing the pivotal role of CSCs in enhancing tenant engagement within buildings and communities.
Tenants and staff outlined several tasks to strengthen CSC teams:

- Review the role, responsibilities, and assignments of CSCs and the associated management and oversight of the Tenant Engagement System.
- Solicit input from CSCs and tenants before implementing policy changes affecting tenants.
- Identify training needs for CSCs and assess the level of tenant engagement within buildings and communities.
- Documenting local assets (skills, expertise, knowledge, and experience among tenants).
- Facilitating partnerships with non-governmental organizations ("NGO") and governmental agencies, involving tenants in program co-design.
- Providing capacity-building through training programs led by tenants and staff.
- Establishing joint accountability mechanisms between CSCs and tenants.

- Prioritize CSC assignments to buildings/communities with low and medium levels of tenant engagement, ensuring equitable distribution and continuous service.
- Establish interconnected networks with other tenant-facing staff to address tenants' issues promptly.

2. Empowering Tenant Representation

During the December 12, 2023 TAC meeting, this recommendation emerged as the second most favored option. Tenants emphasized the importance of starting at the building/community level to enhance capacity for organizing and expanding tenant engagement efforts.

- Tenant representation at regional and higher levels within TCHC should entail an open and equitable process, including informed elections with diverse representation and fair campaigning opportunities.
- Tenants should select the organizational structure (formal or informal) that aligns with their building/community dynamics, be it tenant-led organizations, working groups, or networks, with a focus on flexibility, inclusion, and fairness.
- The transition to the Tenant Engagement Refresh System, replacing Tenant Councils with Tenant Community Action Tables ("TCAT"), drew dissatisfaction due to perceived limitations in the electoral process. To address concerns regarding elected representatives, CSS Managers and CSC teams are urged to review the electoral process in each region, consulting with TCATs and the TAC for insights. Following the review, efforts must ensure a fair and participatory election process for tenant representatives.
- Although TCATs were designed to supplement Tenant Councils, feedback suggests reinstating Tenant Councils or a similar meeting format at a sub-regional level.
- Transforming TCATs to meet evolving engagement needs.

3. Inclusive Decision-Making and Prioritize Tenant Voices in Stakeholder Engagements

During the December 12, 2023 TAC meeting, this recommendation, alongside "Empowering Tenant Representation," received the second highest number of votes.

- Enhancing decision-making at the building/community level. Tenants seek acknowledgment and serious consideration of their diverse

experiences, interests, perspectives, and ideas during decision-making concerning issues like local spending, community safety, space allocation for activities, two-way communications, and program/service delivery by TCHC and partner agencies.

- Divisions/departments should continually strive to offer decision-making opportunities to a diverse range of tenants. Front-line staff should also be encouraged to contribute their insights and ideas.
- Elevate tenant voices in engagements with other stakeholders, especially in revitalization projects and discussions regarding capital plans.
- Restructuring the TCATs as forums where tenant representatives and TCHC staff can convene to address and resolve significant tenant issues affecting communities.
- Foster close collaboration with the TAC to review the progress of tenant engagement activities and propose enhancements.

4. Prioritize Assistance for Tenants to Secure Funding

- *Access to Funding:* TCHC should assist tenants in accessing funds from City of Toronto ("City") divisions, funders and partner agencies to support tenant-led initiatives.
- *Resource Assessment*: Evaluate resources available for tenant engagement activities, with consideration of additional funding for tenant engagement activities in the future.

5. Enhance Communications

- Establish a collaborative staff/tenant communications working group to facilitate meaningful tenant feedback on communication design across various languages. Communications should cover policy updates, program details, and service information across TCHC, ensuring they are current, inclusive, transparent, clear, honest, respectful, sensitive, and timely.
- Prioritize the distribution of key TCHC information materials in each building/community.
  - A comprehensive list of site staff (Managers, Supervisors, CSCs, and TSCs) with contact details, roles, responsibilities, accountabilities, and reporting structures.
  - A binder outlining TCHC policies, along with details of programs and services provided by TCHC, NGOs, and municipal, provincial, and federal agencies in the neighborhood.

  o Provision of a video resource on meaningful tenant engagement.
- Each division/department should:
  o Review and streamline response times for phone messages, emails, SMS, and letters, where feasible.
  o Encourage the use of email threads and social media platforms for tenants and CSCs to monitor and address outstanding issues affecting their buildings/communities.

6. Improve Customer Service
- Foster collaboration across divisions/departments, with active involvement from CSCs to address outstanding and unresolved issues identified by tenants in their building/community.
- Foster enhanced connectedness through the establishment of inter-divisional and inter-departmental mechanisms, developed in consultation with tenants.
- Assess the tenant engagement work plan of each division/department to ensure a tenant-centric approach.

