

Toronto Community Housing



2018 Annual Report  
Investing in our Future



# Investing in our Future



**Kevin Marshman,**  
President  
and Chief  
Executive  
Officer

Working with the City of Toronto and our many partners, Toronto Community Housing made progress in 2018 in improving housing and services for our tenants and becoming more efficient, effective and responsive. A new four-year strategic plan developed with input from tenants guided these efforts. Its priorities—Positive Tenant Experience, Quality Homes and Vibrant Communities—are what tenants told us they want and need.

Providing quality service, respect and a positive experience every time tenants interact with our employees and contractors is central to all that we do. In 2018 we improved several tenant-facing services, including providing more after-hours services and creating a new Crisis priority transfer process that meets tenants' needs in a fair, consistent and timely manner.



**Brian Smith,**  
Vice Chair,  
Board of  
Directors

Tenants want clean, well-maintained homes in good repair. In 2018, we delivered a \$300-million building repair program to improve living conditions, safety, accessibility and comfort for tenants, increase energy efficiency and prevent closing units. We also continued our efforts to renew and replace homes in our revitalization communities.

Vibrant communities are places where tenants feel safe and have opportunities to reach their potential. In 2018, we enhanced fire safety in all our buildings and added more resources to strengthen security, deter crime and help tenants feel safer. We continued to move the City's Tenants First plan forward through the implementation of our Interim Seniors Housing Unit and made progress on a new engagement model that will give more tenants a voice in decisions that affect them.

While there is still more work to do, we are on the right track. We thank our employees for all their efforts in 2018 and for their unwavering commitment to improving the lives our tenants. We will continue to build on this progress in 2019 and beyond. ■

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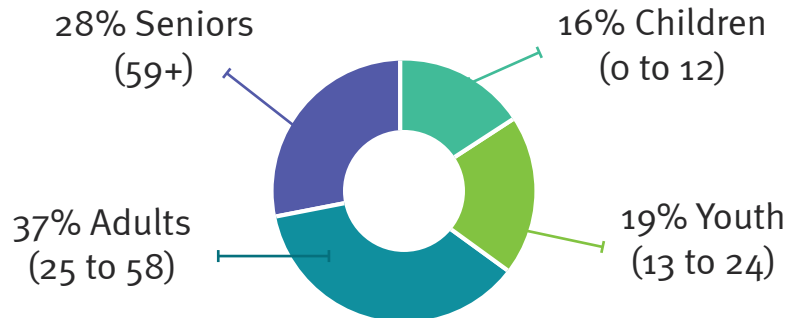
## About us

**Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada. Almost 60,000 low- and moderate-income households call TCHC home.**

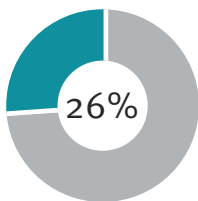
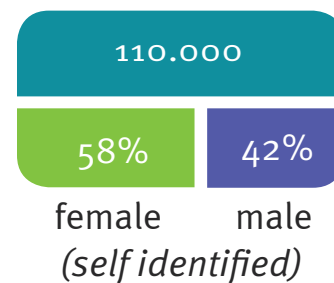
We are owned by the City of Toronto and operate in a non-profit manner. We own and manage rental units in close to 2,100 buildings across the

city. Our portfolio contains nearly 50 million square feet of residential space and is a \$10-billion public asset.

About 110,000 people live in our buildings. They come from many different backgrounds with a diversity in age, education, language, mental and physical disability, religion, ethnicity and race.

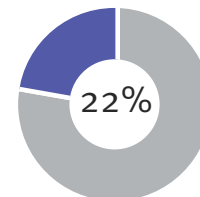
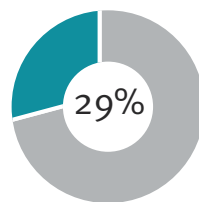


### people living in our buildings



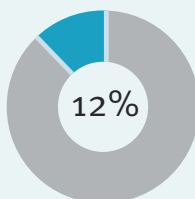
About 26% of our households are headed by a **single parent**.

About 29% of tenants **live alone**.

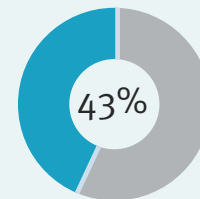


A **second language** is spoken in more than 22% of households.

An estimated 12% of households self-identify as having at least one member with a **mental health concern**.\*

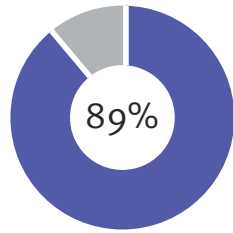


An estimated 43% of households self-identify as having at least one member with a **disability**.\*

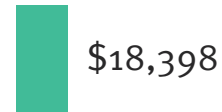


\*Source: Toronto Community Housing 2018 Tenant Experience Survey

89% of tenants pay **rent-geared-to-income**. The rest pay market rent or affordable rent rates.



Median income of TCHC rent-geared-to-income households



Toronto's median household income (from 2016 census).

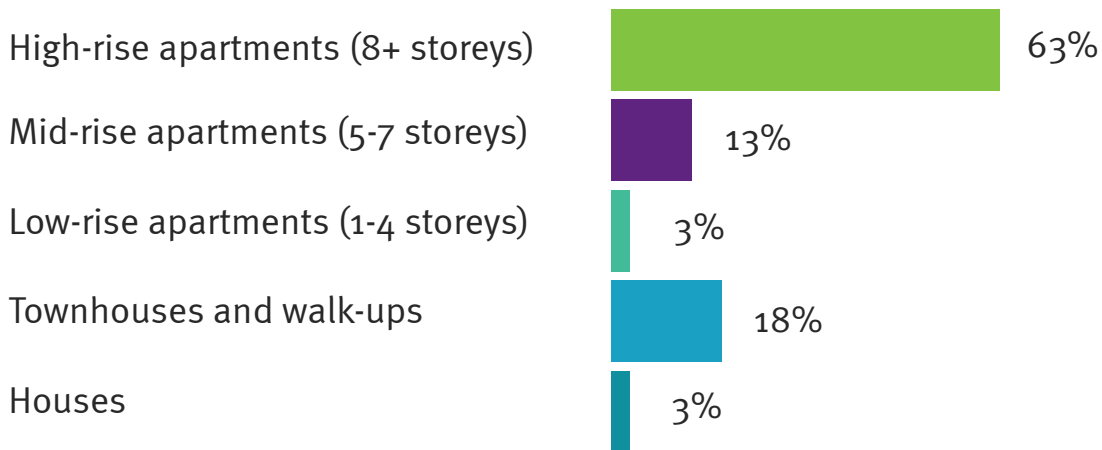


Most of our buildings are **between 40 and 50 years old** and in need of large-scale capital repairs.



Our buildings are in 105 of Toronto's 140 neighbourhoods.

### Units in each building type

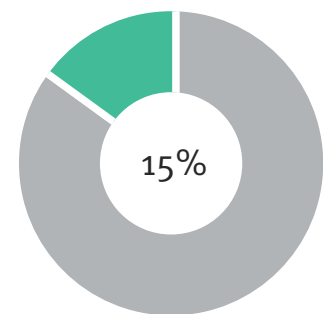


We **partner** with more than 300 private sector organizations and community agencies to provide recreational programs, scholarships, and job and training opportunities for tenants.\*\*

Over 1,700 people **work at TCHC**.

