



## Tenant Engagement Refresh Update

Item 7F

June 9, 2022

Tenant Services Committee

**Report:** TSC:2022-28

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

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

**Date:** May 30, 2022

### **PURPOSE:**

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

### **RECOMMENDATIONS:**

It is recommended that the TSC receive this report for information.

### **BACKGROUND:**

In July 2019, the Toronto Community Housing ("TCHC") Board of Directors approved the tenant election process as part of the tenant engagement system. Due to the impact of the COVID-19 Pandemic and public health restrictions, the Tenant Election implementation was divided into three (3) phases and approved by the Board of Directors in July 2020.

- Phase 1: 57 communities;
- Phase 2: 170 communities; and
- Phase 3: 103 communities.

### **Phase 3 By-Elections in TCHC Family Buildings**

In January 2022, we launched the implementation of By-elections to fill all vacant positions in 120 TCHC communities (Not including Seniors Housing). As part of the outreach effort, our frontline staff reached out to

tenants using different mediums, including digital communication channels and face-to-face engagement. The goal of the outreach was to educate tenants about the tenant election process and how they can participate in the Tenant Engagement System. All outreach and engagement efforts were conducted in adherence to the COVID-19 guideline.

In total, 1,875 tenants were directly engaged through phone calls, emails and door knocking. Twenty-seven tenants participated in 36 virtual meetings organised to inform and engage tenants about the elections process. As a result, 36 nominations were received, and 26 were confirmed to be a tenancy in good standings.

At the end of the by-election process, 25 Community Representatives positions were filled and 20 tenants signed up as Building/Townhouse Committee members.

*Table 1: Breakdown of By-Elections outcomes in TCHC communities (family buildings only).*

	Phase 3 By-elections
<b>Total # of Communities</b>	<b>120</b>
Total # of Communities with full leadership	13
Total # of Communities with partial leadership in place	47
Total # of Communities with No leadership	60

### **Overall Tenant Elections Results in TCHC family buildings (2020-2022)**

From the launch of the Tenant Elections process in fall 2020, to the recently completed by-elections in spring 2022, we have made a significant achievement in establishing 335 Community Representatives (compared to 200 that were in place in 2019) as participants in the new Tenant Engagement System. We also have an additional 1,151 building/townhouse committee members (Please see Appendix A for the system overview). In total, 1,486 tenant leaders are participating in the new Tenant Engagement System.

Throughout the implementation of Tenant Elections, several challenges that impacted us to achieve 100% of our target goal (TCHC reached 76%). Although we have increased the number of tenants in the system, we also recognize that we have not been as successful as intended in increasing tenant involvement in decision making.

*Table 2: Breakdown of the overall Tenants Elections outcomes in TCHC communities (family buildings only)*

	East	West	Central	Total
<b>Phase 1: Communities</b>	<b>9</b>	<b>10</b>	<b>23</b>	<b>42</b>
Full Leadership	4	7	19	30
Partial Leadership	1	1	2	4
No Leadership	4	2	2	8
<b>Phase 2A: Communities</b>	<b>20</b>	<b>27</b>	<b>30</b>	<b>77</b>
Full Leadership	17	16	15	48
Partial Leadership	3	11	15	29
No Leadership	0	0	0	0
<b>Phase 3: Communities</b>	<b>46</b>	<b>62</b>	<b>62</b>	<b>170</b>
Full Leadership	10	24	20	54
Partial Leadership	11	9	18	38
No Leadership	25	29	24	78
<b>By-Elections</b>	<b>36</b>	<b>42</b>	<b>42</b>	<b>120</b>
Full Leadership	6	3	4	13
Partial Leadership	14	11	22	47
No Leadership	16	28	16	60

## Challenges Impacting Tenant Engagement System Implementation

### **1. TCHC Operational Structure and Support System (September 2019)**

- When the Board of Directors approved the tenant election process in 2019, the tenant services division had a network of staffing and operations support that would ensure effective implementation of special projects like the tenant elections.
- With the current structure, Community Services Coordinators (CSC) have to take on several competing community priorities (like

COVID-19 vaccination, maintaining and advancing local partnerships, community safety engagement, hub support and use of space). This has left us with few dedicated staff to carry on day-to-day activities related to tenant elections.

