



## Tenant Engagement System Refresh Approval

Item 4

May 31, 2019

Tenant Services Committee

<b>Report:</b>	TSC:2019-17
<b>To:</b>	Tenant Services Committee (“TSC”)
<b>From:</b>	Acting Vice-President, Tenant and Community Services
<b>Date:</b>	May 13, 2019

### **PURPOSE:**

The purpose of this report is to seek approval from TSC to implement a refreshed Tenant Engagement System.

### **RECOMMENDATIONS:**

It is recommended that TSC approve and recommend to the Board of Directors the following recommendations:

1. Approve the Tenant Engagement System structure; and
2. Authorize the appropriate staff to take the necessary actions as may be required to give effect to the above recommendations.

### **REASONS FOR RECOMENDATIONS:**

The goal of the proposed Tenant Engagement System is to foster tenant engagement and to build vibrant communities through diverse, inclusive and collaborative methods that gives all tenants of Toronto Community Housing Corporation (“TCHC”) a voice and input into community-related decision-making.

**BACKGROUND:**

Currently there are a total of 507 Tenant Representative positions, of which 272 are vacant. In addition, the terms of current Tenant Representatives have been extended several times and end on June 30, 2019.

A City-Wide Tenant-Staff Engagement Advisory Committee (“CWTSEAC”) was established in May 2016 to develop a plan to refresh the current Tenant Engagement System.

In July 2017, the CWTSEAC presented 52 recommendations to the Resident Services Committee (currently TSC) focused on governance, accountability, information, communications, tenant participation, and capacity building. At the April 2018 TSC meeting, TCHC committed to take actions to implement the CWTSEAC recommendations.

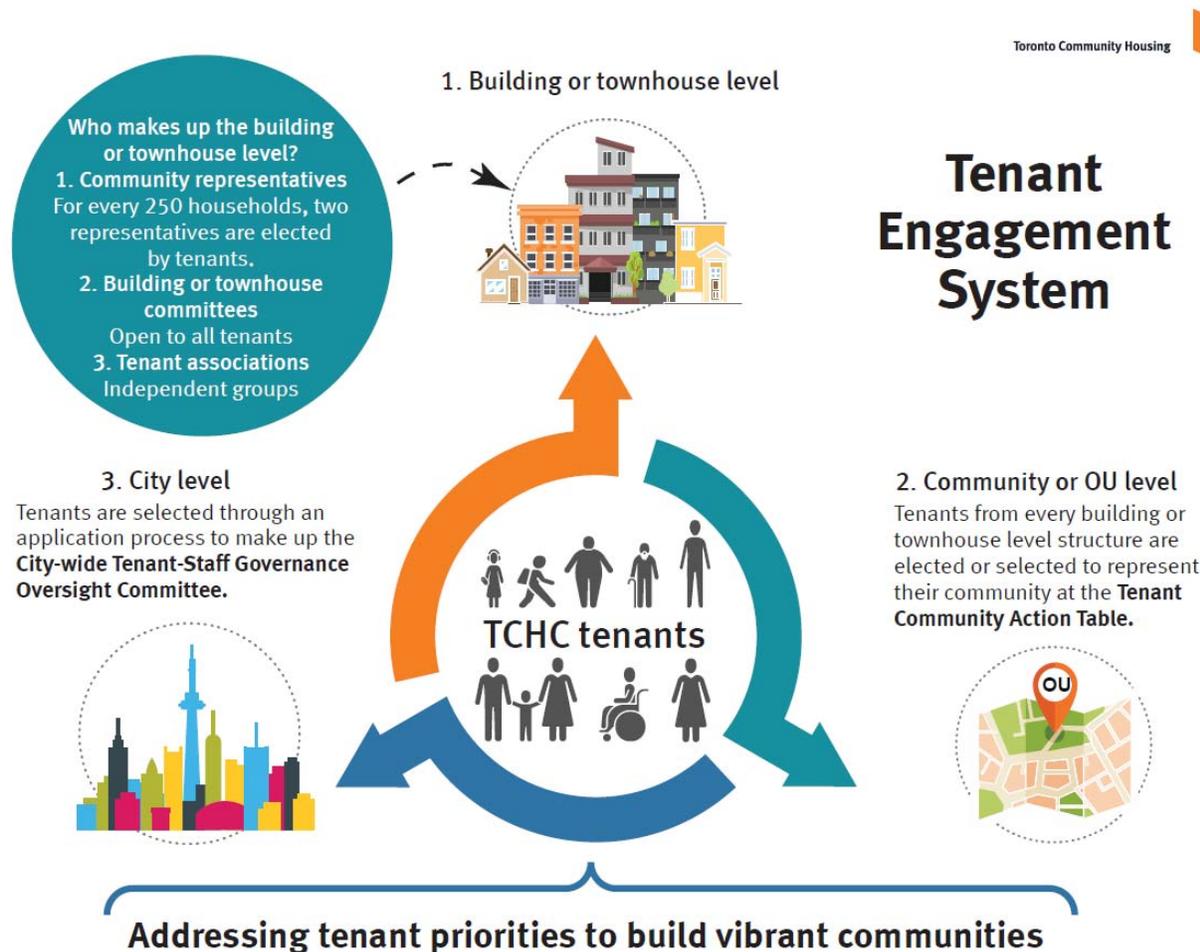
**TENANT ENGAGEMENT SYSTEM DESIGN:**

Throughout 2018, TCHC consulted with tenants to implement the 52 CWTSEAC recommendations. The goal of the consultation was to engage as many tenants as possible to provide input on how the proposed system could be representative of and meet the diverse needs of TCHC’s tenant population. The result of the consultations is the Tenant Engagement System structure that TSC is being asked to approve.

In addition, in early 2019, a group of tenants who spoke at the TCHC Board and/or TSC raised the importance of having communities decide on the local engagement model that best suits their communities. As a result, TCHC committed to a process for communities to vote on the model of their preference. It has been included in the proposed model.

## TENANT ENGAGEMENT SYSTEM STRUCTURE:

The structure of the refreshed Tenant Engagement System includes three levels.



### 1. Building/townhouse level

A focus of the engagement structure at the building/townhouse level is to monitor the implementation of local community action plans. The community action plan is created in collaboration with tenants and outlines key activities and solutions in response to tenant identified priorities. Tenants living in all TCHC buildings and townhouse communities, including the Seniors Housing Unit, will choose their preferred local engagement model. The options of the different engagement models are included below:

- a) A community can choose to elect two tenant representatives for every 250 units. The tenant representatives will represent the community at

the Tenant Community Action Table (previously known as Tenant Council);

- b) A community can choose to have a building or townhouse committee that is open to everyone in their community. This committee will elect two tenants who will represent the community at the Tenant Community Action Table; or
- c) A community can choose to have a tenant association model that operates relatively independently from TCHC (this approach already exists in several communities) and has no representation at the Tenant and Community Action Table.

## **2. Community/Operating Unit level**

The focus of the Tenant and Community Action Tables is to work with tenants and other stakeholders to address tenant identified priorities of the communities. In addition, emerging concerns and other arising items of importance will be discussed.

Tenant and Community Action Tables will be formed based on operating unit boundaries and will have representatives elected/selected by tenants based on the model of their preference at the local level.

## **3. City level**

The City-Wide Tenant-Staff Governance Oversight Committee (the “Committee”) will act as a resource and accountability structure for tenants and staff participating in the Tenant Engagement System. This includes:

- Ensuring staff and tenants follow the accountability framework;
- Mediating and resolving issues related to the Tenant Engagement System’s policies and procedures;
- Developing strategies and tools to measure the success of the Tenant Engagement System; and
- Working with tenants to make recommendations on how community issues can be resolved.

The Committee will be established through an application process as recommended by tenants through the 2018 consultations.

## **Core Values and Principles**

The model reflects the principles of the Tenant Charter, including all requirements for accessibility under the *Accessibility for Ontarians with Disabilities Act* and TCHC's *Human Rights, Harassment and Fair Access Policy*.

## **NEXT STEPS:**

- Design a voting process for tenants to select the local engagement model of their preference;
- Implement a communication strategy that informs tenants of the different local engagement models and selection process;
- Continue the implementation of the 52 recommendations from the CWTSEAC; and
- Implement the full tenant engagement system.

## **IMPLEMENTATION MILESTONES**

### **Q3 2019**

- Communities vote on local engagement model.

### **Q4 2019 – Q1 2020**

- Implement tenant elections and establish Tenant Community Action Tables.

### **Q2 2020**

- Establish City-Wide Tenant-Staff Governance Oversight Committee through an application process.

### **Q3 2020**

- Training and capacity building for tenants participating in the Tenant Engagement System.

**IMPLICATIONS AND RISKS:**

Implementation timelines are assuming Board approval on June 27, 2019. If implementation timelines are delayed it will affect many engaged tenants who wish to have a functioning Tenant Engagement System now.

Staff will work to secure resources required to implement the refreshed tenant engagement system through the 2020 budgeting process.

The City's Shareholder Direction requires that TCHC maintain a democratic system of active tenant participation including a tenant council structure or similar.

The Mayor's Task Force final report and the Tenants First - Phase I Implementation Plan recommended a strengthened system of tenant engagement. As TCHC implements the refreshed system, we will need to continue to work with tenants to improve and refine the system going forward.

**SIGNATURE:**

*"William Mendes"*

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William Mendes

Acting Vice-President, Tenant and Community Services

**ATTACHMENTS:**

1. CWTSEAC Recommendations Report
2. Tenant Report Back Handbook
3. Tenant Engagement System Refresh Consultation Process Overview

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# Recommendations from Members of the City-Wide Tenant-Staff Engagement Advisory Committee

## FOR

# Refreshing the Current Tenant Engagement System at Toronto Community Housing

## TCH Tenant Engagement System Refresh Proposal Report

City-Wide Tenant-Staff Engagement Advisory Committee  
c/o Toronto Community Housing  
931 Yonge Street, 7<sup>th</sup> Floor  
Toronto, Ontario  
M4W 2H2

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June 23, 2017

Angela Cooke  
Vice President, Resident and Community Services  
Toronto Community Housing  
931 Yonge Street  
Toronto, Ontario  
M4W 2H2

Dear Ms. Cooke,

On behalf of the City-Wide Tenant-Staff Engagement Advisory Committee, we are presenting you with our recommendations for the improvement of the Tenant Engagement System currently in place at Toronto Community Housing (TCH).