An estimated 15 per cent of our employees are either current or former tenants of social housing.

\*\* See page 29 for more information about our partnerships.



## Fire life safety: empowering personal responsibility through education



▲ Our Corporate Fire Life Safety team, Community Safety Unit and Interim Seniors Housing Unit partnered to implement Summer Safety Mondays.

**Tenant safety, and fire life safety in particular, is top priority at Toronto Community Housing. The success of our enhanced fire life safety program is essential to ensuring tenants feel safe in their homes, and to reducing risk of damage to our properties.**

In 2018 we created a new education program to further empower tenants to understand their roles

in fire prevention in their homes. Tenant education is important given that six out of seven sources of fires at TCHC buildings are caused by human behaviours such as careless smoking or cooking.

TCHC's program combines education with tenant engagement. Tenants can provide meaningful insight that supports our

efforts to advance a fire safety culture and create a more positive tenant experience.

TCHC delivers many elements of the program in partnership with Toronto Fire Services. Combined with proactive inspections and building maintenance, education contributed to a reduction in serious fires across our portfolio in 2018.

## Summer Safety Mondays

Our Corporate Fire Life Safety team, Community Safety Unit and Interim Seniors Housing Unit partnered to implement Summer Safety Mondays, a six-week pilot program held at Greenwood Towers, a seniors-designated building. In total, 460 tenants took part.

“

*Education, education, education...the more you learn, the better you can do.*

The program aimed to increase tenant awareness through presentations, take-home educational resources and community safety and fire safety audits. It also helped staff to better understand the safety concerns of senior tenants.

According to one tenant participant, “The

information provided by both security and fire safety was very informative and easy to understand. I really liked the pictures and the presentations.”

## Tenant fire safety ambassador pilot

The Fire Life Safety team worked with several partners to develop a fire safety tenant ambassador pilot program at five sites. Launched in late 2018, the pilot focused on tenant engagement and accountability. The ambassadors were trained to act as fire safety champions in their community and to escalate any fire hazards to site staff.

One ambassador, Ernie Coates, reached out to his neighbours to talk to them about fire issues in the building. “Our biggest problem is fire alarms from stuff like pots left on the stove,” Ernie said.

“This is my home...this program helps me and it helps everybody.”

## Fire Safety Awareness Month

TCHC partnered with Toronto Fire Services during Fire Safety Awareness Month in June to visit 16 seniors buildings, where they met with tenants to provide information about fire safety and fire prevention.

## More education in 2019

Tenants have responded positively to these new education programs, which has built a strong foundation for even more engagement in 2019. As Ernie put it: “Education, education, education... the more you learn, the better you can do.”

Go to page 23 to learn more about other fire life safety initiatives in 2018. ■

## Interim Seniors Housing Unit: taking the business plan on the road



▲ Presentations to tenants educated seniors on the new plan, outlined the unit's priorities and provided information on supports and resources.

**Following City Council's approval of the Tenants First report on seniors housing in May 2018, Toronto Community Housing established an Interim Seniors Housing Unit to better manage the 83 seniors-designated buildings in our portfolio and meet the needs of seniors living in our communities.**

Among the first tasks for the unit's general manager, Joan White, were to develop a 90-day action plan and a 2019 business plan.

A strong believer in the adage, "Nothing about us without us," Joan spent her first 90 days reaching out to tenants, including the Seniors Advisory and Advocacy Council (SAAC), to get their input and feedback on the business plan.

"I met with the council to discuss what their needs were and to see if our business plan aligns with their needs," said Joan. "I wanted to make sure there were no gaps between what we thought we needed to do as an organization, and the needs of tenants."



Anita Dressler, chair of the SAAC, supported Joan’s approach to include the group in the development of the business plan. She noted that the council’s role as an advisory group to Joan and her team has enabled them to provide “feedback and suggestions that will improve the quality of life for seniors.”

“  
*I wanted to make sure there were no gaps between what we thought we needed to do as an organization, and the needs of tenants.*

Joan and the SAAC jointly presented the business plan to tenants living in seniors buildings across the city. The presentations educated seniors on the business plan, outlined the unit’s four key priorities and provided senior tenants with information on supports and resources.

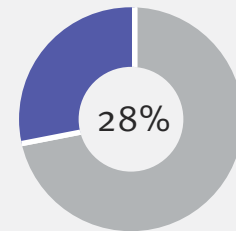
“The tenants are very happy with Joan,” said Valentyna, a member of SAAC. “They appreciate that she comes out to meet them, and we are starting to see improvements in how tenants’ issues are addressed.”

Toronto Community Housing will implement the business plan in 2019



▲ The new seniors unit’s general manager, Joan White (right), spent her first 90 days reaching out to tenants.

About 28% of tenants are seniors (59 years or older), including almost 1,100 tenants who are 90 or older.



and continue to work with the City to develop an integrated service model for seniors housing that will promote aging in place, better quality of life, and successful tenancies for seniors. ■

## Updating the tenant transfer process: helping tenants in crisis

### Toronto Community Housing put in place a new Crisis priority transfer process in July 2018.

The new process enables staff to take swift action when there is a direct, immediate, elevated and acute risk to the health or safety of a tenant that can only be addressed by a transfer to another unit.

TCHC approved 108 Crisis priority transfer requests in 2018. These households were either suffering intimidation, were victims or witnesses of a traumatic incident, or had a need that is protected under the Ontario Human Rights Code which could not fully be addressed by modifying their current unit.

A key change is the creation of a new Intake

Specialist position to administer Crisis priority transfer requests. Intake Specialists help tenants submit the required information and documentation and make sure that contact is made with third party agencies quickly and effectively.

“I think we make a positive impact on tenant safety,” explained Intake Specialist Gifty Frimpong. Gifty’s colleague, Charlene Crews, agreed. “Our ability to provide safety to someone who has experienced a significant trauma can be a beacon of hope to a tenant who no longer feels safe in their home,” Charlene said.

Gifty recalled working with a single mother who had been experiencing relentless intimidation in her neighbourhood and

“

*Our ability to provide safety to someone who has experienced a significant trauma can be a beacon of hope.*

feared for her family’s safety. Within two weeks of receiving the tenant’s application, Gifty was able to approve the transfer and move the tenant into a new home in another community.

After her move, the tenant reached out to thank Gifty for handling the application with urgency. “She told me that she felt safer in her new home and could now focus more on raising her children,” Gifty said.

Go to page 25 to read about other updates to the tenant transfer process. ■

## Access and support: Going above and beyond to help a single parent in need



▲ TCHC employees Dena Forbes and Ricardo Nayal went out of their way to support a mother in need.

**During a routine visit to a tenant's home to complete a basic maintenance request, Superintendent Ricardo Nayal noticed the unit was in disarray and that the tenant and her young child were acting differently.**

"I could see she needed help beyond what I could provide, and knew I had to do something," Ricardo said. "I flagged the issue and that's when Dena was brought in to help."