- As part of the restructuring of TCHC operations, significant changes were made to the distribution of portfolios among CSCs while elections were ongoing. The change in portfolios resulted in one CSC responsible for up to 6-7 hubs at one time. Due to the high number of communities that a CSC is responsible for, and the amount of logistic and administrative tasks they have to manage on their own, some CSCs struggled to engage tenants to achieve desired election targets effectively.
- The transfer of four Community Services Coordinators to Seniors Housing during tenant elections implementation resulted in the reduction of frontline staff roles and the need for another round of portfolio selections. This delay further impacted tenants' engagement in tenant elections.

## **2. COVID-19 Pandemic**

- The outbreak of the COVID-19 Pandemic and public health restriction that was in place for two years affected the staff's abilities to engage tenants effectively and for tenants to fully participate in the elections process
- The Pandemic forced all engagement activities usually carried out in person to be done online. As a result, staff had to pivot their strategy and encourage tenants to participate in online meetings as part of the elections process.
- Many tenants were not used to online/virtual meetings and had to learn new skills and take the time to adapt to online engagement while also learning to adapt to the conditions of public health emergencies and restrictions.
- Due to the Pandemic, the tenant elections were implemented in phases. The elections timeline was made flexible enough to accommodate emergency public health programs like COVID-19 vaccination at the community level. These factors resulted in a long duration of the election process, resulting in election fatigue for many tenants.

### **3. Emerging trends at a community level**

- Despite the concerted efforts by staff to engage tenants and educate them on the importance of the tenant engagement system and its benefits to the local communities, we have noticed a continued decrease in tenant participation in the election process.
- Finally, due to overall system and election delays some initially engaged have not seen the entirety of the system unfold in the intended way and are beginning to question whether the system is “real”.

To address some of these challenges, a series of meetings were held with the Regional Operational leads to discuss issues impacting tenant engagement and elections and to agree to some short term solutions that can be implemented immediately. However, to achieve a long-term solution, we require the input of all stakeholders to develop and adopt a holistic action plan and potential amendments to the system that will address all of the issues raised.

#### **IMPLICATIONS AND RISKS:**

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

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

#### **NEXT STEPS AND RECOMMENDATIONS:**

Based on the emerging feedback and challenges with respect to the current Tenant Engagement System, we are recommending the following:

- TCHC to identify and implement various channels to receive input and feedback from key stakeholders such as tenants leaders, community representatives, former tenant representatives, Board Members, and Elected Officials (e.g. we are currently hoping to hold a tenant forum that will allow for current and former tenant

representatives and building committee members to offer input in the current system). This is aimed to be completed by fall 2022;

- Through the input and feedback from key stakeholders, TCHC to develop a road map to identify amendments to the current Tenant Engagement System to reflect the current infrastructure, resources and changes in engagement in a post-covid environment; and
- Ensure the proposed amendments honours the directions of the Share Holders Agreement and the Tenant First recommendations.

### **SIGNATURES:**

*“Nadia Gouveia”*

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Nadia Gouveia  
Chief Operating Officer (Acting)

### **ATTACHMENTS:**

1. Family Buildings - Phase 3 By-Elections Result
2. Tenant Engagement System overview

### **STAFF CONTACT:**

Julio Rigores, Manager, Engagement Refresh  
(416) 981-4271  
Julio.Rigores@torontohousing.ca

## TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 BY-ELECTIONS RESULTS – FAMILY BUILDINGS

May 5, 2022

This report provides the status of tenant elections held in family buildings (direct and contract managed) portfolios. The lists are organized by region (east, west, central).

