



Toronto Community Housing



Valuing Our Tenants, Our Community, Our People

In response to an organizational review in 2007, Toronto Community Housing set out to implement a strategic response to address gaps in the quality of our housing and in customer service.

The plan focused on people—tenants, staff and community partners. The first step was to reorganize our business operations to ensure that they met the needs of our tenants, staff and communities that we serve.

BETTER SERVICES, IMPROVED OPERATING RESULTS

In the spring of 2008, Toronto Community Housing embarked on an ambitious plan to reorganize how we deliver services to our customers—tenants, staff and community partners.

The focus was on streamlining our operations to ensure that our service delivery, decision making and staffing were focused at the building level. Our first step was to reduce the number of management staff and refocus the savings into hiring more front-line staff. Every site now has a dedicated staff person accountable for well-maintained buildings.

The next step was to move from 27 Community Housing Units to 13 Operating Units staffed with a multi-disciplinary team. This integration of staff allows us to deliver on our mandate to provide quality housing to low- and moderate-income households and assist in the creation of community conditions that minimize risk and promote resiliency.

The theme of integration is central to everything we do. We now service our customers through a one-stop shopping model. The building staff, including Superintendents, Custodians and Supervisors are the first point of contact for tenants and the community. They are part of a multi-disciplinary team made up of Tenant Service Co-ordinators, Customer Service Facilitators, Health Promotion Officers, Community Safety Promotion Officers, Youth Engagement Co-ordinators and Community Safety Patrol Officers.

We have also recognized the unique needs of seniors by creating a special Directorate dedicated solely to the needs of seniors and developed a seniors strategy, in consultation with tenants, staff and community agencies, to address the unique needs of seniors and how to best deliver services that meet their requirements.

PUTTING TENANTS FIRST

Another major milestone of the 2008 reorganization was to enhance the Tenant Participation System. This evolutionary process included working with tenants to develop a new tenant engagement model that puts tenants first.

By working with tenants and establishing the Tenant Engagement Reference Committee—a group of tenants tasked with developing a new tenant engagement model, Toronto Community Housing was able to develop a new Tenant Engagement System that expands tenant involvement beyond the formal governance structure.

There will always be a role for elected tenant representatives to play in decision making at

Toronto Community Housing. The goal was to expand the decision-making process to include other tenant leaders at the community level.

Building meetings are now the starting point not only for identifying gaps and deficiencies, but also for coming up with solutions in partnership with building staff. This empowerment of tenants where they live is designed to resolve day-to-day operational issues such as state of repair, cleanliness and maintenance.

By resolving operational issues at the building level, tenants can now focus on more strategic issues at Neighbourhood Councils, such as advocacy, community economic development, and building capacity.

SUSTAINING COMMUNITIES

In 2008, Toronto Community Housing continued advancing its green agenda through living its commitment to building and maintaining sustainable communities. Every dollar saved through energy consumption is another dollar we can invest in building great neighbourhoods.

In our continuing efforts to reduce our carbon footprint by reducing greenhouse gas emissions, and decreasing our consumption of water and energy, Toronto Community Housing embarked on several innovative and ground-breaking initiatives in 2008.

A joint venture between Toronto Community Housing and Corix Utilities administers the Community Energy System in Regent Park. It will not only provide energy-efficient heating and cooling to all homes in the Regent Park revitalization when completed, but it is also

scalable to include outside customers and will incorporate renewable energy in the future.

At the end of 2008, Toronto Community Housing released its Real Estate Asset Investment Strategy, now known as *Housing Works*, to repair, retrofit, revitalize and replace our housing portfolio of over 58,000 housing units.

Housing Works is a comprehensive, \$1.5 billion plan to improve the quality of housing for our tenants and the City. It focuses on addressing the capital and infrastructure needs in our communities by establishing an index to set a building condition benchmark for the state





of repair of our housing. This will guide the decisions we make about repairing, retrofitting, revitalizing and replacing our existing housing.

We continue to advocate to all three levels of government to provide sustainable and predictable levels of funding for social housing. In 2008, the City of Toronto committed \$75 million in capital funding and the province contributed a further \$36 million. We are grateful for the support and we are encouraged that sustainable funding for social housing will be acted on by our government partners.

WE'RE COMMITTED TO IMPROVING OUR COMMUNITIES

At Toronto Community Housing, we are committed to continuous improvement. It is important to listen to our stakeholders to evaluate how we are doing.