Dena Forbes is a Community Services Coordinator whose job is to connect tenants to supports in the community. She visited the woman's home for a check-in. "She was very anxious at first and reluctant to receive help. I brought in a translator to help communicate with her. It took time for her to open up to me," said Dena. >>

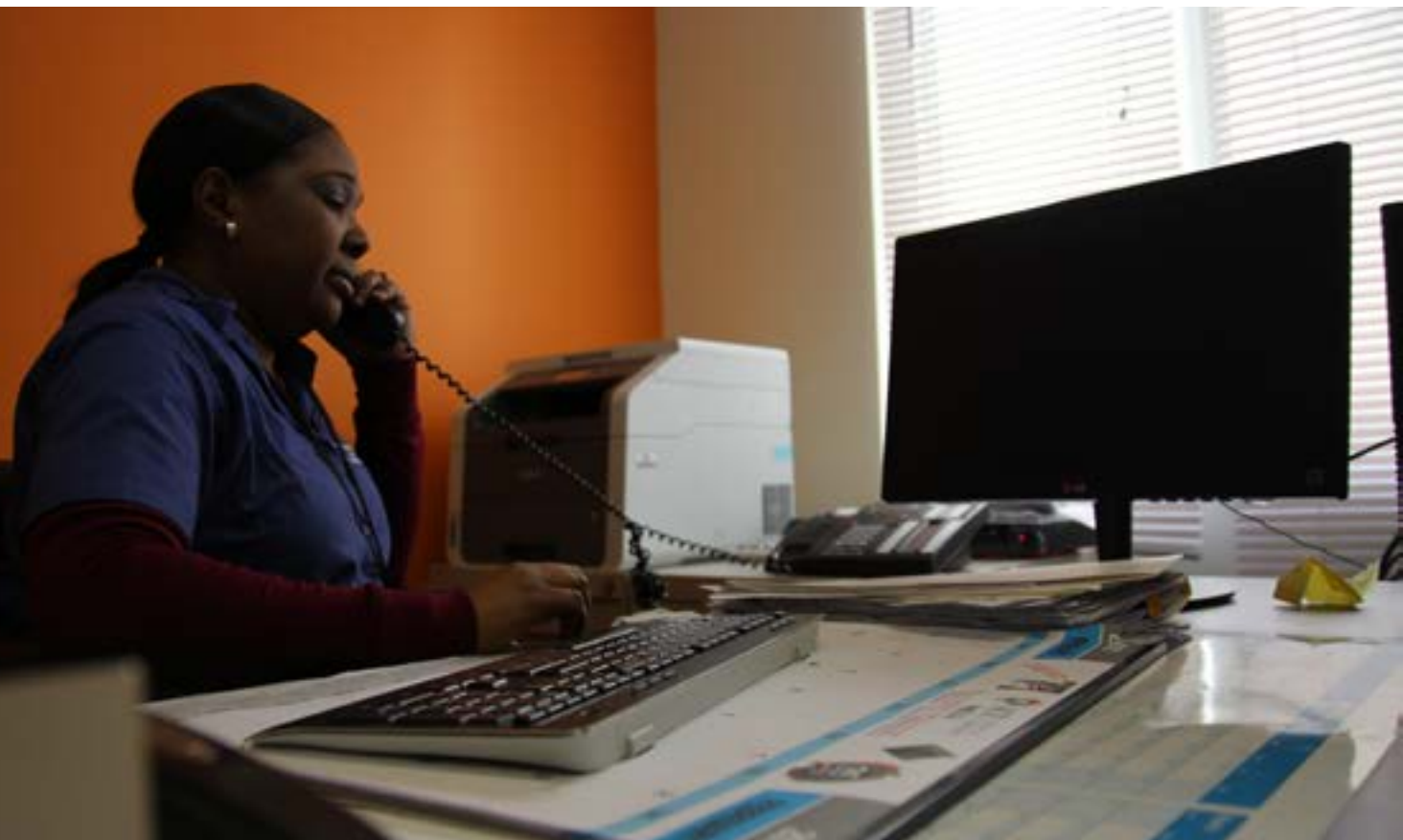
After touring the home, Dena realized the mother had several challenges and was struggling to provide for her family. Dena connected the tenant to a housing support worker at a local community agency and to legal aid to help with her challenges. She also made an appointment with Ontario Works on the tenant's behalf. "We really had to build from the ground up, she had no supports whatsoever."

Within weeks, through Ricardo's action and Dena's help, the tenant was back on her feet. She had a lost identification card replaced,

income from Ontario Works and a new support network.

Dena and Ricardo play different roles at Toronto Community Housing. But their shared commitment to improving tenants' lives brought them together to help a single parent in need.

"I'm glad we could help her," Ricardo said. "It's always good to see someone succeed." ■



# Youth programs: Investing in the future



▲ Forty Toronto Community Housing youth took part in the 2018 Canadian International Model United Nations Conference in Ottawa.

**When young people feel valued, engaged and safe, their community is healthier because they can thrive. With the help of our partners, we delivered programs and connected young people to opportunities enabling them to pursue their education and build employment, social and leadership skills.**

The City of Toronto contributed \$150,000 to expand the YouthWorx program in 2018. This

enabled us to hire 53 additional youth.

We asked youth who took part in several of our youth-focused programs in 2018 to tell us why they got involved.

## YouthWorx

Fahad Abdulahi is one of 155 Youth Community Workers employed through the 2018 YouthWorx summer jobs program to do light repair and maintenance work in our communities. Fahad

was inspired to apply for YouthWorx because he believes that it helps change the narrative about youth living in Toronto Community Housing.

“YouthWorx was more than just another job. It gave me a safe space to find real connections with my peers, do meaningful work, give back to different communities and learn new skills,” Fahad said. “I can’t think of another >>

job that helps young people learn so much about themselves.”

### Scholarship programs

With the help of our partners, nearly 100 tenants received scholarships in 2018 to help fulfill their educational goals.

Tajmina Tafader earned an Investing in Our Diversity Scholarship and is now studying biomedical engineering

at Ryerson University. As a high school student, Tajmina volunteered in the emergency and intensive care units at a local hospital and at a digital innovation hub where she helped make prosthetics for people.

“One of my goals is to improve the future of medicine and healthcare. That’s why I want to go to medical school,” Tajmina said. “However, medical school is very

expensive...the diversity scholarship eased the financial burden that medical school could have on me and my family.”

### Unsung Heroes: Design Workshop

We work to connect young people to opportunities that boost their self-confidence and promote healthy lifestyles. In 2018, about 2,400 tenants took part in sports, fitness and



▲ Twenty youth from the YouthWorx program showcased their talents and creativity at a workshop organized by Nike Canada.



▲ The Investing in Our Diversity Scholarship included an awards dinner to recognize winners and provide networking opportunities with program partners and donors.

wellness, and creative programs organized with our partners. One of those programs was the Unsung Heroes design workshop organized by Nike Canada. Twenty youth from the YouthWorx program showcased their talents and creativity at the workshop, where they designed their own athletic shoes and clothes to reflect their unique style.