We wish to thank you for the opportunity and support necessary to provide meaningful recommendations. It is our hope that you will submit these recommendations to the TCH Executive Leadership Team and Resident Services Committee.

We look forward to working together in partnership with TCH staff on the implementation of these recommendations.

Sincerely,

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Susan Gapka  
Tenant Co-Chair

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Robbie Rambarrat  
Tenant Co-Chair

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Harriet Shepherd  
Alternate Co-Chair

## TCH Tenant Engagement System Refresh Proposal Report

# Acknowledgements

Our committee would like to thank:

- Delegates and volunteers who participated in and organized the nine community meetings and the “Take 5” Survey
- Members of the City-Wide Tenant - Staff Engagement Advisory Committee
- Tenants who completed the “Take 5” Survey

### **Members of City-Wide Tenant-Staff Engagement Advisory Committee**

#### Tenant Members

Zahra Davarnia	Charles Galbraith	Robbie Rambarrat (Co-Chair)
Margaret Devlin	Susan Gapka (Co-Chair)	Sandra Ramsay
Anita Dressler	Victor Locke	Tom Robson
Patricia Duck	Jacob (WeiJie) Ma	Harriet Shepherd (Alternate Co-Chair)
Mabel Ernest	Rafael Nunez	Karlene Steer
Robert Frederickson	Heather O'Neil	Jody Swindells

#### Staff Members

Paul Feitelberg	Luis Mejicano	Courtney Quarrie
Gail Johnson	David Morales	Julio Rigores
Sean Major		

#### Support Staff

Joseph Ching	Antonio Valentine
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## TCH Tenant Engagement System Refresh Proposal Report

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## TCH Tenant Engagement System Refresh Proposal Report

### EXECUTIVE SUMMARY

In 2015, Toronto Community Housing (TCH), in keeping with its corporate strategy and Shareholder Direction, started a process to review its current Tenant Engagement System Model. The process assessed how the organization facilitates effective support for tenant groups and identified models required for TCH communities. It was decided the Tenant Engagement System review will support TCH to develop a “road map” for achieving a shared vision for tenant groups and will articulate how tenant groups work towards achieving the vision.

From the outset, it was understood tenants would play a key role in the review as they are the key constituency impacted by the current Tenant Engagement System. There have been a series of efforts by TCH and tenants to improve the Tenant Engagement System, starting in 2015 with an Open Space Forum. This was followed up by establishing a tenant group who developed, implemented and analyzed results of a survey (“Take 5” Survey) which directly informed a set of recommendations around changes to the Tenant Engagement System. From May 2016 to April 2017 a joint working group composed of tenants and staff (The City-Wide Tenant-Staff Engagement Advisory Committee) worked diligently to understand the successes, gaps and opportunities, and to develop a shared vision and operational principles to guide any changes to the current Tenant Engagement System.

The committee identified a set of core values/principles:

**Respect:** Mutual respect between all involved

**Equity:** Ensuring equitable treatment for all involved

**Informative:** Ensuring all involved have the capacity to make informed decisions

**Inclusive:** A system that is inclusive and representative of all TCH tenants

**Collaborative:** Working together as partners

The City-Wide Tenant-Staff Engagement Advisory Committee developed recommendations on how TCH can approach any changes to the Tenant Engagement System. The recommendations have been grouped under six key objectives:

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information: Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenants and Staff

## TCH Tenant Engagement System Refresh Proposal Report

### **Benefit to TCH and TCH Tenants**

The recommendations will help to:

- enhance the effectiveness of the Tenant Engagement System;
- engage more TCH tenants to participate in TCH initiatives and/or initiatives in their local community;
- involve more tenants in the decision-making process.

After reviewing this report, the City-Wide Tenant-Staff Engagement Advisory Committee recommends that TCH's Executive Leadership Team and the Resident Services Committee of the Board:

- accept this report for consideration
- act on the recommendations outlined in this report in partnership with TCH tenants

## TCH Tenant Engagement System Refresh Proposal Report

### BACKGROUND

In 2003, the City of Toronto (in its capacity as the sole shareholder for TCH) mandated TCH to develop a Tenant Engagement System to incorporate tenants in the decision making processes of the organization. This process led to the development of Tenant Representatives and the Tenant Council system.

In 2013, with the transition of the Community Health Unit (CHU) into what is today Resident and Community Services (RCS) Division, RCS staff began plans to review the Tenant Engagement System, including an understanding of how Tenant Representatives perform their roles and responsibilities.

Following the 2015 Tenant Representatives election, TCH's Executive Leadership Team approved a project to assess how the Tenant Engagement System model facilitates effective support for tenant groups and to identify models required for our respective communities. The Tenant Engagement System review also considered how to implement initiatives that better support tenant groups and how to work with partner organizations such as the City of Toronto and other stakeholders.

## TCH Tenant Engagement System Refresh Proposal Report

### PROCESS

The process to refresh TCH’s Tenant Engagement System included the establishment of a tenant-staff work group (Tenant Engagement System Refresh Work Group) to provide direction for the design of the process. The process undertaken includes:

#	Activity	Results	When
1	<b>Open Space Forum (tenant consultation)</b> <ul style="list-style-type: none"> <li>Tenant consultation to identify common issues with the current Tenant Engagement System model and to co-develop a plan for moving forward</li> </ul>	<ul style="list-style-type: none"> <li>Over 50 tenant participants</li> <li>Tenant Working Group established (Tenant Participation System Refresh – Interim Tenant Workgroup)</li> </ul>	September 2015
2	<b>Take 5 Survey</b> <ul style="list-style-type: none"> <li>Developed, implemented, and analyzed a survey to understand tenant knowledge and experience with existing Tenant Engagement System</li> </ul>	<ul style="list-style-type: none"> <li>457 tenants completed the “Take 5” Survey</li> </ul>	September to December 2015
3	<b>Tenant Town Hall Meetings</b> <ul style="list-style-type: none"> <li>Shared Take 5 survey results; collected feedback; nominated and elected tenants to form the <i>City-Wide Tenant-Staff Engagement Advisory Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>Nine town hall meetings (three meetings per directorate)</li> <li>At each town hall meeting tenants were nominated and elected to form the <i>City-Wide Tenant-Staff Engagement Advisory Committee</i></li> </ul>	January to March 2016

## TCH Tenant Engagement System Refresh Proposal Report

#	Activity	Results	When
4	<p><b>City-Wide Tenant-Staff Engagement Advisory Committee Group Formation</b></p> <ul style="list-style-type: none"> <li>Developed of rules of order; established a meeting schedule; developed Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>A 33-member Committee consisting of 12 tenant representatives, 14 tenant leaders and 7 staff</li> <li>Nine committee meetings</li> </ul>	May to August 2016
5	<p><b>City-Wide Tenant-Staff Engagement Advisory Committee</b></p> <ul style="list-style-type: none"> <li>Brainstorm what is and isn't working with current tenant engagement model; identify areas of focus for group: learning, identifying, discussion, and proposal; develop slide presentations on the roles and responsibilities for current Tenant Representatives and an overview of the current Tenant Engagement System; developed core values/principles guiding the committee's work; present "Take 5" survey results, and do a visioning exercise</li> </ul>	<ul style="list-style-type: none"> <li>Developed vision for the potential governance model</li> <li>Identified core values/principles for potential governance model</li> <li>Identified key objectives for governance model</li> </ul>	September to December 2016
6	<p><b>City-Wide Tenant-Staff Engagement Advisory Committee</b></p> <ul style="list-style-type: none"> <li>Analysis of "Take 5" survey to inform a set of recommendations; grouping of recommendations under six key objectives of the potential governance model</li> </ul>	<ul style="list-style-type: none"> <li>Development of draft report (pending final committee approval)</li> </ul>	January to April 2017

## TCH Tenant Engagement System Refresh Proposal Report

The City-Wide Tenant-Staff Engagement Advisory Committee developed a shared vision, core values/principles and key objectives to guide any changes to the current Tenant Engagement System.

### SHARED VISION

Our vision is to foster tenant engagement and to build vibrant communities through diverse, inclusive and collaborative methods to give all tenants of TCH a voice and input into community-related decision-making.

### CORE VALUES/PRINCIPLES

**Respect:** Mutual respect between all involved

**Equity:** Ensuring equitable treatment for all involved

**Informative:** Ensuring all involved have the capacity to make informed decisions

**Inclusive:** A system that is inclusive and representative of all TCH tenants

**Collaborative:** Working together as partners

### KEY OBJECTIVES

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information – Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenant Staff

## TCH Tenant Engagement System Refresh Proposal Report

# 1 ESTABLISH A GOVERNANCE SYSTEM

The committee felt that it was important that TCH collaborate with tenants to refresh the Tenant Engagement System. This will make a difference in tenants' communities by building on the strengths and needs of each community. To ensure success, the refreshed Tenant Engagement System must be clearly communicated to tenants and should be comprehensive in nature. Furthermore, the Shareholder Direction mandates that TCH maintain a democratic system that will "provide for tenant input for decisions at the corporate and local levels (Shareholder Direction, p. 16).

### Principles for Creating a Refreshed Governance System

- 1.1**  
Initiate a broad, transparent and meaningful process to develop a refreshed Tenant Engagement System reflective of tenants' input. Ensure tenant recommendations are reflected throughout the system.
- 1.2**  
Refresh the democratic tenant engagement system to facilitate local community-based decision-making.
- 1.3**  
Work with tenants to develop models that are adaptable to the community's needs.
- 1.4**  
Refresh the Tenant Engagement System to develop capacity for both tenants and staff.
- 1.5**  
Develop a framework that honors and recognizes the ways in which tenants may participate in a refreshed system.

#### Define:

- The roles and responsibilities of Tenant Representatives, Tenant Leaders and Tenant Volunteers
- Tenant-led, Staff-led and Tenant/Staff-led initiatives

## TCH Tenant Engagement System Refresh Proposal Report

Educate tenants and staff about each definition and how to they relate to our communities.

### 1.6

Create an accountability framework for the refreshed Tenant Engagement System. **See Objective 2** for more details.