In 2008, we completed our biennial tenant survey. It provides an important snapshot of what tenants think of our service and the progress we are making on our Community Management Plan commitments.

The 2008 survey results reinforce that we are on the right track. Overall, our performance improved significantly in the delivery of tenant services. In fact, community pride—a combination of responses including belonging to the community, neighbourhood pride, and sense of community—rose significantly to 65 points, an 11 point increase from 2006. This is a testament to our commitment to building safe and healthy communities.

We also received formal recognition for our performance as an effective organization. Toronto Community Housing is proud to be a Top 100 Employer for 2009. In fact, we have been named a top employer for 2010 as well.

This would not have been possible without the leadership of our founding Chief Executive Officer Derek Ballantyne. We thank him for his service and wish him all the best in his new role as the Chief Operating Officer for Build Toronto.

Other awards include winning the Ontario Non-profit Housing Association Award of Excellence, 2009 Greater Toronto's Top 75 Employer, 2009 Best Employer for New Canadians, 2009 Canada's Top 20 Family Friendly Employer.

These awards reinforce that we are on the right track but our work is not done. We continue to work hard to improve the lives and living conditions of the City's vulnerable and less fortunate by ensuring that they have access to quality housing and healthy communities.

David Mitchell
Chair of the Board

Keiko Nakamura
*Acting Chief Executive Officer
(effective May 15, 2009)*



GREEN COLLAR CORPS

The Green Collar Corps is a full-year program of environmental education and activism for in-school youth between the ages of 15 and 21 years who live in Toronto Community Housing locations undergoing the Building Renewal Program or the Building Energy Retrofit Program.

The program seeks to build a conservation ethic among Toronto Community Housing youth and to expose them to career opportunities in the growing green economy. Emphasis is placed on “walking the talk” through adoption and public demonstration of conservation behaviours.

The two-part program consists of the:

- ▶ **Enviro-Institute:** school-year environmental education and global citizenship studies that includes community service in Toronto Community Housing neighbourhoods.
- ▶ **Enviro-Internship:** an eight-week paid summer internship program for successful graduates of the Institute to gain work experience in the “green economy” and engage other Toronto Community Housing youth in environmental stewardship.

HIGHLIGHTING OUR RESULTS FROM THE COMMUNITY MANAGEMENT PLAN

FOCUS ON BUILDINGS

- › First group of Don Mount Court/Rivertowne tenants moved back.
- › Over \$131 million invested to improve buildings and unit interiors and \$207 million in work to be completed in 2009.
- › New partnership with Clinton Climate Initiative to develop new Building Energy Retrofit program—the program will be implemented in 19 communities in 2009.
- › Current building renewal projects resulted in initial annual savings on electricity of 5% to 7% and gas savings in the range of 2%.
- › In 2008, we invested \$36.5 million in 3,521 units completing 2,621 new kitchens and 2,042 new bathrooms as part of the ongoing Unit Refurbishment Program.
- › In our ongoing commitment to pest management, 6,000 units were sealed to prevent migration of pests.
- › Building Renewal Projects have resulted in initial annual savings on electricity of 20% and gas savings of about 20%.
- › Installed 150,000 CFL light bulbs, generating a savings of \$800,000 and greenhouse gas emission reductions of 5,200 tons over three years.
- › Replaced more than 1,400 appliances with energy-efficient models.
- › \$111.5 million from the Government of Ontario to repair social housing units in Toronto and to make them more green and sustainable.

- › City of Toronto committed \$36 million in provincial funding for building repairs and \$75 million from the sale of Toronto Hydro Telecom to invest in refurbishing up to 5,000 units and retrofitting 10 buildings with new energy-efficient building systems.
- › Opening of 1900 Sheppard Ave. W.— a community for young mothers. Includes 27 new affordable housing units.
- › Announcement and construction of the new Community Energy System at Regent Park.

FOCUS ON TENANTS AND COMMUNITIES

- › Launched a new Tenant Engagement System.
- › Seniors strategy to support ageing in place.
- › Allocated \$1.9 million towards accessibility upgrades.
- › Supplied 24 sites with organics collection bins as part of the first multi-residential organics collection routes (full city-wide roll-out to take 18 months).
- › Supplied all Toronto Community Housing buildings with indoor recycling containers for public and work areas.
- › Trained 32 community animators for My Community Recycles program.
- › Planning for Lawrence Heights revitalization kicks off.
- › Over 120 Reclaiming Our Space events in eight Operating Units to promote community health.
- › New internship launched with the Atlantic Council of Canada. Two youth given the opportunity to gain work experience and life skills.