Daiquane Buchanan's design represented something very dear to him: his neighbourhood, Jane-Finch. "For my shoe design, I incorporated the Toronto skyline and where I am from. The design was special because nobody has it," he said. Chris Otchere

called the design program a wonderful experience. "I've never done anything like that before," he said. "It was a fun way to engage youth. Everyone was very happy!"

### **Canadian International Model United Nations**

Forty Toronto Community Housing youth took part in the 2018 Canadian International Model United Nations Conference in Ottawa. The conference provided high school and postsecondary students with opportunities to learn about a range of global issues.

Sami Islam said the conference helped him realize his passion for

international diplomacy and encouraged him to get more involved. "I learned how to collaborate to solve some of the issues faced by young people in my neighbourhood," he said. "My experience helped kick start my personal development."

For Natalie Chattaroon, the conference was an adventure and a dream come true. "As someone living in Toronto Community Housing, the conference expanded my horizon on what's possible. I participated as a member of the science committee and learned so much about the challenges facing our planet. It was a fascinating experience." ■

## Performance highlights



**Quality Homes**  
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**Vibrant Communities**  
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**Service Excellence  
for Tenants**  
33

**Guided by our 2018 Business Plan, our team focused on three strategic priorities in 2018 to enable us to become more responsive and tenant-centric: quality homes, vibrant communities and service excellence for tenants.**

We identified specific actions for each priority,

and reported our progress to the board of directors and on our website through regular performance reports. Visit [torontohousing.ca/performance\\_reports](http://torontohousing.ca/performance_reports) to read the reports.

This annual report describes how increased investments in capital repairs and service

delivery, the effort and commitment of our team members, feedback from our tenants and the support of our shareholder, the City of Toronto, and our many service delivery partners led to improvements in the housing and services we provide to our tenants. ■

▼ Our 2018 program included investments to repair electrical systems and electrical training for employees.







## Quality homes

**Every Toronto Community Housing tenant should have a home that is clean, safe and well-maintained.**

In 2018, we worked with many partners to deliver record-level building capital repairs; improve accessibility, cleanliness and energy efficiency in our buildings; and continue to rebuild and revitalize six communities with our developer partners.

### **Repairing and renewing our housing stock**

We delivered our full \$300-million capital renewal program in 2018, plus we completed \$27.4 million in work advanced from our 2019 plan. This record investment helped us improve living conditions, safety, accessibility and comfort for tenants, increase energy efficiency and prevent closure of units.

One example is the extensive repair of townhomes in the McCowan Road community. The townhomes



▲ New kitchens were part of extensive repair work in the McCowan Road community.

had suffered water and termite damage and it was time for major repairs. Tenants were temporarily relocated to allow waterproofing of foundation walls, installation of new exterior wall cladding with improved insulation, and new energy-efficient windows and exterior doors.

The townhomes have new flooring and framing to replace what was damaged, and new, more functional kitchen and bathroom cabinets and fixtures. In total, 24 townhomes have been or will be renovated to continue providing quality homes in the McCowan Road community for decades to come. >>

## Performance highlights



▲ The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee continued to work closely with TCHC management and staff in 2018.

### Accessibility

Toronto Community Housing is committed to creating and maintaining homes, buildings and properties that are accessible and inclusive.

In 2018, we invested \$17.4 million for accessibility upgrades and in-suite modifications at 131 buildings, helping to improve living conditions for 9,400 tenants.

### Delivering on clean building standards

Building cleanliness is one of the top three drivers of tenant satisfaction. To make sure we provided consistent levels of cleaning services across our portfolio in 2018, we hired and trained 25 new cleaning staff, conducted quarterly audits of building cleanliness, and updated our building inspection software so that information can be analyzed quickly and shared with a wider audience. This in turn

## The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee

Toronto Community Housing thanks the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee for their commitment to accessibility improvements. Formed in 2013, this tenant-led committee continued to work closely with management and staff in 2018 to improve quality of life for people with physical disabilities and support TCHC in being a leader in accessible housing.

“In 2018, R-PATH members continued to go out to buildings to help staff

with designs for interior and exterior common space accessibility. We also worked with management and staff to ensure the Emergency Response Plan, the Tenant Volunteer Policy, and proposed tenant engagement models included provisions for persons with disabilities,” said Cathy Birch, chair of R-PATH.

“As well, we recognized staff members who have gone above and beyond to provide accessibility in their local communities and help tenants be safer in their homes. We look forward to continuing our advocacy in 2019.”

allows our team to better and more rapidly clean areas with a low rating.

According to the 2018 Tenant Experience Survey, tenant satisfaction with building cleanliness at buildings directly managed by TCHC rose to 71 per cent in 2018, from 68 per cent in 2017. Satisfaction also increased in seniors-designated buildings, reaching 80 per cent for the first time. We want to make sure this increase in satisfaction continues in 2019, and that tenants living in contract-

managed buildings—where the scores were lower—receive the same level of service as other tenants.

## Going green: energy and conservation at Toronto Community Housing

Toronto Community Housing is committed to improving energy efficiency, conservation, waste management and green spaces across our portfolio. Our Capital Engagement and Conservation Program (CECP) team worked with staff, tenants and >>

## Performance highlights

partners in 2018 to reduce energy costs and help the environment.

For example, the CECP team:

- Ran programs in more than 70 communities to educate and engage tenants on energy conservation. In the first two years of operations, these efforts helped to create over \$700,000 in utility cost savings.
- Helped to support a three-year waste management pilot in 20 communities, in partnership with the City of Toronto's Solid Waste Management Unit. This pilot achieved an increased diversion rate of 29 per cent, with overall waste reductions of up to 44 per cent and cost savings of up to 67 per cent.
- Led tenant engagement to support capital repairs for energy retrofits in nine buildings under the Social Housing Apartment Retrofit Program (SHARP).
- Delivered an air conditioner (AC) exchange program to replace window AC units with portable systems that are more energy efficient and reduce damage to units and buildings systems. In 2018, this program was successfully delivered to more than 1,000 homes.
- Developed a partnership with the non-profit organization Local Environment and Appreciation of

Forests (LEAF) to plant 100 native trees in three communities. This was part of the first phase of a program that is continuing in 2019.

- Established a bicycle repair hub in our Lawrence-Orton community under the City's Community Reduce and Reuse Program, in partnership with the Tower Renewal office. The program supports the City's goals of building sustainable communities and reducing the amount of waste going into landfills.

### Improving vendor management

We are committed to strengthening our vendor management program so that our contractors are delivering better value for money and better service for tenants.

In 2018, we implemented a long-term plan to refresh our vendor rosters, address underperformance by some vendors and improve our capacity to attract competitive bids from high-quality vendors. Through the refresh, we signed nearly 200 new vendor contracts. We are continuing to refresh our vendor rosters in 2019, especially for demand maintenance and facilities management.

## Investing in the future of our communities through revitalization

Through its community revitalization program, Toronto Community Housing is working together with tenants, neighbours, developer partners and the City of Toronto to create vibrant communities with increased opportunities. We involve and engage local tenants throughout the process.

In 2018, we had six active revitalization sites across the city and two sites in the planning stage.

### **a** 250 Davenport

Work on the high-rise tower at 250 Davenport was completed in 2018. This project refurbished 449 RGI units, the interior and exterior of the building, and the underground parking garage.