7. Sharing Best Practices
- Explore avenues to streamline service delivery and tenant engagement activities, particularly for tenants with disabilities and other equity deserving groups.
- Evaluate tenant engagement initiatives across various domains such as tenancy management, community safety, CSU, maintenance and cleaning, programs, partnerships, as well as within the Client Care Center and Solutions department.

8. Performance Measurement and Accountability
- Collaboratively design and implement a review and accountability framework involving staff and tenants to monitor, evaluate, and adjust the implementation of recommendations.
- Regularly assess progress on the recommendations. If financial, human, or physical changes occur, adjust strategies to attain the targets or outcomes effectively.
- Implement data driven measures to assess the efficacy of tenant engagement initiatives.
- Establish key goals, both quantitative and qualitative, adhering to the SMART criteria (specific, measurable, achievable, relevant, and timebound), based on the recommendations.

9. Training Surveys & Diverse Trainers

- Conduct surveys among staff and tenants to identify and prioritize topics for training sessions.
- Consider the following topics related to tenant engagement:
    - Leadership and advocacy;
    - Two-way communications;
    - Inclusive discussions and decision-making to foster trust and respect among staff and tenants;
    - Building partnerships for cooperation and collaboration with staff and partner agencies;
    - Organizing community-led development;
    - Best practices in customer services;
    - Conflict resolution;
    - Celebrating diversity and dispelling ethnic biases and stereotypes;
    - Problem-solving; and
    - Project and financial management.
- Utilizing data and measuring performance.
- Recognize and utilize the existing capacity among tenants and staff as trainers, coaches, and mentors within the program.

10. Board of Directors – Reports and Visits

- Integrate a dedicated tenant engagement section in reports from divisions/departments to the Board and its Committees, outlining tenant communications, input mechanisms, and forthcoming actions where applicable, while discontinuing a standalone report on the refresh. Regular updates should be included in the operational performance measures report.
- Arrange visits for TCHC Directors and the Executive Leadership Team ("ELT") to engage directly with tenants in their respective buildings/communities.

NEXT STEPS:
Each recommendation will be executed through a bottom-up approach, involving front-line staff and tenants in decision-making regarding task sequencing and setting SMART targets to ensure clarity and alignment. The team will be coming back to the TSC in Q3 2024 with an implementation plan, pending approval of the recommendations.

Given the anticipated challenges and resource constraints, the implementation process is expected to take approximately two years. Progress will be contingent upon the pace of trust-building efforts, with a focus on fostering cooperation and collaboration among staff and tenants to enhance connectivity. Continuous monitoring, evaluation, and adaptation of recommendations will be essential for achieving agreed-upon targets effectively.

SIGNATURE:

"Nadia Gouveia"

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Nadia Gouveia
Chief Operating Officer (Acting)

ATTACHMENTS:
1. 2021 TCHC Tenant Satisfaction Survey
2. Tenant Representatives Survey (November and December 2022)
3. Tenant Engagement System Review Presentation

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2021 TCHC TENANT SATISFACTION SURVEY

The 2021 Tenant Satisfaction Survey provided an excellent guide on how to proceed on key tenant engagement issues.

Here are the results of 8,852 TCHC tenants who responded to the October 11 to November 12, 2021 survey.

Survey Questions	% who answered positively [very or somewhat satisfied or in agreement]	% who answered negatively [very or somewhat dissatisfied or in disagreement]	% who were unsure or took a neutral position	Comments
Participation in Decision-Making How satisfied or dissatisfied are you overall with your current ability to participate in local decision-making for your building / community?	37% Satisfied	25% Dissatisfied	38% Unsure or neutral (very large)	**dissatisfied and neutral or unsure = 63%**
Communications with Tenants How satisfied or dissatisfied are you overall with TCHC communications to tenants?	31% Satisfied	46% Dissatisfied	23% Unsure or neutral	**dissatisfied and neutral or unsure = 69%**
One-One Access to Local Staff How much do you agree or disagree that you have access to local building / community staff for one-one support for your needs as a tenant?	47% Agree	32% Disagree	20% Unsure or neutral	**disagree and neutral or unsure = 52%**