- › Launched help@torontohousing.ca and voicemail feature through the 416-981-5500 Contact Centre for non-emergency service requests with a response commitment of 24 hours.

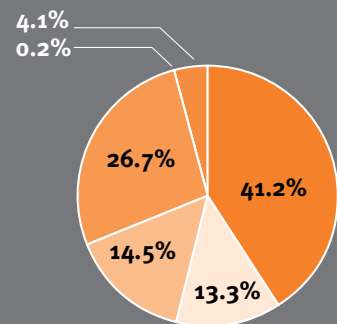
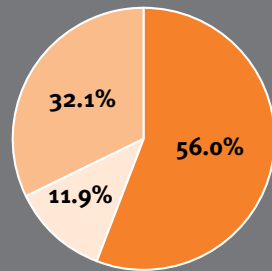
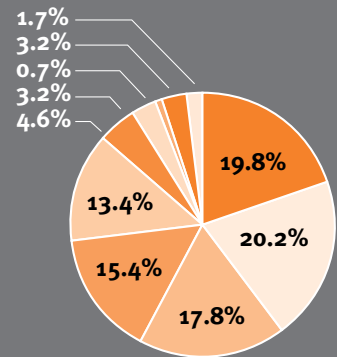
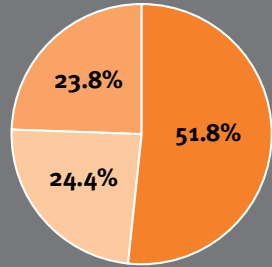
FOCUS ON ORGANIZATION

- › David Mitchell appointed as Board Chair— first time a former tenant will chair Toronto Community Housing.
- › Toronto Community Housing wins United Way Spirit Award—Best Joint Labour and Management Campaign Award.

- › 27 Community Housing Units were redeployed to 13 Operating Units structured within four directorates—Seniors and Single-Family Homes, West, East and Central.
- › Awards: Ontario Non-profit Housing Association Award of Excellence, 2009 Top 100 Employer, 2009 Greater Toronto's Top 75 Employer, 2009 Best Employer for New Canadians, 2009 Canada's Top 20 Family Friendly Employer.
- › Former CEO Derek Ballantyne received the 2009 Jane Jacobs Award.



FINANCIAL SUMMARY



REVENUES

2008 Revenues:			\$569 million
Rent and associated revenue	294,529,000	51.8%	
Federal and GTA pooling	135,273,000	23.8%	
City of Toronto operating subsidies	138,874,000	24.4%	
	\$568,676,000	100.0%	

EXPENDITURES

2008 Operating Expenditures:			\$569 million
Municipal taxes	112,742,000	19.8%	
Utilities	115,113,000	20.2%	
Debt payments	100,923,000	17.8%	
Building operations and maintenance	87,455,000	15.4%	
Capital plan funded by operating cashflow	76,467,000	13.4%	
Tenancy management	26,087,000	4.6%	
Corporate services	18,307,000	3.2%	
Net reserve contribution	4,171,000	0.7%	
Community support and community safety	17,977,000	3.2%	
Other operating costs	9,434,000	1.7%	
	\$568,676,000	100.0%	

2008 Capital Expenditures:			\$136 million
Capital plan funded by operating cashflow	76,467,000	56.0%	
Building Renewal Program	16,209,000	11.9%	
Capital Repair financing	43,809,000	32.1%	

2008 Capital Programs			\$136,486,000
Base Building Repair	56,271,000	41.2%	
Building Renewal Program	18,155,000	13.3%	
CMP Initiatives: safety, accessibility, etc	19,734,000	14.5%	
Unit Refurbishment Program	36,472,000	26.7%	
Appliances	285,000	0.2%	
Energy and Water Programs	5,569,000	4.1%	
	\$136,486,000	100.0%	



ADVANCING OUR COMMUNITIES

Established in 2004, the Social Investment Fund (SIF) supports community initiatives that contribute to improving the quality of life for Toronto Community Housing residents and building strong and healthy communities. Each year \$1 million is allocated to innovative projects that advance our Community Management Plan.

