

From:
To: [Economic and Community Development](#)
Subject: [External Sender] Item EC 18.5, the TCHC Tenant Engagement System Implementation Plan
Date: February 23, 2025 4:19:56 PM

Economic and Community Development Committee.

Please respond to confirm that you have received this comment.

Please add my comments to the agenda for the February 26,2025 Economic and Community Development Committee Meeting on item 2025. EC18.5, Toronto Community Housing Tenant Engagement System and Implementation Plan.

I understand that my comments and the personal information in this email will form part of the public record and that my name will be listed as a correspondent on agenda and minutes of City Council or its Committees. Also , I understand that agendas and minutes are posted on line and my name may be indexed by search engines like Google.

Please Economic and Community Development Committee I am giving you my written consent Web- Post my communication on February 26, 2025 on the item- 2025. EC18.5, Toronto Community Housing Tenant Engagement System and Implementation Plan.

Please omit my postal code , email address. Thank You.

Good Morning, Madam Chair Bravo and Members of the Economic and Community Development Committee,

My name is Jacqueline (Jackie) Yu, and I have been a TCHC Tenant since 1983.

Thank you for the opportunity to share my comments on Item EC 18.5, the TCHC Tenant Engagement System Implementation Plan.

I believe that the TCHC Tenant Engagement System and Implementation Plan, specifically the "Engage Together" model which combines building and townhouse communities under the same community representative, is inherently flawed. It lacks equity, diversity, and inclusion from the outset.

This Tenant Engagement System and Implementation Plan, which combines buildings and townhouses under the same community representatives, is fundamentally unfair and inequitable. Townhouses represent their own interests exclusively. The representatives, being townhouse tenants themselves, prioritize their own issues and advocate for changes that may be detrimental to apartment building tenants. This is unjust. Each building should have its own representatives.

Such an unreasonable and illogical approach has no place within TCHC. Each building should have a minimum of one representative. The Tenant Engagement System and Implementation Plan cannot justify having townhouse tenants as representatives of apartment buildings. Townhouse tenants are unlikely to understand the unique problems faced by apartment building residents, and vice versa. The "Engage Together" model of combining townhouses

and buildings under the same representative is problematic.

How can a building representative who does not reside in my apartment building adequately address the issues specific to my apartment building?

This process does not represent a democratic system that considers all tenants' views. Nor does it provide the regional and local management team with genuine feedback reflective of performance metrics. Tenant input would be restricted to a select group pushing their own agenda.

As a result, the interests of apartment building tenants are neglected when decisions are made regarding our apartment building. The current representative of the "Engage Together Model of Tenant Circle Building/Townhouses" lives in a townhouse.

This is a critical flaw in TCHC's "Engage Together Model of Tenant Circle Building/Townhouses," where the representative living in townhouses does not address the problems specific to my apartment building. Despite numerous deputations from affected tenants to the TCHC Board/Committee, City Council, and the Ombudsman office, TCHC continues with the proposal.

The TCHC Tenant Engagement System and Implementation Plan allow tenant representatives who do not live in my building to assume leadership roles, control common spaces for illegal activities, and influence decisions at my building, including future development and budget allocations. This results in the disappearance of tenant funds, PB funds, and tenant benefits, which are transferred to TCHC's non-transparent team and selected tenants who do not reside in my building.

In reality, my building has received no benefits from the Tenant Engagement Refresh. Ninety-nine percent of tenants in my building do not even know who our Community Service Coordinator (CSC) is, and we have never had meetings or information from the Tenant Engagement System. We are unaware of who our Community Service Coordinator is, and all claimed tenant funds and potential property transfers are controlled by external providers.

False tenant voices and community development benefits (Section 37) go to TCHC's non-transparent team and select townhouse tenants who use the combined building/townhouse model to control all future plans and funding by manipulating tenant voices for false spending. Since decentralizing to regional management, harassment, bullying, and unfair access policies have targeted tenants.

The TCHC Executive Leadership Team has ignored tenants' complaints about the nonsensical "Engage Together Model of Tenant Circle Townhouses/Building." By using false tenant reports and feedback without consulting my building's tenants, TCHC management has implemented selected policies and facility changes that create inner community divisions. Unfair access policies have established a two-tier system where activities outside of TCHC resources lack transparency and accountability, allowing bullying, intimidation, and harassment to silence tenants.