Construction on 11 rental townhomes also began in 2018 by our developer partner Diamond Corp./Metropia.

### **b** Alexandra Park

Toronto Community Housing launched the Alexandra Park Social Development Plan process in 2018. More than 300 tenants participated in surveys or focus groups on this plan. TCHC also selected an architectural firm to design the first building that will be part of Phase 2.

More than 20 tenants were hired through revitalization partnerships, including a tenant-owned business that staged the new Phase 1-B townhome model.

### **c** Allenbury Gardens

Phase 1 of the Allenbury Gardens revitalization was completed and occupied in 2017 and 2018. >>



## Performance highlights

Through the latter half of 2018, demolition of the remaining old townhomes continued. This allowed our developer partner, FRAM, to prepare for construction of the remaining four buildings, two townhome blocks and a public park.

Upon completion, the Allenbury Gardens revitalization will have replaced 127 RGI units and created 950 new market condominium units.

### **d** Don Summerville

TCHC and its developer partner Context Development Inc. began the early planning stage in 2018 for the revitalization of this 3.3-acre site in the Leslieville-Beaches area, which will comprise two towers totalling 210 units. Through 2019, TCHC will work with Context and the City of Toronto to continue moving forward with revitalization.

### **e** Lawrence Heights

Lawrence Heights, our largest revitalization project, continued to make strong progress in 2018. With our developer partner for Phase 1, Heights Development (Context and Metropia), we opened our new rent-geared-to-income (RGI) building and a market condominium building located at Zachary Court. The two buildings added 315 market condominiums and



▲ At the end of 2018, there were more new buildings than old in Regent Park.

77 RGI and refurbished units in the northwest end of the community.

Construction of the new rental building at Leila Lane will continue in 2019. As well, demolition has begun on Cather Crescent to make way for the construction of new buildings.

### **f** Leslie Nymark

Tridel, our developer partner at Leslie Nymark, has completed all roads and sewers on the project and has begun the foundational work. Construction will continue throughout 2019. Through the Leslie Nymark revitalization, Toronto Community Housing will replace 121 RGI units and add 498 market condominium units to the city's housing stock.

## **g** Regent Park

We continued to work with our Phase 3 developer partner, The Daniels Corporation, to redevelop Regent Park, our community east of the downtown core which has been called a model of urban mixed-income, mixed housing neighbourhoods. At the end of 2018, there were more new buildings than old in Regent Park, and more than half the 2,083 rent-geared-to-income units to be replaced through the revitalization had been completed or were under construction.

In 2018 we opened 291 RGI and refurbished homes to Regent Park tenants. As well, we made 140 affordable rental units available to Torontonians, using a fair and open random draw process which gave every eligible household an equal chance to rent a unit.

We also began an open, competitive public procurement process to select a developer partner for the remaining phases of the Regent Park revitalization. This process will lead to the best possible outcomes for tenants and the people of Toronto, consistent with the vision that has made Regent Park the success it has been to date.

## **h** Firgrove-Grassways

TCHC began a process in 2018 to develop a master plan for rebuilding and revitalizing the Firgrove-Grassways community. The process included active participation from the tenants who were relocated and those who still live at Firgrove-Grassways. The master plan will be finalized in 2019 and presented to the City of Toronto for approval. While this community revitalization is still in the consultation and planning stage, we are setting the stage for a mixed-income, mixed-use neighbourhood in Toronto's northwest.

### **Seeking out new revitalization and renewal initiatives**

As part of our move to expand the revitalization strategy to other neighbourhoods, we issued a request for expression of interest (RFEOI) in 2018 to assess developer interest in partnering to revitalize four of our large communities. TCHC will continue working with the City of Toronto to determine how best to transform these communities. >>

## **Implementing corporate standards for work done across the company**

In 2018, we developed a framework for all standard operating procedures which will provide for a structured review, update and improvement schedule. By the end of 2018, high-priority procedures across all divisions had also been identified and developed.

## **Refreshing the complaints management process**

Using information from a pilot conducted in 2017, we refreshed our complaints management policy and processes. We also set up a team to manage the intake, handling, resolution and close-out of complaints. Together, the new process and team enable our staff to provide more responsive service to tenants and identify and address where systemic improvements are needed.

## **Modernizing our technology systems**

A multi-year project will replace more than 30 legacy business applications and information technology systems that are at end of life with a new, fully supported integrated housing management solution. Once fully implemented, the new system

will support more efficient and effective business processes that better serve our tenants and staff. In 2018, we began the procurement process to select a vendor and completed a statement of work that is the foundation for the project plan, which the board of directors approved in February 2019.

## **Piloting a decentralized service model**

The June 2017 Tenants First report recommended three pilot programs, including a decentralization pilot to explore how information and decision-making could be effectively moved to front-line staff. In 2018, we began the pilot in the Weston Rexdale operating unit to determine how a decentralized model can increase responsiveness and improve business processes to deliver better service to tenants.

Through the pilot, we shifted the management of arrears files and complaints to the operating unit level and we added cleaning staff to respond more effectively to tenant concerns about building cleanliness. The pilot will be completed in June 2019 and evaluation will continue throughout the year. ■





## Vibrant communities

**When people feel connected, engaged and safe, a community is healthier because people can thrive.**

With the help of our partners, we delivered programs that provided jobs, scholarships, recreation programs, training opportunities and more. These partnerships helped to connect more tenants to the supports they need to maintain successful tenancies.

### Instilling a fire safety culture

Fire safety is a top priority in Toronto Community Housing and we are committed to promoting fire prevention in our communities. Building on work started in the fall of 2017, we enhanced our fire life safety program in 2018 to instill a culture of fire safety for tenants and staff.

As part of these efforts, we created a dedicated Corporate Fire Life Safety (FLS) team. Among the team's goals are enhancing and delivering focused fire safety education to tenants.

Highlights of the team's work during 2018 include:

- Establishing a quality assurance inspection process, as well as monthly quality assurance inspection reports.
- Providing 639 site staff with comprehensive training on the fire life safety systems in their buildings.
- Completing 162 fire safety assessments across the portfolio (performed by fire inspection staff hired in May 2018).
- Completing standard operating procedures for 14 fire life safety processes.
- Sharing fire safety tips with 55,000 households in the quarterly Tenant LOOP newsletter.
- Expanding a poster campaign on main fire hazards in our buildings.

This team's efforts, combined with proactive inspections and building maintenance, has contributed to positive trends in fire statistics across the TCHC portfolio in 2018.

The three leading causes of fires (smoking, incendiary, candles) trended down, including deliberately-set fires dropping by more than half from 39 per cent to 17 per cent. >>

## Performance highlights



▲ Our Community Safety Unit (CSU) launched a hiring campaign in 2018 with the goal to hire additional special constables by December 2019.

### Enhancing community safety and building security

Tenants have consistently told us that one of their top concerns is safety and security. We took several measures in 2018 to help tenants feel safer in their communities.

- Our Community Safety Unit (CSU) launched a robust hiring campaign in July 2018 with the goal to hire additional special constables from October 2018 to December 2019. These additional special constables will allow us to engage with more tenants and be more proactive in our communities.
- We aligned our CSU deployment model with the needs of high-risk communities and the approaches set out in the Toronto Police Service's The Way Forward

report to provide a more robust community safety program.