One example of a project funded through SIF is IMPACT (Indian Martial & Performance Art Collective). This program uses Indian martial and performance arts workshops to build youth self-confidence, discipline and strengthen cultural appreciation. Youth perform at community events and activities across Toronto Community Housing communities to strengthen community pride and reclaim outdoor spaces for community use.





GIVING A VOICE TO TENANTS

Each year, tenants decide how to spend \$1.8 million in capital funding during the Participatory Budgeting Day. Tenants gather to review capital priorities in their communities to determine where there is the greatest need and, using a shared tenant decision process, allocate the funds.

In 2008, Rfifi Abdessama proposed creating an accessible playground at 123 Sackville Ave. His proposal received the most votes and became a reality in 2009. Named after accessibility advocate Sam Savona, the playground is just one example of how tenants can make a difference by championing an idea and bringing it to life through Toronto Community Housing's participatory budgeting process. "I'm very proud we did something great for the community," said Mr. Abdessama. "I'm looking forward to doing even more."



COMMUNITY ENERGY SYSTEM

In 2005, the decision was made to build a Community Energy System (CES) to provide clean, reliable and sustainable heating, cooling, and hot water, as well as future generation and distribution of up to five megawatts of clean electricity supply to a revitalized Regent Park and the surrounding community.

The CES is a district heating and cooling system with high-efficiency boilers and chillers producing energy from a central distribution point delivered to surrounding buildings through a network of underground insulated distribution pipes and energy transfer stations.

In 2008, the CES was commissioned and is providing heating and cooling to the tenants who have moved back as part of phase one revitalization.





TENANT ENGAGEMENT REFERENCE COMMITTEE

Toronto Community Housing gives tenants a say over decisions that affect their lives. Tenant elections and participatory budgeting are just two examples of opportunities tenants have to influence decisions and make a positive difference.

So when tenant participation numbers fell in 2007, Toronto Community Housing turned to a team of experts to turn things around—tenants.

A call went out, and a diverse group of tenants from across the city answered. They became the Tenant Engagement Reference Committee (TERC). Their goal: create new opportunities for tenants to get involved in Toronto Community Housing’s decision-making process.

Their solution: a new tenant engagement system featuring tenant elections, participatory budgeting and two new features: building meetings, where all tenants can interact with staff to create opportunities and solve problems, and issue-based forums,

where tenants work together with staff and community partners to address issues of common concern.

The strategy was adopted by Toronto Community Housing’s Board of Directors in 2008. Implementation began in 2009. Highlights include the roll-out of building meetings across the city, over 100 tenants signed up for the new issue-based forums, and the most hotly contested set of tenant elections in the organization’s history.

For TERC members, the new system is a significant accomplishment. The more tenants who get involved and have a say the better. More voices at the table means more ideas, richer conversations and better results for tenants.

KEY FACTS

164,000 Tenants

- › Approximately 6% of Toronto’s population
- › Ethnically and culturally diverse
- › More than 25,000 seniors
- › More than 65,000 under 25 years of age
- › Average household income \$14,000
- › 70% of non-senior adults have paid employment

58,500 Units Across Toronto

- › Over 350 high-rise buildings
- › Over 1,000 houses
- › 93% rent-geared-to-income units
- › Largest landlord in Canada



One of the 12 new Operating Unit offices designed to serve tenants better.



LEADERS

BOARD OF DIRECTORS

David Mitchell | Chair
 Zahra Dhanani | Director
 Paula Fletcher | Director
 (Councillor, Mayor’s Designate)
 Suzan Hall | Director (Councillor)
 Michelle Joseph | Director
 Greg Kalil | Director
 Dan King | Director (Tenant)
 Giorgio Mammoliti | Director (Councillor)
 Carol Osler | Director
 Anthony Perruzza | Director (Councillor)
 Sheerin A. Sheikh | Director
 Ronald Struys | Director
 Catherine Wilkinson | Director (Tenant)

EXECUTIVE TEAM

Keiko Nakamura | Acting Chief Executive Officer
 Harold Ball | Vice President Human Resources
 Gordon Chu | Chief Financial Officer
 Steve Floros | Acting Chief Operating Officer
 John Fox | Acting Vice President Development
 Mitzie Hunter | Chief Administrative Officer
 Howie Wong | General Counsel

Regent Park residents were the first to visit the presentation centre for One Cole – the first condominium built as part of Regent Park revitalization.

Toronto Community Housing

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www.torontohousing.ca

November 2009

Awards of Recognition



Best Employers
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