### EAST REGION

Region	HUB	DEV ID	Dev Name	Model Selected	Number of Community Representative positions (new model)	Number of Community Representatives elected	Number of Community Representatives acclaimed	Phase 3 By-Election Filled Positions	Number of positions vacant	NEW Number of tenants signed up to be committee members	Total Number of tenants signed up to be committee members (Building/townhouse committee model only)
East	72	1	O CONNOR DRIVE	Building/townhouse committee	2	0	2	2	0	0	18
East	114	75	MORNINGSIDE/CORONATION	Building/townhouse committee	2	0	0	0	2	0	7
East	69	120	CENTENNIAL APARTMENTS	Community Representative	2	2	0	2	0	0	N/A
East	114	213	MORNINGSIDE/LING	Building/townhouse committee	2	0	0	0	2	0	11
East	115	6	MORNELLE/ELLESMERE	Building/townhouse committee	2	0	1	0	1	0	4
East	115	212	MORNELLE/MORNINGSIDE	Building/townhouse committee	2	0	1	0	1	0	3
East	75	28	SHAUGHNESSY BLVD	Community Representative	2	0	2	2	0	0	N/A
East	83	178	EMPRINGHAM MEWS	Building/townhouse committee	2	0	1	1	2	7	9
East	#N/A	#N/A	MCCOWAN RD I & II	Building/townhouse committee	2	0	2	2	0	0	8
East	91	119	WOODLAND ACRES (FIRVALLEY)	Community Representative	2	0	0	0	2	0	N/A
East	91	208	WARDEN WOODS	Building/townhouse committee	2	0	0	0	2	0	4
East	107	21	KINGSTON ROAD (3190)	Building/townhouse committee	2	0	0	0	2	0	9
East	107	60	EGLINTON/MARKHAM	Building/townhouse committee	2	0	2	2	0	0	5

East	108	50	FLEMINGDON PARK	Building/townhouse committee	2	0	2	2	0	0	17
East	109	49	GREENBRAE I (CIRCUIT)	Community Representative	2	0	0	0	2	0	N/A
East	117	69	ST CLAIR/BIRCHMOUNT I	Community Representative	2	0	1	0	1	0	N/A
East	55	86	PHIN PARK	Community Representative	2	0	1	0	1	0	N/A
East	55	304	GREENWOOD/WALPOLE	Community Representative	2	0	1	0	1	0	N/A
East	55	311	NEWBOLD AVENUE	Community Representative	2	0	1	0	1	0	N/A
East	55	315	QUEEN VICTORIA	Building/townhouse committee	2	0	0	0	2	0	0
East	55	364	33 COATSWORTH	Community Representative	2	0	0	0	2	0	N/A
East	55	302	CHATHAM/OAKVALE	Community Representative	2	0	1	0	1	0	N/A
East	61	303	98 ELMER AVE	Community Representative	2	0	1	0	1	0	N/A
East	61	310	331-333 KINGSTON RD	Community Representative	2	0	1	0	1	0	N/A
East	61	358	320 KINGSTON RD	Community Representative	2	0	1	0	1	0	N/A
East	61	372	520 KINGSTON RD	Community Representative	2	0	1	0	1	0	N/A
East	62	93	EASTVIEW PARK	Building/townhouse committee	2	0	1	1	1	0	0
East	78	7	MIDLAND AVE (1201)	Building/townhouse committee	2	0	0	0	2	0	6
East	87	126	ADANAC APARTMENTS	Building/townhouse committee	2	0	0	0	2	0	7
East	112	23	LAWRENCE/GALLOWAY	Building/townhouse committee	2	0	0	0	2	0	8
East	113	81	LAWRENCE/SUSAN	Building/townhouse committee	2	0	1	0	1	0	8
East	88	271	DANFORTH/MIDLAND 10, 30, 40	Building/townhouse committee	2	Pending	Pending	Pending	2	0	4
East	91	113	WOODLAND ACRES (WARDEN)	Building/townhouse committee	2	0	0	0	2	0	6
East	63	362	Stephenson Ave (139)	No Show	2	0		0	N/A	0	
East	63	371	2390 GERRARD ST E	Community Representative	2	0	1	0	1	0	
East	63	362	111 STEPHENSON	No show	2				N/A	0	