Survey Questions	% who answered positively [very or somewhat satisfied or in agreement]	% who answered negatively [very or somewhat dissatisfied or in disagreement]	% who were unsure or took a neutral position	Comments
Connecting Tenants to Support Services How satisfied or dissatisfied are you overall with TCHC connecting tenants to support services?	37% Satisfied	41% Dissatisfied	22% Unsure or neutral	**disagree and neutral or unsure = 63%**
Tenant Programs and Services How satisfied or dissatisfied are you overall with TCHC's tenant programs and services?	37% Satisfied	26% Dissatisfied	38% Unsure or neutral (very large)	**disagree and neutral or unsure = 64%**
Local Staff How satisfied or dissatisfied are you with the service provided by the Local Staff?	55% Satisfied	27% Dissatisfied	18% Unsure or neutral	**disagree and neutral or unsure = 45%**
Proactive How much do you agree or disagree that TCHC works proactively to make good things happen in its communities?	48% Agree	25% Disagree	27% Unsure or neutral (large)	**disagree and neutral or unsure = 52%**
Being Accountable How much do you agree or disagree that TCHC takes accountability for their work and decision-making?	45% Agree	27% Disagree	28% Unsure or neutral (very large)	**disagree and neutral or unsure = 55%**

Survey Questions	% who answered positively [very or somewhat satisfied or in agreement]	% who answered negatively [very or somewhat dissatisfied or in disagreement]	% who were unsure or took a neutral position	Comments
Collaboration with tenants How much do you agree or disagree that TCHC works collaboratively with staff and tenants to produce the best possible results?	47% Agree	28% Disagree	25% Unsure or neutral (large)	**disagree and neutral or unsure = 53%**
Searches for Solutions How much do you agree or disagree that TCHC searches for solutions to problems and complaints?	45% Agree	30% Disagree	24% Unsure or neutral (large)	**disagree and neutral or unsure = 54%**
The CSU How satisfied or dissatisfied are you with the service provided to you by the Community Safety Unit (CSU)?	45% Satisfied	28% Dissatisfied	27% Unsure or neutral (large)	**dissatisfied and neutral or unsure = 55%**
Level of safety in your community How satisfied or dissatisfied are you overall with the safety level in your community?	44% Satisfied	37% Dissatisfied	18% Unsure or neutral	**dissatisfied and neutral or unsure = 55%**
Building / Unit Maintenance How satisfied or dissatisfied are you overall with TCHC Building / Unit Maintenance?	53% Agree	32% Disagree	14% Unsure or neutral	**disagree and neutral or unsure = 46%**

Survey Questions	% who answered positively [very or somewhat satisfied or in agreement]	% who answered negatively [very or somewhat dissatisfied or in disagreement]	% who were unsure or took a neutral position	Comments
Support to Maintain Tenancy How satisfied or dissatisfied are you overall with TCHC supporting you to maintain your tenancy?	53% Agree	25% Disagree	22% Unsure or neutral	**disagree and neutral or unsure = 47%**

Item 9B – Tenant Engagement System Review
Public TSC Meeting – April 11, 2024
Report #: TSC:2024-16
Attachment 2

Summary of the views of 293 tenant representatives on tenant engagement issues from live electronic surveys during the Tenant Community Action Table ("TCAT") Forums that were held at the end of November and early December 2022.

Tenant Representatives in attendance:
Central Region = 81 representatives were invited and 68 attended (84%)
East Region = 140 representatives were invited and 94 attended (67%)
West Region = 151 representatives were invited and 131 attended (87%)

Survey Questions	Very Satisfied and Satisfied	Very Dissatisfied and Dissatisfied	Neutral	Comments
How satisfied are you with the Refreshed Tenant Engagement System?	**Central = 19.23%** **East = 27%** **West= 11.2%**	**Central = 50%** **East = 39%** **West= 77.3%**	**Central = 30.77%** **East = 34%** **West= 11%**	Over 30% were neutral in the Central and East Regions. Across the Regions, an average of 19% were very satisfied and satisfied.
How satisfied are you with the current Engagement Model that was selected in your community?	**Central = 20%** **East = 34%** **West= 22.2%**	**Central = 50%** **East = 41%** **West= 62.97%**	**Central = 30%** **East = 25%** **West = 14.81%**	Across the Regions, an average of 25% were very satisfied and satisfied.

Survey Questions	Very Satisfied and Satisfied	Very Dissatisfied and Dissatisfied	Neutral	Comments
How satisfied are you with the implementation of a Community Action Plan (CAP)?	**Central = 13.72%** **East = 33%** **West= 12.7%**	**Central = 54.9%** **East = 47%** **West= 78.9%**	**Central = 31.37%** **East = 21%** **West= 7.5%**	Across the Regions, an average of 20% were very satisfied and satisfied.
How satisfied are you with decision-making in your building/community? Which TCHC services and programs should tenants be involved in decision-making? *CAPs, Communications, Use of Space, Design of Community Safety Programs, Training, Evaluation of Work Orders, and Design of the Tenant Complaints Process.*	**Central = 18.75%** **East = 26%** **West= 26.93%**	**Central = 56.25%** **East = 53%** **West= 55.77%**	**Central = 25%** **East = 21%** **West= 17.31%**	Across the Regions, an average of 24% were very satisfied and satisfied. Across the Regions, an average of 41.5% were very dissatisfied.