### 1.7

Establish a youth engagement system that includes a “Youth Council” with dedicated resources—i.e., funding, staff support, and partnerships.

## Community Representation and Elections

### 1.8

Create and empower a “tenant-staff election working group” which will have the responsibility of planning, implementing and evaluating the election process.

In addition, the tenant-staff election working group will ensure an election process which:

- Is fair, accessible, transparent and inclusive
- Increases participation
- Provides sufficient time for effective planning and implementation by staff
- Consults tenants on community geographical boundaries of representation
- Includes all tenants (regardless of whether they are RGI, affordable housing or market rent tenants, or live in townhouses, single family homes or contract-managed buildings)
- Educates tenants about how tenant elections operate
- Educates potential Tenant Representatives about their Roles and Responsibilities
- Effectively communicates the election results in a transparent manner

### 1.9

Develop a protocol for the timely filling of vacant Tenant Representative positions. Create a specific timeline for by-elections.

### 1.10

Consult tenants on how tenants are selected for the TCH board, and on the composition of the board and the structure of committees.

## TCH Tenant Engagement System Refresh Proposal Report

### Accountability

#### 1.11

Create a city-wide tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff. Solve building and community issues related to the Tenant Engagement System. Select members to this oversight body through a democratic process.

#### 1.12

Develop a plan to review and evaluate the effectiveness and success of the Tenant Engagement System every three years.

#### 1.13

Create a mechanism that engages Tenant Councils in the creation of TCH policies.

### Tenant Council Funding

#### 1.14

Reform the Tenant Council funding system to ensure:

- It addresses the issues and priorities of local communities
- Funds are available for use at the beginning of the calendar year
- Unused funds can be allocated to the next year
- Transparent and equitable division of funds according to tenant-defined community geographical boundaries

#### 1.15

Where possible, use the approved vendors list, or use neighbourhood merchants (not on the approved vendor list) for time, convenience and cost efficiency. Pay vendors in a timely manner. Design a system which holds individuals accountable while giving flexibility to tenants in purchasing decisions.

#### 1.16

Educate tenants and staff about the current vendor purchasing system, explaining processes and timelines.

## TCH Tenant Engagement System Refresh Proposal Report

# 2 CREATE AN ACCOUNTABILITY FRAMEWORK

The refreshed Tenant Engagement System must be accountable to the needs of communities, tenants and TCH's Shareholder Direction. It is critical that staff are empowered to consistently deliver quality service to tenants through an accountability framework. Similarly, it is critical that tenants are held accountable for money invested and decisions made. A strong Tenant Engagement System must be accompanied by a strong accountability framework. As noted by the TCH strategic plan Homeward 2016, TCH is "accountable to residents and the citizens of Toronto for the housing we deliver with the dollars invested" (Homeward, p. 19).

- 2.1**  
Revise guidelines and processes for tenants and staff to hold both parties accountable to their roles and responsibilities.
- 2.2**  
Create a process for when accountability guidelines (See 2.1) are not followed.
- 2.3**  
Create a tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff. Elect tenant members in a democratic process. Resolve community issues and issues related to the Tenant Engagement System in this setting.
- 2.4**  
Improve the current communication system to ensure it is open and accountable.
- 2.5**  
Create an attendance monitoring structure that encourages the regular attendance of Tenant Representatives at Tenant Council.
- 2.6**  
Develop a strategic vision and policies for increasing safety in our communities with tenants, key stakeholders and partners. Develop a framework that keeps all parties accountable to improvements in safety.

## TCH Tenant Engagement System Refresh Proposal Report

### 2.7

Create an accountability mechanism ensuring tenants have priority access to their common spaces and that clear rules and protocols are used for booking spaces. Invest in a common room booking calendar system to avoid double-booking and other issues related to Use of Space.

## TCH Tenant Engagement System Refresh Proposal Report

### 3

## KNOWLEDGE & INFORMATION: BUILDINGS PROFILE

Communities and tenant leadership can be strengthened through a systemic examination of tenant demographics and community needs and assets. This complements work TCH has undertaken to develop knowledge about the demographics of our tenants and communities. (TCH Strategic Plan, Homeward 2016, p. 16)

The committee agreed that this can only occur through detailed and accurate creation of profiles for each building.

### 3.1

Create a building/townhouse community profile for each community in the TCH portfolio.

Include in this profile:

- Stand-alone single family homes
- Community Priorities for Change
- History of Engagement and Participation
- Community Demographics (i.e., languages)
- Existing initiatives and partnerships
- List of engaged community leaders
- Agencies and contacts
- Government services and contacts and other assets

Develop a system in which community profiles can be updated and accessed by tenant and staff.

### 3.2

Acknowledge and trust tenants' understanding of their local communities. Build tenants' capacity to grow their knowledge and understanding of their communities. Develop a strategy to support how tenants can share their knowledge with other tenants and staff.

Create learning opportunities for staff to further develop their understanding of local community conditions and knowledge. Provide tools that can be used to share this information in strategic ways with stakeholders.

## **TCH Tenant Engagement System Refresh Proposal Report**

### **3.3**

Provide knowledge and information in the two most commonly used languages of the community, in addition to English.

### **3.4**

Whenever necessary, provide interpreters for community meetings to better share knowledge and information.

### **3.5**

Connect new and existing tenants to community activities, resources and assets through the creation of welcome packages and welcoming activities. Give communities local control over these packages and activities with support for their development from staff. Distribute the welcome packages when apartments are leased.

## TCH Tenant Engagement System Refresh Proposal Report

### 4 COMMUNICATIONS

A successful communication strategy forms the backbone of the TCH Tenant Engagement System. The committee emphasized the importance of clear, concise and timely communication in a refreshed Tenant Engagement System.

In addition to traditional methods of communication, including but not limited to door knocking and meetings, TCH should implement emerging digital methods of outreach.

**4.1**  
Ensure all communications are provided two weeks in advance of an event or initiative.

**4.2**  
Distribute all communication materials to all tenants in an equitable fashion. (Regardless of whether they are RGI, affordable housing or market rent tenants, or live in townhouses, stand-alone single family homes or contract-managed buildings).

**4.3**  
Review all communication protocols with the aim of increasing tenant participation. Improve communication and engagement by:

- Removing language barriers
- Using accessible, plain language materials and graphics/icons that communicate key messages
- Translating materials into the two most commonly used languages of the community, besides English [per 3.3 above]
- Creating video presentations that inform tenants about opportunities for participation
- Exploring greater use of social media and technology
- Use best practices for distribution of information to tenants—for example, lobby intercepts, door knocking and enlisting Tenant Representatives or community animators to share information in the building or community

**4.4**  
Develop a communication strategy that ensures tenants and staff are informed about the roles and responsibilities of Tenant Representatives and about the election process and the Tenant Engagement System.

## TCH Tenant Engagement System Refresh Proposal Report

### 4.5

Create a robust and transparent information sharing system between communities, Tenant Councils and other committees or governing structures. Share best practices, minutes and decisions, and success stories. Provide opportunities for learning exchanges.

### 4.6

Develop a communication protocol for Tenant Representatives to bring community and building issues to Tenant Council for resolution. Develop a reporting structure which communicates results back to community members while achieving accountability.

### 4.7

Provide Tenant Representatives with easy-to-use and accessible tools for them to communicate with tenants in their communities. Consider providing TCH email addresses, voicemail-only phone extensions, lobby/community “suggestion boxes” and bulletin boards.

### 4.8

Develop local Tenant Council newsletters with support of tenants and staff. To enhance communication to tenants, the newsletters should focus on Tenant Council-specific news, profiles and announcements. Use each newsletter to recognize achievements of communities and local volunteers. Provide the newsletter in paper and digital format and in different languages.

### 4.9

Ensure that tenants receive clear communication about policy changes and provide an explanation for such changes.

### 4.10

Ensure that each community holds at least two “Building Meetings” per year for the purpose of sharing information and addressing community priorities.

## TCH Tenant Engagement System Refresh Proposal Report

### **5 INCREASE TENANT PARTICIPATION**

We know communities are vibrant “where tenants are engaged, have opportunities to thrive and play leadership roles to build their communities (Homeward 2016, p. 13).” By increasing tenant participation, we can increase the vibrancy of our communities.

#### **5.1**

Recognize that safety and safe spaces are critical in increasing tenant participation.

As such, develop a strategic vision and policies for increasing safety in TCH communities with tenants, key stakeholders and partners. Develop a framework that keeps all parties accountable to improvements in safety.

#### **5.2**

Eliminate barriers to participation by providing childcare, translation, food and transportation. Use approved vendors and ensure accountability structures are in place.

#### **5.3**

Remove overly strenuous Use of Space insurance requirements that prevent tenant led programming.

#### **5.4**

Provide new community space by converting empty units/townhouses and by developing partnerships with local agencies or nearby buildings to provide space.

#### **5.5**

Support and/or provide resources for tenant led programming, where requested. Communicate that all programming is subject to the rules and regulations governing TCH spaces.

#### **5.6**

Explore the possibility of providing honorariums as part of the Tenant Engagement System. Ensure that tenants and staff are consulted about the benefits and drawbacks of providing honorariums.

## TCH Tenant Engagement System Refresh Proposal Report

### 5.7

Communicate any limitations in implementing any project or initiative at the forefront. Speak honestly about these constraints while allowing for the development of innovative solutions that can address these constraints.

## TCH Tenant Engagement System Refresh Proposal Report

# 6 CAPACITY BUILDING FOR TENANTS AND STAFF

The committee understands the importance of staff providing excellent service. This can be accomplished by building staff skills and by ensuring staff have the right tools to do their work. Furthermore, the committee recognizes the importance of developing tenant capacity to increase participation in the Tenant Engagement System. Working together to build our mutual capacity, we can build upon the existing strengths of our communities.

- 6.1**  
Identify partnerships to provide learning opportunities.
- 6.2**  
Create mechanisms to understand the learning needs of both tenants and staff in order to better support TCH's Tenant Engagement System.
- 6.3**  
Provide opportunities for tenants and staff to learn about local needs, priorities and opportunities.
- 6.4**  
Reduce isolation between site staff (Asset Management) and engagement staff (Resident and Community Services) by encouraging effective communication between staff. Encourage site staff to participate in engagement activities and programming, where possible.
- 6.5**  
Provide funding for effective training of tenants and Tenant Representatives. Ensure they can share their learnings, where appropriate.
- 6.6**  
Provide training that will improve tenant and staff capacity to network and secure resources in creative ways. Encourage tenants and tenant representatives to share this knowledge in their communities.
- 6.7**  
Create a peer-to-peer mentorship model in which veteran Tenant Representatives mentor new Tenant Representatives.