- We made uniform and vehicle design enhancements that more clearly identify our CSU special constables as professional law enforcement officers to support more interactions and engagement with our tenants and the wider community.
- We launched a new series of community safety pilot programs. We will track the results in 2019 to assess how we can apply learnings across the portfolio.

### New series of community safety programs

- A one-year pilot project in the broader Dan Harrison community provided enhanced 24/7 presence of our CSU special constables, regular patrols and third-party security response.

- We expanded security coverage to an additional 10 high-risk areas as part of our Violence Reduction Strategy.
- We assigned CSU special constables to specific communities to build relationships, engage tenants on safety matters and respond faster when incidents occur.
- We took part in the Toronto Police Service's Neighbourhood Policing Officer pilot project, where CSU officers provide proactive and intelligence-based assistance.
- We revised the Response to Violent Incidents Policy and Procedures to clarify and refine our response when critical incidents happen in our buildings and communities.
- We obtained membership in the Ontario Police Technology Information Cooperative (OPTIC). This is an important step toward implementing a new CSU records management system, GPS and dispatch system that officers can use to respond quickly and effectively when they are needed.

### **Community safety in 2018: by the numbers**

- We installed more than 2,300 new high-resolution digital security cameras across 47 communities. Equipped with more responsive features, these new cameras help

deter criminal activity and aid in investigations after a crime.

- We answered more than 110,000 calls to the CSU Dispatch Centre and dispatched more than 42,000 requests for physical CSU attendance.
- We completed 754 joint patrols with Toronto Police Service in our communities and worked closely on investigations related to criminal activity on our properties.

### **Supporting vulnerable tenants to have successful tenancies**

We are home to many tenants with heightened vulnerabilities who need additional supports. We continually assess how we identify, respond to and communicate with tenants who face barriers to maintaining successful tenancies.

### **Tenant transfers**

The City of Toronto Ombudsman issued a report to City Council in January 2018 that made 21 recommendations for improving our tenant priority transfer process.

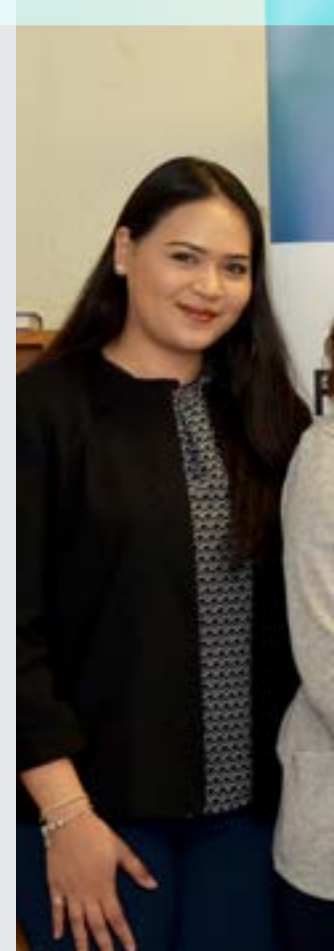
We worked quickly to implement changes so that tenants received consistent and timely decisions. >>

## Office of the Commissioner of Housing Equity (OCHE)

OCHE is an independent office that works diligently with seniors and vulnerable tenants facing loss of subsidy or eviction for arrears to help them overcome barriers and remain housed.

More than 430 households chose to work with OCHE staff in 2018 to resolve their rental arrears through direct payments, repayment agreements or referrals to local TCHC staff for ongoing support.

By helping to resolve or manage arrears, OCHE enabled 85 per cent of these households to avoid the need to involve the Landlord and Tenant Board.



In this regard:

- We consulted more than 270 tenants, 50 staff and 20 stakeholders regarding the Tenant Transfer Policy.
- We established a new Crisis Priority category with stricter criteria; we are now able to identify where a transfer is urgently needed because of a member of the household faces a direct, immediate and acute risk to their health or safety.
- We hired six new Intake Specialists to administer the new Crisis transfer process and help tenants and families living in extremely difficult and potentially life-threatening situations to relocate to a new home where they can feel safe and secure. The Intake Specialists received more than 1,500 transfer requests within the first six months of the policy being implemented, and by the end of the year, had approved 108 priority transfer applications.
- We developed and implemented a process to give all eligible households on the Medical and Safety at Risk waiting list a one-time opportunity to be matched to an existing vacancy.



▲ Commissioner Cynthia Summers (seated left) and her team worked with more than 430 households in 2018 to resolve their rental arrears.

- We trained all tenant-facing staff on the new transfer policy so that tenants could be assisted more substantially throughout the process.

### **The importance of self-identification in enhancing housing stability**

We are working to build the capacity among our team members to improve identification, response and system navigation for vulnerable tenants. This includes a new vulnerability intake form that will be piloted in 2019. The new form will help identify tenant vulnerability at entry points, such as annual unit inspections or

the rent review process. We also developed 211 building profiles that help to identify vulnerable tenants and facilitate their connection to the appropriate supports.

In 2018, we connected with almost 5,000 cases of tenant vulnerability. This represents 3,751 tenants, of whom 94 per cent were offered or connected to supports to address their needs. >>

## A partner in neighbourhood building and community development

As part of the Tenants First project, we implemented two pilots to improve our alignment with City services and programs that support youth and community development.

- A youth service pilot in the Weston-Rexdale operating unit developed an action plan based on local needs and priorities. This pilot engaged more than 600 youth who were provided or connected to supports and partnerships in the

areas of community development, mental health and employment.

- A local action pilot in our Mornelle Court community invited tenants to join a planning advisory group to identify and determine strategies to address local priorities. As part of the engagement side of this pilot, TCHC held barbecues and movie nights to demonstrate the ability of tenants, staff and partners to work collaboratively and promote services and opportunities in the community.

## Advancing tenant engagement

One of the top drivers of overall satisfaction is when tenants are engaged and involved in decisions about changes happening in their community. Continuing work done in 2017, we undertook a broad consultation process in 2018 to develop a refreshed tenant engagement system model. The goal is to give tenants a say on issues that affect their community and promote greater tenant input on local decision-making.

In addition to working closely with members of the City-Wide

“

**When tenants engage with employees they are more than happy to help you with anything you need.**

— Kelly, tenant

Tenant-Staff Engagement Advisory Committee, staff used multiple methods to engage a broad cross-section of tenants, through:

- building and community meetings;
- the 2018 Tenant Experience survey;
- community consultations; and
- feedback forums.



▲ TCHC provided opportunities for tenants to take part in recreational sport activities such as basketball, soccer and baseball while they also learn leadership skills.

## Improving quality of life for tenants through partnerships

We partner with more than 300 private sector organizations and community agencies in 600 service and program locations to provide recreational programs, scholarships, job opportunities and social services that help tenants maintain successful tenancies.

Through these partnerships in 2018, we have:

- Provided 566 tenants of all ages with job opportunities in fields like social services, retail, office administration and more.
- Awarded nearly 100 scholarships and bursaries to students through our various scholarship programs.
- Provided grants to 29 businesses founded by tenants, including

innovative start-ups and small-scale ventures.