Toronto Community Housing

Tenant Engagement System Review

April 11, 2024

Background of the Review

Strategic Approach

- To gather insights and perspectives from tenants and staff on their experiences and feedback on the tenant engagement system
- To propose priority recommendations to integrate meaningful tenant engagement into all Divisions/Departments
- To research best practices in public housing corporations globally, considering both the City of Toronto's Shareholder Agreement and the refreshed Tenant Engagement Strategy

Alignment with TCHC Goals

- Aligned with strategic goals: positive tenant experience, quality homes, vibrant communities
- Rooted in TCHC's culture competencies: collaborative, fair, respectful, accountable, solutions-driven, proactive, and tenant-focused
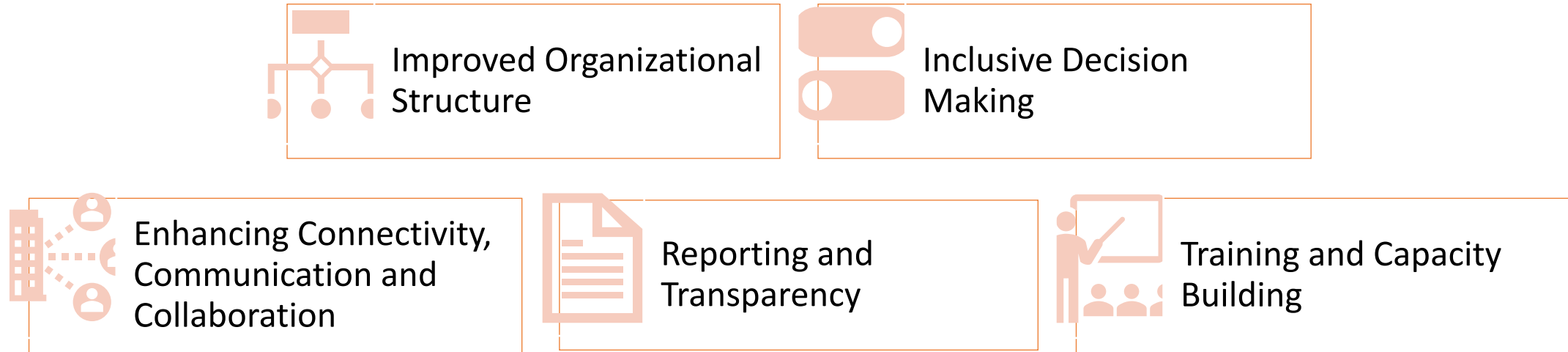
Timeline of Activities

In March 2023, TCHC hired a dedicated staff to review the Tenant Engagement System and make recommendations on amendments in conjunction with the implementation of the four-step plan

Key Activities of the Review:

One-on-one Conversations	Community Service Coordinator ("CSC") Insights	Tenant Perspectives	Community Action Tables

Categorization Update	On-the-ground Tours	Exploring Best Practices in other Public Housing Corporations in Canada

Timeline of Activities

In November 2023, 5 key themes were identified and presented to the Tenant Advisory Committee ("TAC"):

Improved Organizational Structure

Inclusive Decision Making

Enhancing Connectivity, Communication and Collaboration

Reporting and Transparency

Training and Capacity Building

Members of the TAC contributed insights and suggestions on potential recommendations in an open forum.

In December 2023, 12 recommendations were initially presented to the TAC. Based on committee feedback, two additional recommendations were included, and a dotmocracy determined priority recommendations for action.

14 Recommendations in order of votes

1. Strengthen CSC Teams

2. Empowering Tenant Representation

3. Inclusive Decision-Making

4. Prioritize Assistance for Tenants to Secure Funding

5. Enhance Communications

6. Improve Customer Service

7. Prioritize Tenant Voices in Stakeholder Engagements

8. Sharing Best Practices

9. Performance Measurement and Accountability

10. Training Surveys

11. Diverse Trainers

12. Restructuring the Tenant Community Action Tables (TCATs)

13. Consulting the Tenant Advisory Committee (TAC)

14. Board of Directors – Reports and Visits

*Following an analysis of shared themes and input from stakeholders, the initial 14 recommendations have been condensed into a final set of 10 recommendations.