**Positive tenant experience**



**Tenant Engagement System Refresh**

**Tenant Report Back Handbook**





# Preface

In response to the recommendations made by the Mayor's Task Force Report on January 26, 2016, Toronto Community Housing Corporation (TCHC) commenced the work of refreshing its Tenant Engagement System, which initially was established in 2003.

A group of tenants and staff came together and the City-Wide Tenant-Staff Engagement Advisory Committee (CWTSEAC) was formed. The Committee met regularly to review, discuss and provide input on how TCHC could refresh its current Tenant Engagement System and to maximize tenant engagement opportunities across TCHC communities.

Thank you to the dedication and the hard work of the CWTSEAC, who submitted a Tenant Engagement System Refresh proposal to TCHC in July 2017. The proposal was accepted by the Tenant Services Committee and the board committee also gave instruction to staff to develop an implementation plan to address the proposal made by the CWTSEAC.

The work of developing an implementation plan was then begun.

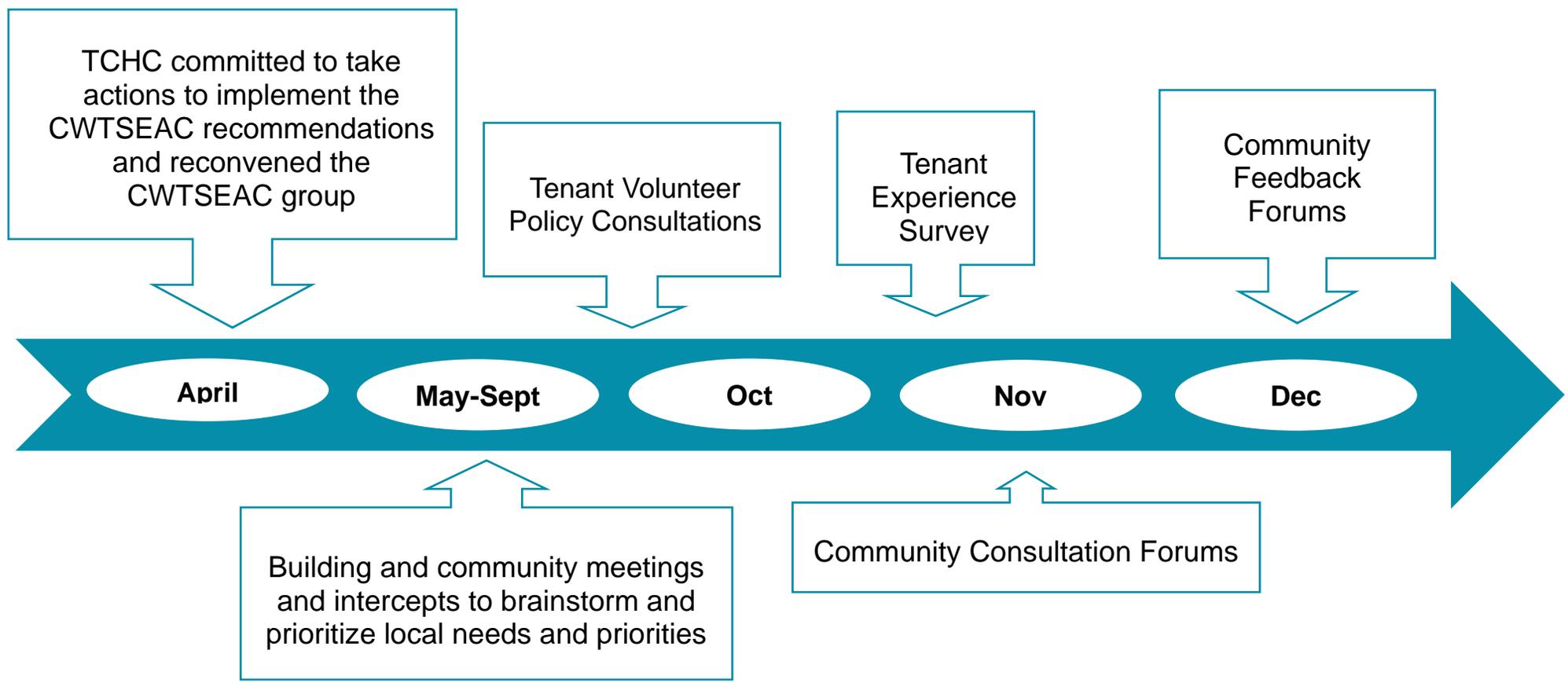
The objective of this booklet is to provide additional information and the baseline on how the implementation plan was developed and its process.

TCHC is looking forward to working with its tenants to explore more options on how to better its Tenant Engagement System together and make our community be a better place to live.

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# How we got here - 2018 Roadmap





# Objective 1

Establish a governance system

## Recommendation

Initiate a broad, transparent and meaningful process to develop a refreshed Tenant Engagement System reflective of tenants' input. Ensure tenant recommendations are reflected throughout the system.

## Process

We asked tenants in the Tenant Experience Survey:

- What should the role of a tenant representative be?
- What would be the best approach to increase tenant participation in community initiatives and local decision-making?

## Results

- Open call to tenants in a building/community to join a local committee for their community.
- Each local committee will elect representation to the neighborhood committee



# Objective 1

Establish a governance system

## Recommendation

Revise the Tenant Council funding system to address the issues and priorities of local communities.

## Process

Consulted with tenants at community forums on how funds should be allocated between priorities and learning opportunities.

## Results

70 per cent of funds will be allocated to address local priorities and 30 per cent will be allocated for learning opportunities.

## Next Steps

Implement this new funding system as part of the new Tenant Engagement System.



# Objective 1

## Establish a governance system

### Recommendation

Develop a framework that honours and recognizes the ways in which tenants may participate in a refreshed system

### Process

Consulted with tenants on the development of a tenant volunteer policy to recognize and define the roles and responsibilities of Tenant Volunteers, Tenant Representatives and Tenant Leaders in the engagement system

### Results

- Working definitions of Tenant Volunteer, Tenant Representative, Tenant Building Committee Member, Community Leader, Event Volunteer, member of a tenant-staff advisory group have been drafted
- Tenant Volunteer standards identified
- Learning opportunities for Tenant Volunteers identified
- Volunteer Recognition and Acknowledgement principles identified

### Next Steps

- Finalize the tenant volunteer policy based on tenant input and outline definitions, standards, learning and recognition commitments to tenants
- Present to Tenant Services Committee and implement in alignment with the 2019 tenant engagement refresh processes

# Tenant Volunteer Policy

## Outcome of Tenant Consultations

### Background

TCHC is developing a Tenant Volunteer Policy to support the refreshed Tenant Engagement System and to acknowledge the invaluable contributions that tenants make to their communities, as recommended by the City-Wide Tenant Staff Engagement Advisory Committee (CWTSEAC).

Between August and October 2018, six consultation sessions were held with tenants. Staff initially consulted with the CWTSEAC and the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee and then held four consultation sessions in buildings across the city to collect input from tenants on the Tenant Volunteer Policy. Over 100 tenants attended.

- Toronto Community Housing team members were also consulted and a review of volunteer best practices/guidelines used by other housing providers, non-profits and the City of Toronto have also been reviewed.
- The objective of the consultations was to better define the roles and responsibilities of three key tenant volunteer roles (Tenant Representatives, Tenant Leaders, and more generally Tenant Volunteers) and to understand how we can better acknowledge and recognize these volunteers.

At the time of consultations, tenants had not yet decided on having a Building/Townhouse Committee Tenant Representative model as opposed to just having a Tenant Representative. As a result, input provided by tenants at the consultations on the Tenant Representative role have been used to define the Building/Townhouse Committee Member role.

## **Key tenant feedback on developing a Tenant Volunteer Policy**

Tenants were generally aligned on the key roles and responsibilities of the different tenant volunteers (see next page for more detail), which focused on sharing information with tenants, advocating for tenant needs, taking a leadership role in the community, and working well with other tenants and volunteers.

Tenants were divided on whether an honorarium was an appropriate way for staff to acknowledge the contributions of tenant volunteers.

- Some tenants said that an honorarium was an appropriate way to acknowledge the time that tenant volunteers give to their communities and that other organizations like the City of Toronto have provided them.
- Other tenants felt that an honorarium would take away from the spirit of volunteering and could result in tenants only getting involved for compensation.

Tenants emphasized that a one-size-fits-all approach to tenant volunteering does not work as each community is unique; the policy should focus on encouraging and acknowledging tenant volunteers as opposed to directing tenants on how to volunteer.

Tenants also said that tenant volunteers need to work together to make their community stronger and bring programs to their communities, and that TCHC needs to play a stronger role in connecting tenant representatives, community leaders and other tenant volunteers to one another.

## **How tenant feedback is informing the Tenant Volunteer Policy**

The tenant volunteer policy is still being finalized and will be brought to Tenant Services Committee in early 2019. Key sections of the policy have been drafted based on tenant feedback, and are included below:

**Tenant Volunteer Definition:** Any tenant who performs tasks on an unpaid basis or for nominal consideration on behalf of Toronto Community Housing.

### **Definitions of different tenant volunteer roles:**

- **Tenant Building/Townhouse Committee Member<sup>1</sup>:** Any tenant 16 years or older who is listed on a lease agreement with TCHC and has volunteered to serve on their community's building committee to advocate for the priorities of tenants in their community.
- **Tenant Representative:** Any tenant 16 years or older listed on a lease agreement with who is elected by tenant building committee members to represent their community at neighbourhood council meetings and vote on funding decisions.
- **Community Leader:** Any tenant who actively makes their communities vibrant for tenants through activities such as assisting with programs or events on an ongoing basis, collaborating with the building committee on addressing tenant priorities, and sharing Toronto Community Housing updates and information with tenants.
- **Event Volunteers:** Any tenant who volunteers at a TCHC-hosted events, meetings, or activities

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<sup>1</sup> At the time of consultations, tenants had not yet decided on the Building/Townhouse Committee Tenant Representative model, and so this definition has been developed based on tenant input on what the definition of a tenant representative should be.