**WEST REGION**

Region	HUB #	DevID	DevName	Model Selected	Number of Community Representative positions (new model)	Number of Community Representatives elected	Number of Community Representatives acclaimed	Phase 3 By-Election Filled Positions	Number of positions vacant	NEW Number of tenants signed up to be committee members	Total Number of tenants signed up to be committee members (Building/townhouse committee model only)
West	93	45	KIPLING/MOUNT OLIVE	Community Representative	2	0	0	0	1	0	0
West	5	13	LIGHTWOOD SANAGAN	Building/townhouse committee	2	0	0	0	2	0	0
West	4	58	FINCH/ARDWICK	Building/townhouse committee	2	0	0	0	2	0	0
West	4	217	ISLINGTON/SATTERLY	Building/townhouse committee	2	0	0	0	2	0	0
West	93	220	MARTINGROVE/ALBION	Building/townhouse committee	2	0	0	0	2	0	0
West	7	26	THISTLETOWN II	Building/townhouse committee	2	0	0	0	2	0	0
West	96	901	QUEENS PLATE	Building/townhouse committee	2	0	0	0	2	0	0
West	24	71	JANE/WOOLNER	Building/townhouse committee	2	0	1	1	0	1	5
West	23	122	MOUNT DENNIS APARTMENTS	Building/townhouse committee	2	0	0	0	2	0	0
West	1	219	ISLINGTON/ST ANDREWS	Building/townhouse committee	2	0	0	0	1	0	6
West	2	98	WESTON/BELLEVUE	Building/townhouse committee	2	0	0	0	2	0	0
West	3	111	HUMBER ACRES	Community Representative	2	0	0	0	1	0	0
West	1	37	DIXINGTON CRESCENT	Building/townhouse committee	2	0	0	0	2	7	8
West	8	101	WESTACRES	Building/townhouse committee	2	0	0	0	2	0	3
West	8	106	WESTACRES EXTENSION	Building/townhouse committee	2	0	0	0	4	0	0
West	12	84	JANE/FALSTAFF	Building/townhouse committee	2	0	0	0	1	0	0

West	9	17	2265 JANE STREET	Building/townhouse committee	2	0	0	0	2	0	0
West	9	116	DOWNSVIEW ACRES	Building/townhouse committee	2	0	0	0	1	0	0
West	94	40	DE MARCO BLVD	Building/townhouse committee	2	0	0	0	2	0	0
West	94	224	TRETHEWAY/TEDDER	Building/townhouse committee	4	0	0	0	2	0	0
West	98	187	YORK SQUARE	Building/townhouse committee	2	0	0	0	2	0	0
West	11	4	FINCH/TOPCLIFF	Community Representative	2	0	0	1	0	0	0
West	11	51	SENTINEL ROAD	Community Representative	2	0	0	0	1	0	0
West	15	11	2585 JANE STREET	Building/townhouse committee	2	0	0	0	1	0	0
West	97	54	TANDRIDGE CRES. (APT)	Building/townhouse committee		0	0	0	1	0	0
West	18	408	44-58 KEELE ST	Community Representative	2	0	0	0	2	0	0
West	27	493	136-150 PERTH AVENUE	Building/townhouse committee	2	0	0	0	2	0	0
West	27	494	11 RANDOLPH AVENUE	Building/townhouse committee	2	0	0	0		0	0
West	27	196	THE RANKIN APARTMENTS	Community Representative	4	0	0	0	1	0	0
West	28	695	331 BARTLETT	Community Representative	2	0	0	0	1	0	0
West	18	83	HIGH PARK/QUEBEC	Building/townhouse committee		0	1	1	0	3	5
West	95	14	THE EAST MALL	Building/townhouse committee	2	0	0	0	2	0	0
West	21	173	COOPER MILLS	Building/townhouse committee		0	0	0	2	0	0
West	95	62	WEST MALL	Building/townhouse committee		0	0	0	2	0	0
West	25	172	MABELLE PLACE	Building/townhouse committee	2	0	0	0	2	0	0
West	31	216	NEPTUNE DRIVE	Building/townhouse committee	2	0	0	0	2	0	0
West	34	890	20 ZACHARY COURT	Building/townhouse committee	2	0	0	0	2	0	0
West	30	185	FAYWOOD PLACE	Building/townhouse committee	2	0	0	0	2	0	0
West	30	196	OVERBROOK PLACE	Building/townhouse committee	2	0	0	0	2	0	0