The Tenant Engagement System CSC, partnering with the Regional General Manager in Central, secretly awarded the title of my building representative to a selected townhouse tenant. This individual, supported by the Regional General Manager and his team, has made decisions for my building without our input, consent, or knowledge, engaging in illegal

activities and harassing individual tenants. TCHC or the Tenant Engagement System has never announced or posted who my building's secret representative is. This individual controls our building's future development plans, local and corporate spending, and decision-making without genuine tenant input, feedback, or consultation.

In the former City Home, all Community Benefit (Section 37) funds were controlled by local councillors and contributed to the local community centre. These funds benefited many children and seniors in the community. The children who grew up in the former City Home are now productive members of society.

Lessons Learned from the TCHC Tenant Engagement Refresh Model:

Since TCHC decentralized the four pillars to Regional Management, the management has partnered with the Tenant Engagement Refresh, using false tenant feedback that does not reflect reality. This approach lacks accountability, transparency, and consequences, using the Tenant Engagement Refresh as a tool to create one-sided management reports without proper consultation or consent from real tenants. The reports generated are self-serving and not representative of the actual tenant experiences.

Additionally, there was no minimum number of tenants required to vote for these building/townhouse representatives, and the representatives' identities were never disclosed. This has allowed for corruption, with representatives being replaced in official records to suit various agendas and to draft illegal proposals without tenant knowledge, consent, or approval.

The TCHC Tenant Engagement Refresh Model's "Building/Townhouses Community Process" contains inaccurate and false information leading to corruption, bullying, harassment, and false tenant feedback. It is deeply concerning that TCHC accepts a process that includes misleading information and appoints individuals who do not live in the adjoining townhouses as secret representatives for my apartment building. This process allows decision-makers from townhouses to take advantage of vulnerable seniors in apartment buildings.

For example, there is no representation or decision-making allowed for apartment building matters. There was no quorum or minimum number of tenants required to pass secret proposals, no elections, and tenant representatives were secretly replaced in official records. This was done without tenant consent, knowledge, or approval.

Furthermore, there was no minimum number of tenants required to vote for building/townhouse community representatives, and no election notices were posted. Secretly selected outsiders, appointed by staff, acted as our building representatives without our knowledge or input. TCHC never announced who these secret representatives were, allowing management to control feedback through false reports without tenant participation.

The errors in record-keeping at TCHC are so significant that they bring into question whether TCHC's actions are corrupt or simply improper. This raises concerns about the validity of the TCHC's "Building/Townhouses Community Process" and whether tenants are genuinely engaged in a process that serves their best interests.

TCHC should recognize its duty to ensure tenant safety and security and immediately declare these proposals as non-starters, given that townhouse tenants do not live in apartment buildings. The Tenant Engagement System Implementation Plan has created an unsafe, unhealthy, non-inclusive, and inequitable tenant community. By using the Tenant Engagement

System Implementation Plan, TCHC management bypasses the Tenant Policy Charter, Human Rights, property standards, building codes, and legal obligations, leading to unfair practices and corruption.

In reality, our building has not received any benefits. All claimed tenant resources, support, and funds have been diverted to a secret corruption team using the Tenant Engagement Refresh system model of Building/Townhouses as a tool for continued corruption, bullying, harassment, and unfair practices. It is concerning that TCHC allows strategic plans and policies that exist only on paper and do not reflect reality, silencing tenants and blocking complaints with false information.

The TCHC Tenant Engagement System Implementation Plan does not reflect reality, and TCHC reports are based on false management reports without accountability and transparency. As a long-time tenant, I believe the 2025 budget, along with Tenant Engagement PB funds and Community Development Benefits (Section 37), should be used to create a Tenant Ombudsman position within TCHC. This position should be independent of management and provide a safe space for tenants to seek answers and clarification on community issues, not related to rent, where no tenant will be turned away for not knowing or following procedures.

Thank you for the opportunity to share my comments. I welcome any questions that may arise.

Jacqueline (Jackie) Yu

TCHC Tenant.