- Increased seed funding for young entrepreneurs to develop their business ideas through our Be.Build.Brand. program.
- Provided opportunities to more than 2,400 tenants to take part in recreational sport activities such as basketball, soccer and baseball while they also learn leadership skills.
- Connected 220 senior tenants to hearing aids and specialized health and fitness programs.
- Partnered with Toronto Paramedic Services to hold in-building health clinics.

Last year, we developed a partnership framework to guide how we can deliver even more programming and services that respond to the needs of our tenants. >>

## Performance highlights



▲ Through partnerships, we provided opportunities to more than 2,400 tenants to take part in recreational sport activities while they also learn leadership skills.

Collaborations with government, community and private sector partners allow tenants to more easily access supports and services that are outside our core mandate.

A framework completed in 2018 will guide new strategic partnerships

in support of tenants' needs, help us make better use of existing arrangements, and pursue linkages with government and other partners to make sure public services offer the strongest benefit to tenants. ■





## Service excellence for tenants

**One important pillar of providing service excellence for tenants is making sure our team members have the tools, skills and resources they need to improve front-line interactions with tenants.**

## Engaging our employees

As part of its commitment to employee engagement, TCHC conducted an employee survey in May 2018 to measure engagement levels and take the pulse of the organization's health. The survey covered 13 employee engagement dimensions, and the participation rate of 77 per cent exceeded industry benchmarks for public sector organizations. Executive leaders rolled out the results in face-to-face forums with their teams and the survey findings were further refined through staff focus groups. With this input, Human Resources helped each division to develop action plans for improving employee engagement in 2019.

## Improving our recruitment process

When we are able to fill vacant positions quickly and efficiently with the best candidates, the results are felt by tenants through better customer service. In 2018, we conducted a thorough internal review of the full-cycle recruitment process to identify inefficient processes, staff training requirements and opportunities to automate the system to reduce the time it takes to fill vacant positions. With these findings, TCHC established a clear 10-week timeline for the recruitment process, from the posting of job ads to having new hires start their roles.

## Training

TCHC launched an online Learning Management System in 2018. The system has added to our ability to deliver and document real-time training for staff, improving the ability of our team members to deliver more responsive service.

We offered a variety of online and in-person training courses to staff on topics such as fire life safety, the Tenant Charter, performance and development planning, and non-violent crisis intervention. >>

## Performance highlights

### Responding to service and maintenance requests

Our Client Care Centre is integral to helping us keep the operation running and be there for our tenants 24 hours a day, 7 days a week.

In 2018, the Client Care Centre facilitated close to 1 million interactions with tenants. This includes over 700,000 calls, answered in an average of 43 seconds.

Through calls or emails, the Client Care Centre managed:

- 407,000 service requests, including 183,000 administrative requests, 12,000 account inquiries and more than 2,000 transfer requests.
- 223,000 maintenance requests, including more than 52,000 plumbing requests, almost 34,000 door repair requests and almost 19,000 electrical requests.

The 2018 Tenant Experience Survey found that overall satisfaction ratings for the Client Care Centre remained steady at 71 per cent.





▲ Overall satisfaction ratings for our Client Care Centre remained steady at 71 per cent as found in the 2018 Tenant Experience Survey.

### **Closing the Loop: seeking direct tenant feedback**

In 2018, after a successful two-year pilot, TCHC launched the Closing the Loop program portfolio-wide. More than 3,000 Closing the Loop surveys were done in 2018 to measure how satisfied tenants are with their day-to-day, in-home service experience.

Tenants who completed Closing the Loop surveys in 2018 consistently expressed high levels of satisfaction; 93 per cent of tenants surveyed were satisfied with the quality of work

done and 95 per cent found the staff or contractor completing the repair to be respectful and courteous.

Furthermore, the surveys found that 64 per cent of repairs had been completed at the time tenants were called to complete the survey. This told us that routine repairs were taking longer than five days. With this finding, TCHC took action and introduced changes to improve timeliness in making routine repairs. ■

## Awards and community recognition

**Giving tenants the opportunity to pursue postsecondary education or training empowers them to become leaders who make a difference in their communities.**

In 2018, in partnership with community groups and developer partners, we delivered the following scholarship programs.

The Building our Future: Limitless Heights Scholarships, which recognize contributions to community development, are available to tenants of all ages from the Lawrence Heights and Neptune communities. Over \$350,000 worth of scholarships and bursaries have been awarded since 2013. The funds were generously donated by:

- Canadian Welding Association Foundation
- Crosslinx Transit Solutions
- Dillon Consulting
- Flynn Canada Ltd.
- Gowling WLG
- Heights Development
- KPMB Architects
- Labourers' Local Union 506
- the mbtb group
- Oxford Properties

- Pathways to Education
- Sheet Metal Workers' & Roofers' Local Union 30
- Stantec
- TMG Builders
- Unison Health

The Investing in Our Diversity Scholarships (see page 14), which recognize contributions to diversity, leadership, and antiracism activities, are available to tenants up to 29 years old from all Toronto communities. Since 2001, almost \$1 million has been granted to 475 students. Most recently, 58 students received scholarships in 2018, from funds generously donated by:

- Ms. Anne Fleming
- Blaney McMurtry LLP
- Concord Adex
- Dentons Canada LLP
- Joe Pace and Sons Contracting Inc.
- Pattison Sign Group
- Mr. Ron Struys
- Scotiabank
- Sinai Health System
- Toronto (Central) Lions Club
- Tridel Corporation
- University Health Network–Toronto Western Hospital



▲ Some of the recipients of the Investing in Our Diversity Scholarships in 2018.

A scholarship ceremony and dinner was held in June 2018, generously co-sponsored by The Daniels Corporation and Tridel Corporation.

The Allenbury Gardens Revitalization Scholarships, which recognize leadership in strengthening the community, are available to tenants of all ages from the Allenbury Gardens community. To date, \$20,000 in scholarships and bursaries have been awarded since 2013. The funds have been generously donated by our development partner FRAM.

The Ted Rogers Scholarships aim to support the success of future generations of Canadians by helping young leaders across the country succeed in their educational aspirations. Fifteen TCHC students received a \$2,500 Ted Rogers Scholarship in 2018, which is renewable up to four years. The funds were generously donated by Rogers Communications.

Thank you to other partners that made scholarships and bursaries possible in 2018: the Black Business and Professional Association and the BOLT Foundation.

Toronto Community Housing employees and the company itself won awards in 2018 that recognized excellence, leadership and making a difference.

Toronto Community Housing received an Outstanding Community Partner Award from Visions of Science, an organization which provides afterschool and weekend programs to youth interested in exploring science, technology, engineering and mathematics (STEM).

Special Constables Derek Anderson, Dominic Khan and Jason Kirkwood won Toronto Police Services Board awards for exemplary efforts in assisting the police.

The Tenant and Community Services team received an Inspiring Change Service Award from our community partner Cota. This award recognized our role in launching six paramedical community health clinics.