West	34	891	20 NEW HEIGHTS COURT	Building/townhouse committee	2	0	0	0	2	0	0
West	33	481	Elm Ridge Dr.	Building/townhouse committee	2	0	0	0	2	0	0
West	30	8	DUFFERIN WILSON HEIGHTS	Pending		0	0	0	TBD	0	0

**CENTRAL REGION**

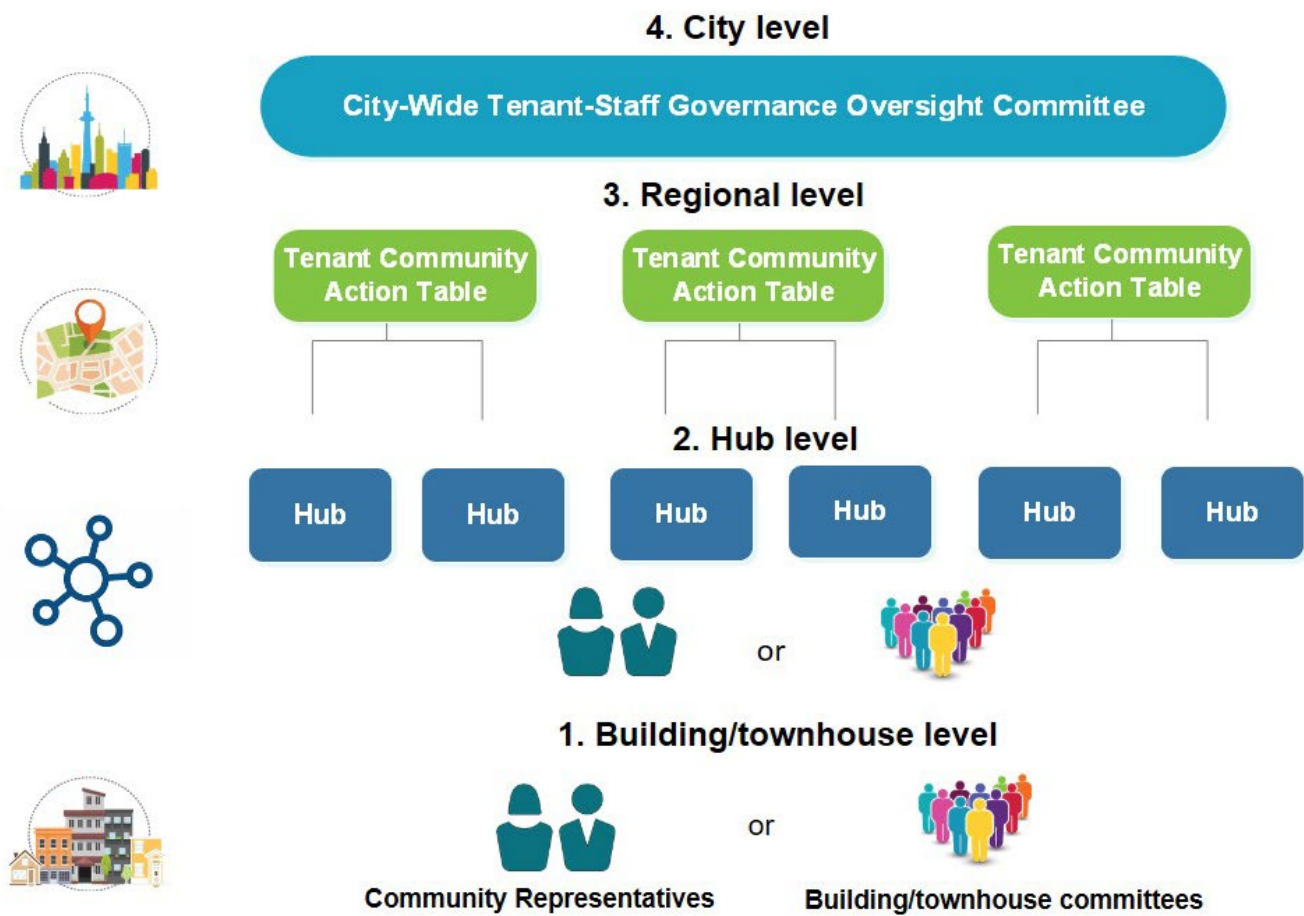
Region	HUB #	DEV ID	Dev Name	Model Selected	Number of Community Representative positions (new model)	Number of Community Representatives elected	Number of Community Representatives acclaimed	Phase 3 By-Election Filled Positions	Number of positions vacant	NEW Number of tenants signed up to be committee members	Total Number of tenants signed up to be committee members
Central	36	405	BATHURST/EGLINTON	Building/townhouse committee	2	0	0	0	2	0	4
Central	54	740	HOLLY PARK	Building/townhouse committee	2	0	0	0	1	0	5
Central	60	306	CAVELL/HARCOURT building	Community Representative	2	0	0	0	1	N/A	N/A
Central	66	938	50 REGENT PARK BLVD	Building/townhouse committee	2	0	1	1	1	0	8
Central	60	309	JONES/CURZON	Community Representative	2	0	0	0	1	N/A	N/A
Central	100	66	BLEECKER STREET	Building/townhouse committee	2	0	0	0	1	0	2
Central	101	802	92 CARLTON ST	Community Representative	2	0	0	0	1	N/A	N/A
Central	104	375	261 JARVIS STREET	Building/townhouse committee	2	0	0	0	2	0	5
Central	60	374	29 LOUVAIN AVE.	Building/townhouse committee	2	0	0	0	1	0	3
Central	104	718	145 MUTUAL ST	Building/townhouse committee	2	0	0	0	1	0	0
Central	9	89	GREENWOOD PARK	Building/townhouse committee	2	0	0	0	2	0	1
Central	94	495	LARCH STREET	Building/townhouse committee	2	0	0	0	1	0	1
Central	94	420	DUNDAS/BEVERLEY	Community Representative	2	0	0	0	2	N/A	N/A
Central	38	466	QUEEN/VANAULEY	Building/townhouse committee	2	0	0	0	1	0	7