- **Members of Tenant-Staff Advisory Committees:** Any tenant who volunteers their time to serve on a committee with Toronto Community Housing staff to advise and make recommendations on policies, projects, or programs that affect tenants.

Note: The key roles and responsibilities of these tenant volunteer roles will not be included in the policy but will be included in accompanying codes of conduct and terms of reference for each role.

## **Tenant volunteer standards**

Volunteering offers tenants a valuable experience to develop transferable skills while helping to make their communities more vibrant. Toronto Community Housing team members will engage tenant volunteers in activities in meaningful ways that reflect their skills, needs, interests and backgrounds.

- TCHC is committed to fostering an accessible environment for tenant volunteers that is free from oppression and racism.
- TCHC will recruit tenant volunteers in an equitable manner.
- Tenant volunteers will adhere to the Tenant Charter and any applicable Code of Conduct or Terms of Reference for their role. They can be dismissed from their role as a tenant volunteer if these are not adhered to.
- TCHC will provide tenant volunteers with learning opportunities to support them in fulfilling their volunteer roles, including an orientation on relevant TCHC policies. All tenant building/townhouse committee members will be required participate in capacity-building sessions, and training sessions will also be offered annually to all other tenant volunteer roles.

## **Volunteer recognition and acknowledgement principles**

Tenant volunteers make invaluable contributions towards building vibrant communities and are at the centre of Toronto Community Housing's Tenant Engagement System.

- TCHC will acknowledge our tenant volunteers annually through a variety of methods (i.e., annual appreciation events, certificates, awards, thank you cards, etc.)
- TCHC will provide an honorarium to tenant volunteers for a nominal amount for a limited set of non-routine volunteer activities:
  - Participation on a project or ad-hoc tenant-staff advisory committee that has terms of reference and a term of less than two years, and where an application process was used to recruit tenant committee members.
  - There may be an exception made to this policy to provide an honorarium to a tenant for a one-time event, subject to management discretion.

## **Additional definitions that tenants were consulted on**

The CWSTEAC report also recommended that TCHC define tenant-led, staff-led and tenant and staff-led engagement activities to provide clarity on the different roles that staff and tenants have for each. During the community consultation forums in October and November 2018, tenants were consulted and the following definitions have been drafted based on their input:

- Tenant-Led Initiatives: Meetings, events, projects or initiatives where tenants lead and coordinate the programming or activities, with staff playing a limited support role (e.g., providing access to space, funding,

connecting to services and opportunities in support of the tenant-led initiative).

- Examples: Community barbeque to engage tenants on a specific issue that is organized by tenants through funds accessed from tenant councils; or a project with intended community impact started by tenants and funded through community grants or other funding sources secured by tenants with staff support
- Staff-led initiatives: Meetings or events organized by TCHC to provide information to tenants or to consult with tenants on matters that affect them.
  - Example: Tenant Consultation on TCHC's Strategic Plan
- Tenant-Staff Led-Initiative: Working groups or advisory committees comprising of tenants and staff to jointly develop recommendations or make decisions that inform how TCHC delivers programs and services to tenants.



# Objective 1

**Establish a governance system**

## **Recommendation**

Create and empower a tenant-staff election working group responsible for planning, implementing and evaluating the election process.

## **Process**

Consulted with tenants at the community forums on the process and criteria to select members of the working group.

## **Results**

Based on qualifications and selected by a panel of tenants and staff.

## **Next Steps**

Establish the tenant-staff election working group by the end of March 2019.

## Tenant-Staff Election Working Group overview

Tenant-staff election working group	Membership	Selection process	Criteria
<p><b>Purpose</b>                      Develop a tenant representatives election work plan, evaluation plan and standard operating procedures on how elections will be conducted</p> <p><b>Timeframe</b>                      January to June 2019</p>	<p><b>Tenants</b>                      One per OU (direct and contract management)                      + Two youth                      + Two CWTSEAC members</p> <p><b>Total of 20 tenants</b></p> <p><b>Staff</b>                      TBD</p>	<ul style="list-style-type: none"> <li>• By application</li> <li>• Interview panel made up of tenants and staff</li> <li>• Interested tenants have an opportunity to sign-up at feedback forums and will be invited to an orientation session in January 2019</li> <li>• Process will be widely promoted with an official open call to ensure an equitable opportunity for anyone to apply</li> </ul>	<p><b>Personal attributes</b>                      - interested and committed in community wellbeing, empathic, collaborator and communicator, reliable, anti-oppression, sensitive, respectful, has leadership, etc.</p> <p><b>Skills and qualifications</b>                      - Knowledge of City, community, and tenants needs and priorities, knowledge of TCHC policies and operations, etc.</p> <p><b>Experience</b>                      - involved in community, experience in community development, experience working with tenants in Tenant Councils, advocacy, etc.</p>

## Tenant-Staff Election Working Group Overview

Tenant-staff election working group	Membership	Selection process	Criteria
			<p><b>Tenancy</b>                      - must be on the lease agreement, must be in good standing, etc.</p> <p><b>Ensure diversity and representation</b>                      - Gender, age, ethnicity, disability, sexual orientation; direct and private management, RGI and market rent, current and new representation, etc.</p> <p><b>Conflict of interest</b>                      Can't participate if running for a position</p>



# Objective 1

## Establish a governance system

### Recommendation

Establish a youth engagement system that includes a youth council with dedicated resources.

### Process

Implement Youth Pilot project.

### Results

Key project milestones:

- Priority setting process facilitated by youth for youth
- Youth-led development of a community action plan
- Core-group of youth to develop the design and foundation of a youth engagement system
- Mental health resources referral for youth
- Developed employment database for youth

### Next Steps

Learnings from implementing the youth action plan will inform the development of youth engagement system in 2020.



# 605

Youth engaged



## **Objective 2**

### **Accountability framework**

### **Recommendation**

Create a tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff.

### **Process**

Consulted with tenants at the community forums:

- On the process and criteria to select members of the committee
- To identify accountability mechanisms to hold tenants and staff accountable to the tenant engagement system

### **Results**

- Based on qualifications and selected by a panel of tenants and staff
- Six approaches to hold tenants and staff accountable to the tenant engagement system identified

### **Next Steps**

The oversight committee will be established upon the implementation of the new Tenant Engagement System.

## City-Wide Tenant-Staff Governance Oversight Committee overview

City-wide tenant-staff governance oversight committee	Membership	Selection process	Criteria
<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• Make sure staff and tenants are following accountability framework</li> <li>• Mediate issues that arise related to the tenant engagement system</li> <li>• Develop strategies and tools for how to measure success of the tenant engagement system</li> <li>• Work with tenants to make recommendations on how community issues can be resolved</li> </ul> <p><b>Timeframe</b> Four years</p>	<p><b>Tenants</b> Three per directorate (east, west, central, seniors)</p> <p>At least one youth from east, west, central</p> <p><b>Total of 12 tenants</b></p> <p><b>Staff</b> TBD</p>	<ul style="list-style-type: none"> <li>• By application</li> <li>• Interview panel made up of tenants and staff</li> <li>• Interested tenants have an opportunity to sign-up at feedback forums and will be invited to an orientation session in 2019</li> <li>• Process will be widely promoted with an official open call to make sure an equitable opportunity for anyone to apply</li> </ul>	<p><b>Personal attributes</b></p> <ul style="list-style-type: none"> <li>- Interested and committed in community wellbeing, empathy, collaborator and communicator, reliable, anti-oppression, sensitivity, respectful, leadership, etc.</li> </ul> <p><b>Skills and qualifications</b></p> <ul style="list-style-type: none"> <li>- Knowledge of the city, community, and tenant needs and priorities, knowledge of TCHC policies and operations, etc.</li> </ul>

## City-Wide Tenant-Staff Governance Oversight Committee Overview

City-wide tenant-staff governance oversight committee	Membership	Selection process	Criteria
			<p><b>Experience</b>                      - Involved in community, experience in community development, working with tenants in Tenant Councils, advocacy, etc.</p> <p><b>Tenancy</b>                      - Must be on the lease agreement, must be in good standing, etc.</p> <p><b>Ensure diversity and representation</b>                      - Gender, age, ethnicity, disability, sexual orientation; direct and private management, RGI and market rent, current and new representation, etc.</p>



## **Objective 2**

### **Accountability framework**

#### **Accountability mechanisms identified to hold tenants and staff accountable to the Tenant Engagement System**

- Tenant and staff meet at least once every six months to share updates and monitor progress on addressing local priorities
- Local resolution and de-escalation panel
- Compliance panel (monitoring of tenant engagement policies and procedures)
- Reports of new Tenant Engagement System will be made available to all tenants (i.e., meeting minutes, etc.)
- On-going feedback (confidential)
- Tenant Representative Code of Conduct and Tenant Charter are monitored and enforced



## **Objective 3**

### **Building/community profile**

### **Recommendation**

Create a community profile for each community, including private managed communities.

### **Process**

A community profile template with the following information was developed:

- Tenant demographics
- Number of households
- Top language of tenants
- On-site services and support
- Community local priorities

### **Results**

All community profiles were developed.

### **Next steps**

Community profiles will be made available to tenants in 2019.