**We thank our partners, sponsors and donors for their generous support in 2018 and for their continued recognition of our work as a social housing provider. ■**

## Financial Summary

**Toronto Community Housing is committed to responsible fiscal management of public funds and to transparency.**

We provide our financial results to our shareholder, the City of Toronto, as well as other key stakeholders. We post the State of Good Repair Fund financials, and board member and employee expenses, on our website.

### Report on financial performance

Toronto Community Housing strengthened its financial position by \$45.2 million with total net assets increasing to \$1,096.4 million in 2018 from \$1,051.2 million in 2017.

Net income for 2018 was \$48.9 million compared with \$60.4 million in 2017. The decrease of \$11.5 million is primarily the result of:

- An increase in depreciation costs of \$15.4 million compared with 2017.
- An increase of corporate services costs of \$10.6 million compared with 2017.
- An increase of total revenue of \$14.9 million compared with 2017

driven by higher residential rent of \$15.0 million; higher amortization of deferred capital contribution of \$4.1 million; and lower gain on the sale of housing projects and other capital assets (\$4.7 million).

- A decrease of joint venture income of \$4.2 million compared with 2017.

Cash position decreased by \$31.4 million in 2018. This decrease is a result of a net change of the following:

- \$85.3 million in cash in-flows for investing activities
- \$410.3 million cash out-flows for capital renewal activities, to fund capital repair needs and investments in newly developed properties
- \$222.6 million in cash in-flows from financing activities, consequent to a City grant and loan.
- \$70.9 million in cash in-flows from operating activities.

### 2018 key financial highlights

City funding totaling \$109.9 million towards building capital repairs and \$29.2 million towards redevelopment projects was received. ■

# Assets

*In thousands of dollars*

Consolidated statement of financial position  
for the year ended December 31, 2018.

	<b>2018</b>	<b>2017</b>
Assets	\$	\$
<b>Current assets</b>		
Cash	33,674	65,128
Investments	147,926	172,845
Restricted cash for externally restricted purposes	31,535	29,766
Accounts receivable	77,639	37,865
Grants receivable	81,094	17,023
Loans receivable	18,928	19,379
Prepaid expenses and deposits	10,742	8,699
	<b>401,538</b>	<b>350,705</b>
Loans receivable	53,511	43,754
Grants receivable	13,080	15,275
Investments in joint ventures	22,285	14,719
Capital asset replacement reserve	51,048	47,881
Cash for capital expenditures under restrictions with lenders	117,448	-
Investments for capital expenditures under restrictions with lenders	-	145,800
Receivable from the City of Toronto	20,325	21,325
Housing projects acquired or developed	1,652,961	1,615,349
Improvements to housing projects	1,551,643	1,354,908
Assets held - for - sale	4,185	-
Prepaid lease	857	912
<b>Total assets</b>	<b>3,888,881</b>	<b>3,610,628</b>

## Liabilities

*In thousands of dollars*

	2018	2017
Liabilities	\$	\$
<b>Current liabilities</b>		
Bank loan and bank indebtedness	46,300	-
Accounts payable and accrued liabilities	235,713	242,833
Tenants' deposits and rents received in advance	16,494	15,282
Deferred revenue	7,891	714
Project financing	59,406	78,842
	<b>365,804</b>	<b>337,671</b>
<b>Capital asset replacement reserve</b>		
Capital asset replacement reserve	51,048	47,881
Deferred revenue on long-term leases	1,166	1,218
Deferred revenue on land sale	13,348	14,420
Employee benefits	79,457	80,834
Project financing	1,601,345	1,601,821
Interest rate swap	-	136
Deferred capital contributions	680,363	475,454
Total liabilities	<b>2,792,531</b>	<b>2,559,435</b>
<b>Accumulated Surplus</b>		
<b>Share capital</b>		
Authorized and issued 100 common shares	1	1
Internally restricted funds	189,951	205,076
Contributed surplus	5,136	5,136
Unrestricted surplus	898,333	837,795
Accumulated rereasurement gains	2,929	3,185
Total net assets	<b>1,096,350</b>	<b>1,051,193</b>
	<b>3,888,881</b>	<b>3,610,628</b>



# Revenue

*In thousands of dollars*

	<b>2018</b>	<b>2017</b>
Revenue	\$	\$
Subsidies	235,347	234,540
Rent		
Residential	324,854	309,848
Commercial	15,413	16,141
Amortization of deferred capital contributions	49,402	45,268
Parking, laundry and cable fees	18,368	17,781
Investment income	9,608	6,472
Joint venture income (loss)	15,057	19,222
Gain on sale of housing projects and other capital assets	48,550	53,230
Plant and other revenue	4,389	3,613
	<b>720,988</b>	<b>706,115</b>
Expenses		
Operating and maintenance	172,501	173,537
Utilities	120,628	131,314
Municipal taxes	18,806	17,247
Depreciation	178,419	163,004
Interest	77,544	75,769
Community safety services	25,289	17,539
Residential services	13,339	11,752
Corporate services	63,096	52,485
Plant and other expenses	2,470	3,060
	672,092	645,707
Excess of revenue over expenses for the year	<b>48,896</b>	<b>60,408</b>

## Board of directors

The board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans. As of April 15, 2019, our board of directors consists of the Mayor or his representative, two City Councillors and nine citizens including two Toronto Community Housing tenants.

The board is accountable to the City of Toronto through presentation of its business plan, annual reports and financial statements.

The board delegates key areas of interest to three board committees.

- The Building Investment, Finance and Audit Committee (BIFAC) helps

the board in fulfilling responsibilities on items such as capital funds and investments, financial compliance and internal and external audits.

- The Governance, Communications and Human Resources Committee (GCHRC) helps the board implement appropriate standards of corporate governance, and fulfils oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.
- The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

As of April 15, 2019, members of our board of directors included:

**Councillor Ana Bailão**

**Amanda Coombs**

**Debbie Douglas**

**Ubah Farah**

**Councillor Paula Fletcher**

**Councillor Michael Ford**

(Mayor's representative)

**Linda Jackson** (TSC Chair)

**Nick Macrae**

**Brian F.C. Smith** (Vice Chair)

## Executive leadership team

Responsible for the strategic leadership of the company and its subsidiaries, as of April 10, 2019, our team included:



**Kevin Marshman** (Officer)  
President and Chief Executive Officer



**William Anderson**  
Senior Director,  
Community Safety Unit



**Luisa Andrews**  
Vice President, Information Technology Services



**Cathy Barker** (Officer)  
Vice President,  
Human Resources



**Angela Cooke** (on leave)  
Vice President, Tenant and Community Services



**Hugh Lawson**  
Acting Vice President, Tenant and Community Services



**Graham Leah**  
Vice President, Asset Management



**Rose-Ann Lee** (Officer)  
Chief Financial Officer and Treasurer



**Bruce Malloch**  
Director, Strategic Communications



**Andrew McKenzie**  
Senior Director, Service Integration and Delivery



**Darragh Meagher**  
General Counsel and Corporate Secretary (Interim)



**Sheila Penny**  
Vice President, Facilities Management



**Vincent Tong** (Officer)  
Chief Development Officer



**Lindsay Viets**  
Acting Director,  
Strategic Planning and Stakeholder Relations



**Joan White**  
General Manager, Interim Seniors Housing Unit



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Toronto Community Housing



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