Final Recommendations

1. **Strengthening CSC Teams**

2. **Empowering Tenant Representation**

3. **Inclusive Decision-Making and Prioritize Tenant Voices in Stakeholder Engagement**

4. **Prioritize Assistance for Tenants to Secure Funding**

5. **Enhance Communications**

6. **Improve Customer Service**

7. **Sharing Best Practices**

8. **Performance Measurement and Accountability**

9. **Training Surveys & Diverse Trainers**

10. **Board of Directors – Reports and Visits**

Next Steps

- The tenant engagement review report will be forwarded to the Board of Directors ("the Board") on April 22nd, 2024.

- Following input from TSC and the Board, on the recommendations, an action plan for implementation will be developed.

Thank You!
Do you have any questions?

Appendix

Recommendations based on priority

1. Strengthening CSC Teams
During the December 12, 2023, Tenant Advisory Committee meeting, this recommendation garnered the highest number of votes, underscoring its significance.

Tasks to Enhance CSC Teams:
- ✓ Review roles and responsibilities.
- ✓ Solicit input from CSCs and tenants before implementing policy changes
- ✓ Identify training needs for CSCs.
- ✓ Document local assets.
- ✓ Facilitate partnerships NGOs and governmental agencies.
- ✓ Provide capacity-building through training programs led by tenants and staff..
- ✓ Establish joint accountability mechanisms between CSCs and tenants.
- ✓ Prioritize CSC assignments to buildings/communities with low and medium levels of tenant engagement.
- ✓ Establish interconnected networks with other tenant-facing staff .

Recommendations based on priority

2. Empowering Tenant Representation
During the December 12, 2023, Tenant Advisory Committee meeting, this recommendation emerged as the second most favored option.
This recommendation emphasizes capacity-building at building/community levels:

- ✓ Tenant Representation should entail open and equitable processes.
- ✓ Tenants should select the organizational structure (formal or informal) that aligns with their building/community
- ✓ A review of electoral processes for tenant reps., to ensure a fair and participatory election process
- ✓ Reinstating Tenant Councils or a similar meeting format at a sub-regional level
- ✓ Transformation TCATs to meet evolving engagement needs

Recommendations based on priority

3. Inclusive Decision-Making and Prioritize Tenant Voices in Stakeholder Engagement

During the December 12, 2023, Tenant Advisory Committee meeting, this recommendation, alongside "Empowering Tenant Representation," received the second highest number of votes.

- ✓ Enhancing decision-making at local levels.
- ✓ Elevating tenant voices in engagements (specifically revitalization and capital plans)
- ✓ Restructuring TCATs as forums where tenant representatives and TCHC staff can convene to address and resolve significant tenant issues affecting communities. .
- ✓ Collaboration with TAC for progress review of tenant engagement activities and propose enhancements.

4. Prioritize Assistance for Tenants to Secure Funding

- ✓ Access to Funding: TCHC should assist tenants in accessing funds from city divisions, funders and partner agencies to support tenant-led initiatives.
- ✓ Resource Assessment: Evaluate resources available for tenant engagement activities, with consideration of additional funding for tenant engagement activities in the future.

Recommendations based on priority

5. Enhance Communications
- ✓ Establish a collaborative staff/tenant workgroup.
- ✓ Prioritize distribution of key information.
- ✓ Review and streamline response times.
- ✓ Encourage use of email threads and social media.

6. Improve Customer Service
- ✓ Promote connectedness through inter-divisional mechanisms, developed with tenant input.
- ✓ Assess the tenant engagement work plan of each Division/Department to ensure a tenant-centric approach

7. Sharing Best Practices
- ✓ Explore streamlining service delivery and tenant engagement
- ✓ Evaluate tenant engagement initiatives across various domains

Recommendations based on priority

8. Performance Measurement and Accountability
- ✓ Collaboratively design a review and accountability framework.
- ✓ Regularly assess progress on the recommendations
- ✓ Implement data-driven measures and establish SMART goal (specific, measurable, achievable, relevant, and timebound).

9. Training Surveys & Diverse Trainers
- ✓ Conduct surveys to identify training priorities among staff and tenants
- ✓ Use existing capacity among tenants and staff as trainers

10. Board of Directors – Reports and Visits
- ✓ Integrate a tenant engagement section in reports to the Board, outlining communications and input mechanisms.
- ✓ Arrange visits for TCHC Directors and the Executive Leadership Team (ELT) to engage directly with tenants in their respective buildings/communities.