# Objective 3

## Building/community profile

### Community profile: Sample



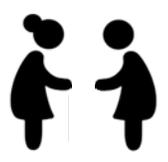
**Children**  
 (0-12 years)  
 117 (28.5%)



**Youth**  
 (13-24 years)  
 100 (24.3%)



**Adults**  
 (25-58 years)  
 141 (34.3%)



**Seniors**  
 (59+)  
 53 (12.9%)

Total population:  
**411**

**Total number of households**  
**200**

**Languages most commonly spoken**

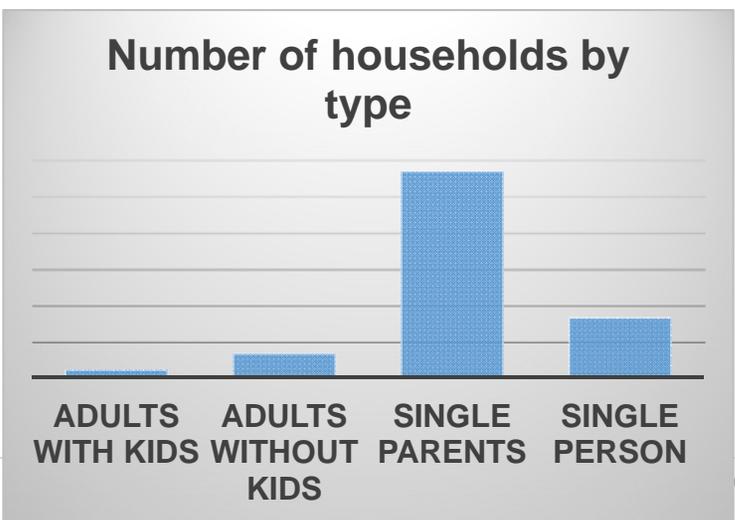
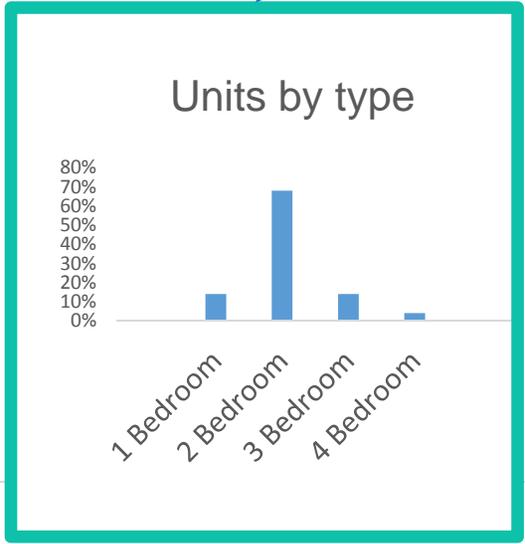
- Spanish
- Chinese
- Tamil

#### Top Three Priorities

- Safety
- Maintenance
- Community Programs and Services

#### On-site services and supports

- Exercise Program
- Community and Family Centre





## **Objective 4**

### **Communications**

### **Recommendation**

Review all communication protocols and develop a successful communications strategy that emphasizes the importance of clear, concise and timely communication with the aim of increasing tenant participation and improving communication and engagement.

### **Process**

- Consulted with tenants at the community forums on a transparent communication flow between buildings/townhouse communities, councils, and the City-wide Oversight Committee
- Development of Proactive Tenant Communications Protocol
- Development a communication plan for 2019 and beyond based on the protocol
- Tenant experience survey to determine preferred methods to communicate to tenants



## **Objective 4**

### **Communications**

How can tenants and staff create a transparent communication flow between buildings, communities and the City-Wide Tenant-Staff Governance Oversight Committee?

### **Results**

- Have regular meetings and report-backs to communities
- Make sure there is communication and representation from different TCHC divisions
- Have thematic subgroups based on the priorities identified by the oversight committee
- Consistent information
- Translate and provide interpretation
- User-friendly materials and tools
- Use different communication methods
- Have communication ambassadors
- Have specific note takers and post minutes
- Communicate policy changes
- Use technology
- More staff onsite
- Use councils to communicate information between the oversight committee and the building



## **Objective 4**

### **Communications**

### **Next Steps**

Toronto Community Housing will make sure:

- Non-urgent communications are provided to all tenants at least two weeks in advance
- Communication is translated in the top two languages spoken by tenants in a specific community
- Plain language in materials and graphics/icons is used to communicate key messages
- Tenants receive clear communication about policy changes that provide an explanation for such changes
- Each community holds at least two building meetings to share information and address community priorities
- Minutes and decisions made by Tenant Councils will be communicated through various means

# Did you know?

## Different communications methods were used to communicate Tenant Engagement Refresh updates and activities.



**2,695**

Visits to the Tenant Engagement Refresh webpage



**738**

Number of people engaged through social media platforms (likes, shares, retweets etc.)



**21,833**

Individuals reached through social media platforms

**5**



Posters distributed to all communities



**43**



Phone and email inquiries

Two newsletters distributed to

**55,000** households



## **Objective 5**

### **Increase tenant participation**

#### **Recommendation**

- Eliminate barriers to tenant participation
- Develop a strategic vision and policies to increase safety in TCHC communities.

#### **Process**

- All tenant engagement-related TCHC policies and procedures will be reviewed in 2019 and accessibility requirements will be ensured
- A safety pilot will be held in two TCHC communities to inform the new safety strategy

#### **Expected results and next steps**

- New and revised TCHC policies to help increase tenant participation throughout all communities
- Enhance and upgrade physical infrastructure to increase security and deter criminal behaviour
- Implement a new safety model to deliver enhanced Community Safety Unit presence in priority communities
- Advance the fire safety culture by improving tenant and employee awareness and building partnerships with key stakeholders



## **Objective 5**

### **Increase tenant participation**

#### **Policies and procedures to be reviewed or developed in 2019**

- Distribution of Tenant Council Funds
- Distribution and Allocation of Use of Space Funds
- Resident Expense Guidelines
- Expense Reconciliation Procedure for Tenants
- Tenant Representative Code of Conduct
- Roles and Responsibilities of Tenant Representatives
- Removal of a Tenant Representative
- Tenant Volunteer Policy



## **Objective 6**

### **Capacity-building for tenants and staff**

### **Recommendation**

Create mechanisms to understand the learning needs of both tenants and staff to better support TCHC's Tenant Engagement System.

### **Process**

Consulted with tenants at the community forums on what type of learning opportunities will help them become more engaged and improve their leadership skills.

### **Results**

Learning opportunities identified and will be included in the development of a learning module.

Tenants identified the following learning topics:

- Event planning and community organizing
- Marketing and community outreach
- Public speaking
- Financing and fundraising
- Civic engagement
- Team work and conflict resolution
- Understanding diversity in the community
- Proposal writing
- Facilitating meetings

### **Next Steps**

Development and implementation of a learning module in Q3 2019 upon the establishment of the new Tenant Engagement System.

## Top ten priorities identified by tenants based on number of communities that identified each category as their top three priority

Rank	Priority Category	Description of Category	#
1	<b>Safety and security</b>	All issues relating to feeling unsafe. (Examples: insufficient security cameras or lighting, loitering, drug dealing, etc.)	178
2	<b>Community programs and services</b>	Programs to meet specific needs in a community such as food markets, mental health supports, or active living and sports; programs for specific demographics such as for children, seniors, post-secondary students, single parents, etc.	165
3	<b>Maintenance</b>	Broad range of maintenance issues including upgrades to floors, laundry rooms, cabinets, cleanliness, etc.	142
4	<b>Community space</b>	Need for space to bring community together, access to space or upgrades to space. (Examples: meeting rooms, outdoor gardens, etc.)	55
5	<b>Communications</b>	Improving communications and accountability between Toronto Community Housing team members and tenants.	45
6	<b>Employment and training</b>	Access to employment and training opportunities. (Examples: certifiable trainings, workshops, employment opportunities, etc.)	44
7	<b>Community Building Activities</b>	Community events and field trips to build a sense of community and social cohesion. (Examples: BBQs, holiday events, etc.)	37
8	<b>Pest control</b>	Eradication of bedbugs, mice and other insects and animals.	34
9	<b>Capital investment</b>	Major construction and repair projects. (Examples: elevators, heating, accessibility, roofing, etc.)	28
10	<b>Waste management and recycling</b>	Curtailing illegal dumping and making sure proper disposal of garbage and recyclables.	19

## WHAT IS DIFFERENT?

### CURRENT TENANT ENGAGEMENT SYSTEM

### PROPOSED TENANT ENGAGEMENT SYSTEM

<p><b>One elected tenant representative per every 250 households</b></p> <p>Represent community at Tenant Council</p>	<p><b>Building/community committee open to all tenants that elects a representative to the neighbourhood committee (name TBD)</b></p> <p>Implement local action plan</p>
<p><b>Tenant Councils</b></p> <p>Neighbourhood committee that addresses issues, sets priorities, allocate resources and make decisions on behalf of their communities</p>	<p><b>Neighbourhood committee (name TBD)</b></p> <p>Address priorities identified by tenant at the building/townhouse level</p>
<p><b>N/A</b></p>	<p><b>City-wide Tenant-Staff Governance Oversight Committee</b></p> <p>Accountability mechanism for tenants and staff</p>

**Tenant priorities inform the focus of all structures**



# **Implementation Plan of the City-Wide Tenant-Staff Engagement Advisory Committee (CWTSEAC) Recommendations**

# Progress Report

## CWTSEAC Shared Vision

Our vision is to foster tenant engagement and to build vibrant communities through diverse, inclusive and collaborative methods, to give all tenants of TCHC a voice and input into community-related decision-making.