Central	11	479	61 WALES AVE	Community Representative	2	0	1	1	1	N/A	N/A
Central	13	709	ST. LAWRENCE TOWNHOUSES	Building/townhouse committee	2	0	0	0	2	0	
Central	11	714	176 THE ESPLANADE	Building/townhouse committee	2	0	0	0	1	0	5
Central	15	727	55 THE ESPLANADE	Building/townhouse committee	2	0	1	1	0	0	4
Central	97	401	25 BISHOP TUTU	Building/townhouse committee	2	0	0	0	1	0	2
Central	15	480	63 MITCHELL	Building/townhouse committee	2	0	0	0	2	0	0
Central	97	380	Trefann Court	Building/townhouse committee	2	0	1	1	1	1	0
Central	97	383	123 SACKVILLE	Building/townhouse committee	2	0	0	0	2	0	0
Central	17	937	25 WYATT AVENUE	Building/townhouse committee	2	0	0	0	2	0	0
Central	18	201	SOUTH WEST BLDGS - South Regent Park	Building/townhouse committee	2	0	0	0	1	0	1
Central	28	935	180 SACKVILLE ST(Apartment)	Building/townhouse committee	2	0	0	0	2	0	1
Central	29	936	180 Sackville St (Townhouses)	Building/townhouse committee	2	0	1	1	0	1	2
Central	28	811	501 ADELAIDE	Building/townhouse committee	2	0	0	0	1	0	1
Central	47	191	GEORGE STREET SINGLES	Building/townhouse committee	2	0	0	0	1	0	1
Central	49	94	SHERBOURNE/SHUTER	Building/townhouse committee	2	0	0	0	2	0	0
Central	52	313	PEMBROKE MEWS	Building/townhouse committee	2	0	0	0	2	0	0
Central	25	852	40 LOWER RIVER STREET	Building/townhouse committee	2	0	1	1	0	2	2
Central	25	724	25 MUTUAL ST	Building/townhouse committee	2	0	0	0	2	0	2