## CWTSEAC Core Values/Principles

**Respect:** Mutual respect between all involved

**Equity:** Ensuring equitable treatment for all involved

**Informative:** Ensuring all involved have the capacity to make informed decisions

**Inclusive:** A system that is inclusive and representative of all TCHC tenants

**Collaborative:** Working together as partners

## CWTSEAC Key Objectives

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information – Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenant Staff

## Progress status

 Complete    In progress    Begins in 2019    Not implementing

Rec. #	Recommendation	Timeline (Completion)	Status
1.1	Initiate a broad, transparent and meaningful process to develop a refreshed Tenant Engagement System reflective of tenants' input. Ensure tenant recommendations are reflected throughout the system.	April to June Q2 2018	
1.2	Refresh the democratic tenant engagement system to facilitate local community-based decision.	April to June Q2 2018	
1.3	Work with tenants to develop models that are adaptable to the community's needs.	Oct. to Dec. Q4 2018	
1.4	Refresh the Tenant Engagement System to develop capacity for both tenants and staff.	Addressed through Objective 6 Capacity Building for Tenants and Staff	

Rec. #	Recommendation	Timeline (Completion)	Status
1.5	<p>Develop a framework that honors and recognizes the ways tenants may participate in a refreshed system.</p> <p>Define:</p> <ul style="list-style-type: none"> <li>• The roles and responsibilities of Tenant Representatives, Tenant Leaders and Tenant Volunteers</li> <li>• Tenant-led, Staff-led and Tenant/Staff-led initiatives</li> </ul> <p>Educate tenants and staff about each definition and how to they relate to our communities.</p>	April to June Q2 2019	
1.6	<p>Create an accountability framework for the refreshed Tenant Engagement System. See Objective 2 for more details.</p>	Jan to March Q1 2020	
1.7	<p>Establish a youth engagement system that includes a “Youth Council” with dedicated resources—i.e., funding, staff support, and partnerships.</p>	July to Sept Q3 2019	

Rec. #	Recommendation	Timeline (Completion)	Status
1.8	<p>Create and empower a Tenant-Staff Election Working Group which will have the responsibility of planning, implementing and evaluating the election process.</p> <p>In addition, the tenant-staff election working group will ensure an election process which:</p> <ul style="list-style-type: none"> <li>• Is fair, accessible, transparent and inclusive</li> <li>• Increases participation</li> <li>• Provides sufficient time for effective planning and implementation by staff</li> <li>• Consults tenants on community geographical boundaries of representation</li> <li>• Includes all tenants (regardless of whether they are RGI, affordable housing or market rent tenants, or live in townhouses, single family homes or contract-managed buildings)</li> <li>• Educates tenants about how tenant elections operate</li> <li>• Educates potential Tenant Representatives about their roles and responsibilities</li> <li>• Effectively communicates the election results in a transparent manner</li> </ul>	Jan. to Mar. Q1 2019	
1.9	Develop a protocol for the timely filling of vacant Tenant Representative positions. Create a specific timeline for by-elections.	Jan. to Mar. Q1 2019	

Rec. #	Recommendation	Timeline (Completion)	Status
1.10	Consult tenants on how tenants are selected for Toronto Community Housing's Board of Directors, and on the composition of the board and the structure of committees.	N/A	
1.11	Create a city-wide tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff. Solve building and community issues related to the Tenant Engagement System. Select members to this oversight body through a democratic process.	Jan to June Q2 2019	
1.12	Develop a plan to review and evaluate the effectiveness and success of the Tenant Engagement System every three years.	2020 And Ongoing	
1.13	Create a mechanism that engages Tenant Councils in the creation of TCHC policies.	July to Sept. Q4 2019	
1.14	Reform the Tenant Council funding system to ensure: <ul style="list-style-type: none"> <li>• It addresses the issues and priorities of local communities</li> <li>• Funds are available for use at the beginning of the calendar year</li> <li>• Unused funds can be allocated to the next year</li> <li>• Transparent and equitable division of funds according to tenant-defined community geographical boundaries</li> </ul>	July to Sept. Q3 2019	

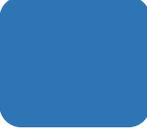
Rec. #	Recommendation	Timeline (Completion)	Status
1.15	Where possible, use the approved vendors list, or use neighbourhood merchants (not on the approved vendor list) for time, convenience and cost efficiency. Pay vendors in a timely manner. Design a system which holds individuals accountable while giving flexibility to tenants in purchasing decisions.	Jan to March Q1 2019	
1.16	Educate tenants and staff about the current vendor purchasing system, explaining processes and timelines.	July to Sept. Q3 2019	
2.1	Revise guidelines and processes for tenants and staff to hold both parties accountable to their roles and responsibilities.	Ongoing  Jan to March Q1 2020	
2.2	Create a process for when accountability guidelines (See 2.01) are not followed.	Jan to March Q1 2019	

Rec. #	Recommendation	Timeline (Completion)	Status
2.3	Create a tenant-staff governance oversight committee to act as a resource and accountability structure for tenants and staff. Elect tenant members in a democratic process. Resolve issues related to community issues concerning the Tenant Engagement System in this setting.	April to June Q2 2019	
2.4	Improve the current communication system to make sure it is open and accountable.	Addressed through Objective 4 - Communications	
2.5	Create an attendance monitoring structure that encourages the regular attendance of Tenant Representatives at Tenant Council meetings.	July to Sept. Q3 2019	
2.6	Develop a strategic vision and policies for increasing safety in our communities with tenants, key stakeholders and partners. Develop a framework that keeps all parties accountable to improvements in safety.	Q4 2019	

Rec. #	Recommendation	Timeline (Completion)	Status
2.7	<p>Create an accountability tool to make sure tenants have priority access to their common spaces and clear rules/protocols are used for booking spaces. Invest in a common room booking calendar system to avoid double-booking and other use of space issues.</p>	<p>Jan to March Q1 2019</p>	
3.1	<p>Create a building/townhouse community profile for each community in the TCHC portfolio. Include in this profile:</p> <ul style="list-style-type: none"> <li>• Stand-alone single family homes</li> <li>• Community priorities for change</li> <li>• History of engagement and participation</li> <li>• Community demographics (i.e., languages)</li> <li>• Existing initiatives and partnerships</li> <li>• List of engaged community leaders</li> <li>• Agencies and contacts</li> <li>• Government services and contacts and other assets</li> </ul> <p>Develop a system in which community profiles can be updated and accessed by tenants and staff.</p>	<p>April to June Q2 2019</p>	
3.2	<p>Acknowledge and trust tenants' understanding of their communities. Build tenants' capacity to increase their knowledge and understanding of their communities. Develop a strategy for tenants to share their knowledge with other tenants and staff.</p>	<p>Addressed through Objective 6 Capacity Building for Tenants and Staff</p>	

Rec. #	Recommendation	Timeline (Completion)	Status
	Create learning opportunities for staff to further develop their understanding of local community conditions and knowledge. Provide tools that can be used to share this information in strategic ways with stakeholders.		
3.3	Provide knowledge and information in the two most commonly used languages of the community, in addition to English.	Jan to March Q1 2019	
3.4	Whenever necessary, provide interpreters for community meetings to better share knowledge and information.	Oct. to Dec. Q4 2018	
3.5	Connect new and existing tenants to community activities, resources and assets through the creation of welcome packages and welcoming activities. Give communities local control over these packages and activities with support for their development from staff. Distribute the welcome packages when apartments are leased.	April to June Q2 2019	
4.1	Make sure all communications are provided two weeks in advance of an event or initiative.	Oct. to Dec. Q4 2018	

Rec. #	Recommendation	Timeline (Completion)	Status
4.2	Distribute all communication materials to all tenants in an equitable fashion. (Regardless of whether they are RGI, affordable housing or market rent tenants, or live in townhouses, stand-alone single family homes or contract-managed buildings).	Oct. to Dec. Q4 2018	
4.3	<p>Review all communication protocols to increase tenant participation. To improve communication and engagement:</p> <ul style="list-style-type: none"> <li>• Remove language barriers</li> <li>• Use accessible, plain language materials and graphics/icons that communicate key messages</li> <li>• Translate materials into the two most commonly used languages of the community, besides English [per 3.3 above]</li> <li>• Create video presentations that inform tenants about opportunities for participation</li> </ul> <p>Use best practices for distribution of information to tenants—for example, lobby intercepts, door knocking and enlisting Tenant Representatives or community animators to share information in the building or community.</p>	Jan. to March Q1 2019	
4.5	Create a robust and transparent information sharing system between communities, Tenant Councils and other committees or governing structures. Share best practices, minutes, decisions, and success stories. Provide opportunities for learning.	Jan. to March Q1 2019	

Rec. #	Recommendation	Timeline (Completion)	Status
4.6	Develop a communication protocol for Tenant Representatives to bring community and building issues to their Tenant Council for resolution. Develop a reporting structure which communicates results back to community members while achieving accountability.	July to Sept. Q3 2019	
4.7	Provide Tenant Representatives with easy-to-use and accessible tools to communicate with tenants. Consider providing TCHC email addresses, voicemail-only phone extensions, lobby/community “suggestion boxes” and bulletin boards.	Jan. to Mar. Q1 2019	
4.8	Develop local Tenant Council newsletters with support of tenants & staff to enhance tenant communications. Newsletters should focus on Tenant Council news, profiles and announcements. Use newsletters to recognize achievements of communities and local volunteers. Provide the newsletter in print and digital formats and in different languages.	April to June Q2 2019	
4.9	Make sure tenants receive clear communication about policy changes and provide an explanation for such changes.	Jan to March Q1 2029	

Rec. #	Recommendation	Timeline (Completion)	Status
4.10	Make sure each community holds at least two Building Meetings per year for the purpose of sharing information and addressing community priorities.	Oct. to Dec. Q4 2019	
5.1	Recognize that safety and safe spaces are critical in increasing tenant participation.  As such, develop a strategic vision and policies for increasing safety in TCHC communities with tenants, key stakeholders and partners. Develop a framework that keeps all parties accountable to improvements in safety.	Q4 2019	
5.2	Eliminate barriers to participation by providing childcare, translation, food and transportation. Use approved vendors and ensure accountability structures exist.	July to Sept. Q3 2019	
5.3	Remove overly strenuous Use of Space insurance requirements that prevent tenant-led programming.	Jan to March Q1 2019	
5.4	Provide new community space by converting empty units/townhouses and by developing partnerships with local agencies or nearby buildings to provide space.	N/A	

Rec. #	Recommendation	Timeline (Completion)	Status
5.5	Support and/or provide resources for tenant led programming, where requested. Communicate that all programming is subject to the rules and regulations governing TCHC spaces.	July to Sept. Q3 2019	
5.6	Explore the possibility of providing honorariums as part of the Tenant Engagement System. Make sure tenants and staff are consulted about the benefits and drawbacks of providing honorariums.	July 2018 to June 2019 Q3 2018 to Q2 2019	
5.7	Communicate any limitations in implementing any project or initiative at the forefront. Speak honestly about these limits while allowing for the development of innovative solutions that can address these limits.	Jan to March Q1 2019	
6.1	Identify partnerships to provide learning opportunities.	Jan. to Mar. Q1 2019	
6.2	Create mechanisms to understand the learning needs of both tenants and staff in order to better support TCHC's Tenant Engagement System.	Oct. to Dec. Q4 2019	

Rec. #	Recommendation	Timeline (Completion)	Status
6.3	Provide opportunities for tenants and staff to learn about local needs, priorities and opportunities.	April to June Q2 2019	
6.4	Reduce silos between site (Asset Management.) and engagement staff (Tenant & Community Services) by encouraging effective communication and to engage in activities/programming where possible.	Oct. to Dec. Q4 2019	
6.5	Provide funding for effective training of tenants and Tenant Representatives. Ensure they can share their learnings, where appropriate.	July to Sept. Q3 2019	
6.6	Provide training that will improve tenant and staff capacity to network and secure resources in creative ways. Encourage tenants and tenant representatives to share this knowledge in their communities.	Oct. to Dec. Q4 2019	
6.7	Create a peer-to-peer mentorship model in which veteran Tenant Representatives mentor new Tenant Representatives.	Oct. to Dec. Q4 2019	







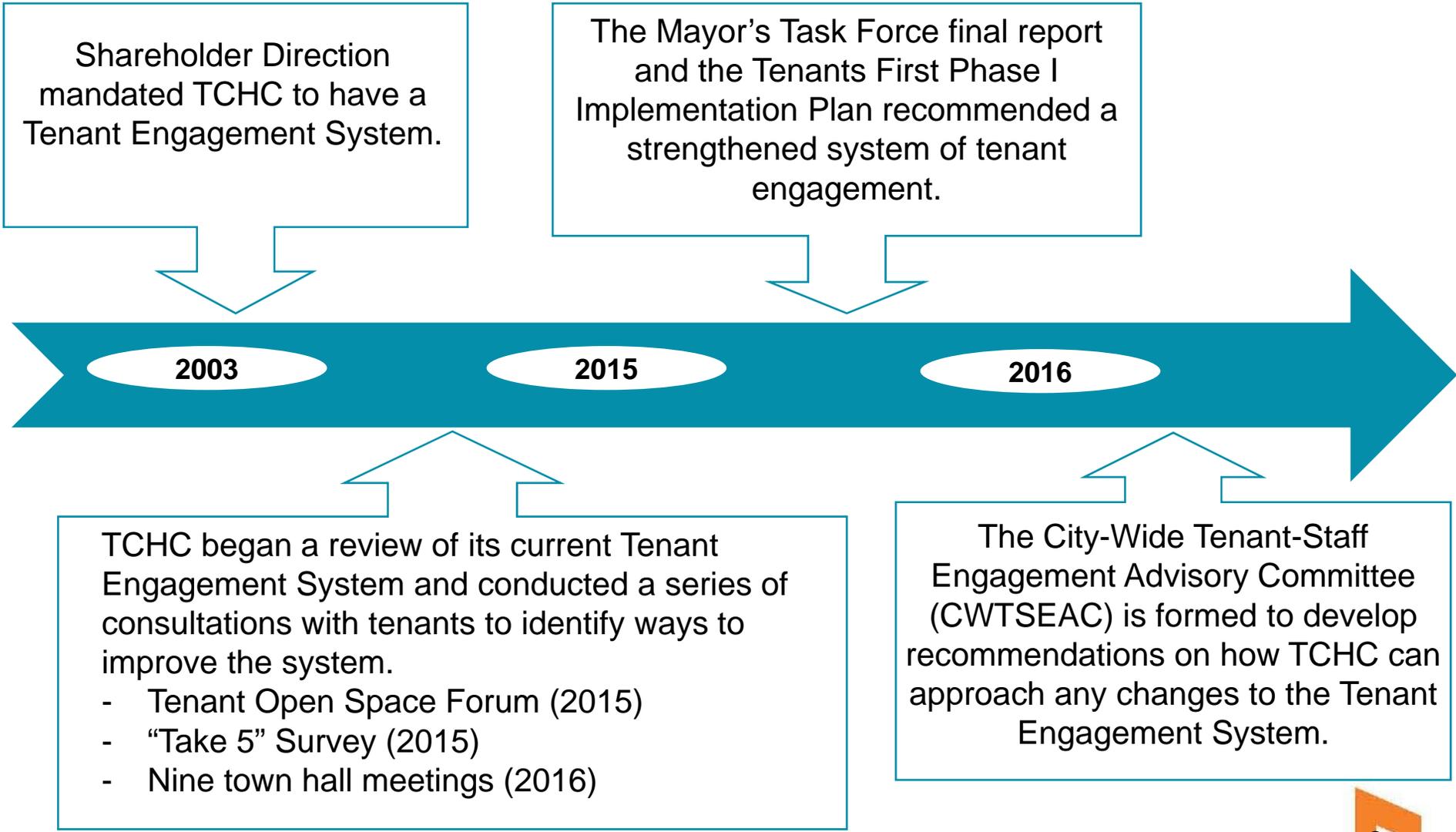
# Tenant Engagement System Refresh Design



2018 Consultation Overview



# Why refresh?



# Why refresh?

TCHC committed to take action to implement the CWTSEAC recommendations and presented its 2018 actions that will be undertaken to refresh the Tenant Engagement System.



The Tenant Services Committee (TSC) adopted 52 recommendations presented by CWTSEAC. It directed TCHC to consult with R-PATH on accessibility issues related to the new Tenant Engagement System, and to report back with an implementation plan and budget.



# City-Wide Tenant-Staff Engagement Advisory Committee (CWTSEAC)



# CWTSEAC Six Objectives (2017)



1) Establish a Governance System



2) Create an Accountability Framework



3) Knowledge & Information – Buildings Profile



4) Communications



5) Increase Tenant Participation



6) Capacity Building for Tenants and Staff

# How we engaged with tenants in 2018

1.



Community meetings and dot-mocracy

2.



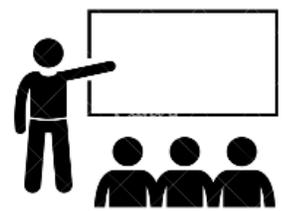
Community Consultation Forums

3.



Tenant Experience Survey

4.



Community Feedback Forums



# 1. Community Meetings and Dot-mocracy



**Community meetings**

**292**

Number of community meetings

**3,326**

Number of tenants participated

**3,206**

Number of households participated



**Dot-mocracy**

**283**

Number of community meetings

**10,205**

Number of tenants participated

**10,077**

Number of households participated

# 2. Community Consultation Forums

## Tenant Volunteer Policy



**6**

Number of consultations



**125**

Number of tenants participated

## Local Consultation Forums



**12**

Number of consultations



**303**

Number of tenants participated



# 3. Tenant Experience Survey



**2,380**

Number of surveys completed



# 4. Community Feedback Forums



**6**

Number of community meetings

**292**

Number of tenants participated



 16,631

Number of tenants that participated  
through the various engagement points



**Who makes up the building or townhouse level?**  
1. Community representatives  
For every 250 households, two representatives are elected by tenants.  
2. Building or townhouse committees  
Open to all tenants  
3. Tenant associations  
Independent groups

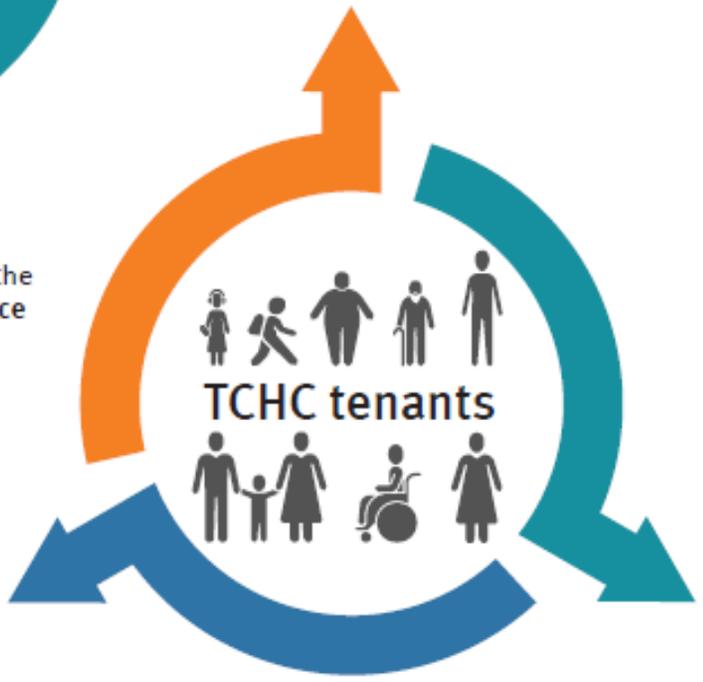
### 1. Building or townhouse level



# Tenant Engagement System

### 3. City level

Tenants are selected through an application process to make up the City-wide Tenant-Staff Governance Oversight Committee.



### 2. Community or OU level

Tenants from every building or townhouse level structure are elected or selected to represent their community at the Tenant Community Action Table.



**Addressing tenant priorities to build vibrant communities**



# Building and townhouse level

Proposed Tenant Engagement System



## CWTSEAC Recommendation

Initiate a broad, transparent and meaningful process to develop a refreshed Tenant Engagement System reflective of tenants' input.

## Process

Tenant Experience Survey

## Results

- **Open call** to tenants in buildings and townhouse communities to establish local committees in their communities.
- Each local committee will elect **two co-chairs** to represent their building or townhouse at the neighborhood committee (Operating Unit level).

# Community (Operating Unit) level

Proposed Tenant Engagement System



## CWTSEAC Recommendation

- Tenants First - Increase tenant participation in local decision-making
- CWTSEAC - Reform the Tenant Council funding system to make sure it addresses the issues and priorities of local communities

## Process

- Tenant Experience Survey
- Community meetings and dot-mocracy
- Community consultation forums

## Results

- **Two co-chairs** per building or townhouse community as representatives for the neighborhood committee (Operating Unit level)
- **The top three** priorities in each building or townhouse community will inform the focus of the new neighbourhood committee (Operating Unit level)
- Council Funds: 70% to address **local priorities** / 30% to address **learning opportunities**

# City level

Proposed Tenant Engagement System



## CWTSEAC Recommendation

Create a city-wide tenant-staff governance oversight committee which acts as a resource and accountability structure for tenants and staff. Solve building and community issues related to the Tenant Engagement System. Select members to this oversight body through a democratic process.

## Process

Community Consultation Forums

## Results

- Establishment of a city-wide tenant-staff governance oversight committee as the main accountability mechanism to hold tenants and staff accountable to the engagement system
- **The top three priorities** of each building or townhouse community will inform the top 10 priorities of our tenants across TCHC.



# Thank you!