Central	31	92	BESSIE LUFFMAN	Community Representative	2	0	0	0	2	N/A	N/A
Central	34	209	CARLTON/JARVIS SITE	Building/townhouse committee	2	0	1	1	1	0	1
Central	30	355	188 SHERBOURNE	Building/townhouse committee	2	0	0	0	2	0	0
Central	30	356	21-25 PEMBROKE ST	Building/townhouse committee	2	0	0	0	2	0	0
Central	19	416	Dufferin Gwynne	Building/townhouse committee	2	0	1	1	0	0	3
Central	19	465	Laxton Ave (3)	Community Representative	2	0	0	0	1	N/A	N/A
Central	19	469	Springhurst Dowling	Community Representative	2	0	0	0	2	N/A	N/A
Central	19	90	McCormick Park	Building/townhouse committee	2	0	1	1	1	0	1
Central	39	476	Davenport Rd. (1087)	Pending		0	0	0	2	0	0



# Toronto Community Housing Tenant Engagement System structure



<b>Engagement level : Building/townhouse</b>	
<b>Tenant membership:</b> Based on community choice <ol style="list-style-type: none"> <li>1. Community Representative model:</li> <li>2 Community Representatives for every 250 households</li> </ol> <ol style="list-style-type: none"> <li>2. Building/townhouse committee model: open to all tenants (2 representatives)</li> </ol>	<b>Function:</b> Monitor the implementation of local Community Action Plan (CAP), which outlines key activities and solutions in response to tenant identified community priorities
<b>Engagement level : Hub</b>	
<b>Tenant membership:</b> Elected/selected representatives from building/townhouse level based on hub clustering	<b>Function:</b> Assess Service Quality Indicators (SQI) by providing direct input into improving the quality
<b>Engagement level: Regional</b>	
<b>Tenant membership:</b> Elected/selected representatives from building/townhouse level	<b>Function:</b> Work with tenants and stakeholders to address top regional tenant-identified priorities
<b>Engagement level: City</b>	
<b>Tenant membership:</b> Selected through a city-wide application process where each Tenant Community Action Table has representation	<b>Function:</b> A resource and accountability structure, and work with tenants and stakeholders to address overall tenant-identified priorities

# Tenant Engagement role overview



## Building/Townhouse Committee member

### As a committee member at the building/ townhouse level, you will:

- Work with tenants, Community Representatives, staff and partners to monitor and implement the local Community Action Plan.
- Maintain an open and ongoing dialogue with all tenants in the community.
- Engage and encourage members of the community to get involved.
- Keep tenants informed.
- Hold quarterly community meetings.
- Represent the community and address tenant priorities.
- Advocate for the community.



## Community Representative

### As a Community Representative at the building/ townhouse level, you will:

- Work with tenants, other Community Representatives, staff and partners to monitor and implement local Community Action Plan.\*
- Maintain an open and ongoing dialogue with all tenants in the community.
- Engage and encourage members of the community to get involved.
- Keep tenants informed.
- Hold quarterly community meetings.
- Represent the community and address tenant priorities.
- Advocate for the community.